UNIT 3: PR management, measurement and evaluation

- You are required to complete this cover sheet and include it as the front page of your work

- The cover sheet and assignment must be submitted as one document. (NB: Your assignment cannot be accepted if it comprises more than one document)

- Please check with your teaching centre for the delivery address, delivery method and deadline date & time

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- Your assignment should be named in accordance with the naming instructions in your Student Handbook, i.e. PRAU35555DIP

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<th>CIPR CANDIDATE NUMBER:</th>
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<th>Title</th>
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<td>EVALUATING THE EFFECTIVENESS OF PUBLIC RELATIONS STRATEGIES: THE NAIROBI INNOVATION WEEK</td>
<td></td>
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<tr>
<td>Management proposal</td>
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<td>Support research and feedback</td>
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The Nairobi Innovation Week (NIW) started in 2015. It is held annually since, and as a result seeks to celebrate both local and international innovations with an aim of enhancing key aspects of the innovation ecosystem. Since its inception, the NIW has become an annual calendar event at the (UoN) that is graced by H.E. the President of the Republic of Kenya, Uhuru Kenyatta, and as a result its value in the ecosystem has started to yield fruits. As the convener, the university continues to invite partners to collaborate in growing this initiative as it strives to ensure that a clear proposition for all stakeholders is well articulated and followed through.

By working with many partners, the university wishes to work on a shared value platform in order to promote innovation and sustainable entrepreneurship in Kenya and the region at large. Innovation thus, is one of the key pillars in the current UoN leadership and as a result seeks to champion relevant policy discussions on innovation within institutions and the country at large. The C4D-lab which is a Research and Development (R&D) and Startup Incubation hub housed
at the UoN aims at contributing towards building the Silicon Savannah, leveraging on the large University community. The C4D-lab thus supports multi-disciplinary startups that are inclined towards information technology and as a result provides the said ecosystem.

**The background**

In 2015, Dr. Tony Omwansa, the founding Director of C4D-lab and Chairperson of the NIW felt there was need to operationalize the innovation hub at the university with a view to promoting and innovating startups. He initially tried to showcase his own innovation, but did not get an opportunity to do so. At the same time, he noted that many innovations were not being given the recognition they deserved in a focused way hence he came up with the idea of the Nairobi Innovation Week.

In trying to drive this agenda forward he engaged management and discovered that the Vice Chancellor had identified innovation as a priority area for the institution, but did not know how to realize this vision. Since he had just completed his PhD then, he too was looking for a challenge and what better way than to drive this initiative. The approach to use, he envisioned would be by way of hackathons, plenary sessions, workshops, keynote presentations, discussions, startup pitches and exhibitions.
As the Chairperson of the NIW there was need therefore, to identify innovations, showcase them and find out how best to grow them. This he envisioned would only be possible through partnering with industry, in return strengthening institutional capacity by supporting this initiative through funding and sharing of ideas. At the same time, this would increase the institution’s visibility as a champion of innovation and as a leader bring on board more stakeholders.

**Justification**

The NIW 2018 initiative is the right PR campaign as it has done its full cycle, from beginning to end successfully and as a result its objectives are worthy of measurement. It also incorporates various public relations (PR) practice aspects as well as principles of PR communication. NIW 2018 will be evaluated as implemented by the campaign team since it did not use the services of a PR agency.

