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APPENDICES CHAPTER SIX

APPENDIX 1:

RESEARCH AND PLANNING PHASES OF THE MODEL FOR DEVELOPING A COMMUNICATION PLAN

Class Notes 1999
Strategic Communication Management
KOB 320, Module A

Study unit 1.4: CORPORATE COMMUNICATION PLAN

1.1 Research
Problem or opportunity statement Situation analysis

1.1.1 Opportunity or problem statement

This statement accounts for **why action is required** at this time. If corporate communication is **practised strategically**, the motivation/situation will flow directly from the **corporate communication and organisational strategy**. However, ad hoc plans must sometimes be made to respond to unforeseen circumstances or a crisis situation.

- Is there a unique opportunity to favourably influence stakeholder attitudes/opinions/behaviours toward the organisation (**pro-active plan**);
- What is the source of
 - the *organisational* (business) problem/issue;
 - the *management communication* issues;
 - the *communication* problem where messages are not getting through to receivers;
- Is the plan a response to the development of unfavourable attitudes/opinions/behaviours toward the organisation (**reactive plan**).

1.1.2 Situation analysis

The situation analysis **examines** the motivation or situation that prompted the effort **in depth**. All aspects of the specific situation must be thoroughly studied to discover what **attitudes, opinions or behaviours** should be changed, among which stakeholders/publics and what kind of communication will be necessary to accomplish these ends.

To be effective, the communication plan should **fit the organisational culture**. The research needed may involve the study of documents as well as people and behaviour.

1.2 Planning

Communication goals
(Overall, long term)
Communication objectives
(Specific, short term)

1.2.1 Goal setting

This step is frequently overlooked by communicators. Each communication situation should be approached as a goal-setting activity. Goals help to direct attention and action because they specify the **target** to shoot for, stating where one wants to be in the **long run**. When communication is practised strategically, corporate communication goals flow from the organisation's strategic issues. However, from time to time ad hoc plans must be drawn up, in which case goals will be set at this stage.

Students should be aware of the fact that in the literature, there seems to be some **confusion** about the difference between **goals and objectives**. Some authors use the terms interchangeably, while others such as Newsom, Turk and Kruckeberg describe communication goals as set tasks to be accomplished within a given time period and to a specified degree. The latter is **not correct**, since this is a description of **objectives** (achievements or **incremental steps marking progress** along the way--**smaller, shorter-ranged and measurable**). A correct description of a **goal** is the **overall destination** of where an organisation wants to go—it is not specific nor measurable, and can be said to be a mini-vision.

1.2.2 Objectives

Objectives are expected **solutions to day-to-day problems**. They are **shorter term, very specific** and should create word pictures in your mind about what is to be done and what is to be expected. Objectives transform the problem/opportunity statement into a form that can be **achieved and measured**. If the problem is clearly stated, the objective is much easier to see and to evaluate. (Evaluation research is done to evaluate the achievement of objectives).

All objectives should be goal-related and are not to be created in a vacuum. **A few objectives** (at least 2 or 3) should be stated for **each goal** in a communication plan.

Objectives are the single most important element in the public relations **planning** process. They represent the corporate communication department/organisation's **desired outcomes** in communicating with the targeted groups. They are the *raison d'être* (reason for being) for corporate communication programmes/plans.

Many organisations are now using management by objectives (**MBO**) which involves **co-operative goal setting** by groups of superiors and subordinates in the employee hierarchy.

It is very important for students to be able to differentiate between the two basic types of objectives used in communication plans, namely impact objectives and output objectives.

- **Output objectives:**

These objectives represent the **work to be produced (what the PR practitioner does)**, e.g. the distribution or execution of programme materials. Also called **process objectives**, they refer to stated intentions regarding **programme production and effort** (or output). Process objectives **focus on the campaign or plan or communication** (e.g. contacting all voters in the area and giving them a piece of literature), and not on the stakeholders/publics (e.g. influencing the voters and getting a certain percentage of them to vote for your candidate). These activities should not be confused with desired **programme impacts** (the **outcomes**, i.e. the desired impact on stakeholders/publics).

In the best of all possible worlds, communication managers would set only **impact objectives**. In the real world, however, output objectives are more common, possibly because they are easier to measure. Unfortunately, **output objectives are unrelated to the actual impact** the programme may have on its intended stakeholders/publics. Therefore, such programmes do not necessarily support organisational strategies or make a contribution to organisational effectiveness. This is an important factor causing top management dissatisfaction with the communication function.

- **Impact objectives**

There are three kinds of impact objectives:

⇒ **Informational objectives** include **message exposure** to, **message comprehension** by, or **message retention** by the stakeholder/public. Such objectives are appropriate when an action or event is to be publicised or an audience is to be educated e.g. *“to increase employee awareness of new plant safety procedures by 50% during a three-month safety campaign”*.

⇒ **Attitudinal objectives** aim at modifying the way stakeholders/publics feel about the client or organisation and its products or services. It may consist of :

- ◆ **forming new attitudes** where none exist, e.g. *“to create favourable attitudes toward the Old Mutual as an investment opportunity among 25% of its former policy holders during the first three months after demutualisation”*.
- ◆ **reinforcing existing attitudes** e.g. *“to reinforce favourable opinion toward a non-profit organisation among 80% of its past donors during March and April”*.
- ◆ **changing existing attitudes** e.g. *“to reverse within a period of one year the negative attitudes and ill will now being expressed toward the manufacturer of a defective product among 20% of former and current customers”*.

⇒ **Behavioural objectives** involve the **modification of behaviours** toward the client or organisation e.g. *“to accomplish adoption of new safety procedures among 75% of the organisation’s employees by September 16”*.

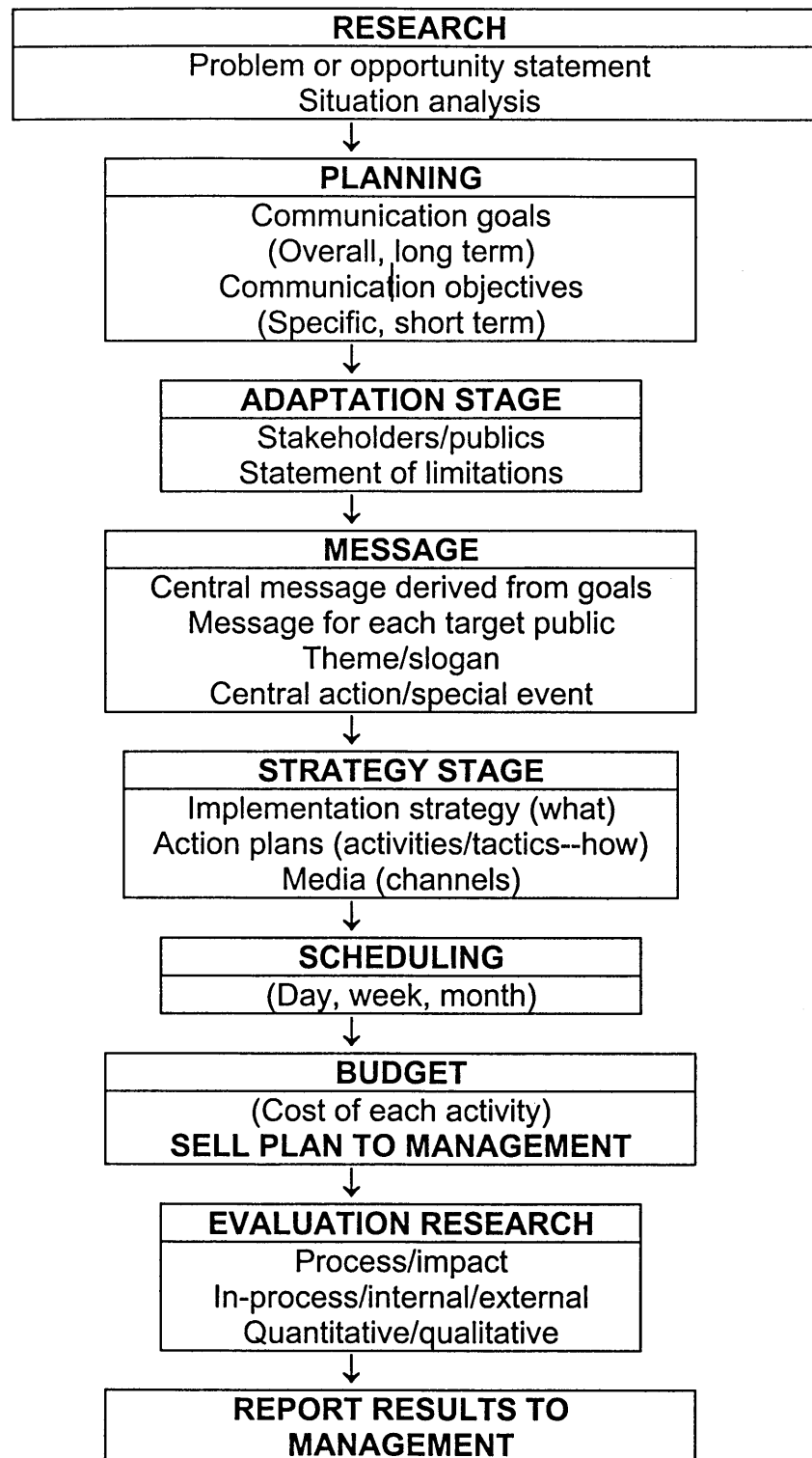
In the public relations process, **objectives precede and govern programming decisions**.



APPENDIX 2:

MODEL FOR DEVELOPING A COMMUNICATION PLAN

MODEL FOR DEVELOPING A COMMUNICATION PLAN





APPENDIX 3:

THE NEW HOPE SCHOOL FOR SPECIALISED EDUCATION



A COMMUNICATION STRATEGY AND PLAN FOR A NON-PROFIT ORGANIZATION

**Prepared for
Me. B Steyn
Department of Communication
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LiveWire Corporate Consultants

September 17, 1998

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LiveWire Corporate Consultants
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September 17, 1998

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Me B Steyn:

As you requested the following xpg report describes a communication strategy and plan for a non-profit organization.

Our company chose New Hope School for Specialized Education as they do not have a communication plan or strategy and experience serious financial difficulties.

This Study examines:

1. The present strategy at New Hope
2. A suggested Communication Strategy
3. A Communication Plan

We interviewed Mr. J. Stapelberg, senior deputy principle, as our primary data source.

Our secondary research consisted of academic text books and other relevant information supplied by Mr J. Stapelberg.

We believe that the communication plan and strategy we have developed for the marketing of services at the school, will improve their strategic position and more importantly their financial position.

We would be pleased to present and discuss this report and suggestions at your request.

Thank you for your confidence in selecting our company to develop a strategy and plan for this non-profit organization.

Sincerely,

J. Ludik
Project Manager



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14 September 1998

WIE DIT MAG AANGAAN

Hiermee word magtiging verleen aan mej. Jolanie Ludik om 'n werkstuk vir haar studies oor Nuwe Hoop-Skool te mag maak.

Sy moet asb. net in voortdurende kontak met mnr. Stapelberg bly sodat inligting gekontroleer kan word.

Met dank

J.N-STAPELBERG
SENIOR ADJUNKHOOF

S P BURGER
SKOOLHOOF

Management Summary

As will be shown by this in-depth study conducted by Live wire Corporate Consultants, an integrated communication strategy and communication plan is an absolute necessity for the success of any organization.

In today's cut-throat business world, it is impossible to survive, let alone prosper if an organization doesn't have a corporate strategic plan. These plans are long range and indicates how the organization is planning to get where they want to be in the future. To emphasize this, Uytterhoeven, Ackerman and Rosenblum (1997.7) say "... if you don't know where you are going, any road will take you there."

This unfortunately is also true for non-profitable organization including New Hope School for Specialized Education, especially with the present subsidy cuts endangering the survival of the school. It is therefore imperative that they find alternative sources of income with this strategy.

To execute this strategy, it is necessary to do thorough research, as well as develop and implement plans to convince the sources to give donations and to volunteer their time to support the school's activities if possible.

In this report, we have decided to achieve the above mentioned through the development of a communication plan involving the annual carnival held at the school. We have focused on the marketing of services of New Hope School to introduce the school to and create awareness among the various publics that could have an influence on the school. We believe that through the implementation of this plan, the public will be happy to contribute to a good cause.

The report is based on data supplied by interviewing Mr. J. Stapelberg, senior deputy principal of New Hope School and the use of academic textbooks and other relevant information supplied by Mr. J. Stapelberg.

After analyzing the data, we identified and discussed the three most important strategic issues:

1. Financial Shortages
2. Insufficient marketing of services
3. Concept of Mainstreaming

On the basis of these findings, it is recommended that the school implement the communication strategy and plan we have developed. This will ensure a greater flow of income and other aids toward the school, as well as making the school well known.

1. INTRODUCTION

For this project, we chose New Hope School as our non-profit organization. New Hope offers specialized education for children with cerebral palsy and/or learning disabilities. We have developed a communication strategy and plan to improve their strategic position.

We have identified and explained the most important strategic issues and ways to manage them.

2. DEVISING AN OVERALL CORPORATE COMMUNICATION STRATEGY

2.1 CORPORATE PROFILE

New Hope School for Specialized Education has a staff of approximately 100 persons and is the largest school for specialized education in the country. Education in English and Afrikaans is offered on a non-racial basis. Provision is made for children from three years to matriculation level. Infants receive therapy as out patients or visiting scholars. The school is state subsidized and is run by a board of management.

New Hope School is responsible for the education and instruction of:

- *Children with cerebral palsy:* cerebral palsy is a condition caused by damage to the immature and developing brain, occurring before, during or after birth. It may result in various physical disabilities including malfunction of the sensory-motor system
- *Learning disabled children:* children with an average or above average intellectual ability who experience serious problems with reading, spelling, writing or mathematics, as a result of neurological dysfunction.

The education and teaching is of a specialized and individualized character. A multi-disciplinary work method is followed to develop the potential of the pupil, as well as to help him/her to adapt to and overcome the disability.

The school has 567 pupils, of whom most are learning disabled. The different levels are pre-primary, primary and secondary.

2.1.1 History

A meeting was held on January 11, 1971 whereby the decision was made to establish another school for cerebral palsied children in Pretoria, as the present school was already full at that stage. On 17 May 1971, 33 pupils, 14 teachers and two house-mothers moved into the old St. Peter's Hostel in Murray street, Brooklyn. A part of the farm Garsfontein was bought from the widow of L.V. van Oost, for the purpose of building a school.

The old farm homestead was named "New Hope" by its original owner, and that is where the school's name has its origin.

2.1.2 Location

New Hope's physical address is Cecilia Road, Ashlea Gardens (near Menlyn), Pretoria. The school's grounds are approximately 4,28 Ha.

2.1.3 Identity and demographics of customers

New Hope School caters for children with different levels of brain damage.

Children of school - going age are referred by Education Aid Centers to the Psychology Department of New Hope School where arrangements are made for an evaluation.

Pre - school children are referred by medical practitioners, community health services or other therapists. Children referred to New Hope School are evaluated by a multi - disciplinary team, and decisions are made in terms of placement & therapeutically needs.

New Hope School also provides education for category C-pupils. They are children with an average IQ (i.e. 100), who have learning disabilities and, despite receiving remedial intervention, still cannot cope in a normal school environment.

2.1.4 Management

New Hope is managed by a governing body, which consists of ten people.

They are:

- principal
- senior deputy principal
- two experts in the field of cerebral palsy and/or learning disabilities
- three parents
- three ministerial appointments

This framework may change in January 1999. At present, it is an interim governing body until the new formula is implemented.

2.1.5 Reputation in the field and overall competitive environment

New Hope is the largest school of its kind in the country, as well as being the only school in Pretoria who provides education from pre-primary level right through to Grade 12. It also offers N1 and N2 technical courses instead of Grade 10 - 12. This was implemented to give the school a competitive advantage in the specialized education market. The courses are offered to provide the pupils with technical skills in addition to academic skills.

The N-courses offered are:

- business studies
- nutrition technology
- technical - motor
- electrical

New Hope provides a strong outpatient service, which includes the diagnoses of disabilities and defects in infants, aged three to five, and therapy for rehabilitation. The school offers community service to universities, especially UP, for medical and therapy students. It is equipped to provide training services.

New Hope's biggest competitors in Pretoria, is Pretoria School for Specialized Education and Prospectus Novus. However, these schools do not provide education for Grade 10 - 12.

2.1.6 Financial status

New Hope is state-subsidized, and managed financially by a financial committee consisting of six people.

They are:

- senior deputy principal
- administration official, who is a co-opted member
- two auditors, one of whom is a co-opted member
- one legal expert
- one parent

The financial committee gathers monthly to discuss the trial balance and to determine the school's liquidity. For more information on New Hope's financial status, see Appendix A Financial documents.

2.1.7 Vision

To provide the best education for all children and young people with cerebral palsy and learning disabilities.

2.1.8 Mission

The mission of New Hope is to lead our pupils physically, psychologically and intellectually to balanced, socially acceptable adults, with the help of specialized education.

2.1.9 Corporate Culture

New Hope's corporate culture is summarized in the following values:

- Give comprehensive and objective information to enable parents to choose placement options that best meet the needs of their child.
- Be respectful of the diverse ethnic, cultural religious heritage of South Africa.
- Provide support services as early as possible in life.
- Be consistent with appropriate professional standards
- Services to pupils with learning problems to be coordinated (nationally)
- Be accessible for all children with learning problems.
- No discrimination - equal opportunities

- The pupil's right to participate in and realize their full potential in a SA society with dignity and pride.
- Professional behavior in every aspect of our work
- The child and his interests is our main concern. We therefore care about our pupils, parents, buildings, equipment and books.
- We take pride in our work
- Effective communication is a two-way process
- We believe that total commitment and involvement in the process of education is essential and therefore full participation of teachers, students and parents in all aspects of education is of primary importance.
- We strive towards excellence.
- Emotional security to create a safe haven for all those involved.

Human dignity is one of the most important aspects at New Hope. Because of their various disabilities, the pupils are very sensitive and easily hurt. Therefore, anything that offends their dignity, is totally unacceptable.

2.1.10 Organizational Structure

GOVERNING BODY

PRINCIPAL
MR S.P. BURGER

SNR. DEPUTY
PRINCIPLE
MR. J.A. MULLER
GUARDIAN:
Primary level

PRINCIPLE AUXILIARY
SERVICES
MR. J. DU PREEZ
GUARDIAN:
Pre - Primary

DEPARTMENTAL HEADS

DEPARTMENTAL HEADS

1. **Pre - Primary**
Mrs. W. Visser
2. **Jnr - Primary**
Mrs. N. Fourie
3. **Snr - Primary**
Mr. P. Pretorius
4. **Technical**
Mrs. R. Pretorius
5. **Languages**
Mrs. R. Coetzee
6. **Science**
Mrs. G. Pretorius
7. **Business Subjects**
Mr. J. Stapelberg
8. **Educational**
Guidance
Mr. M. Ferreira

1. **Occupational**
Therapy
Mrs. S. Jordaan
2. **Fisiotherapy**
Mrs. R. Battison
3. **Psychology**
Mr. L. Du Preez
4. **Speachtherapy**
Mrs. R. Dercksen

SWOT – Analysis

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threaths</u>
1. <u>Specialized Services</u> Assisting staff in teaching, and therapeutical activities. Individual and Differentiated Teaching.	1. No departmental Structures	1. Inclusiveness with the Community	1. Financial Costs of Specialized Schools
2. School can serve a wide area	1. Financial stress, ralatively higher than normal Education	2. Outcome based Education	2. Inclusion
3. Multi – Disciplinary evaluation and intervention.	2. Shortage of Specialized services And facilities.	3. Business orientated Education	1. Survival of services and Specialized Schools
4. Effective Teaching.	4. Personnal Shortages	4. Responsible inclusion in State Schools	5. Provincial and Distric Segmenting
5. Experienced / Structured Education Structure	5. Shortage of fully equipped Hostels, For children & Personnal.	4. Expansion of Differentiated Individualized approach	4. Overpopulation of Schools Impaires effective Teaching
6. Scientific approach	6. Marketing of services	5. Services to all Language, Gender & Race groups	8 Perception fo/Isolation
7. Quallity Education	7. Parent Involvement		5. Phasing out of Special Exams for Children with learning Disabilities
	8. Phasing out of Specialized Schools		

2.3 KEY STRATEGIC ISSUES

2.3.1 Identify key strategic issues

From the SWOT analysis performed in no.2.2, we derived the five most important strategic issues; in order of importance.

They are as follow.

1. Financial shortages
2. Insufficient marketing of services.
3. Concept of Mainstream Education
4. Provides education multi- racially and multi-lingual
5. Scientific approach. i.e. outcome-based education

2.3.2 Discuss issues and implication

The first three will be discussed in detail.

Financial shortages

The state subsidy New Hope receives is R87 000 per month, which is less than previous years. This subsidy is constantly cut without prior notice. It is also paid out erratically, for example nothing for three months, then five months in bulk. The children's school funds cover only the costs of teaching, bus transport and residence. The school currently has a shortage of R481 675 per year.

Strategic implications:

- The subsidy basically covers only the wages of the assisting personnel and the repair and maintenance costs.
- In an attempt to balance the shortages, cross subsidizing takes place.
- If services are decreased, the quality of the education will be impaired.
- No long-term financial goals and objectives can be set, as the subsidy may be cut without notice.
- The financial committee has to reorganize and change budgets that have been accepted, on a monthly basis. This lays an additional fund-raising burden on personnel.
- The shortage of funds means that an additional R481 675 per year must be raised.
- Due to new education legislation and shortages of funds, there are personnel shortages and therefor the current personnel are overloaded with work.

Marketing of services

Mr. J. Stapelberg is responsible for all marketing and external communication functions, in addition to his responsibilities as senior

Strategic Implications:

- If the concept of mainstreaming is indeed implemented, it would mean that schools such as New Hope would cease to exist. The children would have to go to normal schools that do not have the necessary facilities, expert personnel and vital knowledge and experience to educate these children.
- The schools where these disabled children enroll would have to hire expert personnel and buy and/or develop the facilities, which are extremely expensive. However, it is questionable whether, in the present climate of subsidy cuts, enough funds will be available for the above mentioned. If so, the children would not be able to develop to their full potential and most probably be more handicapped than ever. This would diminish their chances of ever functioning as balanced socially acceptable adults.
- At present, the difficulties caused by the grouping of schools for specialized education with normal schools in the same district, under the same body of authority, and the fact that therefor specialized education schools in different districts fall under different bodies of authority, are manifold. Often, the body of authority that is over the school does not have the necessary expertise to manage the school. It occurs too many times that the requirements the specific body of authority sends out to each school aren't reconcilable with practice, especially for a school like New Hope.
- When the relevant body of authority is informed of this, they either ignore it or become aggressive. It is the opinion of our source Mr. J. Stapelberg, senior deputy principal of New Hope, that the reason for their reaction is the fact that because they do not possess the expertise they require, they are discouraged, frustrated and sensitive.
- Another problem caused by the confusing state of affairs regarding the grouping of schools for specialized education into different districts, is the total lack of coordination between the various education district-departments. Different rules, regulations, policies, etceteras are sent out to schools who fall in the same category, like all specialized education schools, thus causing a tremendous amount of contradicting information.

2.3.3 Organizational goals & objectives

Goal:

To provide multi or trans disciplinary skilled and specialist personnel to work with families, other care givers, groups and agencies in the ethnic and wider community.

Objectives:

- Training of specialized personnel
- Market related remuneration packages
- Appointment criteria
- Manual on multi-disciplinary character in Specialized Education

Goal:

To manage school cost effectively

Objectives:

- Financial provision by the GDE within a government subsidized model in Specialized Education
- To create a budget to maximize the school's responsibility to survive within a government supported model, with additional help from sponsorships

Goal:

To create an effectively managed school

Objectives:

- Use of organizational chart
- Strategic planning structure
- Problem solving model

Goal:

To implement an educationally responsible extra curricular program

Objectives:

- Sport coordination between scholars
- Culture coordination between pupils and employees

Goal:

To provide uniquely specialized services to education community, other than the normal services offered at schools

Objectives:

- Satellite services
- Milieu disability
- Multi-disabled character
- Catering
- N Courses

Goal:

To create a marketing strategy to introduce the needs of the child with learning problems

Objectives

- Establishing an effective management structure for New Hope for marketing purposes.

