

CHAPTER 7

RESEARCH RESULTS AND INTERPRETATION

7.1 Introduction

Chapter 6 encompassed a detailed discussion on the research methodology applicable to the empirical research phase of this study. Results on the distributed questionnaire, the content analysis of the websites and the personal interviews will be presented and interpreted in this chapter. The questionnaire will first be reported on, followed by the content analysis of the websites. Next the interviews will be interpreted and commented upon.

Results from the questionnaire and the content analysis will be presented and interpreted on a question-by-question and code-by-code basis. The results of each individual question in the questionnaire will start with the wording of the questions as formulated in the final questionnaire (Appendix 1). Results from the content analysis will also start with the questions in the categories as formulated in the final code sheet (Appendix 2). Results from both the questionnaire and the content analysis will be presented in a table format. The discussion of each question and code will include a descriptive analysis of frequencies, where after statistical techniques will be applied where necessary to draw inferences from the data.

The presentation of results and interpretation will be concluded with a summary of the major findings and possible support for the various research propositions.

7.2 Realisation rate

A census of the population elements as described in chapter 6 was obtained from the Financial Times' 2001 survey on top organisations.

The fieldwork was conducted in Pretoria on the questionnaires by a fieldworker from May to July 2002. E-mail as a data collection instrument (as indicated in section 6.3.2) did prove to be limiting to the study. The organisations targeted did not initially respond to the e-mailed questionnaires. The data collector subsequently phoned all the organisations and enquired whether they were willing to participate. If affirmative the questionnaire was again e-mailed. A follow-up was done through reminder e-mail two weeks later. Another follow-up was done in the form of a telephone call to remind potential respondents again. Finally, after the phone calls, e-mails and reminder faxes a total of 34 of the organisations responded.

The realisation rate from the sample frame is depicted in table 7.1.

TABLE 7.1: THE REALISATION RATE

Total Top Performers (Population)	250
Reasons for not participating	
No marketing or communication department (“Holding company”)	76
No telephone number	12
Department is not located in South Africa	4
Organisation has closed down	3
Other reasons	8
Total that could participate	147
Total that indicated they had no time to participate	18
Total that indicated that a questionnaire can be sent	129
Total participants	34

The reasons for the low overall realisation rate depicted in table 7.1 are:

- A large number of organisations were holding companies and did not have a marketing or public relations/communication department (that disqualified them from this study). This is a factor that should be kept in mind in future studies focusing on the top organisations in South Africa.

- A number of people indicated in the initial call made to them that they are willing to participate. A questionnaire was sent to all the contact people. Thereafter two reminders were sent in the form of e-mail and a personal call. Again they indicated that they would participate and would return the questionnaire but failed to do so.
- The time-factor also played a role in people's decision to participate. Some of the people contacted indicated from the start that they did not have the time at all to complete a questionnaire. Again this should be kept in mind by future studies focusing on top organisations. It is surmised that the top organisations are prone to "research-fatigue".
- Some of the organisations identified in the sample frame as being part of the top organisations in South Africa based on their financial performance for a given period, could however not maintain that position and were forced to close their doors. That disqualified them from the research although the researcher did not know it at the time of the data collection phase.

7.3 The representativeness, validity and reliability of the results.

Before a question-by-question exposition of the results will be reported, it is important to describe the representativeness, validity and reliability of the results. This is necessary to provide the right context in which the results can be interpreted and conclusions can be drawn.

- **Representativeness of the results**

The aim of the research was to conduct exploratory research among successful South African organisations to develop a framework for structuring the communication function within South African organisations to encourage integration. These organisations were chosen because their financial performance served as an indicator for their successfulness. No previous research has focused on integrated communication in South African organisations and exploratory research was necessary to gain a better understanding of how successful organisations operate in terms of communication and structuring of their communication.

The 2001 survey of the financial times produced a total of 250 organisations that were identified as “top performers”. All 250 organisations were included in this research by means of a census done on the population elements. The 250 organisations can therefore be seen as representative of successful South African organisations as all 250 organisations were initially included. However, as depicted in table 7.1 only 147 could participate eventually and only 34 of the successful organisations in South Africa participated in the research. The nett effective response rate was therefore 23% ($34/147$). Reasons for the low response rate were given in section 7.2. The sample is relatively small and scientific representativeness cannot be claimed – the results should therefore be interpreted accordingly.

- **Validity of the results**

As the research design for this study is of an exploratory nature, the questionnaire was designed from the literature and tested in successful South African organisations with a low sample realisation rate as depicted in table 7.1. Based on this the validity and reliability cannot be proven statistically, but the validity can be evaluated based on the face value of the questionnaire. Validity is the extent to which differences in observed scale scores reflect true differences among objects on the characteristics being measured, rather than systematic or random errors (Malhotra, 1996: 240).

The content validity approach was used by the researcher to measure the validity of the results obtained during this study by determining whether questions in the measurement instrument used, measured the characteristic it was supposed to measure. The questionnaire was validated in the pre-testing phase as described in section 6.3.5.

The content of the measures in the questionnaire originated from previous studies reported in the literature review and was regarded to be sufficient to address the objectives of this study formulated in chapter 1.

Results on the questionnaire, content analysis and in-depth interview will be explored further in the next section.

7.4 Results of the questionnaire on a question-by-question basis

The researcher will report the results on the questionnaire by using a frequency distribution for each variable of interest. Absolute (simple counts) or relative (percentage) terms were used to show how often the different values were encountered in the sample. Due to the small realised sample, decimals do not contribute to a more detailed interpretation of the results, and therefore, no decimals will be used in presenting the relative terms (percentages).

7.4.1 Section A

The purpose of question 1 in section A was to serve as a classification question to be able to distinguish between marketing and communication managers as well as to determine if one person is responsible for both. The following results (illustrated in table 7.2) provided the information necessary for the Kruskal-Wallis one-way ANOVA test later in the analysis (section 7.4.4).

a) Question 1

Your responsibilities are mainly:

TABLE 7.2: CLASSIFICATION OF RESPONSIBILITIES

	Frequency	Percent	Cumulative Frequency	Cumulative percent
Communication related	11	32	11	32
Marketing related	5	15	16	47
Combination	18	53	34	100

As illustrated in table 7.2, the majority (53%) of respondents' responsibilities were a combination of marketing and communication, 15% indicated that their responsibilities are mainly marketing related and 32% said that it is mainly communication related. A comparison will be drawn between the identified three groups' viewpoints on integrated communication by using the Kruskal-Wallis one-way ANOVA test (section 7.4.4).

(A1) The main finding from question 1 as depicted in table 7.2 is that the majority (53%) of the respondents who participated in this study indicated that their responsibilities are a combination of marketing and communication.

7.4.2 Section B

The purpose of section B was to distinguish between the various industries and sizes of departments for the formulation of hypotheses to test in a future study.

(a) Question 2

Industry classification:

An open question was used to determine what the industry classification was of the organisations that participated and the results are depicted in table 7.3.

TABLE 7.3: INDUSTRY CLASSIFICATION

SIC Classification	Frequency	Percent	Cumulative Frequency	Cumulative percent
PRIMARY	4	12		
1. Agriculture, forestry and fishing	1	3	1	3
2. Mining and Quarrying	3	9	4	12
SECONDARY	13	38		
3. Manufacturing	8	23	12	35
4. Construction	5	15	17	50
TERTIARY	17	50		
5. Wholesale and retail	6	18	23	68
6. Transport, storage and communication	2	6	25	74
7. Finance, insurance and business services	9	26	34	100

Industry classification can serve as a categoriser to draw comparisons and formulate hypotheses. In the case of this research the sample realisation rate was too small to compare the three sectors.

(B1) The main finding derived from question 2 and depicted in table 7.3 is that half (50%) of the organisations that participated formed part of the tertiary sector. The primary sector was represented by 12% of the organisations and the secondary sector by 38%.

(b) Question 3

The number of full-time employees in the marketing and communication/PR department is:

Question 3 was included to determine the size of the marketing and communication department in the top South African organisations. The results of this question are illustrated in table 7.4.

TABLE 7.4: NUMBER OF EMPLOYEES IN THE MARKETING (M) AND THE COMMUNICATION/PR (C) DEPARTMENT

Number of Employees	Frequency		Percent		Cumulative Frequency		Cumulative percent	
	M	C	M	C	M	C	M	C
1-10	14	22	54	73	14	22	54	73
11-20	5	5	19	17	19	27	73	90
21-30	4	2	15	7	23	29	88	97
31-40	-	-	-	-	-	-	-	-
41-50	-	-	-	-	-	-	-	-
More than 50	3	1	12	3	26	30	100	100

(B2) The main findings from table 7.4 is that 54% of the organisations had 1-10 employees in their marketing department and 73% had 1-10 employees in their communication department. Only 12% of the organisations had more than 50 employees in their marketing department and only 3% of the organisations had more than 50 employees in their communication department. Thirty-four percent had between 11-30 employees in their marketing department and 24% had between 11-30 employees in their communication department.

7.4.3. Section C

The purpose of section C was to gain a better understanding of communication in the top organisations with regards to structuring, the models of public relations followed and the usage of databases in communication.

Question 4 was used to gain a better understanding of the communication activities in organisations in terms of responsibility, names of departments, the corporate hierarchy, if it is a line or a staff function, the job title of the senior officer and the job title of the person the senior officer reports to.

(a) Question 4

Please indicate your organisation's organising/structuring policy regarding communications by completing the following table.

Respondents were asked to complete a table for question 4. The table format was used to reduce the number of questions and make it easier for the respondents to complete. Not all the respondents however completed all the aspects of the table thus making it difficult to analyse and interpret the results. The organisations that formed part of this research were too complex and different to use a table in a structured questionnaire. An in-depth analysis was necessary in each organisation to determine the way they structure and why they do it. Section 7.6 will reflect on the in-depth interviews conducted with six of the organisations. However, researchers sometimes have to rely on structured questionnaires because of time and money restrictions to gain insight into a specific matter.

Table 7.5 was partly used for question 4 and various other tables (table 7.6 to 7.10) will be used to address the results, which were derived from the answers to the open question posed in the table of question 4. The main findings of each table will be given and will be used to address the propositions in section 7.8.

TABLE 7.5: RESPONSIBILITY FOR FUNCTION/ACTIVITY

Function \ Responsibility	PR	Adv	SP	DM	PS	S	EC	IR
1. Outsourced	6	17	3	3	1	1	1	-
%	18	50	9	9	3	3	3	-
2. In House	18	8	16	21	25	21	29	2
%	53	23	47	62	74	62	85	100
3. Combination	10	5	5	1	-	2	4	-
%	29	15	15	3	-	6	12	-
4. Don't do	-	4	10	9	8	10	-	-
%	-	12	29	26	23	29	-	-
TOTAL	34	34	34	34	34	34	34	2

Public relations = PR; Advertising = Adv; Sales promotion = SP; Direct marketing = DM; Personal selling = PS; Sponsorships = S; Employee communication = EC; Investor relations = IR

Table 7.5 provides the following insights:

- Public relations are done by all the organisations. Eighteen percent of the organisations outsource it, 53% do it in-house and 29% use a combination of in-house and outsourcing.
- Fifty percent of the organisations outsource their advertising, 23% do it in-house, 15% use a combination of in-house and outsource and 12% do not use any advertising.
- Twenty-nine percent of the organisations do not engage in sales promotions activities at all, 9% outsource it, 47% do it in-house and 15% use a combination of outsourcing and in-house.
- Direct marketing is outsourced by 9% of the organisations, 62% do it in-house, 3% use a combination of outsourcing and in-house and 26% do not engage in direct marketing activities at all.
- Personal selling is not used at all by 23% of the organisations, 3% outsource it and 74% are responsible in-house for it.
- Sponsorships form part of the in-house responsibilities of 62% of the organisations, 3% outsource it, 6% use combinations of outsource and in-house and 29% do not do it at all.

- Internal/employee communication form part of the in-house responsibilities of 85% of the organisations, 3% outsource it and 12% use a combination of outsourcing and in-house.
- Two organisations indicated that investor relations is another function and both are responsible for it in-house.

(C1) The main finding derived from table 7.5 is that the majority of organisations perform public relations (53%), sales promotions (47%), direct marketing (62%), personal selling (74%), sponsorships (62%) internal/employee communication (85%) and investor relations (100%) in-house. Advertising is outsourced by 50% of the organisations.

The department name was treated as an open question in the table and codes were assigned to the different answers. In table 7.6 the percentages will reflect the number of organisations who indicated certain functions and the department responsible for those functions

TABLE 7.6 DEPARTMENT NAME

Function	PR (A)	Adv (B)	SP (C)	DM (D)	PS (E)	S (F)	EC (G)	IR (H)
Department								
1. Marketing	11	12	16	17	15	14	10	-
%	42	63	89	94	71	70	36	-
2. Agencies	1	3	-	-	-	-	1	-
%	4	16	-	-	-	-	4	-
3. Communication/PR	10	2	1	-	1	4	9	-
%	38	11	6	-	5	20	32	-
4. Human Resources	-	-	-	-	-	-	2	-
%	-	-	-	-	-	-	7	-
5. Business unit/lines	-	-	1	-	4	-	1	-
%	-	-	6	-	19	-	4	-
6. Finance	-	-	-	-	-	-	-	1
%	-	-	-	-	-	-	-	50
7. Combination of marketing and PR	3	1	-	1	1	1	2	-
%	12	5	-	6	5	5	7	-
8. Combination of Marketing and Human Resources	-	-	-	-	-	-	2	-
%	-	-	-	-	-	-	7	-
9. Secretariat	1	1	-	-	-	1	1	1
%	4	5	-	-	-	5	4	50
TOTAL	26	19	18	18	21	20	28	2

It will be observed that the responses for the various functions do not correspond exactly with the number of organisations in table 7.5 (some respondents omitted to answer certain open-ended questions). The percentages should be treated in context of the number of respondents indicated by the “total” row. Because of the diversity of department names some of the names were classified under a category i.e. marketing.

Two of the criteria identified in chapter 1 that must be satisfied for public relations to remain excellent within an IC framework are that all communication programmes should be integrated into or coordinated by the public relations department and that public relations should not be subordinated to other departments such as marketing, human resources or finance. This part of the table serves as an indication whether communication activities form

part of the public relations department and if public relations is a separate department or part of another.

Table 7.6 provides the following insights:

- The department name of public relations is marketing related in 42% of the organisations (A1), communication/public relations related is 38% (A3) and 12% uses a combination of marketing and public relations (A7).
- Advertising's department name is marketing related in 63% of the organisations (B1) and communication/PR related in 11% of the organisations (B3).
- Sales promotion is part of a marketing related department in 89% of the organisations (C1) and communication/PR related in 6% (C3).
- Direct marketing is part of a marketing related department in 94% of the organisations (D1).
- The department name for personal selling is marketing related in 71% of the organisations (E1) and communication/PR related at 5% (E3).
- The department name for sponsorships is marketing related in 70% of the organisations (F1) and communication/PR related in 20% (F3).
- Employee/internal communication is part of a marketing related department in 36% of the organisations (G1) and part of a communication/PR related department in 32% (G3). In 7% of the organisations (G4) it is part of a human resource department and 7% use a combination of marketing and human resources (G8).
- Investor relations form part of a finance related department in one of the organisations (H6) and at another the secretariat is responsible for it (H9).

(C2) The main finding derived from table 7.6 is that most of the following communication functions/activities' department names are marketing related: advertising (63%), sales promotion (89%), direct marketing (94%), personal selling (71%), sponsorships (70%). Employee/internal communication is part of a marketing related department in 36% of the organisations and public relations in 42%.

Another one of the criteria identified in chapter 1 that must be satisfied for public relations to remain excellent within an IC framework is that it should be located in the organisational

structure so that it has ready access to key decision makers of the organisation – the dominant coalition – and thereby contributing to the strategic management processes of the organisation. This part of the table (in the questionnaire) was therefore included to determine if communication activities, specifically public relations, are part of lower, middle or senior management. Some organisations indicated a combination of the management levels and codes were assigned to their answers and are depicted in table 7.7.

TABLE 7.7: CORPORATE HIERARCHY

Function	PR (A)	Adv (B)	SP (C)	DM (D)	PS (E)	S (F)	EC (G)	IR (H)
Hierarchy								
1. Lower (L)	1	-	-	-	1	1	2	-
%	3	-	-	-	5	6	7	-
2. Middle (M)	3	3	3	2	5	3	8	-
%	10	15	18	11	26	18	29	-
3. Senior (S)	19	13	11	10	9	10	15	2
%	66	65	65	56	47	59	53	100
4. Combination L, M, & S	3	2	1	1	2	1	2	-
%	10	10	6	6	11	6	7	-
5. Combination M & S	3	2	2	4	1	2	1	-
%	10	10	12	22	5	12	4	-
6. Combination L & M	-	-	-	1	1	-	-	-
%	-	-	-	6	5	-	-	-
TOTAL	29	20	17	18	19	17	28	2

It will be observed that the responses for the various functions do not correspond exactly with the number of organisations in table 7.5 (some respondents omitted to answer certain open-ended questions). The percentages should be treated in context of the number of respondents indicated by the “total” row.

Table 7.7 provides the following insights:

- Public relations forms part of senior management in 66% of the organisations (A3), part of middle management in 10% (A2) and part of lower management in 3% of the organisations (A1).

- Advertising is part of senior management in 65% of the organisations (B3) and in 15% it is part of middle management (B2). In none of the organisations is it treated as part of lower management (B1).
- Sixty-five percent of the organisations consider sales promotion to be part of top management (C3) and 18% as middle management (C2).
- Direct marketing is considered to be part of top management by 56% of the organisations (D3) and by 11% as part of middle management (D2).
- Forty-seven percent of the organisations consider personal selling as part of top management (E3), 26% as middle management (E2) and 5% as lower management (E1).
- Sponsorships are regarded as part of top management by 59% of the organisations (F3), as middle management by 18% (F2) and as lower management by 6% (F1).
- In 53% of the organisations internal/employee communication form part of top management (G3), in 29% as middle management (G2) and in 7% as lower management (G1).
- Both the organisations that answered on investor relations consider it to be part of top management (H3).

(C3) A main finding from table 7.7 is that the majority of organisations consider their communication activities to be part of top management: Public relations (66%), advertising (65%), sales promotion (65%), direct marketing (56%), personal selling (47%), sponsorships (59%), internal/employee communication (53%) and investor relations (100%).

In the pre-testing phase of the questionnaire it was indicated that the reporting relationship and management hierarchy would be influenced by whether the communication function/activity is considered to be a line or a staff function. A cross tabulation could however not be performed due to the small sample size and disparity of answers given. The results will therefore be reported and interpreted in this context in table 7.8.

TABLE 7.8: LINE OR STAFF FUNCTION

Function \ Line or Staff	PR (A)	Adv (B)	SP (C)	DM (D)	PS (E)	S (F)	EC (G)	IR (H)
1. Line	12	7	4	5	3	7	9	2
%	63	50	33	42	21	58	47	100
2. Staff	6	6	8	7	10	5	8	-
%	32	43	67	58	71	42	42	-
3. Combination	1	1	-	-	1	-	2	-
%	5	7	-	-	7	-	11	-
TOTAL	19	14	12	12	14	12	19	2

It will be observed that the responses for the various functions do not correspond exactly with the number of organisations in table 7.5 (some respondents omitted to answer certain open-ended questions). The percentages should be treated in context of the number of respondents indicated by the “total” row.

Table 7.8 provides the following insights:

- Public relations is considered to be a line function by 63% of the organisations (A1), as a staff function by 32% (A2) and as a combination of a line and a staff function by 5% of the organisations (A3).
- Fifty percent of the organisations indicated that advertising is a line function (B1) and 43% as staff function (B2).
- Sales promotion is considered to be a staff function by 67% of the organisations (C2) and as line function by 33% (C1).
- Direct marketing is seen by 58% of the organisations as a staff function (D2) and by 42% as a line function (D1).
- Seventy-one percent of the organisations consider personal selling to be a staff function (E2) and by 21% as a line function (E1).
- Sponsorships are considered a line function by 58% of the organisations (F1) and a staff function by 42% (F2).
- Forty-seven of the organisations indicated internal/employee communication to be a line function (G1) and 42% (G2) to be a staff function.

- Both the organisations who responded on this function considered investor relations as line function (H1).

(C4) The main finding derived from table 7.7 is that the majority of organisations consider public relations (63%), advertising (50%), sponsorships (58%), internal/employee communication (47%) and investor relations (100%) to be line functions and sales promotion (67%), direct marketing (58%), and personal selling (71%) to be staff functions.

