Kenya Broadcasting Corporation
Strategic Plan 2023 - 2027

Our North Star

Vision

Kenya's most reliable, dynamic and trusted broadcaster.

Mission

To provide leadership in transmission of objective, informative, educative and entertaining content to the public through high quality broadcasts.

Core Values

Transparency
Accountability
Integrity
Professionalism
Innovativeness
Social Impact
.

Foreword

It is with great pride and privilege that I present to you the Kenya Broadcasting Corporation's Strategic Plan for the period 2023 to 2027. It is a strategy that coincides with a pivotal moment in the media landscape in which technological disruptions call for bold actions and a renewed commitment to our core values.

For nearly a century, KBC has been the voice of the nation, a trusted source of information, entertainment, and education for millions of Kenyans. However, in recent years, we have faced unprecedented challenges posed by the digital revolution and the rise of new media platforms. This reality demands that we adapt and evolve to meet the evolving needs and preferences of our diverse audience and harness opportunities to grow into a sustainable public broadcaster.

This Strategic Plan is a testament to our unwavering determination to remain relevant, engaging, and impactful in the years ahead. It sets forth a comprehensive roadmap that will guide our efforts to create compelling content, attain financial sustainability, build staff capabilities, and establish effective systems and infrastructure.

The content will need to recognise the radically different audience dynamics in which younger generations dominate the demographics that KBC has to serve. Our marketing and content presentation has to be innovative, appealing and adaptive. We will have to be very intentional in our digital content production and use of social media.

At the heart of our vision lies a commitment to "Enlighten, Engage, and Empower" Kenyans from all walks of life. We recognize the profound influence that media wields in shaping public discourse, fostering unity and driving socio-economic development. As the public broadcaster, we bear the sacred duty to uphold the highest standards of impartiality, transparency, and accountability, while celebrating our rich cultural diversity and promoting national pride.

The Strategic Plan places a strong emphasis on creating engaging content that resonates with our audiences across various platforms, including television, radio, and digital media. By leveraging cutting-edge technology and embracing digital convergence, we aim to deliver high-quality, contemporary programming that not only informs and entertains but also empowers Kenyans with knowledge and inspires positive change.

Financial sustainability is a critical pillar of our strategy, as it enables us to invest in our resources, infrastructure, and human capital. We will explore innovative revenue streams, optimize our operational efficiencies, and forge strategic partnerships to ensure the long-term viability of our organization.

Our most valuable asset, however, remains our dedicated workforce. This Strategic Plan prioritizes building staff capabilities through continuous professional development, fostering an engaged and inclusive workplace culture, and attracting and retaining top talent. By empowering our employees, we strengthen our ability to deliver exceptional service to the nation.

Effective systems and infrastructure are the foundations upon which our ambitious goals rest. We will invest in state-of-the-art technology, modernize our facilities, and streamline our processes to enhance operational efficiency and deliver an exceptional viewer and listener experience.

During the life of this Strategic Plan, we hope to participate in the review and amendment of the KBC Act that has been in place since 1st February, 1989, a new Act that recognises the fluidity of the operating environment will allow the corporation to be adaptable and innovative as it seeks to attain the objectives it has set for itself the Strategic Plan.

As we embark on this transformative journey, we remain steadfast in our commitment to the African Union's Agenda 2063, the East African Community Vision 2050, Kenya's Vision 2030, and Bottom - Up Economic Transformation Agenda. Our programming and initiatives will actively contribute to the realization of these shared aspirations, promoting regional integration, economic growth, and sustainable development across the continent.

I invite all Kenyans to join us on this exciting path towards a revitalized, dynamic and futuristic KBC. Together, we will navigate the challenges and seize the opportunities that lie ahead, ensuring that our national broadcaster remains a beacon of trust, excellence, and service to our beloved nation.

Mr. Tom Mshindi
Chairman
Board of Directors

Preface and Acknowledgement

I am pleased to present the Kenya Broadcasting Corporation's Strategic Plan for 2023-2027. This Strategic Plan is our roadmap to navigate these uncharted waters, ensuring that KBC remains relevant, engaging, and impactful in the coming years. It is a blueprint for reinventing our organization, embracing digital convergence, and delivering high-quality content that resonates with our diverse audience across multiple platforms.

At the core of this plan lies our unwavering commitment to serving the people of Kenya. As a public broadcaster, our mandate is to inform, educate, and entertain, while upholding the highest standards of impartiality, transparency, and accountability. This Strategic Plan outlines our vision to "Enlighten, Engage, and Empower" Kenyans, fostering national unity, promoting cultural diversity, driving socio-economic development and ensuring that we continue to be a trusted and indispensable part of the fabric of our society.

We recognize the pivotal role that KBC plays in shaping public discourse and contributing to the realization of Bottom - Up Economic Transformation Agenda, Kenya's Vision 2030, the East African Community Vision 2050, and the African Union's Agenda 2063. Through our programming and initiatives, we will actively support these aspirations, promoting regional integration, economic growth, and sustainable development across the continent.

The development of this Strategic Plan was a collaborative effort, involving extensive consultations and input from various stakeholders. I would like to express my sincere gratitude to the Board of Directors for their unwavering support, strategic leadership and oversight, and commitment to the transformation of KBC. My appreciation also goes to our dedicated staff, whose expertise, creativity, and passion have been instrumental in shaping this plan and are the driving force behind everything we do. Their invaluable contributions have ensured that our goals and objectives are aligned with the needs and aspirations of our audiences.

I would like to extend my gratitude to our partners, industry experts, and media professionals who provided valuable insights and feedback throughout the planning process. Their perspectives have been invaluable in ensuring that our strategies are grounded in reality and responsive to the ever-changing media landscape. Furthermore, I want to thank the Ministry of Information, Communications and Digital Economy and the Government of Kenya for their continued support and recognition of KBC's vital role in nation-building and promoting Kenya's interests on the global stage.

Most importantly, I express my heartfelt appreciation to our loyal viewers and listeners, whose feedback and support have been instrumental in shaping our content and driving us to continuously improve and innovate.

As we embark on this transformative journey, I am confident that the collective efforts and unwavering commitment of all stakeholders will propel KBC to new heights, solidifying our position as a trusted, engaging, and impactful national broadcaster.

Ms. Agnes Kalekye Nguna
Managing Director

Table of Contents

List of Tables

List of Figures

Definitions of concepts and terminologies

Blue Ocean Strategy	A strategic approach focusing on creating new, uncontested market spaces rather than competing in existing, saturated markets (red oceans).
C-Band	A portion of the electromagnetic spectrum in the microwave range of frequencies ranging from 4.0 to 8.0 GHz. In broadcasting, C-Band is used for satellite communications, providing reliable and stable transmission of television and radio signals over long distances, including regions with heavy rainfall where higher frequency bands may be less effective.
ChatGPT	ChatGPT is an AI language model developed by OpenAI, based on the GPT (Generative Pre-trained Transformer) architecture. It utilizes deep learning techniques to generate human-like text responses. ChatGPT is trained on a diverse range of internet text to respond to prompts in various contexts, making it capable of handling conversations, answering questions, and generating content across multiple domains.
Content Creation	The process of producing engaging, informative, and entertaining material across various platforms.
Convergence	The integration of traditional media with digital media, transforming how content is produced and consumed, exemplified by the blending of TV, radio, and online platforms.
Digital Transformation	The use of digital technologies across all facets of the public broadcaster, changing how it operates and delivers value to customers, involving reimagining operations, culture, and customer service to remain competitive in a digital-first world.
McKinsey 7S Framework	An organizational effectiveness framework
Net Promoter Score	A metric used to gauge customer loyalty and satisfaction by asking customers how likely they are to recommend a company, product, or service to others on a scale from 0 to 10. Scores of 9-10 indicate promoters, 7-8 are passives, and 0-6 are detractors. This feedback helps businesses improve customer experience and identify areas for growth.
OTT (Over-The-Top)	A media service offered directly to viewers via the Internet, bypassing traditional cable, broadcast, and satellite television platforms. Examples include Netflix, Amazon Prime Video, and local platforms like Showmax and Viusasa.
Public Broadcaster	A media organization funded by the government to provide independent and impartial broadcasting services, distinct from commercial media entities.
Strategic Direction	The overall course the corporation intends to take to achieve its long-term objectives, serving as a guiding framework for decision-making and resource allocation.

Abbreviations and Acronyms

AU	-	African Union
AI		Artificial Intelligence
B2B	-	Business to Business
B2C	-	Business to Consumer
BETA	-	Bottom-Up Economic Transformation Agenda
CAP		Chapter (refers to the chapters in the Acts of Parliament)
CBC	-	Canadian Broadcasting Corporation
CSR	-	Corporate Social Relations
CPRD	-	Corporate Planning, Research and Development
EAC	-	East Africa Community
EBITDA	-	Earnings Before Interest, Tax, Depreciation, and Amortization
EBT	-	Earnings Before Tax
FM	-	Frequency modulation
GOK	-	Government of Kenya
IT	-	Information Technology
ISO	-	International Organisation for Standardization
KBC	-	Kenya Broadcasting Corporation
KRA	-	Kenya Revenue Authority
MOU	-	Memorandum of Understanding
MSME	-	Micro, Small, and Medium Enterprises
OKR	-	Objectives and Key Results
OTT	-	Over The Top
PESTEL	-	Political, Economic, Social, Technological, Environmental, and Legal
PPE	-	Property, Plant, and Equipment
ROI	-	Return on Investment
SABC		South African Broadcasting Corporation
SDG	-	Sustainable Development Goal
SSP	-	Strategy & Special Projects
SWOT	-	Strength Weakness Opportunity Threat
UN	-	United Nations
TV	-	Television
VAT	-	Value Added Tax
VOD	-	Video on Demand
WHIT	-	Withholding Income Tax

Executive Summary

For the last decade, the broadcasting industry has been undergoing a transformative phase as a result of changes in consumer behaviour fuelled by the growth of Over-the-Top (OTT) platforms (OTT) such as Netflix, social media, and the growing preference for local and personalized content. This has resulted in change in the competition structure of Kenya Broadcasting Corporation's (KBC) that does not consist of traditional broadcasting houses but also various digital platforms and content providers.

As we transition to the fourth iteration of KBC Strategic Plan our new vision is to continue to Enlighten, engage and empower Kenyans amidst these industry changes. Our vision is driven by the realisation that the shift from analogue to digital medium presents a new opportunity to better serve all Kenyans, including the unserved and underserved segments of the population, fulfilling our mandate as Kenya's National Broadcaster.

In line with the revised Vision 2030 and the Digital Economy Blueprint, which emphasise the deployment of cutting - edge infrastructure and the enhancement of Human Capital to streamline costs, we aim to leverage a comprehensive range of digital innovations and reengineer our operational processes to foster innovation and boost productivity through digitization and automation.

We plan to revamp our stations and television platforms to curate and produce contemporary, high - quality content that appeals particularly to Kenyans across digital, radio, and television platforms, thereby enhancing our audience engagement and satisfaction, and increasing our market reach and impact. Through these efforts, we aim to capture a greater aggregated audience market share across our television and radio stations.

The strategic goals of this strategic plan are grounded in a balanced scorecard format, which are to: i) Create engaging content, ii) Attain financial sustainability iii) modernise infrastructure iv) Build staff capabilities in an engaged workplace. This will comprehensively address the challenges previously faced, including declining viewership, deteriorating financial performance, and antiqued equipment.

1. Chapter 1: Introduction

This chapter serves as the cornerstone of the KBC 2023-2027 strategy. It outlines the significance of the Strategic Plan, the context in which it operates, and delves into the correlation between KBC and global, regional, and national development agendas. Further it highlights how KBC's objectives align with these overarching frameworks.

1.1 Strategy as an imperative for Organisational Success

Over the past decade, the media industry has witnessed rapid technological advancements and shifts in consumer behaviour. Prior to this changes, KBC was the dominant player in media, if one wanted to reach 50% of Kenyans at 8 am it could be done through Radio Taifa or English service or KBC Channel 1. However, this changed with the with the liberalization of the airwaves.

In the current day everything has changed, with super competitors like Googles' algorithm often determining where advertisers spend. This environment likely to change as we the Artificial intelligence age. How public broadcasters compete and thrive is not how it used to be, now it is often asymmetric akin to Little David defeating Goliath. A Kenyan blogger influencer can have 4 million viewers - subscribers, and that is where advertisers may choose to pay. Over 60% of Kenyan's are 25 years old and less, where many choose to get their news and entertainment - on their smart phones - from social media platforms like Facebook and Instagram.

"The media and entertainment industry globally are at a turning point with digital being the buzzword. Convergence between entertainment, information and telecommunication is increasingly impacting Kenya's overall media and entertainment industry" stated the 'KBC Target Operating Model' report done by Deloitte Consulting in December 2014.

In technology, there has been a rapid and exponential introduction and adoption of new technologies. This has defined and created new broadcast platforms and a shift in the current broadcast business models. Convergence of TV and PC in the living room has happened, with expectations of wide choice, interactivity and rich experiences.

Audiences are demanding more from broadcasters in the areas of content development and delivery, including digital, broadband and interactive transmission. KBC, through its subsidiary Signet, is one of two licensed digital Broadcasting Signal Distributor; this represents a significant revenue stream growth and competitive advantage opportunity noted the Deloitte Consulting Report, almost ten years ago.

During this strategic planning period, we aim to address these changes while resolving the decline in our audience metrics, improving financial performance, addressing staffing issues and antiquated systems. Our approach involves rebuilding and implementing effective management practices while embracing a digital-first approach in broadcasting. Our aim is to be dynamic and innovative, leveraging new technologies and digital platforms to enhance content delivery and audience engagement. In five years, we aim to reposition KBC as a leading-edge public broadcaster capable of thriving in the modern media landscape.

1.2 The Context of Strategic Planning

The Strategic Plan has been developed taking into consideration the national and international commitments which include the:

a) The constitution of Kenya,
b) Bottom-Up Economic Transformation Agenda (BETA),
c) Kenya Vision 2030,
d) Revised Guidelines for Preparation the Fifth Generation Strategic Plan 2023-2027,
e) United Nations 2030 Agenda of Sustainable Development,
f) African Union Agenda 2063, and East Africa Community Vision 2050.

1.2.1 United Nations 2030 Agendas for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development is a global blueprint aimed at achieving a better and more sustainable future for all. It outlines 17 Sustainable Development Goals (SDGs) addressing global challenges including poverty, inequality, climate change, environmental degradation, peace, and justice. KBC recognises the transformative promise of the 2030 Agenda and is committed to contributing to various SDGs, with a particular focus on the following five SDGs.

Figure 1.1: United Nations 2030 Agendas for Sustainable Development

SDG 1 Eradication of poverty	SDG 4 Quality Education	SDG5 Gender Equality	SDG 13 Climate Action	SDG 17 Sustainable Cities and Communities
KBC will continue to develop and broadcast Programmes focused on agricultural innovations, communities, small-scale enterprises, and other income-generating activities, particularly in rural areas.	KBC will continue to offer educational programs, documentaries, and partner with educational institutions to provide learning opportunities and educational content.	Through content that promotes gender equality, KBC will offer insights in various gender related matters, creating awareness for gender harmony through highlighting stories of women empowerment, Men's contribution to the society and thereby be a leading voice in the eradication of gender-based inequalities.	Through informative programming, KBC aims to bring awareness to sustainable living practices such as the use of renewable energy sources, responsible waste management, sustainable agriculture practices and ecofriendly transportation options.	By offering coverage of events aimed at promoting the national and international peace collaboration, KBC aims at promoting the protection of human rights and leading civic engagement.

1.2.2 African Union Agenda 2063

African Union Agenda 2063 is Africa's strategic framework for achieving the socio-economic transformation of the continent over the next 50 years. It sets out key aspirations and strategies aimed at realising the continent's aspiration to be an inclusive, dynamic, prosperous global player.

As a national broadcaster, KBC plays a critical role in the realisation of these goals, primarily through its efforts to educate, inform, and mobilise support for the Agenda's objectives aspirations by producing content that directly contributes to these goals. Below is a summary of KBC's key contributions towards some of the aspirations of AU Agenda 2063.

Table 1.2: AU Agenda 2063 Aspiration

AU Agenda 2063 Aspiration	KBC's Contribution Towards Realisation
Aspiration 1: A Prosperous Africa Based on Inclusive Growth and Sustainable Development.	KBC will continue to develop and broadcast programming focused on agricultural innovations, such as the show "Mkulima", and other potential shows like "The Eagle's Nest" showcase sustainable business practices and economic empowerment initiatives. These and other special documentary series that feature successful local and continental businesses aim to inspire and educate the public on economic development and offer a solution to unemployment through self - reliance and sustainable practices.
Aspiration 3: An Africa of Good Governance, Democracy, Protection of Human Rights, Justice and the Rule of Law.	As part of its mandate KBC actively supports this aspiration by broadcasting live coverage of national assembly hearings, promoting transparency and accountability in governance. Further, KBC regularly provides a platform for dialogue on governance and democracy through its talk shows, which offer forums for debates. A notable example is the segment "Eye on Politics" on the "Good Morning Kenya" show, where key stakeholders are engaged in discussions pressing political and governance issues. KBC also broadcasts documentaries on human rights issues and features segments that educate citizens on the rule of law.
Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.	In collaboration with the Ministry of Information, Communications, and the Digital Economy, KBC is committed to promoting the development of local content and showcasing talent. A key initiative in this effort is the continued support for the establishment and maintenance of Studio Mashinani. This Project not only highlights the creativity and skills of the youth but also creates employment opportunities, thereby actively contributing to the socio-economic empowerment of young people.

1.2.3 East Africa Community Vision 2050

At the regional level, the Strategic Plan draws from the East African Community Vision 2050, a comprehensive long-term development blueprint created by the member states, which include; Burundi, Kenya, Rwanda, South Sudan, Tanzania, the Democratic Republic of the Congo, and Uganda. This visionary document outlines a collective ambition to transform East Africa into a prosperous, competitive, secure, stable, and politically united region by the year 2050.

As a national broadcasting institution within the East African region, KBC holds a pivotal role in shaping public opinion and fostering regional development. Throughout this strategic cycle we aim to actively showcase and promote content that focuses on regional events, shared challenges, and collaborative initiatives. By prioritising content that showcases economic opportunities, trade initiatives, and investment prospects within the East African region, KBC plays a pivotal role in promoting economic growth and development. This includes extensive coverage of regional economic forums, business partnerships, and success stories.

1.2.4 Constitution of Kenya

Kenya Broadcasting Corporation is a state corporation established by an Act of parliament CAP 221 of the Laws of Kenya to provide independent and impartial broadcasting services of information, education and entertainment and in English and Kiswahili and in such other languages that the corporation may decide.

1.2.5 Kenya Vision 2030, Bottom - Up Economic Transformation Agenda and Fourth Medium Term Plan

The KBC contributes significantly to the achievement of Vision 2030, Kenya's long - term development blueprint, by playing a pivotal role in information dissemination and public awareness. As a major media entity, KBC has the capacity to reach a wide audience across the country. By strategically aligning its programming and content with the pillars of Vision 2030, the corporation promotes economic, social, and political development. Comprehensive coverage of government initiatives, development projects, and success stories enhances public awareness and understanding of Vision 2030, fostering a sense of national pride and commitment to the country's development goals.

Additionally, KBC contributes to Vision 2030 by promoting cultural diversity and national identity. Vision 2030 recognises the importance of fostering a shared national identity and celebrating the diversity of Kenyan cultures. KBC, through its diverse programming, actively showcase and celebrate the cultural richness of the nation, promoting unity and understanding among different communities. By emphasising the values of inclusivity and social cohesion, KBC contributes to the broader societal objectives outlined in Vision 2030, creating a sense of collective purpose and national pride.

1.2.6 Sector policies and laws

The Strategic Plan is anchored on the various sector policies and laws including but not limited to; the State Corporations Act, Mwongozo Code of Governance for efficient and accountable management, Public Sector Accounting Standards Board and Government Financial Management Guidelines, Media Council of Kenya regulations and the Kenya Information and Communications Act CAP.411A which outlines ethical and legal broadcasting standards.

1.3 History of the Corporation

1.3.1 Precolonial Days

The history of radio and media in Kenya dates back to 1928, when Kenya was a British colony. During this period, British ranchers established the East African Broadcasting Corporation which relayed the British Broadcasting Corporation broadcasts to the colonial audience.

1.3.2 Opening up

Initially, all media including magazines and radio broadcasts were primarily geared towards the white colonial population. However, with the emergence of World War II, specific radio programs were introduced to provide information to parents and relatives of African soldiers who were actively participating in the war. In 1953, the first broadcast service dedicated to Africans called the African Broadcasting Service was established. The African Broadcasting Service played broadcasting programs in languages such as Swahili, Luo, Kikuyu, Nandi, Luhya, and Arabic. Despite this progress, broadcasts for the African audience remained a smaller fraction of the overall content.

1.3.3 Formation

Amidst the tide of decolonization, a Commission was formed by the colonial government to explore the future of broadcasting in Kenya in 1954. The Commission's recommendations led to the creation of the Kenya Broadcasting Services in 1959. Accordingly, a number of regional stations were started and strategically located across the Nation. To cater to Mombasa's audience, the Sauti ya Mvita radio station was formed. In Nyeri, the Mount Kenya Station was formed, and to cater to the then Western Province and Kericho Districts, the Kisumu Station in Nyanza was formed.

In 1961, the Kenya Broadcasting Corporation was established, assuming control over broadcasting services from the government - run Broadcasting Services. In 1962, television was introduced in Kenya, with the first transmission station positioned on a farmhouse in Limuru, transmitting signals across a radius of 24 kilometres. After Kenya attained independence in 1963, the Corporation underwent a rebranding, to distance itself from its colonial roots. Hence, it adopted the name Voice of Kenya.

In 1989, the Kenya Broadcasting Corporation Act of Parliament CAP 221 was passed. The Act reinstated the Corporation's original name; Kenya Broadcasting Corporation and outlined roles and functions. Since then, the Corporation has had a fundamental mission of delivering independent and unbiased broadcasting services that encompass information, education, and entertainment. The Corporation became a crucial aspect of Kenya's media landscape.

1.3.4 Modern day

In its current state, the Corporation is divided into three main business segments: The Television business segment, the Radio business segment, and the Digital Terrestrial Television segment. The Television business segment includes two channels - KBC Channel 1 and Y254, with the latter targeted specifically to the youth. The Corporation's Radio business boasts a vast network of 15 radio stations. Among them, two national stations broadcast in both English and Kiswahili, targeted to a diverse audience. The remaining 13 stations operate in various vernacular languages, serving distinct regions across the nation. The Radio segment also encompasses eight sub-service radio stations that share frequencies.

