

**THE ROLE OF CORPORATE COMMUNICATIONS
IN THE RESTRUCTURING OF PUBLIC SERVICE
BROADCASTING: A CASE STUDY OF THE KENYA
BROADCASTING CORPORATION**

By
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**A Research Project Report Submitted in Partial Fulfillment of the
Master of Arts Degree in Communications Studies**

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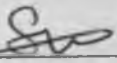
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DECLARATION

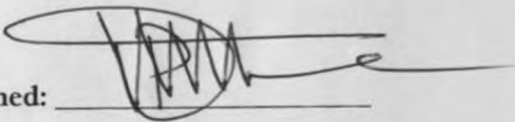
I hereby declare that this research project is my original work and has not been submitted in part or other form for a degree in any other university.

Signed:  _____

Date: 9/10/2007

Simon Peter Owaka

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

Signed:  _____

Date: 15/11/07

Mr Peter Oriare

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DEDICATION

This project is dedicated to the entire Owaka family without whose support I would not have come this far. I dedicate this work to my parents Benjamin Anthony Owaka and my mother Dorine Omolo Owaka, humble teachers who made many sacrifices because of their love for education. I am also grateful to my younger sister Joyce Aluoch Osambo of Durham, New Hampshire (USA) for her very generous financial assistance that kept my academic warship afloat during financially turbulent times. I must also mention my immediate family particularly my wife Patricia, and my daughter June Doreen Atieno who said she would like to attend my school – the University of Nairobi – when she comes of age. I hope this work serves as an inspiration to her.

ABSTRACT

This study set out to find out the role that corporate communications played in the restructuring of KBC in the five years beginning in August 2003 when Mr Wachira Waruru was appointed Managing Director with the express mandate to revitalize the then struggling state broadcaster.

The study focused on two populations from which samples were drawn: the audiences of KBC (external publics) and corporation's employees (internal publics). The key finding of the study was that corporate communications played the role of providing information to both internal and external publics on changes at KBC.

Another key finding was that the most effective communications strategies for employees were in order of ranking were internal memos, immediate supervisors, notice boards, staff meetings, direct mail/letters, conferences/workshops, and KBC's radio and television channels. For external publics, the most effective communication channels were KBC's radio and television channels, corporate advertising, product/service realignment through more balanced news coverage, change of corporate identity, polishing the corporate image, and changing the programming strategy.

The study further revealed that KBC has a multiple image i.e. it is perceived differently by its internal and external publics. For instance, while a significant portion of the external publics feel that KBC has changed and today has a better corporate image, most of the employees felt that not much had improved at KBC. Staff reported low morale, dissatisfaction with pay package, exclusion from decision-making and either felt that KBC had a bleak future or were not sure.

In conclusion, the study found that the provision of information or creation of awareness was the main role played by corporate communications in the restructuring of KBC. This and other roles such as socialisation, and advertising resulted in a change of perceptions especially the station's external publics. The findings on the employees were however not conclusive as many of them feel nothing has improved at KBC.

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LIST OF ABBREVIATIONS AND ACRONYMS

BBC	–	British Broadcasting Corporation
BCNZ	–	Broadcasting Corporation of New Zealand
CBC	–	Canadian Broadcasting Corporation
CSR	–	Corporate Social Responsibility
DStv	–	Digital Satellite Television
FM	–	Frequency Modulation
KBC	–	Kenya Broadcasting Corporation
KII	–	Key Informant Interview
KTN	–	Kenya Television Network
MBO	–	Management by Objectives
NTV	–	Nation Television
PR	–	Public Relations
PSB	–	Public Service Broadcasting
PSBs	–	Public Service Broadcasters
RNZ	–	Radio New Zealand
SABC	–	South African Broadcasting Corporation
TVNZ	–	Television New Zealand
UHF	–	Ultra-High Frequency
UNESCO	–	United Nations Educational Scientific and Cultural Organisation
VoK	–	Voice of Kenya

CHAPTER 1

1.0 INTRODUCTION

1.1 Background

Public service broadcasting (PSB) as a sector has witnessed rapid changes throughout the world over the last three decades beginning in the early 1970s. These changes have largely been brought about by various socio-political, economic and technological developments.

Before the advent of these changes, public service broadcasters (PSBs) enjoyed a unique position in that traditionally they were the dominant form of broadcasting in most parts of the world. The only exception to this trend, however, is the USA where commercial broadcasting was and still remains the primary means of broadcasting (Head & Sterling, 1982: 253).

Some of these changes were the advent of new technologies such as cable and satellite television, the liberalisation of the airwaves, the rise of a market economy, and cutbacks in funding for public service broadcasting. These changes so altered the unique position that public broadcasters had enjoyed such that they were no longer viewed as the only possible providers of entertainment and information while their cultural leadership and direction was undermined by those who felt that media audiences should be free to choose what to consume (Hansen et al, 1998: 81).

The impact of these developments in broadcasting saw a decline in audiences for public broadcasters as audiences shifted to the new commercial broadcasters or as the audiences became fragmented. They were forced to develop strategies to meet the competition.

One major problem facing public broadcasters today is that most governments have refused to increase funding for them. In the USA, for instance, successive administrations have made substantial funding cuts to public broadcasting (Head & Sterling, 1982: 291).¹

Gamble & Gamble (1989: 227) say that the cash crunch for public broadcasters is so harsh that there are worries that their very existence may be in jeopardy. To put up with the competition, Hansen et al (1998: 82) say public broadcasters have resorted to "improving their programming (as far as the level of funding would allow); compete by broadcasting similar sorts of material, for example, soap vs.

¹ http://en.wikipedia.org/wiki/Public_Broadcasting_Service

soap; by forming alliances, for example, BBC and Pearson, or by 'popularising' some of their content."

Public broadcasters have also been forced to undergo restructuring in order to survive in the liberalised media sector characteristic of most countries today. Kwame-Boafo and Arnaldo (1995) have summarized the dilemma facing public broadcasters thus:

It would be unrealistic to hold that public broadcasting must shun commercialism and be forever beholden to the state or depend solely on a system of license fee collection for its existence in the future. This would effectively marginalize public radio and television, even possibly reduce it to an information organ of government, or cede the world audience to the commercialism offered by the transnational entertainment industries. However, public radio and television cannot be true to their mandate and at the same time yield to all commercial pressures, in effect erasing the distinguishing mark of public service broadcasting. It is equally important that public broadcasting maintain its editorial independence and cultivate its credibility before the public (p13).

In Africa, the major problem that many PSBs face is that they are state-owned and have been used as propaganda machines of the political parties that have been in power at one time or the other. This is because at independence most governments on the continent inherited broadcasting systems from the former colonial powers. Such systems were initially introduced to cater for the white administrators and settlers. Ochillo (1993: 24) says that after independence the new African governments assumed full control of the broadcast media.

These were effectively government departments run and controlled by the ruling elite. Essentially, they were a monopoly in that commercial broadcasters were not licensed to compete with them in most countries. Broadcasting in these countries then tended to be authoritarian (Head & Sterling, 1982:8-9).

Restructuring has involved, *inter alia*, granting them more autonomy or shielding them from political interference. The major challenge in the restructuring of public broadcasters in Africa then has been on the best way to enhance their credibility in the eyes of the audiences.

In Kenya, the only public broadcaster, the Kenya Broadcasting Corporation (KBC) found itself in an especially precarious position with the liberalisation of the airwaves that followed the December 1991 repeal of Section 2(a) of the constitution that legalized multipartism. Liberalisation of the airwaves led

to the multiplication of radio and television stations in the country. This multiplication of electronic and print media has undoubtedly led to increased competition for the limited advertising revenue and the fragmentation of the audience.

KBC is established by an Act of Parliament (the Kenya Broadcasting Corporation Act, 1989) and its broadcasting is oriented towards public service with only 30 per cent being commercial. Ex-Managing Director, Mr Wachira Waruru, observed that the station was for many years a propaganda tool for successive Kanu regimes and was not open to people with divergent views, especially opposition politicians.²

This bias in editorial policy gave the station a negative corporate image that it has found difficult to shed over the years. The negative corporate image caused the station to lose out to its competitors on audiences and advertising revenue.

The corporation has been undergoing a process of restructuring since the advent of multipartism and the consequent liberalisation of the economy and the airwaves. The coming of the new stations and the fierce competition they posed to KBC for audiences and advertising revenue meant that something had to be done and fast.

The ambition of this study is to analyse the role that corporate communications has played in the restructuring of KBC especially in the last four years beginning in August 2003 when Mr Waruru was appointed the new chief executive of the state broadcaster.

1.1.1 The Role of Corporate Restructuring

The term 'corporate' is derived from the Latin for "body." It refers to institutions run on business principles i.e. for profit. It may also refer to a group or company given the mandate of running a business venture. A corporation can therefore be defined as a group of persons acting as one body (Harrison, 2000: 75).

The top management of a company is normally charged with the responsibility of designing its corporate strategy. They do this by defining the scope of its operations, its long-term objectives and how it can allocate resources towards the attainment of such corporate, strategic goals.

² Mr Waruru gave a public lecture to postgraduate students at the School of Journalism lecture hall on October 10, 2005

Corporate restructuring has become the buzzword for radical reforms aimed at making business enterprises more efficient and profitable in the last one and half decades. Such enterprises could be private sector firms or not-for-profit organisations that are run on business principles such as state corporations.

Corporate restructuring has been defined as the “act of partially dismantling and reorganizing a company for the purpose of making it more efficient and therefore more profitable. It generally involves selling off portions of the company and making severe staff reductions.”¹

It is usually undertaken on a firm that is undergoing liquidity problems or which is about to be acquired by another concern. Restructuring may also be done by a new CEO hired specifically to make the difficult and controversial decisions required to save a firm from collapse or reposition it in the market.

Corporate restructuring is usually characterised by the selling off of non-profitable or non-core divisions of company; staff reductions or retrenchments; changes in corporate management; reorganisation of functions such as sales, marketing, and distribution; and a major public relations campaign to reposition the company with consumers. A company that has successfully undergone corporate restructuring will generally be leaner, more efficient, and more profitable.⁴

Restructuring is a continuous process as organisations seek to adjust and adapt themselves to changes in their environments. The BBC, for instance, spent £107 million or 3 per cent of its total budget of £3237 million on restructuring in the 2005/2006 financial year.³

As a public broadcaster, KBC once received some funding from the government. However, due to the withdrawal of donor support in the early 1990s the government ceased funding KBC. The station was therefore left to look for alternative sources of funding.

1.1.2 The Role of Corporate Communications in Management

Corporate communications refers to all communications activities undertaken by a corporate organisation. Harrison (2000: 75-76) says it comprises the company’s website, annual reports, corporate identity programmes, corporate advertising, and most investor relations activity.

¹ <http://en.wikipedia.org/wiki/Restructuring>

⁴ Ibid

³ en.wikipedia.org/wiki/BBC

The public relations practitioner or manager in a firm is in charge of corporate communications. The public relations manager plans and manages corporate communications. Besides helping a company to set corporate goals and strategies, public relations also builds corporate identity and corporate image to supplement the efforts of the company. The latter two terms are often used interchangeably even though they mean different things. *Corporate identity* refers to a company's physical manifestation i.e. its corporate logo, primary colours, house style of dress, décor, in-house font, etc.

An organisation's *corporate image*, on the other hand, is the perception of the organisation by its various publics. It is the way people look at or perceive the organisation. It is the impression that publics have of the organisation in its entirety. Unlike corporate identity, it is intangible i.e. it exists in the mind. It is therefore very fragile.

Black (1972: 8) says that: "The corporate image of an organization depends on the company's behaviour and financial performance, its marketing and policies, the quality of its products, the standard of its personnel relations and its design management."

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The public relations manager or director of corporate communications in an organisation is in charge of both internal and external communications with various publics, publicity, events management, lobbying, public affairs, corporate advertising, sponsorships and management counseling. Other duties include writing speeches for management and identification of appropriate media, as well as spearheading efforts to attract financial support.

Cutlip et al (1994: 5) say that corporate communications plays the following functions for an organisation:

- 1) Conducts a planned and sustained programme of as part of the management.
- 2) Monitors awareness, opinions, attitudes, and behaviour inside and outside the organisation.
- 3) Analyses the impact of policies, procedures and actions on publics, and adjusts them to make them compatible with the public interest and organisational survival.
- 4) Produces specific changes in awareness, opinions, attitudes, and behaviours inside and outside the organisation.
- 5) Results in new and/or maintained relationships between an organisation and its publics.

1.1.3 A Short History of the Kenya Broadcasting Corporation

The origins of KBC can be traced back to 1927 when the colonial government granted the British East Africa Broadcasting Company a licence to provide radio services. The first English radio broadcast went on air in August 1928. The first radio broadcasts targeted white settlers who monitored news from Britain and other parts of the globe. These broadcasts were viewed as a public service for the education and enlightenment of the settlers and the largely Asian business community.

Radio broadcasts were however extended to Africans at the outbreak of World War II to inform parents and relatives of African soldiers of news from the battlefield. At the end of the war, an African unit was created within the information services to cater for broadcasting to Africans. The declaration of the State of Emergency in September 1953 saw the establishment of the African Broadcasting Service with broadcasts in local languages.

In 1954, the Kenya Broadcasting Service (KBS) was set up. Regional stations were established in Mombasa, Nyeri and Kisumu. In 1961, the Kenya Broadcasting Corporation (KBC), a semi-autonomous body, was established to take over broadcasting services from the government-controlled KBS. KBC was nationalized by the government in July 1964 and transformed into the Voice of Kenya (VoK) through an Act of Parliament. VoK was a department (Department of Broadcasting) under the Ministry of Information and Broadcasting.

KBC's first television services went on air in Kenya in 1962. The first television transmitter was set on a farmhouse in Limuru and transmission was over a radius of 15 miles. In 1970, a new television station was opened in Mombasa to relay programmes and produce local dramas, music, cultural, and other programmes.

In 1989, the VoK reverted back to KBC through an Act of Parliament. It was exempted from the State Corporations Act in 1994. In 1996, KBC commissioned Metro FM as a 90 per cent music radio station. The corporation also commissioned Metro Television in September 2000 as a sports and entertainment channel. In December 2000, KBC started Coro FM, a Kikuyu language station broadcasting to Nairobi and Mount Kenya region. Pwani FM was unveiled in 2001 to cater for the Coast region. In 2005, Metro FM (House of Reggae) was relaunched, becoming the first 24-hour reggae music station in the region. In March 2007, Metro TV was transformed into Channel 2 – a

free-to-air 24-hour entertainment television channel. The latter is a joint venture between KBC and a company based in Dubai.

Today, KBC runs two television stations (KBC Channel 1 and Channel 2), and five radio stations (English Service, Kiswahili Service, Pwani FM, Coro FM, Metro FM). The station also runs 18 vernacular services via transmitters in various parts of the country.

1.2 Statement of the Problem

KBC is the oldest and largest media house in Kenya. It is also potentially the richest media outlet with broadcasting assets worth billions of shillings. It owns two television stations, five radio stations, and transmits in 18 vernacular languages through transmitters located in various parts of the country; it has a rich music library and a broadcasting archive dating back 80 years; it has nearly 1,200 well-trained professional and administrative staff, and; the station was a monopoly with a countrywide reach since independence in 1963.

With all these human and material resources, KBC should have been the station to beat in the local media industry. It should have been setting the pace for its competitors by attracting huge audiences and advertising revenue to boot. It should also have led the way by investing in new technology, advanced production and marketing techniques.

However, despite these advantages that KBC enjoys, all has not been rosy for the state broadcaster over the past 15 years. The main challenge for the corporation is that its revenue base shrunk as audiences shifted to other stations over the years. The station has also been trailing its competitors in terms of investing in new technology; staff morale was low as evidenced by the exodus of competent employees to the private sector.

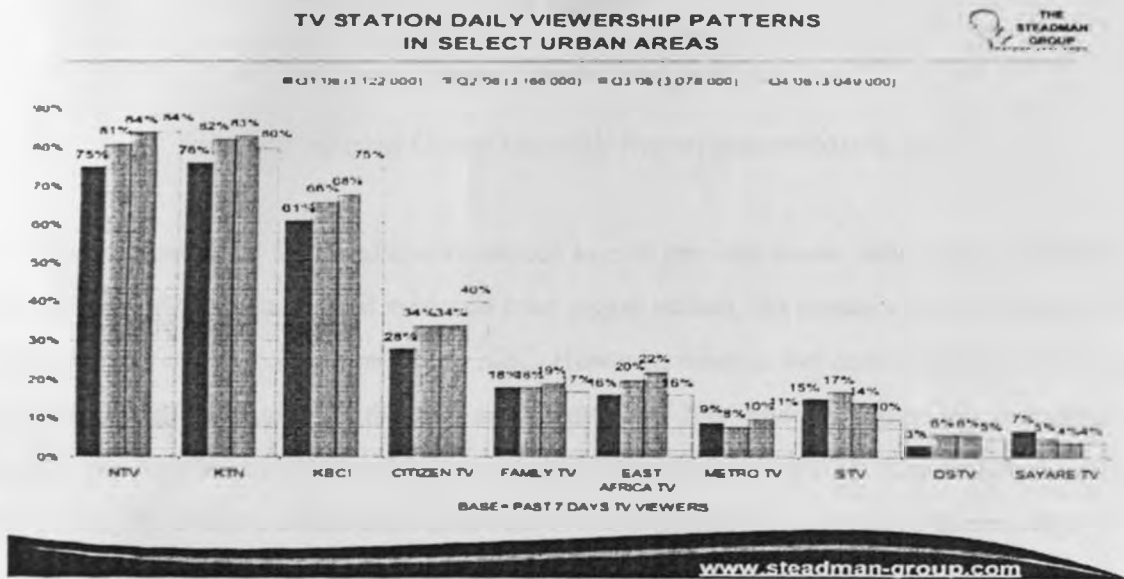
Despite these drawbacks, KBC has undergone tremendous improvements especially by way of revamping its corporate image and increasing its earnings from advertising revenue. In August 2003, Mr Wachira Waruru was appointed the Managing Director with an express mandate to revitalise the state-owned broadcaster. Mr Waruru is credited with initiating reforms that saw vastly improved news presentation at the state broadcaster and a station whose fortunes were on the rise. He changed the

news logo, hired new and younger news presenters and introduced new programming in order to make the station competitive.⁶

Under his stewardship, KBC unveiled the new-look Channel One Television with enhanced programming. KBC further sought to make its news more balanced in coverage of the government and the opposition. The result of these reforms was that the station won back lost audiences and its earnings from advertising rose.

Media research firm Steadman Research ranked KBC Channel One and its national service (Kiswahili) radio station third. The English Service radio station is however still struggling. For instance, results of surveys carried out by the Steadman Group before the October-December 2006 (fourth) quarter found that KBC's Channel One's viewership is higher in the other urban centres and rural areas than in Nairobi and often closes in on KTN during evening news bulletins on weekdays. Figure 1 shows that the channel's ratings rose consistently throughout the year 2006.