Table 7.9 and 7.10 are indications of the reporting relationships of the different communication functions/activities. These two tables are also used to address two of the criteria previously identified that should be met, namely, (1) public relations should not be subordinated to other departments such as marketing, human resources or finance and (2) the public relations function should be located in the organisational structure so that it has ready access to key decision makers of the organisation. By asking the job title of the senior officer responsible for the function it can be determined if public relations is subordinated to any function/activity. The job title of the person, which the senior officer reports to, serves as an indication whether public relations and the other communication activities/functions in an organisation have access to key decision makers in an organisation. Again both these tables were derived from the answers to the open questions posed in the initial table. The answers were categorised, i.e. marketing related, and codes were assigned to the various categories.

TABLE 7.9: JOB TITLE OF SENIOR OFFICER

Function Job title	PR (A)	Adv (B)	SP (C)	DM (D)	PS (E)	S (F)	EC (G)	IR (H)
1. Marketing related %	10 33	16 67	16 89	17 89	14 70	13 68	9 31	- -
2. Communication/PR related %	16 53	6 25	1 6	- -	- -	5 26	12 41	1 50
3. Combination of marketing and HR %	2 7	- -	- -	- -	- -	- -	- -	- -
4. Human Resources %	- -	- -	- -	- -	- -	- -	3 10	- -
5. Finance %	- -	- -	- -	1 5	1 5	- -	- -	- -
6. General management %	2 7	2 8	1 5	1 5	2 10	- -	3 10	1 50
7. Operations related %	- -	- -	- -	- -	3 15	- -	- -	- -
8. Secretariat %	- -	- -	- -	- -	- -	1 5	- -	- -
9. Combination of marketing and human resources %	- -	- -	- -	- -	- -	- -	2 7	- -
TOTAL	30	24	18	19	20	19	29	2

It will be observed that the responses for the various functions do not correspond exactly with the number of organisations in table 7.5 (some respondents omitted to answer certain open-ended questions). The percentages should be treated in context of the number of respondents indicated by the “total” row.

Table 7.9 provides the following insights:

- Public relations reports in 53% of the organisations to a senior officer with a communication/PR-related job title (A2), in 33% of the organisations to someone

- with a marketing-related job title (A1) and in 7% of the organisations to someone with a general management related job title (A6).
- In 67% of the organisations, advertising reports to someone with a marketing-related job title (B1), in 25% of the organisations to someone with a communication/PR related job title (B2) and in 8% of the organisations to someone with a general management related job title (B6)..
 - Sales promotion report to someone with a marketing-related job title in 89% of the organisations (C1), to someone with a communication/PR related job title in 6% (C2) and to someone with a general management related job title in 5% (C6).
 - Direct marketing reports in 89% of the organisations to a senior officer with a marketing related job title (D1), in 5% to a senior officer with a finance-related job title (D5), and to someone with a general management related job title in 5% of the organisations (D6).
 - Personal selling reports to someone with a marketing-related job title in 70% of the organisations (E1), to a senior officer with a operations-related job title in 15% of the organisations (E7), and to someone with a general management related job title in 10% of the organisations (E6).
 - In 68% of the organisations, sponsorships report to a senior officer with a marketing related job title (F1), to a senior officer with a communication/PR related job title in 26% (F2), and to the secretariat in 5% of the organisations (F8).
 - Internal/employee communication reports in 31% of the organisations to a senior officer with a marketing related job title (G1) and in 41% of the organisations to someone with a communication/PR related job title (G2). In 10% of the organisations to someone with a human resource related title (G4), in 10% of the organisations to someone with a general management related job title (G6), and in 7% of the organisations to someone with a combination of marketing and human resource job title (G9).
 - In one of the organisations investor relations reports to a senior officer with a communication/PR related job title (H2) and in the other organisation it reports to someone with a general management job title (H6).

(C5) A main finding from table 7.9 is that in the majority of organisations, advertising (67%), sales promotion (89%), direct marketing (89%), personal selling (70%) and sponsorships (68%) report to a senior officer with a marketing related job title. Public relations report to a senior officer with a communication/PR related job title in 53% of the organisations and internal/employee communication in 41% of the organisations. In only 7% of the organisations the public relations function reports to a senior officer with a combination of marketing and public relations job title.

Table 7.10 is an indication of the reporting relationships of the different communication functions/activities. The job title of the person the senior officer reports to serve as an indication if public relations and the other communication activities/functions in an organisation have access to key decision makers in an organisation.

TABLE 7.10: JOB TITLE OF PERSON WHICH THE SENIOR OFFICER REPORTS TO

Function Job title	PR (A)	Adv (B)	SP (C)	DM (D)	PS (E)	S (F)	EC (G)	IR (H)
1. Marketing related %	5 16	7 28	5 28	5 26	4 20	7 37	6 20	- -
2. Communication/PR related %	1 3	- -	- -	- -	- -	- -	- -	- -
3. CEO %	23 74	15 60	11 61	10 53	11 55	10 53	21 70	2 100
4. General management %	- -	- -	1 6	1 6	2 10	- -	- -	- -
5. Operations related %	- -	1 4	1 6	2 11	3 15	- -	- -	- -
6. Secretariat %	1 3	1 4	- -	- -	- -	1 5	2 7	- -
7. Logistics %	1 3	1 4	- -	1 5	- -	1 5	1 3	- 1
TOTAL	31	25	18	19	20	19	30	2

It will be observed that the responses for the various functions do not correspond exactly with the number of organisations in table 7.6 (some respondents omitted to answer certain open-ended questions). The percentages should be treated in context of the number of respondents indicated by the “total” row.

Table 7.10 provides the following insights:

- The senior officer responsible for public relations reports to a marketing related person in 16% of the organisations (A1) and to the CEO in 74% of the organisations (A3).
- In 60% of the organisations, the senior officer in advertising reports to the CEO (B3) and in 28% of the organisations to a marketing related person (B1).
- The senior officer responsible for sales promotions reports in 61% of the organisations to the CEO (C3) and in 28% to a marketing related person (C1).
- In 53% of the organisations, the senior officer responsible for direct marketing reports to the CEO (D3) and in 26% of the organisations to a marketing related person (D1).
- The senior officer responsible for personal selling reports to the CEO in 55% of the organisations (E3).
- In 53% of the organisations, the senior officer responsible for sponsorships reports to the CEO (F3) and in 37% of the organisations to a marketing related person (F1).
- The senior officer responsible for internal/employee communication report in 70% of the organisations to the CEO (G3).
- Both the organisations’ senior officers responsible for investor relations reports to the CEO (H3).
- In a few cases the senior officer responsible for public relations (3% - A7), advertising (4%- B7), direct marketing (5% - D7), sponsorships (5% - F7) and employee communication (3%-G7) report to someone in logistics.
- The senior officer of sales promotion, (6% - C4), direct marketing (6% - D4), and personal selling (10% - E4) reports to someone with a general management related job title.

- In a few cases the senior officer of advertising (4% - B5), sales promotion (6% - C5), direct marketing (11% - D5), and personal selling (15% - E5) reports to someone with a operations-related job title.

(C6) A main finding derived from table 7.10 is that in the majority of organisations, the senior officer responsible for communication activities/functions reports to the CEO: Public relations (74%), advertising (60%), sales promotion (61%), direct marketing (53%), personal selling (55%), sponsorships (53%), internal/employee communication (70%) and investor relations (100%).

(b) Question 5

Please indicate the approach followed by your organisation when structuring and organising functions/departments.

Respondents were asked to indicate the approach followed by their organisations in the structuring and organising of functions/departments by choosing one alternative. The primary objective of this research is to propose a framework for structuring integrated communication and question 5 was included to gain an understanding of methods used by successful South African organisations. Answers to question 5 are depicted in table 7.11.

TABLE 7.11: STRUCTURING AND ORGANISING FUNCTIONS/DEPARTMENTS

	Frequency	Percent	Cumulative Frequency	Cumulative percent
Clear functional	6	18	6	18
Multifunctional team	11	32	17	50
Functional with project teams	13	38	30	88
Different approach	4	12	34	100

It is clear from table 7.11 that 18% of the organisations follow a clear functional approach (hierarchical and departmental) in the structuring and organising of functions/departments, 32% follows a multifunctional team approach, 38% combines a functional approach with project teams for ad hoc situations and 12% follows a different approach.

(C7) A main finding derived from table 7.11 is that the majority of the organisations that participated in this study (38%) follow a functional approach but uses teams for ad hoc situations.

(c) Question 6

If you indicated in question 5 that you follow a different approach, please explain the approach.

An option was also included in the questionnaire for those organisations that follow a different approach. Question 6 was an open-ended question that provided the opportunity for respondents who indicated that they follow a different approach to explain the approach. Four organisations indicated in question 5 that they follow a different approach than indicated by the researcher. Table 7.12 provides a summary of the responses to open question 6.

TABLE 7.12: DIFFERENT APPROACHES IN STRUCTURING/ORGANISING FUNCTIONS/DEPARTMENTS

	Frequency	Cumulative Frequency
1. Complex matrix system	1	1
2. Focused and singular	1	2
3. Multitasking and project teams	1	3
4. Flatter and Narrower structures	1	4

Four organisations from the 34 organisations indicated that they follow a different approach. An inference can be made that a complex matrix system and a multi-tasking and project team approach might be similar to a functional approach with project teams (table 7.11), and a focused and singular approach might be similar to a clear functional approach (table 7.11). Table 7.12 therefore only serves as a summary of responses given to open question 6.

(d) Question 7

Please indicate (on a 3 point scale) to what extent your organisation engage in the following communication activities

Respondents had to indicate using a three-point scale; to what extent their organisation engaged in certain communication activities. The aim of the question was to determine the model of public relations applied by the organisations that participated.

Press Agency/Publicity model: Statements 1-3
Public information: Statements 1-4
Two-way asymmetric: Statements 5-8
Two-way symmetric: Statements 9-12

The answers to question 7 are illustrated in table 7.13.

TABLE 7.13: MODEL OF COMMUNICATION USED

	Always	%	Sometimes	%	Never	%
1. One way communication is used only to inform stakeholders (From source to receiver)	6	18	25	74	3	9
2. Research is conducted to determine the communication needs of customers/consumers	8	24	22	65	4	12
3. Research is conducted to determine the communication needs of all the other stakeholders	6	18	19	56	9	26
4. Research is limited to informal observations of whether publicity material has been used by the media.	2	6	16	47	16	47
5. Communication is used only to persuade	1	3	21	62	12	35
6. Two-way communication is used to communicate with stakeholders	8	24	24	71	2	6
7. Research is conducted to determine the attitudes, views and behaviours of our customers/consumers	7	21	23	68	4	12
8. Research is conducted to determine the attitudes, views and behaviours of all the other stakeholders	2	6	26	76	6	18
9. Communication is used to reach mutual understanding between the organisation and the stakeholders/publics	11	32	20	59	3	9
10. Research is conducted to determine what consequences the organisation's actions and decisions will have on the stakeholders.	4	12	19	56	11	32
11. Research is conducted to measure whether a public relations effort has improved the understanding of publics/stakeholders towards the organisation	3	9	20	59	11	32
12. Evaluative research is used to measure whether a public relations effort has improved management's understanding of its publics/stakeholders	2	6	16	47	16	47
13. Databases are used to manage information about stakeholders	11	32	18	53	5	15

Table 7.13 provides the following insights:

- One-way communication is always used only to inform stakeholders by 18% of the organisations, is sometimes used by 74% of the organisations and is never used by 9% of the organisations.
- Research is always conducted to determine the communication needs of customers/consumers by 24% of the organisations, is sometimes conducted by 65% of the organisations and is never conducted by 12% of the organisations.
- Research is always conducted to determine the communication needs of all the other stakeholders by 18% of the organisations, is sometimes conducted by 56% of the organisations and is never conducted by 26% of the organisations.
- Research is always limited to informal observations of whether publicity material has been used by the media by 6% of the organisations, is sometimes limited to informal observations by 47% of the respondents and is never limited by 47% of the respondents.
- Communication is always used only to persuade by 3% of the organisations, is sometimes used by 62% of the organisations and is never used by 35% of the organisations.
- Two-way communication is always used to communicate with stakeholders by 24% of the organisations, sometimes used by 71% of the organisations and never used by 6% of the organisations
- Research is always conducted to determine the attitudes, views and behaviours of customers/consumers by 21% of the organisations, is sometimes conducted by 68% of the respondents and is never conducted by 12% of the organisations.
- Research is always conducted to determine the attitudes, views and behaviours of other stakeholders by 6% of the organisations, is sometimes conducted by 76% of the organisations and is never conducted by 18% of the organisations.
- Communication is always used to reach mutual understanding between the organisation and stakeholders by 32% of the organisations, is always used by 59% of the organisations and is never used by 9% of the organisations.

- Research is always conducted to determine what consequences the organisation's actions and decisions will have on the stakeholders by 12% of the organisations, is sometimes conducted by 56% of the organisations and is never used by 32% of the organisations.
 - Research is always conducted to measure whether a public relations effort has improved the understanding of stakeholders toward the organisation by 9% of the organisations, sometimes conducted by 59% and is never conducted by 32% of the organisations.
 - Evaluative research is always used to measure whether a public relations effort has improved management's understanding of the its stakeholders by 6% of the organisations, is sometimes used by 47% of the organisations and is never used by 47% of the organisations.
- (C8) A main finding derived from statements 1-3 is that the majority of organisations sometimes use one-way communication to inform stakeholders (74%), conduct research sometimes to determine the communication needs of customer/consumers (65%) and all other stakeholders (56%).**
- (C9) A main finding derived from statement 4 is that an equal number of organisations sometimes (47%) and never (47%) limits their research to informal observations of whether publicity material has been used by the media.**
- (C10) A main finding derived from statements 5-8 is that the majority of organisations sometimes use communication to persuade (62%) and use two-way communication to communicate with stakeholders (71%). The majority of organisations sometimes conduct research to determine the attitudes views and behaviours of customers/consumers (68%) and of other stakeholders (76%).**
- (C11) A main finding derived from statements 9-12 is that again the majority of organisations sometimes use communication to reach a mutual understanding between the organisation and the stakeholders (59%), conduct research sometimes to determine what consequences the organisation's actions and**

decisions will have on stakeholders (56%) and measure sometimes whether a public relations effort has improved the understanding of stakeholders towards an organisation (59%). An equal number of organisations sometimes (47%) and never (47%) use evaluative research to measure whether a public relations effort has improved management's understanding of its stakeholders.

The problems that need to be considered as possible sources for errors were identified in section 6.3.4. From the findings above it can be deduced that the error of **central tendency** occurred, where the raters were reluctant to give extreme judgements and chose the “sometimes” option as the “save” route. The **halo effect** when a rater introduces systematic biases by carrying over a generalised impression of the subject from one rating to the other could also serve as an explanation of the tendency to choose the “sometimes” option.

Statement 13 in question 7 was included to determine if organisations use databases to manage information about stakeholders. In question 8 the respondents had to indicate the main purpose of the database. In the literature review some authors indicated the necessity of using databases in building effective relationships with stakeholders. Although the models of public relations do not explicitly state that usage of databases is necessary in practicing any of the models of public relations, the statement was included because of the role it plays in integrated communication. The researcher wanted to explore the role and usage of databases further as it will form part of the proposed framework for integrated communication.

From statement 13 in question 7 (table 7.13) the following insight was provided:

- Databases are always used to manage information about stakeholders by 32% of the organisations, are sometimes used by 53% of the organisations and are never used by 15% of the organisations.

(e) Question 8

If your organisation uses databases to manage information about stakeholders, please indicate for what purpose it is mainly used.

The use of databases becomes more important in managing communications with all relevant stakeholder groups. Duncan & Caywood (*in* Thorson and Moore, 1996) argued strongly for such databases that represent not only marketing databases but also stakeholder databases for storing information about a company's stakeholder groups. The question regarding the purposes of the databases was addressed by an open question in a table format (question 7). Answers were categorised into categories and codes were assigned to each category. The results of this question are depicted in table 7.14

TABLE 7.14: PURPOSE OF DATABASE

Stakeholder Purpose	Cust./ Cons. (A)	Gov. (B)	Med. (C)	FS. (D)	Emp. (E)	Distr. (F)	Supp. (H)
1. Only recording information %	3	2	4	4	6	3	7
	10	20	22	21	26	25	39
2. Recording and dissemination of information %	8	2	5	6	6	4	3
	28	50	39	32	22	8	11
3. Recording, dissemination and relationship building %	11	5	7	6	5	1	2
	38	50	39	32	22	8	11
4. Business planning %	4	-	1	2	2	2	3
	14	-	6	11	9	17	17
5. Don't know the purpose %	3	1	1	1	4	2	3
	10	3	6	6	17	17	17
TOTAL	29	10	18	19	23	12	18

**Customers/consumers = Cust/Cons; Government = Gov; Media = Med;
Financial stakeholders = FS Employees = Emp; Distributors = Distr;
Suppliers = Supp.**

Table 7.13 provides the following insights:

- Of the twenty nine organisations (85%) that use databases to manage information about their customers/consumers, 10% use it only to record information (A1), 28% use it to record and disseminate information (A2), 38% use it to record, disseminate, and build relationships (A3), 14% use it for business planning (A4) and 10% uses it but do not know the purpose of the database (A5).
- Ten organisations (29%) use databases to manage information about the government of which 20% use it to only record information (B1), 20% use it to record and disseminate (B2), 50% use it to record, disseminate and build relationships (B3), nobody uses it for business planning (B4) and 3.45% do not know the purpose (B5).
- Databases are used by eighteen organisations (53%) to manage information about the media of which 22% use it to only record information (C1), 28% use it to record and disseminate (C2), 39% use it to record, disseminate and build relationships (C3), 6% use it for business planning (C4) and 6% use it but do not know the purpose (C5).
- Of the nineteen organisations (56%) that use databases to manage information about their financial stakeholders, 21% use it for recording purposes only (D1), 32% use it to record and disseminate (D2), 32% use it to record, disseminate and build relationships (D3), 11% use it for business planning (D4), and 6% do not know the purpose (D5).
- Databases to manage information about employees are used by twenty-three organisations (68%) of which 26% use it for recording purposes only (E1), 26% use it for recording and dissemination purposes (E2), 22% use it for recording, dissemination and relationship building (E3), 9% use it for business planning (E4) and 17% do not know the purpose (E5).
- Only twelve organisations (35%) use databases to manage information about distributors of which 25% use it to only to record information (F1), 33% use it to record and disseminate (F2), 8% use it to record, disseminate and build relationships (F3), 17% use it for business planning (F4) and 17% do not know the purpose (F5).

- Eighteen (53%) organisations use databases to manage information about their suppliers of which 39% use it for recording purposes only (G1), 17% for recording and dissemination (G2), 11% for recording, dissemination and relationship building (G3), 17% use it for business planning (G4) and 17% do not know the purpose (G5).

Two main findings can be derived from table 7.14

(C12) Eighty-five percent of organisations use databases to manage information about customers/consumers, followed by employees (68%), financial stakeholders (56%), the media (53%), suppliers (53%), distributors (35%) and the government (29%).

(C13) Of the organisations that use databases to manage information about stakeholders, databases are used to record, disseminate and build relationships with customers at 38%, the government at 50%, the media at 39%, and financial stakeholders at 32%. An equal percentage of organisations use their employee databases to only record (26%) and record and disseminate (26%) information. Distributors databases are mainly used to record and disseminate information (33%) and suppliers databases to record information (39%).

7.4.4 Section D

The purpose of section D was to determine the familiarity of the respondents with the concept of integrated communications, to test the viewpoints of the respondents on integrated communications in general and to establish if and how organisations integrate their communication efforts.

(a) Question 9

How familiar are you with the concept of integrated communications?

Question 9 was included to test respondents' familiarity with the concept of integrated communications before probing their viewpoints on integration (question 10) further. The results are illustrated in table 7.15.

TABLE 7.15: FAMILIARITY WITH INTEGRATED COMMUNICATIONS

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Totally unfamiliar	2	6	2	6
2. Slightly familiar	6	18	8	24
3. Have heard of it	6	18	14	41
4. Familiar with it	8	24	22	65
5. Totally familiar with it	12	35	34	100

(D1) A main finding derived from table 7.15 is that the majority of respondents (59%) are either familiar (24%) or totally familiar (35%) with the concept of integrated communications.

(b) Question 10

Please indicate your agreement/disagreement with the following statements reflecting your viewpoint, regarding an organisations policy on integrating communications: (1 indicating total disagreement and a 5 is total agreement).

Respondents were asked to indicate the extent to which they agreed or disagreed with statements concerning views regarding an organisation's policy on integrated communications. This is illustrated in table 7.16.

