

ANNEXURE A:

PRELIMINARY ANALYSIS OF THE CHARACTERISTICS OF LEARNING ORGANISATIONS IN THE LISTED COMPANIES IDENTIFIED BY THE CRF AS IDENTIFIED FROM THEIR PUBLISHED, “COMPANY CULTURE AND STYLE”.

TOP TEN COMPANIES	Openess (Experience) Freedom to create	Responsible risk-taking	Acknowledge failures Forgiveness Learn from mistakes	Flexibility Network intimacy	Habit of learning experimentation	Trust togetherness	Systemic thinking	Creativity Curiosity Inquiry is welcome	Shared vision & knowledge & success	Care for relationships	Diversity	Values of love, wonder, humility & compassion. Empathy Integrity
1 st SABMiller	x				x		x		x	x	x	x
2th Impala Platinum Holdings Limited (Implats)							X		X			x
3th Standard Corporate and Merchant Bank (SCMB)	x			x	x			x	x		x	
4 th Pick 'n Pay Retail (Pty) Ltd	x			x	x	x	x		x	x	x	x
5 th Barloworld Limited	x				x		x		x	x		x
6 th Accenture (South Africa) (Pty) Ltd					x				x			
7 th Nedcor Limited		x		x	x		x				x	
8 th Pfizer Laboratories (Pty) Ltd	x		x								x	
9 th South African Revenue Service (SARS)					x					x	x	
10 th Mobile Telephone Networks (Pty) Ltd (MTN)	x	x			x		x		x	x	x	

Corporate Research Foundation (CRF)

The following corporate profile has been quoted from the website of the Corporate Research Foundation.

“Corporate Research Foundation (CRF) is an independent international organisation established in the Netherlands in 1991. A combined initiative of business journalists, researchers and international publishers, it aims to impart information about all aspects of business enterprise worldwide. The success of CRF in Western Europe and in the United Kingdom prompted the opening of a South African office; CRF’s Cape Town office came into operation in 1997.

In 1998 the first editions of The 49 Best Companies to Work for in South Africa and The 50 Most Promising Companies in South Africa were published. Both enjoyed best-seller status. Since then, two more editions were launched, published in 2000 and 2003, respectively. Like their predecessors, both enjoyed enormous success. The 4th edition of The Best Companies to Work for in South Africa, this time in hardcover, was launched in November 2003, giving recognition to the Top Ten employers for 2003/4. In this edition, leading training, development, recruitment and added-value industries gained exposure in a new section of the title. Finance Week is the media partner and City Press is providing further media exposure. The Black Management Forum (BMF), Afrikaanse Handelsinstituut (AHI), Association of Personnel Service Organisations (APSO) and Institute of People Management (IPM) endorsed the 2003/4 title. “

(Büttner-Rohwer (ed.) 2003)

ANNEXURE B:

The questionnaire of research method two.

14 June 2004

Dear Communication Manager / Public Relations Manager / Marketing Manager

A SURVEY TO DETERMINE THE ROLE OF INFORMAL COMMUNICATION FEEDBACK IN SOME SOUTH AFRICAN COMPANIES

Congratulations on recently being selected as one of the best companies to work for during 2004! This is an excellent achievement.

Thank you for your willingness to spend a few minutes on completing this questionnaire. Your views are not only of great value and importance, but will undoubtedly contribute to the development and promotion of public relations and the management of communication in South African organisations.

This is an independent survey that I embarked upon as part of my PhD studies in Communication Management at the University of Pretoria. The overall aim of this survey is to establish a frame of reference for and to explore the relevance and existing exploitation of *informal communication feedback* in organisations' corporate communication strategies. In order to provide a common reference point, informal communication feedback is defined as:

*All communication feedback into the organisation that occurs **spontaneously** and is delivered by stakeholders or interest groups without the organisation making a formal effort (through formal research) in collecting it. It is unsolicited and can be regarded as a more passive and indirect process of obtaining feedback from stakeholders.*

Questions later on in this survey deal with relating issues such as **learning** in organisations, **relationship building** and the organisational **grapevine**.