Figure 1



Source: Steadman Group, October-December Quarter, 2006

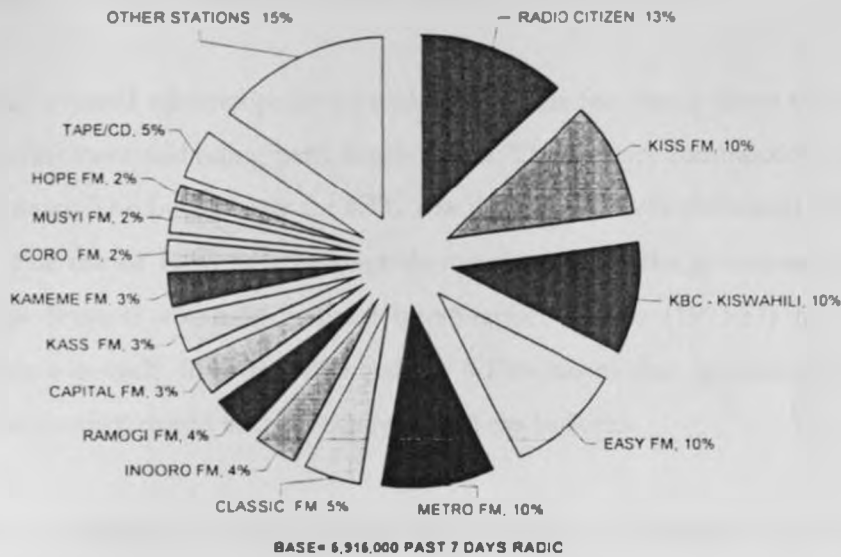
The station has also transformed some of its channels into media offering specific content. For instance, Metro FM was relaunched in 2004 as the 'House of Reggae,' the first radio station offering a

⁶ *Sunday Nation*, May 14, 2006, "Intrigues on exit of KBC boss" (p.7)

24-hour reggae music menu in the region. This change saw the station's fortunes take a turn for the better. Currently, it is one of the top-rated FM stations in the country ranking at par with some of the top FM stations in the country as shown in Figure 2 below.

Figure 2

SHARE OF EAR FOR SELECT URBAN & RURAL SAMPLE



Source: Steadman Group Quarterly Report January-March, 2007

The station was set up in 1996 and commissioned as a 90 per cent music radio station. Between then and 2005 when it was transformed into a 24 hour reggae station, the station's revenue base was weak as it brought in only Sh15,000 monthly to KBC. However, when it was converted into the 'House of Reggae' its monthly earnings hit the Sh4 million mark by 2006 and are still rising. The station also shot up to the number two slot as the most popular station after Kiss FM.⁷ The station is rated even higher in Nairobi where it comes third after Kiss FM and Classic FM in terms of listenership.

KBC's woes arose from the fact that it had a negative corporate image in the eyes of potential audiences and low morale among employees. This sorry state of affairs was brought about by a number of factors. Foremost among these factors was the liberalisation of the airwaves, which

⁷ This information was obtained in an interview with an officer at KBC's public relations department

brought about intense competition in the electronic media industry and fragmented audiences. Kenyans can now choose from several radio and television channels.

KBC's negative corporate image can be attributed to the fact that the station has been a propaganda tool for government functionaries over the years. The station reached its nadir during the Kanu era when it favoured the ruling party vis-à-vis the opposition despite the fact that it was a state broadcaster funded by taxpayers (*The Weekly Review*, January 24, 1992:p13; Wanyande, 1995:69; Gathu, 1995: 86). The station's image suffered as it lost credibility with audiences.

The station also had a biased editorial policy as evidenced by the fact that it chose only to cover news events featuring government and ruling party functionaries. The primary commodity in which a media house deals is the news. The biggest loss for KBC was the news as even dedicated audiences shifted to other stations. The use of KBC as a propaganda mouthpiece for the government and its biased editorial policy was brought about by political interference. Nyutho (1993:57) has observed that political interference especially from the PPS and the VPSS means that sometimes KBC TV lacks news values such as conflict, drama and adventure in its news bulletins.

The station also has financial problems arising from reduced advertising revenue and lack of government funding. The scrapping of the license fee that the station levied from the sale of radio and television sets in the June 2003 budget effectively meant that KBC had lost public funding. Limited finances meant that KBC could not invest in new technology such as digital satellite broadcasting at the appropriate time. This gave the other stations an edge over KBC in terms of better signal reception.

Shortage of funding also meant that the station could not remunerate its staff at market rates. As a result, some of the best and most qualified personnel left for greener pastures, locally and abroad. Political interference in the station's editorial policy and day-to-day management also demoralised staff.

Many of these problems emanated from the fact that KBC refused to respond to the changed situation brought about by the liberalisation of the airwaves and the increased democratic space in the country.

The efforts to solve the twin problems of negative corporate image and low employee morale have contributed a lot towards repositioning KBC as a PSB. Public service broadcasting is a valuable counterweight to the commercial broadcasting that the new radio and television stations are oriented towards. As a PSB, KBC provides quality programming aimed at improving the lives of ordinary people and spurring national development. A developing country such as Kenya cannot afford to concentrate all its broadcasting resources on commercial broadcasting only.

The concern of this study is that KBC has made significant efforts to redeem its negative corporate image and boost employee morale, factors that contributed to its myriad problems. The station has made these efforts through a restructuring programme that started nearly five years ago. Based on the problem stated, the purpose of this study will be to investigate what role (if any) corporate communications played in the restructuring of KBC.

1.3 The Objectives of the Study

1.3.1 Overall Objective

The overall objective of this study is to assess the role that corporate communications has played in the restructuring of KBC.

1.3.2 Specific Objectives:

- 1) To establish some of the changes that took place at KBC during the restructuring period
- 2) To identify the various corporate communications strategies that KBC put in place in the period it has been under restructuring.
- 3) To find out the perceptions of KBC by its internal and external publics.
- 4) To recommend ways on how KBC can improve its corporate communications programme.

1.4 Research Questions

- 1) What role did corporate communications play in the restructuring of KBC?
- 2) What were the most effective corporate communications strategies that KBC put in place during the restructuring period?
- 3) What are the current perceptions of KBC by its internal and external publics, and what are the motivations for these perceptions?

Because this is an exploratory study, there will be no hypothesis. The study will instead aim at answering the research questions.

1.5 Justification and Significance of the Study

Not much research has been done on the role that corporate communications can play in the restructuring or revitalising of a media organisation. This is because in most instances, media outlets are seen as PR tools for other organisations. It is very rare for media organisations themselves to be seen as requiring PR techniques to communicate with their publics.

The only study that has been done so far been conducted on PR management in a media house locally, focused on Kameme FM which is a private media house.⁸ No such study has been done on a public broadcaster such as KBC. This study will therefore provide valuable insights into what role corporate communications can play in management, restructuring or revitalisation of a media organisation. It will also add to the pool of knowledge on how an organisation that is undergoing restructuring can use corporate communications to build goodwill, confidence and trust of its various publics.

This study is significant in that its findings will form a basis for the formulation of a corporate communications strategy for KBC. Such a strategy will enable better communication with both internal and external publics, and increase productivity among the internal publics. It is also significant because it will help to reposition the station as a profit-making enterprise in the current competitive media sector in Kenya. The repositioning of the station will also hopefully attract more audiences and the advertising revenue that goes with it.

Finally, the findings of the study will serve as a framework for suggesting ways in which the station can redeem its image based on the needs of the audience. A media house should be responsive to the needs and desires of its audience.

1.6 Scope of the Study

This study will focus on KBC's national radio and television services namely, KBC Channel 1, Channel 2, Metro FM, KBC English Service and the Kiswahili Service. The vernacular services and regional stations such as Coro FM and Pwani FM will not be covered in the study. Respondents will be asked questions about their attitudes, opinions and perceptions of the national stations only.

⁸ Chege, Miriam Mukami, *Evaluation of PR Management at Kameme FM Radio Station*, unpublished MA dissertation presented to the University of Nairobi, 2003

This limitation of scope can be justified on the fact that the station's image is more a function of its national radio and television stations than the vernacular ones. It also the national stations which broadcast in Kiswahili or English that are within the reach of audiences who are drawn from diverse ethnic groups as opposed to the vernacular or regional stations that are meant for people from a particular ethnic community or geographical region.

1.7 Limitations of the Study

- Due to limited funding this study will focus only on respondents at Broadcasting House, Nairobi and audiences resident in Nairobi.
- The time and funding required for this study will also be limited.

1.8 Assumptions of the Study

- That the KBC management will allow this study to take place within its premises.
- That KBC used corporate communications in its restructuring.
- That the funding and time allocated for this study will be adequate.
- That the selected respondents will cooperate in providing the required data.

1.9 Operational Definitions of Key Terms

For the purposes of this study, the following terminologies will be used as defined below:

Attitudes: Refers to the predisposition or inclination of a people to think in a certain way about a certain topic or issue.

Audience: A person or group of persons who tune in (by design or otherwise) to a local radio or television channel or station. This term is synonymous with external publics i.e. viewers or listeners.

Audience perceptions: Refers to what the audience or external publics of an organisation or media house think about it. Perceptions are synonymous with attitudes and opinions.

Communication: The art of imparting, conveying or exchange of ideas, knowledge, etc., by speech, writing or signs.

Corporate: Refers to an institution that is run on business principles. Many corporate institutions are for profit but these days may include not-for-profit organisations such as parastatals.

Corporate communications: Refers to all communications activities undertaken by a corporate organisation including websites, annual reports, corporate identity programmes, corporate advertising, internal/external communications, etc.

Corporate identity: Refers to an organisation's physical manifestation i.e. its corporate logo, primary colours, house style of dress, décor, in-house font, etc.

Corporate image: Is the perception of an organisation by its publics.

Communications strategy: A detailed plan of action on how an organisation will handle its communications with both internal and external publics.

Entertainment: A radio or television programme that is meant to entertain; diversion or amusement. Entertainment programmes in this study will include comedies, movies, music, soap operas, sports, etc.

External publics: This term is synonymous with KBC's audiences i.e. people who tune in to or have the potential to access the station's programmes.

Internal publics: This refers to all employees of KBC including the professional and administrative staff, artistes, etc.

News: Refers to a presentation of a radio or television broadcast of information about current events, or important or interesting happenings. This will be in the form of news bulletins or briefs.

Programming: Refers to the variety or menu of programmes that a radio or television station presents on a daily basis. They may be programmes for news, entertainment, talk shows, current affairs, or those dealing with social, political or economic issues, etc.

Strategy: A detailed plan of action or roadmap of how an individual or organisation can achieve a particular goal or objective.

CHAPTER 2

2.0 LITERATURE REVIEW

2.1 Public Service Broadcasting in the 21st Century

There is no universal agreement on what public service broadcasting (PSB) is or what it is supposed to do (Head & Sterling, 1982: 253). The classic definition of PSB has come from UNESCO, which perceives it as “broadcasting made, financed and controlled by the public and for the public.” For the UN agency, PSB is neither commercially- nor state-owned. This means that it is a kind of broadcasting that is free from interference by commercial or political forces. Through it, the public is informed, educated and entertained.⁹

However, for the purposes of this study, PSB can be defined as a form of broadcasting in which radio and television stations receive some or all of their funding from the public. The funds can come from radio and/or television licence fees, state grants or subsidies, and from individuals or corporations through voluntary contributions.

The Broadcasting Research Unit report (1985) report identified eight principles or goals of a PSB:

- ❑ Geographic universality
- ❑ Catering for all interests and tastes
- ❑ Catering for minorities.
- ❑ Detachment from vested interests and government.
- ❑ Catering for national identity and community.
- ❑ One broadcasting system to be directly funded by the corpus of users.
- ❑ Competition in good programming rather than numbers.
- ❑ Guidelines to liberate programme makers and not restrict them (Hansen et al, 1998:88).

It is important to point out, however, that there are many models of PSB in various countries around the world. This is because most countries developed PSB models that best suited their needs and circumstances. For instance, in most countries around the world, public service broadcasters are funded through a mix of advertising revenue and public finances, either from a licence fee or from state subsidies.

⁹ portal.unesco.org/ci/en/ev.php-URL

Some of the models that have been analysed here include those from the following countries in the British Commonwealth: Britain, New Zealand, Canada and South Africa. These PSBs have been selected because of their relevance to the restructuring that KBC has been undergoing.

i) Britain

Britain has a strong tradition of public service broadcasting. In fact, PSBs are modelled on the British Broadcasting Corporation (BBC), which was established in the 1920s. Besides the BBC, there is Channel 4, a state-owned commercial PSB, and S4C, a Welsh language station that broadcasts to Wales.¹⁰

The BBC is a quasi-autonomous public corporation operating as a PSB under a Royal Charter. The BBC Trust runs the corporation, but it is supposed to be “free from both political and commercial influence and answers only to its viewers and listeners.”¹¹ This means the station enjoys editorial independence and is free from external interference.

The corporation’s domestic programming and broadcasts are basically funded by levying television licences, but additional funds are raised through commercial activities such as the sale of merchandise and programming. The BBC World Service that broadcasts to the outside world is, however, funded by the Foreign and Commonwealth Office.

BBC Worldwide is the commercial arm of the BBC that is responsible for the sale of BBC programmes and other assets, including several television stations across the world. It was formed out of a restructuring of the former BBC Enterprises in 1995. BBC Worldwide’s commercial activities rake in profits that the BBC reinvests in public service programming.

ii) New Zealand

In New Zealand, the former New Zealand Broadcasting Corporation (BCNZ) was broken into two state-owned corporations, Television New Zealand (TVNZ) and Radio New Zealand (RNZ). While RNZ is a classic PSB with no commercial advertising, TVNZ receives 90 per cent of its funds from selling advertising on its two stations. This implies that though it claims to be a PSB, TVNZ is more

¹⁰ en.wikipedia.org/wiki/Public_broadcasting

¹¹ <http://en.wikipedia.org/wiki/BBC>

of a commercial network that is involved in cutthroat competition for advertising with commercial broadcasters.¹² Government agencies provide additional funding for TVNZ.

The government of New Zealand undertook a high profile restructuring of TVNZ as a state corporation in 2003. These reforms introduced a dual mandate whereby the state broadcaster had to make profits in addition to carrying out a range of public service objectives.¹³

TVNZ operates two main television channels, TV One and TV Two, which broadcast across New Zealand. TV One basically airs serious programming and is the primary news outlet for TVNZ. However, it also airs entertainment programmes. TV2 is a primarily entertainment channel that focuses on comedies, drama, movies and local programmes. It caters for a primarily young and family-oriented audience. TVNZ also produces and airs several Maori language television programmes targeting the Maori ethnic minority. However, the government of New Zealand funds a separate Maori TV channel which broadcasts in Maori. This channel started broadcasting in March 2004.

iii) Canada

The Canadian Broadcasting Corporation (CBC) is the main public service broadcaster in Canada. It operates two national television networks, four radio networks (plus one international radio service) and two 24-hour news channels in both English and French, the two official languages in Canada.¹⁴

CBC's television broadcasts are funded in part by commercial advertising and revenue from the federal government. However, the corporation's radio broadcasts are free from advertising. The CBC is a state corporation governed by the Broadcasting Act of 1991. It has an independent editorial policy. This means that it is free of government interference, and is directly responsible to Parliament.¹⁵

iv) South Africa

In South Africa, the sole public broadcaster is the state-owned South African Broadcasting Corporation (SABC), which operates four television broadcasts and provides 18 radio stations to the

¹² Ibid.

¹³ http://en.wikipedia.org/wiki/Television_New_Zealand

¹⁴ http://en.wikipedia.org/wiki/Public_broadcasting

¹⁵ http://en.wikipedia.org/wiki/Canadian_Broadcasting_Corporation

public.¹⁶ The SABC, which was established by an Act of Parliament in 1936, is funded by a mix of television license fees and advertising.

The SABC restructured its broadcasting operations in 1996, two years after the first all-race democratic elections. It renamed its radio services and hired more black presenters. The SABC's three television stations were also reorganised to make them more reflective of a democratic and multiracial South Africa.

Apart from its domestic services, the SABC also operates external services in radio and television. Channel Africa (formerly Radio RSA) was established in 1966 and broadcasts in English, Portuguese, Dutch and German. SABC Africa is the external television service, which provides news and entertainment to the African continent. In addition, the SABC also operates two regional television channels that broadcast in native South African languages.

The SABC's autonomy from government control has been a controversial subject since the apartheid era. Under apartheid, it was believed to be a mouthpiece of the racist National Party government. The apartheid regime used the station as a platform to broadcast propaganda to the nation. Fears were so rife of the potential for it being misused by another regime for sectarian reasons that the 1993 multi-party negotiations recommended that it be run by an independent board that would represent a cross-section of society (Busstiek, 1995: 270).

Despite these efforts, the SABC is still not free from accusations that it is biased towards the ANC government. Critics have said that the station is fond of self-censorship, sidestepping sensitive issues and being under the influence of government officials.

In summary, it may be pointed out that the PSBs discussed above have made critical efforts to enable them survive in a changed and more competitive broadcasting environment. These changes have involved, *inter alia*, taking on advertising, launching channels to cater for specific segments of their audience(s), shielding themselves from government interference, setting up commercial divisions the profits from which are reinvested in public service broadcasting.

¹⁶ http://en.wikipedia.org/wiki/South_African_Broadcasting_Corporation

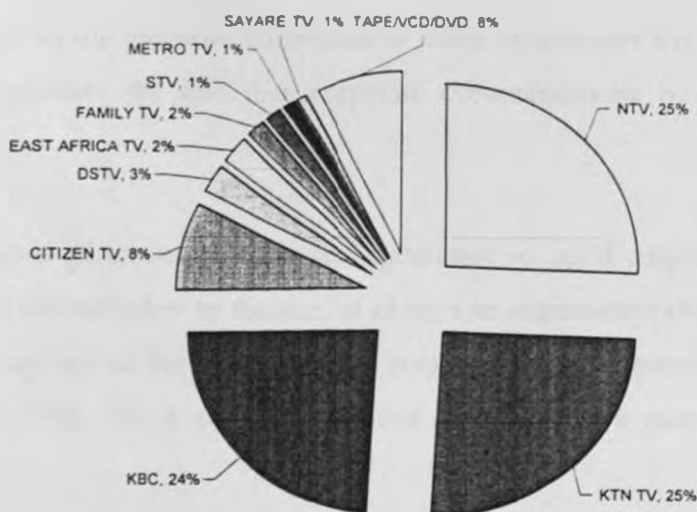
What is clear from the stated cases is that it has not been documented whether or not the PSBs used corporate communications while they were undergoing these changes. But it is important to state the fact that restructuring usually involves a major corporate communications campaign to reposition a company with the consumers of its products or services.

It may also be noted that all the concerned PSBs also have full-fledged corporate communications divisions established ostensibly to handle communications activities with their various critical publics. Like the PSBs discussed here, KBC has sought to adjust and adapt itself to a dramatically changed environment from the time when it was the sole public broadcaster.

In August 2003, Mr Wachira Waruru was appointed the Managing Director with an express mandate to revitalise the state-owned broadcaster. Under his stewardship, KBC unveiled the new-look Channel One Television with enhanced programming. KBC has sought to make its news more balanced in coverage of both the government and the opposition. These changes have seen KBC Channel One become more competitive in terms of television viewership vis-à-vis the private stations such as NTV and KTN as shown in **Figure 3** below.

Figure 3

SHARE OF EYE FOR SELECT URBAN & RURAL SAMPLE



BASE= 6,269,000 PAST 7 DAYS TV VIEWERS

Source: Steadman Group Quarterly Report, January-March, 2007

However, it may be said that the station still has a long way to go to reclaim lost audiences and advertising revenue. Waruru attributed KBC's predicament to the fact that it failed to respond to the liberalised broadcasting environment in a timely and adequate manner – for instance, it retained the same hierarchy of management, huge overheads and a bloated workforce.

