

■ CHAPTER FIVE ■

RESEARCH DESIGN, METHODOLOGY AND FINDINGS

5.1. INTRODUCTION

The modern internet audience cuts across geographical, national, cultural and political boundaries and is also multidirectional and very fast in nature. There is an emerging sharing of power where publics have ready access to the mass media and the internet, where they can tell their story and complain if necessary. There are even websites whose sole purpose is to spread rumours and attack a company's image and reputation (Ihator 2001:199-210).

In the previous chapters, feedback and the gathering thereof are described as a multi-faceted subject. Although the formal gathering of feedback (active solicitation of feedback) is well known in the form of market research and surveys, informal feedback input or unsolicited feedback input as a method, and as a corporate communication management strategy, has not been as widely explored by researchers and writers of scientific books and periodicals.

By exploring the existing literature discussed in the preceding chapters, it became clear that current literature and periodicals mainly concentrate on customer feedback and sometimes operations control. Compare titles such as *"Feedback and feedforward as systematic frameworks for operations control"* (Fowler 1999), *"Comparing practices for capturing bank customer feedback – internet versus traditional banking"* (Wisner and Corney 2001), *"Exploring the customer feedback process"* (Fundin and Bergmann 2003) or *"Gathering customer feedback via the internet: instruments and prospects"* (Sampson 1998).

Although these serve as helpful literature sources and have much in common with feedback in the broader sense, little can be found on the broader concept of all-inclusive stakeholder feedback as defined by the science of communication management.

As stated in Chapter One, the essence of the problem stated by the researcher in this study is that informal communication feedback of a corporate nature is often ignored in organisations despite its potential of containing relevant information for the communication manager. The role and possible strategic implications, as well as the timely interventions of such feedback, need to be further investigated.

While *customer feedback* is a rather narrow term, which only deals with the actual customers (the primary focus of marketing management) and their feedback to the company, all stakeholders (including customers but also pressure groups, union members, members of public, etcetera) should be included in the solicitation of feedback, whether informal or formal. Communication management is supposed to deal with this much broader and diverse group of stakeholders - including all possible stakeholder groups that could impact on the organisation in some way or another or at some time or another.

Also, while exploring and analysing the 55 websites in the research population of research method one, it quickly became clear that organisations almost exclusively concentrate on customer feedback, and to a lesser extent, on feedback opportunities from investors on their corporate websites. Luckily it is often not determined who can provide feedback through their structured feedback forms or their *mailto* e-mail applications, and therefore any member of a stakeholder group can make use of this facility.

It is the fundamental task of any organisation's communication management and corporate communication function to facilitate a two-directional communication process with all stakeholders. It was with this purpose in mind that this research paper explored the feedback gathering and utilisation process.

5.2. RESEARCH QUESTIONS

As discussed in Chapter One the following research questions were explored during this research investigation:

- Research question one:** Is informal communication feedback considered and viewed as relevant and of potential strategic importance to the identified *Best Companies to Work for in South Africa* (inspiring learning organisations)?
- Research question two:** What views, media and methods currently prevail in the investigated learning organisations with regard to provision made for informal communication feedback opportunities?
- Research question three:** How do organisations utilise the internet as a useful and accessible way of providing stakeholders with opportunities for informal feedback input?
- Research question four:** How can informal feedback inputs best be collected and organised and how can informal feedback intervention be integrated into a corporate communication strategy?
- Research question five:** How can we logically differentiate between and organise informal feedback inputs with regard to its level of impact on corporate strategy?
- Research question six:** What role do the grapevine, rumours and gossip play as forms of informal communication feedback in inspiring learning organisations?
- Research question seven:** What role do relationship-building strategies play in the cultivation of informal feedback opportunities?

5.3. RESEARCH METHODOLOGY

This study will follow a two-part research design. The first part is an exploratory literary review of the concepts and nature of the study. The key concepts and problems are pinpointed and discussed. The key notions of feedback, communication strategy and the learning organisation are discussed at length. This is underscored by the theoretical basis of the systems approach and other relevant theories as well.

The second part consists of a structured survey with both exploratory and descriptive

characteristics as well as content analysis and a case study. Exploratory objectives explore an unknown area of research that can provide new insights as part of a pre-test or pilot study, it can identify key concepts or key stakeholders, prioritise social needs, identify consequences of communication problems, develop hypotheses, confirm assumptions, or help researchers to become familiar with unknown situations, conditions, policies and behaviours. Descriptive objectives, on the other hand, describe the characteristics of a phenomena or relations between different variables as accurately as possible (Du Plooy 2002:48). Informal feedback intervention as a field of study is relatively unique, the phenomena should be explored and key concepts identified as well as described and characterised.

The dual nature of this study is further characterised by its overall goal, which can be described as having elements of both basic communication research (investigating and developing theories that expand the knowledge base of communications as a science) as well as applied communication research (investigating practical issues and/or finding solutions) (Du Plooy 2002:48).

This qualitative investigation is divided into a content analysis of 55 corporate websites (research method one) as well as a questionnaire (research method two) electronically distributed to 55 identified top South African companies – *The Best Companies to Work for in 2004*. In the end the questionnaire was only distributed to 54 organisations after Excel was taken over by Sasol.

Research method three involves a case study where the *Multi-layer Intervention Wheel* is applied to an anonymous major South African company – called *Company X*.

The assumption is made that all of these organisations are striving learning organisations. An assumption is described as a principle assumed to be true for the purpose of developing theory (Du Plooy 2002:54). However, this assumption was also tested when the top ten *Best Companies to Work for in 2004* were initially tested against the characteristics of learning organisations. It is clear from Annexure A (as well as from the later results obtained from the questionnaire) that all the tested organisations displayed several characteristics of learning organisations.

5.4. RESEARCH DESIGN

The research methodology in this study is of a triangulatory nature. This means that more than one data-collection method was used and reference was made to multiple sources of information. Triangulation may result in the combination of both quantitative and qualitative research approaches, the main reason for its application being to test theoretical assumptions in more than one way and to increase the reliability and validity of findings (Du Plooy 2002:39-40). This research study is, however, of qualitative nature.

The research design includes the unit of analysis, the prospective time frame as well as the population and sampling. The data collection process of this study is conducted by means of two qualitative research methods as well as a case study.

Research method one: Content analysis

Content analysis as a qualitative research method is used to evaluate the corporate websites of 55 top South African organisations with regard to their provision of opportunities and existing capabilities for informal feedback via their corporate websites. This includes an analysis of the methods offered, the terminology and design used, the number of opportunities offered as well as the accessibility of feedback possibilities for any interested stakeholder member. The results of this content analysis are presented in the form of a comparative matrix (Table 6 and 7).

Research method two: Questionnaire

The above-mentioned research method is supported by another instrument – a questionnaire that provides comparative data obtained from the corporate communication managers of the same sample (minus one) of 54 top organisations. This research method was divided into two phases:

During phase one the data collection instrument (the questionnaire) was developed and pre-tested to ensure its validity and suitability to collect the required data.

Hereafter the data collection procedure was subjected to pilot testing. Ten similar and potential respondents were selected to complete the questionnaire sent to them by e-mail. Eight questionnaires were returned in the end. Personal interviews were subsequently conducted with these respondents during which their feedback was discussed. Several minor changes were then made to the questionnaire, mainly with regard to the language and

design.

Phase two entailed the actual collection of the data. This research is seen as more descriptive in nature because it attempts to measure frequencies and make predictions based on stated research questions. However, it is also exploratory because it attempts to explain phenomena. It may discover and define operational phenomena that will become the basis of future studies (Maier 192:98).

Research method three: A case study

The *Informal Feedback Intervention Wheel*, as well as the *Informal Feedback Yardstick*, proposed towards the end of the research study, was tested when applied in an anonymous case study. This is a practical application of the collection, evaluation and determination of the impact of various informal feedback input into a South African company, called *Company X*.

5.4.1. Unit of analysis

According to Cooper and Emory (1994:114), the unit of analysis is the person or object from whom the researcher collects data. According to Du Plooy (2002:53), the unit of analysis can involve individuals or can consist of groups of people. Such data can only describe that specific unit, but when combined with similar data collected from a group or similar units, provides an accurate picture of the group to which that unit belongs.

In this study, the unit of analysis was all organisations (groups of people) identified by The Corporate Research Foundation as *Best Companies to Work for in 2004*. Corporate communication managers (or marketing managers) of all these organisations were targeted to complete the questionnaire (research method one).

All the identified organisations' websites were subjected to content analysis in order to evaluate their 'readiness', accessibility and potential to receive informal feedback from an internet presence point of view (research method two). An organisation – *Company X* – forms the unit of analysis in the case study.

5.4.2. Sampling

No sample was drawn during this research as the entire population (all organisations previously identified as *Best Companies to Work for in 2004*) was included in the research. A population is the total collection of elements about which one wishes to make some inferences. The census (a count of all the elements of the population) of this study is as follows:

- Research method one = 55 websites targeted
- Research method two = 54 organisations targeted
- Research method three = Case study – applied to one anonymous organisation – *Company X*

According to Prof Frank Horwitz of the University of Cape Town's Graduate School of Business (In: Büttner-Rohwer 2003:393), the sample of organisations was selected in the following manner:

“Corporate Research Foundation (CRF) invited an expert panel to determine the top ten best employers featured in the publication. The results of the panel's evaluations of the criteria were assessed on a basis proposed by Grant Thornton Kessel Feinstein – Auditors, Accountants and Business Advisers.

CRF has worked closely with a team of prominent academics and journalists to update the research and selection criteria for this publication. Prof Frank Horwitz headed the top ten team and he convened a team of academics, financial and business journalists as well as experts from South African universities, business schools and human resources professional associations. In addition, the panel consulted with senior business people.

The involvement of an inclusive panel is an important aspect of CRF's research approach, ensuring access to a diverse and rich working knowledge and experience within business and other organisations in South Africa.

The panel's brief was to propose a rating and evaluation framework on the basis of benchmark criteria and their in-depth knowledge of South African companies. The framework was carefully revised and refined in order to establish ten agreed criteria, each with descriptors, to enable valid assessments and comparisons to be made.

Criteria included particular employer attributes; recruitment and selection strategies; career development; human capital metrics; organisational strengths; the human face of the organisation; leadership effectiveness; human resources management strategy; corporate governance; and international orientation. Organisation nominations were then invited from the panel. Each panellist was asked to identify companies and rate them on each criterion. Panellists then evaluated each of the nominees. To determine the top ten, companies were ranked based on their final scores; and a weighted average calculation was used to determine the final list.

The study is an opinion-based assessment on how people are managed, and on the organisational strategies and practices used to mobilise people for high performance. It considers espoused policy, public reputations and actual knowledge of operational experiences of organisations in managing their people, as well as the acknowledgement of differences between the policy and rhetoric of human capital and actual practice.”

5.4.3. Piloting and re-design

This important part of the research process helps the researcher to develop the most suitable research instrument. The questionnaire used in research method two was evaluated during a pilot study amongst eight respondents. Vital feedback was obtained in this manner and mostly minor and one or two more comprehensive changes were made to questions and the wording of questions before it was sent via e-mail to the respondents.

5.5. FINDINGS OF THE STUDY

5.5.1. Research method one

Similar to the research methodology and design described above, Wisner and Corney (2001) evaluated 82 banks with an internet presence with regard to the ease of obtaining feedback from customers and the types of feedback sought. The websites were evaluated from a general information perspective and also from a customer feedback perspective.

Although it is easy to incorporate feedback capabilities into websites, they found that it was surprising to see so few of the bank sites collecting this valuable customer information. They also found that to a large degree, the banking industry does not seek customer feedback and therefore does not utilise this information either to make operational changes geared towards capturing and retaining customers (Wisner and Corney 2001:344).

It would be interesting to see if the same could be said of the more diverse South African organisations' websites analysed in this research study.

As stated earlier, internet feedback methods can either be structured or unstructured. The following terms were identified in the content analysis process and will be used in the research results:

- *A mailto option link* is a code in an HTML document that opens up an e-mail window on the user's screen so that a message can be typed in the e-mail window and sent to a pre-specified e-mail address in the organisation. This message is unstructured and the user may type any message that he or she likes. This is analogous to toll-free telephone numbers that are free of structure.
- *Structured feedback* consists of a form in HTML format that usually contains open text fields. After users enter their information and message, they submit it by clicking on the submit button. The organisations receive the information in a more structured format. This can be compared to customer comment cards (Sampson (1998:73).

The results of the analysis were divided into four categories, namely:

- The *position* of the feedback opportunity within the company's website (posting on the homepage is regarded as a *primary posting* whereas any other position is regarded as a *secondary posting*);
- *Sections* in the website where feedback opportunities are posted, e.g. on the homepage, or on a contacts page or investor centre, etcetera;
- The name of the live button as well as the actual text that the organisation uses to encourage feedback (encouragement of feedback); and
- The *format or method* in which feedback can be provided to the organisation. This can be in the form of mailto's, structured online forms, by postal and/or physical addresses, telephone, fax or cell numbers and customer care lines. Key contacts and world wide contact lists and maps of locations are also listed here.

The results are divided into two categories, the top ten *Best Companies to Work for* (Table 6) and the results of the remaining 45 best companies to work for (Table 7). It must also be mentioned that two organisations underwent major changes during the period in which the initial content analysis on websites was done (late 2003/early 2004) and when the results of the questionnaire were obtained (first half of 2004) in research method two.

Excel Petroleum Company was taken over by Sasol Ltd and was therefore no longer included in research method two, while Global Resorts (Pty) Ltd listed on the Johannesburg Stock Exchange and changed its name to Peermont Global Ltd during the first half of 2004.

The content analysis was also updated during the last month of 2004 in order to determine whether there had been any significant changes to the feedback opportunities offered on these sites. Results of the content analysis of the 55 best organisations to work for are:

Table 7:
CONTENT ANALYSIS OF TOP TEN COMPANIES' ACCESSIBILITY TO INFORMAL FEEDBACK INPUT AS IDENTIFIED FROM THEIR RESPECTIVE CORPORATE WEBSITES. (First phase: January 2004. Second phase updates: December 2004)

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
1st SABMiller	Secondary ■No specific feedback opportunity for all interest groups	Media centre	■My suggestions <i>"Tell us what you need from the communications department"</i> ■Contacts	■Online form with open field for suggestions ■Contacts button takes you to contact particulars (see below)
		Contacts	■Worldwide contacts ■Communication contacts Investor Relations contacts etcetera.	■Physical / postal addresses Tel no's and cell no Fax no's ■More than 15 personal e-mail addresses of staff (mailto's)
	<u>UPDATE: Dec 2004</u> ■Primary / Homepage ■Shift to primary / homepage	Contact us	■Contact <i>"Ask a question/My question"</i>	■Physical / postal addresses Tel no's and cell no Fax no's ■Online form with open field for suggestions

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
2nd Impala Platinum Holdings Limited (Implats)	Primary / Homepage ■ <i>Emphasis on investor relations. No specific feedback opportunity for other interest groups</i>	Home	■ Contact us ■ Investor centre ■ General information	■ Physical / postal addresses Tel no and fax no ■ More than 10 personal e-mail addresses of staff (live links)
		Investor centre	■ General queries / marketing queries/ investor relations queries ■ <i>“Subscribe to Implats’ electronic investor communication service”</i>	■ Online form – no open field
		Investor Relations	■ <i>“Send us an e-mail to notify us of problems or suggested improvements”</i>	■ E-mail generator (mailto)
	<u>UPDATE: Dec 2004</u> ■ Primary / Homepage ■ <i>No major changes to feedback opportunities provided</i>	Home	■ Contact us ■ Investor centre / General information ■ <i>“Send us an e-mail to notify us of problems or suggested improvements”.</i>	■ Physical / postal addresses Tel no and fax no ■ More than 10 personal e-mail addresses of staff
3rd Standard Corporate and Merchant Bank	Primary / Homepage ■ <i>Focus on customer enquiries and service: Ample opportunity</i> ■ <i>No specific feedback opportunity for other interest groups</i>	Home	■ Contact us ■ General customer enquiries	■ Physical / postal addresses Tel no’s of all different divisions. ■ E-mail generator (mailto) (Information@scmb.co.za)

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■New structured online form with open message field added ■Online site survey added 	Home	<ul style="list-style-type: none"> ■Contact us <p>“Comments”</p> <ul style="list-style-type: none"> ■Pop-up box with <i>“We are interested in your feedback on our site”</i>. 	<ul style="list-style-type: none"> ■Office locations with physical / postal addresses Tel no’s of all different divisions. ■New structured online form with open message field ■Corporate and Investment Banking website survey – online
4 th Pick ‘n Pay Retail (Pty) Ltd	<p>Primary / Homepage</p> <ul style="list-style-type: none"> ■Focus on customer enquiries and service ■No specific reference to feedback opportunity for other interest groups but general structured page can be used 	Home	<ul style="list-style-type: none"> ■Contact us <p><i>“P&P values its customers and listens to what they have to say. If you have a complaint, query or suggestion, please feel free to contact us using either the contact numbers below or our online query form”.</i></p>	<ul style="list-style-type: none"> ■Customer care line: Toll free no. Switchboard no. Shopping call centre - 0860 ■Structured online form with open message field ■Tel no’s, e-mail addresses (mailto’s) and photos of CEO, Director Group Finance and Legal
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■No major changes to feedback opportunities provided 	Home	<ul style="list-style-type: none"> ■Contact us 	<ul style="list-style-type: none"> ■Pick ‘n Pay Go Banking client care centre – 0860 654 222
5 th Barloworld Limited	<p>Secondary</p> <ul style="list-style-type: none"> ■Specific reference to feedback opportunity for any member of interest groups. 	Give us Feedback	<ul style="list-style-type: none"> ■Give us feedback <p><i>“To get more information about Barloworld, ask us a question, or share your ideas and suggestions, please use this form”.</i></p> <p><i>“What are your specific comments or questions?”</i></p>	<ul style="list-style-type: none"> ■Postal address Tel no and fax no ■Structured online form with open field ■Global contact list

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p><u>UPDATE: Dec 2004</u></p> <p>■Shift to Primary / Homepage</p> <p>■No major changes to rest of feedback opportunities</p>	Home	<p>■Contact us</p> <p><i>*Give us feedback</i></p> <p><i>"To get more information about Barloworld, ask a question, or share your ideas and suggestions, please use this form".</i></p> <p>*Global contact list</p>	<p>■Postal address</p> <p>Tel no and fax no</p> <p>■Structured online form with open field</p> <p>■Global contact list</p>
<p>6th Accenture (South Africa) (Pty) Ltd</p>	<p>Primary / Homepage</p> <p>■Focus slightly more on customers (request services) and employees.</p> <p>■Specific reference to feedback and opportunity for members of interest groups in open field under "General questions and comments".</p> <p>■Ample contact / feedback opportunities</p>	Home	<p>■Contact us</p> <p><i>"We welcome and value your feedback. Please feel free to get in touch with us by utilising the contact details provided".</i></p> <p>■Submit a request for information</p> <p>■General questions and comments</p> <p>■Connect with Accenture alumni</p> <p>■Website comments</p>	<p>■Key contacts</p> <p>■Browse contacts</p> <p>■E-mail / mailto</p>

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
			<ul style="list-style-type: none"> ■ Proposal for services ■ Website feedback and comments ■ Contact us: <ul style="list-style-type: none"> • Accenture employees • Supplier / advertising • Job seekers • Current or prospective clients ■ Key contacts 	<ul style="list-style-type: none"> ■ Structured online form with open comment field ■ Structured online form without open field ■ Structured online form with open comment field Request forms ■ Key tel. no's, physical and postal addresses in different cities
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■ No major changes to feedback opportunities offered. Slightly more user friendly.</p> <p>■ "How can we help you" – Inserted in left hand of every page</p>		<ul style="list-style-type: none"> ■ Contact us: general questions or comments ■ "To enquire about our services, call 1 (312) 7373-8842 or send us an e-mail" ■ How may we help you? (On every page) 	<ul style="list-style-type: none"> ■ Structured online form with open comment field

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
7 th Nedcor Limited	<p>Primary / Homepage</p> <p>■No specific reference to feedback or opportunity for members of all interest groups</p> <p>■No specific appreciation of feedback and comments expressed</p>	Home	<p>■Contacts</p> <p>■Group addresses</p> <p>■Tip-offs anonymous: Web contacts</p> <p>■Administrative detail</p>	<p>■Physical / postal addresses</p> <p>Tel no's and fax no's</p> <p>■E-mail addresses and relevant websites</p> <p>■Toll free no</p> <p>■Head Quarters: tel/fax/e-mail</p> <p>Physical / postal address</p> <p>Tel and fax no's</p> <p>E-mail addresses</p> <p>■Particulars of auditors / attorneys etcetera.</p>
			<p>■Corporate communication contacts for Investor Relations</p> <p>■Economic contacts</p>	<p>■Physical / postal addresses</p> <p>Tel no's and fax no's</p> <p>E-mail addresses</p>

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■ <i>No major changes to feedback opportunities offered.</i> ■ <i>Still no specific reference to feedback or opportunity for members of all interest groups</i> 	Home	<ul style="list-style-type: none"> ■ Contacts <ul style="list-style-type: none"> *Admin details *Group addresses *Web contacts 	Same as above
<p>8th Pfizer Laboratories (Pty) Ltd</p>	<p>Primary / Homepage (Consumer and assistance programmes)</p> <p>Secondary for general feedback</p> <ul style="list-style-type: none"> ■ <i>Focus on patient assistance programmes, products and consumers</i> ■ <i>No specific reference to feedback or opportunity for members of interest groups</i> 	Home	<ul style="list-style-type: none"> ■ Contact ■ Assistance and information for shareholders ■ Headquarters detail 	<ul style="list-style-type: none"> ■ Contact details for information on: <ul style="list-style-type: none"> Patient assistance programmes Products ■ Physical / postal addresses ■ Tel no's ■ Web address ■ Contact details and e-mail for shareholders

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage (Consumer and assistance programmes)</p> <p>Secondary for general feedback <ul style="list-style-type: none"> ■No major changes to feedback opportunities offered. ■Still no specific reference to feedback or opportunity for all stakeholder members </p>	Home	<ul style="list-style-type: none"> ■Contact 	-
<p>9th South African Revenue Service (SARS)</p>	<p>Secondary</p> <p>■Although focus is on customers, there is specific reference to “general feedback and suggestions” plus an opportunity.</p>	Contact us	<ul style="list-style-type: none"> ■Contact us: ■General feedback: <i>“My query or suggestion is about”</i> ■Feedback to Marketing: <i>“Comments”</i> ■Website feedback ■Maps of offices ■List of offices 	<ul style="list-style-type: none"> ■Structured online form with open comment field ■Structured online form with open comment field

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
	<p>UPDATE: Dec 2004</p> <p>■Shift to primary listing on homepage</p> <p>■Although focus is on customers, there is specific reference to “general feedback and suggestions” plus an opportunity to give feedback.</p>	Home	<p>■Contact us: <i>“Send us your comments and suggestions”</i></p> <p>*General feedback <i>“My query or suggestion is about:”</i></p> <p>*Feedback to marketing</p> <p>*Website feedback</p> <p>■Contact a SARS office</p>	<p>■Feedback categories</p> <p>■Structured online form with open comment field</p> <p>■Structured online form with open comment field</p>

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
10 th Mobile Telephone Networks (Pty) Ltd (MTN)	<p>Primary / Homepage</p> <ul style="list-style-type: none"> ■ Specific reference to issues, comments and suggestions ■ Ample opportunity to provide feedback and comments in different sections of website 	Home	<ul style="list-style-type: none"> ■ Contact us ■ Speak 2 MTN <i>“An area for open discussion on topics and issues relating to us. We are committed to open and transparent dialogue with our stakeholders, so come on in and join the debate”.</i> <i>“About an issue, comment or suggestion”</i> ■ Contact us: Send an e-mail or give us a call ■ Website comments ■ MTN customer services ■ Who do I call? ■ Our postal address ■ Developers forum: For ideas for a new product or service 	<ul style="list-style-type: none"> ■ MTN Group: physical / postal addresses Tel and fax no's ■ E-mail generator (mailto) (speak2mtn@mtn) ■ Structured online form with open message field ■ Physical / postal addresses Tel and fax no's

