

**FACTORS INFLUENCING THE APPLICATION OF CORPORATE
COMMUNICATION AMONG PUBLIC RELATION FIRMS IN KENYA**

(CASE OF SELECTED LEADING PUBLIC RELATIONS FIRMS IN KENYA)

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the application of*



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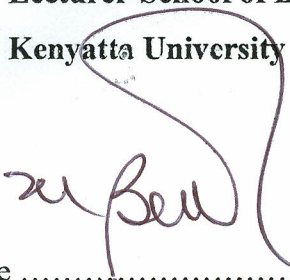
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ABBREVIATIONS

- CC - Corporate Communications
- EAPRA - East African Public Relations Association
- FAPRA - Federation of Africa Public Relations Association
- IPRA - International Public Relations Association
- PR - Public Relations
- PRSK - Public Relations Society of Kenya

ABSTRACT

Public relations is a term that was coined around 1985 gaining popularity rapidly thereafter. Apart from being a vital service being embraced by various firms internally, there are also specialized firms that have been established and they wholly deal with communications issues like advertising, publishing, event organizing among others. The need for this service has rapidly grown and being accepted worldwide thus having it incorporated into various organizations or those who can not do it internally they hire the Public relations firms to perform the services for them at a cost. Corporate communication was first coined in 1987 with the aim of taking the communications level a notch higher to attain more effective and efficient outcomes, it has been noted that firms in developing countries have not yet adopted the method fully as opposed to those on developed countries and due to this, the study intended to find out what and how the factors affect the application of corporate communication in PR firms and the extent as to which the factors influence the use of corporate communication. The paper highlights areas that would be seen to affect the level of application of the concept namely the Management style, Organization structure, technology and Market demand, the paper will identify how these three affect the application of corporate communication to operate effectively in its day to day operations. The study has been conducted through a census conducted on Public relations firms in Kenya. It aims to determine what makes a firm use corporate communication in their daily operations and how effective they are, and possible reasons as to why the method is not being implemented in their specific organizations. The method of data collection was through purposive sampling that allowed relevant responses in order to give a generalized outcome as they are the drivers of the PR firms. Descriptive design and inferential Statistics was used in order to give a clear guideline on the interdependence of the dependant and independent variables. The study highlights factors that make other PR firms to be regarded highly than others which is to generally help other firms to adopt the same and improve their standards of operations and build a brand name for themselves. Data was collected through primary sources as the interviews and secondary sources as the organizations internal and external reports data was analyzed through SPSS software and the findings are presented in the form of tables and figures. The objectives indicated a clear level of influence to the use of corporate communication, an overall rating conducted on the objectives indicated that technology has the highest influence followed by Management style. Target market demand and least is the organizational structure. To increase the use of corporate communication the respondents preferred an increased number of PR practitioners in the field and stable policies to guide the practice of PR firms by the PRSK.

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DEFINITION OF TERMS

Corporate communication 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 Goodman (2002)

Strategy is seen as the thinking, the logic behind the actions (Salancik 1984).

Strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved (Meindl, 1984)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Corporate communication was first coined in 1987 with the aim of taking the organization communications level a notch higher so as to attain more effective and efficient outcomes, it has been noted that firms in developing countries are intending to adopt the method fully just as the developed countries (Stainer 2007). As a recent practice, corporate communication has been built over time due to the dynamics of PR firms and their intended goal and approaches to implement varied organizations strategies which includes branding, internal communications, employee engagement, stakeholder engagement, advertising and client communications. It therefore becomes a major part to be implemented in the PR Firms in their day to day operations.

The field of corporate communications is broad, encompassing professionals who create news or want to push information to the public like through public relations, public information and marketing, people who deliver news and media to the public like the journalists, audio and video producers, public speakers, educators, and people who study the interplay of media and society like the researchers. Corporate communication would therefore refer to the communication processes that are meant for corporate or business purposes as communication within corporate organization (internal communication) and communication between different corporate entities (external communication). It makes use of different types of mass media to communicate within an organization and to help an organization analyze its environment to come up with the most effective way to bring organizational success (Cornelissen, 2008).

A clear difference then forms between mass communication and corporate communication, simply put, the target of Corporate Communications is to build the image of the company itself. On the other hand, Mass Communication typically has the target of introducing/selling a product to the target consumers of a given organization and Corporate Communication frequently takes the form of a more serious approach, while Mass Communications tend to highlight the brand values and benefits to the consumer. It

is then important for a company to uphold both external and internal corporate communications in both its' long and short term plan to help them attain their organizational goals, this would further require the company build on Strategic corporate communications in order to achieve the organizational expectations and goals within the shortest period and have pro-longed positive outcomes. In Kenya this is a very new practice and various PR firms are trying to adopt the concept in running the various operational activities from the positive results it has yield from the other developed countries that already incorporate the practice into their organizational systems.

1.1.1 Internal Corporate Communication

Internal corporate communication is the communication within a particular company. Some of the commonly used tools for internal communication include business meetings, conferences, interviews, presentations or print media like brochures, newsletters, memos, or business letters. Corporate communication is used to make announcements, take decisions and in general share information, views and opinions within organization (Gray, 1995). Internal corporate communication is practiced in various modes which are considered effective within the PR organizations in order for the organization to attain specific results in relation to their goals and objectives, this in most cases are executed through media relations, crisis communication planning and company communications. When the three are put into consideration it increases the application for the use of corporate communication.

Through media relations this concentrates with how the public relations department represents the company to the media. The department manages press lists by keeping contacts up to date and seeking out relevant outlets. PR representatives respond to incoming press queries, organize media conferences, pitch company news by drafting press releases or meeting personally with reporters and establish and maintain relationships with media members.

With Crisis Communication Planning, the PR department is responsible for organizing the plan as well as training other company representatives on its elements. Components of the plan include establishing an overtime or on-call schedule for appointed company

spokespersons, determining logistics for media such as a press room and connectivity, distributing information to the media, training company representatives on media interviews and predetermining outside consultants or extra PR hands depending on the size of the emergency.

In Company Communications, this can take many forms and include speech writing, newsletters, brochures, press releases (as mentioned above), videos, PowerPoint presentations, website text and white papers, one-page documents that distill technical information for consumers, employees, board members or reporters. Often, the public relations department works with other company representatives such as information technology or marketing to complete the project or to review the document to ensure that it reflects company messaging. Audiences may be internal or external.

The role of internal corporate communication require a high level application of corporate communication in order to build a stronger communication link within the organization and help build a coherent relation within the company in order to achieve the various organizational goals in coherence and to make every employee to feel as part and parcel of the organization.

1.1.2 External Corporate Communication

External corporate communication process is the communication between the organizations with its external stakeholders. The external corporate communication process includes elements like advertising, marketing and PR. External corporate communication is instrumental in creating the brand image or brand identity. Advertisement campaigns and promotional events, Television ads, newspaper ads, radio jingles, promotional events, or even business proposals, affiliation or partnership proposals are included in external corporate communication (Gray, 1995). Some of the external PR Functions are to look into the interests of stakeholder Management and Political and Government relations

In Stakeholder Management there is the issue of pursuing two-way communications with stakeholder groups is another function in some PR departments. PR scholar, author and

renowned expert Dr. Grunig is credited with the two-way symmetrical model of PR. In this model, PR guides the company to balance its interests with the needs of impacted stakeholder groups, which is accomplished by building community or government relationships, seeking input through communications research and monitoring and responding to the needs of stakeholders.

On the Political and Government Relations, there is a wide range of activities that PR has to cover in the political arena includes influencing legislation that can be hindrances to the proper operation of the company. PR in politics may have to stage debates and seminars for government officials. So one of the functions of PR can actually be to not only change the way a community works, but the state, and even the nation.

External communications plays a big role in trying to create a positive relation with the external stakeholders in order to build positive relations with the organizations public, helps in professional development, improves industrial harmony and also act as an organizations marketing tool, for all this to be rendered successful corporate communication has to be used effectively to obtain the organizations goals.

1.1.3 Application of Corporate Communication among Public Relations Firms

PR firms in most cases apply Corporate Communication as either a strategic, technical or a managerial role. As a technical role, it is seen only when it comes to driving the company's publicity; in branding and brand perception management; in corporate philanthropy; in management of employee relations; and in support for marketing and sales. The managerial role is most important when it comes to being the source of public information about the company, in branding and brand perception management, and in the management of employee relations. The strategic role is seen in the driving of company publicity, managing of the company's reputation and image, integrated communication strategies, and advocating or engineering public opinion (Niemann-Struweg 2008)

Some organizations prefer the Use of agencies to run for them the Public Relations functions from the expertise they have acquired as this helps them to reduce company

budget in relation to hiring an internal PR department (Fletcher 2007). The most important observation about the use of agencies is that the participants perform their functions in-house - but with some outsourcing. The corporate communication functions which are normally outsourced the most were to help in building and maintaining the organizational strategic decision-making, corporate advertising, and research.

A good organizational structure will allow efficient communication, encourages departments and groups within the company to work together, establishes a hierarchy of responsibility and allows the company to grow in a controlled manner, this streamlines the organizational structure thus the use of corporate communication is utilized within the firm (Goodman, 2006)

The Management style includes traditional aspects of supervision, administration, leadership, such as developing a shared vision and mobilizing support for that vision through trust and empowerment (Garnett, 2008). When the management communication style is in support of corporate communication then the organization will apply it to certain level

The Market demand of an organization puts into consideration the services their client need from them, this will make the Public Relations firm tailor its services to suit the need of the clients and also the organizational needs like the impact of globalization, environmental concerns and social concerns all this dictate the application level on the use of its Corporate communication function (Kitchen, 1999)

Information Quality & Compliance of an organization is expected to measure and improve the quality of information by using best-practice writing standards and understandable corporate terminologies that provide insight into corporate Communication strategies (Kitchen, 1999). The end result should be high-quality and clear communication that reduces risk associated with misunderstandings about the organizations intended change and conveys a consistent corporate image. Due to the high expectations, it will determine the level applications of corporate communications.

Technology such as the Internet, underscore the global character of communication. In practice, corporate communication is a strategic tool for the corporation to gain a competitive advantage (Goodman, 2006). 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 a information driven economy for strategic planning thus dictates the intense for the use of corporate communications.

Brand Consistency, Brand and corporate image are promises that companies must deliver. But it's often hard to control these elements when a company is operating in multiple markets and relies on various operational silos to develop corporate communications (Steiner, 2007). The organization therefore has the mandate to ensure that they incorporate high levels of Strategic corporate communication where branding standards are met and consistency is used throughout all its operations.

There is Lack of clarity of the concept in Kenyan firms (Tikolo, 2011), most Public Relations firms do not understand the clarity of the corporate communications concept and how effective it can be implemented to lead to a long term and successful results related to its use in the day to day running of the various activities by the PR firms. Due to this most changes get effected according to the situation at hand which would in most cases yield minimal results due to the levels neglect of the application of corporate communication from the various registered Kenyan PR firms.

1.1.4 Current Trends on Corporate Communication in Public Relations Firms in Kenya

There are a total of 46 PR Firms in Kenya as registered by the PRSK according to the official PRSK booklet 2011. The Society was established in 1971 when the founders of the Society felt the need to establish the professional body to guide and bring together PR practitioners in Kenya. PRSK was formed by constitution and is a registered Society. The Society's broad objective is to advance excellence in PR in Kenya and to ensure that the practice continues to thrive within the ethical framework defined by the profession. To keep abreast with the global dynamics of the profession and to create networking opportunities for the practitioner, PRSK is affiliated to regional, continental, and global PR bodies. Within the East African region, PRSK is a member of EAPRA, FAPRA the

continental body for all PR national associations in Africa. At the global level, PRSK is a founder member of the Global Alliance for Public Relations and Communications Management. Also, members subscribe to IPRA, thus forming the Kenya IPRA chapter.

