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APPENDIX 1 Questionnaire



UNIVERSITY OF PRETORIA RESEARCH QUESTIONNAIRE

			v1 1-3	
		SECTION A: Demographics		
1.	Your responsibilities are:		<u>e a an an de construction de construction de construction de construction de construction de construction de cons</u>	
	1. Mainly communication related			
	2. Mainly marketing related	v2		
	3. Combination of marketing and communication	4		
		SECTION B: Business Environment		
2.	Industry classification:			
			v3 5-6	
			v. <u> </u>	
3.	The total number of full-time employees in the marketing an	d communication/PR department is:		

Marketing Communication/PR

1. 1–10	
2.11-20	
3. 21 - 30	
4.31-40	
5. 41 – 50	
6. More than 50	

v4	7
v5	8

•



SECTION C: The communications function

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

Functions/ Activities	Responsibility for function/activity		Department name	Corporate hierarchy (Management level)			Line or staff function		Job title of senior officer responsible for functions	Job title of person the senior officer reports to		
	Out- sourced	In house	Don't do		Lower Middle		lle Senior	Staff	Line			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
1. Public relations/ corporate communication/ investor relations media relations												9-14
etc. 2. Advertising												15-2
3. Sales Promotion												21-2
4. Direct marketing												27-3
5. Personal selling												33-3
6. Sponsorships								1				39-4
7. Internal /employee communications												45-5
8. Other (specify)												51-5
	4											

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

1. We follow a clear functional approach. (hierarchical and departmental)		
2. We follow a multifunctional team approach.		
3. We follow a functional approach but uses project teams for ad hoc situations.		
4. We follow a different approach (explain in Q6)	v6	57



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

v7 58

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

<u>Stakeholders</u> – are the organisations' constituents or publics (groups who can affect or are affected by the organisation's decisions). <u>Example</u>: Customers, consumers, government, media, financial stakeholders, employees, Internet groups, community, distributors, and suppliers

	Always	Sometimes	Never
Activities	1	2	3
1. One way communication is used only to inform stakeholders (From source to receiver)			
2. Research is conducted to determine the communication needs of customers/consumers			
3. Research is conducted to determine the communication needs of all the other stakeholders			
 Research is limited to informal observations of whether publicity material has been used by the media. 			
5. Communication is used only to persuade			
6. Two-way communication is used to communicate with stakeholders (Source to receiver, with feedback to the source)			
 Research is conducted to determine the attitudes, views and behaviours of our customers/consumers 			
8. Research is conducted to determine the attitudes, views and behaviours of all the other stakeholders			
9. Communication is used to reach mutual understanding between the organisation and the stakeholders/publics (group to group with feedback).			
10. Research is conducted to determine what consequences the organisation's actions and decisions will have on the stakeholders.			
11. Research is conducted to measure whether a public relations effort has improved the understanding of publics/stakeholders towards the organisation			
12. Evaluative research is used to measure whether a public relations effort has improved management's understanding of its publics/stakeholders			
13. Databases are used to manage information about stakeholders			

v8	59
v9	60
v10	61
v11	62
v12	63
v13	64
v14	65
v15	66
v16	67
v17	68
v18	69
v19	70
v 20	71



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

Stakeholders	Purposes of the databases		
1. Customers/consumers		v21	72
2. Government		v22	73
3. Media		v23	74
4. Financial stakeholders		v24	75
5. Employees		v25	76
6. Distributors		v26	77
7. Suppliers		v27	78
8. Other stakeholders (please specify)		v28-29	79-80
		v30-31	81-82

SECTION E Integrated communications

9. How familiar are you with the concept of integrated communications?

1		2		3		4			5	
Totally	Am	slightly	Have	heard of	Are	familiar	with	Are	totally	familiar
unfamiliar	familiar	with it	it		it			with	it	
with it										

v32 83

"Integrated communications uses an appropriate combination of sending, receiving, and interactive tools drawn from a wide range of communication disciplines to create and maintain mutually beneficial relations between the organization and its key stakeholders, including the customers."

Stakeholders:Customers, government, media, financial stakeholders, employees, Internet groups, community, distributors, and suppliersCommunication vehicles:Advertising (direct marketing, TV/radio, print etc.), sales promotion (displays, coupons etc.), and publicity (events, news releases etc.).