Goal:

Maximal provision and use of physical facilities (school and residence)

Objectives

- Expansion plan
- Maintenance plan

2.4 KEY COMMUNICATION ISSUES

2.4.1 Opportunities or risks of Communicating each issue

Financial shortages

Risks:

It is our opinion that the risks of communicating the fact that the school is experiencing financial shortages, are few. The reason for this is that the people who are affected by this issue, are already aware of the problem. Therefore, they are semi-prepared for the consequences. The few risks that we have are as follows:

Employees of the school may feel that their jobs are threatened. A natural consequence of subsidy cuts is job losses.

Parents in the school may fear the increase of school funds, Which is already considerable. This could mean that they would no longer be able to afford the best education for their children, for example New Hope.

Opportunities:

Although New Hope is struggling financially, there is a number of opportunities in communicating this issue.

Realizing the magnitude of the problem, all involved directly with the school (teachers, parents and pupils) may become more determent in raising sufficient funds to ensure the quality of education at the school.

By communicating the financial shortage externally, the school may benefit financially through the sponsorships and/or donations from organizations and/or individuals. Benefits are not only limited to financial support.

Insufficient marketing of services

Mr. J. Stapelberg is solely responsible for marketing the services of the school. However, his other responsibilities, as discussed earlier, take up most of his time. For the effective marketing of services of New Hope, it would be necessary to appoint an extra person or organize a marketing department to share the responsibilities.

Risks:

All the qualified personnel at New Hope experience fierce demands, with there own responsibilities. By communicating the need for effective marketing of services, and the necessity of another person sharing Mr Stapelberg's responsibilities, some personnel may fear being overburdened. This could create stress and lead to the deterioration of relationships.

Opportunities:

When it is communicated that New Hope needs more marketing of services and personnel to assist with such services, the moral conscience of the public is reached. Thus cause individual members to volunteer their time, money or assets for the school's use. On a larger scale, organizations can claim tax deductions for financial supporting the activities of the school, since it is registered as a non-profit organization.

Concept of mainstream education

Risks:

If this concept is communicated, the parents and family members of children in standard schooling structures could oppose the integration process. This may cause pupils of New Hope school to feel alienated, and therefore discouraged. Their loss of hope would counteract the social progress achieved thus far by the school's efforts.

Parents of New Hope pupils will oppose mainstreaming for fear of their child's social integration process, and the difficulties there-in. This applies for the pupils of New Hope school as well.

Opportunities:

Should the concept be favorably excepted by the majority of the affected publics it would allow for a basis of goodwill and acceptance. This will allow pupils of New Hope school a faster integration process. It also gives these pupils acceptance into normal social conditions, therefore building their hope, the main purpose of the school, regardless of the school's own well being. Thus hope is communicated, even if the school is closed down.

From another point of view, a public outcry against mainstreaming could just force government to stop process and continue financial support, thus ensuring the school's survival.

2.4.2 Communication Goals and Objectives

Internal Goals:

- To maintain a healthy, open and effective communication environment between school members.
- To create a positive image for the school to counteract past negative connotation to the school's name amongst the pupils in the school.

Internal Objectives:

- Implementation of workshops for promoting more healthily open and effective communication.
- To hold regular social gatherings, to promote interpersonal relationships between staff and pupils.
- By having awards ceremonies for numerous school activities, for example, education, carnivals, fun runs etc. This will create a sense of belonging and pride which directly improves positive attitudes toward the school and its name.
- To create a positive atmosphere between the teachers, which will directly affect the pupil's attitude.

External Goals:

- To implement, educate and create an awareness and sensitivity towards the school and its pupils.
- To communicate the school's needs to the external publics, for them to provide an efficient support system to the school.

External Objectives:

- To provide the publics, through the use of various media, with as much information as possible, regarding the school's purpose for existence and any other extra programs.
- To arrange events to attract external publics to get them involved in the schools activities.

2.5 DRAFT TO TOP MANAGEMENT

The proposal thus for, has been presented to Mr. J. Stapelberg and the governing body of the school They have agreed with the strategic issues we have identified, as well as the implications thereof.

2.6 COMMUNICATION POLICY

This school has no formal communication policy, because only Mr J. Stapelberg is concerned with internal and external communication. Thus a communication policy needs to be developed.

2.6.1 Functional Communication Areas

Internal:

- Presently a newsletter is used for communicating internally. The newsletter contains information about what's happening in the school and with staff members, for example birthdays, meetings and achievements.
- The internal communication channels used are strictly according to the organizational hierarchy (see organizational chart page 5) This allows top management to fulfill their duties and responsibilities without having to worry about petty problems. Should, for example, a departmental head have a problem with his/her immediate superior and the problem remains unresolved, this person can go directly to the top.
- Regular meetings are held between:
 - i) Principals and departmental heads
 - ii) Departmental heads and personnel
 - iii) Personnel and parents
 - iv) Student representatives and personnel
- A box for "prayer requests" is available in cases of severe illness of any children or staff members.
- In addition we recommend a suggestion box for all staff members and pupils to communicate internal problems and suggestions.

External:

- Mr J. Stapelberg is the only communication officer who has contact with external publics. Therefor, he alone is responsible for dealing with radio, newspapers and other external media.
- We suggest that an additional person be appointed to do only personnel relation work and administration for organizational communication, seeing that Mr Stapelberg has already too many other responsibilities.
- New Hope school has no existing communication department, as it is not necessary. Thus there is no need to discuss functional relationships between the communication department and other departments or the structure of the communication department.

2.7 STAKEHOLDER ANALYSIS

2.7.1 Organizational linkages

Enabling linkages

These linkages should be effectively managed between the school and the government, to achieve a favorable attitude from the latter, thus enabling larger subsidies. Effective management should be maintained with possible sponsors, so that donations raised will also increase the standard of the school's education system.

Functional linkages

Employees - groups that provide an input

Harmony between management and employees will ensure better relationships, and therefore provides happy employees who are more motivated to work for the cause rather than remuneration alone.

Unions - groups that provide an input

Unions often supply the information for the identification of possible future problems to the management of the school. Thus unions ensure proactive rather than reactive solutions for possible problems.

Pupils - groups that provide an output

The credibility of the school is increased in the long term through the willingness of the pupils to learn. This will be attained largely by provision of a happy learning environment, thereby showing to the outside world that handicap children are capable of leading a normal life.

Normative linkages

Joint ventures with similar institutions will help increase awareness amongst members of community and government. Through increased awareness of their actions a positive attitude is generated towards the importance of the existence of such institutions. This will help counteract movements in government to stop funding institutions of this kind.

2.7.2 Strategic stakeholders

According to documented communications theory, strategic stakeholders is defined as, "... those that are critical, crucial, essential, important or vital for an organization in the accomplishment of it's mission" (Grunig & Roper 1992:123). Therefore, the following strategic stakeholders have been identified: internal and external publics are the two main categories.

Internal publics

- Employees*
- teachers
 - students teachers
 - auxillary service therapists
 - service workers
 - top management

External publics

Trade unions - 37 service workers are members of the national health and allied workers union (NEHAWU). The remaining three service workers are members of the institute for Public Service (IPS).

Government - National Department of Education
- Gauteng Department of Education

Media - Mass media (television, radio, print media)
- Community media (radio, print media)

Possible sponsors - Individual members of public
- Corporate sponsorship

Parents of children with cerebral palsy and/or learning disabilities.

Pupils - pupils with cerebral palsy
- pupils with learning disabilities

These stakeholders have a dramatic effect on the future of the school. Through their constant support and interest the school's standards on all levels can be improved upon.

2.8 COMMUNICATION PROGRAMS

The Association for People with Disabilities: Gauteng North collaborates with a committee of school principals in specialized education, for example New Hope, to discuss matters of mutual interest.

New Hope also works together with PACSEN (Parents Association for Children with Special Education). This is a group of parents who exercise their constitutional rights collectively as parents in the educational situation.

2.9 MEDIA ANALYSIS

Radio, newspapers, Internet, social events and any other media can be used.

2.10 MANAGEMENT LIAISON

The communication strategy thus far has been presented to Mr.J. Stapelberg. He has agreed with the issues and implications we identified. Our ideas for the communication plan were also discussed with him. Mr. J. Stapelberg is really supportive and excited to implement our communication strategy and plan.

3. COMMUNICATION PLAN

3.1 RESEARCH

3.1.1 Problem statement

The marketing of services at New Hope school with the aim of raising sufficient funds for the effective management of the school.

3.1.2 Situational analysis

The school has a current financial shortage of more than R481 000 per annum. The following questions need to be answered:

How can funds be raised?

Funds can be raised through the marketing of services like for example, informative presentations of the school's services at Lion's Club meetings and the use of brochures.

Corporate companies and individuals can also provide sponsorships to the school.

The implementations of fundraising events, like a motor show, annual carnivals and a golf day.

From whom do we want to raise funds?

Funds need to be raised for the school, as government subsidies are on the decrease and the school is running at a loss at present. The subsidy could be halted at any given moment without notice. Therefore the school will have no more funds from the state and will have to seek resources elsewhere.

Why should funds be raised?

The field in which funds can be raised should not be limited, because as much funds as possible are needed to increase the schools income.

Another reason for marketing our service is to encourage the external public to have a positive attitude towards the school, its name and pupils.



APPENDIX 4:

MISSION WITHOUT BORDERS (SSG)

MISSION WITHOUT BORDERS

'n Kommunikasiestrategie en –plan

KOMMUNIKASIEBESTUUR 320

Prepared for:

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17 September 1998



6. SLEUTEL STRATEGIESE VRAAGSTUKKE

6.1 BEWUSTHEID

- Die opname (verwys na bylae) het getoon dat 'n baie klein persentasie van die publiek bewus is van SSG.
- Dit impliseer dus dat potensiële skenkers nie die geleentheid het om te kan skenk nie.

6.2 KORRUPSIE EN GELOOFWAARDIGHEID

- Die persepsie bestaan by die meeste Suid-Afrikaners dat sommige welsynsorganisasies oneerlik is met die aanwending van die skenkings wat hulle ontvang.
- Die oorsaak hiervan is korrupsie onder staatsamptenare en belangrike persone, met die gevolg dat mense die geloofwaardigheid van alle organisasies bevraagteken.

6.3 POLITIES, KULTUUR EN GODSDIENSTIG

- Sommige lande, byvoorbeeld China, laat sendingwerk glad nie toe nie.
- Lande soos Roemenië, Bosnië en Oekraïne is te trots om hulp te aanvaar wanneer dit blyk 'n welsynpoging is.
- Dus sal lande, al het hulle 'n dringende behoefte, die skenkings by doeane wegwys.

6.4 GEPASTE VERTEENWOORDIGERS

- Dit is moeilik vir die bestuur van SSG om geskikte verteenwoordigers te kry vir elke provinsie, aangesien dit 'n taak is wat baie diverse vaardighede (van finansiële aanleg om begrotings op te stel tot goeie interpersoonlike kommunikasie en sterk Christelike oortuigings) verg.
- Baie tyd en geld word dus aangewend vir suksesvolle werwing en keuring

6.5 EKONOMIE

- Die ekonomie is huidiglik van so 'n aard dat mense nie so 'n groot deel van hulle besteebare inkomste aan nie-winsgewende organisasies kan skenk nie.
- Die verswakking van die Rand maak ook die bedrae wat oorgeplaas word na die VSA aansienlik minder.

7. SLEUTEL KOMMUNIKASIE VRAAGSTUKKE

7.1 EKONOMIE

Die ekonomie beïnvloed SSG op 'n nasionale en internasionale vlak:

- **NASIONAAL**

Met die verhoging in die repo- en uitleenkoerse in Suid-Afrika die afgelope ses maande, het die gemiddelde persoon se besteebare inkomste aansienlik verminder. Dit lei dus daartoe dat individue wat tans skenk, sal kyk waar hulle aan hul maandelikse begrotings kan sny, en baie moontlik SSG sal uitsny ten einde in hul eie behoeftes te kan voorsien. (verwys na bylae)

Omdat Suid-Afrikaners nog rente-verhogings verwag (verwys na bylae), wil hulle hulself nie nou bind om te begin skenk nie.

- **INTERNASIONAAL**

Ook verbandhoudend met die verswakking van die Rand, is die hoeveelheid Rande wat ses maande terug oorgeplaas is VSA toe, in Dollars veel minder werd. Die gevolg is dat SSG (SA) baie meer donateurs moet werf (met gepaardgaande ekstra uitgawes) ten einde dieselfde hoeveelheid in Dollars oor te stuur.

7.2 KORRUPSIE EN GELOOFWAARDIGHEID

Dit is essensieel vir 'n nie-winsgewende organisasie om geloofwaardig in die oë van hul publieke te wees. Mense is bewus van die feit dat korrupsie dikwels plaasvind en hulle wil seker wees dat hulle donasies aangewend word vir die doel waarvoor dit geskenk is. Daar was die afgelope paar maande verskeie geleenthede waar sulke fondse verduister is. Die Allan Boesak saak is 'n goeie voorbeeld hiervan (verwys na bylae). Ons vind in ons navorsingsverslag dat 6% van die respondente as gevolg van vrees vir korrupsie nie donasies wil maak nie.

Daar is egter nie-winsgewende organisasies met 'n goeie beeld in die publieke oog. Mense sal makliker 'n skenking maak aan 'n organisasie waarmee hulle goed vertrou is. Dit behoort met ander woorde SSG (SA) se prioriteitskommunikasie doelwit te wees om hulself te bemark in hulle onderskeie publieke. SSG (SA) kan hulle publieke inlig oor die feit dat 73 sent uit elke dollar aangewend word vir die saak waarvoor dit geskenk is. SSG kan ook beklemtoon dat alle finansiële state beskikbaar is vir insae by hul onafhanklike ouditeure (*Ernst & Young*). Foto's of videos word ook geneem om die toestande van die weeshuise te toon voordat dit deur SSG opgegradeer is.



7.3 **TEKORT AAN GEPASTE VERTEENWOORDIGERS**

- Ron Lindeman, die direkteur van SSG (SA) het as doelwit gestel om teen die jaar 2000 'n gepaste verteenwoordiger in elke provinsie te hê.
- Tans is daar vyf provinsies wat nie 'n verteenwoordiger het nie, of wat 'n verteenwoordiger deel met 'n ander provinsie.
- “Gepaste” verteenwoordigers is nodig omdat hy/sy in staat moet wees om sy eie begroting op te stel. Finansiële vaardighede is dus noodsaaklik. Die verteenwoordigers moet Christelike waardes en norme hê, mensekennis en goeie menseverhoudings. Ook moet hulle oor goeie kommunikasievaardighede beskik omdat hulle baie voorleggings en aanbiedings moet doen en die sending bevorder.
- Implikasies:
 - Daar is nie genoeg verteenwoordigers nie, dus word al die teikengroepe nie bereik nie.
 - Daar is wel mense wat bereid is om as verteenwoordigers op te tree, maar hulle beskik nie noodwendig oor die nodige vaardighede nie.
- Kommunikasie implikasies:
 - Daar word nie voldoende gekommunikeer met die teikengroepe nie.
 - Onopgeleide mense wat nie die implikasies van hulle optrede besef nie, mag moontlike donateurs afskrik.
 - Dus moet daar gekommunikeer word met:
 - Mense in kerke
 - Besigheidspersone by selgroepe/bidgroepe
 - Lei mense wat gewillig is op.
 - Adverteer die poste en voer onderhoude.

8. HOOF STRATEGIESE VRAAGSTUK – BEWUSTHEID

SSG (SA) is relatief onbekend onder belangrike publieke wat hulle graag sal wil bereik. Mense wat wel donasies sal maak is onbekend met die sending en kan dus nie bydrae tot die organisasie nie.

8.1 ONDERSTEUNENDE FEITE

- SSG het 'n tekort aan vrywilligers en personeel – dus is daar te min mense beskikbaar om SSG te bemark en projekte te loots.
- Baie kerke ondersteun alreeds ander sendingorganisasies of het hulle eie sending programme en is nie gewillig om nog projekte te ondersteun nie.
- 'n Onderhoud op Radio Kansel en Impact Radio het relatief min terugvoer tot gevolg gehad.

8.2 IMPLIKASIES

- As gevolg van die bogenoemde feite kan die organisasie nie optimaal groei nie.
- Individue wat wel SSG sou ondersteun het nie die geleentheid nie, omdat hulle onbewus is van SSG.

8.3 KOMMUNIKASIE DOELWITTE EN IMPLIKASIES

- SSG moet die volgende boodskappe aan hul onderskeie publieke oordra:
 1. SSG ontwikkel programme wat strewe daarna om te voorsien in die behoeftes van die begunstigdes, bv. CRI.
 2. Die sending stel geleenthede daar vir ondersteuners om betrokke te raak, te dien en om 'n verandering te maak.
 3. SSG moet die toestand in die verskillende lande aan latente donateurs verduidelik en hulle laat verstaan hoe dringend hulp benodig word.
 4. Hulle moet ook die dringende behoefte aan vrywilligers en verteenwoordigers verduidelik.
 5. Ron, die direkteur, het laat blyk dat hy bereid is om enige program of voorstel te probeer om so veel as moontlik publisiteit of bekendheid vir SSG (SA) te bekom.



APPENDIX 5:

BIRCHLEIGH HIGH SCHOOL

KOMMUNIKASIESTRATEGIE EN - PLAN VIR HOËRSKOOL BIRCHLEIGH

**VOORBEREI VIR:
ME. B STEYN
DEPARTEMENT BEMARKING EN KOMMUNIKASIE**

**VOORBEREI DEUR:
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17 SEPTEMBER 1998

4. SLEUTEL KOMMUNIKASIE VRAAGSTUKKE

Rasionalisasie

- ⇒ Rasionalisasie het die gevolg dat al hoe meer onderwysers afgedank word.
- ⇒ Baie van die goeie onderwysers neem eerder pakket as om in slegte omstandighede skool te hou.
- ⇒ Moet voor die media die onderwysers inlig dat daar dalk van die onderwysers afgedank moet word.
- ⇒ Indien 'n onderwyser wel atgedank moet word, sal die hoof hulle inroep om die nuus te gee.
- ⇒ Lig ouers en kinders in oor hoeveel en wanneer van die onderwysers afgedank moet word.
- ⇒ Lig onderwysers vroegtydig in oor hul opsies, bv. pakkette en ander vak aanbied.

Klasgroottes

- ⇒ Nuwe wetgewing het tot gevolg dat klasse al hoe groter word.
- ⇒ Die groot klasse veroorsaak dat daar probleme met dissipline is en dat leerlinge in die massa verdwyn.
- ⇒ Onderwysers moet voor die tyd ingelig word hoe groot hul klasse gaan wees sodat hulle kan voorberei vir lesse.
- ⇒ Lig ouers in hoeveel leerlinge in die klase gaan wees.
- ⇒ Maak voorsiening vir leerlinge wat probleme het, deur ekstra klasse en onderwysers wat bereid is om hulle te help.
- ⇒ Oortuig onderwysers om ekstra moeite te doen om leerlinge wat agter bly, te help.
- ⇒ Oortuig leerlinge dat hulle die onderwysers moet kan nader vir hulp en dat hulle moet help met die dissipline.

Negatiwiteit

- ⇒ As gevolg van onsekerheid oor die toekoms word leerlinge, ouers en onderwysers baie negatief.
- ⇒ Niemand is meer bereid om moeite te doen of hul beste te gee nie.
- ⇒ Hou op om negatiewe inligting te verskaf en gee eerder opbouende kritiek en inligting aan leerlinge en onderwysers.
- ⇒ Moenie leerlinge of onderwysers afkraak nie, bou hulle eerder op met positiewe opmerkings.
- ⇒ Kry 'n beloningstelsel vir prestasie aan leerlinge en onderwysers.
- ⇒ Betrek ouers om negatiwiteit van leerlinge te verminder.



APPENDIX 6:

RADIO TUKS 1

CORPORATE COMMUNICATIONS STRATEGY

For

RADIO TUKS



By
John Cross
#9457046

KEY STRATEGIC ISSUES

There are several key strategic issues-both internal and external- that surround Radio Tuks.

The external issues are the following:

- ❖ Student-wise and their involvement in advertising sales of Radio Tuks
- ❖ The South African telecommunication's and Radio Authority (SATRA) and there new proposed legislation regarding community broadcasting

The internal issues are:

- ❖ High turnover of staff within Radio Tuks
- ❖ The on-going lack of transparency within the organization
- ❖ The mandatory process of Racial Integration

The External Issues

Student-wise and their involvement in advertising sales of Radio Tuks

Studentwise is-amongst other things-an advertising placement agency that, as described above, harness the power of several community stations across the country to form a national advertising base. They, at the request of an advertiser, place adverts on community stations where ever the advertisers require. This is done for a commission fee, which is equal to 16.4% of the community stations advert cost. *This is a very good system as it allows community to expand their vision to national advertising. It also allows community stations to be promoted by Studentwise who have a vested interest in the success of the station. The problem however lies in the fact that about 65% of Radio Tuks' advertising income comes from Studentwise. This means that if something goes wrong with Studentwise, Radio Tuks will suffer badly. It also gives Studentwise too much power over the station, due to the fact that they hold the power to dramatically effect the financial soundness of Radio Tuks. These issues have not yet been addressed and must be, before it becomes too late.

The South African telecommunication's and Radio Authority (SATRA) and there new proposed legislation regarding community broadcasting IBA Satra

S.A.T.R.A defines itself as:

The South African Telecommunications Regulatory Authority (SATRA) is an independent body with wide-ranging powers which was established in 1997 in terms of the



Telecommunications Act. It has a broad public interest mandate, which includes not only regulation but also the promotion of universal service, fair competition and the upliftment of previously disadvantaged communities. SATRA is governed by a Council responsible for over 250 staff members and is funded by parliamentary appropriation.

SATRA has recently released a white paper on community broadcasting which has several implications for community broadcasters like Radio Tuks. 2 of these issues are however detrimental to the existence of community broadcasting as it is presently known. The First issue is the “capping” of national advertising on community stations. This limits the amount of national advertising that the station is allowed to broadcast. The reason this is relevant to radio stations that do not broadcast nationally is that a large percentage of the advertising on community stations comes from big companies like Nedbank or Toyota. Companies like these would not advertise to one small community when they, through TV, could advertise their products to the entire nation. Therefor by combining the force of community stations across the country-i.e. Radio Tuks in Pretoria and Rhodes Music Radio in Grahams Town-national advertising may be achieved. This however achieved at a much cheaper rate than advertising on a National station like 5fm for example. Therefor capping this type of advertising will limit the income and potential advertisers of small community stations that are already struggling to survive due to the severe cost constraints of running a Radio Station.

The other important implication of the white paper is that the definition of community will be re-defined. It will no longer be based on a field of interest but on geographic positioning. This will mean that Radio Tuks will no longer broadcast to scholars and students between 16 and 24 but to the region of Pretoria including all of its age groups and population segments. All of these segments and age groups will have to be represented on the management of the organization and catered for in the program format.

The Internal Issues

The high turnover of staff at Radio Tuks

Radio Tuks is a Student organization, which is run and funded entirely by students and the adverts they sell. Due to the fact that the organization is being run by students, the turnover of staff is very high. This is either due to the fact that people who join the station do so for the experience and in so doing find out that it is not to their liking and then leave. Or the members graduate and enter the so called “Real World” and then leave Radio Tuks. Or the students who join the station find that their studies suffer as the station takes up too much of their time and thus their parents get angry and force them to leave.

Radio Tuks sees itself as a training ground for its members, Therefor once a year the management of the organization is changed. This happens on all levels of management including the director of the organization. Therefor communication between the old and

new management's of the organization is vital. A high turnover of staff means the corporate culture of Radio Tuks is not stable as the way things are done the way issues are perceived and the way business is handled is changed too regularly.

The lack of transparency within organization

Radio Tuks consists of between 80 to 100 members. They are run by a directorship (Top Management) consisting of 3 members and a middle management consisting of 6 department heads. This means that 9 people control the other 90 within the organization. Due to the management structure and a lack of people skills found in the directorship a serious lack of transparency exists within the organization especially between the Directorship and the ordinary members. The members feel that they have very little say in the overall direction of the station. This results in low morale amongst the members of the station and thus a drop in productivity.

