

**SPORTS SPONSORSHIP AS A COMMUNICATION TOOL USED IN CORPORATE  
REPUTATION MANAGEMENT: A CASE OF KCB BANK**

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for the Master of Journalism and Communication Degree of Egerton University**

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## DECLARATION AND RECOMMENDATION

### Declaration

This project is my original work and has not been presented in this university or any other for the award of a degree.

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## **DEDICATION**

I dedicate this project to my dear wife Francisca Jerotich Chepkonga whose support cannot be measured and my two sons Alex Cheruiyot Tonui and Andrew Kipkorir Tonui for giving me a reason to press on.

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## **ABSTRACT**

Corporate social responsibility (CSR), a corporate communications endeavour, uses several tools one of which is sports sponsorship with the intent of enhancing reputation of firms. KCB Bank engages in many CSR activities with sports sponsorship standing out. This study sought to establish the reputational gains accrued by KCB Bank from the various sports sponsorship activities it engages in. Many studies have been done on CSR and its influence on reputation and other aspects of the company but few on sports sponsorship specifically and its impact on corporate reputation. KCB Bank is known for sponsoring sports thus the objectives of this study were: To identify sport sponsorship types employed by KCB Bank in building its reputation; To determine the image stakeholders have towards KCB Bank as a sports sponsor; and To Establish the effect of sports sponsorship on KCB Bank's corporate identity. A case study design was used in order to gain in-depth information about KCB Bank. This study was premised on Stakeholder Theory as it focuses on the impact of a company's activities on stakeholders whereby these activities may result in a positive or negative view of the company. Purposive sampling was used to select participants who had information pertinent to this study. This study was conducted in Nairobi County and participants in this study were external stakeholders of KCB Bank. Respondents included 10 players from KCB Rugby Football Club, 10 supporters (fans), 10KCB agents and 15 KCB clients. Qualitative and quantitative methods of data collection were used. Qualitative data was sought through content analysis from KCB Bank's website and online sources and an interview schedule. Quantitative data was generated using a Likert type scale questionnaire. Findings from this study revealed that KCB Bank's reputational capital is enhanced because it sponsored sports. The KCB Bank's corporate image is favourable as stakeholders have a good feeling towards it, trust, admire and respect it on account of sponsoring sports. The KCB Bank's corporate identity is outlined by its values and vision. Its values serve to inform decisions to sponsor sports which also draws it nearer to its vision of becoming the preferred financial solutions provider in Africa with global reach. Corporate entities, based on understanding of benefits accruing from sports sponsorship, will be encouraged to sponsor sports or continue sponsoring it with society being a beneficiary.

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## **LIST OF ABBREVIATIONS**

CR	- Corporate Reputation
CSR	- Corporate Social Responsibility
KCB	- Kenya Commercial Bank
KCB RFC	- Kenya Commercial Bank, Rugby Football Club
KNRC	- Kenya National Rally Championship
WRC	- World Rally Championship

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

A company's reputation is of critical importance to its stakeholders and one way of enhancing it is by engaging in strategic Corporate Social Responsibility (CSR). CSR is one of the many tools employed in corporate communications with one of its purposes being the management of the company's reputation. A big number of corporations practice CSR as a communications strategy (Aksak et al., 2016). CSR offers banks numerous benefits with reputational gains being the most important benefit (Lorena, 2018).

A study found that 60% of CSR managers, who were the respondents, believed that CSR activities improved a company's reputation (Rangan et al., 2012). A study by Reputation Institute shows that 67% of business executives believe that reputation is a high priority issue in company management (Reputation Institute, 2018). CSR initiatives, observes Lenguyen (2011), have the ability to improve an organization's reputation. A good reputation is a very important invisible resource that enables an organization to run successfully and can also help cushion it in the event of a crisis (Shamma, 2012).

Among the many CSR initiatives is sports sponsorship whereby companies, including banks, sponsor sporting activities and or have sporting clubs of their own. Prochazka (2014) contends that CSR also involves sport. Sports sponsoring is a vital marketing communication tool (Olson & Thjomoe, 2009). From the 1980's, sports sponsorship has been an important marketing communication vehicle (Akyuz, 2018). In an increasingly competitive business world, companies need to boost their competitive advantages by taking up effective CSR activities to enhance their reputation with sports sponsorship being one of those activities (Maden et al., 2012; Taghian & Polonsky, 2015). Prochazka (2014), claims that even though CSR as concerns sports is not primarily motivated by profit, it has the ability to enhance a company's reputation and profits. Buhler (2006) notes that, many companies sponsoring football do so in order to promote their products and enhance their image. Sports sponsorship, just like any other CSR medium, is driven by the intention to improve the communities within which a firm operates. Sport has the potential to positively impact the lives of people (FCCI, 2011). It also has the potential of improving living standards (Westerbeek & Smith,

2007). This is because it offers players and all those involved growth opportunities. It is imperative, therefore, for firms to give prominence to the concept of sport sponsorship.

The European Commission (2018) notes that organizations act in a socially responsible manner by “following the law and integrating social, environmental, ethical, consumer and human rights into their business strategy and operations.” Sports being a social activity require that organizations should give it a place among their CSR activities. Communities stand to benefit directly and also indirectly from sporting activities. These benefits result eventually in the improvement of the socio-economic standards of the community.

Many corporate entities around the world, through their communications departments, have been engaging in sports sponsorship, an undertaking that has seen them invest vast amount of monies. IEG (2017) indicated that the total amount of money spent on sport sponsorship globally in 2016 was \$60.1 billion and was expected to increase by 4.5% in 2017 to \$62.8 billion. Companies being aware of the role of sports sponsorship are investing huge sums in sponsoring them. The shareholders of this companies will need to see value for their money and this is achieved through evaluations and reporting. These shareholders need to see if the goals of specific CSR initiatives were achieved.

The KCB Bank is a financial institution that was started in 1869 and currently has 202 branches serving 26.9 million customers (KCB, 2022). KCB Bank employs numerous CSR activities intended to positively impact stakeholders. KCB Bank was the title sponsor of Kenya National Rally Championship (KNRC) from 2003 to 2016 (KCB, 2018). In 2021, the financial institution sponsored the World Rally Championship (WRC) in Kenya to the tune of 100 million shillings and played a role as its official financial partner (Safari Rally, 2021). The financial institution, in 2019, made a Kshs. 75 million financial commitment to KNRC as its title sponsor for 3 years (Tumo, 2019). KCB Bank also sponsors its own football team, KCB FC; Rugby Club, KCB RFC; KCB Ladies Volleyball Club, KCB Rally, KCB Autocross and KCB Chess Club. KCB Bank, in partnership with Karen Country Club, sponsored the KCB Karen Masters golfing event in the 2017 and 2018 season. The aim of this study was to determine the reputational gains accrued to KCB Bank as a result of their heavy investment in sports sponsorship in Kenya.

## **1.2 Statement of the problem**

Many organizations in Kenya are embracing the concept of CSR through sports sponsorship to enhance their reputational capital. With banks being vulnerable to reputational damage, many engage in CSR as one of the means to enhance reputational capital, mitigate reputational losses and position them for goodwill amongst stakeholders in unforeseen crises. Some banks have suffered reputational damages due to several malpractices which include fraud, unreasonable interest rate hikes, and banking staff colluding with thieves to steal from the bank and clients. KCB Bank has a number of active sport sponsorship deals worth millions of shillings in the motor sports, rugby, football and golf. Many studies have been done on CSR and its influence on reputation and other aspects of companies but few on sports sponsorship specifically and its impact on reputation. This study therefore seeks to establish reputational gains accrued to KCB Bank due to the sports sponsorship activities it engages in.

## **1.3 Objectives of the Study**

The main objective of this study was to analyse the impact of sport sponsorship on the corporate reputation of KCB Bank. The specific objectives of the study were to:

- i. Establish types of sport sponsorships employed by KCB Bank in building its reputational capital.
- ii. Determine the image resulting from sports sponsorship towards the KCB Bank brand.
- iii. Establish the effect of sports sponsorship on KCB Bank's corporate identity.

## **1.4 Research Questions**

This study sought to answer the following questions:

- i. What types of sport sponsorships are employed by KCB Bank in building its reputational capital?
- ii. To what extent does sports sponsorship enhance stakeholder image towards KCB Bank?
- iii. What effect does sports sponsorship have on the corporate identity of KCB Bank?

## **1.5 Justification of the Study**

This study's major concern was to determine the impact of KCB Bank's sports sponsorship (which is a communication tool) on its reputation. Findings from this study will benefit communications practitioners because it will justify their use of sport sponsorship as a

communication vehicle, its potential to enhance a firm's reputation and point out areas for improvement. Policy makers will find the findings from this study invaluable by appreciating the role of sport sponsorship in augmenting government's role in promoting sports and its accompanying benefits. From the findings, corporations will get a glimpse of the benefits of sports sponsorship on corporate reputation.

### **1.6 Scope of the Study**

KCB Bank has branches all over Kenya but due to logistical reasons, the study was conducted among external stakeholders of the company within Nairobi. The external stakeholders included 10 players from KCB Rugby Football Club, 10 supporters (fans) of sport teams supported by KCB Bank, 15 KCB Bank agents and 10 KCB Bank clients all totalling to 45 people. The players are impacted in several ways by sponsorship while the teams' supporters have important opinions on KCB Bank as a sponsor. KCB Bank agents do business with the KCB Bank and handle their clients who make deposits and withdrawals. The KCB Bank's clients transact with the KCB Bank and they too have opinions on it as it sponsors sports.

### **1.7 Limitations of the Study**

The study was conducted within Nairobi County because players and teams sponsored are located there. This study did not involve KCB Bank's internal stakeholders due to concerns on the KCB Bank's privacy and security. The study intended to elicit feedback from 60 respondents but that was not possible because the researcher had difficulty reaching and administering instruments to KCB football players who were meant to be 10. Because of logistical constraints, the researcher managed to administer instruments to 10 KCB Bank supporters (fans) instead of 15 and 10 KCB Bank clients instead of 25. Therefore, the study got feedback from 45 respondents.

Findings from the study gave a glimpse of the impact of sport sponsorship on corporate reputation but might not be sufficient enough to make broad generalizations on reputational gains derived from sports sponsorship because this is a case study.

## **1.8 Definitions of Terms**

**Corporate Social Responsibility (CSR):** This is the act of KCB Bank engaging in activities that will be beneficial to stake holders. CSR is a communication activity handled by corporate communications or public relations department. Here, sports sponsorship is a CSR activity which benefits stakeholders.

**Sports sponsorship:** This is the resource support given to sporting teams, clubs and sport personalities by KCB Bank. The resources could be monetary or in kind.

**Corporate Reputation:** This is the sum of KCB Bank's corporate image, which is the way external stakeholders perceive or view it and corporate identity which is how KCB Bank wants to be seen by stakeholders. These stakeholders may see the KCB Bank positively (as good) or negatively (as bad).

**Stakeholders:** These are people who are affected by KCB Bank's decisions and actions and whose decisions and actions can also affect KCB Bank.

**Internal Stakeholders:** Individuals within KCB Bank who are affected by KCB Bank's decisions and actions and whose decisions and actions can also affect KCB Bank.

**External Stakeholders:** Individuals outside KCB Bank or third party entities who are affected by KCB Bank's decisions and actions and whose decisions and actions can also affect KCB Bank.

**Corporate image:** This is the image KCB Bank in the stakeholder's mind.

**Corporate identity:** Corporate identity is the way KCB Bank wants to be seen by external stakeholders.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed related literature on the concept of CSR and reputation, arguments for and against CSR, empirical studies and theoretical framework.

#### **2.2 History of Corporate Social Responsibility**

CSR is a concept that has been changing over time. This is because of changes in the expectations of society, economy and the nature of businesses. Mankind's interests have become more varied and societies have growing expectations on corporate entities. Technology has also become more sophisticated leading to questions of privacy and security and the environment has suffered a beating. Organizations are seeking ways to address these by carrying out CSR endeavours.

The origin of CSR goes back to ancient civilizations in which businesses were expected to contribute to the welfare of their communities. CSR as a concept is not new as it has been in practice since the 18<sup>th</sup> century as seen in ancient Mesopotamia during the reign of King Hammurabi (Tripathi & Bains, 2013). It therefore means that businesses doing good deeds to their communities is a phenomenon that has been appreciated and practiced since time immemorial. This could be because businesses derive a lot from the communities in which they operate. Thus, they feel, out of genuine concern, the need to give back to these societies. Those days in Europe, the idea of "just price" emerged. It was supposed to emphasize the moral obligation of business people to fairly price their products and not seek to exploit their customers. The modern concept of CSR started being seen during the industrial Revolution period and has been advancing ever since.

The Rockefeller foundation in 1919, started supporting the National Research Council to create some academic programs. This was particularly in Physics and Chemistry. For the following 33 years, more than 4.5 million dollars was used in training over 1, 000 individuals. In 2022, the Foundation was leading in spearheading transition to green energy, and making

healthy and sustainable food accessible to 40 million people in need around the world (The Rockefeller Foundation, 2013).

After World War Two, CSR approaches saw considerable change. This is because there was need for business to address societal concerns comprehensively. In 1953, Howard R. Bowen published a title "Social Responsibilities of the Businessman." This text provided a form of understanding of modern CSR practices. He argued that businesses should be conscious of the impacts of their activities to communities and not on profit only (Bowen, 1953). This was an argument for initiating CSR activities meant to address societal causes without putting extreme focus on profits.