It is of the utmost importance that you read each question carefully and then answer spontaneously as you truly feel. You are also welcome to contact me at any time at: dc.jacobs@up.ac.za or (012) 420-3047 should you need any clarification. Kindly follow the instructions on the questionnaire accurately in order to return the completed questionnaire to me electronically or by fax: 012-362-5088.

Thank you very much for your support.

DC Jacobs

INFORMAL COMMUNICATION FEEDBACK QUESTIONNAIRE

Respondent number

For Office Use

V1 1

This questionnaire concentrates on the relevance and existing exploitation of informal communication feedback in organisations. Questions that follow later in this questionnaire, deal with relating issues such as learning in organisations, the organisational grapevine and relationship building.

Please answer all questions by changing your chosen number's colour to red in the shaded box or by typing your answer in red in the shaded spaces provided. This is done by changing the font's colour to **RED on your upper tool bar. You may also use a "X" to indicate your choice.**

Please save your completed questionnaire in MS Word under the file name **completesurvey.doc** and return it as an attachment to dc.jacobs@up.ac.za. You may also print the questionnaire, indicating your choice by circling the chosen numbers in the shaded boxes or by writing in the provided shaded areas and then fax it to (012) 362-5088.

SECTION A:

1. What is your designation?

V2 3

2. What is the name of your organisation?

V3 5

SECTION B:

Please indicate which ONE of the following statements is the most appropriate and relevant to your organisation. Please select only one option per statement.

3. Informal feedback input is attended to by the following department in my organisation:

By the corporate communication department.	1
By the marketing department.	2
By the corporate intelligence department.	3
By an integrated marketing and communication department.	4
By another department.	5
No specific department attends to informal feedback.	6

For Office Use

V4 7

4. The responsible department in my organisation attends to informal feedback according to the following time frame:

As and when it is received.	1
On a daily basis.	2
On a weekly basis.	3
Ad hoc – depending on the perceived importance of the feedback input.	4
Not one of the above.	5

V5 8

SECTION C:

Please select **ALL** relevant answers to the following questions.

5. My organisation uses the following media and methods in obtaining informal communication feedback:

Web page with structured feedback / "contact us" forms / mailto e-mail addresses.	1
Through direct observation of customers or staff.	2
Postal addresses published in literature or on the WWW.	3
Information obtained from the organisation grapevine.	4
Telephonic feedback, for example, toll free numbers or customer care lines.	5
By fax.	6
Through voluntary comments made at functions or parties.	7
Electronic chat rooms or list servers.	8
By SMS.	9
Word of mouth, rumours or gossip.	10
Through visible changes in attitudes or behaviour.	11
Letters to the press and opinions expressed in the media.	12

V6	<input type="checkbox"/>	9	
V7	<input type="checkbox"/>	10	
V8	<input type="checkbox"/>	11	
V9	<input type="checkbox"/>	12	
V10	<input type="checkbox"/>	13	
V11	<input type="checkbox"/>	14	
V12	<input type="checkbox"/>	15	
V13	<input type="checkbox"/>	16	
V14	<input type="checkbox"/>	17	
V15	<input type="checkbox"/>	<input type="checkbox"/>	18
V16	<input type="checkbox"/>	<input type="checkbox"/>	20
V17	<input type="checkbox"/>	<input type="checkbox"/>	22

SECTION D:

For Office Use

Kindly select the most relevant option between 1 and 5 at each question where 5 = “Agree Totally” and 1 = “Disagree Totally”.

