

## **APPENDIX 1**

- Cover letter (e-mail) to Chief Executive Officers (CEOs), Managing Directors (MDs) and Financial Directors (FDs)

Dear **[respondent name]**

Financial communication: who's responsibility is it? Corporate communication? Accounting? How does **[company name]** Ltd approach the management of financial communication?

My name is Norlé Schoonraad. I am currently doing research on how South African companies approach the management of financial communication. I will appreciate it if you would complete a short questionnaire by clicking on the following URL:

<http://otter.unisa.ac.za/fincomsurvey.html>

The questionnaire can be optimally viewed in Internet Explorer, but can also be accessed via Netscape.

I realise that you are extremely busy and constantly bombarded by requests from researchers to complete questionnaires. This questionnaire consists of 19 questions, which will take approximately 15 minutes to complete. Please submit the questionnaire before 29 August 2003.

After completing the questionnaire, click on "Submit". An e-mail containing your inputs will automatically be generated and sent directly to my e-mail address ([schoon@unisa.ac.za](mailto:schoon@unisa.ac.za)). The information you provide will be treated as confidential and names of respondents and companies will be kept anonymous in the research report.

Please note: if you are unable to submit the questionnaire via the Internet, you are more than welcome to fax it to 012 429 3346.

The questionnaire offers the option to request a report of the research results, which will be made available in January 2004.

Yours sincerely

Norlé Schoonraad (ms)  
Lecturer: Department of Communication Science  
Unisa

Student: M Com (Communication Management)  
Department of Marketing and Communication Management  
University of Pretoria

Supervisors:  
Prof Anske Grobler  
Department of Marketing and Communication Management  
University of Pretoria  
Tel: 012 420 2306

Prof Daan Gouws  
Department of Accounting and Finance  
University of Pretoria  
**Tel: 012 420 3411**

## **APPENDIX 2**

- Cover letter (e-mail) to Company Secretaries and Information Helpdesk

## University of Pretoria etd - Schoonraad, N (2004)

Dear **[contact name]**

I will appreciate it if you will bring the following request to the attention of the Financial Director, or the person in charge of your company's financial communication.

Thank you very much

Norlé Schoonraad (ms)  
Lecturer: Department of Communication Science  
UNISA

Financial communication: who's responsibility is it? Corporate communication? Accounting? How does **[company name]** Ltd approach the management of financial communication?

My name is Norlé Schoonraad. I am currently doing research on how South African companies approach the management of financial communication. I will appreciate it if you would complete a short questionnaire by clicking on the following URL:

<http://otter.unisa.ac.za/fincomsurvey.html>

The questionnaire can be optimally viewed in Internet Explorer, but can also be accessed via Netscape.

I realise that you are extremely busy and constantly bombarded by requests from researchers to complete questionnaires. This questionnaire consists of 19 questions, which will take approximately 15 minutes to complete. Please submit the questionnaire before 29 August 2003.

After completing the questionnaire, click on "Submit". An e-mail containing your inputs will automatically be generated and sent directly to my e-mail address ([schoon@unisa.ac.za](mailto:schoon@unisa.ac.za)). The information you provide will be treated as confidential and names of respondents and companies will be kept anonymous in the research report.

Please note: if you are unable to submit the questionnaire via the Internet, you are more than welcome to fax it to 012 429 3346.

The questionnaire offers the option to request a report of the research results, which will be made available in January 2004.

Yours sincerely

Norlé Schoonraad (ms)  
Lecturer: Department of Communication Science  
Unisa

Student: M Com (Communication Management)  
Department of Marketing and Communication Management  
University of Pretoria

Supervisors:  
Prof Anske Grobler  
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Tel: 012 420 2306

Prof Daan Gouws  
Department of Accounting and Finance  
University of Pretoria  
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Norlé Schoonraad  
Department of Communication Science  
UNISA  
[schoon@unisa.ac.za](mailto:schoon@unisa.ac.za)  
Tel: (012) 429-6323

## **APPENDIX 3**

- Questionnaire in html and MS Word format

## WELCOME TO THE FINANCIAL COMMUNICATION SURVEY

- This questionnaire has been designed in such a way that it should take you approximately 15 minutes to complete it.
- The questionnaire consists of 19 questions.
- Please select the option that is relevant to your company by clicking on the appropriate option in the space provided.
- If none of the options accurately describes your company's approach or situation, please use the "Other" option and type in brief details.
- Questions marked with an asterisk (\*) are required please.