The behaviour of corporates in the 1960s and 1970s which were seen to be having negative effects on communities led to an increase of complaints against them. This led to activism and regulatory responses. For example, Ralph Nader's fight for consumer rights led to the creation of organizations like Public Citizen, while legislations like the Clean Air Act and Occupational Safety and Health Act were enacted (Digital History, 2016). This period also saw a growing awareness of the need for businesses to be ethical and not to solely focus on profit generation to the detriment of the consumer and other stakeholders.

In the 1980s and 1990s, CSR evolved into a strategic business tool for use by businesses to comply with regulation and attend to needs of the community. Indirectly, companies learnt, CSR could enhance their reputation and profits.

Towards the end of the 20<sup>th</sup> century and early 21<sup>st</sup> century we see the globalization of CSR. Many corporations all over the world begin to appreciate the need for CSR. Companies faced growing scrutiny for their global supply chains and environmental consequences processes.

Initiatives such as the Global Reporting Initiative (GRI) emerged to standardize CSR reporting. The role of GRI is to provide frameworks for organizations to be transparent and accountable (GRI, 2023). Additionally, the United Nations introduced the Global Compact to encourage businesses to make sure their activities are in tandem with principles covering human rights, labour, environment, and anti-corruption (United Nations Global Compact, n.d).

CSR in the 21<sup>st</sup> century focuses on emerging challenges especially in the technology realm. Issues here include data privacy, cybersecurity, and digital ethics. Technology companies such as Google and Facebook have been subjected to inquiry over their handling of user data, and alteration of algorithms to suit varied interests. This has prompted discussions on digital responsibility and accountability. Misuse of data and data breaches can cause harm to users.

CSR is not a recent phenomenon as it has existed but adapted different shapes as time progressed. It has evolved through engaging in philanthropic activities, activism, regulation, and globalization. This has been occasioned by societal expectations and the recognition that businesses must consider their impact on society, communities and the environment. Today, CSR continues to evolve in response to new challenges and opportunities.

### **2.3 The Benefits of Corporate Social Responsibility (CSR) for businesses**

CSR is an approach that makes companies accountable for what they do. Even though CSR involves moral/ ethical considerations, it also provides businesses with a number of advantages that can bring indirect and direct benefits.

Companies engaging in CSR stand a chance of gaining reputational capital. CSR activities make companies earn good reputation. They are also likely to get goodwill and good reviews. By being associated with philanthropy, environmentally friendly practices or community programs, companies are viewed in a positive light by its stakeholders. For instance, Starbucks is often appreciated for its CSR activities that targets its employees, customers, suppliers, environment, communities, investors, and governments (Thompson, 2023). A good reputation can give a company an advantage. Consumers are making buying decisions based on a company's CSR activities (Porter & Kramer, 2006). Consumers want to patronise brands with a good name. CSR activities show that a company is accountable and responsible meaning that people will be happy about it. They might have emotional attachments to companies that come to the aid of disaster victims, engage in activities that improve community living standards and are active in environmental initiatives. This therefore means that businesses engaging in CSR can attract many customers. By attracting a big number of customers a company can enjoy the benefit referrals and this can have a doubling effect of the company's customers. People speak about companies to their friends and relations and if whatever being said is positive, that a company may see an increase in its customers.

Employees belonging to millennials and Gen Z categories demand more than just financial gain from their employers. They are looking for companies with values that match their own. A Deloitte survey (2018) showed that millennials and Gen Z want to work for companies focusing on social issues and not just profits (Deloitte 2018). By engaging in CSR, companies will attract talent. Employees who are happy about their company's CSR initiatives are more motivated and engaged in their work. This indirectly benefits the company because there will be minimal staff turnover hence saving on recruitment and training costs. Many people may also want to work for such a company hence providing it with a good recruitment pool for talent.

A company may derive financial benefits because of CSR. They can access to capital and investment opportunities. Investors are looking at environmental and social factors when making investment decisions (Global Impact Investing Network, 2020). For altruistic motives, investors feel motivated to support companies who actively support social causes. Companies that embrace CSR are likely to attract investment and other forms of capital. This, in turn, can lead to lower capital costs and increased financial stability for businesses in the long run.

CSR endeavours can serve to mitigate risks. Good labour practices and responsible supply chain management can reduce the risk of strikes or supply chain disruptions. CSR activities include considerations for employee welfare, workplace safety, terms of employment and remuneration. For supply chain management, a company can ensure ethical and environmentally friendly actions right from where they are acquiring raw materials up to product processing and distribution. Sustainability initiatives can help companies comply with environmental regulations (Tonello, 2011).

CSR can lead to increased efficiency and cost savings. Sustainable practices, such as energy efficiency and waste reduction, can lower operating costs. Electricity in manufacturing firms consume a lot of money and the use of green energy can lead to substantial reduction in energy costs. Also, CSR can enhance innovation thus leading to the development of more cost-effective production processes (Hart, 1997).

CSR leads to positive relationships with stakeholders. Positive relationships can be beneficial during challenging times as they serve as a cushion by providing the benefit of doubt.

Companies actively engaging in CSR are more likely to receive support from stakeholders when facing crises.

The world of business is always changing and as a result, there is emphasis on sustainability and ethical practices. Companies with proactive CSR activities are better prepared to adapt to these changes. CSR offers a number of benefits to businesses. These advantages are goodwill, enhanced reputation, competitive advantage, talent attraction and retention, access to capital, risk mitigation, operational efficiency, stakeholder relationships, and adaptability to a changing business scene. Managers should be aware of these advantages and ensure that companies CSR activities are enhanced. Governments too can consider creating an environment that CSR activities will thrive and this is by enacting favourable legislation. Governments can also give incentives to companies engaging in proactive CSR initiatives such as tax rebates and so on. Communities and society in general will appreciate gestures that are meant to alleviate their situations by companies and in turn they might be a source of good words for these companies.

## **2.4 Consequences of CSR**

CSR can have some consequences in companies engaging in them. Even though the expectation is that CSR has some benefits for a company, it can also bring about certain challenges and risks. These challenges and risks need to be considered by managers and measured against expected benefits to the company and its stakeholders.

One consequence of CSR is the consumption of financial and human resources. Financial resources that eat into revenues belonging to shareholders (Friedman, 1970). Through CSR, companies invest in initiatives such as charitable donations, sustainability programs, and ethical sourcing practices. These investments may divert funds and manpower away from other essential business activities to address social problems such as misery, potentially impacting short-term profitability and growth and this goes against business logic (Margolis & Walsh, 2003).

Inability to meet the exact conditions stipulated by regulation or societal expectation might lead to greenwashing. Greenwashing refers to the practice of misleadingly promoting an organization as environmentally responsible when it does not meet the claims. Companies

engaged in CSR may face allegations of greenwashing if their actions do not align with their stated commitments. Such accusations can damage the reputation and trust among stakeholders and the public (Delmas & Burbano, 2011). Greenwashing might be a great temptation to those companies who engage in CSR not mainly for the benefit of stakeholders but with the intentions of only taking advantage of its benefits. These companies may engage in half-hearted CSR initiatives that might not live to the expectations of the community. They may also abandon CSR activities midway once they have hogged media limelight. This is not only unethical; it also has potential to ruin the image of those companies if such information gets to social media.

The short-term financial impact of CSR might not always meet expectations. Considering that CSR can contribute to a good reputation and customer loyalty, it may not translate into immediate financial gains. In some cases, the costs associated with CSR initiatives may outweigh the direct financial benefits, leading to short-term financial strain (Orlitzky et al., 2003).

Companies engaged in CSR often need to work their way through difficult regulatory, legal, and reporting hurdles. Conforming to various environmental, labour and ethical standards can be expensive and slow. Problems with the law may arise if a company goes against it. It can also lead to repercussions from activists including NGOs (Vogel, 2008).

Stakeholders may have different understandings and priorities concerning CSR initiatives. For example, some stakeholders might think environment concerns are important. Others may opine that employee welfare and community interests are the most important considerations. The need to balance these priorities by a company can be difficult and may be a source of disagreements among stakeholders (Schwartz & Carroll, 2008).

Companies known for their CSR efforts can be pinpointed by activists and advocacy groups, who may analyse its CSR practices and demand that it does more. Public protests, boycotts, and negative media coverage can result, thereby harming a company's reputation and bottom line

Once a company decides to engage in CSR, it may be expected to maintain these initiatives over a long period of time. Stopping its CSR activities can lead to negative perceptions hence bad reputation. Thus, CSR often requires a sustained commitment.

Measuring the impact of CSR initiatives can be challenging. Sometimes CSR activities may not achieve the expected outcomes (Lee et al., 2014).

Indeed, CSR can yield numerous benefits for companies but it is also important to be aware of the consequences it may bring. Some of the consequences include resource allocation challenges, greenwashing accusations, financial strain, difficult regulatory requirements and non-compliance, conflicting stakeholder priorities, activist targeting, long-term commitment requirements and measurement and evaluation challenges. By understanding and addressing these consequences and weighing them against potential benefits, businesses can go round the challenge of CSR more effectively and maximize the overall impact of their socially responsible initiatives.

## **2.5 Corporate Social Responsibility Strategies**

Corporate Social Responsibility (CSR) has become a key part of business practices. Companies need to implement proper CSR strategies. Below is a discussion of strategies that can be employed.

Mapping CSR opportunities is an important endeavor in identifying and running successful CSR activities that will be beneficial to stakeholders. An organization need to thoroughly identify areas in which it can offer support by consulting widely and understanding the community around it. This will enable the organization to come up with a list or a mapping of opportunities for CSR (Porter & Kramer, 2006).

An effective way of implementing CSR is by integrating it into a company's main business endeavours and strategies. Instead of considering CSR as a separate department or program, it needs to be made part and parcel of the organization core agenda. This involves aligning CSR initiatives with business objectives. For example, a manufacturing company might prioritize sustainable sourcing and production methods to limit environmental impact while also enhancing efficiency and profitability.

Collaborations and partnerships with individuals, other corporates and bodies with a shared CSR vision is critical for implementing fruitful CSR activities. Non-governmental organizations (NGOs), government agencies/ departments or other businesses can be important partners who can offer advice and resources to a CSR endeavour. These partnerships also allow companies to take advantage of external expertise and networks to address community issues effectively (Sood, 2021). An example is when a technology company collaborates with an NGO to provide digital literacy training to underserved communities, thereby fulfilling CSR objectives while contributing to the common good.

Transparency and accountability are important elements of CSR implementation. Organizations should keep data and publish CSR reports that provide detailed information about their goals, initiatives, performance and impacts. The Global Reporting Initiative (GRI) is an entity that offers a detailed framework for CSR reporting. This helps companies communicate their CSR efforts effectively to stakeholders. Transparent reporting builds trust and holds organizations accountable for their CSR commitments (Global Reporting Initiative, 2020). Policies and mechanisms for undertaking effective CSR reporting should be considered by companies (Dubink et al. 2008).

Lately, companies are considering how their raw materials are produced and the means it uses to get them to industries for conversion into goods. These companies are integrating CSR endeavours into their supply chains. This may involve ensuring ethical practices that consider the welfare of labourers, environmental considerations, governance considerations and supporting endeavours that enhance socio-economic status of all those involved in the supply line. There are unethical obstacles along supply chains that corporations are fixing (Bhattacharya et al., 2011). This also ensures organizations are in compliance with relevant international and local legal and legislative obligations. Consider this example where a clothing retailer decides to institute strict supplier standards to prevent the use of child labour in cotton farms.

Employees out of their own volition can engage in CSR activities or with the backing of the companies they work for. Engaging employees in CSR activities is a great way to design and implement CSR initiatives. These volunteer programs allow staff to contribute their energy, time, skills and energy to endeavours that are worthy. Also, companies may invite volunteers



to join in the implementation of their CSR initiatives. Deloitte has a program that admits interested individuals into its CSR activities. (Deloitte, 2023)

Another way of ensuring effective CSR initiative implementation is building a reward scheme for employees and other participants in the cause. In order to encourage employees and stakeholders to actively participate in CSR activities, organizations can implement reward and recognition programs. This will motivate them to actively engage in CSR endeavours. These rewards can be monetary or promotions. Participants can also be given acknowledgement in official functions and company publications for their contributions to CSR causes (MTM Recognition, 2017).

Companies, through CSR mapping can make products and services that serve to address societal challenges. Inventive products and services that solve social and environmental challenges are a good way to implement CSR. Companies can develop products that are energy efficient, environmentally friendly or cater to the underprivileged. Companies can engage in greening programs (Hart, 2017). Another example is where drug manufacturing company invests in research and development exercise meant to create cheap vaccines for diseases common in low-income regions.

Organisations can decide to exert their voice and influence public policy and fight for legislation that align with their CSR goals. From lobbying activities, companies can bring about change even in governance (Vogel, 2008). An energy company, for example, might push for government policies that enhance renewable energy acceptance and reduction of greenhouse gas emissions thereby aligning with its CSR goal of commitment to sustainability.

Companies can intentionally embed CSR into its culture. This is a critical step in generating CSR acceptance within the company for purposes of ensuring its long-term success. Corporations should communicate and emphasize CSR values, commitments and expectations to its internal stakeholders. This can be done through internal communication networks, team building activities and like mentioned earlier via some kind of reward schemes. Safaricom, for example, encourages its staff to support its CSR activities (Safaricom, n.d).

Customers are an important stakeholder that can be tapped when thinking about CSR initiatives. Companies can conduct surveys to acquire customer feedback regarding CSR initiatives. Customers are a good source of mapping CSR opportunities relevant to a company. A company can also open up opportunities for companies to join it in effecting its CSR programs. (Lee et al., 2013).