6. My organisation regards:

Informal customer feedback regarding products or services as most important.	5	4	3	2	1	V18	<input type="text"/>	24
Only certain informal feedback as important.	5	4	3	2	1	V19	<input type="text"/>	25
Informal feedback from investors as most important.	5	4	3	2	1	V20	<input type="text"/>	26
Informal feedback from staff members as most important.	5	4	3	2	1	V21	<input type="text"/>	27
Informal feedback from all stakeholders as important.	5	4	3	2	1	V22	<input type="text"/>	28

SECTION D: (continued)

Kindly select the most relevant option between 1 and 5 at each question where 5 = “Agree Totally” and 1 = “Disagree Totally”

7. I am of the opinion that *informal communication feedback* can provide information that:

Can lead to changes in daily operational plans in the organisation.	5	4	3	2	1	V23	<input type="text"/>	29
Is merely worth taking note of.	5	4	3	2	1	V24	<input type="text"/>	30
Must be acted upon in relevant cases.	5	4	3	2	1	V25	<input type="text"/>	31
Can lead to strategic change in the organisation.	5	4	3	2	1	V26	<input type="text"/>	32

8. My organisation:

Actively and continuously stimulates informal feedback from stakeholders by providing opportunities for feedback.	5	4	3	2	1	V27	<input type="text"/>	33
Knows that stakeholders will find the means to provide feedback themselves.	5	4	3	2	1	V28	<input type="text"/>	34
Stimulates informal feedback from stakeholders only from time to time when regarded as necessary.	5	4	3	2	1	V29	<input type="text"/>	35

9. My organisation regards the management of excellent relationships with:

<i>Customers</i> as most important as they provide the organisation’s income.	5	4	3	2	1	V30	<input type="text"/>	36
<i>Investors</i> as most important because they have a vested interest in the organisation.	5	4	3	2	1	V31	<input type="text"/>	37
<i>Employees</i> as most important because they sustain the operations of the organisation.	5	4	3	2	1	V32	<input type="text"/>	38
<i>All stakeholders</i> as important because they may influence the organisation in different ways.	5	4	3	2	1	V33	<input type="text"/>	39

SECTION E:

10. Kindly select the most relevant option between 1 and 5 at each question where **5 = “Agree Totally”** and **1 = “Disagree Totally”**.

The grapevine is merely seen as gossip with not much value for the organisation.	5	4	3	2	1	V34	<input type="text"/>	40
The grapevine should be carefully monitored and used to the advantage of the organisation.	5	4	3	2	1	V35	<input type="text"/>	41
The grapevine is perceived as an important source of informal feedback.	5	4	3	2	1	V36	<input type="text"/>	42
Much can be learned from the organisation grapevine.	5	4	3	2	1	V37	<input type="text"/>	43
The organisational grapevine is about emotional issues and not factual issues and therefore should not play an important role in communication management.	5	4	3	2	1	V38	<input type="text"/>	44
The grapevine only flourishes when the formal communication structure is inadequate.	5	4	3	2	1	V39	<input type="text"/>	45
The grapevine can be used to release tension among employees.	5	4	3	2	1	V40	<input type="text"/>	46
The grapevine can be used to build morale and job satisfaction.	5	4	3	2	1	V41	<input type="text"/>	47
The grapevine may provide answers to employees' unanswered questions.	5	4	3	2	1	V42	<input type="text"/>	48
The grapevine is especially good in distributing routine information fast and accurately.	5	4	3	2	1	V43	<input type="text"/>	49
The less effective communication by management is perceived to be, the more active the grapevine becomes.	5	4	3	2	1	V44	<input type="text"/>	50
The grapevine acts as an important creator and maintainer of human relationships in the workplace.	5	4	3	2	1	V45	<input type="text"/>	51
The function of the grapevine is to influence or entertain.	5	4	3	2	1	V46	<input type="text"/>	52
The function of the grapevine is to provide information.	5	4	3	2	1	V47	<input type="text"/>	53
The grapevine should be used to facilitate effective knowledge transfer in organisations.	5	4	3	2	1	V48	<input type="text"/>	54
Management can feed the grapevine with information that they choose.	5	4	3	2	1	V49	<input type="text"/>	55
The role of the grapevine is supportive to more formal communication.	5	4	3	2	1	V50	<input type="text"/>	56
My organisation will never attach any value to instinct or “gut feel”.	5	4	3	2	1	V51	<input type="text"/>	57
Sometimes subtle ideas and emotions can play a role in my organisation.	5	4	3	2	1	V52	<input type="text"/>	58
Informal feedback can act as an early warning system in my organisation. It allows us to act before a crisis occurs.	5	4	3	2	1	V53	<input type="text"/>	59