The process of Racial Integration

One of the biggest problems facing Radio Tuks is "Racial Integration". The University of Pretoria requires the Radio Tuks integration rate to be on par with its own. This mean that at least 26% of the selected member must be black. This is no problem until Black DJs hit the air waves. Radio = entertainment = culture, like any other form of entertainment i.e. it designed around a certain type of culture. Now, when Black DJs broadcast they broadcast to a black audience and visa versa, the problem is that the Radio Tuks listenership is almost entirely white. The process of integration thus becomes very important as the On Air product of the station is directly influenced or more specifically changed by it as well as the off air side of Radio Tuks. This type of change will effect all the aspects of Radio Tuks and all aspects of the organization will have to be altered to deal with the required change correctly thus communication of this process of change is critical.

The priority of the issues

1. The process of Racial Integration
2. The South African telecommunication's and Radio Authority and there new proposed legislation regarding community broadcasting
3. High turnover of staff within Radio Tuks
4. The lack of transparency within the organization
5. Student-wise and there involvement in advertising sales of Radio Tuks

KEY COMMUNICATION AND ISSUES

The 3 communication issues are in order of priority:

- ❖ Racial Integration
- ❖ High turnover of staff at Radio Tuks
- ❖ The Lack of transparency within the organization

Racial Integration

This issue is first, as I believe it is most important. The product of the station is what sells it to its advertisers, its listeners and all of its other audiences. With this product undergoing such intense changes danger is prevalent.

First lets define the problem further. The problem is a programming issue that involves changing and re-focusing the product of Radio Tuks. This problem will therefore effect the internal and external environments of Radio Tuks.

There are 2 main external problems to be faced: firstly the new listeners reached i.e. black listeners, then the listeners lost i.e. the non tolerant White listeners. Secondly the image of Radio Tuks in the eyes of the organizations that they have previously associated with e.g. the record companies, will change with its product change.

On the internal front there are 3 areas of concern: Firstly target market's demographic composition will change around the new product. Secondly the target advertising buyers audience will have to be altered also to suit the altered Radio Tuks product. Finally the internal culture of the organization will have to change to accommodate the new members of different cultures.

The threats in communicating this issue are the following:

Communicating a fundamental change to any organization will lead to resistance. This is further enhanced by the fact that Radio Tuks is seen as hip Afrikaans Radio from an Afrikaans University and thus integration will really inspire reaction from effected parties both on the White and Non-White sides.

Another threat is that the Staff of Radio Tuks may become irritated and scared by the communication of a need to racially integrate the station they may not see the bigger picture involved. Change is always difficult in an organization.

Opportunities include the following:

The members of the organization are all students which implies that they are relatively young and not as scared of change as their parents would be if faced with the same situation at work. The students are also not been paid for their services and so they have no risk of financial loss again making the change easier.

Students also get to see the results of racial integration first hand and therefor will be able to handle it better in later life in the real working environment.
There is also an opportunity to educate the members of Radio Tuks in the essence of other cultures other than their own.



The High Turnover of Staff

The High Turnover of Staff at radio Tuks is the next most important communication issue. As stated above the main problem here is that the new management which is chosen once a year is almost without exception not at all experienced at running or managing the organization. The new staff that are selected as members of Radio Tuks bi-annually are totally untrained in any practical business skills e.g. answering a phone call correctly, taking down a message time and date from a contact person correctly or even sending a fax correctly. Thus as far as the new staff is concerned training is vital and usually no problem, as the old members have been trained in basic skills. The next problem is the transfer of information between the old and new management. This is a big problem.

There are a few risks and opportunities involved with the training of the new members. Firstly the threats, By forcing the new members to do things a certain way on the presumption that they know little or nothing, will result in a certain amount of stagnation within the organization. New and better ways to do things may be ignored. Also the new member may feel at sea when they are expected to learn so much so quickly. On the other side of the same coin they may feel that they are being treated like children, as they may already know how to send faxes and answer phone calls correctly.

The Opportunities include the fact that a longer term corporate culture may be set up by establishing a "way to do things" which will help to slow down the drastic changes in the face of the organization by the high staff turnover. Another opportunity exists in the training of the older member on how to train the younger ones.

The Opportunities and threats involved in the handing of information over from the old management are as follows.

The threats included the fact that the new management may not want the old management's advise, this could be for a number of reasons e.g. perhaps they did not like the way things were being done and feel that the less they know about them the better. They may also feel that they are being force fed by the old management and because they are new at what they're doing they may not see the long- term benefits of what the old management is trying to do.

Opportunities include the chance to form a business culture, or a way that Radio Tuks manages its staff or handles its clients over a longer term than just one year. The opportunity also exists for the organization to grow from where the old management left off and not have to catch up to where they were first, and then start growing.

The Lack of transparency within the organization

In brief this problem is as a result of a few factors. As listed above the small amount of managers controlling a large amount of staff which leads to non transparency, and the lack of people skills of the directorship alienating the staff of the organization contribute to the problem.

Firstly we will look at the management structure of the station.



Threats to the adoption of a more transparent method of management include the following. The staff at Radio Tuks is reviewed twice a year and therefore it is conceivable that if a person has belonged to the organization for more than 6 months he or she achieves a senior position in the organization. The problem is that, that person's opinion and his/her knowledge of the organization are not equally matched. The opinion may be of a senior member but the contents thereof may be of little value. Thus that person's opinion of upper management actions carries too much weight and so something that management wants to do for the good of the organization may be misunderstood. It may then be miss-communicated to the other members and then it may become an issue that has to be corrected by the top management using up time and other resources unnecessarily. All this could have been avoided if the 6 month old member was unaware of the situation in the first place, i.e. a lack of transparency may have been useful at that point in time.

Opportunities exist in the fact that more people thinking about issues will lead to better solutions to them, so if top management is transparent about the issues it faces, then the solutions found may be better than if they were not transparent.

As for the second problem (improving the people skills of the top management) only opportunities exist in my opinion. It will improve the general morale of the station as the members will better understand the intention of the top managers, the potential of people may be better utilized as they would be far more inclined to perform well for an organization when they like the "bosses" they work for.

Communication Goals and Objectives

The issue of **racial integration** is by far the most important issue facing Radio Tuks, so goals must be set to accurately communicate the problem so that it may be fixed.

Goal 1

To inform listeners of Radio Tuks, of the change that is about to take place and to get feedback from them on the proposed changes.

Objectives:

1. To place adverts on Radio Tuks detailing the changes that are going to be taking place. This should include a time frame of 2 years for the changes. It should also include the new ratios of white to black DJs and white to black music ratios. The adverts should also include an invitation to respond to the proposed changes. This should be done 3 months before the proposed date of the beginning of the changes.
2. Clear communication channels between the listeners and the Station must be set up to receive feedback from the listeners who choose to respond to the adverts. The responses should be made by post, fax or email thus all relevant collection points must be established. All the data should be collected and set out into positive and negative responses and all advice should be noted separately. This data should be processed and set out as stated one month before the proposed changes take place.

3. The Responses and the advice given by listeners should then be reviewed by top management and any changes to the integration plans must be made in the month before the strategy is due to be implemented.

Goal 2

To inform the members of Radio Tuks of the needed changes and to get feedback from them on how best to handle these changes.

Objectives:

1. Set up a social meeting where these changes can be named and communicated to the members of the organization. At this informal meeting a date for a formal meeting must be decided upon about 2 weeks from the date of the informal meeting where all questions will be answered.
2. At the formal meeting, questions about the proposed changes are answered and feedback from the members will be asked for. Like with the listeners the feedback may be presented in writing or by email. The answers given at the meeting should be honest and truthful. A deadline must be set for the feedback from the member, 1 week from the time of the formal meeting.
3. Top management should then review the feedback from the members and make any changes to the integration they deem necessary. This revised policy should then be presented to the members' 1 week before the station goes ahead with the proposed changes.

APPENDIX 7:

TRANS ORANJE SKOOL VIR DOWES
(NICOR CONSULTANTS)



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**KORPORATIEWE
KOMMUNIKASIE
STRATEGIE EN
KOMMUNIKASIEPLAN
VIR DIE TRANS ORANJE
SKOOL VIR DOWES**

Opgestel deur:

Groep 2

C. Ligthelm 9415564

C. Emmenes 9500755

R. de Laura 9523971

N. de la Bat 9611031

- 1) Eksterne omgewing: buite beheer van die organisasie en word beïnvloed deur:
 - polities: Trans Oranje Skool moet op hoogte bly van nuwe wetgewing en die impak van die nuwe Grondwet op die skool verstaan.
 - tegnologies: Om voldoende opleiding en ontwikkeling te kan gee, moet Trans Oranje Skool op hoogte bly van nuwe tegnologiese ontwikkelings en veral van nuwe apparatuur.
 - ekonomies: Trans Oranje Skool moet na die Suid-Afrikaanse situasie gaan kyk en die ekonomiese afplattings in ag neem in hul begrotings.
 - sosiaal: Arbeidsmark se houding teenoor Trans Oranje Skool moet nagevors word.

- 2) Interne omgewing: Trans Oranje Skool skep self die omgewing waarin die skool opereer en word self deur die skool beheer bv. eie bestuurstyl, eie beheerraad. Moet pogings aanwend om met elke interne publiek te kommunikeer en uit te vind hoe hulle voel oor Trans Oranje Skool en die dowses.

- 3) Taakomgewing: Dit is die omgewing waarin Trans Oranje Skool funksioneer. Moet kyk na ander soortgelyke skole, DEAFSA (Deaf Federation Of South Africa) en die dowe kultuur.

3) Sleutel strategiese vraagstukke

3.1) Finansies

Die uitgawes oorskry die inkomstes en ook as gevolg van die ekonomiese afplating is daar 'n dringende geldtekort.

- Staatsubsidies word elke jaar meer en meer gesny en die skool moet self nou fondse inwin
- Van die ouers is nie welgesteld nie, kan nie skoolfonds betaal nie. Dus kan skoolfonds nie baie verhoog word om as 'n ekstra bron van inkomste te dien nie
- Hoë mediese kostes as gevolg van ander gestremdhede ook en duur apparaat wat aangekoop moet word is 'n groot probleem. Spraak-, arbeids- en fisioterapeute word op 'n daaglikse basis benodig
- Koshuis-uitgawes verhoog weens 'n styging in voedselpryse, water en elektrisiteit en onlangse prysstygings in petrol het ook 'n invloed gehad om die kinders te kan vervoer. Die bussies kan ook nie instand gehou word soos dit moet nie

- Geboue en tuine word afgeskeep, die geboue se dakke moet geverf word
- Professionele personeel kan nie die salarisse betaal word soos nodig nie, en ekstra onderwysers moet uit die skoolfonds betaal word
- Die geboue en nodige geriewe is al klaar gevestig, dus word onnodige boukoste uitgesny
- Organisasies word meer bewus van sosiale verantwoordelikheid, en Trans Oranje Skool behoort meer geld te kry indien hulle die fonds-insamelingsplanne goed beplan en reg bestuur
- Borge dien op die bestuursraad, dus is hulle nou betrokke by die skool en weet hulle wat is die finansiële krisis.

3.2) Beeld van Trans Oranje Skool vir Dowes

Mense is nie bewus van Trans Oranje Skool nie; wanpersepsies van die gemeenskap dat 'n dowe persoon ook intellektueel gestremd is. Die beeld is dus misvormd en moet reggestel word.

- Die demografiese ligging van die skool is 'n probleem. Die skool is baie afgesonderd, in die industriële gebied geleë en nie in 'n woongebied nie
- Bepaalde fondse stel Trans Oranje Skool nie in staat om die beeld effektief oor te dra nie. Kan bv. nie brosjures en pamflette druk nie
- Die voorkoms van die geboue en tuine is nie baie mooi nie
- Die dowe kultuur word geïsoleer van die gemeenskap as gevolg van die wanpersepsie wat daar bestaan oor 'n dowe persoon
- Daar word wel sosiale geleenthede vir Dowes gehou, bv. Miss Deaf SA, 'n Week vir Dowes
- Daar word baie meer vir dowes gedoen, bv. op televisienuus is daar 'n gebaretaalvertolker
- Trans Oranje Skool het onlangs 'n bewusmakings-poging by Menlyn Park gehou. (Sien boekmerk). Maar daar is net borde geplaas met prente en 'n bietjie inligting op, geen persoon was teenwoordig om mee te praat oor Trans Oranje Skool nie, met die gevolg dat die mense dit net sien as nog 'n organisasie wat geld vra. Voorstel: 'n beter veldtog moet gereël word, waar spesifieke inligting deurgegee word en nie so seer geld gevra word nie.
- Fanie de Villiers, die bekende krieketheld, het 'n dowe dogtertjie. Trans Oranje Skool kan hom dalk gebruik om 'n praatjie te hou of om bemerking vir die skool te doen.

3.3) Arbeidsmark

As gevolg van sosio-maatskaplike probleme en die persepsies van die gemeenskap, word die dowe tans moeilik aanvaar in die arbeidsmark.

- Trans Oranje Skool leer die dowe lees, skryf en kommunikeer in gebaretaal, maar kan die dowe nie toerus om toe te tree tot die arbeidsmark nie
- 'n dowe persoon kry nie werk nie, want besighede dink dat dowe nie oor die nodige vaardighede beskik nie
- Die dowe leer nie om te kommunikeer met gewone mense in die arbeidsmark nie, omdat 'n dowe persoon geïsoleer word van die gemeenskap
- die arbeidsmark is beperk vir dowe, kan nie enige tipe werk doen nie, bv. telefoon antwoord
- Die Arbeidswet en die Wet op Gelyke Beregtiging maak vir die dowe voorsiening. Regstellende aksie is ook gemik op gestremdes
- Oud-leerlinge van Trans Oranje Skool wat tans in die arbeidsmark staan kan leerders van die skool help om 'n plek te vind in die arbeidsmark

3.4) Onderrigmetodes

Beste aanbiedingsmetode is om die dowe leerder te bemagtig en die kwessie van gebaretaal vs orale taal is 'n groot vraagstuk.

- Die doelwit van die skool is om elke leerder toe te rus met 'n gehoorapparaat. Verouderde apparate maak dit moeilik om die doelwit te bereik
- Die kontinuum van intellek en gestremdhede van die kinders wissel van meervuldige gestremdhede tot net doofheid
- Gebaretaal word eerste aan die leerder geleer, daarna 'n geskrewe taal. Maar navorsing het getoon dat gebaretaal nie die Dowe verhoed om te leer praat nie. As die kind 'n normale gebaretaalvermoë het en dan geleer word om 'n gesproke/geskrewe taal te lees en te skryf, dan bemeester hul die vermoë om te praat baie beter. Dus, geen tweetalige program is teen spraakopleiding nie, maar ondersteun dit
- Omdat 90 persent van dowe kinders gebore word in horende families, weet die familie niks van doofheid

nie. Die kind kan dus nie kommunikeer met die familie nie. Ouers en familie is onbetrokke en die kind voel afgeskeep

- Trans Oranje Skool beskik oor professionele onderwysers om die kinders by te staan in die opleiding en ontwikkeling
- Beroepsgerigte opleiding is die klem van vandag. Paradigma verskuif van mediese na menslike model; 'n dowe kind na 'n kind met doofheid. Onderwystransformasie is aan die orde van die dag, bv. Kurrikulum 2005
- Paradigmaskuif van gebaretaal na waar ander tale bykom
- Trans Oranje Skool besit tans 'n voorskool, 12 grade en 'n naskoolse beroepskool wat die leerders probeer voorberei vir die arbeidsmark
- Goeie vaardigheid wat aan dowe leerders geleer word, is die gebruik van rekenaars wat later kan help in die beroepslewe. Maar as gevolg van onvoldoende fondse sit die skool met verouderde rekenaars en programmatuur

3.5) Beplanning en bestuur van Trans Oranje Skool

Die skool het 'n gebrek aan strategiese beplanning, geen beplanningsraamwerk nie en doen huidiglik net krisis-bestuur.

- Geen terugvoer word aan die gemeenskap verskaf na projekte nie
- As gevolg van die heersende ekonomiese omstandighede word daar net korttermyn beplanning gedoen en gekonsentreer op oorlewing
- Die personeel ervaar weerstand teen alles
- 'n Verteenwoordigende bestuursraad bestaan, wat beplanning ietwat vergemaklik
- Nuwe hoof is pas aangestel, en hy is gemotiveerd om alles reg te ruk

4) Kommunikasie vraagstukke

4.1) Finansies

Uitgawes oorskry die inkomstes en as gevolg van die ekonomiese afplattung is daar 'n dringende geldtekort.

- Trans Oranje Skool moet die staat probeer oortuig dat die skool 'n unieke skool is, deur bv. vir DEAFSA te kry om vir die skool te lobby

- Trans Oranje Skool moet meer spesifieke veldtogte reël, bv. nie net geld insamel vir die skool nie, maar vir bv. nuwe toerusting/bussies
- Die skool moet die ouers motiveer en positief beïnvloed om skoolgeld te betaal, want daar is wel ouers wat kan betaal maar wat dit nie doen nie
- Inligtingsessies kan gehou word met besighede, om hulle in te lig oor die vaardighede van dowes. Personeellede kan bv. opgelei word om die onderhandelings te hanteer
- Kommunikeer spesifieke behoeftes aan besighede, bv. die skool het 'n rekenaarbehoefte. ICL of IBM kan dan rekenaars skenk en die skool kan die rekenaarsentrum dan na die maatskappy vernoem
- Die ouers wat dalk nie skoolfonds kan bekostig nie is dalk goed met hulle hande, bv. kan die elektriese foute regmaak, of stoele en tafels maak

4.2) Beeld van die skool

Mense is nie bewus van Trans Oranje Skool vir Dowes nie, en die wanpersepsies wat bestaan oor die dowe persoon moet reggestel word.

- Trans Oranje Skool moet die publiek bewus maak van die dowe as 'n gewone persoon, al wat ander is is die doofheid
- Opleiding in gebaretaal kan vir die gemeenskap aangebied word
- Die spesifieke behoeftes van die dowe moet bekendgemaak word aan die gemeenskap en aktiwiteite rondom dit moet gereël word en lewendig en aktief bemark word. Bv. die gemeenskap inlig oor gebaretaal, die skool benodig tolkediens – persone uit die gemeenskap kan dalk opgelei word as tolke
- Hoofstroomskole kan besoek word om die beeld van die skool uit te bou
- Spesifieke moontlike borge nader vir die borg van spesifieke aktiwiteite, bv. opstel van 'n glanspamflet met inligting oor Trans Oranje Skool vir Dowes. Dit hoef nie noodwendig groot maatskappye te wees nie, kan bv. sommer 'n verfmaatskappy wees
- Indien projekvoorstelle aan besighede voorgelê word, moet dit baie oortuigend en professioneel wees. Daarvoor kan selfs 'n ekspert gekry word

- Kritiese onderwysamptenare (spesifiek vanuit Gauteng) op 'n gereelde basis uitnoui na spesiale geleenthede en aktiwiteite by of van die skool vir groter betrokkenheid vanaf die staat
- Trans Oranje Skool val in die N3-distriksraad. Amptenare van die distriksraad kan ook genoui word want die spreekwoord "Bekend maak bemind" is waar

4.3) Beplanning en bestuur van die skool

Gebrek aan strategiese beplanning, geen beplannings-
raamwerk bestaan nie en die skool doen net krisisbestuur

- Trans Oranje Skool moet strategies begin beplan en bestuur, moet begin om na die langtermyn te kyk
- Die bestuur moet personeel motiveer om meer betrokke te raak, deelname en toegewydheid skep sodat weerstand teen verandering teengewerk kan word
- Bestuur moet kommunikeer om die verlede agter te laat, die hede te aanvaar en om 'n nuwe begin te skep
- Beskryf verandering in soveel moontlike detail, sodat die personeel kan verstaan hoekom verandering plaasvind en hul vrese vir die verandering kan oorkom, bv. Kurrikulum 2005
- Bestuur moet deeglike projekvoorstellings aan maatskappye doen. Met projekvoorstelling moet die volgende vrae beantwoord word: wat, hoeveel, vir wie, wat daarmee doen en wat daarmee bereik.

5) Kommunikasiebeleid

Kommunikasiebeleid dui op die vaste reëls van kommunikasie binne die Trans Oranje Skool.

- Net die skakelbeampte skakel met borge en skenkers
- Tydens 'n krisis moet die hoof die orde behou, die skakelbeampte reik persverklarings uit en die bestuursraad moet bymekaar kom om oplossings te soek
- Gereelde toeganklike en ondersteunende kommunikasie met ouers is belangrik
- Die bestuursraad en personeel moet altyd toeganklik, oop en eerlik wees in kommunikasie
- Vir enige skenkings bo R100-00 word 'n dankie-sê brief gestuur wat persoonlik onderteken word deur die hoof
- Die skool respekteer elke bydrae deur personeellede



APPENDIX 8:

TUKS JOOL



luks Jee

Ontwikkeling

TUSHO

Fondsinsameling

4. Sleutel strategiese vraagstukke

4.1 Die Eksterne Beeld van Tuks Jool:

Die wanpersepsie van die eksterne publiek dat Jool net uit die twee weke veldtog bestaan en dat daar gedurende die res van die jaar nie veel gebeur nie, het 'n negatiewe invloed op die kontuïniteit van die Jool-aktiwiteite.

Ook die feit dat drankmisbruik aan Jool gekoppel word, is 'n geweldige probleem op die eksterne beeld, wat die gevolg het dat die verkryging van borgskappe bemoeilik word.

Die beeld waarna SJK streef, beklemtoon dat Jool 'n deurlopende aktiwiteit is en dat dit in 'n professionele manier behartig word.

4.2 Komitee Motivering:

Dit is 'n probleem dat studente nadat hulle aangestel is op die Joolkomitee, besef hoeveel werk regtig betrokke is en dan na 'n kort periode bedank.

Verder ondervind die komitee probleme met die werkverrigting van lede na afloop van die Joolweek, want daarna is daar nog verskeie projekte wat afgehandel moet word. Die komitee beoog om deur doelgerigte kommunikasie die probleem van gebrek aan motivering reg te stel.

4.3 Transformasie:

Die SJK moet op 'n verantwoordelike wyse die transformasie van die ledesamestelling na 'n meer verteenwoordigend van die Suid-Afrikaanse populairse getal behartig. Kommunikasie gaan 'n sleutelrol speel in die proses, omdat dit kan lei tot konflik wat opgelos sal moet word deur inligting.

Transformasie sal ook 'n invloed hê op die aktiwiteit wat deur die joolkomitee aangebied word, met ander woorde ander kulture gaan ook meer betrek word by die doen en late van SJK. Dit gaan beteken dat aangepaste aktiwiteite gegenerereer moet word om die ander kulture in Suid-Afrika te akomodeer.

4.4 Borgwerwing:

Die afwaartste daling in die ekonomie en die verswakking van die rand, het die gevolg dat die verkryging van borge al hoe moeiliker raak.

Die toenemende kompetisie op die gebied van fondswerwing het die gevolg dat ondernemings negatief ingestel raak teenoor fondswerwers.

Borgwerwing is egter van kardinale belang aangesien die voortbestaan van SJK en die bevoordeelde organisasies daarvan afhanklik is.

4.5 Maksimering van fondse:

Weens die toenemende weerstand wat daar vanaf borge ervaar word, word die SJK genoodsaak om ander aktiwiteite te loods om fondse te maksimeer, bv. Kunsfeeste, Gholfdae, ens.

5. Sleutel Kommunikasie vraagstukke

5.1 SWOT -Analise:

a) Geleenthede:

- Jy vergroot jou borgskap-inkomste deurdat jy 'n meer professionele beeld handhaaf en 'n hoër kwaliteit produk lewer.
- Hoe meer doeltreffend 'n komitee gemotiveer word, hoe harder en positiewer sal hulle werk en sodoende meer geld insamel.
- Tegnologiese innovasie skep 'n geleentheid deurdat SJK nou internasionaal kan bemark, en so ook vir belangegroep belangrike inligting direk kan verskaf.
- Die SJK bestaan uit studente wat jaarliks nuut gekies word en dus kan lei tot die generering van nuwe idees.

b) Bedreigings:

- Die land se dalende ekonomie is 'n bedreiging vir SJK, omdat minder kapitaal beskikbaar is vir borgskappe.
- Die hoeveelheid toenemende liefdadigheidsorganisasies wat meeding om dieselfde borge.
- Drukroepe bv. die Studenteraad wat die aktiwiteite beperk.
- Die persepsie van die publiek oor wat die Joolaktiwiteite regtig behels, a.g.v. die Joolweek, skep 'n negatiewe houding teenoor die aktiwiteite van die Joolkomitee.

c) Sterk punte:

- Tuks Jool is een van die grootste liefdadigheidsorganisasies dwars oor ons land.
- Tuks Jool is A-Polities, dus het geen politieke verandering enige invloed op Tuks Jool nie.
- Tuks Jool is redelik bekend onder die publiek, en het dus geen bekendstelling nodig nie.