**\* 1. Please fill in your company's name.**

**\* 2. Please fill in your position in the company.**

**\* 3. Please choose the statement that best describes the way in which your company's *public relations/ corporate communication* efforts are coordinated.**

**My company's public relations/corporate communication efforts are ...**

|                          |                                                                   |
|--------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> | coordinated by the Public Relations department.                   |
| <input type="checkbox"/> | coordinated by the Corporate Communication department.            |
| <input type="checkbox"/> | coordinated by the Public Affairs department.                     |
| <input type="checkbox"/> | coordinated by the Marketing department.                          |
| <input type="checkbox"/> | coordinated by a special section within the Marketing department. |
| <input type="checkbox"/> | Other (Please specify) <input type="text"/>                       |

\* 4. What is the title of the most senior *public relations / corporate communication manager*?

|                          |                                                                                                                 |
|--------------------------|-----------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | Director: Public Relations - <b>Proceed to Question 6</b>                                                       |
| <input type="checkbox"/> | Director: Corporate Communication - <b>Proceed to Question 6</b>                                                |
| <input type="checkbox"/> | Director: Public Affairs - <b>Proceed to Question 6</b>                                                         |
| <input type="checkbox"/> | Senior manager: Public Relations - <b>Proceed to Question 5</b>                                                 |
| <input type="checkbox"/> | Senior manager: Corporate Communication - <b>Proceed to Question 5</b>                                          |
| <input type="checkbox"/> | Senior manager: Public Affairs - <b>Proceed to Question 5</b>                                                   |
| <input type="checkbox"/> | Manager: Public Relations - <b>Proceed to Question 5</b>                                                        |
| <input type="checkbox"/> | Manager: Corporate Communication - <b>Proceed to Question 5</b>                                                 |
| <input type="checkbox"/> | Manager: Public Affairs - <b>Proceed to Question 5</b>                                                          |
| <input type="checkbox"/> | Other (Please specify) <input style="width: 500px; height: 20px;" type="text"/><br><b>Proceed to Question 6</b> |

5. If the most senior public relations / corporate communication manager is NOT a director, who is his/her immediate supervisor?

|                          |                                                                                 |
|--------------------------|---------------------------------------------------------------------------------|
| <input type="checkbox"/> | Chief Executive Officer                                                         |
| <input type="checkbox"/> | Executive Chairman                                                              |
| <input type="checkbox"/> | Managing Director                                                               |
| <input type="checkbox"/> | Director of Marketing                                                           |
| <input type="checkbox"/> | Senior manager: Marketing                                                       |
| <input type="checkbox"/> | Other (please specify) <input style="width: 500px; height: 20px;" type="text"/> |

\* 6. On a scale of 1 (**not important at all**) to 7 (**very important**), please indicate *how important or unimportant* the following activities are, as part of the *responsibilities* of the most senior public relations / corporate communication manager in your company.

|                                                                                        |   |   |   |   |   |   |   |
|----------------------------------------------------------------------------------------|---|---|---|---|---|---|---|
| Developing a <b>communication</b> strategy for the company.                            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Monitoring environmental developments that might affect the <b>company's</b> strategy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Deciding what should be communicated to stakeholders.                                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Implementing communication plans/campaigns.                                            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Providing inputs into the <b>company's</b> strategy formulation process.               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |



- \* 7. Please provide *your* definition of the concept “*financial communication*” in the space provided below. (Not more than 50 words.)

|  |
|--|
|  |
|--|

- \* 8. On a scale of 1 (**not important at all**) to 7 (**very important**), please indicate *how important or unimportant* it is to your company to engage in *financial communication* with each of the following *stakeholder groups*:

|                               |   |   |   |   |   |   |   |
|-------------------------------|---|---|---|---|---|---|---|
| Banking institutions          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Customers                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Employees                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Environmental pressure groups | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Financial analysts            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| General public                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Government                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Institutional shareholders    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Individual shareholders       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Local communities             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Managers                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Media                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Suppliers                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Trade unions                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Other                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Please specify:               |   |   |   |   |   |   |   |

