A SURVEY OF INTEGRATED CORPORATE COMMUNICATIONS
PRACTICES IN ORGANIZATIONS
(A CASE OF THE MOBILE PHONE SERVICE PROVIDERS IN KENYA)

Grace N Kaime
D53/OL/I 3381 /04

A research report submitted to School of Business in partial fulfilment of the
requirements for the award of the Degree of Master of Business Administration
(MBA) of Kenyatta University

March 2013
DECLARATION

I declare that this research report is my original work, and it has never been submitted to any other institution for any award.

Signature……………………………………… Date…………………………
GRACE N. KAIME

Supervisor

This is to certify that this report has been submitted with my approval as the University Supervisor.

Signature……………………………………… Date…………………………
CHRISPEN MAENDE

Chairman

This is to certify that this report has been submitted with my approval as the Chairman of the Business Administration Department.

Signature……………………………………… Date…………………………
Muathe SMA (Ph.D)
Chairman Business Administration
ACKNOWLEDGEMENT

I acknowledge the Almighty God for giving me the opportunity to breathe every day and the strength to continue with my endeavours especially during this period of my study.

I further wish to acknowledge my colleagues who have supported me with valuable information in my area of research during the entire period of this project and report preparation. I wish to thank most sincerely my supervisor, Mr. Chrispen Maende for the very valuable and eye opening reviews and comments that he continually gave me that were very useful in guiding me through this report writing process.

I further wish to thank the entire administration of Kenyatta University for their patience during this time when I continually was at their door asking for information and further insights and the guidance they gave me in the preparation of this project. Special thanks also go to my classmates for the challenge and encouragements that gave me strength in this venture. May the Almighty God bless you all.
DEDICATION

I wish to dedicate this work to my husband, Nimrod Mwangi, my daughter, Sheila Njoki and son, Ian Mwangi for standing beside me and encouraging me during this entire period of the study and for their understanding as I dedicated most of my time to the study.
# TABLE OF CONTENTS

DECLARATION.............................................................................................................ii

ACKNOWLEDGEMENT .................................................................................................iii

DEDICATION ..................................................................................................................iv

TABLE OF CONTENTS .................................................................................................v

LIST OF ABBREVIATIONS ............................................................................................viii

DEFINITION OF OPERATIONAL TERMS .................................................................ix

LIST OF FIGURES ........................................................................................................x

LIST OF TABLES ..........................................................................................................xi

ABSTRACT ....................................................................................................................xii

CHAPTER ONE .............................................................................................................1

1.0 Introduction ............................................................................................................ 1

1.1 Background of the study ....................................................................................... 1

  1.1.1 Integrated Communication ............................................................................. 6

  1.1.2 Mobile Phone Service Providers in Kenya ...................................................... 10

1.2 Statement of the Problem ..................................................................................... 12

1.3 Objectives of the Study ....................................................................................... 15

  1.3.1 General Objective ........................................................................................... 15

  1.3.2 Specific Objectives ........................................................................................ 15

  1.4 Research Questions ............................................................................................. 16

1.5 Significance of the Study ..................................................................................... 16

1.6 Limitations of the Study ..................................................................................... 17

1.7 Scope of the Study ............................................................................................... 18

CHAPTER TWO ........................................................................................................... 19

LITERATURE REVIEW ............................................................................................... 19

2.1 Introduction ........................................................................................................... 19

2.2 Theoretical Literature ......................................................................................... 19

  2.2.1 Integrated Communication ............................................................................ 21

  2.2.2 Corporate Communication .......................................................................... 22

  2.2.3 Marketing Communication .......................................................................... 24

  2.2.4 Management Communication ..................................................................... 28

  2.2.5 Organizational Communication .................................................................. 30

2.3 Strategic Importance of Integrated Corporate Communication .................... 32

2.4 Theoretical Framework ....................................................................................... 33

2.5 The Conceptual Framework ............................................................................... 34
# CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS ..57

5.1 Introduction ..............................................................................................................57
5.2 Summary of Finding .................................................................................................57
5.3 Conclusion ...................................................................................................................59
5.4 Recommendation .......................................................................................................60

REFERENCES..................................................................................................................61

APPENDICES..................................................................................................................65

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Operationalizational Framework</td>
</tr>
<tr>
<td>2</td>
<td>Letter of Introduction</td>
</tr>
<tr>
<td>3</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>4</td>
<td>Checklist</td>
</tr>
<tr>
<td>5</td>
<td>Departments in the Mobile Phone Service Provider Companies</td>
</tr>
<tr>
<td>6</td>
<td>Budget Estimates</td>
</tr>
<tr>
<td>7</td>
<td>Time Frame</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>CCK</td>
<td>Communications Corporation of Kenya</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>GSM</td>
<td>Global System on Mobile communication</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resource Development</td>
</tr>
<tr>
<td>IC</td>
<td>Integrated communications</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communications Technology</td>
</tr>
<tr>
<td>IMC</td>
<td>Integrated Marketing Communication</td>
</tr>
<tr>
<td>ITU</td>
<td>International Telecommunications Union</td>
</tr>
<tr>
<td>KU</td>
<td>Kenyatta University</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>R &amp; D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Packages for Social Sciences</td>
</tr>
<tr>
<td>TACS</td>
<td>Total Access Communication Systems</td>
</tr>
<tr>
<td>TEAMS</td>
<td>The East African Maritime Systems</td>
</tr>
<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
</tbody>
</table>
DEFINITION OF OPERATIONAL TERMS

Corporate
The term ‘Corporate’ refers to people, especially in business, which have united or combined into one body (American Heritage Dictionary, 1996).

Communication
This refers to both internal and external communication.

Corporate communication
This is the total of a corporation's efforts to communicate effectively and profitably with its stakeholders. It is a strategic action practiced by professionals within an organization, or on behalf of a client. It is the creation and maintenance of strong internal and external relationships.

Integrated communications
Integrated communication has been defined as the notion and the practice of aligning symbols, messages, procedures and behaviours in order for an organization to communicate with clarity, consistency and continuity within and across formal organizational boundaries (Christensen et al., 2008). It is understood to have broadened to include virtually everything an organization says and does and everyone who is affected by the organization’s existence and activities.

Integrated corporate communications
This is the integration of all the communication mixes or activities supplying an all-encompassing framework that includes all possible communication disciplines so as to promote the corporate vision of an organization’s communication as one coherent entity.
LIST OF FIGURES

Figure 2.1: The conceptual framework ................................................................. 34
Figure 4.1: Gender information ........................................................................ 43
Figure 4.2: Respondents marital status ............................................................... 45
Figure 4.3: Respondent’s mobile service provider working for ......................... 48
Figure 4.4: Department’s involvement on performance ...................................... 50
# LIST OF TABLES

- Figure 2.1: The conceptual framework ................................................................. 34
- Table 3.1: Target Population ................................................................................. 38
- Table 4.1: Response Rate ......................................................................................... 42
- Figure 4.1: Gender information .............................................................................. 43
- Table 4.2: Respondents age .................................................................................... 43
- Table 4.3: Level of academic qualifications ............................................................ 44
- Figure 4.2: Respondents marital status ................................................................. 45
- Table 4.4: Respondents marital status ................................................................. 45
- Table 4.5: Respondent designation ....................................................................... 46
- Table 4.6: Respondents position/department ....................................................... 46
- Table 4.7: Worked in the Company ..................................................................... 47
- Table 4.8: Communication practices awareness .................................................. 48
- Table 4.9: Departments involved in communication practices ............................. 49
- Table 4.10: Departments Involvement on Client’s Satisfaction ............................. 49
- Figure 4.4: Department’s involvement on performance ....................................... 50
- Table 4.11: Department’s Involvement in encouraging the clients to engage in repeat buying ......................................................................................... 51
- Table 4.12: Collaboration between the departments on performance .................. 51
- Table 4.13: Communication between management and the other departments .... 53
- Table 4.14: Collaboration between communications departments and other departments ........................................................................................................ 55
ABSTRACT

There is need for integrated corporate communications. Integrated corporate communication is very relevant to marketing, management and organizational communication. Organizations thus strive to manage their communications in an attempt to reach all stakeholders and to transmit coherence, credibility and ethic. They have to align symbols, messages, procedures and behaviours in tandem with the envisaged communication. The practice offers centralized control of all communication and projects the image of an organization which has what it takes with regard to its communications with its constituents. The study aimed to find out how mobile phone service providers practice integrated corporate communications. It aimed to investigate the extent to which integrated corporate communications affect marketing communication, to identify how integrated corporate communications activities affect management communication and to determine how integrated corporate communications affect organizational communication. The study employed a descriptive survey design and its population of interest was the mobile phone service providers which included Safaricom, Airtel, Yu and Orange. Primary data was collected using questionnaires and augmented by use of secondary data from the regulator and service providers records. The data was analysed using descriptive statistics by use of statistical package for social sciences (SPSS). The results were presented by use of tables, pie charts and bar graphs and show the current situation with regard to integrated corporate communications in the Kenya Telecommunications Industry. The study found that most of the respondents were aware to a greater extent that there was a communication practice in the organization. The study also revealed that the involvement of the departments in communication practices helped the respondent’s organization realize better performance. The study further disclosed communication between management and the other departments enables the membership to own the firms vision. The study thus concludes that integrated corporate and marketing communications are one of the most important factors behind the success of any company. The study concludes that the organization sending the messages have to understand the target audience needs, emotions, interests and accurately deliver the message to achieve the relevance and results desirous from the target audience.
CHAPTER ONE
INTRODUCTION

1.0 Introduction

The following chapter presented the background of the study, statement of the problem, purpose of the study, research questions, significance of the study, limitations, definition of terms and the scope of the study.

1.1 Background of the study

The information, communications and technology (ICT) sector has really fuelled economic growth the world over. The advent of business development systems facilitating communication in real time, integration of services and systems to aid product and service development and growth has been a spur of the moment and unleashed the enormous untapped potential on the international business scene which has had a turnaround in the international business scene, (Weinstein, 2011). The ICT segment has greatly aided and influenced economic growth and changed the fortunes of the populace owing to access of jobs, increased disposable incomes and convenience in terms of communication in real time thus faster and eases in business transactions. The growth in the ICT segment has been swayed and greatly influenced the diffusion and penetration of the mobile telephony industry. The industry has eased communication and the adoption of the approach in Sub-Sahara Africa has had an immense change in the livelihoods and the general economic outlook of the inhabitants.

The mobile phone industry has had great growth all over the world. The mobile phone connections stood at 5 billion worldwide as at September 2012 (Klein, 2012). This cannot be compared to the ten million connections which had been registered as at
December 1997. The mobile phone connections of the Asia-Pacific region account for 47% of the all the connections worldwide. The connections of Western Europe stand the 130% of the population while in Eastern Europe they stand 123%. This is reflective of a situation whereby one person has two or three phones and in some instances the pets and children have access to the phones. In Sub-Saharan Africa the connections stand at 47% of the population and the individuals who have adopted the technology use the phones for business activities. The adoption of the technology can be attributed to the levels of poverty and the social economic advancement levels.