TOP TEN COMPANIES ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY) General summary	<u>SECTIONS IN WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered, although simplified and new wording. “The human touch” was added.</p>	Home	<p>■Contact us</p> <p><i>“The human touch – Sometimes, all we need is human contact. Using our online feedback form, e-mail or your MTN cell phone, contact us. We’d like to hear from you.”</i></p>	<p>■Contact details: physical / postal addresses Tel and fax no's and mailto e-mail addresses</p> <p>■Structured online form with open message field</p>

Table 8:
CONTENT ANALYSIS OF OTHER TOP COMPANIES' ACCESSIBILITY TO INFORMAL FEEDBACK INPUT AS IDENTIFIED FROM
THEIR RESPECTIVE CORPORATE WEBSTER (First phase: January 2004. Second phase updates: December 2004))

Other companies ↓	<u>POSITION OF FEEDBACK OPPORTUNITY</u> <u>(PRIMARY (Home)/ SECONDARY)</u>	<u>SECTIONS IN</u> <u>WEBSITES</u>	<u>NAME OF LIVE BUTTON OR TEXT</u> <u>ENCOURAGEMENT OF FEEDBACK</u>	<u>FORMAT/ FEEDBACK METHOD</u>
11. <u>ABSA</u>	Primary / Homepage ■ <i>Specific reference to compliments, complaints and enquiries</i> ■ <i>Comprehensive list of tel no's, e-mail addresses fax no's.</i>	Home About Absa	■■ Contact us ■ General contacts ■■ Customer service ■ Compliments, complaints and enquiries ■ "Phone our action line number"	■ Switchboard, general enquiries, Action Line: tel and fax no's. ■ Contact details per region and division ■ E-mail generators (mailto) ■ Structured online form with open comment field ■ Action Line 0800 – tel no.
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■ Feedback opportunities on homepage have been extended to include suggestions on how to improve services ■ <i>Furthermore, no major changes to feedback opportunities offered.</i>	Home	■ Contact us ■ Customer service: Contact us: 0800 414141 ■ <i>Tell us how to improve our service: "Absa invites you to tell us how to improve our service. Visit any Absa branch or send an e-mail to service@absa.co.za with your suggestions".</i>	■ Same as the above

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
12. BHP Billiton	Primary / Homepage ■ Good opportunity for contact and feedback. Feedback is mentioned.	Home About us	■ Feedback ■ Contact details ■ E-mail us	■ E-mail generators (mailto) ■ Physical / postal address Tel and fax no's E-mail addresses ■ E-mail generators (mailto)
	<u>UPDATE: Dec 2004</u> ■ No major changes to feedback opportunities. ■ Feedback: structured online form with open comment field added ■ IMPROVEMENT	Home		■ Feedback: structured online form with open comment field added ■ There are "contact details" divisions under three different buttons on the homepage
13. BMW South Africa	Primary / Homepage ■ Good opportunity for contact, feedback and comments. ■ Feedback is mentioned and welcomed and there is a structured online form.	Home	■ ■ Contact ■ How can we help? ■ "Send a Question or Comment to BMW." ■ "Have BMW call me" ■ ■ Your input on service ■ "BMW appreciates the ongoing feedback of South African motorists in official research studies... but would also like to encourage BMW drivers to provide feedback regarding their service experience..."	■ Physical / postal address Tel and fax no's E-mail addresses ■ Structured online form with open comment field ■ Structured online form with open comment field ■ Customer care number - 0800

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
14. <u>British American Tobacco (South Africa)</u>	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-
	<p>Primary / Homepage</p> <p>■Good opportunity for contact, feedback and comments. Is labelled as “feedback”.</p>	Home	<p>■Contact us</p> <p><i>“We welcome feedback on what we are doing. We’re always open. Why not drop in?”</i></p> <p><i>“We welcome your questions or feedback on any aspect of our business”.</i></p>	<p>■Physical / postal address</p> <p>■Structured online form with open comment field</p>
15. <u>Cashbuild</u>	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-
	<p>Primary / Homepage</p> <p>■Excellent opportunities for contact, feedback and comments</p> <p>■Feedback and contact us buttons are separated</p>	Home	<p>■Feedback</p> <p><i>“...we promote feedback from our valued customers to improve on our service”.</i></p> <p>■Contact us</p> <p>■Investment centre</p>	<p>■Questionnaire with four open fields</p> <p>■Physical / postal address</p> <p>Tel and fax no’s</p> <p>■Response form: structured online form with open comment fields</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
<p>16. Coega Development Corporation (Pty) Ltd</p>	<p>Primary / Homepage</p> <p>■Ample opportunity for contact, feedback and comments. Also called “feedback”.</p>	<p>Home</p>	<p>■Feedback</p> <p>■Contact info</p>	<p>■Feedback form</p> <p>Structured online form with open comment field</p> <p>■Physical address</p> <p>Tel and fax no’s and e-mail address</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	<p>Home</p>	<p>-</p>	<p>-</p>
<p>17. Deloitte.</p>	<p>Primary / Homepage</p> <p>■Good opportunity for contact, feedback and comments but not labelled as “feedback”.</p>	<p>Home</p>	<p>■Contact</p> <p>■Contact us</p> <p>■Contact</p> <p>■Alumni</p>	<p>■Structured online form with open comment field</p> <p>■General tel no.</p> <p>■For our location and general contact no’s – click here</p> <p>Search contact details per name/ business unit</p> <p>■Update particulars – stay in contact</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■Name changed to <i>Deloitte</i>, instead of <i>Deloitte and Touche</i>.</p> <p>■No major changes to feedback opportunities offered.</p>	<p>Home</p>	<p>■The following were added under “Contact us”:</p> <ul style="list-style-type: none"> • E-mail us • Office locator • Submit a RFP (request for....) 	<p>-</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
<u>18. Dupleix Liquid Meters (DLM) Limited</u>	Primary / Homepage ■ Good opportunity for contact and comments but NOT labelled as "feedback". ■ No invitation for feedback but rather on info.	Home	■ Contacts ■ Request info	■ Contact information: Physical / postal address Tel and fax no's E-mail addresses Branch contact Information ■ Structured online form with open field for "info needed".
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■ No major changes to feedback opportunities offered.	Home	-	-
<u>19. Edgars Consolidated Stores</u>	Primary / Homepage ■ Good opportunity for feedback and comments but NOT labelled as "feedback".	Home	■ Contact ■ Contact us <i>"We are continuously trying to improve and update our site, and welcome any suggestions, complaints or queries".</i>	■ Contact details on homepage: physical and postal address ■ Structured online form with NO open field. Choose one of three options. Response follows by Edcon.
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■ Open field added to structure online "Contact us" form ■ Furthermore no major changes to feedback opportunities offered.	Home	■ Contact us	■ Open field added to structure online "contact us" form

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
<p><u>20. Eli Lilly (SA) (Pty) Ltd</u></p>	<p>Primary / Homepage</p> <p>■No mention of “feedback” and no online form. Bad stakeholder feedback opportunities</p>	<p>Home</p>	<p>■ ■Contact</p> <p>■Contact us</p> <p>■Shareholder services</p>	<p>■Worldwide headquarters: Physical / postal address Tel and fax no’s E-mail addresses Branch contact Information</p> <p>■Physical / postal address Tel no Internet address</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	<p>Home</p>	<p>-</p>	<p>■General mailto e-mail: schwegmann_jeanette_1@lilly.com</p>
<p><u>21. Ericsson South Africa (Pty) Ltd</u></p>	<p>Primary / Homepage</p> <p>■Good opportunity for feedback and comments on mailto e-mail as well as structured online form</p>	<p>Home</p>	<p>■ ■Contact</p> <p>■General contact: Questions and comments – “Do you have a question or comment for Ericsson? We welcome any feedback you have”. “Ericsson values your feedback and we will do our best to provide you with an answer promptly”.</p> <p>■Press contacts</p> <p>■Direct contacts</p> <p>■Ericsson enterprise offices – contacts</p>	<p>■Structured online form with open question / comment field</p> <p>■Tel and fax no’s E-mail addresses</p> <p>■Tel and fax no’s E-mail addresses Branch contact Information</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-
22. Ernst & Young	<p>Primary / Homepage</p> <p>■Good contact details and comments opportunity with mailto's and structured forms</p> <p>■NOT labelled as "feedback".</p>	Home	<p>■Contact us</p> <p>■PR and media contact</p> <p>■Keep in touch: alumni</p> <p>■Locations in SA</p>	<p>■Structured online form with open comments field</p> <p>■Physical / postal address Tel and fax no's</p> <p>■Alumni relations contact person's tel no. and e-mail address</p> <p>Alumni update form: structured online – no open comments field.</p> <p>■Names of contact persons Physical / postal address Tel and fax no's</p>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
23. <u>Eskom Holdings</u>	Secondary / feedback / contact details ■Ample opportunity for feedback/comments	■Feedback ■Home	■Feedback ■Log a service information request ■Log in a service compliment ■Contact details: contact centres ■Opinion meter on homepage	■Structured online form with open mail message field ■Structured online form ■Structured online form ■Tel no's and map with directions, SMS, e-mail addresses, share calls, fax no's. ■Question with yes/no possibilities to click
	UPDATE: Dec 2004 ■Shift to primary/homepage position ■For rest, no major changes to feedback opportunities offered.	Home	■Feedback	■Structured online form with open mail message field
24. <u>Execujet South Africa</u>	Primary / Homepage ■No access for online comments	Home	■Contact us > enquiries	■Physical / postal address Tel and fax no's, e-mail address SITA address
	UPDATE: Dec 2004 Primary / Homepage ■Contact us > enquiries changed to online form with open field	Home	■Contact us > enquiries	■Contact us > enquiries ■Structured online form with open field: "Use the form below to send us your comment/enquiry".
25. <u>Excel Petroleum (Pty) Ltd</u>	Primary / Homepage ■NO e-mail, fax or feedback/ comment form (Excel was taken over by Sasol)	Home	■Contact telephone numbers	■Tel no's

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<u>NO UPDATE POSSIBLE</u>	-	-	-
26. <u>Flight Centre Limited</u>	Primary / Homepage ■ Separate "Contact us" and "Feedback" buttons on homepage.	Home	■ Contact us ■ Feedback ■ Online enquiry	■ Physical address and tel no's of all branches. Call 0860-number for nearest store ■ Simple structured online form with open comments field. Only ask for e-mail address.
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■ No major changes to feedback opportunities offered.	Home	-	-
27. <u>Fresh Produce Terminals (Pty) Ltd</u>	No communication feedback ■ No real opportunity for feedback – only comments and questions about website	-	■ "Send mail to... with questions and comments about this website".	■ Mailto e-mail address Postal address, tel no, fax no and Web address
	<u>UPDATE: Dec 2004</u> No communication feedback ■ No major changes to feedback opportunities offered.	-	-	-

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
28. Global Resorts SA (Pty) Ltd (Peermont Global)	Primary / Homepage ■Contact details and short structured form on one page. No mentioning of feedback as such (The company's name changed to Peermont Global)	Home	■Contact us	■Physical / postal address Tel and fax no's E-mail and Web address ■Structured online form with open comments field
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■No major changes to feedback opportunities offered.	Home	■Contact us	■Physical / postal address Tel and fax no's E-mail and Web address ■Mailto e-mail address
29. Grintek Limited	Primary / Homepage ■All relevant addresses, tel no's and mailto e-mail address are listed on homepage – right hand side ■Contact details are repeated and feedback is welcomed.	Home	■Contact / Contact us <i>"We welcome feedback from our customers, so please use this facility to let us know your views and comments, or ask any questions about our products, systems and services. We are committed to continuous improvement so any comments that you have, positive or negative, are most welcome".</i>	■Physical / postal address Tel and fax no's, e-mail address (mailto) are listed on <u>homepage</u> ■The above is repeated on the "contact us" page with structured online form with open comments field as well as open field titled <i>What brought you to Grintek's Homepage?</i>
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■Online form not linked ■No major changes to feedback opportunities offered.	Home	-	-

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
<p><u>30. Hannover Reinsurance Africa Limited</u></p>	<p>Primary / Homepage</p> <p>■Provision for both contact details and feedback</p>	<p>Home</p>	<p>■Contact us</p> <ul style="list-style-type: none"> ■E-mails provided for general information and customer care ■Worldwide offices' contact detail ■Feedback <p>■Investor relations</p>	<p>■Physical / postal address</p> <p>Tel and fax no's of different divisions and 2x e-mail addresses (mailto) listed</p> <p>■Feedback form consists of short research questions about website as well as structured online form with open comments field</p> <p>■Mailing address with names, photographs and contact details of investor relations staff and Head of Corporate Communication with e-mail addresses (mailto's)</p> <p>■Feedback form is linked</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■Lost of feedback button and structured online feedback form</p>	<p>Home</p>	<p>■Contact us and worldwide offices</p>	<p>-</p>
<p><u>31. Harmony Gold</u></p>	<p>Primary / Homepage</p> <p>■No provision for online feedback or structured feedback form with open comments field.</p>	<p>Home</p>	<p>■Direct contacts</p> <p>Corporate information – Corporate office, Australian office, Company Secretary</p> <p>■Register for alerts: <i>"To keep users of the site updated on events at Harmony, we need some generic information. The information received will be used exclusively to keep you abreast of events at Harmony."</i></p>	<p>■Physical / postal address</p> <p>Tel and fax no's</p> <p>E-mail and Web addresses</p> <p>Mailto's to Marketing Director, IR Officer, Company Secretary and Webmaster</p> <p>■Structured form</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	■Contacts	■No structured form
<p><u>32. Hewlett-Packard South Africa (Pty) Ltd</u></p>	<p>Primary / Homepage</p> <p>■Many contact details and mailto e-mail addresses</p> <p>■No structured feedback form with open comments field etcetera.</p>	Home	■Contact HP	<p>■Call HP, e-mail HP (mailto's for: Sales and pre-sales questions, support of Compaq and HP products, general questions, training sessions, HP events, financial services etcetera)</p> <p>■Feedback to webmaster (mailto)</p> <p>■Physical address, tel no and fax no of HP service centre</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No mentioning of feedback</p> <p>■No major changes to feedback opportunities offered.</p>	Home	<p>■Contact HP</p> <ul style="list-style-type: none"> • E-mail HP • Call HP • Find HP <p>Homepage: <i>"Any questions? Get a free call from HP?"</i></p>	-
<p><u>33. Hollard Insurance Group</u></p>	<p>Primary / Homepage</p> <p>■Good contact and feedback opportunity</p> <p>■NOT branded as 'feedback'</p>	Home	<p>■ ■Contact us</p> <p><i>"If you use our contact form below, please make sure you fill in all fields so we can deal with your problem or request quickly and efficiently".</i></p> <p>■Regional Contact Information</p> <p>■Contact us</p>	<p>■Structured online form with open comments field</p> <p>■Physical / postal address, tel and fax no's</p> <p>■Tel, fax and general e-mail address</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■Minor changes</p>	Home	<p>■Contact us</p> <ul style="list-style-type: none"> • Head office details • Divisional details • Contact by e-mail • Maps <p>Jobs @ Hollard</p>	<p>■Contact e-mail: “With Hollard Insurance It’s Sorted. Fill in the contact form below if you are experiencing any problems, so we can indeed make sure It’s Sorted”.</p>
34. IDCS	<p>Primary / Homepage</p> <p>■No mention of “feedback” and no online form</p>	Home	■Contact us	<p>■Physical / postal address, tel and fax no’s + six e-mail addresses (mailto’s)</p> <p>■General information e-mail address</p>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-
35. Ingwe Collieries Limited	<p>Primary / Homepage</p> <p>■No mention of ‘feedback’. Contact e-mail only refers to webmaster. No online form.</p>	Home	■Contact details	<p>■Physical / postal address, tel and fax no’s and e-mail Address to webmaster (mailto’s)</p>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	■Mailto Marketing Department

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
36. <u>Kumba Resources Limited</u>	Primary / Homepage ■No mention of “feedback” and no online form	Home	■Contact us Investor Relations Contact	■Physical / postal address, tel and fax no’s + e-mail addresses of Corporate Comm/Affairs, Investor Relations Enquiries (mailto’s) Directions to corporate centre etcetera.
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■Major change. “Feedback” and “Contact us” now separate buttons on homepage.	Home	■Feedback forum: “We welcome your feedback on this site. Click here.”	■IR enquiries, ■Media enquiries, ■General enquiries. ■Feedback: Structured online form with open field. Complaint, problem, suggestion, comment or praise.
37. <u>Liberty Group Limited</u>	Primary / Homepage ■No mention of “feedback” or online form. ■Contact details/ e-mail enquiries concentrate on product and policy and not general feedback and comments	Home	■Contact us / contact (twice on homepage) ■Investor Relations	■Physical / postal address, tel and fax no’s + e-mail addresses for policy and product queries and website and financial planning suite queries ■Business unit call centre contacts: Tel and fax no’s (0800-numbers) ■Directions to Liberty Centre ■Physical / postal address, tel and fax no’s + e-mail addresses of Group Corporate Comm and Investor Relations, Call centre etcetera.

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■ Only feedback on site ■ No further major changes 	Home	<ul style="list-style-type: none"> ■ Contact <ul style="list-style-type: none"> • Contact us • Contact your Liberty financial advisor • Where to find us • Site feedback • Ombudsman queries <p><i>“What do you think about our site? We would appreciate your feedback.”</i></p>	<ul style="list-style-type: none"> ■ Structured online form with open field.
38. <u>M-Net</u>	<p>Primary / Homepage</p> <ul style="list-style-type: none"> ■ No general mention of “feedback” or online form. 	Home “Queries? Send us an e-mail” on homepage	<ul style="list-style-type: none"> ■ ■ Contact information ■ M-Net contacts ■ Contact us 	<ul style="list-style-type: none"> ■ E-mail addresses (mailto’s) of all divisions and programmes (Egoli/KTV/ KykNet etcetera.) and general e-mail address ■ Multichoice customer service tel no’s ■ Contact list of MdotNet (e-mail mailto’s) ■ Names of staff members, tel, cell no’s and e-mail addresses
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■ No major changes to feedback opportunities offered. ■ Emphasis still on programme info and customer with no corporate feedback opportunities 	Home	-	-

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
39. Matrix Vehicle Tracking	<p>Primary / Homepage</p> <p>■No general mention of “feedback” or online form and no encouragement to contact company or to provide comments and feedback</p>	Home	■Contact us	■Physical / postal address, tel and fax no Sales toll free (0800) no.
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-
40. Microsoft South Africa (Pty) Ltd	<p>Primary / Homepage</p> <p>■Ample encouragement for feedback and invitation to provide feedback and comments</p>	Home	<p>■Contact us 1</p> <p><i>“We are dedicated to ensuring that all your enquiries are answered to your satisfaction. If you have arrived at this page you either have a question or would like to send us some feedback. Hopefully this page will lead you to the answers you seek. If not, please send us your question/feedback and we will come back to you within 48 hours”.</i></p> <p>■Complaint management team</p> <p><i>“Microsoft SA has formed a Complaint Management Team to deal with any negative feedback from customers. The aim is to fix any unpleasant experiences with Microsoft and to restore trust in the company, its products and its staff members”.</i></p> <p>■Contact us 2</p>	<p>■Contact us by tel and fax</p> <p>■Contact us by e-mail (mailto’s)</p> <p>■0860-number and e-mail address of complaint management team</p> <p>■Structured online form with open comments field</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p><u>UPDATE: Dec 2004</u> Primary / Homepage ■Some changes: “Contact us” moved in under “Corporate info” button. This is difficult to find. It is not branded as “feedback” on the homepage.</p>	Home	-	-
<p><u>41. Network Healthcare Holdings Limited</u></p>	<p>Secondary / About us ■Ample opportunity for comments / feedback although not called “feedback” and not listed on homepage.</p>	About Us	<ul style="list-style-type: none"> ■Contact us ■Evaluation form: evaluation of experience ■Contact information: Investor Relations 	<ul style="list-style-type: none"> ■Physical / postal address, tel no ■Structured online form for evaluation of experience in hospital and with open comments field ■Name of person, tel and fax no, e-mail address) mailto ■Netcare operations: physical / postal address, tel and fax no’s ■Shareholder services: physical / postal address, tel and fax no’s
	<p><u>UPDATE: Dec 2004</u> Primary / Homepage ■Major changes: “Contact us” moved to primary / homepage spot. No reference to “feedback” however.</p>	Home	■Contact us	<p>■Structured online form removed. Now only maito e-mail addresses</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
42. Nissan South Africa (Pty) Ltd	<p>Primary / Homepage</p> <ul style="list-style-type: none"> ■Contact information concentrates on product info ■No mention of general feedback or online form with open comments field 	Home	<ul style="list-style-type: none"> ■Contact Nissan <ul style="list-style-type: none"> ■Nissan information centre ■Customer support centre ■Info request: <i>"To be used for obtaining further information relevant to product specifications, promotions etcetera – InfoDesk@nissan.co.za."</i> 	<ul style="list-style-type: none"> ■0800-tel no. ■E-mail address (mailto) ■E-mail address (mailto)
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■No major changes to feedback opportunities offered. 	Home	-	-
43. Pep Limited	<p>Primary / Homepage</p> <ul style="list-style-type: none"> ■No mention of general feedback or online form with comments open field 	Home	<ul style="list-style-type: none"> ■Contact us 	<ul style="list-style-type: none"> ■Physical / postal address, tel and fax no ■E-mail address (mailto)
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <ul style="list-style-type: none"> ■No major changes to feedback opportunities offered. 	Home	-	-

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
44. <u>Poynting Innovations (Pty) Ltd</u>	Primary / Homepage ■Contact information concentrates on product info ■No mention of general feedback or online form with open comments field	Home Contact listed twice on homepage	■Contact Contact Poynting ■Directions to Poynting	■Tel and fax no's and e-mail addresses (mialto's) of different divisions Australian agents – Web / e-mail address
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■No major changes to feedback opportunities offered.	Home	-	■Toll free number: 0800 443 443 info@poynting.co.za
45. <u>PricewaterhouseCoopers</u>	Primary / Homepage ■Good opportunities for feedback and comments with either mailto's or 2x structured forms	Home	■Contact us – Southern Africa ■Your comments and suggestions ■Give us your feedback	■Structured online form with open comments/questions field ■Structured online forms with open comments/questions field ■Maps, locations, fax / tel details
	<u>UPDATE: Dec 2004</u> Primary / Homepage ■Excellent feedback opportunities offered	Home	■Contact us (x2) ■Give feedback	■More than one structured online form <ul style="list-style-type: none"> • General questions and comments • Give us your feedback ■Offices in SA listed
46. <u>Railit Total Transport</u>	Primary / Homepage ■No mention of general feedback or online form with open comments field	Home	■Contact: " Click here for contact details of our regional branches and branch managers " Gauteng Region	■Physical / postal address, tel and fax no ■Name of contact person(s) for each region with their e-mail addresses