Despite the fact that most organizations believe they practice corporate communication this is a concept that needs more than a repeat of action to have it adopted into an organization. Corporate communication is much deeper than what most organizations think. Until recently most PR activity involved person-to-person contact between PR professionals and members of the media, such as journalists and television news reporters. However, several trends are developing that alter the tasks performed by PR people. In most cases these changes are the result of new Internet technologies that are quickly gaining widespread acceptance among Internet users and are becoming new media outlets in their own right. PR professionals were more of 'technicians' who were concerned with the job of communication. The new role calls for a 'strategist' who can think business. The move is gradually towards more strategic thinking, rather than technical issues like what to say and how to say. The role of research and counsel are becoming more important (Goodman, 2006)

Most PR Firms are in a dilemma on how to apply corporate communication, as there is lack of trained professionals in the field of corporate communication. Corporate communication is often assumed to be part and parcel of the marketing profession. Training institutions are also lumping these two together that is corporate communication and marketing. What we have in Kenya currently are people with marketing knowledge being assumed to be well versed in corporate communication. This should not be the case. This presents a dilemma because while firms would want to practice it they do not know how to go about it owing to the lack of adequately trained personnel in place. This is further compounded by the ever changing communication styles applied by different firms. Thus practicing corporate communication among PR firms has presented a scenario whereby the firms remain at crossroads on what strategies to use.

The PR firms usually do not set aside a budget for carrying out this activity. Lack of adequate funds to carry out corporate communication on its own has greatly affected its

use in PR firms. The marketing budget is usually assumed to include the corporate communication aspect while this should not be the case. This scenario which is replicated among PR firms has presented a dilemma on whether to define corporate communications as marketing or as its own and how to apply it without adequate funding.

The use of corporate communication is intended to control the organizations functions not a rectifying measure as mostly used, in most case scenarios we find that that an organization gets negative publicity and that's when they rush to put corporate communication in place to rectify the negative publicity, the Corporate communication is put in place this streamlines the information getting to the internal and external stakeholders thus avoids the unnecessary scandals exposed to the publics as the function arrest all cases when still within the organizations control.

While a recent survey by Tikolo (2011) indicates that most Kenyan PR firms do not incorporate the practice of corporate communication fully in running the organization. The nature of these firms dictate on the use of corporate communication in order to achieve either, the organizational goals or the clientele's goals as most corporate organizations outsource the service from registered Public relations firms. The absence of the use of corporate communication makes the organization only attain a percentage of the said goal as opposed to full expectations.

Kenya is a country that is said to have resources to achieve more in terms of gearing the development level through the PR firms, but from the report of the PRSK they say Corporate communication is underutilized and they recommend a further research in order to find out why this is the case, if these organizations understand the concept, why the strategy is under utilized and what determines its use within the listed firms. This study will focus on all registered PR firms within Nairobi, Kenya as there has been a shuffle of accounts as big firms look for high media exposure, and this they will only gain from high profiled PR Firms as well as to benefit all PR firms to improve on service delivery and their corporate image.

1.2 Statement of the problem

Corporate communication is a vital tool in PR firms to help gain a global name, have a brand name and to give excellent services to their clientele. The use of corporate communication has been downplayed thus strained through resource availability like the funding budget by organizations, lack of training of PR practitioners, lack of research by PR firms and these leads to substandard service delivery (Niemann-Struweg, 2008).

Few studies have been done on the subject to address the situation. In Kenya so far only one study has been done and it addresses the importance of adopting corporate communication within our local firms. This study by Muite, PRSK 2011 on Benchmark survey on the state of PR profession in Kenya recorded its findings as, 96% of PR firms in Kenya do not practice neither do they understand the concept of corporate communication. In his study he does not attribute the reasons behind the lack of use of corporate communication, he only highlights the possible benefits attached to the use of corporate communication, and therefore the study fails to go into the details of what factors are to be considered to enable an organization not to or use corporate communication.

This study then seek to find out why Kenyan PR firms do not use corporate communications though it should be considered as a requirement, look at the factors that influence PR firms not to or use corporate communication and find out how they will influence the level of application of corporate communication in PR firms in Kenya. Corporate communication if well applied will lead to tremendous growth in the PR industry, lead to increased revenues, more employment opportunities and a high economic growth and global presence.

1.3 Objective of the Study

The general objective of this study was to determine the factors which influence the application of corporate communications in Public relations firms

Specific Objectives

- i. To determine how the organizational structure influences the application of corporate communication in PR firms in Kenya.

- ii. To establish how technology influences the application of corporate communication in PR firms in Kenya.
- iii. To find out how Management Style influence the application of corporate communication in PR firms in Kenya.
- iv. To identify how the market demand influence the application of corporate communication in PR firms in Kenya.

1.4 Research Question

- i. How does the organizational structure influence the application of corporate communication?
- ii. How does technology influence the application of corporate communication?
- iii. How does the Management style influence the application of corporate communication?
- iv. How does the Market demand influence the application of corporate communication?

1.5 Significance of the Study

The study was aimed at benefiting public relations firms to understand the importance of corporate communication, to understand what influences the application of corporate communication in Public relations firms in order to achieve success in the organization.

The study was also to help the government to draw up an appropriate policy on corporate communication among the public and Private sector incorporating public relations in their operations

The study was also to assist potential investors who would want to set up PR firms in Kenya. The study was also to benefit academia as it will be reviewed by other researchers

1.6 Scope of the Study

The research targeted all the Public relations firms in Nairobi county, Kenya who are members of the Public Relations Society of Kenya within Nairobi County.

1.7 Limitations and Assumptions

1.7.1 Limitations

There was no adequate time to come up with a comprehensive conclusion pertaining to the research as it did not allow the researcher to analyze all the public relations firms and this could have affected the sample size and subsequent conclusions. However the researcher came up with a strict work schedule and worked extra hours to cover all the sample size and come up with comprehensive findings

There was a limitation on the resources required for carrying out the research. The researcher used all the available resources so as to effectively cover all the sample size and come up with comprehensive findings

1.7.2 Assumptions

The respondents were willing to provide information to aid the research. The researcher assumed that the respondents will be willing to provide important information that was to be used to carry out the study.

The respondents gave truthful and reliable information to ensure a conclusive and valid outcome for findings to the research

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will concentrate on the theories and past studies that are related with the application of the corporate communications in Public relations firms.

2.2 Theoretical review

2.2.1 Excellence Theory

The excellence theory is a general theory of public relations and corporate communication that resulted from a 15-year study of best practices in communication management funded by the International Association of Business Communicators (IABC) Research Foundation. Three books were published from the research (J. E. Grunig 1992; Dozier et al. 1995; L. A. Grunig et al.2002). This general theory incorporates a number of middle-range theories, including theories of publics, public relations and strategic management, models of public relations, evaluation of public relations, employee communication, public relations roles, gender, diversity, power, activism, ethics and social responsibility, and global public relations (Public Relations Evaluation).

The excellence theory first explained the value of public relations firms and corporate communication to organizations and society based on the social responsibility of managerial decisions and the quality of relationships with stakeholder publics. For an organization to be effective, according to the theory, it must behave in ways that solve the problems and satisfy the goals of stakeholders as well as of management (Stakeholder Theory). The theory further reveals that good corporate communication relationships were of value to organizations because they reduced the *costs* of litigation, regulation, legislation, and negative publicity caused by poor relationships; reduced the *risk* of making decisions that affect different stakeholders; or increased *revenue* by providing products and services needed by stakeholders. This was established through interviews with CEOs and Senior Public relations officer

Based on this theoretical premise about the value of public relations firms, the excellence theory derived principles of how the function should be organized to maximize this value. First, the research showed that involvement in strategic management was the critical characteristic of excellent corporate communications. Corporate communications executives played a strategic managerial role as well as administrative manager role. Corporate communications also was empowered by having access to key organizational decision-makers (the dominant coalition).

Second, the study showed that corporate communications loses its unique role in strategic management if it is Sublimated to marketing or other management functions. Sublimation to another function resulted in attention only to the stakeholder category of interest to that function, such as consumers for marketing. Sublimation to marketing also usually resulted in asymmetrical communication. An excellent corporate communication function did work with other management functions to help them build relationships with relevant stakeholders.

Third, the excellence study showed that a symmetrical system of internal communication increased employees' satisfaction with their jobs and with the organization. However, internal communication generally was not practiced unless organizations had a participative rather than authoritarian culture and a decentralized, less stratified (organic) structure rather than a centralized, stratified (mechanical) structure.

Fourth, the excellence study examined the effect of the growing number of women in public relations firms and evidence that women had difficulty entering managerial roles. The research showed that organizations with excellent public relations valued women as much as men for the strategic role and developed programs to empower women throughout the organization.

As a fifth part of the excellence theory, this focus along with the international nature of the project, expanded the theory to make it appropriate for use outside the United States – in diverse cultural, political, and economic contexts. Replication of the study in Slovenia

(Grunig et al. 1998) showed that the excellence theory is generic to many contexts, as long as the theory is applied differently when contextual variables are different.

Sixth component (Public Relations Ethics) Since the completion of the excellence study, scholars in this research tradition have continued to improve and enlarge the theory by conducting research to help public relations firms and professionals participate in strategic decision processes. This research has been on environmental scanning and publics, scenario building, empowerment of public relations and corporate communications, ethics, relationships, the return-on-investment of public relations, evaluation, relationship cultivation strategies, conflict resolution, complexity theory, specialized areas of public relations, and global strategy (J. E. Grunig 2006; Toth 2007).

2.2.2 Strategic Corporate Communication

According to Nelisen (2008), Strategic Corporate communication is a systematic approach to communication planning which entails that all relevant receiver groups are reached, that messages are disseminated in the right order, that evaluations are done, and that a thorough goal analysis is part of the initial stages of a project this therefore leads to an organizations carrying out corporate communication in a strategic manner and achieving their organizational goals through the roles it plays.

The reflective role of Strategic corporate Communications entails monitoring and analyzing changing standards and values in society, bringing these to top management's attention. The organization reflects these norms and values in their decision processes, and adjusts their standards and values regarding social responsibility and legitimacy. In the opinion of the Takala (1997), the reflective role can be regarded a strategic role of the corporate communication function.

Strategic Corporate communication acts as the system of relaying information and the bridge between the corporation and the public thus help to come up with the best, most creative ways to present messages about a business by ensuring relevant materials go to each member of the organizations staff, no matter what position each individual holds. Strategic Corporate Communication will help to boost employee morale and create a

solid corporate culture and also promotes company loyalty and instills in staff members a sense of the corporate philosophies that an organization want to promote within the company.

Strategic Corporate communication aids in the crafting and building of brand identities and corporate brands. Like the case of American brands such as Coca-Cola, Pepsi, McDonald's, Wal-Mart, IBM, Microsoft, HP, Apple, Google among others, which has helped to shape and mould corporate presence, identity and reputation in the minds of customers, important stakeholders and other audiences. Strategic Corporate communication roles can be broken down for a better understanding by the reader into the Process, purpose, functions, structure and the benefits an organization intends to achieve in its day to day operations within a given period of time. The roles have been expounded below to help the reader understand the importance of the various levels

The Process, as a role in Strategic corporate communication is known as the method and process of building corporate brands and espousing the cause of a company and its credentials in the marketplace. It involves a series of well-coordinated and planned activities and programs to highlight a company's products, services, annual achievements, philanthropy and social development efforts. It involves communication with both internal employees and also externally with customers, business partners and other stakeholders. The emphasis is on promoting a consistent and coherent corporate identity and image.