Not much research has been done on the role corporate communications can play in revitalising a struggling media organisation. Wafula (2005) found that KBC's performance was constrained by its legal framework, poor relationships with government, audiences, advertisers and strategies to make it competitive vis-à-vis the private media. The station's performance was constrained by factors such as management, programming and finance.¹⁷

2.2 Management of Corporate Communications

Public relations is in charge of corporate communications. The public relations practitioner or department in an organisation plans and manages corporate communications. Public relations is a management function. It is only when the chief executive and other members of the management team appreciate the importance of public relations that it can have its full impact on an organisation's business operations (Black, 1972: 1).

In fact, many corporate organisations have renamed their public relations departments as corporate communications departments, usually headed by a director who reports to the chief executive and is actually a member of the executive committee or board of directors who run the organisation. This arrangement emphasises the fact that corporate communications is a crucial part of effective management.

The public relations practitioner assists an organisation to build corporate identity and corporate image. Corporate identity refers to the sum of all ways an organisation chooses to identify itself to all its publics. It comprises all the design aspects, corporate logo, company colours, dressing style and décor (Harrison, 2000: 76). A positive corporate image is also a must for long term success in business.

¹⁷ Nyongesa, D. Wafula, *Kenya Broadcasting Corporation in a liberalised Market Economy: The Need for a New Model for Public Service Broadcasting*, unpublished MA project presented to the University of Nairobi, October 2005

Corporate image, on the other hand, refers to the impression that people have about an organisation in its entirety. It is the total image of the firm comprising its history, stability and performance. Harrison (2000: 79-80) has observed that corporate image arises from four interconnected elements: personality, reputation, values or ethics, and corporate identity. Unlike corporate identity, it is intangible i.e. it exists in the mind.

Because corporate image is based on public opinion, it is very fragile. Seitel (1987: 94) observed that while it takes a great deal of effort to build a favourable corporate image, it takes only a single slip to create a negative image. While discovering and promoting a positive corporate image for an organisation is the duty of the public relations practitioner, the synergy of all actors including the management and employees is necessary in order to maintain and protect that image.

Corporate communications can be managed by either an in-house PR department or by a consultancy. Organisations can also use both i.e. a hybrid of the two. Both have their strengths and weaknesses.

2.3 The Corporate Communications Problem-Solving Process

Cutlip et al (1994: 316-17) have identified a four-step process in solving a public relations problem:

1. Defining the problem (opportunity)
2. Planning and programming
3. Taking action and communicating
4. Evaluating the programme

Defining the problem: This step entails gathering information or intelligence from the organisation's internal and external publics. You probe the knowledge, attitudes, practices and behaviours publics critical to the organisation. This can be done through formal and informal research methods. The information gathered at this stage is critical because it is used to diagnose the problem and will also influence all the subsequent stages.

Planning and programming: During this stage, information gathered in the first step is used to formulate a corporate communications strategy. Decisions are made about critical publics, objectives, communication strategies, tactics and goals. These decisions must be endorsed by the top management of an organisation.

Taking action and communicating: This is the communication phase. It entails implementing the communications strategy designed in step two. Decisions are made on the nature of the messages and the types of media to be utilised in conveying them. Issues to be considered here include who will do and say what, when, where and how.

Evaluating the programme: This final step is concerned with the evaluation of the programme. It involves monitoring and reviewing of the planning, implementation and effects of the programme. The feedback from this process allows for adjustments to be made while the programme is underway. Programmes may be continued or halted based on lessons learnt from what is or is not working.

It is important to point out that these four steps are not as distinct as they are discussed above. In reality, the corporate communications programme is a continuous and cyclical process with one step blending into the other. For instance, the lessons learned in the evaluation stage are part of the diagnosis for the next phase of the public relations programme.

2.4 Planning for Corporate Communications

As in all other endeavours in which an organisation seeks to attain tangible results, a corporate communications needs to be planned. An unplanned corporate communications programme forces the public relations practitioner to operate on an ad hoc basis i.e. management by crisis, the kind of practice that has given public relations a bad name.

Some of the reasons for planning public relations activities include: setting targets for PR activities; estimating the working hours; selecting priorities; timing, and; deciding on the feasibility of carrying out set objectives in the light of available resources (Jefkins, 1998:39).

The first step before coming up with a corporate communications programme is to win the support and the acceptance of the chief executive officer and the senior management of an organisation. The Chief Executive Officer (CEO) must agree in principle to plan for corporate communications. Once the CEO commits to the plan, he or she must allocate the resources. The importance of gaining the support of the management is that: it buys time for planning; it ensures that adequate thought goes into the activity, and; it gives opportunity for opinion research.

Jefkins (1998: 40) has proposed a simple six-point planning model for planning public relations activities:

- a) Appreciation of the situation
- b) Definition of objectives
- c) Definition of publics
- d) Selection of media and techniques
- e) Planning of a budget
- f) Assessment of results.

2.5 Methods of Appreciating the Situation

Cutlip et al (1994: 342) have observed that research findings, in addition to experience and judgement, constitute the basis for defining PR problems and designing campaigns to address those challenges. This implies that research is crucial to building a data bank that is indispensable for effective PR practice and management. Jefkins (1998: 40) says that a public relations programme must be research-based.

The main advantage in using research as a basis for designing a corporate communications programme is that it reduces uncertainty in decision-making. Scientific research then is the key to effective public relations practice. Jefkins (1998: 43) has listed some of the methods of appreciating the situation as opinion, attitude or image surveys; press cuttings, monitored broadcasting scripts; sales figure trends; industrial relations situation; customer complaints; discussion with frontline staff, and; attitudes of opinion leaders.

Seitel (1987: 117) says that research methods frequently used by PR practitioners include **communication audits, surveys and motivational studies or attitudinal research**. Cutlip et al (1994: 330) have added the **key informant interview**. Surveys and key informant interviews will be discussed in greater detail in the next chapter.

Also called a 'situation analysis,' a **communication audit** is a formalised way of finding out facts about an organisation's communication activities. It enables the practitioner to find out where the organisation is in terms of the communication function. Harrison (2000: 77) says that such an audit is the first stage in designing a corporate communications strategy.

In essence, an audit entails an analysis of the organisation's internal and external communications. Auditors will often investigate the organisation's business environment; identify any opportunities or threats; analyse the scope and cost of current communications strategies; assess their impact; and, on the basis of the findings, recommend policy changes. Communications audits, then, provide decision makers with a 'snapshot' of what is currently taking place and with benchmarks against which future communications programmes may be designed (Seitel, 1987: 124).

2.6 Objectives of Corporate Communications Programmes

Good corporate communications programmes are distinguished from poor ones through well-articulated objectives. The key advantage in having objectives is that it makes it possible to measure the results public relations programmes. Corporate communications objectives must be SMART i.e. specific, measurable, attainable, realistic and time-bound.

There are two ways of defining corporate communications objectives. The first is through research which has identified problems that need PR solutions. The second way is by talking to departmental heads to know their communication needs. The identified objectives should then be prioritised in terms of short-term and long-term objectives. The objectives must be tied to available resources such as time, money and skills.

Nowadays, most PR practitioners have adopted a technique known as **management by objectives (MBO)**. MBO simply implies that an organisation sets observable and measurable objectives for itself and allocates resources to attain them (Dominick, 1993: 372).

Jefkins (1998:44) has outlined an assortment of objectives for that a corporate entity could set for itself:

- a) **To change the image:** For instance, KBC has for many years been perceived by the public as a propaganda mouthpiece for the party in power, especially the former Kanu government. In 2003, when Wachira Waruru was hired from the private sector to head KBC as its managing director he sought to change the image of the station. This decision was based on the need to be in touch with the population at large. Waruru revamped the public broadcaster by working hard to lend credibility to its news bulletins. He relaunched KBC TV with a new logo, modern sets and news presenters. He also introduced programming to make it compete more effectively with commercial broadcasting stations. He tried to change the image of the

station from a propaganda mouthpiece of the ruling party to a station with an independent editorial policy that catered for people with divergent views.¹⁸

- b) **To improve the calibre of job applicants:** This can be done by improving the style of vacancy advertisements through the use of the company logo, and by inserting copy which explains what the company does. Such an advert should go for visual impact and should also show some of the benefits of working for the organisation. Locally, some of the companies that have made good use of this strategy are Safaricom, Kenya Airways and East African Breweries.

- c) **To improve community relations following public criticism based on misunderstanding of an organisation's intentions:** The main objective of corporate communications is to create understanding between an organisation and its publics. Understanding will enable the organisation to turn a negative situation into a positive one. The key to creating understanding is through the provision of knowledge. For instance, the US government has been on a drive to improve its relations with Muslims all over the world following claims by Muslim leaders and activists that the "war on terror" is targeting Muslims. US officials have done this through high-level meetings with Muslim leaders and workshops for opinion leaders.

- d) **To regain public confidence after a disastrous performance, the genesis of which has been rectified:** A bad performance can place an organisation in an embarrassing situation and put its fortunes in jeopardy. It is therefore necessary that the public be provided with accurate and truthful information. Cover-ups and half-truths are not advisable because they can backfire and even make a bad situation worse.

- e) **To establish a new corporate identity:** Harrison (2000: 83-84) has listed five reasons why an organisation may require a new corporate identity: (1) It is changing its name (2) The old identity looks tired or dated (3) There is a need to put across a different message about the company (4) It need to bring diverse sectors of its business together under one banner (5) The organisation has a new leader. Reasons 2, 3 and 5 were relevant to KBC's change of corporate

¹⁸ "Intrigues on exit of KBC boss," in the *Sunday Nation*, May 14, 2006

identity in 2004: the old identity looked tired and outdated; there was a need to put across a different message about the corporation, and; it had a new leader in the name of Mr Waruru.

- f) **To support a sponsorship scheme:** A corporate organisation should not just aim at profits alone. It should also give back to the community from which it draws its workforce and customers in the form of sponsorships that benefit the community in various ways. This means that the organisation should be there for a good cause.

- g) **To prepare the stock market for a new share issue or because a private company is going public:** A company that is going public for the first time can mount a major corporate communications campaign with its publics to position itself for a listing on the stock exchange. The Ken-Gen Initial Public Offer (IPO) that took place from February to March 2006 is a case in point. The Ken-Gen IPO involved a multi-faceted communication campaign involving advertising, publicity and marketing. The campaign was so successful that during the period almost everyone was talking about the IPO. The share issue changed not only the public's perception of Ken-Gen but also that of the stock market. It was a result of the communications effort that the share issue was oversubscribed by Sh18 billion.

Possible spheres for sponsorship include sports, cultural events, publications, exhibitions, education and charities. The main PR benefits that could accrue from sponsorship are creating awareness about a company or its products through extensive media coverage; creating respect and goodwill through corporate social responsibility; complementing advertising, and; positioning a product with target publics.

2.7 The Nature of Communication

Cutlip et al (1994: 317) say that communication is the third phase of a four-step process in solving public relations problems. It is the stage at which decisions made in the research and planning stages are implemented. Communication messages and materials are prepared for various publics. Decisions about the strategies to be used in communicating with various publics and actors to spearhead communication efforts are also made at this stage.

Communication is so critical to all organisations that their very existence and success probably hinges on how the function is managed in various organisations. Heath (1994: 5) has observed that an organisation "comes alive and becomes meaningful through communication."

Severin and Tankard (2001), Harrison (2000), Tan (1980), and Schramm (1971) have identified four critical factors that should be taken into consideration when planning a communications programme, namely: communication sources; effective communication; barriers to communication, and feedback.

Communication Sources

Severin and Tankard (2001: 139) have said that credibility is the most important characteristic that a communicator should have. To them a communication source or communicator in the mass media who lacks credibility will most likely have no audience. Tan (1980: 114) has added attractiveness and power. He sees the credibility of a communicator as being composed of two things: expertise and trustworthiness.

Effective Communication

Tan (1980: 65) says that perfect communication occurs when the amount of information delivered is the amount received and when meanings sent are the same ones received. However, perfect communication is rarely possible because people's perception of objects in their environment and the communication process are all influenced by culture. These interferences with the communication process are usually called noise. Noise minimises the effectiveness of communication. Noise distorts the quantity and meaning of message.

Schramm (1971: 26) has defined noise as "anything in the communication channel which the sender did not intentionally put there." Noise may appear anywhere in the process, cause distortion and result in the receiver getting a different message from that intended by the sender. There are several sources of noise. Harrison (2000: 36) has listed three: channel noise or physical distortion such as static in the radio; psychological noise such as the relationship between the sender and the receiver; and; language noise that arises from a mismatch of code between the sender and the receiver.

Barriers to Communication

Communication is a straightforward process as depicted by various communication models. However, in real life it is a process that is fraught with several risks, and there are several barriers to effective communication. Other than noise, a message may fail to reach its receivers for a variety of reasons.

Severn and Tankard (2001: 73-83) have listed four barriers to communication: *selective attention*, in that they will not notice everything around them; *selective exposure*, in that there is a tendency for people to expose themselves to messages that are in agreement with their attitudes and to avoid messages that cause dissonance; *selective attention*, in that people tend to pay attention to parts of communications that are in agreement with their strongly held attitudes, beliefs, or behaviours and to avoid those parts that are in disagreement, and; *selective retention*, in that a persons ability to recall information is often influenced by wants, needs, attitudes, and other psychological factors.

Harrison (2000: 36-39) has listed eight barriers to communication: uncommon fields of experience between sender and receiver; value judgements; mismatch between the medium chosen and the message; language problems; selectivity; status differences; time constraints, and; overload. For instance, status differences as exhibited in class, wealth or position in an organisation's hierarchy can be a barrier to communication. Mr Waruru said that when he arrived at KBC in August 2003, he experienced culture shock in the form of the 'Big Man syndrome.' in the public service. Employees feared him and were very guarded in their communication.

Feedback

Feedback refers to the element of the receiver's interpretation which the receiver communicates to the source or sender of the message. Feedback is crucial in communication because it enables the sender to know whether the message was received and decoded correctly. Through feedback an organisation can know whether its messages are being received, understood and accepted by the target publics. Feedback enables an organisation to effect changes in its communication programme, improve products and services, and deal effectively with complaints. Tan (1980: 62) says that feedback can help sources or gatekeepers to correct themselves.

Harrison (2000: 119) says that organisations have a critical research resource in their front-line employees who deal directly with the public such as receptionists, sales personnel, service engineers, etc. Feedbacks can also be obtained through informal and formal discussions with internal and external publics, and public opinion research.

2.8 Corporate Communications Strategies

Corporate communications practitioners use printed words, spoken words and multimedia forms of communication to communicate with various publics.

Cutlip et al (1994: 259) have observed that practitioners use both *controlled media* and *uncontrolled media* to communicate with an organisation's critical publics. Controlled media are those have a say over the content of communication. Uncontrolled media include those in which practitioners have no direct say on the content. These include the mass media such as newspapers, magazines, radio and television where media gatekeepers make the critical decisions.

Different publics need different media approaches. There are various techniques of communicating with internal and external publics.

2.8.1 Communicating with Internal Publics

Employees constitute the most critical public for an organisation for it is they who make it what it is (Center & Jackson, 2003: 36).

Some of the key tasks and objectives of internal communications include effective employee performance, motivation of staff, building team spirit, crisis preparation, fostering good relations with employees, explaining company policy, providing feedback, etc (Harrison (2000:119-20). The content of internal communication may include news, information, policy matters, personnel issues, conditions of service, success stories and announcements.

There are a variety of tools used in communications with internal publics:

i) Internal or Organisational Publications

Internal or organisational publications may take the form of newsletters, tabloid newspapers or magazines. Cutlip et al (1994: 264) say that such publications have the following characteristics: they satisfy the organisational desire to articulate its positions and to communicate information necessary for attaining corporate objectives; they enable the organisation to narrowcast messages to specific target publics; and they allow the organisation to communicate in its words and its own way. Other organisational publications include circulars, notices, calendars, brochures, handbooks, annual reports and accounts as well as internal memos.

Newsletters are the most common form of organisational publication. They became quick, cheap and easy to produce with the advent of desk-top publishing systems. Most organisations use them to disseminate news in a timely and focused manner. Cutlip et al (1994: 266) say that supplemental publications such as pamphlets, brochures, manuals and books serve three major purposes:

- 1) **Indoctrination** – These publications are used for the orientation of new employees, members, students or visitors. They help the newcomer to adapt into his new environment.
- 2) **Reference** – These publications provide employees or members with specific information and guidance on various programmes and facilities available to them e.g. healthcare, education and training, insurance plans, pension schemes, etc.
- 3) **Institutional** – They spell out the organisation's philosophy, values, and guiding principles. Such communication will dwell on quality, environmental concerns, corporate social responsibility, being part of a multicultural team, and community relations.

(ii) **Direct Mail or Letters:** Direct mail or letters still play a crucial role in internal and external communications within organisations in the current information age. Organisations use letters to ensure that all targeted employees get a particular message (Harrison, 2000: 130).

(iii) **Electronic mail (email):** In organisations where every employee has access to a computer terminal, email is an effective way of reaching all employees who can access the message(s) at times convenient to them. All employees should have email addresses from which they can access such messages.

(iv) **Staff annual reports:** Corporate organisations are nowadays expected to tell their employees about financial results. Many companies publish an annual report specifically for their employees. The staff annual report, however, should look different, and preferably have a different emphasis if it is to gain the interest of the staff (Harrison, 2000: 131).

(v) **Notice-boards:** Notice-boards can be positioned at strategic points throughout an organisation's premises so that all employees get the same message at the same time. Someone from the PR department should be responsible for updating and keeping the notice-boards tidy (Jefkins, 1998: 135).

(vi) **Meetings:** The entire staff of a section, department or organisation may come together from time to time. Such meetings provide a valuable two-way communication channel whereby people air their views and get to listen to the opinions of other people. Every meeting should have specific objectives, be carefully planned and staged, and be skillfully directed (Cutlip et al, 1994: 271).

(g) Conferences/Seminars: Organisations could convene conferences for different purposes e.g. to deliberate on a new idea, to launch a new product or corporate identity, or to discuss a restructuring programme. Such conferences help to bring together staff and to foster good relations between the management and employees (Jefkins, 1998: 137).

(h) Social activities and Staff events: Social activities and staff events help to strengthen good relations amongst employees. Staff events which may include families and friends – can be in the form of parties, anniversary dinners, tours and sports tournaments. Some organisations may provide good facilities for social activities on their premises such as staff clubs or sports fields. Support for social activities or staff events shows that the organisation cares for the welfare of its employees.

(i) Training: Training and development for members of staff is a major investment. Training improves the productivity of employees by providing with knowledge and skills. Training opportunities such as secondments, job-swaps and study leave should be made available for all eligible employees.

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(j) Motivation: It is important for an organisation to motivate its staff from time to time to build their morale and help improve their performance. Seitel (1987: 86-87) says that each person is motivated by various drives and needs. He quotes Abraham Maslow's five-level hierarchy of human needs, the highest of which is one's *self-actualization*, or simply "becoming what one is capable of becoming." Motivation influences employees' attitudes and opinions towards an organisation. Sources of motivation include better remuneration, incentive schemes, awards, bonuses, etc.