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■Major change: Feedback is now a separate button on the homepage</p>	Home	<p>■Contacts</p> <p>■Feedback</p> <p><i>“All comments and suggestions about this website are very welcome and a valuable source of information for us. THANKS”.</i></p>	<p>■Structured online feedback form that is aimed at website feedback.</p>
47. Rand Merchant Bank	<p>Secondary / Content</p> <p>■No mention of general feedback or online form with open comments field</p> <p>■Site is much too complicated</p>	Content	<p>■Physical and postal addresses</p> <p>■Contacts</p>	<p>■Physical and postal address, tel and fax no's and general info e-mail (mailto)</p> <p>■Name of contact person(s) for each division with their e-mail addresses (Including Client Relations)</p>
	<p>UPDATE: Dec 2004</p> <p>■No major changes to feedback opportunities offered.</p> <p>■Site is still much too complicated and unfriendly to stakeholders</p> <p>■Still no “feedback” or “Contact us” buttons</p>		-	<p>■Physical and postal addresses under “About us”</p>
48. Rand Water	<p>Primary / Homepage</p> <p>■No mention of general feedback with emphasis on customer care</p>	Home	<p>■■Contact us</p> <p>■Structured form's open field: <i>“What would you like to know?”</i></p> <p>■“Mail us”</p> <p>■Customer Service Centre – 0800</p>	<p>■Structured online form with open comments field</p> <p>■Physical and postal address, tel and fax no's and general info e-mail (mailto)</p> <p>■Toll free number – 0800 / customer service e-mail</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■Change: Feedback form under “Discussion Forums” added</p>	Home	<p>■Discussion</p> <ul style="list-style-type: none"> • Forum’s discussion • Forum Feedback Form 	<p>■Mail us –</p> <p>customerservice@randwater.co.za</p>
49. RCI Southern Africa	<p>Primary / Homepage</p> <p>■No mention of general feedback or online form with open comments field</p>	Home	■Contact us (x2)	<p>■RCI contact centre’s tel no. (0822)</p> <p>■Physical and postal address, tel and fax no’s of every region with option to see directions</p>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	<p>■Contact us</p> <ul style="list-style-type: none"> • Contact RCI is easy • Tell us about yourself 	<p>■Tell us more: questionnaire – no open field</p> <p>■General mailto: go@rci.co.za</p>
50. Sea Harvest Corporation	<p>Primary / Homepage</p> <p>■No mention of general feedback or online form with open comments field. Emphasis only on customer care.</p>	Home	<p>■Contact</p> <p>“Please click here if you have any queries or comments about our products” (mailto)</p>	<p>■Physical and postal address, tel and fax no’s and general info e-mail (mailto)</p> <p>■Customer care hotline (0860-number)</p>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	Mailto: info@seaharvest.co.za

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><u>51. Standard Bank Group Limited</u></p>	<p>Primary / Homepage</p> <p>■ Good contact details and even feedback opportunity as well as correct terminology</p>	<p>Home</p>	<p>Homepage</p> <p>■ Contact us</p> <p>■ Feedback: <i>"The Standard Bank Offshore Group is constantly striving to improve its range of products and services. Should you wish to give any feedback on these or this website, please complete below".</i></p> <p>■ Investor Relations</p> <p>■ Contacts</p>	<p>■ Customer contact centre's tel no's on homepage (0860 + 011 number) and information@standardbank: e-mail address (mailto)</p> <p>■ General customer enquiries: e-mail address and 0860-number repeated</p> <p>■ Tel no's of all relevant divisions (0860-numbers)</p> <p>■ Structured online form with open "feedback" field</p> <p>■ Contact us – e-mail (mailto)</p> <p>■ Physical and postal address, tel and fax no's and e-mail addresses and names of important personnel</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary/ Homepage</p> <p>■ Changes: "Contact us" button moved under "About us" button</p> <p>■ No feedback or structured online forms. Mailto's only.</p> <p>■ Feedback opportunities decreased</p>	<p>Home</p>	<p>■ About us</p> <ul style="list-style-type: none"> • Contact us 	<p>-</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
52. <u>T-Systems South Africa</u>	<p>Primary / Homepage</p> <p>■ Good contact details but not branded as “feedback”</p>	Home	<p>■ Contact: (x2): <i>“If you have question concerning T-Systems, simply send us an e-mail or contact us on +27 11 254-7400.”</i></p> <p>- Locations in South Africa</p>	<p>■ Structured online form with open “your message” field</p> <p>■ Physical and postal address, tel and fax no’s and e-mail addresses of regions</p> <p>- “Click here to view the road map”</p> <p>- International locations</p>
	<p><u>UPDATE: Dec 2004</u></p> <p>Primary / Homepage</p> <p>■ No major changes to feedback opportunities offered.</p>	Home	-	-
53. <u>Telkom SA Limited</u>	<p>Primary / Homepage</p> <p>■ Good contact details and feedback /comments opportunity with mailto’s and structured form</p>	Home	<p>■ Contact us (x2)</p> <p>■ Contact list</p> <p>- Contacting Telkom</p> <p>■ Telkom online customer support: <i>“Please send us your feedback/questions on this page. If you want to, however, order Telkom products and services, please click here”.</i></p> <p>■ Investor Relations</p>	<p>■ Online products and services: free tel no’s (10212 etcetera.)</p> <p>■ Structured online form with open comments field</p> <p>■ Physical and postal address, tel and fax no’s, general IR e-mail address and names of IR personnel</p>

Other companies ↓	POSITION OF FEEDBACK OPPORTUNITY (PRIMARY (Home)/ SECONDARY)	SECTIONS IN WEBSITES	NAME OF LIVE BUTTON OR TEXT ENCOURAGEMENT OF FEEDBACK	FORMAT/ FEEDBACK METHOD
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p> <p>■Buttons not branded as “feedback”.</p>	Home	<p>■Contact us</p> <ul style="list-style-type: none"> • Online customer support • Contact Telkom • Directory services 	■Contacting Telkom
54. Ticor South Africa (Pty) Ltd	<p>Primary / Homepage</p> <p>■No mention of general feedback or online form with open comments field.</p>	Home	■Contact details	■Names, tel and fax no's and e-mail addresses (mailto's) of CEO, External Relations Manager and Marketing Manager
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	-
55. Volkswagen South Africa	<p>Primary / Homepage</p> <p>■Good contact details and structured online comments opportunity but not labelled as “feedback”.</p>	Home	<p>■Need help? Just contact us.</p> <p><i>“We would always like to know what's on your mind. So if you have any queries or comments please contact us by completing the form below or e-mailing us. You may prefer to use an alternate method of reaching us “ (link to address etcetera)</i></p> <p>- Contact us</p>	<p>■Volkswagen call centre – 0860-number</p> <p>■Structured online form with open message field</p> <p>■Linked e-mail address – mailto webmaster</p> <p>■Call centre number and postal address</p>
	<p>UPDATE: Dec 2004</p> <p>Primary / Homepage</p> <p>■No major changes to feedback opportunities offered.</p>	Home	-	<p>■Mailto: “Need help? Just contact us: support@vwconnect.co.za”</p>

5.5.1.1. First phase analysis: January 2004

Table 9: Statistical analysis of feedback opportunities on corporate websites (First half of 2004)

n = 55; f = frequency

Descriptor	f	%
Primary position on homepage	48	87.3
Secondary position elsewhere	6	10.9
Mentioning 'Contact' or 'Contact Us'	53	96.4
Mentioning 'feedback'	19	34.5
No communication feedback opportunity at all	1	1.8
Provision of both feedback and contact us opportunities (More than just a mention)	2	3.6
Specific text on feedback	9	16.4
Provision of structured online form with open comment field	29	52.7
Provision of structured online form without open comment field	2	3.6
Text welcoming feedback, suggestions, comments or questions	13	23.6
E-mail / Mailto's	34	61.8
Provision of tel, fax no's and postal and physical addresses	53	96.4
No tel and fax no's provided at all	2	3.6
Provision of customer care, toll free or share call no's	15	27.3

According to Table 9 almost all websites (53/96.4%) offer contact particulars such as telephone and fax numbers, as well as postal and physical addresses. Often e-mail addresses, in mailto format, and sometimes the names and even cell phone numbers of contact people are provided.

Thirteen of the researched websites (23.6%) contain text that welcomes feedback, suggestions, comments or questions while 19 of the websites (34.5%) specifically mention the word 'feedback'.

Only nine (16.4%) of the investigated websites have sentences/statements which welcome and motivate readers to specifically provide feedback to the organisation. These statements are as follows :

- “Please send us your feedback/questions on this page. If you want to, however, order Telkom products and services, please click here”. (Telkom)
- “The Standard Bank Offshore Group is constantly striving to improve its range of products and services. Should you wish to give any feedback on these or this website, please complete below”. (Standard Bank Offshore)
- “We are dedicated to ensuring that all your enquiries are answered to your satisfaction. If you have arrived at this page you either have a question or would like to send us some feedback. Hopefully this page will lead you to the answers you seek. If not, please send us your question/feedback and we will come back to you within 48 hours”. (Microsoft SA)
“Microsoft SA has formed a Complaint Management Team to deal with any negative feedback from customers. The aim is to fix any unpleasant experiences with Microsoft and to restore trust in the company, its products and its staff members”. (Microsoft SA)
- “We welcome feedback from our customers, so please use this facility to let us know your views and comments, or ask any questions about our products, systems and services. We are committed to continuous improvement so any comments that you have, positive or negative, are most welcome”. (Grintek)
- Do you have a question or comment for Ericsson? We welcome any feedback you have”.
“Ericsson values your feedback and we will do our best to provide you with an answer promptly”. (Ericsson)
- “...we promote feedback from our valued customers to improve on our service”. (Cashbuild)
- “We welcome feedback on what we are doing. We’re always open. Why not drop in?”
“We welcome your questions or feedback on any aspect of our business”. (British American Tobacco)
- “BMW appreciates the ongoing feedback of South African motorists in official research studies, but would also like to encourage BMW drivers to provide feedback regarding their service experience....” (BMW)
- “We welcome and value your feedback. Please feel free to get in touch with us by utilising the contact details provided”. (Accenture)

Similar statements, that also motivate comments, questions and suggestions without

specifically using the word 'feedback' are:

- Tell us what you need from the communications department". (SABMiller)
- "We would always like to know what's on your mind. So if you have any queries or comments please contact us by completing the form below or e-mailing us. You may prefer to use an alternate method of reaching us "(link to address etcetera). (Volkswagen SA)
- If you have a question concerning T-Systems, simply send us an e-mail or contact us on +27 11 254-7400." (T-Systems)
- "Please click here if you have any queries or comments about our products" (Mailto). (Sea Harvest Corporation)
- What would you like to know?" (Rand Water)
- "To be used for obtaining further information relevant to product specifications, promotions etcetera. – InfoDesk@nissan.co.za" (Nissan SA)
- "If you use our contact form below, please make sure you fill in all fields so we can deal with your problem or request quickly and efficiently". (Hollard Insurance)
- 'We are continuously trying to improve and update our site, and welcome any suggestions, complaints or queries". (Edgars)
- "An area for open discussion on topics and issues relating to us. We are committed to open and transparent dialogue with our stakeholders, so come on in and join the debate. "About an issue, comment or suggestion". (MTN)
- "To get more information about Barloworld, ask us a question, or share your ideas and suggestions, please use this form. What are your specific comments or questions?" (Barloworld)
- "P&P values its customers and listens to what they have to say. If you have a complaint, query or suggestion, please feel free to contact us using either the contact numbers below or our online query form". (Pick & Pay)
- "Send us an e-mail to notify us of problems or suggested improvements". (Impala Platinum)

Fifteen (27.3%) of the websites list a toll-free or share call number that stakeholder members can phone if they want to provide feedback. A larger number (29/52.7%) of the investigated websites contain the option of providing feedback and comments via a structured online form with an open field where anything can be typed in.

Forty-eight (87.3%) of the investigated websites offer a primary opportunity for feedback on the homepage, with contact details under a 'contact' or 'contact us' button while six (10.9%) prefer to offer this opportunity for feedback at other places in their websites. This is called a *secondary opportunity for feedback*.

Only two websites separate their *contact particulars* from their *feedback opportunity* by providing separate live buttons for both. This is the ideal because of the fact that if stakeholders can contact you, it does not motivate or suggest to them that they can also provide feedback under the same section of the website.

5.5.1.2. Second phase analysis: December 2004

The targeted 54 organisations' web pages were re-analysed in December 2004 in order to find out whether there were significant changes and/or upgrades in their feedback offerings.

It was found that 18 websites had undergone some changes since the first analysis early in 2004. Of these websites, five (SAB Miller, Barloworld, SARS, Railit and Netcare) had major changes where the feedback/contact offering moved from a secondary listing to a primary listing on the homepage. These are regarded as very good improvements. Other important improvements were on the sites of Kumba Resources where the *Contact Us* and *Feedback* buttons were separated on the homepage and Railit Total Transport where *Feedback* was listed as separate button on the homepage.

Minor improvements to the feedback opportunities listed on homepages took place on the following sites:

- Standard Bank: New structured online form was added

- Accenture: 'How can we help you?' added on homepage
- Absa: Feedback offering extended to include suggestions
- BHP Billiton: Structured online form added
- Edgars: Open field added to structured online form
- Execujet: Structured form with open field added

Hollard's and Microsoft's websites also underwent minor changes where '*Contact Us*' was moved to '*Corporate Info*' in Hollard's case.

The only site that had deteriorated significantly was that of Hannover, which deleted the feedback button as well as the structured online form. Details of the re-analysis can be found in Table 7 and Table 8.

5.5.2. Research method two

The same 54 organisations, previously described in research method one, were targeted by the questionnaire sent to them by e-mail. The initial e-mailing was followed-up by a telephone conversation with each and every organisation.

During the telephone conversations, the researcher tried at first to speak directly with the communication or marketing managers of the respective organisations. Often this was not possible as the organisations did not employ communication or, in some cases, even marketing managers. Table 10 shows the vast number of different designations of respondents who eventually responded to and completed the questionnaire.

During these telephone conversations the most suitable person was identified to complete the questionnaire, the correctness of e-mail addresses was verified and the aim of the study was explained. The vast majority of respondents was reminded and motivated an average of five times each, either by e-mail or telephonically, before their actual responses were received.

The details and coding of the respondents from the respective organisations are as follows:

Table 10: Details and coding of the respondents of the questionnaire

Respondent no.	Designation	Code	Organisation	Code
1	HR Director	01	Eli Lilly	01
2	Tender and Comm Manager	02	IDCS	02
3	General Manager: Group Comm. and Public Affairs	03	Absa	03
4	Marketing and Comm Manager	04	Coega	04
5	Marketing Manager	05	Standard Bank	05
6	Communications Manager	06	SAB-Miller	06
7	Chief Executive Officer	07	Cashbuild	07
8	Marketing Communications Manager	08	Volkswagen SA	08
9	General Manager: Corp. Comm	09	Pick 'n Pay	09
10	Marketing Director	10	Harmony Gold Mining	10
11	Communications Manager	06	Ernst & Young	11
12	Senior Manager: Marketing	11	Accenture	12
13	Executive Corporate Communication	12	Telkom	13
14	Public Relations Officer	13	Impala Platinum	14
15	People Support Director	14	Pep Stores	15
16	Senior Manager	15	Hannover Life Insurance Africa	16
17	Group Marketing Executive	16	Global Resorts (Peermont Global)	17
18	Communication and Philanthropy Manager	17	Pfizer Laboratories	18
19	Corporate Communication Manager	18	Rand Water	19
20	Public Relations Co-ordinator	19	RCI	20
21	Communication Manager	06	PricewaterhouseCoopers	21
22	Regional Sales Manager	20	Poynting Innovations	22
23	Manager: External Relations	21	Ericsson	23
24	Manager: Internal Communication	22	Kumba Resources	24
25	Marketing Communication Manager	08	Microsoft SA	25
26	General Manager: Marketing	09	Fresh Produce Terminals	26
27	Internal Communications Manager	22	Hollard Insurance	27
28	Head: Public Affairs	23	Rand Merchant Bank	28
29	Communications Manager	06	British American Tobacco SA	29
30	Internal Communication Manager	22	Nissan	30

The intention of the questionnaire was to provide the researcher with further qualitative evidence and a descriptive analysis of the 54 targeted organisations' profiles of feedback accessibility and opportunities, as well as their views on informal feedback, the organisational grapevine and learning. It was therefore not aimed at providing extensive quantitative statistics and advanced statistical analysis.

However, the following simple frequency data sets provide interesting insights.

FREQUENCY DATA SET - QUESTIONNAIRE

- * Indicates the most popular choice for any specific question or statement.
- ^ Indicates the second most popular choice for any specific question or statement.

Table 11: Designations of respondents

V2

Code	Frequency	%	
1	1	3.33	HR Director
2	1	3.33	Tender and Comm Manager
3	1	3.33	General Manager: Group Comm. and Public Affairs
4	1	3.33	Marketing and Comm Manager
5	1	3.33	Marketing Manager
6	5	16.67*	Communication Manager
7	1	3.33	Chief Executive Officer
8	2	6.67^	Marketing Comm. Manager
9	2	6.67^	General Manager: Marketing
10	1	3.33	Marketing Director
11	1	3.33	Senior Manager: Marketing
12	1	3.33	Executive Corporate Communication
13	1	3.33	Public Relations Officer
14	1	3.33	People Support Director
15	1	3.33	Senior Manager
16	1	3.33	Group Marketing Executive
17	1	3.33	Communication and Philanthropy Manager
18	1	3.33	Corporate Communication Manager
19	1	3.33	Public Relations Co-ordinator
20	1	3.33	Regional Sales Manager
21	1	3.33	Manager: External Relations
22	3	10.00^	Internal Comm. Manager
23	1	3.33	Head: Public Affairs

The designations of respondents differ vastly. Although the questionnaire was originally aimed at communication managers, it was mostly completed by respondents in other designations. This is mainly because the specific organisations do not employ a communications expert as this function is often handled by staff in other designations.

The communication function is often also handled by an *integrated communication and marketing department* or by the *marketing department* as such. Nine (30%) respondents, who indicated that informal feedback issues are handled by an integrated marketing and communication department, confirmed this.

From the 30 respondents, 20 (66.7%) have the words “*communication(s)*”, “*public relations*”, “*public affairs*” or “*internal/external relations*” in their job title. Another six (20%) respondents have “*marketing*” or “*sales*” as descriptive terms in their job titles. Only four (13,4%) of the respondents had other job titles such as *Human Resources Director*, *Chief Executive*, *People Support Director* and *Senior Manager*.

Table 12: Different departements who attend to informal feedback input

V4		freq	%
1	Corporate communication department.	7	23.33 [^]
2	Marketing department.	4	13.33
3	Corporate intelligence department.	0	0
4	Integrated marketing and communication department.	9*	30.00*
5	Other department.	1	3.33
6	No specific department attends to informal feedback.	9	30.00

From the results in Table 12 one can conclude that mostly integrated marketing and communication departments (9/30%), in the targeted population, attend to the collection and interpretation of informal communication feedback. The same percentage (30%) of respondents indicated that there is no specific department in their organisation who attends to informal feedback. This is a huge concern for the researcher due to the fact that, while no specific department attends to informal feedback collection, the chances are good that NO department will be responsible for the collection thereof.

The *corporate communication department*. as the department that attends to informal feedback, was ranked third with 7/23.33%. This should be the preferred central point for informal feedback collection to take place.

Only four (13.33%) of the respondents indicated that their marketing department – as a single department or function – is involved in the collection and interpretation of informal feedback inputs.

It is also interesting to note that no respondents or organisations indicated the corporate intelligence department as an attending department. Despite it being a fairly general term in the reviewed literature, it seems it is not as relevant in the South African context.

Table 13: Time frames for collection of informal feedback input

V5		freq	%
1	As and when it is received.	13*	43.33*
2	On a daily basis.	1	3.33
3	On a weekly basis.	3	10.00
4	Ad hoc – depending on the perceived importance of the feedback input.	12^	40.00^
5	None of the above.	1	3.33

According to Table 13 the majority of respondents (13/43.33%) collect informal feedback inputs as and when received. This is underlined by the 40% (12) respondents who attended to these feedback issues in an ad hoc manner, depending on the perceived importance of the feedback input.

The problem with this statement is that the perceived importance of the informal feedback is limited and subjective to the judgment of one person. The danger exists that one person's view on a perceived minor feedback issue may overlook the latent strategic impact potential of the issue. This may become a major strategic challenge, if ignored. The *Informal Feedback Yardstick* evaluation process has the potential to play a major role in this instance in eliminating potential subjectivity amongst communication managers when evaluating different informal feedback inputs.

It is of some concern that the low percentage of 13.33% of respondents indicated that they attend to informal feedback collection on a daily or at least on a weekly basis.

Table 14: Media and methods used in obtaining informal feedback

		<i>freq</i>	<i>%</i>
V6 1	Web page with structured feedback / “contact us” forms / mailto e-mail addresses	23*	76.66*
V7 2	Through direct observation of customers or staff	24*	80.00*
V8 3	Postal addresses published in literature or on the web	11	36.66
V9 4	Information obtained from the organisational grapevine	23*	76.66*
V10 5	Telephonic feedback, for example, toll free numbers or customer care lines	20*	66.66*
V11 6	By fax	7	23.33
V12 7	Through voluntary comments made at functions or parties	22*	73.33*
V13 8	Electronic chat rooms or list servers	6	20.00
V14 9	By SMS	2	6.66
V15 10	Word of mouth, rumours or gossip	18^	60.00^
V16 11	Through visible changes in attitudes or behaviour	16^	53.33^
V17 12	Letters to the press and opinions expressed in the media	18^	60.00^

This data (Table 14) provides answers to Research Question 2 (*What media, methods and views currently prevail in the investigated learning organisations with regard to their provision for informal communication feedback opportunities*), as stated at the beginning of Chapter Five.

The four main accelerators as media and methods that the respondents use in obtaining informal communication feedback are: through direct observation of customers or staff (24/80%); websites with structured feedback / “contact us” forms / mailto e-mail addresses (23/76.66%); information obtained from the organisational grapevine (76.66%); and through voluntary comments made at functions or parties (22/73.33%).

Apart from the obvious use of webpages and e-mail as feedback media, the popularity of *direct observation of customers and staff*, the *use of the grapevine* as well as *through voluntary comments made at functions* was unexpected. The use of telephonic means (20/66.66%) was expected, although at a higher percentage. It is very interesting to see the relatively low percentage of postal services (11/36.66%), faxes (7/23.33%), and even more so, SMSs at only (2/6.66%).

It seems that SMSs are still a largely under utilised method of obtaining almost instant and easy informal feedback from stakeholders.

Letters to the press (18/60%) as well as word of mouth, rumours and gossip (18/60%) are also fairly popular as media and methods of collecting informal feedback.

Table 15: Views on the importance of informal feedback from different sources

1 = "Disagree Totally" / 5 = "Agree Totally"

My organisation regards:		1	2	3	4	5
V18	Informal customer feedback regarding products or services as most important.	1 33.3	2 6.67	4 13.33	6 [^] 20.00	17* 56.67
V19	Only certain informal feedback as important.	6 20.69	6 20.69	7 [^] 24.14	8* 27.59	2 6.90
V20	Informal feedback from investors as most important.	-	1 4.0	4 16.00	8 [^] 32.00	12* 48.00
V21	Informal feedback from staff members as most important.	1 3.33	1 3.33	6 20.00	9 [^] 30.00	13* 43.33
V22	Informal feedback from all stakeholders as important.	-	1 3.33	5 16.67	8 [^] 26.67	16* 53.33

According to Table 15 respondents emphasised the importance of informal feedback with the main stakeholder groups: customers, investors and staff members. Although the majority agreed that only certain informal feedback is important (8/27.59%), a general spread of respondents, who either disagree (20.69%), disagree totally (20.69%) or are neutral (24.14%) to this statement, exists. Once again the problem lies in deciding what feedback input is important and what is not. The neutral score of 5 (16.67%), on the importance of obtaining informal feedback from all stakeholders, is of some concern (V22).

However, 53.33% of respondents agreed that informal feedback from all stakeholders is important. One can derive from this that in general the respondent organisations place a high value on informal feedback from their stakeholders. This is further illustrated by their views on the strategic value of informal feedback as captured in the following table (Table 15).

Table 16: The perceived strategic role of informal feedback

My organisation knows that informal feedback:		1 = "Disagree Totally" / 5 = "Agree Totally"				
		1	2	3	4	5
V23	Can lead to changes in daily operational plans in the organisation.	2 6.67	4 13.33	2 6.67	12* 40.0	10^ 33.33
V24	Is merely worth taking note of.	5^ 17.24	9* 31.03	9* 31.03	4 13.79	2 6.90
V25	Must be acted upon in relevant cases.	-	-	4 13.79	9^ 31.03	16* 55.17
V26	Can lead to strategic change in the organisation.	1 3.33	5 16.67	4 13.33	12* 40.00	8^ 26.67

Table 16 indicates that the majority of respondents view informal feedback as useful in adapting daily operational plans (12/40% agree and 10/33.33% totally agree) as well as for leading to strategic change in the organisation (12/40% agree and 8/26.67% totally agree). Respondents also agreed that organisations should act on relevant cases (16/55.17% and 9/31.03%).

