

APPLICATION OF SITUATIONAL CRISIS COMMUNICATION THEORY IN THE  
ANALYSIS OF COMMUNICATION RESPONSES ON SOCIAL MEDIA BEFORE  
AND AFTER A CRISIS BY KENYA POWER COMPANY

By

GAITA SYLVIA WACHERA

627779

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

Spring 2023

APPLICATION OF SITUATIONAL CRISIS COMMUNICATION THEORY IN THE  
ANALYSIS OF COMMUNICATION RESPONSES ON SOCIAL MEDIA BEFORE AND  
AFTER A CRISIS BY KENYA POWER COMPANY

By

GAITA SYLVIA WACHERA

627779

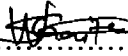
A Research Project Submitted to the School of Communications, Cinematic and Creative  
Arts in Partial Fulfilment of the  
Requirement for the Degree of  
Master of Arts in Communication Studies

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

Spring 2023

## STUDENTS DECLARATION

I, the undersigned, declare that this is my original work, and it has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

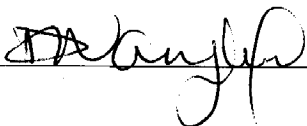
Signed:  .....

Date: 25/09/2023 .....

GAITA SYLVIA WACHERA (627779)

**APPROVAL PAGE**

In accordance with the United States International University-Africa policies, this thesis ~~proposal~~ has been accepted in partial fulfilment of the requirements for the Master of Arts in Communication Studies.

Signed:  Date: 2.10.2023

Dr. Dorothy W. Njoroge, PhD.,

Supervisor

Signed:  Date: 2 OCT 2023

Dean, School of Communication, Cinematic and Creative Arts

**COPYRIGHT PAGE**

Copyright © 2023

By Gaita Sylvia Wachera

## ABSTRACT

The study sought to investigate how situational crisis communication theory is applied in the analysis of communication response strategies before and after a crisis at Kenya Power Company. To investigate the phenomenon, the researcher structured four specific objectives: to investigate the application of denial response strategies, evaluate the application of diminish response strategies, assess the application of rebuild response strategies, and finally to determine the most dominant strategy and establish whether application of communication response strategies aligns with the recommendations in the Situational Crisis Communication Theory (SCCT) framework.

A mixed method approach was used to investigate the research questions. The target population included the customers and employees of Kenya Power. Purposive sampling was used to select 30 middle and senior managers. Simple random sampling was used to select a sample size of 370 from a population of 5022 customers who participated in the #SwitchOffKPLC Twitter campaign. Data from middle and senior managers was collected using key informant interviews, while twitter data from customers was collected using a web application called Twitter Archiving Google Sheet (TAGS). Qualitative data was analyzed using content analysis while quantitative data was analyzed using descriptive statistics. All the findings were presented using tables, accompanied by narrative description.

Findings for RQ1 reveal a high level of application of response strategies under the denial cluster. Under the denial cluster, denial response strategy was comparatively more dominant than attack response strategy and scapegoat response strategy.

Findings for RQ2 show a high level of application of diminish response strategies during and after the crisis. Under the cluster, strategies are excuse, justification, and minimization. Results reveal that minimization was the most applied strategy, compared to justification and excuse.

Findings for RQ3 demonstrate a low level of application of rebuild response strategies. Under the cluster, strategies ranged from ingratiation, concern, compassion, regret, to apology. Apology was the most preferred rebuild strategy, followed by concern and

compassion. There was no evidence of the application of ingratiation and regret to respond to the crisis.

Findings for RQ4 show that denial and diminish response strategies are the most dominantly applied crisis management strategies at the company. Application of rebuild strategies was less dominant. There was an alignment between the crisis type and response strategy for deny and diminish strategies and a mismatched alignment with rebuild strategies as per the recommendations of the SCCT model. The mismatch implies a negative influence on corporate reputation.

The study concludes that while there was a high level of application of denial and diminish response strategies, there was a low level of application for rebuild response strategies. There was a match between the victim and accidental crisis type with the denial and diminish response strategies, but a mismatch between the characterization of the crisis as preventable type with the application of rebuild response strategies. The study recommends increased application of denial strategies, as this denotes a strong responsibility attribution, and can advance the restoration of the firm's damaged reputation.

## **ACKNOWLEDGEMENT**

I wish to express my heartfelt gratitude to my classmates and assignment partners for the support and teamwork throughout this journey; and to my supervisor Dr. Dorothy W. Njoroge for the guidance and support she has accorded me in all the stages of this research project.

Without your support, understanding, instruction, and supervision, I would not have completed this milestone. Thank you.



## **DEDICATION**

I dedicate this work to my family for being the constant in my life and for their unwavering support. I would also like to dedicate it to myself for the determination and commitment to complete this program against all odds.

## TABLE OF CONTENTS

<b>APPROVAL PAGE</b> .....	iii
<b>COPYRIGHT PAGE</b> .....	iv
<b>ABSTRACT</b> .....	v
<b>ACKNOWLEDGEMENT</b> .....	vii
<b>DEDICATION</b> .....	viii
<b>LIST OF FIGURES</b> .....	xi
<b>LIST OF TABLES</b> .....	xii
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION AND BACKGROUND</b> .....	1
1.1. Introduction .....	1
1.2. Background of the Study .....	1
1.3. Statement of the Problem .....	6
1.4. Research Objectives .....	8
1.5. Research Questions .....	8
1.6. Significance of the Study.....	9
1.7. Scope of the Study.....	9
1.8. Chapter Summary .....	10
<b>CHAPTER TWO</b> .....	11
<b>LITERATURE REVIEW</b> .....	11
2.1 Introduction .....	11
2.2 Theoretical Review.....	11
2.3 General Literature Review .....	13
2.4 Empirical Literature Review .....	16
2.5 Conceptual Framework .....	22
2.6 Chapter Summary .....	23
<b>CHAPTER THREE</b> .....	24
<b>RESEARCH METHODOLOGY</b> .....	24
3.1 Introduction .....	24
3.2 Research Design .....	24
3.3 Population.....	25
3.4 Sampling Design .....	25
3.5 Data Collection Methods.....	27
3.6 Research Procedures.....	27
3.7 Data Analysis Methods.....	28

3.8	Ethical Considerations.....	28
3.9	Chapter Summary.....	29
<b>CHAPTER FOUR.....</b>		<b>30</b>
<b>DATA PRESENTATION AND ANALYSIS.....</b>		<b>30</b>
4.1.	Introduction.....	30
4.2.	General Information.....	30
4.3.	Application of Denial Response Strategies in Crisis Communication Management.....	30
4.4.	Application of Diminish Response Strategies in Crisis Communication Management.....	31
4.5.	Application of Rebuild Response Strategies in Crisis Communication Management.....	33
4.6.	Dominant Crisis Response Strategy and Alignment with SCCT Model in Crisis Communication Management.....	34
<b>CHAPTER FIVE.....</b>		<b>38</b>
<b>SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....</b>		<b>38</b>
5.1.	Introduction.....	38
5.2.	Summary of Findings.....	38
5.3.	Discussions.....	39
5.4.	Conclusions.....	43
5.5.	Recommendations.....	44
<b>REFERENCES.....</b>		<b>46</b>
<b>APPENDICES.....</b>		<b>52</b>
	APPENDIX 1: INTERVIEW SCHEDULE/ CODING SHEET.....	52
	APPENDIX 2: IRB APPROVAL.....	53
	APPENDIX 3: SAMPLE TWITTER DATA.....	55
	APPENDIX 4: NACOSTI License.....	91

## LIST OF FIGURES

Figure 2. 1 Conceptual framework .....	23
--	----

## LIST OF TABLES

Table 4. 1: Denial response strategies.....	30
Table 4. 2 Diminish response strategies .....	32
Table 4. 3: Rebuild response strategies.....	33
Table 4. 4: Dominant response strategy.....	34
Table 4. 5: Match between crisis types and response strategies .....	35

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND

#### 1.1. Introduction

Fast and instantaneous social media networks can accelerate the spread of a communication crisis, while also providing an opportunity for companies to execute appropriate response strategies (Kaul & Chaudhri, 2015; Erikson, 2018). However, a critical synthesis of existing literature shows that even among companies implementing crisis response strategies, many inaccuracies persist in their crisis messaging (Kiambi and Shafer, 2016; Randiek, 2019). There are also inconsistencies in how crisis response theories are applied by organizations in crisis communication management (Cheng, 2018; Erikson, 2018). In the face of the paucity of studies that have examined the crisis response strategies adopted by organizations in Kenya, this research investigated crisis communication strategies, determined the most frequently used strategies, and established whether those strategies aligned with the Situational Crisis Communication Theory (SCCT) as a theoretical framework. The case under study is the consumer-led #SwitchOffKPLC Twitter campaign that affected Kenya Power.

#### 1.2. Background of the Study

Increased risks and the possibility of a crisis are the hallmarks of modern business and society. Businesses are increasingly operating under unstable environments that are prone to crisis situations. A crisis is defined as “the outlook of an episode that threatens vital experiences of publics and is capable of affecting an institution’s performance” (Coombs & Holladay, 2012). Crises are specific, unexpected, and non-routine events that create uncertainties and threaten the achievement of high-priority organizational goals (Ulmer, Sellnow, & Seeger, 2017). While every crisis is unique, they appear suddenly and present only a brief opportunity for addressing them (Cavalic, 2015). No organization is immune to crisis and those that do not prepare to manage crises can suffer a lot of damage (Randiek, 2019). Research indicates that what an organization says or does after a crisis, that is, the crisis response strategies it adopts, determines the overall effect of the crisis on organizational outcomes (Kiambi & Shafer, 2016).

The increased frequency and severity of organizational crises has elevated the importance of crisis communication research and practice (Gunuwana, Shieh, & Pei, 2015). Crisis communication refers to the “messages that occur during and immediately following a disaster in order to mitigate harm and disruption” (Heath & O’Hair, 2010). It encompasses collecting, processing, and disseminating information required to address a crisis, and minimizing damage to the organization (Coombs & Holladay, 2012). It entails mediated messaging to different types of audiences in order to manage uncertainty, respond to the crisis, resolve the crisis, and learn from the crisis (Ulmer, Sellnow, & Seeger, 2017). The success of crisis communication influences the long-term survival and performance of an organization (Ogunleye, 2014). The constant evolution of crisis communication means that organizations must consistently update their approaches in response to changes in the operating environment, technology advancements, and business practices (Mbui, 2016).

Computer-supported communications, including social media platforms, have drastically changed how people and organizations interact. In times of crises, social media sites have emerged as the sites where people gather to share their opinions. In the same vein, social media has also become an important tool crisis communication by organizations (Subba & Bui, 2017). In a world where “one angry tweet can torpedo a brand”, corporations are acknowledging that social media platforms are necessary tools that can be exploited for effective crisis communication (Kaul & Chaudhri, 2015). However, there is no one-size-fits-all formula that companies can apply to all situations and achieve optimum results (Kaul & Chaudhri, 2015), and there are no industry best practices on the dos and don’ts of executing crisis communication strategies on social media that can serve every organization (Erikson, 2018).

A comprehensive review of 73 journal articles focusing on social media mediated crisis management by Cheng (2018) showed that social media was changing the field of crisis communication by creating risks and crises, while at the same time providing an interactive and a fast communication tool that can be exploited by organizations. The review also found out that there were weaknesses in the studies, characterized by inconsistencies in the application of crisis response theories and ambiguities of the strategies adopted by organizations. Erickson (2018) carried out a systematic content analysis of 104 peer-reviewed articles published between 2004 and 2017 to identify indicators of effective social media crisis communication, and found that they included: the ability to exploit social

media's potential to create dialogue and to choose the right message, source and timing; performing precrisis work and understanding social media logic; exploiting social media messaging; continuing to prioritize traditional media even during communication crisis situations; and using social media in strategic crisis communication. The main digital platform that has been used by a majority of researchers in investigating social media mediated crisis communication strategies was Twitter. However, the author noted that most of these studies were concentrated in the United States, and that differences in contextual conditions necessitated research in other regions (Erickson, 2018).

Many studies on crisis communication employ Situational Crisis Communication Theory (SCCT) as a theoretical framework (Cheng, 2018). SCCT offers a framework for using crisis communication to respond to communication crises and protect the reputation of organizations. The basic premise of SCCT is that when crises occur, stakeholders involved must make attributions about the responsibility for the crisis. The level of responsibility can be minimum, low or high and that strategies can be adopted based on the situation of the organization (victim, accident and preventable crises) (Coombs, 2007). In other words, the level of responsibility and situational context determines the adoption of appropriate response strategies, whether it is base, denial, evasion, justification, or concession (Cheng, 2018). Base encompasses providing information, monitoring the situation, manipulation such as covering up, and sympathy. Denial strategy entails denying the existence or occurrence of the crisis. In the excuse strategy, communication crisis focuses on diverting responsibility for the crisis (Shih, 2012). In justification, communication declares that the accused are responsible for the crisis, while in the concession strategy, crisis communication entails admission of responsibility and offers apology, correction, compensation, and reinforcing future prevention (Cheng, 2018). The SCCT theoretical model has been validated and found relevant in several studies on crises and post-crises management; however, most empirical evidence is in organizations in developed countries. Moreover, despite the recognized importance of SCCT, very few organizations understand the processes and implications of adopting and applying the SCCT model for managing crises. (Effiong, 2014).

There are various crises that have been reported around the world and how SCCT theory have been used to investigate strategies that were applied to respond during and after the crisis. In the United States, Coombs (2017) presented the crisis caused by the 'Motrin



Mons' advertisement by Johnson & Johnson. The advertisement for Motrin, which is a product of Johnson & Johnson, offended many mothers, many of whom went to Twitter to express their disappointment, and showed how social media platforms can amplify communication crises.

In European region, specifically in Germany, Volkswagen company experienced a crisis when BBC reported that the company lied when it stated that the VWs it sold in the United States had a software that had the ability of detecting when the car were being tested for compliance and changing the performance of cars so that it could meet the stringent compliance standards set by United States Environmental Protection Agency (EPA). Dubbed the "diesel dupe", the software allowed VWs that did not meet the Clean Air Act to bypass tests and legislations. The scandal affected 482,000 cars (Hotten, 2015). Volkswagen struggled to "fix the lie", by accepting responsibility for the "defeat device/software" installed in their vehicles, but suffered reputational damage (Wang & Wanjek, 2018)

In the Asian region, in India, there was a Magi Noodles crisis. Magi Noodles are manufactured by Nestle, a crisis which was found to affect company reputation and profitability (Dhanesh & Sriramesh, 2018). While in China, there was a crisis involving two herbal tea producers: Guangzhou Pharmaceutical Holdings Limited and Jia Duo Bao Group, which implemented crisis communication strategies to try and tackle the issue (Chao, 2019).

In the African region, in South Africa, the water shortage in Cape Town precipitated a major crisis because the government miscommunicated the measures taken to prevent the crisis, despite reports of reducing levels of water in the dams, from 2015 to 2018. In investigating the crisis, Meiring (2018) noted that the Cape Town government authorities used adaptation, redeployment, and offensive response strategies. They also used information campaigns to keep their customers informed about the nature of the environmental issue and deflected responsibility to natural causes and the inability of the municipal to plan (Meiring, 2018).

Public and private organizations continue to face challenges in executing appropriate response strategies (Mbui, 2016). In the public sector, organizations face persistent challenges on how to design and implement appropriate strategies while balancing the need

for speedy response to public demands. Public sector organizations have been accused many times of inaccuracies and inconsistencies in their crisis messaging (Kimotheo & Nyarango, 2019). In Kenya, most organizations do not take adequate time to evaluate the crisis, lack effective monitoring mechanisms, have no proper planning to prevent crisis, do not equip employees with the information necessary for dealing with the crisis, and poorly coordinate crisis containment activities (Mukuria & Thiongo, 2020).

The persistent challenges and the case studies presented show that there is no one-size-fits-all response strategy during communication crises, before, during and after a crisis, rather companies adapt different strategies to deal with resolving the crisis. As a result, there is need to examine the dominant strategies that are applied in the development of their crisis communication plan, and how they are applied to respond to the amplification of crises caused by the proliferation of social media platforms. The lack of a one-size-fits-all undergirds the need for case studies to capture company-specific strategies to respond to communication crises.

### **1.2.1. The Communication Crisis at Kenya Power Company**

In January 2018, the consumer-led #SwitchOffKPLC campaign started on Twitter and spread through major social media networks over inflated electricity bills and corruption at Kenya Power. Investigations by the Director of Criminal Investigations (DCI) revealed that the Kenya Power billing system was flawed and affected both post-paid and pre-paid customers. The DCI reported that the Kenya Power ICT department had colluded with external IT experts to manipulate the billing system leading to the swindling of unsuspecting customers of at least Kshs 150 billion in five years (Osoro, 2018). Consumers protested and filed several petitions with regulatory government bodies and culminated in the filing of a class-action lawsuit against Kenya Power. In an attempt to manage the crisis, Kenya Power announced that the Board of Management had convened a meeting and that senior staff in ICT and Finance departments would be prosecuted (Osoro, 2018).