Conceptualization and implementation of CSR initiatives requires application of several strategies. These are integrating CSR business operations, partnerships, emphasizing transparency, practicing ethical supply chain operations, employee engagements, reward schemes and recognition, promoting innovation, engaging in lobbying and advocacy, enhancing a CSR culture and engaging customers who are a key stakeholder. By applying all or some of these strategies, business entities can effectively bring into line their business goals CSR.

## **2.6 Why communities need CSR**

CSR activities are expected to be of benefit to society. Communities, for example, who live where corporations are located are factored in those corporations' CSR efforts and there is an expectation that these communities will be advantaged. The following are some of these expected benefits.

Communities might benefit economically from a company's CSR. This is the cases where CSR actions have a direct or indirect impact on the economic activities of the communities. Job creation is another benefit that has a bearing on an individual economic status. In fact, there are voices such as Friedman's that consider this as among the role of business in a society and this drives the anti-CSR voices who insist that companies are not there to solve societal problems (Friedman, 1970). Hiring from the local community reduces unemployment and its ravages. Corporate initiatives like, Microsoft's "Skills for Employability" program in Africa has enabled thousands gain essential skills, thus increasing their chances of securing employment Microsoft News Center. (2022).

CSR programs can spur the growth of economies in their areas of operation. When companies invest in roads, dispensaries, sports, schools and green energy, they are directly or indirectly contributing to the economic growth of these areas. Roads, for instance, will

support the economic activities of the community by making it easier and cheaper to transport products to markets. Sports have the potential to attract other sponsors who support teams financially. Sporting events have been seen in Kenya to attract many people who require food and water thus bringing business to the community. In Kenya, Safaricom through its M-pesa Foundation has been engaging in exercises meant to improve the economic status of Kenyans (M-pesa Foundation, n.d). CSR activities can offer economic benefits to other stakeholders other than shareholders (Margolis and Walsh, 2003).

Social benefits also accrue to society from CSR activities. For example, sports being a social activity brings immense benefits to the players and other stakeholders such as sporting kits suppliers. Sports also keep the youth engaged and serve as arenas for talent spotting and building. CSR activities sometimes focuses on education by providing scholarships and healthcare facilities by offering in partnership with other bodies free medical camps in communities. These kind of CSR activities improve the stature of communities on the socio-economic realm. M-pesa Foundation in Kenya has been investing in health, education, environmental conservation and integrated livelihoods.

Environmental conservation is a CSR initiative that is gaining traction. Businesses are alive to the fact that in order for sustainability, they must invest in environmental protection efforts. There are loud voices on the global front about the need environmental conservation and calls for companies to adopt practices that minimize pollution. This is because of global warming that is causing severe weather patterns and consequently untold suffering to world inhabitants. Companies are compelled to implement environmentally sustainable business practices and reducing their carbon footprints. Such initiatives eventually lead to a healthier environment with regard to cleaner air, water and soil in communities. Environmentally sustainable initiatives should not be seen as an expense but rather an avenue that will eventually serve business goals including minimizing wastages (Watson, 2008).

Communities deserve ethical company operations from businesses operating in their midst. This is because they affected by the activities of these companies. Companies must therefore engage in CSR initiatives that seek to prevent adverse effects to communities and mitigate harms arising from their activities. CSR aligns with ethical principles, emphasizing that businesses should not only seek profits but also consider the well-being of stakeholders, including local communities (Carroll, 1991).

Engaging in CSR helps companies secure a social justification to run its activities. This is the acceptance and appreciation of a company's presence and operations by the society. This approval is beneficial for long term goals of the organization as well as earning stakeholder goodwill.

Communities might be in most instances in need of support for some of their concerns. They expect companies to address these issues (Cox, 2019). Via CSR initiative mapping, companies can transform these concerns into their causes. Thus they can now establish CSR activities geared towards addressing these causes. Such causes can be environmental, poverty alleviation, infrastructure development, access to water and so on. A company engaging such causes serves community. In turn community enjoys benefits.

Collaboration between companies and communities can lead to innovative solutions to complex societal challenges. Through CSR, companies and communities can work together to address pressing issues, such as poverty, education, and environmental conservation. Events can be organised by companies to act as avenues for engaging community members, listening to their concerns and observations and emphasizing the need of collaborating with them to solve their concerns. Partnerships with other companies requires having an understanding of community needs and strategizing on ways to effectively attend to them.

Communities deserve companies who value them. Companies need to show appreciation by investing in CSR activities that are intended to benefit society. Because of harms that might accrue from operations of a company, communities need assurances that these companies are responsible, accountable and ethical. Such assurances require actions not words only. Actions that companies can take include CSR initiatives that also cushion the community, protects environment and creates avenues for prosperity. Other actions include deliberate efforts to improve employee welfare. Enhancing employee welfare is a responsibility that if done well and consistently will lead to employee loyalty, commitment and willingness to go an extra mile.

## **2.7 CSR Reporting**

In the ever changing world of business the question of reporting company activities has become important. One area that has gained prominence is CSR reporting. CSR reporting is

the internal and external communication of a company's CSR activities and in some countries, this is a compulsory requirement (Cote, 2021). Because CSR initiatives are communicated, it serves to inform the populace which in turn shows an organization commitment to societal concerns.

CSR reporting involves the disclosure of a company's environmental, social, and governance commitments. This then gives an opportunity to stakeholders to assess the impacts of these endeavours. CSR can serve as an avenue where corporations highlight challenges they faced while implementing CSR activities. Stakeholders are made aware of such challenges which could result in government in particular to adapting ways to mitigate those challenges.

A CSR report can be divided into environmental CSR, internal and external community programs and philanthropic activities (Carlson, n.d). Environmental CSR reporting deals with communicating issues of sustainability. It concerns the protection of environment by firms, engagement of practices that are not harmful to ecosystems and participating in environmental conservation efforts. Here the question of adopting green technologies features. Green technologies imply adoption of technologies that enable company processes be it production or energy use to be environmentally friendly. It also means allocating funds to invest in such technologies. Communities can also be given support to adopt green technologies because environmental conservation is a concerted effort and communities will reap the benefits of a healthy environment. In CSR reporting companies are required to show in a systematic way how it supported green technology and whether their objectives were met. Internal community programs CSR reporting touches on the labour force. It deals with issues of welfare, remuneration, working conditions, career progression, safety and so on. This kind of CSR demonstrates that a company is in consideration of its employees and seeks to produce a working environment that is humane, safe and rewarding. External Community CSR reporting relates to communicating engagements that are meant to involve and benefit communities. These include aspects such as analysis of their needs and seeking to provide sustainable means of addressing them. Philanthropic CSR reporting involves documenting and communicating a company's generous contribution to various causes. These causes could be disaster reliefs, provision of scholarships, charitable donations and so on.

CSR reporting shows transparency and accountability given that stakeholders want to understand how these endeavours are of benefit to them. Shareholders would want to know if

their investments in CSR initiatives are paying off while leaders, community and regulators want to know if indeed CSR initiatives are bringing desirable benefits. By fully and voluntarily communicating their CSR activities, companies show willingness to engage in responsible behaviour beyond. This enables companies to earn the trust of their stakeholders. This can ultimately have a positive impact on their reputations and profits. The need for reporting also compels companies to engage in strategic CSR initiatives, devote adequate resources and run them up to successful completion. The need for CSR reporting serves as a check.

CSR reporting plays a positive role in the corporate arena by demonstrating transparency, accountability, and sustainability. It is an avenue for corporations to showcase their commitment to the causes of society. Responsible companies need to be wary of greenwashing, an unethical activity, with potential to harm a company in the event of audits or whistle blowing. Companies may engage in this vice so as to cover up their shortcomings or inactions or disregard for rules and standards. It is an attempt by companies to mislead the community, regulators and other stakeholders into believing that it engaged in successful CSR activities that were beneficial to target stakeholders. It is important to note that CSR reporting is the main avenue for greenwashing.

## **2.8 The Concept of Corporate Social Responsibility**

CSR according to Ismail (2009) is a legal requirement and also a way in which a company engages on its own volition in activities meant to benefit stakeholders. Being a legal requirement means that a company will not be in compliance if it does not engage in CSR activities. Legal actions against such companies might be initiated and this comes at a tremendous cost. These companies will not only lose financial resources as they battle their way in court but will also suffer reputational cost. The damage to reputational cost will take time to be repaired. Organisations engage in CSR activities out of goodwill. This goodwill is informed by the desire to uplift the community socio economically through actions such as building of schools, dispensaries, sponsorship of sporting activities and environmental protection. Fontaine (2013, p. 111) says that “CSR policy functions as a built-in, self-regulating mechanism whereby business monitors and ensures its active compliance with the spirit of law, ethical standards, and international norms.” It is therefore imperative for organizations to give back to society in ways that will benefit citizenry socially, economically

and environment-wise. Sporting activities are social events (Kaplan et al., 2013). By sponsoring sports, corporations will be positively impacting the society.

Organizations being cognizant of the fact that reputation matters in a competitive business world engage in CSR activities. An organisation with a good reputation is likely to be patronised by the citizenry. Most people also want to be associated with a company that is seen in positive light. Activities sponsored by a company with the intention of positively impacting society will most likely result in a favourable reputation of the company from the stakeholders' eyes. Sport sponsorship is one of the many CSR activities that a company may engage in order to enhance its reputation.

In August 2021, Rwanda Development Board, an institution meant to enhance Rwanda's economic development through activities such as investment and tourism promotion, signed a ten million pound a year deal with Arsenal Football Club that is meant to run for four years (Oluwole, 2021). In the deal the "Visit Rwanda" logo will be displayed on the sleeves of arsenal players' shirts. This deal is meant to highlight Rwanda as a tourism destination.

Jaguar Land Rover sponsors several sports namely rugby, extreme sailing, equestrian sport in the USA and Invictus games (Jaguar Land Rover, 2018). Jaguar Land Rover is also sponsoring the Australian National Rugby Union Team (Wallabies) at over \$850,000 a year (Robinson, 2018).

Red Bull, a beverage company, has been sponsoring many types of sporting activities. According to Puzzelondon (2018), Red Bull has been involved in extreme sports including Red Bull Air Race, motocross events, snowboarding and cliff diving. Red Bull is also sponsoring individual athletes in various sporting disciplines namely; mountain running, skateboarding, base jumping, trial biking and so on (Red Bull, 2018).

SportPesa, which is a big sports betting entity in Kenya, is involved in sponsoring sports at the local and international scene. Agutu (2018) reports that SportPesa was the main sponsor of two football teams in Kenya namely Gor Mahia and AFC Leopards in 2018 and the title sponsor of Kenyan Premier League which was subsequently named Kenya SportPesa Premier League. In this sponsorship deal, Gor Mahia and AFC Leopards received Kshs. 198, 607, 000 and Kshs. 156, 406,403 respectively while the Kenyan Premier League was to receive Kshs. 259, 712, 000. In July 2016, SportPesa signed a 3-year sponsorship deal with European

Premiership League club Hull City (Swila, 2016). In the deal that lasted until 2018, Hull City jerseys were to be emblazoned with SportPesa's logo. Also, in 2016, SportPesa enhanced a partnership agreement with Arsenal in which the betting firm would be Arsenal's official betting partner (Arsenal, 2016). In 2017, SportPesa signed a five-year shirt sponsorship deal worth sh 1.3 billion per year with English Premier league side Everton FC (Ngugi, 2017). Had this deal not been terminated in 2020 (Footy Headlines, 2020), the name SportPesa would have featured on Everton FC players' shirts (SportPesa, 2019) for five years.

Safaricom, which is the largest Telco in Kenya, offered a Ksh. 5 million sponsorship to the second edition of Karen Masters golfing event which took place on 19<sup>th</sup> to 22<sup>nd</sup> July, 2018 (Capital Sport, 2018). Safaricom is also the title sponsor of the Lewa Marathon (an event meant to generate money for wildlife conservation and empower local communities) and in 2018 it donated Kshs.14.8 million for the event which took place on 30<sup>th</sup> June, 2018 (Capital Sport, 2018). In 2019, the Lewa Marathon still sponsored by Safaricom, took place on 29<sup>th</sup> June, 2019.

Kabras Sugar, a sugar processing company in Kenya, sponsored the second leg of 2018 Kenya National Rally Championship (KNRC) which was held in Eldoret (Sidi, 30 September, 2018).

In the USA, banks are amongst the top sport sponsors with Bank of America and Citi each spending between 80 and 85 million dollars per year (Streeter, 2019). The Bank of California, in a 15-year deal which started in 2016, will spend 100 million dollars for the rights to name Los Angeles Football Club's stadium as Banc of California Stadium.

Barclays bank was, from 2001, a title sponsor of the English Premier League under a deal which ended with 2015-2016 premier league season. As a title sponsor, Barclays spent \$40 million per year (Chapman, 2018). In a new sponsorship plan, Barclays will be the Premier League banking partner for the 2018-2019 seasons. In Kenya, Barclays bank spent Kshs. 82 million in sponsoring the Kenya Open Golf Tournament held on 22<sup>nd</sup> March, 2018 to 25<sup>th</sup> March, 2018 (Ngala, 2018).

In Kenya, just like elsewhere in the world, lots of companies have seen the need to engage in CSR (Omorio et al., 2014). As a result of good reputation, a company earns the goodwill of its



stakeholders. "... responsible companies can be rewarded by their good reputations" (Omoró et al., 2014, p. 1057).