2.8.2 Communicating with External Publics

Consumers of products and services constitute the most important public for any corporate organisation. If an organisation fails in attracting and building lasting relationships with consumers of its products and services, it can go out of business (Center and Jackson, 2003: 163).

Corporate communications tools for external publics include the following:

(i) The Product or Service: The product or service and how it is delivered conveys a message about the organisation to the consumers. Questions practitioners need to ask themselves here are: what is the product or service? how does it perform? how is it branded and packaged? The important point

to remember is that even the best public relations campaign in the universe cannot improve an organisation's image if its products or services are below the consumers' expectations.

(ii) Mass media: The mass media such as newspapers, magazines, radio, television, and books, constitute the most economical and effective method of communicating with huge, diverse and widely dispersed audiences (Cutlip et al, 1994: 279). To handle the media effectively, corporate communications practitioners need to understand the various media, their mechanics and values of the gatekeepers who control them. Jefkins (1998: 75-76) has emphasised that one needs to know the following about the press: editorial policy; frequency of publication; copy date; printing process; circulation area; readership profile, and; distribution method. The practitioner should provide the media with material that is both newsworthy and in the public interest. He or she must also build and maintain relationships of mutual trust and respect with the media i.e. create a two-way communication channel.

The mass media can be used to create understanding and goodwill for the organisation. They can bring success. But they also have the potential to cause disaster. Unlike advertising, media coverage ought to be free.

(iii) Polishing the Corporate Image: An organisation's image is a function of perception. Harrison (2000: 80) says that an organisation's corporate image arises from four interrelated elements i.e. personality, reputation, corporate identity and values/ethics. An organisation's performance plays a crucial role in shaping its image. Seitel (1987: 96) has observed that the process of building a new corporate image starts with changing the internal "culture." This may involve revising the firm's products or services and even revolutionizing its corporate philosophy.

(iv) Changing the Corporate Identity: Changing an organisation's corporate identity is often one of the first steps to giving it a new corporate image. The practitioners should go for visual impact i.e. something that the public can immediately recognise. Kotler and Armstrong (2006: 478) say that corporate identity materials – logos, stationery, brochures, signs, business cards, buildings, uniforms, and company vehicles – become effective marketing tools when they are attractive, distinctive and memorable.

(v) **Websites:** An organisation's website can be a good corporate communications tool for both its internal and external publics. Various publics can visit the website for information and entertainment. A website should be attractive, unique and informative. It should be updated regularly to command attention from people who access it. Feedback links are a must to build a two way communication channel with audiences. Websites are versatile tools that can be used for various purposes. They allow the user to make use of sound and moving pictures. They allow the user to download the specific information that he or she needs. Websites can also be used in handling crisis situations (Kotler and Armstrong, 2006: 179-88).

(vi) **Corporate advertising:** Corporate advertising entails the creation of ads to sell the ideas and image of an organisation. Harrison (2000: 88) says that the goal of corporate advertising is not to sell a product or service or to promote a brand. Rather, it may be used to overcome poor attitudes to a company; explain corporate philosophy and policies, to aid in recruitment, etc.

(vii) **Special events:** Public relations practitioners can also plan and stage special events to attract public attention and build the reputation of an organisation and/or its products or services. Such events may range from grand openings and fireworks displays to hot air balloon releases, multimedia presentations or educational programmes designed to reach specific audiences (Kotler and Armstrong, 2006: 478). We may also cite music extravaganzas, concerts, travelling promotional tours and road shows.

(viii) **Lobbying:** This entails petitioning the government and lawmakers to support legislation that is in the best interests of the client. Lobbyists endeavour to influence legislation and regulations, basically by providing information (Cutlip et al, 1994: 172). Baskin et al (1997) have summarized the role of lobbyists thus:

Lobbyists dig out information from officials and records, then use it to inform corporate executives, persuade government officials, promote or oppose legislation or other governmental action, and obtain governmental cooperation. Lobbyists devote much time to creating contacts and programs that will improve communication with government and to monitoring legislators' activities regarding statutes and laws (p. 353)

(ix) **Corporate Social Responsibility:** It is now more or less widely accepted fact that corporations can win public goodwill by contributing money and time to activities that improve the welfare of communities in which they operate. Corporations are targeting their philanthropy towards environmental conservation, education, food and shelter programmes for the needy, healthcare, etc

(Cutlip et al, 1994: 438-39). For example, the Nation Media Group has contributed towards fundraising for the needy in times of famine. The group has also made a significant contribution to the Aberdare forest fencing project.

(xi) Sponsorship: This is a form of patronage that involves providing financial support for objects, causes and individuals. Harrison (2000: 150-53) has listed five reasons why an organisation might consider sponsorship: familiarise its name; to reinforce its corporate identity; to demonstrate goodwill; when advertising is not an option, and; to attract media interest. Some of the vehicles that companies have used for sponsorship are sports, cultural events and interests, publications, exhibitions, causes and charities, professional awards and local events (Jefkins, 1998: 182-83).

2.8.3 Corporate Communications Strategies that KBC put in place during its Restructuring

The corporate communications strategies that KBC set in motion during its restructuring seem to have been well-thought out. Mr Wachira Waruru, who was appointed the new chief executive in August 2003 with an express mandate to revitalise the state broadcaster, said that most of the changes were initiated through discussions with KBC staff.¹⁸

a) Change of Corporate Identity or Visual Image

KBC was viewed as conservative and old-fashioned compared to its key competitors, mainly NTV and KTN. The latter were perceived as progressive and modern. KBC also had an identity that was perceived as tired and dated. There was hence a need to come up with an identity that would put across a different message about the state broadcaster. Mr Waruru said that the change of visual image necessitated a focus on television because it is a visual medium. The aim was to change public perception.

The first thing was to change KBC Channel One's identity or how it looked. The corporation discarded its old corporate symbol and colours and adopted a new corporate logo with the colours orange, red, green and blue. New presenters were also hired for the station. The station took a step that was previously unprecedented: it advertised these plans in the newspapers and other media houses. The corporate symbols for other channels such as Metro FM and Coro FM were also changed.

¹⁸ Mr Waruru gave a public lecture to postgraduate students at the School of Journalism lecture hall on October 10, 2005

b) Transformation of Corporate Image

In line with the change in corporate identity KBC made efforts to shed its image as a propaganda tool for government. Indeed, until 2003 when the Kanu government that had been in power for nearly for decades since independence was ousted by the NARC administration, KBC was literally a ruling party mouthpiece in that it was not open to people with divergent views from those of the ruling elite. KBC's worst moment came in the watershed December 2002 General Election when the station took a biased stand, engaged in propaganda and refused to cover opposition rallies. The result was that even dedicated audiences lost faith in KBC and shifted to other channels.

The station sought to change this negative image by giving balanced coverage to both the government and the opposition. The station also shifted from a primary focus on material from the Presidential Press Service (PPS) and a select few to broad range of news items. The change of corporate image appears to have worked since there are virtually no complaints from opposition politicians that the station is biased. The tag seemed to have shifted to the privately owned Citizen Radio and Citizen Television, which were accused by the Orange side during the November 2005 referendum on the draft constitution.

c) Changing the Programming Strategy

The station's management also worked on the programme strategy. Mr Waruru said that up till then KBC had been following what KTN was doing. Media research conducted by the Steadman Group had shown that the local programmes were the most watched in the country. However, the irony was that these programmes lacked advertising meaning that they had no funding.

Waruru addressed the problem by appointing an ordinary Kenyan as the Director of Programmes. The result was that all local programmes got full sponsorship and KBC prime time became fully subscribed for the first time ever. The station's Radio Programmes Manager, Mrs Mary Onyango has said: "We want to make this station a real local productions station. We shall endeavour to increase the level of local programmes to 60 per cent in the next few years."²¹

d) Cultivation of Internal Goodwill

Mr Waruru admitted that when he joined KBC after a long stint in the private sector he suffered a culture shock. Staff at the station suffered from the Big Man Syndrome. Employees feared him and

²¹ Quoted in the *Daily Nation*, June 26, 2007

so did not interact freely with him. They were also very guarded in their communication. He saw his main challenge as being that of introducing a new organisational culture.

However, he knew that the people who could help in reforming KBC were just within the corporation. This is because most of the personnel running private media houses were former KBC staff. His strategy was to involve staff at all levels in planning, decision-making and other managerial functions.

e) Realignment of Products and Services

In the past, the content carried on KBC's radio and television channels was predetermined and the corporation decided what audiences watched and listened to. However, since 2003 KBC has sought to know what audiences prefer in terms of radio and television programming. This has mostly been done for the station by media and market research firm Steadman.

The station has used these research findings to improve its menu of media products and services. For instance, the transformation of Metro FM into a 24-hour reggae station was based on the need to be in touch with the radio-listening population at large. Research by Steadman had revealed that most people listened to reggae music in the afternoons. Waruru said that the decision to turn Metro into a fulltime reggae station saw the station's ratings rise overnight because most young Kenyans appreciate reggae music.

The corporation has also made efforts to improve the reception of its radio and television signals. Beginning in November 2006, it made all its channels available DStv. KBC Channel One's signals are now also available on ultra-high frequency (UHF) mode which offers superior quality broadcast signals. KBC then has realigned its products and services to match with the desires and preferences of audiences.

f) Staff Motivation

Waruru observed that when he joined KBC in 2003 staff morale was very low. Equipment was falling apart and the station's ratings had also dropped to unimaginable levels. A few months earlier during the December election, the radio and television crew were being stoned at opposition rallies.

The station's management has sought to motivate its staff through various means. For instance, it gave all its employees a pay rise of between 16 -100 per cent. Staff involved in sales and marketing have also benefited from generous bonuses and commissions for every transaction gained. The corporation has also organised training programmes for its employees to enable cope with the restructuring programme. The station management has also made efforts to involve the staff in planning and decision-making.

g) Corporate Advertising

KBC has used corporate advertising in two ways: recruitment of news staff and for information. In recruitment, the KBC has employed corporate adverts to extol the virtues of working for the station in general. Such advertisements placed in local newspapers also bear KBC's corporate logo in its full colours.

The corporation has also used corporate advertisements to provide information to the general public about itself. It has utilised such ads to provide information about its various radio and television channels. For instance, KBC has placed corporate adverts on Channel One to pass information about Metro FM, Coro FM, Kiswahili and KBC English Service and Channel 2 and what they offer. Such ads have also been utilised to inform the public that the stations radio and television channels are now also available on DStv.

h) Channels

KBC has made wide use of various print and electronic channels to communicate with its internal and external publics during its restructuring i.e. newspapers, newsletters, radio, television, the internet, billboards, road shows, trade shows, promotions, advertising, etc.

It has mostly used its various radio and television channels to make publics aware of changes at the station, to announce new programmes and their transmission schedules. The plethora of channels the station has at its disposal has served it well in that it has been able to utilise them to get to various audiences.

i) Development of Corporate Social Responsibility (CSR) activities

Until very recently, most people viewed KBC as an organisation that doesn't care much about the society. To change this perception, KBC has started engaging in corporate social responsibility (CSR)

activities. It has also made use of its myriad broadcast channels to publicise these activities. By donating a portion of its profits to worthy causes, the corporation has shown that it cares for the needy in society. For instance, KBC recently sponsored the 2006 Freedom from Hunger Walk to the tune of Sh2 million. The station has also arranged for its staff to donate to charity and participate in programmes to help the needy in the society.

2.9 THEORETICAL FRAMEWORK

2.9.1 Systems Theory

Cutlip et al (1994: 207) say that systems theory may be applied to corporate communications because organisations have to establish and maintain mutually dependent relationships with their publics. In their definition:

A system is a set of interacting units that endures through time within an established boundary by responding and adjusting to change pressures from the environment and maintaining goals states (p. 207).

In corporate communications, the system comprises the organisation and the publics who affect and are affected by the organisation's activities. It is the duty of the PR practitioner to define the relevant publics for each situation or problem that face the organisation is confronted with. The basic thinking, then, behind systems theory that the job of PR practitioners is to help an organisations adjust and adapt to their environments.

The environment has been defined by systems theorists as anything that brings about change pressures on a system. These change pressures may be in the form of information, energy, and matter inputs. These environmental pressures result in changes in the organisation-publics relationships (Cutlip et al, 1994: 208-9). Failure by the organisation to respond to these environmental changes will result in "entropy," or a state of absolute disorder. It is the task of corporate communications to ensure that the organisation-publics relationships cater for the mutual interests and goals of organisations and their publics.

Organisations do not exist in isolation. Rather they exist in dynamic social settings. While the organisation can also be viewed as a system, it is part of other *subsystems* and *suprasystems*. Because of this they must continually modify their internal processes and *restructure* themselves to cope with changes in their environments. The corporate communications practitioner is supposed to scan the

environment and help the organisation to anticipate and react to changes in the environment (Cutlip et al, 1994: 209-10).

Organisational systems can be either open or closed. Closed systems have impenetrable boundaries so that they do not exchange inputs or outputs with their environments. Open systems, on the other hand, have penetrable boundaries that allow them to exchange matter with their environments. Baran and Davis (2006: 214) say that there is limited monitoring of the environment in closed systems. They add that open systems “are able to combine stability with change.”

Corporate communications also exhibits this distinction between closed and open systems. *Reactive* programmes employ a closed systems approach in the planning and management of corporate communications. Reactive programmes become active in times of crisis. *Proactive* programmes exist in open systems. They use their anticipatory early warning systems to scan the environment for intelligence which the system then utilises to adjust and adapt to environmental changes (Cutlip et al, 1994: 216-17).

Research is the key to these early warning systems that enable organisations to make adjustments in relationships with both its internal and external publics. These changes may be occasioned by ever-changing social, political and economic forces. Some of these environmental forces that an organisation such as KBC has had to cope with over the last two decades include liberalisation of the airwaves, globalisation of business and economics, democratisation, the advent of new information and communication technologies, etc.

2.9.2 Uses and Gratifications Theory

The classic articulation of the uses and gratifications theory was offered by Elihu Katz, Jay Blumler and Michael Gurevitch in 1974. However, the roots of the theory can be traced back to the 1940s and 1950s by scholars such as Herta Herzog, Paul Lazarsfeld and Frank Stanton who conducted researches on an active audience using the media to gratify certain needs (Baran and Davis, 2006: 262).

Harrison (2000: 43) says the theory provides us with a way of classifying how audiences select and use the mass media available to them. The theory is based on the following assumptions:

- a) The audience is active, and its media use is goal directed. The audience uses the media to satisfy specific needs. The audience is not passive in that it chooses preferred media in given situations or preferred content within a given medium.
- b) Audience selects various media and media content to fulfill their needs. The audience has the initiative in the mass communication process, and is able to subject the media to its needs more readily than the media can overpower them.
- c) There are alternative sources of need satisfaction and the media must compete with them. Alternative sources of need satisfaction include family, friends, interpersonal communication, other leisure activities, sleep and drugs. In today's world, the older established media have to compete for attention with an increasing variety of new media that are more versatile and efficient.
- d) The audience is aware of its own media use, interests and motives, and can report them accurately to researchers. People are also aware of their reasons for using specific media (Tan, 1980: 233-35).

The audience uses the media for the following purposes: information (scanning the environment for news on their surroundings); personal identity (seeking reinforcement for personal values); integration and social interaction (social empathy and relating with other people in the society), and; entertainment (McQuail, 1987: 73). Baskin et al (1997: 62-3) say the audience uses the news, and broadcast media in particular, for the following purposes: as entertainment; to scan the environment for items important to them; as a diversion or for escapism; to substitute personal relationships, and; as a reference point for personal identity and values.

The relevance of the uses and gratifications theory to this study is that it underlines the difference between input and output in corporate communications. Input refers to what is put into a communication programme in the form of news items, features, or articles in the mass media or internal communication for employees. If the target audience lacks interest in the output or does not receive it clearly, then he or she will not take it in. The intended outcome, a change in awareness, opinion or behaviour, will certainly be disappointing.

CHAPTER 3

3.0 METHODOLOGY

3.1 Research Design(s)

The study used both formal and informal research methods to gather information. The formal research design for this study was the **survey**. It was however be supplemented by **key informant interview(s)**, which is an informal research method.

The **survey** is probably the most commonly used research method. Baskin et al (Baskin et al, 1997:114) have defined the survey as a “careful, detailed examination of the perceptions, attitudes, and opinions of members of various publics.” Babbie (1989: 237) says that surveys can be used for descriptive, explanatory and exploratory purposes. They are also used in studies where individuals constitute the main units of analysis.

Surveys constitute excellent vehicles for measuring attitudes, orientations, opinions and behaviour in a large population. Survey research enables the PR practitioner to know whether target audiences are receiving and decoding intended messages correctly (Seitel, 1987:122). Survey has been selected as a research design because it will enable the study to find out individual opinions, attitudes and behaviour of KBC’s internal and external publics.

The **key informant interview (KII)** involves selecting and interviewing leaders and experts who are presumed to be knowledgeable on the field under investigation. These people are called key informants because they are assumed to have more knowledge on the subject than other members of the study population. The interview usually takes the form of an open-ended discussion in which the selected informants are encouraged to air their views on the problem or issue that is under investigation (Cutlip et al, 1994: 330).

KII was selected for this study because it is less structured and would therefore provide deeper insights and assess the phenomena under investigation from different perspectives. It was chosen to enable the researcher to get information from people who were presumed to be either specialists or very knowledgeable on the problem under investigation.

3.2 Research Site(s)

The research sites for this study were three, one for KBC's internal publics and the other two for the station's external publics of audiences. The sites were:

- Broadcasting House, Nairobi
- Homa Bay town (Nyanza province), and
- Bungoma town (Western province)

Broadcasting House was selected as a research site for KBC's internal publics because it is the station's national headquarters and the sample selected there should be representative enough of KBC's internal publics.

The other two sites, Bungoma and Homa Bay, were purposively chosen because they are cosmopolitan in nature. They are a microcosm of Kenyan society with almost all Kenyan ethnic groups represented although in different proportions. The external publics or audiences for the study were drawn from these two municipalities.

The two sites outside Nairobi also happen to be in the rural parts of Kenya where KBC has most of its audiences. KBC Channel 1 has a higher viewership than in other urban centres and rural areas compared to Nairobi. KBC's radio stations have also held sway in these areas for many years.

The other reason for the choice of these places was that a good proportion of their populations have reasonable access to radio and television sets. Major radio and television stations in the country can also be received clearly in the two sites. Both Bungoma and Homa Bay were felt to be diverse enough in terms of their rural-urban split to make meaningful comparisons possible.

3.3 Population and Sample

The study population for the study was composed of KBC's internal and external publics. The internal publics were the corporation's employees who number around 1,200 scattered throughout the corporation's offices in the country. However, due to limited funds and time, the sample for employees was drawn from the employees who are based at Broadcasting House, the corporation's headquarters in Nairobi. The external publics were radio and television audiences in Kenya who tune in to KBC and other stations.

The study used both probability and non-probability sampling methods to select samples of respondents for the survey and key informant interviews. Mugenda and Mugenda (1999: 45) say that probability sampling can be used to select a reasonable number of subjects, objects or cases that are representative of the study population. Used well, it can provide accurate information about populations that are too large to study in their entirety.

Seitel (1987: 123) has recommended that in a random sample where the population is more than 500,000, a sample size of 384 respondents would apply, within a 5 per cent margin of error. This is the case in this study that entails surveys of KBC's internal and external publics. Random sampling is the key to obtaining a representative sample.