The Purpose of Strategic Corporate communication is often a key strategic enabler in today's highly competitive and information-driven business environment. Sensible, thoughtful, consistent and well-articulated communication messages reinforce a positive image about a professionally run, well-managed enterprise or business. The larger PR and advertising campaign sustains corporate communication efforts. Limiting the negative fallout of crisis scenarios, corporate missteps, public mistakes or rash public utterances by key executives is possible with strategic and timely corporate communication exercises.

The Function of Strategic corporate communication department comprises a senior executive and a brand communication manager who is in charge of devising and crafting a workable and flexible corporate communication plan. The team drafts news releases and columns for top management, arranges interviews for key company personnel in print publications and relevant programs on network and cable news channels. If necessary, the team liaises with an externally appointed PR agency or firm to co-ordinate nationwide PR campaigns and press conferences or road shows for product launches.

The Structure of carrying out strategic corporate communication is the inclusion of top management, key business executives and PR-oriented business managers play a highly influential role in shaping the corporate communication agenda of an organization. They understand the value of communicating key organizational objectives, environmental obligations, community outreach programs to diverse stakeholders and external audiences. Top executives often offer key inputs and suggestions to fine-tune annual corporate communication plans and even allocate budgets for mega advertising and promotional campaigns. They are ready to take up speaking engagements and other external assignments that would boost the organization's image.

The Benefits of strategic corporate communication under a well-managed, sustainable and consistent corporate communication agenda or initiative can reap long-term dividends for a company. Annual shareholder meetings are well-attended, and shareholders feel positive about the long-term prospects and profitability of the company. The long-term reputation and legacy of the company generally remains intact despite minor or short-term organizational mishaps or market mistakes. Customers are more prone to be loyal and long-term consumers of the company's products and services.

With all this put into consideration it will guide the PR firm to be constantly in use Corporate communication in their organizational operation, depending on how determined the organization is for its' Process, purpose, functions, structure and the benefits to be realized they will In most cases be able to effectively apply corporate communication to attain their organizational goals and objectives.

2.2.3 Traditional approaches to Management and Corporate Communication

Traditional management relied on strategic planning and strategic thinking where its role was on reducing conflict, creating order, controlling chaos and simplifying all the complexities created by the environment. Goals and objectives are set, possible outcomes are predicted and alternatives for action are planned, and these are communicated throughout the organization. The traditional approach to strategic management describes it as a process of analysis where the strengths, weaknesses, opportunities, and threats of the organization are used to develop the mission, goals and objectives of an organization (Harris, 1998).

Public relations theory in terms of management and corporate communication is similar to the general strategic management views of structured planning and decision-making. Public relations literature portrays a traditional view of strategic management and the emphasis is on the planning process of campaigns and communication plans on a tactical and technical view of the communication management process. The strategic process comprises broadly of research (formative and environmental scanning), planning (sometimes called the strategy stage), implementation (or tactics stage) and evaluation (Cutlip et al.1999).

One of the leading theorists in current views of corporate communication, Riel (2007) describes the corporate communication process of strategic thinking as 'senior communicators and top managers taking strategic decisions with regard to the Identification and management of, and communication with, strategic stakeholders'. She proposes corporate communication on a functional level where each functional unit of the organization will contribute to the higher-level strategies associated with strategy implementation.

Grunig et al. (2002) explains that the model by Grunig (1992) has developed to adjust to a more postmodern view where the participation from all management disciplines work amalgamates all their resources to create and implement a strategy. Harris (1998) suggests that the contribution of the corporate communication function should be the

provision of information about stakeholder interests through research. She proposes a model for the development of a corporate communication strategy where a process of steps provides guidelines to follow.

The same basic model is also proposed by Fletcher (2007), which suggests an analysis of the internal environment of the organization in terms of the mission, culture, vision, among others. The most important part is to establish the organizational goals and objectives as the communication strategy should support and flow from these macro-level. The next step in this proposed strategy is the identification of the strategic stakeholders and publics of the organization through an environmental analysis (L. A. Grunig et al., 2002). This is followed by the 'issues stage' where problems are identified that could have an impact on the organization or the stakeholders. This would then lead to the setting of communication strategies, goals and objectives out of which communication plans are developed.

This views of strategic management coincides with the strategic management perspective of the organization as a network of relationships with stakeholders (Harris, 1998), but this views has only emerged in the past two decades together with postmodern approaches to strategic management. There are a few problems with the above approaches as some of these problems relate to the fact that the above models still followed deterministic, logical, causal, linear 'steps' and processes. Apart from the improved model by L. A. Grunig et al., 2002 which suggests a more interactive and cyclical approach, the 'three stages' still suggest chronological inputs and consequences.

In conclusion from the foregoing literature, there have been studies on the application of corporate communication; however these studies have only been successful in developed countries therefore this study seeks to find out whether the same would apply in Kenya and why it has not been implemented fully.

2.2.4 Models for Developing Corporate Communication Strategy

In the public relations literature, there are three models that seem to refer to the development of corporate communication strategy as functional strategy

2.2.4.1 Grunig & Repper's model

Grunig & Repper's model (in Grunig 1992) for the strategic management of public relations consists of three stages: The stakeholder stage refers to the identification of strategic stakeholders through environmental scanning and the need for ongoing communication with them, The publics stage refers to the identification of groups/individuals who see the consequences of organizational decisions as problematic, involving them in decision making, The issues stage deals with the management of issues and the important role of the media therein. The author regards these as stages in formulating corporate communication strategy, whereas stages four to seven (objectives, planning, implementation and evaluation) refer to the operational level of corporate communication. Moss, Warnaby & Newman (2000) criticize this model as failing to account sufficiently for potential variations in the process of strategy-making and for not explaining how corporate communication's role may differ at the different strategy levels. In what could be interpreted as an elaboration of this model, Vercic & Grunig (in Moss, Vercic & Warnaby 2000) describe corporate communication as being most effective when the stakeholders/publics with whom they communicate are identified within a strategic management framework and when the function is managed strategically at the departmental (functional) level. Although the author agrees with Moss, Warnaby & Newman's (2000:283, 284) comments on the earlier model, Vercic & Grunig's description (in Moss, Vercic & Warnaby 2000) of the role to be played by corporate communication at the enterprise or institutional level is regarded as a major insight.

2.2.4.2 Moss & Warnaby's conceptual model

In the opinion of the author, the conceptual model of Moss & Warnaby (in Kitchen 1997) is the most extensive attempt to date to explain how corporate communication fits into the strategic decision making processes in organizations. It overcomes some of the chief weaknesses of the Grunig & Repper model (in Grunig 1992) and provides a framework

for linking the development of corporate communication strategy to corporate and business-unit strategy. This model outlines the environmental scanning role of corporate communication at the corporate level, identifying and analyzing strategic issues and stakeholders, and advising top management on how the different strategy options might influence relationships with key stakeholders. At the business level the role of corporate communication is to "support the development of distinctive capability-based strategies" (Kay, in Kitchen 1997), helping to build and enhance the organization's reputation and that of its products or services. Corporate communication strategies thus focus on key stakeholder relationships and issues that may constrain or enhance an organization's ability to achieve its business goals and "should be viewed in the context of the corporate and business strategies from which they derive their essential purpose" (Moss & Warnaby, in Kitchen 1997). The communication programmes that operationalise these strategies can be asymmetrical or symmetrical in nature. Moss & Warnaby's major contribution is their conceptualisation of corporate communication strategy as adaptive and/or interpretive strategy rather than the narrow and outdated linear planning approach as well as linking corporate communication strategy as functional strategy to the corporate and competitive levels of strategy formulation. However, they do not mention institutional/enterprise strategy as a 'higher' level of strategy where non-financial goals are achieved, or the obvious theoretical linkage of the corporate communication function to this strategy level.

2.2.4.3 Steyn's (educational) model

This model for developing corporate communication strategy is the outcome of a longitudinal action research project being conducted at the University of Pretoria (Steyn 2000). Over the last four years, the hypothesized model has been implemented amongst 94 non-profit organizations, 48 government institutions and 68 small-to-medium sized companies in South Africa, and has been adapted based on the findings of the action research. It consists of an analysis of the organization's internal environment (corporate profile, organizational strategies and policies, corporate culture and values), as well as a stakeholder and issues analysis of the external and internal environment by means of environmental scanning. The organization's key strategic issues are identified, described

and classified according to a typology (Steyn, 2000; Steyn & Puth 2000) that differentiates between: strategic organizational issues are aimed where communication is not the cause of the problem, but can either provide a solution, or at least explain the issue, strategic communication issues are where too little or no communication with external stakeholders or employees caused the problem) and tactical communication issues where messages are not reaching the target groups. The implications/effects of the strategic issues on each of the stakeholder groups are identified and become the focus of the communication with strategic stakeholders/publics. Corporate communication strategies entails to formulate clearly what should be communicated to strategic stakeholders to solve the problems created by the implications of a strategic issue or to capitalize on the opportunities presented. Communication goals to be addressed in plans/campaigns are developed based on the corporate communication strategy for each strategic issue (Steyn 2000b; Steyn & Puth 2000). Major insights provided by this model is the clear differentiation between corporate communication strategy as a functional strategy providing direction to the function and communication strategy as implementation strategy developed as part of a communication plan. Furthermore, it focuses the activities of the communication function on using communication to solve key strategic and key communication) issues in the relationships with stakeholders and to align communication with organizational goals making a contribution towards organizational effectiveness. The above models for developing strategy at the functional level provide considerable insight on the corporate communication strategy formulation process, but further research is recommended

2.3 Empirical Review

2.3.1 Lack of Clarity on the Concept of Corporate Communication

“Strategy is one of the more mysterious areas of public relations practice”. Toth (2007) is of the opinion that the word strategy is “used very sloppy” and is “bandied around like a mantra,” but contains little of substance. The main thrust of his thinking is that few practitioners understand the meaning of strategy, although it is a familiar, uncomplicated concept to those acquainted with management theory. The term strategy is often used by

corporate communication practitioners to describe something 'important' (as in strategic messages, strategic direction) or to describe 'activities' (as in communication strategy).

It is also used mistakenly to describe a corporate communication aim, objective, or tactic. In Toth's view (2007) an effective strategy should provide leadership of thought and activity processes for the communication program the context and a guiding principle for all communication activity; and the link between the 'why' and the 'how' the logic that binds objectives and tactics together. Two of the few definitions that mention 'strategy' at all are not enlightening when taking Selm, (2008) requirements for effective strategy into consideration. The first defines strategic communication management as "having a communication strategy that is fully aligned and integrated with business strategy; involving business leaders as role models for communication; holding leaders, managers and employees accountable for communication; managing communication as a process" (SCM 2002). The second is D'Aprix's (1996) views of strategic communication as being the deliberate design of a communication strategy to interpret an organization's vision, values, goals and intentions to its audiences. Being leader-driven, the strategy attempts to help people understand the market forces that shape the actions and strategy of the organization. In this view, the aim of communication strategy is to communicate an organization's vision, values, etc. to stakeholders, while the first definition indicates that communication strategy should be aligned to organizational strategies. However, neither indicates a role for the corporate communication practitioner in the strategy formulation process itself.

2.3.2 Case Study - South Africa Corporate Communication Benchmark Study

Background

The period since 1994 has been marked by a number of political, social and economic changes in South Africa, which have deeply influenced the country. South Africa's democratic transformation has created a myriad new opportunities and challenges for organizations operating in it. Denton and Vloeberghs (2003) argue that all stakeholders would benefit if they adapted to the competitive international environment and adopted world-class business principles. Given this, corporate communication professionals have a significant role to play in the adoption process for organizations and their stakeholders.