## **2.9 Sport Sponsorship**

Sponsorship takes place when an organization commits its resources including money to a club in return for certain rights or associations which have indirect benefits to the sponsoring entity (NSW Government, 2018; Sleight, 1989). Sport sponsorship happens when organizations offer support to sporting clubs, sports associations and teams and individuals (Buhler, 2016).

Many organizations sponsor individuals engaging in sporting activities by providing funds or sporting kits needed in their sporting fields. Sponsorship can be monetary or in-kind support (BBC, 2019). Another way organizations sponsor sports is by forming sporting clubs of their own, supporting external clubs or sporting activities within the communities in their area of operations.

KCB Bank has been sponsoring its own internal teams, other clubs, individuals and tournaments. Amongst the projected benefits of such sponsorship is reputational gains.

## **2.10 Arguments for and against CSR**

The practice of CSR is seen by many as undertakings by organizations meant to bring positive developments within the locales in which the said companies operate. From a cursory glance, one will most likely assume that companies engaging in CSR are doing so for purely altruistic reasons. Some scholars hold the opposite view and have disputed this assumption, however.

CSR can bring about profits because it improves the standing of the company and that as companies work towards achieving maximum returns for shareholders they shouldn't do so to the disadvantages of stakeholders (Saleem et al., 2016). Companies do not operate in a vacuum; they operate in the midst of communities. Managers of these companies should be cognisant of the plight of the communities within which they operate. They should also be aware that some of their operating processes could be having repercussions to the community. Therefore, engaging in CSR is a gesture towards addressing community concerns and mitigating adversities that might afflict these communities.

Wan-Jan (2006) views CSR as an ethical undertaking if it is done for the benefit of society without expecting something in return. CSR activities should be undertaken by companies in order to mitigate social and environmental problems (Khan et al., 2013). Corporations have lots of resources at their disposal and as such they should use them voluntarily to give back to society. These resources are acquired by virtue of them utilizing resources at a particular location. this utilisation of resources within a community leads to acquisition of financial and other resources part of which can be channelled to uplifting the status of that community.

Wan-Jan (2006) says that in the 1770s Adam Smith claimed that as firms pursue their profit-making agendas, society on the other hand benefits economically. According to Smith, by simply starting and running a corporation, various advantages will start streaming into the society even if they do not engage in CSR. This might be seen in terms of jobs created and purchase of raw materials if it is a manufacturing entity. Thus, according to Adam Smith, it is not the responsibility of companies to directly engage in CSR.

Karnani (2010) claims that CSR is plainly wrong and of no benefit to the company initiating it nor the community benefiting. This is because, the author says, CSR eats into a company's profits, something which goes against the interests of the shareholders. Profit making being the main purpose of the shareholders means that they will be at odds with an executive who insists that a company engages in CSR. Karnani further states that if indeed CSR is meant to alleviate problems or improve welfare for society, then the problems being addressed should have been solved long time ago. The author pinpoints the issue of poverty which has persisted despite corporations' actions to solve them by creating employment, remunerating its staff well and engaging in activities geared towards poverty reduction or elimination.

Another notable voice against CSR is Fulton Friedman. In an article he wrote for *The New York Times* in 1970 titled "*The Social Responsibility of Business is to Increase Profits*", Friedman states that "there is one and only one social responsibility of business-to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud." Friedman is categorical that businesses are not in the business of fixing societal needs through initiatives such as CSR. Businesses, based on his reasoning, should focus on only one agenda and that is engaging in activities that are geared towards generating revenues and

profits to its shareholders. By engaging in other activities, the managers will be going against the expectations of the shareholders.

The proper function of a company based on shareholder theory is to make maximum returns on shareholder investment (Saleem et al., 2016). According to Dudek (2016, p. 174), "...the responsibility of managers is to maximize profits for shareholders, and not moral responsibility". Therefore, a company should not engage in activities that eat into its profits. Instead it should channel energies, time, skill and resources to all activities that will lead to maximum return to shareholder investment.

Also, there are claims of organizations engaging in CSR with the sole intention of looking good in order to reap the benefits of good reputations. This simply means that organizations could be after their own interests only and not those of stakeholder (Theaker & Yaxley, 2013). Some companies could be hiding under the veil of CSR to generate financial benefits. This is because they are aware of the reputational benefits that accrue from being seen as being interested in the welfare of communities and the environment. Managers in such entities see a direct link between enhanced reputation and ultimate financial gain. Others argue that solving social problems is not the remit of corporations but that of the government.

Even though there are robust arguments for and against CSR, this study will be based on the positive notions of CSR as grounded in stakeholder theory.

## **2.11 Types of Sport Sponsorship**

There are several types of sponsorships which a company may choose from in its quest to sponsor a sporting activity. These types of sponsorships have conditions to be fulfilled, are categorized according to cost and offer different opportunities to the sponsee. The types according to Tafa (2017) include, title (main) sponsorship, official sponsorship (official partner), technical partner and informational partner. Another type of sponsorship happens when a company becomes the official financial partner in a sporting event. A financial partner/ sponsor supplies cash to a sporting event (Troy, 2022). By being an official financial sponsor, the sponsor gets several benefits such as promotions and other advantages as stipulated in agreements with the sport event organizers. A title (main) sponsor pays the largest amount to the team being sponsored (Optimy, 2017). As a title sponsor the company will have the event sponsored named after it and the company's name prominently printed on

all sporting related material like jerseys and invitation cards. BMW is the title sponsor of Berlin marathon and as such the marathon is named BMW Berlin- Marathon (BMW Berlin Marathon, 2019). Menengai Oil Refineries brand Top Fry was the title sponsor of 2019 Top Fry Great Rift 10 Aside rugby championship (Wekulo, 2019). Barclays bank in Kenya has been the title sponsor of the Kenya Open Golf tournament which is named as Barclays Kenya Open (Gacheru, 2018).

The official sponsor is a small contributor and may be regarded as official partner. HERE, an international provider of digital maps and location services is the official partner of BMW Berlin Marathon (BMW Berlin Marathon, 2019). Kenya Breweries Limited through its brand Tusker Malt Lager was the Kenya Open Golf tournament official alcoholic beverage partner and they supplied refreshments to fans from 2010- 2016 (Capital Sport, 2018).

An informational sponsor aids in communication activities of the team or event (Optimy, 2017). Standard Media Group was the media partner in the Top Fry Great Rift 10 Aside rugby championship (Wekulo, 2019).

A technical sponsor contributes to the team in terms of goods or services (Venturoli, 2017). Nike is in a four-year deal starting in 2019 to sponsor squads at the League of Legends Pro League which is an e- sport, by supplying clothing and footwear (Morris, 2019).

## **2.12 CSR and Reputation Management**

There are many definitions of reputation (Barnett et al., 2005) and this is mainly because practitioners and academics ascribe meaning to the term based on their professional and academic inclinations. Various academic fields have different definitions of reputation. It follows therefore, that economics, strategy, marketing, organizational management, sociology and accounting will have different meanings for the term reputation (Fombrun & Riel, 1997). Reputation Institute (2018) defines reputation as “The emotional bond that drives support”. From an analysis of different definitions of corporate reputation, (Shamma, 2012) concludes corporate reputation is the sum of corporate image and identity. Image and identity make up reputation (Fombrun & Riel, 1997). Reputation can be positive or negative (Dowling, 2004) or good or bad (Khan et al., 2013).

A study on CSR and corporate reputation on Gulf Petroleum and Investment Company in Bahrain found that the company's CSR initiatives enhanced its reputation (Dutta & Imeri, 2016). The study looked into the connection between CSR initiatives namely economic responsibility, ethical responsibility, philanthropic responsibility and legal responsibility and the company's reputation.

Perez (2014), studied literature on CSR reporting and its effects on corporate reputation. CSR reporting is the exposure by an organization of its activities which are meant to benefit stakeholders and this includes environmental and social initiatives. Findings from this study showed that CSR reporting is important in the creation of reputation.

A study on the effect of CSR on corporate reputation and the effect of corporate reputation on the behaviours of stakeholders was done using a convenience sample of 172 respondents. The results from this study showed that CSR positively impacts reputation and that a good corporate reputation elicits positive reactions from the stakeholders towards a company (Maden et al., 2012).

29 cement companies were studied to determine the relationship between CSR activities and corporate reputation. The researchers specifically looked at how environment oriented responsibilities, customer oriented responsibilities, community oriented responsibilities and legal responsibilities impacted corporate reputation. Data collected using questionnaires and analysed through inferential statistics showed that there is a strong relationship between CSR and corporate reputation (Khan et al., 2013).

A qualitative study on corporate reputation through strategic CSR in eight companies in Cyprus was done and results showed that CSR improves a company's reputation (Komodromos & Melanthiou, 2014). The interviewees in these companies were managers at middle and senior positions.

A review on literature on banking reputation and CSR showed that CSR is important in generating good reputation (Trotta et al., nd).

By studying eight Italian companies, Gazzola (2014) demonstrated that CSR improves a company's reputation. A good reputation, the researcher argues, leads to a thriving business in the long-term. This is because people want to associate with or partake of service of a

company that has good reputation. A company whose image has been damaged by actions or decisions that went against stakeholder expectations will lose the client it had and will be unlikely to get others.

On the impact of CSR programs on an organization's image and reputation, Lenguyen (2011), using Siam Cement Group in Thailand as a case observed that CSR had earned it a good image and reputation in the community. The study's respondents were the company's employees working in Bangsue district and Bangkok residents living in Hua Mark and Bandkrapu districts.

A study established how sport managers define CSR and the priorities teams have regarding their CSR activities. The researchers used a mixed method approach whereby a questionnaire was used to generate quantitative data and content analysis giving qualitative data. The study involved owners and community relation directors of teams in the NFL (32 teams), NBA (30 teams), NHL (30 teams) and MLB (30 teams). Findings from this study showed that sport managers view CSR as a strategic ingredient and that factors influencing their practice of CSR included philanthropy, focus on community, partnerships and ethical considerations. This study was about sports entities and their CSR activities (Babiak & Sheth, 2009).

Walker and Kent (2009) studied the influence of CSR activities of sport organizations on consumer attitudes. Here again it is the sport entities themselves engaging in CSR. Through purposeful sampling on fans of two NFL teams a sample was determined and responses showed that CSR activities generated positive reputation.

An investigation by Zhang et al. investigated the effect of different sport sponsorship types on brand equity. They studied effects of sponsorship duration, level and congruence on brand equity which comprise brand awareness, recognition, loyalty and association. Through purposive sampling, 400 students in the city of Guangzhou were selected as respondents and questionnaire administered. Findings showed that longer sponsorship durations and higher levels of sponsorship enhance brand awareness, recognition and loyalty (Zhang et al., 2017).

A study in Kenya looked at the effect of CSR on profitability, customer attraction and employee retention in Equity bank, Kitale (Musau, 2015). Another looked into the relationship between CSR and the continuous growth of banks in Nairobi, Kenya (Omorotun et

al., 2015). Cheptoo (2016) looked at how the need to create awareness of a brand, corporate image and media fragmentation leads to decisions on employing sport sponsorships as a marketing tool by Safaricom and Orange Telcos.

Akyuz (2018) studied fan identification and attitude towards sports sponsors in the big four football clubs in Turkey. The clubs were Besiktas and its stadium sponsor Vodafone, Fenerbahce and its stadium sponsor Ulcer; Galatasaray and its stadium sponsor Turk Telekom and Trabzonspor stadium sponsor Medical Park. The study sought to determine whether there is a positive relationship between fans' identification level and attitude towards the sponsor. A questionnaire was used to generate data from respondents who were football fans from Istanbul Medipol University. The study revealed that there is a positive relationship between fans' identification level and attitude towards sponsors.

From these studies, it is clear that much has been done on CSR and its impacts on a company's aspects such as performance, growth and reputation. Also, studies have been done on the use of CSR by sport companies or teams and the influence it has had on them. However, not much has been done on sports sponsorship as a CSR tool and its influence on a company's reputation. Studies concerned with the influence of CSR on a firm's reputation are little (Aksak et al., 2016; Petkeviciene, 2015). Furthermore, in the banking sector, relationships between CSR and CR haven't been given adequate consideration (Lorena, 2018). Studies on sport as a CSR medium are even fewer (Prochazka, 2014).

### **2.13 Components of Reputation**

Corporate identity being one of the components that together with corporate image make up reputation (Fombrun & Riel, 1997), is defined by Chun (2005) as the way an organization wants to be seen by external stakeholders. Chun further explains that it is made up of visual components such as name, logo and symbols or vision, mission and philosophy. In a study on the relationship between corporate identity and reputation in the Malaysian higher education sector it was noted that corporate identity does affect corporate reputation (Mohamad et al., 2007).

KCB Bank in its mission statement wants to be seen as preferred financial solutions provider and in its value statement it wants to be seen entity that makes decisions based on sound and

accurate analysis (KCB, 2019) and as such this study will seek to establish if the KCB Bank's sports sponsorship has rewards on its corporate identity.

Corporate image is defined by Hatch and Schultz (2003, p. 1048) as the "outside world's overall impression of the company including the views of customers, shareholders, the media, the general public and so on." The image of an organization is in the stakeholder's mind. The image can be positive or negative. Dowling (2004, as cited in Bronn & Wiig 2002) defines image as the ways something is understood through attached meanings and this includes what a person remembers or feels about an object. Fombrun & Gardberg developed a tool known as RepTrak™ Pulse which measures emotional aspects comprising corporate reputation (Fombrun & Gardberg, 2011). These emotional aspects indicate whether stakeholders have a good feeling towards a company, trust or admire and respect it. RepTrak™ Pulse was used in this study to inform the question of KCB Bank's image.