**Business objectives of the University of Nairobi**

- To create a centre of innovation excellence at the UoN by 2022
- To establish/create partnerships with leading global innovation hubs/institutions thus creating visibility through job creation by 2018
- To generate innovates through empowering 80% students/staff to show case/scale up/commercialize their innovations by 2019
- To champion the UoN to provide leadership in creating an enabling ecosystem for innovators in Kenya by 2020

**Specific objectives of the campaign**

- To be the go-to innovation platform that shapes the innovation ecosystem in Kenya
- To spark and embrace new innovative ideas and communicate the startups by researchers and show case the successful innovations
- To offer mentorship and promote practical training skills, opportunities to young entrepreneurs
- To attract exhibitors/innovators to participate in the innovation week with a view to generating revenue for the University
**Pre-phrase plan**

According to Dr. Omwansa, to successfully implement the NIW 2018 initiative a lot needed to be done to attract partners who were willing to fund as well as pitch, showcase their startups and innovations with a view to increasing visibility, discoverability and draw investor linkages. The C4D-lab was instrumental in starting this venture as it fully supported the innovators through provision of an enabling ecosystem and guided expertise. The NIW 2018 was able to get sponsorship from the Government of Kenya, Safaricom, Barclays Bank of Kenya, UNICEF and the National Research Fund just to mention a few.

The main communication components used to drive this initiative were: stakeholder meetings, media campaigns. The targeted audience, were innovators, researchers, government, partners from the private and public sector, media and the general public because anyone can become an innovator.

**Mid-term phase**

The campaign slogan used for NIW 2018 which took place between March 5 and 9, 2018 was “Innovating for a better tomorrow!” . This was in tandem with the objectives of the NIW 2018 which exposes innovations to the public and at the same time strengthens skills necessary to develop customer centric innovations. The team led by the Chairperson of the NIW, the Corporate Affairs office, the Chairperson of the Exhibitions and Events and the media worked in close collaboration to draft as well as develop promotional content for the event. The university website

[www.uonbi.ac.ke/category/tags/c4dlab](http://www.uonbi.ac.ke/category/tags/c4dlab) was used to manage the social media pages. The PR strategies employed to ensure success during the implementation of this initiative included preparations starting early, as well as engaging media partners early to get the best packages and frequent media briefings on the preparations. The media had adverts running on television as well as on print media.
PR strategies employed in the campaign

Media campaign

Media houses ran a one (1) month media campaign on television, print media and online. These were conducted at the beginning of the year in order to sensitize the public about the upcoming event as planned in the calendar year.

Twitter excerpts on the NIW

All stations broadcasted the event, for periods of 15 seconds each time. The spots were periodical and conducted daily, mid-7pm news, pre-9pm news, and mid-9pm news. Adverts on newspapers were half page insertions. Dates ran were 3 to 4 weeks before the start of the NIW on March 5, 2018. Campaigns ran were digital and live streams which were forceful as expected in informing the public about the event and were instrumental in motivating prospective innovators as well as partners to participate at the NIW. Alongside the exhibition, were plenary workshops that ran concurrently.
Stakeholder meetings
These were held in Nairobi, Kenya mainly at the UoN, the Ministries of Information Technology and Communication, and that of Trade and Industry.

Resources
Human resource was collaborative effort of staff at the C4D-lab, Corporate Affairs office, the Chairperson, Exhibitions and Events, the PR office, the Planning Division as well as the Office of the Deputy Vice Chancellor (RPE). Video and photography services were externally sourced. The office of Corporate Affairs, managed the website and social media pages. Support for NIW, 2018 was received from Nation Media as well as the Standard Media Group. The estimated total budget allocation for NIW was USD 208,610.

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Publicity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Web design and live streaming</td>
<td>$ 7,921</td>
</tr>
<tr>
<td></td>
<td>• Television advertising</td>
<td>$ 19,802</td>
</tr>
<tr>
<td></td>
<td>• Billboards at vantage points</td>
<td>$ 9,900</td>
</tr>
<tr>
<td></td>
<td>• Posters in all six colleges</td>
<td>$ 495</td>
</tr>
<tr>
<td></td>
<td>• Newspaper adverts</td>
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</tr>
<tr>
<td></td>
<td>• Video and photography</td>
<td>$11,881</td>
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<tr>
<td>2</td>
<td>Internal communication</td>
<td>$ 1,188</td>
</tr>
<tr>
<td>3</td>
<td>Operating Costs</td>
<td>$ 11,881</td>
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<td>4</td>
<td>Exhibition/Conference organization</td>
<td>$ 99,008</td>
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<td>5</td>
<td>Refreshments (Tea &amp; lunches)</td>
<td>$ 21,782</td>
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<tr>
<td></td>
<td><strong>Grand total</strong></td>
<td><strong>$ 208,610</strong></td>
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</table>