Systematic random sampling was used to select a random sample of 60 respondents from KBC's internal publics. In systematic random sampling every K^{th} case in the population frame is selected for inclusion in the sample. The sampling frame was a list of KBC employees obtained from the personnel departments.

Cluster sampling was used to pick a sample of 324 respondents for the station's external publics. Mugenda and Mugenda (1999: 490) say that cluster sampling is useful when it is not possible to obtain a sampling frame because the population is either too large or is dispersed over a large geographical area.

Cluster sampling entails the random selection of an intact group. Each member of such an intact group is included in the sample and becomes a unit of observation. Cluster sampling has been chosen because the external publics for this study are many and scattered all over Kenya. The sample of 324 respondents will be distributed evenly between KBC's audiences in Homa Bay and Bungoma towns i.e. 162 respondents each. Four middle class residential areas were selected for the study in each site meaning. The sample of 162 was then split equally among these residential areas meaning that questionnaires were distributed to 40 people in each of the residential areas.

The selected clusters for this study were residential estates in the chosen sites. Residents of households in the sampled residential estates constituted the sample for the external publics of the study. Those interviewed were adults aged 15 years and above living in the selected research sites.

The study employed a non-probability sampling technique called purposive sampling to pick respondents for the key informant interviews. Mugenda and Mugenda (1999: 50) say that purposive sampling entails the selection of cases that are presumed to possess the required information with respect to the objectives of a study. Respondents are handpicked and included in the sample because they are informative or they possess the required characteristics.

The key informants for this study were KBC managers who are presumed to be knowledgeable on the problem under investigation in this study. The key informants will be three senior managers drawn from public relations, administration and the editorial department.

3.4 Data Collection Procedures

The data for this study was collected through two instruments: questionnaires and interview schedules. The questionnaires were used for collecting survey data while the interview schedule was used for the key informant interviews. Hansen et al (2006: 225) have observed that the questionnaire is the basic tool for survey research. The questionnaire standardises and organizes the collection and analysis of data. Once it is printed, each respondent is asked the same questions in exactly the same way.

There were two survey questionnaires, one for internal publics and the other for the external publics. The questionnaire items consisted of both structured and unstructured questions. The structured questions were used mainly for collecting quantitative data. The unstructured or open-ended questions sought qualitative information that was used to clarify the quantitative data. The questionnaires were self administered in that they were distributed to the respondents by the researcher with the help of research assistants. They were later collected after they had been filled.

Mugenda and Mugenda (1999: 86) have defined an interview schedule as a set of questions that an interviewer asks during an interview. An interview schedule makes it possible to collect data required to meet the specific objectives of a study. They are also used to standardize the interviews so that interviewees are asked similar or identical questions.

There was one interview schedule for three senior managers at KBC presumed by the researcher to be knowledgeable on the research problem. The interview schedule contained open-ended questions.

This was because the aim of these interviews was to seek in-depth information and insights into the topic under investigation.

3.5 Data Analysis

Both qualitative and quantitative methods were used in the analysis of data obtained in the study. The qualitative data obtained from the key informant interviews was analysed manually. The data was first coded and organised into themes and concepts. Generalizations and differences were then formulated. Data was analysed immediately after the interview.

The quantitative data from the survey questionnaires was analysed using the Statistical Package for the Social Sciences (SPSS). The analysis employed descriptive statistics such as frequency distribution tables, percentages and pie charts. The descriptive statistics was used to summarize and organise the data in an effective and meaningful way.

CHAPTER 4

4.0 DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The data was collected using questionnaires for KBC's internal and external publics as well as an interview schedule for senior managers at KBC. After collecting the questionnaires, the researcher used the Statistical Package for the Social Sciences (SPSS) to analyse the data and to generate descriptive statistics such as frequency tables, bar charts, percentages and pie charts.

4.2 Questionnaire Return/Response Rate

Of the 324 questionnaires that were administered to the audiences in Bungoma and Homa Bay municipalities, 89.8 per cent were returned fully completed, 1.2 per cent were declared spoilt because they were incomplete, while 10 per cent were not returned. Out of the 60 questionnaires that were administered to KBC employees, 73.3 per cent were returned fully completed while 26.7 per cent were not returned. One key informant from the KBC public relations department was found and inducted into the study. The analysis was done in the order shown below.

4.3 RESEARCH FINDINGS ON THE AUDIENCES

4.3.1 Gender Distribution

As the Figure 4.3.1 below shows, 75.9 per cent of the respondents for KBC's external publics were males. Females constituted 24.1 per cent of the respondents.

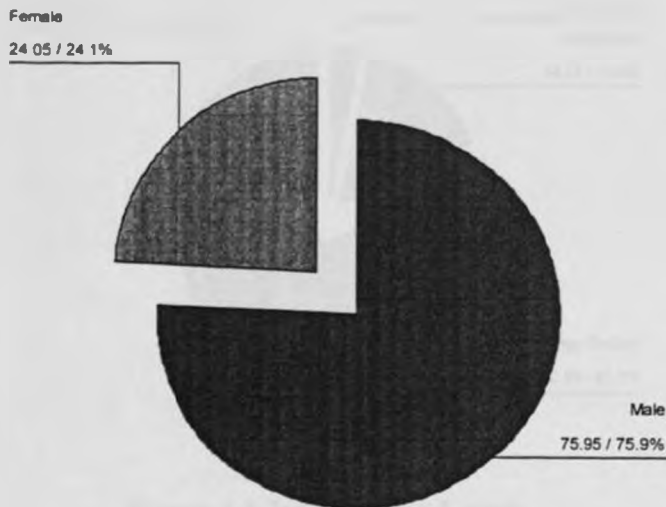


Figure 4.3.1: Gender Distribution

4.3.2 Age Distribution

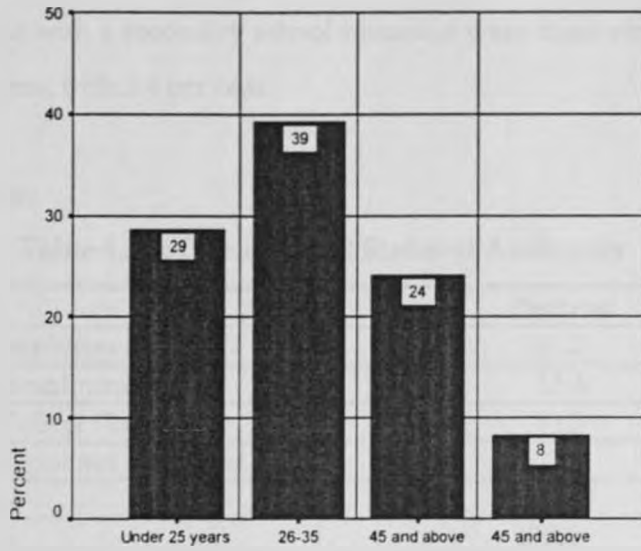


Figure 4.3.2: Age Distribution

As shown in table 4.3.2 above, the largest number of respondents was in the 26 – 35 age bracket, which registered a 39 per cent response rate. The second highest response rate was recorded in the less than 25 years category that registered a 29 per cent return rate. The 36 – 45 age bracket was third with 24 per cent while the 45 and above age group had the lowest return rate with 8 per cent.

4.3.3 Education Level

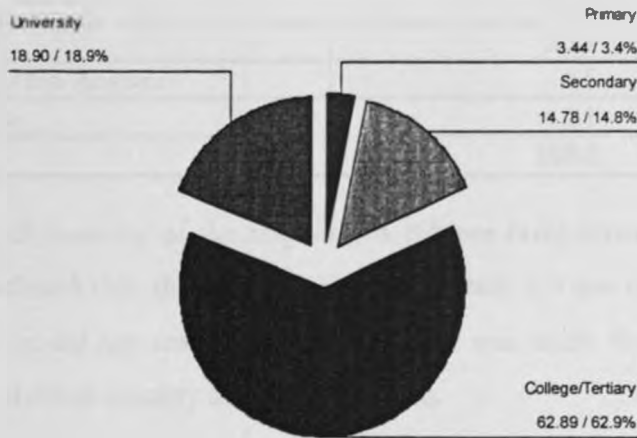


Figure 4.3.3: Education Levels

As Figure 4.3.3 above shows, college or tertiary graduates constituted the largest chunk of the respondents with 62.9 per cent. University graduates were the second largest number of respondents with 18.9 per cent. People with a secondary school education were third with 14.8 per cent. Primary level graduates were the least with 3.4 per cent.

4.3.4 Occupational Status

Table 4.3.4: Occupational Status of Audiences

Responses	Percent
In Formal Employment	51.2
In Informal employment	13.4
In School /College/University	31.3
Neither in school nor employed	2.7
No Response	1.4
Total	100.0

In table 4.3.4 above, the highest numbers of respondents were in formal employment. Those in school, college or university were second with 31.3 per cent. Those in informal employment constituted 13.4 per cent of the sample. The lowest number of respondents recorded was among those who are neither in school nor employed who posted 2.7 per cent.

4.3.5 Respondents who say they like KBC Channel 1 today

Table 4.3.5: Audiences who like KBC Channel 1 Today

Responses	Percent
Yes	66.0
No	25.4
Don't know/No Answer	6.5
No Response	2.1
Total	100.0

As indicated in table 4.3.5, majority of the respondents (66 per cent) revealed that they liked KBC today. 25.4 per cent disclosed that they did not like KBC. Only 6.5 per cent either did not know whether they liked KBC or did not answer the question. This was unlike the situation in 2002 when majority of respondents showed hostility towards the station.

4.3.6 Respondents who did not like KBC Channel 1 five years ago

Table 4.3.6: Audiences who did not like KBC Channel 1 five years ago

Responses	Percent
Yes	30.6
No	63.6
Don't know/No Answer	4.8
No Response	1.0
Total	100.0

Table 4.3.6 shows that majority of the respondents did not like KBC five years ago. 30.6 per cent said they liked KBC five years ago. Another 4.8 per cent disclosed that they were not aware whether they liked KBC at the time or not. A comparison of table 4.3.7 and 4.3.6 shows that while only a few respondents liked KBC five years ago, more people like the station today.

4.3.7 (a) KBC has undergone a lot changes over the past five years

Table 4.3.7 (a)

Responses	Percent
Yes	76.3
No	15.5
Don't know/No Answer	7.9
No Response	0.3
Total	100.0

As illustrated in table 4.3.7 (a) above, most of the respondents (76.3 per cent) agreed that KBC had undergone a lot of changes over the past five years. Only 15.5 per cent said that KBC had not changed. A paltry 7.9 per cent showed indifference to the suggestion that KBC had changed during the said period. The fact that most respondents agreed that KBC had changed shows that they were aware of the changes that had taken place. This awareness can certainly be attributed to communication efforts by KBC to its audiences.

4.3.7 (b) Channels of Communication on Changes at KBC

Table 4.3.7 (b)

Channels	Percent
KBC Channel 1 TV	52.2
KBC Kiswahili Service	8.9
KBC English Service	10.0
Metro FM	3.8
Newspapers	5.2
Other (Specify)	1.4
No response	18.5
Total	100.0

Asked about how they received information on changes at KBC, majority of the respondents (52.2 per cent) said that they learnt of the changes through KBC Channel 1 as illustrated in Table 4.3.7 (b) above. 10 per cent of the respondents said that they learnt about the changes through KBC English Service while 8.9 per cent said they obtained information on the changes through KBC Kiswahili Service. The other sources of information for respondents were newspapers (5.2 per cent) and Metro FM (3.8 per cent). In the category of others, which recorded 1.4 per cent, many of the respondents, said they had learnt of the changes through friends and private media. 18.5 per cent did not give any response.

4.3.8 Liking for KBC Channel One's New Corporate Logo

Table 4.3.8: Attitudes towards KBC Channel 1's New Corporate Logo

Responses	Percent
Yes	64.9
No	24.4
Don't know/No Answer	5.2
No Response	5.5
Total	100.0

As indicated in table 4.4.8 above, a majority of the respondents (64.9 per cent) said they liked KBC Channel 1's new corporate logo. 24.4 per cent said they did not like the station's new corporate logo. The key informant interviewed at KBC said that the station adopted a new corporate logo in order to change its corporate image and give itself a new look. However, the key informant did not know what the colours red, blue, green and orange symbolize saying that the corporate logo had been done by a group of designers who were not within reach. The key informant said that the ideal image that KBC would wish to attain to be the most reliable and entertaining radio and television station in the country. The findings seem to vindicate the efforts made to give the station a new corporate identity.

4.3.9 KBC television's greatest improvement has been in its news coverage

Table 4.3.9: Perceptions of KBC TV's current news coverage

Comments	Percent
Strongly Agree	17.9
Agree	40.9
Undecided	17.2
Disagree	13.1
Strongly disagree	8.2
No Response	2.7
Total	100.0

Table 4.4.9 above shows that most of the respondents (58.8 per cent) agreed that KBC had improved greatly in its news coverage. 21.3 per cent however did not see any improvement that KBC Channel 1's news coverage. A further 17.2 per cent remained undecided on whether the station had made any improvement in news coverage or not. News is the most valuable commodity on Kenyan television. The fact that most of the respondents agreed that KBC Channel 1 had improved in its news coverage is therefore good for the station.

Asked to elaborate on their views on, slightly over half of the respondents (50.8 per cent) said that news coverage by KBC Channel 1 had become fair, balanced, wider and more comprehensive than before. 27 per cent said the station's news coverage was still biased and unfair towards the ruling elite and had not improved at all. 8.3 per cent felt that KBC Channel 1 news is shallow, and is not given proper treatment, i.e. that there is greater focus on quantity rather than quality. 6.7 per cent of the respondents felt that the station's news bulletins had improved in terms of timeliness, depth and treatment of news items. 13.5 per cent either did not respond to the question or gave views that were irrelevant to news coverage on KBC Channel 1

4.3.10 (a) KBC's radio and television services are now available countrywide on DStv

Table 4.3.10 (a) Communication Channels on Availability of DStv

Comments	Percent
True	62.9
False	5.8
Don't know/No Answer	30.9
No Response	0.3
Total	100.0

As shown in table 4.4.10 (a) above, most of the respondents (62.9 per cent) said it was true that KBC's radio and television services are now available countrywide on Digital Satellite Television (DSTV). However, 5.8 per cent said it was false while 30.9 per cent revealed ignorance about the issue. The huge number of respondents who know that KBC's broadcast services are now available on DStv shows that the station's efforts to create awareness on the issue were considerably successful. This high level of awareness may be attributed to the multimedia approach that KBC used to inform its audiences of the development.

4.3.10 (b) If yes, how did you come to know about it?

Table 4.3.10 (b): Channels of Communication on Dstv services

Channels	Percent
KCB Channel 1	43.0
Metro FM	6.5
KBC Kiswahili Service	6.9
KBC English Service	2.7
Newspapers	7.6
Other (Please specify)	0
No response	33.3
Total	100.0

Asked about how they came to know about it, majority of the people (43 per cent) who said yes said they came about the availability of KBC's radio and television services on KBC Channel 1 TV as indicated in Table 4.3.10 (b) above. 7.6 per cent of the respondents said they got the information via newspapers while some said they learnt about it through KBC Kiswahili Service (6.9 per cent), Metro FM (6.5 per cent) and KBC English Service (2.7 per cent). Of concern is that a significant 33.3 per cent of the respondents recorded no response to the question. In the category of others, some respondents said they learnt of the DStv news from friends, advertisements in the newspapers, billboards, and other television stations especially NTV.

4.3.11 KBC Channel 1 television has changed for the better in the last five years

Table 4.3.11: Audience Opinion(s) on Change at KBC

Comments	Percent
Strongly Agree	23.0
Agree	51.5
Undecided	4.5
Disagree	15.5
Strongly disagree	3.4
No Response	2.1
Total	100.0

Table 4.4.11 above shows that majority of the respondents agree with the statement that KBC Channel 1 had changed for the better in the last five years. This is confirmed by the 74.5 per cent who said that the station had changed for the better over the said period. 4.5 per cent of the respondents said they were undecided on whether the station had changed for the better or not. 18.8 per cent disagreed with the idea that KBC had improved over the last five years. The key informant from KBC said that restructuring programme was necessitated by the need to improve services offered by the

station and keep up with new broadcasting technology. The implication of these findings is that more audiences now view KBC in a more positive light than was the case a few years ago.

4.3.12 (a) KBC channel one has the best local television entertainment programmes

Table 4.3.12 (a): Audience Attitudes towards KBC Channel 1's Entertainment Programmes

Responses	Percent
Yes	63.2
No	27.1
Don't know/No Answer	6.2
No Response	3.4
Total	100.0

As indicated in Table 4.4.12 (a) above, most of the respondents (63.2 per cent) agreed with the statement that KBC Channel 1 had the best local television programmes. 27.1 per cent disputed the fact the idea the station had the best locally produced programmes. As part of its programming strategy, KBC has invested heavily in local programmes in recent years as opposed to the private media that mostly air foreign programmes. In fact, KBC's Radio Programmes Manager, Mrs Mary Onyango has said: "We want to make this station a real local productions station. We shall endeavour to increase the level of local programmes to 60 per cent in the next few years."²¹

Most of these programmes are well-known and quite popular with Kenyan audiences as the findings in Table 4.3.14 indicate. The station's attempts to change its programming strategy and focus more on local productions then appears to have been a good idea.

4.3.12 (b) If the answer is yes, how did you come to know about them?

Table 4.3.12 (b): Channels of Communication on Channel 1's entertainment programmes

Channel	Percent
Newspaper	11.0
KBC Channel One TV	35.4
KBC Kiswahili Service	15.1
Metro FM	3.1
KBC English service	2.1
KBC Road Shows	0.3
Others	33.0
Total	100.0

²¹ Quoted in the *Daily Nation*, June 26, 2007

According to Table 4.4.12 (b) above, when those who said yes were asked about how they had come to know about KBC Channel 1's entertainment programmes 35.4 per cent disclosed that they came to know about the programmes through Channel 1. 15.1 per cent said they learnt of the programmes through KBC Kiswahili Service while 11 per cent said they did so through newspapers. Interestingly, 33 per cent said they came to know about the programmes through other channels such as friends, relatives, and advertisements.

4.3.13 Programmes that people are most likely to watch on KBC Channel 1 TV

Table 4.3.13: Audience's favourite programmes on KBC Channel 1 TV

Programmes	Percent
News	24.4
Comedies	42.6
Soap Operas	11.3
Sports	10.0
Movies	6.2
No Response	5.5
Total	100.0

As shown in Table 4.4.13 above, 42.6 per cent of the respondents said that the programmes they were most likely to watch on KBC Channel 1 were comedies. Only 24.4 per cent said they were most likely to watch news programmes. 11.3 per cent said they were most likely to watch soap operas, sports (10 per cent) and movies (6.2 per cent).

The findings should be a source of concern for the station in that it appears most of the respondents are more likely to tune in to the station for entertainment programmes such as comedies rather than news which is the main selling line on local television stations. It implies that even though the station has improved by trying to balance its news coverage, the audience is more likely to tune in to competitors when it comes to news. This means that KBC Channel 1 still needs to do more to make its news more competitive.

4.3.14 Re-launch of KBC Channel 1 with new presenters, new corporate logo and new programmes.

Table 4.4.14 below shows that an overwhelming 77.7 per cent said they liked the re-launch of KBC Channel 1 with new presenters, new corporate logo and new programmes, which changes have been

undertaken over the past five years. Only 11.3 per cent said they did not like the changes. 10.3 per cent were either indifferent to or ignorant of the changes.