TABLE 7.16: VIEWPOINTS ON INTEGRATED COMMUNICATIONS

	Mean	Standard Deviation	Min	Median	Max
1. Communications should be conducted from the viewpoint of the stakeholder (outside – in approach)	3.79	0.86	2	4	5
2. Customers are the most important stakeholder when it comes to communication	3.67	1.09	1	4	5
3. Research is necessary to gain insight into thoughts and behaviours of each stakeholder regarding their communication needs	4.30	0.73	2	4	5
4. Effective communication requires an optimal mix of sending tools for each identified group of stakeholders (tools may be drawn from any communication discipline)	4.42	0.56	3	4	5
5. The communication vehicle that will prove to be the most successful in a given situation should be used irrespective of where it has traditionally been located	4.03	0.73	2	4	5
6. Stakeholders should be the focus of integrated communication	4.39	0.66	3	4	5
7. All communication functions should be integrated and coordinated through the public relations department	3.18	1.31	1	3	5
8. Communication departments should be structured horizontally according to the most strategic stakeholders for an organisation	3.12	0.89	1	3	5
9. People and resources should be reassigned to new communication programmes when new strategic stakeholders appear and others decline in influence (a team approach)	3.85	0.83	1	4	5
10. The relevant situation should dictate the resources needed for a given communication programme	4.36	0.65	2	4	5
11. All public relations/corporate communication functions should be integrated into a single department rather than to subordinate them under other departments	3.91	1.16	1	4	5

Three main findings can be derived from table 7.16, namely that:

- (D2) **Effective communication requires an optimal mix of sending tools for each identified group of stakeholders (tools may be drawn from any discipline) was the statement most agreed with as shown by a mean value of 4.42. Respondents also mostly agreed with the statement that stakeholders should be the focus of integration (mean value of 4.39) and the relevant situation should dictate the resources needed for a given communication program (mean value of 4.36).**
- (D3) **Respondents least agreed with, or being undecided about the view that communication departments should be structured horizontally according to the most strategic stakeholder of an organisation (mean value of 3.12).**
- (D4) **The standard deviation for the statement that effective communication requires an optimal mix of sending tools for each identified group of stakeholders was the lowest (0.56) for all the statements, leading to the conclusion that the respondents were most homogeneous on this viewpoint. The statement that all communication functions should be integrated and co-ordinated through the public relations department (statement 7) had the highest standard deviation (1.31), indicating that responses to this viewpoint were the most heterogeneous.**

- **Kruskall-Wallis one-way analysis of variance test results**

A Kruskal Wallis one-way analysis of variance (ANOVA) was performed on the different statements on integrated communications in question 10. It was deemed necessary to compare an ordinal variable (different statements) across three independent groups. Question 1 was used to categorise the respondents based on their responsibilities into three groups (communication related, marketing related or a combination). The 11 statements depicted in table 7.16 were subjected to a Kruskal Wallis one-way analysis of variance to determine whether the three groups differ in their views on the statements. Each statement in table 7.16 is depicted and interpreted separately (tables 7.17 to 7.27).

In a Kruskal Wallis one-way analysis of variance (ANOVA) the null hypothesis is rejected if Z_{stat} is larger than the critical value Z_C , where $1 - \Phi(Z_C) = \alpha / (K(K-1))$. Φ is the cumulative standard normal distribution function, α is the overall significance level, and K is the number of groups compared.

With three groups, the critical Z values are:

2.13 for overall alpha of .10

2.39 for overall alpha of .05

TABLE 7.17: Statement 1: Communications should be conducted from the viewpoint of the stakeholder (outside – in approach)

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	191.5	*1 - *2	1.67	8.01	4.80
2. Marketing	5	47.0	*1 - *3	0.45	-1.56	3.45
3. Combination	17	322.5	*2 - *3	2.11	-9.57	4.53
Kruskall-Wallis Test Statistic = 4.50						
P-Value = 0.1054						

The p-value depicted in table 7.17 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 1 does not differ significantly.

TABLE 7.18: Statement 2: Customers are the most important stakeholder when it comes to communication

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	166.0	*1 - *2	0.50	-2.51	4.97
2. Marketing	5	88.0	*1 - *3	0.83	-2.97	3.57
3. Combination	17	307.0	*2 - *3	0.10	-4.46	4.69
Kruskall-Wallis Test Statistic = 0.72						
P-Value = 0.6987						

The p-value depicted in table 7.18 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 2 does not differ significantly.

TABLE 7.19: Statement 3: Research is necessary to gain insight into thoughts and behaviours of each stakeholder regarding their communication needs

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	182.0	*1 - *2	0.20	-0.95	4.69
2. Marketing	5	87.5	*1 - *3	0.18	-0.60	3.37
3. Combination	17	291.5	*2 - *3	0.08	0.35	4.43
Kruskall-Wallis Test Statistic = 0.05						
P-Value = 0.9746						

The p-value depicted in table 7.19 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 3 does not differ significantly.

TABLE 7.20: Statement 4: Effective communication requires an optimal mix of sending tools for each identified group of stakeholders (tools may be drawn from any communication discipline)

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	190.0	*1 - *2	1.28	5.87	4.58
2. Marketing	5	57.0	*1 - *3	0.36	-1.20	3.28
3. Combination	17	314.0	*2 - *3	1.64	-7.07	4.32
Kruskall-Wallis Test Statistic = 2.70						
P-Value = 0.2593						

The p-value depicted in table 7.20 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 4 does not differ significantly.

TABLE 7.21: Statement 5: The communication vehicle that will prove to be the most successful in a given situation should be used irrespective of where it has traditionally been located

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	194.0	*1 - *2	1.52	7.04	4.64
2. Marketing	5	53.0	*1 - *3	0.25	-0.83	3.33
3. Combination	17	314.0	*2 - *3	1.80	-7.87	4.38
Kruskall-Wallis Test Statistic = 3.32						
P-Value = 0.1900						

The p-value depicted in table 7.21 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 5 does not differ significantly.

TABLE 7.22: Statement 6: Stakeholders should be the focus of integrated communication

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	188.5	*1 - *2	1.78	8.34	4.69
2. Marketing	5	44.0	*1 - *3	0.65	-2.19	3.37
3. Combination	17	328.5	*2 - *3	2.38	-10.52	4.43
Kruskall-Wallis Test Statistic = 5.66						
P-Value = 0.0591						

The p-value depicted in table 7.22 is slightly bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 6 does not differ significantly.

TABLE 7.23: Statement 7: All communication functions should be integrated and coordinated through the public relations department

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	288.0	*1 - *2	0.70	3.53	5.02
2. Marketing	5	86.0	*1 - *3	1.72	6.20	3.60
3. Combination	17	247.0	*2 - *3	0.56	2.67	4.47
Kruskall-Wallis Test Statistic = 2.96						
P-Value = 0.2273						

The p-value depicted in table 7.23 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 7 does not differ significantly.

TABLE 7.24: Statement 8: Communication departments should be structured horizontally according to the most strategic stakeholders for an organisation

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	213.5	*1 - *2	0.31	1.51	4.85
2. Marketing	5	89.5	*1 - *3	1.22	4.23	3.48
3. Combination	17	258.0	*2 - *3	0.59	2.72	4.58
Kruskall-Wallis Test Statistic = 1.54						
P-Value = 0.4639						

The p-value depicted in table 7.24 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 8 does not differ significantly.

TABLE 7.25: Statement 9: People and resources should be reassigned to new communication programmes when new strategic stakeholders appear and others decline in influence (a team approach)

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	195.0	*1 - *2	1.10	4.93	4.47
2. Marketing	5	64.0	*1 - *3	0.01	-0.04	3.21
3. Combination	17	302.0	*2 - *3	1.18	-4.96	4.22
Kruskall-Wallis Test Statistic = 1.5						
P-Value = 0.4698						

The p-value depicted in table 7.25 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 9 does not differ significantly.

TABLE 7.26: Statement 10: The relevant situation should dictate the resources needed for a given communication programme

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	179.5	*1 - *2	0.58	2.62	4.55
2. Marketing	5	68.5	*1 - *3	0.64	2.09	3.27
3. Combination	17	313.0	*2 - *3	1.10	4.71	4.29
Kruskall-Wallis Test Statistic = 1.31						
P-Value = 0.5190						

The p-value depicted in table 7.26 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 10 does not differ significantly.

TABLE 7.27: Statement 11: All public relations/corporate communication functions should be integrated into a single department rather than to subordinate them under other departments

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	220.0	*1 - *2	1.23	6.10	4.97
2. Marketing	5	69.5	*1 - *3	1.13	4.03	3.56
3. Combination	17	271.5	*2 - *3	0.44	-2.07	4.68
Kruskall-Wallis Test Statistic = 1.95						
P-Value = 0.3777						

The p-value depicted in table 7.27 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups on statement 11 does not differ significantly.

The overall summation of the viewpoint on integrated communication is depicted in table 7.28.

TABLE 7.28: Summation of question 10 results: overall viewpoint on integrated communication

Group	Frequency	Rank Sum	Comparisons	ZSTAT	DIF	SE
1. Communication	11	216.0	*1 - *2	1.74	9.04	5.20
2. Marketing	5	53.0	*1 - *3	0.66	2.46	3.73
3. Combination	17	292.0	*2 - *3	1.34	-6.58	4.90
Kruskall-Wallis Test Statistic = 3.03						
P-Value = 0.2193						

The p-value depicted in table 7.28 is bigger than the significance level (α) of 0.05, leading to the conclusion that the mean score of the three groups based on all the statements in question 10 does not differ significantly.

(D5) A main finding derived from question 10 is that there is not a significant difference in the mean score of the three groups (mainly marketing, mainly communication and a combination of marketing and communication) based on the statements reflecting the respondents' viewpoints regarding an organisation's policy on integrated communications.

(c) Question 11

Does your organisation practice some form of integrated communication?

The results of question 11 are illustrated in table 7.29.

TABLE 7.29: INTEGRATED COMMUNICATION PRACTICES

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Yes	24	75	24	75
2. No	8	25	32	100

Two of the respondents omitted to answer this question and percentages are treated in the context of the 32 respondents that did answer this question.

(D6) The main finding derived from table 7.29 is that the majority of organisations (75%) do practice some form of integrated communication.

(d) Question 12

If your organisation centralised all the communications functions in one department to integrate communications, what is the name of the department?

If respondents indicated in question 11 that they do integrate their communication they had to complete question 12. Some authors believe that all communication programmes should be integrated into or coordinated by the public relations department (discussed in section 1.6) for integrated communication to be successful. The question was therefore included to determine through which department South African organisations integrate their communication functions/activities. An open-ended question was used, answers were categorised and codes were assigned. The results are given in table 7.30.

TABLE 7.30: NAME OF INTEGRATED COMMUNICATION DEPARTMENT

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Marketing	14	58	14	58
2. Communication	7	29	21	87
3. Combination of Marketing and Communication	2	8	23	95
4. Combination of Marketing and Investor Relations	1	4	24	100.00

(D7) A main finding derived from table 7.30 is that the majority of organisations (58%) integrate their communication through a department with a marketing related name, 29% integrate their communication through a department with a communication-related name, 8% integrate through a department that combines marketing and communication and 4% integrate communication through a department that combines marketing and investor relations.

(e) Question 13

If communication still forms part of several departments how do you integrate all the communications efforts?

If respondents indicated in question 11 that they do not practice some form of integrated communication they had to complete question 13. Table 7.31 serves as a summary of all the answers given to the open-ended question posed in question 13.

TABLE 7.31: WAYS TO INTEGRATE COMMUNICATION

	Frequency	Cumulative Frequency
1. Do not	1	1
2. Try to but not entirely centralised yet	2	3
3. Co-operation working structures, managed forums	1	4
5. Focused goals understood by everyone	1	5
6. Through determination of needs and meetings	1	6
8. Do not and feel certain communication functions should remain the responsibility of certain departments	1	7
9. Workshops with representatives from each department	1	8

Table 7.31 merely serves as a summary for the answers given to question 13. No main finding will be derived, as table 7.31 will only serve as input to address the primary objective of this research, namely to develop a framework for structuring the communication function in South African organisations to encourage integration and enhance organisational effectiveness.

7.4.5 Section E

The purpose of section E was to determine the relationship between marketing and public relations in successful South African organisations. The following results provide the necessary information on this relationship.

(a) Question 14

Please choose the statement that best describes the relationship between public relations and marketing in your organisation.

Respondents had to choose one statement that described the relationship between marketing and public relations in their organisations the best. Statements included in question 14 were derived from the description of the five different models conceived by Kotler and Mindak (1978) for viewing the relationship between marketing and public and discussed in section 4.3.2. The definition of the statements was illustrated in the questionnaire (Appendix 1). The results of the respondents' answers are shown in table 7.32.

TABLE 7.32: THE RELATIONSHIP BETWEEN MARKETING AND PUBLIC RELATIONS

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Equal but separate	4	12	4	12
2. Equal and separate but overlapping	11	32	15	44
3. Marketing as dominant	6	18	21	62
4. Public relations as dominant	1	3	22	65
5. Are the same	7	21	29	85
6. Combative function	-	-	-	-
7. Other relationship	5	15	34	100.00

(E1) A main finding derived from table 7.32 is that 32% of organisations view the relationship between marketing and public relations in their organisation as equal and separate but with overlapping functions (both important and separate functions but share some terrain, e.g. product publicity as shown in the questionnaire in Appendix 1). None of the respondents viewed the relationship as combative and only 3% of the respondents regard public relations as the dominant function (if PR builds relationships with all key stakeholders then programmes to build relationships with customers would be a subset of PR).

An open-ended response was included in the question to determine if a different relationship than any of the relationships mentioned existed in top South African organisations. Five organisations completed this option. A summary of the different responses is given in table 7.33.

TABLE 7.33: A DIFFERENT RELATIONSHIP BETWEEN MARKETING AND COMMUNICATION

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Marketing is the dominant function and they are the same as PR, is unexplored, and mostly outsourced	2	40	2	40
2. Separate and overlapping but with marketing still as the dominant function	1	20	3	60
3. PR is a tool of marketing. Marketing define the what and PR the how	1	20	4	80
4. Did not specify the different relationship	1	20	5	100

(E2) A main finding derived from table 7.33 is that only five (15%) respondents indicated that a different relationship existed between marketing and public relations. Four of the five respondents indicated that in some way marketing is the dominant function.

(b) Question 15

What would the ideal situation be of how the marketing and public relations function should be organised?

Question 15 was included as an open question to determine the respondent's viewpoints on what the ideal situation should be on how the marketing and public relations function must be organised. Codes were assigned to their answers and are depicted in table 7.34.

TABLE 7.34: THE IDEAL SITUATION BETWEEN MARKETING AND PUBLIC RELATIONS

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Marketing and Communication, both strategic functions that run parallel and report to MD. Have access to all levels for information purposes and have points of convergence with marketing just as investor relations will have with finance	1	3	1	3
2. Should remain separate functions	4	13	5	16
3. Equal and separate with overlap and cross-functional communication	7	23	12	39
4. Functions, needs and objectives are too disparate	1	3	13	42
5. Marketing as the dominant function	3	10	16	52
6. Team with specialists to handle special stakeholder needs, drawing resources from a broader pool of non-specialist assistants	1	3	17	55
7. Use specialists to focus on strengths	1	3	18	58
8. Integration Totally integrated Should be aligned, messages must be the same	6	19	24	77
9. Under one umbrella managed in one department	1	3	25	81
10. Driven by needs of company, not boxed, could be the same or separate	2	6	27	87
12. PR should report to marketing and work hand in hand	1	3	29	90
13. Integrated with a senior person either a strong background in marketing or PR or both	1	3	29	94
14. Integrated public relations managed by cross-functional team	1	3	30	97
15. Fall under marketing but keep it separate with own team	1	3	31	100

(E3) A main finding derived from table 7.34 is that 23% of the respondents view the ideal situation between marketing and public relations as equal and separate with overlap and cross-functional communication. Integration (totally integrated, should be aligned, messages must be the same) as the ideal situation is suggested by 19% of the respondents.

7.4.6 Section F

The purpose of section F was to gain a deeper insight, through open-ended questions, into how marketing and communication managers view integrated communication in terms of reporting structures and responsibility.

(a) Question 16

If all communications in an organisation are integrated, who should, in your opinion, be responsible for it?

Question 16 was an open-ended question to determine who should be responsible for integrated communications in organisations. Codes were assigned to the various answers and are depicted in table 7.35.

TABLE 7.35: RESPONSIBILITY FOR INTEGRATED COMMUNICATIONS

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. Communication	9	27	9	27
2. Marketing	14	42	23	70
3. Combination of marketing and communication	2	6	25	76
4. Person responsible for the bottom line	1	3	26	79
5. CEO who is responsible for brand and reputation management	1	3	27	82
6. Corporate communication under the umbrella of marketing	1	3	28	85
7. Corporate communication integrated with senior executive responsible	1	3	29	88
8. Not a good idea	1	3	30	91
9. Company secretary	1	3	31	94
10. Needs of company will determine	1	3	32	97
11. Cross-divisional team	1	3	33	100

(F1) A main finding derived from table 7.35 is that 42% of the respondents suggested that marketing should be responsible for integrated communications in an organisation, 27% of the respondents believed integrated communications should be the responsibility of the communication department and 6% believed it should be the responsibility of marketing and communication.

(b) Question 17

To whom should that function report to? (Flowing from question 16)

Question 17 was also an open-ended question to determine to whom, according to the respondents, the integrated communications function should report to. The results are summarised in table 7.36.

TABLE 7.36: REPORTING RELATIONSHIP OF INTEGRATED COMMUNICATION FUNCTION

	Frequency	Percent	Cumulative Frequency	Cumulative percent
1. CEO/MD	25	76	25	76
2. Person responsible for bottom line	2	6	27	82
3. Chairman of board of directors	1	3	28	85
4. Marketing Manager	3	9	31	94
5. Board of directors	1	3	32	97
6. Depends on needs of organisation	1	3	33	100

(F2) A main finding derived from table 7.36 is that the majority of respondents (76%) proposed that the integrated communications function should report to the CEO/MD of the organisation.

7.5 Content analysis of websites

A content analysis was done on the websites of the 34 organisations that participated in this study. The 34 websites were analysed and results on the content analysis of the websites will be reported by using a frequency distribution for each code of interest. Absolute (simple counts) or relative (percentage) terms were used to show how often the different values were encountered.

Categories 1-11 (Code sheet - Appendix 2) were used to ascertain how organisations are using their corporate websites for communications purposes, whereas categories 7-11 focused more on dialogic public relations and if successful South African organisations integrate dialogic public relations that is needed to build relationships with stakeholders, through the World Wide Web. Category 12 focuses specifically on the stakeholders targeted by web communications.

7.5.1 Codes in category 1: Operations

The purpose of the first category was to determine the operation ability of the organisations' websites.

Questions addressed by the codes in category 1:

Did the organisations have websites, were the websites operational, and was specialised software needed to view the sites.

The findings of the results are depicted in table 7.37.

TABLE 7.37: WEB PRESENCE

Operations	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. Website?	34	100	-	-	34
2. Operational?	33	97	1	3	34
3. Specialised software needed to view website?	2	6	31	94	33

(G1) A main finding that can be concluded from the findings presented in table 7.37 is that all the organisations (100%) had a web presence. Of the thirty four organisations only one organisation's website was not operational and only two organisations required specialised software to view their website.

7.5.2 Codes in category 2: Advertising/organisation specific

This category of the coding sheet focused specifically on advertising with regard to the organisation.

Questions addressed by the codes in category 2:

Did the organisation display their logo and in doing so communicated their corporate identity, did they communicate basic corporate information (i.e. structure, divisions etc.) by including an "about us" section, did they trace the development of organisation (history), were links

provided to internal departments (divisional), and did the organisations communicate about opportunities available within the organisation (careers).

The information is given in table 7.38.

TABLE 7.38: ADVERTISING/ORGANISATION SPECIFIC

Advertising/organisation specific	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. Logos	33	100	0	0	33
2. About us	31	94	2	6	33
3. History	17	52	16	48	33
4. Divisional buttons	30	91	3	9	33
5. Careers	7	21	26	79	33

(G2) A main finding derived from table 7.38 is that all the organisations (100%) displayed their logos on their websites. The majority of organisational websites had an “about us” section (94%) and provided links to internal departments (91%). More than half (52%) of the organisations traced the development of the organisation (history). Only 21% of the websites had a career section that communicated about opportunities available within the organisation.

7.5.3 Codes in category 3: Advertising/product

Category 3 provided information about advertising that relate to the products/services of an organisation.

Questions addressed by the codes in category 3:

Did the organisation provide pages and/or links to product/services offered through product list buttons offered, were there pages and/or links to the organisation’s brands (brands), did the organisation provide information to the nearest dealer through reseller/ retailer contact information, and did they display current prices for the product/services offered (prices).

The results are illustrated in table 7.39.

TABLE 7.39: ADVERTISING/PRODUCT

Advertising/product specific	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. Product list buttons	26	79	7	21	33
2. Brands	25	76	8	24	33
3. Nearest dealer	22	67	11	33	33
4. Prices	9	27	24	73	33

(G3) A main finding derived from table 7.39 is that the majority of organisations provided links to product/services offered (79%), to their various brands (76%) and to the nearest dealer through reseller information (67%). Only 27% displayed current prices for the products/services offered.