Even though the company notes in its quality policy that it is “committed to provide cost effective, reliable and quality power that delights customers” and that it pursues continuous improvement in compliance with ISO9001:2015 (KPLC, 2020), KPLC has consistently been on the consumer radar for poor service provision including unreliable power supply, inflated power bills, corporate governance failures, slow response to emergencies, and

persistent blackouts among others. A public liability company, KPLC, holds a monopoly in the transmission and distribution of electricity in Kenya. The Government of Kenya has a 50.1% shareholding with private investors holding 49.9% ownership of the company listed on the Nairobi Securities Exchange. As of June 2020, Kenya Power sells electricity to 7.5 million customers (KPLC, 2020). Despite its monopoly position, the problems of irregular billing, voltage surges destroying consumer electronics, incessant blackouts, slow response to emergencies, and poor customer service persist (Osoro, 2018), hence justifying the need for more studies to examine the nature of crisis communication strategies adopted by the company.

A study done by Randiek (2019) noted one of the main crises at Kenya Power is national power disruption. In evaluating the relationship between crisis response strategies and the perceived reputation of the company, the researchers noted that there was a gap in capturing the evolution of crisis management at the company, particularly how they utilize mass media, print media, and social media in crisis management (Randiek, 2019). There is a common adage in public relations that states that “in the absence of information, misinformation becomes news”. As such, it is the responsibility of practitioners of crisis communication to ensure that how they present the five W’s and H’s (What? Who? When? Where? Why? How?) in media mitigates the potential adverse effects arising from a crisis.

### **1.3. Statement of the Problem**

Crisis communications is transforming as a result of new media, such as social media, presents both risks and possibilities for crisis communication management (Cavalic, 2015). Fast and instantaneous social media networks such as Twitter can accelerate the spread of a crisis, and epitomize what Kaul and Chaudhri (2015) captured as “a world where one angry tweet can torpedo a brand”. The unforeseen nature of crisis places great demand on the need to execute appropriate response strategies (Cheng, 2018). While there are many studies on social media mediated crisis communication strategies, there are three gaps that have been identified in extant research.

First, there are ambiguities in the crisis response strategies adopted by various organizations (Cheng, 2018). Mbui (2016) noted that organizations are facing persistent challenges in designing and implementing crisis response strategies and continue to struggle in balancing their need to manage the crisis while also meeting the public demands for explanations and

speedy response to resolving the crisis. Kimotho and Nyarango (2019) found out that even for those that are implementing crisis response strategies, many inaccuracies and inconsistencies persist in their crisis messaging. Kaul and Chaudhri (2015) established that there is one-size-fits-all formula that companies can apply to all situations and achieve optimum results (Kaul & Chaudhri, 2015). Further, there are no industry best practices on the dos and don'ts of executing crisis communication strategies on social media that can serve every organization (Erickson, 2018). This calls for the need to investigate the crisis response strategies used by organizations, and test whether they align with recommended strategies in theoretical literature.

Second, there are inconsistencies in how crisis response theories are applied by organizations in crisis communication management. The SCCT theory is the most commonly applied communication theory in research; however, a majority of these studies are concentrated in the United States (Erickson, 2018). Effiong (2014) reported that even though SCCT has been proposed by various scholars as a valid and reliable framework for managing crisis, limited studies have verified the applicability of the theoretical model in organizations in developing country contexts. Erickson (2018) called for research in other regions, especially in developing countries, to establish whether differences in contextual conditions influence the applicability of SCCT.

Third, there is a paucity of studies that have examined the crisis response strategies adopted by organizations in Kenya, and additionally looked into whether they align with the characterization presented in SCCT. Amanda, Conradie and Dondolo (2017) noted that there are differences in the level of adoption of SCCT strategies among companies and the outcomes of the crisis response strategies. Cooley and Cooley (2011) reiterated that not all organizations employ strategies from the SCCT model in the same way. Different organizations have different dominant, or frequently used strategies, drawn from the SCCT model. Park (2017) demonstrated that even for those that have adopted crisis response strategies under the SCCT model, there are differences in their effectiveness. Cooley and Cooley (2011) attributed these differences to individual organizational contexts, both internally and externally.

In tackling these gaps identified in literature, this research investigates the crisis communication strategies, determines the most frequently used strategies, and establishes

whether those strategies align with the theoretical model. The consumer-led #SwitchOffKPLC Twitter campaign that affected Kenya Power is the case for this study.

#### **1.4. Research Objectives**

##### **1.4.1. General Objective**

To investigate the application of situational crisis communication theory in the analysis of communication responses on social media before and after the #SwitchOffKPLC crisis at Kenya Power Company.

##### **1.4.2. Specific Objectives**

1. To establish the application of denial response strategies in the management of #SwitchOffKPLC crisis on social media.
2. To evaluate the application of diminish response strategies in the management of #SwitchOffKPLC crisis on social media.
3. To assess the application of rebuild response strategies in the management of #SwitchOffKPLC crisis on social media.
4. To determine the dominant, or most frequently used, crisis communication strategy and establish whether their application follows the recommendations of the SCCT model.

#### **1.5. Research Questions**

1. To what extent were denial response strategies applied to manage #SwitchOffKPLC crisis on social media?
2. To what extent were diminish response strategies applied to manage #SwitchOffKPLC crisis on social media?
3. To what extent were rebuild response strategies applied to manage #SwitchOffKPLC crisis on social media?
4. What is the dominant, or most frequently used, crisis communication strategy and does its application follow the recommendations of the SCCT model?

## **1.6. Significance of the Study**

### **1.6.1. Kenya Power Company**

Public relations practice is concerned with managing the relationship between an institution and various stakeholders in the public sphere, through communication, with the objective of developing a shared understanding, improving how an organization is viewed by the public, and satisfying the interests of the public. In times of crisis, public relations practices, such as crisis communication helps in reducing the damage to the organization and its stakeholders. This study, by examining the nature of crises, response strategies, and potential effect on the institution's image, the findings can be used by Kenya Power to improve its crisis response strategies and enhance its corporate image in the public sphere.

### **1.6.2. Policymakers**

The Kenyan government owns a majority stake in Kenya Power Company, and therefore holds a controlling ownership when it comes to decision-making at the company. At the same time, the government is responsible for ensuring that Kenyans have access to cost-effective, reliable, and quality electricity provision. The findings will demonstrate the challenges that Kenya Power face in tackling the crisis of irregularly inflated power bills, the effectiveness of crisis communication strategies, and its public image to Kenyan consumers. These insights can be utilized by policymakers to recommend strategies that the government can adopt to ensure that the company is in full compliance with legal and regulatory provisions, while also strengthening consumer protection.

### **1.6.3. Researchers and Academicians**

Crisis communication strategies, particularly as it relates to social media, is a new and rapidly expanding area of research in public relations. The findings will bridge the gap in literature on crisis communication in the age of social media and present empirical evidence on the relationship between crisis communication and public image of an organization. Researchers can base future studies the foundations laid by the current study.

## **1.7. Scope of the Study**

The scope of the study will be limited to identifying the SCCT response strategies and communication channels most used by KPLC and determine their effectiveness in crisis

communication management. The firm of interest is Kenya Power Company. The crisis under study will be #SwitchOffKPLC crisis that occurred in January 2018. The areas of investigation will be the nature of the organizational crisis, crisis communication strategies adopted by the company, and the association between crisis communication strategies and organizational outcomes. Data on #SwitchOffKPLC will be collected for the period running from January 2018 to January 2020.

## **1.8. Chapter Summary**

The introductory chapter introduces the study by presenting the background of the study which captures the state of research, the theoretical grounding, and the problem statement drawn from a critical synthesis of existing literature on the area of study. The chapter also presents the research objectives and research questions, significance of this study to stakeholders, and defines the scope of the current investigation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a critical synthesis on existing studies on the application of crisis communication response strategies by corporations around the world. The section examines the specific crisis response strategies in various studies, with particular focus on the objectives of the study, the methodological approach adopted, and the nature of findings, so as to establish the research gap, while also building a theoretical grounding for analyzing the crisis communication strategies adopted by Kenya Power to manage, resolve, and learn from the crisis in order to prevent the future occurrence of similar crises

#### **2.2 Theoretical Review**

##### **2.2.1 Situational Crisis Communication Theory (SCCT) Framework**

Foundational studies in the early 1990s classified communication strategies into three types: instructing information, adjusting information, and internalizing information. Instructing information was defined as telling people how to physically react to a crisis; adjusting information entailed assisting people to emotionally cope with a crisis; and internalizing information was concerned with how to formulate a positive image of the organization (Sturges, 1994). In 1995, four crisis communication strategies: denial, excuse, justification, and concession, were proposed and their operations was dependent on four different scenarios: commission, control, standards, and agreement. Empirical studies at the time showed that concession was the most effective communication strategy (Cheng, 2018).

These empirical studies laid the foundation for the image repair theory (IRT) developed by Benoit in 1995, which conceptualized the strategies as: denial, evasion of responsibility, offensiveness, corrective action, and mortification. The weak empirical support for the IRT led to the development of SCCT in 2007 by Coombs which categorized the response strategies. The new strategies were goal-oriented and were largely targeted at corporations to provide a framework they could use to repair their damaged public images (Cheng, 2018).



In the SCCT framework, the choice of strategies is dependent on attributions about crisis responsibility. Society attributes responsibility for events based on limited evidence with the blame being directed at the person or organization involved in the incident (internal) or environmental (external) factors (Coombs, 2014). As a result, how an organization responds to a crisis depends on the level of responsibility for the crisis (can be minimum, low and high) that stakeholders attribute to the organization, and the different situations (victim, accident, preventable crisis) (Coombs, 2007). The framework groups response strategies into three broad typologies: deny strategies (attack the accuser, denial, scapegoat), diminish strategies (excuse, justification), and rebuild strategies (compensation, apology), as presented in Table 2.1.

**Table 2.1: SCCT Framework**

<b>Response Strategy</b>	<b>Characteristic(s)</b>
<b><i>Denial Cluster</i></b>	
Attack	Organization confronts the person or group claiming fault of the organization
Denial	Organization denies a crisis exists
Scapegoat	Organization blames the supplier of the crisis on another organization or entity
<b><i>Diminish Cluster</i></b>	
Excuse	Organization denies intent to harm and claims inability to control the events
Justification	Organization focuses on rationalizing its actions
Minimization	Organization minimizes perceived damage
<b><i>Deal/Rebuild Cluster</i></b>	
Ingratiation	Organization praises stakeholders and/or reminds them of past good work of the organization
Concern	Organization expresses concern for the victims
Compassion	Organization offers money and other gifts to victims
Regret	Organization feels bad about the crisis
Apology	Organization takes full responsibility for the crisis

These typologies (deny strategies, diminish strategies, and rebuild strategies) can be matched with crisis types, notably: victim cluster, accidental cluster and preventable cluster (Šontaito-Petkevičienė, 2014). A study by Šontaito-Petkevičienė (2014) drawing from Claeys, Cauberghe, Vynche (2010), suggested the matching of crisis types and crisis response strategies to avoid damage to reputation, as presented in Table 2.2.

**Table 2.2: Match between crisis types and crisis response strategies to avoid damage for corporate reputation**

<b>Crisis types</b>	<b>Crisis response strategies</b>
<b>Victim cluster</b> <ul style="list-style-type: none"> <li>• Natural disaster</li> <li>• Rumour</li> <li>• Workplace violence</li> <li>• Product tampering/ malevolence</li> </ul>	<b>Deny strategies</b> <ul style="list-style-type: none"> <li>• Attack the accuser</li> <li>• Denial</li> <li>• Scapegoat</li> </ul>
<b>Accidental cluster</b> <ul style="list-style-type: none"> <li>• Challenges</li> <li>• Technical-error accidents</li> <li>• Technical-error product harm</li> </ul>	<b>Diminish strategies</b> <ul style="list-style-type: none"> <li>• Excuse</li> <li>• Justification</li> </ul>
<b>Preventable cluster</b> <ul style="list-style-type: none"> <li>• Human-error accidents</li> <li>• Human-error product harm</li> <li>• Organizational misdeed with no injuries</li> <li>• Organizational misdeed management misconduct</li> <li>• Organizational misdeed with injuries</li> </ul>	<b>Rebuild strategies</b> <ul style="list-style-type: none"> <li>• Compensation</li> <li>• Apology</li> </ul>

Source: (Claeys, Cauberghe, & Vyncke, 2010)

## 2.3 General Literature Review

### 2.3.1 Application of Crisis Communication Response Strategies on Social Media

Crisis communication response strategies can be used by an organization are deny strategies, diminish strategies, and rebuild strategies, and these can be executed by employing the tactics of attacking the accuser, denial, scapegoating, excuse, justification, remind, ingratiation, compensation and apology (Coombs, 2014). The accuser tactic is where the organization conflicts with the party accusing it of being responsible for the crisis. In the denial tactic, the organization denies having any responsibility with the crisis. The scapegoat tactic involves blaming other parties for the crisis. In the excuse strategy, the organization can claim that they were unable to control the events. The justification tactic is where the organization minimizes the perception of damage associated with the crisis. The remind tactic involves reminding stakeholders of the good works it did in the past, while in ingratiation, it praises stakeholders. The compensation tactic involves offering money to victims or gifting them. Finally, an apology tactic is where an organization takes full responsibility for the crisis (Coombs & Holladay, 2012). In addition

to these, organizations can also provide instructing and adjusting information to the public, while showing sympathy to those adversely affected by the crisis (Cheng, 2018).

In revisiting the foundational conceptualization of the SCCT theory, Coombs (2017) explored how the application of the theory had changed with the growth of social media platforms. The researcher cited the “Motrin Moms” online advertisement for Motrin, a product manufactured by Johnson & Johnson. The advertisement offended many mothers, and the offended parties went to Twitter to express their disappointment. This was still in the early days of Twitter in 2008, but the hundreds succeeded in creating a Twitterstorm forcing the company to apologize to those who were offended. This was one of the first examples of communication crisis played out on Twitter, and the author of the SCCT used it as an example of how social media platforms can amplify a crisis (Coombs, 2017).

Social media has altered crisis communication and created new opportunities for research and reflection into how crisis communication can be resolved in digital communication platforms. In essence, social media and SCCT intersect at two primary points: the increased public nature of the precrisis phase and the selection of channels for crisis communication. Since social media has the ability to amplify and expose private corporate information to the public view, it means that corporations must modify and extend the application of SCCT approaches to social media communication channels (Coombs, 2017). This foundation has been expanded by other researchers. Cheng (2018) examined how crisis communication strategies are incorporated with social media strategies, through a content analysis of 73 peer-reviewed articles published in journals listed in the Social Science Citation Index (SSCI).

### **2.3.2 Crisis Communication Response Strategies and Corporate Reputation**

“Few circumstances test a company’s reputation or competency as severely as a crisis. Whether the impact is immediate or sustained over months and years, a crisis affects stakeholders within and outside of a company” (Weiner, 2016). As such, measuring corporate reputation in the aftermath of implementing crisis response strategies can be used to determine whether these responses were effective.

Corporate reputation is “perceptual representation of a company’s past actions and future prospects that describe the firm’s overall appeal to all its key constituents” (Arli, Grace,

Palmer, & Pham, 2017). Corporate reputation goes far beyond the visual and emotional appeal, and is concerned with the ideas and perceptions that customers, employees, communities and regulators have about an organization (Eckert, 2017).

There are studies that have analyzed how the deployment of crisis communication response strategies can affect corporate reputation. In the Zhu, Anagondahalli, and Zhang (2017) study which analyzed the communication crisis responses employed by McDonald's and KFC in China, the effectiveness of these strategies was examined in relation to how they affect corporate reputation. In the Magi Noodles crisis by Nestle in India, the effectiveness of the response strategies was also analyzed in terms of their effect on corporate reputation and profitability (Dhanesh & Sriramesh, 2018). In the Volkswagen emissions case, Wang and Wanjek (2018) focused on how the personal perspective in crisis communication affected reputation, with Bayçu and Kılınç (2017) also concentrating on how the emissions scandal had affected the company's global reputation. With regard to the government communication crisis management, Liu et al (2019) pointed out that how effective leaders manage a crisis can be determined by evaluating their personal and organizational reputation in the post-crisis period.

In the crisis revolving around the Wang Lao Ji brand in China, the effect of the crisis was evaluated based on an assessment of brand equity of the two herbal tea producers: Guangzhou Pharmaceutical Holdings Limited and Jia Duo Bao Group. The efficacy of three crisis communication strategies was evaluated based on customer-based brand equity (Chao, 2019).

Overman, Busoic and Wood (2020) proposed a validated instrument for measuring reputation in public agencies from a survey of 2100 stakeholders of the European Chemicals Agency. The multidimensional instrument for measuring the reputation of a public agency incorporates the performative dimension, technical or professional dimension, legal-procedural dimension and the moral dimension. The performative dimension measures the reputation of an organization based on its ability to effectively perform its mandate and policy priorities. A high performance means that the organization is perceived by its audiences as having the ability to deliver high quality services to its audiences, and have demonstrated unique added value. The technical or professional dimension relates to the technical skill, analytical capacity and competency that an

organization possesses. Highly competent organizations are able to make decisions that are legitimate and satisfactory to the public and regulators. The legal-procedural dimension is concerned with compliance with legislations, procedural standards, and due processes. Lawsuits or failure to comply with regulatory frameworks indicate low reputation. Finally, the moral dimension is concerned with the organization's commitment to moral and ethical values and standards, and that these drive its actions. Such standards include regulatory transparency, compassion, protection of citizens from harm, acting in the public interest, displaying ethical behavior, and acting with integrity. Organizations that protect the public interest have a high level of reputation (Overman, Busuioc, & Wood , 2020).