Table 4.3.14: Attitudes towards Re-launch of KBC Channel 1 TV

Responses	Percent
Yes	77.7
No	11.3
Don't know/No Answer	10.3
No Response	0.7
Total	100.0

4.3.15 Perceptions of KBC's coverage of political events today as compared to the KANU era

As indicated in Table 4.3.15 below, majority of the respondents (59.8 per cent) of the respondents said that they thought KBC's coverage of political events is much more balanced today than it was during the Kanu era. 18.6 per cent were undecided on whether the station's coverage of events was balanced or not. However, 19.2 per cent believe that the station is still biased in terms of coverage of government vis-à-vis the opposition.

Table 4.3.15: Perceptions of KBC's coverage of political events today

Comments	Percent
Highly balanced	17.5
Balanced	42.3
Undecided	18.6
Biased	15.8
Highly biased	3.4
No Response	2.4
Total	100.0

4.3.16 (a) Awareness of Metro TV's Transformation into Channel 2

As shown in Table 4.3.17(a) below, most of the respondents (68 per cent) said it was true that Metro Television has now been transformed into a 24-hour entertainment channel called Channel 2. Only 3.8 per cent said that it was false that Metro TV had been converted into an all-entertainment channel. However, 26.5 per cent said they did not know about the transformation.

Table 4.3.16 (a): Awareness of Metro TV's Transformation

Comments	Percent
True	68.0
False	3.8
Don't know/No answer	26.5
No Response	1.7
Total	100.0

Table 4.3.16 (b) Channels of Communication on the Transformation of Metro TV

Table 4.3.16 (b): Sources of Information on Launch of Channel 2

Channel	Percent
KBC Channel 1	36.1
KBC radio	17.9
Channel 2 TV	12.0
Newspaper	6.5
Other TV station	1.4
Other source	0
No Response	26.1
Total	100.0

Table 4.3.16 (b) above indicates that many of the respondents came to know about the transformation of Metro TV to Channel 2 through KBC Channel 1 TV. 17.9 per cent said they first came to know about the change through KBC's radio stations. Other respondents came to know about it through Channel 2 Television (12 per cent), newspapers (6.5 per cent) and other television stations (1.4 per cent). Interestingly, a significant 26.1 per cent did not give any response on how they first came to learn about the transformation.

4.3.17 Attitudes towards KBC's National Radio Stations

Table 4.3.17: Audience Attitudes Towards KBC's radio stations

	Yes		No		Don't know/No Answer	
	Freq	%	Freq	%	Freq	%
Do you like? Metro FM	180	61.8	57	19.6	54	18.5
Do you like? KBC English Service	156	53.6	52	17.9	83	28.5
Do you like? KBC Kiswahili Service	172	59.1	76	26.1	43	14.8

As indicated in Table 4.3.17 above, Metro FM was the most popular amongst KBC's national radio stations with 61.8 per cent saying they liked it. Second was KBC Kiswahili Service with 59.1 per cent of the respondents saying they liked the station. KBC English Service came third with 53.6 per cent saying they liked it. There was also less apathy towards Metro FM and KBC Kiswahili Service with 18.5 per cent and 14.8 per cent showing indifference towards the two stations. Apathy towards KBC English Service was higher at 28 per cent. The questionnaire lacked the items to probe the reasons for these attitudes.

4.3.18 (a) Metro FM is now a 24-hour reggae station

Table 4.3.18 (a): Awareness of Metro FM's transformation

Responses	Percent
Yes	80.1
No	6.9
Don't know/No Answer	8.9
No Response	4.1
Total	100.0

Table 4.3.18 (a) above shows that an overwhelming 80.1 per cent of the respondents said that they were aware that Metro FM is now a 24-reggae station. Only 6.9 per cent said that they were not aware that Metro had been transformed into a reggae music station. 8.9 per cent expressed ignorance about the development that took place in 2004. The very high level of awareness on Metro FM's status means that KBC station did a good job in communicating the change to its audiences.

4.3.18 (b) If the answer is yes, how did you first come to know about it?

Table 4.3.18 (b): Channels of Communication on Metro FM's transformation

Channels	Percent
Newspapers	12.4
KBC Channel One TV	29.9
KBC Kiswahili Service	10.7
Metro FM	20.3
KBC English Service	5.8
KBC Road Shows	1.0
Other (Specify)	0
No Response	19.9
Total	100.0

Asked about how they first came to know that Metro FM was now a 24-hour reggae station, most (29.9 per cent) of those who said yes said they first came to know about it through KBC Channel 1

TV as illustrated in Table 4.3.18 (b). Others said they first came to know about it through friends, family members or workmates. 20.3 per cent said they first learnt about it through Metro FM. Other channels cited by the respondents were newspapers (13.1 per cent), KBC Kiswahili Service (10.7 per cent), KBC English Service (5.8 per cent) and KBC Road shows (1.0 per cent).

4.3.19 Factors that may have contributed most to KBC's changed image

Table 4.3.19 below indicates that most of the respondents (62.2 per cent) perceive a more balanced coverage of the news as the factor that may have contributed most to KBC's changed image. The second most important factor to most respondents was a better signal reception with a 25.1 per cent rating. Other factors in order of ranking by respondents were the many new programmes (3.1 per cent), new corporate logo/colours (2.4 per cent), lack of political interference (2.1 per cent) and new presenters/anchors (1.4 per cent).

Table 4.3.19: Factors contributing to KBC's Changed Image

Factors	Percent
More balanced news coverage	62.2
Better signal reception	25.1
Many new programmes	3.1
New Corporate logo/colours	2.4
New presenters/anchors	1.4
Lack of political interference	2.1
Any other (Please specify)	2.1
No Response	1.7
Total	100.0

Table 4.3.20 Effectiveness of channels used by KBC in communicating with audiences

	High		Moderate		Low		No Response	
	Freq	%	Freq	%	Freq	%	Freq	%
KBC Swahili Service	161	55.3	88	30.2	31	10.7	11	3.8
Metro FM	120	41.2	87	29.9	70	24.1	14	4.8
KBC English Service	118	40.5	109	37.5	44	15.1	20	6.9
KBC Channel 1	154	52.9	54	18.6	66	22.7	17	5.8
Newspaper	86	29.6	106	36.4	78	26.8	21	7.2
Corporate Advertising	120	41.2	108	37.1	59	20.3	4	1.4
Road shows	74	25.4	92	31.6	111	38.2	14	4.8
KBC Website	44	15.1	82	28.2	147	50.5	18	6.2
Billboards/ Posters	51	17.5	55	18.9	175	60.1	10	3.4
Trade shows e.g. Ask shows	68	23.4	94	32.3	115	39.5	14	4.8
Corporate social Responsibility Programmes	81	27.8	83	28.5	117	40.2	10	3.4

Table 4.3.21 above shows that most of the respondents (55.3 per cent) rated KBC Kiswahili Service as the most effective channel used by KBC in communicating with its audiences. KBC Channel 1 TV followed with 52.9 per cent ranking it as the second most effective. Ranked as third most effective were Metro FM and advertising that tied at 41.2 per cent. KBC English Service was the fourth most effective channel at 40.5 per cent. The least effective channels were billboards/posters with 60.1 per cent of the respondents rating their effectiveness as low. The other least effective channel rated as low was the KBC website with 50.5 per cent rating as not being effectively used by the station. Other lowly rated channels were corporate social responsibility programmes (40.2 per cent), trade shows (39.5 per cent) and road shows (38.2 per cent).

4.3.21 KBC's Future in Respondents' Opinion(s)

Table 4.3.21: Audience Opinion(s) on Future of KBC

Comments	Percent
Very Bright	15.1
Bright	58.1
Bleak	18.2
Not sure	8.6
Total	100.0

As shown in Table 4.3.21 above, a sizeable number of the respondents (73.2 per cent) said that KBC has a bright future. 18.2 said that the station's future was bleak while 8.6 said they were not sure about KBC's future.

As a sequel, the respondents were asked to explain their views. 49.1 per cent of them said that KBC has a bright future due to the recent changes that have been undertaken at the station. They mentioned changes such as balanced coverage of news, new presenters, new programmes, dominance of rural areas and new corporate logo. 39.5 per cent however said that KBC's future is bleak. They cited political interference by government, bias in news coverage, and competition from other stations.

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4.3.22 The Role of Communication in the Restructuring of KBC

Table 4.3.22 below indicates that an overwhelming 73.9 per cent of the respondents saw the main role of communication as creating awareness on changes at KBC. 16.1 per cent of the respondents said that communication played the role of socialization in the restructuring of KBC. Another 8.2 viewed communication as playing the role of advertising in the restructuring process. Only 1.7 per cent of the respondents were not aware of the role that communication played in the restructuring process.

Table 4.3.23: Audience Views on Role of Communication in Restructuring

Responses	Percent
Creating awareness on changes at KBC	73.9
Socialization with viewers and listeners e.g. Road Shows	16.1
Advertising	8.2
Don't know/No answer	1.7
Any other (specify)	0
Total	100.0

4.4 RESEARCH FINDINGS FOR KBC'S INTERNAL PUBLICS (EMPLOYEES)

As earlier indicated, the study targeted 60 employees. However, only 44 of the questionnaires distributed were returned. The figures and tables below present the research findings obtained.

Figure 4.4.1 Gender Distribution

Figure 4.4.1 below shows that 59.1 per cent of the KBC staff members who responded to the questionnaires were males. Females constituted 40.9 per cent of the respondents.



Figure 4.4.1 Gender Distribution of Employees

4.4.2 Age distribution

As shown in Figure 4.4.2 below, majority of the respondents (70 per cent) were aged between 31-40 years. The second largest number of respondents was between the ages of 41-50 years. Those in the under 30 years and the over 51 years age brackets tied in third position at 5.0 per cent each.

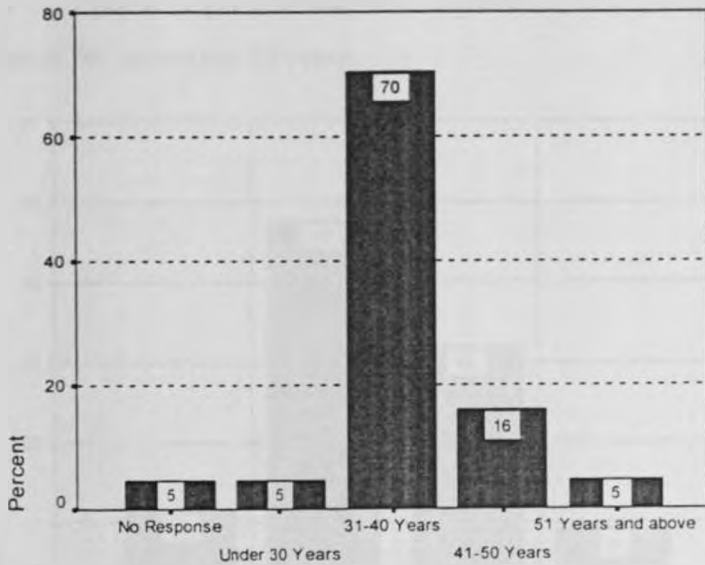


Figure 4.4.2 Age Distribution of Employees

4.4.3 Education Level

Figure 4.4.3 below shows that majority of the respondents (61.4 per cent) were graduates of colleges or tertiary institutions. University graduates were the second largest with 29.5 per cent. 9.1 per cent of the respondents were secondary school graduates. There was no one with a primary level education.

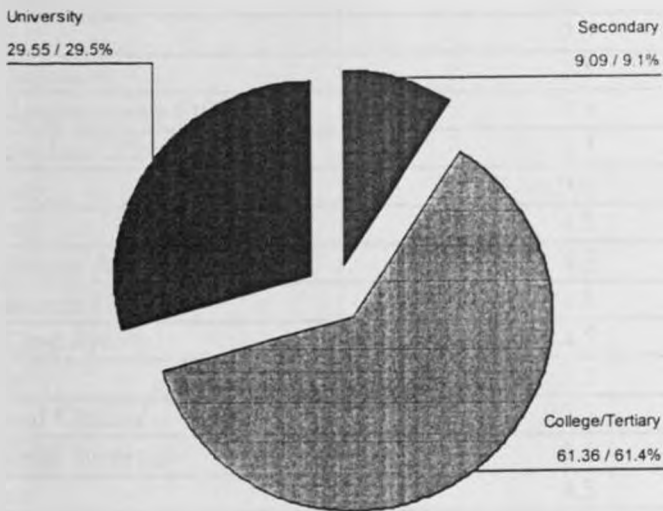


Figure 4.4.3 Education Level of Employees

4.4.4 Working Experience

Most of the employees who responded to the questionnaires had worked for KBC for a period of between 6 – 10 years. The second largest number of employees (32 per cent) had worked for the

corporation between 11 – 15 years. 11 per cent had work experience of less than 5 years. Only 9.0 per cent had been at the station for more than 15 years.

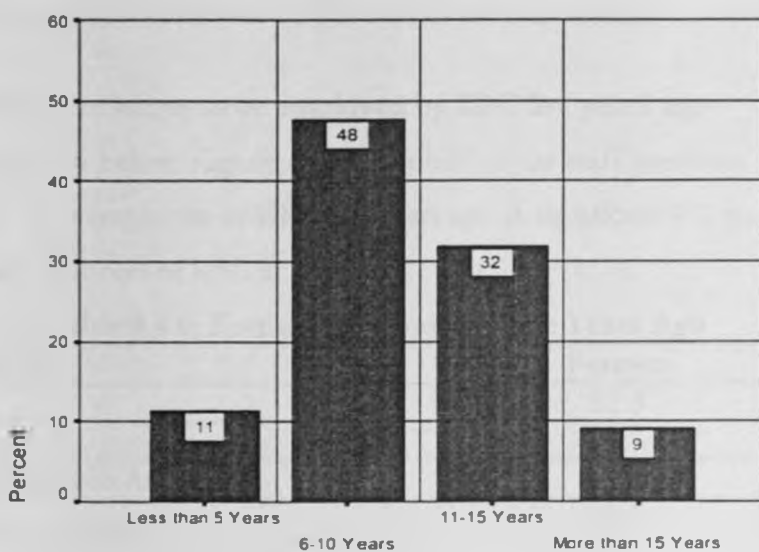


Figure 4.4.4 Working Experience

4.4.5 Current Job Title

Table 4.4.5: Employees' Job Titles

Job Title	Percent
Radio Producer	4.5
Accountants	9.0
Accounts assistants	2.3
Assistant Administrative Officer	4.5
Assistant Supplies Officer	2.3
Credit Officer	9.0
Editor (Crew)	4.5
Human Resource Assistant	4.5
Human Resource Officer	4.5
Marketing Executive	4.5
News Editor	9.1
Senior Clerical Officer	22.7
Senior Personal Secretary	9.1
Sports Artiste	4.5
TV Producer	4.5
Total	100.0

The majority of the employees who responded to the questionnaire were Senior Clerical Officers who represented 22.7 per cent of the respondents as indicated in Table 4.4.5 above. Senior Personal Secretaries and News Editors tied in second place at 9.1 per cent. In third position were accountants and credit officers who posted 9.0 per cent. Radio producers, assistant administrative officers, editors

(crew), human resource assistants, human resource officers, marketing executives, sports artistes and television producers tied in fourth place with 4.5 per cent. Other cadres were accounts assistants and assistant supplies officers who constituted 2.3 per cent of the respondents.

4.4.6 Employees who were happy to be employed by KBC five years ago

As indicated in Table 4.4.6 below, slightly more than half of the staff members (52.3 per cent) said that they were happy to be employees of KBC five years ago. A significant 47.7 per cent said that they were not happy to be employees of KBC at the time.

Table 4.4.6: Employee Happiness Five Years Ago

Responses	Percent
Yes	52.3
No	47.7
Don't know/No Answer	0.0
Total	100.0

4.4.7 Employees who feel happier to be employees of KBC today

Table 4.4.7: Employee Happiness Today

Responses	Percent
Yes	59.1
No	36.4
Don't know/No Answer	4.5
Total	100.0

According to Table 4.4.7 above, most of the employees (59.1) said that they felt happier to be working for KBC today. 36.4 per cent said that they did not feel happy being employees of KBC. 4.5 per cent did not know whether they should feel happy to be employees of KBC or had no answer to the question.

As a sequel, when those who said they felt happier to be working for KBC today were asked to explain many of them cited better salaries and higher grades now, a more conducive work environment, less political interference, enhanced professionalism in news management, and better corporate image for KBC.

4.4.8 KBC has changed for the better in the last five years

Table 4.4.8 below shows that majority of the employees (63.6 per cent) were of the opinion that KBC has changed for the better over the past five years. However, 36.4 per cent felt that the station had

not undergone any changes during the said period. None of the employees said they did not know whether KBC had changed or were indifferent to the question.

Table 4.4.8: Employee Attitudes on Change(s) at KBC

Responses	Percent
Yes	63.6
No	36.4
Don't Know/No Answer	0
Total	100.0

Table 4.4.9 (a) Staff who have undergone training over past five years

From Table 4.4.9 below, 52.3 per cent of the employees said they had attended a staff-training programme over the last five years. 47.7 per cent of the respondents said they had not attended any training programme.

Table 4.4.9 (a): Attendance of Staff-Training Programmes

Responses	Percent
Yes	52.3
No	47.7
Don't Know/No Answer	0
Total	100.0

4.4.9 (b) If yes, has the training helped you improve your performance at the workplace?

Asked if the training programme they had attended had helped improve their work performance, 52.3 per cent agreed that it had as illustrated in Table 4.4.9 below. However, 9.0 per cent said the training had not helped them improve their performance at the workplace. A significant 38.6 per cent did not respond to the question.

Table 4.4.9 (b): Impact of Training on Work Performance

Comments	Percent
Strongly Agree	15.9
Agree	36.4
Disagree	4.5
Strongly disagree	4.5
No Response	38.6
Total	100.0

4.4.10 In general would you say that the information KBC has given to its employees on policy changes at the station over the past five years has kept you:

As indicated in Table 4.4.10 below, 52.3 per cent of the respondents said that the information they had been provided with on policy changes by the management had kept them reasonably well informed. 29.6 per cent said the information they had been given on policy changes did not keep them well informed. 18.2 per cent were undecided as to whether the information they were given had kept them well informed or not.

Table 4.4.10: Employee Assessment of Communication by Management on policy changes

Comments	Percent
Very well informed	0
Reasonably well informed	52.3
Undecided	18.2
Not too well informed	20.4
Not informed at all	9.1
Total	100.0

4.4.11 Participation of KBC Employees in Decision-Making

According to Table 4.4.11 below, a whopping 81.8 per cent of the employees said that the management did not encourage employee participation in decision-making at the station. Only 13.6 per cent of the employees said that employees were effectively involved in decision making at KBC. 4.5 per cent were undecided on the issue.

Table 4.4.11: Employee Participation in Decision-Making

Responses	Percent
Yes	13.6
No	81.8
Don't know/No Answer	4.5
Total	100.0

When asked to explain their responses, 90 per cent of the respondents said that the management makes decisions without consulting employees, and that the employees only implement decisions of the management. Only 10 per cent said that employees are encouraged to participate in decision-making through seminars and committees.