7.5.4 Codes in category 4: Direct Marketing

Category 4 provided information relating to the organisation's direct marketing activities. An e-commerce perspective was adopted in the coding sheet under the heading of direct marketing. Codes were not included to address the usage of the tools of direct marketing (discussed in section 4.3.1).

Questions addressed by the codes in category 4:

Did the website offer customer support or product/service information (customer service), did the website include a full descriptions of products/services offered (catalogues), was personal customer information available (online account information), was it possible to purchase/order via the Internet (online ordering), and was it possible to track delivery of product via the Internet (online tracking)

The results are given in table 7.40.

TABLE 7.40: DIRECT MARKETING

Direct Marketing	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. Customer service	18	55	15	45	33
2. Catalogues	25	76	9	27	33
3. Online account information	15	45	18	55	33
4. Online ordering	15	45	19	58	33
5. Online tracking	15	45	19	58	33

(G4) The results presented in table 7.40 led to the main finding that the majority of organisations (76%) included a full descriptions of products/services offered (catalogues), however it was possible to order online and track account information on only 45% of the organisational websites.

7.5.5 Codes in category 5: Sales Promotion

Category 5 provided information regarding the sales promotion activities of the organisations on their websites. Sales promotions on a website are used as a method of generating excitement. It can include free gifts, games and competitions and coupons (discussed in section 4.3.1).

Questions addressed by the codes in category 5:

Were there any specific advertised promotions of products/services (general promotions), free material available (free gifts), an opportunity for a viewer to enter competitions (games and competitions), coupon promotions (coupons) or any product/service promotion through advertising by external companies (unrelated advertising) on the websites of the organisations involved in this study.

The results are illustrated in table 7.41.

TABLE 7.41: SALES PROMOTION

Sales promotion	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. General promotions	4	12	29	88	33
2. Free gifts	4	12	29	88	33
3. Games and competitions	4	12	29	88	33
4. Coupons	3	9	30	91	33
5. Unrelated advertising	4	12	29	88	33

(G5) A main finding derived from table 7.41 is that the majority of websites did not offer general promotions (88%), free gifts (88%), games and competitions (88%), coupons (91%), and product/service promotion through advertising by external companies - unrelated advertising (88%).

7.5.6 Codes in category 6: Public relations

Category 5 was included to get an overview of the organisations' public relations activities on their websites as the Internet can be regarded as a useful medium for conducting public relations activities such as media relations, annual reports and corporate social responsibility.

Questions addressed by the codes in category 6:

Were any organisation related articles (news related), unrelated news articles (news unrelated), and press releases placed online. Was the organisation's annual report available online. Was there any other related shareholder information (other shareholder) available online and did the organisation provide links to the organisation's current stock price (stock quotes). Did the organisation provide information on corporate causes and initiatives (causes), the sponsorship initiatives of the organisation (sponsors), information that can be useful for educational purposes (educational), and information regarding interactions/initiatives with the local community (community related information)? Did the organisation provide information on their corporate environmental policy (environmental policy) by just making a statement or through a detailed discussion?

In table 7.42, codes 1-3 relate to the media relations of an organisation. *Press releases* and *news related* are not the same in the sense that *news related* included all relevant news articles

published on the organisation's website and *press releases* referred to a section on the website allocated specifically to *press releases* for the use of the media. Codes 4-6 represent investor relations on the website and 7-10 social responsibility. The main findings based on table 7.42 will be presented accordingly.

TABLE 7.42: PUBLIC RELATIONS

Public relations	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. News related	28	85	5	15	33
2. News unrelated	16	48	17	52	33
3. Press releases	25	76	8	2	33
4. Annual reports	25	76	8	24	33
5. Other shareholder	26	79	7	21	33
6. Stock quotes	15	45	18	55	33
7. Causes	16	48	17	52	33
8. Sponsors	9	27	24	73	33
9. Educational	18	55	15	45	33
10. Community related information	16	48	17	52	33

Three main findings can be derived from table 7.42, namely:

- (G6) The majority of organisations placed organisation related (news related) articles (85%) and press releases (76%) online. Unrelated news articles (news unrelated) were placed online by only 48%.
- (G7) The majority of organisations made their annual reports available online (76%) and provided other related shareholder information (79%). Only 45% of the organisations provided links to the organisation's current stock price (stock quotes).
- (G8) The majority of the organisations did not provide information on corporate causes and initiatives (52%), the sponsorship initiatives of the organisation (73%), and interactions/initiatives with the local community (52%). Most of the organisations did provide information that can be useful for educational purposes (55%).

Code 11 also forms part of the organisation’s social responsibility and is depicted in table 7.43.

TABLE 7.43: ENVIRONMENTAL POLICY

11. Environmental Policy information	Frequency	Percent
1. Statement	4	12
2. Detailed	13	39
3. None	16	48
TOTAL	33	100

(G9) A main finding derived from table 7.43 is that less than half of the organisations (48%) did not provide any information on their corporate environmental policy, 39% provided a detailed description of their policy and 12% only made a statement regarding their environmental policy.

7.5.7 Codes in category 7: Web site/issues

Category 7-11 provides information on dialogic public relations that needs to be integrated into The Web in order to build relationships with stakeholders. Kent and Taylor (1998) proposed five principles (discussed in section 3.5.1) that offer guidelines for the successful integration. The codes in category 7-11 were based on these principles.

Questions addressed by the codes in category 7:

Did the website provide a keyword search facility (search), content map, indicating type and location of information (sitemap), an explanation of buttons (help section), and was the content of the website available in languages other than English (language variations).

Category 7 relates to principle four, The Intuitiveness/Ease of Interface (Kent & Taylor, 1998). According to this principle visitors should find websites easy to figure out and understand. Tables of contents can be useful and should be well organised and hierarchical. Visitors should not have to follow seemingly “random links” to discover what information a site contains and where links will lead. The results are shown in table 7.44.

TABLE 7.44: WEBSITE ISSUES

Web site issues	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. Search	23	70	10	30	33
2. Site maps	32	97	1	3	33
3. Help section	4	12	29	88	33
4. Language variations	4	12	29	88	33

(G10) A main finding derived from table 7.44 is that the majority of organisations (70%) provided a keyword search facility (search) and a sitemap (97%) on their websites. An explanation of buttons (help section) and other language options were provided by only 12% of the organisations.

7.5.8 Codes in category 8: Website/two-way communications

Category 8 was based on principle one, the dialogic loop and principle two, the usefulness of information (Kent & Taylor, 1998).

Questions addressed by the codes in category 8:

Did the organisation provide an opportunity to contact the organisation via e-mail (e-mail/contact us) and were all of the organisation's staff contact details (staff e-mail/phonebook) available. Was any e-mail newsletters or briefings available from the organisation (e-mail newsletters offering) either on the website or via a subscription. Did the organisation present an opportunity to sign up for mailing lists (to receive newsletter and other information) and/or discussion groups? Code 5 in category 8 (will be presented in table 7.46, p 284) was included to determine the contact information shown in terms of: provision of information to contact the information technology department (webmaster), the provision of contact details for the head office (head office), the provision of contact details for different organisational departments (department address), the telephone and fax details of the organisation, provision of contact details for all of the company's offices & locations (all outlets), and provision of contact details for all of the company's resellers from where their product/service can be purchased (agents/sales reps/resellers).

The dialogic loop from principle one enables stakeholders to send through queries and it provides organisations with the opportunity to respond to questions, concerns and problems. It is however, imperative for organisations that wish to create dialogic communication through the Internet to train the organisational members who respond to electronic communication as well as ensure the completeness of the dialogic loops incorporated into Web sites. Category 9 (presented in table 7.47 and 7.48) was included to test the completeness of the dialogic loop. According to principle two making information available to publics is the first step involved in developing a relationship. Information that can be distributed automatically is also more desirable than information that must be solicited. Web sites that offer stakeholders an opportunity to sign-up for mailing lists and discussion groups will gain an advantage over competitors that require publics to come to their site and “request” information.

Category 8 will be presented in two tables (tables 7.45 and table 7.46).

TABLE 7.45: WEBSITE/TWO-WAY COMMUNICATIONS

Web site/two-way communications	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. E-mail/contact us	32	97	1	3	33
2. Staff e-mail/phonebook directory	22	70	10	30	33
3. E-mail newsletter offering	9	27	24	73	33
4. Signups/Registration	12	36	21	64	33

(G11) A main finding derived from table 7.45 is that the majority of organisations (97%) did provide an opportunity to contact the organisation via e-mail (e-mail/contact us) and provided staff contact details (70%). Only 27% of the organisations however had any e-mail newsletters or briefings available either on the website or via a subscription. The majority of organisations (65%) also did not present an opportunity to sign up for mailing lists (to receive newsletter and other information) and/or discussion groups.

Table 7.46 represents the contact information shown in terms of: provision of information to contact the information technology department (webmaster), the provision of contact details for the head office (head office), the provision of contact details for different organisational departments (department address), the telephone and fax details of the organisation, provision of contact details for all of the company's offices & locations (all outlets), and provision of contact details for all of the company's resellers from where their product/service can be purchased (agents/sales reps/resellers).

TABLE 7.46: CONTACT INFORMATION

Contact information shown	Frequency	Percent
1. Web master	6	18
2. Department address	31	94
3. Phone and fax detail	33	100
4. Head office	33	100
5. All outlet locations	28	85
6. Agents/sales reps	18	55
n = 33		

(G12) A main finding derived from table 7.46 is that contact details for the head office (100%) as well as telephone and fax details (100%) were provided by all the organisations on their websites. Only 18% however provided information to contact the information technology department.

7.5.9 Codes in category 9: Response

Questions addressed by the codes in category 9:

When an enquiry was sent, did it go through to the respondent or did it give an error message (E-mail address is correct), did the organisation respond to the enquiry sent (E-mail response received) and how long did it take the organisation to respond (number of days to response)

A dialogic loop enables publics to send through queries and it provides organisations with the opportunity to respond to questions, concerns and problems. If an opportunity is provided to pose questions or send through queries it is imperative for the organisation to respond to those questions and queries and in doing so ensure the completeness of the dialogic loop incorporated into their Web site.

An e-mail enquiry was sent to the different contact e-mails provided on the websites to determine if the contact e-mail was correct and if organisations will respond. Two questions were asked in the e-mail namely, what department is responsible for managing the website and do the organisation have an intranet to communicate with employees. The answers to these questions are depicted in table 7.49 and table 7.50. The details of the responses are given in table 7.47.

TABLE 7.47: RESPONSE

Response	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. E-mail address is correct	28	88	4	13	32
2. E-mail response received	14	50	14	50	28

(G13) A main finding derived from table 7.47 is that 97% of the organisations had contact e-mails and the majority of e-mails were correct (88%). Fifty percent of the organisations did not however respond to the e-mailed question.

The number of days it took the organisations to respond to the e-mailed question sent is depicted in table 7.48.

TABLE 7.48: NUMBER OF DAYS (RESPONSE)

Number of days to response	Frequency	Percent
1. A day	14	100
2. 2-3 days	-	-
3. 4-5 days	-	-
4. 6-7 days	-	-
5. More that a week	-	-

Of the fourteen responses received, two were automatic responses received. Two stated that the relevant person will answer the question in due time but did however, not do so. One organisation responded with another contact e-mail address to the person that will be able to answer the question. The question was again sent to the new e-mail address but no response to the question from the contact person was however received.

(G14) A main finding from table 7.48 is that all the organisations that responded to the sent e-mail did so within a day albeit not all with the answer to the questions.

The answers to the e-mailed question are depicted in table 7.49 and table 7.50.

TABLE 7.49: RESPONSIBILITY OF MANAGING WEBSITE

Responsible for managing website	Frequency	Percent
1. Marketing Department	5	45
2. Corporate affairs/corporate communication	2	18
3. Managed in another country	1	9
4. Media department	1	9
5. E-business department	1	9
6. By each relevant division e.g. investor relations by investor relations dept.	1	9
n = 11		

From table 7.49 it is clear that in 45% of the organisations (45%), who responded to the question indicated that the marketing department is responsible for managing the website of the organisation. The majority of organisations (91%) have an Intranet to communicate with employees as illustrated in table 7.50.

TABLE 7.50: USAGE OF INTRANET

Intranet	Frequency	Percent
1. Yes	10	91
2. No	1	9
n = 11		

7.5.10. Codes in category 10: Website/interactive-customised

Category 10 and 11 were based on principle three, the generation of return visits and principle five, the rule of conservation of visitors (Kent & Taylor, 1998).

Questions addressed by the codes in category 10:

Did the organisations make use of any research such as customer surveys (surveys) on their websites, did they use quizzes to increase interaction with potential audiences (quizzes), were discussion forums held on any related topic (forums) and was there an opportunity to pose a question and then receive an answer (Option to pose open question)

The results are summarised in table 7.51.

TABLE 7.51: WEBSITE/INTERACTIVE-CUSTOMISED

Web site/interactive-customised	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. Surveys	9	27	24	73	33
2. Quizzes	2	6	31	94	33
3. Forums	6	18	27	82	33
4. Option to pose open question	28	85	5	15	33

In order to generate return visits (principle three) features such as updated information, changing issues, special forums, new commentaries, on-line question and answer sessions, and on-line experts to answer, questions are needed on the sites to make them attractive. Only updating information and trying to include “interesting” content represents a one-way model of communication. Interactive strategies that include forums, question and answer formats

and experts such as featuring the organisation's President, CEO, or Department Head on the site once or twice a month, lead to relationship building between an organisation and its publics and are therefore more desirable. Other tools for repeat visits include: formats for frequently asked questions (FAQs), easily downloadable or mailed information; technical or specialised information that can be requested by regular mail or electronic mail; and referral services or links to local agencies or information providers.

The survey format of eight of the nine organisations (depicted in table 7.51) that used surveys on their websites was limited to asking respondents for any comments, complaints, queries or suggestions that they had to send to the organisation via a contact e-mail. Only one of the organisations did a client survey in the form of a questionnaire to be completed online.

(G15) A main finding derived from table 7.51 is that the majority of organisations did not make use of any research such as customer surveys (surveys) on their websites (73%), did not use quizzes to increase interaction with potential audiences (94%), and did not hold any discussion forums on related topics (82%). An opportunity to pose a question on their website and then receive an answer was however provided by 85% of the organisations.

7.5.11. Codes in category 11: Repeat Visits

Category 11 was also based on principle three, the generation of return visits and principle five, the rule of conservation of visitors discussed in section 7.5.10.

Questions addressed by the codes in category 11:

Did the website contain content that had been recently updated (what's new section), did the website feature the CEO or Department head for discussions or comments (experts for discussion), was there a section devoted to frequently asked questions (FAQ), could any technical or specialised information be requested via regular or electronic mail (technical/specialist information), were there web page links available to other external sites (links to other sites), and did the links have a clearly marked path for visitors to return to site (easy to return).

The rule of conservation of visitors (principle five) require that organisations should be careful to include links on their Web pages that can lead visitors astray. Web Sites should only include “essential links” with clearly marked paths for visitors to return to the site. The results are depicted in table 7.52.

TABLE 7.52: REPEAT VISITS

Repeat visits	Yes		No		TOTAL
	Frequency	Percent	Frequency	Percent	
1. What's new section	4	12	29	88	33
2. Experts for discussion	11	33	22	67	33
3. FAQ	7	21	26	79	33
4. Technical/specialised information	23	70	10	30	33
5. Links to other sites	17	52	16	48	33
6. Easy to return	17	100	0	0	17

(G16) A main finding from table 7.52 is that the majority of organisations' websites did not contain content that had been recently updated (88%), did not feature the CEO or Department head for discussions or comments (67%), and did not devote a section to frequently asked questions (79%). Technical or specialised information could be requested via regular or electronic mail (technical/specialist information) on 70% of the websites and on 52% of the websites' web page links were available to other external sites (links to other sites). All the websites that provided links had a clearly marked path for visitors to return to the site (easy to return).

7.5.12. Codes in category 12: Websites targeted audiences

Dialogic communication created by the strategic use of the WWW is one way for organisations to build relationships with stakeholders. Category 12 was therefore included to determine who the stakeholders targeted by organisational websites, are.

Questions addressed by the codes in category 12:

Was any of the website content targeted towards the local community of the organisation (any information on initiatives/interactions with local community), potential employees graduates / prospective employees (career opportunities in the organisation), the existing employees (presence of an Intranet), the improvement and facilitation of investor relations (shareholders / investors/Stock Exchange), the organisation's supply chain members (suppliers/distributors), towards potential/existing customers (customers), the improvement and facilitation of media relations (media).

The results of category 12 are illustrated in table 7.53.

TABLE 7.53: WEBSITE TARGETED AUDIENCES

Websites targeted audiences	Frequency	Percent
1. Local community	16	48
2. Graduates/Prospective employees	7	21
3. Employees	22	67
4. Shareholders/Investors/Stock exchange	28	85
5. Suppliers	8	24
6. Distributors/Wholesalers/Retailers	10	30
7. Customers	29	88
8. Media	28	85
n = 33		

(G17) A main finding derived from table 7.53 is that the three main targeted stakeholders on organisations' websites are customers (88%), the media (85%), and shareholders/investors/stock exchange (85%). Graduates/prospective employees (21%), suppliers (24%) and distributors/wholesalers/retailers (30%) are the least targeted stakeholders.

7.6 Interpretation of the interviews

In-depth interviews were used in the third phase of data collection in this study in an attempt to uncover the content and intensity of respondents' feelings and motivations beyond

straightforward or simplistic responses to structured questions. The interviews will be interpreted and commented upon in this section.

The limitations of in-depth interviews namely, cost and length as well as time constraints, identified in section 6.3.2 applied to the research. In-depth interviews were used to probe the respondents further and to obtain an understanding of the complicated nature of organisations. Due to the limitations only a limited number of interviews were carried out. Every fifth organisation from the 34 that participated was chosen and produced a total of six organisations. The six interviews were conducted by using guideline questions.

7.6.1 Interview 1: Organisation A

Organisation A combines global technology and manufacturing techniques to offer the finest quality one-stop ceramic shop. Their main goal is to be the preferred supplier of ceramic tiles and sanitary ware. They also constantly seek ways of enhancing their product quality, style and service. In their manufacturing they adhere to international standards and consist of five specialist manufacturing operations that have developed a comprehensive range of complementary products.

This interview was conducted with the marketing and sales director. He has a B.Com (Law) degree and did marketing on a first year level only.

The organisation does not have a separate communication department. Public relations and advertising are outsourced to agencies, as the organisation does not employ expertise in these fields. A public relations agency is used for technical aspects such as the year-end function. One specific agency is used for all the technical aspects of public relations but no one is responsible for strategic communication.

The organisation follows a multifunctional team approach and does not have hierarchical levels as they believe in empowerment. Team approaches are followed for projects where expertise is combined with an internal co-ordinator. An example of a project would be the composition of their sales catalogue and the team would consist of designers, technical people and an internal co-ordinator. The organisation has a lean structure that consists of only three

levels. The organisation believes that by employing fewer layers in their organisation, decision-making becomes more flexible and time efficient.

The organisation uses mostly personal selling as their main communication method to their customers. Seventeen people form part of the sales force. Communication is easier to coordinate and is executed interpersonally and via the telephone and e-mail. Employee communication is the responsibility of the marketing department and is administered through e-mail.

The organisation does have a website but no formal research is conducted with their stakeholders. Research is limited to informal research through interpersonal communication. They believe in relationship driven sales in an industrial market with their core group of 300-400 clients. Personal contact is more effective and strengthens the relationship. Letters and e-mail do not work that well as communication distortion can occur.

Communication and relationship building revolves around the client as the main stakeholder. In their business-to-business environment the client is also the distributor of their products to the end-user. Corporate advertising does not play a role, as they are not into brand building. Other stakeholders such as the government are not that important and their lawyers handle legislations. The annual report is a summary of all their activities and is distributed to their clients. They do take their clients to visit their factories but wait for the clients to approach them.

Crisis communication (stock-out) forms part of the responsibilities of sales representatives. Clients are informed and relationships are based on openness and honesty. The line of communication must be kept as short as possible and confusion must be eliminated. The main perception in the market place is that salespeople are dishonest and only profit and sales driven. By employing a sales force where a specific sales person is responsible for managing his/her accounts, a long-term relationship is created that eliminates misperceptions.

Suppliers sometimes form part of executive meetings and in doing so they encourage trust through transparency, as it makes them strong and more competitive. They do practice some

form of integrated communication but relationship building with their clients is their most important focus. Marketing is the dominant function in this organisation and they believe that integrated communication should be the responsibility of marketing and sales.

They empower their sales people and believe that they should be multi-skilled to add value for the client. Educating the client on how to display their product is seen as value-added public relations. Research information is generated through interpersonal relationships with the client and builds total trust.