To determine changes in reputation, researchers determine perceived prior reputation before the communication crisis and perceived reputation in the post-crisis period, using a survey instrument, and statistical tests such as Chi-square or independent samples t-test used to establish if there were any significant differences in reputation before and after the crisis (Kiambi & Shafer, 2015).

## **2.4 Empirical Literature Review**

There are various studies that have applied these communication strategies in examining crises in the corporate environment to establish the choice and effectiveness of different crisis communication strategies. In the food and beverages industry, Zhu, Anagondahalli, and Zhang (2017) analyzed how two fast food companies: McDonald's and KFC, operating in China, were tackling social media and culture crisis communication. The researchers noted that social media was playing an important role in managing communication crisis in Kenya, and that culture moderated the interpretation of responsibility attribution. Results indicate that these companies mostly used apology response strategy. However, while McDonald's emerged stronger post-crisis due to effective crisis management, it took KFC over a year to recover. In essence, while two different companies can deploy the same crisis communication strategy, how each company executes it, that is, how each company contextualizes it with regard to culture, is a determinant of the effectiveness of crisis communication (Zhu, Anagondahalli, & Zhang, 2017).

Another case was about Magi Noodles manufactured by Nestle India. The researchers sought out to analyze the crisis faced by the company, as a multinational, and the underlying cultural, political, social, and media aspects that were influencing the ability of the

company to be successful in resolving the crisis. Even though Nestle had been operating in India for more than a century, being a multinational meant that it maintained its western culture which was struggling to align with the complex national culture of India. The crisis in this case was accusations of exploitation, with the company coming face to face with activist pressure and a discriminative regulatory enforcement framework, as it struggled to grow its instant noodles market in a westernizing urban India. The response strategy preferred by Nestle was a reminder strategy, in which it reiterated that Nestle was aligned with the traditional Indian culture, while at the same time doing its best to comply with changing government regulations. The analysis established that if multinationals ignore the demands of the domestic culture, they increase the negative effect on corporate reputation and profitability (Dhanesh & Sriramesh, 2018).

In China, there was a communication crisis affecting two herbal tea producers: Guangzhou Pharmaceutical Holdings Limited and Jia Duo Bao Group. The companies were fighting over the ownership of the Wang Lao Ji brand. The Jia Duo Bao group insisted that it had invested a year in building the Wang Lao Ji brand and were forced to rename their brand as JDB, the same as their corporate name. The researchers used SCCT to compare the efficacy of three crisis communication strategies and their effect on brand awareness, brand association and brand equity, and found out that how a company manages the crisis had a direct effect on customer-based brand equity (Chao, 2019). In this study, as has been established, the effectiveness of crisis communication was measured based on its effect on brand equity.

The automotive industry has not been spared from corporate communication crises. Wang and Wanjek (2018) investigated the reputation of Volkswagen in Germany following a crisis. Explained on the BBC at the time, the Volkswagen (VWs) emissions scandal began in September 2015 when the United States Environmental Protection Agency (EPA) issued a notice of violation of the Clean Air Act to German automaker Volkswagen Group. The BBC dubbed it the “diesel dupe”, in the sense that the VWs that were being sold in the American market had a software that had the ability of detecting when the car were being tested for compliance and changing the performance of cars so that it could meet the stringent compliance standards set by EPA. In essence, VW was cheating emission tests in the United States in order to sell diesel cars in the country. While US accusations covered only 482,000 cars, worldwide, the number of cars affected were 11 million, with 8 million

being in Europe, installed with the “defeat device/software”. The EPA determined that these irregularities cheated on VWs carbon dioxide emission levels (Hotten, 2015).

This is the case Wang and Wanjek (2018) set out to investigate, to determine how VWs effort to “fix the lie” had influenced its reputation in the German market. The researchers used the SCCT framework to identify these effects. A sample of 721 German respondents participated in the study, and data was analyzed using structural equation modelling (SEM). Findings showed that there was individual’s personal relevance to the crisis influenced their level of attribution of crisis responsibility and anger towards VWs. On the other hand, where the person-company fit was strong, it weakened the effect of crisis responsibility on anger and sympathy towards the company (Wang & Wanjek, 2018). The study reiterated the importance of expanding the analysis of crisis effects on reputation by evaluating the personal perspective in crisis communication.

The same VWs crisis was analyzed by Bayçu and Kılınç (2017) to determine how newspapers framing correlated with the crisis response strategies. The study was more concerned with the point where corporate communication crisis and media intersect. As such, their focus was on how the crisis was covered by mainstream media, in terms of how they framed and toned the crisis. The target population of the study were mainstream press in Turkey. Therefore, five newspapers with the largest circulations were chosen. In these newspapers, the researchers obtained 29 press releases published on the online platforms and subjected them to analysis. The results showed that media coverage was largely negative and allocated responsibility to Volkswagen, with reports leaning towards the “solutions to the problem” that the car manufacturer was putting into place. The analysis also revealed that the company communications strategy suggested that they had admitted responsibility and were providing information to explain the problem. In terms of the solution, media reports leaned towards “restructuring of the company” as a way of dealing with the global repercussions of the lie about emissions (Bayçu & Kılınç , 2017).

Park (2017) explored effective crisis response strategies based on the SCCT theoretical framework. The strategies drawn from SCCT are referred to as base response strategies, and it is held that they can help companies in severe and preventable crises to mitigate reputational decline. In this study, the base responses examined were instructing and adjusting information, in addition to reminding strategy. The findings demonstrated that

the reminding strategy was ineffective and negatively influenced trust in the company. It also negatively affected the attitudes towards and the perceived corporate reputation (Park, 2017).

Communication crises are not restricted to corporations. Studies show governments and other public agencies also routinely encounter communication crises. In the public sphere, crisis leadership makes the difference in the ability of public agencies to prevent, prepare for, manage and learn from crises. To this end, Liu, Iles, and Herovic (2019) interviewed 24 government leaders in the United States to establish the extent to which leaders influence how governments manage crisis communication. The structuring of the research question was based on existing research that showed that even though leadership crisis was dependent on organizational communicative processes, most studies that examine crisis communication leadership were predominantly focused on how these leaders manage organizational images. The leaders interviewed in the study were selected because of their role in managing major wildfires. The findings indicated that far from the organizational perspective, leadership crisis effectiveness was dependent on the leader's perception of the crisis, their humility, flexibility, presence and cooperation (Liu, Iles, & Herovic, 2019). This study showed that, beyond laid down strategies that an organization can use in crisis communication, managing large scale crises is also affected by how leaders employ these strategies.

In South Africa, the water shortage in Cape Town became a major public crisis. The Cape Town water crisis started in 2015 but it was from May 23, 2017 that it became a major crisis in the public. The water crisis was a case of severe water shortage in the Western Cape region, with the city of Cape Town being the most affected. The problem began when water levels in the dam began declining in 2015 and by 2017 to 2018, the dam levels had dropped to between 15-20% capacity. This forced the government to effect Level 7 water restrictions, characterized by daily rations. This made Cape Town the first city in the modern world to be at risk of running out of water. The water restrictions were a public crisis that demanded the implementation of response communication strategies. In this study, the researcher focused on the strategies adopted by gardening and plant retailers. Findings show that these companies adopted adaptation, redeployment and offensive response strategies, which in turn enabled bigger firms to squeeze out smaller players in the market and continue to satisfy the demands of their customers. They used information



campaigns to keep their customers informed about the nature of the environmental issue and deflected responsibility to natural causes and the inability of the municipal to plan (Meiring, 2018).

The SCCT framework was also used to analyze social media communications crisis response to the Nepal earthquake. In the aftermath of the 2015 Nepal earthquake, the Nepal police exploited Twitter as an additional channel for communicating with the public about the crisis. Even though Twitter was growing to become a complementary communication tool, at that time organizations did not have a communications protocol and the Nepal police tweets were at best free style. It is on this basis that the researchers were interested in knowing who the police were communicating with, how the public was reacting to twitter messages, and how the public perceived the use of social media by the police. The methodological approach adopted was content analysis of Nepal police tweets about the 2015 earthquake. Data showed a favorable perception of the police using Twitter to communicate essential messages in the unfolding crisis. The strategy aligned mainly with instructing information, adjusting information, and internalizing information. The intensity of tweets helped to reconcile the differences that netizens and government authorities had about perceived emergency response needs (Subba & Bui, 2017).

Insecurity incidents have consistently tested the ability of governments to appropriately handle crisis communication responses. There are two studies examined in this review that are instructive of the unfolding approaches. One is the Brussels bombing in 2016 and another is “Sabah standoff” crisis in Malaysia. In the Brussels bombing case, Mirbabaie and Zapatka (2017) looked at sensemaking in social media crisis communication. The analysis involved doing a social network analysis to establish the potential users and the roles they played, before carrying out content and sensemaking analysis to establish which content was predominant and influential in sensemaking. The findings showed that frequently retweeted users, who are defined as “information starters” and those with the most followers, who are defined as “amplifiers” bridged the gap in information by tweeting and retweeting new information. In addition, those with the potential to bridge different communities (transmitters) shared many opinions, leading to sensemaking differently (Mirbabaie & Zapatka, 2017). These findings underly the importance of role-based target-oriented communication strategies when utilizing social media for crisis management. Another security incident was the Lahad Datu crisis, also known as “Sabah standoff” crisis

in Malaysia, which led to the killing of 10 security personnel. In this study, the researchers sought to identify the appropriate crisis responses through newspaper framing by government. They grounded their analysis on the SCCT and framing analysis theory. In total, 466 news articles were collected from daily newspapers. Analysis showed that the reportage adopted a positive slant; however, there was a significant difference, as established by Chi square tests, with regard to how different dailies allocated responsibility to the government (Ambikapathy, 2018).

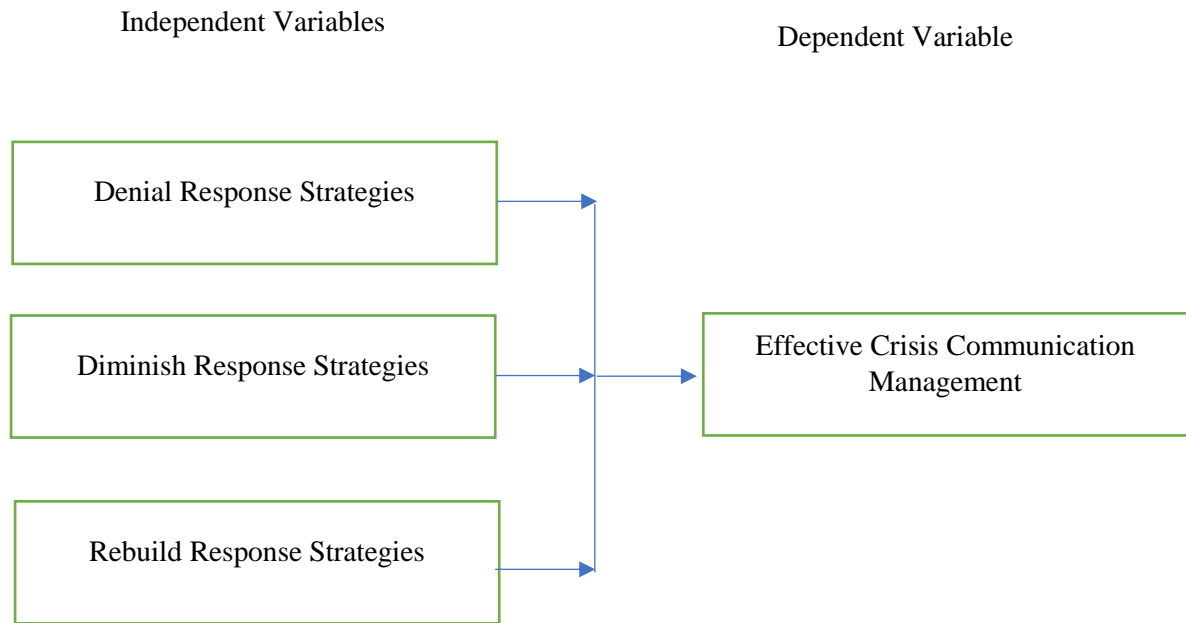
Studies on crisis communication strategies show that SCCT grew from the image repair theory (Coombs, 2007; Coombs, 2014). The SCCT framework groups response strategies can be grouped into three broad typologies: deny strategies (attack the accuser, denial, scapegoat), diminish strategies (excuse, justification), and rebuild strategies (compensation, apology); typologies which are then matched with crisis types, notably: victim cluster, accidental cluster and preventable cluster (Coombs, 2014; Šontaito-Petkevičienė, 2014). While the literature review shows the typology of crisis communication response strategies, as applied within the SCCT framework, studies show inconsistencies in how these response strategies are implemented in different organizations (Cooley & Cooley, 2011; Amanda, Conradie & Dondolo, 2017; Park, 2017).

SCCT has been applied in various studies. These studies show that there are company-level differences responsible for variations in the choice, application, and effectiveness of crisis communication strategies. In the food and beverages industry, Zhu, Anagondahalli, and Zhang (2017) used it to investigate social media and culture crisis for two fast food companies: McDonald's and KFC. Findings showed that the two companies deployed crisis communication strategies differently, and there were also differences in how they executed the strategies, and subsequently the effectiveness of crisis communication. A study in China compared the crisis communication strategies affecting two herbal tea producers and found differences in the efficacy of three crisis communication strategies. In addition, researchers such as Wang and Wanjek (2018) also showed that customer characteristics also influenced their level of anger and attribution of crisis responsibility. Park (2017) demonstrated that even for those that have adopted crisis response strategies under the SCCT model, there are differences in their effectiveness. In their study, the authors showed that while instructing and adjusting information were highly and positively effective, the reminding strategy was ineffective and negatively influenced trust in the company (Chao, 2019).

Most of the studies obtained from peer-reviewed journals were done in the United States, Europe or in China and India. There is minimal research on crisis communication response strategies in developing countries, particularly Sub-Saharan Africa. Regional and company-level variations in the application of crisis response strategies and their effectiveness inform the call by Erickson (2018) for research in other regions, especially in developing countries, to establish whether differences in contextual conditions influence the applicability of SCCT. There were no studies encountered that focused on crisis communication response strategies at the Kenya Power Company. While the literature review shows the typology of crisis communication response strategies, as applied within the SCCT framework, it is important to understand how these variables are measured and how the relationship with crisis communication response strategies is interpreted in public agencies such as Kenya Power Company. The study will also utilize the new validated framework by Overman, Busuioc, and Wood (2020) for evaluating reputation in public agencies.

## **2.5 Conceptual Framework**

The conceptual framework captured the relationship between SCCT response strategies and communication crisis management. The SCCT response strategies are the independent variables and they include: denial response strategies, diminish response strategies, and rebuild response strategies. The dependent variable is crisis communication management. The conceptual framework can be presented diagrammatically as:



**Figure 2. 1 Conceptual framework**

## 2.6 Chapter Summary

This chapter presents the literature review, drawing from a synthesis of existing peer-reviewed research on crisis communication response strategies, the SCCT framework, and how it relates to corporate reputation, organizational image, and brand equity. The chapter identifies the research gaps that will be filled in this study. The next chapter will describe, in detail, the methodological approach adopted in this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology adopted for the study. There are specific sections that describe and justify the considerations for the research design, target population, sampling techniques, sample size, data collection instruments and procedures, and data analysis techniques.

#### **3.2 Research Design**

The research approach informs the assumptions behind the methods chosen for data collection and data analysis and guides the interpretation of the findings. There are three research approaches: quantitative, qualitative, and mixed.

Quantitative research approaches place emphasis on objective measurements and numerical, mathematical, or statistical analysis. In quantitative research, data is collected using structured research instruments such as surveys and questionnaires, or by statistically manipulating existing data using computational techniques. The goal of collecting, analyzing, and generalizing numerical data is to establish the nature of a particular phenomenon in a population (Babbie, 2010). Quantitative approaches enable the researcher to demonstrate the relationship between variables in a population. Quantitative research designs are either descriptive, where the subjects are measured once and the objective is only to establish the association between variables, or experimental where there is a before and after treatment and the objective is to establish causality (Creswell & Creswell, 2017).

Qualitative research approaches focus on collecting and analyzing non-numerical data such as text, video, and audio data among others. The objective of qualitative research is to generate new ideas, and understand concepts, opinions, or experiences of a population. Data is collected through observations, interviews, focus groups, surveys, or pre-existing secondary research.

Mixed methods research approaches combines quantitative and qualitative techniques to investigate the answer research questions posed in the study (Creswell, 2013). There are situations where choosing one approach over another can limit the scope of the

investigation. Mixed methods approaches are adopted when the researcher seeks the complementary advantages of both the quantitative and qualitative approaches, for enhanced theoretical insights, and for enhanced validity of the study. In this study, a mixed method research approach was adopted.