It is clear that informal feedback is not viewed as something that is only worth taking note of. However, it is of some concern that 4/13.79% agreed and 2/6.90% agreed totally with this statement V24). This does not correlate with the previously discussed views in Table 15 where the majority of 53.33% totally agreed that informal feedback from all stakeholders is regarded as important.

This is also in contrast with the 36.67% total agreement and the same percentage of agreement to the statement that organisations should actively stimulate informal feedback from stakeholders. Compare Table 16, V27.

Table 17: The stimulation of informal feedback

My organisation:		1 = "Disagree Totally" / 5 = "Agree Totally"				
		1	2	3	4	5
V27	Actively and continuously stimulates informal feedback from stakeholders by providing opportunities for feedback.	-	3 10	5^ 16.67	11* 36.67	11* 36.67
V28	Knows that stakeholders will find the means to provide feedback themselves.	2 7.14	6^ 21.43	13* 46.43	4 14.29	3 10.71
V29	Stimulates informal feedback from stakeholders only from time to time when regarded as necessary.	5 17.24	8^ 27.59	7 24.14	9* 31.03	-

The statement in V28 (Table 17) was deliberately included in the questionnaire to serve as control for V27 and V29.

It seems as if respondents were mostly neutral (13/46.43%) but also disagreed (6/21.43%) with *stakeholders finding their own means of providing feedback*. It is not clear whether the respondents understood this statement very well because it is slightly out of sync with the results of V27. The results of V29 stand more in support of the results of V27, although 9/31.03% of respondents still felt that informal feedback should *only be stimulated from time to time*. This is in contrast with the literary views, that teach us that informal feedback should be stimulated and used as often as possible.

Table 18: Views on the management of excellent relationships

My organisation regards:		1 = "Disagree Totally" / 5 = "Agree Totally"				
		1	2	3	4	5
V30	<i>Customers</i> as most important as they provide the organisation's income.	-	-	2 7.41	4 [^] 14.81	21* 77.78
V31	<i>Investors</i> as most important because they have a vested interest in the organisation.	-	1 4.55	3 13.64	7 [^] 31.82	11* 50.00
V32	<i>Employees</i> as most important because they sustain the operations of the organisation.	-	1 3.57	3 10.71	7 [^] 25.00	17* 60.71
V33	<i>All stakeholders</i> as important because they may influence the organisation in different ways.	-	-	4 13.33	7 [^] 23.33	19* 63.33

The summarised data above (Table 18), as well as the interpretation that follows, helps us in to answer research question seven (*What role do relationship-building strategies play in the cultivation of informal feedback opportunities?*).

The distribution of results on views about the management of relationships with different stakeholders in Table 18 correlates with the distribution of scores about the importance of informal feedback with the same stakeholders as indicated in Table 15. From this it can be concluded that views on the importance of informal feedback are positively linked to views on relationship-building. If relationships are regarded as important, informal feedback will also play an important role as a means of nurturing those relationships.

Once again it is important to note that the 19/63.33% of respondents *totally agree* and 7/23.33% *agree* that optimal relationships *with all stakeholders* are important for the organisation.

Table 19: Views on the organisational grapevine

1 = “Disagree Totally” / 5 = “Agree Totally”

		1	2	3	4	5
V34	The grapevine is merely seen as gossip with not much value for the organisation.	3 10.00	10* 33.33	8^ 26.67	6 20.00	3 10.00
V35	The grapevine should be carefully monitored and used to the advantage of the organisation.	3 10.00	2 6.67	9^ 30.00	14* 46.67	2 6.67
V36	The grapevine is perceived as an important source of informal feedback.	-	3 10.00	9^ 30.00	14* 46.67	4 13.33
V37	Much can be learned from the organisational grapevine.	-	1 3.33	9^ 30.00	15* 50.00	5 16.67
V38	The organisational grapevine is about emotional issues and not factual issues and therefore should not play an important role in communication management.	3 10.00	12* 40.00	8^ 26.67	6 20.00	1 3.33
V39	The grapevine only flourishes when the formal communication structure is inadequate.	2 6.67	12* 40.00	6^ 20.00	6^ 20.00	4 13.33
V40	The grapevine can be used to release tension among employees.	3 10.71	5 17.86	7^ 25.00	12* 42.86	1 3.57
V41	The grapevine can be used to build morale and job satisfaction.	6 20.00	7^ 23.33	7^ 23.33	8* 26.67	2 6.67
V42	The grapevine may provide answers to employees' unanswered questions.	5 16.67	8* 26.67	8* 26.67	8* 26.67	1 3.33
V43	The grapevine is especially good in distributing routine information fast and accurately.	9^ 30.00	12* 40.00	6 20.00	2 6.67	1 3.33
V44	The less effective communication by management is perceived to be, the more active the grapevine becomes.	-	2 6.67	8^ 26.67	8^ 26.67	12* 40.00
V45	The grapevine acts as an important creator and maintainer of human relationships in the workplace.	4 13.79	10* 34.48	8^ 27.59	5 17.24	2 6.90
V46	The function of the grapevine is to influence or entertain.	4 13.33	10* 33.33	9^ 30.00	5 16.67	2 6.67
V47	The function of the grapevine is to provide information.	7 24.14	11* 37.93	9^ 31.03	2 6.90	-
V48	The grapevine should be used to facilitate effective knowledge transfer in organisations.	11* 36.67	8^ 26.67	3 10.00	8^ 26.67	-
V49	Management can feed the grapevine with information that they choose.	8* 26.67	7 23.33	7 23.33	8* 26.67	-
V50	The role of the grapevine is supportive to more formal communication.	4 13.33	8^ 26.67	6 20.00	11* 36.67	1 3.33
V51	My organisation will never attach any value to instinct or “gut feel”.	4 13.33	16* 53.33	6 20.00	2 6.67	2 6.67
V52	Sometimes subtle ideas and emotions can play a role in my organisation.	1 3.33	2 6.67	10^ 33.33	11* 36.67	6 20.00
V53	Informal feedback can act as an early warning system in my organisation. It allows us to act before a crisis occurs.	-	-	4 13.33	14* 46.67	12^ 40.00

The above-mentioned data (Table 19), as well as the interpretation that follows, provides us with answers to research question six (*What role do the grapevine, rumours and gossip play in inspiring learning organisations as forms of informal communication feedback?*).

The results of views expressed by respondents in Table 19 differ vastly according to the specific statements. The results often do not totally correlate with one another. This can be due to the lack of knowledge about the role of the grapevine and especially the application of informal feedback obtained from the grapevine in certain areas of communication management.

In V34 respondents vastly disagree (10/33.33%) with the statement *The grapevine is merely seen as gossip with not much value*, while 3/10% *totally disagree* and 8/26.67% are neutral with regards to the statement. This correlates with their view of the importance of the grapevine as expressed in V22 and V27.

However, there is concern about the 6/20% who *agree* and the 3/10% who *totally agreed* with the fact that the grapevine is not useful as a source of informal feedback. The next statement in V35 correlates with the above. Here even more respondents (14/46.67%) agree that the grapevine should be monitored and used. This is almost exactly mirrored in V36 where 14/46.67% of respondents indicated that the grapevine is an important source of information as well as in V37, which indicates that much can be learned from the grapevine.

This is good news as Akande and Odewale (1994:28) earlier indicated that major percentages of employees consider the grapevine to be their main source of information about organisational matters. According to Nicolls' (1994:1) survey, two-fifths of respondents obtained organisational information and nearly a third job information through the grapevine.

V35 to V37 indicate that the targeted organisations acknowledge the role and importance of the grapevine as a source of informal feedback.

In V38 respondents did not agree on whether the grapevine is about emotional issues and whether it should play an important role in communication management or not. Although the majority (12/40%) disagree with this statement (V38), 26.67% were neutral while 6/20% agree with this statement and one (3.33%) even totally agreed.

In V39 the majority of respondents (12/40%) disagreed that the grapevine flourishes when formal communication structures are inadequate, but almost 34% (20% + 13.33%) agreed with this statement. The literature teaches us that the grapevine is not dependable on the inadequacy of formal management communication alone, but will always flourish in any organisation.

Comparing the results of V39 and V44, a slight discrepancy arises: Although 40% disagreed that the grapevine flourishes when the formal communication structures are inadequate, 12/40% agreed that the less effective communication by management is, the more active the grapevine is. It can be concluded from this that respondents viewed communication structures and the lack thereof differently from ineffective communication by management. The two do not necessarily go hand in hand. Wells and Spinks (1994:26) indicated in Chapter Four that the role of the grapevine is, amongst other things, to supply missing information.

The results of V40 to V43 draw a more equal distribution from *totally disagree* to *totally agree*. This can be interpreted as a difference in opinion because the statements test facts that were taken from the reviewed literature in Chapter Four and are not common knowledge amongst communication managers.

In V40 42.86% (12) respondents believed that the grapevine can be used to release tension among employees. However, some 25% was unsure, while 26.7% disagreed or totally disagreed with this. This stimulates some concern as the literature indicates to us that the grapevine could indeed provide this service (Wells and Spinks 1994:27). It should be noted that the grapevine can only release tension if those who are engaged in it belong to the dominant political group of the organisation. However, it could create more tension and anxiety for those in the “weaker” group.

In V41 and V42, which described the grapevine’s ability to build morale and job satisfaction and provide answers to employee’s unanswered questions respectively, the results were more evenly spread between *disagree* and *agree*. This can be attributed to the respondents not being sure.

Although the reviewed literature indicates to us that the grapevine is indeed good in distributing routine information quickly and accurately, 40% (12) disagreed and 30% (9) totally disagreed with this statement.

The same applies to V45 where almost 46.7% of respondents disagreed that the grapevine acts as an important creator and maintainer of human relations in the workplace. Almost 27.6% of respondents reacted neutrally to this statement. V45 to V47 follow, once again, the same pattern. Almost the same values were obtained in V46 where almost 46.7% of respondents do not believe that the function of the grapevine is to influence and entertain. As in V45, only 23.4% indicated in V47 that they agree with the influence and entertainment role of the grapevine. As indicated earlier in this study design, according to Michelson and Mouly (2000:342), the purpose and function of rumour and the grapevine are to provide information, to influence and to entertain.

Similarly, almost 63.4% of respondents do not believe in the ability of the grapevine to facilitate effective knowledge transfer in organisations (V48). However, in contrast to V47, 26.67% (8) respondents agreed to this statement. Cook (1999:101) argued earlier in Chapter Four that the grapevine should be utilised to facilitate effective knowledge transfer in organisations.

V49 also attracted an almost even spread across the continuum. A total of 26.67% (8) totally disagreed that management can feed the grapevine with information, 23.33% (7) disagree, while the same percentage (23.33%) were neutral and 26.67% (8) believed that management can indeed feed the grapevine with information. Nobody felt strongly (agree totally) about this, however.

Slightly more respondents (11/36.67%) agreed that the grapevine is supportive to more formal communication (V50). However, it is concerning that 40% of respondents disagreed or totally disagreed with this view. This is of concern because communication managers should at least know that the grapevine is indeed supportive of formal communication. Maybe this view can be attributed to respondents' perception that sometimes the grapevine works against formal communication messages. This can also be the case in some instances.

In light of the above, it is surprising that in V51 almost 66.67% of respondents disagree with the statement that their organisation will never attach any value to instinct or gut feel.

This is surprising because instinct and gut feel do not often feature in the business sense of corporate managers. This is emphasised in V52 where almost 56.67% of respondents agreed that subtle ideas and emotions could sometimes play a role in their organisations.

Almost 86.67% (26) of respondents, however, agreed or totally agreed that the grapevine can act as an early warning system in their organisations. This is a positive view and in line with the opinion of the reviewed literature.

Table 20: Views on learning in organisations

1 = "Disagree Totally" / 5 = "Agree Totally"

In my organisation learning:		1	2	3	4	5
V54	Is seen as an integral part of every task and opportunity that employees embrace.	-	-	1 3.33	10 [^] 33.33	19* 63.33
V55	Is only generated in order to solve problems.	10 [^] 34.48	12* 41.38	6 20.69	-	1 3.45
V56	Only takes place in an ad hoc manner.	18* 62.07	8 [^] 27.59	1 3.45	1 3.45	1 3.45
V57	Should be self-generated.	5 17.24	5 17.24	10* 34.48	6 [^] 20.69	3 10.34
V58	Is regarded as a strategic imperative and therefore stands central in everything we do.	-	-	-	11 [^] 37.93	18* 62.07

Table 20 and 21 (V54 to V72) deal with views on and characteristics of learning organisations. At V54 respondents are quite sure (19/63.33% *totally agree* and 10/33.33% *agree*) that learning is seen as an integral part of every task and opportunity that employees embrace in their respective organisations. Respondents, therefore, mainly also disagree (73.33%) in V55 that learning is only generated in order to solve problems or in V56 (86.66%) disagree or disagree totally) that learning takes place in an ad hoc manner. At the same time almost 96,7% believed that learning is a strategic imperative and stands central to everything they do (V58).

V57 drew a more mixed response with almost 33.4% who indicated that they disagree with the statement that learning should be self-generated; 34.48% (10) who were neutral on this issue and 20.69% who agreed and 10.34% (combined 30%) who totally agreed.

According to the literature, learning should be actively pursued and stimulated instead of just being self-generated. The researcher suspects that the respondents did not fully understand this statement or drew different conclusions from it.

The relatively large percentage of neutral responses could be an indication of this.

Table 21: Characteristics of learning organisations

1 = "Disagree Totally" / 5 = "Agree Totally"

In my organisation:		1	2	3	4	5
V59	Feedback from employees and other stakeholders is valued.	-	-	3 10.00	10 [^] 33.33	17* 56.67
V60	Feedback from stakeholders leads to change in organisational behaviour.	-	-	5 16.67	15* 50.00	10 [^] 33.33
V61	Communication is honest or open.	-	-	8 26.67	11* 36.67	11* 36.67
V62	Risk-taking and experimentation only cost money.	7 [^] 24.14	16* 55.17	2 6.90	2 6.90	2 6.90
V63	Employees are encouraged to adhere to the organisational culture more than being true to themselves.	4 13.79	11* 37.93	9 [^] 31.03	2 6.90	3 10.34
V64	Employees should only enquire about relevant things when given the opportunity.	16* 55.17	11 [^] 37.93	1 3.45	1 4.45	-
V65	Diversity is welcomed.	-	1 3.33	4 13.33	11 [^] 36.67	14* 46.67
V66	Best practises are explored and benchmarking is regularly applied.	-	-	4 13.33	7 [^] 23.33	19* 63.33
V67	People are selected for what they know.	-	1 3.45	10 [^] 34.48	14* 48.28	4 13.79
V68	Partnerships are critical to the organisation.	-	-	-	13 [^] 43.33	17* 56.67
V69	All organisational relationships are nurtured.	-	-	6 20.00	17* 56.67	7 [^] 23.33
V70	Curiosity belongs to those who have too much time on their hands.	12* 41.38	12* 41.38	1 3.45	2 6.90	2 6.90
V71	A shared vision exists in our organisation that guides employees in their everyday work.	1 3.33	-	3 10.00	13* 43.33	13* 43.33
V72	A willingness exists to acknowledge failures and learn from it.	1 3.33	1 3.33	9 [^] 30.00	9 [^] 30.00	10* 33.33

In V59, V60 and V61 (Table 21) respondents agreed with majority percentages that feedback is valued, that feedback leads to change and that communication is honest and open. Values 1 and 2 (disagree totally and disagree) did not evoke one response in these three statements.

Respondents also generally agreed (with more than 76.6%) that risk-taking and experimentation are necessary (V62). However, this time 6.90% (2) were uncertain and

almost 13.4% confirmed that risk-taking and experimentation only cost money.

V63 contains a tricky statement. Some 50% disagreed that employees are encouraged to adhere to the organisational culture more than being true to themselves; 31.03% were neutral on this issue, while 16.66% agreed.

From the literature we concluded that it is regarded as better to be true to oneself as far as learning organisations are concerned.

Respondents felt strongly in V64 that employees must be encouraged to enquire about whatever they like and whenever they like. Some 90% of respondents disagree with the statement that stated the opposite. According to the respondents, diversity is welcomed (V65: 83.33% agreed), best practices are explored and benchmarking applied (V66: 86.66% agreed), partnerships are critical to the organisations (V68: 100% agreed) and all organisational relationships are nurtured (V69: 80% agreed).

However, with V67 (*People are selected for what they know*) respondents were uncertain, 34.48% (10) were neutral while 48.28% (14) agreed and 13.79% (4) totally agreed. This is in contrast to the belief of learning organisations that states that people should rather be selected for their potential to continually learn instead of for what they already know.

As far as V70 is concerned, the majority of respondents (12/80%) disagreed with the statement that curiosity belongs to those with too much time on their hands. Curiosity and the freedom to be curious and to learn from it, is indeed a characteristic of learning organisations' employees.

V71 and V72 drew huge support with more than 86.6% of respondents who agreed that a shared vision exists in their organisation and 63.33% of respondents who agreed that willingness exists to acknowledge failures in their organisations and learn from them.

It is clear from the responses captured in V59 to V72 that the organisations that took part in this survey are indeed learning organisations. Evidence of this lies in almost every statement from V59 to V72.

5.5.3. Research method three: A case study – applying the *Multi-Layer Informal Feedback Intervention Wheel*

5.5.3.1. Introduction

This research study earlier defined *informal feedback intervention* as the communication management process whereby all informal feedback input is collected, sorted and grouped, evaluated and described according to applied and relevant impact on strategy. The intervention lies in the *impact* and *outcome* envisaged as well as the adaptation of the organisation's strategy and change of course.

A framework that aims to systemise the informal feedback intervention process – *The Multi-Layer Informal Feedback Intervention Wheel* – was proposed. This framework aims to eventually assist in providing intervention suggestions (feedback interventions) to management.

The proposed framework – *The Multi-Layer Informal Feedback Intervention Wheel* – will next be applied to a major South African organisation in a case study. The organisation will remain anonymous and will be called *Company X*. *Company X* chose to be anonymous because of the overall current sensitive phase of its industry in South Africa.

The aim of the case study with *Company X* is to apply the *Multi-Layer Informal Feedback Intervention Wheel* to an organisation and to investigate whether it can be of some assistance to communication managers in dealing with informal feedback inputs from a variety of stakeholders.

Two data collection techniques were mainly used in setting up the case study – interviews and informal feedback input collection was done by scanning various media. The following steps were taken in developing the case study with *Company X*:

- The first contact regarding clearance, protocols and agreement took place via telephone and e-mail during October 2004.

- The first face-to-face interview and work session consisted of a discussion and further clearance of protocol with the communication manager's personal assistant, and took place during November 2004.
- Data collection and the capturing of the actual informal feedback issues started in December 2004 and lasted until early February 2005.
- The analysis of data followed and the initial application thereof in the *Multi-Layer Informal Feedback Intervention Wheel* was done during the first two weeks of February 2005.
- A second work session with the communication manager of Company X took place in the second week of February 2005 during which the process as well as the *Score of Impact* and application of the *Informal Feedback Intervention Yardstick* took place.
- Several adjustments were made and particular outcomes and interventions were added.
- A last interview and discussion with the communication manager around the final stage of the *Informal Feedback Intervention Wheel* and specifically the *Score of Change* took place during the first week of March 2005.
- Final adjustments followed hereafter.

5.5.3.2. Case studies as research method

According to Hartley (In: Cassell and Symon 2004:323), case study research is about a detailed investigation of phenomena within their context. It often takes place over a period of time and the aim is to provide an analysis of the context and processes that light up the theoretical issues that are being studied.

Leedy and Ormrod (2005:135) state that case studies study a particular individual, programme or event in depth over a defined period of time. Sometimes the researcher focuses on a single case because of its uniqueness or special qualities that can promote understanding for similar cases or situations. In other instances the researcher studies two or more cases, makes comparisons, builds theory or proposes generalisations. This is called a multiple or collective case study.

Although evidence and theories drawn from multiple case studies can be much more powerful, the objective of the research may not be to make generalisations but merely to investigate a once-off situation. A single case study can be very useful in testing existing well-formulated theory, investigating an extreme or unique case or observing a phenomenon that has previously not been accessible or has not even existed. Multiple studies can, however, be useful for contrasting and comparing results. A form of case study research is also to investigate a situation that might exist – provided that certain facts and trends are known (Riley *et al.* 2000:101).

The case study is suited to research questions that ask for detailed understanding of social and organisational processes and the rich data collected in context. A number of methods may be used – qualitative or quantitative or both. The complex phenomena may be studied through several methods. The researcher needs to develop theoretical frameworks during the research that makes sense of the data. It can then be systematically examined during the case study. Building case study theory tends to be inductive and in general flexible (Hartley, In: Cassell and Symon 2004:324).

Hartley (In: Cassell and Symon 2004:325) states that case studies are useful in the following cases:

- Where it is important to understand how the organisation and environmental context have an impact on or influence social processes.
- For exploring new and emerging processes or behaviours and therefore it has an important function in generating hypotheses and building theory.
- It can be useful in capturing emerging and changing aspects in organisations – especially when it changes very quickly.
- It is a useful technique where organisational behaviour is informal, unusual or secret.
- It can help to understand everyday practises and their meanings to those involved. This may not be revealed during short contact sessions.

Leedy and Ormrod (2005:135) add that a case study is particularly suitable for learning about a little-known or poorly understood situation. It is also useful for investigating how individuals or programmes change over time as a result of certain circumstances or interventions.

The weaknesses of case studies lie in the fact that it is very difficult to generalise findings to

other situations, especially when only one case study is investigated.

According to Hartley (In: Cassell and Symon 2004:331), in recent years more vigorous and explicit research design has been developed, while methods of data collection and analysis have improved in case studies. Case studies have to focus on analytical generalisation. The generalisation is about theoretical propositions and not about populations. It is about the existence of particular processes that may have an influence on behaviour and actions in the organisation. They explore the interactions of phenomena and context and aim to build theory and generate hypothesis rather than primarily to test them.

5.5.3.3. The development of the *Multi-Layer Informal Feedback Intervention Wheel*

Research question four and five, respectively, as stated in Chapter One, enquired how informal feedback inputs can best be collected and organised and how the communication manager can logically differentiate between and organise informal feedback inputs with regard to its impact level. In other words – the question guides the study to investigate what the best and most practical way is to track informal feedback issues and capture it in a manner that makes it possible for the communication manager to evaluate it against its anticipated impact on the organisation's corporate governance, strategies and structures.

The monitoring of informal feedback inputs is a daunting, very difficult and overwhelming process for some bigger organisations, especially those that are on the public agenda at moments.

In answering the above-mentioned questions, the researcher suggests *The Multi-Layer Informal Feedback Intervention Wheel* as a framework that systemises and organises the process of informal feedback input through four phases. This process ends in the Intervention Phase where the actual intervention or adaptation to policies, strategies, structures and systems (which can be the cause of the original feedback input) will occur.

This wheel was developed with the aim of assisting communication managers through the whole process of evaluating informal feedback inputs.