Public relations forms part of marketing in this organisation and marketing is seen to be the strategic function that gives direction to sales and public relations. Public relations and sales are also totally integrated and the one cannot function without the other in this organisation.

The marketing and sales director do not believe in employing people with a marketing qualification as they tend to think too strategic and forget about the basics of satisfying the needs of the client first. The sales force must be able to align the needs of the client with the ability of the organisations. Relationship building serves as a tool in managing expectations of the client. Expectations of the client might be too high and should be managed accordingly.

Relationship selling in this organisation incorporates that the sales person is responsible for managing the account effectively, the client only talks to one person and communication is kept simplistic. An organisation cannot become internationally competitive if the organisation takes too long to make decisions. Flatter structures are therefore needed without the fear of encroachments.

The organisation do have a website but did not respond to the e-mailed question.

Interview 1 provided the following insights:

- Public relations is reduced to a technical function and is outsourced
- Fewer management levels and multi-skilling form part of their competitive strategy

- No formal communication research is done to determine the communication needs and perceptions of stakeholders but they do rely on interpersonal communication for informal research.
- The client is considered to be the main stakeholder
- Relationship building forms an integral part of their business approach.
- Marketing is seen as the dominant function as well as the co-ordinator of all communication
- It can be deduced from the interview that the organisation favours the two-way assymetrical model of communication identified in section 3.2.1(a)

7.6.2 Interview 2: Organisation B

Organisation B is a process-oriented engineering contractor providing innovative solutions to the natural-resource industry in the areas of minerals and metals, oil, gas and water and engineered technologies. The interview was conducted with the corporate communications manager who has a doctorate in chemical engineering.

The organisation employs a very complicated matrix system in their organising approach. Some structures represent their interface their clients, others indicate the expertise in the organisation such as engineers that execute projects with the help of appropriate teams. There are also structures in the system that represent services such as communication and finance.

The organisation operates in a very technical environment. The person responsible for communication should therefore be able to understand the terminology hence the chemical engineering degree. He is basically responsible for the technical aspects of communication and public relations and does not form part of top management decision-making. He is the only person in the corporate communication department as the environment is too technical and specialised for just anybody to become part of it and chemical know-how is needed. There is therefore not a great deal of people with a communication qualification with the ability to assist in such an environment. No research is being conducted as the environment is too complex and too many levels exist within the organisation. Disagreement exists with top

management to keep at least the visual aspects consistent in their communication material. Communication responsibilities mainly revolve around the annual report.

He is not sure about the marketing in his organisation as each business unit is responsible for its own marketing. Communication is mostly one-way communication to inform only. Research is not conducted to determine the communication needs of customers or other stakeholders as it is too complex and too many levels exist. Their offices are located around the world and they are basically process oriented. Their contracts and projects are mostly secured by specialists such as chemical engineers. The annual report is therefore their most important way of communicating with their various stakeholders. The organisation do have a website but did not respond to the e-mailed question.

Interview 2 provided the following insights:

- The organisation is very complex and follows a complex matrix approach in organising.
- Communication/public relations is reduced to a technical function and does not form part of the strategic planning of the organisation.
- Research is not conducted to determine the communication needs and perceptions of the various stakeholders, as the organisation is too complex with too many levels and operations.
- Communication in this organisation is mostly one-way communication with the intent to inform only. The organisation therefore favours the public information model of public relations as identified in section 3.2.1 (a)

7.6.3 Interview 3: Organisation C

Organisation C focuses on a broad spectrum of consumers - firstly targeting the mass consumer market through its financial services chains and secondly the upper market through its value retail brands. The nationwide network of household brand name stores aim to provide consumers with quality furniture, bedding and appliances and superior service. Complementing this, its service division offers TV and household appliance repairs throughout the country. Its financial services division offers a range of products designed for the mass consumer market.

This organisation operates a total of 563 retail stores comprising of 87 value retail stores, 476 credit chain stores, 89 service depots and 102 in-store micro loan kiosks. The Group employs a total of nearly 7 600 people and are listed on the Johannesburg Securities Exchange.

The interview was conducted with the marketing manager who has a B.Com degree in industrial psychology and a diploma in marketing. Public relations is outsourced to agencies and falls under the umbrella of marketing. The technical aspects of public relations are outsourced and it does not form part of the strategic planning of the organisation. Group marketing is located at the head office and every division of the organisation is responsible for its own marketing to enhance their brand. Sponsorships and community projects are therefore the responsibility of each division of the organisation. Each marketing department's employees report to the MD of that brand and not to the group-marketing manager.

The information technology department is responsible for their website and they did respond to the e-mailed question. The CEO is the main co-ordinator of media relations and is the only person that is allowed to talk to the media. Employee communication is the responsibility of the marketing department with working relationships with the human resource department. Internal communication is limited to recognition of performance. A Traders Association is responsible for government relations. The financial department is mostly responsible for investor relations as well as the CEO.

This organisation does not engage in any communication research with other stakeholders but conducts research with consumers to a certain extent. Consumer research is conducted from time to time but not continuously, as it is seen as being too expensive. A call centre, as part of the marketing department, is responsible for determining customer satisfaction with a purchase. These results are used as an input for their consumer databases. Suppliers are treated to a supplier dinner once a year to provide an overview of the organisation's financial situation. One person in the organisation is responsible for the suppliers but do not have much contact with marketing.

Internal communication is conducted via an internal newsletter or video, executed by the marketing manager. A total of 7600 employees complicates communication and influences the time taken to communicate, as a video can take too long to produce.

Marketing is responsible for strategic planning. Technical public relations such as publications, is outsourced and marketing is responsible to ensure a consistent image. The organisation tries to conduct communication research but is not very successful. They mainly use their own experience to interpret how to communicate with stakeholders. The Marketing department is responsible for co-ordinating communication in this organisation.

Interview 3 provided the following insights:

- Marketing is seen as the dominant function in this organisation.
- Public relations is reduced to a technical function that is outsourced.
- No research is undertaken to determine the communication needs and perceptions of the various stakeholders other than the consumer/customer.
- Consumer research is conducted to determine satisfaction with purchases.
- Marketing is responsible for strategic planning and co-ordinating of communication.
- Communication in this organisation is mostly one-way communication with the intent to inform only. The organisation therefore favours the public information model of public relations as identified in section 3.2.1 (a)

7.6.4 Interview 4: Organisation D

Organisation 4 is one of South Africa's leading selected services hotel chains and places the emphasis on quality accommodation, homely ambience and friendly service that are the hallmarks of the group. Commitment to service excellence from a highly motivated and dedicated staff is a common thread throughout the group's hotels which have developed a loyal clientele of both business and leisure travellers over the past years.

The interview was conducted with the marketing co-ordinator with an IMM qualification in marketing and has only been exposed to business communication (writing) in his diploma.

Public relations, specifically media relations, is outsourced. This organisation does not have a public relations or communication department but has a working relationship of ten years with the contracted agency. This organisation is organised according to the different business functions and communication takes place across these functions. Internal communication also reports to the marketing director and the marketing co-ordinator.

Communication research is not conducted on the various stakeholders. Quantitative marketing research is however, conducted among customers. Customer databases are compiled for people that make reservations on the organisation's web site. The financial director is responsible for investor relations. The marketing department is responsible for sending out marketing related information to employees and the human resource department is responsible for other internal communication. The organisation does not see the necessity for a separate communication department, as marketing forms part of strategic planning and communication does not.

The outsourced agency however, has access to the organisation's strategic plans but focuses mainly on media relations. The interviewee was not sure what was meant by stakeholders and asked if the interviewer meant stockholders. The organisation views media relations to be the most important function in public relations. Marketing should be the main function and public relations a part of it. Crisis communication is done on a reactive basis by the outsourced agency. No research is done to determine communication needs of other stakeholders. The customer is viewed as the main stakeholder by this organisation as return on investment is generated from marketing and not from public relations. They do have a website and they did respond to the e-mailed question. The marketing department is also responsible for managing this organisation's website and the organisation does not have an Intranet for communicating with internal employees.

Interview 4 provided the following insights:

- Public relations is seen as mainly media relations and is outsourced.
- Communication research is not conducted with the various stakeholders other than the customer.

- Quantitative research is conducted among customers.
- The main stakeholder in this organisation is the customer and customer databases are compiled.
- Marketing is seen as dominant and part of strategic planning.
- Communication in this organisation is mostly one-way communication with the intent to inform only. The organisation therefore favours the public information model of public relations as identified in section 3.2.1 (a)

7.6.5 Interview 5: Organisation E

Organisation E holds the position of being the largest fast moving consumer goods organisation in Africa and is among the largest food distribution operations in the world.

The South African operations of organisation E comprise the group's businesses in the Gauteng denominated area (and includes Namibia, Swaziland and Lesotho). These include cash and carry (C&C) outlets as well as conventional distribution operations, with the group's share of the wholesale market in South Africa estimated at around 35%. The domestic operations comprise 148 C&C stores.

The interview was conducted with the marketing director with a B Com qualification in general auditing. This organisation does not have a separate communication department and an external organisation is used for press releases on a limited scale. The marketing department is the co-ordinator for marketing related communication, whereas a financial analyst is responsible for investor relations and conducts all the financial communication.

There are two sides to communication in this organisation as the shareholders require different communication and have different needs than customers, and therefore different concerns need to be addressed by information. Top management, such as the CEO and corporate directors, have a person responsible for investor relations that reports directly to the CEO. Investor relations is relatively new to this organisation. Press releases that are not consumer related, will be co-ordinated with investor relations as there is a need for uniformity concerning the communicated message.

All communication is however, not co-ordinated by marketing and investor relations, because communication to the customer is the responsibility of marketing and does not really concern investor relations. Communication to the customer is mostly via advertising material. Research is conducted informally to establish when and how they want to receive advertising material. Customer perceptions are tested continuously. Investor relations test perceptions of investors informally through general discussions with the investors. The organisation's viewpoint on investor relations is very positive. Employee communication is the responsibility of the human resource department.

This organisation has structures in place for the day-to-day business operations but makes use of a committee made up of various disciplines in the organisation to address general ad hoc marketing and communication issues. The organisation consists of 6 000 employees and the organisational culture determines how issues will be addressed.

This organisation considers itself to be the leader concerning consumer databases. A card is needed by retailers, trader customer and single customers to enter a store and all information is recorded on a magnetic strip. Information is then stored in a data warehouse and can be analysed in detail. About 1 million customers' information is stored and communication material is sent when spending exceeds a certain level. These customers are then classified as active customers.

The annual financial report is considered to be the integration of all communication and a consolidation of everything. The marketing department is the co-ordinator of the report and it is distributed automatically to the investors. The report is also left at the front desk for employees to read. Public Relations is considered to be part of marketing. They realise the importance of proper media relations but do not do it. The manager gave an example of a reporter that only prints negative information about the organisation because of a personal agenda. Another example was of stakeholder relations that were not managed properly and that led to a decrease in their share prices. In his opinion a person dealing with the public at large needs to be multi-skilled. The organisation do have a website but did not respond to the e-mailed question.

Interview 5 provided the following insights:

- Public relations is reduced to a technical function and is outsourced.
- Investors and customers are seen as the main stakeholders.
- Informal research is conducted with customers and investors.
- No formal research is conducted to determine the perceptions and needs of the other stakeholders.
- Marketing is the dominant function and is responsible for co-ordinating communication.
- Communication in this organisation is mostly one-way communication with the intent to inform only. The organisation therefore favours the public information model of public relations as identified in section 3.2.1 (a)

7.6.6 Interview 6: Organisation F

Organisation F is Africa's largest and most diversified packaging manufacturer, with the major market share in South Africa and manufacturing facilities in eight other countries in Africa. They export packaging from their South African operations to 56 countries around the world.

This organisation produces a wide variety of packaging products from primary packaging raw materials – metals, paper, plastic and glass. The diversity of offerings from this organisation is unique, establishing them as one of the few organisations in the world that can offer a total packaging solution to their customers.

In addition to packaging, they are also South Africa's largest manufacturer of tissue paper products and hold a substantial share of the paper merchandising market.

The interview was conducted with the marketing co-ordinator who has a marketing qualification. This organisation does not have a separate corporate communication department. The marketing department is responsible for communication in general. Financial relations is the responsibility of the group secretary and the human resource department is responsible for internal communication.

Public relations is reduced to a technical function in this organisation and resorts under marketing. All the divisions that are part of the organisation use a different external public relations organisation. They however, are starting to realise the importance of the integration of communication. A need has been identified for a central external public relations organisation to provide all services and integrate all efforts with a facilitator in the organisation as the link.

This organisation follows a functional approach with regard to structuring. No research is conducted on stakeholders to determine communication needs or perceptions of stakeholders. The organisation also has no public relations plan but is moving towards it. They want an integrated agency that can provide the full range of technical services related to public relations as well as conduct research on their stakeholders.

The separate divisions in the organisation that use public relations focus mainly on media relations although research on the media is not conducted. The organisation therefore, does not have a communication strategy but wants to move towards a more strategic and integrated function. The organisation's newsletter to employees and their annual report to customers and suppliers are the main communication material distributed.

They are also busy with the revamping of investor relations that will also be mostly driven by marketing. The main focus in the organisation is on return on investment and public relations is done on an ad hoc basis when the need arises for technical aspects such as the year-end function and annual report. This organisation do have a website and did respond to the e-mailed question. The marketing department is responsible for managing the website and they do have an Intranet.

Interview 6 provided the following insights:

- Public relations is reduced to a technical function that is outsourced.
- Marketing is the dominant function.
- No research is conducted to determine the perceptions and communication needs of the various stakeholders.

- Investor relations will become more important and will be marketing driven in this organisation.
- Organisation F recognised the need for integration of communication and will pursue it.
- Communication in this organisation is mostly one-way communication with the intent to inform only. The organisation therefore favours the public information model of public relations as identified in section 3.2.1 (a)

7.6.7 Main findings from interviews

The following main findings can be derived from the insights provided on the six interviews conducted:

- (H1) Marketing is seen as the dominant function by all the organisations that were interviewed.**
- (H2) Public relations is reduced to a technical function that is outsourced by all the organisations that were interviewed.**
- (H3) No research is conducted by any of the organisations to determine the communication needs and perceptions of stakeholders other than the customer/consumer.**
- (H4) The customer/consumer is regarded as the most important stakeholder by the majority organisations' interviewed.**
- (H5) None of the organisations interviewed practices the two-way symmetrical model of communication identified in section 3.2.1 (a).**

7.7 Main findings

A number of main findings can be derived from the research. Although these findings were highlighted throughout the chapter, they will be consolidated in this section to form the main findings of this study. The findings listed below will be used as a basis to either accept or reject the propositions that were formulated in chapter 5.

- (A1) Fifty-three percent of the respondents who participated in this study indicated that their responsibilities are a combination of marketing and communication (Section 7.4.1, p 230).
- (B1) Fifty percent of the organisations that participated formed part of the tertiary sector. The primary sector was represented by 12% of the organisations and the secondary sector by 38% (Section 7.4.2, p 231).
- (B2) Fifty-four percent of the organisations had 1-10 employees in their marketing department and 73% had 1-10 employees in their communication department. Only 12% of the organisations had more than 50 employees in their marketing department and only 3% of the organisations had more than 50 employees in their communication department. Thirty-four percent had between 11-30 employees in their marketing department and 24% had between 11-30 employees in their communication department (Section 7.4.2, p 232).
- (C1) The majority of organisations perform public relations (53%), sales promotions (47%), direct marketing (62%), personal selling (74%), sponsorships (62%), internal/employee communication (85%), and investor relations (100%) in-house. Advertising is outsourced by 50% of organisations (Section 7.4.3, p 235).
- (C2) Most of the following communication functions/activities' department names are marketing related: advertising (63%), sales promotion (89%), direct marketing (94%), personal selling (71%), sponsorships (70%). Employee/internal communication is part of a marketing related department in 36% of the organisations and public relations in 42%, (Section 7.4.3, p 237).
- (C3) The majority of organisations consider their communication activities to be part of top management: public relations (66%), advertising (65%), sales promotion (65%), direct marketing (56%), personal selling (47%), sponsorships (59%), internal/employee communication (53%) and investor relations (100%) (Section 7.4.3, p 239).

- (C4) The majority of organisations consider public relations (63%), advertising (50%), sponsorships (58%), internal/employee communication (47%) and investor relations (100%) to be line functions and sales promotion (67%), direct marketing (58%), and personal selling (71%) to be staff functions (Section 7.4.3, p 241).
- (C5) In the majority of organisations, advertising (67%), sales promotion (89%), direct marketing (89%), personal selling (70%) and sponsorships (68%) report to a senior officer with a marketing related job title. Public relations report to a senior officer with a communication/PR related job title in 53% of the organisations and internal/employee communication in 41% of the organisations. In only 7% of the organisations the public relations function reports to a senior officer with a combination of marketing and public relations job title (Section 7.4.3, p 244).
- (C6) In the majority of organisations, the senior officer responsible for communication activities/functions reports to the CEO: public relations (74%), advertising (60%), sales promotion (61%), direct marketing (53%), personal selling (55%), sponsorships (53%), internal/employee communication (70%) and investor relations (100%) (Section 7.4.3, p 246).
- (C7) Thirty-eight percent of the organisations that participated in this study follow a functional approach but uses teams for ad hoc situations (Section 7.4.3, p 247).
- (C8) The majority of organisations sometimes use one-way communication to inform stakeholders (74%), conduct research sometimes to determine the communication needs of customer/consumers (65%) and all other stakeholders (56%) (Section 7.4.3, p 250).
- (C9) An equal number of organisations sometimes (47%) and never (47%) limits their research to informal observations of whether publicity material has been used by the media (Section 7.4.3, p 250).
- (C10) The majority of organisations sometimes use communication to persuade (62%) and use two-way communication to communicate with stakeholders (71%). The majority of organisations sometimes conduct research to determine the attitudes views and behaviours of customers/consumers (68%) and of other stakeholders (76%) (Section 7.4.3, p 250).
- (C11) The majority of organisations sometimes use communication to reach a mutual understanding between the organisation and the stakeholders (59%), conduct research

sometimes to determine what consequences the organisation's actions and decisions will have on stakeholders (56%) and measure sometimes whether a public relations effort has improved the understanding of stakeholders towards an organisation (59%). An equal amount of organisations sometimes (47%) and never (47) use evaluative research to measure whether a public relations effort has improved management's understanding of its stakeholders (Section 7.4.3, p 250).

- (C12) Eighty-five percent of organisations (85%) use databases to manage information about customers/consumers, followed by employees (68%), financial stakeholders (56%), the media (53%), suppliers (53%), distributors (35%) and the government (29%). (Section 7.4.3, p 254).
- (C13) Of the organisations that use databases to manage information about stakeholders, databases are used to record, disseminate and build relationships with customers at 38%, the government at 50%, the media at 39%, and financial stakeholders at 32%. An equal percentage of organisations use their employee databases to only record (26%) and record and disseminate (26%) information. Distributors' databases are mainly used to record and disseminate information (33%) and suppliers databases to record information (39%) (Section 7.4.3, p 254).
- (D1) The majority of respondents (59%) are either familiar (24%) or totally familiar (35%) with the concept of integrated communications (Section 7.4.4, p 255).
- (D2) Effective communication requires an optimal mix of sending tools for each identified group of stakeholders (tools may be drawn from any discipline) was the statement most agreed with. Respondents also mostly agreed with the statement that stakeholders should be the focus of integration and the relevant situation should dictate the resources needed for a given communication programme (Section 7.4.4, p 257).
- (D3) Respondents least agreed with, or being undecided about the view that communication departments should be structured horizontally according to the most strategic stakeholder of an organisation (Section 7.4.4, p 257).
- (D4) The standard deviation for the statement that effective communication requires an optimal mix of sending tools for each identified group of stakeholders was the lowest for all the statements, leading to the conclusion that the respondents were most homogeneous on this viewpoint. The statement that all communication functions

should be integrated and co-ordinated through the public relations department had the highest standard deviation, indicating that responses to this viewpoint were most heterogeneous (Section 7.4.4, p 257).