- Tuks Jool betrek die meerderheid studente op kampus by liefdadigheid.

d) Swak punte:

- Motivering van die komiteede regdeur die jaar is 'n probleem, veral na die Joolweek.
- Die algemene indruk van die studente as dronklappe op die Joolplaas.
- Die studente se volle aandag is nie by die SJK-aktiwiteite nie, aangesien sy eerste prioriteit by sy akademiese prestasie lê.
- Daar word elke jaar 'n nuwe komitee gekies, dus is daar nie kontinuiteit in die bestuursstyl nie.
- Die komiteede is onervare in die aanpak van hul projekte, a.g.v. van die jaarlikse rotasie.
- Daar is geen gestandaardiseerde kommunikasieplan vir die Joolkomitee nie.

5.2 Prioriteitsvraagstukke:

a) Eksterne Beeld:

Die kulture en tradisies wat oor die afgelope aantal jare gevorm is, het meer 'n negatiewe assosiasie gelaat as 'n positiewe. Drankmisbruik is 'n kenmerk van die Joolweek wat gehou word vroeg in Februarie. Die algemene fout wat die publiek maak is om die week te veralgemeen met die jaar se aktiwiteite. Hulle sien dus die hele Joolprojek as een groot partytjie. As gevolg van dié persepsie, word die goeie werk van die hele jaar oorskadu.

Die volgende korrektiewe stappe is al geloods:

- Geen SJK -lid mag in sy fakulteitsdrag drink nie
- Geen SJK -lid mag drank gebruik terwyl hy in 'n Joolvoertuig ry nie.
- Die SJK self word verbied om tydens die twee weke van Jool te drink.

Die SJK het nie die beeld van profesionaliteit uitgestraal nie. SJK word grotendeels nie ernstig opgeneem nie, aangesien hulle as onervare studente gesien word.

Die volgende korrektiewe stappe is aangewend:

- Die formaat van SJK se korrespondensie is aangepas vir 'n meer professionele voorkoms.
- Fakulteitsdrag word by sekere geleenthede verplig.
- Met die nadering van borge word die UK lid vergesel deur die voorsitter, beide geklee in fakulteitsdrag.

b) Komitee Motivering:

Na die lede se verkiesing tot die komitee besef hulle die hoeveelheid werk betrokke en is daar 'n redelike aantal bedankings. Die wat wel aanbly, verloor ook van hulle geesdrif met die tyd.

Nog 'n groot probleem is dat daar nie finansiële motivering betrokke is nie, en alle motivering agter goeie werkverrigting humanisties van aard is.

Die persoonlike motivering is nie op liefdadigheid gerig nie, maar eerder op pret en plesier.

c) Transformasie:

Tuks Jool was deel van die Studenteraad tot en met 1994. Die SR het polities geïntereerd geraak en Tuks Jool het afgestam en A-Polities gebly.

Die huidige samestelling van SJK is 11.5 % nie-blank, en stem glad nie ooreen met die Universiteit se samestelling van 30 % nie, dus is dit nog nie op standaard nie.

Die volgende korrektiewe stappe is geneem:

- Keuring word op die basis gedoen van wie die beste persoon vir die werk is.



APPENDIX 9:

RADIO TUKS 2

Groep 30

Anelize J. van Rensburg	9603333
Geraldine Scholtz	9601361
Jonel Snyman	9608765
Fanie van der Walt	9502373
Janine Louw	9603811
Riaan van der Berg	9505145

- Metro

Indirek:

- Koerante
- Tydskrifte
- “Billboards”
- Pamflette
- Televisie

4. Sleutelkommunikasievraagstukke

4.1 Interne en eksterne vraagstukke

1. Die media en besighede ervaar Radio Tuks as ‘n amateur, studente-kampusradiostasie. Hierdie negatiewe beeld dra by dat besighede nie hul geld wil belê of enige vertroue in die diens stel wat deur Radio Tuks gelewer word nie. Hierdie instansies voel onder geen verpligting om hul kontrakte na te kom nie en is slegs besorg oor hulle eie wins. Dit lei daartoe dat Radio Tuks nie ondersteun word nie, maar dat hierdie instansies hulle eerder tot mededingers wend om hulle produkte te adverteer. Hierdie verlies aan inkomste dra by tot ‘n swakker bemarkingspoging om luistergetalle uit te brei.

2. Radio Tuks sien elke student as ‘n potensiële luisteraar, maar die studente van UP is nie altyd toegewyd aan die stasie nie en verkies eerder om na mededingers, byvoorbeeld 5FM te luister. Dit lei tot ‘n afname van advertensie op die studentemark. Koshuise is ook geneig om eerder van ander radiostasies gebruik te maak om ‘n belangrike gebeurtenis bekend te stel, gewoonlik ten koste van Radio Tuks. ‘n Voorbeeld daarvan is Erika Dameskoshuis wat onlangs van Radio Rippel gebruik gemaak het om hul feesjaar bekend te stel, aangesien baie studente nie deur Radio Tuks bereik word nie.

3. Die advertensiewese van Radio Tuks is seisoenaal gekoppel aan vakansietye wanneer studente nie bereik kan word nie. Besighede is nie bereid om hul geld in advertensies oor hierdie periode te belê nie en dit lei tot ‘n afname in fondse. Aangesien lede vrywillig ‘n diens lewer, bring dit verantwoordelikheid en opoffering mee. Dit bemoeilik die bouproses van Radio Tuks, aangesien lede of werknemers nie totale toewyding oor hierdie periodes kan lewer nie. Verhoudinge met adverteerders en buite-uitsendings vertroebel en dit het ‘n negatiewe effek op die belange van Radio Tuks.

4. Welsynsorganisasies is nie bewus van die diens wat gelewer word nie, naamlik:

- Hou luisteraars op hoogte van belangrike gebeurtenisse of aktiwiteite wat deur die welsynsorganisasies aangebied word.
- Daaroor te gesels op die lug.
- Projekte van die welsynsorganisasies by te woon.
- Wend pogings aan om sover as moontlik hierdie projekte te ondersteun.

Deur bogenoemde word bande met welsynsorganisasies uitgebou.

5. Volgens die nuwe “witskrif” (wat tans nog in die pyplyn is), moet ‘n gemeenskapsradiostasie

soos Radio Tuks in al die tale van die gemeenskap wat bedien word, uitsaai. Dit sal lei tot die indiensneming van meer werknemers. Hierdie werknemers sal oor die vermoë moet beskik om uitsendings in alle tale uit te saai en sal sodoende grondige kennis moet hê oor hierdie aangeleenthede. Dit bring baie meer verantwoordelikhede mee, aangesien die dokumentasie in die verlede slegs in Afrikaans en Engels daargestel is. Dir bring mee dat lede van Radio Tuks 'n wyer funksie moet verrig.

4.2 Kommunikasieimplikasies

1. Media en besighede ervaar Radio Tuks as 'n amateur, studente-kampusradiostasie

Hierdie amateurbeeld belemmer Radio Tuks om sy professionele self te wees en dus nie die kommunikasiebeleid waaraan hy homself verbind het kan uitdra nie. As gevolg hiervan kan kommunikasie nie ontwikkel nie. Die pers is dus nie in skakeling met hul professionele beeld nie en kan nie 'n positiewe beeld van die radiostasie aan mededingers oordra nie.

2. Welsynsorganisasies is nie bewus van die diens wat gelewer word nie.

Die tyd en inspanning wat die kommunikasie-afdeling aanwend gaan verlore, aangesien die welsynsorganisasies nie van die dienste wat gelewer word bewus is nie. Die kommunikasieafdeling het 'n moeisame proses om bande met die welsynsorganisasies op te bou. Radio Tuks is dus nie in staat om aan die gemeenskap regverdige en objektiewe inligting aangaande die welsynsorganisasies te verskaf nie.

3. Studeer van UP luister nie na hulle radiostasie nie.

Ontoereikende kommunikasie tussen Radio Tuks en sy luisteraars lei daartoe dat lede (bv. D.J.'s) nie toegewyd en gemotiveerd is om hulle taak tot die beste van hulle vermoë uit te voer nie. Werknemers beleef hoë spanning en dit dra by tot verswakte interne kommunikasie. Die lede se betrokkenheid op persoonlike vlak met hulle teikenpublieke neem af.

4.3 Belangrikste vraagstuk

Media en besighede ervaar Radio Tuks as 'n amateur, studente-kampusradiostasie

4.3.1 Doelstellings

1. Radio Tuks het dit ten doel om hul kredietwaardigheid by die media, besighede sowel as welsynsorganisasies te bevorder, asook om die bewustheid van Radio Tuks onder hierdie publieke in te skerp.
2. Wend pogings aan om die luistermark uit te brei.

4.3.2 Doelwitte

1. Radio Tuks poog dat besighede met meer vertroue op die radiostasie adverteer deur middel van:



- Onderhandeling met adverteerders.
- Die deurgee van inligting aangaande Radio Tuks.
- Die maak van voorstelle aangaande tydgleuwe vir advertensies en kompetisies.
- Toesien dat advertensies uitgesaai word soos ooreengekom met adverteerders.
- Geld verskuldig so spoedig moontlik invorder in samewerking met die finansiële afdeling
- Gebruik van die volgende vorms van media:
 - E-pos
 - Advertensieborde
 - Koerante
 - Optredes

2. Objekiewe en regverdigde inligting tussen die kommunikasieafdeling en welsynsorganisaies deurgee deur middel van:

- Gereelde betrokkenheid en ondersteuning van gemeenskapsprojekte.
- Bou van positiewe verhoudinge met welsynsorganisasies.

3. Skerp kredietwaardigheid in by media deur middel van :

- Gereelde kontak met die media
- 'n Jaarlikse bekendstelling in "Pretoria News" oor D.J.'s publiseer.

4. Wend pogings aan om die luistermark uit te brei deur onder andere:

- Navorsing oor voorkeure van luistermark deur middel van AMPS.
- Gereelde opgradering van inligting aangaande die eksterne omgewing, insluitend die mark.

5. Kommunikasiebeleid

5.1 Omskrywing

Beleid is 'n standaard plan wat bestuurders gebruik as 'n riglyn om besluite te maak. Dit verhoed dat hulle dieselfde besluit herhaaldelik moet maak.

Net soos 'n gewone beleid, het die kommunikasiebeleid ook te doen met 'n stel reëls sodat kommunikasie vlot kan verloop van dag tot dag.

Kommunikasiebeleid is gebaseer op die besigheid se missie en strategie, maar word ook beïnvloed deur die kultuur, waardes en norme.

5.2 Kommunikasiebeleid

Radio Tuks se doel aangaande kommunikasie is dat dit formele en informele kommunikasie só toe te pas om moontlike probleme op te los.

As daar 'n kommunikasieprobleem opduik, moet dit verwys word na die stasiedirekteur. As



APPENDIX 10:

PAUL JUNGnickel HOME



KOMMUNIKASIESTRATEGIE EN KOMMUNIKASIEPLAN

Vorberei vir:
Paul Jungnickelhuis / Home
Posbus / P.O.Box 2066
Zwavelpoort
0036

Vorberei deur:
Groep 1:
Martelize Botha 9608447
Bcom (Finansiële Bestuur)
Louise E. Roos 9603103
Bcom (Ekonomie)
Daminda Senekal 9604997
Bcom (Bemarking)
Christo van der Merwe 9610741
Bcom (Bemarking)
Liesl Viljoen 9607261
Bcom (Bemarking)

September 17, 1998

6 SLEUTEL STRATEGIESE VRAAGSTUKKE

Die identifisering van sleutel vraagstukke help om die visie van die organisasie te bereik. Deurdat daar omgewingsverkenning (enviromental scanning) gedoen is die afgelope tyd kon daar sekere vraagstukke ontleed word wat voordelig of nadelig vir Paul Jungnickelhuis se bestaan kan wees. 'n Vraagstuk kan beskryf word as enige neiging of toestand wat intern of ekstern as gevolg van sosiaal/polities/ ekonomies/ekologies of tegnologiese faktore 'n impak op die organisasie of enige van sy publieke het.

6.1 Makro-omgewing

6.1.1 *Ekologiese faktore*

Ekologiese faktore kan gedefinieer word as al die natuurlike hulpbronne wat deur die huis verbruik word. In die geval word daar veral na water gekyk. Daar vind nie waterbesoedeling of vermorsing plaas nie, maar die boorgat is besig om op te droog. Vrae word gevra oor die ekonomiese en sosiale welstand van die organisasie.

Paul Jungnickelhuis het die huidige ekologiese sisteem baie positief aangewend deurdat 'n groentetuin ontwikkel is. Met die water beperking word die geesdrif van die inwoners gedemp. Groter uitgawes ten opsigte van die tuindienste wat gebruik word gaan vermeerder.

6.1.2 *Ekonomiese faktore*

Paul Jungnickelhuis wat hoofsaaklik hul fondse van donateurs verkry word ook deur die staat gesubsidieer. Departement van Welsyn en Populasie Ontwikkeling speel veral 'n rol. Die besnoeiing van staatssubsidies word bespreek om te bepaal hoe die Huis verdere projekte gaan aanpak. Kontantvloei probleme kan maklik ontstaan omdat hul fondse baie beperk is. Slegs die beplande aktiwiteite kan aangewend word wat veroorsaak dat gulde geleenthede maklik verby gaan.

Die inkomstebelasting wat gehef word op nie-winsgewende organisasies is ook veeleisend. Die fondse wat verkry word moet akkuraat en doeltreffend aangewend word en dan moet hul nog rekening hou met die inkomstebelasting ook. Die verandering in rentekoerse en wisselkoers het indirek 'n langtermyn impak op die Huis.

Verder word die Huis uitgebuit en word daar fooie van hulle gevra wat eerder deur organisasies as 'n tipe van skenking aangebied kon word.

6.1.3 *Politieke faktore*

Die Huis is op goeie voet met sy vakbonde en unies. Dit bevorder verhoudinge tussen unies-werknemers, unies-bestuur en bestuur-werknemers. Wat wel probleme veroorsaak is die deurlopende verandering in wette. Nuwe wette het 'n groot impak op die kultuur van die organisasie. Hui toegang en ontvangs van die betrokke inligting is beperk en kan vermybare probleme veroorsaak. Baie uitgawes word aangegaan om die inligting te bekom.

Geen rassediskriminasie kan geïdentifiseer word nie wat die beeld van die organisasie bevorder in verskillende kultuur en rasse groepe.

6.1.4 *Sosiale faktore*

Om doeltreffende groei en almagamering te verseker moet gebruik gemaak word van goeie strategiee. 'n Probleem wat duidelik na vore gekom het is die gebrek aan 'n PR. Die doel van die PR is om betroubare donateurs en borge te verkry. Die beeld van die Huis vestig sodat mense die regte persepsie van Paul Jungnickelhuis het.

Dit verminder die werkklas van die bestuurderes sodat sy meer intensief betrokke raak by die bestuur van die Huis. Geld word bespaar sodat nuwe projekte aan gepak kan word tot voordeel van die inwoners.

6.1.5 *Tegnologiese faktore*

Dit is een van die grootste vraagstukke in die organisasie. Tegnologie verander so vinnig en daar moet bepaal word of Paul Jungnickelhuis tred hou met die veranderinge. Vir nie-winsgewende organisasies is die veranderinge en installering van tegnologiese toerusting duur en gekompliseerd.

Die persone, hetsy die personeel of die inwoners, beskik nie almal oor die nodige opleiding, vaardighede of kennis van die tegnologie nie. Weereens word die finansiële aspek onder die aandag gebring. Deur doeltreffende navorsing te doen kan van hierdie probleme maklik opgelos word.

6.2 Mikro-omgewing

6.2.1 *Staatssubsidies*

Staatssubsidies word deurlopend verminder. 'n Vraagstuk wat ontstaan is hoe gaan Paul Jungnickel sy werksaamhede voortsit sonder ondersteuning van die staat?

6.2.2 *Vakbonde*

Druk van die vakbonde om voortdurend werknemers se salarisse te verhoog word ook as 'n probleem gesien. As die donateurs en die staatssubsidies min is, is die vraag hoe aan die eise van die unies voldoen gaan word.

6.2.3 *Deurvoering van boodskappe*

Die bestuur sukkel om boodskappe deur te voer na die middel- en laervlak werknemers. Afdelingshoofde is verantwoordelik vir die werknemers in hul afdelings. Daar moet 'n manier gevind word om te verseker dat die boodskap reg vanaf die afdelingshoofde na die werknemers deur gegee word.

6.2.4 *Onopgeleide personeel*

Dit is feitlik dat Paul Jungnickelhuis gebruik maak van onopgeleide personeel. Die risiko verbonde om hierdie werknemers in diens te neem moet in ag geneem word.

6.2.5 *Diefstal*

Diefstal word 'n groot probleem vir die Huis aangesien daar die aannames gemaak word dat die werknemers inwoners besteel. Die bekamping van die diefstal is onder bespreking asook die oneerlikheid van die werknemers.

7 SLEUTEL KOMMUNIKASIE VRAAGSTUKKE

Nadat die sleutel vraagstukke geïdentifiseer is kan die volgende kommunikasie vraagstukke afgelei word.

7.1 Makro-omgewing

7.1.1 *Tegnologies*

Op eksterne gebied word die tegnologie as 'n prioriteitsvraagstuk bestempel. Dit is duidelik dat die Huis nie die vinnig veranderende tegnologie akkomodeer in hul organisasie nie. Die kostes verbonde aan hierdie tegnologie is duur en met beperkte fondse is dit vir hulle moeilik om eerste handse toerusting aan te koop.

Die verkryging van donateurs vir hierdie toerusting moet in oorweging gebring word wat weer die behoefte skep aan die dienste van 'n bemarker of PR. Dit word bevraagteken wat werklik van hierdie persoon verwag word. Die finansiële sy word ook weer in aanmerking geneem.

Die beperkte kennis van die personeel en inwoners wat met die toerusting moet werk word ook 'n probleem. Die nodige opleiding moet ook verskaf word en dan word in berekening gebring of dit doeltreffend en suksesvol gaan wees. Tyd is reeds beperk en nou gaan verdere tyd van die werknemers in beslag geneem word.

Die positiewe kant van die situasie is dat oor die langtermyn doelwitte meer doeltreffend bereik sal word.

7.1.2 *Sosiaal*

As gekyk word na die kommunikasie vraagstukke van die behoefte aan 'n PR hou dit direk verband met tegnologie. Die doelwit wat gestel word is dat tegnologiese donateurs verkry moet word om die dag tot dag take van die werknemers en inwoners te vergemaklik. Verder word die aankoop van toerusting verminder om sodoende geld te bespaar en op ander effektiewe maniere terug te delf in die organisasie.

Nou word daar gekyk na die gemeenskap wat die PR gaan betrek. Die beeld, wat Paul Jungnickelhuis doen en sê, wat aan die publiek deur gegee word sodat die persepsie wat die publiek vorm die regte een sal wees.

7.2 Mikro-omgewing

7.2.1 *Staatssubsidies wat deurlopend verminder*

Hoe kan Paul Jungnickelhuis sy werksaamhede voortsit sonder die ondersteuning van die staat?

Die staat verminder jaarliks sy subsidies aan welsynsorganisasies. Dit bemoeilik die organisasies se taak om hulle dienste te handhaaf teen dieselfde gehalte. Koste van voedsel, mediese dienste en arbeid styg toenemend. Daarna word dit vir die organisasie onmoontlik om die stygende kostes te dek.

Paul Jungnickelhuis word erg deur die verminderde subsidies geraak soos afgelei kan word in die volgende voorbeelde:

* Daar is nie fondse vir 'n permanente opgeleide fisioterapeut nie. Die huidige fisioterapeut werk slegs van agt uur voormiddag tot een uur na middag en maak gebruik van twee onopgeleide assistente. As inwoners dus probleme ervaar in die middag of snags of oor die naweke, moet hulle geduldig wag tot die volgende sessie wanneer die fisioterapeut beskikbaar is.

* Die huis is op 'n groot plot gebou en het 'n groot tuin. Daar is slegs een tuinier om na die tuin om te sien en die werk is te veel vir hom. Die tuin het baie verwaarloos en die terrein in die algemeen is in 'n haglike toestand.

* Die meerderheid van Paul Jungnickelhuis se werknemers behoort aan unies. Die unies stel baie eise aan die bestuur van Paul Jungnickelhuis. So word minimum salarisvereistes, jaarlikse verhogings, betaalde verlof, siekverlof en kraamverlof daargestel. As die unies se versoeke nie hanteer word nie staak die werknemers. Die stakings bring alle aktiwiteite tot stilstand en moet sover moontlik voorkom word. Paul Jungnickel is afhanklik van sy werknemers om die huis se funksies te verrig.

* Baie van die inwoners in Paul Jungnickelhuis het geen familie nie. Daar is dus niemand om die inwoners finansiell by te staan nie. Die bydrae per maand is R350 vir inwoners. Indien die inwoner totaal onafhanklik is word kerke of skole genader om die persoon finansiell te ondersteun. As niemand kan help nie moet die persoon gebruik maak van die gesubsidieerde fondse.

7.2.2 *Deurvoering van boodskappe*

Om te sorg dat die boodskappe nie verder verlore gaan tussen die afdelingshoofde en hul werknemers nie moet 'n sekere struktuur gebruik word.

Die interne kommunikasie in Paul Jungnickelhuis is baie swak. Daar is gedurig misverstande misinterpretasie en distorsies van boodskappe. Die probleme word vererger deur die feit dat van die inwoners verstandelik gestremd is. So ontstaan geskille dan maklik.

Die huidige kommunikasiestruktuur bestaan uit 'n vergadering elke Maandag oggend. Dit duur dan min of meer drie tot vier ure. Verder word staat gemaak op krisis kommunikasie vergaderings as probleme of klagtes opduik. In die eetsaal is 'n swartbord waarop die boodskappe vir die inwoners aangebring word. 'n Interkomstelsel word ook gebruik om aankondigings te maak, persone te roep en dui die begin en einde van etenstye aan.

In vergaderings op Maandae word die volgende hanteer:

- * Algemene klagtes bv. vuil kleedkamers
- * Oneerlikheid van werknemers
- * Die weeklikse program word uiteengesit
- * Uitstappies word bespreek
- * Probleme met inwoners en werknemers
- * Probleme in afdelings
- * Geskille in afdelings word hanteer
- * Terugvoering van afdelingshoofde oor hul afdelings se werksaamhede
- * Pligte word vanaf bestuur na die afdelingshoofde oorgedra
- * Sluit 'n kort opleidingsessie in

Die groot probleem in die kommunikasiestruktuur ontstaan tussen die afdelingshoofde en hul afdelings. Wanneer die afdelingshoofde die boodskap op Maandae oggende ontvang word dit soms nie oorgedra aan die afdelings nie. Die hoofsaake is omdat die afdelingshoofde werksoorlading ervaar en omdat die werknemers op 'n week skof basis werk. Dan wissel die dagskof met die nagskof. Die afdelingshoofde ignoreer ook die belangrikheid van die kommunikasie en die werknemers net hoor wat hul wil hoor.

7.2.3 Diefstal

Wat kan daar gedoen word om diefstal te bekamp en oneerlikheid te verminder?

Bestuur ervaar groot probleme met werknemers wat inwoners se goedere steel. Die inwoners is nalatig om hul goedere rond te laat lê, maar kan dit nie help nie. Die rede is omdat hulle maklik ander mense vertrou. Die werknemers misbruik die geleentheid. Die werknemers is ook oneerlik teenoor die bestuur.