The importance of the mobile telephony industry cannot be understated in the communications sector in Kenya. The uptake of the mobile phones has changed the face of the business scene nationally and caused the mobile telephony segment to be a key driver of the growth in the ICT sector. This is attributed to the fact that the mobile phones are not only tools of communication but also act as computers with the advent of the smart phones and the handsets which are handy in the money transfer industry that has been highly embraced by the populations, (Gachago, 2011). The access to mobile phones has now become a necessity and a requirement in the highly competitive technological and business scene. The targeting of the mass market has had a profound benefit to the populace owing to lowering of tariffs due to increased competition and encouraged adoption and embracement of the tools as important communications equipment by the target market.

A review of the Kenyan Economic scene shows that the ICT sector has had a tremendous and sustained growth in the past decade mainly fuelled by the uptake in mobile phone telephony and adoption of telecommunications practices which previously had a low uptake. The use of mobile phones for internet access has equally led to a sustained growth in the sector and aided populaces communication in real
time and it has led to an assured uptake and adoption of mobile phones as tools of trade and requisites for communication activities, (CBS, 2011). The ICT sector has had a sustained growth momentum averaging at 20% annually which is a stark contrast of the traditional revenue earners which are agriculture, tourism and horticulture which performed at an annual average of 2%, 4% and 7% respectively. The statistics depict the reawakening of a sleeping giant attributed chiefly to the adoption of mobile telephone by the populace across board.

The number of mobile phone subscribers has grown exponentially from less than 200,000 subscribers in the year 1999 to 29,703,439 subscribers in the year 2012. The subscriber base with regard to mobile phones is reflection of a situation whereby nearly all adults have access to a phone nationally compared to the situation in the year 1999 whereby we had an average of one phone from 1,000 adults nationally, (CCK, 2012). The money transfer services offered by the mobile phone services provider companies have a major effect on the national economy. The mobile phone money transfer services account for deposits amounting to 72.3 billion in the year 2011-2012 and the creation of employment to 49,079 agents across all the networks offering money transfer services. This is a true indicator of financial inclusion owing to having the money transfer services catering for the previously unbanked rural populations and providing a convenient medium owing to access to mobile phones.

The mobile phone industry has greatly revolutionized the Kenyan corporate communications scene. The industry has been dynamic with great changes brought forth by the occasion of having tremendous growth in the mobile telephony industry which has equally led to be matched with equal marketing and communications measures.
The differentiation of niche market for products and services in the mobile phone industry has forced ingenuity and innovation in line with the market demands and infused a proactive marketing and communication approach to always resonate with the market and meet the client demands, (Kisero, 2011). The mobile phone service providers have thus been involved in concerted efforts to tap into niche markets for their ideal segments in line with the identified needs. This has seen a total revolution in the communications departments of the companies which have always led to an all-out war in pitching for new products and services, sustaining the outlook and defining the presence of already existing products and this has resulted into the growth of the corporate communications scene nationally driven by the performance of the mobile phone industry.

The corporate communications industry has had a roll. The mobile phone industry players have created fully fledged departments to take charge of their communications needs and functions. Corporate practitioners have benefited immensely for the growth of the mobile phone service provider companies like Safaricom and Airtel. Outsourcing the communications function has opened up new factories for the industry. This has seen the corporate practitioners grow their volumes of business owing to the relationships with the companies and it has had a profound effect on the thresholds as regards industry standards and practices, (Koome, 2011). The established industry players like Gina Din Kariuki corporate communications, Ogivy communications and allied companies have had a change of their fortunes and this portrays good tidings for the industry and has unveiled new fronts for the corporate communications industry.
The mobile phone service provider companies have turned around the marketing and corporate communications sector in the national sphere. This has been greatly associated with the dynamism and nature of the fast moving consumer goods and more or less virtual products. The trends and demands of the sector call for aggressive marketing and the changing with times to align the service providers to the reality on the ground and have the target markets segmented and aligned to the organizational communications demands, (Kariuki, 2011). The practice of having the strategies, visions and plans of the companies based on the industry trends and demands always allows the organizations to have the programmes and activities driven by the market. It allows for a proactive approach in the activities and functions of the organizations and puts the firms in the pedestal of growth by way of having them identify and resonate with the market thus the relevance and imprint in the industry.

Articulating the visions and concerns of the industry players has been a core function of the communications departments of the service providers. The communications function has ensured a steady growth of the subscriber base, the sensitization of the consumers as regards new products and services and a greater embracement of the products and services on offer by the companies thus higher penetration into the market attributed to the marketing efforts and the communications functions of the companies, (Ng’ang’a, 2010). The communications functions has sustained the growth momentum in the industry despite the dismal performance in the other sectors of the economy and it has assured the companies of a foothold on their niche markets and better outlooks and performance in their portfolios.

Perceptions by the target clientele and the niche markets about how the consumers and all the stakeholders view the organizations give the role of corporate
communications immense value to the organizational practices. This has led credence to the role of corporate communications on organizational performance. The competence and robust nature of the communication function has a major role on the success of the firms, (Almatior, 2008). Corporate communications enables the interaction between an organization and its stakeholders both internally and externally. The firms profile, image and organizational stature have a great influence on how the firm interacts and networks with its publics.

Corporate communication is an element of management which portrays the firm’s image and determines the kind of relations that the firm has with all the stakeholders. Corporate communications influence the way information and policy is disseminated from within the organization. It is a reflection of the character of the organization, the corporate culture and the kind of citizenship within the organization, (Weiss, 2009). Presence of an approved central communications systems within the organization creates harmony in terms of the information and messages disseminated from within the organizational realm and projects an image of consistency as regards the firm’s communication with its various stakeholders.

1.1.1 Integrated Communication

Integrated communication entails the aligning of symbols, messages, procedures and behaviours to achieve the delivery of intended messages in terms of communication with clarity, consistency, coherence and continuity across for all organizational boundaries, (Chriestensen, 2008). This gives the organization and all its agencies leverage in terms of achieving the desired effects and gaining the intended impact on the organizational capacity and activities. The coherence and clarity projects the image of organization and focus with regard to the firm’s purpose, practices and
ethos. This aids the creation of a distinctive brand which stands out as consistent with regard to its practices, deeds and works. This infuses the much needed trust, confidence and respect from the peers in the industry and business realms.

Integration of the communication functions has thus become the avenue of assuring corporations cross-linkages within the firms. It has the ultimate results of reduction of agency costs and bringing along a concerted approach as regards the firm’s activities. It gives the firm the benefit of an all-encompassing framework which acts as a fulcrum of coordinating the firm’s activities in the communication realm. This allows for the synergy between the marketing communication, management communication and organizational communication, (Alvan, 2010). The three functions would be qualified as: Marketing communication in regard to brand awareness and promotion, Management communication in regard to internal communication and Organizational communication in regard to image related communication such as press release. The firm is able to monitor, evaluate and perpetuate its activities and functions of communication from the basis of coherence as a defined entity. This allows for organizational growth and continuity.

Communications should harness and exploit the function of corporate communication from an angle of innovativeness and ingenuity. All stakeholders have high expectations of clarity, speed and transparency in all the communication. The objective and purpose of corporate communication can thus not be underscored. Corporate communication helps define the purpose, image, profile and stature of the organization, (Osman, 2010). The implementation of a defined communication policy and its successful execution always allows the organization the benefit of industry respect and the aligning of all the stakeholders into the organizations concerns. It
ropes in the clients, employees and all stakeholders owing to the faith and belief in the organizational structures and activities chiefly brought forth by their faith in the communications systems owing to the integration of functions.

Thus, it is only logical that we find the ideal of integrated communications promoted most fervently within the broad field of organizations’ communications programs. There is increasing talk about the inevitability of integration and the need for organisations to devise and implement unified and integrated communications programmes (Schultz and Schultz, 2003). According to the arguments of Shimp (2003) he even suggests that integration, according to con-temporary Marketing philosophy, “is absolutely imperative for success” (see also Argenti et al., 2005).

Unlike Integrated Marketing Communications (IMC), which tends to assume that integration takes place, or should take place, within the realm of marketing, integrated corporate communications has become an expansive discipline that links a number of other fields, including corporate design, corporate culture, public relations and corporate communication (Christensen et al., 2008). While the concern for unified and integrated corporate images have been evident by most organizations, the systematic application of integrated communication programs, the burgeoning field of corporate culture took interest in the management of the informal dimensions of organisational communication, including myths, rituals and ceremonies. Finally, corporate communications conceives itself as the integrated communication discipline par excellence, supplying an all-encompassing framework that includes all possible communication disciplines (Argenti et al., 2005; Christensen et al., 2008). Together, the disciplines of marketing, corporate design, public relations and corporate
communications are promoting a vision of an organization that is able to survey and monitor its own communication as one coherent entity.

Where the early conceptions of integrated communications looked at the coordination of a limited set of communication parameters in order to provide message clarity and message consistency, this latter kind of integration involves the organization more substantially through the inclusion of employees, customers and other stakeholders (Duncan, 2005). Realizing that contemporary organizations communicate with everything they say or do, integrated communications has developed from a rather bounded and specialized activity to an organization-wide issue and concern. The ideal of integration in connection with marketing communication is not new, but the scope of integrated communication has been broadened to include virtually everything an organization says and does and everyone who is affected by the organization’s existence and activities, (Braganza, Ashley, 2002). In the most ambitious interpretations of the concept, the control should encompass not just the sending but also the reception of the communication. Moreover, the integration endeavour extends from the external integration of visual design to the internal integration of the organization’s culture and the members of the organization.

On the other hand, integrated communications present a reassuring sense of order. Consistent images and relevant, useful, messages help nurture long term relationships with customers. Here, customer databases can identify precisely which customers need what information when... and throughout their whole buying life. IMC saves money as it eliminates duplication in areas such as graphics and photography since they can be shared and used in say, advertising, exhibitions and sales literature, (Goodman, M.B, 2006). Agency fees are reduced by using a single agency for all
communications and even if there are several agencies, time is saved when meetings bring all the agencies together - for briefings, creative sessions, tactical or strategic planning. This reduces workload and subsequent stress levels - one of the many benefits of IMC.

In a nutshell, it can thus break or make an organization driven by the sense of purpose and projection of the intended image and messages to all stakeholders on a basis of inclusivity.

1.1.2 Mobile Phone Service Providers in Kenya

The mobile phone industry in Kenya has four licensed operators namely Safaricom, Kenya Limited, Airtel, Essar Telcom and the Orange Mobile Phone Company. Safaricom (K) Limited is the leading mobile phone operator in Kenya. The company entered the Kenya market in the year 1997 as a subsidiary of the Telkom Kenya Limited. The government sold a 40% stake to Vodafone group and conferred management responsibility to the entity. This saw a change of fortunes for the entity by way of the infusion of industry best practices and a realignment in line with the groups international trade standards. The Safaricom group commands the biggest market share in the mobile telephony industry which stands at 64%. It has a subscriber base of 19,074,700 clients, (Ng’ang’a, 2012). The company has 36 retail shops with a regional spread nationally and a countrywide distribution network.