Summative phase
As supported by the research conducted, the NIW, 2018 has been able to redesign itself in terms of budget adjustment despite the challenges faced with funding this expensive initiative. New ways of motivating innovators have been devised by showcasing their startups and in return
receiving awards and in some instances facilitating funding to commercialize the good innovations to the next level. The startups have been patented to avoid copyrights; this has in turn brought about a transformative way of doing things, since the innovators feel they too are part and parcel of the initiative and own a stake in it.

Although the number of partners participating in this event have increased from the initial 50 to 300 participants the initiative has somewhat plateaued. There is need to restart the clock to the next level probably by institutionalizing the initiative for systems continuity and ownership.

**Ethics**

Some ethical considerations by NIW include:

1. Encourage patenting of startups
2. Facilitate the licensing off of the good NIW ideas and prototypes
3. Adherence of procurement processes of the institution
4. Train more innovators to harness practical skills necessary to create innovations
5. Ensure the stakeholders receive and see value for what they are supporting
6. Signing agreements with partners to legitimize the partnerships

**Unethical practices**

1. The institution needs to think through the structure of the initiative by opening up to other institutions and business partners for future growth and sustainability.
2. There is need to open up the NIW to other disciplines. Innovation is not just IT based. Other disciplines can also have startups and prototypes that are not IT inclined.

**Social cultural issues**

Previously, when we heard the word ‘innovation’ what came to mind was IT. It has been proven that innovation is multidisciplinary and if the NIW intends to partner with many, it would have to open up its scope of operation to a platform that promotes shared value among other disciplines IT included. As Anthony, S.D. (2012) posits that “You don’t have to be Steve Jobs to succeed at innovation”.
Strengthening of linkages between innovators and investors can be achieved by way of pitching startups and showcasing innovations. If specific problem focused innovations are developed through guided hackathons, the idea of promoting a shared value platform can be achieved. However, this has not been the case as exhibitors have been restricted to IT.

In academia and even research, the majority of the populace is male. There is the belief that the male gender are more aggressive in their quest to innovate as opposed to their female counterparts. This can be associated with the cultural way of thinking that research is a more male dominated field, whereas women are associated with becoming wives and mothers.

**Critical analysis**

Wundersitz et al. (2010, p.59) stipulates that key in PR campaigns is the way the message is packaged since it is intended to capture the publics’ attention, motivate and have a positive impact. The slogan ‘innovating for a better tomorrow’ was appropriate for this initiative and the message was relevant, had clarity, precision and was action-oriented in line with the initiative. The objectives as spelt out were specific and measurable. All that was set out in the objectives was accomplished. A good example is in the objective that states ‘To offer mentorship and promote practical training skills, opportunities to young entrepreneurs’. This was achieved through the interactive sessions held during the workshops. From the data collected, the objectives were SMART and were in sync with the outcomes. The key stakeholders were diverse, segmented and prioritized. The budget allocation for the initiative was a bit on the higher side.
Benchmark for measurement

The table below explains the evaluations tools used in measuring the campaign objectives as guided by the PR outcomes.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key performance indicators</th>
<th>Questionnaires</th>
<th>Interviews</th>
<th>Social media content analysis</th>
<th>Focus group</th>
</tr>
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<tbody>
<tr>
<td>To Increase public awareness of N/\textit{W}</td>
<td>More pitches, startups and innovations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To change attitude towards N/\textit{W}</td>
<td>Increased interest in innovation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To increase brand and N/\textit{W} visibility</td>
<td>More people aware of N/\textit{W}</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To increase private and public partnerships</td>
<td>More participation and showcasing of innovations and startups</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

*Evaluation tools*

**Recommendations**

The university should endeavor to factor in within its annual budget, a budget for the N/\textit{W} to accommodate the entire PR process by engaging professionals or agency to plan the event. It should at the same time, consider having an office with permanent staff with specific roles and dedicated to initiatives such as N/\textit{W}, events and exhibitions that are annual events, so that everyone becomes accountable.