- (D5) There is not a significant difference in the mean score of the three groups (mainly marketing, mainly communication and a combination of marketing and communication) based on the statements reflecting the respondents' viewpoints regarding an organisation's policy on integrated communications (Section 7.4.4, p 264).
- (D6) Seventy-five percent of the organisations practise some form of integrated communication (Section 7.4.4, p 264).
- (D7) Fifty-eight percent of the organisations integrate their communication through a department with a marketing related name, 29% integrate through a department with a communication-related name, 8% integrate through a department that combines marketing and communication and 4% integrate communication through a department that combines marketing and investor relations (Section 7.4.4, p 265).
- (E1) Thirty-two percent of the organisations view the relationship between marketing and public relations in their organisation as equal and separate but with overlapping functions (both important and separate functions but share some area, e.g. product publicity as shown in the questionnaire in Appendix 1). None of the respondents viewed the relationship as combative and only 3% of the respondents regard public relations as the dominant function (if PR builds relationships with all key stakeholders then programmes to build relationships with customers would be a subset of PR). (Section 7.4.5, p 267).
- (E2) Only five respondents (15%) indicated that a different relationship existed between marketing and public relations. Four of the five respondents (80%) indicated that to some extent marketing is the dominant function (Section 7.4.5, p 268).
- (E3) Twenty-three percent of the respondents view the ideal situation between marketing and public relations as equal and separate with overlaps and cross-functional communication. Integration (totally integrated, should be aligned, messages must be the same) as the ideal situation is suggested by 19% of the respondents (Section 7.4.5, p 270).

- (F1) Forty-two percent of the respondents suggested that marketing should be responsible for integrated communications in an organisation, 27% of the respondents believed integrated communications should be the responsibility of the communication department and 6% believed it should be the responsibility of marketing and communication (Section 7.4.6, p 271).
- (F2) Seventy-six percent of the respondents proposed that the integrated communications function should report to the CEO/MD of the organisation (Section 7.4.6, p 272).
- (G1) All the organisations had a web presence. Of the 34 organisations only one organisation's website was not operational and only two organisations required specialised software to view their website (Section 7.5.1, p 273).
- (G2) Hundred percent of the organisations displayed their logos on their websites. The majority of organisational websites had an "about us" section (94%) and provided links to internal departments (91%). More than half (52%) of the organisations traced the development of the organisation (history). Only 21% of the websites had a career section that communicated about opportunities available within the organisation (Section 7.5.2, p 274).
- (G3) The majority of organisations provided links to product/services offered (79%), to their various brands (76%) and to the nearest dealer through reseller information (67%). Only 27% displayed current prices for the products/services offered (Section 7.5.3, p 275).
- (G4) Seventy-six percent of the organisations included full descriptions of products/services offered (catalogues): however, it was possible to order online and track account information on only 45% of the organisational websites (Section 7.5.4, p 276)
- (G5) The majority of websites did not offer general promotions (88%), free gifts (88%), games and competitions (88%), coupons (91%), and product/service promotion through advertising by external companies - unrelated advertising (88%) (Section 7.5.5, p 277).
- (G6) The majority of organisations placed organisation related (news related) articles (85%) and press releases (76%) online. Unrelated news articles (news unrelated) were placed online by only 48% (Section 7.5.6, p 278).
- (G7) The majority of organisations made their annual reports available online (76%) and provided other related shareholder information (79%). Only 45% of the organisations

- provided links to the organisation's current stock price (stock quotes) (Section 7.5.6, p 278).
- (G8) The majority of the organisations did not provide information on corporate causes and initiatives (52%), the sponsorship initiatives of the organisation (73%), and interactions/initiatives with the local community (52%). Most of the organisations provided information that can be useful for educational purposes (55%) (Section 7.5.6, p 278).
- (G9) Less than half of the organisations (48%) did not provide any information on their corporate environmental policy, 39% provided a detailed description of their policy and 12% only made a statement regarding their environmental policy (Section 7.5.6, p 279).
- (G10) The majority of organisations (70%) provided a keyword search facility (search) and a sitemap (97%) on their websites. An explanation of buttons (help section) and other language options were provided by only 12% of the organisations (Section 7.5.7, p 280).
- (G11) The majority of organisations (97%) provided an opportunity to contact the organisation via e-mail (e-mail/contact us) and provided staff contact details (70%). Only 27% of the organisations however, had any e-mail newsletters or briefings available either on the website or via a subscription. The majority of organisations (65%) did not present an opportunity to sign up for mailing lists (to receive newsletter and other information) and/or discussion groups (Section 7.5.8, p 281).
- (G12) All the organisations provided contact details for the head office as well as telephone and fax details. Only 18% however provided information to contact the information technology department (Section 7.5.8, p 282).
- (G13) Ninety-seven percent of the 33 organisations had contact e-mails and the majority of e-mails were correct (88%). Fifty percent organisations did not however, respond to an e-mailed question (Section 7.5.9, p 283).
- (G14) All the organisations that responded to the sent e-mail did so within a day - albeit not all with the answer to the questions (Section 7.5.9, p 284).
- (G15) The majority of organisations did not make use of any research such as customer surveys (surveys) on their websites (73%), did not use quizzes to increase interaction with potential audiences (94%), and did not hold any discussion forums on related

- topics (82%). An opportunity to pose a question on their website and then receive an answer was however, provided by 85% of the organisations (Section 7.5.10, p 286).
- (G16) The majority of organisations' websites did not contain content that had been recently updated (88%), did not feature the CEO or Department Head for discussions or comments (67%), and did not devote a section to frequently asked questions (79%). Technical or specialised information could be requested via regular or electronic mail (technical/specialist information) on 70% of the websites and on 52% of the websites web page links were available to other external sites. All the websites that provided links had a clearly marked path for visitors to return to the site (easy to return) (Section 7.5.11, p 287).
- (G17) The three main targeted stakeholders on organisations' websites are customer (88%), the media (85%), and shareholders/investors/stock exchange (85%). Graduates/prospective employees (21%), suppliers (24%) and distributors/wholesalers/retailers (30%) are the least targeted stakeholders (Section 7.5.12, p 288).
- (H1) Marketing is seen as the dominant function by all the organisations that were interviewed (Section 7.6.7, p 301).
- (H2) Public relations is reduced to a technical function that is outsourced by all the organisations that were interviewed (Section 7.6.7, p 301).
- (H3) No research is conducted by any of the organisations to determine the communication needs and perceptions of stakeholders other than the customer/consumer (Section 7.6.7, p 301).
- (H4) The customer/consumer is regarded as the most important stakeholder by the majority of the organisations interviewed (Section 7.6.7, p 301).
- (H5) None of the organisations interviewed practices the two-way symmetrical model of communication identified in section 3.2.1 (a) (Section 7.6.7, p 301).

7.8 Acceptance or rejection of propositions formulated for this study

The propositions applicable to this study (formulated in chapter 5) will again be listed in this section for convenience purposes and will, based on the main findings from this study, either be accepted or rejected.

7.8.1 Proposition 1

1. There is a single integrated communication department in successful organisations in South Africa.

The results from the empirical research, based on question 4, 11 and 12 will be considered when accepting or rejecting proposition 1.

The following could be concluded from question 4, 11 and 12.

Question 4: According to main finding C2 (p 237) most of the different communication functions/activities, public relations (42%), advertising (63%), sales promotion (89%), direct marketing (94%), personal selling (71%), sponsorships (70%) and employee/internal communication (35.71%) are part of a department with a marketing related name.

Question 11: Based on main finding D6 (p 264) 75% of the organisations do practise some form of integrated communication.

Question 12: Main finding D7 (p 265) states that 58% of the organisations integrate their communication through a department with a marketing related name, 29% integrate through a department with a communication-related name, 8% integrate through a department that combines marketing and communication and 4% integrate communication through a department that combines marketing and investor relations.

If the results above are collectively viewed it can be concluded that the majority of organisations practice *some form* of integrated communication that is co-ordinated through the marketing department. Proposition 1 cannot be conclusively accepted or rejected.

7.8.2 Proposition 2

Successful South African organisations practice the two-way symmetrical model of communication.

Research findings from question 7 of the questionnaire address proposition 2.

Statements 9-12 represent the two-way symmetrical model of communication. The main finding C11 (p 250) derived from statements 9-12 states that the majority of organisations sometimes use communication to reach a mutual understanding between the organisation and the stakeholders, conduct research sometimes to determine what consequences the organisation's actions and decisions will have on stakeholders and measure sometimes whether a public relations effort has improved the understanding of stakeholders towards an organisation. An equal number of organisations sometimes and never use evaluative research to measure whether a public relations effort has improved management's understanding of its stakeholders.

Following an analysis from the main findings of the questionnaire mentioned above it cannot be concluded with certainty that successful South African organisations do or do not practise the two-way symmetrical model of communication. Main finding H5 (based on the in-depth interviews) however, state that none of the organisations interviewed practices the two-way symmetrical model of communication identified in section 3.2.1 (a) (Section 7.6.7, p 301).

Proposition 2 cannot therefore be conclusively accepted or rejected because of the mixed results on the questionnaire but can however be rejected based on the in-depth interviews conducted.

7.8.3 Proposition 3

Successful South African organisations conform to the criteria prescribed by Grunig and Grunig for public relations to remain excellent within the IC framework.

Proposition 3 is addressed by question 4 and 12 of the questionnaire.

The first criterion states that the public relations function should be located in the organisational structure so that it has ready access to key decision makers of the organisation – the dominant coalition – and thereby contributing to the strategic management processes of the organisation.

According to main finding C3 (p 239) the majority of organisations consider public relations to be part of top management (66%). Main finding C5 (p 244) state that in 53% of the organisations public relations report to a senior officer with a communication/PR related job title and main finding C6 (p246) state that in 74% of the organisations the senior officer with a communication/PR related job title reports to the CEO in 74% of the organisations.

Based on the findings presented it can be concluded that public relations in successful South African organisations are located in the organisational structure to have ready access to key decision makers of the organisation.

According to the second criterion all communication programmes should be integrated into or coordinated by the public relations department.

Main finding C2 (p 237) concluded that most of the different communication functions/activities, public relations (42%), advertising (63%), sales promotion (89%), direct marketing (94%), personal selling (71%), sponsorships (70%) and employee/internal communication (36%) are part of a department with a marketing related name.

Main finding D7 (p 265) states that 55% percent of the organisations integrate their communication through a department with a marketing related name, 32% integrate communications through a department with a communication-related name, 9% integrate it through a department that combines marketing and communication and 5% integrate communication through a department that combines marketing and investor relations.

Based on main findings C2 and D7 it can be concluded that successful South African organisations do not integrate all communication functions/activities through the public relations department.

The third criterion states that public relations should not be subordinated to other departments such as marketing, human resources or finance.

According to main finding C2 (p 237) in most of the organisations public relations (42%) is part of a department with a marketing related name.

It can therefore be concluded that successful South African organisations subordinate public relations to other departments such as marketing.

Based on the collective research findings it can be concluded that proposition 3 should be rejected.

7.8.4 Proposition 4

The relationship between marketing and public relations in successful South African organisations differ from theoretical models

Proposition 4 is addressed by questions 14 and 15 of the questionnaire.

From question 14 it can be concluded that the majority of organisations view the relationship between marketing and public relations in their organisation as equal and separate but with overlapping functions (both important and separate functions but share some terrain, e.g. product publicity) (Main finding E1, p 267). This viewpoint is supportive to one of Kotler and Mindak's (1978) five proposed models to describe the organisational relationship between marketing and public relations, namely separate but overlapping functions.

Question 15 produced the main finding that only five respondents (15%) indicated that a different relationship existed between marketing and public relations (Main finding E2, p 268).

Considering the main findings above it can be concluded that Proposition 4 should be rejected.

7.8.5 Proposition 5

Marketing and communication managers in successful South African organisations have different viewpoints with regards to integrated communication

Questions 1, 10, 16 and 17 addressed proposition 5.

Question 16 and 17 produced the following main findings: The majority of the respondents suggested that marketing should be responsible for integrated communications in an organisation (Main finding F1, p 271). Seventy-six percent of the respondents proposed that the integrated communications function should report to the CEO/MD of the organisation (Main finding F2, p 272).

Statistical tests could however not be performed to compare the viewpoints of the different groups on question 16 and 17 because of the disparity of answers given to the open-ended questions.

Statistical tests were however performed on the different statements in question 10 to determine if a significant difference exists between viewpoints on integrated communication between the three groups identified in question 1. From the statistical tests it can be concluded that there is not a significant difference in the mean score of the three groups based on the statements reflecting the respondents' viewpoints regarding an organisation's policy on integrated communications (Main finding D5, p 264).

Based on these tests it can therefore be concluded that proposition 5 should be rejected.

7.8.6 Proposition 6

Successful South African organisations' do not exploit the full communication potential provided by their websites.

Proposition 6 is addressed by the codes in categories 1-11 of the code sheet (Appendix 2).

It can be deduced from category 1 that all the organisations realised the importance of having a web presence as a communication medium (Main finding G1, p 273). From category 2 it is clear that organisations utilise the Web for advertising that relates to the organisation *except for communication about career opportunities in the organisation* (Main finding G2, p 274).

Organisations do use the Web to advertise their product/services (category 3) but in most cases *do not display current prices for the products/services offered* (Main finding G3, p 275). In terms of direct marketing (category 4) the majority of the organisations included a full descriptions of products/services offered (catalogues). However, it was possible to order online and track account information on only 45% of the organisational websites (Main finding G4, p 276). *Sales promotion (category 5) on a website is used to generate excitement but it was found that the majority of websites did not make use of this marketing communication method* (Main finding G5, p 277).

In terms of their public relations activities (category 6) the majority of organisations used their websites to distribute information to the media via organisation related articles and press releases. *Unrelated news articles (news unrelated) were placed online by only 48% of the organisations* (Main finding G6, p 278). The majority of organisations also addressed financial relations effectively by making their annual reports available online and by providing other related shareholder information. *Only 45% of the organisations however, provided links to the organisation's current stock price* (Main finding G7, p 278). *The Web is not used to communicate effectively about the corporate social responsibility of organisations except for providing information that can be useful for educational purposes* (Main finding G8 p 280). *The corporate environmental policy of organisations is also not represented on the websites of the majority of organisations* (Main finding G9 (p 279).

The majority of organisations provided a keyword search facility (search) and a sitemap on their websites. *An explanation of buttons (help section) and other language options were not properly addressed on the websites* (Main finding G10, p 280). Two-way communication was addressed (category 8) by providing an opportunity to contact the organisation via e-mail (e-mail)/contact us) and by providing staff contact details. *E-mail newsletters or briefings and an opportunity to sign up for mailing lists were however not available at the majority of websites* (Main finding G11, p 281). The organisations had contact e-mails that were correct *but only half responded to the e-mailed question* (Main finding G13, p 283).

Organisations *did not use their websites as an interactive medium* (category 10) except for providing an opportunity to pose a question and then receive an answer (Main finding G15, p 286). *Organisations did not endeavour to generate repeat visits* except for providing an opportunity to request technical or specialised information via regular or electronic mail and web page links to other external sites that had a clearly marked path for visitors to return to site (Main finding G16, p 287).

If the results from all the main findings are collectively viewed in terms of how the organisations used and did not use their websites for communication then proposition 6 can be accepted.

7.8.7 Proposition 7

Successful South African Organisations do not create dialogic relationships with their stakeholders through their websites.

Proposition 7 is addressed by the codes in categories 7, 8, 9, 10, 11 of the code sheet (Appendix 2).

Five principles were identified that offered guidelines for the creation of dialogic relationships with stakeholders. Principle four states that visitors should find websites easy to figure out and understand. The majority of organisations provided a keyword search facility (search) and

a sitemap on their websites. An explanation of buttons (help section) and other language options were however not properly addressed on the websites (Main finding G10, p 280).

Principle one's dialogic loop enables stakeholders to send through queries and provides the organisations with the opportunity to respond to questions, concerns and problems. Organisational members should however be trained to respond to electronic communication to ensure the completeness of the loop. Two-way communication was addressed (category 8) by providing an opportunity to contact the organisation via e-mail (e-mail)/contact us) and by providing staff contact details (Main finding G11, p 281). According to principle two, information that can be distributed automatically is more desirable than information that must be solicited. E-mail newsletters or briefings and an opportunity to sign up for mailing lists were however not available at the majority of websites (Main finding G11, p 281). The organisations had contact e-mails that were correct but only half responded to the e-mailed question (Main finding G13, p 283)].

Principle three state that in order to generate return visits, features such as updated information, changing issues, special forums, new commentaries, on-line question and answer sessions, and on-line experts to answer questions are needed on sites to make them attractive. Organisations did not use their websites as an interactive medium (category 10) except for providing an opportunity to pose a question and then receive an answer (Main finding G15, p 286).

Other tools for repeat visits include: formats for frequently asked questions (FAQs), easily downloadable or mailed information, technical or specialised information that can be requested by regular or electronic mail, and referral links to local agencies or information providers. The rule of conservation of visitors (principle five) require that organisations be careful to include links on their web pages that can lead visitors astray. Organisations did not endeavour to generate repeat visits except for providing an opportunity to request technical or specialised information via regular or electronic mail and web page links to other external sites that had a clearly marked path for visitors to return to site (Main finding G6, p 278).

Based on all the findings presented above proposition 7 can conclusively be accepted.

7.9 Summary

Chapter 7 provided the research findings obtained from 34 organisations that participated in this research project.

Findings were recorded throughout the discussion, forming the main findings from the empirical research-phase of this study. The main findings were then used to either accept or reject the propositions formulated for this study.

Propositions 1 and 2 could not be conclusively accepted or rejected by the findings and proposition 3, 4 and 5 were rejected. Proposition 6 and 7 were accepted based on the main findings.

The final chapter, chapter 8 will conclude this research study by providing conclusions and implications of the findings as well as proposing a framework for structuring integrated communication in South African organisations based on the literature review and the main findings recorded from the empirical research-phase of the study. Limitations of this study will be given and directions for future research will be offered.

CHAPTER 8

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

8.1 Introduction

The research results were presented and main findings reported in chapter 7. This chapter will conclude this research study by providing conclusions and implications of the findings as well as proposing a framework for structuring integrated communication in South African organisations based on the literature review and the main findings recorded from the empirical research-phase of the study. Chapter 8 will be concluded by offering direction for future research.

A number of conclusions and implications from the literature research and the results from the empirical research can be drawn. The major findings, implications and recommendations of the empirical research will first be presented in section 8.2.1, followed by the major deductions, implications and recommendations of the literature review in section 8.2.2. The proposed framework for structuring integrated communication will be based on these major findings and will be presented in section 8.3.

8.2 Major findings, conclusions and implications

The primary objective of this study, as documented in Chapter 1 was to investigate empirically how *successful* South African organisations are addressing the issue of integrated communication in terms of organisational structures. This, together with an extensive investigation into the relevant literature, will be used to develop a framework for structuring the communication function within South African organisations to encourage integration and enhance organisational effectiveness.

Following the literature review and the results from the empirical research, a number of conclusions and implications based thereon can be drawn. This section will list the major findings (derived from the literature review and the main findings), draw a conclusion from each finding and provide the implication/recommendation of the finding. In section 8.3 the conclusions, findings and implications will be used to compile a framework for structuring integrated communication in South African organisations.

8.2.1 Findings based on the empirical research

Following the results from the empirical research a number of conclusions, implications and recommendations based thereon, can be drawn. This section will list the major findings from the study, draw a conclusion from each finding and provide the implication of the finding.

(a) Major finding 1

There is not a dominant public relations models (advanced by Grunig and Hunt, 1982) favoured by most of the successful South African organisations.

It could be seen from main finding C8 (p 250) that the majority of organisations sometimes use one-way communication to only inform stakeholders, and conduct research sometimes to determine the communication needs of customer/consumers and all other stakeholders. In addition to this, main finding C9 (p 250) states that an equal number of organisations sometimes and never limits their research to informal observations of whether publicity material has been used by the media.

It is also clear from main finding C10 (p 250) that the majority of organisations sometimes use communication to persuade, and use two-way communication sometimes to communicate with stakeholders. The majority of organisations sometimes conduct research to determine the attitudes, views and behaviours of customers/consumers and of other stakeholders. The majority of organisations based on main finding C11 (p 250) sometimes use communication to reach a mutual understanding between the organisation and the stakeholders. They conduct research sometimes to determine what consequences the organisation's actions and decisions

will have on stakeholders and measure sometimes whether a public relations effort has improved the understanding of stakeholders towards an organisation. An equal number of organisations sometimes and never use evaluative research to measure whether a public relations effort has improved management's understanding of its stakeholders.

In addition to the main findings from the quantitative research some main findings from the in-depth interviews state that public relations is reduced to a technical function that is outsourced by all the organisations that were interviewed (main finding H2, p 301). Also, no research is conducted by any of the organisations to determine the communication needs and perceptions of stakeholders other than the customer/consumer (main finding H3, p 301) and that none of the organisations interviewed practices the two-way symmetrical model of communication identified in section 3.2.1 (a) (main finding H5, p 301).

The **main conclusion** is that managers in successful South African organisations who were surveyed are not entirely sure what is done in terms of communication management with stakeholders (other than the customer/consumer). However, after a more detailed probing of some of the respondents it became clear that they do not practice the two-way symmetrical model of communication.

The **implication** is that managers in South African organisations should view the two-way symmetrical model as the ideal to strive for in terms of communication management in their organisation.