4.4.12 Effectiveness of Channels Used for Communicating with Employees

Table 4.4.12: Effectiveness of Employee Communication Channels

Effectiveness Channel	Very Effective		Effective		Undecided		Not Effective		Not at all Effective		Never received info from this source	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Immediate supervisor	21	47.7	23	52.3	0	0	0	0	0	0	0	0
Direct mail/Letters	13	29.5	24	54.5	0	0	5	11.4	2	4.5	0	0
KBC Radio/Television	9	20.5	25	56.8	2	4.5	0	0	0	0	8	18.2
Employee newsletter	1	2.3	21	47.7	4	9.1	0	0	0	0	18	40.9
Notice Boards	15	34.1	27	61.4	0	0	2	4.5	0	0	0	0
Internal memos	21	47.7	23	52.3	0	0	0	0	0	0	0	0
Email	4	9.1	21	47.7	4	9.1	13	29.5	2	4.5	0	0
Staff meetings	22	50.0	18	40.9	2	4.5	2	4.5	0	0	0	0
KBC website	3	6.8	26	59.1	2	4.5	0	0	0	0	13	29.5
Conferences, workshops/Seminars	8	18.2	26	59.1	2	4.5	0	0	0	0	8	18.2
Staff events or activities	5	11.4	11	25.0	6	13.6	4	9.1	0	0	18	40.9
Other Employees (Rumours/Grapplevine)	4	9.1	2	4.5	6	13.6	20	45.5	8	18.2	4	9.1

From the data in Table 4.4.12 above, the most effective channels for communication with employees were internal memos and immediate supervisors, which recorded 100 per cent effectiveness. The second most effective communication channels for most employees were notice boards, which posted 95.5 per cent. Third most effective were staff meetings, which returned 90.9 per cent. Other channels rated as very effective by employees were direct mail/letters (84 per cent), conferences/workshops and KBC's radio and television channels that were at par at 77.3 per cent. Somewhat effective was the KBC website rated at 65.9 per cent. Reported as moderately effective were e-mail (56.8 per cent) and the employee newsletter (50.5 per cent)

The least effective channels were staff events with 40.9 per cent of employees saying they had never received information from such a source and 27.1 per cent terming it as not important. Also reported

as ineffective were other employees (rumours or the grapevine) with 63.7 per cent saying it was not important and 9.1 per cent saying they had never received information from this source.

4.4.13 Opinion as to whether a Restructured KBC has improved the Overall Working Environment

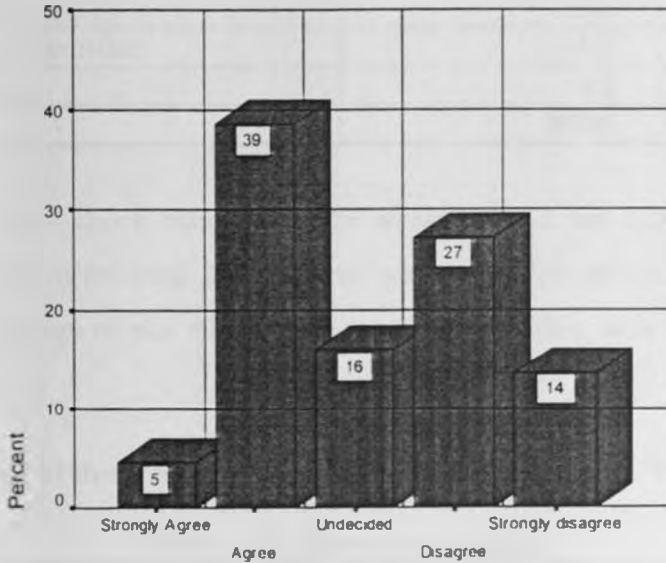


Figure 4.4.13: Opinion on Current Working Environment

As illustrated in Figure 4.4.13 above, 44 per cent of the employees agreed that a restructured KBC had improved the overall working environment. However, a significant 41 per cent felt that nothing had the work environment had improved. 16 per cent were undecided on whether they work environment had improved or not.

Asked to explain their views, the staff members who agreed that the working environment had improved said that restructuring had given KBC a more positive public image, some said the station had improved in news coverage and programmes, and that KBC had become more competitive vis-à-vis other stations. Those who were undecided or disagreed said that employees were overwhelmed due to understaffing occasioned by retrenchment, that staff were demoralized, that there had been no significant improvement in remuneration, that employees are not treated equally, and that the changes had only benefited the management.

4.4.14 Employee Satisfaction with Current Remuneration Package

Table 4.4.14: Employee Satisfaction with Remuneration Package

Comments	Percent
Extremely satisfied	0
Satisfied	0
Undecided	27.3
Dissatisfied	25.0
Extremely Dissatisfied	43.2
No Response	4.5
Total	100.0

According to Table 4.4.14 above majority of the workers (68.2 per cent) said that they were dissatisfied with their current incomes. 27.3 per cent were undecided on whether they were satisfied with the current pay package or not. None of the workers said they were satisfied with their pay package.

4.4.15 Employee Morale at the Workplace Today as Compared to Five Years Ago

Table 4.4.15: Employee Morale

Comments	Percent
Very High	0
High	11.4
Low	47.7
Very Low	36.4
No Response	4.5
Total	100.0

From the data in Table 4.4.15 above, it is clear that the majority of the staff (84.1 per cent) have a lower morale today as compared to five years ago. Only 11.4 per cent of the respondents described their morale as being high. Asked to elaborate on their views, most of the employees cited lack of job security, low remuneration, stagnation in same grade, lack of recognition by management.

4.4.16 Role of Employee Communication in the Restructuring of KBC

From Table 4.4.16 below, most of the respondents (43.2 per cent) saw the key role of communication over the last five years as being the provision of information to employees. Others saw the role of communication as providing feedback from employees to management and motivating employees both of which tied at 9.1 per cent. 4.5 per cent of the respondents saw communication as playing a socialization role in the restructuring of KBC. 25 per cent did not respond to the question. The key

informant said that communication had facilitated the flow of information between the management and employees and between the employees themselves.

Table 4.4.16: Role of Employee Communication

Roles	Percent
Providing information on changes at KBC	43.2
Socialization with employees e.g. staff events, etc.	4.5
Providing feedback to management from employees	9.1
Providing motivation for employees	9.1
Any other (Specify)	9.1
No Response	25.0
Total	100.0

Figure 4.4.17 Opinion(s) of Employees on the Future of KBC

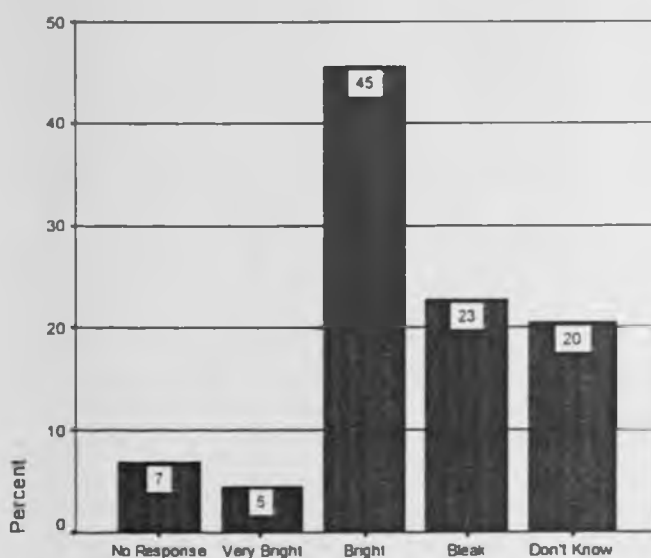


Figure 4.4.17: Employee Opinion(s) On Future of KBC

Figure 4.4.17 above shows that slightly over a half of the respondents (51 per cent) think that KBC has a bright future. However, 23 per cent think that the station has a bleak future. 20 per cent had no idea about the future of KBC. 7.0 per cent did not respond to the question.

Asked to explain their responses, those who said the corporation's future was bright cited an improved corporate image, introduction of digital broadcast technology, competition brought about

by liberalisation of the airwaves, and the recent changes occasioned by the restructuring programme. Those who thought the future was bleak or were unsure cited political interference in editorial policy, political appointment of managers, corruption and poor terms of service.

CHAPTER 5

5.0 DISCUSSION AND INTERPRETATION OF FINDINGS

5.1 Introduction

In the previous chapter, the findings of the study were presented. In this chapter, the major findings are discussed and interpreted in detail.

5.2 DISCUSSION OF FINDINGS ON AUDIENCES

5.2.1 Audience Attitudes towards KBC

The study revealed that audience attitudes towards KBC had changed significantly over the past five years. For instance, one of the key findings of the study was that while most audiences did not like KBC Channel 1 five years ago, more people like the station today. Majority of the respondents also agreed that KBC Channel 1 had undergone a lot of changes since 2003 when KBC was put under restructuring.

These findings tally with the Steadman reports that have consistently shown that television audiences now see KBC Channel 1 as more credible and trustworthy than it was especially during the Kanu era. Marketing backed by PR also played a critical role in changing audience attitudes towards KBC Channel 1. At the beginning of the restructuring programme in 2003, KBC placed adverts in the newspapers to announce its new logo, the new face of KBC. The station has also utilised road shows and other publicity programmes to sell its new image. This finding is in sync with Harrison (2000: 179 - 184) who says that PR can be used to support marketing in three ways: building and maintaining awareness; product repositioning, and; overcoming negative perceptions.

This change in attitude may also be attributed to the restructuring that has taken place at the station over the past few years and communication of the changes to the audience. KBC's former Managing Director (MD), Mr. Wachira Waruru, observed that the run-up to the 2002 General Election was the worst moment for the station, which had taken a biased stand and engaged in propaganda for the Moi administration. KBC refused to cover opposition rallies and even dedicated audiences shifted to other stations. Advertisers follow crowds and they followed suit.²²

When he was appointed the MD in August 2003, Mr Waruru initiated changes that were aimed at changing the station's corporate image. The focus was on Channel 1 because it is visual and there was

²²Mr. Waruru gave a public lecture at the School of Journalism, University of Nairobi on October 27, 2005.

need to change public perception. Mr Waruru says that when he took over in 2003, the first thing was to change the station's identity or how it looked. Most of the respondents said that they liked KBC Channel 1's new corporate logo composed of the orange, red, blue and green colours. The fact that more people in the audience like KBC Channel 1's new corporate logo shows that the station has gone a long way in trying to change its corporate image. The re-launch of KBC Channel 1 with new presenters, new corporate logo and new programmes was meant to give the station a new corporate image. To achieve this goal, Mr Waruru said that the station changed news presentation, sought to give balanced coverage to both government and opposition, changed the news logo and hired new presenters to provide a fresh to the station's screens.²³

The findings concur with Harrison (2000: 84) who says that an organisation may change its corporate identity for various reasons: the old identity looks tired or dated; there is a need to put across a different message about the organisation, and; the organisation has a new leader. These reasons were certainly valid in the case of KBC.

Most of the respondents also agreed that KBC Channel 1's greatest improvement had been in its news coverage. They attributed this to the fact that news coverage by KBC Channel 1 had become fair, balanced, wider and more comprehensive than before. Majority of the respondents think that KBC's coverage of political events is much more balanced today than it was during the Kanu era.

These findings basically vindicate the systems theory, which involves input and output of matter, in the form of energy, information and materials (Cutlip et al, 1994: 208-9). It is clear that KBC used corporate communications during the restructuring to adjust and adapt to a changing environment. The corporation has used corporate communications to try to cope with change pressures in its environment. These pressures caused changes in the relationships between KBC and its external publics.

5.2.2 Channels of Communication on Changes at KBC

Many in the audience also agreed that KBC had undergone several changes in the past five years. These changes included: new corporate logo/colours; hiring of new presenters; more balanced news coverage; transformation of Metro FM into a 24-hour reggae station, and; the conversion of Metro TV into a 24-hour entertainment channel called Channel 2. This high level of awareness can certainly

²³ Mr Waruru's lecture, *ibid*

be attributed to communication efforts by KBC to its audiences. This awareness was mainly achieved through KBC Channel 1 and the corporation's radio stations. These findings concur with Heath's (1994: 5) observation that an organisation "comes alive and become meaningful through communication." The very existence and success of organisation revolves around how the communication function is managed in an organisation.

The findings also concur with Center and Jackson (2003: 167) who have said that corporate communications can play a crucial role in supporting the sale of a product or service through media publicity, promotional events and consumer information programmes. The objective of such efforts are threefold: to make people aware of the product or service in the first place; inform consumers about the benefits and advantages of the particular product or service, and; to continuously remind and reinforce people's favourable feelings towards the product or service.

5.2.3 Effectiveness of Channels Used for Communication with Audiences

Most of the respondents rated KBC Kiswahili Service as the most effective channel used by KBC in communicating with its audiences. KBC Channel 1 TV followed with ranking it as the second most effective. Ranked as third most effective were Metro FM and advertising that tied at 41.2 per cent. KBC English Service was the fourth most effective channel at 40.5 per cent. The least effective channels were the KBC website, corporate social responsibility programmes, trade shows and road shows.

The high ranking of KBC Swahili Service may be attributed to the wide reach of radio in most third world countries and the widespread use of Kiswahili in Kenya. The other explanation may lie in the fact that KBC's radio and television stations may be the most cost-effective medium in terms of communication with external publics.

The most effective channels used by KBC then were its radio and television stations and corporate advertising. This finding concurs with Cutlip et al (1994: 279) who say that the mass media constitute the most economical and effective method of communicating with huge, diverse and widely dispersed audiences. The mass media and advertising are closely related since the mass media are the vehicle for advertising. KBC probably found it easier to use its own channels that have a wider reach countrywide.

The low use of the KBC website may be attributed to the low levels of computer literacy in a third world nation like Kenya. Despite this drawback, websites can be a valuable tool for communication with diverse publics. Kotler and Armstrong (2006: 179-88) say that websites are versatile tools that can be used for various purposes including handling crisis situations and presenting annual reports.

Corporate social responsibility programmes probably ranked low because KBC has started using them only recently. For instance, the corporation sponsored the 2007 Freedom from Hunger Walk to the tune of Sh2 million last May. Cutlip et al (1994: 438-39) say that corporations are today targeting their philanthropy towards environmental conservation, education, food and shelter programmes for the needy, healthcare, etc.

These findings have also vindicated the uses and gratifications theory, which holds that audiences are active and that they actively select and use the media available to them (Baran and Davis, 2006: 262). KBC used various media to communicate with its publics but the publics preferred certain media to the rest. The publics were also aware of their own media use, interests and motives, and reported them accurately to researcher. The publics also selected various media and media content to fulfill their information needs. For instance, many of the internal publics reported that they were more likely to watch comedies than news programmes on KBC Channel 1.

5.2.4 Role of Communication in the Restructuring according to Audiences

An overwhelming percentage of the audience saw the main role of communication as creating awareness on changes at KBC i.e. provision of information. Other minor roles of communication according to respondents were socialization with audiences and advertising.

5.3 DISCUSSION OF FINDINGS ON INTERNAL PUBLICS

5.3.1 Employee Attitudes towards KBC

At the outset, it may be pointed out that the results of the study were not very pleasing as far as employee motivation and morale are concerned. While a significant number of the employees said they felt happier to be working for KBC today, this was only a slight improvement over the number who said they felt happier working for the corporation five years ago. For a good number of the employees then, things remained much the same as they had been a few years earlier. Again, while majority of the employees were of the opinion that KBC has changed for the better over the past five

years, a significant percentage felt that the station had not undergone any changes. These findings should worry the corporation a lot given that employees constitute an organisation's most critical public since they make it what it is (Center and Jackson, 2003: 36).

5.3.2 Employee Perception of Communication from Management

Just over half of the respondents said that the information they had been provided with on policy changes by the management had kept them reasonably well informed. The rest reported either not being well informed on policy changes or remained undecided as to whether the information they were given had kept them well informed or not.

The findings indicate that only a slight majority of KBC employees feel that the management has provided them with adequate information on policy changes at the station. This contradicts Harrison (2000: 125) who says that organisations need to communicate policy changes and updates to their employees. Communication can be used to spotlight organisational policy so that employees can know what company policies mean. Baskin et al (1997: 233) say that effective employee communication is crucial for the success of an organisation.

5.3.3 Participation of Employees in Decision-Making

Most of the employees said that the management makes decisions without consulting them. This finding is in conflict with Seitel's observation that while policy-making is the preserve of the management, employees desire and should be given an opportunity to participate in policy formulation (Seitel, 1987: 366). Non-participation of employees in decision-making may also point to lack of a positive organisational climate at KBC. Baskin et al (1997: 230) say that an ideal organisational climate is characterized by among other things feelings of trust, confidence, openness, candour, satisfaction, involvement, pride in the organisation, security and high expectations.

5.3.4 Effectiveness of Channels Used in Employee Communication

The most effective channels for communication with employees in order of ranking were immediate supervisors and internal memos, notice boards, staff meetings, direct mail/letters, conferences/workshops, and KBC's radio and television channels.

These findings concur with Center and Jackson (2003: 40-41) who aver that most studies in internal communication have revealed that the source most employees want to receive information from is

their immediate or frontline supervisor who is trusted and therefore more believable. The low ranking of the grapevine or rumours as a source of information is good for KBC in that it is one of the worst possible sources in the eyes of most employees (Center and Jackson, 2003: 39).

These findings on effectiveness of communication channels are also in conformity with the assumptions of the uses and gratifications theory in that both internal and external publics preferred certain media to the rest. The publics were also aware of their own media use, interests and motives, and reported them accurately to researcher. The publics also selected various media and media content to fulfill their information needs (Tan 1980: 233-35).

5.3.5 Employee Satisfaction with Incomes and Morale at the Workplace

The study revealed that most of the workers were dissatisfied with their incomes. It is significant to note that none of the staff was happy with their current remuneration package. An overwhelming majority of the employees also said that their morale was lower today than it was five years ago. They attributed their low morale to lack of job security, poor remuneration, stagnation in the same grade and lack of recognition by management. Interestingly, the key informant said that no steps had been taken to motivate employees but added that the corporation was in the process of starting a few things towards that end.

The low morale and dissatisfaction with the remuneration package among employees is a pointer to the fact that the employees are not properly motivated. This means KBC has not taken steps to cater for Maslow's five-level hierarchy of needs that constitute the principal motivating factors for any individual or public (Seitel, 1987: 87). Most of the employees said that the pay rise effected last year had benefited only the top managers.

5.3.6 Role Played by Communication in the Restructuring according to Employees

Asked what the key role of communication was in the restructuring, many of the employees said the provision of information to employees. Other roles in order of ranking were the provision of feedback from employees to management and motivating employees, and socialization. The key informant said that communication had facilitated the flow of information between the management and employees and between the employees themselves.

CHAPTER 6

6.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

In this chapter, there will be a summary of the key findings of the study. The researcher will also make conclusions of the study by trying to answer the objectives and research questions that provoked the study in the first place. There will also be recommendations on how to improve KBC's corporate communications programme and image. The chapter will end with suggestions for further research.

6.2 Summary of the Findings

The purpose of this study was to investigate what role corporate communications played in the restructuring of KBC. The researcher used the survey and key informant methods to collect data for the purposes of the study. The survey method was used to collect data from both internal and external publics. One key informant from KBC's PR department was found and inducted into the study. For the internal publics, 60 employees from Broadcasting House, Nairobi were sampled using the systematic sampling method and included in the study. For the external publics, 324 respondents were selected from Bungoma and Homa Bay municipalities through the cluster sampling method and included in the study.