### **3.3 Population**

The study population refers to the subset of the target population from which a researcher intends to draw a sample (Babbie, 2010). In this study, the target population are the employees and customers of Kenya Power.

The employees of interest include middle and senior managers responsible for developing and executing crisis response strategies. According to the company's HR records, Kenya Power currently employs more than 7000 employees (Kenya Power, Our Employees, 2022). Kenya Power's functions are conducted through 12 divisions: Business Strategy, Infrastructure Development, Network Management, Street Lighting, Customer Service, Regional Coordination, Company Secretary, Supply Chain, Internal Audit, Human Resource and Administration, Finance, and Information and Communication Technology (ICT). Divisional heads are called General Managers (Kenya Power, 2017).

The company currently sells electricity to over 8 million customers (Kenya Power, 2021). However, within the context of crisis communication on social media, the subset of the customers relevant to this study are customers that responded to the #SwitchOffKPLC campaign on Twitter through tweets and retweets. A total of 5022 customers participated in the #SwitchOffKPLC campaign, between January 2018 to January 2020.

### **3.4 Sampling Design**

#### **3.4.1 Sampling Frame**

The sampling frame for this study includes the 5022 Kenya Power who participated in the #SwitchOffKPLC campaign between January 2018 to January 2020 and 30 middle and senior managers from Business Strategy, Customer Service, Human Resource and Administration, and ICT divisions.

### 3.4.2 Sampling Technique

The choice of a sampling technique depends on the research design adopted in the study. In mixed methods research design, the sampling design draws from both quantitative and qualitative approaches. Qualitative approaches utilize non-probability sampling designs such as convenience sampling, snowball sampling, quota sampling and purposive sampling. On the other hand, quantitative approaches use probability sampling designs. These include simple random sampling, stratified random sampling, cluster/multistage sampling and systematic sampling (Creswell, 2013). The mixed methods approach used a combination of purposive sampling and simple random sampling.

Purposive sampling, also called judgmental sampling, is grounded in the belief that the researcher has adequate knowledge about the population under study and can pick sample members who are information-rich and can answer the questions posed in the study. Purposive sampling was used to select a sample of Kenya Power employees. Simple random sampling, which involves the random selection of elements from a sampling frame was used to select a sample of Kenya Power customers.

### 3.4.3 Sample Size

A sample is that the number of individuals or observations that have been statistically selected from a clearly defined population using a specific sampling technique. The sample size is the number of individual samples or observations measured and selected to participate in a survey (Mugenda & Mugenda, 2003). A total of 5022 customers participated in the #SwitchOffKPLC campaign, between January 2018 to January 2020.

A simple random sampling formula was used to generate the sample size for Kenya Power customers.

$$n = \frac{N}{[1+N(e)^2]}$$

Where  $n$  is the sample size,  $N$  is the population sample and  $e$  is the sampling error tolerance.

$$\begin{aligned} n &= \frac{5022}{[1+5022(0.05)^2]} \\ &= 370.49. \end{aligned}$$

In addition, a purposive sample of 30 middle and senior managers from Business Strategy, Customer Service, Human Resource and Administration, and ICT divisions was also selected for the study.

Table 3.1: Sample Size Table

Sample Units	Sample Population	Sample size
Kenya Power Customers	5,022	370
Kenya Power Employees	7,000	30
<b>Total</b>	<b>12,022</b>	<b>400</b>

### 3.5 Data Collection Methods

Twitter data capturing customer responses to the #SwitchOffKPLC crisis was collected using a web application called Twitter Archiving Google Sheet (TAGS) was used to collect Twitter data (TAGS, 2021). The use of the web application to collect data was justified by the fact that manual collection of tweets is tedious, cumbersome, and of limited advantage when the dataset is large. As a result, researchers can leverage technological solutions to create purposive datasets which include relevant posts for the given topic of interest (Hoeber et al., 2017).

Data from middle and senior Kenya Power managers was collected through key informant interviews. Key informant interviews are qualitative in-depth interviews with information-rich respondents who know what is going on in the company.

### 3.6 Research Procedures

TAGS is an Application Programming Interface (API) that allows users to visually explore, create and export purposive samples for analysis (TAGS, 2021). The researcher set up TAGS, as provided in the application documentation, to collect search results from Twitter. The search keyword was hashtag #SwitchOffKPLC. TAGS allowed researchers to collect data in a Google Spreadsheet or in an Excel format. The Spreadsheet collected information on who tweeted, what they tweeted, and when the tweet was posted. When the keyword was deployed, the researcher was able to collect and save data on #SwitchOffKPLC for data analysis.



Key informant interviews was administered to middle and senior Kenya Power managers. These respondents had firsthand knowledge on the #SwitchOffKPLC crisis under investigation, and they were drawn from the Business Strategy, Customer Service, Human Resource and Administration, and ICT divisions

### **3.7 Data Analysis Methods**

Data will be analyzed using both quantitative and qualitative techniques. Quantitative data, encompassing tweet responses, was analyzed using descriptive statistics. The tweets were classified based on the SCCT framework developed by Coombs' (2007) and coded as deny response strategies (attack, deny, scapegoat), diminish response strategies (excuse, justify), and deal/rebuild response strategies (ingratiation, concern, compassion, regret, and apology). Each tweet was a communication crisis message and was analyzed to determine the presence or absence of any of the different types of response strategies. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, was used to summarize responses on the extent of application of denial, diminish, and rebuild response strategies adopted by Kenya Power to manage #SwitchOffKPLC crisis on social media. Inferential statistics will be used to establish the influence of the response strategies on the organization's corporate reputation.

Qualitative data, such as interview transcripts, was analyzed using content analysis. Content analysis is a systematic technique for analyzing the message in transcribed responses and determining how they answer questions posed in research. A qualitative codebook was created to allow the researcher to stay organized during the coding of interview transcripts. The codebook was grounded on the deductive coding approach which created a collection of codes beforehand. The initial codes were based on: (a) the research questions and objectives in this study, (b) themes or patterns recognized while conducting the interviews, (c) the theoretical framework used for this study. The coding sheet provided in Appendix 1 was used as the codebook for content analysis. It aligns with both the specifics of the research questions and the SCCT framework.

### **3.8 Ethical Considerations**

Research ethics are concerned with protecting the dignity of all participants and the data collected during the research. The researcher obtained authorization from the United States International University and appropriate government authorities to ensure that the research

complies with ethical considerations. The researcher obtained informed consent from the respondents, respect their anonymity and confidentiality, uphold their privacy, and ensured that there are no data collection processes that violated established ethical considerations, including preventing harm and protecting dignity, and defending the rights of the respondents.

### **3.9 Chapter Summary**

The chapter presents the methodological approach for the study. A descriptive research design was adopted in the study. The population included Kenya Power employees and customers. Purposive sample was used to select the sample size of middle and senior managers, and customer tweets and retweets on the #SwitchOffKPLC hashtag on Twitter. Data was analyzed using both quantitative and qualitative techniques.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1.Introduction

The chapter presents the results obtained from analysis of collected data. The results capture the extent of application of denial response strategies, diminish response strategies, and rebuild response strategies in managing the consumer-led Twitter #SwitchOffKPLC communication crisis that affected Kenya Power. Quantitative findings are complimented with qualitative analysis for an in-depth understanding of the phenomenon.

#### 4.2.General Information

A total of 5022 tweets were collected on the #SwitchOffKPLC hashtag. The tweets were made between January 2018 and January 2020. All the tweets were manually coded, a process which involved reading each tweet to identify the themes and assign the codes. In this study, coding was based on the three communication response strategies drawn from the SCCT framework: denial strategies, diminish strategies, and deal/rebuild strategies. Out of the 5022 tweets coded, 354 tweets had textual or video-linked content relating to crisis response strategies.

#### 4.3.Application of Denial Response Strategies in Crisis Communication Management

Under the SCCT framework, denial strategies encompassed attack, where an organization confronts the person or group claiming fault of the organization; denial, where the organization denies that the crisis exists; and scapegoat, where the organization blames a supplier or any other organizational entity for the crisis. Findings show that under the denial cluster, denial strategy was the most dominant, 73.2% (259), compared to attack, 7.1% (25) and scapegoat, 3.7% (13), as reported in Table 4.1.

**Table 4. 1: Denial response strategies**

Denial Response Strategies	Frequency	Percentage (%)
Attack	25	7.1%
Denial	259	73.2%
Scapegoat	13	3.7%

The crisis was caused by customers mobilizing against inflated electricity bills. One customer noted that *“I remember I went to Kenya Power complaining that my bill was*

*unnecessarily high and the response was 'pay first and complain later'". An angry customer wondered at the instability of electricity tokens: "#SwitchOddKPLC thugs, I used to get 62 units for 1k and now it has gone down to 31 units" indicating a 50% increase in the cost of electricity without any communication to customers. "What is the recourse for those of us who were billed above their actual consumption?", another customer asked in frustration.*

One customer reported that *"people around us are being electrocuted to death because of @KenyaPower's abysmal maintenance and in some areas, cartels work with KPLC staff to set up illegal connections."* Another added that *"today, in a small village in Kasikeu Ward, we mourn a 99-year old grandfather who was electrocuted to death after touching a sisal plant leaned on an electrical pole."* These complaints from customers were met with denial, hence the "pay us first and complain later", implying the unwillingness by Kenya Power to acknowledge the existence of a crisis.

In a few cases, customers cited attacks from Kenya Power as a response to the crisis. In the social media domain, these attacks took the form of blocking twitter accounts that were overly critical of the company. One customer after noting that they had been blocked railed that *"@KenyaPower\_ Care you (expletive) have the audacity to steal from Kenyans and block them on social media when they make inquiries"* and another retorted that *"the fools blocked me."*

In some cases, meetings were set up between vocal customers and the MP for "discussions." Other customers were punished through delaying connections, prompting a customer to ask *"@KenyaPower do you derive pleasure in your bid to stifle ... budding enterprise? Over 10 months surely!"*

Scapegoating took the form of blaming suppliers or other organizational entities for the crisis. In response to the senior executive shifting blame to departments, one customer responded that *"Don't blame the IT Department."*

#### **4.4.Application of Diminish Response Strategies in Crisis Communication Management**

Diminish response strategies encompassed excuse, where the organization denies intent to harm and claims inability to control the events; justification, where the organization focuses

on rationalizing its actions; and minimization, where the entity minimizes the perceived damage due to the crisis.

The dominant response strategy under the diminish cluster was minimization 70.9% (251) and to a moderate extent, justification 19.8% (70). Excuses were employed to a lesser extent, excuse, 2.0% (7), as indicated in Table 4.2.

**Table 4. 2 Diminish response strategies**

Diminish Response Strategies	Frequency	Percentage (%)
		N=354
Excuse	7	2.0%
Justification	70	19.8%
Minimization	251	70.9%

Findings showed that there was a predominant focus on minimizing the effects of the crisis on the company and customers. One of the strategies senior executives adopted was to call the leading figures in consumer activism for meetings in a bid to convince them to stop asking questions in public, as opposed to directly tackling the problem of inaccurate billing patterns. The company also released reports to the public in an attempt to explain the cause of the problem. However, while the report presented in court admitted that there was a problem, the explanation that only 900,000 out of 6.5 million customers were affected was a deflection of a far-reaching problem.

Another indicator of the minimization of the problem was that complaints from customers was not being addressed, as one customer noted: *“we have not had lights for 3 days. You will not pick our calls. Surely how do we spend Christmas in darkness.”* Another reported receiving a bill without requisite meter reading. *“... this is 3<sup>rd</sup> month getting an estimated bill. No one has come to read my meter in over 3 months. Then I will get a big bill.”* The company also blocked a customer that had raised a complaint for not having electricity for 23 hours: *“I’ve not had electricity for 23 hours! They even blocked me so that I don’t bother.”*

The minimization extended to cases where injuries were involved. One customer noted that *“many have been injured, others have lost their lives due to @KenyaPower @KenyaPower\_Care’s incompetence. The Energy Act protects it. KPLC doesn’t care.”*

Some customers pointed out that the company’s minimization strategy only worked because it was exploiting its monopoly status. A customer stated that *“You can split @KenyaPower a million times but so long as electricity and sales are monopolized, WaKenya will continue to be robbed blind.”*

#### **4.5.Application of Rebuild Response Strategies in Crisis Communication Management**

Deal/rebuild strategies encompass ingratiation, concern, compassion, regret, and apology. Under this strategy, an organization can praise stakeholders and remind them of its past good work, express concern for victims, offer money or gifts to victims, feel bad about what has happened, or take full responsibility and apologize for its role in the crisis.

Findings demonstrate low application of rebuild strategies in crisis management. Only 5.4% (19) of the customers identified apologies offered by the company. Instances of concern, 2.3% (8), and compassion, 0.3% (1) were also abysmally low. According to customers, there were no instances of ingratiation (0%) and regret (0%) displayed by the company during the management of the crisis.

**Table 4. 3: Rebuild response strategies**

Rebuild Response Strategies	Frequency	Percentage (%)
		N=354
Ingratiation	0	0%
Concern	8	2.3%
Compassion	1	0.3%
Regret	0	0%
Apology	19	5.4%

Findings show a few situations where the company has used apology to mitigate the crisis. Kenya Power routinely publishes apologies in the event of power outages in different parts of the country, most cases *“following a technical hitch that has affected lines supplying power”* to certain areas. During the crisis, @NTV reported the Energy CS Keter attributing inflated bills to *“Lazy KPLC staff not doing actual readings”* and apologized to consumers. The Energy CS added that *“it was an error”* that *“Kenya Power has been backdating*

*electricity billings leading to the current inflated charges.” KPLC Chief Executive Kenneth Tarus added that “we have now put in place mechanisms to ensure such estimation do not arise and our expectation going forward is that we will have bills that are accurate.”*

In response to a customer who posted that *“so they estimate that I use 3000+ units in a month... The reading I submitted on 5/02/2018 has changed with the changes..”*; Kenya Power, through their official Twitter handle posted in reply: *“apologies for inconveniences, the billion system down.”*

#### **4.6.Dominant Crisis Response Strategy and Alignment with SCCT Model in Crisis Communication Management**

##### **4.6.1. Dominant Crisis Response Strategy**

Findings demonstrate that the most dominant communication strategy is denial (73.2%), followed by diminishing the crisis through minimization (70.9%) and justification (19.8%). The deal/rebuilding strategy is the least applied in the company, with apology (5.4%) being preferred in situations where the organization has been forced to take full responsibility for the crisis. These results are summarized in table 4.4.

**Table 4. 4: Dominant response strategy**

Response Cluster	Response Strategies	Percentage (%)
Denial	Attack	7.1%
	Denial	73.2%
	Scapegoat	3.7%
Diminish	Excuse	2.0%
	Justification	19.8%
	Minimization	70.9%
Deal/Rebuild	Ingratiation	0%
	Concern	2.3%
	Compassion	0.3%
	Regret	0%
	Apology	5.4%

##### **4.6.2. Alignment Crisis Response Strategies and SCCT Framework**

While the communication crisis was catalyzed and blown by inaccuracies or exaggerations in electricity bills, Kenya Power had for a long time received and not satisfactorily attended to numerous customer complaints. The crisis was blown by what Kaul and Chaundri (2015) epitomized by the assertion that in a world of social media platforms “one angry tweet can

torpedo a brand”. The persistent issues, identified in the findings, ranged from chronic delays in power connection, inaccurate power bills and power tokens, lack of maintenance of electricity distribution infrastructure including meters, increased injuries and loss of life due to electrocution, and public perception of the existence of cartels and corruption in power production tenders. These features of the crisis imply that #SwitchOffKPLC satisfied the conditions for being characterized as a victim, accidental, and preventable crisis type.

**Table 4. 5: Match between crisis types and response strategies**

Crisis types	Recommended response strategies	Responsibility Attribution	Match/Mismatch with SCCT Recommendation
<i>Victim cluster</i>	<i>Deny strategies</i>	Minimal	Match
<ul style="list-style-type: none"> <li>• Product tampering/ malevolence</li> </ul>	<ul style="list-style-type: none"> <li>• Attack</li> <li>• Denial</li> <li>• Scapegoat</li> </ul>		
<i>Accidental cluster</i>	<i>Diminish strategies</i>	Low	Match
<ul style="list-style-type: none"> <li>• Technical-error accidents</li> <li>• Technical-error product harm</li> </ul>	<ul style="list-style-type: none"> <li>• Excuse</li> <li>• Justification</li> </ul>		
<i>Preventable cluster</i>	<i>Rebuild strategies</i>	Strong	Mismatch
<ul style="list-style-type: none"> <li>• Human-error accidents</li> <li>• Human-error product harm</li> <li>• Organizational misdeed with no injuries</li> <li>• Organizational misdeed management misconduct</li> <li>• Organizational misdeed with injuries</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Apology</li> </ul>		

#### **4.6.2.1. Victim Crisis Type**

Results show that one of the reasons behind inaccurate or exaggerated Kenya Power tokens was that “*staff at the company have manipulated the system to generate payment codes for illegal buyers ... who get away with way higher units than usual*”. This pre-paid token selling syndicate constitutes product tampering/malevolence under the victim cluster. The SCCT model recommends denial strategies as the most appropriate response for victim



crisis type. In this study, denial response strategy was the most dominant (73.2%), indicating that there was alignment with SCCT recommendations.