1.4 Methodology of Developing the Strategic Plan

The development of the Strategic Plan was initiated by the top management of KBC, who prepared the Terms of Reference and issued a Request for Proposal. Following a procurement process, a Management Consultant was selected to lead the initiative. The process adhered to the Revised Guidelines for the Preparation of the Fifth Generation Strategic Plan 2023-2027 and involved several phases. The Strategic Planning process unfolded as follows:

1.4.1 Phase 1: Project Mobilisation

The project began with an Inception meeting on 21 August 2023, setting the groundwork for the integrated Project Plan and establishing the working relationship. This phase was crucial for a seamless transition to subsequent phases and outlined the objectives of the Strategic Plan.

1.4.2 Phase 2: Current State Assessment

This phase involved assessing the Corporation's current operations, resources, and capabilities. Key documents such as the Implementation Report of the previous Strategic Plan (2017-2023), Audited Financial Statements, Brand Audit Report, and Customer Survey Reports were reviewed. The Corporation's performance against the previous Strategic Plan's goals was measured to identify achievements, challenges, and lessons learned.

1.4.3 Phase 3: Situation Analysis and Environmental Scanning

A thorough understanding of the internal and external environments was achieved through qualitative and quantitative data collection, including structured questionnaires and interviews. The McKinsey 7S Model and Strength, Weakness, Opportunities and Threat (SWOT) analysis were used for internal analysis, while Michael Porter's Five Forces and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis were applied to the external environment.

1.4.4 Phase 4: Development of the Strategic Plan 2023-2028

A Strategic Planning workshop was held on 16 January 2024, involving key members of KBC's Management Team. The session focused on discussing the Corporation's strategic challenges in depth. The Management Team was subsequently tasked with refining these strategies to address identified issues effectively.

Further refinement workshops were scheduled to enhance the Strategic Plan. These sessions aim to develop a comprehensive and viable Strategic Plan that aligns with the Corporation's goals and takes into account external influences.

1.4.5 Phase 5: Finalisation of the Strategic Report

Following the submission of the draft Strategic Plan, the plan was presented to the Board of Directors for comments and any amendments deemed necessary.

2. Chapter Two: Strategic Direction

This chapter outlines the overall course that the Corporation intends to take to achieve its long - term objectives. It serves as a guiding framework for decision - making and resource allocation.

2.1 Mandate

The KBC formation and mandate are enshrined in the Kenya Broadcasting Corporation Act CAP 221, 1989. Chapter 8 (1)(a) of the Act further assigns the Corporation the responsibility of providing independent and impartial broadcasting services of information, education and entertainment, in English and Kiswahili and in such other languages as the Corporation may decide.

2.2 Vision Statement

Kenya's most reliable, innovative dynamic and trusted broadcaster

2.3 Mission Statement

To provide leadership in transmission of objective, informative, educative and entertaining content to the public through high quality broadcasts.

2.4 Core Values

- Quality services
- Innovation and creativity
- Professionalism
- Teamwork
- Social responsibility
- Competitiveness and value for money
- Honesty and integrity
- Respect for national, cultural, religious, family values and diversity

2.5 KBC Quality Policy Statement

KBC is committed to providing objective, informative, educative and entertaining content to our customers through high quality broadcasts. This includes and is not limited:

- Endeavour to contribute to the economic, educational, cultural and social well-being of Kenyans by embracing best practices and values, as we discharge our Public Broadcasting mandate.
- Satisfy applicable requirements and continually improve by implementing a Quality Management System based on ISO 9001:2015
- Review established Quality Objectives on an annual basis to reflect emerging Customer aspirations and priorities.

3. Chapter Three: Situational and Stakeholders Analyses

This chapter examines KBC current environment, providing a detailed analysis of its current operating environment by assessing the macro environment, internal dynamics, and the media industry as a whole.

3.1 Situational Analysis

3.1.1 External Environment

In this section, we provide a comprehensive review of KBC's external and internal environments. The external environment in which KBC operates is multifaceted, comprising of political, economic, social, technological, environmental, and legal factors. Understanding these elements is crucial for KBC to navigate challenges and leverage opportunities effectively.

3.1.1.1 Macro Environment

Political Factors
The political environment in Kenya is characterized by a stable yet complex political landscape with many moving parts. As it currently stands KBC enjoys good will from the government as shown from the numerous partnerships with the Government such as with the Ministry of Youth Affairs, Creative Economy and Sports, Ministry of Information, Communication and the Digital Economy, Kenya News Agency and the Communication Authority. However, this concentration of government support also poses risks of political interference, which could affect editorial independence and the overall integrity of content.

Economic Factors
According to the Kenya Facts and Figures 2024 from the Kenya National Bureau of Statistics, the level of inflation has shown a rising trend from 2019 to 2023. In 2019, the inflation rate was at 5.2%, increasing to 7.7% in 2022, and maintaining the same rate of 7.7% in 2023. This consistent increase in inflation has raised operational costs, including expenses for electricity, fuel, equipment, and employee wages, thereby straining KBC's budget. Additionally, businesses facing higher costs may reduce their advertising budgets, directly affecting KBC's revenue. Furthermore, high inflation reduces disposable income, potentially lowering viewership as consumers cut back on non-essential expenses like media consumption. The economic environment also poses challenges like higher procurement costs, reduced advertising demand, and unpredictable government budget allocations, making it difficult to invest in new technologies and content production

Social Factors
The rise of televangelist TV channels presents an opportunity for KBC to expand Signet's capacity to host more channels and initiate partnerships with churches lacking television presence. However, the media landscape's saturation by competitors requires KBC to adopt a Blue Ocean Strategy, offering training programs and equipment leasing to upcoming TV and radio shows. Additionally, KBC should consider launching an OnDemand video platform to cater to the shift in consumer preferences towards on-demand content. Social challenges include government crackdowns on televangelist channels, intensified competition reducing advertising revenue, audience fragmentation, and the high costs of acquiring diverse content for an OTT platform

Technological Factors

The shift from analogue to digital sound broadcasting by 2026 presents an opportunity for KBC to modernize its infrastructure, realize cost savings, and increase scalability. Collaboration with social media influencers can also enhance audience engagement. However, the constant evolution of technology may lead to obsolescence of equipment and systems, and increased cyber threats pose significant risks. KBC needs to modify its digital platform to offer targeted advertisements and explore partnerships with popular content creators

Environmental Factors

Climate change has encouraged green initiatives, and the Kenya Kwanza government is keen on building a green economy. KBC is acquiring funding to set up solar farms to offset electricity bills and should consider applying for carbon credits for additional income. However, climate change and natural disasters can damage broadcasting infrastructure and disrupt services.

Legal Factors

The KBC Act, CAP 221, Section 8 (2)(d), grants KBC the power to acquire and sell copyrights, presenting an opportunity to monetize documentaries on Kenyan culture and history. The Kenya Information and Communications Act authorizes KBC to collect fees from licensed broadcasters but requires compliance with licensing conditions. Currently, KBC's outstanding debt to the Communication Authority of Kenya risks its broadcasting license. Additionally, ongoing court cases strain KBC’s financial resources, affecting budgets and potential dividends).

3.1.1.2 Micro Environment

In this section evaluate KBC immediate environment through the lens of the value chain involves analysing four main components: Content Creation / Acquisition, Distribution, and Sales.

a) Content Creation / acquisition

Content creation is at the core of KBC's operations. This involves the generation of original programming, news, and entertainment that meets the diverse needs of its audience. Four departments, namely Radio Services Department, Television Programmes, Editorial Department and recently formed Digital Department, directly contribute to content generation. The Corporation has two national radio stations: Radio Taifa and the English Service. In addition to these two national stations, the Corporation operates eleven regional radio stations that broadcast in different major local languages. Eight stations have a shorter broadcast span targeting Borana, Rendille, Turkana, and Burji with shared frequencies. Based on the concept of shared frequencies, each ethnic language has its dedicated time slot in an alternating manner.

Strengths:

i) **Experienced Talent:** As the oldest broadcasting institution in Kenya, KBC has the most experience in the industry. KBC boasts a team of skilled in-house professionals with extensive experience in producing high-quality content, including news, educational programs, and entertainment. Notably, a majority of seasoned professionals are alumni of KBC.
ii) **Access to Major Events:** KBC has the advantage of accessing discounted rights for significant events, such as international sports and national ceremonies, enhancing its content portfolio. Long-term relationships with content providers also help secure a steady flow of diverse programming.

Weaknesses:

i) **High Production Costs:** Producing local content is expensive, often leading to a preference for purchasing cheaper foreign content. Additionally, bureaucratic delays due to government procurement processes can slow content acquisition and production.
ii) **Over-reliance on Foreign Content**: KBC has a tendency to rely heavily on foreign content due to lower costs, which may not always resonate with local audiences.
iii)

b) Distribution

Distribution is a critical component of KBC's value chain, encompassing all the activities and processes involved in delivering content to the audience. It includes the transmission, broadcasting, and dissemination of content across various platforms to ensure it reaches viewers and listeners effectively. Through its subsidiary Signet, KBC provides digital signal distribution, ensuring high-quality transmission.

Strengths

i) **Extensive Infrastructure:** KBC boasts having the most extensive infrastructure for distribution in Kenya. This includes a wide range of transmission facilities for both radio and television broadcasting. These facilities are responsible for transmitting audio and visual signals to a wide audience, ensuring that content is accessible across Kenya.

ii) **Nationwide Reach**: KBC's established network covers both urban and rural areas, ensuring widespread access. This extensive reach is crucial for serving the diverse population of Kenya, including those in remote and underserved regions.

Weakness

i) **Outdated Technology**: Much of KBC's infrastructure is outdated, leading to high operational costs for maintenance and potential reliability issues. This can affect the quality and consistency of content delivery. For instance, KBC relies on old OB (Outside Broadcast) vans, which are often unreliable.

ii) **High Operational Costs:** Maintaining extensive transmission facilities and outdated equipment requires significant investment. This can strain financial resources and limit the ability to invest in new technologies.

iii) **Low conversion numbers:** Despite having a wide reach, KBC struggles with low conversion rates from traditional to digital platforms.

c) Sales and Marketing

Sales and marketing are critical components of KBC's value chain, encompassing activities related to generating revenue and promoting KBC's content and services. Effective sales and marketing strategies are essential for financial sustainability and audience engagement.

Strengths:

i) **Brand Recognition:** As a national broadcaster, KBC has strong brand recognition and a trusted reputation among Kenyan audiences. This legacy status can attract advertisers and sponsors who want to associate with a well-known brand.

ii) **Multiple Revenue Streams:** KBC has diversified revenue streams, including advertising, sponsorships, government grants, and co-siting fees. Established relationships with advertisers and sponsors are crucial for financial sustainability.

iii) **Established Marketing Channels**: KBC has well-established marketing channels, including traditional media (TV and radio) and digital platforms (website and social media). These channels allow for broad-reaching marketing campaigns.

Weaknesses:

i) **High Dependency on Government Funding**: A significant portion of KBC's revenue comes from government grants, making it vulnerable to budgetary constraints and policy changes. This dependency can limit financial flexibility and sustainability.

ii) **Limited Digital Monetization:** KBC has not fully capitalized on digital advertising and other revenue-generating opportunities online. The shift towards digital media requires robust monetization strategies for digital platforms.

3.1.1.3Industry Environment

The Broadcasting Industry is undergoing a transformative phase, marked by rapid technological advancements and shifting consumer behaviours. This dynamic environment presents both challenges and opportunities to KBC.

3.1.1.4Market Analysis

Currently KBC operates in a highly competitive environment characterised by a mix of longstanding media organisations and new, dynamic entrants that are reshaping the way content is consumed.

a) KBC's traditional competitors:

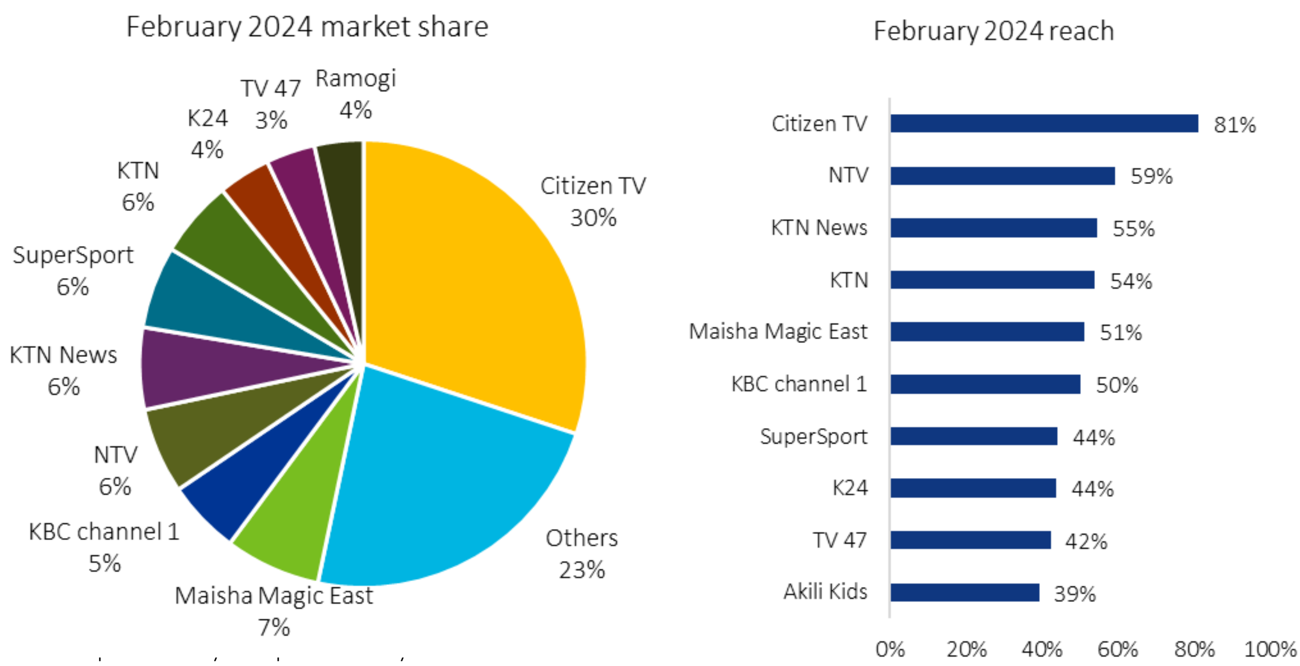
KBC traditional competitors include established entities such as Nation Media Group PLC, Standard Media Group PLC, Mediamax Network Limited, and Royal Media Services Limited, with the latter being a notable market leader. These media houses maintain a strong presence in conventional broadcasting mediums like television, print, online blogs and radio.

Since the onset of the analogue-to-digital transformation, market competition has intensified due to the increasing number of televisions entering the market. The Communication Authority of Kenya, granted licenses to a total of 343 television stations in 2023, including 9 Community Free-to-Air Television stations and 334 Commercial Free-to-Air Television stations.

Market Analysis

While KBC has two television channels - KBC Channel 1, Y254, and an upcoming County TV station, the available market share data typically only highlights the top television stations and lumps all the niche television channels and smaller stations like Y254 into an "Others" category. As a result, it is difficult to determine the specific market share of Y254. According to the Geopoll February Television Analysis Report, KBC Channel 1 had a market share of 5%, ranking 8th out of the top ten television viewership across Kenya in terms of reach, KBC had a reach of 50%.

Figure 3. 1: February 2024 market share and reach

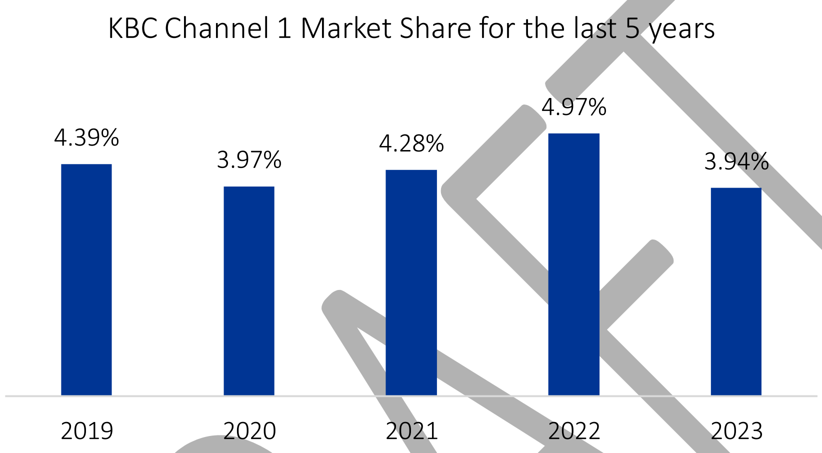


Analysis of market share within the last five years

Typical of any media landscape, the Kenyan television industry is highly dynamic, with continual shifts in viewership and market share across the various channels. These fluctuations are driven by factors such as changing consumer preferences, the introduction of new channels, programming changes, and the broadcasting of major regional events like the World Cup and Olympics which can have a significant viewership impact.

Despite these ongoing market changes, one consistent trend has been KBC Channel 1 has not been performing as successfully its other players within the media industry. In the below table we have highlighted how KBC Channel 1 market share has fared in the last five years:

Figure 3. 2: TV Market share for the last 5 years.



Source: Geopoll TV Analysis Report 2019-2023

As indicated in the figure above, KBC Channel 1 has been consistent in its market share over the last five years, experiencing an average market share of 4.31%, experience a low of 3.97% in 2020 and a peak of 4.97% in 2022, largely due to the Qatar 2022 World Cup. This indicates that KBC faces challenges in retaining new audiences once major events conclude. This pattern suggests a need for strategies focused on audience engagement and retention beyond high-profile events. Some of the probable reasons that can be attribute to this performance include:

i) Increasing Competition from private media

The Media Industry, and particular the Television has experienced a notable surge in number from other media houses, primarily driven by the digitalisation of the sector. This evolution has resulted in a proliferation of television industry, which offers viewers a more diverse range of options.

According to Reports from the Communication Authority, there has been a significant increase in the number of commercial television stations since 2018. The "Second Quarter Sector Statistics Report for the Financial Year 2018/2019" revealed that a total of 68 television licenses (1 Community free to Air television and 67- Commercial free to Air television) were issued from July to September. In contrast, a more recent "Fourth Quarter and Financial Year 2022/2023 Sector Statistics Report" indicates a substantial rise, with the Communication Authority of Kenya having granted licenses to a total of 343 television stations (9 Community free to Air Television and 334 Commercial free to Air Television) in 2023.

ii) Increased competition from social media platforms

Increased competition from social media platforms, such as Facebook, Twitter, TikTok, Telegram, and WhatsApp, has become more prominent, particularly since the outbreak of the COVID-19 pandemic. This heightened competition might be diverting audience attention from traditional television channels.

iii) Conflict between its political mandate and commercial wing

As the State Broadcaster, KBC is entrusted with the mandate of broadcasting issues of national importance, including covering government programs such as meetings of heads of states, presidential speeches, and other government-related events. Simultaneously, KBC is required to raise funds from its advertising commercial activities. While the responsibility of informing the public is paramount for public information dissemination, it often leads to unscheduled disruptions in the regular daily programming of KBC Channel 1 and the English Service Radio Station. These changes can be disadvantageous to both the audience and advertisers, as audiences may be disappointed by show pre-emptions or rescheduling, and advertisers may not reach their intended audience due to these interruptions, these interrupts have led to loss of repeat customers.

iv) Content

Content quality is crucial for any media organisation. It can determine the success or failure of a television or radio station. It is also important for attracting and retaining audiences, establishing a strong brand identity, and increasing sales. Outstanding content can create positive impressions for potential customers, encouraging them to come back for more. According to a recent GeoPoll Audience Measurement Report, most of the popular shows are locally produced. This trend shows a clear preference for content that is more relevant and familiar, rather than foreign content.

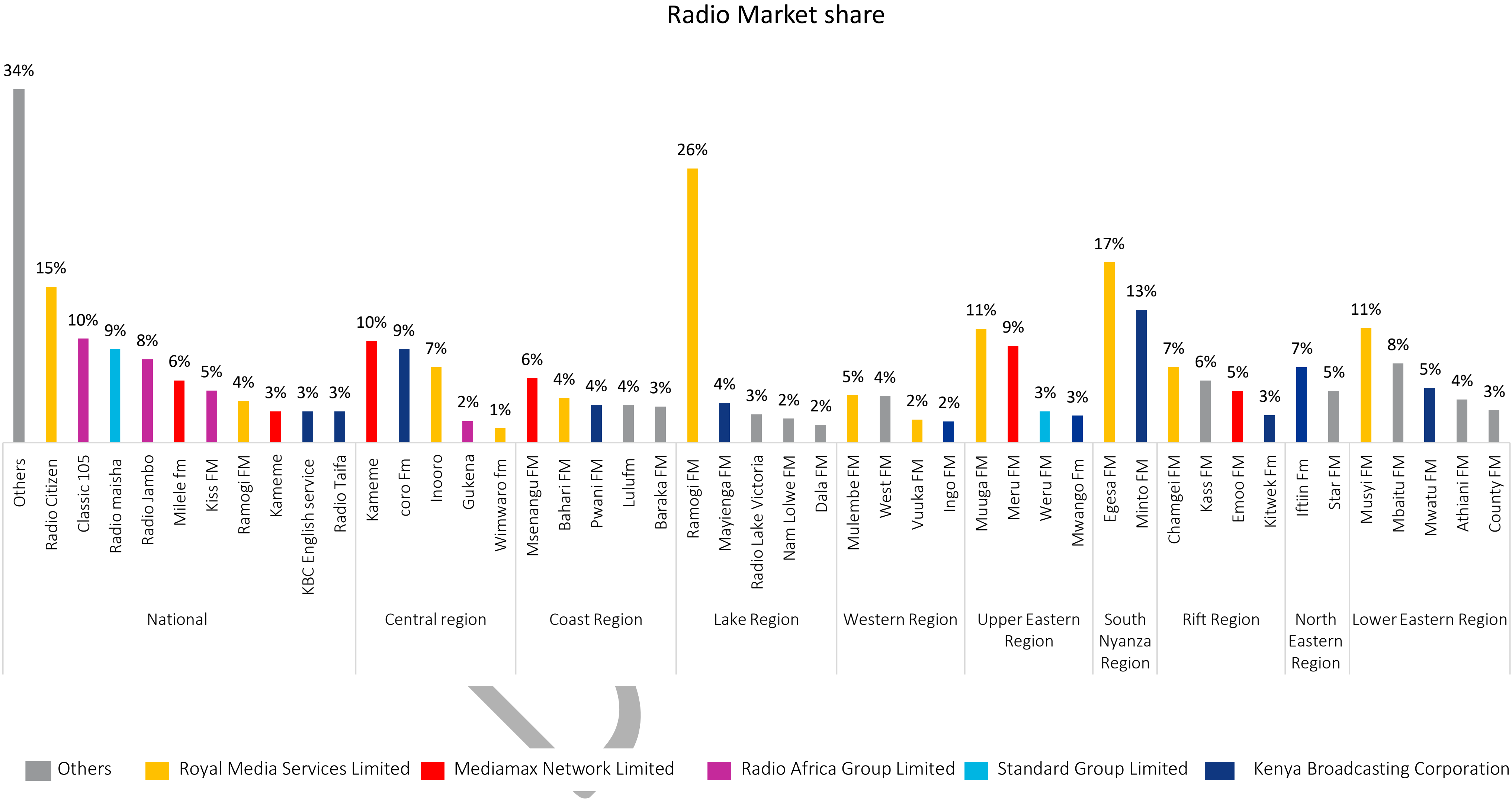
However, KBC faces a major challenge in acquiring content. Local content production is often expensive compared to purchasing foreign content and as such KBC tends to rely on purchasing foreign content. This challenge is worsened by the fact that KBC is a government entity that has to follow the government procurement process, which tends to be lengthy and bureaucratic, resulting in significant delays in content acquisition. As a result, KBC struggles to compete with other private media organisations.

v) Radio market share

KBC operates a network of 15 radio stations, each tailored to cater for specific target audiences in order to maximise their market penetration and relevance. For example, Radio Taifa and KBC English Service are designed for mass broadcasting, aiming to attract a wide-ranging audience with diverse programming. In contrast, the other 13 commercial radio stations are more niche-focused, such as Pwani Radio which targets listeners in Kenya's coastal region, and Mayienga Radio, which serves the Luo community residing along the lakeside.