It takes the manager step by step through collecting and capturing the raw feedback inputs to the actual change induced and eventually rectifying the situation and plotting the

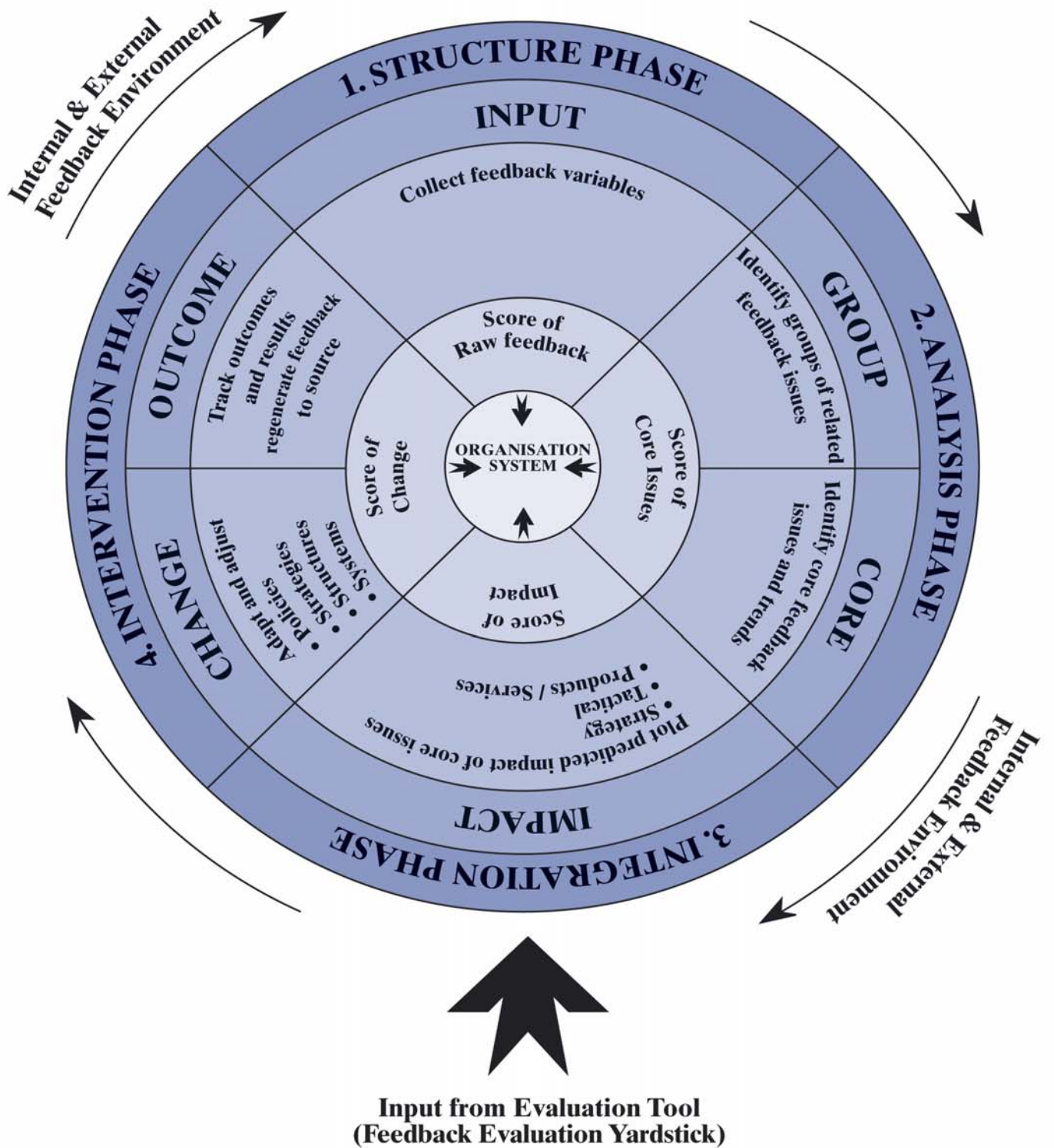
outcomes thereof.

The first version of the framework was developed during the first half of 2004 and later revised after the first results of the case study were applied. It was simplified in that the scores, as a result of discussion and deliberation of each phase, were reduced from six to four. The name of the score at phase three: Integration Phase was also changed from *Score of Truth* to *Score of Impact*. It was felt that this described the core of the phase better. The other changes were as follows:

- **Phase one: Structure Phase**
Score of Raw Feedback – unchanged.
- **Phase two: Analysis Phase**
The Score of Linked Groups and the Score of Importance were merged into the *Score of Core Issues*.
- **Phase three: Integration Phase**
Score of Truth changed to *Score of Impact*
- **Phase four: Intervention Phase**
The Score of Adjustment and the Score of Results were merged into the *Score of Change*.

The revised *Informal Feedback Intervention Wheel* is as follows:

Figure 19: The revised *Multi-Layer Informal Feedback Intervention Wheel*



Source: Own research

The *Multi-Layer Informal Feedback Intervention Wheel* merely provides structure to the whole feedback management process and assists the communication manager in collecting, analysing and grouping feedback input. This is followed by the *integration* and eventually *intervention* of communication and organisational strategies by applying this newly acquired learning. The *Multi-Layer Informal Feedback Intervention Wheel* assists the communication manager in being a proactive early warning agent for the organisation.

The revised wheel will next be described and applied in the case study.

5.5.3.4. Applying phase one: Structure Phase



Phase	1. Structure Phase	2. Analysis Phase		3. Integration Phase	4. Intervention Phase	
Key grasp	INPUT	GROUP	CORE	IMPACT	CHANGE	OUTCOME
Tasks	Collect feedback variables	Identify groups of feedback issues	Identify core of feedback issues and trends Eliminate useless info	Plot predicted impact of core issues	Adapt and Adjust <ul style="list-style-type: none"> ■ Policies ■ Procedures ■ Strategies ■ Structures ■ Systems 	Track outcomes and results Regenerate feedback to source
Document or Score	SCORE OF RAW FEEDBACK	SCORE OF CORE ISSUES		SCORE OF IMPACT	SCORE OF CHANGE	
	↓	↓		↓	↓	
IMPACT / INFLUENCE ON ORGANISATION						

During this first phase of the framework, informal feedback issues were monitored and

captured on preset sheets (the Informal Feedback Capturing Database – see Annexure D). The communications manager of the anonymous organisation, with the help of her secretary, took the task of capturing the different informal feedback inputs in the database.

This meant that they had to give special attention to reading e-mails, listening to recorded telephone messages, reading and capturing written notes as well as messages and conversations received by telephone, going through interpersonal verbal messages and capturing valuable internal and external rumours received through the organisational grapevine.

The capturing of the feedback issues took place almost daily for a period of two months and was conducted from December 2004 to the beginning of February 2005. Initially preliminary possible impact levels were assigned to every informal feedback issue captured in the database. The amount of possible feedback issues was found to be so overwhelming in number that a small selection of relevant feedback issues were made for purposes of this case study. The huge number of feedback issues is ascribed to the size and national role of *Company X* as well as the current negative sentiment of certain stakeholders.

The following possible types of media and methods received attention during the capturing of data (the informal feedback).

- Feedback from web page with structured feedback form
- E-mail received by other means
- Feedback by fax
- Mail / letters received
- Letters to the press and opinions expressed in the media.
- By SMS
- Telephonic feedback (including toll free numbers or customer care lines)
- Information obtained from the organisational grapevine.
(Including word of mouth, rumours or gossip).
- Through voluntary comments made at functions or parties.
- Through direct observation of customers or staff.
- Through visible changes in attitudes or behaviour.

- Electronic chat rooms or list servers.

The key grasp or term in this phase is *INPUT*. The document or score for this first phase is called *Score of Raw Feedback*. At this stage, it merely consists of a list of different feedback issues, received and documented on paper. The Score of Raw Feedback, as drawn from the Informal Feedback Capturing Database, is presented in Table 22.

Table 22: The Score of Raw Feedback (Phase one: Structure Phase)

* The real names of websites are not listed as it may reveal the true identity of Company X. Pseudonyms are used to protect the identities of individuals.

Period from: December 2004 to January 2005				
Feedback Issue No. 1				
Description / Quote of single Informal feedback input				
<i>"Well! Well! Well! I just received a phone call from an independent company about Company X's service. The lady explained to me that Company X is following up on customer complaints from the past six months. (I had complaints!) I was asked to explain what happened and what was done about it. Bravo Company X. Now let's just hope something gets done about it."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
28 April 2004 (Lifted on 28 Jan 05 from website)	COMPLIMENT/PRAISE Media, internet	* ****.co.za	-	External
Feedback Issue No. 2				
Description / Quote of single Informal feedback input				
<i>Company X employee called in during a radio interview with the CEO and complained that he knew of a certain manager in Company X that did not come to work but received his salary for over a year.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
October 2004	COMPLAINT Call to radio station	Radio Station	-	Internal
Feedback Issue No. 3				
Description / Quote of single Informal feedback input				
<i>"Corporate Y* is not very user friendly as it is linked to some sites that take a long time to open"</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	COMPLAINT Intranet "Corporate Y" *	Anonymous employee	VP	Internal
Feedback Issue No. 4				
Description / Quote of single Informal feedback input				
<i>"Corporate Y* helps me to be informed about Company X. I am well informed and feel part of the family. Thank you very much."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	COMPLIMENT/PRAISE Intranet "Corporate Y*"	Anonymous	VP	Internal

Feedback Issue No. 5				
Description / Quote of single Informal feedback input				
<i>"I am going to transfer my services to the new operator once it becomes available."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	COMPLAINT Telephone	Anonymous	VP	External

Feedback Issue No. 6				
Description / Quote of single Informal feedback input				
<i>"I am a Company X customer. I recently reported my faulty Y*. When I followed it up I got three different versions of feedback from you. How is this possible? I still do not have a positive response on my fault reporting. Company X is not reliable and your people have poor knowledge of your products."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	COMPLAINT E-mail	-	VP	External

Feedback Issue No. 7				
Description / Quote of single Informal feedback input				
<i>"Your TV Ad with the doctor and the internet is nothing less than a misleading piece of Hollywood propaganda. How can Company X mislead the public with untrue ads? Don't you have any integrity as a company?"</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	COMPLAINT Faxes	-	VP	External

Feedback Issue No. 8				
Description / Quote of single Informal feedback input				
<i>"Not only was the public misled but also we as employees, about the surgeon. We feel ashamed to answer questions outside Company X. We don't know the facts."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	COMPLAINT Several e-mails, calls and faxes	GROUP	VP	Internal

Feedback Issue No. 9				
Description / Quote of single Informal feedback input				
<i>"Misleidende Company X advertensie van kassie af. Die Gesagsliggaam vir Reklamestandaarde (GRS) het Company X beveel om sy omstrede advertensie te onttrek omdat dit misleidend is".</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
6 Dec 04	COMMENT Media article	Journalist: Sake Beeld	VP	External

Feedback Issue No. 10				
Description / Quote of single Informal feedback input				
<i>Very confidential information about possible retrenchments and the licence for a new operator were leaked to employees prematurely. This lead to an active grapevine all over the company and also externally. Some information even reached the media before it was officially announced.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Dec 04	OBSERVATION / ATTITUDE CHANGE Grapevine	Employees internal	VP	Both internal and external

Feedback Issue No. 11				
Description / Quote of single Informal feedback input				
<p><i>"Company X se Y *lol met gebruik van internet: Na etlike jare van swak diens, was die afgelope agt dae die laaste strooi wat die kameel se rug gebreek het. Organisasie X doen geen moeite om vas te stel waarom ons net sowat vier dae per week 'n diens het nie, het mnr A * van Magaliesburg geskryf...."</i></p>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
6 Dec 04	COMPLAINT Media	Beeld: "Tot U Diens" Feature	-	External: Customer

Feedback Issue No. 12				
Description / Quote of single Informal feedback input				
<p><i>"I am a Company X employee. I realise that our service to the public is far from perfect. If I am not satisfied with Company X's performance how can I expect external customers to be loyal to us?"</i></p>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
10 Dec 04	COMPLAINT E-mail	-	VP	Internal

Feedback Issue No. 13				
Description / Quote of single Informal feedback input				
<p><i>"Is someone at Company X selling our e-mail addresses to mailing-list-companies at high prices for extra income? I would think so... where else would all those people get our mail addresses!!"</i></p>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Des 04	COMPLAINT Media, internet	* ****.co.za	-	External

Feedback Issue No. 14				
Description / Quote of single Informal feedback input				
<p><i>Customer called in to report a call centre operator who was rude to her.</i></p>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
05 Jan 2005	COMPLAINT Telephone	Customer	-	External

Feedback Issue No. 15				
Description / Quote of single Informal feedback input				
<p><i>"Employees of our department sometimes do not consult each other and are doing the same tasks which results in rumours in our department – Corporate Communication. We are not well enough informed about what is happening in our own department with regards to staff changes etcetera. This creates mistrust, we feel out of touch with the group, nobody can be trusted. We are afraid to talk to management when we see someone doing something seriously wrong. Some people really work very hard and it is not acknowledged as others do nothing and get the honour of being very professional."</i></p>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Jan 05	COMPLAINT Internal Departmental	Employee	VP	Internal – Corporate Comm. Department

Feedback Issue No. 16				
Description / Quote of single Informal feedback input				
<p><i>Employees mostly make comments about management's attitude at function Y* the other day. *General thinking is that senior management advance only certain employees who they favour. *There is big uncertainty and guessing about who will be the next victims of retrenchments *Communication between management and staff is poor *Some employees do not have any access to senior management and are not allowed to communicate with them.</i></p>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
Jan 05	COMMENTS Voluntary comments made at a function	-	VP	Internal

Feedback Issue No. 17				
Description / Quote of single Informal feedback input				
<i>"Proudly South African. So they have a company in their stable (Company X) which retrenches at least 4 000 people and causes 1% inflation. I go to Company X's website and in the contact us tab, I post my thoughts. It says the domain not found. I cannot contact the people I have a problem with....."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
26 Jan 05	COMPLAINT Media, internet	* ****.co.za	-	External

Feedback Issue No. 18				
Description / Quote of single Informal feedback input				
<i>"Why is Company X so highly rated? South Africans rated Company X the top X company in the world. We wanted to know, how is this possible when there seem to be so many complaints about the service. I am finding it very hard to get my head around this one. Just proves how far we still have to go to let South Africans know how they are being blinded by sheer ignorance".</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
27 Jan 05	COMMENT Media, internet	Radio 702 quoted on * ****.co.za	-	External

Feedback Issue No. 19				
Description / Quote of single Informal feedback input				
<i>"Company X kan afdankings los. Company X se plan om 4300 werkers af te dank, is voorlopig van die baan....Die vakbonde se veldtog is as een van die omvattendstes in die geskiedenis van die vakbondwese beskryf en volgens ingeligte bronne het 'n onafhanklike opname - in opdrag van Company X – getoon dat dit groot skade aan die maatskappy se handelsnaam gedoen het."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
28 Jan 05	COMMENT Media: Beeld	Beeld	-	Internal and External

Feedback Issue No. 20				
Description / Quote of single Informal feedback input				
<i>" Price Comparison: That's basically a service 16 times faster than Company X's Y*, with a 166 times bigger download limit, including a free Z*, for less than half the price. Nice."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
28 Jan 05	COMPLAINT / COMMENT Media, internet	* ****.co.za	-	External

Feedback Issue No. 21				
Description / Quote of single Informal feedback input				
<i>"Company X laat die drade weer sing. Mnr B* van Company X is 'n absolute staatsmaker vir Company X. 'n Paar dae nadat ek Tot-U-diens laat weet het van my frustrasie, het Company X-tegnici opgedaag, die probleem geïdentifiseer en dit herstel".</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLIMENT / PRAISE Media	Beeld Newspaper "Tot U Diens"	-	External

Feedback Issue No. 22				
Description / Quote of single Informal feedback input				
<i>"Mnr C* van Pretoria het ook probleme met Company X. Y* word al die afgelope vyf jaar deur die wind oormekaar gewaai. Company X het, nadat hulle van ons gehoor het, die Y* met nuwes vervang wat geïsoleer is en dus nie meer deur die wind beïnvloed kan word nie, het mnr C* nou laat weet".</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT /COMMENT Media	Beeld Newspaper "Tot U Diens"	-	External

Feedback Issue No. 23				
Description / Quote of single Informal feedback input				
<i>Mr D * , a journalist from IT Web complained about his Z * that was out of order for the whole weekend and he could not comply to their deadlines.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Media	Mr D * , a journalist from IT Web	-	External

Feedback Issue No. 24				
Description / Quote of single Informal feedback input				
<i>Mr E * a owner of a game lodge in the Waterberg area complaining that they can't use their internet for the Z systems * and they are losing valuable customers and money this way.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Fax	Mr E * , a customer	-	External

Feedback Issue No. 25				
Description / Quote of single Informal feedback input				
<i>Mrs F * from Witbank called complaining about a Company X technician who nearly pushed her off the road with his vehicle. She provided the registration number of the vehicle</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Telephone	Mrs F * – a member of public	-	External

Feedback Issue No. 26				
Description / Quote of single Informal feedback input				
<i>Employees complain they do not receive their monthly online newspaper.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Unknown	Employee	-	Internal

Feedback Issue No. 27				
Description / Quote of single Informal feedback input				
<i>Bundles of online newspapers have been returned to Corporate Communication's office as a result of wrong addresses.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	GENERAL OBSERVATION	-	-	Internal

Feedback Issue No. 28				
Description / Quote of single Informal feedback input				
<i>Management complains that they don't receive the media clippings regularly.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT E-mail / Telephone	Employees (Management)	-	Internal

Feedback Issue No. 29				
Description / Quote of single Informal feedback input				
<i>Ms G * from Pretoria called to complement a technician on the professional work he had done at her business.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLIMENT/ PRAISE Telephone	Ms G * – customer	-	External

Feedback Issue No. 30				
Description / Quote of single Informal feedback input				
<i>A staff member in Corporate Communication has been suspended. Colleagues only received an e-mail to inform them not to contact him.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT/ ATTITUDE CHANGE/ OBSERVATION E-mail	Human Resources	-	Internal

Feedback Issue No. 31				
Description / Quote of single Informal feedback input				
<i>We received a call that someone sells Y* on the street. When asked where he got hold of the cards, he replied that a Company X employee gave it to him.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Telephone call	Street vendor	-	External

Feedback Issue No. 32				
Description / Quote of single Informal feedback input				
<i>Mr H* moved his company from one building to another. He completed the necessary transfer forms. During the move Mr H* contacted Company X about the exact date of the move. He was then informed that the transfer couldn't take place due to lack of Y* infrastructure on the premises that did not receive attention during the development phase of the premises. The X* can only be installed once the Y* infrastructure received attention. This may take months to be completed.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Letter	Mr H*, a customer	-	External

Feedback Issue No. 33				
Description / Quote of single Informal feedback input				
<i>Mnr I* het 'n faks gestuur waarin hy kla dat Company X se mense Y* moes lê en daardeur hulle plaveisel beskadig het. Hy het dit reeds gerapporteer sonder enige sukses en hy verwag van Company X on hom vir die skade te vergoed.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Fax	Mr I*, a customer	-	External

Feedback Issue No. 34				
Description / Quote of single Informal feedback input				
<i>702 called to report a faulty Z*.</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	REPORT / COMPLAINT WITH NEGATIVE POTENTIAL Phone	702 Radio Special fault report	-	External

Feedback Issue No. 35				
Description / Quote of single Informal feedback input				
<i>"Lack of informal communication within the section. Employees use formal meetings to talk about their personal issues."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMMENTS	Employees in meetings	-	Internal

Feedback Issue No. 36				
Description / Quote of single Informal feedback input				
<i>"Lack of consistent feedback regarding performance. No formal feedback or performance review sessions."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	GRAPEVINE and COMPLAINTS	Staff members of Corporate Communication	-	Internal

Feedback Issue No. 37				
Description / Quote of single Informal feedback input				
<i>Customer complains about a technician sleeping on the side of the road...</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT E-mail	Anonymous customer	-	External

Feedback Issue No. 38				
Description / Quote of single Informal feedback input				
<i>"Customer enquires about the differences of product, X, Y and Z, and which one is better for them?"</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	PRODUCT ENQUIRY Telephone	Customer	-	External

Feedback Issue No. 39				
Description / Quote of single Informal feedback input				
<i>"Where is 'x' – they're never here!"</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMMENT Verbal comment	Internal – employee from Corporate Communication	-	Internal

Feedback Issue No. 40				
Description / Quote of single Informal feedback input				
<i>"While attempting to address something important, the person you're talking to reads something else, types away at a keyboard or just does not show any interest!"</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	OBSERVATION / VERBAL COMMENTS	Internal		Internal

Feedback Issue No. 41				
Description / Quote of single Informal feedback input				
<i>"The Unions approved the new retrenchment process and the grapevine flows in the corridors about possible packages etcetera."</i>				
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
01 Feb 05	COMMENTS/ GRAPEVINE and RUMOURS	Several individuals	-	Internal

5.5.3.5. Applying phase two: The Analysis Phase



Phase	1. Structure Phase	2. Analysis Phase		3. Integration Phase	4. Intervention Phase	
Key grasp	INPUT	GROUP	CORE	IMPACT	CHANGE	OUTCOME
Tasks	Collect feedback variables	Identify groups of feedback issues	Identify core of feedback issues and trends Eliminate useless info	Plot predicted impact of core issues	Adapt and adjust <ul style="list-style-type: none"> ■ Policies ■ Procedures ■ Strategies ■ Structures ■ Systems 	Track outcomes and results Regenerate feedback to source
Document or Score	SCORE OF RAW FEEDBACK	SCORE OF CORE ISSUES		SCORE OF IMPACT	SCORE OF CHANGE	
	↓	↓		↓	↓	
IMPACT / INFLUENCE ON ORGANISATION						

As described earlier, the Analysis Phase involves two steps. Firstly, the communication manager tries to logically group interrelated or family feedback issues together in order to make it more manageable and easier to handle. The grasp term identified in the Intervention Wheel is therefore *GROUP*.

The second step of this phase is identified by the grasp term *CORE*. This is because the manager will identify the core feedback issues and trends from the groups that were evaluated in the preceding step.

The document that is tabled after the Analysis Phase is called the *Score of Core Issues*.

The following natural groups emerged and were agreed upon from discussing and evaluating the issues in the Score of Raw Feedback.

Table 23: Natural groups of feedback issues

<ul style="list-style-type: none"> • Combine FI 1, FI 4, FI 21 and FI 29. <p>THIS BECOMES THE COMBINED NEW FEEDBACK ISSUE 1.</p>
<ul style="list-style-type: none"> • Combine FI 2 and FI 25. <p>THIS BECOMES FEEDBACK ISSUE NO 2</p>
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 3
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO.4
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 5
<ul style="list-style-type: none"> • Combine FI 7, FI 8 AND FI 9. <p>THIS BECOMES FEEDBACK ISSUE NO 6</p>
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 7
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 8
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 9
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 10
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 11
<ul style="list-style-type: none"> • Combine FI 15, FI 35, FI 36 AND FI 39. <p>THIS BECOMES FEEDBACK ISSUE NO 12</p>
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 13
<ul style="list-style-type: none"> • Combine FI 17, FI 18 AND FI 20. <p>THIS BECOMES FEEDBACK ISSUE NO 14</p>
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 15 (Thrown out – media article)
<ul style="list-style-type: none"> • FEEDBACK ISSUE NO. 16 (This becomes Feedback Issue 15)
<ul style="list-style-type: none"> • Combine FI 23 AND FI 24. <p>THIS BECOMES FEEDBACK ISSUE NO 16</p>
<ul style="list-style-type: none"> • Combine FI 26, FI 27 AND FI 28. <p>THIS BECOMES FEEDBACK ISSUE NO 17</p>

• FEEDBACK ISSUE NO. 18
• FEEDBACK ISSUE NO. 19
• FEEDBACK ISSUE NO. 20
• FEEDBACK ISSUE NO. 21
• FEEDBACK ISSUE NO. 23 (Thrown out – report of faulty line)
• FEEDBACK ISSUE NO. 24 (This becomes Feedback Issue 22)
• FEEDBACK ISSUE NO. 25 (Thrown out – product enquiry)
• FEEDBACK ISSUE NO. 26 (Thrown out – to little information)
• FEEDBACK ISSUE NO. 27 (This becomes Feedback Issue 23)

Feedback issues 15, 23 and 25 were either insignificant in nature or did not really qualify as informal feedback issues in the true sense. They were therefore not considered in the next stages of the framework. The numbers of the feedback issues were subsequently adapted which brings the total number of feedback issues to 23. The 23 feedback issues will be transferred to the Score of Core Issues.

Table 24: The Score of Core Issues (Phase two: Analysis Phase)



Phase	1. Structure Phase	2. Analysis Phase		3. Integration Phase	4. Intervention Phase	
Key grasp	INPUT	GROUP	CORE	IMPACT	CHANGE	OUTCOME
Tasks	Collect feedback variables	Identify groups of feedback issues	Identify core of feedback issues and trends Eliminate useless info	Plot predicted impact of core issues	Adapt and adjust <ul style="list-style-type: none"> ■ Policies ■ Strategies ■ Structures ■ Systems 	Track outcomes and results Regenerate feedback to source
Document or Score	SCORE OF RAW FEEDBACK	SCORE OF CORE ISSUES		SCORE OF IMPACT	SCORE OF CHANGE	
	↓	↓		↓	↓	
IMPACT / INFLUENCE ON ORGANISATION						

Out of the indications in Table 23, the following *Score of Core Issues* emerged. The combined feedback issues get new numbers which decreased the total number of feedback issues from 42 to 23.