The company has the voice segment as its leading product, money transfer services through the Mpesa flagship and data is the new war frontier for the company with its shares trading in the Nairobi Stock Exchange. It prides itself with having had an opportunity to create employment for dealers within its ranks, the agents in the money transfer industry and the distributors in its businesses. The company is a respected
corporate titan with a firm imprint on the corporate social responsibility scene via its subsidiary the Safaricom foundation.

Airtel Kenya Limited is the second leading player in the mobile phone industry. It demands a subscriber base of 4,483,334 clients which translates to 16.5% of the market. The company is a subsidiary of Bharti Airtel which has an international acclaim and has its tentacles spread in many African countries. The company prides itself from the known brand name which is respected in all the countries that it trades in and this gives it a head start in terms of its operations and brand recognition, (Mutea, 2011). Competitive pricing of its products and an innovative approach with an attempt to endear the firm to the mass market to have it reap from the volumes of trade has been a defining mark which has sent shock waves in the industry. The business strategy has enabled the firm cultivate a base of very loyal and enviable clients who have always identified with the organization based on its pricing strategy especially so for the voice segment. The firm has spread its wings into the money transfer business via its subsidiary Airtel money.

Essar Telcom is a player in the mobile phone industry. The company trades as the Yu brand and it has been associated with cheap calling rates for the clients within its network. The company has the benefit of having the international leverage in terms of name and brand recognition. It has the benefit of international acclaim because it comes always as a franchise of a renowned international group. The company prides itself with commanding a 9% market share which translates to 2,554,258 clients (Irshad, 2011). The company has always identified with the low end segment of the economy with regard to its pricing strategy. It has had a very rapid penetration of the dynamic business scene and has prospects of growth especially with the advent of the
Orange Kenya Limited is the other player in the mobile phone industry. The company has a national spread owing to the exploitation of the infrastructure formerly laid by Telkom Kenya Limited. The company has worked hard to shed the tag of lethargy associated with state corporations and infused a new approach into its management and marketing styles by way of having synergy with leading operators in the sector. The entry of Simba Telcom into the picture has greatly revolutionised the company by way of bringing along the wealth of experience that the firm has and had acquired as a leading Safaricom dealer and it has greatly aided growth of the fortunes and profile of the firm, (Mutiga, 2011). The company has a subscriber base of 3,099,359 clients which translates to 10.5% market share. The company has interests in the voice, data and money transfer segments. The firms’ performance is a vivid example of the success story in the privatization of public entities previously associated with poor and inept performance.

1.2 Statement of the Problem

The success of any modern business today depends increasingly on what customers and stakeholders think about the company and what it is doing and the interactions with customers, sponsors, partners and other stakeholders. This has given added impetus and importance to the role of corporate communications. In the majority of cases therefore, communication competence of an organisation will become a critical success factor for the business in the future, but would require broad understanding of
the importance of corporate communications (Christensen et al, 2008, pp 438). All too often, corporate communications is still understood simply in terms of press releases and media relations, or staff presentation and negotiation skills. It is important that organisations view communications more broadly and see it as a function that cuts through and involves the whole organization, as comprising both internal communications within the organization and communications with stakeholders and other groups outside the organization.

Organizations Corporate communications is an important sphere in terms of owning and managing organizations. It gives the direction into which an organization takes as it relates with its constituents in the communication of strategy, brand awareness creation and its reputation. It holds a major sway as to how an organization is perceived by its peers and all people who matter to it. Studies by (Hillary, 2009), show that many organizations fail to strike a rapport with their constituents owing to lack of good communication. She said failure to communicate effectively led to situations of dissatisfied clients and ill-informed stakeholders. This she said portrays the danger of misinformation and the risk of misinterpretation of facts leading to an ineffective bottom line.

Corporate communications is a strategic tool for any organization with its reputation and stature and which ought to command respect from its peers. It is an effective tool in conferring leadership, motivation, persuasion and information to stakeholders within the organizational spectrum globally. The need for dissemination of information to the clients, employees, suppliers and the community with a stake in the firm cannot be underscored. Previous studies by Wandera, (2010) have shown that firms which do not disseminate information effectively to all the stakeholders run the
risk of making losses owing to a run by clients and potential clients and the perception of deliberately hiding information from the constituents. The firms may suffer loss to their reputations and it may affect their overall bottom-line with regard to integrity and industry standards expected of them.

The mobile phone industry in Kenya has experienced exponential growth. The sector has had the benefit of having firms establishing fully fledged communications departments and assigns the communications functions to private practitioners in some instances. The function of communication has been very pertinent to the success and the bottom lines of the companies. This explains the continued and sustained growth of the sector in comparison to other spheres of the economy. On the other hand we have had situations of public relations failures and media gaffes by leading personalities in the industry which have really dented the images and affected the growth momentum of the companies. A survey by the Marketing Society of Kenya, 2009 showed that failure to reign in the chief executive officers of leading mobile phone service provider companies by their communications departments was doing them a disservice. The survey cited the situation of use of unsavoury language which at times gave fodder to the competitors and unleashed the potential of doing a lot of damage to the entities when exploited in the social media.

A vivid example of a genuine cause of concern about the calling habits of Kenyans by a chief executive officer who had assumed the communication function for a leading brand (in the mobile) was phone industry taken out of context and deemed insulting and vulgar to the clients and potential clients, (Kariuki, 2009). This gave ammunition to the competitors and changed the tide for a while in the market while the heat was turned to the company. The untold damage would have been avoided if the firm had
put in place a defined integrated corporate communications strategy which was above board and entailed the structured release of press statements and media briefings. As highlighted above, there is increasing talk about the inevitability of integration and the need for organizations to devise and implement unified and integrated communications programs (Schultz and Schultz, 2003). According to the arguments of Shimp (2003) he even suggests that integration, according to contemporary Marketing philosophy, “is absolutely imperative for success” (Argenti et al., 2005).

The researcher is aware of the situation of competition and the ever changing dynamics in the market and is therefore keen to find out the practices of integrated corporate communications in organizations in Kenya with the mobile phone service providers as a case study.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to provide broad information on integrated corporate communications practices by organisations using the mobile phone service providers in Kenya as a case of this study.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To investigate the extent to which Integrated corporate communications affects marketing communication.

ii. To identify how integrated corporate communications activities affects management communications.
iii. To determine how integrated corporate communications affects organizational communication.

1.4 Research Questions

The study was guided by the following research questions:

i. To what extent do integrated corporate communications affect marketing communication?

ii. What is the role of integrated corporate communication in management communication?

iii. How does integrated corporate communication impact on organizational communication?

1.5 Significance of the Study

On the basis of this study and the findings and recommendations thereof, corporate managers in the various organizations may appreciate the value of integrated corporate communications by highlighting factors they need to adopt and the findings will be a guide in setting up effective integrated corporate communication systems.

The study may provide organisations especially those in the service industry and other sectors in Kenya better understanding of the basics of integrating corporate communications. This is expected that it may challenge corporate managers to have a positive view to integrated corporate communications with a view of enhancing effective communications in their respective areas of activities.

Future scholars and researchers can use this research as a valuable pool of knowledge on corporate communications by providing research data from Mobile phone industry in Kenya and the findings of this study may help resolve some of the problems and
provide insights in respect to integrated corporate communication. The academicians and students of Finance, Economics, Management, Marketing, HRD and Organizational Development will find this study thought provoking for further research in this area.

1.6 Limitations of the Study

The respondents were not very open or willing to disclose confidential information concerning their organizations especially when the service provider organisations were experiencing very stiff competition from the other mobile phone service providers. The researcher assured the respective respondents that the information they gave was used only for the purpose of the study and that they did not have to disclose or state their personal identity or the identity of their organization as they filled the questionnaires. A letter was obtained from Kenyatta University (KU) which showed that the researcher was student carrying out an academic research.

The study concentrated in the Nairobi Head Offices and therefore did not capture the implications of the programmes in question in the various regions that were spread all over the country. This however did not affect the results of the study because it concentrated on the corporate level perspective and programmes.

Although the researcher undertook a study from Head office of the respective Organizations since most of corporate communication activities originate from the Headquarters, time was a constraint. Therefore the researcher requested for leave to undertake the study.
1.7 Scope of the Study

The scope of this study was limited to the departmental heads and their assistants of the respective mobile phone service providers. This was so because in the majority of cases corporate communications usually originated from the head office. They were thus seen as pace-setters for the whole organisational activities especially in respect to their corporate communications. The Head office was then the pace setter of all communication activities for the individual company.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This section presented a review of literature from other studies done on the relevant area of this study which aimed to carry out a survey on the role of integrated corporate communications practices on the performance of organisations in Kenya (taking the mobile phone service providers as a case of the study). A conceptual framework was then presented followed by a presentation of the gap in literature that the study aimed to bridge.

2.2 Theoretical Literature
There are various interpretations of the term communication(s), while everyone recognises it; few can define it satisfactorily. At its simplest, the definition of the term communication is a social interaction through messages (Bove´e and Thill, 2000; Tourish and Hargie, 2004b). Communication can also be defined as an interchange of ideas, facts and emotions, by two or more persons, with the use of words, letters and symbols based on the technical problem of how accurately the symbols can be transmitted, the semantic problem of how, precisely, the symbols convey the desired meaning, and the effectiveness of how the received meaning affects conduct in the desired way.

Communication is essential in business. Poor communication and lack of feedback can lead to frustrated customers, unmotivated employees and a negative corporate culture, (Allens, 2011). Everyone communicates but not everyone communicates effectively. Effective communication needs to be practiced, critiqued and assessed in order for growth to be realized. Effective communication leads to an effective bottom
line. Customers need to be provided with an avenue for expressing their needs, concerns and opinions. When a customer has an issue with experience, they need a proper outlet to provide feedback to be accessible and easy to find. The only way that an organization can tell if its product is satisfactory is to gather accurate and honest feedback from the customers.

Employees should be given opportunity to provide feedback, feel appreciated when presented with the opportunity, (Gumbo, 2010). They as well feel important and understood by the organization. When employees feel that they have a voice, they won’t feel stifled or fearful of sharing their opinions. Employees at whatever levels have the most effective solutions and ideas to the organizational concerns. They are the ones who have a daily interaction with the clients and have a grasp of the operations of the business. With lack of feedback, the corporate culture can become bleak and unmotivated. Every business has a culture which is the result of the communication systems put in place. Feedback allows both customers and employer to voice their opinion, creating a healthy corporate environment, which leads to greater productivity and motivation.