- \* 9. On a scale of 1 (**strongly disagree**) to 7 (**strongly agree**), please indicate *to what extent* do you disagree or agree with the following statement:

|                                                                                                                            |   |   |   |   |   |   |   |
|----------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|
| Adherence to statutory and JSE requirements is adequate to meet the financial communication needs of <b>stakeholders</b> . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|

10. If you *disagreed* with the statement in Question 9 (if you chose options 1, 2 or 3), please state your reasons for disagreeing. (Not more than 50 words.)

|  |
|--|
|  |
|--|

- \* 11. How are your company's *financial communication* efforts coordinated?  
Select only *one* option.

|                               |                                                                                                                                      |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/>      | By a separate department - <b>Proceed to Questions 12 &amp; 13</b>                                                                   |
| <input type="checkbox"/>      | By a cross-functional team - <b>Proceed to Questions 14 &amp; 15</b>                                                                 |
| <input type="checkbox"/>      | By the Financial department - <b>Proceed to Question 16</b>                                                                          |
| <input type="checkbox"/>      | By the Public Relations department - <b>Proceed to Question 16</b>                                                                   |
| <input type="checkbox"/>      | By the Corporate Communication department - <b>Proceed to Question 16</b>                                                            |
| <input type="checkbox"/>      | By the Marketing department - <b>Proceed to Question 16</b>                                                                          |
| <input type="checkbox"/>      | By the Legal department - <b>Proceed to Question 16</b>                                                                              |
| <input type="checkbox"/>      | Other (Please specify) <table border="1" style="display: inline-table; width: 500px; height: 20px; vertical-align: middle;"></table> |
| <b>Proceed to Question 16</b> |                                                                                                                                      |

12. If your company's financial communication efforts are coordinated by a *separate department*, please type in the name of the department in the space provided below.

|  |
|--|
|  |
|--|

13. If a *separate department* coordinates your company's financial communication efforts, what is the main field of expertise of the manager/head of this department?

Select only *one* option.

|                          |                                                                                                                                      |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | Financial Accounting                                                                                                                 |
| <input type="checkbox"/> | Economics                                                                                                                            |
| <input type="checkbox"/> | Public Relations                                                                                                                     |
| <input type="checkbox"/> | Marketing                                                                                                                            |
| <input type="checkbox"/> | Investment                                                                                                                           |
| <input type="checkbox"/> | Other (Please specify) <table border="1" style="display: inline-table; width: 500px; height: 20px; vertical-align: middle;"></table> |

**Proceed to Question 16.**

14. If a *cross-functional team* coordinates your company's financial communication efforts, please indicate which of the following functions are represented in this team.

Select **ALL** the appropriate options.

|                          |                         |  |
|--------------------------|-------------------------|--|
| <input type="checkbox"/> | Marketing               |  |
| <input type="checkbox"/> | Public Relations        |  |
| <input type="checkbox"/> | Corporate Communication |  |
| <input type="checkbox"/> | Public Affairs          |  |
| <input type="checkbox"/> | Accounting              |  |
| <input type="checkbox"/> | Legal                   |  |
| <input type="checkbox"/> | Other (Please specify)  |  |

15. Who is the *leader* of this *cross-functional team*?

|                          |                                 |  |
|--------------------------|---------------------------------|--|
| <input type="checkbox"/> | Head of Marketing               |  |
| <input type="checkbox"/> | Head of Public Relations        |  |
| <input type="checkbox"/> | Head of Corporate Communication |  |
| <input type="checkbox"/> | Head of Public Affairs          |  |
| <input type="checkbox"/> | Head of Financial Department    |  |
| <input type="checkbox"/> | Head of Legal Department        |  |
| <input type="checkbox"/> | No appointed leader             |  |
| <input type="checkbox"/> | Other (Please specify)          |  |