Cheptoo (2016) looked at how the need to create awareness of a brand, corporate image and media fragmentation leads to decisions on employing sport sponsorships as a marketing tool by Safaricom and Orange Telcos. From the study it was found that the choice of sports sponsorship as a marketing tool was influenced by the need for brand awareness and positive corporate image.

#### **2.14 Sports sponsorship and good feeling towards an organisation**

Sports sponsorship being a relationship between the sponsoring organization and the sports entity means that stakeholders will have some attitude towards the sponsor. Stakeholders are the players, fans, society, clients and even the general public.

Akyuz (2018) explains that fans will develop a good attitude towards the sponsor which will in turn make them acknowledge and patronize the sponsor. Attitude is defined by Coon and Mitterer (2010) as a composition of belief and emotion that positions a person to respond either positively or negatively to a person, thing, activity or institution. Coon and Mitterer go on to say that attitude has three components namely belief component, emotional component and action component and it is the emotional components that is concerned with how a person feels about an institution, object or another person. This study sought to establish if KCB Bank stakeholders have a positive feeling towards the KCB Bank brand as a result of its sport sponsorship activities.



### **2.15 Sports sponsorship and corporate trust**

Earle (2009) defines trust as acceptance that there will be good results by engaging an entity whereby this acceptance is based on the values of the entity under consideration. If a company is a good corporate citizen and supports good causes, stakeholders are bound to trust its brands and support them (Gazzola, 2014).

Gazzola explains that companies build trust over time and that trust comes from “performance, behaviors and values of the organization” (p. 79). A company valuing sport sponsorship will enhance its level of trust among its publics. Apart from inviting trust from stakeholders, a company with a good reputation will as Gazzola explains, earn competitive advantage and have improved financial performance.

This study sought to establish if KCB Bank stakeholders trust the company as a result of its sport sponsorship activities.

### **2.16 Sport sponsorship and corporate admiration and respect**

When stakeholders admire a brand, they will stand by it, support it and spread good words about it (Park et al., 2016). People admire an organization as a result of its CSR activities (Smith, 2013). Stakeholders will admire a company whose management cares about the community, offers quality products or services and is ethical. Admiration and respect are key measures of a company’s reputation derived from responses to questions some touching on social responsibility (Ponzi et al., 2011).

This study attempted to explain if stakeholders admire and respect KCB Bank as a result of its sport sponsorship initiatives.

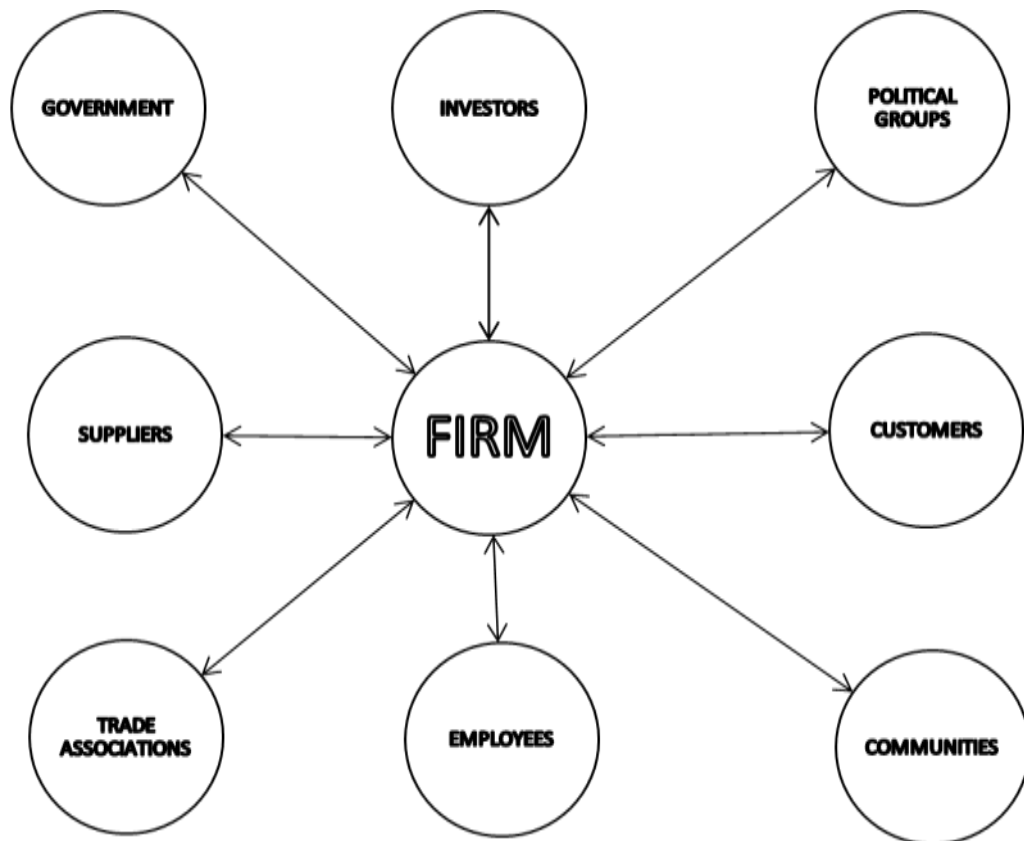
### **2.17 Theoretical Framework**

The theory adopted to guide this study is Stakeholder Theory derived from the relational school of thought that emphasizes that both internal and external stakeholders have diverse expectations of an organization (Chun, 2005). Stakeholder refer to those actors who in one way or the other influence a corporation or are influenced by the actions of the corporation.

Stakeholder Theory has its origins in business and organizational studies and it endeavours to explain the relationship and obligations between a corporation and its stakeholders (Littlejohn & Foss, 2009). Communication with stakeholders is well understood when looked at from the Stakeholder Theory (Koschmann & Kopczynski, 2017). Stakeholder Theory was first explained by Dr. F. Edward Freeman (Littlejohn & Foss, 2009).

The gist of the Stakeholder Theory as seen in its tenets is that corporations should factor in their stakeholders in their decisions and actions in ways that resonate well with them (Freeman & McVea, 2001). The tenets/ pillars of this theory are satisfaction of all stakeholders (Donaldson & Preston, 1995) and ethic (Fontaine et al., 2006). The satisfaction of all stakeholders' pillar implies that everyone affected by a company's actions should be considered and decisions made should consider their interests. The ethic pillar, requires companies to be ethical in their decision making processes so as not to engage in actions that will be harmful to stakeholders. This is because a company's actions or inaction have an effect on stakeholders. Unethical decisions are those made without considering their impacts on stakeholders. Sports sponsorship benefits all stakeholders in numerous ways and as such a company engaging in it reaps reputational rewards. Reputation being an organization's intangible asset is determined by stakeholders who can categorize the organization in a positive or negative way and this has impact on the organization. Reputation can be destroyed easily (Helm et al., 2011). Stakeholder theory provides guidance on the mapping of an organization's stakeholders in order to adequately attend to them.

Stakeholder theory mostly applies in discussions focusing on CSR (Littlejohn & Foss, 2009). Sport sponsorship which is a form of CSR serves the interests of several stakeholders of KCB Bank because it is an activity that has positive influence on the stakeholders. The model below captures the concept of Stakeholder Theory by showing the firm in a central position from where its actions affect stakeholders and consequently the actions of the stakeholders affect it.



**Figure 1: Contrasting Models of the Corporation: The Stakeholder Model**

Source: Donaldson & Preston (1995). The Stakeholder theory of the corporation: Concepts, evidence and implications. *Academy Management Review*, 20 (1), 65-91.

Findings from this study validated Stakeholder Theory concerns that corporations should make decisions and engage in actions that serve stakeholder interests. The findings established that sports sponsorship positively influence KCB Bank’s stakeholders which makes them have a favourable view of the KCB Bank. A favourable view translates into reputational capital for the KCB Bank.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter explained the research methodology employed in the study. This chapter comprises research design, location of the study, target population, sampling procedure, data collection instruments and data analysis.

#### **3.2 Research Design**

Case study design was used as the blueprint that directed this study because it was meant to elicit in-depth data that would clearly attend to this study's research questions. A case study design is a thorough examination of a person, issue, group or an organization (Mugenda & Mugenda, 2003; Daymon & Holloway, 2002). Case study enables generation of rich data concerning a case (Cooper & Schindler, 2014). Information acquired provided knowledge in the field of communication in which this study is anchored. A case study seeks to enhance knowledge on current communication issues (Daymon and Holloway, 2002).

Studies that have employed case study design on how reputation has been impacted by CSR have been done by Dutta and Imeri (2016) and Khan et al. (2013).

#### **3.3 Location of the Study**

The study was conducted in Nairobi City and its environs. This is because many branches of the KCB Bank, customers and numerous KCB Bank agents are located there. The teams sponsored by KCB Bank from which respondents were sourced are also located in Nairobi.

#### **3.4 Target Population**

Target population is defined by Mugenda and Mugenda (2003) as that population which the findings can be generalized and is also known as the universe. The target populations in this study are KCB Bank stakeholders (external) whose actions can affect KCB Bank and can also be affected by KCB Bank decisions and actions. Since the target population is large and impractical to involve, this study acquired an accessible population and these are respondents who are particularly affected by sport sponsorship.

### **3.5 Sample and Sampling Procedure**

Non-probability sampling was used to select respondents. The specific technique used was purposive sampling where the researcher deliberately picked respondents who possessed the necessary information to address the objectives of this study. Kombo and Tromp (2006) state that purposive sampling is applicable for quantitative and qualitative studies. The participants had experiences and insights that answered research questions. In this study, purposive sampling was used because it enabled selection of respondents from Nairobi Town and its environs who have information needed because they are beneficiaries of sports sponsorship, have been influenced by sponsorship and do business with the KCB Bank. These are the external stakeholders and they included players from KCB Rugby Football Club, supporters of sport teams sponsored by the bank, KCB Bank agents and KCB Bank clients/KCB Bank account holders. Players and supporters were identified and picked with the help of the team's coach. KCB Bank agents were selected from those operating in the central business district and KCB Bank clients were identified with the help of KCB Bank agents.

### **3.6 Data Collection Tools and Instruments**

Content analysis from KCB Bank's website and online sources was done and it provided information for objective 1. A five-point Likert scale questionnaire provided data for objective 2 and an interview schedule provided data for objective 3. Likert Scale is important for measuring attitude (McLeod, 2008). It shows a respondent's level of agreement to a stated attitude or judgment (Vanderstoep & Johnston, 2009). The items on the scale were based on RepTrak<sup>TM</sup> Pulse emotion-based reputation items (constructs) developed by Ponzi, Fombrun & Gardberg (2011) but with some modifications to suit this study and informed the corporate image.

RepTrak<sup>TM</sup> Pulse is a tool developed by Ponzi, Fombrun and Gadberg to measure corporate reputation based on emotion. Ponzi et al. (2011) state that they named the tool RepTrak<sup>TM</sup> Pulse "...because it captures corporate reputation's emotional component (the 'beating heart')" (p.23). This tool provides four emotional attribute statements that comprise reputation and can be measured. Three emotional attribute statements were used in this study and guided the second objective of the study and they are good feeling, trust, admiration and respect. The fourth emotional attribute statement is concerned with how a stakeholder feels about a company's overall reputation, a question the researcher felt, would be answered by

the first three statements. Ponzi, Fombrun & Gardberg say that previous approaches to studying reputation used long multi-item tools that led to fatigue, non-response and second guessing from respondents due to asking many questions on items with similar attributes. This study used RepTrak™ Pulse because it is a validated tool, provides what entails reputation and is easy to administer. Also, the Likert Scale questions were derived from the items on RepTrak™ Pulse.

### **3.8 Data Analysis**

Content analysis was done and together with an interview schedule yielded qualitative data. A study by Babiak and Sheth, (2009) used content analysis and quantitative methods. Qualitative methods yield detailed information because it affords the researcher to prod. It also enables the researcher to capture emotions which numbers would otherwise have not. Quantitative data on the other hand provides figures that enable easier understanding by quantifying a given phenomenon or responses. This study employed both techniques because qualitative captures emotional component which this study revolves around while the quantitative technique captures percentages of response regarding the Likert scale constructs. The Likert scale type questionnaire generated descriptive data. The Likert items (statements) in the scale provided data that were combined as all the items speak to one concept according to RepTrak™ Pulse which is reputation. Kostoulas (2013) says that when Likert items seek answers to one idea, data from the items can be combined to give information about that idea.

### **3.9 Ethical Considerations**

This study followed research regulations and guidelines provided by Egerton University. The Graduate School provided a request for research letter (see Appendix 5) that I shared with National Commission for Science, Technology and Innovation (NACOSTI). NACOSTI gave me license (License No: NACOSTI/P/21/13640) to conduct research for the period ending 28/08/2022 (see Appendix 6).

The researcher through a letter notified KCB Bank about the intention to use it as a case study to which it agreed with the condition that internal staff would not be interviewed in this study. KCB Bank staff were not part of the respondents.

Through an audience with KCB Bank's rugby manager, the researcher was granted permission to use the players as respondents.