There is a distinction between communication and effective communication (Bove´e and Thill, 2000); whereas others take communication to always refer to effective communication. Bove´e and Thill (2000) believe that effective communication only takes place when participants “achieve a shared understanding, stimulate others to take actions, and encourage people to think in new ways. Communication is always a persuasive two-way process, where the sender usually has an intention of influencing the receiver; while others (Eisenberg and Goodall, 2004) are less adamant and view communication as a goal-oriented process only in certain situations. For
communication to be effective, a message must be received and understood, and only then can it produce resultant action. Therefore, communication is not a neutral process of information transfer, and elements of a persuasive process exist. However, effective communication is taken as an interactive two-way communication process resulting in an action or decision (even if it is not the intended action or decision); effective communication can be distinguished from communication (two-way exchange of messages without action), and informing (one-way sending of messages).

2.2.1 Integrated Communication

The success of any modern business today depends increasingly on what customers and stakeholders think about the company and what it is doing. This has given added impetus and importance to the role of corporate communications. Indeed, it is important that communication is viewed more broadly and seen as a function that cuts through and involves the whole organization, as comprising both internal communications within the organization and communications with stakeholders and other groups outside the organization. More and more businesses today depend for their success on their methods of communications, interaction with their customers, sponsors, partners and other stakeholders.

The term integrated communications has been defined as the notion and the practice of aligning symbols, messages, procedures and behaviours in order for an organisation to communicate with clarity, consistency and continuity within and across formal organisational boundaries. This consequently will mean that without the alignment of symbols, and messages organisations reduce the potential impact of their communication. When communication from the organisation loses its clarity, consistency and continuity, organisations have difficulties standing out as interesting
and distinctive brands in a cluttered marketplace. In this very competitive business environment, without consistency between messages, procedures and behaviours, words and deeds, organisations cannot expect to be recognised as legitimate players in the contemporary globalised world (Balmer, 2001).

Today, integrated communications has become an expansive discipline that links marketing to a number of other fields, including corporate design, corporate culture, public relations and corporate communication (Christensen et al., 2008). While the concern for unified and integrated corporate images was evident already in corporate communication, the systematic application of integrated communication programs and marketing in many cases gradually assumed the responsibility of coordinating the organisation’s formal communication parameters while corporate culture took interest in the management of the informal dimensions of organisational communication, including myths, rituals and ceremonies.

It is also a matter of consistency between what the company says through the planned marketing communication messages, what the company does (products and services), and what others confirm about the brand. This does not necessarily mean that the messages transmitted to various audiences or segments must be completely identical, but they must be complementary and non-contradictory (Pickton and Broderick, 2005). Thus, the ideal of consistency does not necessarily imply total uniformity.

2.2.2 Corporate Communication

Corporate communication is the term used to describe a variety of strategic management functions. Corporations use it to lead, motivate, persuade, and inform employees and the public as well. Understanding corporate communication provides the vision a company requires in an information-driven economy for strategic
planning, (Goodman, 2004). Corporate communication is a term that encompasses all the ways in which the organization communicates with its various stakeholders. Thus, all of the messages emanating from an organization, everything that it produces and all of the activities it is involved in will act to shape stakeholders’ perceptions. Communication intentionally instigated by management with the aim of improving stakeholder relationships is classified as controlled corporate communication while uncontrolled communication takes place when organizations influence stakeholders’ perceptions unintentionally.

Organizational communication is conceptualised as all forms of communication with stakeholders with whom an organization has an interdependent relationship. Investor relations and labour relations are part of organizational communication. Marketing and organizational communication both act as the principal link between image and strategic management (Christensen et al., 2008). Management communication applies to attempts to “communicate the vision and mission of the company in order to establish a favourable image and ultimately a good reputation amongst its internal and external stakeholders” which may include house journals and magazines for employees and annual reports for external audiences.

The competence by which organizations communicate will soon become a critical success factor but this will require organizations to be able to have a broad understanding of communications. All too often, corporate communications is still understood simply in terms of press releases and media relations, or staff presentation and negotiation skills. According to Goodman (2004); corporate communication is a vital management function in contemporary organizations. It is the total of a corporation's efforts to communicate effectively and profitably. It is a strategic action
practiced by professionals within an organization, or on behalf of a client. It is the creation and maintenance of strong internal and external relationships. The actions any particular corporation takes to achieve that goal depend in large part on the character of the organization and its relationship with its suppliers, its community, its employees, and its customers.

Corporate communication is a term that encompasses all the ways in which the organization communicates with its various stakeholders and publics. Thus, all of the messages emanating from an organization, everything that it produces and all of the various activities it is involved in will act to shape the organization’s various stakeholders’ perceptions. Communication intentionally instigated by management with the aim of improving stakeholder relationships is classified as controlled corporate communication while the uncontrolled communication takes place when organizations influence stakeholders’ perceptions unintentionally.

### 2.2.3 Marketing Communication

Marketing communication is mainly geared towards persuading customers to buy a product or service. Marketing communication entails sending an appropriate message to a client on a potential client with an intention to sway and engage them positively and encourage them to have an understanding of a product or service on offer and go for it. The organization sending the messages have to understand the target audience needs, emotions, interests and accurately deliver the message to achieve the relevance and results desirous from the target audience, (Miller, 2009). The message needs to be encoded creatively and in a simplistic manner for the target clients to easily understand and decode it. The organization should keenly watch out for feedback from the target audience and see to it if the intended results have been achieved.
Communication is a multi-faceted, multi-step and multi-directional. Opinion leaders lead the trail and shape client perceptions while client talk to opinion leaders and take a cue from them. The messages from the marketer to the target audience maps the mental processes through which a buyer goes through and route to making a purchase. Marketers thus have to be careful in the process of selecting communications tools suitable from the target audience, (Murray, 2009). Advertising may be good for raising awareness but free samples may serve the experiential aspect and generation of trials thus a good connection between the audience and the product or service.

Integration of the communication function may greatly help an organization grow its profile and realize goods returns. The senior management should be roped in the plans of integration and ensure that all the departments work together in harmony. They should equally have core values of the organization engraved in all the communications systems of the organization. This will assure the firm of a collective approach inn all the organizational activities. They should ensure that all the communications add value to the brand and do not dilute it and enable a positive perception of the firm’s products and services, (Wanjau, 2010). All the marketing communications should wrap the customers around buying process and the tools applicable and available at each buying stage should be carefully selected and put into use by the organization.

All marketing communications should be carefully linkage together and al the departments should strive to work together in harmony. Internal communications should ensure that all the employees are appraised and informed of new developments which may entail advertisements, corporate identities, branding activities, new brands, new service standards and strategic plans and activities, (Kihumba, 2011). This should
be done with an aim of ensuring that the activities of all departments in the organization are synchronized to ensure synergy and activities geared towards achieving focus and purpose in the organization.

A survey by the Marketing Society of Kenya, (2009) showed that the mobile service provider has excelled in product branding and have realized good returns from the same. The survey showed that the trends to have the firms identified with distinct corporate colours have gained root. Safaricom Limited has been identified with green colour, Airtel has been identified with the red colour, Orange has a striking orange colour while Yu has always been black. The choice of colour as found by the study has had far reaching marketing effects and resonated well with the target audience. The green colour has a distinct identity which identifies the firm with the environment which is a hot, trendy and current contemporary issue. Red on the other hand is equally distinct and striking from far which denotes the Airtel company as outgoing and flashy. Orange colour identifies with the Orange Telkom and denotes the luminous identity which is visible and it has enhanced the firm’s visibility from far across the marketing realms. The choice of colour denotes trendy and assertive establishments out to win the marketing war from an all out angle. Integration of marketing activities and the striving to fulfill social responsibility functions has seen the mobile phones service providers stand out as distinct brands in many social events and activities.

Safaricom Limited has always stood out an enviable entity in the endeavour to respond to situations of crisis and its own initiatives to promote the organizations, social responsibility cause. The function has always made the firm to connect with the masses and enabled the identification of the firm as an institution which is way ahead
of the pack in terms of giving back to the community as a gesture of goodwill and service to the populace at large, (Mirichu, 2010). The identity brings out the image of a company which is not only geared towards making profits from the business pursuits but responsible and caring enough to meet the obligation of giving back to society. The service to society gives the organization an opportunity to showcase its products and service and brand the activities in the endeavor to fulfill the marketing pursuits thus a plus for the entity.

Mobile phone service provider companies lead the pack in terms of spending on advertisement and promotions budget. The mobile service provider companies have been identified with putting up a real war chest to front their business ideals and reach out to their target client’s fervently. The firms have tilted the scale in the advertisement and promotions industry by virtue of having enormous activities geared towards aiding the growth of their portfolios.

Industry trends have shown that the advent of mobile telephony growth and penetration has had a major effect on the growth of the profiles of private corporate communications firs, marketing practitioners and outdoor advertising firms, (Simiyu, 2010). The growth has been necessitated by the need to reach out to the mass market by all means and the very competition nature of the mobile phone telephony industry which has seen competition based on tariffs, products and services and the need to reach out to varying market segment. This has necessitated the need to outsource the function of communications for marketing and the having of versatile and aggressive marketing departments by the firms.
2.2.4 Management Communication

Communication has always acted as the glue that holds organizations together and the electricity that illuminates an entity. Communication is thus vital for the success of organizational programmes and the growth of the statures and profiles of organizations. The management should always be at hand to lead the organization in terms of creation of an environment that allows for communication by way of being forthright in communicating to all the stakeholders in the internal or external environments (Maclark, 2008). Management should always set the tempo by way of communicating and not allowing any employees to be in the dark about organizational issues. This will always put things right within the spectrum of the firm and it will allow for creation of a positive culture which may impact positively on an organizational outlook.

The chief executive officers of organizations should always be available to shed light on the on goings within the organization and create a forum which provides for regular interaction and formal communication by way of briefings as entails the activities of the organization. Regular interaction between management and stakeholders via media and other allied programmes props up the organization as one that is honest and forthright in its activities and interactions with stakeholders, (Giovani, 2009). Continuous interaction premised on an official communications angle by the management will always deter and prevent avenues for rumours and always give a forum for positive interaction.

Current business practices and trends demand the creation of goodwill and defined systems and structures of communications within the organizations. The management should always liaise with the communications department of the firm to minimize
situations of conflict and all the communications activities should be synchronized to allow for synergy and the creation of goodwill within the organizational realms. Situations of chief executive officers holding media briefings and contradicting the organizational policy position may be embarrassing to the firm. This may bring about a picture of disharmony and a non-integrated communications system and this may portend great danger to the firm, (Ayaah, 2009). Regular interaction, creation of harmony and unity of purpose within the organizational spectrums may really change the face of the communications functions. The synchrony and integration may ultimately reduce the risk of misrepresentation and uninformed pronouncements which may be a big embarrassment to the organization.