**Conclusion**

To successfully become the go-to innovation platform that shapes the innovation ecosystem in the region, the university may have to consider partnering and or incorporating an entity in academia or a private entity that understands the N/\textit{W} objectives, to professionally manage it.

*Word count – 2,200*
Supporting review

Literature review

Berken (2010) defines innovation as significant positive change. If that which is offered presents significant change to the person it is offered to, then that is innovation. Drucker et al. (1994) posits that in order to prosper and survive innovation is critical. Innovation is the key to converting transformative ideas and problems into impactful opportunities. Drucker et al. (2004) posit that innovation provides business competitiveness amongst companies and is presumed to be one of the key drivers of competitiveness in the business world, if not the most significant. Innovation provides a platform for competition amongst companies and institutions as it propels them to faster growth, better and smarter working techniques than their competitors, and influences the decision and direction that industry will adopt according to Davila et al. (2006).

The general presupposition therefore, is innovation as a process comprises of ongoing pursuits of harnessing new and unique knowledge this is according to Nonaka and Takeuchi (1995); and Subramaniam and Youndt (2005). Sharing knowledge can be a means to encourage exchange of information and creativity in organizations in order to recognize their competitive advantages (Liebowitz, 2001).

According to Fagerberg et. al (2013) innovation is gaining recognition as essential in research as a social economic phenomenon worthy of study. These researchers conclude that for innovation to be considered desirable it must thrive on reliable systematic knowledge on how best to influence innovation in order to exploit its effects and derive its full potential.

The publics

The role opinion leaders play in the nature of networks helps determine the likelihood that the innovation will be adopted. Rogers, E.M. (1995) while studying how innovation unfolds, argued that it comprised four stages mainly creation, dissemination through the social system, occasion, consequences and the information flow through networks.
**Stakeholder mapping for the NIW initiative**

**The Theory**

The diffusion of innovation theory is the most suitable for this initiative. The theory propagates that innovation is disseminated through certain communication mediums over time among members of a specific societal structure. Thus innovation is an inspiration that is applied or goal that is perceived as new by an individual or other entity of adoption. Hence, communication is the system medium through which stakeholders generate and share information with one another to attain a mutual understanding (Rogers, 1995).
The theory of diffusion of innovation states that interpersonal contacts together with media provide information and influence opinion and judgment. Opinion leaders use manipulation of audience behavior via their personal contact, whilst other intermediaries called change agents and gatekeepers are also included in the process of diffusion.

Rodgers, E. (2003) posits that there are five categories of adopters. These comprise:

1. Innovators – People who are tech savvy and readily take on risks on new innovations.
2. Early Adopters (Visionaries) – People who are discerning in their choice of adoption due to their social networks thus easily influence others.
3. Early Majority – This group of people focus more on solutions to a problem as opposed to innovators and early adopters who concentrate on technology and performance.
4. Late Majority – These are a skeptical type of people, thus adopt innovation only when majority of society has embraced the innovation. They are often not financially well positioned to easily influence others.
5. Laggards – These individuals loathe change, and tend to focus on the traditional way of doing things. They could at times change or sometimes never.

It is important to note that these classes of people exist and success of an innovation is dependent on which class is persuaded by innovation to be able to influence its direction.
The model

Theaker (2012, p.47) and Macnamara (2012, P. 332) posit that PR models recognize the need for analysis as well as systematic collection of data before planning or implementing any PR activity.