This benchmarking study of South African corporate communication complements a series of similar studies that were conducted in the USA (1999, 2001, 2002 2003, 2005 and 2006) and China (2006, 2007). In South Africa an awareness of the importance of corporate communication and public relations has been evident for more than fifty years. It is estimated that there are at least three hundred PR or PR-related consultancies currently operating in the country. Public relations-related studies (such as communications studies and journalism) have been on offer in universities since the late 1960s (Niemann-Struweg & Meintjes, 2008). The results of the study can be summarized as 86% of companies considered corporate communication professionals as being employed. In 56% of these cases the professional corporate communication practitioners are supported by up to five support staff, The largest number of local professional corporate communication personnel was 49% of all companies considered.

Conclusions from the study, is that the Participants generally realized the importance of corporate communication as a field that contributes to the functioning of an organization. Participants' views of the role of corporate communication within an organization were generally superficial. There is a realization among participants that within the organizational context the growth towards integrated management cannot be ignored, as well as working towards a strategic contribution in terms of the role of Corporate Communication.

2.3.3 Benchmark Survey on the state of the PR Profession in Kenya

A survey by the Public Relations society of Kenya indicates that corporate communications is actually not practiced by 94% of them in Kenya, the remaining 6% is a result of having the firm as a constituent of another bigger organization in the developed countries. According to (Peter Mutie MPRSK, MIPRA Chairman 2011) enclosed in the official booklet of the 2011 Public Relations Status Survey in Kenya. "Many of you will recall that this survey was proposed as early as 2005, but the Society has had challenges raising the requisite resources to accomplish the study. It is instructive that the results come out during the 40th Anniversary of the Society. While

there have been various presumptions about the status of the profession, this study has for the first time in the history of the profession in Kenya, provided a scientific basis upon which benchmarks can be made. I would say it a good time to come under severe scrutiny as the PR profession strives to find its place among peers in other professions. As we become of age, the study will therefore enable the Society as well all stakeholders deal with the underlying issues affecting the profession.

The key findings from this study are as telling as they are informative. The survey has made recommendations on the need to build consensus as to the main purpose of Public Relations. More importantly, the study reveals the lack of industry based qualifications and calls for professionalization of public relations. This recommendation validates the direction your Society has taken towards accreditation of public relations practitioners in the country over the next three years. This survey has also brought forth the disconnect that exist between academia and work place expectations. Indications are that top-rated PR competencies required at organization level such as writing skills, critical thinking, problem-solving skills, good attitude, the ability to communicate publicly and self initiative requires a balanced theory and practical approach. This shows that also a number of the firms practicing Public Relations in Kenya have been slow to adopt the corporate communications strategy and also highlights other factors that also hinder the developments of the firms like lack of clarity of the corporate communication concept, the levels of educations and lack of professionals in the industry.

2.3.4 Technology and Corporate communication

According to a study by Argenti (2005) of Tuck School of Business on how technology has influenced the field of corporate communication in the United States, technology offers many opportunities for the field of corporate communication, it also presents new challenges that are of interest to researchers studying the field. New communication tools that are now commonly used as opposed to ten years ago include email (many Americans now have multiple accounts), instant messaging (favored by teens and some corporate workplaces), corporate intranets (which allows the dissemination of all kinds of new information to employees), knowledge sharing and management systems (most useful for

global enterprises), electronic employee management systems such as PeopleSoft (used primarily by HR professionals), and technological surveillance systems (which create problems for the corporate image). Corporate communications now occur as real-time dialogues as opposed to unidirectional announcements from faceless managers. Thus public relations firms are challenged by the multiplicity of channels for communicating with customers. As a result of technology, the number of customer access channels have grown. Firms now interact with customers through web sites, mobile phones, kiosks, ATMs, among others. The growth of these diverse and geographically dispersed channels has largely been driven by firms efforts to reach customers more cost effectively. As corporations continue to refine what channels they will use to serve customers, and especially as the cost efficiency of channels changes over time, they will need to consider how they must communicate most effectively through these new channels (McKinsey Quarterly, 2004). Agenti (2005) concluded that much has changed in the decade since the publication of the definitional article on Corporate Communication. Today, managers face greater challenges, but also have more opportunities as a result of changes brought about by new technologies. Opportunities for research in the area of corporate communication have never been greater. More information is readily available from companies and access to all constituencies is more possible through the Internet. In addition, more sophisticated research tools are available through computers that can process information more quickly.

In Kenya we see a similar occurrence with the rapid rise of technology where most PR firms are adopting to the new media to carry out it various activities. This has helped PR firms to be more efficient in service delivery and to give quality services to its clientele. Through technology, PR firms have increased on the use of corporate communication as it helps the PR organizations boost its revenue from the services they render and build a brand name for themselves.

2.3.5 Organizational Structure and Corporate communication

In a Bureaucratic structures Weber (1948), gives the analogy that “the fully developed bureaucratic mechanism compares with other organizations exactly as does the machine

compare with the non-mechanical modes of production. Precision, speed, unambiguity, strict subordination, reduction of friction and of material and personal costs- these are raised to the optimum point in the strictly bureaucratic administration. Bureaucratic structures have a certain degree of standardization. Bureaucratic Structures usually are more reliable since they have a clear channel of communication. Bureaucratic structures however have the limitation of slow pace of communication. This is because it takes time and certain procedures have to be followed for corporate communication.

In a Functional structure, employees within the functional divisions of an organization tend to perform a specialized set of tasks, for instance the engineering department would be staffed only with software engineers. This leads to operational efficiencies within that group. However it could also lead to a lack of communication between the functional groups within an organization, making the organization slow and inflexible in communication.

In the Matrix structure, it frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses, of functional and decentralized forms. Corporate communication may be achieved efficiently in organizations with such structures. However there is the risk of duplicity of the information communication which may lead to high cost and inefficiency when corporate communication is applied.

In a Divisional/product structure, each division within a divisional structure contains all the necessary resources and functions within it. Divisions can be categorized from different points of view like the geographical basis or on product/service basis. Corporate communication is well achieved in this organizational structure. However there is a risk of contradiction or friction when two separate divisions are communicating. This is because they may be having two separate communications styles in applying corporate communications

In Kenya many companies, organizational structure defines the modes and the tone of interpersonal communication. Highly stratified organizations may use more formal

methods of communication between managers and employees. Meanwhile, smaller companies may leverage the relatively flat nature of their organization charts to keep communication relatively terse and informal. Effective leaders must learn how to match appropriate communication styles to company norms to aid them achieve the organizational objectives.

2.3.6 Management Style and Corporate communication

There are three main categories of management styles: autocratic, paternalistic and democratic. The Autocratic/authoritarian managers make all the important decisions and closely supervise and control workers. This approach derives from the views of Taylor as to how to motivate workers and relates to McGregor's theory X view of workers. This approach has limitations as highlighted by other motivational theorists such as Mayo and Herzberg but it can be effective in certain situations like when quick decisions are needed in a company like in a time of crises and when controlling large numbers of low skilled workers. As regards to corporate communication, communication with an organization in this style of management can be fast. There can also be no contradictions. However there may be instances when corporate communication is slow since the manager takes time to respond and no one can contradict him.

The Paternalistic managers give more attention to the social needs and views of their workers and they act as father figures. They consult employees over issues and listen to their feedback or opinions but make the ultimate overall decision. The style is closely linked with Mayo's Human Relation view of motivation and also the social needs of Maslow. In this style corporate communication is also slower since everyone's views are sought. There may also be contradictions since the decision taken by the manager may not be what he or she is told by the staff. However again on the positive side there is usually a comprehensive and precise response during communication.

A democratic style of management will put trust in employees and encourage them to make decisions. They empower employees by delegating authority and listen to their advice when they offer useful suggestions and ideas. Managers must be willing to encourage leadership skills in subordinates. In such a management style communication

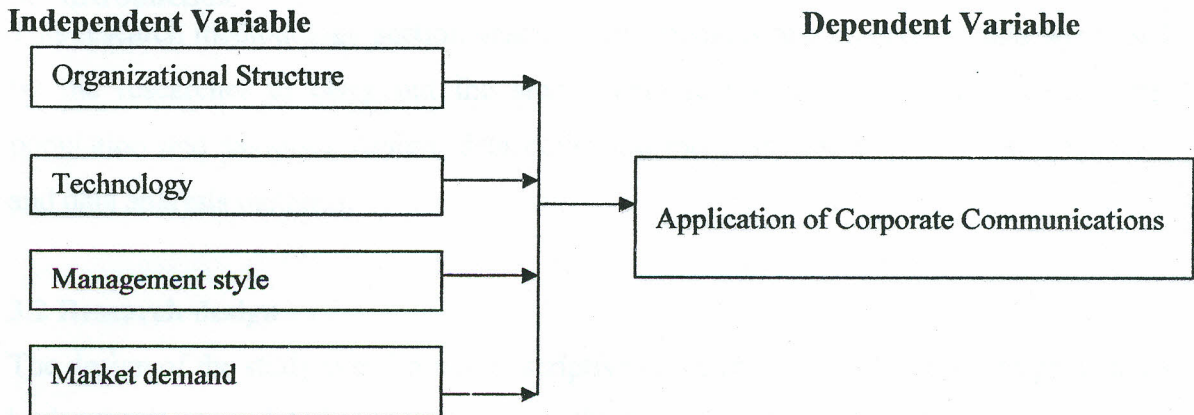
may be slow since there is time taken to seek each person's views so as to respond. There may also be contradictions in the message issued. However the message delivered in the communication is derived from the people who know best or experts and is usually comprehensive. The ultimate democratic system occurs when decisions are made based on the majority view of all workers. However, this is not feasible for the majority of decisions taken by a business indeed one of the criticisms of this style is that it can take longer to reach a decision. This style has close links with Herzberg's motivators and Maslow's higher order skills and also applies to McGregor's theory Y view of workers.

2.3.7 Market Demand and Corporate communication

According to a study by Argenti (2005), Corporations are much more comfortable talking about their own needs and wants and delivering them to an audience rather than first discerning what that audience wants to know. In the past, most corporate messages were thus developed to inform the audience (a "tell style" of communication) or to persuade them to do something that the corporation particularly wanted to accomplish (Schulte and Kitchen, 2004). Currently depending on the level of an organization also dictate on how the PR firms will carry out their corporate communications functions. Today a dialogue occurs in real time between companies and their constituents with the company in a position of having to react to the public's dialogue (Proctor, 2002) rather than set the stage by presenting its own version of reality. This poses several problems for corporations. First, corporations must package information carefully to meet the needs of multiple constituents. There is the need for PR firms to gain more clientele thus competition among PR firms also will to some extent dictate the use of corporate communication. Organizations need better understanding of their constituents so they can tailor messages more carefully and understand the best mode to reach to particular audience

2.4 Conceptual Framework

The model depicted in Figure 1 below shows the relationship between the dependent and the independent variables for effective change management.