8 DOELWITTE

8.1 Makro-omgewing

MARKAANDEEL: Vergroot gemeenskap se betrokkenheid deur Bronkhorstspuit, Cullinan en Reyton te betrek binne die volgende vyf jaar.
INNOVASIE: Selfstandig en entrepreneurskap te bevorder binne vyf jaar.
PRODUKTIWITEIT: Beter diens te lewer by die mediese kliniek en doetreffende bestuur van die groentemark.
FISIESE EN FINANSIELE: Styging in fondse, meer tegnologiese donateurs.
WINS: Met sekere % te versterk.
BESTUURSONTWIKKELING: Bestuursposisie vestig en deurvoer.
WERKNEMERS OPTREDE: Verhoging in werknemerssatisfaksie met sekere %.
SOSIALE VERANTWOORDELIKHEID: Gestremdes ten volle te help asook die minder gegoede gemeenskappe te help.

8.2 Mikro-omgewing

- * Om Paul Jungnickelhuis se kommunikasie tussen bestuur en afdelingshoofde, afdelings en afdelingshoofde uit te brei en te verbeter.
- * Oprigting van kennisgewingborde om te verseker dat almal weet en hoor van boodskappe en gebeure.
- * Die verhoudinge tussen werknemers en bestuur te verbeter, 'n samehorigheidsgevoel.
- * Parlements lid van Gauteng moet genader word en Paul Jungnickelhuis moet "lobby" sodat die staat eerder subsidies verhoog as verlaag.
- * Inwoners ekonomies aktief maak.
- * Besparings op alle terreine moet intree.
- * Ouditeursfirma wat oudit gratis doen te verkry
- * Gemeenskaps betrokkenheid aanmoedig.
- * Die feit dat diefstal 'n kriminele oortreding is sterk ondér almal se aandag gebring word asook die nagevolge.



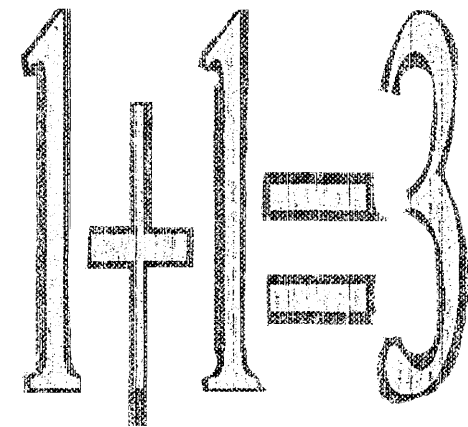
APPENDIX 11:

NEOBIRTH CRISIS PREGNANCY CENTRE

NEO BIRTH

Krisisswangerskapsentrum

- Ingeligte keuse
- SA Cares for life
- Nie-winsgewend
- Huis Esther



6. SLEUTEL STRATEGIESE VRAAGSTUKKE

Die sleutel strategiese vraagstukke wat geïdentifiseer en gepriortiseer is vir Neo-Birth deur middel van primêre navorsing en onderhoude met bestuur is:

6.1 FINANSIERING

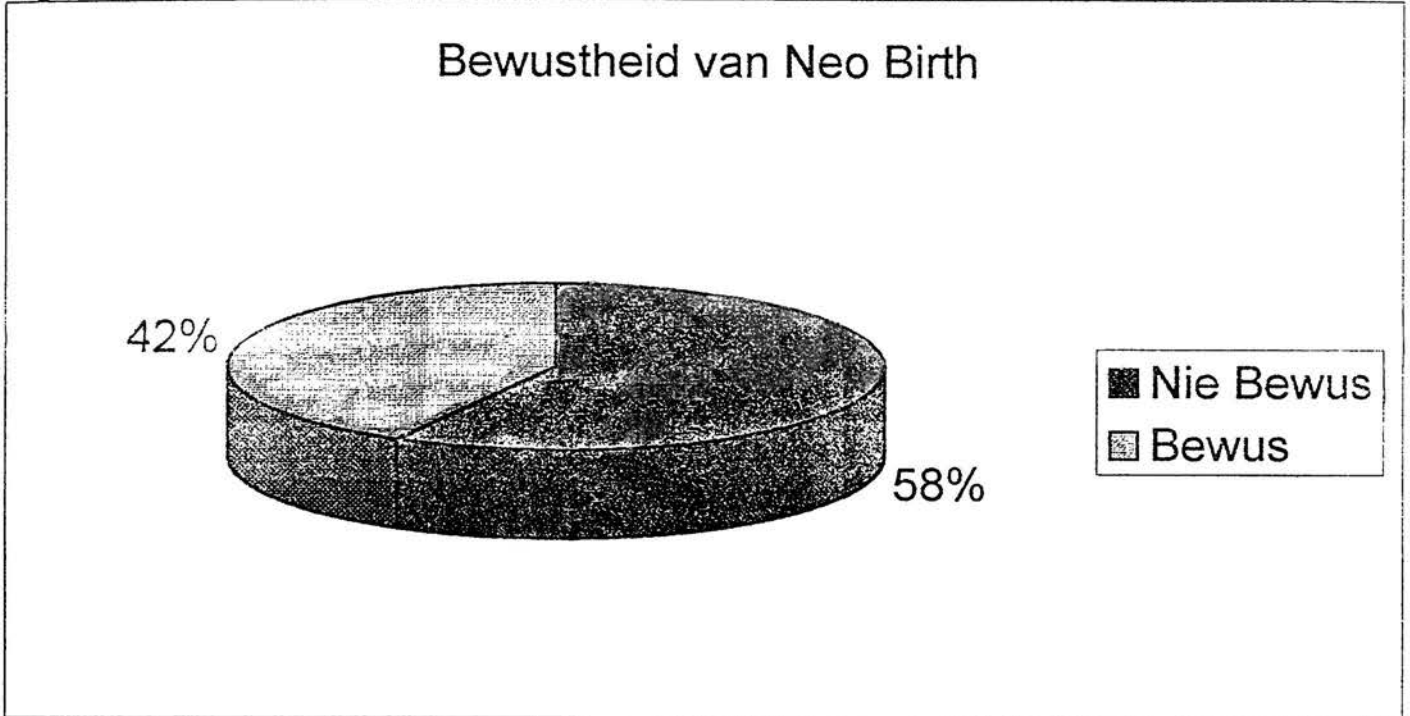
Die belangrikste vraagstuk wat Neo-Birth beïnvloed is die feit dat hulle totaal afhanklik is van donasies. Die uitgawes van die organisasie oorskry die inkomstes wat hulle vervolgens stuit om baie geld aan eksterne kommunikasie te spandeer. Dit strem verdere uitbreidings en bemerking asook die dienste wat hulle aan ongehude moeders bied, soos byvoorbeeld behuising, kos, klere en rekenaargeletterdheidsopleiding.

6.2 BEWUSTHEID

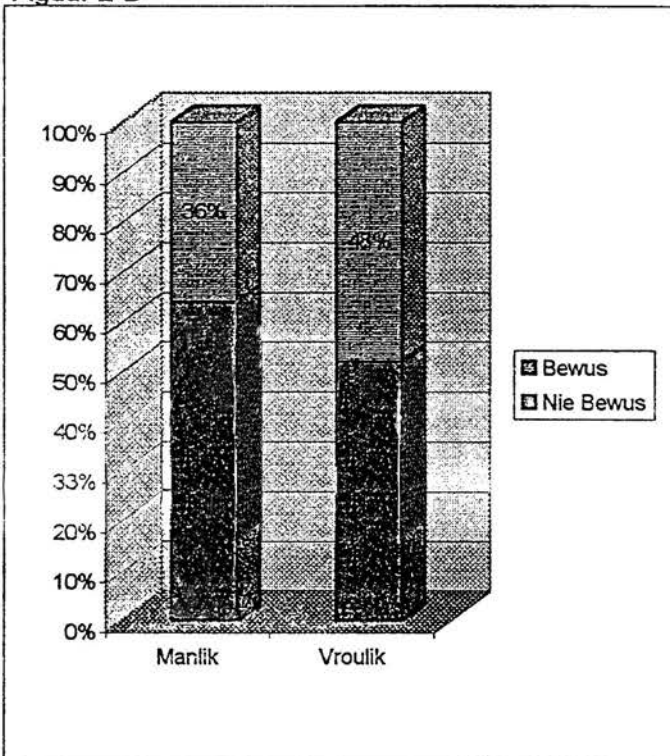
Min mense is werklik bewus van Neo-Birth en die dienste wat hulle verskaf. Primêre navorsing toon dat 42% mense bewus is van Neo-Birth en dat hulle slegs bewus is van die berading wat die organisasie bied en nie hul ander waardevolle dienste nie (sien Grafiek 2). Vrouens in die ouderdomsgroep 18 tot 21 jaar is egter 78% bewus van Neo-Birth.

Persepsies verskil onder die publiek en daar bestaan waninterpretasies oor wat die doel van die sentrum is. Party mense is selfs onder die indruk dat Neo-Birth 'n aborsie kliniek is. Die waninterpretasie dra by tot negatiewe houdings oor die sentrum wat lei tot weerings om bydraes te maak.

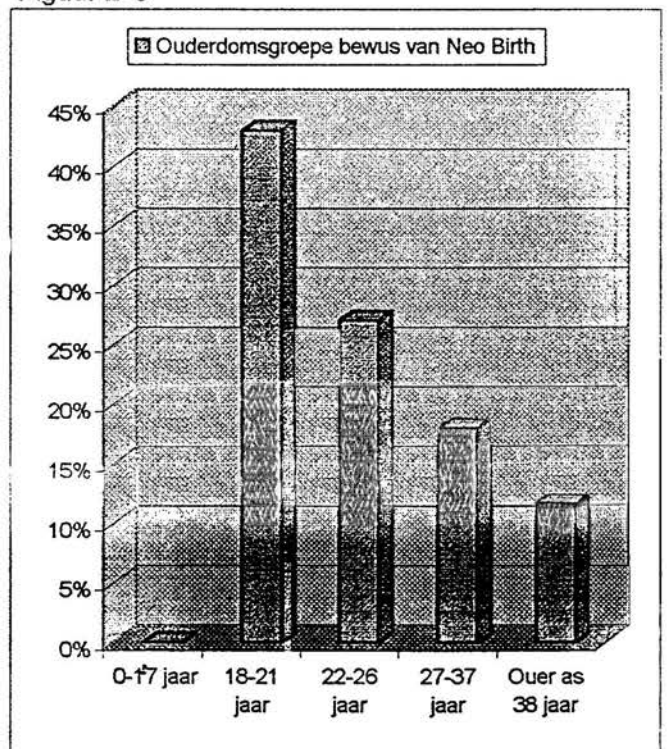
Figuur 2-A



Figuur 2-B



Figuur 2-C



Die meeste mense wat bewus is van Neo-Birth het daarvan uitgevind by familie of vriende wat aandui dat daar 'n gebrek bestaan aan effektiewe eksterne kommunikasie (sien Grafiek 3).

6.3 UITBREIDING

SA Cares For Life het tans 35 sentrums in Suid-Afrika, waaronder Neo-Birth ook een is. Statistieke toon dat in 1997, 26 000 aborsies op aanvraag in Suid-Afrika uitgevoer is, wat daarop dui dat drastiese uitbreiding benodig word, om bystand aan dié vrouens te bied en ook ander swanger dames.

Neo-Birth benodig ook rekenaars om die dames op te lei in rekenaarvaardighede en geletterdheid. Hierdeur kan hulle ekstra dienste bied om 'n beter toekoms vir die meisies te verseker.

6.4 BEELD

Die persepsie van die publiek oor wat die organisasie is en doen, bepaal die beeld van daardie organisasie. Party mense dink Neo-Birth is 'n aborsie kliniek, wat 'n negatiewe beeld van die organisasie onder party publiek tot gevolg kan hê

6.5 SWOT- ANALISE

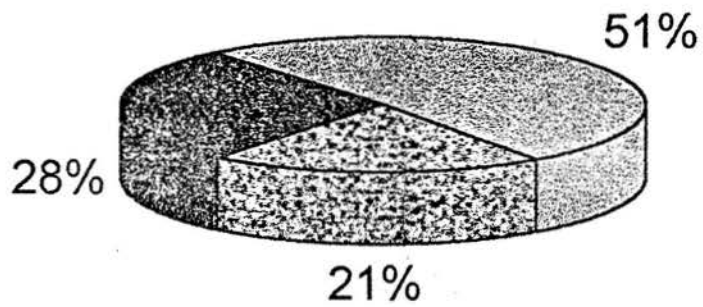
6.5.1 Sterkpunte

Neo-Birth is:

- * goed georganiseerd;
- * sentraal geleë naby die universiteit waar die teikenpubliek is;

Figuur 3

Hoe publiek te hore gekom het van Neo Birth:



- Familie & vriende
- Pamflette & advertensies
- Ander nl, verby plek ry

- * klein genoeg om vinnig te reageer tydens krisistyd; en
- * toegerus met opgeleide persone wat lojal is en verbind is tot die organisasie.

6.5.2 Swakpunte

Neo-Birth is:

- * finansieël afhanklik van individue vir donasies;
- * 'n organisasie wat 'n tekort het aan opgeleide vrywilligers; en
- * 'n organisasie met 'n tekort aan fondse vir bemerking om teikenpubliek doeltreffend te bereik.

6.5.3 Geleenthede

Neo-Birth se geleenthede is:

- * om nasionaal uit te brei en meer dames te help;
- * die uitbreiding in Hatfield bied geleenthede vir korporatiewe ondersteuning;
- * kan baie blootstelling op kampus kry; en
- * as Neo-Birth rekenaars kan bekom, kan hulle die dames oplei in rekenaarvaardighede.

6.5.4 Bedreigings

Neo-Birth se bedreigings is:

- * aborsieklinieke waar meisies wat oningeligte keuses maak 'n heenkome kan vind;

- * ekonomiese resessie veroorsaak dat publiek minder donasies maak; en
- * diefstal by kantore kan groot finansiële skae aanrig.

7. KORPORATIEWE KOMMUNIKASIE STRATEGIE

Aanvanklik is daar besluit dat finansiering die belangrikste strategiese vraagstuk vir Neo-Birth is. Na verdere intensiewe analise het ons besef dat finansiering en bewustheid hand aan hand loop. Enige organisasie is afhanklik van fondse om bewustheid te genereer en andersom. As daar 'n hoë bewustheid onder publiek bestaan, sal finansiering verhoog omdat meer donasies gemaak sal word.

7.1 DOELSTELLINGS

- * Om krisis swangerskap sentrums op 'n nasionale basis te stig;
- * Om internasionaal met soortgelyke organisasies te skakel;
- * Om 'n netwerk te skep van abortie alternatiewe en om dit te koördineer;
- * Om opleiding te bied aan die dames;
- * Om 'n mondstuk te wes vir die regering en media; en
- * Om navorsing te doen.

7.2 DOELWITTE

- * Om in Pretoria 'n uitgebreide bewustheid onder publiek te skep oor wat Neo-Birth is en doen;
- * Om genoeg behuising, klere en berading te gee aan dames met krisis swangerskappe;
- * Om aan dames genoegsame inligting te verskaf sodat hulle 'n ingeligte keuse kan maak oor hulle swangerskap;

- * Om deur die verkryging van rekenaars, meisies op te lei om rekenaarvaardighede aan te leer;
- * Om fondse en opgeleide vrywilligers te werf vir opgeleide doelstreffendheid; en
- * Om inligting te verkry oor hoeveel aborsies gedoen word, hoeveel moeders daar is, VIGS, die gebruik van voorbehoedmiddels, ensovoorts.

8. KOMMUNIKASIE BELEID

Die kommunikasie beleid is die stel riglyne wat 'n uitdrukking is van die strategiese plan van die onderneming. Dit is 'n praktiese dag tot dag stel reëls wat aandui hoe besigheid gedoen word.

Neo-Birth se kommunikasiebeleid behels die volgende:

- * verbintenis tot vertroulikheid, dit wil sê die identiteit van die meisies moet beskerm word;
- * om nie mense te oordeel nie en ook nie Christelike waardes wat in Neo-Birth heers, of dit af te dwing nie;
- * vriendelikheid, behulpsaamheid en bystand ten alle tye te bied;
- * funksionele kommunikasie tussen Neo-Birth en "The A.F.M Executive Welfare Council" waarna dames verwys word as hul babas wil laat aanneem;
- * funksionele kommunikasie tussen Neo-Birth en Huis Esther waar dames behuising kan ontvang; en



APPENDIX 12:

BUSINESS AGAINST CRIME



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

KOB 320 Assignment



BUSINESS AGAINST CRIME



Communication Strategy & Plan prepared for Ms Benita Steyn 23 September 1999

Prepared by:

Group 21

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N Zürcher	9717960



Problem Statement :

**“ Develop a Corporate Communication Strategy for any non-profit organisation.
Choose one of the key strategic issues from the strategy and develop a
Communication Plan around that specific issue.”**

Assignment prepared for :

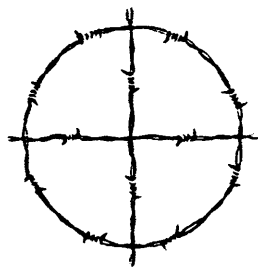
Ms Benita Steyn
Economic & Business Sciences Building
University of Pretoria

Choice of Non-Profit Organisation :

Business Against Crime, National
Gallagher House, Gallagher Estate
Midrand

Liaison at BAC, National :

Liesl Weber
BAC, National Communication Manager



**BUSINESS AGAINST CRIME –
NATIONAL**

LIESL WEBER
Communications Manager

Level 2 Gallagher House, Gallagher Estate
Richards Drive, Midrand
P O Box 8200, Halfway House, 1685
Tel: (011) 805-3414
Fax: (011) 805-9852
Cell: 082 490-0014

- ❖ Liesl was seconded from SAPPI at the beginning of this year, 1999 and will be with BAC, National for a one year period. She is an example of a ‘Human Resource and Expertise’ sponsorship. Personnel seconded in this manner remain employees of their previous employer e.g. *SAPPI* and receive remuneration in kind.



Ms Sandra Korfer
University of Pretoria

fax no: (012) 347 2029

Tuesday, 27 July 1999

Dear Ms Korfer,


COMMUNICATIONS STRATEGY AND PLANNING

Many thanks for your letter of 21 July. We are delighted you have chosen Business Against Crime, National as a potential candidate for your third year project and you have my permission to go ahead and use the organisation for your communication strategy practical project.

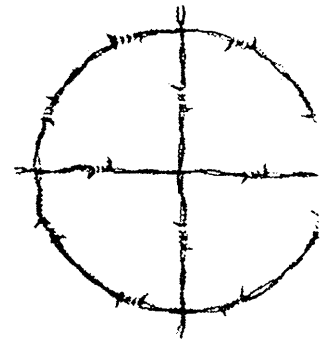
Please could you liaise with our communications manager Liesl Weber to make the necessary arrangements. She can be contacted on 011/805 3414 or 082 49 000 14.

I look forward to seeing the results of your project and wish you luck with your studies and in particular the BAC project.

Kind regards


Willie Scholtz
Managing Director

Directors: DDB Band(Chairman) MW Spicer (Deputy Chairman)
G.C. Dry T Eloff LH Fine M. Glatt DA Gordon CA Hall H Herman A Jordaan RGR Lascaris
WE Lucas-Bull D.L. MacRobert DNM Mokhobo S.Nxasana RWK Parsons C Ramaphosa
T Rosenberg WJH Scholtz PM Surgey J.L.Wade PD Wharton-Hood J Zaيمان(Alternate)



BUSINESS AGAINST CRIME - NATIONAL

Reg No 96/06714/08
Association Incorporated under Section 21

Level 3 East, Gallagher House
Gallagher Estate, Richards Drive, Midrand
P O Box 8200, Halfway House, 1685
Tel: (011) 805 3414
Fax: (011) 805 9852

FOUNDING SPONSORS

ABSA
ANGLO AMERICAN
BARLOWS
CSIR
ESKOM
FIRST NATIONAL BANK
GENBEL
LIBERTY LIFE
McKINSEY INC
M-NET
MONITOR GROUP
NEDCOR
PLASCON
RADIO 702
RAND MERCHANT BANK
SABC-RADIO
SABC-TV
SAPPI
STANDARD BANK

MAJOR SPONSORS

AECI
ANGLOVAAL
C.G. SMITH
DELOITTE & TOUCHE
DEUTSCHE MORGAN GRENFELL
FORBES FINANCIAL
INTERNET SOLUTIONS
JCI LIMITED
MACSTEEL
NBI
REUNERT LIMITED
SA BREWERIES
SONDELA CONSULTING C.C.
OPEN SOCIETY FOUNDATION S.A.
SIEMENS

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1. Executive Summary

Within this Communication Strategy and Plan, five key strategic issues have been identified as the following:

- ❑ Non-Existence of a defined BAC, National fundraising strategy.
- ❑ Insufficient communication within BAC, National concerning their four major crime fighting projects.
- ❑ Lack of formal communication between Provincial and National BAC's.
- ❑ Government manages relations with media.
- ❑ Many non-profits competing for the same 'customer dollar'.

Non-Existence of a defined BAC, National fundraising strategy was taken as being of top priority and the Communication Plan was drawn up in relation to this issue.

The proposed communication plan has two aims, firstly to build closer sponsor relationships and secondly to relaunch BAC, National. A central event of an end-of-year function was chosen to help realise both these objectives. The theme of the function is, "Creating donations through building relations" and the event, to take place on 16th December 2000, will be called "Masterminds Against Crime". All Founding Sponsors, relevant government officials and BAC, National employees will be on the guest list. President Thabo Mbeki, a VIP guest, will be requested to make a speech about taking over the reins of BAC from President Nelson Mandela.

2. General History

2.1 Existence

“In August 1995, President Nelson Mandela appealed to 450 business leaders to join forces with the Government in combating crime. Business Against Crime (BAC), a Section 21 Company (non-profit) was created in response to this appeal.”

(Find at : <http://www.bac.co.za>)

2.2 BAC at a glance : (BAC Report 1999 : 8)

- **August 1995 President Nelson Mandela** appeals to business leaders to join forces with the government in combating crime.
- **1996** Sectors of the business community group together to establish a Section 21 Company, Business Against Crime (BAC), National.
- **May 1996** National Crime Prevention Strategy (NCPS) launched by government. BAC participates in the implementation, planning and activities of this body.
- **June 1996 Wendy Lucas-Bull**, an Executive Director of Rand Merchant Bank was appointed as first Chairperson BAC National.
- **January 1997-December 1998** Five provincial BAC branches established in Gauteng, Kwazulu Natal, Western Province, Mpumalanga and the Eastern Cape.
- **January 1997** A NCPS project aimed at transforming the criminal justice system is launched and BAC plays a pivotal role in architecting a new process.
- **May 1997 Doug Band** of Premier and **Michael Spicer** of Anglo American are appointed deputy chairpeople of BAC National.
- **June 1997** Following representations, Commercial Crime accepted as a priority project by the NCPS.
- **October 1997** National Interdepartmental Structure for Border Control created, with the aim of implementing a strategy to address border control and develop solutions to problems at our border posts.
- **February 1998** A project aimed at reducing vehicle crime initiated.
- **March 1998 Willie Scholtz** appointed Managing Director of BAC, National. This in addition to his role as project director of the Integrated Justice System project.
- **May 1998 Doug Band** appointed Chairman of BAC, National.
- **November 1998** Design of a new, world class integrated justice system completed. This system identifies shortcomings in the present system, defines solutions based on international best practices and sets the transformation wheels in motion.

2.3 BAC Main objective

BAC's main objective is to facilitate the creation of national frameworks and partnerships at the highest level, in which the state, business and communities can jointly and effectively work towards reducing, preventing and combating crime. Within the realm of these partnerships, BAC aims to :

1. understand and shape strategies,
2. assist in the implementation of action plans,
3. monitor the success of projects implemented, and
4. ensure that successful strategies are identified and utilised within the Criminal Justice System.

3.1 Introduction to BAC, National

Our assignment is concentrated on Business Against Crime, National which has its head-office in Gallagher House at Gallagher Estate, Midrand. (*Addendum A*) The Chairman of BAC National is D. Band and the Managing Director is Willie Scholtz.