The management is many at times the face of the organization by virtue of the fact that the external stakeholders view the industry leaders, the chief executive officers and the boards as the captains of the membership. Management should thus portray the best image possible of the organization at large by way of always seeking to project the image of the firm in their formal and informal communications pursuits, (Ondege, 2009). The membership who are the employees always look up to manage for direction and motivation in the endeavours to serve the organization well and project the image of the firm. Management thus has a tough call in terms of always seeking to satisfy the expectation of the internal environment and the external environment of the organization. This can only be fulfilled by way of practicing the function of communications judiciously and seeking to verify facts beforehand and always actualizing the firms, core values in the interactions with all stakeholders.

Management should always be a leading example to the membership. This can only be actualized by way of communication. Management should always extol the
organizational values, the expectations and confer leadership by example. Situations of crisis should be approached with sobriety by way of having the management communicate the real picture and instil hope in the membership. Situations demanding the making of concessions and horse-trading equally demand leadership by way of effective communication, (MacNamara, 2008). This calls for the management laying bare the position for all and sundry, managing the expectations of the membership and helping manage the envisaged change in the organization. This helps the membership allowing for the creation of goodwill trust and respect for the leadership all attributed to the able function of communication within the ranks.

The business environment has evolved rapidly. The industry players are commanding a lot of respect in comparison to the politicians and the clergy. The populace draws its inspiration from the business leaders and it has more trust and confidence in it than the yester years. A survey by the World Bank (2009) showed that the Kenya citizen will look up to the CEO of a leading organization and trust their word more than any other leader. This shows that the industry leaders should equally reciprocate by always projecting good images of themselves and the businesses that they lead. The managers should take charge of activities; exercise caution and restraint in the communication function and not let the goodwill enjoyed by their membership and the external constituents to be lost.

2.2.5 Organizational Communication

Organizations should always strive to put in place systems that allow for cross functional communication to break the traditional silos which inhibit and impair the function of communication. This should be by way of putting up communication department which allow for information to be disseminated from a position of clarity,
coherence and continuity within the organizational realms, (MacArthy, 2008). This will always give the firm the benefit of having a known position and a structured system of operations devoid of impairment of relations with stakeholders.

Organizations should develop a training programme to equip the membership to work as cross functional teams. This will aid integration of activities and prevent the occurrence of a disjointed approach as regards the communication functions. The development of a concerted approach aids in the building of effective organizational and interpersonal communication practices and it may impact on the performance management systems. This enables the firm to earn industry respect by virtue of having all the departments effectively functioning and reading from same script as regards organizational policy and activities,(Weiss,2009). This builds cross functional communication and participation. It aids the firm establish and engrave its footprint in the industry driven by the synergy and unity of purpose stemming from the interdepartmental relations and activities geared towards the overall good of the firm.

Variation of tolls and activities in aid of communication always breaks the barriers within the organization and allow s for the sharing of information and articulation of the firm’s vision via all media. Creativity and ingenuity allows for the use of all applications in the telecommunications spectrum which can be exploited by a firm’s membership. This is attributed to the fact that different people have different ways of communicating the old may prefer memos and meetings while the young may use blogs and the intranets the organization may exploit the use of pay roll inserts and other ingenious ways to communicate the firms ideals,(Turner,2010). Organizations should thus make communications functions their responsibility. This will always
ensures that the membership understands and owns the activities in the organizations and they understand what the organization expects of them.

### 2.3 Strategic Importance of Integrated Corporate Communication

A key resource for future businesses is communication. Business success will to a much greater extent depend more and more directly on organizational communications ability and its effectiveness. With the continuing convergence in businesses of the products and services offered by businesses, an ever greater part of the value the customers will derive of businesses will be created in communication by means of images, conceptions, stories and experiences.

In practice, corporate communication is a strategic tool for the corporation to gain a competitive advantage. Corporations use their various forms of communication tools to lead, motivate, persuade, and inform employees and the public as well. This in essence will therefore mean that the organisations understanding of its corporate communication will provide the organisation the vision it will need in this information age – information driven economy for the organisations strategic success and competitiveness. Since global business is based on information, customers, employees, investors, suppliers, and the general public now expect a high level of communication and candor from the companies that operate in their community.

Integrated communications holds a strong appeal to contemporary organizations: by speaking of alignment and coherence, promises order, stability and predictability in an otherwise fragmented and confusing world. Simultaneously, it justifies centralized control of all communication functions in a business (Christensen et al., 2005). Among the most dramatic formulations of this promise, notion of “total communications” sends the message that it is possible and desirable to encompass all
communications, both externally directed communication activities and internal messages, within one integrated whole. The ideal of integrated communication, implies urging organizations to manage the many sources of information about a product or service to which a customer or prospect is exposed, to work toward a strategic coordination of all corporate messages relevant for the maintenance of the brand and to control all messages that are relevant in establishing profitable and long-term relationships with customers and other stakeholders. Integrated communications, in other words, proceeds from the imperative Know thy organization and produce a general overview of all its communications.

It is unfortunate for such organizations that do not value communication highly as they are definitely doomed to wither in this very competitive business environment where success of an organization will to a greater extent depend on how much of its activities are known and is in line with the demands of its customers, (Shultz, 2006). An effective and integrated Corporate communication therefore will serve the company in multitude of ways by promoting a strong corporate culture; a coherent corporate identity; a genuine sense of corporate citizenship; an appropriate and professional relationship with the press; a quick and responsible way of communicating in a crisis or emergency situation; an informed and well-grounded understanding of the various communication tools and technologies and a sophisticated approach to global communication.

2.4 Theoretical Framework

The work is based on the structuration theory as premised by Giddens, 1995 who argues that there are patterns of relationships in every programme grouping and networks and administrative systems of all kinds. The enduring cycles of reproduced
relations produce patterns that form social cycles and integrate the social groups together in the efforts to have formalization in terms of space and organization.

In comparison to the theory, corporate communications systems are integrated to have relations in terms of activity and having synchronized programmes to check activities of each other and have them working in concert and have the synchrony and synergy being the driving effort and gear to the achievement of the core objective of the programme.

2.5 The Conceptual Framework

Figure 2.1: The conceptual framework

2.5.1 Marketing Communication

Marketing communication is where a company spends the highest proportion of its communication budget. Marketing communication consists primarily of those forms of communication that support sales of particular goods or services. This includes all forms of advertising communication, financial data, and information on target groups and data on the advertising agencies. These communications ought to be integrated
and strategically co-ordinated. For example, a company should present the same product with specific values in different ways to meet the demands of different markets. The advertisements must always reflect the strength of the brand but also take into consideration the cultural differences of the customers. Therefore, different strategies need to be used for the same product.

2.5.2 Management communication

Management communication refers to how managers convey to their employees different information whether it is about their aims and aspirations of the company or more basic administration issues. The unifying goal of management communication is to develop and disseminate knowledge that increases effectiveness and efficiency of managers functioning in contemporary business environments. Therefore, the focus may be argued to be the development of the knowledge sharing skills of managers. Communication as a key managerial competence is important because a large part of a manager’s time is spent on communicating, and his/her communication effectiveness can also impact subordinates job satisfaction. All levels of management are involved in this communication. They believe that the desired outcome of communication is: developing a shared vision of the company within the organization; establishing and maintaining trust in the organisational leadership; initiating and managing the change process; and empowering and motivating employees.

2.5.3 Organizational Communication

Organizational communication, although initially thought of as public relations is currently subdivided into a variety of activities: public affairs, environmental communications, investor relations, labour market communications and internal
communications. All these forms of communication are directed at specific target groups. The communication division of an organization is to promote the company and its products, services and shareholders’ image both internally and externally. Organizations believe that having a positive internal and external image is a vital part of their long term strategy. This necessitates communicating effectively with many different groups of people, including employees, the media, young people and the “opinion formers” in general.

Refer to the operationalization framework, (Appendix 1) for the operational measures.

2.6 Gaps in Literature

Previous studies on corporate communication practises have shown that integration of functions and communication activities lead to an effective bottom-line for the organization in terms of having guaranteed and assured results driven by the collective approach by the varying departments, (Jebet, 2009). However, studies by Mutugi, (2010) showed that integration of services had the undoing of bringing about conflict in terms of management styles and different approaches driven by varying competing interests set to realize different targets but within the same organizational realm. The study seeks to fill the gap brought along by the conflicting studies by way of seeking to find out the effects of integrated corporate communication practises in organizations in Kenya with the mobile phone service providers as a case study.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the research design, target population, data collection instruments and procedures, reliability and validity of instruments that were used as well as the data processing and presentation methods.

3.2 Research Design

The study employed a descriptive survey research design finding out the factors affecting adoption of integrated corporate communications practices in Kenya, a case of the mobile service providers. According to Orodho (2005), a descriptive survey is a method of collecting information by way of interviewing or the administering of a questionnaire from a selected sample. It is mostly used to collect information about people’s attitudes, opinions, habits or any variety of social issues. This design was deemed appropriate for the study because the researcher collected, analysed and reported information as it existed in the field without the manipulation of the variables under study.

3.3 Target Population

All people under consideration in any field of inquiry constitute a universe or targeted population (Kombo, 2006). The targeted population for the study consisted of all the mobile service providers in the country. It encompassed of all the departmental heads in the mobile phone service providers companies and their assistants.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Mobile Phone Service Providers’</th>
<th>Population of study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safaricom Kenya Ltd</td>
<td>19</td>
</tr>
<tr>
<td>Airtel Kenya Ltd</td>
<td>10</td>
</tr>
<tr>
<td>Yu</td>
<td>11</td>
</tr>
<tr>
<td>Orange</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
</tr>
</tbody>
</table>

Source: Organizational Records as Provided by the Service Providers

The population of study comprised all the (4) four mobile phone service providers as listed by the Communications Commission of Kenya as at June 2012. The companies which were considered for the study were: - Safaricom Kenya Limited, Airtel Kenya Limited, Telcom Essar and Orange Kenya Limited. In all the 4 mobile phone service providers in Kenya, the population size of the departmental heads and their assistants in the organizations was small and relatively varied thereby warranted a census survey. The researcher intended to use all the mobile phone service providers in the study.

The study is expected to cover the total work force of all the departmental heads and their assistants located in head offices from each service provider making a total of 54 respondents to be used in this study. The researcher expects to target both genders of the respondents in the organisation. (Refer to appendix 5).

3.4 Sample and Sampling Procedures

The study used census method whereby every departmental heads and their assistants qualified as respondents eligible for the study.
3.5 Research Instruments

The study used questionnaires and a checklist for the study. The questionnaires were deemed suitable in that they had a large group of respondents; they had the benefit of self administerbility, anonymity and the standardization of questions for the purpose of easing the data analysis procedures (Orodho, 2005). The questionnaires had both closed and open ended questions. The study equally used the checklist for the purpose of confirming presence of integrated corporate communications facilities in the organizations.

3.6 Pilot Study

Prior to embarking on data collection, the researcher pre-tested the questionnaires using two organizations in the communications sector but not involved in mobile telephony. This was for the purpose of improving the reliability and validity of the instruments. Changes were made on the questions deemed appropriate after the pilot study.