(Author 2012)

The independent variable has been derived from the organizational structure which intends to look at the bureaucratic, functional, Matrix and divisional structures, technology: new, print and electronic media, management style: Autocratic, partanalistic and democratic and the market demand: client expectations, competition which is conceptualized during the application of corporate communications though increased professionals, revenues and brand identity in PR firms. The impact of independent variables will be measured by the level of its success within a PR firm as a result of the application level of the dependent variables. The outcome could be positive or negative from the feedback that will be obtained after data collection and analysis

2.5 Research Gap

It is evident that the successful Public relations firms have adopted the use of Corporate communications in running their organizations and it has been successful in aiding the PR firms to build a brand name as an organization and also to give quality service to their clientele. In Kenya to be specific it is seen that this vital tool, corporate communication is either not being used or is used in minimal contexts thus the study seeks to address how the different factors influence the levels of application of corporate communication in PR firms and what the organization stands to gain or loose depending on the levels of application of Corporate communication within the firm.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This research methodology section describes the methods and procedures that were used by the researcher to carry out the study. This section covers research design, the population and sampling design, data collection methods, and the research procedures and data analysis methods.

3.2 Research design

The design of the study was through descriptive research design. The process provided a basis of collecting data in order to answer the question who, what, when, how much, to help get to know the application level of corporate communication in public relations firms.

3.3 Target population

The target populations were the registered PR firms in Nairobi, Kenya who were members of the Public Relations Society of Kenya. In Nairobi, Kenya there were 54 registered Public relations firms from the report by PRSK (2011). The study targeted top level managers as the Corporate Accounts Managers selected purposively within all the 54 PR firms in existence in Kenya.

3.4 Sampling Design

The researcher conducted a census of all the operational 46 PR firms out of the 54 registered PR firms in Kenya. Purposive sampling was used in order ensure relevant information is obtained from the sample to represent the rest of the PR firms. The study targeted all PR firms and the respondents were the top level managers like the Corporate Accounts Managers who were the major players in the implementation of the application process of corporate communications

3.5 Data Collection Methods

The study used both primary and secondary data collection methods. The structured and semi-structured self administered questionnaires from the relevant selected groups of the

firms. The questions were varied depending on the dependent variables and the individual independent variable. The questionnaire consisted of ‘fill-in’ question as well as subjective five-point likert scale questions. Secondary data was obtained from document analysis such as the companies external and internal reports. Perceptual data introduced limitations through increased measurement error and the potential for common method benefits outweigh the risks in this case.

3.6 Data Analysis Methods

Once all the questionnaires were filled out and collected, data analysis was conducted through the use of quantitative and qualitative techniques. The methods employed ranged from calculation of mean, mode, standard deviations and frequencies of the dependent and independent variables.. This helped to analyze the reliability effects in determining possible relationships between variables. The tool used for the analysis was the SPSS software. Data presentation was through the use of tables, figures and bargraphs.

Variable	How it will be measured
Organizational structure and corporate communication	Mode, Mean
Technology and corporate communication	Mode, Standard deviation
Management Style and corporate communication	Mode, Standard deviation
Market Demand and corporate communication	Mode, Mean

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter is a presentation of the research findings following the data collection and analysis described in chapter 3. The results are presented in tabular form and the respondents are the Corporate Accounts Managers who are well placed to respond to the questionnaires. This chapter will consist of the analysis of the response rate, analysis of the background information, Quantitative analysis, Qualitative analysis and the chapter summary.

4.1.1 Analysis of the response rate

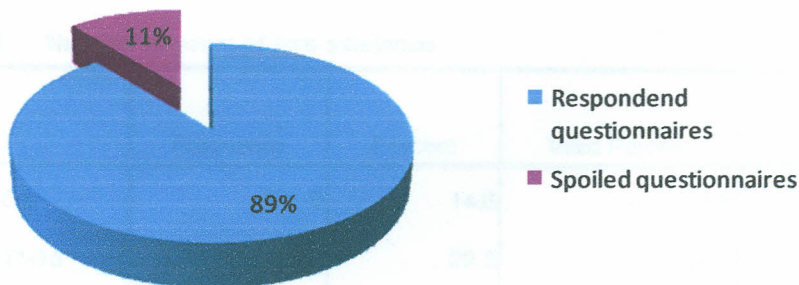
The study distributed 46 questionnaires in the existing PR firms out of 54 registered firms as per PRSK and had a response of 41 correspondents translating to a response rate of 89.10%.

Table 4.1 analysis of response rates

Description	No. of respondents	Percentage response
Responded questionnaires	41	89.1
Spoiled questionnaires	5	10.9
Total	46	100

Field data (2012)

Figure 4.1 Analysis of response rate



Field data (2012)

4.1.2 Reliability Test

Table 4.2 Reliability testing

		N	%
Cases	Valid	41	100.0
	Excluded ^a	0	.0
	Total	41	100.0

a. Listwise deletion based on all variables in the procedure.

Field data (2012)

Case processing summary by the questionnaires show that there is 100% reliability on the responses obtained as analyzed by the SPSS

4.1.2.2 Reliability statistics

Table 4.3 Reliability Statistics

Cronbach's Alpha	N of Items
.792	16

Field data (2012)

The reliability of the questions in the four objectives as analyzed by the SPSS software shows a 0.792 cronbach's Alpha. This implies that the instrument used has an internal consistency and reliability level of approximately 72%

4.2 Respondents Biodata Analysis

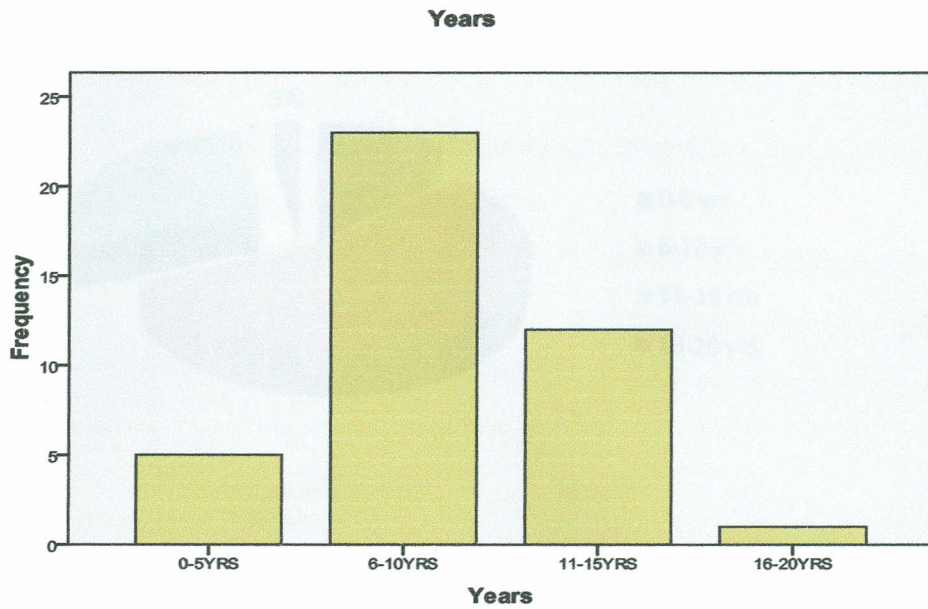
4.2.1 Number of years of firm existence

Table 4.4 Number of years of firm existence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	6	14.6	14.6	14.6
	11-15	12	29.3	29.3	43.9
	16-20	1	2.4	2.4	46.3
	6-10	22	53.7	53.7	100.0
Total		41	100.0	100.0	

Field data (2012)

Figure 4.2 Number of years of firm existence



Field data (2012)

Majority of the firms have been in existence between 6-10 years being represented as 56.1%, followed by 11-15 years at 29.3%, then 0-5 years is at 12.2% and having the least firms having been in existence between 16-20years which is translated as 2.4% from the data analyzed.

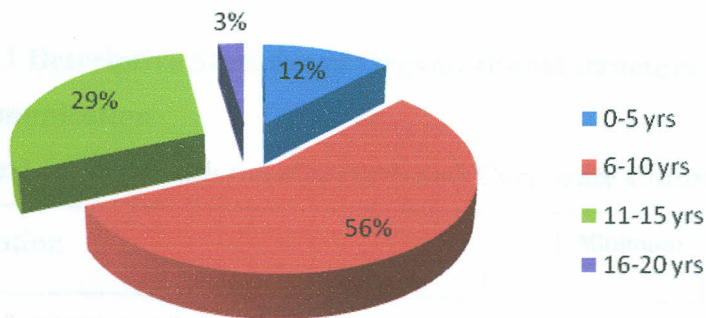
4.2.2 Years of firm existence as a member of PRSK

Table 4.5 Firm years as a member of PRSK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	5	12.2	12.2	12.2
	6-10 years	23	56.1	56.1	68.3
	11-15 years	12	29.3	29.3	97.6
	16-20 years	1	2.4	2.4	100.0
	Total	41	100.0	100.0	

Field data (2012)

Figure 4.3 Firm years as a member of PRSK



Field data (2012)

From the analysis of the findings 56.1% of the firms have been members of PRSK between 6-10 years, 29.3% of firms have been members of PRSK between 11-15 years, 12.2% of the firms have been members of PRSK between 0-5 years and 2.4% of the firms have been members of PRSK between 16-20 years.

4.3 Descriptive Statistics

The descriptive statistics reports the findings using the measures of central tendency and dispersion i.e. standard deviation and mean. It's reported in terms of items under each variable both the independent and the dependent variables. It represents the characteristics of the variables that the research investigated. The independent variables were broken down into 29 questions with each measured through questions while the dependent variables were four. The research presents the findings using the mean standard deviation.

4.3.1 Independent variables

These consist of the four objectives as indicated in chapter one of this study, the organizational structure and its effects on use of Corporate Communication, Technology and its effects on the use of Corporate Communication, Management style and its effect

on the use of Corporate Communication and The target market demand and its effects on the use of Corporate Communication in a Public Relations firm

4.3.1.1 Descriptive Statistics of Organizational structure and Corporate Communication

Table 4.6 Organizational structure and Corporate Communications

Description	N	Minimum	Maximum	Mode	Mean	Std. Deviation
Organizational structure that promote use of Corporate Communication	41	1	4	4	3.29	1.146
Organizational structure and its influence on Corporate Communication	41	1	3	1	1.44	.808
Percentage influence of organizational structure on Corporate Communication	41	1	5	4	3.63	.767
Valid N (listwise)	41					

Field data (2012)

From the obtained responses on to which organizational structure promotes the use of Corporate Communication in a Public Relations firm had a mode of 4, a mean of 3.29 and a standard deviation of 1.146. the option as coded to represent 4 in the analysis is the matrix structures and is said to influence more on the use of Corporate Communication in a Public Relations firm. The 5-point scale represented 5 types of responses whereby 1 = Bureaucratic structures, 2 = Functional Structures, 3 = Divisional structures, 4 = Matrix structures 5 = other

Looking at whether organizational structures influences the use of Corporate Communications in a Public Relations firm, from the respondents there was a mode 1, a mean of 1.44 and a standard deviation of 0.808. From the coding 1 represents yes, thus having most of the respondents agreeing that organizational structure will influence the use of Corporate Communication. the 3-point scale represented 3 types of responses whereby 1 = yes, 2 = No, 3 = Maybe

In regards to organizational structure and the percentage influence it has on the use of Corporate Communication in a Public Relations firm, from the analysis of respondents, a mode of 4, a mean 3.63 and a standard deviation of 0.767. From the coding 4 represents a percentage influence that ranges between 61-80%. The 5-point scale represented 5 types of responses whereby 1 = 0-20%, 2 = 21-40%, 3 = 41-60%, 4 = 61-80% and 5 = 81-100%

4.3.1.2 Descriptive Statistics on technology and Corporate Communication

Table 4.7 Technology and Corporate Communication

Description	N	Minimum	Maximum	Mode	Mean	Std. Deviation
Style of technology to promote use of Corporate Communications	41	1	4	4	3.54	1.051
Technological influence to Corporate Communications	41	1	3	1	1.37	.733
Percentage influence of technology on Corporate Communications	41	1	5	4	3.24	.943
Valid N (listwise)	41					