The pyramid model of PR research (Macnamara 2012, p.337) is appropriate in evaluating the effectiveness of the NIW initiative.
**Research Methodology**

Cutlip, Center and Broom in Watson and Noble (2007, p.53) propagate that research is the foundation for effective PR. When assessing the effectiveness of PR campaign activities, the outcomes spelt out in the campaign objectives need examination as stated by Noble and Watson (2007, p.59) while citing Broom and Dozier. They further state that campaign outcomes can be broken down into three main categories. Namely, behavior change, increased awareness and better understanding amongst the target audience and change in thought and attitude.

The mixed method approach was used to measure the NIW, 2018 initiative using a qualitative approach. Interviews with the Chairperson of the NIW, 2018 initiative as well as three senior key informants, 40 questionnaires from different stakeholders as well as one focus group discussion was used to measure the impact of knowledge, attitudes and perceptions of the target audience. The study sought to evaluate their exposure and recall of the campaign to better gauge the impact.

**Findings**

**The survey**

100% of the respondents have heard about the NIW initiative. 65% got information through newspaper adverts, whereas another 40% got to know about NIW through television adverts while another 40% saw the adverts online. 25% knew through radio and 10% knew about it through billboards.

On finding out what the respondents know about the NIW initiative 85% said it was about creativity, 65% thought it was about startups, 55% felt it was about networking and sharing ideas. When asked what comes to mind when they hear about the NIW initiative 52.6% felt that the relevance of the message was key. 42.1% were of the opinion that the way the NIW is packaged is ingenious.

On how motivated they are about the NIW initiative 47.7% attest that they are motivated to a great extent another 42.1% are neutral in what they feel whilst 10.5% are motivated to a great extent.
Judging from reactions of 35 out of 40 respondents they felt that more could be done to better highlight as well as show case the success stories emanating from the NIW. As to whether or not the communication was effective there were mixed reactions from respondents as some were of the opinion that it was not well communicated whereas others felt the adverts were sufficient.

A good number of the respondents felt that the NIW provided a good platform for networking, sharing of ideas as well show casing of their startups. When asked whether or not they felt confident and motivated enough to tell people about the NIW 65% of the respondents said yes whilst 35% said no. On social media the accounts used were @Nairobi Innovation week and Facebook @nairobiinnovationweek
Interviews

The Chairperson of the NIW initiative, Dr. Omwansa affirmed that the campaign objectives had been met. Some of the challenges while implementing the initiative were that this was a new concept. He wondered whether or not it had been understood and embraced. Another challenge was that of funding as the initiative did not get the anticipated support from the institution since the seed money received was randomly acquired. As he was a fairly new member of staff he did not understand the system well and that posed a great challenge due to the bureaucracy involved in the institution. He however, noted that over the years he had gained experience and was better placed to run and uphold the initiative’s objectives.

The Director Corporate affairs, Mr. Orindi, explained that the role of his department was vital in creating interest and awareness. He further stated that all these events required sponsors as well as innovators to come on board to show case their innovation and that the aim of the NIW was to drive value for the stakeholders and enhance the image of the institution in provision of leadership in innovation.

According to the Dr. Otieno, the Chairman, Exhibitions and Events at the University of Nairobi, his role was pertinent in the whole arrangement as it involved identifying the innovations both from students, staff, departments, schools and faculty. The greatest task however, was to look at the different startups and identify the cutting edge innovations for showcasing. He was of the opinion however, that the innovation hub needed to embrace other disciplines in order to be more inclusive.

From the PR perspective, the Communications Officer, Mrs. Kamau, stated that communication plays a key role in the success of NIW. She further said that the PR office runs a strategic PR campaign that involves a 360 degrees media campaign. It also emerged that in order to gain momentum publicity of the event starts 8 months to the event in order to put in place all that is necessary to create awareness. Since NIW is an annual event that propels the UoN image the PR department therefore, is tasked with providing support that will enhance the brand visibility.