Chairman
D. Band



Managing Director
W. Scholtz

BAC National is currently involved in four programs aimed at combating crime in South Africa. They are the Integrated Justice System (IJS), the Border Control Project, the Vehicle Crime Project and the Commercial Crime Project. (*Addendum B*)

BAC National, being a non-profit organisation, derives its resources and contributions from sponsors principally within the business community. Contributions are obtained in four forms :

- Financial sponsorships
- Sponsorship of products & services
- Infra-structural resources
- Human resources & expertise

BAC, National is mainly sponsored by :

Founding Sponsors	Major Sponsors
ABSA ANGLO AMERICAN BARLOWS CSIR ESKOM FNB GENBEL LIBERTY LIFE MCKINSEY INC M-NET MONITOR GROUP NEDCOR PLASCON RADIO 702 RAND MERCHANT BANK SABC-RADIO SABC-TV SAPPI STANDARD BANK	AECI ANGLOVAAL C.G.SMITH DELOITTE & TOUCHE DEUTSCHE MORGEN GRENFILL FORBES FINANCIAL INTERNET SOLUTIONS JCI LIMITED MACSTEEL NBI REUNERT LIMITED SA BREWERIES SONDELA CONSULTING C.C. OPEN SOCIETY FOUNDATION SA SIEMENS

3.2 Vision Statement

The existing vision of Business Against Crime is :

“ To achieve peace , order and good governance for all the people of South Africa .”

The purpose of a **vision statement** is to answer the question: “ *what do we want to become ?* ”

- A shared vision creates a commodity of interests that can lift workers out of the monotony of daily work and put them into a new world of opportunity and challenge.
- A vision statement indicates a possible and desirable future state of an organisation and it includes specific goals.

(David 1999 : 83)

The existing vision statement of BAC, National succeeds in answering the question posed above and the optimistic goals that it states should serve as adequate motivators for dedicated employees.

3.3 Mission Statement

The existing mission statement of Business Against crime is :

“ To facilitate the application of business skills and resources towards a sustained reduction in crime.”

The purpose of a **mission statement** is to answer the question “ *what is our business ?* ”

- Specific goals should not be included in a mission statement, it should be more concerned with behaviour.
- It is important that a mission statement be broad enough to appeal to an organisations diverse stakeholders.

(David 1999 : 9)

A **mission statement** should be drawn up so as to ensure :

1. unanimity of purpose within an organisation,
2. a standard for allocating resources is in place,
3. an organisational climate is established, and
4. that individuals have a focal point from which all efforts will stem.

Most practitioners and academics of strategic management consider an effective mission statement to include the following nine characteristics : (David 1999 : 89)

1. **Customers** : Who are they?

Recommendation : BAC directs all its efforts towards improving the quality of life of all people residing in South Africa.

2. **Products and services** : What are the major products and services on offer?

Recommendation : This has been sufficiently addressed in the existing mission – namely ‘business skills and resources’.

3. **Markets** : Geographically, where does the firm compete?

Recommendation : BAC offers the benefit of its services to individuals throughout South Africa.

4. **Technology** : Is the firm technologically current?

Recommendation : BAC is striving to keep itself abreast of the latest relevant business technology hence the creation of a BAC website.

5. **Concern for survival, growth and profitability** : Is the firm committed to growth and financial soundness?
Recommendation : BAC continues to rely on the generosity of its sponsors in order to continue operating and offering more extensive business services.
6. **Philosophy** : What are the basic beliefs, values and aspirations?
Recommendation : All employees at BAC are driven by a desire to serve society at large by contributing to a sustained reduction in crime.
7. **Self-concept** : What is the firm's major competitive advantage?
Recommendation : As crime affects all spheres of an individual's life; 'crime is easy to sell'.
8. **Concern for public image** : Is the firm responsive to social, community and environmental concerns?
Recommendation : All efforts undertaken by BAC are directed at uplifting the plight of individuals in society's and communities throughout South Africa.
9. **Concern for employees** : Are employees a valuable asset to the firm?
Recommendation : As the tasks at BAC are very labour intensive, every employees is seen as a valuable asset.

The mission statement of an organisation is a very personal and inbred process and strictly speaking cannot be developed by an organisational outsider. The existing mission statement of BAC, National does, however, not comply with the above guidelines as suggested by academics. It must be understood that these are merely pointers for writing a mission statement and with this in mind the following suggestion can be made.

3.3.1 Proposed BAC, National mission statement :

“To optimally facilitate the application of business skills and sponsored resources towards a sustained reduction in crime in South Africa and for all her people.”

Reasoning behind suggested mission statement:

- ‘To optimally facilitate the application of business skills...’

This wording lends validity to the fact that BAC, National will strive to remain abreast of all industry developments and technological advancements.

- ‘sponsored resources’

Indicates the source of their main business needs for the continuation of their existence and highlights one of BAC, National's key strategic stakeholders – their sponsors.

- ‘sustained reduction in crime in South Africa’

BAC, National's geographic market is defined through the inclusion of a specified region namely the whole of South Africa.

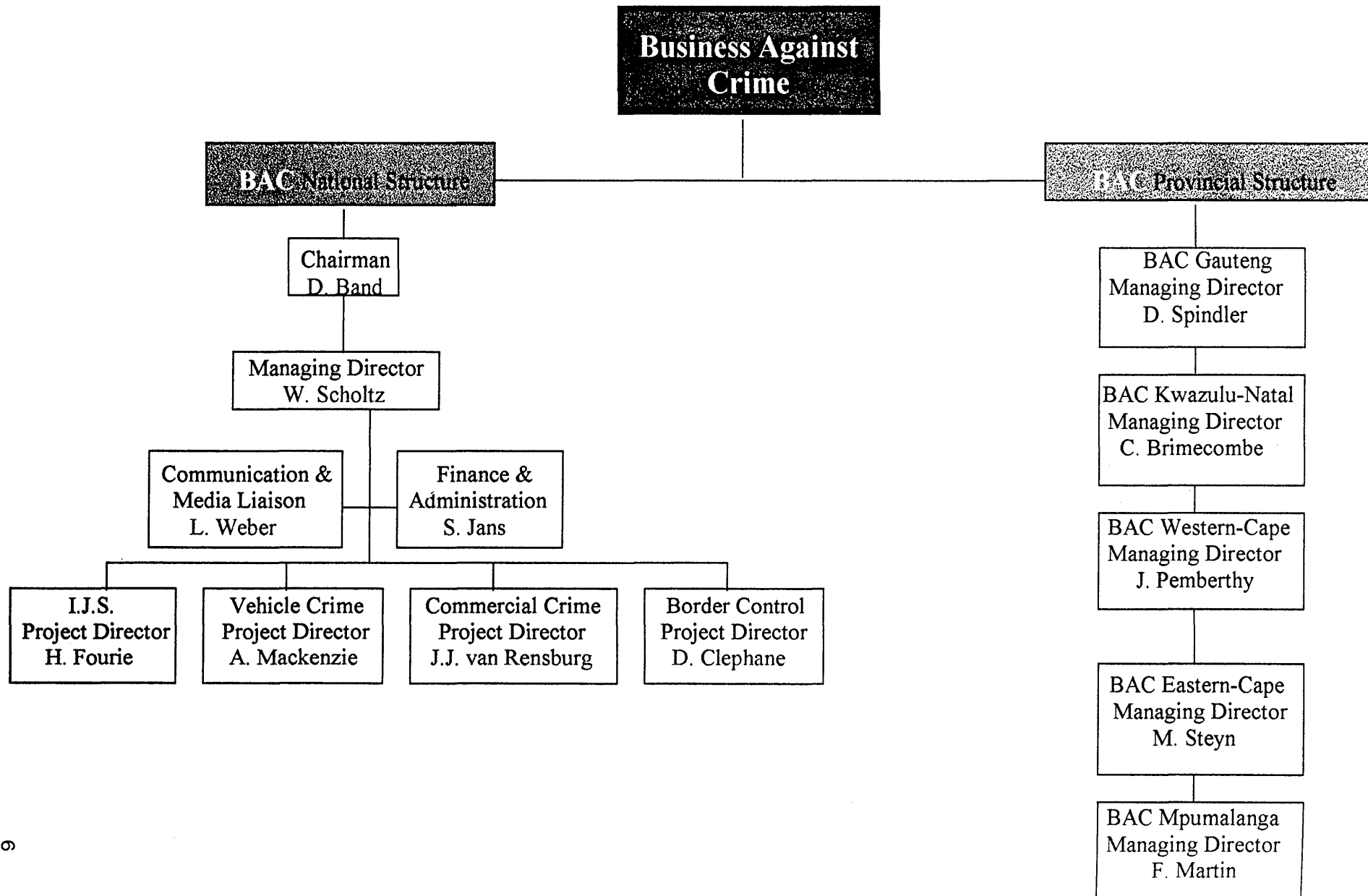
- ‘and for all her people.’

All South Africans are the customers of BAC, National as they continue to aid in the fight against crime in South Africa.

3.4 Corporate Structure

The corporate structure of BAC, National is supplied in diagrammatical form on the next page.

Corporate Structure



3.5 Corporate Culture

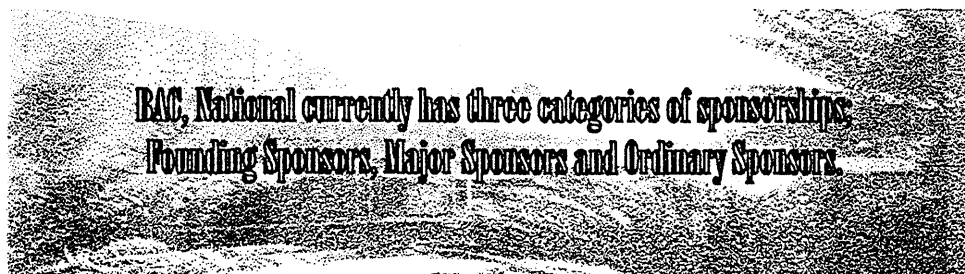
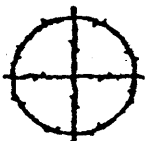
According to Deal and Kennedy **corporate culture** can be defined as “the way we do things around here” while Peters and Waterman see culture as “a set of shared values conveyed by symbolic means such as stories, myths, legends and anecdotes.” (Steyn 1999 : 23)

An internal questionnaire was drawn up to help determine BAC, National’s corporate culture, (*Addendum G*), these questionnaires were however not given the go-ahead by BAC management and therefore no feedback was received. The following ideas about BAC, National’s corporate culture was deduced through informal research:

- ❑ Due to their close workings with the government, BAC, National have adopted a bureaucratic way of doing things,
- ❑ through discussions with BAC, National employees, it was found that information sharing within the organisation was not highly rated,
- ❑ management members are considered very accessible,
- ❑ communication between employees is hampered by the fact that not all staff members are stationed at Gallagher House, and
- ❑ employee motivation levels are low due to not being publicly credited with work successes, i.e. the government accepts all credit for mutual achievements.

3.6 Corporate Strategy

- BAC, National currently makes use of four main strategies to aid in achieving a ‘sustained reduction in crime’ and these are the Integrated Justice System headed by Willie Scholtz; the Border Crime Project with Dave Clephane as Project Manager; the Vehicle Crime Project with Dave Child and the Commercial Crime Project under the leadership of JJ van Rensburg.
- BAC, National has a workable strategy for obtaining business skills and experienced employees through their Human Resource and Expertise sponsorship programme.
- BAC, National has the fundraising strategy of only approaching South Africa’s top 200 companies for sponsorships.



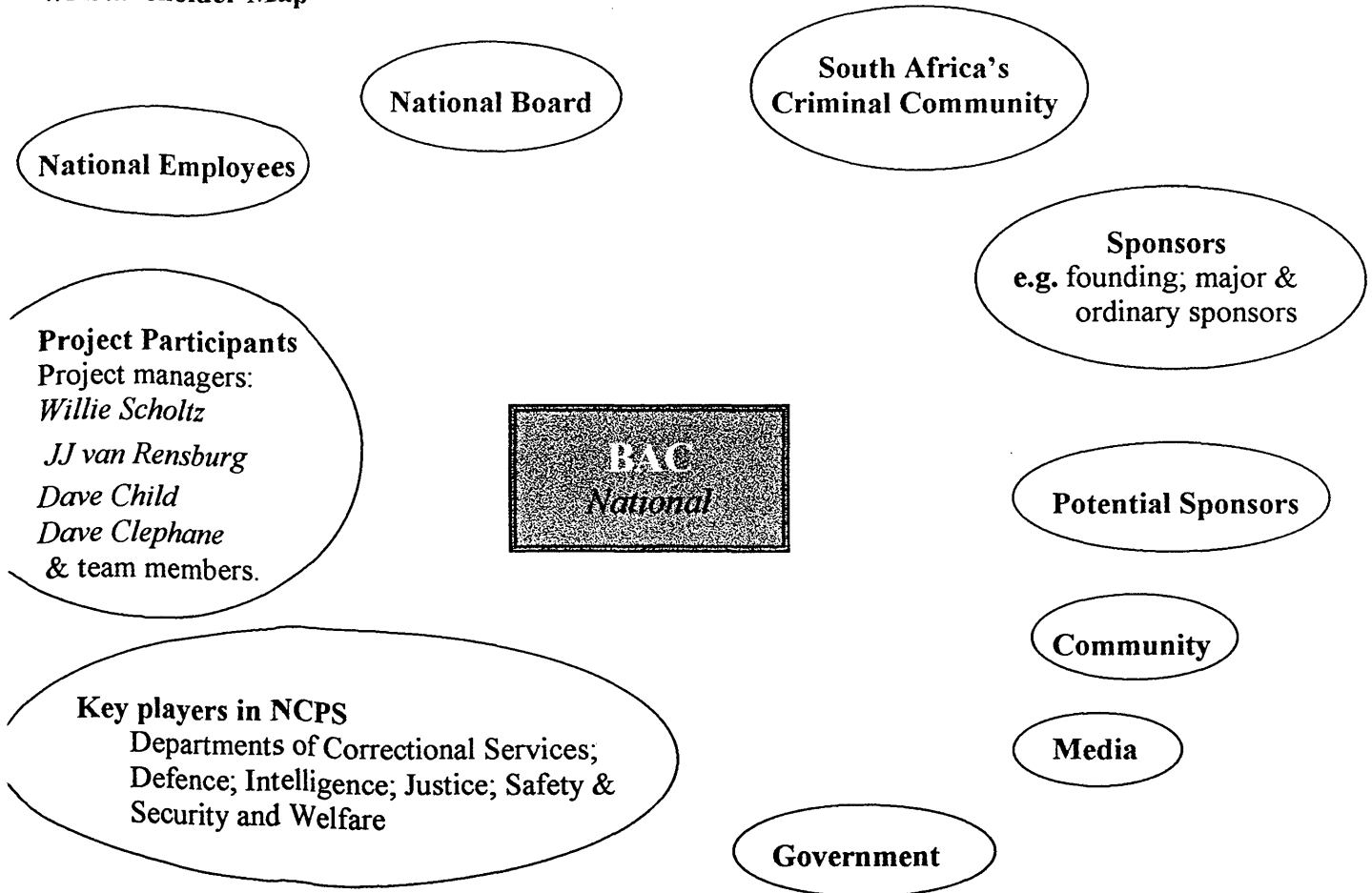
4. Strategic Stakeholders and Publics

“ People are **stakeholders** when they are affected by decisions of an organisation or if their decisions affect the organisation ” (Steyn 1999 : 34).

Passive stakeholders are for example employees and community residents, **active stakeholders** are referred to as publics.

(Steyn 1999 : 34)

4.1 Stakeholder Map



4.2 Linkages

Strategic stakeholders are those that are ‘critical, crucial, essential, important or vital for an organisation in the accomplishment of its mission’ (Steyn 1999 : 34).

4.2.1 Enabling linkages

These are groups that provide authority and control resources such as government regulators and stockholders. (Steyn 1999 : 34)

This category of stakeholders within BAC, National are the board members and project directors who have the authority to stipulate where and what for obtained resources will be deployed. Sponsors and potential sponsors are the source of donations for BAC, National. It is of utmost importance that BAC, National’s relationship with these specific groups be maintained and improved due to the fact that

they are a non-profit organisation and rely on these sponsorships as a tool for their functioning and in the pursuit of their goals.

4.2.2 Functional linkages

These are the groups that provide inputs and outputs for the organisation.
(Steyn 1999 : 34)

Employees, project directors and team members perform the input function with relation to work done, noted accomplishments and future planned projects. Project directors and their team members are currently involved in four main BAC, National crime fighting projects namely; the Integrated Justice System (IJS), the Border Control Project, the Vehicle Crime Project and the Commercial Crime project.

The output aspect of functional linkages is concerned with consumers. In relation to BAC, National the whole of South Africa can be seen as their consumers because we all benefit from a positive reduction in crime.

4.2.3 Normative linkages

These are professional or industry associations that provide connections to similar organisations to assist in solving shared problems. (Steyn 1999 : 34)

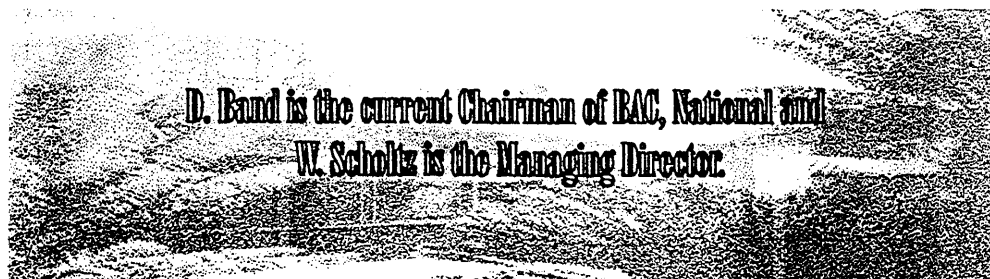
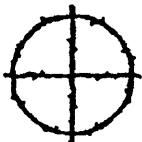
In relation to BAC, National these linkages are maintained with the government and NCPS participants (*Addendum H*), as a major issue facing the government of South Africa is the great crime rate, which the government, together with BAC, National, is drastically trying to curb.

The organisation, Business Against Crime, is a direct result of President Nelson Mandela's plea to the business community of S.A., in August 1995, to assist in combating crime and therefor their existence stems directly from the government.

4.2.4 Diffused Linkages

These are connections to groupings of individuals who are not part of any organisation.
(Steyn 1999 : 34)

The media fall under this heading as they are seen as having a diffused link with BAC, National. Although BAC, National have the unwritten policy of not accepting credit for their work and to let the government stand in the forefront, the media still report on BAC, National activities and perform their gatekeeping role of informing the public.



4.2.5 Remaining Stakeholders relations

By not using the media i.e. by not advertising, the public remains very much on the outskirts of BAC functioning. The community can be seen as a **latent public** in relation to BAC, National due to their non-media usage policy because even if BAC developed strategies that were to affect the community at large the community remains ignorant of this fact.

The last and most controversial group of BAC, National stakeholders is the South African crime commodity themselves. This group of individuals is seen as an **aware public** in relation to BAC, National because they recognise the problem that BAC, National could pose for them i.e. interfering in their business of crime activities. This stakeholder has not yet progressed to the point of being an **active public** because they have not aired their grievances concerning BAC activities or taken steps to oppose BAC, National initiatives.

4.3 Stakeholder Perceptions of BAC, National

To obtain the relevant information concerning stakeholder familiarity with- and perceptions of- BAC, National an informal oral survey was conducted with a target audience of 25 candidates. The group ranged in career positions from managing directors to one-man business operators to students and housewives. To limit interviewer bias a structured set of questions was applied during each interview, the candidates were questioned individually thereby eliminating peer pressure and contributing positively to honest answers.

Public relations auditing is research to define stakeholders/publics and to determine how they perceive and evaluate the organisation. (Steyn 1999 : 69)

The **Public Relations Audit** consists of two parts namely:

4.3.1 Audience Identification, and

4.3.2 The Corporate Image Study

An explanation of each as well as their relevance to this organisation will follow.

4.3.1 Audience Identification

- Identifies relevant stakeholders/publics;
- evaluates their perceptions, attitudes and involvement with the organisation;
- identifies issues of concern; and
- measures the power of each stakeholder.

Results: Audience Identification

1. BAC, National stakeholders remain the same as identified on the stakeholder map.
2. Their attitude towards BAC, National is that this organisation has a valid reason for their existence i.e. their efforts are focused towards reducing crime in South Africa.
3. Interviewed stakeholders were concerned with the fact that they thought that BAC was only concerned with the clean up of city centers eg. Cape Town and Johannesburg.
4. Sponsors as a stakeholder are very powerful in the effect that they can have on BAC, National as their sponsorships is the life-line from which BAC operates. Government is also a powerful stakeholder and much respected.

4.3.2 Corporate Image Study

- Determines familiarity of public with organisation;
- determines attitudes towards organisation; and
- personality characteristics associated with organisation.

To determine 25 candidates' familiarity with the organisation (BAC, National) the following set of questions were posed during an oral survey by five individual researches.

It must please be noted that this was not a random sample and that 25 respondents are too small a number to be able to generalise to the population. However, because of time and financial constraints, the sample will have to suffice for the purposes of this assignment.

The "Familiarity Survey" Questionnaire

1. Do you know who BAC is?
2. Do you know what BAC, National does? (i.e. their main goal?)
3. Do you feel that BAC is a necessary organisation?
4. Have you come across mentionable results of BAC, National in their effort of helping to combat crime?

The following results were obtained from the "Familiarity Survey":

Category	Positive Response	Negative response	Uncertain	Total of candidates
Question 1	13	4	8	25
Question 2	10	2	9	21
Question 3	17	2	2	21
Question 4	9	4	8	21

Explanation of results:

- Of the 25 candidates who were targeted in this survey only 21 could answer the first question; 'Do you know who BAC is?' and therefor the sample of 25 candidates was cut by four to leave an 84% response rate to answer questions 2, 3 and 4.
- The response pattern to Question 2 was as follows:
47% of the candidates knew what BAC, National does
10% did not know
The remaining 43% of the respondents were unsure as to what BAC's main objective was.
- Question 3
80% answered positively
10% saw no need for BAC's existence
10% of the candidates were undecided on the issue.
- Question 4
43% said that they had come across results
19% stated that they had not seen any BAC related crime reduction results
38% could not recall whether they had or had not seen results.

Deductions:

According to the above results it can clearly be seen that the public should be made more aware of BAC, National activities as necessary roles that the organisation plays in South Africa's continued effort to curb our rampant crime. This statement is supported by the below average response to Question 2 of this survey.

This survey has also indicated that the majority of respondents view BAC as being a worthwhile organisation.

In summary it can be said that:

1. Most of the respondents know about BAC,
2. Not many are aware of the organisation's main objective, and
3. The majority sees the organisation as necessary.

5. Identified Issues

5.1 SWOT Analysis BAC, National

Strengths	Weaknesses
<ul style="list-style-type: none"> • “Crime is easy to sell” i.e. sponsorships • Provincial BAC’s situated throughout country • Backing of corporate giants • Support from all sectors of society • Strong business contacts and diverse business skills • Objective facilitator position • Benefits offered to sponsors • Only BAC, National are allowed to approach South Africa’s top 200 companies • Ability to obtain necessary business functions through pro-bona efforts 	<ul style="list-style-type: none"> • Policy of not taking credit for achievements • Lack of communication between National and Provincial BAC’s • Lack of sufficient funding • No choice in Human Resource & Expertise sponsorships • Boardmembers not using contacts to raise funds • Corporate culture is influenced by government • No Corporate Identity manual • No formal fundraising campaign • No formal feedback to sponsors • Cannot rush pro-bona gifts eg. Website
Opportunities	Threats
<ul style="list-style-type: none"> • High crime rate • Links with present South African government • Global trend concerning sponsorships whereby companies are beginning to give back to communities i.e. <i>Increased social responsibility</i> • White collar crime resulting in the economy losing millions i.e. bad economy • Free publicity through reports on BAC initiatives in the media • Contacts with media giants i.e. MNet, Radio 702, SABC radio & television • All fundraising efforts are directed at South Africa’s top 200 companies 	<ul style="list-style-type: none"> • Other non-profit organisations • Lack of visibility in task and macro environment • Bad economy leading to a decrease in potential sponsorships • Government resistance to change • No tangible product to sell

5.2 Broad overview of Identified Issues

5.2.1 No Corporate I.D.

Within BAC, National and relating to Provincial BAC's there is no set corporate I.D. with the result that not even the same colour is always used in the corporate icon. BAC's official colour is blue but this is only a by product of the lack of a formal corporate I.D. Other implications of this issue are much more far reaching an example here would be decreased employee morale as there appears to be no cohesion among BAC's.