10. Please indicate your agreement/disagreement with the following statements reflecting your viewpoint, regarding an organisations policy on integrating communications:

	Totally		Un-		Totally
	disagree	Disagree	decided	Agree	agree
Statements	1	2	3	4	5
1. Communications should be conducted from the viewpoint of the stakeholder (outside – in approach)					
2. Customers are the most important stakeholder when it comes to communication					
3. Research is necessary to gain insight into thoughts and behaviours of each stakeholder regarding their communication needs					
4. Effective communication requires an optimal mix of sending tools for each identified group of stakeholders (tools may be drawn from any communication discipline)					
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					
6. Stakeholders should be the focus of integrated communication		1			1
 All communication functions should be integrated and coordinated through the public relations department 		1			
 Communication departments should be structured horizontally according to the most strategic stakeholders for an organisation 					
9. People and resources should be reassigned to new communication programmes when new strategic stakeholders appear and others decline in influence (a team approach)					
 The relevant situation should dictate the resources needed for a given communication programme 					
11. All public relations/corporate communication functions should be integrated into a single department rather than to subordinate them under other departments					

11. Does your organisation practise some form of integrated communication?

 1. Yes (go to question 12)

 2. No (go to question 13)

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

v45 96

95

v44



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

	v47	99-100	

SECTION E Relationship between Marketing and Communication/Public Relations			
14 . Black shows the statement(s) that boot describe the relationship between public relations and marketing in some exception.			
14. Please choose the statement(s) that <u>best</u> describe the relationship between public relations and marketing in your organisation.			
1. Equal but separate functions (have different functions and perspectives)			
2. Equal and separate but overlapping functions (both important and separate functions, share some terrain, e.g. product publicity)			
3. Marketing is seen as the dominant function (marketing manages relationships with all publics in the same way as relationship with customers – "mega marketing")			
4. Public Relations is seen 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)			
5. Public Relations and marketing are the same function (they converge in concepts and methodologies and are managed in a single department)			
6. The relationship between marketing and public relations are combative (the two functions are at odds)			
7. A different relationship than any of the relationships mentioned above (please specify)			
	v48	101	

15. What would the ideal situation be on how the marketing and public relations function should be organised?

v49	102-103	
v50	104-105	

97-98

v46



6.	If all communications in an organisation are integrated, who should, in your opinion, be responsible for it?		
		v51 v52	106-107 108-109
	To whom should that function report to?		
		v53 v54	110-111 112-113



APPENDIX 2 Code Sheet and Glossary

Content Analysis Code Sheet

Ref No.____

Nam	e of Organisation			
Core	business			
Indu	strv			
Webs	•)://www.		
			Yes	No
1.	Operations			
	1.Website?		0	0
	2.Is Website Operational?		0	0
	3.Is specialised software nee	eded to view site	ŏ	Ŏ
2.	Advertising/organisation-s	pecific		
	1.Logos	-	0	0
	2.About us		0	0
	3.History		0	0
	4. Divisional buttons		0	0
	5.Careers		0	0
3.	Advertising/product			
	1.Product list buttons		0	0
	2.Brands		0	0
	3.Nearest dealer		0	0
	4.Prices		0	0
4.	Direct marketing			0
	1.Customer service		0	0
	2.Catalogues		0	0 0
	3.Online account informatio	'n	0	0
	4.Online ordering 5.Online tracking		0	ŏ
	5.0mme tracking		Ϋ́Ι	U
5.	Sales promotion			
	1.General promotions		0	0
	2.Free gifts		0	0
	3.Games and competitions		0	0
	4.Coupons		0	0
	5.Unrelated advertising		0	0
6.	Public relations			0
	1.News related 2.News unrelated		0 0	0
	3.Press releases		ŏ	ŏ
	4.Annual reports		ŏ	ŏ
	5.Other shareholder		ŏ	Ŏ
	6.Stock quotes		ŏ	ŏ
	7.Causes		Ŏ	Õ
	8.Sponsors		Ō	0
	9.Educational		0	0
	10.Community related infor	rmation	0	0
	11.Environmental policy in	formation	1	
	Statement O1 De	tailed O2	None	03

7.	Web site/issues 1.Search 2.Site maps 3.Help Section 4.Language variations	O O O O O O	TORIA TORIA O O O O	
8.	Web site/two-way communications1.E-mail/contact us2.Staff e-mail/phonebook directory3.E-mail newsletters offering4.Signups / Registration5.What contact information is shown?WebmasterO1Department AddressHead OfficeO4All Outlet Locations	0 0 0 0 0 0 0 0 0 2 05	O O O O Phone & Fax Details O3 Agents/ Sales Reps O6	
9.	Response1.E-mail address is correct2.E-mail response received3.Number of days to responseA day O12-3 Days O24-5 Days O3	0 0 6-7 D	O O Days O4 More that a week O5	
10.	Web site/interactive-customized 1.Surveys 2.Quizzes 3.Forums 4.Option to pose open question	0 0 0 0	0 0 0 0	
11.	Repeat Visits 1.What's new section 2.Experts for discussions 3.FAQ 4.Technical/specialised information 5.Links to other sites 6.Easy to return	0 0 0 0 0 0	0 0 0 0 0 0	
12. Local e Emplo Suppli Custor	ers O5	Shareh	ates / Prospective Employees nolders / Investors/ Stock Exchange putors / Wholesalers / Retailers	O2 O4 O6 O8

13. Other Comments:

 		A	
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Glossary of Content Analysis Instrument

Operations 1. Website?