The researcher made the respondents aware that their identities would not be revealed. They were also asked not to write their names on the questionnaire. The respondents were also assured that their responses were for purely academic purposes.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents results generated by the instruments and a discussion of the findings. The main objective of this study was to analyse the impact of sports sponsorship which is a communication tool on corporate reputation of KCB Bank. Data for the first objective which was establishing sports sponsorship types employed by KCB Bank in building its reputation were secondary and were obtained by content analysis from KCB Bank website and other online sources. Data for the second objective which was determining the corporate image resulting from sports sponsorship towards the KCB Bank brand were sourced through use of a Likert Scale questionnaire while data for the third objective which was establishing the effect of sports sponsorship on KCB Bank's corporate identity were got through an interview schedule. Reputation, which forms the core of this study and is addressed by the second and third objectives, is made up of corporate identity and corporate image. Corporate reputation is the sum of corporate image and identity. Findings are presented based on each objective (Shamma, 2012).

#### **4.2 Types of Sports Sponsorships Employed by KCB Bank**

KCB Bank engages in sports sponsorship as part of its corporate social responsibility and desire to grow sports and sporting talent. According to Tafa (2017) there are four main types of sport sponsorship. These are title (main) sponsorship, official sponsorship (official partner), technical partner and informational partner. A title (main) sponsor pays the largest amount to the team being sponsored while an official sponsor is "... a smaller contributor..." (Optimy, 2017)

This study established that KCB Bank has its own sporting teams that it sponsors. The KCB Bank also sponsors some sporting events as a title sponsor and official financial partner. KCB Bank's sporting teams include KCB Rugby Club (KCB RFC), KCB Ladies Volleyball Club, KCB Rally, KCB Autocross and KCB Chess Club.



KCB RFC is owned and sponsored by the KCB Bank. The rugby team, established in 1989, is one of the professional clubs based in Nairobi and boasts a 2300 strong fan base (KCB, 2022).

KCB Ladies Volleyball Club is arguably the oldest ladies' volleyball club in Kenya (KCB, 2022). It was started in 1984 and has produced several top volleyball players in Kenya.

KCB autocross is a motor racing event sponsored by the KCB Bank with the aim of nurturing young budding rally drivers into participants in the Kenya National Rally Championship. A headline on KCB Bank's website reads "How KCB Autocross Nurtures Youngsters into KNRC Drivers of the Future" (KCB Group Limited, 2021). (See Appendix 4)

KCB Chess Club is a professional chess club owned and funded by KCB Bank. It was started in the late 80s (KCB Group Limited, 2021). KCB Chess Club was the Kenya Chess Premier League champions in 2019 (Onyango, 2019).

KCB Bank is the title sponsor (main) of Karen Masters which is a golfing event. According to Kenya Broadcasting Corporation (2012), KCB Bank has injected Ksh.70 million into the sport.

KCB Bank has been the title sponsor of Kenya National Rally Championship (KNRC) since 2003. In 2019, the financial institution made a Kshs. 75 million commitment to KNRC as its title sponsor for three years (Tumo, 2019).

KCB Bank being a title sponsor pays huge sums to the teams being sponsored because as explained by Optimy (2017), the event being sponsored is named after the sponsor. Thus, the KNRC is known as KCB Kenya National Rally Championships while the Karen Masters golfing event is referred to as KCB Karen Masters.

The KCB Bank in 2021 acted as the World Rally Championship official financial partner whereby it spent 100 million shillings to sponsor the event in Kenya (Safari Rally, 2021).

Sponsoring own sporting teams or other teams in various sporting fields calls for investing large sums of money and logistics. For KCB Bank to have own teams while also sponsoring other sporting teams and events shows the premium value the bank places on sports. These

sponsorships have direct and indirect benefits on the KCB Bank's stakeholders and this communicates the KCB Bank's intent which is nurturing sport persons and sporting activities which in turn gives it a positive reputation.

Based on the stakeholder theory, sports sponsorship by the KCB Bank is an endeavour that has a direct positive impact to the stakeholders. The youth and other sports persons who are the direct beneficiaries get their talents as players nurtured and ultimately earning a livelihood from it. Indirect beneficiaries include suppliers to the teams, employees of the teams, and community.

### **4.3 Sports Sponsorship and the Corporate Image of KCB Bank**

This objective sought responses on the influence of sports sponsorship on the corporate image of KCB Bank. Hatch and Schultz (2003, p. 1048) define corporate image as the "outside world's overall impression of the company including the views of customers, shareholders, the media, the general public and so on." The image of a company is determined by what the stakeholders (external or internal) feel about it, the level of trust and admiration and respect that they have towards it. The mentioned constructs, namely "good feeling", "trust", and "admiration and respect" were informed by a series of statements under each. These statements were adapted from RepTrak<sup>TM</sup> Pulse but with some modifications to suit the current study. Responses to these statements were measured on a five-point Likert scale ranging from 1 to 5 (where, 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

The study sought to determine the extent to which sports sponsorship elicited good feelings among the stakeholders of KCB Bank. Good feeling as a construct was assessed from a series of 4 statements adapted from RepTrak<sup>TM</sup> Pulse that sought respondent's agreement or disagreement with them.

As shown in Table 1 and its corresponding grouped bar chart, a total of 7% of respondents under the statement "I like KCB Bank because it sponsors sports" either disagreed or strongly disagreed while a total of 49% of the respondents either agreed or strongly agreed with it. 44% took a neutral stance.

A total of 9% of the respondents either disagreed or strongly disagreed with the statement “I find KCB Bank impressive because it sponsors sports” while a total of 51% agreed with it. 40% took a neutral stance.

9% of the respondents either disagreed or strongly disagreed with the statement “I have positive opinions towards KCB Bank because it sponsors sports” while 53.2% either agreed or strongly agreed with it. 40% took a neutral position. 2% of the respondents either disagreed or strongly disagreed with the statement “I think highly of KCB Bank because it sponsors sports” while 58% agreed or strongly agreed. 14% took a neutral stand.

As can be seen, number of respondents who did not have good feelings towards KCB Bank because it sponsors sports were very few compared to those who agreed that they have a good feeling. The grouped bar chart clearly displays this. Most of the respondents, however, took a neutral position.

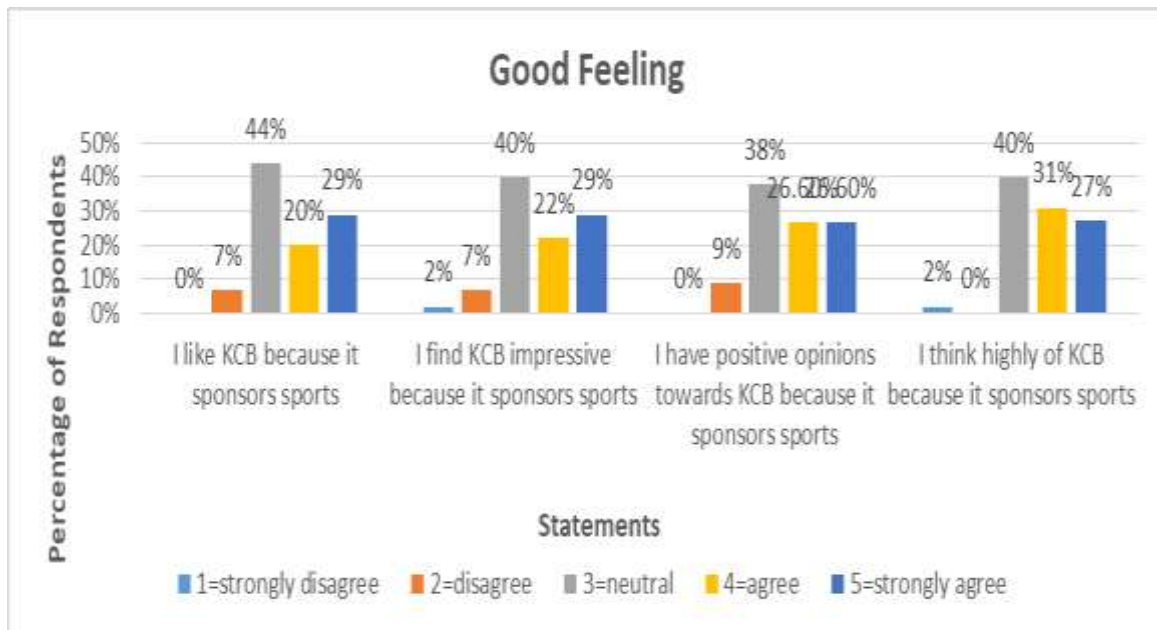
Stakeholder Theory emphasizes consideration of stakeholders in a company’s decision making process. This will result in making decisions and taking actions that are not only geared towards stakeholder satisfaction but are also ethical. For KCB Bank, sport sponsorship which is an action resulting from the company’s decisions will lead to stakeholders having good feelings towards it. Good feeling is an attitude. Attitude is the way a person feels about an institution, person or object (Coon & Mitterer, 2010). Therefore, the data shows that most respondents had a good attitude towards the KCB Bank and as Akyuz (2018) says, stakeholders will develop a good attitude towards the sponsor which will in turn make them acknowledge and patronize the sponsor.

**Table 1 Good feeling**

Statements	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
I like KCB Bank because it sponsors sports	0%	7%	44%	20%	29%
I find KCB Bank impressive because it sponsors sports	2%	7%	40%	22%	29%
I have positive opinions towards KCB Bank because it sponsors sports	0%	9%	38%	26.60%	26.60%
I think highly of KCB Bank because it sponsors sports	2%	0%	40%	31%	27%

**Note: Percentages represents the distribution of responses among survey participants**

## Grouped Bar Chart 1



The study sought to determine the level of trust respondents had for KCB Bank because of sponsoring sports. Trust as a construct was informed by a series of four statements adopted from RepTrak™ Pulse that sought respondents' disagreement or agreement with them.

As shown in Table 2 and its corresponding grouped bar chart 11.1% of the respondents either disagreed or strongly disagreed with the statement "I believe in KCB Bank because it sponsors sports" while 48.8 % of the respondents either agreed or strongly agreed with it. Under this statement, 40% of the respondents were neutral.

6.6% of the respondents either disagreed or strongly disagreed with the statement "I'm confident in KCB Bank because it sponsors sports". For this statement, 53.2% of the respondents either agreed or strongly agreed 40% took a neutral position.

2.2% of respondents under the statement "I will stand by KCB Bank because it sponsors sports" either disagreed or strongly disagreed while 55.5% of them either agreed or strongly agreed. 42.2% took a neutral stance.

6.6% of the respondents either disagreed or strongly disagreed with the statement “I will partake of KCB Bank products because it sponsors sports” while 42.2% of the respondents either strongly disagreed with it. 51.1 % took a neutral position.

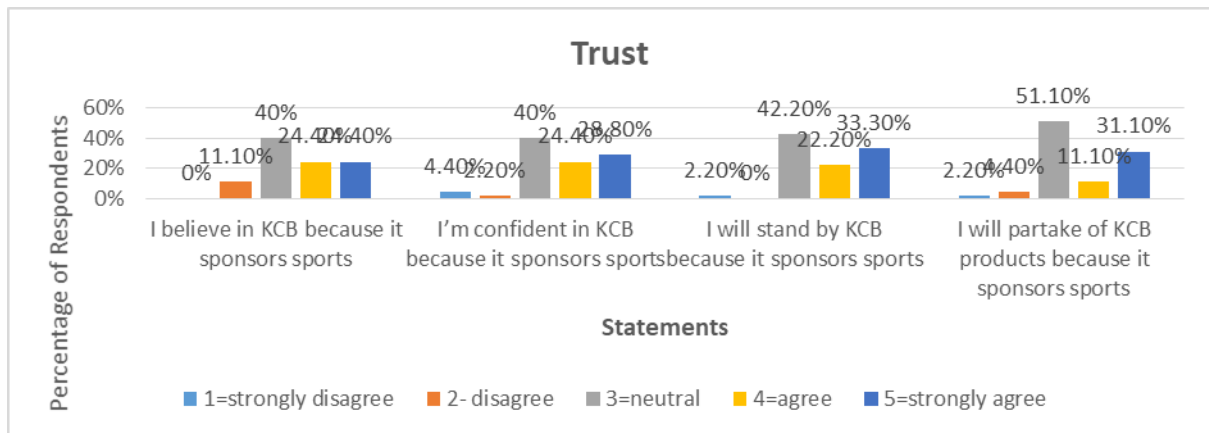
Many respondents expressed their trust for KCB Bank because of its sport sponsorship activities. Few of them disagreed while most of the respondents took a neutral position. A company that supports good causes like sports sponsorship is likely to earn the trust of stakeholders. The trust earned stems from consideration of stakeholders as espoused by Stakeholder theory. Gazzola (2014) says that if a company is a good corporate citizen and supports good causes, stakeholders are bound to trust its brands and support it (Gazzola, 2014).

**Table 2**  
**Trust**

Statements	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 Strongly Agree)
I believe in KCB Bank because it sponsors sports	0%	11.10%	40%	24.40%	24.40%
I'm confident in KCB Bank because it sponsors sports	4.40%	2.20%	40%	24.40%	28.80%
I will stand by KCB Bank because it sponsors sports	2.20%	0%	42.20%	22.20%	33.30%
I will partake of KCB Bank products because it sponsors sports	2.20%	4.40%	51.10%	11.10%	31.10%

**Note: Percentages represents the distribution of responses among survey participants**

## Grouped Bar Chart 2



The study sought to determine the level of admiration and respect respondents accorded KCB Bank because of its sports sponsorship activities. Under the construct “admire and respect” were three statements adopted from RepTrak™ Pulse that sought respondents’ disagreement or agreement with them.