Focus group

This was a group of eight mainly students. I sought to find out from them if they knew about the NIW, 2018 initiative. They all had heard about it and agree that it had been well publicized on print media, television as well as on social media. Six of them however, felt that it was not all inclusive as it did not cut across all disciplines since the pitches and startups were mainly IT
inclined. Five of the members felt that as a motivator, their needed to be more hype about the startups by way of giving awards to the best startups and innovations, as well provide financial support to commercialize the innovations to the next level.

**Critical analysis**
As derived from the research findings, the campaign strategies implemented seem to have successfully yielded positive results as the objectives were met. Social media and real time streaming during the innovation week was effective in creating the much needed hype. Consequently, the PR outcomes on increased awareness and change in behavior and attitude were realized, considering increased motivation to showcase and pitch startups and innovations, as well as increased partnerships with the private and public sector together with increased brand visibility. However, from the data collected more could have been done for effective media campaigns in widely communicating the message.

**Recommendation**
There is need for NIW to adopt PR strategies that will aggressively reach out to all in order to increase awareness and visibility and at the same time, seek to endear as well as motivate the primary stakeholders to positively embrace change in attitude towards innovation, so that more and more partners are willing to create, as well as showcase their startups and successful innovations. Since the C4D-lab is an innovation hub it should embrace other disciplines apart from IT in innovation with a view to propelling the institution to provide a more enabling ecosystem for all with a view to becoming a centre of innovation excellence in the region.

**Conclusion**
The research findings show, that the NIW initiative was effective and that more still could be done, to better make the initiative more attractive and effective. Comparing the outcomes vis-a-vis the outputs, it appears that the outcomes were effective as set out in the initial plan. It is evident that, over the years more and more innovators have come on board, an indication that with the event being an annual calendar event more innovators have become aware and feel motivated enough to compete as well as showcase their success stories.

*(Word count – 2,172)*
REFERENCES


Questionnaire

This is a questionnaire for an academic study on the Nairobi Innovation week in Kenya. Your consent and participation is highly appreciated. Your answers will be held in utmost confidentiality and used only for the purpose of this study. Thank you for taking time to fill in this questionnaire.

1. Your age bracket
   [ ] 18 – 28 years   [ ] 29 – 38 years   [ ] 39 – 48 years   [ ] 49 years and above

2. Gender
   [ ] Female   [ ] Male

3. Have you ever heard of the Nairobi Innovation week? (Tick where appropriate)
   [ ] Yes   [ ] No

4. If yes, in which medium? (You can tick more than one)
   [ ] Newspaper advert   [ ] Social media   [ ] TV advert
   [ ] Radio advert   [ ] Billboards   [ ] Online

5. What comes to mind when you hear Nairobi Innovation week? (You can tick more than one)
   [ ] Creativity   [ ] Start-ups   [ ] Global Competitiveness
   [ ] Licensing   [ ] Networking   [ ] Intellectual Property rights
   [ ] Collaborations   [ ] Sharing ideas

6. What is the Nairobi Innovation week all about?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

7. What aspects about the Nairobi Innovation week did you like? (You can tick more than one)
   • Its Ingenuity
   • The way it is packaged
   • The website
   • It had a relevant message
   • Its attractiveness
   • The TV adverts
   • The Banners

8. To what extent did the Nairobi Innovation week motivate you?
   • To a very great extent
   • To a great extent
   • Neutral
   • To a little extent
   • To no extent at all
9. After being exposed to the Nairobi Innovation week, did you feel motivated and confident enough to tell people about it?