#### ***4.6.2.2. Accidental Crisis Type***

Qualitative analysis has revealed evidence of technical errors which are characteristic of accidental crisis types. Statements by Kenya Power's Chief Executive Officer indicated that the problem of inflated bills was attributed to *"an error" ... "Kenya Power has been backdating electricity billings leading to the current inflated charges."* These statements reveal that the inflated bills could have been caused by technical-error accidents and/or technical-error product harm, which are definitive of accidental crisis types.

The SCCT model recommends that the most appropriate crisis response strategies for accidental crisis types are diminish strategies, with the most preferred diminish strategies being excuse and justification. In this study, the company employed minimization (70.9%) more than justification (19.8%) or excuse (2.0%), indicating moderate level of alignment.

#### ***4.6.2.3. Preventable Crisis Type***

To most customers, #SwitchOffKPLC was a preventable crisis. This crisis cluster is characterized by human-error accidents, human-error product harm, organizational misdeeds with no injuries, organizational misdeed management misconduct, and organizational misdeed with injuries.

Different customers characterized the crisis as one cause by human errors and organizational misdeeds. These statements by customers communicate this perception: *"@KenyaPower takes number one place as the worst parastatal of the decade 2010 to 2019", "@KenyaPower is fleecing you with the blessings of the energy sector", "#SwitchOffKPLC recently asked for 100k bribe to have tokens and 3 phase power installed on top of the 170k that I already have to pay @KenyaPower\_Care."* *"#SwitchOffKPLC action to @DCI\_Kenya @DPPS\_KE @EACCKenya kindly deal with all type of fish big & small." "many have been injured, others have lost their lives due to @KenyaPower @KenyaPower\_Care's incompetence."* Evidence of organizational misdeeds was also provided by the Cabinet Secretary for Energy, who explicitly stated that inflated bills were attributable to *"Lazy KPLC staff not doing actual readings."*

The low extent of application of deal/rebuild strategies shows a misalignment between the crisis type and response strategy at the company. This implies poor crisis management both during and after the #SwitchOffKPLC crisis and negative effect on corporate reputation.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Introduction

The chapter presents the summary of findings, discusses the findings in relation to the literature review, draws conclusions, and offers recommendations that can be pursued to improve practice and inform further research. The subsections are structured according to the research objectives.

#### 5.2. Summary of Findings

The study sought to investigate how situational crisis communication theory is applied in the analysis of communication response strategies before and after a crisis at Kenya Power Company. To investigate the phenomenon, the researcher structured four specific objectives: to investigate the application of denial response strategies, evaluate the application of diminish response strategies, assess the application of rebuild response strategies, and finally to determine the most dominant strategy and establish whether application of communication response strategies aligns with the recommendations in the SCCT framework.

The research was guided by a mixed-method research design. Purposive sampling was used to generate a sample of customers and employees. From customer responses to the #SwitchOffKPLC crisis, a web application called Twitter Archiving Google Sheet (TAGS) was used to collect Twitter data. Key informant interviews were used to collect additional information from middle and senior executives at the company. All collected data was analyzed using quantitative and qualitative techniques.

The first research question investigated the application of denial response strategies in the management of the crisis. Findings showed that under the denial cluster, denial response strategy was comparatively more dominant (73.2%) than attack response strategy (7.1%) and scapegoat response strategy (3.7%).

The second research question evaluated the application of diminish response strategies in the management of the communication crisis. Under the cluster, strategies are excuse,

justification, and minimization. Results reveal that minimization was the most applied strategy (70.9%), compared to justification (19.8%) and excuse (2.0%).

The third research question sought to assess the application of rebuild strategies. Under the cluster, strategies range from ingratiation, concern, compassion, regret, to apology. The findings revealed low level of application of rebuild strategies. Apology was rated at 5.4%, with the other rebuild strategies, concern (2.3%) and compassion (0.3%) ranked even lower. There was no evidence of the application of ingratiation and regret to respond to the crisis.

The final research question sought to determine the most dominant strategy in overall and establish whether application of communication response strategies aligns with the recommendations in the SCCT framework. As has been illustrated, denial (73.2%), under the denial cluster, and minimization (70.9%), under the diminish cluster, were the dominant strategies applied at the firm. In terms of alignment based on SCCT recommendations, there was a match between the victim crisis type and denial response strategies, as well as accidental crisis type and application of diminish strategies. However, there was a mismatch between preventable crisis type and application of rebuild strategies, implying a negative effect on firm reputation.

### **5.3. Discussions**

#### **5.3.1. Application of Denial Response Strategies in Crisis Communication Management**

One of the strategies under the SCCT framework is denial. It encompasses actions such as when a company deploys communication that faults other groups or individuals for the crisis or denying the existence of the problem. Some companies go ahead and scapegoat other organizational entities. This study examined the extent to which employees and customers observed the employment of denial strategies, and demonstrated that the organization preferred to operate from the position that the crisis did not exist.

By denying the existence of the crisis, customer complaints were viewed as isolated cases and not related with a widespread breakdown of service delivery. These customer complaints ranged from receiving inflated electricity bills and non-responsiveness to

increased cases of electrocution. In some cases, the company also blamed customers or shifted responsibility to other departments.

Studies show that the choice of response strategies also depends on an organization's level of perceived acceptance of responsibility for a crisis. This means that the nature of response strategies applied is influenced by how an organization wants its role in the crisis to be perceived (Chao, 2019). In the findings reported in this study, a match was established between victim crisis type and accidental crisis type owing to the preference of denial and diminish strategies, respectively.

There are other examples such as South Africa's Cape Town water crisis of 2017 (Meiring, 2018). The municipality adopted denial strategies that focused on presenting the natural causes of the crisis, to build the perception of minimal responsibility despite public outcry emphasizing on the inability of the municipality to implement long-term sustainable water management plans. A similar response strategy was adopted by Nepal police following the 2015 Nepal earthquake (Subba & Bui, 2017).

### **5.3.2. Application of Diminish Response Strategies in Crisis Communication Management**

In analyzing response strategies, diminish approaches included situations where the organization diminishes the extent or impact of the crisis. An organization can claim that they had no intention to cause harm or that they were unable to control the events leading to, during, and after the crisis. In cases where the crisis has caused deleterious effects, an organization can release communication that diminishes the damage caused. The results in the study showed that the company mostly diminished the extent of the crisis, and to a lesser extent gave excuses to the public.

To create a perception that the crisis was of a diminished nature, there was evidence that the company reached out to vocal consumer activists and tried to convince them to stop stimulating public discussions on the problems facing the company. They implored these activists to stop posts on billing inaccuracies, power cuts, and power disconnections. In some cases, they employed justification approaches to try and deflect the public from focusing on the persistent failures at the firm.

### **5.3.3. Application of Rebuild Response Strategies in Crisis Communication**

#### **Management**

When a company engaged in ingratiation, concern, compassion, regret and apology, then this constitutes a rebuild strategy. This means that the company goes out of his way to remind stakeholders of its past successes, express concern for victims affected by the crisis, or display remorse and give apologies to stakeholders. However, for a company to employ rebuild strategy, they must also accept responsibility for the crisis. As shown in earlier findings, the company mostly denied the existence of the crisis or denied its consequences in the market. Findings on the application of rebuild strategies showed that apologies, compassion, ingratiation, and regret was nearly non-existent in their response to the crisis.

According to Coombs (2006) rebuild strategies not only seek to repair firm reputation and change internal behaviors that may have orchestrated the crisis, but they are also more accommodative by reminding stakeholders of the organization's good standing in the past, expressing concern for victims, showing compassion by offering financial and non-financial reprieve to victims, demonstrate regret for having a role in the crisis, and are buttressed by the organization taking full responsibility for its actions and offering apologies (Coombs, 2006).

There are other studies that have examined a firm's characterization of crisis type, how the public attributes responsibility, choice of response strategy and associated influences on restoring damaged reputation. For example, in the Zhu, Anagondahalli and Zhang (2017) study, the Chinese public attributed the McDonald and KFC cultural crisis to be preventable. Analysis of the response strategies deployed by the companies showed a preference for an apology response strategy, which was found to have a positive influence on reputational restoration after the crisis.

In the Volkswagen crisis, the public's responsibility attribution was captured by EPA's issuance of a notice of violation of the Clean Air Act. Dubbed by BBC as the 'diesel dupe' pushed a perception that the Volkswagen Group had a strong responsibility in the crisis owing to evidence that the manufacturer installed a software that enabled the cars to cheat on VWs carbon dioxide emission levels (Hotten, 2015). To manage the crisis, Volkswagen Group was forced to accept responsibility and establish mechanisms for fixing the lie. The

manufacturer had to accept full responsibility, recall cars, and apologize in order to restore its reputation.

#### **5.3.4. Dominant Crisis Response Strategy and Alignment with SCCT Model**

The dominant communication strategy was denial, followed by diminish strategy. In the face of chronic delays in power connection, inaccurate power bills and power tokens, lack of maintenance of electricity distribution infrastructure including meters, increased injuries and loss of life due to electrocution, and public perception of the existence of cartels and corruption in power production tenders; the company preferred response strategies that denied or diminished the existence of these problems.

As epitomized in the SCCT model, the three crisis types carry different responsibility attribution: victim cluster/crises due to natural disasters (minimal responsibility), accidental crisis (low responsibility, and preventable crisis (strong responsibility) (Coombs, 2007). By predominantly deploying deny response strategies, the perception of responsibility that Kenya Power wanted to convey was that of minimal responsibility, that the crisis was caused by product tampering/ malevolence, in other words, acts outside the company's direct control. As such, they can deny that the crisis exists, attack those apportioning blame to the organization, or scapegoat other entities.

The choice of the denial and diminish strategies is to ensure that the public's perception of the organization's role in the crisis is less pronounced. In the same way, preference for diminish strategies show the desire to portray the cause of the crisis as technical-error accidents, thus creating a perception of low responsibility. The low preference for rebuild strategies imply that the company does not want the customers to attribute the crisis to human-errors and organizational misdeeds. The low extent of application of deal/rebuild strategies shows a misalignment between the crisis type and response strategy at the company. This implies poor crisis management both during and after the #SwitchOffKPLC crisis and negative effect on corporate reputation.

The present research, in addition to these existing studies, cement the Kaul and Chaudhri (2015) position that there is no one-size-fits all crisis response strategy that a company can apply to all situations and achieve optimum results (Kaul & Chaudhri, 2015). The choice of the most appropriate strategy depends on contextual factors such as the crisis type.

However, in the long-term, response strategies can only be said to have been an optimal response if they have a positive effect on repairing and restoring organizational reputation during and after the crisis.

#### **5.4. Conclusions**

The objective of the study was to investigate the application of situational crisis communication theory in the analysis of communication responses on social media before and after the #SwitchOffKPLC crisis at Kenya Power Company. The specific objectives included to establish the application of denial response strategies in the management of #SwitchOffKPLC crisis on social media; evaluate the application of diminish response strategies in the management of #SwitchOffKPLC crisis on social media; assess the application of rebuild response strategies in the management of #SwitchOffKPLC crisis on social media; and determine the dominant, or most frequently used, crisis communication strategy and establish whether their application follows the recommendations of the SCCT model.

##### **5.4.1. Application of Denial Response Strategies in Crisis Communication Management**

On the first objective, the study concludes that there is a high level of application of response strategies under the denial cluster, with the organization denying the existence of a crisis being the most dominant compared to attacking, where an organization confronts the person or group claiming fault of the organization, or scapegoating, where the organization blames a supplier or any other organizational entity for the crisis.

##### **5.4.2. Application of Diminish Response Strategies in Crisis Communication Management**

On the second objective, the study concludes that there is a high level of application of diminish response strategies during and after the crisis. Findings reveal a preference for minimization, where the entity minimizes the perceived damage due to the crisis, compared to excuse and justification, where the organization denies intent to harm and claims inability to control the events or organization focuses on rationalizing its actions, respectively.



### **5.4.3. Application of Rebuild Response Strategies in Crisis Communication**

#### **Management**

On the third objective, the study concludes that there is a low level of application of rebuild response strategies. This means low preference for the accommodative goals of praising stakeholders and reminding them of the company's past good work, expressing concern for victims, offering money or gifts to victims, expressing regret for what happened, or offering an apology to all affected parties, and by extension, lack of prioritization of repairing damaged reputation.

### **5.4.4. Dominant Crisis Response Strategy and Alignment with SCCT Model**

On the fourth objective, the study concludes that denial and diminish response strategies are the most dominantly applied crisis management strategies at the company. Application of rebuild strategies was less dominant. There was an alignment between the crisis type and response strategy for deny and diminish strategies and a mismatched alignment with rebuild strategies as per the recommendations of the SCCT model.

## **5.5. Recommendations**

### **5.5.1. Recommendations for Practice**

### **5.5.2. Application of Denial Response Strategies in Crisis Communication**

#### **Management**

With the study showing that the company predominantly implements denial response strategies, which focus on denying that a crisis exists, attacking those talking about the crisis, or scapegoating other entities, it means that the company's objective is to maintain low responsibility for the crisis. The low level of responsibility for the crisis is related to poor reputational outcomes. As a result, this study recommends a reduction in the application of denial strategies if they are to reap the benefits of improved corporate reputation.

### **5.5.3. Application of Diminish Response Strategies in Crisis Communication**

#### **Management**

The study found that there was a high level of application of diminish response strategies. By minimizing the perception of the crisis, making excuses, or minimizing the impact of

the damages caused, the company is fueling customer dissatisfaction and subsequently, their corporate reputation. The study recommends a reduction in the application of diminish strategies in crisis communication management at the company.

#### **5.5.4. Application of Rebuild Response Strategies in Crisis Communication Management**

Rebuild strategies were implemented to a very low extent in the company. There were no apologies for the crisis, no compassion or expression of concern shown to victims, or even regret. The study recommends increased application of rebuild strategies as a demonstration of taking responsibility for the problem and repairing damaged reputation.

#### **5.5.5. Dominant Crisis Response Strategy and Alignment with SCCT Model**

The dominant strategies were denial and diminish response strategies. Despite evidence citing the causes of #SwitchOffKPLC crisis within the preventable crisis cluster type, there is a mismatch in the application of response strategies. The low level of application of deal/rebuild strategies is a lost opportunity for the company to repair damaged reputation. The study recommends increased application of denial strategies, as this denotes a strong responsibility attribution. Such an approach would shape the public's understanding of the role of the company in the crisis and offer a framework for reputation restoration during and after the crisis.

#### **5.5.6. Recommendations for Further Studies**

The increased proliferation of social media implies that corporations will increasingly use social media platforms to communicate with stakeholders. To this end, organizational responses during a crisis are going to become increasingly dependent on social media. At the same time, social media can also catalyze and spread customer dissatisfaction with service delivery to an extent that such complaints can mutate into a communication crisis. While this research offers significant insight into the #SwitchOffKPLC crisis, future research can examine how companies operating in different sectors apply crisis response strategies in the management of communication crises.

## REFERENCES

- Admir, C. (2015). *Crisis Communication and the Internet*. Tuzla: Faculty of Economics.
- Ambikapathy, M. (2018). *Newspapers' framing of Lahad Datu conflict: Portrayal of Malaysian government crisis response strategies*. PhD Thesis, University of Malaya.
- Arli, D., Grace, A., Palmer, J., & Pham, C. (2017). Investigating the direct and indirect effects of corporate hypocrisy and perceived corporate reputation on consumers' attitudes toward the company. *Journal of Retailing and Consumer Services*, 37, 139-145. doi:<https://doi.org/10.1016/j.jretconser.2017.04.002>
- Babbie, E. R. (2010). *The Practice of Social Research*. Belmont, CA: Wadsworth Cengage.
- Bayçu , S., & Kılınç , Ö. (2017). Analysis of Volkswagen Emission Crisis in the Context of Crisis Response Strategies and Newspapers Framing. *İletişim Kuram ve Araştırma Dergisi*, 45, 45-66.
- Bradford, J. L., & Garrett, D. E. (1995). The Effectiveness of Corporate Communication Responses to Accusation of Unethical Behavior. *Journal of Business Ethics*, 14, 875-892.
- Bundy, J., Pfarrer, M. D., Short, C. E., & Coombs, W. T. (2017). Crisis and crisis management: Interpretation, and research development. *Journal of Management*, 43(6), 1661-1692.
- Cavalić, A. (2015). *Crisis Communication and the Internet*. Univerzitetiska, Tuzla.
- Chao, Q. (2019). The Effectiveness of Corporate Response to Brand Crises: The Crisis Response Strategies, and Customer-based Brand Equity. *2019 5th International Conference on Economics, Management and Humanities Science (ECOMHS 2019)* (pp. 363-370). Francis Academic Press, UK.
- Cheng, Y. (2018). How Social Media is Changing Crisis Communication Strategies: Evidence from the Updated Literature. *Journal of Contingencies and Crisis Management*, 26(1), 58-68.