As shown in Table 3 and its corresponding grouped bar chart, 9% of the respondents either disagreed or strongly disagreed to the statement “KCB Bank is highly esteemed because it sponsors sports” while 49% either agreed or strongly agreed. 42% took a neutral stance.

7% of the respondents either disagreed or strongly disagreed with the statement “I like KCB Bank because it sponsors sports” while 51% either agreed or strongly agreed. 42% took a neutral position.

13.3% of the respondents either disagreed or strongly disagreed with the statement “I would like to work for KCB Bank because it sponsors sports” while 44.4% either agreed or strongly agreed. 42.2% took a neutral stand.

Many respondents are in agreement that KCB Bank is admirable and respectable because of its sports sponsorship activities as compared to those of the opposing view who were few. Majority of the respondents held a neutral position. A company that engages in CSR activities such as sports sponsorship earns admiration and respect from its stakeholders. Smith (2013) states that people admire an organization as a result of its CSR activities while



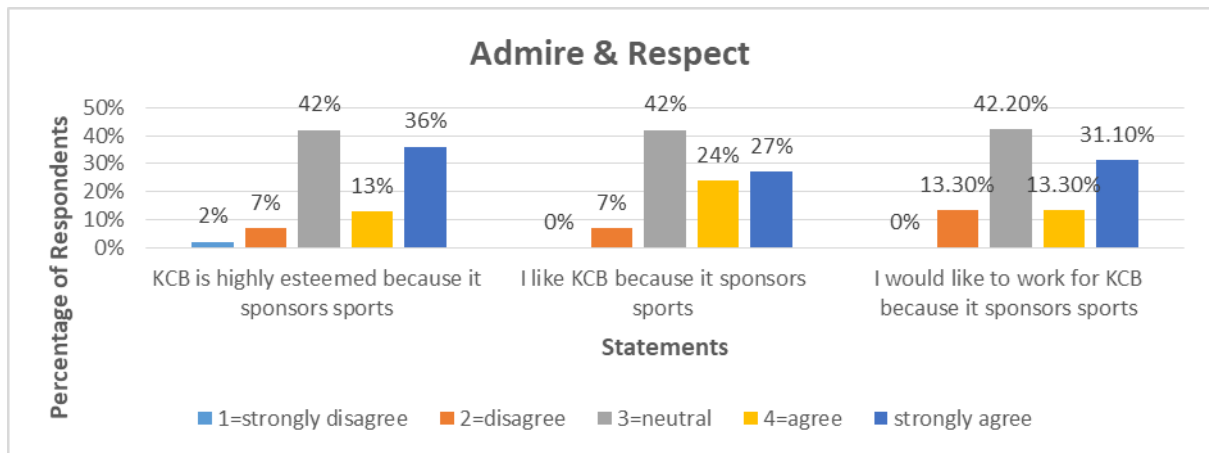
When stakeholders admire a brand, they will stand by it, support it and spread good words about it (Park et al., 2016).

**Table 3 Admire and Respect**

<b>Statements</b>	<b>1 (Strongly Disagree)</b>	<b>2 (Disagree)</b>	<b>3 (Neutral)</b>	<b>4 (Agree)</b>	<b>5 Strongly Agree)</b>
KCB Bank is highly esteemed because it sponsors sports	2%	7%	42%	13%	36%
I like KCB Bank because it sponsors sports	0%	7%	42%	24%	27%
I would like to work for KCB Bank because it sponsors sports	0%	13.30%	42.20%	13.30%	31.10%

**Note: Percentages represents the distribution of responses among survey participants**

### Grouped Bar Chart 3



KCB Bank’s image from the respondents who are the company’s stakeholders is favourable because they have a good feeling, trust and admiration and respect towards it. Many interviewees find the KCB Bank impressive and have a positive attitude towards it because sports sponsorship benefits stakeholders. As informed by the Stakeholder Theory, the act of sports sponsorship shows that the KCB Bank values its stakeholders and as a result, most of them pointed out that they are confident with and would stand by the KCB Bank because they consider sports sponsorship a good gesture towards them. Sponsoring sports communicates to the respondents that the KCB Bank respects them. The KCB Bank is also admired because sponsoring sports is seen as being a way of giving back to society.

#### 4.4 Effect of sports sponsorship on KCB Bank’s corporate identity

Corporate identity is how an organization wants to be viewed by external stakeholders (Chun, 2005). A company’s values and vision statement are some of the tools that form its corporate identity. Respondents through an interview gave feedback about their awareness of KCB Bank’s sport sponsorship activities. They also gave responses on one of KCB Bank KCB Bank’s value which is “We base all our decisions on sound and accurate analysis” and vision which is “To be the preferred financial solutions provider in Africa with global reach”.

In obtaining information about the respondents’ awareness of KCB Bank sports sponsorship activities, the researcher conducted interviews with rugby players, fans, KCB Bank Mtaani agents and customers. The data was collected through an interview schedule. Many respondents were aware that KCB Bank sponsors sports. They mentioned that they were

aware of the rugby and the women volleyball team that the KCB Bank owns. However, a majority didn't know other teams that KCB Bank owns and sponsors and ones that it only sponsors. The researchers noted that virtually all interviewees were unaware of the existence KCB Bank Chess Club. Most of them indicated that they had never heard of chess as a sport, let alone one team being sponsored by the KCB Bank.

Most of the respondents said that they became aware of KCB Bank's sport sponsorship activities through the media. "We always see of KCB Bank teams on TV when sports news is being read," one customer stated. Social media is also another avenue in which many learnt about KCB Bank sport sponsorship endeavours. "I follow KCB Bank's social media accounts. I also follow some of the players on Facebook and they post information on upcoming sporting events", a fan said.

Most of the rugby players interviewed reported that they became aware of KCB Bank's sport sponsorship by virtue of them being players even though a few mentioned that they were aware of the fact before joining the teams. One player stated that, "I knew that the KCB Bank sponsors sports before I joined the rugby team even though I didn't know all the sports its sponsors". Musau (2015) noted that most customers of Equity bank, Kitale Branch reported having knowledge about the banks CSR activities from several sources including media and sports.

A large number of respondents became aware of KCB Bank's sponsorship activities from media. Media's role in informing masses by giving space and time to sports through traditional and alternative media was noted. Sporting events in which KCB Bank owns the teams participating or sponsors them earns the KCB Bank free media.

The decision by KCB Bank to sponsor sports, according to the interviewees was well informed. Majority of the interviewees were in agreement that the decision bodes well for the bank. Some of them stated that by the bank sponsoring sports its brand was always visible.

A number of respondents said that they considered sports sponsorship a marketing strategy which was working in favour of the bank. Sports sponsorship being a marketing communication strategy meant that the bank's name is always on people's minds. Media, as stated by one Mtaani agent, "broadcasts sports stories and thus creates awareness about the

role of KCB Bank in sports sponsorship”. Sports sponsoring is an important marketing tool (Akyuz, 2018).

The idea behind sponsoring sports was good because as most respondents pointed out, it seeks to empower the youth. “Sport is one of the avenues, a fan said, “that can be a source of livelihood for the youth”. Sports have the potential of improving living standards (Westerbeek and Smith, 2007). Supporting the youth is earning the bank goodwill from stakeholders as well as painting it in positive light. Decisions by KCB Bank to engage in processes that benefit stakeholders are considered appropriate and are bound to improve its standing in society.

All respondents were of the view that sports sponsorship will improve KCB Bank’s reputation. A customer said that it does improve its reputation but “to some extent.” On prodding he said that it is not only sports sponsorship that improve the bank’s reputation but other corporate social responsibility activities and the way it attends to its customers.

Some interviewees indicated that sports have a vital place in society and as such any entity that tries to spot, develop and sponsor sport talent will attract a good name. KCB Bank being a sport sponsor has a good name because it supports sports and players. “In return, those who support sports get good recognition and feedback,” a rugby player said.

Some respondents talked of the ripple effect of sponsoring sports. They said that KCB Bank supports talent which in turn creates a source of livelihoods for players hence improving the living standards of the players and family. Eventually, they said, the sporting activities thrusts the bank into media limelight which indirectly make the it popular through their broadcasts and publications (exposure).

The reputation of KCB Bank is enhanced because of sponsoring sports. The stakeholders will hold an entity that attends to some of their needs in high esteem. Making decisions based on sound and accurate analysis aligns to stakeholder Theory because stakeholder interests will be considered. Accurate analysis implies that particular concerns of the stakeholder will be addresses.

The interviewees indicated that they would choose banking with KCB Bank because it sponsors sports. This is because, as most said, sports bring value to society and therefore any

entity that is supporting it is bound to attract them. Stakeholder Theory's position is engaging in actions that rings value to the society and sports does exactly that. Another fan said that she banks with KCB Bank and one of the things that motivated her is the bank's association with sports. "Many decisions in my life are based on sports," she stated, "and banking with KCB Bank was informed by the fact that it sponsors sports."

It also emerged from the interview that KCB Bank as a brand was well known for other reasons other than sports and that is why some of the respondents were banking with it. Many of them pointed out that KCB Bank was an institution of repute in the financial circles and had heard about it and its phenomenal growth through media. Sponsoring sports is an aspect that, most said, supplements other good deeds by the KCB Bank. A customer stated that the bank "does other good things besides sponsoring sports." Sports here is seen as complementing other activities of the bank and this has the overall effect of attracting people to it.

A KCB Bank Mtaani agent said that sponsoring sports appeals to many people and they she was doing business with the KCB Bank particularly because they like its CSR activities including sport sponsorship. They linked the attention generated by sponsoring sports to the growth of KCB Bank and subsequently their businesses. "there is a direct link to sponsoring sports and the bank's growth", an agent said.

Stakeholders want to be associated with the KCB Bank because it supports sports. In this case, the bank not only draws customers towards it because of sponsoring sports but also because it excels in attending to customers well and its growth in the financial world. Engaging in CSR activities such as sponsoring sports goes further in casting the bank in good light hence attracting more people to bank with it.

Having its own teams and sponsoring them is what many of the respondents felt will make KCB Bank a top financial services provider. They mentioned that they are aware of some teams fully owned and supported by the bank. "I'm aware of the teams being sponsored by the bank", a fan mentioned. Another stated that, "I also know several events (sporting) sponsored by KCB Bank." All of them acknowledged that such an endeavour will endear many people who will then subscribe to the KCB Bank's services which will in turn make it a top financial provider.

Many of the respondents mentioned the professionalism displayed by the players and the quality of their training facilities. “They are well trained”, a customer said. Another said that “they are good at what they do”. Some of them noted the high standards of their training facilities especially the Ruaraka Sports Club where the KCB rugby team trains.

Sports sponsorships empower the players directly and other parties indirectly and this too many respondents said, is a unique aspect of sports sponsorship that draws people to KCB Bank hence making it a top financial solutions provider. “we appreciate that sports provides finances to players. Some are well paid”, a fan said.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter has a summary of findings that are based on the objectives. It also has a conclusion, recommendation and suggestion for further research. The main aim of the study was to analyse the impact of sport sponsorship on the corporate reputation of KCB Bank

#### **5.2 Summary of the Findings**

The findings reveal that KCB Bank sponsors sports. The KCB Bank has teams that it owns and sponsors. These teams are the KCB Rugby Club, KCB Volleyball Team, KCB chess Club and KCB autocross. The bank also supports other sporting events as a title (main) sponsor. These events are the Karen Masters and Kenya National Rally Championships. Being the title sponsor for these events means that KCB Bank pays a lot of money and the events bear the bank's name. Sports sponsorship is one of the corporate Social Responsibilities the financial institution engages in.

The corporate reputation of KCB Bank which is a sum of its corporate identity and corporate image is good because it sponsors sports. From the findings under the corporate identity and corporate image, the bank is viewed favourably by the respondents because of sponsoring sports.

Feedback from the respondents indicate that KCB Bank has a good image as a result of its sport sponsorship activities. The image of a company stems from how the stakeholders feel about it, whether they trust and admire and respect it. From the findings, the respondents felt good, trusted and admired and respected KCB Bank because it sponsors sports.

Findings indicated that most respondents are aware that KCB Bank sponsors sports. Apart from the KCB Chess Club, the respondents knew about most of teams and clubs sponsored by the bank. Media is the means by which most of them knew of the bank's sports sponsorship endeavour.

Findings on corporate identity which is demonstrated by among other things a company's values and vision showed that the decision by KCB Bank to sponsor sports is well informed. This aligns with one of KCB Bank values stating that "We base all our decisions on sound and accurate analysis". The respondents explained that sponsoring sports was a marketing tool which created awareness about KCB Bank.

Findings revealed that respondents would like to bank with KCB Bank because it sponsors sports. This aligns with KCB Bank's vision which is "To be the preferred financial solutions provider in Africa with a global reach". Some respondents stated that their decisions to bank with KCB Bank was based on its professional aspect which is reinforced by sports sponsorship. Sports sponsorship endeared the respondents to the KCB Bank because of the benefits it directly and indirectly affords them.

### **5.3 Conclusion**

The main objective of this study was to analyse the impact of sport sponsorship on the corporate reputation of KCB Bank. From the findings it was established that sports sponsorship as a communication tool has a positive impact on a company's corporate reputation.

Corporate entities in their quest to improve their reputations have employed various methods with sports sponsorship being one of them. KCB Bank sponsors a number of sports and has beneficial impacts on the stakeholders and communities and the corporate entities themselves.

From the case which was KCB Bank, it is seen that sponsoring sports earns a company trust, admiration and respect and eventually a good reputation.