**Continue with Question 16**

- \* 16. On a scale of 1 (0% responsibility) to 7 (100% responsibility), please indicate to what extent does the *most senior financial manager* take responsibility for the following aspects of *financial communication*:

|                                                                         |   |   |   |   |   |   |   |
|-------------------------------------------------------------------------|---|---|---|---|---|---|---|
| Environmental scanning to identify issues and the stakeholders involved | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Research to identify the financial information needs of stakeholders    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Formulation of a financial communication strategy                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Planning financial communication campaigns / programmes                 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Formulation of financial content messages                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Implementing financial communication campaigns / programmes             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Evaluating financial communication campaigns / programmes               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

- \* 17. On a scale of 1 (0% responsibility) to 7 (100% responsibility), please indicate to what extent does the *most senior public relations / corporate communication manager* take responsibility for the following aspects of *financial communication*:

|                                                                         |   |   |   |   |   |   |   |
|-------------------------------------------------------------------------|---|---|---|---|---|---|---|
| Environmental scanning to identify issues and the stakeholders involved | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Research to identify the financial information needs of stakeholders    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Formulation of a financial communication strategy                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Planning financial communication campaigns / programmes                 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Formulation of financial content messages                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Implementing financial communication campaigns / programmes             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Evaluating financial communication campaigns / programmes               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

- \* 18. On a scale of 1 (0 % outsourced) to 7 (100% outsourced), please indicate to what extent does your company *outsource* the following aspects of *financial communication* to consultants:

|                                                                         |   |   |   |   |   |   |   |
|-------------------------------------------------------------------------|---|---|---|---|---|---|---|
| Environmental scanning to identify issues and the stakeholders involved | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Research to identify the financial information needs of stakeholders    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Formulation of a financial communication strategy                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Planning financial communication campaigns / programmes                 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Formulation of financial content messages                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Implementing financial communication campaigns / programmes             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Evaluating financial communication campaigns / programmes               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

- \* 19. Do you wish to receive a report of the research results?

  


Yes please

No thank you

**Thank you for your time and effort. It is much appreciated!**

Your browser either doesn't support the JavaScript on this page or you have configured it not to evaluate scripts. Because of this you won't get a second chance to check your entries so please check the form carefully before selecting Send.

## WELCOME TO THE FINANCIAL COMMUNICATION SURVEY

This questionnaire has been designed in such a way that it should take you approximately 15 minutes to complete it. This questionnaire consists of 19 questions. Please select the option that is relevant to your company by clicking on the appropriate option in the space provided. If none of the options accurately describes your company's approach or situation, please use the "Other" option and type in brief details. Questions marked with an asterisk (\*) are required please. After completing the questionnaire, click on "**Submit**".

\* 1. Please fill in your company's name.

\* 2. Please fill in your position in the company.

\* 3. Please choose the statement that best describes the way in which your company's *public relations / corporate communication* efforts are coordinated.

**My company's public relations / corporate communication efforts are ...**

|                                                                              |                                                                     |                                                                |                                                                                         |
|------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <input type="radio"/> coordinated by the Public Relations department.        | <input type="radio"/> coordinated by the Public Affairs department. | <input type="radio"/> coordinated by the Marketing department. | <input type="radio"/> coordinated by a special section within the Marketing department. |
| <input type="radio"/> coordinated by the Corporate Communication department. |                                                                     |                                                                |                                                                                         |

Please specify

**\* 4. What is the title of the most senior public relations / corporate communication manager?**

|                                                                                 |                                                                        |                                                                                |                                                                                       |                                                                              |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <input type="radio"/> Director: Public Relations - Proceed to Question 6        |                                                                        | <input type="radio"/> Senior Manager: Public Relations - Proceed to Question 5 | <input type="radio"/> Senior Manager: Corporate Communication - Proceed to Question 5 | <input type="radio"/> Senior Manager: Public Affairs - Proceed to Question 5 |
| <input type="radio"/> Director: Corporate Communication - Proceed to Question 6 | <input type="radio"/> Director: Public Affairs - Proceed to Question 6 |                                                                                |                                                                                       |                                                                              |
| Please specify                                                                  |                                                                        |                                                                                |                                                                                       |                                                                              |
| <input type="text"/>                                                            |                                                                        |                                                                                |                                                                                       |                                                                              |