Table 24: The Score of Core Issues (Phase two: Analysis Phase)

Combine FI 1, FI 4, FI 21 and FI 29.

THIS BECOMES THE COMBINED NEW FEEDBACK ISSUE 1.

* The real names of websites are not listed as it may reveal the true identity of Company X. Pseudonyms are used to protect the identities of individuals.

FEEDBACK ISSUE NO. 1					
A: Description / Quote of single Informal feedback input					
<i>"Well! Well! Well! I just received a phone call from an independent company about Company X's service. The lady explained to me that Company X is following up on customer complaints from the past 6 months. (I had complaints!) I was asked to explain what happened and what was done about it. Bravo Company X. How let's just hope something gets done about it."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
28 April 2004 (Lifted on 28 Jan 05 from website)	COMPLIMENT/PRAISE Media, internet	* ****.co.za	-	External	
B: Description / Quote of single Informal feedback input					
<i>"Corporate Y* helps me to be informed about Company X. I am well informed and feel part of the family. Thank you very much."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
Dec 04	COMPLIMENT/PRAISE Intranet" Corporate Y*	Anonymous	VP	Internal	
C: Description / Quote of single Informal feedback input					
<i>"Company X laat die Z* weer sing. Mnr B* van Company X is 'n absolute staatmaker vir Company X. 'n Paar dae nadat ek Tot-U-diens laat weet het van my frustrasie, het Company X-tegnici opgedaag, die probleem geïdentifiseer en dit herstel".</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
31 Jan 05	COMPLIMENT /PRAISE Media	Beeld Newspaper "Tot U Diens"	-	External	
D: Description / Quote of single Informal feedback input					
<i>Ms G* from Pretoria called to complement a technician with the professional work he had done at her business.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
31 Jan 05	COMPLIMENT/ PRAISE Telephone	Ms G – a customer	-	External	

Combine FI 2 and FI 25.

THIS BECOMES FEEDBACK ISSUE NO 2

FEEDBACK ISSUE NO. 2					
A: Description / Quote of single Informal feedback input					
<i>Company X employee called in during a radio interview with the CEO and complained that he knew of a certain manager in Company X that did not come to work but received his salary for over a year.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
October 2004	COMPLAINT Call to radio station	Radio Station	-	Internal	
B: Description / Quote of single Informal feedback input					
<i>Mrs F* from Witbank called complaining about a Company X technician who nearly pushed her off the road with his vehicle. She provided the registration number of the vehicle.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
31 Jan 05	COMPLAINT Telephone	Mrs F* – a member of public	-	External	

FEEDBACK ISSUE NO. 3

Description / Quote of single Informal feedback input

"Corporate Y* is not very user friendly as it is linked to some sites that take a long s time to open"					
Date	Type of feedback	Source	Staff member	Stakeholder group	
Dec 04	COMPLAINT Intranet" Corporate Y *	Anonymous employee	VP	Internal	

FEEDBACK ISSUE NO. 4

Description / Quote of single Informal feedback input					
"I am going to transfer my services to the new operator once it becomes available"					
Date	Type of feedback	Source	Staff member	Stakeholder group	
Dec 04	COMPLAINT Telephone	Anonymous	VP	External	

FEEDBACK ISSUE NO. 5

Description / Quote of single Informal feedback input					
"I am a Company X customer. I recently report my faulty Y*. When I follow it up I got three different version of feedback from you. How is this possible? I still do not have a positive response on my fault reporting." Company X is not reliable and your people have poor knowledge of your products."					
Date	Type of feedback	Source	Staff member	Stakeholder group	
Dec 04	COMPLAINT E-mail	-	VP	External	

**Combine FI 7, FI 8 AND FI 9.
THIS BECOMES FEEDBACK ISSUE NO 6**

FEEDBACK ISSUE NO. 6

A: Description / Quote of single Informal feedback input					
"Your TV Ad with the doctor and the internet is nothing less than a misleading piece of Hollywood propaganda. How can Company X mislead the public with untrue ads? Don't you have any integrity as a company?"					
Date	Type of feedback	Source	Staff member	Stakeholder group	
Dec 04	COMPLAINT Faxes	-	VP	External	
B: Description / Quote of single Informal feedback input					
"Not only was the public misled but also we as employees, about the surgeon. We feel ashamed to answer questions outside Company X. We don't know the facts."					
Date	Type of feedback	Source	Staff member	Stakeholder group	
Dec 04	COMPLAINT Petition received. Several e-mails, calls and faxes	GROUP	VP	Internal	
C: Description / Quote of single Informal feedback input					
"Misleidende Company X advertensie van kassie af. Die Gesagsliggaam vir Reklamestandaarde (GRS) het Company X beveel om sy omstrede advertensie te onttrek omdat dit misleidend is".					
Date	Type of feedback	Source	Staff member	Stakeholder group	
6 Dec 04	COMMENT Media article	Journalist: Sake Beeld	VP	External	

FEEDBACK ISSUE NO. 7

Description / Quote of single Informal feedback input					
Very confidential information about possible retrenchments and the licence for a new operator were leaked to employees prematurely. This lead to an active grapevine all over the company and also externally. Some information even reached the media before it was officially announced.					
Date	Type of feedback	Source	Staff member	Stakeholder group	
Dec 04	OBSERVATION / ATTITUDE CHANGE Grapevine	Employees internal	VP	Both internal and external	

FEEDBACK ISSUE NO. 8

Description / Quote of single Informal feedback input					
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"Company X se Y lol met gebruik van internet: Na etlike jare van swak diens, was die afgelope agt dae die laaste strooi wat die kameel se rug gebreek het. Organisasie X doen geen moeite om vas te stel waarom ons net sowat vier dae per week 'n diens het nie, het mnr A* van Magaliesburg geskryf...."*

Date	Type of feedback	Source	Staff member	Stakeholder group
6 Dec 04	COMPLAINT Media	Beeld: "Tot U Diens" Feature	-	External: Customer

FEEDBACK ISSUE NO. 9

Description / Quote of single Informal feedback input
"I am a Company X employee. I realise that our service to the public is far from perfect. If I am not satisfied with Company X's performance how can I expect external customers to be loyal to us?"

Date	Type of feedback	Source	Staff member	Stakeholder group
10 Dec 04	COMPLAINT E-mail	-	VP	Internal

FEEDBACK ISSUE NO. 10

Description / Quote of single Informal feedback input
"Is someone at Company X selling our e-mail addresses to mailing-list-companies at high prices for extra income? I would think so... where else would all those people get our mail addresses!!"

Date	Type of feedback	Source	Staff member	Stakeholder group
31 Des 04	COMPLAINT Media, internet	* ****.co.za	-	External

FEEDBACK ISSUE NO. 11

Description / Quote of single Informal feedback input
Customer called in to report a call centre operator who was rude to her.

Date	Type of feedback	Source	Staff member	Stakeholder group
05 Jan 2005	COMPLAINT Telephone	Customer	-	External

**Combine FI 15, FI 35, FI 36 AND FI 39.
THIS BECOMES FEEDBACK ISSUE NO 12**

FEEDBACK ISSUE NO. 12

A: Description / Quote of single Informal feedback input
"Employees of our department sometimes do not consult each other and are doing the same tasks which results in rumours in our department – Corporate Communication. We are not well enough informed about what is happening in our own department with regards to staff changes etcetera. This creates mistrust, we feel out of touch with the group, nobody can be trusted. We are afraid to talk to management when we see someone doing something seriously wrong. Some people really work very hard and it is not acknowledged as others do nothing and get the honour of being very professional."

Date	Type of feedback	Source	Staff member	Stakeholder group
Jan 05	COMPLAINT Internal Departmental	Employee	VP	Internal – Corporate Comm. Department

B: Description / Quote of single Informal feedback input
"Lack of informal communication within the section. Employees use formal meetings to talk about their personal issues."

Date	Type of feedback	Source	Staff member	Stakeholder group
31 Jan 05	COMMENTS	Employees in meetings	-	Internal

C: Description / Quote of single Informal feedback input
"Lack of consistent feedback regarding performance. No formal feedback or performance review sessions."

Date	Type of feedback	Source	Staff member	Stakeholder group
31 Jan 05	GRAPEVINE and COMPLAINTS	Staff members of Corporate Communication	-	Internal

D: Description / Quote of single Informal feedback input					
"Where is 'x' – they're never here!"					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
31 Jan 05	COMMENT Verbal comment	Internal – employee From Corporate Communication	-	Internal	

FEEDBACK ISSUE NO. 13					
Description / Quote of single Informal feedback input					
<i>Employees mostly make comments about management's attitude at function Y* the other day. *General thinking is that senior management advance only certain employees who they favour. *There is big job uncertainty and guessing about who will be the next victims of retrenchments *Communication between management and staff is poor *Some employees do not have any access to senior management and are not allowed to communicate with them.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
Jan 05	COMMENTS Voluntary comments made at a function	-	VP	Internal	

**Combine FI 17, FI 18 AND FI 20.
THIS BECOMES FEEDBACK ISSUE NO 14**

FEEDBACK ISSUE NO. 14					
A: Description / Quote of single Informal feedback input					
<i>"Proudly South African. So they have a company in their stable (Company X) which retrenches at least 4 000 people and causes 1% inflation. I go to Company X's website and in the contact us tab, I post my thoughts. It says the domain not found. I cannot contact the people I have a problem with...."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
26 Jan 05	COMPLAINT Media, internet	* ****.co.za	-	External	
B: Description / Quote of single Informal feedback input					
<i>"Why is Company X so highly rated? South Africans rated Company X the top X* company in the world. We wanted to know, how is this possible when there seem to be so many complaints about the service. I am finding it very hard to get my head around this one. Just proves how far we still have to go to let South Africans know how they are being blinded by sheer ignorance".</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
27 Jan 05	COMMENT Media, internet	Radio 702 quoted on * ****.co.za	-	External	
C: Description / Quote of single Informal feedback input					
<i>"Price Comparison: That's basically a service 16 times faster than Company X's Y*, with a 166 times bigger download limit, including a free Z*, for less than half the price. Nice."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
28 Jan 05	COMPLAINT / COMMENT Media, internet	* ****.co.za	-	External	

FEEDBACK ISSUE NO. 15					
Description / Quote of single Informal feedback input					
<i>"Mnr C* van Pretoria het ook probleme met Company X. Sy Z* word al die afgelope vyf jaar deur die wind oormekaar gewaai. Company X het, nadat hulle van ons gehoor het, die Z* met nuwes vervang wat geïsoleer is en dus nie meer deur die wind beïnvloed kan word nie, het mnr C* nou laat weet".</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	External /Internal
31 Jan 05	COMPLAINT /COMMENT Media	Beeld Newspaper "Tot U Diens"	-	External	

Combine FI 23 AND FI 24.

THIS BECOMES FEEDBACK ISSUE NO 16

FEEDBACK ISSUE NO. 16					
A: Description / Quote of single Informal feedback input					
<i>Mr D* a journalist from IT Web complained about his Z* that was out of order for the whole weekend and he could not comply with their deadlines.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	COMPLAINT Media	Mr D, a journalist from IT Web	-	External	
B: Description / Quote of single Informal feedback input					
<i>Mr E* a owner of a game lodge in the Waterberg area complaining that they can't use their internet for the Z systems* and they are losing valuable customers and money this way</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	COMPLAINT Fax	Mr E, a customer	-	External	

**Combine FI 26, FI 27 AND FI 28.
THIS BECOMES FEEDBACK ISSUE NO 17**

FEEDBACK ISSUE NO. 17					
A: Description / Quote of single Informal feedback input					
<i>Employees complain they do not receive their monthly online newspaper.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	COMPLAINT Unknown	Employee	-	Internal	
B: Description / Quote of single Informal feedback input					
<i>Bundles of online newspapers have been returned to Corporate Communication's office as a result of wrong addresses.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	GENERAL OBSERVATION	-	-	Internal	
C: Description / Quote of single Informal feedback input					
<i>Management complains that they don't receive the media clippings regularly.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	COMPLAINT E-mail / Telephone	Employees (Management)	-	Internal	

FEEDBACK ISSUE NO. 18					
Description / Quote of single Informal feedback input					
<i>A staff member in Corporate Communication has been suspended. Colleagues only received an e-mail to inform them not to contact him.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	COMPLAINT/ ATTITUDE CHANGE/ OBSERVATION E-mail	Human Resources	-	Internal	

FEEDBACK ISSUE NO. 19					
Description / Quote of single Informal feedback input					
<i>We received a call that someone sells Y* on the street. When asked where he got hold of the Y*, he replied that a Company X employee gave it to him.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group	
31 Jan 05	COMPLAINT Telephone call	Street vendor	-	External	

FEEDBACK ISSUE NO. 20					
Description / Quote of single Informal feedback input					

Mr H moved his company from one building to another. He completed the necessary transfer forms. During the move Mr H contacted Company X about the exact date of the move. He was then informed that the transfer couldn't take place due to lack of infrastructure on the premises that did not receive attention during the development phase of the premises. The X can only be installed once the Y* infrastructure received attention. This may take months to be completed.*

Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Letter	Mr H, a customer	-	External

FEEDBACK ISSUE NO. 21

Description / Quote of single Informal feedback input

Mnr I het 'n faks gestuur waarin hy kla dat Company X se mense Y* moes lê en daardeur hulle plaveisel beskadig het. Hy het dit reeds gerapporteer sonder enige sukses en hy verwag van Company X on hom vir die skade te vergoed.*

Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT Fax	Mr I, a customer	-	External

FEEDBACK ISSUE NO. 22

Description / Quote of single Informal feedback input

Customer complains about a technician sleeping on the side of the road...

Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
31 Jan 05	COMPLAINT E-mail	Anonymous customer	-	External

FEEDBACK ISSUE NO. 23

Description / Quote of single Informal feedback input

The Unions approved the new retrenchment process and the grapevine flows in the corridors about possible packages et cera.

Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal
01 Feb 05	COMMENTS/ GRAPEVINE and RUMOURS	Several individuals	-	Internal

5.5.3.6. Applying phase three: The Integration Phase



Phase	1. Structure Phase	2. Analysis Phase		3. Integration Phase	4. Intervention Phase	
Key grasp	INPUT	GROUP	CORE	IMPACT	CHANGE	OUTCOME
Tasks	Collect feedback variables	Identify groups of feedback issues	Identify core of feedback issues and trends Eliminate useless info	Plot predicted impact of core issues	Adapt and adjust <ul style="list-style-type: none"> ■ Policies ■ Procedures ■ Strategies ■ Structures ■ Systems 	Track outcomes and results Regenerate feedback to source
Document or Score	SCORE OF RAW FEEDBACK	SCORE OF CORE ISSUES		SCORE OF IMPACT	SCORE OF CHANGE	
	↓	↓		↓	↓	
IMPACT / INFLUENCE ON ORGANISATION						

During this phase the actual impact of the preceding 23 identified important issues are evaluated. This is a crucial phase because of the actual impact that is determined for each feedback issues of group of feedback issues.

The grasp term during this phase is *IMPACT*. The impact of each important group of core issues or individual issues (depending on the preceding methods used) will be predicted and forecasted onto existing corporate communication or organisational strategies. The outcome document of actions taken during this phase is called the *Score of Impact*.

The Informal Feedback Intervention Yardstick – preset in Microsoft Excel – will also be applied during this phase in order to assist the communication manager in determining the rank of importance of each informal feedback input. Feedback issues are rated with a percentage according to four possible and set levels of possible impact.

Preset factors and pre-determined weights are allocated to each level of potential impact. More than one manager can be involved in rating feedback inputs according to predicted impact. In this instance the average score of all participants is used in scoring each impact level.

The following impact levels were also assigned to the different informal feedback inputs during this phase. A percentage was agreed upon for A to D with regard to each informal feedback input.

Possible impact levels:

A: *Major organisational impact* – This is the most critical impact level with the highest weight. It refers to feedback issues that have a major corporate or an organisation-wide impact. It touches the heart of the organisation and its reputation.

B: *Corporate communication impact* – This is the second most critical impact level with the second highest weight. It refers to issues that mainly have a corporate communication impact for the organisation.

C: *Departmental impact* – Feedback issues on this level are limited to impact possibilities on departmental level. It involves mainly a specific department and its dealings. It carries a lighter weight for purposes of the evaluation in the *Informal Feedback Yardstick*.

D: *Minor micro unit impact* - Feedback issues on this level are limited to impact possibilities in a small unit within the organisation, for example a small group of people or section within a department.

Table 25: The Score of Impact (Phase three: Integration Phase)

* The real names of websites are not listed as it may reveal the true identity of Company X. Pseudonyms are used to protect the identities of individuals.

FEEDBACK ISSUE NO. 1					
Perceived importance/Impact value					
70% A: Major organisation Impact 20% B: Corporate Comms Impact 10% C: Departmental Impact 0% D: Minor Micro Unit Impact					
A: Description / Quote of single Informal feedback input					
“Well! Well! Well! I just received a phone call from an independent company about Company X’s service. The lady explained to me that Company X is following up on customer complaints form the past 6 months. (I had complaints!) I was asked to explain what happened and what was done. Bravo Company X. How let’s just hope something gets done about it.”					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
28 April 2004 (Lifted on 28 Jan 05 from website)	COMPLIMENT/PRAISE Media, internet	* ****.co.za	-	External	POSITIVE FEEDBACK. Positive impact on reputation of Organisation X both internally and externally.
B: Description / Quote of single Informal feedback input					
“Corporate Y* helps me to be informed about Company X. I am well informed and feel part of the family. Thank you very much.”					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	COMPLIMENT/PRAISE Intranet” Corporate Y*”	Anonymous	VP	Internal	POSITIVE Impact = boost of morale especially internally. Positive impact on internal reputation.
C: Description / Quote of single Informal feedback input					
“Company X laat die Z* weer sing. Mnr B* van Company X is ‘n absolute staatmaker vir Company X. ‘n Paar dae nadat ek Tot-U-diens laat weet het van my frustrasie, het Company X-tegnici opgedaag, die probleem geïdentifiseer en dit herstel”.					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLIMENT / PRAISE Media	Beeld Newspaper “Tot U Diens”	-	External	POSITIVE – Feeling that there is some progress in improving reputation of services.
D: Description / Quote of single Informal feedback input					
Ms G* from Pretoria called to complement a technician with the professional work he had done at her business.					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLIMENT/ PRAISE Telephone	Ms G – a customer	-	External	POSITIVE: Impact = build sound reputation and cultivate pride.

FEEDBACK ISSUE NO. 2

Perceived importance/Impact value

70% A: Major organisation Impact
10% B: Corporate Comms Impact
10% C: Departmental Impact
10% D: Minor Micro Unit Impact

A: Description / Quote of single Informal feedback input					
<i>Company X employee called in during a radio interview with the CEO and complained that he knew of a certain manager in Company X that did not come to work but received his salary for over a year.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
October 2004	COMPLAINT Call to radio station	Radio Station	-	Internal	Impact = severe damage to reputation of Company X. Cultivate perception of wasting of money and bad corporate management and incompetence of staff. Corporate governance in doubt. Coverage on national / regional radio can increase possible impact.
B: Description / Quote of single Informal feedback input					
<i>Mrs F* from Witbank called complaining about a Company X technician who nearly pushed her off the road with his vehicle. She provided the registration number of the vehicle.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT Telephone	Mrs F* – a member of public	-	External	Impact = damage to reputation of Company X. Cultivate perception of wasting of money, bad corporate management and arrogance of workers. This has a potentially severe impact on Company X's reputation. Staff are seen as irresponsible.

FEEDBACK ISSUE NO. 3

Perceived importance/Impact value

60% A: Major organisation Impact
40% B: Corporate Comms Impact
0% C: Departmental Impact
0% D: Minor Micro Unit Impact

Description / Quote of single Informal feedback input					
<i>“Corporate Y* is not very user friendly as it is linked to some sites that take a long time to open”.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	COMPLAINT Intranet” Corporate Y*”	Anonymous employee	VP	Internal	Impact = damage to reputation internally. Messages do not reach the target audiences. Lack of information leads to lack of understanding which in turn leads to conflict. This leads to frustration and negative emotions about the Corporate Y site.

FEEDBACK ISSUE NO. 4					
Perceived importance/Impact value					
60% A: Major organisation Impact 0% B: Corporate Comms Impact 40% C: Departmental Impact 0% D: Minor Micro Unit Impact					
Description / Quote of single Informal feedback input					
<i>"I am going to transfer my services to the new operator once it becomes available".</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	COMPLAINT Telephone	Anonymous	VP	External	Impact = damage to reputation of Company X. Loss of customers and income which can also lead to a possible 10 other people that will hear about this case. This may spill over to at least 10 other people.

FEEDBACK ISSUE NO. 5					
Perceived importance/Impact value					
70% A: Major organisation Impact 10% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>"I am a Company X customer. I recently reported my faulty Y*. When I followed it up I got three different versions of feedback from you. How is this possible? I still do not have a positive response on my fault reporting. Company X is not reliable and your people have poor knowledge of your products."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	COMPLAINT E-mail	-	VP	External	Impact = damage to reputation of Company X. Potential loss of customers and income. Leads to perception of unsympathetic, bullying company who does not care or listen to its stakeholders. Strengthens perception that Company X is a big, bad wolf where nobody knows what goes on, as well as create an image of unprofessionalism and pure incompetence.

FEEDBACK ISSUE NO. 6					
Perceived importance/Impact value					
80% A: Major organisation Impact 0% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
A: Description / Quote of single Informal feedback input					
<i>"Your TV Ad with the doctor and the internet is nothing less than a misleading piece of Hollywood propaganda. How can Company X mislead the public with untrue ads? Don't you have any integrity as a company?"</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	COMPLAINT Faxes	-	VP	External	Impact = damage to reputation of Company X. Loss of customers and income. May lead to misconceptions about company and perception that Company X is not truthful. If Company X lies in their advertisements it will also lie to us about statements and costs.
B: Description / Quote of single Informal feedback input					
<i>"Not only was the public mislead but also we as employees - about the surgeon. We feel ashamed to answer questions outside Company X. We don't know the facts."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	COMPLAINT Petition received. Several e-mails, calls and faxes	GROUP	VP	Internal	Impact = damage to reputation of Company X. Loss of customers and income. Low internal staff morale and pride.
C: Description / Quote of single Informal feedback input					
<i>"Misleidende Company X advertensie van kassie af. Die Gesagsliggaam vir Reklamestandaarde (GRS) het Company X beveel om sy omstrede advertensie te onttrek omdat dit misleidend is".</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
6 Dec 04	COMMENT Media article	Journalist: <i>Sake Beeld</i>	VP	External	Impact = damage to reputation of Company X. Establishes perception that Company X deliberately lies to its stakeholders. This = misleading and unethical corporate governance.

FEEDBACK ISSUE NO. 7					
Perceived importance/Impact value					
70% A: Major organisation Impact 10% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>Very confidential information about possible retrenchments and the licence for the new operator were leaked to employees prematurely. This lead to an active grapevine all over the company and also externally. Some information even reached the media before it was officially announced.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Dec 04	OBSERVATION / ATTITUDE CHANGE Grapevine	Employees internal	VP	Both internal and external	Impact = damage to internal reputation. Creates a feeling of job uncertainty and unproductivity. Employees lose their loyalty to the company and therefore work performance is lower. Perception develops in media that employees are not loyal to Company X. Lack of trust in leadership and integrity of leadership.

FEEDBACK ISSUE NO. 8					
Perceived importance/Impact value					
60% A: Major organisation Impact 10% B: Corporate Comms Impact 30% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>“Company X se Y* lol met gebruik van internet: Na etlike jare van swak diens, was die afgelope agt dae die laaste strooi wat die kameel se rug gebreek het. Organisasie X doen geen moeite om vas te stel waarom ons net sowat vier dae per week ‘n diens het nie, het mnr A* van Magaliesburg geskryf....”</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
6 Dec 04	COMPLAINT Media	Beeld: “Tot U Diens” Feature	-	External: Customer	Impact = damage to reputation of Company X. Loss of customers and income. Company X does not care for its customers. Quote “Jare van swak diens” strengthens perception that Company X is no good, does not want to better its customer relations and really does not care at all.