Among KBC's commercial radio stations, Radio Mayienga FM, Coro FM, Pwani FM, and Minto FM have established strong brand presences in their respective markets. However, they face stiff competition from other private radio stations, which often command larger market shares across various niches. As illustrated in the graph on the next page, Royal Media Services Limited is a dominant player in the radio industry, consistently ranking first or second in each category, and particularly excelling in the Lake Region.

Figure 3. 3 Radio Market share



Source: Geopoll Radio Analysis Report February 2024

a) Industry response

To address the competitive nature, traditional media organisations are diversifying their revenues away from traditional advertising. Some of their strategies include:

Events Organisation:

Some competitors like Radio Africa and Standard Media Group are engaging in event organisation, often collaborating with artists and other media personalities. This increases their visibility and offers an alternative method of increasing brand awareness hence attracting a larger audience.

- ### Podcasting:

Radio Africa has launched Afripods, an all-in-one podcast platform. This platform is not just about content creation but also offers tools for editing, hosting, and monetisation, catering specifically to African creators and audiences. This has increased the brand's customer base to cater for not only viewers but content creators as well.

- ### Competitive Marketing Tactics:

During interviews with various stakeholders, it was revealed that the KBC sales department was not as active as other media companies such as Nation Media Group and Standard Group. The stakeholder explained that the other media companies regularly tried to outdo each other and would often anticipate the needs of potential clients and reach out to them early, gaining an edge over market demands.

b) New entrants

In addition to competition from traditional media companies, KBC also faces significant challenges from OTT platforms. These platforms have radically altered the broadcasting industry's competitive landscape, posing a formidable challenge to traditional media entities.

i) Consumer Shift to On-Demand Content

A key driver of change in the media and entertainment industry is the consumer's growing preference for on-demand content. This shift reflects a desire for more flexibility and choice in content consumption. In response to this trend, OTT platforms have gained prominence, offering streaming video and audio directly over the internet. These platforms bypass traditional distribution channels like cable and satellite Television.

Global OTT platforms such as Netflix, Amazon Prime Video, and Disney+ are leading the charge globally, offering a wide array of content catering to diverse audience preferences. In the African context, OTT platforms like Showmax, irokotv, and iKwese iflix have emerged, providing content that resonates with the regional audience. In Kenya, locally developed OTT platforms like K24plus and Viusasa are gaining traction, offering localised content. In the audio streaming sector, platforms like Spotify, Deezer, SoundCloud, and Pandora have become dominant, offering extensive libraries of on-demand audio content.

ii) Profitability

Despite the popularity of OTT platforms, it is evident that many OTT platforms are struggling to achieve profitability due to unsustainable business models. This challenge has been exacerbated by the "streaming wars," which have led to an influx of OTT platforms striving for individual attention, resulting in market saturation. As a result, individual platforms face increasing difficulty in securing a substantial and loyal subscriber base. The heightened competition also inflates costs, particularly relating to content acquisition and production, as platforms strive to offer unique and compelling content to distinguish themselves from their rivals.

The path to profitability for OTT platforms is complex and may require a paradigm shift. This particularly include diversifying revenue streams, restructuring pricing models, and optimising content strategies. Despite these challenges, OTT platforms have undeniably disrupted traditional broadcasting models. They cater to the growing demand for on-demand, personalised content, significantly altering media consumption habits.

The current trend suggests a possible "winner-takes-all" outcome in the future, where one or a few dominant players emerge as market leaders. This outcome would be characterised by a few OTTs with large subscriber bases, extensive content libraries, and strong brand loyalty.

iii) Broadcasting Industry's Response

Adapting to the changing times, established broadcasters are launching their own OTT systems. Notable examples include SABC+ by the South African Broadcasting Corporation, ABC iview by ABC Australia, BBC iPlayer by the British Broadcasting Corporation, and AJ+ by Al Jazeera Media Network. Private media houses in Kenya like Royal Media Services Limited have also launched their own platforms, such as Viususa, to stay competitive in the evolving media landscape.

iv) Move Towards Digital

Currently, KBC does not have an OTT platform; instead, it operates a digital application platform hosting a variety of content, including digital blog news, live radio, podcasts, and other offerings. However, it lacks live streaming capabilities and does not host videos, which presents a key area for potential expansion and improvement.

If KBC is to consider starting its own OTT it should strategically focus on offering a diverse and extensive library of content encompassing entertainment, news, sports, and cultural programming. However, a significant challenge lies in content acquisition, especially with local content which is comparatively more expensive than foreign context.

KBC can take inspiration from platforms like Vox.com and AJ+ to producing informative and engaging explainer videos. These videos can break down complex news topics into easily understandable segments, providing viewers with valuable context and analysis. One key advantage of explainer videos is their potential to offer residual income that can continue over time long after their initial production.

To ensure the success of these initiatives, KBC should invest in high-quality production, journalism talent, and technology infrastructure. Additionally, by actively listening to audience feedback and adapting to changing preferences, KBC can tailor its digital platform to meet the evolving needs of its viewers. Ultimately, a well-rounded approach that combines live news streaming, explainer videos, interactive features, and user engagement can help KBC overcome content acquisition challenges and provide a comprehensive and engaging digital news experience.

c) Threat of substitutes

During discussion with staff, mangers pointed out that besides OTT platforms and other competitors the most prominent threat to KBC was social media platforms such as Facebook, X formerly known as "Twitter", YouTube, TikTok, Instagram and Threads.

i) Switching

The shift in audience behaviour is evident in the changing patterns of television content consumption in Kenya. According to the 2021 State of the Media Survey Report by the Media Council of Kenya, about 58% of Kenyans reported consuming Television content on a typical day, a noticeable decrease from the 74% reported in 2020. This decline suggests that a significant portion of the population is turning away from traditional Television viewing.

Further, the concept of 'news avoidance', as termed by Thomson Reuters International Services Private Limited, indicates a growing trend where audiences are increasingly selective about their news sources, often favouring digital platforms. This trend is influenced by several factors, including the availability of alternative digital media sources, the ease and cost-free nature of switching to these platforms, changing consumer trends and preferences towards digital media, and the impactful network effects of social media platforms. The decision of audiences to switch are affected by four key factors:

- ### Cost and time of switching:

For consumers, the transition from traditional broadcasting to social media as a primary source of news and entertainment is often seamless and cost-free. The ubiquity of smartphones and internet access facilitates easy access to these platforms. The on-demand nature of content on social media allows users to access news and entertainment at their convenience, making it a more flexible alternative compared to scheduled broadcasting.

- Consumer Trends and Preferences

  There is a growing trend of audiences, especially among younger demographics, preferring digital platforms for content consumption. This shift is driven by the desire for on-demand, interactive, and personalized media experience. Social media platforms offer higher levels of user engagement and interactivity, features that are increasingly sought after by modern audiences.

- Network effects

  The decision to switch from traditional broadcasting to alternative digital platforms, including social media and OTT services, is significantly influenced by network effects. As more users join and engage with a platform, its value increases for both current and potential new users. This is because a larger user base leads to more diverse and rich content, higher user interaction, and greater communal value. The ease of content sharing on social platforms contributes to viral trends, further enhancing the appeal of these platforms. Users are more likely to switch to platforms where they can access trending and widely discussed content.

ii) Broadcasting Industry's Response:

- Convergence of Broadcasting and social media

  Recognizing the importance of meeting audiences where they spend a significant portion of their time, media houses are now using social media platforms such X formerly known as "formerly Twitter", Facebook, and Tiktok to drive traffic back to their website.

  Key examples include Standard Digital PLC and Nation Media Group PLC circulate news across multiple social platforms, to drive traffic back to their websites, thereby amplifying the visibility of advertisements. Nation Media Group PLC takes this approach a step further by requiring user sign-ins, allowing them to collect valuable audience data and deliver more tailored advertisements effectively. Citizen Digital, owned by Royal Media Services Limited uses a similar but slightly different approach; it links the social media post to its website which contains links to its live television and live radio displayed at the top of their website. This strategy represents an attempt to capture users' attention and engagement on their website, in a bid to create interest and encourage prolonged interaction.

  Currently, KBC generates digital news content that is shared across various social media platforms, including Facebook, X formerly known as Twitter, and WhatsApp broadcasts. However, it's important to note that KBC does not currently redirect these posts back to its platform to display personalized advertisements. On its hosted websites, KBC consistently features only one static advertisement.

- Bundling

Another approach that the private media corporations are offering is a cross-platform advertising to take advantage of their substantial social media followings. In an interview with a parastatal organisation revealed that to Media Houses such as Nation Media bundle their television / radio advertisement offerings with promotional posts across all their social media platform utilising their social media services to provide additional value to their clients.

d) Bargaining Power of Suppliers

Content is king, content quality is crucial for any media Organisation. It can determine the success or failure of a television or radio station. It is also important for attracting and retaining audiences, establishing a strong brand identity, and increasing sales. Outstanding content can create positive impressions for potential customers, encouraging them to come back for more

In the broadcasting industry, the bargaining power of suppliers, particularly those providing content, plays a crucial role in shaping the operational dynamics of media companies. Understanding and effectively managing the challenges associated with content acquisition is essential for KBC to maintain its competitive edge and financial sustainability.

i) Costs of purchasing content:

KBC faces challenges in acquiring local content, which is often essential for capturing and retaining a local audience. The production or procurement of such content can be costly, especially when striving for high quality and cultural relevance.

ii) Lengthy process of purchasing content

According to a recent GeoPoll Audience Measurement Report, most of the popular shows are locally produced. This trend shows a clear preference for content that is more relevant and familiar, rather than foreign content. However, KBC faces a major challenge in acquiring of content. Local content production is expensive compared to buying foreign content and result KBC tends to rely on purchasing foreign content. This challenge is worsened by the fact that KBC is a government entity that has to follow the government procurement process, which tends to be lengthy and bureaucratic, resulting in significant delays in content acquisition. As a result, KBC struggles to compete with other private media Organisations.

e) Buyer’s power

KBC has two main clients: audiences and advertisers. Each group wields significant power in their own right, impacting KBC's strategic decisions and market positioning.

i) Audience

KBC’s audience comprises of individuals who consume content across its various platforms, including television, radio, and digital news.

From our viewpoint, one of the reasons for the reduced market share of KBC is the plethora of choices available; ordinary Kenyans now have more options than ever before when it comes to selecting where to receive news and entertainment. With the proliferation of alternatives, KBC is compelled to contend with an ever-expanding array of platforms to capture and retain audience attention.

Overall, the audience's buying power is increasing due to the vast array of options available, while KBC's market share is decreasing. To stay relevant and competitive, KBC must innovate and adapt to the changing media consumption landscape, ensuring that it offers compelling content that resonates with the preferences of its audience.

ii) Personalisation

As result of the numerous choices have been offer a high degree of personalization to cater to the various interests., which viewers have come to expect. This shift increases the power of viewers, as broadcasters must adapt to these expectations to retain audience interest.

The modern audience can voice their preferences and feedback through social media and other channels, influencing content and programming decisions. The use of data analytics allows broadcasters to understand viewer preferences better, but it also empowers viewers by providing them with content tailored to their interests.

iii) Advertisers

Advertisers disclosed that they enjoy extensive selection of options when it comes to advertising platforms, ranging from social media platforms to traditional broadcasting platforms such as television and radio. The decision to advertise with a particular platform primarily depended on the effectiveness of the platform and the budgets.

Advertisers majorly depended on mass media (TV and Radio) over social media due to its broader audience reach. However, it was noted that the allure of digital platforms lies in their cost - effectiveness. Despite a potentially smaller reach, social media platforms, in particular, are attractive to advertisers for their lower costs compared to traditional media avenues.

When it came to pricing, one interviewee disclosed that while KBC is considered more budget-friendly than other media houses, it does not command the expected audience market as its competitors due to limitation in reach.

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3.1.2 Summary of threats and Opportunities

Political, economic, social, technology, legal factors

This evaluation of the political, economic, social, technological, legal and ethics (PESTEL) components is aimed at identifying the major factors of external origin that might directly or indirectly impact on decision making and performance of KBC.

Table 3. 1: Summary of threats and opportunities

Element	Opportunities	Threats
Political factors	• KBC needs to leverage its position to collaborate effectively with other government parastatals. • KBC should take advantage of the government's good will to negotiate with the government Balance sheet restructuring or a bail out.	• Potential risk of political interference impacting editorial independence. • Dependency on government funding, leading to perceived control or influence over content. • Over-reliance on government advertising contracts, making KBC vulnerable to changes in government spending or policies. • Challenges in monetizing its county programming. For example, the broadcaster may have difficulty attracting advertisers to its county channels or programming.
Economic factors	The global economy is slowdown, fuelled by high inflation this in turn results to reducing consumer spending and advertising budgets. KBC needs to: • Explore new revenue streams. • Reengineer business process in order to save on cost and come with more innovate waste.	• Higher procurement costs due to currency devaluation could directly impact KBC's profitability margins. • Decline in demand for KBC's advertising services and content due reduced consumer spending. • Strain on KBC's budget, making it difficult to invest in new technologies and content production. • Unpredictable budgetary allocations by the national government.
Social factors	The rise of televangelist TV channels presents an on opportunity for KBC to: • Seize the increasing demand by expanding Signet's capacity to host more channels, catering to televangelist channels. • Initiate partnerships with notable churches lacking television presence and create a mutually beneficial arrangement.	• Government crackdown / on televangelist TV channels can greatly affect social media platforms. • Intensified competition might reduce KBC's ability to attract advertisers, impacting its revenue streams. • The proliferation of various media channels leads to audience fragmentation, making it challenging for KBC to capture and retain a sizable audience share. • Acquiring diverse and engaging content for t

Element	Opportunities	Threats
Social factors (continue)	Saturation of the media landscape by increased number of competitors in the radio and television sector. • KBC needs to adopt a Blue Ocean Strategy approach and be industry enabler by offering training programs and equipment leasing services to upcoming TV and radio shows. KBC could offer professional training, consulting and access to quality equipment. KBC can position itself as an enabler within the industry. Changes in consumer taste	
Technology factors	The shift from analogue to FM to Digital Sound Broadcasting is underway, as announced by the Communication Authority of Kenya with a target set for completion by 2026. • KBC's current infrastructure is very old and outdated, the radio digital migration presents a new opportunity offers new and promising opportunities for KBC to capitalize on. The move to digital sound broadcasting will revolutionise KBC's planning, allowing KBC to realise significant cost savings due to the considerably lower operational expenses and increased scalability. The media industry has been experiencing major changes in terms of technology chief among them is the rise social media platforms and with popularity of influencers. • Collaboration and Partnerships: KBC should explore collaborations or partnerships with popular social media influencers or content creators. These partnerships could leverage the influencers' reach and audience engagement to promote KBC's content or programs to a wider demographic.	• The technology sector is constantly changing may lead to obsolescence of equipment and systems used by KBC. • Threat of Artificial Intelligence redefining the media landscape. • Increased cyber threats, such as hacking, data breaches, or ransomware attacks, pose a significant risk to KBC's sensitive information, broadcasting systems, and audience data
Environment	The climate change has encouraged	• Climate change and natural disasters can

Element	Opportunities	Threats
factors	green imitative activities and the Kenya Kwanza government is current government is keen on building a Green Economy. KBC is in the process of acquiring funding from the national government to put up solar farms in order to offset some of its electric bills. Should KBC succeed it should consider applying for carbon credits in order to earn additional income.	physically damage broadcasting infrastructure and disrupt services
Legal and Compliance factors	The KBC Act, CAP 221, Section 8 (2)(d) grants power KBC to acquire and sell copyrights. • Opportunity to sell copyrighted documentaries on Kenyan culture, history and county investment opportunities.	• The Kenya Information and Communications Act CAP.411A authorises KBC to collect fees from licensed broadcasters, where compliance with license payments is a prerequisite for receiving broadcasting fees under Section 25(3)(a). Additionally, the Act grants the Communication Authority of Kenya the power to revoke Kenya Information and Communications Act broadcasters their broadcasting license for non-compliance of conditions. Presently, KBC has an outstanding debt of KES 472,817,018 to the Communication • Authority of Kenya, placing its license at risk due to potential non-compliance. • KBC is currently embroiled in seven court cases, the legal expenses incurred during the court case can strain KBC's financial resources, affecting budgets, investments, and potential dividends.

3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structures

The internal environment of KBC is significantly shaped by its governance and administrative structures. These structures play a crucial role in determining the effectiveness, efficiency, and overall performance of the organization. Here is an analysis of the current governance and administrative structures at KBC:

KBC is governed by a Board of Directors who are appointed by the government. The board is responsible for setting the strategic direction, making policy decisions, and providing oversight to ensure that the Corporation fulfils its mandate. The board comprises individuals with diverse expertise in media, finance, law, and public administration, contributing to well-rounded governance.

3.1.3.2 Internal Processes

KBC is ISO 9001: 2015 certified, which focus on quality management systems. This certification ensures that KBC adheres to international standards for quality, efficiency, and continuous improvement in its operations. However, despite these efforts, KBC faces significant challenges related to outdated systems and the need for modernization.

To address these challenges, we have a comprehensive plan to modernize its processes and enhance operational efficiency through automation. Key initiatives include:

a) Implementing a Media Asset Management System
b) Automating the Require, Procure, Pay Process
c) Automating Public Services and Onboarding on eCitizen
d) Implement a Professional Helpdesk System
e) Automate the Accounting Processes
f) Digitize the MEMO

3.1.3.3 Resource and Capabilities

KBC has three key resources that are rare and valuable

a) **Heritage**
KBC is a unique organization with a history spanning nearly 100 years. As one of the oldest broadcasting entities in Kenya, KBC enjoys strong brand recognition and trust among the Kenyan population due to its credible and reliable broadcasting. This long-standing reputation provides KBC with a significant strength that is both rare and unique. However, this extensive history is a double-edged sword in that while it creates a deep sense of heritage and trust, it also ties the Corporation to the past and as a result the younger generation sees it at resulting in the younger generation viewing it as outdated.

b) **Staff**
KBC boasts a skilled and talented workforce that is well-regarded in the industry, evident by the numerous KBC alumni staff with prominent positions within the media industry. While the salary structure at KBC is not as competitive as in the private sector, the

Corporation offers extensive training programs and other benefits to remain attractive to employees. However, KBC often does not receive a commensurate return on its investment in staff training, as its best employees are frequently poached by competitors.

c) Government Support and Resources

Another source of competitive edge that KBC enjoys is the substantial support from the Kenyan government. Unlike private media houses that rely solely on commercial revenue, KBC benefits from a unique position of receiving direct support from the government, which is rare and provides a significant advantage. This support includes financial backing, regulatory protection, and policy support.

While KBC does receive substantial support from the Kenyan government, this is not as extensive as the support received by many other public broadcasters worldwide. For instance:

a) British Broadcasting Corporation (BBC): The BBC's TV licence fee revenues in 2021/22 were GBP 3.8 billion, accounting for approximately 71% of its total income of GBP 5.3 billion.

b) Canadian Broadcasting Corporation (CBC): Government funding accounts for approximately 70% of CBC/Radio-Canada's budget. In 2022, CBC received USD 1.24 billion in federal funds, which increased to USD 1.39 billion in 2021.

For KBC, government funding represented 49.7% of its total revenue for the year 2021-22, which, while substantial, is less than what public broadcasters like BBC and CBC receive.

3.1.4 Summary of strengths and weakness

Table 3. 2: Summary of Strength and weaknesses

Factors	Strengths	Weakness
Governance and Administrative Structures	a) KBC enjoys government support. b) KBC has rights to broadcast live coverage of national events. c) Partnership with county governments.	a) Overreliance on government support. b) Political interference. c) Low funding by the government. d) Perceived control by the government.
Internal Business process	a) KBC staff has experienced and professional staff. b) KBC offers competitive rates for advertisement.	a) Bloated organisational structure. b) Slow and bureaucratic procurement and internal processes. c) Lack of interdepartmental synergies. d) Obsolete technology systems e) Culture of non-accountability and low self-drive, which eats into the Strategy of the Corporation.
Resources and capabilities	a) Discounted rights for sports coverage. b) Competitive advertisement rates c) Infrastructure, for instance telecommunication masts, land and buildings across the country that could be leased out and generate cash inflow	a) Inability to convert discounted rights for sports coverage to long term revenue. b) Competition from traditional media companies. c) Increased competition from social media platforms and new and upcoming television and radio stations. d) Old and obsolete technology.