**5. If the most senior public relations / corporate communication manager is NOT a director, who is his/her immediate supervisor?**

|                                               |                                         |                                             |                                                 |                             |
|-----------------------------------------------|-----------------------------------------|---------------------------------------------|-------------------------------------------------|-----------------------------|
| <input type="radio"/> Chief Executive Officer |                                         |                                             |                                                 |                             |
| <input type="radio"/> Executive Chairman      | <input type="radio"/> Managing Director | <input type="radio"/> Director of Marketing | <input type="radio"/> Senior Manager: Marketing | <input type="radio"/> Other |
| Please specify                                |                                         |                                             |                                                 |                             |
| <input type="text"/>                          |                                         |                                             |                                                 |                             |

**\* 6. On a scale of 1 (not important at all) to 7 (very important), please indicate how important or unimportant the following activities are, as part of the responsibilities of the most senior public relations / corporate communication manager in your company.**

|                                                                                        | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     |
|----------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Developing a <b>communication</b> strategy for the company.                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Monitoring environmental developments that might affect the <b>company's</b> strategy. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Deciding what should be communicated to stakeholders.                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Implementing communication plans / campaigns.                                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Providing inputs into the <b>company's</b> strategy formulation process.               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

\* 7. Please provide *your* definition of the concept "*financial communication*" in the space provided below. (Not more than 50 words.)

\* 8. On a scale of 1 (not important at all) to 7 (very important), please indicate how important or unimportant it is to your company to engage in *financial communication* with each of the following stakeholder groups:

|                                                                   |                         |                         |                         |                         |                         |                         |                         |
|-------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                   |                         |                         |                         |                         |                         |                         |                         |
| Banking institutions                                              | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Customers                                                         | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Employees                                                         | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Environmental pressure groups                                     | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Financial analysts                                                | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| General public                                                    | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 6 |
| Government                                                        | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Institutional shareholders                                        | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Individual shareholders                                           | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Local communities                                                 | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Managers                                                          | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Media                                                             | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Suppliers                                                         | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Trade unions                                                      | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Other - Please specify <input style="width: 150px;" type="text"/> | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |

\* 9. On a scale of 1 (strongly disagree) to 7 (strongly agree), please indicate to what extent do you disagree or agree with the following statement:

|                                                                                                                    |                         |                         |                         |                         |                         |                         |                         |
|--------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                                                                    |                         |                         |                         |                         |                         |                         |                         |
| Adherence to statutory and JSE requirements is adequate to meet the financial communication needs of stakeholders. | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |



10. If you *disagreed* with the statement in Question 9 (if you chose options 1, 2 or 3), please state your reasons for disagreeing.  
(Not more than 50 words.)

\* &nbsp;11. How are your company's *financial communication* efforts coordinated?

Select only *one* option.

|                                                                                            |                                                                                   |                                                                                          |                                                                                                 |                                              |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------|
| <input type="radio"/> By a separate department - <b>Proceed to Questions 12 &amp; 13</b>   | <input type="radio"/> By the Financial department - <b>Proceed to Question 16</b> | <input type="radio"/> By the Public Relations department - <b>Proceed to Question 16</b> | <input type="radio"/> By the Corporate Communication department - <b>Proceed to Question 16</b> | <input type="radio"/> I Ma de p - P to Qu 16 |
| <input type="radio"/> By a cross-functional team - <b>Proceed to Questions 14 &amp; 15</b> |                                                                                   |                                                                                          |                                                                                                 |                                              |
| Please specify                                                                             |                                                                                   |                                                                                          |                                                                                                 |                                              |
| <input style="width: 100%;" type="text"/>                                                  |                                                                                   |                                                                                          |                                                                                                 |                                              |

12. If your company's financial communication efforts are coordinated by a *separate department*, please provide the name of the department in the space provided below.

13. If a *separate department* coordinates your company's financial communication efforts, what is the main field of expertise of the manager / head of this department?