[ ] Yes    [ ] No

10. Have you ever participated and or attended any events hosted by the Nairobi Innovation week?

[ ] Yes    [ ] No

11. If yes, what is your take on it?

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

12. In your opinion, do you feel that the Nairobi Innovation week was effectively communicated? (Give your comments)

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

13. Was there something about the organization of the Nairobi Innovation week that you feel could have been done differently? (Give your comments)

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________
Code sheet: social media content analysis for the NIW initiative

Name of the commenter: ________________________________________________

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<th>Variables</th>
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<th>Facebook</th>
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<tr>
<td>1 NIW post made to</td>
<td>@NIW 2018</td>
<td>@ Nairobi Innovation week @nairobiinnovationweek</td>
</tr>
<tr>
<td>2 Date of post</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Time of post</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Nature of post</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Is there an image or video?</td>
<td>o Yes</td>
<td>o Yes</td>
</tr>
<tr>
<td>6 Number of interactions/engagements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(24 hours after postings)</td>
<td>o No</td>
<td>o No</td>
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</table>
Interview guide – Chairman, NIW
1. You were the brains behind the Nairobi Innovation week.
   a. What motivated you to conceptualize it?
   b. What did you set out to achieve in the long term?
2. Since the launch of the Nairobi Innovation week, what significant achievements can you point out to date?
3. What are the challenges you faced while implementing the Nairobi Innovation week?
4. What role has communication and or publicity played in the success of the Nairobi Innovation week?
5. Would you say that the campaign is a success? Explain
   a. What other factors contributed to the success of the Nairobi Innovation week?
6. In your view, how successful and effective has the Nairobi Innovation week been?
7. What different strategies in your opinion would you employ?

Interview guide – Corporate Affairs Office
1. Your department is a strategic partner in the organization of the Nairobi Innovation week.
   a. What role does communication play in this initiative?
   b. What prompted you to be part of this initiative?
2. Since the launch of the Nairobi Innovation week in 2015, what significant impact have you noticed?
3. In your opinion, would you consider the Nairobi Innovation week a success story? (Explain)
4. As a key player in the Nairobi Innovation week, how will you ensure sustenance of the positive outcomes of this initiative?
5. What communication and or challenges have you experienced during the implementation of this initiative?
6. What different communication strategies in your opinion would you employ?
Interview guide - Public Relations Office

1. Your department is a strategic partner in the organization of the *Nairobi Innovation week*.
   a. What role does communication play in this initiative?
   b. What prompted you to be part of this initiative?

2. Since the launch of the *Nairobi Innovation week* in 2015, what significant impact have you noticed?

3. In your opinion, would you consider the *Nairobi Innovation week* a success story? (Explain)

4. As a key player in the *Nairobi Innovation week*, how will you ensure sustenance of the positive outcomes of this initiative?

5. What communication and or public relations challenges have you experienced during the implementation of this initiative?

6. What strategies have you employed to date during the preparation of the *Nairobi Innovation week*?

7. What different communication strategies in your opinion would you employ?

Interview guide - Chairperson of Exhibitions & Events

1. Your department is a strategic partner in the organization of the *Nairobi Innovation week*.
   a. What role does communication play in this initiative?
   b. What prompted you to be part of this initiative?

2. Since the launch of the *Nairobi Innovation week* in 2015, what significant impact have you noticed?

3. In your opinion, would you consider the *Nairobi Innovation week* a success story? (Explain)

4. As a key player in the *Nairobi Innovation week*, how will you ensure sustenance of the positive outcomes of this initiative?

5. What communication and or public relations challenges have you experienced during the implementation of this initiative?

6. What strategies have you employed to date during the preparation of the *Nairobi Innovation week*?

7. What different communication strategies in your opinion would you employ?
Focus group discussions - Students

1. Introductions (name, age, which year of study)
2. Have you ever heard about *the Nairobi Innovation week*?
3. Have you ever participated in any of the events hosted by *the Nairobi Innovation week*?
4. What is your take on *the Nairobi Innovation week*?
5. Has it been beneficial to you as a student? If yes/no explain how/why
6. In your opinion do you think it is a worthwhile project for the University? Explain