3.6.1 Validity of Research Instruments

Validity is the degree to which a test measures what it purports to be measuring. Validity can also be said to be the degree to which results obtained from analysis of data actually represent the phenomenon under investigation (Orodho, 2005). The researcher tested the face and content validity of the questionnaire.

Face validity was in relation to the misunderstanding or misinterpretation of the question. This was checked by way of employing the pre-testing method.
Content validity on the other hand refers to the capacity of the instrument to provide adequate coverage of a topic. Adequate preparation of the instruments under the guidance of the supervisors, expert opinion and pre-testing of the open-ended questions helped establish the content validity.

3.6.2 Reliability of Research Instruments

Reliability is a measure of the extent to which an instrument will consistently yield the same result after being administered several times to the same respondents (Orodho, 2005). To establish the reliability of the research instruments, the test retest method whereby the pilot study respondents was issued with questionnaires for them to fill and the same questionnaires were subjected to a retest to see how the response was. The reliability coefficient was computed using Pearson’s Product Co-relation Co-efficient

\[ r = \frac{\sum xy - \frac{\sum x \sum y}{N}}{\sqrt{\left(\frac{\sum x^2 - \left(\frac{\sum x}{N}\right)^2}{N}\right) \left(\frac{\sum y^2 - \left(\frac{\sum y}{N}\right)^2}{N}\right)}} \]

Where \( r \) = Pearson co-relation co-efficient

\( x \) = results from the first test

\( y \) = results from the second test

\( N \) = Number of observations

3.7 Data Collection

Permission to conduct the research was sought from the National Council of Science and Technology. The researcher thereafter visited the provincial administration, Nairobi area and request for an introductory letter to the target respondents. The researcher later hand delivered the questionnaires to the target respondents and
collected them three days after dropping which was adequate time for them to be filled in.

3.8 Data Analysis

After all the data was collected, data cleaning followed for the purposes of identifying any incomplete, inaccurate or unreasonable data for the purpose of improving on quality through correction of detected errors and omissions. Coding of the data was thereafter followed and the codes were entered into a computer for the purpose of analysis.

Qualitative data was analyzed by way of understanding the meaning of the information divulged by the respondents and comparing it to documented data from previous research on factors affecting adoption of integrated corporate communications. It was presented thematically in line with the objectives of the study and thereafter presented by use of frequency distribution tables.

Data analysis involved both quantitative and qualitative procedures. Quantitative data analysis required the use of computer spreadsheets and the Statistical Package for Social Sciences (SPSS) which was used. Martin and Acuna (2002) highlighted that the SPSS package is able to handle a large amount of data and given its wide spectrum in the array of statistical procedures which are purposefully designed for social sciences; it is deemed efficient for the task.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the research findings on the practices of integrated corporate communications in organizations in Kenya with the mobile phone service providers as a case study.

4.1.1 Response Rate

The study was conducted on 54 employees of Safaricom Kenya, Airtel Kenya, Yu Kenya and Orange working at their head offices in Nairobi. These employees were served with a questionnaire; out of 54 respondents, 40 respondents filled-in and returned the questionnaires which make a response rate of 74%. The commendable response rate was achievable after the researcher administered the questionnaires personally and made personal visits and phone calls to remind the respondents to fill-in and return the questionnaires.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Mobile Phone Service Providers’</th>
<th>Population of study</th>
<th>Response rate</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safaricom Kenya Ltd</td>
<td>19</td>
<td>15</td>
<td>79</td>
</tr>
<tr>
<td>Airtel Kenya Ltd</td>
<td>10</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>Yu</td>
<td>11</td>
<td>8</td>
<td>73</td>
</tr>
<tr>
<td>Orange</td>
<td>14</td>
<td>10</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>40</strong></td>
<td><strong>74</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013
4.2 Background of the study

4.2.1 Gender Information

As shown by figure 4.1 on the findings on the gender of the respondent the study found that majority of the respondent as shown by 62% were male whereas 38% of the respondent indicated that they were females, this shows that in most of the mobile phone service providers both genders were almost equally represented

Figure 4.1: Gender information

![Gender Information Pie Chart]

Source: Survey Data, 2013

4.2.2 Respondents Age

Table 4.2: Respondents age

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 – 35 years</td>
<td>11</td>
<td>28</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>14</td>
<td>35</td>
</tr>
<tr>
<td>46 – 55 years</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>56 – 66 years</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013
From Table 4.3 above on the respondent age, the study found that 35% of the respondent indicated that they were aged between 36 to 45 years, 28% of the respondent indicated that they were aged between 25 to 35 years, 23% of the respondent indicated that they were aged between 46 to 55 years while as 15% of the respondent indicated that they were aged between 56 to 66 years. This shows that majority of the respondents were between 36 to 45 years and had been in the corporate world for quite sometimes and had much knowledge in regard to corporate communications in organizations.

4.2.3 Level of Academic Qualifications

Table 4.3: Level of academic qualifications

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>O’ Level</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>A’ Level</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Diploma</td>
<td>18</td>
<td>45</td>
</tr>
<tr>
<td>Degree</td>
<td>15</td>
<td>38</td>
</tr>
<tr>
<td>Masters</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>PhD</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data, 2013*

From the table above on the respondent highest level of education, the study found that 45% of the respondent indicated that they had attained a diploma, 38% of the respondent indicated that they had attained a bachelors from the university, 25% of the respondents had done their masters, 13% had reached the A levels, 10% had PhD while only 5% had O levels as their highest level of education, this show that respondent in these service provider companies were well educated
4.2.4 Respondents Marital Status

The study was also keen to determine the marital status of the respondents. From the findings 38% of the respondents were single, 58% were married, 4% had lost their spouse while none had divorced.

Figure 4.2: Respondents marital status

Source: Survey Data, 2013

4.2.5 Respondents Vocational or Professional Qualifications

Table 4.4: Respondents marital status

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPA K</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>CPS</td>
<td>15</td>
<td>38</td>
</tr>
<tr>
<td>CIM</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>ACIB</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

The study also sought to establish the respondents vocational or professional qualifications attained, it was found out that 38% of the respondents had CPS, 30% had CPAK, 20% had ACIB while as only 13% had CIM. This show that all the
employees had other vocational and professional training which gives much weight to corporate communication in the organisation.

4.2.6 Respondent’s designation

**Table 4.5: Respondent designation**

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental heads</td>
<td>13</td>
<td>33</td>
</tr>
<tr>
<td>Departmental head assistant</td>
<td>27</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

The study was also keen to determine the respondent’s designation. The studies found out that majority of the respondents as represented by 68% were departmental head assistant’s while as only 33% were departmental heads. These heads and assistants represented various departments as illustrated in the next area of investigation.

4.2.7 Respondents Position/Department

**Table 4.6: Respondents position/department**

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Department</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Human Resource Department</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Finance Department</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Brand Management Department</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

From the table above on the departments positioned on the respondent, the study found that majority of the respondent as shown by 30% were in the corporate communication department, 25% of the respondent indicated that they were in the
Finance department, 20% of the respondent indicated that they were in the human resource department, 15% were in the marketing department while 10% of the respondents indicated that they were in the Customer Brand management department. This shows that majority of the respondents had adequate knowledge on organisations corporate communications since they were in the corporate communication department.

4.2.8 Worked in the Company

**Table 4.7: Worked in the Company**

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>1 - 5 years</td>
<td>17</td>
<td>43</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data, 2013*

The study also aimed to establish the number of years the respondents had worked in their respective organisations. It was found out that majority of the respondents as represented by 43% had worked in their respective organisations for between 1 and 5 years, 30% indicated to have worked between 6 to 10 years, 18% less than one year while as only 10% had worked for a period less than one year. This shows that majority of the respondents had spent quite sometimes in their current organisations and had fundamental knowledge in regard to the company’s corporate communication.
4.2.9 Respondent’s mobile service provider working for

On the organisation in which the respondents worked, the study found out that majority of the respondents as represented by 38% worked for Safaricom Kenya, 25% worked for the Orange Kenya, 20% worked for Yu while as only 18% worked for Airtel Kenya. This shows that all the service providers were well represented.

Figure 4.3: Respondent’s mobile service provider working for

Source: Survey Data, 2013

4.3 Integrated Corporate Communications Practices in Organizations

4.3.1 Communication Practices Awareness

Table 4.8 Communication practices awareness

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td>25</td>
<td>63</td>
</tr>
<tr>
<td>To a fair extent</td>
<td>13</td>
<td>33</td>
</tr>
<tr>
<td>Not at all</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

From table above on the findings on whether the respondents were aware of the communication practices in the organization they worked for, the study found that most of the respondent as shown by 63% of the respondent indicated to a greater
extent 33% of the respondent indicated to a fair extent while as 5% of the respondents indicated not at all. This shows that the respondents were aware of communication practises in their organisations to a fair extent.

4.3.2 Departments Involved in Communication Practices

Table 4.9: Departments involved in communication practices

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>19</td>
<td>48</td>
</tr>
<tr>
<td>Fairly</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>Not at all</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

According to the table above on whether the respondents departments in the organization get involved in communication practices in place, 48% of the respondents rated departmental involvement very much, 40% of the respondents rated fairly, while 13% rated it not at all. This shows that the departments were involved very much in the communication practises.

4.3.3 Departments Involvement on Client’s Satisfaction

Table 4.10: Departments Involvement on Client’s Satisfaction

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td>23</td>
<td>58</td>
</tr>
<tr>
<td>To a fair extent</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>Not at all</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

From the table above on the findings on the respondent rating on whether involvement of departments in communication practises impacted on client’s
satisfaction, the study found that most of the respondent as shown by 58% of the respondent indicated to a greater extent 30% of the respondent indicated to a fair extent while as 13% of the respondents indicated not at all. This shows that involvement of departments in communication practises impacted on client’s satisfaction to a great extent.

4.3.4 Department’s Involvement on Performance

From figure 4.4 below on whether the involvement of the departments in communication practices helped the respondents organization realize better performance, the study found that majority of the respondent as shown by 55% agreed that the involvement of the departments in communication practices helped their organization realize better performance, 40% of the respondent strongly agreed, while only 5% of the respondent disagreed. The study revealed that that involvement of the departments in communication practices helped their organization realize better performance.

Figure 4.4: Department’s involvement on performance

Source: Survey Data, 2013
4.3.5 Department’s Involvement in encouraging the clients to engage in repeat buying

Table 4.11: Department’s Involvement in encouraging the clients to engage in repeat buying

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td>14</td>
<td>35</td>
</tr>
<tr>
<td>To a fair extent</td>
<td>20</td>
<td>50</td>
</tr>
<tr>
<td>Not at all</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2013

From the table above whether the involvement of the departments in communication practises encouraged the clients to engage in repeat buying, the study found that majority of the respondent as shown by 50% agreed to a fair extent that the involvement of the departments in communication practises encouraged the clients to engage in repeat buying, 35% of the respondent agreed to a great extent while 15% of the respondent did not agreed at all. The study revealed the involvement of the departments in communication practises encouraged the clients to engage in repeat buying.