3.1.5 Analysis of Past Performance

The 2017 to 2022 Strategic Plan was segmented into 5 Key Result Areas. This formed the basis for a hierarchical framework comprising of 8 Strategic Objectives, 64 Strategies, and 212 Activities. Of these activities, 95 were successfully completed, representing 45% of the total. Another 41 activities were initiated but not fully completed, accounting for 19% of the plan. In the table below, we have provided a detailed breakdown of the level of completion for each strategic objective:

Table 3. 3: 2017 to 2022 Strategic Plan Implementation

Key Result Area	Strategic Objective	Target	Achieved
Attainment of financial stability	To enhance financial Management.	100% Implementation	80% of activities implemented
	To increase revenue by an average of 25% per annum over the five-year Strategic Plan period (KES 1.2 billion to 2.7 billion).	25 % increment per annum	Revenue increment was as follows: -9% - 2018 2% · 2019 6% - 2020 -3% - 2021 13% - 2022
	To reduce electricity expenses by embracing green energy such as the use of solar energy.	100% Implementation	40% of activities implemented
	To clean the balance sheet by 2023 through Government of Kenya funding and other sources of revenue.	100% Implementation of the activities	50% of activities implemented
Enhancement of market share	To enhance brand visibility to realize growth in aggregate Radio Market Share from 10.49% to 33.7% and growth in aggregate Television Market share from 3% to 34.4 % by 2023.	Radio 33.7% and Television 34.4%	Radio 14% and Television 4%
Enhancement of quality signal	To enhance Television coverage from 60% to 90% and Frequency Modulation Radio from 65% to 97% o the population by 2023, and enhance quality of signal.	Television-90% and Frequency Modulation Radio-97%	Television-56% and Frequency Modulation Radio-46%
Re-engineering internal processes / systems	To enhance efficiency and effectiveness in service delivery.	100% Implementation	43% of activities implemented
Building capacity in service delivery	To attract, develop and retain highly motivated staff.	100% Implementation	62% of activities implemented

3.1.5.1 Key achievements

a) Key Result Area 1: Attainment of financial stability

- Identification of non-critical operating expenditures Areas and forwarding the same to Management.
- Successful implementation of financial workflow systems, including Fleet Management systems and automation of imprest.
- Reduction of the credit term limit from 60 days to a 45 days credit limit for advertising agencies.
- Review of Sales Communication Structure.
- Allocation of sales executives to the various ministries and special targets.
- Time payments of 80% Digital television clients for year one.
- Development of online rate card for archived material in year two.
- Received 20% allocation from Government Advertising Agency.
- Preparation and submission of the Solar Energy Business Proposal to KBC's senior managers.
- Submission of the proposal to the Board of Directors for consideration and approval
- Successful funding and actualization of all Studio Mashinani projects.
- The Corporation initiated communication with the Ministry of Information Communication Technology to request government support in restructuring its balance sheet.

b) Key Result Area 2: Enhancement of Market share

- Rebranding of KBC Channel 1 and on boarding of new presenters.
- Restructuring of the "Good Morning, Kenya" Program.
- Achievement 100% Coverage of Presidential Events and Parliamentary Sessions.
- Upgrading of Website Hosting Infrastructure.
- Development and launch of the "KBC digital" mobile application.
- Establishment and Operationalization of a Digital Department.
- Renewal and revamping of 6 Radio Stations (Exceeding the Target of 4).
- Rebranding of reception area, corridors, driveways, perimeter walls, the green studios.
- Broadcasted of both local and international sports including the 2022 World Cup, 2022 Birmingham Commonwealth Games, 2019 Africa Cup of Nation and 2020 Tokyo Olympics.
- Procurement of new studio sets and graphic materials.
- Increasing internal cross promotions for all brands.
- Taking advantage of major special events such as sports and occasions (such as Easter Holidays, Eid-Ul-Fitr, Valentine Day) to promote services and attract new audiences.
- Reviewing and restructured the morning show, discussion forums, and debates.
- Enhancing sports commentaries.
- Reviewed the four shows by aligning on-air personalities with the audience profile.
- Developed a new station identification and imaging.

c) Key Result Area 3: Enhancement of Quality Signal

i) Updating of the Television link system

A Cold Redundant Standby System for the C - Band satellite uplink was purchased and installed in 2020. This enhancement significantly contributes to the overall quality and reliability of the broadcasting signal.

ii) Installation of transmission stations

In 2019, KBC successfully installed 10 new transmission stations at strategic locations, including Hola, Kilifi, Kitui, Lamu, Kwale, Nyahururu, Wajir, Webuye, Siaya, and Maralal each with the support of the Government of Spain loan.

iii) Scaling of Signet Digital Platform

The Corporation successfully deployed 81 Signet Head Ends and acquired an additional 10 Sub Head Ends. This substantial expansion significantly increased its hosted channel capacity to 130 channels.

d) Key Result Area 4: Re-engineer Internal Process / System

- Upgraded broadcast systems with the installation of 48 Terabytes of storage.
- Optimized the broadcasting process by purchasing iMacs and MacBook Pros for staff engaged in editing and broadcasting.
- Improved the editing process through the installation of Final Cut Pro X and Adobe Suite.
- Implemented a recruitment service and provided user training.
- Establishment of a Digital Department responsible for development of digital media content and news.
- Acquisition of ISO 9001:2015 Certification.
- Development of a social media policy.
- Implementation of a Television outplay system, or playout system.

e) Key Result Area 5: Building capacity in service delivery

- Reviewed the Organisational Chart.
- Conducted a Training Needs Assessment.
- Implementation of the Job Grading and Remuneration structure as per the Salaries and Remuneration Commission Guidelines.
- Implementation of Training Performance System.
- Implementation of a Performance Based Rewards and Sanction System.

3.1.5.2 Challenges

The interviews with staff established the following as the main impediments to full implementation of the Strategic Plan.

a) Inadequate financial resources to support the activities.
b) Difficulty in navigating political bureaucracy.
c) Bureaucracy particularly in procurement of process.
d) Stiff competition from the private sector and social media platforms.
e) High staff turnover of talented staff.
f) Change in consumer taste.
g) Not every person internalised the strategic plan
h) Poor Monitoring and Evaluation

3.1.5.3 Lesson Learnt

a) Regular Monitoring of the Strategic Plan: Continuous monitoring of the strategic plan is essential to ensure that activities are on track and adjustments can be made as necessary to achieve the desired outcomes.
b) Staff Involvement in Development and Implementation: Involving staff in both the development and implementation phases of the strategic plan is crucial. This fosters a sense of ownership and ensures that all team members understand and are committed to the strategic objectives.
c) Adopting a Digital - First Strategy: It is critical to prioritize a digital-first approach in broadcasting to stay competitive and meet the changing preferences of the audience. Embracing digital platforms and technologies will enhance KBC's reach and engagement.
d) Regular Meetings: Holding regular meetings with stakeholders, including management and staff, ensures ongoing communication, collaboration, and alignment with the strategic plan. This practice helps in addressing issues promptly and maintaining momentum.

3.2 Stakeholder analysis

Table 3. 4: Stakeholder Analysis

No	stakeholder	role	Stakeholder Expectations	Expectation of the organisation
1.	Clients	Consumers of KBC's content	Provision of quality services quality programmes, balanced coverage, reliable and trusted news, programmes in different languages, access to information, archival access, programmes on all media platforms	Audience engagement, feedback on content quality, and viewership loyalty
2.	External Providers	Suppliers and service providers	Fairness and transparency during selection, adherence to contractual requirements, timely payments, timely and effective communication on purchases, mutually beneficial relationship, effective communication, corruption-free environment, clear verification systems, clear specifications/terms of reference	Quality products and services, adherence to delivery timelines, competitive pricing
3.	Government	Regulatory and funding authority	Adherence to relevant laws of the land	Compliance with regulations, support in policy implementation, and funding
4.	Employees/ Staff	Workforce	A conducive working environment, fairness, timely payments, rewards and recognition, job security, clear roles and responsibilities, effective communication, training, adequate resources, career progression	Commitment to organizational goals, high performance, and adherence to policies
5.	Board of Directors	Governance and oversight	Timely and effective implementation of Board resolutions, effective strategic plan implementation, adherence to policies, transparency, timely reporting, prudent resource utilization	Strategic direction, governance, and oversight
6.	Society	General public	Environmental protection, ethical behaviour, compliance with statutory and regulatory requirements, social corporate responsibility, propagation of national policies	Social license to operate, community support, and positive public image
7.	Insurers	Risk management	Minimal genuine claims, prompt payment of premiums, risk management	Comprehensive coverage, fair premiums, and timely claim processing

4. Chapter Four: Strategic Issues, Goals and Key Result Areas

This chapter analyses the Strategic issues that are critical challenges or opportunities that an KBC faces and must address to achieve its long - term goals. These issues often arise from external factors such as market trends, competitive dynamics, regulatory changes, and technological advancements, as well as internal factors like resource limitations, operational inefficiencies, and culture. Identifying strategic issues involves a thorough analysis of the external environment and internal capabilities, allowing for the development of strategies that mitigate risks and capitalize on opportunities. Addressing strategic issues is essential for maintaining competitive advantage, ensuring sustainability, and achieving objectives.

4.1 Strategic Issues

KBC faces fundamental challenges and opportunities that must be addressed to achieve long-term vision and objectives. These issues arise from both external and internal environments, significantly impacting KBC's success. Externally, strategic issues include market dynamics, new entrants, consumer preferences, economic fluctuations, regulatory changes, technological advancements, and global trends such as sustainability and digital transformation. Internally, challenges stem from operational inefficiencies, resource constraints, and gaps in capabilities, including workforce skills, culture, and leadership effectiveness. Addressing these issues requires a comprehensive understanding of KBC's strengths, weaknesses, opportunities, and threats. By proactively managing these challenges, KBC will adapt to changing environments, mitigate risks, leverage opportunities, and achieve its strategic goals.

i) KBC is faced by dwindling revenues.

- Low ratings of KBC’s brands in the media diaries reduce the advertising budget from agencies and direct clients.
- Limited budget allocation affecting the implementation of strategic initiatives.
- The Corporation is faced with dwindling revenues associated with general market swings and downward trends, threatening the smooth running of the Corporation’s affairs.

ii) Reducing market share

- Low numbers on social media engagement (Facebook, YouTube, Instagram, X (formerly Twitter), TikTok, etc.).
- Poor brand perception of KBC brands, i.e., KBC is perceived as the government mouthpiece.
- Wrong mindset that digital is secondary and should not be a priority, leading to underutilization of digital platforms.
- The digital era has taken away a chunk of revenue and audiences, requiring KBC radio to invest in digital platforms to reach more listeners.

iii) KBC has old and outdated equipment, which limits its ability to reach its target market.

- Technical challenges: Poor signals (frequently off-air) experienced by most stations affect compliance levels, leading to client dissatisfaction and contract terminations.
- Lack of basic equipment such as computers, cameras, lights, sound, and software like Adobe Suite; and licenses such as Sprout (monitoring impact and followership across social media platforms), Echo box, Piano, Headliner, etc.
- The radio stations require expansion of signal coverage and investment in digital platforms to compete effectively.
- Highly depreciated motor vehicles, delayed payment of contracted security guard companies, uncollected revenue, unpaid bills, and increased production costs.
- KBC has old and outdated equipment, limiting its ability to reach its target market.

iv) KBC is overstaffed with its wage bill amounting to KES 1.3 B which amounts to 67%. With 55% of KBC staff being disengaged.

- High turnover of sales staff and agents due to low audiences / listenership, poor brand performance, and low morale due to delayed commission payments and an ineffective transport allowance structure.
- Ineffective internal communication leading to misalignment of goals and reduced productivity.
- Aging workforce and high labour turnover due to retirement on age grounds.
- Non-competitive remuneration packages hamper staff motivation.
- Limited staff training and development opportunities due to restricted budgetary allocation.
- Non-remittance of staff deductions (for example., pension scheme, financial institutions, staff benevolent fund).
- Lack of a clear performance rewards system.
- High wage bill (personnel cost).
- Lack of skills diversity among internal audit and risk assurance staff, and lack of budgetary provision for independent consultancy services.
- High turnover of middle-level management staff due to age and other natural attrition hence impacting strategic succession planning.
- Staff capacity building training and development are inadequate.

4.2 Strategic goals

These are long - term, overarching targets that an KBC aims to achieve to fulfil its mission and vision. These goals provide a clear direction and framework for decision - making and resource allocation, guiding the KBC towards sustainable growth and success. Strategic goals are typically broad in scope and focus on key areas such as market expansion, innovation, operational excellence, financial performance, and customer satisfaction.

To be effective, strategic goals should be specific, measurable, achievable, relevant, and time - bound (SMART). This ensures that the goals are clear and actionable, enabling KBC to track progress and make necessary adjustments. By setting strategic goals, KBC will align efforts and resources towards achieving our long - term vision, fostering a cohesive and focused approach to growth and development.

Our Strategic goals therefore include:

i) Attain financial sustainability

ii) Increase market share from 4% and 7% to 12% and 17% for TV and radio respectively by June 2028.

iii) Create effective systems and infrastructure in place.

iv) Build staff capabilities and create an engaged workplace.

4.3 Key Results Areas

These are specific domains or aspects of an KBC's operations that are crucial for achieving strategic goals and overall success. They represent the essential functions or activities that must be performed well for us to meet our objectives. By focusing on these critical areas, KBC will ensure that efforts are aligned with their strategic priorities and measure performance effectively.

i) Enhanced Revenue generation by 31 December 2028
ii) Cost Management by 30 June 2028
iii) Grow the audience between 17 to 35 years on digital platforms, radio, and television through Create and Source Trendy / Premium Content.
iv) Modernise 3 television studios and 17 radio studios by 30 June 2028
v) To review and implement the Corporate organizational structure and staff establishment
vi) Achieve 70% and above employee satisfaction rate through Promote employee welfare and conducive environment

Table 4. 1 Strategic Issues Goals and Key Results Areas

Strategic challenges	Strategic Goal	Key result areas
The Corporation is faced by dwindling revenues	Attain Financial sustainability	KRA 1 Enhanced Revenue generation by 31 December 2028 KRA 2 Cost Management by 30 June 2028
Declining market share	Achieve a consolidated audience share increase of 7% to 12% by June 2028.	KRA 1 Grow the audience between 17 to 35 years on digital platforms, radio, and television through Create and Source Trendy / Premium Content.
KBC has old and outdated equipment, which limits its ability to reach its target market.	Systems update and signal improvement	KRA 2 Modernise 3 television studios and 17 radio studios by 30 June 2028
KBC is overstaffed with its wage bill amounting to KES 1.3 B which amounts to 62%. With 55% of KBC staff being disengaged.	Engaged Staff and create a Great Workplace	KRA 1 Achieve 70% and above employee satisfaction rate through Promote employee welfare and conducive environment

5. Chapter Five: Strategic Objectives and Strategies

This chapter delineates the strategic objectives and accompanying strategies designed to achieve each Key Result Area of the strategic plan.

5.1 Strategic Objective

a) To enhance financial management.
b) Increase revenue by an average of 25% per annum over the five-year Strategic Plan period (Kshs. 1 billion to Kshs. 2.5 billion) reduced waste and achieve greater efficiency.
c) Clean the balance sheet by 2025 through GOK funding & other sources of revenue
d) Increase sales revenue by 20% annually.
e) Identify and propose business partnerships and projects that will generate revenue to KBC, as well as manage projects to minimize on costs.
f) Increase Digital's gross revenue from KES 9 million to 30 million.
g) To revitalize and reposition KBC's radio and TV stations to attract a larger audience and improve engagement.
h) Significantly improve KBC's digital service offering - by being distinct - with a focus on the middle age and 25 yrs and younger demographic.
i) Modernise 3 television studios and 17 radio studios by 30 June 2028.
j) Digitizing Archived Content and Enhancing Digital Processes.
k) Expand FM Radio coverage from 46% to 52% of the landmass.
l) Upgrade of the network infrastructure and implement co-hosting.
m) To improve the work environment by increasing office equipment, automation of order processing and sales commission claims.
n) Enhance KBC's digital presence and engagement.
o) Maintain adequate staffing levels across all departments and cadres.
p) To reduce the wage bill and enforce austerity measures
q) To embrace digitization of all Human Resource business processes
r) Foster an engaged and skilled workforce. Cultivate an engaged and skilled workforce
s) Coordinate performance contracting across the Corporation department to attain at least 2.5 score. Ensure the individual department staff attains over 80% score on the annual performance appraisal.
t) Institutionalize performance management and productivity measurements.

Table 5. 1: Outcome and Annual Projections

Strategic Objective		Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Enhanced Revenue generation by 31 December 2028								
		Projections						
SO1.1	Enhance Financial management to reduce cost.	Improved efficiency and reduced errors.	Improved revenue by eliminating revenue leaks.	5%	20%	20%	20%	25%
SO1.2	Reduced waste and achieve greater efficiency	Reduced accounting errors, faster financial reporting.	Zero fault audit	5%	20%	20%	20%	25%
SO1.3	Diversification of Revenue and restructuring of Business Model	New revenue streams, improved financial stability.	Diversification, stability, and growth.	5%	20%	20%	20%	25%
SO1.4	Achieve efficient and Effective Credit Control	Reduced outstanding receivables, improved cash flow.	Collections, liquidity and solvency.	5%	20%	20%	20%	25%
SO1.5	Explore Partnerships / Collaborations that will enable KBC to utilised land assets.	New partnerships formed, increased revenue	Collaboration, revenue, expansion	5%	20%	20%	20%	25%
KRA 2: Cost Management by 30 June 2024								
		Projections						
Strategic Objective		Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO2.1	Optimize Financial Management	Increased ROI, improved project success rate.	Profitability, success, efficiency	5%	20%	20%	20%	25%

SO2.2	Enhance Checks and Balances in Cost Control to reduce waste	Reduced waste, improved cost efficiency	Efficiency, savings, sustainability.	5%	20%	20%	20%	25%
SO2.3	Automation of Accounting Process:	Improved process efficiency, reduced manual errors	Automation, accuracy, productivity.	5%	20%	20%	20%	25%
KRA 3:	Achieve Optimal resource allocation and value for money by 30 June 2024							
		Projections						
Strategic Objectives		Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO3.1	Create Cost/Profit Centres: Establishing clear divisions within the organisation for better monitoring of profits and costs.	Improved financial monitoring, clear profitability of each television and radio station	streamlined operations and enhanced accuracy.	5%	20%	20%	20%	25%
SO3.2	Enforce strict budget adherence across all departments.	Improved budget compliance, reduced overspending	increased adherence to budgetary limits and decreased instances of budget overruns.	5%	20%	20%	20%	25%
SO3.3	Enhance Monitoring and Evaluation to reduce waste of resources.	Reduced resource wastage, improved operational efficiency	Optimized utilization, enhanced productivity.	5%	20%	20%	20%	25%
KRA 4:	Diversification by 30 June 2025							
		Projections						
Strategic Objective		Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO5.1	Diversify Content and Revenue Streams: Expanding into new content areas and revenue models, such as digital streaming and on-demand services.	New content areas developed, increased revenue from digital services	Expanded offerings drive digital revenue.	5%	20%	20%	20%	25%

5.2 Strategic Choices

To deliver our its core mandate, we will embed Efficiency, Accountability, Sustainability, Innovation, Effectiveness, Relevance and Responsiveness in its business model. The implementation of the strategic plan supports the implementation of the Fourth Medium - Term Plan of the Kenya Vision 2030 development blueprint, whose development priorities are guided by the Bottom - Up Economic Transformation Agenda (BETA). Therefore, the strategic plan is geared towards supporting the implementation of government development agenda.

The Institute envision to implement the four (4) Key Result Areas through the following twenty - one (21) Strategic Objectives and forty - three (43) strategies:

Table 5. 2: Strategic Objective and Strategies

Key Results Areas	Strategic Objective (s)	Strategies
KRA 1: Enhanced Revenue generation by 31 December 2028	**Objective 1:** Enhance Financial management to reduce cost.	S1: Enhance Financial management to reduce cost.
	Objective 2: To increase revenue by an average of 25% per annum over the five-year Strategic Plan period (Kshs. 1 billion to Kshs. 2.5 billion)	S1: Increase revenue brought by signet & advertising
		S2: Introduce new sources of revenue (New Business Model)
	Objective 3: To Clean the balance sheet by 2025 through GOK funding & other sources of revenue	S1: Reduce Debt though government support
	Objective 4: Increase sales revenue by 20% annually	S1: Acquire new clients
		S2: Utilise partnerships to reduce financial obligations.
		S3: Engage in sponsored Corporate Social Relation activities
		S4: Maximize use of KBC facilities such as land to generate revenue
		S5: Diversify Content and Revenue Streams:
	Objective 5: Increase Digital's gross revenue from KES 9 Million to 30 Million	S1: Increase Digital's gross revenue from KES 9 million to 30 million
KRA 2: Cost Management By 30 June 2028 Grow the audience between 17 to 35 years on digital platforms, radio, and television	**Objective 6:** To revitalize and reposition KBC's radio and TV stations to attract a larger audience and improve engagement.	S1: Understand audience media consumption patterns through research analysis to get feedback and formulate relevant content ideas and visibility strategies by conducting monthly analyses with sales and content teams.

Key Results Areas	Strategic Objective (s)	Strategies
through Create and Source Trendy / Premium Content		
KRA 3: Grow the audience between 17 to 35 years on digital platforms, radio, and television through Create and Source Trendy / Premium Content.	Objective 1: To revitalize and reposition KBC's radio and TV stations to attract a larger audience and improve engagement.	S1: Enhancement of HR and technical capacity of the editorial team to attract more audience. S2: Refresh all radio and television stations in liaison with content departments through monthly brand review meetings S3: Increase market share of the other radio stations S4: Develop interactive content that encourage audience participation
	Objective 2: Significantly improve KBC's digital service offering - by being distinct - with a focus on the middle age and 25 yrs and younger demographic	S1: Enhance KBC's digital presence and engagement. S2: Grow the market share through targeted campaigns S3: Enhanced Brand Visibility thorough roadshow S4: Improve the Corporate Brand Reputation.
	Objective 3: Digitizing Archived Content and Enhancing Digital Processes	S1: improve and enhance process and systems though the use of digitisation and automation
		S2: Optimization of Signet DVBT Infrastructure to enhance quality signal and improve work flow
		S3: Enhance KBC network infrastructure
		S4: Enhancing operational efficiency and compliance through the use of automation by June 2029
		S5: Enhance KBC's digital presence and engagement
KRA 4: To review and implement the Corporate organizational structure and staff establishment	Objective 1: Maintain adequate staffing levels across all departments and cadres Objective 2: To reduce the wage bill and enforce austerity measures	S1: . Ensure that all departments within KBC have the optimal number of staff necessary to function effectively and efficiently. S2: Ensure seamless leadership transitions and continuity in business operations. S3: Establish a fair and equitable pay structure within KBC.

Key Results Areas	Strategic Objective (s)	Strategies
	Objective 1: Foster an engaged and skilled workforce. Cultivate an engaged and skilled workforce.	S4: Capacity building of staff. S5: Enhance the ICT capabilities
	Objective 2: Coordinate performance contracting across the Corporation department to attain at least 2.5 score. Objective 3: Ensure the individual department staff attains over 80% score on the annual performance appraisal	S1: Achieve organizational performance excellence by ensuring compliance with performance contracting and annual appraisal

6. Chapter Six: Implementation and Coordination Framework

This chapter provides information on implementation, coordination framework outlines staff establishment and risk management framework.

6.1 Implementation Plan

The implementation of the KBC Strategic Plan will be carried out with a structured approach, focusing on both annual and monthly execution phases to ensure alignment with strategic objectives and continuous progress. On an annual basis, each department will align its goals based from strategic objectives of KBC. Managers will develop detailed action plans that specify the activities, timelines, and milestones necessary to achieve these objectives. This annual planning includes resource allocation, ensuring that financial, human, and technological resources are adequately distributed to support the strategic initiatives.

6.1.1 Action plan

Action plans detail the specific activities to be carried out, identifying who will undertake them, the timeline for completion, the resources required, and the expected outcomes. They act as a bridge between the creation of the plan and its monitoring and evaluation. Additionally, action plans facilitate performance assessment, help identify necessary corrective actions, and enhance staff motivation by clearly assigning responsibilities for program implementation and monitoring. Comprehensive action plan matrices for KBC are provided in the implementation framework in section the next page.