Recommendation: Managers should realise that they need to reach mutual understanding between the organisation and its stakeholders through managing their communication properly. Research must be used to manage conflict, improve understanding and build relationships with stakeholders. It is recommended that South African organisations familiarise themselves with the two-way symmetrical model of communication and apply the appropriate strategies in their communication functions.

(b) Major finding 2

Marketing and public relations are mostly considered to be equal and separate but with overlapping functions in successful South African organisations although it was indicated that marketing should play the dominant role.

Main finding A1 (p 230) is indicative of the overlapping nature of marketing and public relations to the extent that the majority of the respondents who participated in this study indicated that their responsibilities are a combination of marketing and communication.

In addition, main finding E1 (p 267) states that 32% of the organisations view the relationship between marketing and public relations in their organisation as equal and separate but with overlapping functions (both important and separate functions but share some area, e.g. product publicity as shown in the questionnaire in Appendix 1). None of the respondents viewed the relationship as combative and only 3% of the respondents regard public relations as the dominant function (if PR builds relationships with all key stakeholders then programmes to build relationships with customers would be a subset of PR).

It can also be seen from main finding E3 (p 270) that 23% of the respondents view the ideal situation between marketing and public relations as equal and separate with overlap and cross-functional communication. Integration (totally integrated, should be aligned, messages must be the same) as the ideal situation is suggested by 19% of the respondents.

The indication that marketing should be the dominant function was derived from main finding F1 (p 271) which postulates that 42% of the respondents suggested that marketing should be responsible for integrated communications in an organisation, 27% of the respondents believed integrated communications should be the responsibility of the communication department and 6% believed it should be the responsibility of marketing and communication. It also became clear from the personal interviews that marketing is seen as the dominant function by all the organisations that were interviewed (main finding H1, p 301), public relations is reduced to a technical function that is outsourced by all the organisations that were

interviewed (H2, p 301) and the customer/consumer is regarded as the most important stakeholder by the majority organisations' interviewed (H4, p 301).

The **main conclusion** is that respondents are in favour of integration between marketing and public relations but still view marketing as the dominant function.

The **implication** is that organisations should revisit their current function of public relations and marketing, and structure it to have a balanced view of communication.

Recommendation: Managers should strategise their communication function in terms of stakeholders' needs and structure communication activities as an integrated function to address stakeholder needs.

(c) Major finding 3

Marketing and communication managers in successful South African organisations are to some extent familiar with the concept of integrated communication and do not differ significantly in their viewpoints of integrated communication.

Fifty-nine percent of the respondents are either familiar or totally familiar with the concept of integrated communications based on finding D1 (p 255) and seventy-five percent of the organisations do practise some form of integrated communication according to finding D6 (p 264).

Adding to the above main findings, main finding D2 (p 257) state that effective communication requires an optimal mix of sending tools for each identified group of stakeholders (tools may be drawn from any discipline) was the statement most agreed with by the respondents. They also mostly agreed with the statement that stakeholders should be the focus of integration and the relevant situation should dictate the resources needed for a given communication programme.

In terms of structuring, the respondents least agreed with, or being undecided about the view that communication departments should be structured horizontally according to the most strategic stakeholder of an organisation (Main finding D3, p 257). Respondents were also the most homogeneous on the statement that effective communication requires an optimal mix of sending tools for each identified group of stakeholders and the most heterogeneous on the statement that all communication functions should be integrated and co-ordinated through the public relations department (Main finding D4, p 257). According to main finding F1 (p 271) 27% of the respondents suggested that communication should be responsible for integrated communications in an organisation and 42% of the respondents suggested that marketing should be responsible.

Finally: according to main finding D5 (p 264) there is not a significant difference in the mean score of the three groups (mainly marketing, mainly communication and a combination of marketing and communication) based on the statements reflecting the respondents' viewpoints regarding an organisation's policy on integrated communications.

The **main conclusion** is that there was not a significant difference between the respondents in their viewpoints on integrated communication, although the statement that all communication functions should be integrated and co-ordinated through the public relations department led to the most discrepancies in the answers given.

The **implication** is that a mind shift is necessary to embrace the concept of integrated communication.

Recommendation: Marketing and communication managers need to focus on the stakeholder as the starting point of integration of communication and work together to ensure a true stakeholder orientation. The term public relations might have a negative connotation as being only technical and an alternative term can be use such as integrated communication or stakeholder relations.

(d) Major finding 4

Public relations/communication departments do not conform to the criteria prescribed by Grunig and Grunig for public relations to remain excellent within the IC framework.

Public relations/communication departments conform to the first criterion that the public relations function should be located in the organisational structure for it to have ready access to key decision makers of the organisation – the dominant coalition – and thereby contributing to the strategic management processes of the organisation. Based on main findings C3 (p 239), C5 (p 244), and C6 (p 246), it can be concluded that public relations in successful South African organisations are located in the organisational structure to have ready access to key decision makers of the organisation.

Public relations/communication departments do not however, conform to the other criteria. According to the second criterion all communication programmes should be integrated into or coordinated by the public relations department. Based on main findings C2 (p 237) and D7 (p 265) it can be concluded that successful South African organisations do not integrate all communication functions/activities through the public relations department.

The third criterion states that public relations should not be subordinated to other departments such as marketing, human resources or finance. According to main finding C2 (p 237) in 42% of the organisations public relations is part of a department with a marketing related name and it can therefore be concluded that successful South African organisations subordinate public relations to other departments, such as marketing.

The **main conclusion** is that public relations/communication departments report to top management, but all communication programmes are not co-ordinated by public relations/communication department and public relations is subordinated to other departments such as marketing.

The **implication** is that South African organisations might not be ready for the integrative and strategic role that public relations can play in an organisation.

Recommendation: Managers should consider the possibility of public relations/communication fulfilling a more integrative and strategic role and not merely as a tool that can be used on an ad hoc basis. They should realise that true integration and a stakeholder orientation is an ongoing process that can add value to an organisation and its stakeholders.

(e) Major finding 5

Successful South African organisations do not use the full communication potential of their websites and in the process do not integrate dialogic public relations, that is needed to build successful relations through their websites.

It can be deduced from category 1 that all the organisations realised the importance of having a web presence as a communication medium (Main finding G1, p 273). From category 2 it is clear that organisations utilise the Web for advertising that relates to the organisation *except for communication about career opportunities in the organisation* (Main finding G2, p 274).

Organisations use the Web to advertise their product/services (category 3) but in most cases *do not display current prices for the products/services offered* (Main finding G3, p 275). In terms of direct marketing (category 4) the majority of the organisations included a full description of products/services offered (catalogues). However, it was possible to order online and track account information on only 45% of the organisational websites (Main finding G4, p 276). *Sales promotion (category 5) on a website is used to generate excitement but it was found that the majority of websites did not make use of this marketing communication method* (Main finding G5, p 277).

In terms of their public relations activities (category 6) the majority of organisations used their websites to distribute information to the media via organisation related articles and press releases. *Unrelated news articles (news unrelated) were placed online by only 48% of the organisations* (Main finding G6, p 278). The majority of organisations also addressed financial relations effectively by making their annual reports available online and by

providing other related shareholder information. *Only 45% of the organisations however, provided links to the organisation's current stock price (Main finding G7, p 278). The Web is not used to communicate effectively about the corporate social responsibility of organisations except for providing information that can be useful for educational purposes (Main finding G8, p 278). The corporate environmental policy of organisations is also not on the websites of the majority of organisations [Main finding G9 (p278).*

The majority of organisations provided a keyword search facility (search) and a sitemap on their websites. *An explanation of buttons (help section) and other language options were not properly addressed on the websites (Main finding G10, p 280). Two-way communication was addressed (category 8) by providing an opportunity to contact the organisation via e-mail (e-mail)/contact us) and by providing staff contact details. E-mail newsletters or briefings and an opportunity to sign up for mailing lists were however not available at the majority of websites (Main finding G11, p 281). The organisations had contact e-mails that were correct but only half responded to the e-mailed question (Main finding G13, p 283).*

Organisations *did not use their websites as an interactive medium (category 10) except for providing an opportunity to pose a question and then receive an answer (Main finding G15, p 286). Organisations did not endeavour to generate repeat visits except for providing an opportunity to request technical or specialised information via regular or electronic mail and web page links to other external sites that had a clearly marked path for visitors to return to the site (Main finding G16, p287).*

The **main conclusion** is that successful South African organisations utilise some of the communication opportunities that the Web provides but not all of it.

The **implication** is that there is a gap for improvement. The Web and managing it effectively should therefore become a priority.

Recommendation: Organisations should use the full potential of the Web to enable its integrative communication efforts. Effective management and monitoring of the Web are necessary to ensure that it becomes a competitive tool and not just a communication medium.

The main findings from the empirical part of this research were used to address the secondary objectives and manifested in some of the major findings. The major findings from the literature as well as the empirical part will be used in section 8.3 to address the primary objective.

8.2.2 Findings based on the literature review

Due to the exploratory nature of this study an extensive literature review was undertaken in chapter 1-4. Since the primary objective of the research will be addressed by the literature as well as the empirical findings it is also necessary to focus on the findings from the literature review.

(a) Major deduction from literature review (1)

A deduction from the presentation of theoretical arguments in the literature review regarding *structuring*, can be inferred, namely:

Organisations must structure themselves to have fewer layers and function better holistically in order to be more flexible to gain a competitive advantage in the changing business environment of the future.

From the discussions in chapter 1 it became clear that future organisations need to structure themselves to gain an advantage in the new competitive landscape. They will have to revise standard management thinking and rethink strategic actions and organisation structure. Boundaries must be made more permeable for the organisation to function more effectively holistically. The structures in successful organisations are viewed as being more permeable and flexible. This allows for the free flow of information and ideas from one part of the organisation to the other.



Chapter 2 proposed that future organisations will be structured to be more flexible and adaptable. Organisations who have changed their managerial hierarchies and self-managed teams are seen as the answer for improved quality. The use of teams has been successful in a variety of organisations and has therefore gained increased attention as being the foundation for successful organisations in the future. Teams are also considered as important building blocks for competitive advantage.

A new model of organisation is necessary for survival in the 21st century. The boundaries of the new model are permeable and the organisation consists of fewer layers to respond more rapidly to change. Managers need to understand the new model in order to take action in today's organisation. Organisations who intend to contribute to long-run effectiveness must focus on flexibility and anticipatory abilities to enable them to adapt to changes in the environment.

The **implication** is that current structures are not conducive to ensure flexibility and integration.

Recommendation: Since structure plays such an important role in the strategic planning of organisations, managers should revise current thinking on structures to determine if these structuring methods are still valid in today's business environment, and will be valid in future business environments. Integration is needed in order for the organisation to synergistically function better as a whole and be more flexible.

(b) Major deduction from literature review (2)

The second major deduction was based on the literature review of *public relations*.

Strategic communication/public relations which reports to top management should focus on the stakeholders of an organisation in order to create a stakeholder orientation implemented throughout the whole organisation.

In chapter 3 the discussion highlighted the fact that modern public relations is still a relatively young discipline compared to other disciplines and are still evolving. Public relations from its modern beginnings has suffered from an identity crisis because of the limitless scope of activities taken on by public relations professionals. The short history of modern public relations has produced various definitions. The contents of the many definitions however, emphasised certain common notions such as the fact that public relations is a planned sustained programme, and that public relations is the relationships that exist between an organisation and its various stakeholders. Three elements namely management, organisation and stakeholders are also common in the definitions. Public relations should therefore report to top management but is often subordinated to advertising, marketing, legal or human resources.

Another conclusion that can be drawn from chapter 3 is that the stakeholders of an organisation should be the focus of structuring communication in an organisation. Building and maintaining excellent relationships with stakeholders is therefore essential in contributing to the effectiveness of the organisation. New communication technologies such as the Web and Internet can provide the organisation with many opportunities to build mutually beneficial relationships with key stakeholders. In order to facilitate more equitable relationships with stakeholders, organisations should use their websites to facilitate real dialogue.

The **main implication** is that managers, and more specifically South African managers, need to recognise that communication have to fulfil a more strategic role in their organisations and that a stakeholder orientation is necessary to do so. Using technology effectively can contribute to building effective relationships with stakeholders.

Recommendation: Managers need to determine if corporate communication/public relations is seen as a strategic contributor or merely as an outsourced technical support function. Once this has been established, managers must consider the contribution that strategic corporate communication (that focuses on the stakeholders of an organisation) can make to an organisation's competitive position. Managers also have to evaluate if current methods to build relationships are effective, or whether technology such as the Web and the Internet, should fulfil a more important enabling function in relationship building.

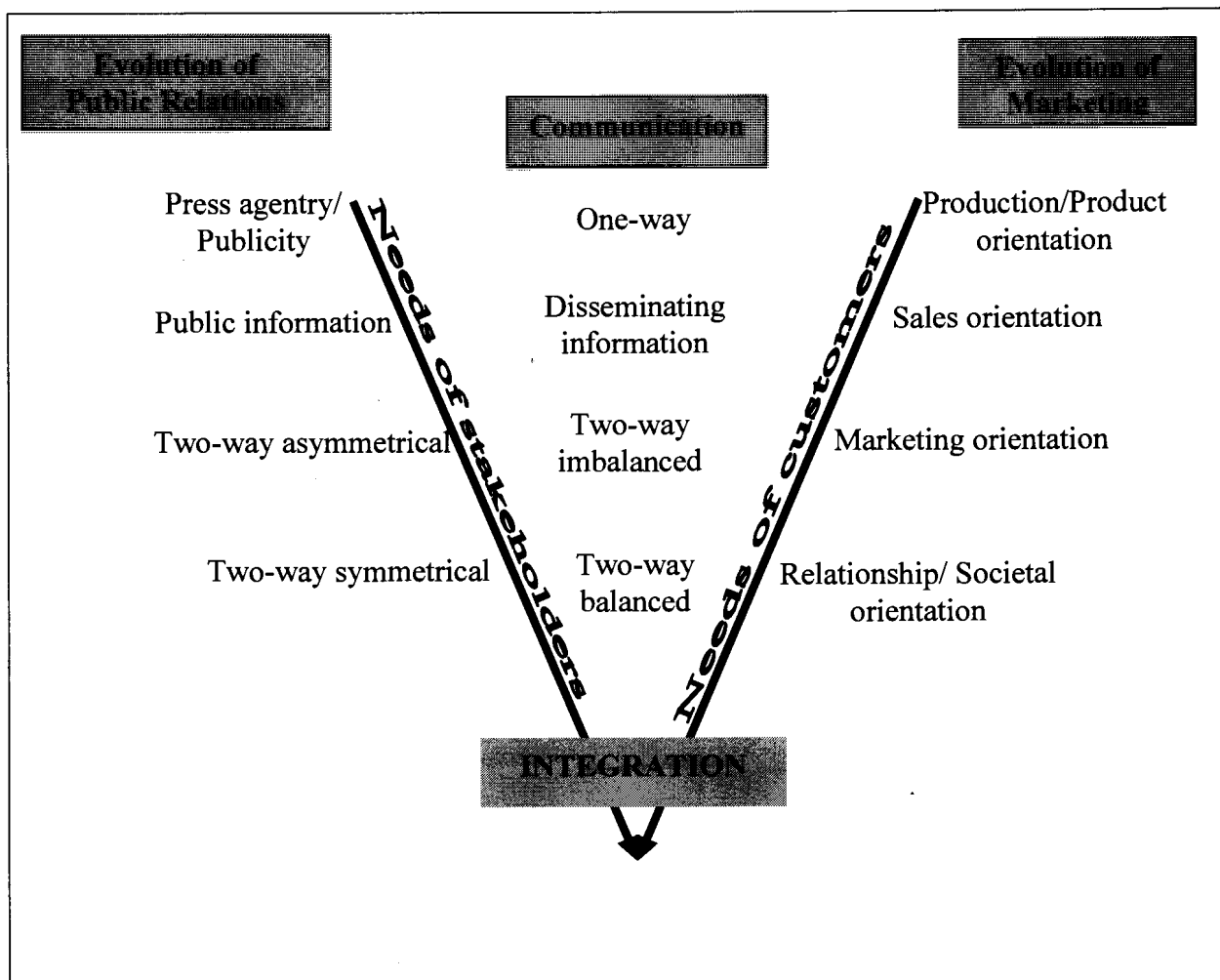
(c) Major deduction from literature review (3)

A major deduction can be drawn from the literature on *public relations* (presented in chapter 3) and *marketing* (presented in chapter 4).

Marketing and public relations have evolved in such a way that integration is inevitable.

Figure 8.1 represents the evolution of marketing and communication drawn from the literature of section 3.2 and section 4.2.1

FIGURE 8.1: THE EVOLUTION OF MARKETING AND PUBLIC RELATIONS



A funnel was used in figure 8.1 to explain the stages in the evolution of public relations and marketing. The funnel illustrates how the focus on the needs of stakeholders and customers

has increased with each stage. As the needs became more important so did the communication when it moved from one-way to two-way communication with a balanced effect.

The stages in the evolution process of marketing and public relations as depicted in figure 8.1 will be elaborated further.

Stage 1: Press agency/publicity versus Production/Product orientation

In the first evolution stage of both marketing and public relations communication was one-way. In the press agency/publicity stage (section 3.2.1) propaganda was the purpose and was executed through distorted, one-way and incomplete communication. Communication was viewed as telling and not listening. In the production/product orientation the focus was on internal production processes to make superior products and little or no customer input was required: thus one-way communication.

Stage 2: Public information versus Sales orientation

Communication in the second stage in the evolution of public relations and marketing was typified by dissemination of information. In the public information stage, organisations disseminated information but did not conduct research on stakeholders, and research, if any, was confined to readability tests. Communication was again telling and not listening. The sales orientation phase was based on the premise that aggressive sales techniques will ensure that products are bought and again the aim was to sell what the organisation can make rather than make what the market wants: therefore only disseminating information.

Stage 3: Two-way asymmetrical versus Marketing orientation

Communication in stage 3 can be regarded as two-way communication but with an imbalanced effect. Asymmetrical communication is being regarded as a way of obtaining what the organisation wants without changing its behaviour or without compromising. This translates that the organisation is trying to change the behaviour of its stakeholders without changing the behaviour of the organisation. In the two-way asymmetrical phase organisations

use research to develop messages that are most likely to persuade stakeholders to behave as the organisation wants. In the marketing orientation phase, more emphasis is being placed on the needs of the customer/consumer. Target markets need to be identified and tailored marketing programmes are developed. Communication is two-way but also with an imbalanced effect and although marketers focus on the needs of the customer/consumer through research, they still regard the organisation as the most important entity.

Stage 4: Two-way symmetrical versus relationship/societal orientation

Communication in this stage of the evolution of public relations and marketing is two-way but with a balanced effect. The goal with communication in this stage of public relations is to reach mutual understanding between the organisation and its stakeholders. Research is used to manage conflict, improve understanding and build relationships with stakeholders. The societal marketing concept holds that the organisation's task is to determine the needs of the target market and then to deliver the desired satisfactions in such a way that it preserves or enhances the consumer's and the society's well-being. Relationship marketing is also seen as communicating interactively in order to develop long-term relationships, which are mutually beneficial. The emphasis on relationship marketing from a marketing perspective is however, on the customer/consumer whereas public relations focuses on all the stakeholders. Communication in this stage of the marketing evolution is therefore also two-way with a balanced effect.

The **implication** of the above discussion is that as the focus on the needs of the stakeholders and customers/consumers increases in importance, there is a concurrent increase in the need for two-way communication with a balanced effect. This implies that to truly practice two-way communication with a balanced effect, total integration of communication is necessary.

Recommendation: Managers will have to focus on making integration a reality by using a different mindset to consider current practices and investigate new structures and methods to integrate communication.

(d) Major deduction from literature review (4)

Major finding 4 was drawn from the literature on *integrated communication* discussed in chapter 4.

The existing models for integrated marketing communication and integrated communication have some applications but also limitations to be borne in mind to develop a new framework for integrated communication.

The integration between marketing and communication is best explained by the concept of integrated marketing communication (IMC) that evolved because of the need for a more holistic approach. Certain trends and changes (identified and discussed in section 4.3.2, p 130) led to the adoption of integrated marketing communication. There have however been barriers to integration that needs to be resolved before IMC can be implemented effectively. In order to overcome these barriers certain solutions have been proposed and explored [discussed in sections 4.3.2(a) and 4.3.2(b), p 132].

Various models have been discussed (section 4.3.3) to clarify the issue of implementing integrated marketing communication and integrated communication effectively. The application and limitations that will be used to compile a new framework will be highlighted further.

The integrated marketing communications planning model [Schultz *et al.*, 1993, discussed in section 4.3.3 (a), figure 4.7, p 143] stressed the use of a database to manage information as being important in the successful implementation of IMC but portrays communication as being one-sided, i.e. one side transmits signals (messages) and the other side receives these messages. This model focused only on the customer or prospect.