4.3.6 Collaboration between the Departments on Performance

Table 4.12: Collaboration between the departments on performance

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>DA</th>
<th>SDA</th>
<th>mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration between the departments</td>
<td>5</td>
<td>12</td>
<td>17</td>
<td>4</td>
<td>2</td>
<td>2.65</td>
<td>0.16</td>
</tr>
<tr>
<td>has helped the firm execute its marketing strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration of departments has</td>
<td>9</td>
<td>13</td>
<td>11</td>
<td>5</td>
<td>2</td>
<td>2.45</td>
<td>0.11</td>
</tr>
<tr>
<td>helped drive up the firms sales and profitability levels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Collaboration between the departments has enabled the creation of an effective brand awareness strategy

Collaboration between the departments has enabled the employees to be aware of new products, services and own the organizational initiatives in totality

Collaboration between the departments in the communications aspect has enabled the firm to enhance its visibility in the corporate social responsibility scene

Collaboration between the departments has enabled marketing of the firms products and services and increased the sales volumes

Collaboration between the departments has enabled the firm to have increased profitability

<table>
<thead>
<tr>
<th>Statement</th>
<th>N 11</th>
<th>N 17</th>
<th>N 5</th>
<th>N 6</th>
<th>N 1</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration between the departments has enabled the creation of an</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.38</td>
<td>0.15</td>
</tr>
<tr>
<td>effective brand awareness strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration between the departments has enabled the employees to be</td>
<td>7</td>
<td>13</td>
<td>15</td>
<td>5</td>
<td>0</td>
<td>2.70</td>
<td>0.15</td>
</tr>
<tr>
<td>aware of new products, services and own the organizational initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in totality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration between the departments in the communications aspect</td>
<td>17</td>
<td>11</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>2.13</td>
<td>0.16</td>
</tr>
<tr>
<td>has enabled the firm to enhance its visibility in the corporate social</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>responsibility scene</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration between the departments has enabled marketing of the firms</td>
<td>12</td>
<td>17</td>
<td>8</td>
<td>2</td>
<td>1</td>
<td>2.08</td>
<td>0.17</td>
</tr>
<tr>
<td>products and services and increased the sales volumes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration between the departments has enabled the firm to have</td>
<td>11</td>
<td>17</td>
<td>5</td>
<td>6</td>
<td>1</td>
<td>1.93</td>
<td>0.15</td>
</tr>
<tr>
<td>increased profitability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total** | 16.32 | 1.05
**Average** | 2.3314 | 0.15

*Source: Survey Data, 2013*

From the above table on statements rating, the study found that majority of the respondent were in agreement with the following statement that Collaboration between the departments has enabled the firm to have increased profitability as shown by mean of 1.93, Collaboration between the departments has enabled marketing of the firms products and services and increased the sales volumes as shown by mean of 2.08, Collaboration between the departments in the communications aspect has enabled the firm to enhance its visibility in the corporate social responsibility scene as
shown by a mean of 2.13, Collaboration between the departments has enabled the creation of an effective brand awareness strategy as shown by a mean of 2.38. The study also found out that respondents were undecided on the following statements, Collaboration of departments has helped drive up the firms sales and profitability levels as shown by a mean of 2.45, Collaboration between the departments has helped the firm execute its marketing strategy as shown by a mean of 2.65 and Collaboration between the departments has enabled the employees to be aware of new products, services and own the organizational initiatives in totality as shown by a mean of 2.70.

4.3.7 Communication between Management and the other Departments

Table 4.13: Communication between management and the other departments

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>DA</th>
<th>SDA</th>
<th>mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication between management and other departments enhances trust in the leadership</td>
<td>7</td>
<td>15</td>
<td>10</td>
<td>5</td>
<td>3</td>
<td>2.55</td>
<td>0.12</td>
</tr>
<tr>
<td>Communication between the management and other departments attracting goodwill in the organization</td>
<td>12</td>
<td>10</td>
<td>6</td>
<td>4</td>
<td>2.65</td>
<td>0.09</td>
<td></td>
</tr>
<tr>
<td>Communication by management to the external stakeholders enhances the firms visibility</td>
<td>15</td>
<td>13</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>2.23</td>
<td>0.16</td>
</tr>
<tr>
<td>Communication between management and the other departments enables the initiation and embracement of change in the organization</td>
<td>13</td>
<td>7</td>
<td>15</td>
<td>3</td>
<td>2</td>
<td>2.35</td>
<td>0.15</td>
</tr>
<tr>
<td>Communication between management and the other departments enables the membership</td>
<td>19</td>
<td>9</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>1.88</td>
<td>0.18</td>
</tr>
</tbody>
</table>
Communication between the management and the other departments motivates the employees in the organization.

<table>
<thead>
<tr>
<th></th>
<th>14</th>
<th>17</th>
<th>6</th>
<th>2</th>
<th>1</th>
<th>1.93</th>
<th>0.18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication between the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>management and the other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Communication between the management and the other departments impacts on the overall organizational financial performance.

<table>
<thead>
<tr>
<th></th>
<th>13</th>
<th>15</th>
<th>6</th>
<th>5</th>
<th>1</th>
<th>1.90</th>
<th>0.15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication between the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>management and the other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total**: 15.49  **Average**: 2.2129

**Source**: Survey Data, 2013

From the table above on the respondent rating the statements as they relate to corporate communication, the study found that majority of the respondent were in agreement with the following statement that Communication between management and the other departments enables the membership to own the firms vision as shown by mean of 1.88. Communication between the management and the other departments impacts on the overall organizational financial performance as shown by a mean of 1.90. Communication between the management and the other departments motivates the employees in the organization as shown by a mean of 1.93. Communication by management to the external stakeholders enhances the firms visibility as shown by a mean of 2.23. Communication between management and the other departments enables the initiation and embracement of change in the organization as shown by a mean of 2.35. The study also found out that respondents were undecided on the following statements Communication between management and other departments enhances trust in the leadership as shown by a mean of 2.55 and Communication between the management and other departments attracting goodwill in the organization as shown by a mean of 2.65.
4.3.8 Collaboration between Communications Departments and other Departments

Table 4.14: Collaboration between communications departments and other departments

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>DA</th>
<th>SDA</th>
<th>mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration between the communications departments and other departments creates a positive corporate culture</td>
<td>14</td>
<td>13</td>
<td>7</td>
<td>3</td>
<td>3</td>
<td>2.20</td>
<td>0.13</td>
</tr>
<tr>
<td>Collaboration between the communication departments and the other departments instills a good industrial relations</td>
<td>16</td>
<td>14</td>
<td>6</td>
<td>3</td>
<td>1</td>
<td>2.05</td>
<td>0.17</td>
</tr>
<tr>
<td>Collaboration between the communication department and other departments enhances the firms public relations function</td>
<td>15</td>
<td>13</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>1.93</td>
<td>0.16</td>
</tr>
<tr>
<td>Collaboration between the communications departments and other departments helps public opinion about the organization</td>
<td>17</td>
<td>11</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>2.05</td>
<td>0.15</td>
</tr>
<tr>
<td>Collaboration between the communications departments and other departments enhances good media relations</td>
<td>21</td>
<td>9</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>1.78</td>
<td>0.20</td>
</tr>
<tr>
<td>Collaboration between the communications departments and the other departments aids cultivate good relations with government</td>
<td>17</td>
<td>15</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>1.78</td>
<td>0.19</td>
</tr>
<tr>
<td>Collaboration between the communications department and other departments enhances client and stakeholder satisfaction</td>
<td>15</td>
<td>12</td>
<td>7</td>
<td>5</td>
<td>1</td>
<td>1.88</td>
<td>0.14</td>
</tr>
</tbody>
</table>
From the table above on the respondent rating the statements as they relate to corporate communication, the study found that majority of the respondent were in agreement with the following statement that Collaboration between the communications departments and the other departments aids cultivate good relations with government, Collaboration between the communications departments and other departments enhances good media relations as shown by mean of 1.78, Collaboration between the communications department and other departments enhances client and stakeholder satisfaction as shown by a mean of 1.88, Collaboration between the communication department and other departments enhances the firms public relations function as shown by a mean of 1.93, Collaboration between the communications departments and other departments helps public opinion about the organization, Collaboration between the communication departments and the other departments instils a good industrial relations as shown by a mean of 2.05, Collaboration between the communications departments and other departments creates a positive corporate culture as shown by a mean of 2.20.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following discussions, conclusion and recommendations were made. The responses were based on the objectives of the study. The researcher had intended to investigate the extent to which Integrated corporate communications affects marketing communication, to identify how integrated corporate communications activities affects management communications and to determine how integrated corporate communications affects organizational communication.

5.2 Summary of Finding

The study revealed that most of the respondents were aware to a greater extent that there was communication practices in the organization as represented by 63%. This shows that the respondents were aware of communication practises in their organisations to a fair extent. The study also revealed that their departments in the organization got involved in communication practices in place as represented by 48%. The study also found out that involvement of departments in communication practises impacted on client’s satisfaction, as represented by 58%. This shows that involvement of departments in communication practises impacted on client’s satisfaction to a great extent.

The study also revealed that the involvement of the departments in communication practices helped the respondent’s organization realize better performance and this was indicated by 55%. The study also revealed that the involvement of the departments in
communication practices encouraged the clients to engage in repeat buying and was shown by a 50% agreement level.

The study also found out that collaboration between the departments has enabled the firm to have increased profitability. It also disclosed that collaboration between the departments has enabled marketing of the firm’s products and services and increased the sales volumes, Collaboration between the departments in the communications aspect has enabled the firm to enhance its visibility in the corporate social responsibility, and Collaboration between the departments has enabled the creation of an effective brand awareness strategy.

The study further disclosed communication between management and the other departments enables the membership to own the firm’s vision, Communication between the management and the other departments impacts on the overall organizational financial performance, it further revealed that communication between the management and the other departments motivates the employees in the organization, Communication by management to the external stakeholders enhances the firm’s visibility and finally Communication between management and the other departments enables the initiation and embrace of change in the organization.

The study also revealed that collaboration between the communications departments and the other departments aids cultivate good relations with government, also collaboration between the communications departments and other departments enhances good media relations as shown by mean of 1.78, Collaboration between the communications department and other departments enhances client and stakeholder satisfaction, Collaboration between the communication department and other departments enhances the firm’s public relations function, Collaboration between the
communications departments and other departments helps public opinion about the organization. Collaboration between the communication departments and the other departments instils a good industrial relations, finally the study revealed that collaboration between the communications departments and other departments creates a positive corporate culture.