5.2.2 Cannot rush Pro-bona gifts

BAC, National is trying to remain abreast of technological developments through the establishment of a BAC, National website. This goal is however hampered by the fact that BAC, National is obtaining this website via a pro-bona effort and can therefore not push a deadline.

5.2.3 Provincial and National BAC's competing for same sponsorships

This issue has been addressed through the agreement that BAC, National will approach the South African top 200 companies for sponsorships and Provincial BAC's are free to approach the remaining business community of South Africa. This is one of the many solutions to the problem that could have been implemented. This is a workable solution but there should also be improved communication channels developed so that National is aware of Provincials fundraising efforts and visa versa.

5.2.4 Board members not fully utilising contacts to obtain sponsorships

When the board of BAC, National was put together it was hoped that the board member would make use of their respective business ties to gain increased sponsorship for the organisation.

5.2.5 No annual report is developed for BAC, National

It is BAC, National policy not to develop annual reports, these reports have never been drawn up for BAC, National and the organisation has no wish to change this policy.

5.2.6 No tangible end product to sell

This issue relates to many non-profit organisations as it does to BAC, National. The role of BAC is to aid in the prevention of crime in South Africa but this is an evolving process and therefore has no definite beginning or end.

5.2.7 Government resistance to change

Though the government of the 'New South Africa' have made many changes and undergone many restructuring processes, they are very stubborn and unresponsive when it comes to suggestions on how things should be done. They do not want to hear that what they are doing is not 'perfect'.

5.2.8 No formal feedback given to sponsors concerning their sponsored funds and BAC, National activities

This issue has been, inter alia, dealt with in the explanation of **Strategic Issue One**.

6. Identified and Prioritized Key Strategic Issues

Strategic issues are of critical importance for achieving the corporate vision and mission.

(Steyn 1999 : 35)

Organisational issue: communication is not the cause of the problem, but can provide the solution;

Organisational issue: communication is not the cause of the problem, cannot provide a solution but can explain the issue:

Management communication issue: where too little or no communication between management and employees is the cause of the problem;

Communication issue: where messages are sent, but are not getting through to target audiences.

(Steyn 1999 : 32)

6.1 Key Strategic Issues

- Non-existence of a defined BAC, National fundraising campaign
- Insufficient communication within BAC, National concerning their four major crime fighting projects
- Lack of formal communication between Provincial and National BAC's
- Government manages relations with media
- Many non-profits competing for the same 'customer dollar'

6.2 Overview of Five Key Strategic Issues

The following identified strategic issues are in order of priority:

Strategic Issue One

6.2.1 Non-Existence of a defined BAC, National fundraising strategy

This issue falls within the **internal environment** of the organisation and is classified as a **organisational issue** where communication is not the cause of the problem, but can provide the solution.

Explanation of issue : The lack of a structured fundraising strategy is of great strategic importance due to the fact that BAC, National is a non-profit organisation and therefore relies on the sponsorships that they receive as a vital tool in realising their mission. If a well organised and professional fundraising strategy, including basic policies to offer set guidelines concerning all elements relating to the obtainment of sponsorships, can be developed then the fundraising segment of BAC, National will make a strategic contribution towards achievement of organisational goals.

Implications of issue on relevant stakeholders :

Potential sponsors

- Lack of awareness among potential sponsors of the opportunity to donate to BAC, National.

Sponsors

- Uncertainty relating to the final allocation of sponsored funds due to lack of feedback from BAC, National.

Government

- Opportunity to meet and influence important businessmen of the community is not realised through lack of formal fundraising functions.

Strategic Issue Two

6.2.2 Insufficient communication within BAC, National concerning their four major crime fighting projects

This issue is **internal** to BAC, National and is categorized as a **management communication issue** where there is not enough or a lack of communication between management and employees, or between employees themselves (horizontal communication).

Explanation of issue : The four projects; the Integrated Justice System (IJS), the Border Control Project, the Vehicle Crime Project and the Commercial Crime Project need to develop a communication channel that will link all the projects together and help to avoid overlapping of project efforts. Through this communication channel all information and ideas can be shared and discussed. The logic behind linking all the projects together is that ‘two (or more) heads is better than one’.

All successes, as well as what did not work, should be communicated, **knowledge must be managed as a key resource**. BAC, National currently holds a breakfast meeting once a month for all the project directors and their staff.

Implications of issue on relevant stakeholders:

Board members, Project Managers and Employees

- Waste of their valuable time and resources as tasks are duplicated and knowledge is not shared.

Sponsors

- As a stipulated portion of sponsors donations are used for salary purposes, there is the indirect consequence of wasted funds.

Government and Community

- Not obtaining crime fighting results as soon as possible due to overlapping projects taking more time.

Communication issues of Strategic Issue 2:

- ✓ Communicate to project managers and team members the importance of sharing knowledge.
- ✓ Want to build co-ordination between the four project activities.
- ✓ Want to build team spirit amongst members of different projects.

Goals of Strategic Issue 2:

1. To create awareness among the managers of the four major projects of the importance of treating knowledge as a key resource .
2. To improve time and funds allocation through better cohesion of projects by increased communication between projects.
3. To build team spirit through the sharing of respective project successes.

Strategic Issue Three

6.2.3 Lack of formal communication between Provincial and National BAC’s

This issue falls within the **internal environment** of BAC, National and is classified as a **management communication issue** where lack of communication between respective management groups is the cause of the problem. (i.e. Provincial and National management is not communicating.)

Explanation of issue : The common saying of ‘there is strength in numbers’ relates directly to this issue. If formal communication channels are established and maintained between BAC, National and all the Provincial BAC’s in South Africa, then information sharing will be facilitated and a unified picture will be presented to the outside world of all the BAC players working to obtain the same goal i.e. to facilitate in combating crime throughout South Africa.

Implication of issue on relevant stakeholders :

Community

- Sees Provincial and National BAC’s as divided and they are unsure about the responsibilities of these seemingly ‘competing’ organisations.

Sponsors and Potential Sponsors

- Unsure about who to sponsor due to lack of information surrounding the respective tasks of Provincial and National organisations.

Board members, Project Managers and Employees

- These groups of individuals would realise greater productivity if all the information that Provincial and National BAC’s collectively gather could be constructively disseminated within BAC to be interpreted and used in decision-making.

Communication issues of Strategic Issue 3:

- ✓ Communicate to the community and inform them of BAC, National and BAC, Provincial’s respective roles in crime prevention.
- ✓ Communicate to Provincial and National BAC’s the need for co-ordination and information sharing.
- ✓ Communicate to potential and current sponsors the respective benefits of specifically donating to Provincial or National BAC organisations.

Goals of Strategic Issue 3:

1. To create awareness of the different yet complimentary roles that BAC, National and Provincial play in the fight against crime.
2. To co-ordinate, through improved communication, the four major crime fighting projects of BAC, National with any related Provincial efforts to facilitate efficiency and effectiveness.
3. To inform sponsors, current and future, of the different benefits of either donating to National or Provincial BAC organisations.

Strategic Issue Four

6.2.4 Government manages relationships with the media

This issue falls within the **task environment** of BAC, National and is classified as an **organisational issue** where communication can help to explain the negative consequences of this strategic issue to government, so as to change this unwritten policy.

Explanation of issue : BAC, National has an unwritten but well understood policy of not accepting public credit for the work that they achieve in relation to their crime fighting efforts. This internally accepted rule stems from the fact that BAC, National works in very close quarters with the government and appreciate the political need for the government to accept the credit for mutual achievements.



Implications of issue on relevant stakeholders:

Board members and Employees

- By not accepting credit for achievements, BAC, National employees may be negatively influenced through decreased motivation.

Media

- Receive only one-sided reports concerning BAC, National from the governments' perspective. Since the media are gatekeepers, this means that the public are not getting the full picture.

Sponsors

- Sponsors who wish their support of BAC, National to be demonstrated by numerous media reports are not getting the exposure that they desire and this can hamper future fundraising efforts.

Potential Sponsors

- Are not made aware of the positive influence of BAC, National in combating crime as they see all achievements as government instigated. This is a serious limitation in fundraising as successes cannot be attributed to the people responsible for them.

Communication issues of Strategic Issue 4:

- ✓ Communicate to government the need of BAC, National to take credit for their work.
- ✓ Want to build relations with media.
- ✓ Communicate to stakeholders on BAC, National achievements.
- ✓ Communicate to management the need for publicly acknowledging successes which will lead to improved employee morale.

Goals of Strategic Issue 4:

1. To enhance government acceptance of the need for BAC, National to collectively accept credit for mutual achievements so as to increase funding.
2. To strengthen sponsors relationships through demonstrating achieved results; this action will also attract potential sponsors.
3. To inform media of BAC, National achievements so as to build positive relations with the community.
4. To improve employee morale at BAC, National by accrediting the responsible people with their successes.

Strategic Issue Five

6.2.5 Many Non-profits competing for the same 'customer dollar'

This issue falls within the **task environment** of BAC, National for it relates directly to the competitive environment of the organisation. This issue is an **organisational issue**.

Explanation of issue : The competitive environment of any organisation constitutes all of the competing forces of related institutes seeking to survive in the same area of business. In this case the priority, and scarce, resource is money i.e. sponsorships and / or donations. BAC, National like many non-profit organisations has no tangible product to offer as a reason for their existence and the only way to separate themselves from the competition is to distinguish themselves in a manner which is going to create legitimacy and highlight the organisation in an overcrowded environment.

BAC, National has the competitive advantage of the fact that their ‘selling’ point is to help to combat crime in South Africa and with crime being so rife in this country many people can relate to and empathise with BAC, National’s cause.

Implications of issue on relevant stakeholders :

Sponsors and Potential Sponsors

- Unsure about what is the most worthy cause to donate towards.

Board members, Project Managers and Employees

- Have to continuously demonstrate and give sponsors reasons to support BAC, National initiatives over all other non-profits.

Community

- Perceive a flood of information and requests from numerous non-profits.

Communication issues of Strategic Issue 5:

- ✓ Communicate the respective functions of BAC, National and Provincial BAC’s in crime prevention
- ✓ Communicate to board members and BAC, National employees the importance of distinguishing BAC, National as a worthy non-profit organisation through stressing their crime fighting role.
- ✓ Communicate to employees the importance of their dealings with sponsors. i.e. The building of relationships so as to increase sponsorships.

Goals of Strategic Issue 5:

1. To build relations with the media to more effectively distinguish BAC, National from other non-profit organisations.
2. To gain a competitive advantage, through more effective use of communication, over all other non-profits in respect of the fact that ‘crime is easy to sell’.
3. To distinguish BAC, National from all other non-profits through communicating the fact that the government is behind all organisational initiatives.
4. To inform the public at large that crime is a real issue in South Africa and that it is everyone’s responsibility to try and curb crime.

6.3 Organisational environments presented in diagram form

Macro (remote environment)

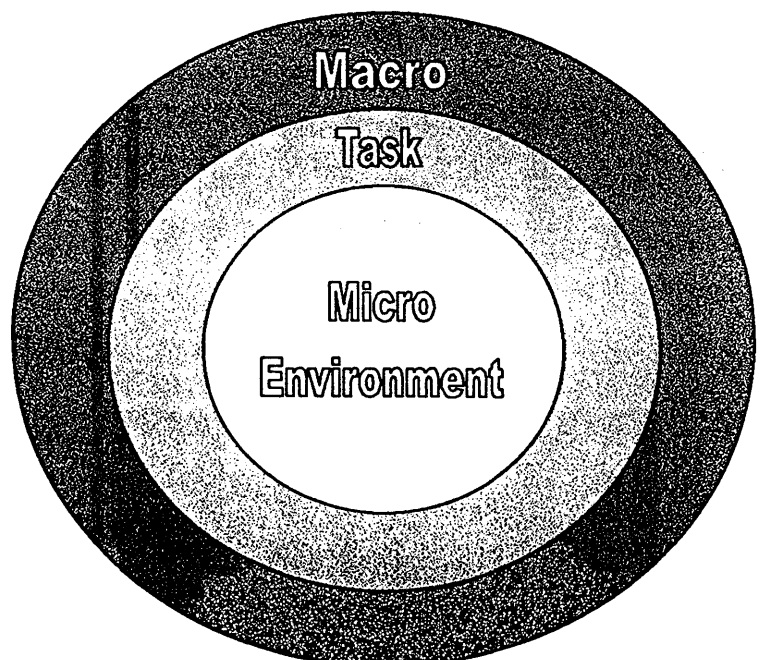
These sectors indirectly affect the long-term decisions and strategies of the organisation.

Task (operating environment)

These sectors have direct transactions with the organisation and influences day-to-day operations.

Micro (internal environment)

Areas of specialisation within the organisation such as human resources, administration and corporate communication.



(Steyn 1999 : 24)

7. Communication Policy

Policies are guiding principles for behaviour that furnish an underlying and continuing basis for specific actions. (Steyn 1999 : 23)

The following communication policies relating to BAC, National have been drawn up from existing and proposed ideas:

7.1 Dealings with Media

- Only the chairman, managing director and project managers can have direct dealings with the media and can be quoted,
- The Communication manager can only have indirect dealings with the media. (Since media relations is a process of building long-term relationships and BAC, National's Communication Manager post is not filled by permanent staff members.)
- All media communication is to be approved by the chairman and/or managing director.

The responsibilities of the Communication Manager will be:

- Sending out news releases on behalf of BAC, National,
- Indirect links with media in an advisory capacity to chairman, managing director and project managers,
- The Communication manager will also perform a facilitator role i.e. organizing and coordinating meetings between media representatives and BAC, National.

Through proper media liaison, the community will be made more aware of BAC, National activities.

7.2 Dealings with Sponsors

People responsible for personal contact with sponsors are to be:

- Chairman, Managing director, board members and the Administration and Financial Manager.
- In their inter-personal capacity they will be responsible for person to person contact thereby building personal relations with sponsors.
- Feedback on the allocation of funds will be given to sponsors in a personalized written form.
- Group contact/communication between BAC, National and relevant sponsors will take place at the end-of-year function.

7.3 Dealings with Employees

- This communication function is the responsibility of the Communication manager.
- Communication with employees will take place via inter-personal contact and group communication in meetings and organized information sharing sessions.
- Further communication with employees will be achieved through BAC, National's newsletter, "BAC Report" and through the use of bulletin boards within BAC, National premises.

7.4 Dealings with Government (Top government officials)

Persons responsible for inter-personal communication with the government will be:

- Chairman, managing director, project managers and board members. Project managers will deal specifically with members of their relevant government departments in relation to their respective projects.
- The Communication manager will be involved in this communication capacity through feedback and written reports. Included in his/her responsibilities in relation to this stakeholder would also be to offer communication advice to project managers and board members.

7.5 General underlying policies (proposed and existing)

- Only chairman, D. Band and managing director, Willie Scholtz may be quoted by the media.
- Fundraising efforts may be instigated by all BAC, National employees with verification having been obtained by management.
- BAC, National only communicates South Africa's top 200 companies for sponsorships.
- BAC, National will respect a sponsor's choice to remain anonymous.

7.6 Summary of Communication activities

<p style="text-align: center;">What must be communicated</p> <ul style="list-style-type: none"> • Feedback/progress reports to sponsors. • BAC, National's link with the South African government. • The role that BAC, National's four major projects play in the fight against crime. • BAC, National project successes must be reported to board members and the government. 	<p style="text-align: center;">What should be communicated</p> <ul style="list-style-type: none"> • Feedback on BAC, National project achievements to all stakeholders. • BAC, National's broad skills base i.e. seconded expertise, should be communicated to sponsors to reassure them of optimal fund utilization.
<p style="text-align: center;">What BAC, National is prepared to communicate</p> <ul style="list-style-type: none"> • BAC, National sponsorship benefits. • BAC, National history, objectives, vision and mission. • BAC, National's coalition with the SA government. • The objectives of BAC, National's four major projects in the fight against crime. 	<p style="text-align: center;">What BAC, National is not prepared to communicate</p> <ul style="list-style-type: none"> • BAC, National does not submit annual reports to relevant stakeholders. • BAC, National treats all information surrounding sponsors and their contributions as confidential.

8. Overall Corporate Communication Media Analysis

8.1 Existing Media Usage

Due to BAC, National's unwritten policy of not publicly accepting credit for their projects, their direct contact with the media has been limited. The media do however currently report on BAC, National activities in the following manner:

- Articles in national and local newspapers; and
- mention of BAC activities on various radio stations.

BAC, National currently makes use of the services of 'News Clip', which on a pro-bona basis supplies BAC, National with monthly reports concerned with the print media exposure that the organisation received during that month. During June 1999, News Clip's 'Chart-A-Clip' undertook a media analysis of BAC, National's print media exposure with the following results:

HIGHLIGHTS

- Most of the coverage generated was *neutral* – 67%, there was no *negative* coverage.
- *Corporate* issues received 40% of the Depth of Mention.
- *Corporate* content generated 56% of the Comparative Advertising Cost – R121 281.
- The Total Rand Value was R215 204 in terms of *Comparative Advertising Cost*.

(News Clip 1999 : 2)

BAC, National has undertaken the use of electronic media via their internet site at <http://www.bac.co.za> this site contains information concerning the organisations' history, mission, objectives and their crime fighting role.

BAC, National currently has an in-house publication 'BAC Report' which is edited by Liesl Weber, BAC, National Communication Manager, and is published every two months.

BAC, National have recently received a boost to their audiovisual communication programme through the donation of a Multi-Media Projector to the value of R40 000 from Rand Merchant Bank (RMB).

(BAC Report 1999 : 7)



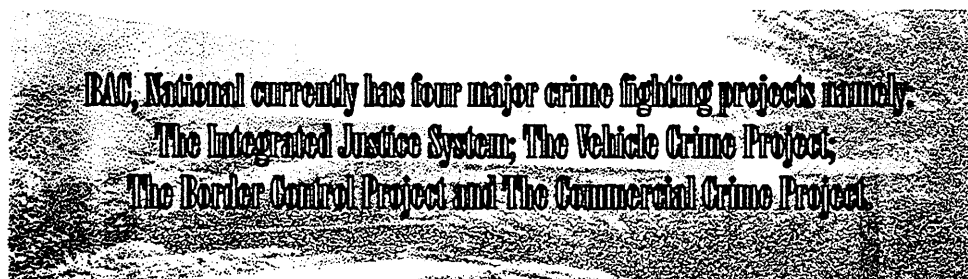
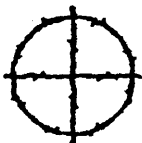
BAC gets " techno " boost

Founding BAC sponsor, Rand Merchant Bank (RMB), has given BAC National a technological boost with the donation of a multi media projector valued at R40 000.00.

Suppliers Lowther Technologies have offered free servicing and training, which means BAC will now be able to give highly professional, interactive presentations using the latest technology. The portable projector, which allows the use of sound in presentations will provide presenters with far greater visual flexibility and scope.

8.2 Proposed Media Usage

- BAC, National website is rich in information but has no indicated contact number or contact person to which interested parties could direct questions/donations.
- Their newsletter, 'BAC Report' should be distributed among their sponsors to keep relevant parties informed of BAC, National activities.
- The *intranet* which is an in-house internet system should be set up to link all BAC, National employees as not all staff members are stationed at Gallagher House.
- Media releases, prepared by the Communication manager and approved by management, should be sent to all major provincial newspapers to keep the community informed of BAC, National activities. i.e. In Pretoria, these news releases would be sent out to The Pretoria News and the Beeld, for instance.
- BAC, National should directly target the South African business community by placing information rich articles in trade magazines and Sunday newspapers.
- MNet is a Founding Sponsor of BAC, National and this relationship should be utilised to increase stakeholder awareness of BAC, National. *Carte Blanche* is a viable candidate for this initiative.
- Utmost use should also be made of the relations that BAC, National has with Radio 702, SABC-Radio and SABC-TV to increase awareness among the public of BAC, National's role in crime prevention.



9. Communication Plan

BAC, National

9.1 Model for Developing a Communication Plan

This Communication Plan has been drawn up adhering to the guidelines set out in ‘Model for Developing a Communication Plan’. (Steyn 1999 : 47)

An illustration of this model is provided for in *Addendum D*.

9.2 Communication Plan link to Strategic Issue One

Non-Existence of a defined BAC, National fundraising strategy

BAC, National is a non-profit organisation who rely on the sponsorships received from other businesses for their continued existence. Due to this fact, the need for a well organised fundraising strategy is seen as essential. If the fundraising function can be **managed strategically** then it will directly result in the realisation of corporate goals.

9.2.1 Advantages of Strategic Management

- It allows an organisation to be more proactive than reactive in shaping its own future;
- It allows an organisation to initiate and influence (rather than just respond to) activities, and thus exert control over its own destiny; and
- It helps organisations develop better strategies through the use of a more systematic, logical and rational approach to strategic choice.

Communication is the key to successful strategic management !

(David 1999 :13)

The following communication plan stems from Strategic Issue 1. To obtain the end result of a strategically managed fundraising effort, this plan concentrates on building, maintaining and constantly improving relations between BAC, National and their stakeholders.

Research

9.3 Problem / Opportunity Statement

This **statement** accounts for why action is required at this time.

(Steyn 1999 :48)

Due to the present weak economy that South Africa is facing, money is becoming more of a scarce commodity every year and the survival of any non-profit is going to be the fact that they are in some way distinguishable from the rest of the pack. We propose that BAC, National distinguish themselves through their fundraising efforts by building, maintaining and continuously improving key relationships with current and potential sponsors. Sponsors are a strategic stakeholder of BAC, National and they are important in the continued existence of the organisation.

18. Schedule of Meetings

This document has been drawn up taking all project related issues, discussions and group meetings into account. When 'group members' are referred to as concerned parties, it must please be noted that due to normal, and sometimes excess, university work loads, not all group members were always present but we feel very strongly that all Group 21's members have played a vital part in the development and creation of this project.

July 1999

Date	Time Period	Concerned parties	Venue of meeting	Comments
20 th July	N/A	Agnes Mathye	University of Pretoria	Letter of Introduction
21 st July	N/A	Willie Scholtz	Home	Faxed letter of introduction to BAC, National requesting permission to use organisation as candidate for KOB 320 project
27 th July	N/A	Willie Scholtz and Liesl Weber	Home	Received confirmation to utilise BAC, National for project
28 th July	N/A	Jennifer Aspinall	University of Pretoria	Registered BAC, National



August 1999

Date	Time Period	Concerned parties	Venue of meeting	Comments
3 rd August	9:30 – 11:30	Group members	Ed/Law Building	Start work on project
4 th August	9:15 – 13:00	Group members, Liesl Weber and Shirley Jans	BAC, National Gallagher House, Gallagher Estate	Information gathering session
5 th August	14:30 – 15:20	Group members	Ed/Law Building	Continue work on project
7 th – 8 th August	N/A	Individual group members	Home	Individual research
10 th August	9:30 – 10:30	Group members	Ed/Law Building	Continue work on project
11 th August	13:30 – 14:45	Group members and tutor, Jennifer Aspinall	Economic & Sciences Building University of Pretoria	Seek advice on project progress
17 th August	9:30 – 11:15	Group members	Ed/Law Building	Continue work on project
19 th August	14:45 – 15:30	Group members	Ed/Law Building	Continue work on project
20 th –22 nd August	N/A	Individual group members	Home	Mini-perceptions survey
26 th August	14:15 – 15:30	Group members	Ed/Law Building	Continue work on project
28 th –29 th August	N/A	Individual group members	Home	Research and editing
30 th August	9:00 – 10:00	N/A	Gallagher House, Gallagher Estate	Front page
31 st August	9:30 – 10:45	Group members	Ed/Law Building	Continue work on project



September 1999

Date	Time Period	Concerned parties	Venue of meeting	Comments
2 nd September	14:15 – 16:00	Group members	Ed/Law Building	Continue work on project
4 th -5 th September	N/A	Individual group members	Home	Typing, editing and refining
7 th September	9:30 – 10:45	Group members	Ed/Law Building	Continue work on project
10 th September	8:30 – 10:20	Group members	Ed/Law Building	Continue work on project
11 th -13 th September	N/A	Individual group members	Home	Type and edit Project
14 th September	14:30 – 15:20	Met with Mrs Steyn	Private residence	Review project
15 th September	9:00 – 12:30	Group members	University of Pretoria	Continue work on project
17 th September	9:00 – 19:00	Group members	Private residence	Continue work on project
18 th -19 th September	N/A	Individual group members	Home	Type and edit project
20 th September	11:30 – 12:30	Group members and Mrs Steyn	E&B 4-108	Review project
21 st September	9:30 – 12:15	Group members	University of Pretoria	Continue work on project
22 nd September	All day	Group members	Home	Type and edit project
23 rd September	9:30 – 11:30	Tutor	University of Pretoria	Submission of completed project



19. List of References

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Pretoria



APPENDIX 13:

CHRISTELIKE MAATSKAPLIKE RAAD (CMR)



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Oilers



LYELIKE
DOKUMENTE

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GEE JOU
KIND 'N
HUPSTOOT

deernis

CMR
CSC

Strategiese Kommunikasieplan



CMR: 'n Strategiese kommunikasieplan



Groepslede:

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Kommunikasiebestuur 320

Universiteit van Pretoria

Dosent: Benita Steyn

Datum: 23 September 1999

7. SLEUTEL STRATEGIESE VRAAGSTUKKE

7.1 'n Lae bewustheid en swak beeld van die organisasie in die gemeenskap.