Sports sponsorships have created awareness about KCB Bank and earned it goodwill from stakeholders. The decision to sponsor sports is considered wise by the respondents thus lending credence to the value "We base all our decisions on sound and accurate analysis". These stakeholders associate, support and identify with a corporate entity that supports sports because of the advantages it offers them. This aligns with KCB Bank's vision which is "To be the preferred financial solutions provider in Africa with global reach".



## **5.6 Recommendations for Further Research**

This study focussed on the role that sports play in earning a sport sponsoring entity a good reputation among stakeholders a case of KCB Bank. Further studies can be done in the following areas:

- i. The communication of the emotions sports sponsorship evokes towards the sports sponsoring company.
- ii. The relationship between resource input by the sport sponsoring company and enhanced corporate reputation.
- iii. The effectiveness of sports sponsorship as a reputation management tool across a variety of sports

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## APPENDICES

### Appendix I: Questionnaire

You have been purposively selected to take part in this study which intends to investigate sports sponsorship as a communication tool used in corporate reputation management with KCB Bank being the case study. Please respond to all the questions to the best of your knowledge. You and your responses will be treated with utmost confidentiality. Do not write your name or signature in this questionnaire.

#### Likert Type Scale

The items on this scale will provide data on corporate image (Objective 2).

##### 1. Good feeling

For each of these statements please tick one choice to indicate your level of agreement or disagreement where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
I like KCB Bank because it sponsors sports					
I find KCB Bank impressive because it sponsors sports					
I have positive opinions towards KCB Bank because it sponsors sports					
I think highly of KCB Bank because it sponsors sports					

##### 2. Trust

For each of these statements please tick one choice to indicate your level of agreement or disagreement where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
I believe in KCB Bank because it sponsors sports					
I'm confident in KCB Bank because it sponsors sports					
I will stand by KCB Bank because it sponsors sports					

I will partake of KCB Bank products because it sponsors sports					
--	--	--	--	--	--

3. Admire and respect

For each of these statements please tick one choice to indicate your level of agreement or disagreement where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
KCB Bank is highly esteemed because it sponsors sports					
I like KCB Bank because it sponsors sports					
I would like to work for KCB Bank because it sponsors sports					

## **Appendix II: Interview Schedule**

This interview schedule is meant to elicit information on corporate identity (Objective 3)

A. Awareness about KCB Bank's sports sponsorship activities

i. Are you aware that KCB Bank sponsors sports? How did you know that KCB Bank sponsors sports?

B. One of KCB Bank's values is "We base all our decisions on sound and accurate analysis".

i. Why do you think the decision to sponsor sports is well informed?

ii. Do you think sports sponsorship will improve KCB Bank's reputation? What makes you think so?

C. KCB Bank's vision is "To be the preferred financial solutions provider in Africa with global reach".

i. Would you choose KCB Banking with KCB Bank because it sponsors sports?

ii. What is it about sport sponsorship that you think will make KCB Bank a preferred a top financial provider?



### Appendix 3: RepTrak™ Pulse

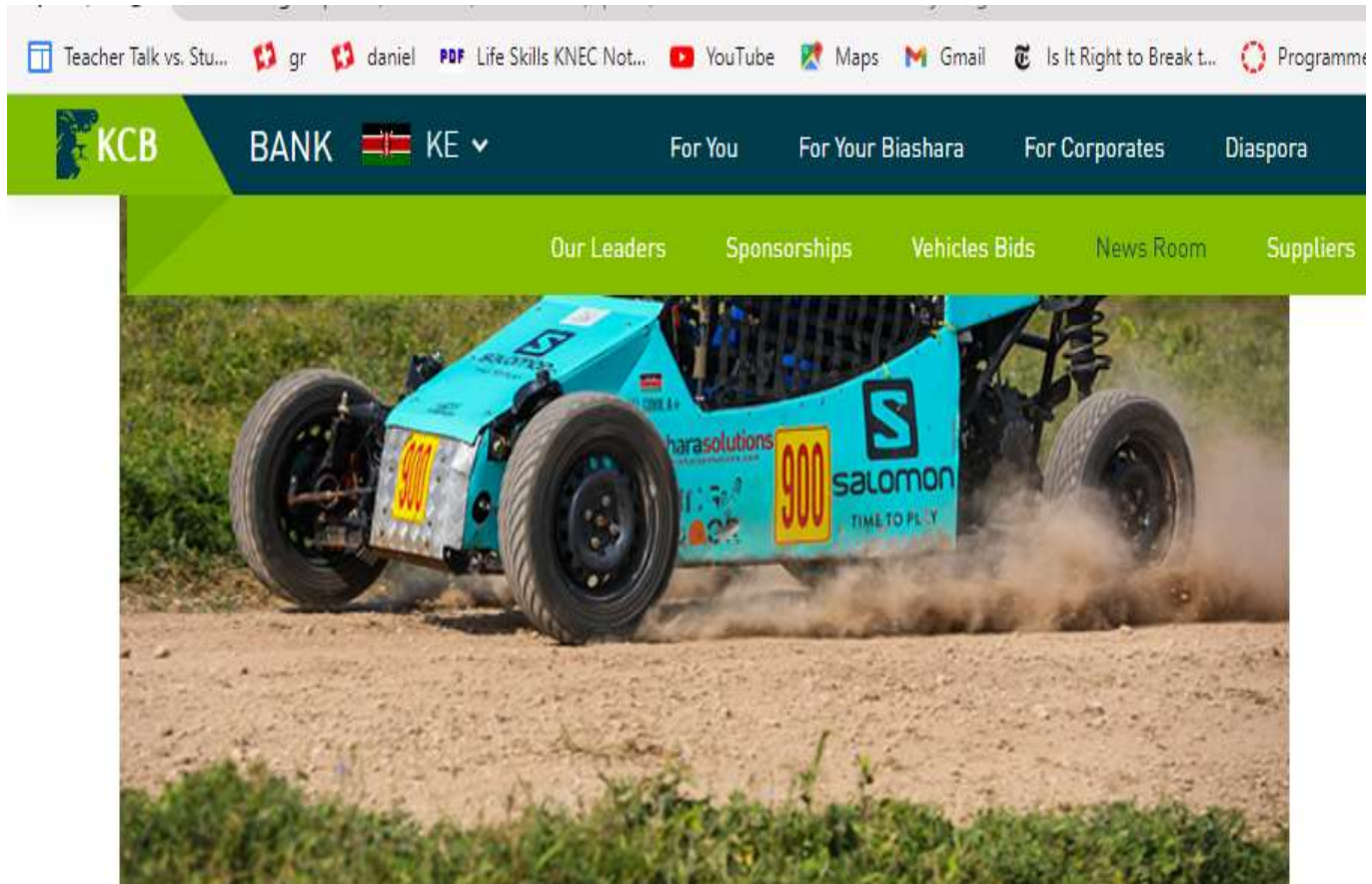
#### RepTrak™ Pulse

Statements that led to the development of 4 items in RepTrak™ Pulse that enabled creation of this study's Likert type scale

Table 1: Study 1: Derivation of Reputation Statements	
Verbatim statements by bulletin board participants	RepTrak™ Pulse statement
<ol style="list-style-type: none"> <li>1. A good reputation means people think positively about you and your services.</li> <li>2. To me, the word “reputation” means distinction, notoriety, honor and ranking.</li> <li>3. ‘Companies I have a good feeling about because they offer top quality products and services and demonstrate genuine interest in their customers and their local communities.</li> <li>4. Companies that have always given me a good feeling about utilizing their services.</li> <li>5. A good reputation means you are doing things right and people think highly of you and your services.</li> </ol>	Is a company I have a good feeling about
<ol style="list-style-type: none"> <li>1. It means to that any products that you produce you will stand by it and what it does 100 percent and it's a product that you yourself trust ...</li> <li>2. I would be more likely to buy a product from a company with a better reputation because I feel a certain trust initially ...</li> <li>3. I trust them because over the years, they've proven to be outstanding and never had any problems which led me to distrust of them.</li> <li>4. I trust them because they stand behind their products.</li> <li>5. Past history past track record, experience, trustworthy</li> </ol>	Is a company that I trust

<ol style="list-style-type: none"> <li>1. I definitely admire a company that can offer so much and still maintain quality of products and service at the same time.</li> <li>2. A company with a good reputation would be looked up to by competitors and people would want to work there. Their executives would be top notch and very involved with the community as well as their company's direction.</li> <li>3. I admire and respect companies with good records at producing high quality products and services.</li> <li>4. I admire the owners of the companies.</li> <li>5. A company with high or outstanding moral character.</li> </ol>	<p>Is a company that I admire and respect</p>
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## Appendix 4: How KCB Autocross Nurtures Youngsters into KNRC Drivers of the Future



## How KCB Autocross Nurtures Youngsters into KNRC Drivers of the Future

Ever wondered why the Formula 1 and WRC young driver programmes continue to churn out budding motorsport talents across the globe?

## Appendix 5: Request for Research Permit Letter

**EGERTON**  
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### OFFICE OF THE DIRECTOR GRADUATE SCHOOL

AM19/33631/14

11<sup>th</sup> May, 2021

Ref:.....

Date:.....

The Director General  
National Commission for Science Technology and Innovation,  
P. O. Box 30623-00100  
**NAIROBI**

Dear Sir,

**RE: REQUEST FOR RESEARCH PERMIT – MR. ENOCK KIPROP TONUI  
REG. NO. AM19/33631/14**

This is to introduce and confirm to you that the above named student is in the Department of Literature, Languages & Linguistics, Faculty of Arts & Social Sciences, Egerton University.

He is a bona-fide registered M.A student in this University. His research topic is **“Sports Sponsorship As a Communication Tool Used in Corporate Reputation Management: A Case Study of Kenya Commercial Bank.”**

He is at the stage of collecting field data. Please issue him with a research permit to enable him undertake the studies.

Your kind assistance to him will be highly appreciated.

Yours faithfully,

  
13 MAY 2021  
Prof. Nzula Kitaka  
**DIRECTOR, BOARD OF POSTGRADUATE STUDIES**

NKSK

**Appendix 6: Research License (NACOSTI)**

  
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**This is to Certify that Mr. Enoch Kiprop Tomul of Egerton University, has been licensed to conduct research in Nairobi on the topic: SPORTS SPONSORSHIP AS A COMMUNICATION TOOL USED IN CORPORATE REPUTATION MANAGEMENT: A CASE STUDY OF KENYA COMMERCIAL BANK for the period ending : 28/October/2022.**

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## Appendix 7: Snapshot of Abstract of Publication

	<p><b>Journal of Media and Communication</b></p> <p>[ISSN 2958-1095] Volume: 01 Issue: 01   Oct-2022</p>	<b>JMC</b>
<p><b>Sports sponsorship as a communication tool used in corporate reputation management: A case study of Kenya Commercial Bank</b></p>		
<p><b>Authors</b>  <b>Enoch Kiprop Tonui<sup>(1)</sup></b>; <b>Josephine Khaemba<sup>(2)</sup></b>; <b>Hillary Chakava<sup>(3)</sup></b>  <b>Main author email: <a href="mailto:enochtonui@gmail.com">enochtonui@gmail.com</a></b></p>		
<p>(1,2,3) Egerton University, Kenya.</p>		
<p><b>Cite this article in APA</b>          Tonui, E. K., Khaemba, J., &amp; Chakava, H. (2022). Sports sponsorship as a communication tool used in corporate reputation management: A case study of Kenya Commercial Bank, 1(1), 47-52. <a href="https://doi.org/10.51317/jmc.v1i1.293">https://doi.org/10.51317/jmc.v1i1.293</a></p>		
<p> <b>OPEN ACCESS</b>          A publication of Editon Consortium Publishing (online)</p> <p><b>Article history</b>          Received: 10.06.2022          Accepted: 12.09.2022          Published: 24.10.2022</p>	<p><b>Abstract</b>          This study aimed at determining the image stakeholders have towards KCB as a sports sponsor. Corporate image is defined by the constructs of good feeling, trust, admiration and respect, as informed by Fombrun and Gardberg's RepTrak™ Pulse tool. A case study design was used in order to gain in-depth information about KCB. This study was premised on Stakeholder Theory as it focuses on the impact of a company's activities on stakeholders, whereby these activities may result in a positive or a negative view of the company. Purposive sampling was used to select participants. This study was conducted in Nairobi County, and participants in this study were external stakeholders of KCB. Respondents included 10 players from KCB Rugby Football Club, 10 supporters (fans), 10 KCB agents and 15 KCB clients. A quantitative method of collecting data was used. Data was generated using a Likert-type scale questionnaire informed by RepTrak™ Pulse. Findings from this study revealed that KCB's reputational capital is enhanced because it sponsored sports. Most of the respondents took a neutral stance on the statements informing the constructs of good feeling, trust, admiration, and respect. A small percentage of the respondents expressed disagreement with the statements, while a considerable percentage were positive and agreed with the statements. KCB's corporate image is favourable as stakeholders have a good feeling towards it, trust and admire and respect it on account of sponsoring sports.</p>	<p style="color: red; font-weight: bold;">Scan this QR to read the paper online</p>  <p><b>Copyright:</b> ©2022 by the author(s). This article is an open access article distributed under the license of the Creative Commons Attribution (CC BY) and their terms and conditions.</p> 
<p><b>Key terms:</b> Sports sponsorship, corporate reputation, image.</p>		
<p>47</p> <p>Journal url: <a href="https://journals.editiononline.com/">https://journals.editiononline.com/</a></p> 		