Table 6. 1: Implementation Matrix

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target Y1	Y2	Y3	Y4	Y5	Budget in Million (ksh) Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility Lead	Support
Strategic Issues		The Corporation is faced with dwindling revenues.														
Strategic Goal 1:		Attain financial sustainability														
Key Result Area 1:		Enhanced Revenue generation by 31 December 2028														
Outcome		Revenue growth														
S01.1	To enhance financial management.															
Enhance Financial management to reduce cost.	Control operating expenditure in noncritical business areas and adhere to budgetary ceilings	Reduced costs and increased efficiency	Percentage reduction in operating costs	15% reduction	3%	3%	3%	3%	3%	0	0	0	0	0	Finance and Administration Department	All Departments
	Embrace automation to manage payments and revenue collection	Improved efficiency and reduced errors	Percentage of payments and collections automated	100% automation	20	30	50	70	100	98M	0	0	0	0	Finance and Administration Department Advertising Department	ICT department
S01.2	To increase revenue by an average of 25% per annum over the five-year Strategic Plan period (Kshs. 1 billion to Kshs. 2.5 billion)															
Increase revenue brought by signet	• Increase digital TV platform revenue by accommodating more clients on the SIGNET platform	Increased revenue due to increased number.	Number of new clients onboard on to Signet platform.	Increase Signet customers by 20%	4%	4%	4%	4%	4%	115.5	58	23	0	0	Technical Department	Finance and Administration Department
	• Increase reliability of transmissions by ensuring timely supply of spares and diesel for standby generators in order to attract new customers	Increased uptime and reliability	Quality and reliability of transmissions	Increased uptime	✓	✓	✓	✓			0	0	0	0	Technical Department	Finance and Administration Department Procurement Department
Introduce new sources of revenue	• To enhance parliamentary broadcast contract and include equipment maintenance as an additional revenue source.	Introduce new sources of revenue	• Revenue from parliamentary broadcast contract												Technical Department	TV Programmes Radio Programmes
	• Improve and strengthen selling opportunities in sports/special events/Multinationals	new sources of revenue	• Revenue from Sports/ events												Editorial & TV programmes, Advertising Departments	Marketing Department
	• Venture into New Business Model (B2C)	new sources of revenue	• Revenue from B2C, which include PRSP and other Digital Products	Increased revenue											ICT, Digital, SSP/CPRD	Finance and Administration Department Marketing & Advertising Departments

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget in Million (ksh)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
S01.3	To Clean the balance sheet by 2025 through GOK funding & other sources of revenue															
Reduce Debt though government support	• Government write-off of principal repayments and accrued interest on the OECF Japanese loan	Reduced debt burden and improved financial stability	•Amount of debt written off •Cab memo approval. •Sessional paper approval							524	524	524	524	524	Finance and Admin Department	CPRD /SSP Department
	•Seek Government support to clear the pending bills	Cleared pending bills and improved cash flow	•Amount of pending bills cleared	100%											Finance and Admin Department	CPRD /SSP Department
	•Government funding to operationalize studio Mashinani	Increased funding for public broadcasting	•Amount of increased funding received												CPRD /SSP Department	Finance and Admin Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	year 3	year 4	year 5	Lead	Support
S01.4	To increase revenue by an average of 25% per annum over the five-year Strategic Plan period (Kshs. 1 billion to Kshs. 2.5 billion)															
Increase capacity of SIGNET and improve reliability.	• Increase digital TV platform revenue by accommodating more clients on the SIGNET platform	Increased revenue due to increased number.	Number of new clients onboard on to Signet platform.	Increase Signet customers by 20%	4%	4%	4%	4%	4%	115.5	58	23	0	0	Technical Department	Finance Department
	• Increase reliability of transmissions by ensuring timely supply of spares and diesel for standby generators in order to attract new customers	Increased uptime and reliability	Quality and reliability of transmissions	Increased uptime	✓	✓	✓	✓							Technical Department	Finance Department Procurement Department
S01.5	Increase sales revenue by 20% annually															
Acquire new clients	• Increase in new business from the current 36 annually to 72 by June 2028.	Increased revenue	Number of new clients	Onboard 36 clients by total 2028	Base year	On board 6 clients to have a total of 42 clients	On board 8 clients to have a total of 50 clients	On board 10 clients to have a total of 60							Advertising Department	Marketing Department
Utilise partnerships to reduce financial obligations.	Identify and engage at least 30% of our strategic partners on barter arrangements to minimize direct financial obligations. Areas to consider are roadshows, night events, gifts" means	Reduce financial obligations	Number of partnerships	30 partners in 5 years	6 partners in a year	6 partners	6 partners	6 partners	6 partners						Marketing Department	Finance and Admin Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	year 3	year 4	year 5	Lead	Support
Engage in sponsored Corporate Social Relation activities	Identify and increase the number of partners to work with other organisations on CSR activities and internally.	Increase partnership with other institutions to undertake sponsored CSR activities by 25%	Number of partnerships with other institutions	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%							Corporate Communication Department	Finance and Admin Department
Enhance mitigation of corruption through and bribery.	Liaise with Integrity Assurance Officers to train Corruption Management Committee on bribery and corruption risks and organise sessions to sensitize all staff on the same.			Number of trainings and sensitization sessions.	Increase the number of trainings and sensitization sessions by 5%.	Increase the number of trainings and sensitization sessions by 5%.	Increase the number of trainings and sensitization sessions by 5%.	Increase the number of trainings and sensitization sessions by 5%.	Increase the number of trainings and sensitization sessions by 5%.						Corporate Communication Department	Finance and Admin Department Human Resources Department

Strategy	Activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget in KES Millions					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
SO1.6		Identify and propose business partnerships and projects that will generate revenue to KBC, as well as manage projects to minimize on costs.														
Utilise partnerships to reduce financial obligations.	Identify and propose at least 1 new business partnerships per year that have the potential to generate over KES 1 million in revenue for KBC by December 2024.	New partnerships formed, increased revenue to generate over KES 1 million	Number of partnerships formed		20%	20%	20%	20%	20%	•	•	•	•	•	Advertising Department	SSP/CPRD Department Legal Department
	Explore partnerships and collaborations with various stakeholders, including corporate entities, ministries, departments, and agencies.	New partnerships formed, increased revenue	Number of partnerships formed	Acquire 25 new corporate partnerships, 24 Ministries, Departments and Agencies partnerships, 8 Agencies new partnerships by 2028.	Increase number of partnerships to 5 for corporate organizations, 5 Ministries, Departments and Agencies partnerships, 2 Agencies partnerships.	Increase number of partnerships to 5 for corporate organizations, 5 Ministries, Departments and Agencies partnerships, 2 Agencies partnerships.	Increase number of partnerships to 5 for corporate organizations, 5 Ministries, Departments and Agencies partnerships, 2 Agencies partnerships.	Increase number of partnerships to 5 for corporate organizations, 5 Ministries, Departments and Agencies partnerships, 1 Agencies partnerships	Increase number of partnerships to 5 for corporate organizations, 4 Ministries, Departments and Agencies partnerships, 1 Agencies partnerships	•	•	•	•	•	Advertising Department	Legal Department
	Identify and engage at least 30% of our strategic partners on barter arrangements to minimize direct financial obligations. Areas to consider are roadshows, night events, gifts" means	Reduce financial obligations	Number of partnerships	15 partners in 5 years	3 partners in a year	3 partners	3 partners	3 partners	3 partners	•	•	•	•	•	Marketing Department	Finance and Admin Department

Strategy	Activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget in KES Millions					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Engage in sponsored Corporate Social Relation activities	Increase partnership with other institutions to undertake sponsored CSR	Increase partnership wi other institutions to undertake sponsored CSR activities by 25	Number of CSR Partnership	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%	Increase partnership with other institutions to undertake sponsored CSR activities by 5%		•	•	•	•	•	Corporate Communi cation Departme nt	Legal Department Marketing Departmen t
Maximize use of KBC facilities such as land to generate revenue.	Install a digital billboard in Nairobi through a strategic partner and setting up still billboards in Ngong.	New source of income generated through a digital and still billboard	Billboards- Output	2 billboards- Digital and still	Digital billboard through a strategic partner in BH	Double sided still billboard - Ngong			20 brand reviews	•	•	•	•	•	Marketing Departme nt	
	Venture into PPP projects by commercializin g KBC land	New source of income generated through PPP on KBC land.	No. of PPP	At least 5 PPP for 5 years	1 PPP (Joint Venture)	1 PPP (Joint Venture)	1 PPP (Joint Venture)	1 PPP (Joint Venture)	1 PPP (Joint Venture)	50 M	50 M	50 M	50 M	50 M	SSP/CPRD	Finance & Administrat ion Departmen t Legal Departmen t
	Installation of Solar power	Reduced Kenya power bills by 40%	No. of sites connected with solar power	At least 42 sites with solar power	2 sites	10 sites	10 sites	10 sites	10 sites	40 M	40 M	40 M	40 M	40 M	Technical Departme nt SSP/CPRD	Finance & Administrat ion Departmen t Procureme nt Departmen t
Diversify Content and Revenue Streams:	Expanding into new content areas and revenue models, such as digital streaming and on-demand services.	Develop new content areas increased revenue from digital services	Amount of new digital shows developed		+✓	✓	✓	✓	✓	•	•	•	•	•	Digital departme nt	ICT Departmen t Finance Departmen t

Strategy	Activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget in KES Millions					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
S01.7 Increase Digital's gross revenue from KES 9 Million to 30 Million																
Utilise digital infrastructure and platforms to increase revenue	Enhance direct adverting from 1st July, 2024.	Enhanced direc advertising fro 1st July 2024	Revenue from direct advertising							•	•	•	•	•	Digital Department	ICT Department Advertising Department
	Seek partnerships with Government, NGOs and Private Sector from 1st July, 2024.	Increased revenue from partnerships	Number of partnerships and revenue generated							•	•	•	•	•	Digital Department	ICT Department Advertising Department
	Acquire SMS Service Licence to enable alerts, feedback, Skiza tunes and bulk services	revenue from SMS services	revenue from SMS services							•	•	•	•	•	Digital Department	ICT Department
	VoD subscription on premium content from 1st August, 2024.	Launch of Video on demand servic	Revenue from VOD subscriptions							•	•	•	•	•	Digital Department	ICT Department
	Google ads & Youtube	Increased revenue from content advertising	Number of content pieces produced and revenue generate							•	•	•	•	•	Digital Department	ICT Department
	Produce content and publish content for clients at a fee from 1st July, 2024.	Increased revenue from content advertising	Number of content pieces produced and revenue generate							•	•	•	•	•	Digital Department	Editorial Department

Strategy	Activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Lead	Support
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year3	Year 4	Year 5		
KRA 2: Cost Management By 30 June 2028																
Allocating financial resources to high-priority and high-return projects.	Identify high-priority and high-return projects.	Increased ROI, improved project success rate.	project success rate.	70% of success rate	✓	✓	✓	✓	✓						Finance department	Audit Department SSP/CPRD Department
Reduce costs	Enhance Checks and Balances in Cost Control to reduce waste	Reduced waste, improved cost efficiency	Reduction of expenditure in comparison to the previous years												Audit department	All Department
	Ensure project implementation costs do not exceed the budgeted costs.	Reduced financial obligations		100%	20%	20%	20%	20%	20%						Finance department	Audit Department SSP/CPRD Department
Greater efficiency of accounting process	Automation of Accounting Processes streamline financial operations and reduce errors by 2024	Reduced accounting errors, faster financial reporting.	Level of Implementation	100%											ICT Department	Finance Department
Identify Cost/Profit Centres:	Establishing clear divisions within the organisation for better monitoring of profits and costs.	Improved financial monitoring, clear profitability of each business unit	Classification of each business unit confirming whether it is a profit / loss centre			✓									Finance department	Audit Department
Reduce budget overruns	Enforce strict budget adherence across all departments.	Improved budget compliance, reduced overspending	Level of budget compliance	100%											Finance department	Audit Department
Identify areas of wastages	Enhance Monitoring and Evaluation to reduce waste of resources.	Reduced resource wastage, improved efficiency	Reduce budget expenditure												Finance department	Audit Department SSP/CPRD Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issues		Reducing market share														
Strategic Goal 2:		Increase market share from 4% and 8% to 7% and 14% for TV and radio respectively by June 2028.														
Key Result Area 2:		Grow the audience between 17 to 35 years on digital platforms, radio, and television through Create and Source Trendy / Premium Content.														
Outcome		Increased Market Share														
S02.1	To revitalize and reposition KBC's radio and TV stations to attract a larger audience and improve engagement.															
Understand audience media consumption patterns through research analysis to get feedback and formulate relevant content ideas and visibility strategies by conducting monthly analyses with sales and content teams.	Conduct monthly analyses with sales and content teams	Increased team alignment	No. of monthly analysis with the sales and content team	60 meetings	12 Meetings	12 Meetings	12 Meetings	12 Meetings	12 Meetings						Marketing Department	sales and content teams.
	Continue to subscribe to industry research and conduct monthly analysis to draw and implement insights within the financial year.	Better understanding of audience patterns.	Subscription to industry research	60 Monthly reports	12 reports market share reports	12 reports market share reports	12 reports market share reports	12 reports market share reports	12 reports market share reports						Marketing Department	Finance Department SSP/CPRD
Enhancement of HR and technical capacity of the editorial team to attract more audience.	• Enhance editorial Skill through training of editorial team. • Upgrading and modernisation of broadcast infrastructure and Equipment	Increased market share. Modern infrastructure and equipment. Timely, credible and well packaged news content.	Percentage of Market share Level of modernisation of broadcasting infrastructure and equipment	8% tv 14% radio 100%	20%	40%	60%	90%	100%						Editorial Department TV Programmes Services Department Radio Department	Human Resource Department Technical Department Finance and Administration Department ICT Department SSP/CPRD Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Lead	Support
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Refresh all radio and television stations in liaison with content departments through monthly brand review meetings	Launch of brands	Relaunched brands	Number of TV and Radio brands relaunched	10 radio and 2 TV stations relaunched	2 Radio Stations	2 Radio Stations and 1 TV Station	2 Radio Stations	2 Radio Stations and 1 TV Station	2 Radio Stations						Marketing department	TV & Radio Programmes
	Reviews brands	Reviewed brands	Number of brands reviewed	5 brands reviewed	1 brand reviews	1 brand reviews	1 brand reviews	1 brand reviews	1 brand reviews						Marketing department Services Department	TV & Radio Programmes
Increase market share of radio stations	Review at least 2 radio stations every financial year starting from 30 June 2025	Improved content quality, increased audience engagement	Radio stations reviewed	Review 10 Radio stations	Review at least 2 radio stations	Review at least 2 radio stations	Review at least 2 radio stations	Review at least 2 radio stations	Review at least 2 radio stations						Radio services department	Marketing department Editorial Department TV Programmes
Develop interactive content that encourage audience participation	Fully adopt social media platforms, Town Halls, road shows and build capacity of correspondents to engage with audience.	Increased audience aged between 17 to 35 years	Percentage growth	50%	10%	10%	10%	10%	10%						Editorial Department	TV & Radio Programmes Digital Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1 Budget	Year 2 Budge	Year 3 Budge	Year 4 Budg	Year 5 Budget	Lead	Support
S02.2	Significantly improve KBC's digital service offering - by being distinct - with a focus on the middle age and 25 yrs and younger demographic															
Enhance KBC's digital presence and engagement	Produce trendy content from 1st July, 2024: 3 audio podcasts, 3 video shows, and ensure 24/7 stream of all brands. In addition, ensure all productions from Radio and Television are published on Youtube and podcast platforms.	Increased engagement and reach among middle-age and younger demographics	Number of viral contents												Digital Department Television Programmes Department	Finance & Administration Department ICT Department Editorial Department
	Content partnerships/subscription (news & production) at least two from 1st April, 2024 – Subscription (AFP)	Enhanced content quality and diversity	Number of partnerships/subscriptions												Digital Department	Editorial Department TV Programmes Legal Department
	Partnerships (KNA, DW, Al Jazeera, CGTN, WAM , BBC, China Radio, VOA etc plus EAC broadcasters)	Increased international collaboration and content sharing	Partnerships with KNA, DW, Al Jazeera, CGTN, VAM plus EAC broadcasters BBC China Radio, VOA												Digital Department	Radio Department Editorial Department TV Programmes Legal Department
	Promotion and content influencing online.	Increased online presence and audience engagement													Digital Department	Editorial Department
	Review content on a quarterly basis and recommendations implemented.	Continuous improvement in content quality Number of content reviews and improvement	Number of content reviews and improvements	20 reviews	4	4	4	4	4						Digital Department	Editorial Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1 Budget	Year 2 Budget	year 3 Budget	year 4 Budget	Year 5 Budget	Lead	Support
Formulate and develop integrate promotional initiatives for implementation on a monthly basis and targeting outdoor, electronic and digital channels to grow audience from 10% to 17.5% within 5 years	• Conduct on air, online, on ground and Campaigns	Increase market share from 4% and 7% to 12% and 17% for TV and radio respectively by June 2028.	Number of Campaigns Aggregated Market share Number of Major Camping's per year Digital posts Out of Home- Bill boards Lightboxes Print ads Cross promotions Brand Loyalty	20 Major Campaigns (360- on air, on ground, online) 40 Minor (on ground) Out of Home- Bill boards 20 per year Lightboxes- 100 per year Digital- 50,000 posts per brand per day= 10,000 posts per year Print- 60 print ads per year. Cross promos- 65 every quarter= 52 per year Brand Loyalty- 70 per year (anniversaries, Major campaigns, Easter, Ramadhan, Valentines,	Internal Branding Studio 4 Major Campaign 8 Minor Campaign 4 Out of Home bill boards 20Lightboxes Digital- 2posts per brand per day 10,000 posts 12 print ads 52 Cross promotions 14 Brand Loyalty posts	Hallway branding 4 Major Campaign 8 Minor Campaign 4 Out of Home bill boards 20Lightboxs Digital- 2posts per brand per day= 10,000 posts 12 print ads 52 Cross promotion 14 Brand Loyalty posts	Studio Branding for Ingo FM 4 Major Campaign 8 Minor Campaign 4 Out of Home bill boards 20Lightboxs Digital- 2posts per brand per day= 10,000 posts 12 print ads 52 Cross promotions	Perimeter Wall branding Signages 4 Major Campaign 8 Minor Campaign 4 Out of Home bill boards 20Lightboxs Digital- 2posts per brand per day= 10,000 posts 12 print ads 52 Cross promotions	Perimeter Wall branding Signages 4 Major Campaign 8 Minor Campaign 4 Out of Home bill boards 20Lightboxes Digital- 2posts per brand per day= 10,000 posts 12 print ads 52 Cross promotions 14 Brand Loyalty posts						Marketing Department	Radio Department Editorial Department TV Programmes Digital Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1 Budget	Year 2 Budget	year 3 Budget	year 4 Budget	Year 5 Budget	Lead	Support
				Christmas) Internal Branding			14 Brand Loyalty posts	14 Brand Loyalty posts								
Enhanced Brand Visibility thorough roadshows	Acquire a roadshow truck	One roadshow truck	roadshow truck acquired	Acquire one road show truck			Roadshow truck								Marketing Department	Finance and Admin Department
	Conduct experiential marketing activities and client-based roadshows	Increased brand awareness Audience engagement	Number of roadshows	60 roadshows	12 roadshows	12 roadshows	12 roadshows	12 roadshow	12 roadshow						Marketing Department	Radio Department TV Programmes Departments Corporate Communications Department
Improve the Corporate Brand Reputation.	Conduct regular Public Relations campaigns	Improved corporate image	Increased positive media coverage by 25%	5% increase in media coverage	5% increase in media coverage	5% increase in media coverage	5% increase in media coverage	5% increase in media coverage	5% increase in media coverage						Corporate communication Department	Marketing Department
	Ensure viewer / listeners / customer feedback is given within 24 hrs. Ensure complaints are addressed within 36 hrs	Reduced turnaround time for complaints . Satisfied customer	Time taken to address the complaints	Ensure feedback is given within 24 hrs. Ensure complaints are addressed within 36 hrs	✓	✓	✓	✓	✓						Corporate communication Department	Advertising Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget					Reeponsibility	
					Y1	Y2	Y3	Y4	Y5	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Lead	Support
Improve the Corporate Brand Reputation.	Reduction of time to give advertisers feedback	Reduction of time taken to address advertisers complains from 3 days to 6 hours by 30 June 2028			3 days	2 days	1 day	12 hours	6 hours						Corporate communication Department	Advertising Department
	To enhance customer satisfaction through quick response from the current 48 hours to 16 hours by 30 June 2028	To enhance customer satisfaction through quick response from the current 48 hours to 16 hours by 30 June 2028			48 hours	40 hours	32 hours	24 hours	16 hours						Corporate Communications Department	Advertising Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget Year 1	Budget Year 2	Budget year 3	Budget year 4		
					Y1	Y2	Y3	Y4	Y5					Lead	Support
Strategic Issue 3:		KBC has old and outdated equipment, which limits its ability to reach its target market													
Strategic Goal 3		Improve auto dated system													
Key Result Area 3		Modernise 3 television studios and 17 radio studios by 30 June 2028													
Outcome		Modernise television studios and radio studios, Digitizing Archived Content and Enhancing Digital Processes													
S03.1	Modernise 3 television studios and 17 radio studios by 30 June 2028.														
improve and enhance process and systems	• Automation of public services Implement a digital asset management system Enhance automated distribution of content Business process automation	Increased efficiency from digitised automated services	Level of implementation	100% implementation of the identified services	Automat public services and onboard them on eCitizen by February 2024	Complete implementation of a Media Asset Management System by 30th June 2025	• Develop a SIGNET app by 30th June 2026							ICT Department	Finance & Administration Department Editorial Department
Modernise Television Studios:	Modernise: • main studio and Studio B (Nairobi KBC headquarters) • Mombasa studio (KBC Sauti house) • Construct Kisumu TV Studio	State-of-the-art studio facilities	Number of modernized studios	3 studios		Modernise main studio and Studio B (Nairobi KBC headquarters	Modernise Mombasa studio (KBC Sauti house)		Construc Kisumu tv Studio					Editorial Department TV Programmes Department	Technical Department CRPD / SSP Finance & Administration Department
	Modernize the TV centre at Broadcasting House by 30 June 2026	Level of modernisation of broadcasting infrastructure and equipment	Level of modernisation of broadcasting infrastructure and equipment				100% Modernised of the TV centre							TV Programmes Department Editorial Department	Technical Department CRPD / SSP Finance & Administration Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget Year 1	Budget Year 2	Budget year 3	Budget year 4		
					Y1	Y2	Y3	Y4	Y5					Lead	Su
S03.2	Digitizing Archived Content and Enhancing Digital Processes														
improve and enhance process and systems though the use of digitisation and automation	• Automation of public services Implement a digital asset management system Enhance automated distribution of content Business process automation	Increased efficiency from digitised automated services	Level of implementation	100% implementation of the identified services	Automate public services and onboard them on eCitizen by February 2024	Complete implementation of a Media Asset Management System by 30th June 2025	• Develop a SIGNET app by 30th June 2026							ICT Department	TV Prog Dep Rad Dep Tech Dep
					• Automate the require, procure, pay process by 31st December 2024	Automate sales and commercials traffic processes by 30th June 2025	• Implementation of professional helpdesk system.							ICT Department	ICT Dep Proc Dep
					Implement online streaming for TV and Radio services by 30th June 2024									ICT Department	ICT Dep
					• Digitize the MEMO by 30th June 2024									ICT Department	

