
CHAPTER 1

Orientation and motivation

1.1 INTRODUCTION

One of the challenges facing businesses the world over is the need for a transitioning process: transitions in production and manufacturing, logistics and distribution, and most importantly, transitions in marketing and communication (Schultz & Schultz, 2004:3). It is not feasible for organisations to continue to use marketing and communication approaches developed for and in the Industrial Age in an arena of globalisation, electronic commerce, instantaneous communication and the like. Schultz and Schultz (2004:3) suggest that the best mechanism for making transitions in marketing and communication is the integration of all efforts, that is, the development of processes, systems, and coordination. In short, this refers to the integration of all forms of communication both inside and outside the organisation with all the relevant stakeholders.

For organisations to survive in the midst of transition, senior executives, led by the CEO, need to manage and present the organisation in such a way that it not only protects and nurtures all the individual brands and stakeholder relationships (in other words a relationship management focus in terms of its stakeholder focus) within its portfolio, but that the organisation also stands for something other than an anonymous faceless profit-taking corporate entity. In order to manage this complex sphere in which the organisation functions, it is the task of business management in the organisation to examine factors, methods and principles that enable a business organisation to function as productively as possible, so as to maximise its profits and achieve its objectives (Cronje, Du Toit & Motlatla, 2000:25). But still, Nieman and Bennett (2002:5) concur and state that the field of study of business management is divided into different functional

areas of management in order to achieve these objectives by building profitable relationships with stakeholders. Among others, marketing management is one of the functional areas of business management, which is responsible for marketing the products or services of the business (Wilmshurst & Mackay, 2002:6). Nieman and Bennett (2002:5) further argue that there are other functional areas, classified as generic management functions, which include, communication management.

1.1.1 Integration in business management

Few organisations were traditionally involved in the idea of integrating any of their business functional areas (Schultz & Schultz, 2004:3). Organisations were therefore divided into departments that operated as independent silos, operating as unique profit centres. Gronstedt (2000:7) acknowledges this and adds that still fewer organisations felt traditionally that there was any need to integrate the marketing and communication functions. Organisations were, therefore, strictly divided into individual, separate, independent business functions or units, all managed by the top management of the organisation.

Early moves towards integrating business management and the integration of management functions were made soon after the end of World War I, predominantly by Japan and Europe (Schultz, Tannenbaum & Lauterborn, 1992:iii). To compete in what was swiftly becoming a global economy, managers needed to find ways to work across boundaries and borders, not merely geographically, but culturally and internally. Examples of this move towards integration include Deming (1982) and Juran (1992) who argue for the use of total quality management systems, Hammer and Champy (1993) who advocate organisational reengineering, and Prahalad and Hamel (1994) who champion organisational focus. Not only at business management level did scholars propose the move towards integration, but it was also advocated in the context of marketing management.

1.1.2 Integration in marketing management

The four Ps (product, price, place and promotion) traditionally governed the style in which businesses conducted their marketing activities. This approach of the four Ps, however, makes no mention of customers or profits in the model, which could be regarded as a sign of its internal “siloes” orientation. By using the four Ps approach, marketing managers merely managed matters they knew and controlled. The problem regarding the four Ps further arose in the 1980s when a new focus on “market share” as the key to future profits was introduced. This assumed that if the organisation achieved a dominant share of the market, by “crowding out” competitors and controlling customer choices, it expected that profits were to follow (Schultz & Schultz, 2004:5). The result was that organisations spent more time trying to do better than their competitors, rather than trying to understand customers and prospects. In addition, mass media, mass distribution and promotion were all themes of business management well into the 1990s (Wilmshurst & Mackay, 2002:29). However, to get to *mass* media, *mass* distribution and *mass* promotion, organisations need greatness. However, this is where the silo system of organisational structure that had accommodated the four Ps model began to fall short.