1.

2.

3.

2. Is Website Operational?	On whether the website is active (ie. Possess content)
3. Is specialised software required?	On whether specialised software is needed to view any of
	the website content (Software such as "Shockwave",
	"Flash", "QuickTime", "Acrobat" etc.)
Advertising/organisation-specific	
1. Logos	Corporate Identity & Logo Present
2. About us	Basic corporate information (ie. structure, divisions etc.)
3. History	Tracing the development of organisation
4. Divisional	Pages and/or links to internal departments
5. Careers	Opportunities available within company
Advertising/product	
1. Product list buttons	Pages and/or links to product/services offered
2. Brands	Pages and/or links to company's brands
3. Nearest dealer	Reseller/ retailer contact information
4. Prices	Current prices for the product/services offered

information

Direct marketing 4.

1. Customer service

- 2. Catalogues
- 3. Online account information
- 4. Online ordering
- 5. Online tracking

Sales promotion 5.

1. General promotions

2. Free gifts

3. Games and competitions

- 4. Coupons
- 5. Unrelated advertising

Public Relations 6.

- 1. News related
- 2. News unrelated
- 3. Press releases
- 4. Annual reports
- 5. Other shareholder

- 8. Sponsors
- 10. Community related information
- information

7. Web site/issues

- 1. Search
- 2. Site maps
- 3. Help section

 - 4. Language variations

1. E-mail/contact us

- 8. Web site/two-way communications
 - Ability to contact the company via e-mail
 - 2. Staff e-mail/phonebook Availability of all the company's staff contact details

English

Full descriptions of products/services offered Personal customer information available

Availability of customer support or product/service

On whether the organisation has a website or not

- Ability to purchase/order via the Internet
- Ability to track delivery of product via the Internet
- Specific advertising promotions of products/services
- Availability of free material
- Opportunity for viewer to enter competitions
- Availability of coupon promotions
- Product/Service advertising by external companies on site
 - Placement of any company related articles online
- Placement of unrelated news articles online
- Placement of company's press releases online
- Availability of company's annual report
- Other related shareholder information
- Links to current company stock price
- Information on corporate causes & initiatives
- Information on sponsorship initiatives of the company
 - Information useful educational purposes

Information on interactions/initiatives with local community

- Information on the corporate environment policy, do they just mention it or is it detailed information
 - Keyword search facility
 - Content map, indicating type and location of information Explanation of buttons Availability of content in other languages other than

- 6. Stock quotes 7. Causes
- 9. Educational

- 11. Environmental policy



	-	Availability of e-mail newsletters or briefings form the
	4. Signups	company Opportunity to sign up for mailing lists and/or discussion groups
	 5. What contact information is show Webmaster Head Office Department Address All Outlet Locations Agents/ Sales Reps/Reselled 	Ability to contact information technology dept. Provision of contact details for the head office Provision of contact details for different company departments Provision of contact details for all of the company's offices & locations
9.	Response	
	 E-mail address is correct E-mail response received Number of days to response 	When enquiry was sent did it go through to the respondent or did it give an error message? Did the organisation respond to the enquiry send How long did it take the organisation to respond
10		
10.	Web site/interactive-customized	Use of research (ie. Customer Survey)
	1.Surveys 2.Quizzes	Use of quizzes to increase interaction with potential audiences
	3.Forums	Discussion forums on any related topic
	4.Option to pose open question	Is there an opportunity to pose a question and then receive an answer
11.	Repeat Visits	
	What's new section? Experts for discussion	Content that has been recently updated Featuring CEO or Department head for discussions or comments
	FAQ	Frequently Asked Questions
	Technical/specialist information	Technical or specialised information that can be requested via regular or electronic mail
	Links to other sites Easy to return	Availability of web page links other external sites Does the links have a clearly marked path for visitors to return to site?
12.	Websites Targeted Audiences	
	Local Community	Website content targeted towards the local community of the organisation
	Graduates / Prospective Employees Employees	Website content targeted towards the potential employees Website content targeted towards the existing employees,
	Shareholders / Investors/ Stock Exc	
	Suppliers/Distributors/	Website content targeted towards the company's supply chain members
	Customers	Website content targeted towards potential/existing customers
	Media	Website content designed to help improve and facilitate the media relations