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	year 3	year 4	year 5	Lead	Support
S03.3	Digitizing Archived Content and Enhancing Digital Processes															
improve and enhance process and systems	• Automation of public services Implement a digital asset management system Enhance automated distribution of content Business process automation	Increased efficiency from digitised automated services	Level of implementation	100% implementation of the identified services	Automate public services and onboard them o eCitizen by February 2024	• Complete implementation of a Media Asset Management System by 30th June 2025	• Develop a SIGNET app by 30th June 2026								ICT Department	TV Programmes Department Radio Services Department Technical Department
					• Automate the require, procure, pay process by 31st December 2024	• Automate sales and commercials traffic processes by 30th June 2025	• Implementation of professional helpdesk system.								ICT Department Procurement Department	
					Implement online streaming for TV and Radio services by 30th June 2024	•	•								ICT Department	Radio Services Department Technical Department
					• Digitize the MEMO by 30th June 2024	•	•								ICT Department	
S03.4	To expand FM Radio coverage from 46% to 52% of the landmass,															
Optimization of Signet DVBT Infrastructure to enhance quality signal and improve work flow	Acquire and install 40 new FM transmitters in the existing sites to replace old and worn-out transmitters through KBC broadcast infrastructure phase II project by July 2027	Number of new FM transmitters installed	increased FM radio coverage 46% to 52%	Acquire and install 40 new FM transmitters by July 2027.				40 new FM Transmitters.							Technical Department	Radio Programmes Department Procurement Department SSP/CPRD
	Purchase and replace worn out spare							20 DVB-T transmitt							Technical Departm	Editorial TV, Procurem

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	year 3	year 4	year 5	Lead	Support
	parts for our transmitting stations (for 20 DVB-T transmitters)- This is to be funded through KBC broadcast infrastructure phase II project by July 2027.							ers							ent	ent, SSP/CPRD departments
S03.5	Upgrade of the network infrastructure and implement co-hosting															
Enhance KBC network infrastructure	Host KBC Website in the cloud Roll out wireless				Host KBC Website in the cloud (Konza) by June 2024 to reduce on overhead costs Implement network firewall by December 30th 2024	Roll out wireless LAN by June 2025 to enhance mobility	Implement VOIP by 30th June 2026								ICT Department	Finance & Administration Department
	Construction and set up of at least 1 Studio Mashinani studio in all Counties of Kenya	Fully functional studio	Creative works production	At least 20 studios in 5 years	4 studios in 4 Counties	4 studios in 4 Counties	4 studios in 4 Counties	4 studios in 4 Counties	4 studios in 4 Counties	140 M	140M	140 M	140 M	140 M	SSP/CPRD Department	Finance & Administration Procurement Technical Department
	Construction of Film studios with funds from CA	Fully functional studio	Creative works production	At least 20 studios in 5 years	4 studios in 4 Counties	4 studios in 4 Counties	4 studios in 4 Counties	4 studios in 4 Counties	4 studios in 4 Counties	140 M	140M	140 M	140 M	140 M	SSP/CPRD Department	Finance & Administration Procurement Technical Departme

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	year 3	year 4	year 5	Lead	Support
																nt TV Programmes
	Installation of Transmission towers, with solar energy and FM transmitters in Greenfield through USF funding	Installation in 35 Greenfield sites	Transmitting sites	35 Greenfield sites	0	5 sites	10 sites	10 sites	10 sites						Technical	SSP/CPRD Department
S03.6		To improve the work environment by increasing office equipment, automation of order processing and sales commission claims														
Enhancing operational efficiency and compliance through the use of automation by June 2029	Increased compliance levels through automation of traffic systems in both Radio and TV by June 2029	Implement automated traffic systems for Radio and TV.	Compliance level percentage	100% compliance level by June 2029	20%	40%	60%	80%	100%						Advertising Department	ICT Department
	Increased efficiency in workflow processes of invoicing/ receipting through an automated system by June 2029	Increase automation of invoicing and receipting processes	Efficiency in invoicing and receipting percentage	100% efficiency in invoicing/ receipting by 30 June 2029	20%	40%	60%	80%	100%						Advertising Department	ICT Department Finance Department SSP/CPRD Department
	Full automation of commission claims June 2029	Automate sales commission claims	Automation of sales commission percentage	100% automation of sales commission by 30 June 2029	60%	70%	80%	90%	100%						Advertising Department	ICT Department
SO3.5 Enhance KBC's digital presence and engagement																
Utilise software and infrastructure to enhance KBC digital	Distribute required equipment by 30th May, 2024	Improved digital engagement	Number of equipment distributed	100% equipment distributed	100%										ICT Department Digital Department	Finance & Administration Department
	Install required softwares and	Enhanced digital	Number of software	100% software	100% software and										ICT Departme	Finance & Administra

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	year 3	year 4	year 5	Lead	Support
presence	licenses by 30th May, 2024: Adobe Suite, Sprout Social, Piano, Echobox... (check annex)	operations and analytics capabilities	licenses installed	and licenses installed	licenses installed										nt Digital Department	tion Department
	Ensure the main, mini-websites and apps are functional by 30th June, 2024	Higher online visibility and engagement	Digital marketing strategy effectiveness	Increase in online traffic by 30%											ICT Department Digital Department	Finance & Administration Department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget Year 1		
					Y1	Y2	Y3	Y4	Y5		Lead	Support
Strategic Issue:		KBC is overstaffed with its wage bill amounting to KES 1.3 B which amounts to 67%. Notably over 55% of KBC staff are disengaged.										
Strategic Goal 4:		create a Great Workplace with engaged Staff										
Key result Area 4:		To review and implement the Corporate organizational structure and staff establishment										
Outcome		Optimum staffing across all levels										
SO.4.1	Maintain adequate staffing levels across all departments and cadres											
Ensure that all departments within KBC have the optimal number of staff necessary to function effectively and efficiently.	Establish and maintain adequate staffing levels across all departments and cadres	Optimum and rationalized staffin level (70:30)	Percentage of departments operating at optimal staffing levels	Achieve optimum staffing of all positions.	✓	✓	✓	✓	✓		Human Resource Department	Finance & Administration Department
	Fill vacant positions competitively and embrace competency-based recruitment	Qualified and competent staff	Turnaround time from staff requestion to selection. Percentage of positions and reduce variances		✓	✓	✓	✓			Human Resource Department	Finance & Administration Department
Ensure seamless leadership transitions and continuity in business operations.	Implement Succession Management Plan	Smooth transition and seamless business continuity	potential leaders	Identification of suitable potential leaders	✓	✓ Sustain	✓ sustain	✓ Sustain			Human Resource Department	Legal Department
Establish a fair and equitable pay structure within KBC.	Implement job evaluation grading structure	Fair and equitable pay structure	Number of jobs evaluated Completion of job grading structure	Evaluate all KBC positions Come up with defensible job grade structure.	✓						Human Resource Department	Legal Department Finance & Administration Department
	Review the Human Resource Manual and Career Progression Guidelines	HR best practices, compliance with labour laws and improved terms of service	Completion of the review	100% completion of the human resource manual	✓						Human Resource Department	SSP/CPRD department

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
SO.4.2		To reduce the wage bill and enforce austerity measures														
	Implement the National Wage Bill Conference Resolutions, 2024	Fiscal sustainability and compliance			✓	✓	✓	✓	✓						Human Resource Management Department	
	Generate and implement strategies for wage sustainability	Wage bill to revenue ratio of 35%			✓	✓	✓	✓	✓						Human Resource Management Department	Finance and Admin Department
	Conduct annual payroll audits	Payroll integrity			✓	✓	✓	✓	✓						Human Resource Management Department	ICT Department
	Embrace smartcard technology in the clocking-in system	Reduced levels of lateness, absenteeism and tardiness			✓										Human Resource Management Departm	ICT Department
	Follow the due disciplinary procedures	Minimal litigation cases and related costs			✓	✓	✓	✓	✓						Human Resource Management Department	
SO.4.3		To embrace digitization of all Human Resource business processes														
	Rollout and migrate to the Unified HRIS-Kenya for the Public Service	Shared HR platform			✓	√ ✓									Human Resource Management Department	ICT Department
	Operationalize the online Recruitment module	Reduced turnaround recruitment time			√✓										Human Resource Management Department	ICT Department
	Document all Human Resource business processes	Minimized discretion and engendered uniformity and consistency in decision making			✓	✓	✓	✓	✓							

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
SO.4.4		Foster an engaged and skilled workforce. Cultivate an engaged and skilled workforce														
Capacity building of staff	• Train and handhold internal support staff on all eCitizen applications to enhance revenue collection by 30th June 2024. • Improved competency of sales staff through three trainings per year on digital skills, understanding dynamic/unique customers, ecommerce and effective presentation by 30 June 2028	Highly Motivated staff with		Skilled workforce on eCitizen and increased sales.	Training of staff on eCitizen by 30th June 2024. 3 trainings on: • Digital skills • Understanding dynamic/ unique customers • Ecommerce • effective presentation	3 trainings on • Digital skills • Understanding dynamic/ unique customers ecommerce and effective presentation	3 trainings on • Digital skills • Understanding dynamic/ unique customers ecommerce and effective presentation	3 trainings on • Digital skills • Understanding dynamic/ unique customers ecommerce and effective presentation	3 trainings on • Digital skills • Understanding dynamic/ unique customers ecommerce and effective presentation						ICT Department Advertisement Department	Human Resource Management Department
Enhance the ICT capabilities	• Recruit young and versatile software developers by March 2024.	Enhanced Technical Capabilities and Innovation	Number of recruits		✓										ICT Department	Human Resource Management Department
SO.4.5		Coordinate performance contracting across the Corporation department to attain at least 2.5 score. Ensure the individual department staff attains over 80% score on the annual performance appraisal.														
Achieve organizational performance excellence by ensuring compliance with performance contracting	Quarterly PC monitoring and evaluation Reports produced by 10th of the month following the end of the quarter.	Improved accountability and performance tracking	Number of reports produced on time	20 reports produced before deadline	4 reports	4 reports	4 reports	4 reports	4 reports						CRPD / SSP Department	
	Coordinate performance contracting across the Corporation department to attain	Enhanced performance and compliance	Number of departments that have achieved 2.5 and	All department achieving 2.5 and	15 departments achieved 2.5 and above	15 departments achieved 2.5 and above	15 departments achieved 2.5 and above	15 departments achieved 2.5 and above	15 departments achieved 2.5 and above						CRPD / SSP Department	

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target					Budget						
					Y1	Y2	Y3	Y4	Y5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
and annual appraisal	at least 2.5 score for the Corporation.		above	above												
	Ensure the individual department staff attains over 80% score on the annual appraisal.	Increased individual performance	Level of completion	100% Completion	20%	20%	20%	20%	20%						CRPD / SSP Department	
	Manage the studio Mashinani staff and ensure each studio produces at least 4 creative works per month.		Number of creative arts produced	240 creative work produced	48 creative works	48 creative works	48 creative works	48 creative works	48 creative works						CRPD / SSP Department	

Strategy	Key activities	Expected outcome	Output indicator	Target for 5 years	Target Y1	Y2	Y3	Y4	Y5	Budget Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
S.O4.6		To institutionalize performance management and productivity measurements														
	Issue all staff with clear job descriptions, targets and expectations	Alignment and achievement of departmental goals and corporate strategies	Number of job descriptions issued	00% of staff with clear job descriptions	✓	✓	✓	✓	✓						Human Resource Management Department	
	Undertake staff online annual performance appraisals	100% compliance index	percentage of staff appraised online annually		✓	✓	✓	✓	✓						Human Resource Management Department	
	Recognize, incentivize and reward positive verifiable performance outcomes	High staff motivation and improved mora	Improved moral		✓	✓	✓	✓	✓						Human Resource Management Department	
	Initiate culture change programme	Compliance with national values and principles of governance in the Public Service	Culture change		✓	✓									Human Resource Management Department	
	Implement effective induction, capacity building and talent management initiatives	Performance improvement	Improved output		✓	✓	✓	✓	✓						Human Resource Management Department	
	Undertake mentorship and coaching programmes	Adequate knowledge management and skills transfer	Improved skill set		✓	✓	✓	✓	✓						Human Resource Management Department	

	Promote employee engagement and involvement initiatives	High job and work environment satisfaction	Engaged staff		✓	✓	✓	✓	✓						Human Resource Management Department	

6.1.2 Annual Work Plan and Budget

A costed annual work plan and budget are critical components of the KBC Strategic Plan implementation. Each year, managers will develop detailed work plans that align with the strategic objectives. These plans will specify the activities, timelines, and resources required to achieve the goals. The annual budget will detail the financial allocations needed to support these activities, ensuring that all strategic initiatives are adequately funded. Annual Work Plan for the first of implementation of the Strategic Plan has been attached.

6.1.3 Performance Contracting

During the strategic plan period, KBC will adhere to the government's policy of using Performance Contracts as a framework for implementing its strategic initiatives. KBC will negotiate and sign these Performance Contracts with the National Treasury and Economic Planning. At the end of each quarter, KBC will submit a report on the implementation of the Performance Contracts to the Public Service Performance Management Unit, parent Ministry of Information, Communications and Telecommunication and the National Treasury and Economic Planning for review.

6.2 Coordination Framework

The implementation process of this strategic plan must be well coordinated in order to achieve the planned strategic goals. The plan will be achieved through the meetings and reporting systems of various management and administrative organs of KBC including the Board Committees, the Senior Management team and other operational units in the organization structure. The implementation plan (action plan) matrix (Appendix 1) clearly shows what will be done and who will be responsible, among other details.

6.2.1 Institutional Framework

The implementation process of this strategic plan must be well coordinated in order to achieve the planned strategic goals. The plan will be achieved through the meetings and reporting systems of various management and administrative organs of KBC including the Board Committees, the Senior Management team and other operational units in the organization structure. The implementation plan (action plan) matrix (Appendix 1) clearly shows what will be done and who will be responsible. The Corporation consists of fifteen departments.

6.2.2 Staff Establishment, Skills Set and Competence Development

KBC staff are its most valuable asset and central to achieving its strategic objectives. To ensure the organization is well-positioned to meet its goals, a comprehensive analysis of the current staff establishment, skills set, and competencies has been conducted. The following table presents the current staff establishment, indicating authorized positions, staff in post, and the variance across different departments:

Table 6. 2 Staff establishment, skills set and compete

	Department	Approved Establishments (B)	Optimal	In Post (c)	Variance
1.	Finance and Revenue	74	74	57	-17
2.	Administration	193	193	129	-64
3.	Human Resource	40	40	32	-18
4.	Marketing	12	12	6	-6
5.	Advertising	90	90	37	-53
6.	Television programmes	47	47	31	-16
7.	Radio programmes	174	174	171	-3
8.	Technical services	309	309	216	-93
9.	News and editorial	80	80	96	16
10	Independent unit	16	16	11	-5
11	Directorate Establishment	41	41	44	3
12	ICT Department	32	32	25	-7
13	Sports Unit Establishment	-	-	9	-
14	Design	15	15	10	-5
15	Digital Department Establishment	17	17	19	2
Grand Total		1140		893	-266

Table 6. 3 Skill set and Competence development

Cadre	Skills Set	Skills Gap	Competence Development
Editorial, Radio and Television Department	• Video and audio editing skills • Research skills • Excellent interviewing skills. • Ethical reporting skills • Creativity and spontaneity skills • Language and public speaking skills	• Mobile reporting skills (using portable devices such as smartphones, tablets, digital cameras, or laptops for gathering, shooting, live broadcasting, editing, or sharing news). • Investigative reporting skills • Professional tactical camera handling skills • Multi-skilled scriptwriting on different genres Digital Archiving skills. • Interpersonal and Intrapersonal skills. • Live reporting skills.	• Sponsoring certification courses for reporters. • Encourage professional development • Undertake training. • Organize workshops to formulate professional standards, such as video and audio editing skills. • Inter-desk mentoring programmes • Support regular benchmarking opportunities for archiving audio and audio-visuals, • Hold meetings at the editorial department to discuss the subject of content planning among the editors.
Editorial Department (Production)	• Conceptualization skills • Video capture skills and camera handling techniques. • Practical skill with costume fabrics and styles • Ability to conceptualize originality and creativity. • Technical equipment troubleshooting skills. • Prioritization skills.	• Event planning skills • Upgrading of skills • Negotiation skills • Production skills for online and mobile platforms • Accurate footage preview skills. • Interpersonal and Intrapersonal skills. • Creative thinking skills while conceptualizing programmes. • Planning and time management skills.	• Technical training. • Workshops. • Conferences. • Mentoring programmes. •

Cadre	Skills Set	Skills Gap	Competence Development
Digital Department	• Graphic and web design skills. • Social media skills. • Videography and Photography skills. • Video and Audio Editing Skills. • Search Engine Optimization Skills. • Journalism and Communication Skills. • Proficiency in data visualization (Analytics).	• Graphic and web design skills • Adobe Illustrator. • Cinema 4D and Maya. • Adobe After effects. • Web development. • Social media skills • Content curation. • Writing Ability. • Digital Marketing tools. • Videography and Photography skills • Camera/Photojournalism. • Video and Audio Editing Skills • Final Cut Pro/Adobe Premiere Pro/Video conversion • Search Engine Optimization Skills • Content creation and content distribution. • Journalism and Communication Skills • Writing for print and broadcast.	• Work on reskilling and upskilling by offering training and development programmes. • Mentoring, e-learning programmes, and online courses.
CPRD	• Information and Communications Technology • Engineering. • Strategic Management. • Business development. • ISO QMS 9001:2015 Internal Auditor. • ISO 27001:2013 (Information Systems Management System) internal Implementer. • Senior Management.	• Report writing skills. • Performance contracting skills in the Public Service Course. • ISO QMS 9001:2015 Certified Internal Lead Auditor. • ISO 27001:2013 (Information Systems Management System) Certified Internal Implementer. • Strategic leadership skills.	• Training. • Seminars. • Conferences. • Impact assessment training.
CPRD (Library)	• Library and Records Management. • Mass Communication. • TV Production. • Basic Digitization Skills.	• Digital media assets management skills. • Modern archiving and retrieval skills. • Advanced digitization skills. • Library automation skills. • Modern TV production skills. • Audio Visual streaming skills. • Senior Management. • Research skills. • Interpersonal and Intrapersonal skills	• Training. • Seminars. • Conferences. • Impact assessment training. •

Cadre	Skills Set	Skills Gap	Competence Development
ICT Department	• Computer hardware. • Digital skills. • System Development. • Management Information Systems.	• Project management. • IT Security. • Linux/Unix. • Webcasting technical skills. • Supervisory/Leadership Skills. • Information systems security auditing skills. • Interpersonal and intrapersonal skills. • Technological trends skills.	• Training. • Conferences. • Relevant professional certification courses. • Workshops. •
Corporate Communication Department	• Writing (: Press Release, Speech Writing, Report, Minutes, • Crisis and Issues Communication Management • Effective Internal Communications • Developing and Effective CSI Communication Strategy • Protocol and Etiquette Management • Event Planning and Management • Photography • Customer Care • Writing for Corporate Publications: • Desktop Publishing and Web Design. • Research • Social Media Management. • Interpersonal Skills • Editing.	•	• Training. • Conferences. • Relevant professional certification courses. • Workshops.
Internal Audit, Risk and Compliance Department	• Professional Accounting skills • Auditing and management skills • Information and Communications Technology • Information system auditing. • Report writing. • Communication skills.	• Forensic audit • specialized skill • Risk management • Information security auditing skills • Leadership and Managerial skills •	• Training. • Seminars. • Conferences.

Cadre	Skills Set	Skills Gap	Competence Development
Finance Department	• Financial management skills • Accounting skills • Negotiation skills Budgeting skills	• Budgeting and control skills. • Analytical skills • Debt control and credit management skills. • Problem-solving skills. • Conflict resolution. • Critical thinking. • Interpersonal and intrapersonal skills. • Customer care skills. • Report writing skills. • Negotiation skills. Leadership, coaching, and mentorship skills.	• Coaching and mentorship programmes for newly recruited employees. • Attending professional (ICPAK) courses to understand the emerging financial trends in the market. • Organize seminars, conferences, and workshops on financial management. • Strategic leadership and development programme. • Teambuilding programmes Departmental exchange programmes for the exchange of ideas and internal growth.
Human Resource Management Department	• Management • Skills. • Decision-making and problem-solving skills. • Leadership skills • Conflict Resolution skills. • Interviewing skills. • Negotiation skills.	• Talent search skills. • Communication skills. • Interpersonal and Intrapersonal skills. • Managerial skills. • Critical analytical skills. • Leadership, coaching and mentoring skills. • Electronic records management skills. • Emotional intelligence skills. • Counselling skills. • Diversity management skills. • Change management skills. • Presentation skills.	• Organize change management programmes. • Encourage professional development courses to understand the emerging trends in HR Management. • Training of trainer's courses. • Disciplinary management course. • Conflict management training. • Emotional intelligence training. • Training on report writing. • Impact assessment training.
Procurement Department	• Project management skills. • Problem-solving skills. • Customer care skills. • Negotiation skills. • Budget management.	• Financial evaluation skills. • Critical analytical skills. • Time management. • Relationship management skills. • Purchase forecasting skills. • Risk management skills. • Interpersonal and intrapersonal skills. • Decision-making and problem-solving skills. • Cost management Skills. • Partnership management skills. • Strategic sourcing skills.	• Create awareness of global marketing trends. • Encourage professional development courses to understand emerging trends as per KISM. • Coaching and mentoring programmes. • Monitoring and evaluation courses.
Administration	• Time Management skills.	• Customer skills.	• Seminars on time

Cadre	Skills Set	Skills Gap	Competence Development
Department	• Basic maintenance skills. • Customer care skills. • Professional driving skills.	• Communication skills. • Problem-solving. • Surveillance skills. • Critical thinking and analytical skills. • Interpersonal and intrapersonal skills. • Active listening skills. • Assertiveness skills. • Attention to detail skills. • Emotional intelligence. • Safety management skills. • Situation assessment skills. • Observation skills.	management. • Coaching and mentorship. • Refresher courses. • Security management courses. • Team building programmes. • CCTV surveillance training. • Crisis and risk management courses. • Safety awareness and first aid training.
Legal Department	• Legal research skills. • Communication skills. • Problem-solving skills. • Legal writing skills. • Analytical skills. •	• Project management skills. • Persuasion skills. • Change management skills. • Interpersonal and intrapersonal skills. • Data analytics skills. • Customer service and client relationships. • Legal representation skills. • Negotiation skills. • Partnerships and public relations skills.	• Training. • Organize workshops. • Coaching and mentoring programmes. • Attending conferences and public lectures.
Technical Department	• Electronics engineering. • Telecoms engineering. • Electrical engineering. • Basic ICT skills. • TV and radio equipment operations. • Diagnostic skills. • Basic management skills. • Mechanical engineering.	• Camera tactics and creativity. • Refrigeration and air-conditioning (skills in ensuring that the machines are cooled). • Plant maintenance (maintenance of power systems and generators). • Digital archiving (this is because of the obsolete of the old recorded materials). • Systems security (ICT). • Technology integration. • Specialized IT skills. • Technological trends. • Project management and implementation. • Leadership and management skills. • Critical thinking. • Teamwork. • Report writing skills.	• Certificate training. • Workshops. • Seminars. • Benchmarking. • Team building.