The evolutionary integrated communications model [Duncan & Caywood *in* Thorston and Moore, 1996, discussed in section 4.3.3 (b), figure 4.8, p 147] focuses on different stages of IMC. The model is represented in a circular form to move away from the idea that one stage is more important than the other. Instead, each stage may build on the experience of the

previous one and each organisation finds the stage that best fits its current situation. The value of the model for South African organisations lies in the evolutionary stages of the model. This model will help these organisations to re-design their processes to be able to meet the challenges of integration. This model also places more emphasis on the other stakeholders and not just the customers. Customers are very important stakeholder groups, but the value of other stakeholders is also emphasised.

In managing communications with all relevant stakeholder groups the use of databases becomes more important. Duncan and Caywood (*in* Thorston & Moore, 1996:33) argue strongly for such databases that represent not only marketing databases but rather stakeholder databases, which store information about an organisation's stakeholder groups. Emphasis is placed on the whole organisation to regard integrated communications as a central element in the management process.

In proposing a framework for structuring integrated communication the emphasis in this study will be mostly on stage 6 (stakeholder-based stage) and stage 7 (relationship management stage) in the above model. Stages 1-5 (awareness, image, functional, co-ordinated and consumer-based stage) serve as good reference to organisations that want to move progressively towards integrated communication. The proposed framework will however assume that organisations have already moved through the stages and are now ready for the stage of stakeholder-based integration and relationship managed integration.

The stakeholder relations model [Gronstedt *in* Thorston & Moore, 1996, discussed in section 4.3.3 (c), figure 4.10, p 154] proposes an integrated approach to communication by uniting the main dimensions of public relations and marketing communications. The central idea to the model is that a manager will use the marketing or public relations tool that promises the highest success in a given situation. A stakeholders' perspective is also emphasised. To stakeholders it is irrelevant where a message originated from: they will attribute the message to the sender, in this case the organisation. Emphasis placed on stakeholders will depend on the objectives of the organisation. The customer can be portrayed as the most important stakeholder in an organisation or other stakeholders can be more important because each

organisation may have different strategic stakeholders and the framework that will be proposed must make allowance for this. Flexibility and adaptability are therefore essential.

Hunter's models for integrated communication [Hunter, 1997 and 2000, discussed in section 4.3.3 (d), p 158] is based on the revision of previous models. The first model identified five stages necessary for integration. The second model stressed however, that divisionalisation of the communication function is not effective and various characteristics of integrated communication are proposed. The second model also emphasises the database as being essential in integrated communication. This model provides valuable insights into the use of databases to manage communication effectively and the characteristics of integrated communication can be useful for organisations in their integration efforts. To extend the usage of a customer database to other stakeholders provides a valuable tool to communication managers in building relationships. The database proposed by Hunter (2000) will enable an organisation to "customise" its communication to satisfy the communication needs of various stakeholders similar to marketing's use of it to "customise their product/service offering to fulfil customer needs".

Another model, integration through the public relations function [Grunig & Grunig, 1998, discussed in section 4.3.3(d), p 162], offers some criticism of the previous models and emphasises the importance of integrating all the communication efforts through the public relations department. The excellence study is used as a reason why marketing and public relations should be separated and all communication should be co-ordinated through the public relations department. The proposed framework for integrated communication will however focus on integration and does therefore not support the idea of separation.

The three dimensional model of integrated communication [Grondstedt, 2000, discussed in section 4.3.3 (e), figure 4.11, p168] illustrates that integrated communication is a strategic management process that must involve the whole organisation. The model represents three dimensions (external, vertical and horizontal integration) that need to be in place before an organisation can survive in the customer century. The brand and a stakeholder orientation are also included in this model as the guiding principles of integrated communication. This model

will form the basis of the proposed framework for structuring integrated communication together with the applications and limitations of other models already discussed.

The **implication** of the discussion on the existing models of IMC and IC is that it identified certain applications that can aid managers in their integration processes. Limitations and barriers of these models exist which must be borne in mind when contemplating the implementation of certain models.

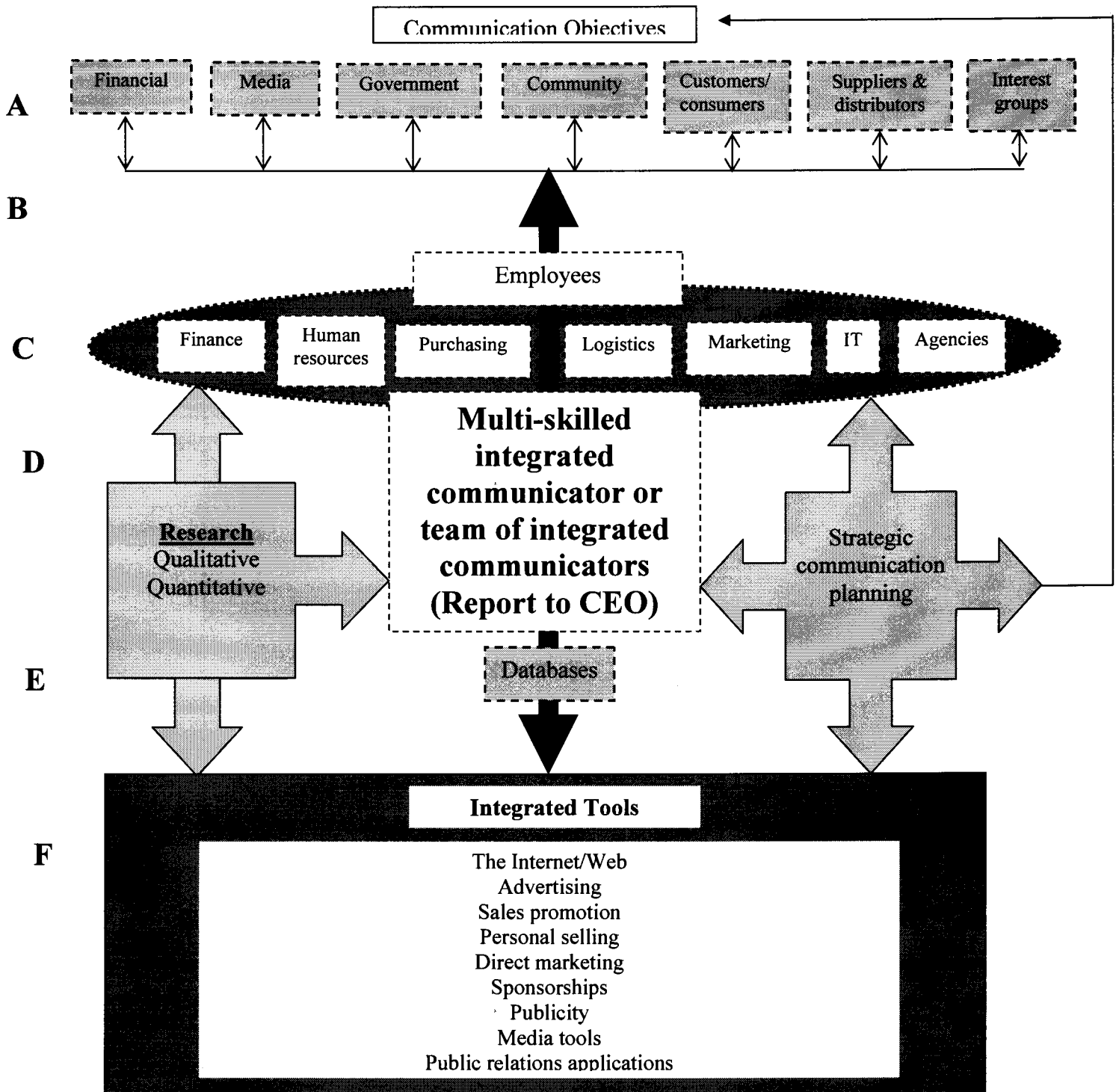
Recommendation: Based on the previous discussion it is recommended that a revised framework be developed for structuring integrated communication in organisations. This will be entertained in section 8.3.

8.3 A proposed framework for structuring integrated communication

The primary objective of this research was to investigate empirically how successful South African organisations are addressing the issue of integrated communication in terms of organisational structures. This, together with an extensive investigation into the relevant literature, will be used to develop a framework for structuring the communication function within South African organisations to encourage integration and enhance organisational effectiveness.

The proposed framework for structuring integrated communication in South African organisations is illustrated in figure 8.2.

FIGURE 8.2: A FRAMEWORK FOR STRUCTURING INTEGRATED COMMUNICATION



The framework presented in figure 8.2 was derived from the major findings, implications and recommendations discussed in section 8.2.

The following major findings, implications and recommendations formed the basis of the framework:

Symbol A indicates the various stakeholders of an organisation. According to the *recommendation based on major finding 2 (p 322)* managers should strategise their communication function in terms of stakeholders' needs and structure communication activities to address these needs. The *recommendation based on major finding 3 (p 323)* stresses the need for marketing and communication managers to focus on the stakeholder as the starting point of integration of communication.

Major deduction 2 (p 328) postulates that strategic communication/public relations, which reports to top management should focus on the stakeholders on an organisation in order to create a stakeholder orientation implemented throughout the organisation.

The various stakeholders of the organisation are illustrated by using a dotted line, symbolising the free flow of two-way communication between an organisation and its stakeholders that is needed to build effective relationships. According to the *implication of major finding 1 (p 320)*, managers in South African organisations should view the two-way symmetrical model as the ideal to strive for in terms of communication management in their organisation.

Symbol B encompasses the arrows used to illustrate the two-way relationship between an organisation and its stakeholders. The arrows are linked to the darker arrow in the centre that symbolises the link between the organisation with all its various functions and structures, the research needed to build relationships, the strategic communication planning, databases and all the tools that can be used to build relationships through effective communication. According to the *recommendation for major finding 1 (p 320)*, managers should realise that they need to reach mutual understanding between the organisation and its stakeholders through managing their communication properly. Research must be used to manage conflict, improve understanding and build relationships with stakeholders. It is recommended that

South African organisations familiarise themselves with the two-way symmetrical model of communication and apply the appropriate strategies in their communication functions.

Symbol C represents the organisation as a whole. Again dotted lines were used to illustrate that an organisation do not function in isolation or in functional silos. Stakeholders have an influence on the organisation and the organisation as a whole (not just marketing or public relations) influences the stakeholders (two-way symmetrical model of communication). The recommendation on *the major deduction from the literature review 2 (p 328)* states that integration is needed for the organisation to synergistically function better as a whole and be more flexible. The *implication of major finding 1 (p 320)* purports that managers in South African organisations should view the two-way symmetrical model of communication as the ideal to strive for in terms of communication management in their organisation. The employees of an organisation are also one of the stakeholder groups. Employees form part of the various functions in an organisation. The organisation however, does not function in isolation (as mentioned) and employees influence relationships with other stakeholders. Employees must therefore be the starting point of an organisation's integration process.

The team/s needed for the co-ordination of an organisation's communication efforts are indicated by **symbol D**. *The major deduction from the literature review 1 (p 327)* states that organisations must structure themselves to have fewer layers and function better holistically in order to be more flexible to gain a competitive advantage in the changing business environment of the future. By using a team to integrate communication (made up of experts of the various functional areas) layers are reduced and flexibility are ensured. It should be noted that the framework does not address the functional relationships and interfaces of the various disciplines or even the functions within marketing and communication such as corporate and marketing public relations and corporate publicity and marketing publicity in the organisation nor does it focus on the reporting lines and structures. This should however be addressed in future research.

The implication from major deduction from the literature review 2 (p 328) states that South African managers need to recognise that communication have to fulfil a more strategic role in their organisation. In order to be able to plan strategically research is needed (both qualitative

and quantitative). The research and strategic planning component are represented by multiple arrows in order to illustrate the involvement needed from the entire organisation as well as to explain the impact that research and strategic planning can have on an organisation. Communication objectives flow from the strategic planning process and will influence the communication focus for the various stakeholders.

The usage of databases is illustrated by **symbol E**. *The Major deduction from the literature review 4 (p 333)* suggests that the existing models for integrated marketing communication and integrated communication have some applications but also limitations to be borne in mind to develop a new framework for integrated communication. One of the applications that is integral to an integrated effort is the usage of databases. Information on the various stakeholders, collected through qualitative and quantitative research, is stored in the databases to aid in the planning and integration of communication in an organisation. The usage and application of databases to manage relationships with various stakeholders should be explored in further research.

Symbol F indicates the various tools an integrated communicator can use. Marketing communication and public relations tools were combined to eliminate the separation and focus on the integration. *A Major deduction from the literature review 3 (p330)* posits that marketing and public relations have evolved in such a way that integration is inevitable. *The recommendation from this deduction (p 332)* suggests that managers should focus on making integration a reality by using a different mindset to consider current practices and investigate new structures and methods to integrate communication. By combining “traditional” marketing and public relations tools, this can become a reality. The Web and Internet are tools that must be explored further. *Major finding 5 (p 325)* states that successful South African organisations do not use the full communication potential of their websites and in the process do not integrate dialogic public relations, that is needed to build successful relations through the Web. *The recommendation from this finding (p 326)* suggests that organisations should realise the important role that the Web can play in its integrative communication efforts. Its full potential should however be utilised and effective management and monitoring is necessary to ensure that it becomes a competitive tool and not just a communication medium.

To summarise the above findings, implications and recommendations that were used to develop the framework (illustrated in figure 8.2), the following can be concluded:

The various stakeholders of an organisation should be the starting point of structuring integrated communication in an organisation. Only the “generic” stakeholders were used in the framework and should be adapted to include every organisation’s different stakeholders.

A stakeholder orientation should be the guide to organisations in striving for excellence. Employees are also regarded as a stakeholder group but are included in the oval that represents the organisation. Employees should become part of the stakeholder orientation of the organisation. This can only be achieved if they are regarded as the stakeholder group that can influence interactions with other stakeholders. Employees therefore need to be informed, properly trained, empowered and motivated to assist in this quest.

Employees in the organisation form part of different expert areas in an organisation and true integration can only be possible if cross-functional relations exist between the various experts in an organisation. The oval represents the organisation as being a team comprised of various experts. A multi-skilled integrator with a total stakeholder focus (not just the customer/consumer) is needed to co-ordinate efforts. An integrator or a team of integrators (depending on the size of the organisation) can be responsible for the co-ordination. A bigger organisation is more complex and will need more team members with cross-functional relations of the different expert areas in the organisation. Leadership in the integrator team can vary based on the situation and the expertise required to deal with specific ad hoc cases.

Research is needed on a continuous basis to address the needs and manage the perceptions of the various stakeholders. Research includes quantitative as well as qualitative measures and can be adapted to suit each organisation. Employees can be used as research tools and can provide valuable input for strategic planning. An organisation’s website must also be utilised to exploit the research potential and not only be used for a question and answer section. Ongoing research on stakeholder perceptions and attitudes can be conducted by using the

interactive nature of the Internet. Immediate information and feedback can be collected and therefore enabling the organisation to be more flexible and competitive in its decision-making. Research involves the whole organisation and is represented by multiple arrows (D).

To ensure true integration that focuses on all stakeholders, it is imperative that integrated communication is part of the strategic planning process of an organisation. Integrated communicators therefore need to be multi-skilled to be able to contribute effectively to the strategic planning of an organisation. Strategic communication planning also encompasses the whole organisation and is therefore also represented by multiple arrows (D).

Databases were identified as being a central force in the integration process. Databases can be used to build effective relations with the different stakeholders. Information (collected from research and other sources) can be stored in the databases and used for more effective planning. The Web can also contribute in compiling databases to conduct better two-way relationships with stakeholders.

By combining “traditional” marketing communication tools and “traditional” public relations tools the integrator is provided with a vast array of tools to choose from. Different tools or a mix can be used for different stakeholders depending on what will be the most effective for a given situation. Again only the “generic” tools were listed, but it is important to realise that every “generic” tool comprises of different methods and applications to be used effectively. An example would be public relations applications that can include publications, corporate image, issues management, lobbying, event management, writing and production, and community involvement programmes.

It should be noted that the aim of the framework is to practice the two-way symmetrical communication model in building relationships with stakeholders. Also the “dotted-lines” used in the framework represent the permeability of boundaries, the free flow of information externally and internally, and the flexibility of the organisation to adapt to the environment in order to become more effective and competitive.

The framework represents a strategic direction that an organisation can follow, therefore ensuring effective external, vertical and horizontal integration of communication that provide value to the organisation's stakeholders.

8.4 Linking of questions and findings to the secondary research objectives

Following the results from this research, it is possible to link the secondary objectives formulated for this study (listed in chapter 1) and the questions portrayed in the questionnaire with the main findings (chapter 7). It should be noted that the primary objective was addressed by the major findings (derived from the literature in chapter 1- 4 and the main findings in chapter 7). Table 8.1 illustrates the linkage between the secondary objectives, the questions, and the main findings.

TABLE 8.1: LINKING OF SECONDARY RESEARCH OBJECTIVES, RESEARCH QUESTIONS AND MAIN FINDINGS

Secondary objectives	Propositions	Question/s	Main findings
(a) To ascertain whether there is a dominant public relations model (advanced by Grunig & Hunt 1982) favoured by most of successful South African organisations.	2	7	C8, C9, C10, C11
(b) To establish what the relationship is between the marketing and public relations function in successful South African organisations.	4	14,15	E1, E2
(c) To determine the viewpoints of marketing and communication managers on integrated communications in successful South African organisations.	5	1, 9, 10, 16 & 17	A1, D1, D2, D3, D4, D5, F1, F2
(d) To investigate how public relations/communication departments compare with the criteria prescribed by Grunig and Grunig (1998) for public relations to remain excellent within the IC framework.	1,3	4, 11, 12 & 13	C2, C3, C5, C6, D6, D7
(e) To ascertain how successful South African organisations are using their corporate websites for communications purposes.	6	Code Sheet	G1-G16
(f) To determine if successful South African organisations integrate dialogic public relations, that is needed to build relationships with publics, through their websites.	7	Code Sheet	G10-G16

It can be concluded that all the secondary objectives were addressed and satisfied by the various main findings.

8.5 Limitations

Specific limitations following the literature review and the empirical phase of the study should be noted.

8.5.1 Limitations based on the literature review

A number of limitations, based on the literature review can be listed namely:

- (a) Although abundant information could be found in the literature regarding integrated marketing communication and integrated communication, no literature could be found that focuses on South African organisations.
- (b) The aim with the literature research was to include all relevant literature on the topic. It is however possible that some empirical research on the concepts highlighted in the literature review may not have been published (and therefore excluded).

8.5.2 Limitations of the empirical research phase of the study

A number of limitations should be highlighted, following the empirical research phase of the study and the reporting of the results, namely:

- (a) The nature of the questionnaire did not allow the researcher to provide statistical proof of the reliability of the measurement instrument used in the empirical part of this thesis.
- (b) The study was limited to successful organisations in South Africa that led to a small population.
- (c) The final realised sample was small and results had to be analysed and interpreted in this context.
- (d) Successful organisations are research-fatigued and are not eager to participate in research studies. Researchers are however, dependent on the participation of these organisations and other creative ways of obtaining information must be explored.
- (e) Successful South African organisations are in some cases very complex and comprise a number of other divisions, business units and smaller organisations. The complexity made it difficult to gain a complete picture without a personal interview. Time and money constraints however limited the conducting of more in-depth interviews.
- (f) Several of the successful organisations were holding companies and did not have a marketing or communication department, limiting the population further.

- (g) The names and contact numbers of possible respondents were obtained but employees of organisations were sometimes in doubt who is responsible for certain functions in their organisation.
- (h) The three-point scale used in question 7 led to an error of central tendency. A five or seven-point scale should rather be used.

8.6 Recommendations for future research

This research was exploratory in nature and formed the basis for future South African research on the topic of integrated communication. A number of recommendations for future research can be made following the main and major findings, conclusions, implications, recommendations and limitations from this study. The recommendations are:

- 8.6.1 Research can focus on integrated communication at a cross section of 10 organisations in the primary, secondary and tertiary sector of the successful organisations in South Africa with different divisions and stakeholders. The integration of communication by those organisations can then be determined in depth. The perceptions of the stakeholders can then also be measured to compare the organisation's perception with that of the various stakeholders.
- 8.6.2 A comparative study can then be done by including other organisations that do not integrate communication. Differences in the perceptions of the stakeholders (organisation that integrate and organisation that do not integrate) can then be compared to determine if integrated communication makes a difference from the perspective of the stakeholders.
- 8.6.3 The communication expectations of various stakeholders of organisations in different industries can be measured to determine if the type of industry is a dependent variable.
- 8.6.4 The content analysis of the websites can be extended to include all the successful organisations in South Africa.
- 8.6.5 Stakeholders' perception and expectations on organisational websites can be measured and compared with the content analysis on the websites.
- 8.6.6 The proposed framework can be tested at various organisations to measure its viability and applicability.