- Cheng, Y. (2018). How Social Media Is Changing Crisis Communication Strategies: Evidence from the Updated Literature. *Journal of Contingencies and Crisis Management*, 26(1), 58-68. doi:<https://doi.org/10.1111/1468-5973.12130>
- Claeys, A. S., Cauberghe, V., & Vyncke, P. (2010). Restoring Reputations in Times of Crisis: An Experimental Study of the Situational Crisis Communication Theory and the Moderating Effects of Locus of Control. *Public Relations Review*, 36, 256-262.
- Cooley, S. C., & Cooley, A. B. (2011). An examination of the situational crisis communication theory through the general motors bankruptcy. *Journal of Media and Communication Studies*, 3(6), 203-211.
- Coombs, T. (2017). Revising Situational Crisis Communication Theory: The Influences of Social Media on Crisis Communication Theory and Practice. In L. L. Austin, & Y. Jin, *Social Media and Crisis Communication* (pp. 21-30). Taylor & Francis.
- Coombs, T. W., & Holladay, S. J. (2012). *The Handbook of Crisis Communication*. John Wiley & Sons.
- Coombs, W. T. (2007). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. *Corporate Reputation Review*, 10, 1-14.
- Coombs, W. T. (2007). Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Corporate Reputation Review*, 10(3), 163-176.
- Coombs, W. T. (2014). *Applied Crisis Communication and Crisis Management: Cases and Exercises*. Thousand Oaks, CA: Sage.
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Dhanesh, G., & Sriramesh, K. (2018). Culture and Crisis Communication: Nestle India's Maggi Noodles Case. *Journal of International Management*, 243, 204-214. doi:<https://doi.org/10.1016/j.intman.2017.12.004>

- Eckert, C. (2017). Corporate reputation and reputation risk: Definition and measurement from a (risk) management perspective. *Journal of Risk Finance*, 18(2), 145-158. doi:<https://doi.org/10.1108/JRF-06-2016-0075>
- Effiong, A. I. (2014). Managing Reputation Risk and Situational Crisis in Higher Institutions of Learning. *Independent Journal of Management & Production*, 5(2), 458-479.
- Erikson, M. (2018). Lessons for crisis communication on social media: A systematic review of what research tells the practice. *International Journal of Strategic Communication*, 12(5), 526-551.
- Gunuwana, S., Shieh, C.-J., & Pei, Y. (2015). Effects of Crisis Communication Strategies and Media Report on Corporate Image in Catering Industry. *Acta Oeconomica*, 65(S2), 399-411.
- Heath, R. L., & O'Hair, D. H. (2010). *Handbook of Risk and Crisis Communication*. Routledge.
- Hoeber, O., Hoeber, L., Snelgrove, R., & Wood, L. (2017). Interactively Producing Purposive Samples for Qualitative Research Using Exploratory Research. *CHIIR 2017 Workshop on Supporting Complex Search Tasks* (pp. 1-3). Oslo, Norway: CEUR-WS, Volume 1798.
- Hotten, R. (2015). *Volkswagen: The scandal explained*. London: BBC. Retrieved from <https://www.bbc.com/news/business-34324772>
- Kaul, A., & Chaudhri, V. (2015). Social Media: The New Mantra for Managing Reputation. *The Journal for Decision Makers*, 40(4), 455–491.
- Kenya Power. (2017). *Company Profile*. Kenya Power. Retrieved from [https://kplc.co.ke/img/full/EIV7U2cM86jI\\_KPLC%20Corporate%20Profile\\_May%202017.pdf](https://kplc.co.ke/img/full/EIV7U2cM86jI_KPLC%20Corporate%20Profile_May%202017.pdf)
- Kenya Power. (2021). *About Us*. Nairobi: Kenya Power. Retrieved from <https://kplc.co.ke/content/item/14/about-kenya-power>
- Kenya Power. (2022). *Our Employees*. Kenya Power. Retrieved from <https://www.kplc.co.ke/content/item/63/our-employees>

- Kiambi, D. K., & Shafer, A. (2015). Corporate Crisis Communication: Examining the Interplay of Reputation and Crisis Response Strategies. *Mass Communication and Society, 0*, 1-22.
- Kiambi, D. M., & Shafer, A. (2016). Corporate Crisis Communication: Examining the Interplay of Reputation and Crisis Response Strategies. *Faculty Publications, College of Journalism & Mass Communication, 105*, 1-27.
- Kimotho, S. G., & Nyarango, C. N. (2019). International Journal of Information Systems for Crisis Response Management. *Role of social media in terrorism crisis communication: A case of Westgate Mall terror attack in Nairobi, 11*(1), 65-82.
- KPLC. (2020). *About Us*. Kenya Power and Lighting Company. Retrieved from <https://www.kplc.co.ke/content/item/14/about-kenya-power>
- Liu, B. F., Austin, L., & Jin, Y. (2011). How publics respond to crisis communication strategies: The interplay of information form and source. *Public Relations Review, 37*(4), 345-353.
- Liu, B. F., Iles, I., & Herovic, E. (2019). Leadership under Fire: How Governments Manage Crisis Communication. *Communication Studies, 71*(1), 128-147.
- Mbui, V. M. (2016). *The Role of Communication in Crisis Management in Institutions of Higher Learning in Kenya: A Case Study of the University of Nairobi*. Nairobi: University of Nairobi.
- Meiring, M. (2018). Response strategies and marketing communication efforts of Cape Town gardening and plant retailers in reaction to the water crisis: an explorative study. *The Independent Institute of Education - IIEESpace Repository*. Retrieved from <http://iiespace.iie.ac.za:80/handle/11622/285>
- Mirbabaie, M., & Zepatka, E. (2017). Sensemaking in social media crisis communication - A case study on Brussels bombings in 2016. *In Proceedings of the 25th European Conference on Information Systems (ECIS), Guimarães, Portugal, June 5-10, 2017*, (pp. 2169-2186). Retrieved from [https://aisel.aisnet.org/ecis2017\\_rp/138](https://aisel.aisnet.org/ecis2017_rp/138)
- Mukuria, M., & Thiongo, S. (2020). Relationship between crisis management practices and performance of pharmaceutical manufacturing companies in Kenya: A survey of

- selected companies in Nairobi. *The Strategic Journal of Business & Change Management*, 7(4), 846-862.
- Ogunleye, J. (2014). Contrasting cases of corporate crisis management systems: a research report. *International Journal of Knowledge, Innovation and Entrepreneurship*, 2(1), 109-116.
- Osoro, W. (2018). #SwitchOffKPLC: Angry Kenyans react to Kenya Power Billing Scam. The Standard. Retrieved from <https://www.standardmedia.co.ke/entertainment/local-news/2001354295/switchoffkplc-angry-kenyans-react-to-kenya-power-billing-scam>
- Overman, S., Busuioc, M., & Wood, M. (2020). A Multidimensional Reputation Barometer for Public Agencies: A Validated Instrument. *Public Administration Review*, 80(3), 415-425.
- Palinkas, L., Horwitz, S., Green, C., Wisdom, J., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Adm Policy Ment Health*, 42(5), 533-544.
- Park, H. (2017). Exploring effective crisis response strategies. *Public Relations Review*, 43(1), 190-192. doi:<https://doi.org/10.1016/j.pubrev.2016.12.001>
- Perez, S. (2018). Twitter's doubling of character count from 140 to 280 had little impact on length of tweets. Techcrunch. Retrieved from <https://techcrunch.com/2018/10/30/twitters-doubling-of-character-count-from-140-to-280-had-little-impact-on-length-of-tweets/?guccounter=1>
- Randiek, K. (2019). *Role of Online Crisis Response Strategies on Organizational Reputation at Kenya Power and Lighting Company*. United States International University - Africa.
- Schwarz, J., Seeger, M. W., & Auer, C. (2016). *The Handbook of International Crisis Communication Research*. John Wiley & Sons.
- Shih, T. Y. (2012). Integrative effects of firms' price and endorsement strategies on consumers' loyalty intention. *The Service Industries Journal*, 34(6), 981-1005.

- Siboni, C., & Walczak, S. (2012). Purposive Sampling on Twitter: A Case Study. *2012 45th Hawaii International Conference on System Sciences*, (pp. 3510-3519).
- Šontaito-Petkevičienė, M. (2014). Crisis management to avoid damage for corporate reputation: the case of retail chain crisis in the Baltic countries. *Procedia - Social and Behavioral Sciences*, *156*, 452-457.
- Sturges, I. (1994). Communicating Through Crisis: A Strategy for Organization Survival. *Management Communication Quarterly*, *7*(3), 297-316.
- Subba, R., & Bui, T. (2017). Online Convergence Behavior, Social Media Communications and Crisis Response: An Empirical Study of the 2015 Nepal Earthquake Police Twitter Project. *Hawaii International Conference on System Sciences 2017*. Retrieved from <http://hdl.handle.net/10125/41183>
- TAGS. (2021). *Twitter Archiving Google Sheet*. Hawksey. Retrieved from <https://tags.hawksey.info/>
- Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2017). *Effective Crisis Communication: Moving from Crisis to Opportunity*. SAGE.
- Wang, Y., & Wanjek, L. (2018). How to fix a lie? The formation of Volkswagen's post-crisis reputation among German public. *Corporate Reputation Review*, *21*, 84-100.
- WebDataRA. (2020). *The Web Data Research Assistant (aka WebDataRA)*. London, UK: University of Southampton. Retrieved from <https://www.southampton.ac.uk/~lac/WebDataRA/>
- Weiner, D. (2016). Crisis Communication: Managing Corporate Reputation in the Court of Public Opinion. *Ivey Business Journal*, *1*(2), 1. Retrieved from <https://iveybusinessjournal.com/publication/crisis-communications-managing-corporate-reputation-in-the-court-of-public-opinion/>
- Zhu, L., Anagondahalli, D., & Zhang, A. (2017). Social media and culture in crisis communication: McDonald's and KFC crises management in China. *Public Relations Review*, *43*(3), 487-492. doi:<https://doi.org/10.1016/j.pubrev.2017.03.006>



## APPENDICES

### APPENDIX 1: INTERVIEW SCHEDULE/ CODING SHEET

#### Crisis Response Strategies Implemented by Kenya Power

<b>Response Strategy</b>	<b>Tactic</b>	<b>Explanation</b>	<b>Present (1)</b>	<b>Absent (0)</b>
Denial	Attack	Organization confronts the person or group claiming fault of the organization		
	Denial	Organization denies a crisis exists		
	Scapegoat	Organization blames the supplier of the crisis on another organization or entity		
Diminish	Excuse	Organization denies intent to harm and claims inability to control the events		
	Justification	Organization focuses on rationalizing its actions		
	Minimization	Organization minimizes perceived damage		
Deal/Rebuild	Ingratiation	Organization praises stakeholders and/or reminds them of past good work of the organization		
	Concern	Organization expresses concern for the victims		
	Compassion	Organization offers money and other gifts to victims		
	Regret	Organization feels bad about the crisis		
	Apology	Organization takes full responsibility for the crisis		

## APPENDIX 2: IRB APPROVAL



REF: USIU-A/IERC/FS09-2023

21<sup>st</sup> September, 2023

TO: GAITA SYLVIA WACHERA

Dear Sir/Madam

**RE: APPLICATION OF SITUATIONAL CRISIS COMMUNICATION THEORY IN THE ANALYSIS OF COMMUNICATION RESPONSES ON SOCIAL MEDIA BEFORE AND AFTER A CRISIS BY KENYA POWER COMPANY.**

This is to inform you that **IERC** has reviewed and approved your above research proposal. Your application approval number is USIU-A/IERC/FS09-2023. The approval period is from 21<sup>st</sup> September, 2023 to 21<sup>st</sup> September, 2024.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by **IERC**.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **IERC** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **IERC** within 72 hours
- v. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vi. Submission of an executive summary report within 90 days upon completion of the study to **IERC**.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Juliana M. Namada', with a horizontal line underneath.

**Juliana M. Namada, Ph.D.**  
**Institutional Ethics Review Committee (IERC) Chair**  
**Email: [ierc@usiu.ac.ke](mailto:ierc@usiu.ac.ke)**



### APPENDIX 3: SAMPLE TWITTER DATA

id_str	from_user	Text	created_at	time	user_location
		RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau			
		Hongera ndugu! 🙏			
146469464560310918	bonny_cherry	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a>	Sat Nov 27 20:36:30 +0000 2021	27/11/20 21	
1464536849591029763	jjomoro	@Manhuss @KenyaPower_Care #SwitchOffKPLC @KenyaPower_Care @KenyaPower Emali office should learn to listen to their power consumers, rains have no relationships with power, and staying the whole night without power, then again the day is going down, how now , kilungu power line is off	Sat Nov 27 10:09:29 +0000 2021	27/11/20 21	university of nairobi
1464528994590769155	sold_unbranded	#SwitchOffKPLC do something RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES	Sat Nov 27 09:38:16 +0000 2021	27/11/20 21	Nairobi, Kenya
1464512658829365248	OmwegaMo	<a href="https://t.co/mwB0AzmLfq">https://t.co/mwB0AzmLfq</a> <a href="https://t.co/uiROSUvQh7">https://t.co/uiROSUvQh7</a> RT @WanjeriNderu:	Sat Nov 27 08:33:21 +0000 2021	27/11/20 21	
1464507913767170054	KaveshTra	#AmKenyan it doesn't matter how long it will take us	Sat Nov 27 08:14:30 +0000 2021	27/11/20 21	

14644733641400 19713	brunyeeee	<p>to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p> <p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSVQh7">https://t.co/uiROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Sat Nov 27 05:57:13 +0000 2021	27/11/20 21 05:57:13	Kenya
14644598694031 97448	JimmyShigi	<p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSVQh7">https://t.co/uiROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Sat Nov 27 05:03:35 +0000 2021	27/11/20 21 05:03:35	Nairobi
14644541062365 59360	Mutahi_254	<p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSVQh7">https://t.co/uiROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the</p>	Sat Nov 27 04:40:41 +0000 2021	27/11/20 21 04:40:41	Kenya

		thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES			
		https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES			
14644372675361 21856	samrott100	https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 Episode 57: #SwitchOffKPLC	Sat Nov 27 03:33:47 +0000 2021	27/11/20 21 03:33:47	KE
14644248004541 19425	thisisotherwis e	https://t.co/mhhLjIT NvK RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Sat Nov 27 02:44:14 +0000 2021	27/11/20 21 02:44:14	Kenya
14644173212090 12224	manric540	https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us	Sat Nov 27 02:14:31 +0000 2021	27/11/20 21 02:14:31	Citizen of the World
14643644727059 82473	Cryptonait	@WanjeriNderu: #AmKenyan it doesn't matter how long it will take us	Fri Nov 26 22:44:31 +0000 2021	26/11/20 21 22:44:31	Nairobi, Kenya

14643295194651 27939	Nashpae	<p>to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p> <p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSVQh7">https://t.co/uiROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 20:25:38 +0000 2021	26/11/20 21 20:25:38	Nairobi
14643280733278 28992	Josphat6167 7723	<p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSVQh7">https://t.co/uiROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 20:19:53 +0000 2021	26/11/20 21 20:19:53	Nairobi, Kenya
14643214430811 66857	maxxmaticm4	<p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSVQh7">https://t.co/uiROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the</p>	Fri Nov 26 19:53:32 +0000 2021	26/11/20 21 19:53:32	Nairobi, Kenya

1464299151206801417	Benjaminmalek2	<p>thuggery that  @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome!  @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p> <p><a href="https://t.co/mwB0AzmLfq">https://t.co/mwB0AzmLfq</a>  <a href="https://t.co/ulROSUvQh7">https://t.co/ulROSUvQh7</a>  RT  @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome!  @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 18:24:57 +0000 2021	26/11/2021 18:24:57	Lamu, Kenya
1464297088204910592	LawrenceSeko	<p><a href="https://t.co/mwB0AzmLfq">https://t.co/mwB0AzmLfq</a>  <a href="https://t.co/ulROSUvQh7">https://t.co/ulROSUvQh7</a>  RT  @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome!  @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 18:16:45 +0000 2021	26/11/2021 18:16:45	Nairobi
1464295836372852743	Gringo42106495	<p>thuggery that  @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome!  @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 18:11:47 +0000 2021	26/11/2021 18:11:47	



		e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES			
		https://t.co/mwB0Az mLfq https://t.co/uiROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES			
14642956380494 76613	WilfredNderit u	https://t.co/mwB0Az mLfq https://t.co/uiROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Fri Nov 26 18:11:00 +0000 2021	26/11/20 21 18:11:00	Nairobi, Kenya
14642952925352 01801	alaminkimathi	https://t.co/mwB0Az mLfq https://t.co/uiROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Fri Nov 26 18:09:37 +0000 2021	26/11/20 21 18:09:37	hakinairobi@gmail.com Nairobi
14642474050592 19462	Fredrickmang o	https://t.co/mwB0Az mLfq https://t.co/uiROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject	Fri Nov 26 14:59:20 +0000 2021	26/11/20 21 14:59:20	Kenya

		us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES			
		https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES			
14642462696778 67011	Simiyuhiphor ee	https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Fri Nov 26 14:54:49 +0000 2021	26/11/20 21 14:54:49	Kenya
14642394198509 60898	waasheila	https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Fri Nov 26 14:27:36 +0000 2021	26/11/20 21 14:27:36	
14642371265019 98593	Realxxaddi	https://t.co/mwB0Az mLfq https://t.co/ulROSU vQh7 RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting!	Fri Nov 26 14:18:29 +0000 2021	26/11/20 21 14:18:29	Somewhere Dope