APPENDIX 3

Alphabetical list of organisations



IDENTIFIED BY THE FINANCIAL MAIL

ORGANISATION	POSITION
ABI	53
Abil	25
Absa	96
Adcorp	22
Adonis	207
AECI	32
Af-&-Over	135
Aflife	63
Afr-Lease	38
Afrox	160
AHealth	111
Alacrity	192
Altech	55
Altron	165
Aludie	232
Anglo	71
Anglo Plat	9
Angold	117
Aries	215
Aspen	28
Ass-Mang	83
Assore	46
Autoquip	120
Avgold	214
AVI	233
Barplat	5
Barworld	137
Basread	151
Batepro	100
Bearman	212
Bell	95
Bidvest	69
BoE	60
Bowcalf	106
Brait	178
Brandco	136
Captall	19
Cargo	225
Caxton	213
Cemenco	195
Cenmag	247
Ceramic	16



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ORGANISATION	POSITION
Charland Chemserve	156 101
· · · · · · · · · · · · · · · · · · ·	238
City Lodge Clinics	196
	190
Clyde CMH	140
Comparex	144
Comparex	105
Compass	103
Confed	89
Control	217
Сорі	64
Corohld	18
Corpcap	59
Corpgro	44
Crookes	122
C-Tech	222
СТР	110
Datatec	20
Dawn	243
De Beers	65
Delta	41
Didata	4
Distillers	107
Dorbyl	194
Dunlop	208
Ed L Bate	216
E-Dagga	24
Eersing	245
Ellerine	133
Falcon	248
Fashaf	62
Fedsure	94
Fintech	142
FirstRand	29
Forim	167
Fortune	205
Foschini	237
Freddev	157
Furncap	223
Gefco	54
Gencor	21
Genoptic	163
GFields	116
Glodina	240



ORGANISATION	YUNIBESITHI YA PRETO POSITION
Gold Reef	70
Grincor	166
Grintek	104
Group 5	235
Gubings	129
Gundle	158
Harmony	128
НСІ	7
Hiveld	185
HLH	123
Hudaco	224
IFusion	149
Illovo	124
Imperial	92
Implats	15
Indfin	13
Inhold	35
Inmins	27
Integreat	228
Investec	39
Invicta	78
IProp	211
Iscor	189
Italtile	14
Jasco	246
JD Group	81
Jigsaw	23
Johncom	72
Johnnic	98
Kairos	239
Kelgran	244
Kersaf	143
KG Media	131
KTL	138
KWV Bel	118
Labat	154
LA-Group	87
Laser	161
Lenco	226
Lester	180
Liberty	147
Lib-Hold	140
Lonmin	37
M-&-F	84
Malbak	186

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ORGANISATION	POSITION
Marcons	126
Marlin	231
Masonite	242
M-Cell	8
MDM Group	162
Medclin	99
Messina	36
Metair	176
Metcash	191
Metje & Z	141
Metlife	82
Metorex	204
MGX	48
Midas	193
MIHH	103
MLN Hold	230
M-Net	97
Monex	57
Mr Price	174
Msauli	79
Mt-Eagle	91
Nail	88
Namfish	190
Nampak	187
Naspers	125
Nedcor	47
NEI Afr	198
Newmin	241
Nictus	200
Ninian &	179
Northam	11
NUClicks	6
Nuworld	114
Oceana	77
Omnia	182
Oxbridge	127
Ozz	202
Palamin	109
Pals	108
PASDec	113
Pepkor	145
Petmin	134
Picknpay	76
Powtech	201
РРС	181



ORGANISATION	YUNIBESITHI YA PRET
Prime	169
Profurn	33
PSG	3
Putprop	68
RA Hold	12
RAI	40
Rangold	229
Relyant	210
Rentsur	52
Reunert	175
Rextrue	171
Richemont	34
RMBH	50
S&J Land	227
Saambou	56
SAB Plc	221
Sable	206
Sabvest	209
SAChrome	66
SA-Eagle	75
Sage Grp	155
Sallies	2
Santam	112
Sappi	130
Sasfin	43
Sasol	73
SBIC	80
Seardel	30
Seartec	234
Servest	220
Shoprite	74
Siltek	10
Simmers	188
Sisa	183
Softline	121
Sondor	173
Spanjaard	51
Spescom	164
Steers	119
Stilftn	61
Sub-N	139
Supr Group	45
Thabex	58
Tigbrands	184
Tiwheel	93
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ORGANISATION	POSITION
Tongaat	172
Toyota	150
Tradek	203
Transpaco	49
Trencor	249
Trnshex	31
Unihold	102
Uniserv	26
Unitrans	170
Usko	218
Valauto	153
Valcar	168
Venfin	67
Village	85
Voltex	197
Wankie	148
WBHO	90
Wes-Areas	236
Wesco	177
Winbel	132
Winhold	115
Wooltru	159
Yorkcor	219
Zarara	250
Z-C-I	42
Pikwik	86
Tigon	1
Ventel	199
TOTAL	250