Cadre	Skills Set	Skills Gap	Competence Development
Advertising Department	• Limited negotiation skills. • Data analytics skills. • Creativity. • Collaboration skills. • Digital advertising. • Data mining from social media feedback.	• Social media skills. • Technical and service sales skills. • Revenue collection skills. • Relationship and networking skills. • Public relations skills. • Teleconferencing online skills. • Sales administration skills • Creative and concept skills • Proposal writing and presentation skills • Negotiation skills. • Prospecting of potential clients' skills (market penetration) • Time management skills. • Leadership skills. • Analytical and critical thinking skills • Search engine optimization and web-based skills.	• Training, conference, Seminars • Workshops, in-house training • Online training • Team building activities. • Training. • Cross-training and multitasking
MARKETING	• Limited negotiation skills. • Data analytics skills. • Creativity. • Collaboration skills. • Storytelling skills in marketing. • Data mining from social media feedback.	• Research skills. • Analytical and critical thinking skills. • Creative, concept, and innovative skills. • Digital market analysis skills. • Brand management skills. • Market gathering intelligence skills. • Events and experiential management skills. • Digital management skills. • Public relations management skills. • Interpersonal and intrapersonal skills.	• Training, conference, Seminars. • Workshops, in-house training. • Online training. • Team building. • Training. • Cross-training and multitasking.

Cadre	Skills Set	Skills Gap	Competence Development
Special Projects and Strategic Management Department	• Project Management. • Financial evaluation skills. • Oversight skills. • Data analysis skills. • Social media skills.	• Logistics skills. • Business development skills. • Event planning skills. • Management skills. • Critical analytical skills. • Visualization skills. • Planning skills. • Leadership skills. • Interpersonal and Intrapersonal skills. • Customer care skills.	• Training. • Seminars. • Conferences.

6.2.3 Leadership

A significant influence on the success of KBC will be the drive, initiative, imagination, and management skills of the leadership, particularly the Managing Director, who will oversee the overall execution of the Strategic Plan. The Managing Director, along with the Corporate Planning, Research and Development, and Strategy and Special Projects Department, will focus on harnessing the skills and knowledge of managers and staff to realize the Strategic Plan.

To achieve this, the Managing Director will hold regular management meetings with all department heads to review their progress. These meetings will ensure that each department is aligned with the strategic objectives and that any issues are promptly addressed.

6.2.4 System and Procedures

KBC has implemented various policies and procedure manuals that guide the processes to be followed in every operational or administrative action they undertake. These guides are essential for ensuring KBC delivers on its mandate.

The policy and procedure documents currently in place at KBC include: HR Policy and Procedure Manual, Finance Policy and Procedure Manual, Editorial Policy and Guidelines, Procurement, Inventory Management and Asset Disposal Manual, and Risk Policy and Procedure Manual. KBC is also in the process of developing additional key policy and procedure documents for their operations, such as the Production Policy and Procedure Manual, ICT Policy and Procedure Manual, and Communication Policy and Preview Manual.

Furthermore, KBC is in the process of automating its business processes and re - engineering its system processes to enhance service delivery, reduce wastages, and minimize unnecessary paperwork. This strategic initiative is expected to shorten turnaround times, enhance customer satisfaction, and reduce operating costs by decreasing the reliance on manual labour, leading to increased efficiency and effectiveness. The re-engineering of systems will improve KBC's internal communication systems, leading to m

6.3 Risk Management Framework

The following table outlines the key risks identified for KBC, along with their likelihood, severity, overall risk level, and proposed mitigation measures. This framework is essential for managing potential threats and ensuring the organization's resilience and sustainability.

Table 6.4 Risk Management Framework

No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1	Political interference impacting editorial independence	M	H	H	Following the editorial policies and protocols to maintain independence. Regularly review and update these policies. Compliance to mwongozo code conduct Ensure transparency in editorial decisions and maintain open communication with stakeholders.
2	Continued Dependency on government funding	H	H	H	Diversify revenue streams by exploring commercial advertising, sponsorships, and digital revenue opportunities. Develop a financial sustainability plan to reduce reliance on government funding.
4	Decline in demand for advertising services	M	H	H	Innovate advertising solutions to attract new clients. Expand digital advertising offerings. Conduct market research to understand and adapt to changing consumer behaviours.
5	Government crackdown on televangelist TV channels affecting social media platforms	L	M	M	Develop alternative content strategies. Strengthen partnerships with diverse content providers. Ensure compliance with regulatory requirements to mitigate risks.
6	Rapid changes in technology leading to equipment and system obsolescence	H	M	H	Regularly update and upgrade technology infrastructure. Invest in scalable and adaptable technology solutions. Partner with technology providers for continuous innovation and support.

7. Chapter Seven: Resource requirement and mobilisation strategies

This chapter details the required financial resources for implementing the strategic plan by Key Result Area, and gaps, resource mobilization strategies and resource management.

7.1 Financial requirements

Table 7. 1: Financial Requirements for Implementing the Strategic Plan

Cost		Projected resource requirement				
		Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
KRA 1:	Enhanced Revenue generation by 31 December 2028	1 B	1.3B	1.9	2.2B	2.5B
KRA 2	Cost Management by 30 June 2028	0.05B	0.1B	0.15B	0.18B	0.2B
KRA 3	Grow the audience between 17 to 35 years on digital platforms, radio, and television through Create and Source Trendy / Premium Content.	4.5 M	4.8M	5.3M	5.9M	6.5M
KRA 4	To review and implement the Corporate organizational structure and staff establishment	30M	40M	48M	52M	58M

Table 7. 2: Resource Gaps

Financial year	Estimated financial requirements	Estimated allocations	Variance
Year 1	213.5	115.5	98
Year 2	13,223	223	13,000
Year 3	288	123	165
Year 4	165	0	165
Year 5	165	0	165
Total	14,054.5	461.5	13,593

7.2 Resource mobilisation strategies

In order to facilitate the implementation of this Strategic Plan the Service shall pursue the following strategies:

a) Balance Sheet Restructuring

The Transformation Paper also requests the Government to support the restructuring of the KBC balance sheet so as to be able to attract investors and partners. This can be done through the following interventions;

i) Writing off the Japanese OECF loan of Kshs. 90,704,727,000 as at June 2022 through preparation of a Sessional Paper;

ii) Approve Government-to-Government write-off of KBC outstanding broadcast license fees amounting to Kshs. 472,817,018 owed to CA as at June 2023 and KBC outstanding penalties and interest amounting to Kshs. 10,845,647,772 owed to KRA as at 30th June 2023

b) Commercialization of KBC land assets:

Through the Government of Kenya, KBC owns extensive tracts of land across Kenya, initially intended for Medium Wave and Analogue TV transmission. Through the June 2024 Transformation Paper, the Corporation has sought government approval to commercialize these assets.

The proposed plan involves commercializing KBC's 4,150.26 acres, with estimated value of Kshs 12,857,874,001 as at 30th June 2023 to generate revenue that will partly fund its transformation strategy. The land commercialization plan is estimated to generate Kshs. 9.6 billion in 5 years of the implementation plan.

This will be achieved through a mixed funding model that combines government funding with revenue generated from joint development projects. These projects may include commercial land leasing and the affordable housing program, utilizing a build, rent, development of recreational facilities, disposal and leasing for commercial agricultural use. This strategy aims to provide KBC with the necessary funds to implement its comprehensive transformation strategy effectively.

Using the revenue generated from Commercialization of land assets to undertake the following strategic interventions:

i) Improve Revenue on the Current Business Model, B2B

Since its inception, the KBC business model has relied heavily on corporate organizations and institutions (Public & Private) for business, under the B2B model. The key revenue streams under the current B2B model includes Advertising, co-siting and more recently the SIGNET TV Distribution revenue stream. These have been registering revenue decline due to lack of capacity to effectively compete, occasioned by poor, inefficient infrastructure and technology, uncompetitive content and demoralized personnel. The current business model is still viable, and through the KBC transformation strategy, the revenue decline will be reversed. It is projected that

KBC should generate Kshs. 2,306,875,000 additional revenues in the next 5 years of the implementation of the transformation strategy under the current B2B model.

ii) Venture Into a New Business Model B2C

KBC has been running its commercial mandate mainly under the B2B Model, since its inception. To sustain KBC revenue flow into the future and remain competitive, KBC would like to aggressively explore and invest into new long term sustainable B2C business model through the transformation. Revenue projections from new B2C business model will be Kshs 474,000,000 annually.

iii) Savings from right sizing

Currently, the KBC structure is bloated. During this strategic plan period, a right-sizing exercise will be undertaken lowering the staff establishment from 1,094 to the projected 850 through natural attrition, thus realizing a reduction of 244 positions. This will enable the Corporation to achieve the right manpower levels, attain a lean workforce, and lower the wage bill by approximately Kshs. 9,292,485.74 per month and Kshs. 111.5 million annually.

The specific interventions will include non-replacement of exits and retirees except for critical skills-sets; non-renewal of contracts upon expiry with sufficient notices for identified non-essential services through vetting by a steering committee and out-sourcing of general services e.g. security, office cleaning services etc.

The planned commercialization will enable the corporation to finance payment of the existing staff pension benefits and final dues. The pension scheme liabilities currently stand at. Kshs. 1.2 billion for unremitted pension, pending court cases 2.1 billion and the actuarial deficit at 3.1 billion as 30th April 2024.

iv) Funding through the Universal Service Fund (USF) from Communication Authority of Kenya (CA).

The Corporation is engaging CA, for funding through the USF to undertake various projects and programmes in underserved and unserved areas of Kenya. The Corporation is seeking for funds to implement infrastructure projects to improve its services in remote areas of Kenya, in fulfilment of its mandate as a public service broadcaster.

v) Funding through Government grants

The Corporation continues to request for funds from the exchequer to supplement its Appropriation-in-Aid (A-in-A) revenue in meeting its recurrent and development needs.

vi) Funding through international Agencies

KBC has put forward proposal and request for funding from various international agencies. Through The National Treasury, the corporation has developed various concept note and Cabinet Memorandums requesting for funds through various channels that may include Government-to Government engagements.

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KBC Long Term Financial Sustainability After Implementation of the Transformation Strategy

The corporation will be able to sustain itself into the future by re-inventing in the current B2B, with a sustained additional annual revenue of **Kshs.474,000,000** per year, and venturing into B2C, projected to generate new annual revenue of Kshs.**1,983,055,000** in 5 years. This will lead into combined **additional** internally generated, Appropriation-in Aid (A-in-A) revenue of **Kshs.983,055,000** annually after 5 years of transformation. This new revenue position will enable the Corporation to be financially sustainable into the future. This is illustrated in the tables below;

Table 7. 3: Current business model actual -- and increased revenue projections

Item	Current business mode Actual			Projections (upon implementation in the next five years)					
Revenue/Expenditure	2021/2022 Kshs. '000'	2022/2023 Kshs. '000'	Current FY 2023/2024 Kshs. '000'	Year 1 2024/2025 Kshs. '000'	Year 2 2025/2026 Kshs. '000'	Year 3 2026/2027 Kshs. '000'	Year 4 2027/2028 Kshs. '000'	Year 5 2028/2029 Kshs. '000'	Year 6 2029/2030 (After Transformation Kshs. '000')
Total Grants from National Government	1,170,500	947,902	1,049,000	1,098,000	1,134,000	1,151,000	1,291,000	1,343,000	1,300,000
Gross Sales of Service	1,140,400	1,140,104	1,178,125	1,641,750	1,970,100	2,364,120	2,836,944	3,404,332	3,485,000
Dividend Income	34,800	0	5,005	7,800	10,450	15,020	17,500	19,800	20,000
Other Income (Miscellaneous Income)	9,429	2,649	2,384	4,530	10,419	26,046	75,930	95,245	98,000
Land commercialization									
Land Compensation	0	0	0	1,247,680	0	5,365,000	151,200	0	0
Land Disposal	0	0	0	2,592,000	0	0	0	0	0
Land Joint venture (PPP)	0	0	0	0	50,000	70,000	130,000	250,000	250,000
Savings as a result of Staff rationalization	0	0	0	15,000	25,000	65,000	90,000	111,500	80,000
Total Revenues	**2,355,129**	**2,090,655**	**2,234,514**	**6,606,760**	**3,199,969**	**9,056,186**	**4,592,574**	**5,223,877**	**5,233,000**
Expenses									
Staff Cost	1,416,655	1,422,747	1,461,657	1,534,740	1,611,477	1,692,051	1,776,653	1,865,486	1,878,765
Board Expenses	13,903	28,733	31,234	31,859	32,496	33,146	33,809	34,485	34,670
Depreciation and Amortization Expense	275,783	268,970	272,245	299,470	329,416	362,358	398,594	438,453	441,800
Administration Costs	687,119	917,221	922,690	968,825	1,017,266	1,068,129	1,121,535	1,177,612	1,182,700
Selling and Distribution Costs	116,160	104,016	111,785	117,374	123,243	129,405	135,875	142,669	145,890
Provisions	33,916	30,135	30,645	32,177	33,786	35,475	37,249	39,112	40,120
Total Expenses	**2,543,536**	**2,771,822**	**2,830,256**	**2,984,445**	**3,147,684**	**3,320,564**	**3,503,715**	**3,697,817**	**3,723,945**

Item	Current business mode Actual			Projections (upon implementation in the next five years)					
Revenue/Expenditure	2021/2022 Kshs. '000'	2022/2023 Kshs. '000'	Current FY 2023/2024 Kshs. '000'	Year 1 2024/2025 Kshs. '000'	Year 2 2025/2026 Kshs. '000'	Year 3 2026/2027 Kshs. '000'	Year 4 2027/2028 Kshs. '000'	Year 5 2028/2029 Kshs. '000'	Year 6 2029/2030 (After Transformation Kshs. '000')
Investment into Strategic Interventions									
Investment in New Business Model	0	0	0	500,000	50,000	1,500,000	650,000	229,594	**2,929,594**
Business Process re-engineering (Automation)	0	0	0	200,000		800,000	46,000		**1,046,000**
Support Infrastructure	0	0	0	14,538		900,000		37,985	**952,523**
Content Revamp	0	0	0	50,000		1,300,000	150,000	446,000	**1,946,000**
Staff welfare	0	0	0	0	2,285	150,000	90,000	7,715	**250,000**
Pending Bills (Pension)	0	0	0	1,097,783		400,000	100,000	500,000	**2,097,783**
Pending Bills (Statutory Obligations)	0	0	0	1,659,994					**1,659,994**
Pending Bills (Suppliers)	0	0	0	100,000		400,000	33,247		**533,247**
KBC Rebranding						285,622	19,612	304,766	**610,000**
TOTAL	0	0	0	3,622,315	52,285	5,735,622	1,088,859	1,526,060	12,025,141
Surplus/ (deficit) before Tax	-188,407	-681,167	-595,742	0	0	0	0	0	
Year 6 After Transformation									
Total revenue									5,233,000
Total Expenses									3,723,945
Surplus/ (deficit)									**1,509,055**
New revenue streams									
Events and Conference Ticketing									6,000
Digital Radio									120,000
Prime Rate Service									180,000
Automation of Matangazo and Salamu									60,000
VoD (Video on Demand)									36,000
Pay per View									12,000
Signet opportunity for Subscription									60,000
									474,000
TOTAL Surplus/ (deficit) Year 6									**1,983,055**

7.3 Resource Management

KBC will prudently manage resources to effectively and efficiently implement the Strategic Plan. To ensure prudent to employ cost management measures such as:

i) leverage on technology to automate and digitalize and digitize to enhance efficiency and reduce costs such as Automation of Accounting
ii) Enforce strict budget adherence across all departments.
iii) Stricter credit policies and timely collection practices
iv) Strictly adhering to the Public Financial Management Act (2012) and Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its attendant Regulations (2020), and other financial instructions in terms of Circulars issued by the National Treasury from time to time;

8. Chapter Eight: Monitoring, Evaluation and Reporting Framework

This chapter presents the monitoring, evaluation and reporting framework of the strategic plan. Monitoring, evaluation and reporting will involve systematic and continuous collection and analysis of information based on indicators, targets
and provision of feedback.

8.1 Monitoring Framework

The success of the Strategic Plan implementation hinges on the effective monitoring and evaluation of planned activities and outputs. As such regular evaluation will be undertaken on a quarterly and annual basis by monitoring and evaluation management team (committee), consist of committee of Managing Director, and the heads of departments. The role of the committee will be to:

a) Continuously monitor the progress of strategies, activities, and outcomes.
b) Provide management with advice on alternative strategies as necessary.
c) Ensure that all planned activities are on track to meet the key performance indicator

8.2 Performance standards

The implementation of this plan will be closely monitored to verify that the strategies are being executed as intended, progress reports are consistently generated, and performance metrics are accurately assessed. The focus of the monitoring process will be to determine the relevance, efficiency, effectiveness, success, and sustainability of the actions taken to meet the strategic objectives and overall goals.

8.3 Evaluation Framework

KBC shall conduct annual, mid-term, and end term evaluations of the strategic plan to establish the extent to which the outputs and outcomes have been realised. Evaluation will involve systematic and objective process of examining the relevance, effectiveness, efficiency and impact of the strategies using the below table:

Table 8. 1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term period	End term period
KRA1						
KRA2						

8.3.1 Mid Term Evaluation

In 2025, a mid-term evaluation will be conducted to assess the progress made towards achieving the strategic plan's objectives. This review will provide critical insights and inform if there any necessary amendments to strategies, activities, and targets required to ensure continued alignment with the overall goals and objectives.

8.3.2 End Term Evaluation

An end-term evaluation will be conducted at the conclusion of the strategic plan period. This evaluation will assess the overall success of KBC in achieving the strategic objectives, measure the impact of implemented strategies, and identify lessons learned. The insights gained from this evaluation will inform future strategic planning and help in making necessary adjustments to ensure continuous improvement and sustainability.

8.4 Reporting Framework and feedback mechanism

Reporting the progress of implementation of the Strategic Plan will be done on a quarterly and annual basis. Quarterly and monthly periodic progress reports will be prepared and deliberated by the Management and presented to the Board of Directors using the below tables.

Table 8. 2: Quarterly Progress Reporting Template

Expected output	Output indicator	Annual Target (A)	Quarter for the Year				Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template

Expected output	Output indicato	Achievement of the Year			Cumulative to Date (Years)				Remarks	Corrective Intervention
		Targe t (A)	Actual (B)	Variance (B-C)	Target (D)	Target (E)	Actual (E)	Variance (E-D)		

Table 8. 4: Evaluation Reporting Template

Mid-term Period	End -term Period	Outcome indicator	Baseline		Midterm Evaluation		End of Plan period Evaluation		Remarks	Corrective intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										

9. Appendix 1: Financial Analysis

In this section we have conducted an in - depth analysis of KBC revenue based on the data collected from the Audited accountant and revenue data shared.

Income Statement Summary

The revenue from the Corporation comprises of revenue from the sale of services, grants from the Government of Kenya and other income which is comprised of (i) Dividend Income (ii) Miscellaneous Income (iii) Interest income and (iv) Parking fees. As the graph indicate KBC. The table below summarises the income statement for the years 2018 to 2022.

Table 9. 1: Income statement Summary

	2018 KES '000'	2019 KES '000'	2020 KES '000'	2021 KES '000'	2022 KES '000'
Revenues					
Sale of services	1,129,332	1,203,675	1,030,120	1,059,875	1,140,400
Grants from government	842,500	802,488	1,100,700	994,200	1,170,500
Other Income	3,832	2,027	3,227	15,620	44,229
Total revenue	1,975,664	2,008,190	2,134,047	2,069,695	2,355,129
Expenses					
Administration costs	(1,978,801)	(2,000,499)	(1,902,614)	(2,039,055)	(2,137,691)
Selling and distribution	(142,217)	(79,332)	(163,986)	(75,498)	(116,160)
EBITDA	(145,354)	(71,641)	67,447	(44,858)	101,278
Depreciation	(270,761)	(255,769)	(234,020)	(268,375)	(275,783)
EBIT	(416,115)	(327,410)	(166,573)	(313,233)	(174,505)
Finance costs	(8,255,849)	(7,878,620)	(9,783,354)	-	-
EBT	(8,671,964)	(8,206,030)	(9,949,927)	(313,233)	(174,505)
Tax	-	-	-	-	-
Loss for the year	(8,671,964)	(8,206,030)	(9,949,927)	(313,233)	(174,505)

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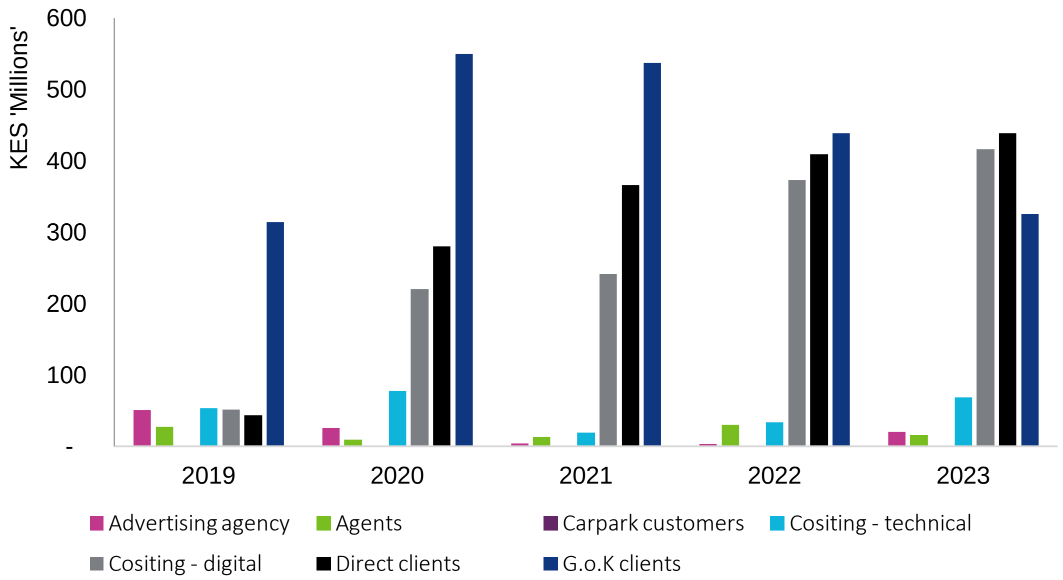
i) Customer distribution

KBC has a diverse client base spanning various sector, including government agencies, private companies, and non - profit organisations. For our analysis, we have classified KBC clients based on seven, categorises as follows:

- Advertising Agencies: Clients acquired through advertising agencies.
- Agents: Clients introduced by various agents, including the company's sales team and internal staff rather company staff.
- Carpark Customers: Clients who procure parking services from KBC.
- Co - siting - Technical: Clients seeking KBC's expertise in technical Co - siting services.
- Co - siting - Digital: Clients requiring KBC's digital Co - siting services.
- Direct Clients: Clients who engage directly with KBC without any intermediaries.
- Government of Kenya (GOK) Clients: Clients from various government departments and agencies.