5.3 Conclusion

The study thus concludes that integrated corporate and marketing communications are one of the most important factors behind the success of any company. The study also concludes that corporate communication increases the employee’s morale and corporate culture. It also provides a good will for the company employees towards the consumers. Even the consumers become regular when the marketing team gives its best effort through marketing communications. The study further concludes that companies’ that keeps their employees informed about the new global development in corporate communication will always have a global appeal.

The study also concludes that a well-managed organisation must deal effectively with the social, political and legal dynamics as well as market-focused variables found in the economic and technological environment. Management must recognise that business is a component of a broader, constantly changing social system. Attention has shifted from social responsibility/responsiveness and the traditional stakeholder approach to a new corporate community where partnerships and collaboration between organisations and stakeholders not only enhance long-term economic performance but actually create its economic wealth.

The study finally concludes that corporate communications staff should develop a communication strategy and support the formulation of a communication plan
designed specifically to engage particular stakeholders enhances the probability that appropriate messages will be conveyed to intended recipients. Communications professionals should also have the skills necessary to pre-test messages for clarity, and evaluate the feedback received.

5.4 Recommendation

The study recommends that organisations should explore the latest technologies to help improve its customer service. Company Websites and advertisements do provide a lasting impression on the mind of customers and clients. Advanced Communication facilities should be explored and strategies developed to give consumers the best service.

The study further recommends that there should be sending out perks for the organisations employees and consumers for any service or product, this could be another effective way to enhance Corporate and Marketing Communications. There should be a matter of consistency between what the company says through the planned marketing communication messages, what the company does, and what others confirm about the brand.

The study finally concludes that the organization sending the messages have to understand the target audience needs, emotions, interests and accurately deliver the message to achieve the relevance and results desirous from the target audience. The study also recommends the use of free samples which may serve the experiential aspect and generation of trials thus a good connection between the audience and the product or service.
REFERENCES


## APPENDICES

### Appendix 1: Operationalization Framework

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>Measure</th>
<th>Scale</th>
<th>Instrument used</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dependent variable</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall client satisfaction</td>
<td>- Revenue generated</td>
<td>Organizational performance with regard to subscriber base growth and financial results</td>
<td>Ordinal</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td>- Repeat buying</td>
<td></td>
<td></td>
<td>Secondary data</td>
</tr>
<tr>
<td></td>
<td>- Organizational growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Independent variables</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing communication</td>
<td>- Presence of advertising mediums like billboards, brochures, flyers and advertisement in the print and electronic media</td>
<td>Exercise of communication function for the marketing department</td>
<td>Nominal</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Secondary data</td>
</tr>
<tr>
<td>Management communication</td>
<td>- Presence of internal memos, forums for meetings, notice boards and the local area administration networks</td>
<td>Exercise of management function and measurable communication ability and capacity</td>
<td>Nominal</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Secondary data</td>
</tr>
<tr>
<td>Organizational communication</td>
<td>- Media and press releases, press conferences and internal magazines and newsletters</td>
<td>Defined and structured communication activities within the organization with measurable results</td>
<td>Nominal</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Secondary data</td>
</tr>
</tbody>
</table>
Appendix 2: Letter of Introduction

November, 2012

Dear Respondent,

RE: MBA RESEARCH PROJECT

The questionnaire is designed to gather information on integrated corporate communications practices undertaken by organisations in Kenya taking the mobile phone service providers as a case of this survey. Your organisation has been chosen to participate in this study and you have been picked as a respondent for your organisation.

This study is being carried out for an academic project paper as a requirement in the partial fulfilment of the award of the Degree of Master in Business Administration (MBA), Kenyatta University.

Your responses will be treated in strict confidence and in no instance will your name be mentioned in the final report.

Your cooperation will be highly appreciated.

Yours faithfully,

Grace Kaime
RESEARCHER
Appendix 3: Questionnaire

Please answer the following questions. Where applicable please place a tick (✓) in the relevant box provided appropriately.

SECTION A BACKGROUND INFORMATION

1. Kindly indicate your gender
   Male ☐
   Female ☐

2. Kindly indicate the age bracket that you fill in
   25 – 35 years ☐
   36 – 45 years ☐
   46 – 55 years ☐
   56 – 66 years ☐

3. What is your highest level of academic qualifications?
   O’ Level ☐
   A’ Level ☐
   Diploma ☐
   Degree ☐
   Masters ☐
   PhD ☐
   Others (Mention) ____________________
4. Kindly indicate your marital status
   - Single
   - Married
   - Divorced
   - Widower

5. Kindly indicate your vocational or professional qualifications attained
   - CPA K
   - CPS
   - CIM
   - ACIB

6. Kindly indicate the position that you hold in the company

   ________________________________________________________________
   ________________________________________________________________

7. How long have you worked in the company
   - Less than 1 year
   - 1 - 5 years
   - 6 - 10 years
   - 11 - 15 years
   - Any other _______________________

8. Kindly indicate the mobile service provider that you work for

   ________________________________________________________________
   ________________________________________________________________

68
SECTION B STUDY QUESTIONS

9. Are you aware of the communication practices in the organization you work for?
   To a great extent ☐
   To a fair extent ☐
   Not at all ☐

10. Do the departments in the organization get involved in communication practices in place?
    Very much ☐
    Fairly ☐
    Not at all ☐

11. Has the involvement of departments in communication practices impacted on client’s satisfaction?
    To a great extent ☐
    To a fair extent ☐
    Not at all ☐

12. Has the involvement of the departments in communication practices helped your organization realize better performance?
    Strongly agree ☐
    Agree ☐
    Disagree ☐
13. Has the involvement of the departments in communication practices encouraged the clients to engage in repeat buying?

To a great extent □

To a fair extent □

Not at all □

14. Kindly confirm the following:

<table>
<thead>
<tr>
<th>SA – Strongly Agree</th>
<th>A – Agree</th>
<th>U – Unsure</th>
<th>DA – Disagree</th>
<th>SDA – Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration between the departments has helped the firm execute its marketing strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration of departments has helped drive up the firms sales and profitability levels</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration between the departments has enabled the creation of an effective brand awareness strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration between the departments has enabled the employees to be aware of new products, services and own the organizational initiatives in totality</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration between the departments in the communications aspect has enabled the firm to enhance its visibility in the corporate social responsibility scene</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration between the departments has enabled marketing of the firms products and services and increased the sales volumes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Collaboration between the departments has enabled the firm to have increased profitability</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
13. Kindly confirm the following:-

<table>
<thead>
<tr>
<th>SA – Strongly Agree</th>
<th>A – Agree</th>
<th>U – Undecided</th>
<th>DA – Disagree</th>
<th>SDA – Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication between management and other departments enhances trust in the leadership</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Communication between the management and other departments attracting goodwill in the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Communication by management to the external stakeholders enhances the firms visibility</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Communication between management and the other departments enables the initiation and embracement of change in the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Communication between management and the other departments enables the membership to own the firms vision</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Communication between the management and the other departments motivates the employees in the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Communication between the management and the other departments impacts on the overall organizational financial performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
14. Kindly confirm the following:-

<table>
<thead>
<tr>
<th>Opinion</th>
<th>SA – Strongly Agree</th>
<th>A – Agree</th>
<th>U – Undecided</th>
<th>DA – Disagree</th>
<th>SDA – Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

Collaboration between the communications departments and other departments creates a positive corporate culture.

Collaboration between the communication departments and the other departments instills a good industrial relations.

Collaboration between the communication department and other departments enhances the firms public relations function.

Collaboration between the communications departments and other departments helps **** public opinion about the organization.

Collaboration between the communications departments and other departments enhances good media relations.

Collaboration between the communications departments and the other departments aids cultivate good relations with government.

Collaboration between the communications department and other departments enhances client and stakeholder satisfaction.
Appendix 4: Checklist

The researcher will use a checklist to confirm the following and align them with research information.

1) Does the organization have a communications department?

2) Does the organization have a responsible person for the function of communications in the organization?

3) Are there tools of communication in the organization i.e.
   i) Internet connectivity
   ii) Fixed telephone lines
   iii) Fax
   iv) Telefax

4) Are the forms for communications like meetings and for the membership and the shareholders?

5) Does the organization have a defined brand awareness strategy?

6) Does the organization have a partnership or working agreement with a brand or image management?

7) Does the organization have an effective marketing strategy for outdoor, electronic and print?

8) Are there tangible annual reports books of accounts and allied resource materials by the organization?

9) Are there notice boards, evidence of internal memos and letters in aid of internal communications?
Appendix 5: Departments in the Mobile Phone Service Provider Companies

i) Safaricom Kenya Limited
- Finance Department
- Technical Department
- Marketing Department
- Human Resource Department
- Legal and External Affairs
- Financial Services
- Investor Relations
- Information Technology
- Engineering Department
- Customer relations
- Communications section
- Mpesa

ii) Airtel Kenya Limited
- Marketing Department
- Human Resource Department
- Finance Department
- Brand Management Department

iii) Orange Kenya Limited
- Finance Department
- Human Resource Department
- Marketing and Strategy Department
- Mass Market and Customer Care
- Orange Money
- Corporate Communications Department

iv) Essar Telkom
- Finance Department
- Human Resource Department
- Engineering Department
- Marketing Department
- Yu Cash

Source: Organizational Records, October, 2012
## Appendix 6: Budget Estimates

1. **STATIONERY**

<table>
<thead>
<tr>
<th>Item</th>
<th>QTY</th>
<th>Unit</th>
<th>Total COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing Paper</td>
<td>3 ream</td>
<td>550</td>
<td>1,650</td>
</tr>
<tr>
<td>Photocopying paper</td>
<td>2 reams</td>
<td>450</td>
<td>900</td>
</tr>
<tr>
<td>Ruled papers</td>
<td>1 ream</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Computer flash disk</td>
<td>1</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Pens, pencils, notebooks</td>
<td></td>
<td></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>5,950</strong></td>
</tr>
</tbody>
</table>

2. **SERVICES**

<table>
<thead>
<tr>
<th>Item</th>
<th>QTY</th>
<th>Unit</th>
<th>Total COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typing / word processing/photocopying</td>
<td></td>
<td></td>
<td>25,500</td>
</tr>
<tr>
<td>Binding research project</td>
<td>(7 copies)</td>
<td>500</td>
<td>3,500</td>
</tr>
<tr>
<td>Binding final report</td>
<td>(7 copies)</td>
<td>1,000</td>
<td>7,000</td>
</tr>
<tr>
<td>Research Assistants</td>
<td>3 persons</td>
<td>15,000</td>
<td>45,000</td>
</tr>
<tr>
<td>Data Analysis</td>
<td></td>
<td></td>
<td>25,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td></td>
<td></td>
<td><strong>106,000</strong></td>
</tr>
<tr>
<td>Contingency 10%</td>
<td></td>
<td></td>
<td><strong>11,195</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>123,145</strong></td>
</tr>
</tbody>
</table>
## Appendix 7: Time Frame

<table>
<thead>
<tr>
<th>Activity</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defence of the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Piloting data collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>instrument</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>