14642236632349 53220	Nasewangari	<p>One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p> <p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSVQh7">https://t.co/ulROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 13:24:59 +0000 2021	26/11/20 21 13:24:59	Kenya
14642230091458 23258	_its_me_Againn	<p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSVQh7">https://t.co/ulROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 13:22:23 +0000 2021	26/11/20 21 13:22:23	Kenya
14642166330571 89888	Carol_Makandi	<p>One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p> <p><a href="https://t.co/mwB0Az mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSVQh7">https://t.co/ulROSVQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Care @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIEVES</p>	Fri Nov 26 12:57:03 +0000 2021	26/11/20 21 12:57:03	Nairobi, Kenya

14642128424591 48289	DocMbugua	<p>@JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p> <p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p>	Fri Nov 26 12:42:00 +0000 2021	26/11/20 21 12:42:00	n.west
14642099931761 29555	Ubuntu_Space	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p> <p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p>	Fri Nov 26 12:30:40 +0000 2021	26/11/20 21 12:30:40	Kenya
14642098720614 40005	mwirigiKn	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p> <p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii</p>	Fri Nov 26 12:30:11 +0000 2021	26/11/20 21 12:30:11	Mombasa, Kenya

14642075107941 17123	HillaryLisimba	<p>#SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p> <p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p>	Fri Nov 26 12:20:48 +0000 2021	26/11/20 21 12:20:48	Osirua Farm, Kenya
14642063946058 46532	Mozkiti1	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p> <p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p>	Fri Nov 26 12:16:22 +0000 2021	26/11/20 21 12:16:22	
14642031765303 99238	UserName_K OT	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p> <p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii</p>	Fri Nov 26 12:03:35 +0000 2021	26/11/20 21 12:03:35	

14642028115881 61545	Jefitha1945	<p>#SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSU&lt;br/&gt;vQh7">https://t.co/ulROSU vQh7</a></p> <p>@KenyaPower Ironic yet you buy 60% of your power from IPPs who produce it using Diesel Generators ! In a country With various options of Geo, hydro and wind power! #switchoffkplc RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p>	Fri Nov 26 12:02:08 +0000 2021	26/11/20 21 12:02:08	Bracknell
14642027588909 21993	CEO_Joskim	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSU&lt;br/&gt;vQh7">https://t.co/ulROSU vQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p>	Fri Nov 26 12:01:55 +0000 2021	26/11/20 21 12:01:55	Meru, Kenya
14641979171667 80436	cianjira	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSU&lt;br/&gt;vQh7">https://t.co/ulROSU vQh7</a></p>	Fri Nov 26 11:42:41 +0000 2021	26/11/20 21 11:42:41	

14641974562672 51712	IncompetentP ol1	<p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az">https://t.co/mwB0Az</a> mLfq <a href="https://t.co/uiROSU">https://t.co/uiROSU</a> vQh7 @WanjeriNderu @KenyaPower_Car e @KenyaPower @JerotichSeii @Shikohkihika @hotshotcreative @eva_m_mutua @waikwawanyoike @Maskani254 @KaranjaMatindi @AKTivistBecky @InsecurityKE @WanjikuRevolt @wmnjoya Stop struggling with heavy and exploitative billing from cartels remember you can save 60%of your energy cost simply by installing a solar water heater system going for as low as Ksh 90000 meanwhile form #switchoffkplc</p>	Fri Nov 26 11:40:51 +0000 2021	26/11/20 21 11:40:51
14641967512424 44802	TechniquesP owe1	<p><a href="https://t.co/axoAska">https://t.co/axoAska</a> OAD RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p>	Fri Nov 26 11:38:03 +0000 2021	26/11/20 21 11:38:03
14641958714914 73421	Shikohkihika	<p><a href="https://t.co/mwB0Az">https://t.co/mwB0Az</a></p>	Fri Nov 26 11:34:33 +0000 2021	26/11/20 21 11:34:33 Kenya,Africa

		mLfq <a href="https://t.co/ulROSUvQh7">https://t.co/ulROSUvQh7</a>			
14641958234750 81257	eva_m_mutu a	@WanjeriNderu @KenyaPower_Car e @KenyaPower @JerotichSeii @Shikohkihika @hotshotcreative @waikwawanyoike @Maskani254 @KaranjaMatindi @AKtivistBecky @InsecurityKE @WanjikuRevolt @wmnjoya #SwitchOffKPLC RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Fri Nov 26 11:34:22 +0000 2021	26/11/20 21 11:34:22	Nairobi
14641958090382 86855	KaranjaMatin di	<a href="https://t.co/mwB0Az">https://t.co/mwB0Az</a> mLfq <a href="https://t.co/ulROSUvQh7">https://t.co/ulROSUvQh7</a> RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES	Fri Nov 26 11:34:18 +0000 2021	26/11/20 21 11:34:18	
14641957486276 81280	eva_m_mutu a	<a href="https://t.co/mwB0Az">https://t.co/mwB0Az</a> mLfq <a href="https://t.co/ulROSUvQh7">https://t.co/ulROSUvQh7</a>	Fri Nov 26 11:34:04 +0000 2021	26/11/20 21 11:34:04	Nairobi



14641935536016 42502	Mintie_Minty	<p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p>	Fri Nov 26 11:25:21 +0000 2021	26/11/20 21 11:25:21	Kenya.
14641930046469 40687	sotrickyutd	<p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p>	Fri Nov 26 11:23:10 +0000 2021	26/11/20 21 11:23:10	
14641927005220 57735	hotshotcreativ e	<p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/uiROSU&lt;br/&gt;vQh7">https://t.co/uiROSU vQh7</a></p>	Fri Nov 26 11:21:57 +0000 2021	26/11/20 21 11:21:57	Nairobi

14641913261660 73347	JerotichSeii	<p>RT @WanjeriNderu: #AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p> <p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSU&lt;br/&gt;vQh7">https://t.co/ulROSU vQh7</a></p> <p>#AmKenyan it doesn't matter how long it will take us to #SwitchOffKPLC and stop the thuggery that @KenyaPower_Car e @KenyaPower CARTELS subject us to, we shall continue fighting! One day we shall overcome! @JerotichSeii #SwitchOffKPLC. #STOPTheseTHIE VES</p>	Fri Nov 26 11:16:30 +0000 2021	26/11/20 21 11:16:30	
14641907025402 75720	WanjeriNderu	<p><a href="https://t.co/mwB0Az&lt;br/&gt;mLfq">https://t.co/mwB0Az mLfq</a> <a href="https://t.co/ulROSU&lt;br/&gt;vQh7">https://t.co/ulROSU vQh7</a></p> <p>RT @TechniquesPowe 1: @WanjeriNderu @JerotichSeii @KenyaPower_Car e Polite reminder that majority of majority of our billing by corrupt local grid supplier is exaggerated kindly get yourself a solar water heating system from @TechniquesPowe 1 and reduce your billing by 60% #switchoffkplc</p>	Fri Nov 26 11:14:01 +0000 2021	26/11/20 21 11:14:01	#AmKenyan
14638253165063 08616	Qlabe1	<p><a href="https://t.co/H6T0HJt&lt;br/&gt;6uY">https://t.co/H6T0HJt 6uY</a></p> <p>@WanjeriNderu @JerotichSeii @KenyaPower_Car e Polite reminder that majority of majority of our billing by corrupt local grid supplier is</p>	Thu Nov 25 11:02:06 +0000 2021	25/11/20 21 11:02:06	New York
14638224336647 82340	TechniquesP owe1	<p>majority of our billing by corrupt local grid supplier is</p>	Thu Nov 25 10:50:39 +0000 2021	25/11/20 21 10:50:39	



		<a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m			
14632052685321 78951	Ryan_Mucilih	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m	Tue Nov 23 17:58:15 +0000 2021	23/11/20 21 17:58:15	Western Australia, Australia
14632023351030 08770	martoohh	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m	Tue Nov 23 17:46:36 +0000 2021	23/11/20 21 17:46:36	Nairobi, kenya
14632002349270 09795	AceJood	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m	Tue Nov 23 17:38:15 +0000 2021	23/11/20 21 17:38:15	Ace in Wonderland

14631997737968 02599	HisMajestySe rj	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo&lt;br/&gt;xd3m">https://t.co/pEAFxo xd3m</a>	Tue Nov 23 17:36:25 +0000 2021	23/11/20 21 17:36:25	Nairobi, Kenya
14631978465392 84480	Musymo	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo&lt;br/&gt;xd3m">https://t.co/pEAFxo xd3m</a>	Tue Nov 23 17:28:46 +0000 2021	23/11/20 21 17:28:46	
14631974156542 36167	CitizenKenya 9	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo&lt;br/&gt;xd3m">https://t.co/pEAFxo xd3m</a>	Tue Nov 23 17:27:03 +0000 2021	23/11/20 21 17:27:03	
14631968773908 15243	mwanamkeas ili	RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and	Tue Nov 23 17:24:55 +0000 2021	23/11/20 21 17:24:55	Nyumbani



		desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m			
		RT @WanjeriNderu: #AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness' ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m	Tue Nov 23 17:00:07 +0000 2021	23/11/20 21 17:00:07	Seattle, WA
14631906388250 21451	AKtivistBecky	#AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness' ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m			
14631846879884 20619	WanjeriNderu	#AmKenyan A silly attempt at using PR to 'bring to life' an already dead dog. Call with a complaint and 'familiarize'/'witness' ' first hand the INEPTITUDE @KenyaPower_Car e treats customers with. Visiting offices at night to see computers and desks is #UshenziKE #SwitchOffKPLC #KOT <a href="https://t.co/pEAFxo">https://t.co/pEAFxo</a> xd3m	Tue Nov 23 16:36:28 +0000 2021	23/11/20 21 16:36:28	#AmKenyan
14628639883001 32352	shackled2013	#switchoffkplc <a href="https://t.co/4LBdWK">https://t.co/4LBdWK</a> VK0q RT @JerotichSeii: It would be great to see the same for specific @KenyaPower board members + @StateHouseKenya a @EnergyMinKenya @EPRA_Ke @KETRACO1 officials.	Mon Nov 22 19:22:08 +0000 2021	22/11/20 21 19:22:08	Kana
14627562061923 08226	Realxxaddi	Electricity consumers are not foolish enough to believe that our stolen billions are in the [offshore] accts of KPLC staff alone.	Mon Nov 22 12:13:50 +0000 2021	22/11/20 21 12:13:50	Somewhere Dope

		#SwitchOffKPLC <a href="https://t.co/WWbbo4mMiN">https://t.co/WWbbo4mMiN</a>			
		RT @JerotichSeii: 2. For more			
14627546750784 02057	Realxxaddi	#SwitchOffKPLC <a href="https://t.co/uy6npGAJEi">https://t.co/uy6npGAJEi</a> RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau	Mon Nov 22 12:07:45 +0000 2021	22/11/20 21 12:07:45	Somewhere Dope
		Hongera ndugu! 🙏			
14627545746919 75168	Realxxaddi	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a> RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau	Mon Nov 22 12:07:21 +0000 2021	22/11/20 21 12:07:21	Somewhere Dope
		Hongera ndugu! 🙏			
14627497737866 69062	ChepkorirKotut	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a> RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau	Mon Nov 22 11:48:17 +0000 2021	22/11/20 21 11:48:17	
14627482705271 39841	ayogo_do	Hongera ndugu! 🙏	Mon Nov 22 11:42:18 +0000 2021	22/11/20 21 11:42:18	KE



		#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a>			
		RT @JerotichSeii: 2. For more			
14627446774683 19752	Petrucc19072 582	#SwitchOffKPLC <a href="https://t.co/uy6npGAJEi">https://t.co/uy6npGAJEi</a> RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau	Mon Nov 22 11:28:02 +0000 2021	22/11/20 21 11:28:02	
		Hongera ndugu!			
14627446420641 66912	Petrucc19072 582	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a> RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau	Mon Nov 22 11:27:53 +0000 2021	22/11/20 21 11:27:53	
		Hongera ndugu!			
14627444712343 96163	reelwithnusrat	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a> 2. For more	Mon Nov 22 11:27:13 +0000 2021	22/11/20 21 11:27:13	Africa
14627433778841 02656	JerotichSeii	#SwitchOffKPLC <a href="https://t.co/uy6npGAJEi">https://t.co/uy6npGAJEi</a> @MihThakar Yes!	Mon Nov 22 11:22:52 +0000 2021	22/11/20 21 11:22:52	
14627388201227 46887	JerotichSeii	<a href="https://t.co/08pdh2CrXq">https://t.co/08pdh2CrXq</a> #SwitchOffKPLC	Mon Nov 22 11:04:45 +0000 2021	22/11/20 21 11:04:45	
14627027191022 46921	Pmwanyosh	Or else we #SwitchOffKPLC	Mon Nov 22 08:41:18 +0000 2021	22/11/20 21 08:41:18	Kitengela, Kajiado County

14623381557392 38403	mukotke	<p><a href="https://t.co/aNZKq0Upvy">https://t.co/aNZKq0Upvy</a> RT @JerotichSeii: 7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA_Ke @EnergyMinK.</p> <p>Every day you are here with true stories of theft &amp; poor service.</p> <p>We won't give up. Not even on IPPs &amp; PAs (via Petition 59).</p>	Sun Nov 21 08:32:39 +0000 2021	21/11/20 21 08:32:39	Nairobi, Kenya
14622889573167 67744	amThomas_ David	<p>#SwitchOffKPLC <a href="https://t.co/mVHrveJTYk">https://t.co/mVHrveJTYk</a> RT @JerotichSeii: 7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA_Ke @EnergyMinK.</p> <p>Every day you are here with true stories of theft &amp; poor service.</p> <p>We won't give up. Not even on IPPs &amp; PAs (via Petition 59).</p>	Sun Nov 21 05:17:10 +0000 2021	21/11/20 21 05:17:10	Kenya
14622839462181 10977	EpurOr	<p>We won't give up. Not even on IPPs</p>	Sun Nov 21 04:57:15 +0000 2021	21/11/20 21 04:57:15	

14622834545954  
48833

14622815861923  
02083

CEO\_Joskim

Gringo42106  
495

& PPA's (via  
Petition 59).  
  
#SwitchOffKPLC  
<https://t.co/mVHrve>  
JTYk

RT @JerotichSeii:  
7. WaKenya: more  
than 900,000  
electricity  
consumers are  
owed at least  
Sh10.1B - by  
ADMISSION of  
@KenyaPower  
@EPRA\_Ke  
@EnergyMinK.

Every day you are  
here with true  
stories of theft  
& poor  
service.

We won't give up.  
Not even on IPPs  
& PPA's (via  
Petition 59).

#SwitchOffKPLC  
<https://t.co/mVHrve>  
JTYk  
RT @JerotichSeii:  
8. So,  
@CJMarthaKoome:  
please call rogue  
elements to order  
OR rescue your  
staff who are  
caught up in an  
insidious web of  
competing interests  
@StateHouseKenya  
a + Executive.

We invite  
@lawsocietykenya  
@NelsonHavi to  
support us.  
@KenyasOmbuds  
man

#IfikieCJMarthaKoo  
me  
#SwitchOffKPLC  
<https://t.co/hmXPh>  
GkDAX

Sun Nov 21  
04:55:18 +0000  
2021

21/11/20  
21  
04:55:18

Meru, Kenya

Sun Nov 21  
04:47:52 +0000  
2021

21/11/20  
21  
04:47:52

14622814810034 46274	Gringo42106 495	<p>RT @JerotichSeii: 7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA_Ke @EnergyMinK.</p> <p>Every day you are here with true stories of theft &amp; poor service.</p> <p>We won't give up. Not even on IPPs &amp; PAs (via Petition 59).</p> <p>#SwitchOffKPLC <a href="https://t.co/mVHrveJTYk">https://t.co/mVHrveJTYk</a></p>	Sun Nov 21 04:47:27 +0000 2021	21/11/20 21 04:47:27	
14622804230993 10085	3ustass_kid	<p>RT @JerotichSeii: 7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA_Ke @EnergyMinK.</p> <p>Every day you are here with true stories of theft &amp; poor service.</p> <p>We won't give up. Not even on IPPs &amp; PAs (via Petition 59).</p> <p>#SwitchOffKPLC <a href="https://t.co/mVHrveJTYk">https://t.co/mVHrveJTYk</a></p>	Sun Nov 21 04:43:15 +0000 2021	21/11/20 21 04:43:15	Naivasha, Kenya
14622798565536 11268	KaranjaJ	<p>RT @JerotichSeii: 7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA_Ke @EnergyMinK.</p> <p>Every day you are here with true stories of theft &amp; poor service.</p> <p>We won't give up. Not even on IPPs &amp; PAs (via Petition 59).</p>	Sun Nov 21 04:41:00 +0000 2021	21/11/20 21 04:41:00	Kenya

14622795373335  
71586

14622793919925  
04323

14622793804497  
79712

johnnjenga

milliciachris

milliciachris

#SwitchOffKPLC  
<https://t.co/mVHrve>  
JTYk

RT @JerotichSeii:  
7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA\_Ke @EnergyMinK.

Every day you are here with true stories of theft & poor service.