SECTION F:

The following questions deal with learning in organisations. In this context, organisational learning is defined in its broadest sense. It entails any learning by staff members that could be to the advantage of the organisation.

Kindly select the most relevant option between 1 and 5 at each question where **5 = “Agree Totally”** and **1 = “Disagree Totally”**.

11. In my organisation, learning:

Is seen as an integral part of every task and opportunity that employees embrace.	5	4	3	2	1	V54	<input type="text"/>	60
Is only generated in order to solve problems.	5	4	3	2	1	V55	<input type="text"/>	61
Only takes place in an ad hoc manner.	5	4	3	2	1	V56	<input type="text"/>	62
Should be self-generated.	5	4	3	2	1	V57	<input type="text"/>	63
Is regarded as a strategic imperative and therefore stands central in everything we do.	5	4	3	2	1	V58	<input type="text"/>	64

12. My organisation has the following characteristics:

Feedback from employees and other stakeholders is valued.	5	4	3	2	1	V59	<input type="text"/>	65
Feedback from stakeholders leads to change in organisational behaviour.	5	4	3	2	1	V60	<input type="text"/>	66
Communication is honest or open.	5	4	3	2	1	V61	<input type="text"/>	67
Risk taking and experimentation only cost money.	5	4	3	2	1	V62	<input type="text"/>	68
Employees are encouraged to adhere to the organisation culture more than being true to themselves.	5	4	3	2	1	V63	<input type="text"/>	69
Employees should only enquire about relevant things when given the opportunity.	5	4	3	2	1	V64	<input type="text"/>	70
Diversity is welcomed.	5	4	3	2	1	V65	<input type="text"/>	71
Best practises are explored and benchmarking is regularly applied.	5	4	3	2	1	V66	<input type="text"/>	72
People are selected for what they know.	5	4	3	2	1	V67	<input type="text"/>	73
Partnerships are critical to the organisation.	5	4	3	2	1	V68	<input type="text"/>	74
All organisation relationships are nurtured.	5	4	3	2	1	V69	<input type="text"/>	75
Curiosity belongs to those who have too much time on their hands.	5	4	3	2	1	V70	<input type="text"/>	76
A shared vision exists in our organisation that guides employees in their everyday work.	5	4	3	2	1	V71	<input type="text"/>	77
A willingness exists to acknowledge failures and learn from it.	5	4	3	2	1	V72	<input type="text"/>	78

**THANK YOU FOR YOUR TIME, TROUBLE AND PATIENCE.
IT IS TRULY APPRECIATED.**

ANNEXURE C:

Vicious rumour holds no water by Wendy Knowler. The Pretoria News, 6 November 2003

10

CONSUMER FOCUS

PRETORIA NEWS
6 Nov 2003

Vicious rumour holds no water

It's done the rounds on three continents, but the e-mail – that re-using disposable plastic bottles causes the plastic to break down, leaching cancer-causing agents into the liquid – doesn't stand up to scrutiny

How IT STARTED

The claim stems from a University of Idaho student's masters thesis that gained media coverage but was not subjected to peer review, Food & Drug Administration review or published in a scientific or technical journal.

According to the American Plastics Council, the thesis incorrectly identified DEHA as a human carcinogen.

Nor is it contained in PET, the plastic used in beverage bottles.