Beskrywing van die vraagstuk:

Die CMR bestaan alreeds vir meer as 60 jaar as 'n vertakking van die N.G. Kerk se barmhartighedsbediening. Een van die grootste probleme wat die CMR vandag in die gesig staar is dat 'n ontstellende lae persentasie mense bewus is van hul bestaan en die noodsaaklike diens wat hulle lewer. Hierdie lae bewustheid van hul werksaamhede word dus 'n toenemende bedreiging waaraan die CMR definitief aandag sal moet skenk. Die probleem strek veel verder as wat op die oog af sigbaar is. Een van die CMR se grootste kwelpunte, veral in die nuwe bedeling, is die werwing van donasies. Donateurs skenk nie graag geld aan 'n onbekende organisasie nie. Die mense wat wel bewus is van die bestaan van die CMR, sien hulle as 'n 'sukkel-sannie' organisasie, met nog 'n bedelblikkie op die kafee se toonbank. Die kwessie oor beeld is dus integraal en tweeledig, en behels nie net die bekendstelling van die organisasie nie, maar eintlik meer belangrik die verandering van 'n reeds gevestigde persepsie. Effektiewe kommunikasie is dus die enigste oplossing om beeldverandering te bewerkstellig en om elke belangegroep bewus te maak van die nuwe koers wat ingeslaan word.

Implikasies van die vraagstuk op belangegroepe:

Donateurs

- 'n Swak beeld van die CMR sal veroorsaak dat die publiek nie meer donasies sal wil gee nie.
- Lae bewustheid en 'n swak beeld het tot gevolg dat min of geen organisasies die CMR ken nie, en dus ontvang hulle min donasies.
- 'n Swak beeld het tot gevolg dat huidige donateurs spyt sal voel dat donasies gemaak is en hulle sal dus nie herhalingsdonateurs word nie.

Kerk

- Hierdie onsuksesvolle poging van die NG Kerk om die CMR as huishoudelike naam te vestig spreek vanself. Dit verswak hulle eie beeld, as apartsheidkerk van die ou SA.

Regering

- As die regering aan 'n naamlose organisasie fondse verskaf, kan hulle eie integriteit in twyfel getrek word.

Werknemers

- Die invloed van hierdie kwessie oor naam op die werknemers (sien vraagstuk 2) kan nie buite rekening gelaat word nie. Dis moeilik om positief te wees oor 'n organisasie wat aan die algemene publiek onbekend is of 'n swak beeld het.

Omskrywing van kommunikasievraagstuk:

- Daar moet met die donateurs gekommunikeer word oor die positiewe verskil wat die CMR in ander se lewens maak, die CMR se werksaamhede, hul impak op die samelewing en hul betrokkenheid by die regering.
- Daar moet aan die ringe gekommunikeer word waarvoor die CMR en sy werksaamhede staan.
- Die werknemers moet positiewe inligting en bewustheid van die CMR met “word of mouth” probeer versprei.
- Die CMR moet die regering se houding teenoor die CMR probeer verander.
- Die CMR moet daadwerklik poog om die gemeentelede bewus te maak van die werksaamhede van die CMR in hulle gemeenskappe.

Kommunikasie doelstellings:

- Om gemeentelede, donateurs en die vrywilligers in te lig oor die CMR as organisasie.
- Om die bewustheid te skep dat die CMR oor hoogs opgeleide personeel en ‘n goeie infrastruktuur beskik.
- Om mense van ander kerke bewus te maak dat die CMR graag interkerklike samewerking as ‘n realiteit wil sien en dat daar glad nie op grond van kerkverband teen mense gediskrimineer word nie.
- Om die bewustheid te skep van die CMR se samewerking met verskillende staatsdepartemente bv Departement Welsyn, Onderwys, Gesondheid, Justisie en Landbou.
- Om donateurs se gedrag te verander tot deurlopende betrokkenheid i.t.v. tyd, kundigheid, donasies, skenkings en ondersteuning.

7.2 Korporatiewe identiteit, reputasie en naam

Beskrywing van die vraagstuk:

Die CMR het op ‘n punt gekom waar verandering dalk die enigste oplossing vir ‘n hele reeks strategiese kwessies is. In 1999 is die vraag oor die relevansie van die naam CMR een van die eerste belangrike vraagstukke waaraan aandag geskenk behoort te word. Intern is daar baie strominge om die naam te verander. Sommige personeel is moeg daarvoor om geassosieer te word met die ou regime, apartheid, die NG kerk en alles waarvoor mens die verlede kan blameer. Die ander gevoel is dat die naam sentimentele waarde het, en dat hulle 60 jaar lank gesukkel het om CMR te vestig as ‘n welsynsorganisasie.

Die CMR het twee jaar gelede die belangrikheid van korporatiewe identiteit besef en hul logo professioneel laat verander. Weens onkunde op die onbekende terrein is die duurste kleur nl. Turkoos as korporatiewe kleur

gekies. Tans beleef die CMR 'n identiteitskrisis omdat hulle wil wegbreek van hul tradisionele gedaante en die moederorganisasie wat hulle in die lewe geroep het. Identiteit omsluit meer as net 'n korporatiewe kleur en 'n nuwe logo en daarom moet die CMR deeglike strategiese beplanning doen en lang en korttermyn doelwitte stel, sodat bestuur en personeel weet waar die organisasie homself oor 5 jaar sien, en hoe dit vandag lyk. Dit verminder onsekerheid, vergemaklik die proses van verandering en transisie en differensieer die rol van die spesifieke individu binne die organisasie. Dit vestig ook 'n mate van trots en identifikasie met die werkgewerorganisasie.

Die CMR se reputasie spreek vanself. Dit spruit direk uit kwessies soos swak identiteit en beeld. Die feit dat kommunikasie tussen die verskillende provinsiale takke nie besonder goed is nie, en dat daar nie 'n vasgestelde standaard is nie, het definitief negatiewe gevolge op die organisasie. Die verskillende takke berokken mekaar soms onbewustelik skade aan soos in die geval van die Brakpanskandaal (sien bylaag).

Implikasies van die vraagstuk op belangegroepe:

Kerk:

- Die kerk sukkel reeds om die waan van 'n eenvormige identiteit te beskerm in vandag se veranderende omgewing, terwyl die negatiewe reputasie van een van hul vertakkingsorganisasies, hul eie reputasie net meer kwaad as goed sal doen.
- 'n Organisasie word uitgeken aan sy naam, en dit verleen identiteit aan 'n organisasie en sy stigter. As 'n naam verander sal die nuwe identiteit vasgestel moet word en van nuuts af gekommunikeer moet word.
- 'n Naamsverandering sal wrywing tussen die Kerk en die CMR teweeg bring.

Regering:

- Die regering se geloofwaardigheid kan bevraagteken word, as hulle geld gee vir 'n organisasie wat 'n swak beeld by die gemeenskap het.

Werknemers:

- Die werknemers se moraal sal definitief aangetas word as hulle vir 'n organisasie met 'n swak reputasie en beeld werk. Simptome hiervan is gedemotiveerdheid by personeel, en 'n swak samehorigheidsgevoel. Omdat die werknemers aan bg. simptome lei sal dit vir hulle moeilik wees om interaksie met die gemeenskap aan te wakker.

Kommunikasie vraagstuk:

- Belangegroepes moet ingelig word waarvoor die CMR staan en wat die naam beteken vir kliënte, werknemers en ander belangegroepes.
- Die kerk moet meer moeite doen om die nuwe CMR bekend te stel tydens eredienste.
- Die werknemers moet d.m.v. die “grapevine” meer positiewe inligting aan die gemeenskap deurgee oor die CMR.
- Die CMR moet ‘n korporatiewe reklameveldtog van stapel stuur om hulle reputasie te verbeter.

Kommunikasie doelstellings:

- Om werknemers, die gemeenskap, regering en donateurs in te lig oor die nuwe logo en korporatiewe kleur.
- Om die logo so te gebruik dat die gemeenskap se assosiasie met die nuwe logo positief sal wees.
- Om aan belangegroepes te kommunikeer dat die hoofkantoor na die SKDB-gebou in Groenkloof geskuif het.
- Om die belangegroepes bewus te maak dat die CMR nie landswyd deur dieselfde bestuur beheer word nie.
- Om die werknemers se moraal te verhoog, moet korporatiewe reklame aangewend word om te verseker dat die werknemers trots en ‘n verbeterde ingesteldheid het teenoor die CMR.
- Om inligtingstukke aan die regering deur te gee waarin hulle werksaamhede in die swart gemeenskappe gekommunikeer word.
- Om die nuwe naam te kommunikeer aan belangegroepes.
- Om die donateurs op hoogte te hou van gebeure en die aanwending van fondse om te verseker dat die CMR se reputasie positief is.

7.3 Die gebrek aan bestuurs- en tegnologiese vaardighede

Beskrywing van die vraagstuk:

Die CMR het tot onlangs geen strategiese vernuwing gehad nie. Die organisasie is saamgestel uit maatskaplike werkers wat geen formele bestuursopleiding het nie. Laasgenoemde het meegebring dat belangrike strategiese kwessies uit die omgewing nooit geïdentifiseer of ontleed is nie. Die tegnologiese vooruitgang het ook agterweë gebly weens ‘n gebrek aan fondse, tonnelvisie (“internal myopia”) en die onvermoë om die voordele van tegnologie raak te sien.

Implikasies van die vraagstuk op belangegroepe:

Werknemers:

Tegnologie word nie as hulpmiddel aangewend in strategiese besluitneming nie.

- Die werknemers word nou gekonfronteer deur belangrike kwessies vanuit die omgewing wat hulle ondernemings-struktuur baie kan beïnvloed soos byvoorbeeld die moontlike wegbreek van die NG Kerk. Dit kan baie stremmend vir die CMR wees as die werknemers nie die nodige bestuursvaardighede het om hierdie kwessies te hanteer nie.
- Die werknemers gaan nie Y2K gereed wees nie.
- Die werknemers lei aan “tegnofobia”.
- Baie oneffektiewe tydsbesteding vind plaas.
- Die regte informasie word nie op die regte tyd aan die regte verbruikers van inligting verskaf om die regte besluite te kan neem nie.
- Geen besigheidsintelligensie of besigheidsdata is gestoor, of word gebruik om die tendense te kan voorspel of te antisipeer nie.

Kommunikasie vraagstuk:

- Werknemers moet ingelig word dat tegnologie 'n hulpmiddel is om take vinniger en meer doeltreffend te kan doen.
- Werknemers moet ingelig word oor rekenaar- en bestuursopleiding.
- Topbestuur moet aan die werknemers verduidelik wat dit vir die CMR sal beteken as hulle die nuwe millennium ingaan sonder vaardighede.
- Topbestuur moet die negatiewe houdings van werknemers t.o.v. tegnologie verander.
- Topbestuur moet werknemers inlig oor die voordele van effektiewe besluitneming.

Kommunikasie doelstellings:

- Om die bestuur en werknemers in te lig dat tegnologie, strategiese besluitneming ondersteun.
- Om 'n kultuur van “life long learning”, rekenaar geletterdheid en internet-kommunikasie te vestig.
- Om werknemers bewus te maak dat tegnologie vooruitgang teweeg bring.
- Werknemers moet bewus gemaak word dat tegnologie die bestuur van inligting vergemaklik
- Werknemers moet ingelig word t.o.v. bestuursvaardighede.

7.4 Die historiese benadering tot belangegroep

Beskrywing van die vraagstuk:

Die CMR volg huidiglik 'n historiese benadering tot belangegroepbestuur wat daartoe lei dat hulle in besigheidsterme as 'n statiese sisteem geklassifiseer kan word. Min of geen insette word vanaf sleutel-belangegroepes verkry nie, wat dui op die uitgediende asimmetriese kommunikasiemodel. Topbestuur is onbewus daarvan dat dit noodsaaklik is om in vandag se mededingende omgewing 'n samewerkings ooreenkoms tussen die organisasie en sleutel belangegroepes te hê. Topbestuur is ook onbewus van die druk, kragte en effekte wat belangegroepes op die toekoms van die organisasie kan hê. Die historiese benadering het tot gevolg dat die CMR geen gedragsverandering kan antisipeer nie.

Implikasies van die vraagstuk:

Topbestuur:

- Die historiese benadering het tot gevolg dat hulle geen gedragsverandering kan antisipeer nie.

Belangegroepes:

- 'n Reaktiewe benadering word toegepas wat veroorsaak dat die belangegroepes onbelangrik en onbetrokke voel.
- Bogenoemde voel hulle word geïgnoreer tot daar 'n belangrike kwessie opduik wat kommunikasie verg.
- Afgeskepte belangegroepes is meer geneig daartoe om in aktiviste groepes te ontwikkel.
- Afgeskepte belangegroepes kan belangstelling in die organisasie verloor.

Die Kommunikasie vraagstuk:

- Die persoon verantwoordelik vir kommunikasie moet aan Topbestuur kommunikeer dat die historiese benadering argaïes is. Die belangrikheid van 'n vennootskaps-benadering moet onder die aandag gebring word.
- Belangegroepes moet betrek word in strategiese besluitneming.
- Sleutel-belangegroepes moet dien op taakspanne om hulle insette te gee.

Die Kommunikasie doelstellings:

- Om amptenare van die onderskeie staatsdepartemente bewus te maak van die CMR se behoefte om hulle betrokke te maak en insette te verkry.
- Om ander kerke se welsynsorganisasies bewus te maak van die CMR se behoefte aan nadere kontak en beter samewerking.

- Om UP bewus te maak van al die fakulteite wat reeds betrokke is by die CMR en wat verder betrokke kan raak in sommige aktiwiteite. Die moontlikheid van een sentrale kontakpersoon by die Universiteit moet ondersoek word.

7.5 Bestuur van transformasie en verandering

Beskrywing van die vraagstuk:

Om verandering in enige organisasie te laat slaag is die bestuur van transformasie uiters noodsaaklik. Transformasie is daardie sielkundige prosesse waardeur mense moet gaan om 'n nuwe situasie te aanvaar. By die CMR is dit 'n geval van lojale personeellede wat in 'n NG kerk agtergrond, apartheidsbedeling en sterk NG Kerk/Afrikanerkultuur opgegroeï het en gewoon is om op vasgestelde wyses te werk. Nou skielik moet 'n ander kultuur met ander werkswyses aanvaar word. Die meeste personeellede is vroulik en middeljarig wat net oor maatskaplike opleiding beskik, met geen tegnologiese, bestuurs/strategiese agtergrond nie. Vroeër kon maatskaplike werkers net hul eie take verrig maar nou moet hulle ook beeld bou, bemerking doen, strategiese denke toepas en korporatiewe kennis versamel. Dit is daarom soveel moeiliker vir hulle om te besef en te verstaan dat sekere veranderings nodig is om in 'n korporatiewe wêreld te oorleef. Dit is veral by die werknemers waar hierdie houding gekweek moet word dat verandering voortdurend sal moet plaasvind omdat hulle die fasiliteerders van die hele transformasieproses is.

Implikasies van die vraagstuk op belangegroepe:

Werknemers:

- Regstellende aksie wat regdeur die land plaasvind en daarom ook die CMR raak, veroorsaak dat personeellede vrees om hul werk te verloor en dus geen werksekuriteit beleef nie.
- Daar is ook onsekerheid oor hoe om die nuwe belangegroepe soos bv. die nuwe regering en swart personeellede te hanteer omdat hulle tot op middeljarige ouderdom nog nooit blootgestel was aan hierdie kulture nie. Dit mag lei tot misverstande en konflik wat nadelig vir die beeld van die CMR kan wees.
- Geen opleiding in die hantering van strategiese kwessies en korporatiewe handelinge sal die personeel minderwaardig laat voel. Dit kan lei tot 'n lae moraal en demotivering.

Kerk:

- Vrees die nuwe bedeling omdat hulle bekommerd mag wees oor die aanwending van fondse en of dit op 'n professionele manier aangewend word. Dit mag daartoe lei dat hulle nie meer soveel ondersteuning mag gee nie.
- Omdat die CMR van die kerk wil emansipeer mag dit daartoe lei dat die kerk nie meer verantwoordelik voel vir die organisasie nie en eerder op hulle eie die geld vir barmhartigheid wil aanwend.

- Die algemene Sinode se gebrek aan bestuursopleiding veroorsaak dat hulle nie die waarde van korporatiewe verandering insien nie. Daarom sal hulle sekere kernaspekte soos bv kommunikasie tussen verskillende ringe ignoreer en nie belangstel en dit nodig vind om dit te verander nie.

Regering:

- Die nuwe regering vereis dat regstellende aksie plaasvind en dat meer swart personeel aangestel moet word, alhoewel hulle dalk nie die nodige kwalifikasies het nie.
- Hulle vind dit moeilik om te aanvaar dat die CMR inherent verander het na 'n nie-apartheidsorganisasie omdat hulle nog steeds met die blanke Afrikaner geassosieer word. Daarom word finansiële ondersteuning baie moeiliker beskikbaar gestel.

Kliënte:

- Die CMR sal meer toeganklik wees vir kliënte as die veranderingsproses geslaagd afgehandel is, want daar sal geen negatiewe stigmas meer aan die CMR kleef nie.

Donateurs:

- Die donateurs sal met toegeneentheid donasies skenk aan 'n organisasie wat met verandering en omgewingsverkenning tred hou.

Kommunikasie vraagstuk:

- Om die werknemers te laat beseft dat verandering met die afsluit van 'n vorige kultuur begin. Hulle moet veral ingelig word oor hoe om “die oue” agter te laat.
- Daar moet sterk klem gelê word op die feit dat personeellede elkeen iets gaan verloor en hulle moet erkenning daarvoor ontvang. Daar moet aan hulle verduidelik word dat hulle in 'n neutrale fase inbeweeg, waar hulle êrens tussen twee verskillende organisasie kulture gaan beweeg en hoe hulle hierdie emosionele oomblikke moet hanteer.
- Gee werknemers 'n duidelike prentjie oor waarheen hulle op pad is en wat van hulle verwag word, sodat hulle op die veranderings ingestel kan wees.
- Verduidelik aan hulle die rol wat elkeen kan speel om doelwitte te bereik bv idees wat kan bydra tot effektiewe bestuur.
- Die belangrikheid daarvan om inligting in die organisasie te deel, moet aan die bestuurders verduidelik word, sodat hulle dit aan hul onderskeie afdelings kan kommunikeer.

Kommunikasie doelstellings:

- Om werknemers in te lig oor die doel van verandering: die CMR wil kompetender raak.
- Om die fisiese veranderings wat sal plaasvind bv nuwe werkstrukture en nuwe personeel wat uit 'n bestuursagtergrond aangestel sal word, te verduidelik en elkeen se pligte in detail te definieer.
- Om 'n stap-vir-stap plan aan die werknemers te gee, sodat hulle weet hoe daar te werk gegaan moet word, sonder om oorbodig te voel.
- Om soveel detail as moontlik aan almal te verskaf sodat daar geen moontlikheid vir gissings en opstokery is nie.
- Om aan elkeen te verduidelik dat jy eers deur 'n sielkundige proses moet gaan en dat daar wel baie emosionele kwessies gaan wees.

7.6 Die verkryging van fondse

Oor die algemeen is dit vir enige welsynsorganisasie van kardinale belang om fondse in te samel om met hul aktiwiteite te kan voortgaan. Ook die CMR is afhanklik van hierdie fondse wat veral vanaf die Christelike gemeenskap in die kerke afkomstig is maar ook gedeeltelik van die staat verkry word. Probleme ontstaan egter omdat die ekonomie van so 'n aard is dat die algemene donateur nie meer sy volle bedrag kan bybring om saam met die styging van rentekoerse die hoeveelhede aan te pas nie.

7.7 Die verkryging van swart donateurs

In die afgelope paar jaar is ook die CMR besig met die opheffing van swart gemeenskappe sonder dat die regering en ander instansies daarvan bewus is. Die swart direkteure van groot besighede sal bewus gemaak moet word van die rol wat die CMR speel in welsynswerk onder die swart gemeenskappe, sodat hul bydraes en ondersteuning gevra kan word.

7.8 Wegbreek van die NG Kerk

Die moontlikheid dat die CMR homself wil losmaak van die kerk is reeds bespreek op die onlangse sinodale sitting in September 1999. Die feit dat die kerk homself nog steeds as die beheerliggaam oor die CMR beskou, maar reeds minder ondersteuning bied as die staat, het daartoe gelei dat daar 'n ultimatum aan hulle gestel is. Die kerk moet die CMR ten volle ondersteun met 100% finansiële ondersteuning, of die CMR moet emansipeer om op hulle eie strategiese besluite te neem soos om bv 'n artikel 21 maatskappy te stig.

7.9 Die kommunikasiegaping tussen die CMR en die Algemene Sinode

Die meeste van die leiers op sinodale gebied is predikante met min of geen agtergrond van bestuursaktiwiteite nie. Dit lei tot groot probleme op die gebied van kommunikasie. Daar is geen tweeledige toegang vanaf die sinodale kommissie tot die bestuurders nie en versoeke vanaf mense soos by Magda Nieuwoudt kry min of geen terugvoer. Die belangrikheid van insette vanaf middelvlak word nie beseef nie. Hierdie probleem veroorsaak dat die CMR geen verbeteringe kan aanbring nie, omdat hulle elke keer in hulle planne gestrem word a.g.v. te min outoriteit en verteenwoordiging op sinodale vlak.

7.10 'n Mannekrag tekort om strategiese take af te handel

Omrede die CMR oor geen gekwalifiseerde personeel beskik nie en slegs een persoon afgevaardig het om verskeie kernaspekte in die organisasie te behartig, kan daar geen werklike vordering op kompeterende gebied gemaak word nie. Die situasie sal egter opgelos kan word as topbestuur beseef dat alhoewel maandelikse salarisse meer kos, dit op die lang duur meer effektief sal wees om gekwalifiseerde personeel aan te stel wat behoorlike dienste kan lewer.

7.11 Interkulturele kultuurverskille

Die verandering in ons land het meegebring dat daar meer swart maatskaplike studente is wat by die CMR diens doen. Kultuurverskille lei tot misverstande en konflik wat onnodige spanning in die organisasie kan veroorsaak as daar nie 'n deeglike infrastruktuur is om griewe en ander probleme te lug nie.

7.12 Die moontlikheid van groter samewerking met UP

Ten spyte van die feit dat die UP 'n stigterslid van die CMR in die dertigerjare was, is daar min of geen betrokkenheid meer in die bewusmaking van 'n organisasie soos die CMR nie. Daar is wel fondse wat deur Joolprojekte aan die CMR geskenk word, maar geen verdere aktiwiteite wat die oningeligte student aan hulle bekendstel nie. Samewerking met die verskeie fakulteite kan ook baie meer benut word in spesifieke projekte wat 'n sekere vaardigheid benodig. Studente moet aangemoedig word om hulle kennis in die praktyk op vrywillige basis toe te pas vir ondervinding en liefdadigheid.