Field data (2012)

In technology the analysis of respondents on the style that influences the use Corporate Communications, the analysis obtained a mode of 4, a mean of 3.54 and a standard deviation of 1.051. From the coding 4 represents an option of all the Medias. The 4-point scale represented 5 types of responses whereby 1 = new, 2 = print, 3 = electronic media, 4 = all the above medias

The influence of technology on the use of Corporate Communications in a Public Relation firms from obtained responses mode of 1, a mean of 1.37 and a standard deviation of 0.943. from the coding 1 represents a yes, to show that from respondent majority said technology influences the use of Corporate Communications – The 3-point scale represented 3 types of responses whereby 1 = yes, 2 = No, 3 = Maybe

The percentage influence of technology on the use of Corporate Communications in a Public Relations firm from obtained data has a mode of 4, a mean of 3.24 and a standard deviation of 0.943. From the coding 4 represents a percentage influence of 61-80%. The

5-point scale represented 5 types of responses whereby 1 = 0-20%, 2 = 21-40%, 3 = 41-60%, 4 = 61-80% and 5 = 81-100%

4.3.1.3 Descriptive Statistics on Management Style and Corporate Communications

Table 4.8 Management styles and Corporate Communication

Description	N	Minimum	Maximum	Mode	Mean	Std. Deviation
Management style in use to promote Corporate Communications	41	1	4	2	1.83	.704
If management style influences use of Corporate Communications	41	1	3	1	1.71	.929
Percentage influence of management style to Corporate Communications	41	2	5	3	3.22	.759
Valid N (listwise)	41					

Field data (2012)

In Management styles the analysis of respondents on the style that influences the use Corporate Communications, the analysis obtained a mode of 2, a mean of 1.83 and a standard deviation of 0.704, from the coding 2 is represented by Democratic management style. The 4-point scale represented 4 types of responses whereby 1 = Authoritarian, 2 = Democratic 3 = Parternalistic, 4 = other management styles that would also influence the use of Corporate Communications in a PR firm to carry out its functions.

From the analysis to the question asking if Management styles influence the use of Corporate Communications the researcher obtained a mode of 1, a mean of 1.71 and a standard deviation of 0.929. 1 represented yes from the questionnaire. The 3-point scale represented 3 types of responses whereby 1 = Yes, 2 = No, 3 = Maybe.

On the percentage influence of management styles on the use of Corporate Communications, a mode of 3 was obtained, a mean of 3.22 and a standard deviation of 0.759, the mode 3 represents an influence between 41-60% percentage influence. The 5-point scale represented 5 types of responses whereby 1 = 0-20%, 2 = 21-40%, 3 = 41-60%, 4 = 61-80% and 5 = 81-100%.

4.3.1.4 Descriptive Statistics on target market demand and Corporate Communication

Table 4.9 Target market demand and Corporate Communication

Description	N	Minimum	Maximum	Mode	Mean	Std. Deviation
Target market demand that promotes use of Corporate Communications	41	1	4	4	2.76	1.410
Target market demand and its influence on Corporate Communications	41	1	3	1	1.51	.840
Percentage influence of target market demand on use of Corporate Communication	41	2	5	4	3.68	.610
Valid N (listwise)	41					

Field data (2012)

From the responses analyzed on the target market demand that promotes the use of Corporate Communications the researcher obtained a mode of 4, a mean of 2.76 and a standard deviation of 1.410. The mode 4 is representative of all the above (High, medium and low profiled companies). The 4-point scale represented 4 types of responses whereby 1 = High profile companies, 2 = Medium profiled companies, 3 = Low profiled companies, 4 = All the above

The analysis from the target market demand and whether it influences the use of Corporate Communications to a Public Relations firm, the researcher obtained a mode of 1, a mean of 1.51 and a standard deviation of 0.840. The 3-point scale represented 3 types of responses whereby 1 = Yes, 2 = No, 3 = Yes

From obtained data the percentage influence of the target market demand on the use of Corporate Communications obtained a mode of 4, a mean of 3.68 and a standard deviation of 0.610. 4 is translated as a percentage influence of between 61-80%. The 5-point scale represented 5 types of responses whereby 1 = 0-20%, 2 = 21-40%, 3 = 41-60%, 4 = 61-80% and 5 = 81-100%.

4.3.2 Descriptive Statistics on the ratings of the effectiveness of the objectives and Corporate Communications

Table 4.10 rating the objectives and Corporate Communications

Description	N	Min	Max	Mode	Mean	Std. Deviation	Effective Frequency %	Not sure frequency %	Slightly effective frequency %
Effectiveness of organizational structure on the use of Corporate Communications	41	1	3	3	2.49	.870	80.5	14.7	4.8
Effectiveness of technology on the use of Corporate Communications	41	1	4	4	3.66	.794	90.3	4.9	4.8
Effectiveness of Management Style on the use of Corporate Communications	41	1	4	4	3.27	1.001	87.8	7.4	4.8
Effectiveness of target market demand on the use of Corporate Communications	41	1	4	4	3.20	1.229	78.1	14.6	7.3
Valid N (listwise)	41								

Field data (2012)

From the above table of ratings for all objectives, A 4-point scale was used to represent 4 types of responses whereby 1 = slightly important, 2 = Not sure, 3 = Important, 4 = Most important, thus on Organizational structure has a mode of 3, a mean of 2.49, a standard deviation of 0.870, the frequency of importance is at 80.5%, not sure is at 14.7% and those saying it slightly affects is at 4.8%

On the effectiveness of Technology on the use of Corporate Communications, it obtained a mode of 4 from the respondents, a mean of 3.66, a standard deviation of 0.794, frequencies of effectiveness is at 90.3 effective, 4.9 respondents were not sure and 4.8 respondents said Technology would slightly affect the use of Corporate Communications in a Public Relations firm

On the effectiveness of the Management style in use by the Public Relations firms, the analysis obtained a mode of 4, a mean of 3.27, a standard deviation of 1.001 the frequencies are 87.8% effectiveness, 7.4% are not sure while 4.8% say it is slightly effective

On the effectiveness of the Target market demand, the researcher obtained a mode of 4, a mean of 3.20, a standard deviation of 1.229, on frequencies 78.1 said target market demand is effective in carrying out Corporate Communications, 14.6 are not sure of its effectiveness and 7.3% say it will slightly affect the use of Corporate Communications in a Public Relations firm

4.3.3 Descriptive Statistics on the dependent variable Corporate Communication

Table 4.11 descriptive statistics on Corporate Communications

Description	N	Minimum	Maximum	Mode	Mean	Std. Deviation
Corporate Communication practice in Public Relations firms	41	1	3	2	1.88	.781
Level of use of Corporate Communication by Public Relations firms	41	1	3	2	1.80	.511
Effectiveness of Corporate Communication by Public Relations firms	41	3	5	5	4.68	.521
Effect of Corporate Communication on revenue	41	1	3	1	1.20	.558
Level of revenue obtained through use of Corporate Communication	41	1	5	3	3.27	1.096
Effect of Corporate Communication on brand recognition	41	1	5	5	4.51	.898
Number of practitioners and its effect on Corporate Communication	41	1	3	1	1.37	.767
Valid N (listwise)	41					

Field data (2012)

On the question if Corporate Communications is being practiced by the Public Relations firms, the respondents stated a mode of 2, a mean of 1.88 and a standard deviation of 0.781. The 3-point scale represented 3 types of responses whereby 1 = Yes, 2 = No, 3 = maybe

In reference to the level of use of Corporate Communications in Public Relations firms, the researcher obtained a mode of 2, a mean of 1.80 and a standard deviation of 0.511. The 3-point scale represented 3 types of responses whereby 1 = Intensive, 2 = Medium, 3 = low.

The effectiveness of the use of Corporate Communications in Public Relations firms, obtained a mode of 5, a mean of 4.68, a standard deviation of 0.521. The 5-point scale represented 5 types of responses whereby 1 = Not effective, 2 = slightly effective, 3 = Not sure, 4 = effective, 5 = Most effective

The question on the effect of Corporate Communications in the contribution of revenue in the Public Relations firms the researcher obtained a mode of 1, a mean of 1.20 and a standard deviation of 0.558. The 3-point scale represented 3 types of responses whereby 1 = Yes, 2 = No 3 = Maybe.

Looking at the question on the levels of revenue Public Relations firms generate from the use of Corporate Communications, the analysis show a mode of 3, a mean of 3.27 and a standard deviation of 1.096, The 5-point scale represented 5 types of responses whereby 1 = 100,000-1million, 2 = 1.1million – 2million, 3 = 2.1million – 3million, 4 = 3.1million – 4million, 5 = Above 5.1 million.

The effect of Corporate Communications on brand recognition as obtained from the analysis has a mode of 5, a mean of 4.51 and a standard deviation of 0.898. The 5-point scale represented 5 types of responses whereby 1 = Not effective, 2 = slightly effective, 3 = Not sure, 4 = effective, 5 = Most effective.

The question on whether the number of Corporate Communications practitioners has affected the use of Corporate Communications in Public Relations firms in Kenya, from the analysis the researcher obtained a mode of 1, a mean of 1.37 and a standard deviation of 0.767. The 2-point scale represented 2 types of responses whereby 1 = Yes, 2 = No

4.4 Qualitative Analysis

4.4.1 Understanding Of The Term Corporate Communication By The Public Relations Firms

Table 4.12 understanding of the term Corporate Communication

Description / commonality	No. of respondents	Percentage
Communication between a firm and its publics	24	58.5
Communication between corporate firms	12	29.3
Communication in line with mission, vision of a firm	1	2.4
No response	4	9.8
Total respondents	41	100

Field data (2012)

Analysis of the understanding of the concept Corporate Communications by the Public Relations firms, through coding on commonality basis 58.5% said Corporate Communication is the communication between firms, 29.3% said it is communication between corporate firms, 9.8% did not respond to the question while 2.4% said Corporate Communication is communication in line with a firms vision and mission statement.

4.4.2 The effect of the Public Relations practitioners on the use of Corporate Communications in Public Relations firms

Table 4.13 the Public Relations practitioners and Corporate Communication

Description / commonality	No. of respondents	percentage
Increased knowledge management of Corporate Communication	6	14.6
Increased professionalism favor use of Corporate Communication	21	51.2
Visibility of firms	2	4.9
Firms have realized an area of importance being neglected	7	17.1
Increased revenues	3	7.3
No response	2	4.9
Total respondents	41	100

Field data (2012)

The effect of Public Relations practitioners on the use of Corporate Communications from the obtained responses 51.2% say there is increased professionalism that favors the use of Corporate Communications, 17.1% said that the Public Relations firms have realized an area of importance they have been neglecting, 14.6% said there is increased knowledge management of the Corporate Communications concept within the Public Relations firms and 4.9% said it increased firms visibility and the other 4.9% did not respond to the question.

4.4.3 How the organizational structure would influence the use of Corporate Communications in a Public Relations firm

Table 4.14 organizational structure and Corporate Communications

Description / commonality	No. of respondents	percentage
Put policies to guide the use of Corporate Communication	16	39.0
Flexibility in decision making	6	14.6
Smooth implementation of Corporate Communication	8	19.5
Harmony from understanding the roles of the concept	2	4.9
No response	9	22.0
Total respondents	41	100

Field data (2012)

The effect of the organizational structures on the use of Corporate Communications in a Public Relations firm from the responses obtained 39.0% said the organizational structure would put policies in place to guide the use of Corporate Communications, 22.0% did not respond to the question, 19.5% said it will aid smooth implementation of Corporate Communications, 14.6 said it will make decision making albeit flexible while 4.9% said it will aid harmony from the understanding of the role the concept plays in the PR firm.