The Council surmises that as DEHA is a common plasticiser found in innumerable plastic items, the student's detection of it was likely to have been the result of "inadvertent lab contamination".

"This is supported by the fact that DEHA was detected infrequently (about 6% of the samples) and randomly, meaning that the frequency bore no relation to the test conditions."

1.
First came the story that the sealing mechanisms on glass bottles – including baby food – are to be replaced after scientists discovered that minute concentrations of a toxin from the seals were seeping into the food.

That one was true. The same can't be said for the e-mail from Australia which began: "Many are unaware of poisoning caused by re-using plastic bottles. Some of you may be in the habit of re-using your disposable mineral water bottles, keeping them in your car or at work. Not a good idea."

The e-mail claimed that the plastic, called polyethylene terephthalate (PET) used in the bottles contained a potentially carcinogenic element – diethylhydroxylamine or DEHA – and, while it was safe for one-time use, after a few uses, the plastic began to break down and the carcinogens leached into the water or juice being drunk from it.

South African companies such as Coca-Cola (producers of Valpré, Powerade and Bonaqua) and Bromor Foods (Oros ready-to-drink, Energade) have fielded scores of calls from concerned consumers in the past few weeks.

"It's simply not true," said Bromor's technical innovation manager Michelle Pickering. "This rumour started in the US and then jumped across to Australia. And someone there e-mailed it to a friend in South Africa."

"And just as has happened in the other countries, we are busy quashing the story with the facts here," she said.

The company has posted these facts, backed by research by major international scientific bodies, on its Energade website: www.energade.co.za

In a nutshell, at least three official bodies – Food Standards Australia, New Zealand (FSANZ), the US Environmental Protection Agency and the American Plastics Council – have agreed that DEHA is not present in PET bottles.

And while there is no evidence of its presence throughout the life of the bottle, even if there was, DEHA has been removed from the US Environmental Protection Agency's toxic chemical list and is considered safe for

Action Line



WENDY KNOWLER

3.
soapy water, rinse thoroughly and then allow to dry before re-use.

In response to the question of whether consumers should be concerned about potentially harmful bacteria when re-using plastic water bottles, the American Plastics Council states on its website: "Not if they clean them just as they would other drinking containers."

"Plastics are by nature extremely sanitary materials and plastic bottles are no more likely to harbour bacteria than any other kinds of packaging or drinking containers."

"Bacteria thrive in warm, moist environments. Once bacteria have been introduced, virtually any drinking container – coffee mugs, drinking glasses etc. – becomes a suitable environment for bacterial growth."

In other words, no matter what you choose to drink your water from, it's not a good idea to leave it sitting on your desk for days, or in your car.

Refillable bottles are made with the same PET resin as the supposedly single-use bottles. The only difference is they have thicker sidewalls.

The US's Food and Drug Administration does not stipulate that "single use" bottles ought to be used once only and then discarded.

And, according to the American

In any event, said the Council, "DEHA has been cleared by FDA for food contact applications and would not pose a health risk even were it present".

direct and indirect food contact.

Coca-Cola's consumer relations manager Zanele Sisilana said the company had received "numerous copies" of the "warning" e-mail from its customers.

"It is false," she said.

PET has become the material of choice for bottled beverages worldwide because it is light, shatter resistant and has been extensively tested for safety.

The International Life Sciences Institute (ILSI) – a non-profit organisation dedicated to advancing scientific understanding of issues related to food safety – has reviewed PET, and declared it to be "biologically inert if ingested, safe during handling and not a hazard if inhaled".

In 1994 the ILSI published a "White Paper on Refillable Packaging made from PET" which stated that PET was considered safe for re-use.

As for DEHA, according to the American Plastics Council, it is a common plasticiser, is not regulated or classified as a human carcinogen and is not inherent in PET as a raw material, a byproduct or decomposition product. And even if it was, it would not be harmful.