FEEDBACK ISSUE NO. 9					
Perceived importance/Impact value					
80% A: Major organisation Impact 10% B: Corporate Comms Impact 10% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>"I am a Company X employee. I realise that our service to the public is far from perfect. If I am not satisfied with Company X's performance how can I expect external customers to be loyal to us?"</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
10 Dec 04	COMPLAINT E-mail	-	VP	Internal	Impact = damage to reputation of Company X. Internal perception spills over externally and multiplies. One employee may influence his or her fellow workers negatively.

FEEDBACK ISSUE NO. 10					
Perceived importance/Impact value					
60% A: Major organisation Impact 20% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>"Is someone at Company X selling our e-mail addresses to mailing-list-companies at high prices for extra income? I would think so... where else would all those people get our mail addresses!!"</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Des 04	COMPLAINT Media, internet	* ****.co.za	-	External	Impact = damage to reputation of Company X. Against the law which may lead to possible lawsuit. <i>Promotion of Access to Information Act No. 2 of 2000</i> . Severe negative impact on trustworthiness of Company X. Employees and other stakeholders may find hard to trust Company X in future if this is true. This is not true and is only one isolated opinion. Perception of lack of integrity of Sales and Marketing Section.

FEEDBACK ISSUE NO. 11					
Perceived importance/Impact value					
60% A: Major organisation Impact 10% B: Corporate Comms Impact 30% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>Customer called in to report a call centre operator who was rude to her.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
05 Jan 2005	COMPLAINT Telephone	Customer	-	External	Impact = damage to reputation of Company X. Loss of customers and income. Company X is a rude, unprofessional and arrogant company. This is especially true from a call centre agent where excellent customer care is supposed to be their core business.

FEEDBACK ISSUE NO. 12					
Perceived importance/Impact value					
70% A: Major organisation Impact 20% B: Corporate Comms Impact 10% C: Departmental Impact 0% D. Minor micro unit impact					
A: Description / Quote of single Informal feedback input					
<i>"Employees of our department sometimes do not consult each other and are doing the same tasks which results in rumours in our department – Corporate Communication. We are not well enough informed about what is happening in our own department with regards to staff changes etcetera. This creates mistrust, we feel out of touch with the group, nobody can be trusted. We are afraid to talk to management when we see someone doing something seriously wrong. Some people really work very hard and it is not acknowledged as others do nothing and get the honour of being very professional."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Jan 05	COMPLAINT Internal Departmental	Employee	VP	Internal – Corporate Comm Department	Impact = damage to internal reputation of Company X. Low morale and work satisfaction. Employees cannot spread a positive message to the outside world when they are uncertain in their own world. Mistrust and anxiety may occur.
B: Description / Quote of single Informal feedback input					
<i>"Lack of informal communication within the section. Employees use formal meetings to talk about their personal issues."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMMENTS	Employees in meetings	-	Internal	Impact = reputation of unit. How can department facilitate communication when they cannot communicate properly themselves. Meetings become moan sessions and are unproductive. This may spread to other departments.

C: Description / Quote of single Informal feedback input					
“Lack of consistent feedback regarding performance. No formal feedback or performance review sessions.”					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	GRAPEVINE and COMPLAINTS	Staff members of Corporate Communication	-	Internal	Impact = reputation of unit. Loss of motivation and low morale and no job satisfaction which leads to bad service and interaction with customers and all other stakeholders. Unhappy staff leads to unhappy customers.
D: Description / Quote of single Informal feedback input					
“Where is ‘x’ – they’re never here! “					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMMENT Verbal comment	Internal – An employee from Corporate Communication	-	Internal	Impact = Perception of lack of discipline. Damage to internal reputation. Negative change of behaviour.

FEEDBACK ISSUE NO. 13
Perceived importance/Impact value
70% A: Major organisation Impact
20% B: Corporate Comms Impact
10% C: Departmental Impact
0% D. Minor micro unit impact

Description / Quote of single Informal feedback input					
<i>Employees mostly make comments about management's attitude at function Y* the other day.</i>					
<i>*General thinking is that senior management advance only certain employees who they favour.</i>					
<i>*There is big job uncertainty and guessing about who will be the next victims of retrenchments</i>					
<i>*Communication between management and staff is poor</i>					
<i>*Some employees do not have any access to senior management and are not allowed to communicate with them.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
Jan 05	COMMENTS Voluntary comments made at a function	-	VP	Internal	Impact = damage to internal reputation of Company X. Senior management could never be seen as unsympathetic to certain employees, arrogant, closed and not reachable by all employees. This leads to apathy and lost of job satisfaction and motivation. Poor communication from management leads to ignorance, false rumours and uncertainty.

FEEDBACK ISSUE NO. 14					
Perceived importance/Impact value					
70% A: Major organisation Impact 10% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
A: Description / Quote of single Informal feedback input					
<i>"Proudly South African. So they have a company in their stable (Company X) which retrenches at least 4 000 people and causes 1% inflation. I go to Company X's website and in the contact us tab, I post my thoughts. It says the domain not found. I cannot contact the people I have a problem with....."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
26 Jan 05	COMPLAINT Media, internet	*****.co.za	-	External	Impact = damage to reputation of Company X. Loss of customers and income. Company X cannot be seen as deaf to stakeholders' complaints and unsympathetic to stakeholders' requests and needs. Perception increases that Company X does not care.
B: Description / Quote of single Informal feedback input					
<i>"Why is Company X so highly rated? South Africans rated Company X the top X company in the world. We wanted to know, how this is possible when there seem to be so many complaints about the service. I am finding it very hard to get my head around this one. Just proves how far we still have to go to let South Africans know how they are being blinded by sheer ignorance".</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
27 Jan 05	COMMENT Media, internet	Radio 702 quoted on *****.co.za	-	External	Impact = damage to reputation of Company X. Leads to negative perceptions. This leads to confusion because of the discrepancy between the amount of service complaints and the best rating. Possible internal impact is evident.
C: Description / Quote of single Informal feedback input					
<i>"Price Comparison: That's basically a service 16 times faster than Company X's Y*, with a 166 times bigger download limit, including a free Z*, for less than half the price. Nice."</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
28 Jan 05	COMPLAINT / COMMENT Media, internet	*****.co.za	-	External	Impact = damage to reputation of Company X. Loss of customers and income and negative perception of Company X as covetous. Perception = Company X wants to stack its coffers in anticipation of new competition.

FEEDBACK ISSUE NO. 15					
Perceived importance/Impact value					
60% A: Major organisation Impact 10% B: Corporate Comms Impact 30% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>“Mnr C* van Pretoria het ook probleme met Company X. Sy Z* word al die afgelope vyf jaar deur die wind oormekaar gewaai. Company X het, nadat hulle van ons gehoor het, die drade met nuwes vervang wat geïsoleer is en dus nie meer deur die wind beïnvloed kan word nie, het mnr C* nou laat weet”.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT /COMMENT Media	Beeld Newspaper “Tot U Diens”	-	External	POSITIVE – One positive customer tells 10 others. Also positive impact on low morale of staff members. Sometimes some things are also done right.

FEEDBACK ISSUE NO. 16					
Perceived importance/Impact value					
70% A: Major organisation Impact 10% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
A: Description / Quote of single Informal feedback input					
<i>Mr D* a journalist from IT Web complained about his Z* that was out of order for the whole weekend and he could not comply with their deadlines.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT Media	Mr D*, Journalist from IT Web	-	External	Impact = damage to reputation of Company X. Negative publicity may result in loss of customers and income. Very important to respond where possible to any journalist complaint as it can harm the company if the wrong actions are taken.
B: Description / Quote of single Informal feedback input					
<i>Mr E* a owner of a game lodge in the Waterberg area complaining that they can't use their internet for the Z* systems and they are losing valuable customers and money this way</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT Fax	Mr E*, a customer	-	External	Impact = damage to reputation of Company X. Perception that Company X does not care.

FEEDBACK ISSUE NO. 17					
Perceived importance/Impact value					
40% A: Major organisation Impact 40% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
A: Description / Quote of single Informal feedback input					
<i>Employees complain they do not receive their monthly online newspaper.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT Unknown	Employee	-	Internal	Impact = lack of internal communication and proper distribution of information. May lead to ignorance and misinformation and false rumours.
B: Description / Quote of single Informal feedback input					
<i>Bundles of online newspapers have been returned to Corporate Communication's office as a result of wrong addresses.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	GENERAL OBSERVATION	-	-	Internal	Impact = messages do not reach internal stakeholders. This leads to misunderstanding.
C: Description / Quote of single Informal feedback input					
<i>Management complains that they don't receive the media clippings regularly.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT E-mail / Telephone	Employees (Management)	-	Internal	Impact = management is not informed about media issues and publicity received. This impacts on image of Corporate Communication. Management is not informed about the excellent work that is done by Corporate Communication. This may lead to frustration on both sides.

FEEDBACK ISSUE NO. 18					
Perceived importance/Impact value					
0% A: Major organisation Impact 10% B: Corporate Comms Impact 40% C: Departmental Impact 50% D: Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>A staff member in Corporate Communication has been suspended. Colleagues only received an e-mail to inform them not to contact him.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT/ ATTITUDE CHANGE/ OBSERVATION E-mail	Human Resources	-	Internal	Impact = rumours occur. Low morale within Department. Who is next?

FEEDBACK ISSUE NO. 19
Perceived importance/Impact value

30% A: Major organisation Impact 10% B: Corporate Comms Impact 40% C: Departmental Impact 20% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>We received a call that someone sells Y* cards on the street. When asked where he got hold of the cards, he replied that a Company X employee gave it to him.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT Telephone call	Street vendor	-	External	Impact = Damage to Company X's reputation if true. We cannot trust Company X = perception

FEEDBACK ISSUE NO. 20					
Perceived importance/Impact value					
50% A: Major organisation Impact 20% B: Corporate Comms Impact 30% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>Mr H* moved his company from one building to another. He completed the necessary transfer forms. During the move Mr H* contacted Company X about the exact date of the move. He was then informed that the transfer couldn't take place due to lack of Y* infrastructure on the premises that did not receive attention during the development phase of the premises. The X* can only be installed once the Y* infrastructure received attention. This may take months to be completed.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT Letter	Mr H* – a customer	-	External	Impact = Damage to reputation due to a lack of understanding of procedures. Nobody told customer in advance. Perception is that Company X is unprofessional.

FEEDBACK ISSUE NO. 21					
Perceived importance/Impact value					
60% A: Major organisation Impact 10% B: Corporate Comms Impact 30% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>Mnr I* het 'n faks gestuur waarin hy kla dat Company X se mense Y* moes lê en daardeur hulle plaveisel beskadig het. Hy het dit reeds gerapporteer sonder enige sukses en hy verwag van Company X on hom vir die skade te vergoed.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT - Fax	Mr I* – a customer	-	External	Impact = damage to reputation – Company X has no respect for private property.

FEEDBACK ISSUE NO. 22					
Perceived importance/Impact value					
70% A: Major organisation Impact 10% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>Customer complains about a technician sleeping on the side of the road...</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
31 Jan 05	COMPLAINT E-mail	Anonymous customer	-	External	Impact = Damage to image and reputation of Company X. Unprofessional, unreliable staff who waste money. Perception = this is the reason why Company X is always behind schedule with their work. Company X does not act against unacceptable behaviour of staff.

FEEDBACK ISSUE NO. 23					
Perceived importance/Impact value					
70% A: Major organisation Impact 10% B: Corporate Comms Impact 20% C: Departmental Impact 0% D. Minor micro unit impact					
Description / Quote of single Informal feedback input					
<i>The Unions approved the new retrenchment process and the grapevine flows in the corridors about possible packages etcetera.</i>					
Date	Type of feedback	Source	Staff member	Stakeholder group External /Internal	IMPACT
01 Feb 05	COMMENTS/ GRAPEVINE and RUMOURS	Several individuals	-	Internal	Impact = damage to internal reputation of Company X. Employees now acknowledge that the company has certain objectives and processes to prepare for increased competition. Distrust in leadership

Table 26: Applying the *Informal Feedback Intervention Yardstick*

Page 1

INFORMAL FEEDBACK YARDSTICK



Company X: Dec 2004 - Feb 2005

Scored Feedback Issues

FEEDBACK ISSUES

	LEVEL OF IMPACT	Relative weight of impact		FI 1	FI 2	FI 3	FI 4	FI 5	FI 6
A	Major Organisational Impact	ci1	5	70	70	60	60	70	80
B	Corporate Comm. Impact	ci2	3	20	10	40	0	10	0
C	Departmental Impact	ci3	2	10	10	0	40	20	20
D	Minor Micro Unit Impact	ci4	1	0	10	0	0	0	0
E	Highest Score Repeated	ci5	1	70	70	60	60	70	80
X	Weighted Averaged Value		12	41.67	40.00	40.00	36.67	40.83	43.33
	(Rating of importance of issues) →		-	3	5	5	7	4	2

$$X = \frac{(ci1*A + ci2*B + ci3*C + ci4*D + ci5*E)}{12}$$

Where E = (Max of A,B,C,of D)

SOURCE: Adapted from TuksAlumni Laureate Award Evaluation Statistical Model developed by Vermeulen, 1999.

Page 2 - INFORMAL FEEDBACK YARDSTICK CONTINUES



FI 7	FI 8	FI 9	FI 10	FI 11	FI 12	FI 13	FI 14	FI 15	FI 16	FI 17	FI 18	FI 19	FI 20	FI 21
70	60	80	60	60	70	70	70	60	70	40	0	30	50	60
10	10	10	20	10	20	20	10	10	10	40	10	10	20	10
20	30	10	20	30	10	10	20	30	20	20	40	40	30	30
0	0	0	0	0	0	0	0	0	0	0	50	20	0	0
70	60	80	60	60	70	70	70	60	70	40	50	40	50	60
40.83	37.50	44.17	38.33	37.50	41.67	41.67	40.83	37.50	40.83	33.33	17.50	26.67	35.00	37.50
4	6	1	5	6	3	3	4	6	4	9	11	10	8	6

INFORMAL FEEDBACK YARDSTICK CONTINUES

FI 22	FI 23
70	70
10	10
20	20
0	0
70	70
40.83	40.83
4	4

From Table 26 – the application of the *Informal Feedback Intervention Yardstick* – it quickly became clear that there are six critical feedback issues that rank in the first three places. The most critical feedback issues that emerged from the preceding process and which need urgent attention are:

Table 27: Ranking of the most critical feedback issues (From the most to the least critical)

*The real names of websites are not listed as it may reveal the true identity of Company X. Pseudonyms are also used to protect the identities of individuals.

Priority	Feedback Issue No.	Feedback Issue
1	FI 9	"I am a Company X employee. I realise that our service to the public is far from perfect. If I am not satisfied with Company X's performance how can I expect external customers to be loyal to us?"
2	FI 6	<p>A: "Your TV Ad with the doctor and the internet is nothing less than a misleading piece of Hollywood propaganda. How can Company X mislead the public with untrue ads? Don't you have any integrity as a company?"</p> <p>B: "Not only was the public mislead but also we as employees. We feel ashamed to answer questions outside Company X. We don't know the facts."</p> <p>C: "Misleidende Company X advertensie van kassie af. Die Gesagsliggaam vir Reklamestandaarde (GRS) het Company X beveel om sy omstrede advertensie te onttrek omdat dit misleidend is".</p>
3	FI 1 (POSITIVE)	<p>A: "Well! Well! Well! I just received a phone call from an independent company about Company X's service. The lady explained to me that Company X is following up on customer complaints from the past 6 months. (I had complaints!) I was asked to explain what happened and what was done. Bravo Company X. Now let's just hope something gets done about it."</p> <p>B: "Corporate Y* helps me to be informed about Company X. I am well informed and feel part of the family. Thank you very much."</p> <p>C: "Company X laat die Z* weer sing. Mnr B* van Company X is 'n absolute staatmaker vir Company X. 'n Paar dae nadat ek Tot-U-diens laat weet het van my frustrasie, het Company X-tegnici opgedaag, die probleem geïdentifiseer en dit herstel".</p> <p>D: Ms G* from Pretoria called to complement a technician on the professional work he had done at her business.</p>

Priority	Feedback Issue No.	Feedback Issue
	FI 12 (NEGATIVE)	<p>A: "Employees of our department sometimes do not consult each other and are doing the same tasks which results in rumours in our department – Corporate Communication. We are not well enough informed about what is happening in our own department with regards to staff changes etcetera. This creates mistrust, we feel out of touch with the group, nobody can be trusted. We are afraid to talk to management when we see someone doing something seriously wrong. Some people really work very hard and it is not acknowledged as others do nothing and get the honour of being very professional."</p> <p>B: "Lack of informal communication within the section. Employees use formal meetings to talk about their personal issues."</p> <p>C: "Lack of consistent feedback regarding performance. No formal feedback or performance review sessions"</p> <p>D: "Where is 'x' – they're never here! (Lack of discipline) "</p>
	FI 13 (NEGATIVE)	<p>Employees mostly make comments about management's attitude at function Y* the other day. *General thinking is that senior management advance only certain employees who they favour.</p> <p>*There is big job uncertainty and guessing about who will be the next victims of retrenchments</p> <p>*Communication between management and staff is poor</p> <p>*Some employees do not have any access to senior management and are not allowed to communicate with them.</p>
4	FI 5	"I am a Company X customer. I recently reported my faulty Y*. When I followed it up I got three different versions of feedback from you. How is this possible? I still do not have a positive response on my fault reporting. Company X is not reliable and your people have poor knowledge of your products."
	FI 7	Very confidential information about possible retrenchments and the licence for a new operator were leaked to employees prematurely. This lead to an active grapevine all over the company and also externally. Some information even reached the media before it was officially announced.
	FI 14	<p>A: "Proudly South African. So they have a company in their stable (Company X) which retrenches at least 4 000 people and causes 1% inflation. I go to Company X's website and in the contact us tab, I post my thoughts. It says the domain not found. I cannot contact the people I have a problem with....."</p> <p>B: "Why is Company X so highly rated? South Africans rated Company X the top X company in the world. We wanted to know, how this is possible when there seem to be so many complaints about the service. I am finding it very hard to get my head around this one. Just proves how far we still have to go to let South Africans know how they are being blinded by sheer ignorance".</p> <p>C: "Price Comparison: That's basically a service 16 times faster than Company X's Y*, with a 166 times bigger download limit, including a Z*, for less than half the price. Nice."</p>
	FI 16	<p>A: Mr D* a journalist from IT Web complained about his Z* line that was out of order for the whole weekend and he could not comply with their deadlines.</p> <p>B: Mr E* a owner of a game lodge in the Waterberg area complaining that they can't use their internet for the Z* systems and they are losing valuable customers and money this way</p>
	FI 22	Customer complains about a technician sleeping on the side of the road...

Priority	Feedback Issue No.	Feedback Issue
	FI 23	<i>"The Unions approved the new retrenchment process and the grapevine flows in the corridors about possible packages etcetera. "</i>
5	FI 2	<i>A: Company X employee called in during a radio interview with the CEO and complained that he knew of a certain manager in Company X that did not come to work but received his salary for over a year. B: Mrs F* from Witbank called complaining about a Company X technician who nearly pushed her off the road with his vehicle. She provided the registration number of the vehicle.</i>
	FI 3	<i>"Corporate Y* is not very user friendly as it is linked to some sites that take a long time to open".</i>
	FI 10	<i>Is someone at Company X selling our e-mail addresses to mailing-list-companies at high prices for extra income? I would think so... where else would all those people get our mail addresses!!</i>
6	FI 8	<i>"Company X se Y* lol met gebruik van internet: Na etlike jare van swak diens, was die afgelope agt dae die laaste strooi wat die kameel se rug gebreek het. Organisasie X doen geen moeite om vas te stel waarom ons net sowat vier dae per week 'n diens het nie, het mnr A* van Magaliesburg geskryf..."</i>
	FI 11	<i>Customer called in to report a call centre operator who was rude to her.</i>
	FI 15	<i>"Mnr C* van Pretoria het ook probleme met Company X. Sy Y* word al die afgelope vyf jaar deur die wind oormekaar gewaai. Company X het, nadat hulle van ons gehoor het, die Y* met nuwes vervang wat geïsoleer is en dus nie meer deur die wind beïnvloed kan word nie, het mnr C* nou laat weet".</i>
	FI 21	<i>Mnr I* het 'n faks gestuur waarin hy kla dat Company X se mense Y* moes lê en daardeur hulle plaveisel beskadig het. Hy het dit reeds gerapporteer sonder enige sukses en hy verwag van Company X om hom vir die skade te vergoed.</i>
7	FI 4	<i>"I am going to transfer my services to the new operator once it becomes available".</i>
8	FI 20	<i>Mr H* moved his company from one building to another. He completed the necessary transfer forms. During the move Mr H* contacted Company X about the exact date of the move. He was then informed that the transfer couldn't take place due to lack of Y* infrastructure on the premises that did not receive attention during the development phase of the premises. The lines can only be installed once the Y* infrastructure received attention. This may take months to be completed.</i>

9	FI 17	<p><i>A: Employees complain they do not receive their monthly online newspaper.</i></p> <p><i>B: Bundles of online newspapers have been returned to Corporate Communication's office as a result of wrong addresses.</i></p> <p><i>C: Management complains that they do not receive the media clippings regularly.</i></p>
10	FI 19	<p><i>We received a call that someone sells Y* cards on the street. When asked where he got hold of the cards, he replied that a Company X employee gave it to him.</i></p>
11	FI 18	<p><i>A staff member in Corporate Communication has been suspended. Colleagues only received an e-mail to inform them not to contact him.</i></p>

5.5.3.7. Applying phase four: The Intervention Phase



Phase	1. Structure Phase	2. Analysis Phase		3. Integration Phase	4. Intervention Phase	
Key grasp	INPUT	GROUP	CORE	IMPACT	CHANGE	OUTCOME
Tasks	Collect feedback variables	Identify groups of feedback issues	Identify core of feedback issues and trends Eliminate useless info	Plot predicted impact of core issues	Adapt and adjust <ul style="list-style-type: none"> ■ Policies ■ Procedures ■ Strategies ■ Structures ■ Systems 	Track outcomes and results Regenerate feedback to source
Document or Score	SCORE OF RAW FEEDBACK	SCORE OF CORE ISSUES		SCORE OF IMPACT	SCORE OF CHANGE	
	↓	↓		↓	↓	
IMPACT / INFLUENCE ON ORGANISATION						

This phase also consists of two sub-phases. The grasp term of the first step is *CHANGE* because the key outcome aimed at during this phase is *intervention*.

Intervention suggests that there should be some or other change induced in order to alter the course of communication or organisational strategies.

It has to do with the adaptation and adjustment of policies, strategies, structures and systems in order to rectify the issues originally raised during the feedback input phase. However, as stated earlier, the outcome may not always be change.

The second step during this phase is described by the grasp term of *OUTCOME*. This has to do with tracking and identifying the outcomes of the changes envisaged during the preceding phase once it has been applied.

During this phase feedback to the original source of the feedback input should be generated in order to complete the circle of the intervention wheel. The outcome document produced after completion of the final phase, phase four: The Intervention Phase, is called the *Score of Change*.

Table 28: The Score of Change (Phase four: Intervention Phase)

* The real names of websites are not listed as it may reveal the true identity of Company X. Pseudonyms are used to protect the identities of individuals.