4.4.4 How technology would influence the use of Corporate Communications in a Public Relations firm

Table 4.15 Technology and Corporate Communications

Description / commonality	No. of respondents	Percentage
Simplify communication	13	31.7
Increased accessibility of Corporate Communication materials	14	34.1
Reduction on cost for carrying out Corporate Communication	9	22.0
Faster dissemination of Corporate Communication material	4	9.8
No response	1	2.4
Total respondents	41	100

Field data (2012)

The responses from the field on how technology would influence the use of Corporate Communications through the commonality coding 34.1 said technology will increase the accessibility of Corporate Communications materials, 31.7% said technology would simplify communication, 22.0 said technology would reduce the cost of carrying out Corporate Communications, 9.8% said technology would aid faster dissemination of Corporate Communications materials and 2.4% did not respond to the question.

4.4.5 How Management style would influence the use of Corporate Communications in a Public Relations firm

Table 4.16: Management style and Corporate Communications

Description / commonality	No. of respondents	percentage
Implement policies put in place regards to Corporate Communication	12	29.3
Encourage diverse views that promote Corporate Communications	13	31.7
Promote mutual benefits to employees and publics	15	36.6
No response	1	2.4
Total respondents	41	100

Field data (2012)

Looking at how the management styles would influence the use of Corporate Communications in a Public Relations firms 36.6% said that management style would promote mutual benefits to employees and the firms publics from the use of Corporate Communications as it incorporates both expectations before making a decision, 31.7% said management style would encourage diverse views that would promote use of Corporate Communications, 29.3% said that management styles would implement policies put in place in regards to Corporate Communications by the firm and 2.4% did not respond to the question.

4.4.6 How the target market demand influences the use of Corporate Communications in a Public Relations firm

Table 4.17: Target market demand and Corporate Communications

Description / commonality	No. of respondents	percentage
Some clients insist on the use of Corporate Communication	13	31.7
Some understand it better	15	36.6
Some do not care. end result is what they look at	8	19.5
No response	5	12.2
Total respondents	41	100

Field data (2012)

On how the target market demand influences the use of Corporate Communications 36.6% said some clients understand it better and advocate for its use, 31.7% said some clients would insist on the use of Corporate Communications, 19.5% said that some clients do not care they want to see their requests being meet and 12.2% did not respond to the question.

4.4.7 Other factors that would influence the use of Corporate Communications in Public Relations firms

Table 4.18 other factors that influence use of Corporate Communication

Description / commonality	No. of respondents	percentage
Organizational culture	10	24.4
Education levels for management	11	26.8
Trainings	10	24.4
Cost / resources	8	19.5
No response	2	4.9
Total respondents	41	100

Field data (2012)

Other factors as highlighted by the respondents of the questionnaires, 26.8% suggested that the education levels for the managers would play a big role in promoting the use of

Corporate Communications, 24.4% the suggestions from the respondents were two, the organizational culture and Employee trainings, 19.5% said the cost and resources would also influence the use of Corporate Communications in a PR firm and 4.9% did not attempt to respond on the question.

4.5 Inferential Analysis

To be able to answer the research questions inferential statistics were required for the analysis of the obtained field data. The study used factor analysis to be able to extract the relevant set of factors affecting the use of Corporate Communications in Public Relations firms in Kenya. Factor analysis was performed in three stages: identifications of Commonalities, extraction of factors and relevant loading of the factors from the variables used in the questionnaires.

4.5.1 Communalities table

Table 4.19 communalities table

	Initial	Extraction
Management style in use to promote Corporate Communication	1.000	.669
If management style influences use of Corporate Communication	1.000	.679
Percentage influence of management style to Corporate Communication	1.000	.772
Importance of management style on use of Corporate Communication	1.000	.662
Style of technology to promote use of CC Corporate Communication	1.000	.905
Technological influence to Corporate Communication	1.000	.642
Percentage influence of technology on Corporate Communication	1.000	.664
Importance of technology on use of Corporate Communication	1.000	.740
Organizational structure that promote use of Corporate Communication	1.000	.686
Organizational structure and its influence on Corporate Communication	1.000	.682
Percentage influence of organizational structure on Corporate Communication	1.000	.683
Importance of organizational structure on the use of Corporate Communication	1.000	.723
Target market demand that promotes use of Corporate Communication	1.000	.595
Target market demand and its influence on Corporate Communication	1.000	.745
Percentage influence of target market demand on use of Corporate Communication	1.000	.853
Importance of target market demand on use of Corporate Communication	1.000	.813

Extraction Method: Principal Component Analysis.

Field data (2012)

The table on communalities shows the relative proportion for each variable in the question factor analysis relied on in the extraction of factors

4.5.2 Extraction of Factors

Table 4.20 Extraction of Factors

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.510	15.688	15.688	2.510	15.688	15.688
2	2.241	14.008	29.697	2.241	14.008	29.697
3	1.668	10.424	40.121	1.668	10.424	40.121
4	1.585	9.907	50.028	1.585	9.907	50.028
5	1.320	8.248	58.276	1.320	8.248	58.276
6	1.106	6.914	65.189	1.106	6.914	65.189
7	1.083	6.769	71.959	1.083	6.769	71.959
8	.859	5.367	77.326			
9	.712	4.449	81.775			
10	.626	3.915	85.689			
11	.613	3.831	89.520			
12	.523	3.267	92.787			
13	.443	2.769	95.555			
14	.361	2.255	97.810			
15	.214	1.336	99.146			
16	.137	.854	100.000			

Extraction Method: Principal Component Analysis.

Field data (2012)

The table shows that 7 factors were extracted from the items in the questionnaire. The 7 factors account for approximately 72% of the variation in utilization of Corporate Communication.

4.5.3 Factor Loading

Table 4.21 Factor Loading

	Component						
	1	2	3	4	5	6	7
Management style in use to promote Corporate Communication	.164	.473	-.547	-.048	.029	.339	.035
If management style influences use of Corporate Communication	-.421	-.269	.322	.285	-.439	.177	-.144
Percentage influence of management style to Corporate Communication	.574	.013	.169	-.212	-.424	-.012	-.434
Importance of management style on use of Corporate Communication	.075	.482	.400	.085	.040	-.246	.441
Style of technology to promote use of Corporate Communication	-.075	-.110	.012	.257	.509	.749	.000
Technological influence to Corporate Communication	-.303	.143	.312	-.591	.245	.083	-.130
Percentage influence of technology on Corporate Communication	.611	.257	-.057	.408	-.034	.027	.230
Importance of technology on use of Corporate Communication	-.383	-.587	.312	-.132	.135	-.037	.338
Organizational structure that promote use of Corporate Communication	.459	-.360	.318	-.175	.428	-.026	-.176
Organizational structure and its influence on Corporate Communication	-.229	.685	.277	.215	.012	.052	.185
Percentage influence of organizational structure on Corporate Communication	.700	.029	.308	.153	-.093	.198	-.161
Importance of organizational structure on the use of Corporate Communication	-.110	.336	.102	-.550	-.389	.270	.248
Target market demand that promotes use of Corporate Communication	.029	-.296	.427	.523	-.177	.060	.125
Target market demand and its influence on Corporate Communication	-.240	.479	.562	-.039	-.029	.239	-.287
Percentage influence of target market demand on use of Corporate Communication	.713	-.066	.284	-.342	.180	.010	.331
Importance of target market demand on use of Corporate Communication	-.147	.485	.127	.235	.445	-.391	-.366

Field data (2012)

The table shows how the extracted factors are comprised of the 16 items used in the questionnaire. The composition of each of the factors is shown below

Factor 1 – this comprises of the influence by the percentage levels of the management style, technology, organizational structure and the target market demand. There is also a percentage of negative relation in this factor derived from the factor loading in that management style does not influence this particular factor, there is also no importance of technology to influence the use of Corporate Communication and also the target market demands does not influence the use of Corporate Communication in a Public Relations firm.

Factor 2 – this comprises of the influence by the management style being used, influence of the organizational structure, and the target market involved, whereas here the importance of technology, the organizational structure that would influence the use of Corporate Communication and the target market demand by the Public Relations firm does not influence this particular factor in promoting the use of Corporate Communication

Factor 3 – this comprises of the importance of management style in promoting use of Corporate Communications, the organizational structure that influences the use of Corporate Communications, the target market demand influence on the use of Corporate Communications, whereas the management style being used does not influence the use Corporate Communication in a Public Relations firm

Factor 4 – this comprises of the influence of management style, the percentage influence of technology and the target market demand, and the once with a negative effect on influencing the use of Corporate Communication in a Public Relations firms are the technological influence and the percentage influence of the target market demand.

Factor 5 – this comprises of the style of technology in use, the organizational structure in use that will promote use of Corporate Communications and the importance of target market demand on the use of Corporate Communications. The variables that have no influence in this factor from the factor loading is the management style in use and the organizational structure that is being used.

Factor 6 – comprises of the management style in use, technology in use, importance of organizational structure and the target market demand. This factor overlooks the importance of the market demand and importance of the management style

Factor 7 – comprises of the importance of the management style, importance of the use of technology, importance of the organizational structure and the percentage influence of the target market demand. This factor also overlooks the importance of the target market demand, the percentage influence of the management style and the organizational structure on its influence to the Public Relations firms to use Corporate Communications.

4.6 Chapter Summary

From the analysis done during data collection a number of PR firms (out of 54 firms registered by the PRSK body only 47 firms were in operation) had closed down. The study considered four variables that would have an influence on the use of corporate communication in a Public Relations firm, but from the total variance explained (table 4.5.2) it has extracted an additional three variables giving it a total of seven variables. Some of the issues as raised from the study analysis indicated that the PR firms that closed down and also why the success of the firms have been limited are as a result of lack of funds to create a brand name in the market in order to have increased clientele to sustain their existence and also lack of funds have affected their service delivery level, lack of professionals in the market and increased competition for clients in the market. Lack of professionals in the field has compromised the level of quality provided by the service sector as most persons employed in the PR industry are from the other professions and most learn on the job making it albeit hard to implement corporate communication effectively.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter will present a summary of findings, answers to research questions. Conclusions will be drawn from the data analysis performed in chapter 4. Implications drawn from this study and its impact on policy and professional practice will be discussed, subsequently. The study will end with recommendations reached.

5.2 Summary of Findings / Answers to research questions

From the problem statement in chapter 1 it indicates that most Public Relations firms do not use Corporate Communication in their day to day operations (Niemann-Struweg 2008). This statement can be backed up from the findings and recommendations by the PR firms that their needs to be more professionals in the field as in most cases those who perform the Corporate Communication functions have other educational qualifications but operate with training on the job, this in most cases compromises the quality of service delivery. There is a also a strain in the resources available especially finances, with lack of professionals in the field the PR firms do not allocate a favorable budget to carry out the Corporate Communication functions, this budget allocation is normally mixed with the marketing and advertising budget which then befits the main purpose of Corporate Communication, with a strained financial budget allocation work cannot be done effectively as it will reduce the quality of output.

On the first specific objective, to find out how organizational structure affect use of Corporate Communication, from the data obtained and analyzed from the field, Organizational structure has been rated on a mean of 2.49, this clearly shows that the organizational structure does not affect much on the use of Corporate Communication as any structure can be twisted to still incorporate the concept of Corporate Communication. On the question of which organizational structure will influence the use of Corporate Communication in a Public Relations firm is the matrix structure. The question to find

out if organizational structure that will influence the use of Corporate Communication in a Public Relations firm, it was agreed that organizational structure would influence the Public Relations firm to use Corporate Communication. Rating the percentage influence of the use of organizational structure in influencing the use of Corporate Communication the findings gave a 61-80 percentage influence to the Public Relations firm to use Corporate Communication. Thus the organizational structure in summary from the findings influences the use of Corporate Communication having the matrix structure most relevant to carry on the Corporate Communication functions and having a high average percentage influence to the Public Relations firm to use Corporate Communication.