Revenue from Co - siting and direct clients has recently increased hence minimising the risk of over reliance of the Government clients.

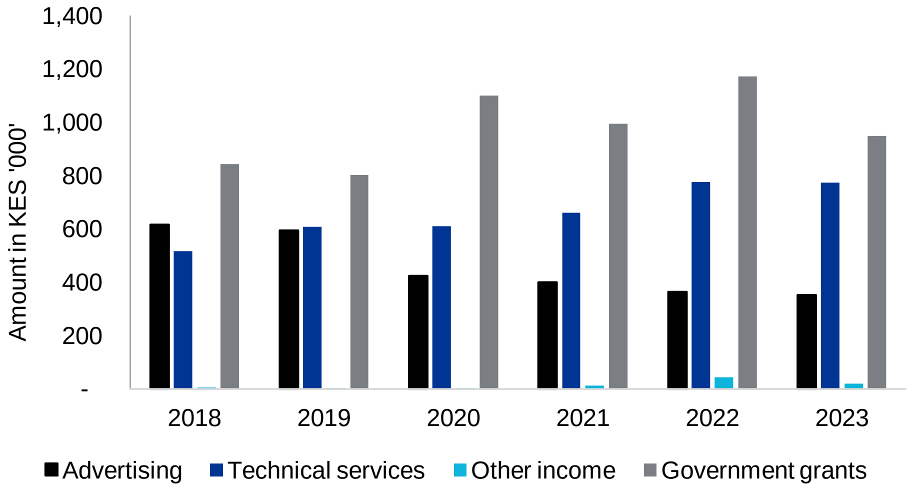
Figure 9. 1: Customer distribution analysis



ii) Analysis

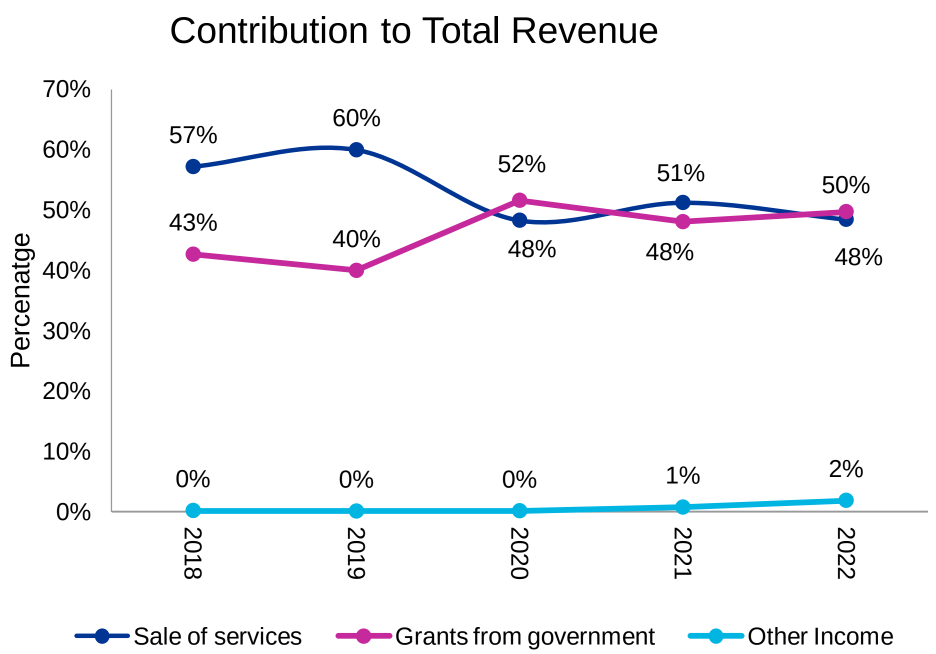
As depreciated by the chart below adverting revenue has been decreasing over the years mainly due to competition and revenue from technical services has been increasing over the years due to increased use of digital platforms.

Figure 9. 2: Revenue Analysis



On the whole, the contribution of sales of services total revenue has been decreasing while the contribution has grants from the government has been increasing.

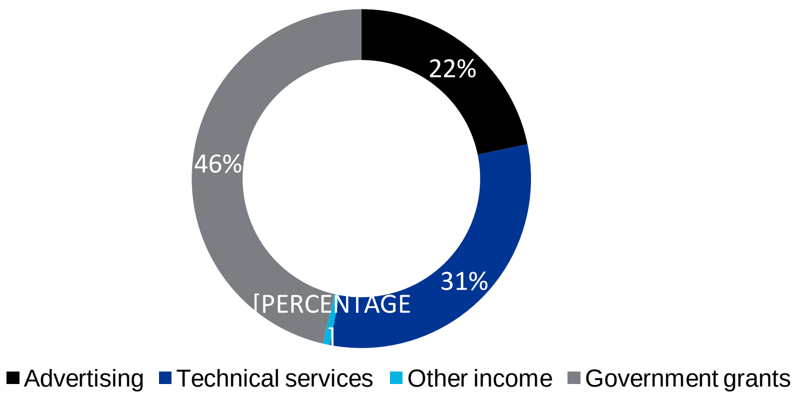
Figure 9. 3: Contribution to Total Revenue



iii) Revenue contribution

The diagram shown below indicates that Government grants which comprise of capital and current grants accounts for more than 46% of total revenue reported in all years.

Figure 9. 4: Revenue contribution



iv) Revenue segments

The table below summarises item wise revenue from year 2019 to 2023

Table 9. 2: Revenue segments

Source of revenue	2019 KES '000 Audited	2020 KES '000' Audited	2021 KES '000' Audited	2022 KES '000' Audited	2023 KES '000' Unaudited
Radio adverts					
Kiswahili Radio	124,352,292	88,101,547	88,328,227	65,079,415	63,321,908
Kitwek Radio	9,374,948	4,650,965	4,409,874	3,688,268	4,197,072
Minto Radio	14,420,327	12,042,597	10,424,615	15,619,524	10,641,612
Mayenga Radio	22,085,199	13,932,880	15,150,498	20,385,225	11,707,697
English Radio	54,772,479	55,676,476	64,993,803	45,795,973	53,669,724
Nosim Radio	10,949,573	7,042,745	6,820,725	5,272,007	4,570,881
Mwago Radio	1,972,015	350,000	1,150,691	2,815,172	4,110,774
Regional Radio	16,543,121	5,238,376	952,700	5,172	1,400,790
Coro Radio	42,723,521	30,657,811	40,174,308	35,742,066	26,248,149
Ingo Radio	7,709,562	3,459,752	4,088,959	3,947,535	3,501,907
Mwatu Radio	6,541,869	2,017,557	1,982,913	3,000,147	2,609,483
Pwani Radio	31,306,739	18,546,761	16,041,182	26,273,778	15,004,601
Metro Radio	74,690	8,621	-	-	-
Iftiin Radio	7,052,869	4,377,161	4,185,981	6,607,394	3,295,107
Sub total	349,879,204	246,103,249	258,704,476	234,231,676	204,279,705
Television adverts					
KBC Channel 1	243,227,019	174,740,024	140,126,948	127,055,359	145,535,585
Channel Y254	-	13,500	50,000	301,724	50,000
Sub total	243,227,019	174,753,524	140,176,948	127,357,083	145,585,585

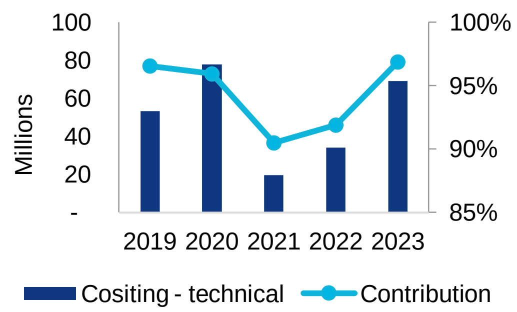
	2019 KES Audited	2020 KES Audited	2021 KES Audited	2022 KES Audited	2023 KES Unaudited
Casual and funeral					
Kiswahili Casual	72,104	99,836	46,689	376,626	278,475
English Casual	4,903	2,483	-	3,879	-
Regional Casual	219,717	206,417	96,954	35,153	50,791
Coro Casual	121,154	144,034	186,704	107,203	129,911
Kiswahili Funeral	741,593	232,134	247,860	100,275	117,110
English Funeral	23,690	5,980	23,054	3,413	4,220
Regional Funeral	741,514	7,921,217	879,339	1,005,284	481,777
Coro Funeral	93,683	44,146	23,137	13,650	5,450
Sub total	2,018,358	8,656,247	1,503,737	1,645,483	1,067,734
Technical services					
Technical Service	298,942,840	281,148,981	285,366,059	307,419,486	245,505,519
Digital Platform	309,655,915	328,413,147	375,677,606	468,905,654	526,567,838
Sub total	608,598,755	609,562,128	661,043,665	776,325,140	772,073,357
Grants					
Government grants	695,766,000	1,207,422,000	994,200,000	1,101,333,333	947,901,500
Other income					
Digital media sales	-	-	-	2,116,134	4,951,142
Revenue share	-	-	-	-	11,285,202
Parking fees	263,793	186,207	240,207	318,078	46,552
Dividends	-	-	8,680,000	34,800,000	-
Fines	-	-	25,256	-	31,471
Miscellaneous	2,865,637	1,929,194	5,539,109	11,712,672	2,003,599
Land lease	-	12,000	-	-	704,000
Insurance refund	6,032,576	330,910	114,172	-	100,000
Car loan	157,405	312,204	-	123,000	-
Sub total	9,319,411	2,770,515	14,598,744	49,069,884	19,121,966
Total revenue	1,908,808,747	2,249,267,663	2,070,227,570	2,289,962,599	2,090,029,847

v) Top ten customers

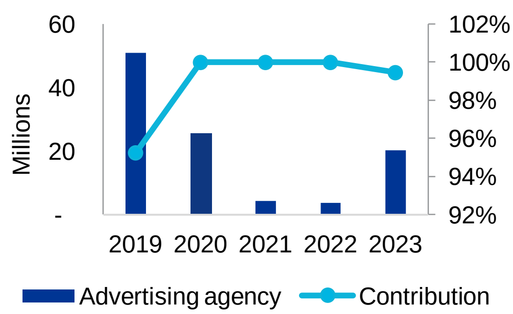
An analysis revealed that a majority of the KBC revenues were dominated by handful of clients. In majority of cases the revenue more than 50% of revenue generated is from 10 customers as summarised below.

Figure 9. 5: Analysis of top ten customers

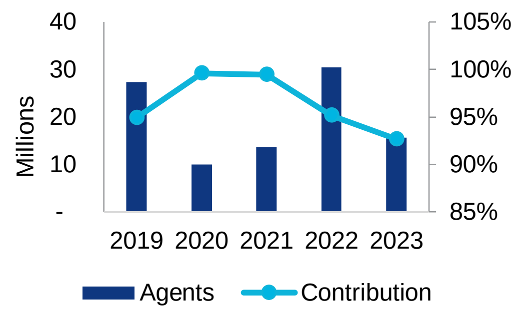
Revenue generation of top Ten Co - siting Revenue vs Total Contribution



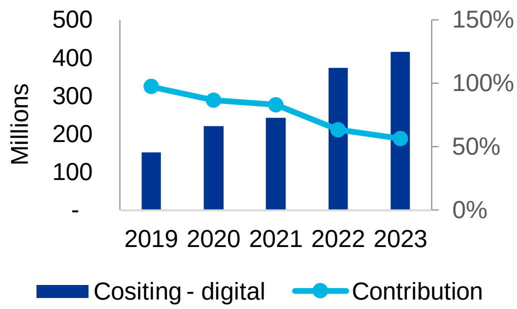
Revenue brought in by top Ten Advertising Agency Clients Revenue vs Total Contribution



Revenue brought in by top Ten Agents Clients Revenue vs Total Contribution

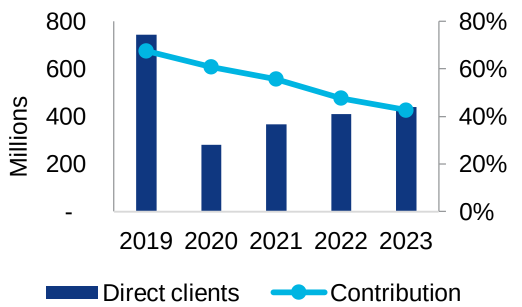


Revenue brought in by top Ten Co - siting -digital Clients vs Total Contribution



Revenue generation of top Ten GOK Clients Revenue vs Total Contribution

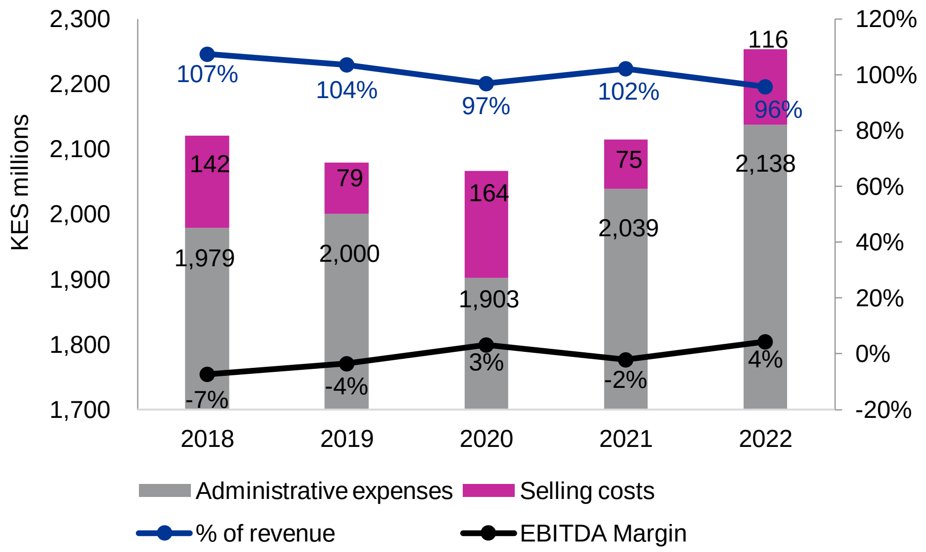
Revenue generation of top Ten Co - siting clients Revenue vs Total Contribution



i) Operating expenses summary

Operating expenses of the Corporation comprise of administrative expenses and selling and distribution costs as summarised below.

Figure 9. 6: Operating expenses summary



Source: Audited financial statements

From the analysis above, the Corporation's operating expenses outweigh the revenue generated in most cases hence resulting to negative EBITDA margin. This is not a good sign for the Corporation's going concern. There is therefore a need for operating cost monitoring or overhaul business operating structure.

ii) Administrative expenses

A few expenses line items account for more than 95% of total administrative expenses of the Corporation as summarised in the table below.

Table 9. 3: Administrative expenses

	2018 KES ‘000’ Audited	2019 KES ‘000’ Audited	2020 KES ‘000’ Audited	2021 KES ‘000’ Audited	2022 KES ‘000’ Unaudited
Total expenses	1,334,475	1,291,374	1,319,238	1,380,244	1,416,655
Contribution					
Staff cost	67%	65%	69%	68%	66%
Director remuneration	0%	1%	1%	1%	1%
Electricity and water	7%	7%	7%	7%	7%
Travelling	3%	1%	2%	2%	3%
Legal fees	3%	2%	3%	4%	4%
Repairs	3%	3%	4%	6%	4%
Bad debts	2%	2%	2%	1%	1%
Program telephone	10%	6%	3%	3%	2%
Program production	2%	12%	6%	4%	9%
All others	3%	3%	3%	4%	3%
Total	100%	100%	100%	100%	100%

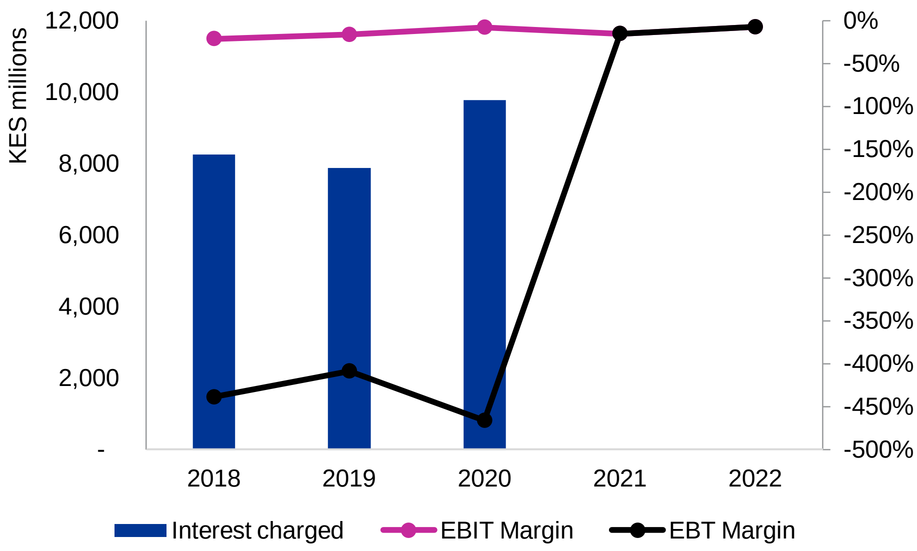
Employment cost is the major expense which accounts for more than 65% of total administrative costs. This represents more than 60% of total revenue of the Corporation. Both program expenses averages to 11% of total administrative expenses and total revenue of the Corporation.

Selling and distribution expenses comprise of marketing and sales promotion expenses and sales commission expenses. These costs accounts to about 5% of total revenue of the Corporation.

iii) Finance costs

Finance costs comprise of Interest charged by Government on Japanese loan advanced in 1989 for the purposes of the Corporation's modernization. The figure below summarises interest charged over the years.

Figure 9. 7: Analysis of finance cost



Source: Audited financial statements

Finance costs have worsened the going concern status of the Corporation. EBIT Margin by bringing EBT Margin in year 2022 was negative 466%. No interest charged in year 2021 and 2022.

The Management should explore other means of revenue generation in order to improve the cash flow of which some may be used to repay the loan. For example, make use of idle assets such as land to generate annual revenue.

iv) Statement of financial position

The table below summarises the statement of financial position for the years 2018 to 2022.

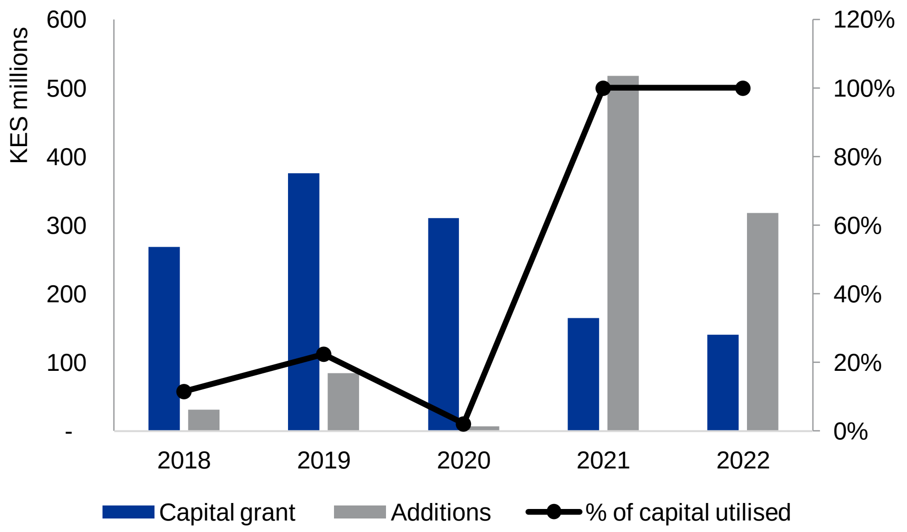
Table 9. 4: Statement of financial position

	2018 KES '000'	2019 KES '000'	2020 KES '000'	2021 KES '000'	2022 KES '000'
ASSETS					
Non-current assets					
Property and equipment.	16,501,859	16,330,395	16,102,911	16,352,092	16,394,365
Investment	400	400	400	400	400
	16,502,259	16,330,795	16,103,311	16,352,492	16,394,765
Current assets					
Inventories	64,730	104,921	92,603	96,386	63,269
Receivables	1,830,558	3,820,952	1,408,582	1,562,450	1,129,796
Cash and bank balances	67,286	35,329	354,143	135,077	168,735
	1,962,574	3,961,202	1,855,328	1,793,913	1,361,800
	18,464,833	20,291,997	17,958,639	18,146,405	17,756,565
EQUITY AND LIABILITIES					
Capital and reserves					
Ordinary share capital	928,488	928,488	928,488	928,488	928,488
Revaluation reserve	11,616,174	11,616,174	11,616,174	11,616,174	11,616,174
Accumulated losses	(66,423,020)	(74,629,056)	(87,900,414)	(88,252,562)	(88,426,678)
	(53,878,358)	(62,084,394)	(75,355,752)	(75,707,900)	(75,882,016)
Liabilities					
Current liabilities					
Borrowings	-	18,217	-	-	-
Trade and other payables	1,039,788	2,426,814	2,609,666	3,149,580	2,933,856
GOK Loan (principal)	12,930,057	13,656,916	13,657,251	13,657,251	13,657,251
GOK (Loan Interest)	58,372,670	66,251,289	77,047,474	77,047,474	77,047,474
Bank overdraft	676	23,155	-	-	
	72,343,191	82,376,391	93,314,391	93,854,305	93,638,581
	18,464,833	20,291,997	17,958,639	18,146,405	17,756,565

v) Property, plant and equipment summary

The Corporation's property, plant and equipment comprises land, buildings, plant and equipment, transmitter equipment, studio equipment, Outside Broadcasting equipment, portable equipment, program links, furniture and fittings, motor vehicles, office equipment and computer equipment. The Corporation's property, plant and equipment can be analysed as follows.

Figure 9. 8: Property, plant and equipment summary



Over the years, the Corporation did not utilise the whole capital grant on capital expenditure apart from year 2021 and 2022 where capital expenditure exceeded capital grant provided

vi) Net current assets / liabilities

Overall, the Corporation has been in net current liabilities status due to GOK loan which comprise of principal and accrued interest amount to a tune of 90.6 billion by end of year 2022. The figure below analyses the net current position of the Corporation over the past five years.

Figure 9. 9: Net current assets / liabilities