FEEDBACK ISSUE NO. 1	
A:	Description / Quote of single Informal feedback input
	<i>“Well! Well! Well! I just received a phone call from an independent company about Company X’s service. The lady explained to me that Company X is following up on customer complaints from the past 6 months. (I had complaints!) I was asked to explain what happened and what was done about it. Bravo Company X. How let’s just hope something gets done about it.”</i>
	IMPACT/CHANGE
	POSITIVE FEEDBACK. Liaise with marketing and repair services. Keep up the follow ups and publish the positive responses.
B:	Description / Quote of single Informal feedback input
	<i>“Corporate Y* helps me to be informed about Company X. I am well informed and feel part of the family. Thank you very much.”</i>
	IMPACT/CHANGE
	POSITIVE
	Impact = boost of morale. Publish this to celebrate victories and to motivate other staff members to take part.
C:	Description / Quote of single Informal feedback input
	<i>“Company X laat die Z* weer sing. Mnr B* van Company X is ‘n absolute staatmaker vir Company X. ‘n Paar dae nadat ek Tot-U-diens laat weet het van my frustrasie, het Company X-tegnici opgedaag, die probleem geïdentifiseer en dit herstel”.</i>
	IMPACT/CHANGE
	POSITIVE – Praise the individual and make results known to the relevant section. Present as case study of how the commitment of one person can make a big difference. Publicize in internal communication vehicles.
D:	Description / Quote of single Informal feedback input
	Ms G* from Pretoria called to compliment a technician with the professional work he had done at her business.
	IMPACT/CHANGE
	POSITIVE: Impact = build sound reputation and cultivate proud ness. Get particulars of technician and send e-mail to his executive for praise. Provide publicity in the online newspaper for employees to see that everybody has a contribution to make. The message = Company X relies on its people.
	OUTCOME/ INTERVENTION
	Positive publicity received. Greater awareness and boost of internal spirit took place = It is not all bad. There is some excellent customer service rendered.

FEEDBACK ISSUE NO. 2
A: Description / Quote of single Informal feedback input <i>Company X employee called in during a radio interview with the CEO and complained that he knew of a certain manager in Company X that did not come to work but received his salary for over a year.</i>
IMPACT/CHANGE Impact = damage to reputation of Company X. Try to trace the employee who called in and find out what exactly he knows about the manager. Take all the necessary actions from HR to the manager. Use as an example in communication with employees. State correct policy again in internal communication.
B: Description / Quote of single Informal feedback input <i>Mrs F* from Witbank called complaining about a Company X technician who nearly pushed her off the road with his vehicle. She provided the registration number of the vehicle</i>
IMPACT/CHANGE Impact = damage to reputation of Company X. Request fleet management to call her to report this case. This is a serious call about employees' abuse of branded vehicles. Set up frequent safety meetings with the drivers and warn them of policy and punishment for abuse. This has a potentially severe impact on Company X's reputation. Communicate general policy in internal media.
OUTCOME/ INTERVENTION Individual cases were dealt with. Feedback was sent back to the source to demonstrate that something was done.

FEEDBACK ISSUE NO. 3
Description / Quote of single Informal feedback input <i>"Corporate Y* is not very user friendly as it is linked to some sites that take a long time to open".</i>
IMPACT/CHANGE Impact = damage to reputation internally. Messages do not reach the target audiences. Corporate Y* informs staff members. Look into design and structure of website in order to speed up links etcetera.
OUTCOME/ INTERVENTION Negotiations with Marketing took place as they are responsible for the website. Outcome is that the development of a new feedback section for all stakeholders is to be developed on the Company X website.

FEEDBACK ISSUE NO. 4
Description / Quote of single Informal feedback input <i>"I am going to transfer my services to the new operator once it becomes available"</i>
IMPACT/CHANGE Impact = damage to reputation of Company X. Lost of customer and income. Find out what exactly the concerns are. Address concerns.
OUTCOME/ INTERVENTION Changed attitude of customer somewhat. Follow-up by Technical Services will take place in four weeks.

FEEDBACK ISSUE NO. 5
Description / Quote of single Informal feedback input <i>"I am a Company X customer. I recently reported my faulty Y*. When I followed it up I got three different versions of feedback from you. How is this possible? I still do not have a positive response on my fault reporting. Company X is not reliable and your people have poor knowledge of your products."</i>
IMPACT/CHANGE Impact = damage to reputation of Company X. Potential lost of customer and income. More than one person handles a specific complaint. Make sure that full history is available on a particular customer at central customer care centre. Job of Corporate Comm to communicate this to stakeholders and to clear confusion with internal public. Work with Marketing and other departments to increase employee knowledge.
OUTCOME/ INTERVENTION Communication with specific customer took place. Investigation by relevant section into the reasons why he received several different feedbacks is still going on.
FEEDFORWARD Employees are aware that customers may receive different versions of feedback and are therefore cautious to keep to the same information.

FEEDBACK ISSUE NO. 6
A: Description / Quote of single Informal feedback input
<i>"Your TV Ad with the doctor and the internet is nothing less than a misleading piece of Hollywood propaganda. How can Company X mislead the public with untrue ads? Don't you have any integrity as a company?"</i>
IMPACT/CHANGE
Impact = damage to reputation of Company X. Lost of customer and income. Company should tell their side of story. Explain why the ad was used and apologise for mis-information. Make sure at Marketing that this cannot happen again.
B: Description / Quote of single Informal feedback input
<i>"Not only was the public mislead but also we as employees - about the surgeon. We feel ashamed to answer questions outside Company X. We don't know the facts."</i>
IMPACT/ Suggestion/Follow-up
Impact = damage to reputation of Company X. Lost of customer and income. Low internal staff morale and pride. Corporate Comm should tell Company X's side of the story. Internal communication should get understanding from employees on the why? Explain why the ad was used and apologise for mis-information.
Suggestion/Follow-up
Impact = damage to reputation of Company X. Corporate Comm should tell Company X's side of the story. Try to explain to public why the ad was used and apologise for mis-information. Use ads in newspaper to tell Company X's side of the story.
OUTCOME/ INTERVENTION
A better understanding about why the specific advertisement was used was achieved, especially amongst staff. Discussion and follow-up with Marketing took place. Procedures were put into place to ensure that a repetition of this incident does not occur in future.
FEEDFORWARD
Increased sensitivity for future content of advertisements and procedures for the approval of advertisements.

FEEDBACK ISSUE NO. 7
Description / Quote of single Informal feedback input
<i>Very confidential information about possible retrenchments and a licence to a new operator were leaked to employees prematurely. This lead to an active grapevine all over the company and also externally. Some information even reached the media before it was officially announced.</i>
IMPACT/CHANGE
Impact = damage to internal reputation. Creates a feeling of job uncertainty and unproductively. Employees lose their loyalty to the company and therefore work performance is lower. The grapevine is always very active in times of uncertainty. Try to communicate facts and re-assure employees that Company X will do everything in its power to safeguard their careers. But be honest in communicating the difficult times in which Company X operates. Use the grapevine to the advantage of the company by deliberately spreading useful information.
OUTCOME/ INTERVENTION
Looked into the distribution processes of confidential information. Procedures were adapted to ensure that staff are the first to hear relevant news that impacts severely on them. Lesson learned is that not much can be withheld from staff members for long, as information will leak out soon. Rather communicate sooner than later.
FEEDFORWARD
Employees will get some information somehow. Therefore, communicate as soon as possible.

FEEDBACK ISSUE NO. 8
Description / Quote of single Informal feedback input
<i>"Company X se Y* lol met gebruik van internet: Na etlike jare van swak diens, was die afgelope agt dae die laaste strooi wat die kameel se rug gebreek het. Organisasie X doen geen moeite om vas te stel waarom ons net sowat vier dae per week 'n diens het nie, het mnr A* van Magaliesburg geskryf..."</i>
IMPACT/CHANGE
Impact = damage to reputation of Company X. Lost of customer and income. Write letter to "Tot U Diens" explaining the situation. Get the relevant section to get in contact with Mr A and solve the problem. Communicate customer service procedures to employees.

OUTCOME/ INTERVENTION

Technical Services addressed the problem and communicated personally with customer. Follow-up will take place in four weeks in order to ascertain the satisfaction rate of the customer. The reasons why Mr A complaint was not addressed sooner, are still under investigation.

FEEDBACK ISSUE NO. 9

Description / Quote of single Informal feedback input

"I am a Company X employee. I realise that our service to the public is far from perfect. If I am not satisfied with Company X's performance how can I expect external customers to be loyal to us?"

IMPACT/CHANGE

Impact = damage to reputation of Company X. Internal perception spill over externally and multiply. Communicate and get understanding from internal staff on service delivery agreements, procedures etcetera. Expand on internal staff feedback opportunities with focus groups, complaint boxes, anonymous e-mail, and letters.

OUTCOME/ INTERVENTION

This is a serious indicator of internal dissatisfaction. Put processes and programmes in place in order to step up internal satisfaction levels. This is rather difficult under the current phase of retrenchments and uncertainty. Development of user-friendly feedback section on the Company X Intranet is in progress. This may help to offer more feedback opportunities for staff.

FEEDBACK ISSUE NO. 10

Description / Quote of single Informal feedback input

"Is someone at Company X selling our e-mail addresses to mailing-list-companies at high prices for extra income? I would think so... where else would all those people get our mail addresses!!"

IMPACT/CHANGE

Impact = damage to reputation of Company X. Against the law. Answer this person on the website. Formulate and distribute the message that Company X never sells any addresses to any other companies. Re-assure stakeholders.

OUTCOME/ INTERVENTION

The truth was communicated to stakeholder personally. This is the origin of a potential negative perception and/ or rumour that can spread. Monitor the environment further for possible ongoing intervention.

FEEDFORWARD

Constantly confirm (from time to time) with all stakeholders that their personal particulars are confidential and not released to anybody under any circumstances.

FEEDBACK ISSUE NO. 11

Description / Quote of single Informal feedback input

Customer called in to report a call centre operator who was rude to her.

IMPACT/CHANGE

Impact = damage to reputation of Company X. Lost of customer and income. Handle as an isolated case. Apologise on behalf of the company and promise to take action against the operator. Report this case to the relevant senior manager

OUTCOME/ INTERVENTION

Handled as an individual and isolated case. Addressed as an example in training of call centre staff. Monitor the call centre complaints further to assure that excellent service is rendered.

FEEDFORWARD

Anticipate reactions to be taken by management with similar cases in future.

FEEDBACK ISSUE NO. 12

A: Description / Quote of single Informal feedback input

"Employees of our department sometimes do not consult each other and are doing the same tasks which results in rumours in our department – Corporate Communication. We are not well enough informed about what is happening in our own department with regards to staff changes etcetera.

This creates mistrust, we feel out of touch with the group, nobody can be trusted. We are afraid to talk to management when we see someone doing something seriously wrong. Some people really work very hard and it is not acknowledged as others do nothing and get the honour of being very professional."

IMPACT/CHANGE
Impact = damage to internal reputation of Company X. Low morale and work satisfaction. Step up internal communication in CC Department. Employees cannot spread a positive message to the outside world when they are uncertain in their own world. Be honest – tell them that the grapevine is always very active in times of uncertainty. Try to communicate facts and re-assure employees that Company X will do everything in its power to safeguard their careers. Management of Department should try to be visible and caring. “Management by walking around”. Try to be sympathetic and understanding.
B: Description / Quote of single Informal feedback input
“Lack of informal communication within the section. Employees use formal meetings to talk about their personal issues.”
IMPACT/CHANGE
Impact = reputation of unit. How can department facilitate communication when they cannot communicate properly themselves. Improve internal communication through management by walking around, e-mail, staff meetings and notice boards.
C: Description / Quote of single Informal feedback input
“Lack of consistent feedback regarding performance. No formal feedback or performance review sessions”
IMPACT/CHANGE
Impact = reputation of unit. Lost of motivation and low morale. More communication/feedback regarding performance. Step up internal performance reviews and use this as opportunity of communication
D: Description / Quote of single Informal feedback input
“Where is ‘x’ – they’re never here!”
IMPACT/CHANGE
Impact = Perception of lack of discipline. Damage to internal reputation Ask whether they made an appointment? Did they check with the secretary? Have they tried the cell number? - Change the behaviour/attitude of the person asking or commenting.
OUTCOME/ INTERVENTION
Internal motivational actions, communication actions and procedures were updated and adapted. Internal feedback opportunities were extended.
FEEDFORWARD
Manager of Corporate Communication must make time to manage by walking about, be visible and listen to staff.

FEEDBACK ISSUE NO. 13
Description / Quote of single Informal feedback input
Employees mostly make comments about management’s attitude at function Y* the other day. *General thinking is that senior management advance only certain employees who they favour. *There is big uncertainty and guessing about who will be the next victims of retrenchments’ *Communication between management and staff is poor. *Some employees do not have any access to senior management and are not allowed to communicate with them.
IMPACT/CHANGE
Impact = damage to internal reputation of Company X. Senior management should never be seen as unsympathetic to certain employees, arrogant, closed and not reachable by all employees. Work on image of senior management by getting their buy-in. Open up communication by central e-mail to senior management, expanding Corporate Y*, suggestion boxes, advising letters in newsletter, improve visibility of CEO on shop floor. Invite employees to provide feedback to senior management via the different internal communication vehicles.
OUTCOME/ INTERVENTION
Senior Management addressed concerns. Development of user-friendly feedback section on Company X Intranet is in progress. Top management must become more visible and assessible. Put processes in place to address this.
FEEDFORWARD
Management is increasingly sensitive for being perceived as arrogant or unsympathetic, especially during times of change.

FEEDBACK ISSUE NO. 14
A: Description / Quote of single Informal feedback input
<i>"Proudly South African. So they have a company in their stable (Company X) which retrenches at least 4 000 people and causes 1% inflation. I go to Company X's website and in the contact us tab, I post my thoughts. It says the domain not found. I cannot contact the people I have a problem with....."</i>
IMPACT/CHANGE
<u>Impact = damage to reputation of Company X. Loss of customer and income.</u> Company X cannot be seen as deaf for stakeholders complaints. Follow-up on working of website feedback tools. Follow-up with Marketing. Put emphasis on promoting Company X's ability to listen to all stakeholders.
B: Description / Quote of single Informal feedback input
<i>"Why is Company X so highly rated? South Africans rated Company X the top X* company in the world. We wanted to know, how this is possible when there seem to be so many complaints about the service. I am finding it very hard to get my head around this one. Just proves how far we still have to go to let South Africans know how they are being blinded by sheer ignorance".</i>
IMPACT/CHANGE
<u>Impact = damage to reputation of Company X. Loss of customer and income.</u> Follow up by publishing the truth in communication vehicles and in advertisements. Provide publicity on achievements and positive things.
IMPACT/CHANGE
<u>Impact = damage to reputation of Company X. Loss of customer and income.</u> Price issue directed at Marketing. Not much you can do at the moment. Tell the "Why" when the opportunity comes up.
<u>OUTCOME/ INTERVENTION</u>
Adapted advertisements and publicised articles in internal newsletter were used to explain reasons to staff. This is to be addressed at top management level. These issues and the importance thereof were brought to the attention of top management.
<u>FEEDFORWARD</u>
Management is increasingly sensitive for being perceived as arrogant or unsympathetic, especially during times of change. Anticipates their actions well in advance to be perceived as more sensitive towards employees.

FEEDBACK ISSUE NO. 15
Description / Quote of single Informal feedback input
<i>"Mnr C* van Pretoria het ook probleme met Company X. Sy Z* word al die afgelope vyf jaar deur die wind oormekaar gewaai. Company X het, nadat hulle van ons gehoor het, die Z* met nuwes vervang wat geïsoleer is en dus nie meer deur die wind beïnvloed kan word nie, het mnr C* nou laat weet".</i>
IMPACT/CHANGE
POSITIVE – Praise the individual and make results known to the relevant section. Present as a case study of how the commitment of one person can make a big difference. Publicise in internal communication vehicles.
<u>OUTCOME/ INTERVENTION</u>
Morale boost for staff took place. There is some good news – make it known.

FEEDBACK ISSUE NO. 16
A: Description / Quote of single Informal feedback input
<i>Mr D* a journalist from IT Web complained about his Z* that was out of order for the whole weekend and he could not comply with their deadlines.</i>
IMPACT/CHANGE
<u>Impact = damage to reputation of Company X. Negative publicity may result in loss of customers and income.</u> Sometimes the media and specific journalists abuse their authority by demanding that their private Zs* be repaired immediately. Company X faults is in possession of a full list of very VIP people who receive the necessary attention when their Zs* are faulty. However it does occur that they cannot comply. With major Y* breaks it is impossible to repair Zs* within hours. It is also very important to assist where possible to any journalist complaint and it can harm the company if the wrong actions are taken. The relevant section must take up the complaint and repair. Explain the situation to journalist – provide facts.

<p>B: Mr E* an owner of a game lodge in the Waterberg area complaining that they can't use their internet for the Z systems* and they are losing valuable customers and money this way.</p>
<p>IMPACT/CHANGE Impact = damage to reputation of Company X. Perception that Company X does not care. Due to the non viability of Ys* to these areas, D* systems is in use. When applying for the Zs* the call centre operator has to explain that this is not a trustworthy line for internet use, however, most of the D* customers in the Northern Province are lodge owners or big commercial farmers. Like Cs* the D* system is not always reliable. Study and apply new technology constantly to accommodate the D* customer. The relevant department must distribute specific messages to these customers.</p>
<p>OUTCOME/ INTERVENTION Technical Services communicated to customer to his satisfaction. Procedures were updated to prevent future repetition. Ongoing monitoring of similar cases.</p>
<p>FEEDFORWARD Checks and balances must be put into place to follow up on customers' satisfaction and make sure that complaints are addressed.</p>

<p>FEEDBACK ISSUE NO. 17</p>
<p>A: Description / Quote of single Informal feedback input <i>Employees complain they do not receive their monthly online newspaper.</i></p>
<p>IMPACT/CHANGE Impact = lack of internal communication and proper distribution on information. Take steps to make sure that the address lists are up to date by sending an e-mail to all the addressees requesting them to update their addresses.</p>
<p>B: Description / Quote of single Informal feedback input <i>Bundles of online newspapers have been returned to Corporate Communication's office as a result of wrong addresses.</i></p>
<p>IMPACT/CHANGE Impact = messages do not reach internal stakeholders. When receiving it back, call the specific people and rectify the address.</p>
<p>C: Description / Quote of single Informal feedback input <i>Management complains that they do not receive the media clippings regularly.</i></p>
<p>IMPACT/CHANGE Impact = management is not informed about media issues and publicity received. This impacts Corporate Communication's image. The link to media monitoring is on the Corporate Y* site. Repeat this in communication to employees. Aim special message about this to management and target secretaries and assistants of management.</p>
<p>OUTCOME/ INTERVENTION New campaign aimed at motivating staff to update their own particulars was undertaken. Better co-operation with HR in this regard will take place in future.</p>

<p>FEEDBACK ISSUE NO. 18</p>
<p>Description / Quote of single Informal feedback input <i>A staff member in Corporate Communication has been suspended. Colleagues only received an e-mail to inform them not to contact him.</i></p>
<p>IMPACT/CHANGE Impact = rumours occur. Low morale within Department. Who is next? Head should call the staff together and explain why and warn everybody about working according to the Business Code of Ethics.</p>
<p>OUTCOME/ INTERVENTION Negotiations with HR took place in order to see how this can be handled differently in future.</p>

<p>FEEDBACK ISSUE NO. 19</p>
<p>Description / Quote of single Informal feedback input <i>We received a call that someone sells Y* cards on the street. When asked where he got hold of the cards, he replied that a Company X employee gave it to him.</i></p>
<p>IMPACT/CHANGE Impact = Damage to Company X's reputation if true. Forward this call to Security for follow-up. Keep the customers and media up to date with small ads about fraud. Communicate policy and warning to employees.</p>
<p>OUTCOME/ INTERVENTION Isolated case of rumour. Monitor similar cases in future. Took matter up with relevant Department.</p>

FEEDBACK ISSUE NO. 20
Description / Quote of single Informal feedback input
<i>Mr H* moved his company from one building to another. He completed the necessary transfer forms. During the move Mr H* contacted Company X about the exact date of the move. He was then informed that the transfer couldn't take place due to lack of Y* infrastructure on the premises that did not receive attention during the development phase of the premises. The X* can only be installed once the Y* infrastructure received attention. This may take months to be completed.</i>
IMPACT/CHANGE
<u>Impact = Damage to reputation due to a lack of understanding of procedures. Nobody told customer in advance.</u> With the lodging of the application, Company X should have informed Mr H* about the infrastructure requirements. New developments are erected regularly. Develop and package the message aimed at developers and property buyers that they should make provision for the X and Y infrastructure in advance.
OUTCOME/ INTERVENTION
Information sheet to prospective clients was adapted to clearly spell out procedures and requirements from client. Adapt training of call centre staff accordingly so that they lead customers with questions to find out whether they understand the requirements and procedures.
FEEDFORWARD
Needs of customers are better anticipated in future.

FEEDBACK ISSUE NO. 21
Description / Quote of single Informal feedback input
<i>Mnr I* het 'n faks gestuur waarin hy kla dat Company X se mense Y* moes lê en daardeur hulle plaveisel beskuldig het. Hy het dit reeds gerapporteer sonder enige sukses en hy verwag van Company X on hom vir die skade te vergoed.</i>
IMPACT/CHANGE
<u>Impact = damage to reputation – Company X has no respect for private property.</u> If work is to be done at private dwellings and damage to property is inevitable, the customer must be informed beforehand. Company X must stand in for the damage.
OUTCOME/ INTERVENTION
Technical Services followed up on this case to the satisfaction of the client. Establish the reasons why damage was not repaired in the first place.
FEEDFORWARD
Technical services will talk in advance with clients in future if they know that some damage is to be undertaken. Clearly spell out what will be done and what not.

FEEDBACK ISSUE NO. 22
Description / Quote of single Informal feedback input
<i>Customer complains about a technician sleeping on the side of the road...</i>
IMPACT/CHANGE
<u>Impact = Damage to image and reputation of Company X.</u> Thank the customer for caring enough to report it. Get particulars - time, weather, and registration number. Report this to relevant authorities and publicise consequences in internal newsletter.
OUTCOME/ INTERVENTION
Isolated incident that was addressed by his Department. Message of “no mercy” must be sent out. Feedback to the originator of the feedback issue completed the circle.

FEEDBACK ISSUE NO. 23
Description / Quote of single Informal feedback input
<i>The Unions approved the new retrenchment process and the grapevine flows in the corridors about possible packages etcetera.</i>
IMPACT/CHANGE
<p><u>Impact = damage to internal reputation of Company X.</u> Employees discuss the communication broadcast they received and give their opinion about the packages offered. Employees are still guessing who will be retrenched forcefully and who is going to make use of the opted process. They are calmer than with previous retrenchment processes. Employees now acknowledge that the company has certain objectives and processes to prepare for competition.</p> <p>Use this acknowledgement to cultivate further understanding with internal communication. Distribute an internal message from the CEO and the head of human resources in which they state the facts again and give their assurance that everyone will be treated fairly.</p>
<u>OUTCOME/ INTERVENTION</u>
<p>Internal communication must be stepped up. Busy with new strategy development.</p>
<u>FEEDFORWARD</u>
<p>Make use of the grapevine and feed it with positive information in times of change and when employees are being retrenched. Always make sure that communication channels are open in times of uncertainty.</p>

5.6. DELIMITATIONS OF THE STUDY

Although this study starts off with a broader literary overview and description of general feedback and formal research as a method of obtaining feedback results, it is not the sole purpose of this study. The study aims to describe the notion of informal feedback as a communication management tool in all its facets. Relevant subjects such as knowledge management, environmental scanning, gainsharing and the chaos, postmodern, contingency and complexity theories are also investigated. This is not meant to be an all-inclusive description of the subjects and theories, but merely serves as relevant background against which to investigate the real subject of study.

Although very relevant to the South African business community and representative of at least the bulk of most inspiring learning organisations, (the best to work for) the researcher relies on the selection criteria of the publishers of the book *The Best Companies to Work For in 2004* in order to define the population of the study. The population is therefore by no means representative of all South African (learning) organisations.

The findings of this study can, therefore, also not be generalised to all South African organisations. These findings will merely serve as an indication of the general trends regarding informal feedback intervention in some better managed organisations and the best companies to work for in South Africa. These companies are seen as leaders in several ways. It is also natural that the organisations chosen as best companies to work for in 2005 will differ from those targeted in 2004 for this study design.

It is also true that most organisations adapted and changed their websites to a larger or lesser extent during the same period mentioned above. It is, therefore, important to take note when exactly results were obtained or observed during the full time cycle of the research study.

Determining the outcomes of the case study with Company X (research method three) is a lengthy process that can only be investigated over a period of time. The interventions and outcomes documented here have therefore not yet been completed. However, it provides the researcher with a good understanding of the capabilities and results achieved during the case study.