Corporate Communication

The use of technology to influence the use of Corporate Communication in a PR firm has been rated highest among the factors at a mean of 3.66, the analysis show that technology will aid increase the use from its positive attributes like faster dissemination of information, its ability to reach a wider network in a short period of time and its clarity on communication when well coded. On the question of whether technology will influence the use of Corporate Communication in a Public Relations firm, from the responses analyzed Technology will influence the use of Corporate Communication in a Public Relations firm. The question to find out which technology would influence the use of Corporate Communication, it was agreed that all the forms of technology would influence the use of Corporate Communication in a Public Relations firm. Rating the percentage influence of technology on influencing the use of Corporate Communication, it was said that technology would influence the use of Corporate Communication in a Public Relations firm at a percentage rate of between 61-80%. Thus looking at technology in summary the majority of the respondents said it will influence the use of Corporate Communication in a Public Relations firm, and that irrespective of the media type they all will influence the use of Corporate Communication in a Public Relations firm having the most influence to aid implementing the use of Corporate Communication in a Public Relations firm.

Management style among the four factors has been rated second in position at a mean of 3.27 this clearly indicates a major effect too as when the management is well informed it helps to implement the concept fully and effectively, thus when the overall decision maker has a professional background of Corporate Communication s/he will tend to work within the Corporate Communication policies and gear the organization to adopt the concept. The question to find out whether the management style influences the use of Corporate Communication in a Public Relations firm, the analysis obtained shows that Management style will influence the use of Corporate Communication in the Public Relations firm. The question to find out which management style will influence the use of Corporate Communication in a Public Relations firm, the response obtained was that the democratic style of management will most help promote the use of Corporate Communication in the Public Relations firm. Rating the percentage influence of management style on influencing the use of Corporate Communication in a Public Relations firm, the respondents gave a range of 41-60 percentage influence. In summary the management style as per the respondents will influence the use of Corporate Communication in a Public Relations firm, and a democratic management style will influence most the use of Corporate Communication and on ratings of the four factors it is positioned as the third factor.

Target market demand is rated least at a mean of 3.20 in consideration of the four factors that influence the use of Corporate Communication, clearly from the ratings it indicated that the target market demand does not play a major role in making the PR firm to use Corporate Communication when performing some of the activities as per the client expectation, from it, it shows that the client companies are well conversant with the concept of Corporate Communication but normally do not interfere with the Public Relations firm process of work thus they only get interested with the end result, thus when the target market knows the benefit of using Corporate Communication they will mould the Public Relations firms to adopt the use of Corporate Communication in order to deliver superior services. The question to find whether the target market demand will influence the use of Corporate Communication in a Public Relations firm from the analysis it shows a positive relation that the target market demand will influence the use

of Corporate Communication in a Public Relations firm. The question to which target market demands will influence the use of Corporate Communication in a Public Relations firm, the responses obtained said all the targeted market demand would influence the use of Corporate Communication in a Public Relations firm namely high, medium and low profiled target markets. Rating the percentage influence of the target market demand on influencing the use of Corporate Communication in a Public Relations firm from the analysis the researcher obtained a range between 61-80 percentage influence of the target market demand to the use of Corporate Communication. In summary the target market demand will influence the use of Corporate Communication in a Public Relations firm, the target market seen to influence the most are all – high, medium and low profiled companies will influence the use of Corporate Communication and it is rated second among all the four factors by the respondents to be influencing a PR firm to use Corporate Communication

5.3 Conclusion

In relation to the obtained data, most of the firms do not practice Corporate Communication due to lack of qualified personnel's making the concept albeit hard to carry out, they all agree on an increased level of revenues ones the concept is effectively put in place. Most respondents said that the Matrix organizational structure would be most effective in promoting the use of Corporate Communication, and all the Medias are also very effective in promoting the use of Corporate Communication, and Democratic management style would also play a big part in influencing the use of Corporate Communication and high company profiled clients influence the use of Corporate Communication to a large extent as they understand the concept and advocate for its use.

On the four factors identified in this study, they all have a level of influence on the use of Corporate Communication in the PR firms and as identified Technology carries the most weight followed by Management style, then the organizational structure and least is the market demand but because the percentage difference is not much that shows when all are put into consideration it will boost the operations of the PR firms and it will be

reflected by at least an increase in revenue, increased professionals and retaining of company clients.

5.4 Recommendations

From the respondents obtained the Public Relations firms recommended on an increased number of Public Relations professionals in the industry to increase the use of Corporate Communication within and without the Public Relations firms, they advice on having more professional courses that would help increase qualified personnel's in the industry.

A number recommended on having policies that would guide the Public Relations firms in their operations other than having each firm operating as it wishes, this compromises the code of ethics in the industry as some firms would breach contracts to obtain more clients for their said firms leaving other firms helpless and some even close down as a result.

The firms opted for standardized rules of operations to avoid client poaching and employee poaching that led to weakening of the industry and in turn compromise the quality of service by the firms forcing the firms to employ unqualified persons to fill the gaps of those who have been poached.

The Public Relations firms should put much emphasis on high-tech levels of all types of technology (new, print and electronic Medias) to carry out the Corporate Communications function as it will aid in simplifying Communication within the organization and its publics.

Management styles that would most influence on the use of Corporate Communications as recommended by the data obtained from the field is the use of democratic management style as it will merge varied opinions from people and give a wider view on the increased and efficient use of Corporate Communications

The organizational structure as per the recommendations is that any structure can be modified to suit the use of Corporate Communications within any Public relations firm for as long as there are clear guidelines on the organizations operations as regards to Corporate Communications.

The target market demand should not be a major issue as all clients are equally important thus should be informed on the importance of the use of Corporate Communications and regardless the Public relations firms should be have the upper hand, as a professional body it is their duty to ensure that they carry out the Corporate Communications functions and their clients will learn from their operations thus adopt the concept.

5.5 Suggestions for further studies

A similar study to this research could be conducted in other offices that incorporate Public relations as a department in the various organizations like the government and the Private sectors.

A study on the factors that would hinder the use of Corporate Communications in the various organizations that carry out the Public Relations functions as part of the organizations day to day operations.

A comparative study can be conducted on the influence of the use of Corporate Communication of both registered and unregistered Public Relations firms.

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APPENDICES

Appendix 1: Questionnaire

The questionnaire is aimed at collecting data required for the study entitled “Factors influencing the application of corporate communication among PR firms in Kenya (a case study of selected PR firms in Kenya). This questionnaire forms an integral part of the study and respondents are kindly requested to complete it and to give any additional information they might feel is necessary for the study. The data required is for academic purposes only and will be treated with strict confidentiality.

1. Years of firm experience
0-5 () 6-10 () 11-15 () 16-20 () 21-above
2. Years of firm as a member of the PRSK
0-5 () 6-10 () 11-15 () 16-20 () 21-above
3. What do you understand by the term Corporate communications?
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.....
.....
4. Does your organization practice Corporate communication
YES () No () Maybe ()

If Yes to what extent does your organization practice corporate communication?
Intensive () Medium () Low ()
5. How would you term the effectiveness of the use of Corporate communication to in a PR organizations?

Highly effective () Effective () Not sure ()
Slightly effective () Not effective ()
6. Has the application of corporate communication contributed to increased revenues
Yes () No () Maybe ()

If Yes by how much
100,000- 1M () 1.1-2M () 2.1-3M () 3.1-4M () above 5M ()

7. How has the application of corporate communication contributed to effective brand recognition

Highly effective () Effective () Not sure ()
Slightly effective () Not effective ()

8. Has the number of corporate communication practitioners affected the application of corporate communication in Kenya?

Yes () No ()

9. What management style would influence an organization carry out its corporate communication functions?

- a) Authoritarian management style ()
- b) Democratic Management style ()
- c) Paternalistic Management style ()
- d) Other

b) Does Management style influence the level of application on the use of corporate communications?

Yes () No () Not sure ()

c) To what percentage has it influenced the application of corporate communication?

0-20 () 21-40 () 41-60 () 61-80 () 81-100 ()

10. Which Technology would influence an organization to carry out its corporate communication functions?

- a) New media ()
- b) Print media ()
- c) Electronic media ()
- d) All the above ()
- e) others

b) Does technology influence the application of the use of corporate communications?

Yes () No () Not sure ()

c) To what percentage has it influenced the application of corporate communication?

0-20 () 21-40 () 41-60 () 61-80 () 81-100 ()

11. Which Organizational structure would influence an organization to carry out corporate communication?

- a) Bureaucratic structures ()
- b) Functional structures ()
- c) Divisional structures ()
- d) Matrix structures ()
- e) Others

b) Does Organizational structure influence the application of the use of corporate communications?

Yes () No () Not sure ()

c) To what percentage has it influenced the application of corporate communication?

0-20 () 21-40 () 41-60 () 61-80 () 81-100 ()

12. Which is the target market demand does your organization consider when carrying out corporate communication?

- a) High profile companies ()
- b) Medium profile companies ()
- c) Low profile companies ()
- d) All the above

b) Does the target market demand influence the level of application on the use of corporate communications?

Yes () No () Not sure ()

c) To what percentage has it influenced the level of application of corporate communication?

0-20 () 21-40 () 41-60 () 61-80 () 81-100 ()

13. Among the above factors which one would most be effective in influencing the application of Corporate communication among PR Firms?

- 5) Most important 4) Important 3) Not Important 2) Slightly Important 1) Not Important

		Rank
1.	Organizational structure	
2.	Technology	
3.	Management style	
4.	Market demand	

14. Apart from the above stated what other measures would you consider as a factor to consider that will influence the application of corporate communications in a PR firm?

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15 What would you recommend so as to address issues related to the application of corporate communication in PR firms in Kenya?

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Appendix 2 - List of registered PR firms in Kenya by PRSK (2011)

1. 7th Sense Communications
2. Advanced Pr & Marketing
3. Africa Practice East Africa
4. Alwan Communications Limited
5. Apex Communications Limited
6. Bertolli & Associates
7. Blue Print Marketing Ogilvy E.A
8. Bob Dewar Publicity
9. Brett Communications Limited
10. Church Orr & Associates Limited
11. Corporate Reflection Limited
12. Exclamation Marketing Limited
13. Expo Momentum
14. Fiyuhworks
15. Forward Vision Communication
16. Gina Din Corporate Communications
17. Health Media International
18. Hill & Knowlton
19. Imagine Works Limited
20. *Health* Media International
21. Impact By Design
22. JO Public Relations
23. Lelmal Enterprise for Community Development
24. Macany Consultants
25. Marketing Strategies & Solutions
26. Media Edge Interactive
27. Muthoni Muthiga & Associates
28. Nam Consultancy Limited
29. New Age PR
30. Nonis Publicity
31. Ogilvy Public Relations
32. Picasso Productions
33. PR Masters Limited
34. Professional Marketing Services
35. Redline PR
36. Rockstar Media
37. Shanyama Consultancy Limited
38. Silver Bullet PR
39. Silver Lining PR
40. Sobeit International Limited
41. Square Gold PR & Marketing
42. Togo Consultant
43. Visergy Communications
44. Vivi Communications Limited
45. Yolanda Tavares Public Relations
46. ZK Public Relation