Select only *one* option.

|                                            |                                        |                                 |                                  |                           |
|--------------------------------------------|----------------------------------------|---------------------------------|----------------------------------|---------------------------|
| <input type="radio"/> Financial Accounting | <input type="radio"/> Public Relations | <input type="radio"/> Marketing | <input type="radio"/> Investment | <input type="radio"/> Oth |
| <input type="radio"/> Economics            |                                        |                                 |                                  |                           |
| Please specify                             |                                        |                                 |                                  |                           |
| <input style="width: 100%;" type="text"/>  |                                        |                                 |                                  |                           |

**Proceed to Question 16.**

**14. If a *cross-functional team* coordinates your company's financial communication efforts, please indicate which of the following functions are represented in this team.**

**Select ALL the appropriate options.**

|                                           |                                                  |                                         |                                     |                            |
|-------------------------------------------|--------------------------------------------------|-----------------------------------------|-------------------------------------|----------------------------|
| <input type="checkbox"/> Marketing        | <input type="checkbox"/> Corporate Communication | <input type="checkbox"/> Public Affairs | <input type="checkbox"/> Accounting | <input type="checkbox"/> I |
| <input type="checkbox"/> Public Relations |                                                  |                                         |                                     |                            |
| Please specify                            |                                                  |                                         |                                     |                            |
| <input type="text"/>                      |                                                  |                                         |                                     |                            |

**15. Who is the *leader* of this *cross-functional team*?**

|                                                |                                                       |                                              |                                                    |                                                |
|------------------------------------------------|-------------------------------------------------------|----------------------------------------------|----------------------------------------------------|------------------------------------------------|
| <input type="radio"/> Head of Marketing        | <input type="radio"/> Head of Corporate Communication | <input type="radio"/> Head of Public Affairs | <input type="radio"/> Head of Financial Department | <input type="radio"/> Head of Legal Department |
| <input type="radio"/> Head of Public Relations |                                                       |                                              |                                                    |                                                |
| Please specify                                 |                                                       |                                              |                                                    |                                                |
| <input type="text"/>                           |                                                       |                                              |                                                    |                                                |

**Continue with Question 16.**

**\* 16. On a scale of 1(0% responsibility) to 7 (100% responsibility), please indicate to what extent does the *most senior financial manager* take responsibility for the following aspects of *financial communication*:**

|                                                                          | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     |
|--------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Environmental scanning to identify issues and the stakeholders involved. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Research to identify the financial information needs of stakeholders.    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Formulation of a financial communication strategy.                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Planning financial communication campaigns / programmes.                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Formulation of financial content messages.                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Implementing financial communication campaigns / programmes.             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Evaluating financial communication campaigns / programmes.               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**\* 17. On a scale of 1(0% responsibility) to 7 (100% responsibility), please indicate to what extent does the *most senior public relations / corporate communication manager* take responsibility for the following aspects of**

**financial communication:**

|                                                                          |                         |                         |                         |                         |                         |                         |                         |
|--------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                          |                         |                         |                         |                         |                         |                         |                         |
| Environmental scanning to identify issues and the stakeholders involved. | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Research to identify the financial information needs of stakeholders.    | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Formulation of a financial communication strategy.                       | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Planning financial communication campaigns / programmes.                 | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Formulation of financial content messages.                               | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Implementing financial communication campaigns / programmes.             | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Evaluating financial communication campaigns / programmes.               | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |

**\* 18. On a scale of 1(0% outsourced) to 7 (100% outsourced), please indicate to what extent does your company outsource the following aspects of financial communication to consultants:**

|                                                                          |                         |                         |                         |                         |                         |                         |                         |
|--------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                          |                         |                         |                         |                         |                         |                         |                         |
| Environmental scanning to identify issues and the stakeholders involved. | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Research to identify the financial information needs of stakeholders.    | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Formulation of a financial communication strategy.                       | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Planning financial communication campaigns / programmes.                 | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Formulation of financial content messages.                               | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Implementing financial communication campaigns / programmes.             | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |
| Evaluating financial communication campaigns / programmes.               | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> 6 | <input type="radio"/> 7 |

**\* 19. Do you wish to receive a report of the research results?**

Yes please  No thank you

**Click the "submit" button once you are sure that the information supplied is correct.**

**Click "reset" to clear and start over.**

**Thank you for your time and effort. It is much appreciated.**

Submit

Reset and start over