The data from the research instruments was then analysed using the Statistical Package for the Social Sciences (SPSS), which summarised the data into descriptive statistics such as pie charts, bar charts, frequency tables and percentages.

Some of the key findings of the study were that the attitudes of most audiences towards KBC had changed significantly compared to five years ago. For instance, it was found that more people liked KBC Channel 1 than was the case before the restructuring. Majority of the respondents also agreed that KBC Channel 1 had undergone a lot of changes since 2003 when KBC was put under restructuring. These changes include more balanced news coverage, new corporate logo/colours, new entertainment programmes, hiring of new presenters, etc. All these changes went a long way in changing KBC's corporate image, which in the opinion of most audiences is better today than it was five years ago.

These findings concurred with the systems theory, which holds that organisations must continually adapt and adjust to change pressures in their environment. KBC has used corporate communications

to try to cope with change pressures in its environment. These pressures caused changes in the relationships between KBC and its external publics.

Most of the respondents rated KBC Kiswahili Service as the most effective channel used by KBC in communicating with its audiences. KBC Channel 1 TV followed in ranking as the second most effective. Also ranked as most effective were Metro FM, advertising, and KBC English Service in that order. The least effective channels were billboards/posters, the KBC website, corporate social responsibility programmes, trade shows and road shows.

On the role played by communication in the restructuring, an overwhelming majority of the audience saw the main role of communication as creating awareness on changes at KBC i.e. provision of information.

For the findings on the internal publics, the results were not very pleasing at least as far as employee attitudes, motivation and morale were concerned. Only a slight majority said they felt happier working for KBC today as opposed to five years ago. Similarly, even though majority of the employees were of the opinion that KBC has changed for the better over the past five years, a significant percentage still feel that nothing has changed at the station.

Only a slight majority agreed that the information they had been provided with on policy changes by the management had kept them reasonably well informed. A significant number either said the information they had been given on policy changes did not keep them well informed or were undecided as to whether the information they were given had kept them well informed or not. Further, an overwhelming percentage of the employees said that the management makes decisions without consulting the employees.

The most effective channels for communication with employees in order of ranking were internal memos and immediate supervisors, notice boards, staff meetings, and direct mail/letters. The least effective channels were staff events, rumours or the grapevine.

Another major finding was that most of the workers said that they were dissatisfied with their current incomes and that they have a lower morale today than five years ago.

On the role of communication in the restructuring of KBC, most of the employees said the key role of communication was the provision of information to employees.

In summary, the findings indicate that KBC has a *multiple image* i.e. the internal and external publics hold different images about the station. While a significant number of the external publics feel the station has a better image than it had five years ago, a good number of employees feel that not much has changed. It is pertinent to point out that it is dangerous for an organisation to have a multiple image among its publics.

6.3 Conclusion

This study had one overall objective: to assess the role that corporate communications has played in the restructuring of KBC. There were four specific objectives, namely: to establish some of the changes that took place at KBC during the restructuring period; to identify the various corporate communications strategies that KBC put in place in the period it has been under restructuring; to find out the perceptions of KBC by its internal and external publics, and; to recommend ways on how KBC can improve its corporate communications programme. These four objectives were refined into three research questions that are answered in the order below.

What role did corporate communications play in the restructuring of KBC? From the research findings it is clear that the main role of communications for both internal and external publics was the provision of information on changes at KBC. For internal publics, most of the employees saw the main role of communication in the restructuring process as the provision of information by the management. Other minor roles in order of importance were feedback from employees to management, motivating employees, and socialization with employees. The key informant said that communication had facilitated the flow of information between the management and employees and between the employees themselves.

For the external publics, an overwhelming majority of the audiences who participated in the study said that the main role of communication was creating awareness on changes at KBC. This awareness role is evidenced by the large number of respondents who said that they were aware of the transformation of Metro FM into a 24-hour reggae station, and the conversion of Metro TV into an all-entertainment television channel. Others said that communication played the role of socialization in the restructuring. The rest saw the key role of communication as advertising.

What were the most effective corporate communications strategies that KBC put in place during the restructuring period? KBC used a number of communication channels to communicate with its internal and external publics during the restructuring period under review. For the external publics, the most effective channels in order of ranking by the respondents were KBC Kiswahili Service, KBC Channel 1 TV Metro FM, corporate advertising and KBC English Service. Other effective strategies were product/service realignment through more balanced news coverage, change of corporate identity, polishing the corporate image, and changing the programming strategy. For the internal publics, most employees said the most effective channels for communication in order of ranking were internal memos, immediate supervisors, notice boards, staff meetings, direct mail/letters, conferences/workshops, and KBC's radio and television channels.

What are the current perceptions of KBC by its internal and external publics, and what are the motivations for these perceptions? The study revealed that there are differences in the way KBC is currently perceived by its internal and external publics i.e. KBC has a *multiple image*. While majority of the latter think that KBC has changed, the findings on the former were not conclusive. The findings for instance revealed that more audiences like KBC Channel 1 than was the case five years ago. Many of the audiences also believe that KBC has changed for the better in the said period. On what they thought about KBC's future, a most of the respondents said the corporation had a bright future in light of the changes that had taken place at the station in recent years.

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However, things are not fully rosy for the station as far as some in the audience are concerned. A significant number of the respondents believe that KBC is still prone to political interference and serves the interests of the ruling clique and its functionaries. For audiences who subscribe to this view, KBC still has a lot to do to redeem its corporate image.

For the internal publics, views were sharply divided on whether KBC had changed for the better in the past five years. For instance, there was only a slight increase in the number of employees who said they felt happier working for KBC today as opposed to five years ago. Majority of the employees were also of the opinion that the management did not involve employees in decision making at the station. As to whether the restructuring programme had improved the working environment at KBC, most of the employees were either undecided or disagreed that things had improved at the station. Asked their opinion on the future of KBC a significant number thought it was bleak or that they were unsure.

In conclusion then, it can safely be stated that the provision of information or creation of awareness among publics was the main role played by corporate communications in the restructuring of KBC. Information was mainly provided on the changes that were taking place at the station. This and other roles revealed by the findings resulted in a change of perceptions among the publics, especially the station's external publics. Many of the audiences feel that the station has changed for the better over the last six years and now has a better corporate image courtesy of the restructuring process. The internal publics, on the other hand, feel that not much has changed.

6.4 Recommendations

i) For Practice

In light of the findings of the study the following are recommendations on what KBC should do to improve its corporate communications programme:

- 1) Establish a corporate communications policy that will guide communication activities with the organisations publics. Such a policy will help employees understand, contribute to and identify with organisational objectives and problems. It will also define for management the parameters and policies to guide communication with staff and other publics.
- 2) The public relations department should locate corporate communications functions in one place. This will make the management and planning of corporate communications easier. For instance, the key informant from the PR department said she was not aware of what the colours on KBC's new corporate logo symbolised saying persons behind the design could not be easily located. Curiously enough, the station still uses the old corporate logo in its some of its official documents like letterheads.
- 3) The PR department should work closely with the human resources department and the administrative department to address issues of low morale and motivation of staff through better remuneration, involvement in decision-making, reassurance on job security, review of terms of service, recognition of employee achievements by management.
- 4) The station should be allowed to come up with an independent editorial policy to facilitate its editorial independence and to ensure it is free from external interference. This is because a significant number of the audience felt that the corporation cannot change fully unless it enjoys autonomy from government. This will boost KBC's credibility by putting it in the league of other PSBs in the British Commonwealth such BBC, CBC, TVNZ, RNZ and SABC. This might require an amendment to the current KBC Act.

- 5) KBC should invest more efforts in its corporate social responsibility programmes and give them more publicity.
- 6) The corporation should also put up more billboards/posters that will offer fast, effective communication with external publics. More emphasis should also be put on trade shows and road shows, which were rated lowly in terms of effectiveness by audiences.
- 7) For internal publics, e-mail, the employee newsletter and staff/special events should be taken more seriously than is presently the case.

ii) For Further Research

1. Conduct a communications audit on KBC's internal and/or external communications activities; what they are, how they work, what they cost and what they accomplish.
2. Carry out a content analysis of communications materials currently used by KBC to communicate with both internal and external publics.

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www.kbc.co.ke

APPENDICES

APPENDIX I



KENYA BROADCASTING CORPORATION

Telegrams: "KBC KE"
Telephone: Nairobi 334567
Telefax: 25361
When replying please quote:

P.O BOX 30456,
NAIROBI
KENYA
..... 22....

Ref No.KBC/MD/23/8/CVdIII/92

and date

23rd July, 2007

Mr. Simon Peter Owaka
C/O School of Journalism
University of Nairobi
P.O. Box 30197
Nairobi

Dear Sir,

RE: M.A. RESEARCH PROJECT

Your letter dated 29th June on the above subject refers.

I am pleased to inform you that your request to do research in this organization on 'The role of Corporate Communications in the Restructuring of Public Service Broadcasting' has been approved.

Please note that you will be confined to your area of research and therefore any movement to other areas is restricted unless with express permission from the Chief Security Officer.

Kind regards.

Yours faithfully

P. MOGAKA (MRS)
FOR MANAGING DIRECTOR
Cc – Chief Security Officer

APPENDIX II

INTERVIEW SCHEDULE FOR INTERNAL KEY INFORMANTS

1. KBC has been undergoing a programme of restructuring over the past five years. Why the restructuring?
2. What role has communication played in the restructuring process?
3. What are some of the communications strategies that you have used in communicating with your employees?
4. What are some of the strategies you have used in communicating with your viewers and listeners?
5. Why did KBC adopt a new corporate logo in 2004? What do the colours orange, red, blue and green symbolize?
6. What is the ideal image that KBC would wish to have in the eyes of its audiences and employees?
7. Low staff morale and poor remuneration have been singled out as problems afflicting KBC's employees. What steps have you taken to motivate your employees?
8. How have you been getting feedback from your employees and audiences?
9. KBC has invested heavily in the production and airing of local television programmes recently. Why the emphasis on local programmes?
10. How has KBC been evaluating its communications strategies?
11. What have been the results of this evaluation?
12. KBC has been involved in corporate social responsibility programmes lately e.g. sponsoring the 2007 Freedom from Hunger Walk. What is the rationale for this?

NB: Thank you for accepting to be a part of the study.

APPENDIX III

LETTER OF INTRODUCTION TO KBC EMPLOYEES

School of Journalism,
University of Nairobi,
P.O. Box 30197,
NAIROBI.
July 25, 2007

Dear Sir/Madam,

RE: RESEARCH PROJECT

I am a postgraduate student at the School of Journalism, University of Nairobi pursuing an MA degree in Communication Studies.

I also work with the Ministry of Information and Communications as an Information Officer. I am currently undertaking a research project on, "The Role of Corporate Communications in the Restructuring of Public Service Broadcasting: A Case Study of the Kenya Broadcasting Corporation (KBC).

I kindly request you to respond to the items on the attached questionnaire as honestly as possible and to the best of your knowledge. Please remember that in filling the questionnaire there are neither right nor wrong answers.

Please note that the questionnaire is designed for this research purpose only. Hence, the responses shall be absolutely confidential and anonymous. No name shall be required of any respondent.

Thank you in advance for your cooperation.

Yours faithfully,

Simon Peter Owaka

Tel. No.: 0722-400959

Email: spowaka2002@yahoo.com

APPENDIX IV

QUESTIONNAIRE FOR KBC'S INTERNAL PUBLICS/EMPLOYEES

The Role of Corporate Communications in the Restructuring of Public Service Broadcasting:
A Case Study of the Kenya Broadcasting Corporation (KBC).

This research study is being taken in partial fulfillment of the award of the degree of Master of Arts (MA) in Communication Studies at the School of Journalism, University of Nairobi.

INSTRUCTIONS

- Kindly spare a few minutes to complete the questionnaire below
- Please tick or answer the questions correctly.
- Do not write your name. Any information you give will be held in confidence.

1. Your gender is:

Male Female

2. In which of the following age brackets do you fall?

Under 30 years

31 - 40 years

41 - 50 years

51 years and above

3. What is your highest level of education?

Primary Secondary College University

4. What is your current job title? _____

5. How long have you worked for KBC?

Less than 5 years

6 - 10 years

11 - 15 years

More than 15 years

6. Were you happy to be an employee of KBC five years ago?

Yes No Don't Know/No Answer

7. a) Do you feel happier to be an employee of KBC today?

Yes No Don't Know/No Answer

b) If yes, please explain briefly:

8. KBC has changed for the better in the last five years.

Yes No Don't Know/No Answer

9. a) Have you attended any staff-training programme over the last five years or so?

Yes No Don't Know/No Answer

b) If yes, has the training helped you improve your performance at the workplace?

Strongly agree Agree Undecided Disagree Strongly disagree

10. In general, would you say that the information KBC has given to its employees on policy changes at the station over the past five years has kept you:

Very well informed

Reasonably well informed

Undecided

Not too well informed

Not informed at all

11. a) In your opinion, has the KBC management actively encouraged the participation of its employees in decision-making on major policy changes at the station?

Yes No Don't know/No Answer

b) Please explain your answer above:

12. Please rate the **importance** of each of the following as an **effective communication channel** for you as an employee of KBC over the last five years. (Please tick your choice).

Channel	Very Effective	Effective	Undecided	Not Effective	Not at all Effective	Never received info from this source
Immediate supervisor						
Direct mail/ Letters						
KBC Radio/Television						
Employee newsletter						
Notice boards						
Suggestion boxes						
Internal memos						
Email						
Staff meetings						
KBC Website						
Conferences, Workshops/Seminars						
Staff Events or Activities						
Other Employees (Rumours)						

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13. a) Do you agree with the statement that a restructured KBC has improved the overall working environment?

Strongly agree Agree Undecided Disagree Strongly disagree

b) Please explain your response above:

14. KBC gave its workers a pay rise of between 16 – 100 per cent to its workforce last year. How satisfied are you with your current remuneration package?

Extremely satisfied Satisfied Neutral Dissatisfied Extremely dissatisfied

15. a) How would you describe your morale at the workplace today as compared to five years ago?

Very high High Undecided Low Very Low

b) Please explain your view above:

16. In your view, what role has communication between the management and employees played in the restructuring of KBC? (Tick only one).

a) Providing information on changes at KBC

b) Socialization with employees e.g. meetings, staff events, etc.

c) Education and training for employees

d) Providing feedback to management from employees

e) Providing motivation for employees

e) Any other (Specify): _____

17. a) In your view, what do you think is the future of KBC?

Very bright Bright Bleak Don't Know/Not sure

b) Please explain your response above:

NB: Thank you for accepting to be a part of this study.

APPENDIX V

QUESTIONNAIRE FOR KBC's EXTERNAL PUBLICS

The Role of Corporate Communications in the Restructuring of Public Service Broadcasting: A Case Study of the Kenya Broadcasting Corporation (KBC)

This research study is being taken in partial fulfillment of the award of the degree of Master of Arts (MA) in Communication Studies at the School of Journalism, University of Nairobi.

INSTRUCTIONS

- Kindly spare a few minutes to complete the questionnaire below.
- Please tick or answer the questions correctly.
- Do not write your name. Any information you give will be held in confidence.

SECTION A

1. What is your gender?

Male Female

2. In which of the following age brackets do you fall?

Under 25 years

26 – 35 years

36 – 45 years

45 and above

3. What is your highest level of education?

Primary Secondary College/Tertiary University

4. Are you?

In Formal Employment

In Informal employment

In School/College/University

Neither in school nor employed

SECTION B

5. a) Do you like KBC Channel One Television today?

Yes No Don't Know/No Answer

6. Did you like KBC Channel One Television five years ago:

Yes No Don't Know/No Answer

7. a) KBC has undergone a lot of changes over the past four years.

Yes No Don't know/No Answer

b) If yes, what has been your main source of information on changes at KBC?

KBC TV KBC Kiswahili Service KBC English Service Metro FM
Newspapers Other (Please specify) _____

8. Do you like KBC Channel One's new corporate logo?

Yes No Don't Know/No Answer

9. a) KBC Television's greatest improvement has been in its news coverage.

Strongly agree Agree Undecided Disagree Strongly disagree

b) Please explain your view above:

10. a) KBC's radio and television services are now available countrywide on DStv?

True False Don't Know/No Answer

b) If the answer is true, how did you come to know about it?

KBC Channel 1 Metro FM KBC Kiswahili Service KBC English Service
Newspapers

Other (Please specify): _____

11. a) KBC Channel One Television has changed for the better in the last five years.

Strongly agree Agree Undecided Disagree Strongly disagree

12. a) KBC Channel One has the best local television entertainment programmes.

Yes No Don't know/No Answer

b) If the answer is yes, how did you come to know about them?

Newspapers KBC Channel One TV KBC Kiswahili Service
Metro FM KBC English Service KBC Road shows

Other (Specify) _____

13. What kind of programmes are you most likely to watch on KBC Channel One Television?

News Comedies Soap operas Sports Movies

Other (Please specify): _____

14. Over the past five years, KBC Channel 1 was relaunched with new presenters, new corporate logo, and new programmes. Do you like these changes?

Yes No Don't know/No Answer

15. How would you rate KBC's coverage of political events today as compared to the Kanu era?

Highly balanced Balanced Undecided Biased Highly biased

16. a) Metro Television has been transformed into a 24-hour entertainment channel called Channel 2?

True False Don't know/No Answer

b) If the answer is true, how did you come to know about it?

KBC TV KBC Radio Channel 2 TV Newspaper

Other TV station Other radio stations

Other source (friend, family member, workmate, etc.): _____

SECTION C

17. Do you like:

Metro FM?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Don't Know/No Answer <input type="checkbox"/>
KBC English Service?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Don't Know/No Answer <input type="checkbox"/>
KBC Kiswahili Service?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Don't Know/No Answer <input type="checkbox"/>

18. a) Metro FM is now a 24-hour reggae station.

Yes No Don't Know/No Answer

b) If the answer is yes, how did you first come to know about it?

Newspapers KBC Channel One TV KBC Kiswahili Service

Metro FM KBC English Service KBC Road shows

Other (Specify) _____

19. What combination of the factors below would you say could have contributed most to KBC's changed image? (Select all that apply to you).

a) More balanced news coverage

b) Better signal reception

c) Many new programmes

d) New corporate logo/colours

e) New presenters/anchors

f) Lack of political interference

g) Any other (please specify): _____

20. KBC has used various channels to communicate with its viewers and listeners over the last five years. In the table below, please rate the *effectiveness* of the channels that KBC has used to communicate with its audiences over the said period? (Please tick appropriately).

Channel	High	Moderate	Low
KBC Swahili Service			
Metro FM			
KBC English Service			
KBC Channel One Television			
Newspapers			
Advertising			
Road shows			
KBC Website			
Billboards/posters			
Trade shows e.g. ASK shows			
Corporate social responsibility programmes			

21. a) In your view, what do you think is the future of KBC?

Very bright Bright Bleak Not sure

b) Please explain your view above:

22. In your view, what role did communication play in the restructuring of KBC? (Tick only one).

- a) Creating awareness on changes at KBC
- b) Socialization with viewers and listeners e.g. road shows
- c) Advertising
- d) Don't know/No Answer
- e) Any other (Specify): _____

NB: Thank you for accepting to be a part of the study.