We won't give up. Not even on IPPs & PPAs (via Petition 59).

#SwitchOffKPLC  
<https://t.co/mVHrve>  
JTYk  
RT @JerotichSeii:  
3. #EnergyJustice6 sought to revive the case in court because Apollo should not have settled it privately. This is about high bills, vendor cartels & thieves.

When denied yet again, we filed a Notice of Appeal on November 5th 2020.  
@CJMarthaKoome  
@Kenyajudiciary

#SwitchOffKPLC  
<https://t.co/1YhfYC9dWX>  
RT @JerotichSeii:  
4. By filing the Notice of Appeal, #EnergyJustice6 once again "delayed" the settling of Apollo's costs 🤔🤔🤔

This process - known as Taxation - is to be heard on Tuesday November 9th by said Deputy

Sun Nov 21 21/11/20  
04:39:44 +0000 21  
2021 04:39:44

Sun Nov 21 21/11/20  
04:39:09 +0000 21  
2021 04:39:09

Sun Nov 21 21/11/20  
04:39:06 +0000 21  
2021 04:39:06

		Registrar, Ms. Njeri Thuku. @CJMarthaKoome @Kenyajudiciary			
		#SwitchOffKPLC <a href="https://t.co/hnkxi7WVwA">https://t.co/hnkxi7WVwA</a>			
		RT @JerotichSeii: 5. Chief Justice @CJMarthaKoome: it is Monday November 8th & nothing from from your Deputy Registrar. If she handles Apollo's Taxation matters tomorrow, our Notice of Appeal will be moot.			
		Is this how @Kenyajudiciary frustrates its court users? @KenyasOmbuds man			
14622793633706 18881	millichiachris	#SwitchOffKPLC <a href="https://t.co/fDUqGvR875">https://t.co/fDUqGvR875</a> RT @JerotichSeii: 8. So, @CJMarthaKoome: please call rogue elements to order OR rescue your staff who are caught up in an insidious web of competing interests @StateHouseKenya + Executive.	Sun Nov 21 04:39:02 +0000 2021	21/11/20 21 04:39:02	
		We invite @lawsocietykenya @NelsonHavi to support us. @KenyasOmbuds man			
14622793386199 85923	millichiachris	#IfikieCJMarthaKoome #SwitchOffKPLC <a href="https://t.co/hmXPhGkDAX">https://t.co/hmXPhGkDAX</a> RT @JerotichSeii: 7. WaKenya: more than 900,000 electricity consumers are owed at least Sh10.1B - by ADMISSION of @KenyaPower @EPRA_Ke @EnergyMinK.	Sun Nov 21 04:38:56 +0000 2021	21/11/20 21 04:38:56	
14622792873153 45409	millichiachris	Every day you are here with true	Sun Nov 21 04:38:44 +0000 2021	21/11/20 21 04:38:44	

		<p>stories of theft &amp; poor service.</p> <p>We won't give up. Not even on IPPs &amp; PPAs (via Petition 59).</p> <p>#SwitchOffKPLC <a href="https://t.co/mVHrveJTYk">https://t.co/mVHrveJTYk</a> RT @JerotichSeii: 6. If the Notice of Appeal is overtaken by events, ALL the evidence including admissions by Tarus, Mheso &amp; Keter will be thrust aside + Sh10.1B stolen from us.</p> <p>Which leads me to ask @CJMarthaKoome how independent the @Kenyajudiciary actually is. @StateHouseKenya</p>			
1462279239554801667	millichiachris	<p>#SwitchOffKPLC <a href="https://t.co/wAMxisiiRb">https://t.co/wAMxisiiRb</a> RT @JerotichSeii: 2. When Apollo Mboya secretly settled Petition 6 of 2018, he was awarded costs to be paid by @KenyaPower &amp; @EPRA_Ke. This is in addition to an amount he allegedly received to kill the case focusing on the theft of OUR Sh10.1B by KPLC.</p>	Sun Nov 21 04:38:33 +0000 2021	21/11/2021 04:38:33	
1462278944556732417	millichiachris	<p>#SwitchOffKPLC <a href="https://t.co/QovxSnz2fw">https://t.co/QovxSnz2fw</a> Pole and happy birthday to your daughter. Those ones will switch themselves off.</p>	Sun Nov 21 04:37:22 +0000 2021	21/11/2021 04:37:22	
1462160578798145537	hotshotcreative	<p>#SwitchOffKPLC <a href="https://t.co/twYerLYQEU">https://t.co/twYerLYQEU</a></p>	Sat Nov 20 20:47:02 +0000 2021	20/11/2021 20:47:02	Nairobi

		RT @hotshotcreative: How is this not daylight robbery?				
		2k for @KenyaPower_Car e stima tokens attracts 758 shs charges?				
		78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.				
		How are people getting by?				
14621433441681 28518	Kelaiw	#SwitchOffKPLC <a href="https://t.co/DXgcPO4Gj6">https://t.co/DXgcPO4Gj6</a> RT @tonynjue: @KenyaPower_Car e we have no power	Sat Nov 20 19:38:33 +0000 2021	20/11/20 21 19:38:33	Nairobi, Kenya	
14620809609383 60833	MunyiKariithi	#37165104011 #switchoffkplc @KenyaPower_Car e we have no power	Sat Nov 20 15:30:39 +0000 2021	20/11/20 21 15:30:39	Nairobi	
14620647996559 07330	tonynjue	#37165104011 #switchoffkplc RT @IntrepidNomadK E: This is pure undiluted theft. 39 units for Kes 1,000? Normally I get around 54 units. I know @KenyaPower @KenyaPower_Car e will talk about 3 month averages etc. Sijafungua kisiagi or workshop. I will use a power logger & post results tuone ujuaji yenu.	Sat Nov 20 14:26:26 +0000 2021	20/11/20 21 14:26:26	Nairobi, Kenya	
14620594122611 50730	ajfactual52	#switchoffkplc @ajfactual52 <a href="https://t.co/qlgxpJvRAm">https://t.co/qlgxpJvRAm</a> This is pure undiluted theft. 39 units for Kes 1,000? Normally I get around 54 units. I know @KenyaPower @KenyaPower_Car e will talk about 3 month averages etc. Sijafungua kisiagi or workshop. I will use a power logger & post results tuone ujuaji yenu.	Sat Nov 20 14:05:02 +0000 2021	20/11/20 21 14:05:02	Nairobi Kenya	
14620395669075 92711	IntrepidNoma dKE	#switchoffkplc	Sat Nov 20 12:46:10 +0000 2021	20/11/20 21 12:46:10	Goma, DRC	



		@ajfactual52 <a href="https://t.co/qlgxpJvRAm">https://t.co/qlgxpJvRAm</a>			
14619985696873 39009	wayemoo	RT @Disdatsplah1: #SwitchOffKPLC @KenyaPower_Car e @KenyaPower Yaani tutastruggle hadi lini kplc? In one week we don't have lights for two days then they come back for a day and we have a crazy power surge that blows all of our sockets. Karibu ata tuchomekee kwa nyumba no lights from thurs-today <a href="https://t.co/mkwidMoj2A">https://t.co/mkwidMoj2A</a>	Sat Nov 20 10:03:16 +0000 2021	20/11/20 21 10:03:16	Nairobi, Kenya
14619951883736 67846	_njenjeeri	RT @Disdatsplah1: #SwitchOffKPLC @KenyaPower_Car e @KenyaPower Yaani tutastruggle hadi lini kplc? In one week we don't have lights for two days then they come back for a day and we have a crazy power surge that blows all of our sockets. Karibu ata tuchomekee kwa nyumba no lights from thurs-today <a href="https://t.co/mkwidMoj2A">https://t.co/mkwidMoj2A</a>	Sat Nov 20 09:49:50 +0000 2021	20/11/20 21 09:49:50	Kenya
		RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau			
		Hongera ndugu! 🙏			
14619895972488 97029	Paulloh11	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a>	Sat Nov 20 09:27:37 +0000 2021	20/11/20 21 09:27:37	Kenya

		RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau			
		Hongera ndugu! 🙏			
14619827832498 21709	cjgicheru	#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a> RT @Disdatsplah1: #SwitchOffKPLC @KenyaPower_Care @KenyaPower Yaani tutastruggle hadi lini kplc? In one week we don't have lights for two days then they come back for a day and we have a crazy power surge that blows all of our sockets. Karibu ata tuhomekee kwa nyumba no lights from thurs-today	Sat Nov 20 09:00:32 +0000 2021	20/11/20 21 09:00:32	Nairobi, Kenya
14619691028519 56743	muyungatia	<a href="https://t.co/mkwidMoj2A">https://t.co/mkwidMoj2A</a> RT @Disdatsplah1: #SwitchOffKPLC @KenyaPower_Care @KenyaPower Yaani tutastruggle hadi lini kplc? In one week we don't have lights for two days then they come back for a day and we have a crazy power surge that blows all of our sockets. Karibu ata tuhomekee kwa nyumba no lights from thurs-today	Sat Nov 20 08:06:10 +0000 2021	20/11/20 21 08:06:10	Plot 10. Free Area
14619683129638 42049	Canduh_	<a href="https://t.co/mkwidMoj2A">https://t.co/mkwidMoj2A</a> RT @Disdatsplah1: #SwitchOffKPLC @KenyaPower_Care @KenyaPower Yaani tutastruggle hadi lini kplc? In one week we don't have lights for two days then they come back for a day and we have a crazy power surge that blows all of our sockets. Karibu ata tuhomekee kwa nyumba no lights from thurs-today	Sat Nov 20 08:03:02 +0000 2021	20/11/20 21 08:03:02	Nairobi, Kenya
14619675812676 07555	EricMahasi	nyumba no lights	Sat Nov 20 08:00:08 +0000 2021	20/11/20 21 08:00:08	Nairobi, Kenya

		from thurs-today <a href="https://t.co/mkwidMoj2A">https://t.co/mkwidMoj2A</a>			
		RT @hotshotcreative: How is this not daylight robbery?			
		2k for @KenyaPower_Car e stima tokens attracts 758 shs charges?			
		78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.			
		How are people getting by?			
14619635905551 15521	Phariswawer u	#SwitchOffKPLC <a href="https://t.co/DXgcPO4Gj6">https://t.co/DXgcPO4Gj6</a> RT @hotshotcreative: How is this not daylight robbery?	Sat Nov 20 07:44:16 +0000 2021	20/11/20 21 07:44:16	
		2k for @KenyaPower_Car e stima tokens attracts 758 shs charges?			
		78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.			
		How are people getting by?			
14619630182800 01536	DavisGathum bi	#SwitchOffKPLC <a href="https://t.co/DXgcPO4Gj6">https://t.co/DXgcPO4Gj6</a> RT @JerotichSeii: It would be great to see the same for specific @KenyaPower board members + @StateHouseKenya a @EnergyMinK @EPRA_Ke @KETRACO1 officials.	Sat Nov 20 07:42:00 +0000 2021	20/11/20 21 07:42:00	Nairobi
14619623043634 05312	done_grass	Electricity consumers are not foolish enough to believe that our stolen billions are in the [offshore] accts of KPLC staff	Sat Nov 20 07:39:09 +0000 2021	20/11/20 21 07:39:09	Nairobi, Kenya

		alone.				
		#SwitchOffKPLC https://t.co/WWbbo4mMiN				
		RT @hotshotcreative: How is this not daylight robbery?				
		2k for @KenyaPower_Care estima tokens attracts 758 shs charges?				
		78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.				
		How are people getting by?				
14619602657387 23330	Mtotowadha mbi	#SwitchOffKPLC https://t.co/DXgcPO4Gj6 RT @hotshotcreative: How is this not daylight robbery?	Sat Nov 20 07:31:03 +0000 2021	20/11/20 21 07:31:03	Nairobi, Kenya	
		2k for @KenyaPower_Care estima tokens attracts 758 shs charges?				
		78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.				
		How are people getting by?				
14619602352503 31658	AdoraLynnaya	#SwitchOffKPLC https://t.co/DXgcPO4Gj6 RT @hotshotcreative: How is this not daylight robbery?	Sat Nov 20 07:30:56 +0000 2021	20/11/20 21 07:30:56		
		2k for @KenyaPower_Care estima tokens attracts 758 shs charges?				
		78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.				
14619598348075 54050	iszmbuthia	#SwitchOffKPLC https://t.co/DXgcPO4Gj6 RT @hotshotcreative: How is this not daylight robbery?	Sat Nov 20 07:29:21 +0000 2021	20/11/20 21 07:29:21	Nairobi	

		electronics.  How are people getting by?  #SwitchOffKPLC <a href="https://t.co/DXgcPO4Gj6">https://t.co/DXgcPO4Gj6</a>			
		RT @hotshotcreative: How is this not daylight robbery?  2k for @KenyaPower_Care estima tokens attracts 758 shs charges?  78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.  How are people getting by?			
14619591953229 90598	Mwirigi	#SwitchOffKPLC <a href="https://t.co/DXgcPO4Gj6">https://t.co/DXgcPO4Gj6</a> How is this not daylight robbery?  2k for @KenyaPower_Care estima tokens attracts 758 shs charges?  78 units lasts barely 4 days. No electric cooker. Energy saver LED bulbs. Fridge. TV. Basic electronics.  How are people getting by?	Sat Nov 20 07:26:48 +0000 2021	20/11/20 21 07:26:48	Nairobi, Kenya
14619585640676 51587	hotshotcreative	#SwitchOffKPLC <a href="https://t.co/DXgcPO4Gj6">https://t.co/DXgcPO4Gj6</a> RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau	Sat Nov 20 07:24:18 +0000 2021	20/11/20 21 07:24:18	Nairobi
14619583954734 16196	PM202011		Sat Nov 20 07:23:38 +0000 2021	20/11/20 21 07:23:38	

			Hongera ndugu! 🗨️			
			#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a>			
			RT @JerotichSeii: "The judgment is just. We have been working on this project since 2001 and after 20 years, we will be added to the plan despite attempts to divest our accrued rights to develop the project." Gitson Energy CEO, James Gitau			
			Hongera ndugu! 🗨️			
14619513549608 09984	evanstallam		#SwitchOffKPLC <a href="https://t.co/004BrmL9EH">https://t.co/004BrmL9EH</a> RT @JerotichSeii: It would be great to see the same for specific @KenyaPower board members + @StateHouseKenya @EnergyMinKenya @EPRA_Ke @KETRACO1 officials.	Sat Nov 20 06:55:39 +0000 2021	20/11/20 21 06:55:39	Nairobi, Kenya
			Electricity consumers are not foolish enough to believe that our stolen billions are in the [offshore] accts of KPLC staff alone.			
14619476451324 31362	malobations		#SwitchOffKPLC <a href="https://t.co/WWbbo4mMiN">https://t.co/WWbbo4mMiN</a> #SwitchOffKPLC @KenyaPower_Care @KenyaPower Yaani tutastruggle hadi lini kplc? In one week we don't have lights for two days then they come back for a day and we have a crazy power surge that blows all of our sockets. Karibu ata tuhomekee kwa nyumba no lights from thurs-today	Sat Nov 20 06:40:54 +0000 2021	20/11/20 21 06:40:54	
14619422931711 59047	Disdatsplah1		<a href="https://t.co/mkwidMoj2A">https://t.co/mkwidMoj2A</a>	Sat Nov 20 06:19:38 +0000 2021	20/11/20 21 06:19:38	

14619419106004  
00896

14619419106004  
00896

F\_kanyoko

F\_kanyoko

RT @JerotichSeii:  
"The judgment is  
just. We have been  
working on this  
project since 2001  
and after 20 years,  
we will be added to  
the plan despite  
attempts to divest  
our accrued rights  
to develop the  
project." Gitson  
Energy CEO,  
James Gitau

Hongera ndugu! 🙏

#SwitchOffKPLC  
<https://t.co/004BrmL9EH>  
RT @JerotichSeii:  
"The judgment is  
just. We have been  
working on this  
project since 2001  
and after 20 years,  
we will be added to  
the plan despite  
attempts to divest  
our accrued rights  
to develop the  
project." Gitson  
Energy CEO,  
James Gitau

Hongera ndugu! 🙏

#SwitchOffKPLC  
<https://t.co/004BrmL9EH>

Sat Nov 20  
06:18:07 +0000  
2021

20/11/20  
21  
06:18:07

Nairobi, Kenya

Sat Nov 20  
06:18:07 +0000  
2021

20/11/20  
21  
06:18:07

Nairobi, Kenya

**APPENDIX 4: NACOSTI License**


  
**REPUBLIC OF KENYA**
  
 National Commission for Science, Technology and Innovation


  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION.**

Ref No: **716545**
Date of Issue: **26/September/2023**

**RESEARCH LICENSE**



**This is to Certify that Ms. Sylvia Wachera Gaita of United States International University, Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic:**  
**APPLICATION OF SITUATIONAL CRISIS COMMUNICATION THEORY IN THE ANALYSIS OF COMMUNICATION RESPONSES ON SOCIAL MEDIA BEFORE AND AFTER A CRISIS BY KENYA POWER COMPANY for the period ending : 26/September/2024.**

License No: **NACOSTI/P/23/29751**

  
 Director General

**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

**Verification QR Code**



**NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.**

**See overleaf for conditions**