Exposure to DEHA may occur when eating certain foods, such as meat or cheese, said the FSANZ, but the levels were "very low".

The body, along with the Plastics and Chemical Industries Association, has assured Australian consumers that PET bottles can be safely re-used "subject to normal hygiene practices".

So much for the carcinogenic risk. But the people who produce, market and sell these products would still prefer it if we binned the bottles as soon as we'd consumed their mineral water or coldrink.

Sisilana said Coca-Cola "concurs with the advice of the International Bottle Water Association that these bottles are not designed for re-use because it is so difficult for consumers to properly sterilise bottles at home".

Well, they would, wouldn't they?

I'm sure it drives the sellers of bottled mineral water wild to see consumers refilling their branded bottles with the stuff that comes out of our taps.

They'd much rather we parted with R2,50 or so every time we felt the need for half a litre of water.

As for the "so difficult to sterilise" argument – all it takes is soap and hot water.

Once open, bacteria can grow on virtually any packaging material if stored in warmish conditions. So it's best to clean any container with hot,



Plastics Council, "PET water and beverage bottles sold in the US are designed for single use for economic and cultural reasons, not because of any safety concerns with PET".

Economic reasons for the manufacturers, that is, not for consumers.

I know of many parents who are willing to spend R3 on a 300ml bottle of ready-to-drink Oros orange "fruit drink", mainly because once the drink has been consumed, the container, with its "push pull" closure, makes a perfect drinking bottle for children.

"You won't believe how many children are sent off to tennis, ballet, or whatever, with these re-used bottles," said one mother. Empty Powerade and Energade bottles – which, like Oros bottles, have a handy

"pop top" or "push pull" closure – are widely used in sporting circles.

A Durban canoe club sent a circular to its members last week, including the scare e-mail. "Seeing as Powerade sponsors so many of our events, it may be worth getting their comments," the chairman wrote.

Another hoax e-mail doing the rounds claims that freezing water bottles causes dioxins to leach into water. Again, there is no scientific data to support this claim.

Dioxins are a family of chemical compounds that are produced by combustion at extremely high temperatures. They cannot be formed at room temperature. And in any event, says the American Plastics Council, there is no reasonable scientific basis for expecting dioxins to be present in plastic food or beverage containers in the first place.

In response to the email circulating in SA, our Food Advisory Consumer Service (FACS) will be posting information on this issue on its website (www.foodfacts.org.za) in the coming week.

Perhaps the biggest risks to our health in the new millennium are hoax or unsubstantiated e-mails ...

Contact Action Line

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ANNEXURE D:

Informal Feedback Capturing Database

Corporate Communication Division: Informal feedback capturing database
Period: From.....2004 to2004
% IMPACT LEVELS: A: Major organisational Impact; B: Corporate Comm Impact; C: Departemental Impact; D: Minor micro unit impact

Feedback Issue No. 1						
Description /Quote of single Informal feedback input						
Date	Type of feedback	Source (If known)	Prelim perceived importance/Impact value	Staff member	Stakeholder group External / Internal	Suggestions / Follow-up / Remedy
			% A: Major organisational Impact % B: Corporate Comm Impact % C: Departemental Impact % D Minor micro unit impact			

Feedback Issue No. 2						
Description /Quote of single Informal feedback input						
Date	Type of feedback	Source (If known)	Prelim perceived importance/Impact value	Staff member	Stakeholder group External / Internal	Suggestions / Follow-up / Remedy
			% A: Major organisational Impact % B: Corporate Comm Impact % C: Departemental Impact % D Minor micro unit impact			

Feedback Issue No. 3						
Description /Quote of single Informal feedback input						
Date	Type of feedback	Source (If known)	Prelim perceived importance/Impact value	Staff member	Stakeholder group External / Internal	Suggestions / Follow-up / Remedy
			% A: Major organisational Impact % B: Corporate Comm Impact % C: Departemental Impact % D Minor micro unit impact			