1.1.3 Integration in communication management

As the four Ps model became obsolete, similar factors were driving change in communication. Product proliferation, an overabundance of new channels, and more competitive pricing all demanded new forms and types of communication as a result of the driving changes. In the place of the promotional mix of the early 1980s, a new type of communication strategy began to take shape, as businesses sought ways to influence the behaviour of customers and prospects in an increasingly cluttered marketplace (Schultz & Schultz, 2004:6). According to Anchrol (1991:82), the fundamental four Ps view of marketing shifted to a large degree, from the four “Ps” to the four “Cs” of the 1990s: customer, cost to satisfy

needs, convenience to buy (including negotiating terms and conditions) and communication (dialogue between field sales, the corporate office and the customer). In most organisations, changing from a focus on the traditional four Ps to more of a customer focus required a major change in the corporate culture and in the marketing strategy to make it more communication focused. In other words, an organisation must move from using inside-out thinking (focusing on the needs of the organisation), to using outside-in thinking (focusing externally on customers' needs and wants) (Duncan, 2001:14). Inside-out thinking starts with the organisation's needs, whereas outside-in thinking starts with the customer's needs (Schultz, 1993a:8). In line with these changes, the emergence of the concept of relationship marketing should be mentioned, as this proposes a means of ensuring outside-in thinking for the organisation. Regis McKenna pioneered this concept in 1991 in her book entitled "Relationship marketing". At the same time, courses devoted to relationship marketing began to develop in business schools around the world through the efforts of scholars such as Jag Sheth at Emory University in Atlanta, Christian Gronroos in Finland and Rod Brodie in New Zealand. McKenna (1991:2) challenged the marketing industry to become more customer-centric and to improve their understanding of customer relationships. "Advertising, promotion, and market-share thinking are dead, and what counts are the relationships a company develops with its customers, suppliers, partners, distributors – even competitors." (McKenna, 1991:3.) This new type of two-way symmetrical communication strategies is marked by the movement towards strategic integrated communication in order to build relationships between organisations and their stakeholders.

Steyn and Puth (2000:18) argue that communication is progressively gaining the standing of a central management function in an organisation's business management. Thus, organisations increasingly make use of database marketing with customer-driven practices, leading to an integration of all its communication functions (Christian, as quoted in Caywood, 1997:v). It can therefore be argued that communication professionals need to work together in such an approach in a

manner that will help ensure business effectiveness and efficiency, in other words on an enterprise strategy level, analysing stakeholders and positioning the organisation strategically within its changing environment. It is therefore evident that the traditional role of marketing management and communication management is raised through the approach of integration to that of business management. This implies that marketing management and communication management become a business approach, which contributes directly, through the process of integration, to the bottom line and general wealth of the organisation (its effectiveness and efficiency). With the emergence of communication management into a business approach, integration is therefore prominent.

1.2 PROBLEM STATEMENT

The problem statement in this context is fourfold, based on the background of the three concepts of business, marketing and communication management. It can be summarised as follows:

- a) Because of the *globalisation* of markets and change on various levels in these markets, organisations need to adopt a stakeholder-based approach.
- b) In order to meet the needs of *stakeholders*, organisations need to build long-term relationships between the organisation, its brands and these stakeholders.
- c) Even after almost 15 years of existence, the concept of integrated communication (as an extension of the concept of integrated *marketing* communication) is still seen as a *difficult concept to implement* in organisations.
- d) In literature, various implementation models exist for the implementation of integrated communication. There is, however, no *implementation model of integrated communication for the South African marketplace*.

Each of these four components comprising the problem statement is discussed briefly.

1.2.1 Globalisation directs a stakeholder-based approach

The most recognisable development in business and management today is the globalisation of markets for products and services (Kitchen, 1999:v). Kitchen and Schultz (2000:6) argue that for many businesses and industries, business extends well beyond the national marketplace. Dunning (1993:14) maintains that in such an environment, organisations need to notice the threefold focus of gaining and retaining a global competitive advantage, namely a) organisational resource, b) control over technology and c) marketing and strategic alliances. Bartlett and Ghoshal (1998:43) agree, but add firstly, that organisations also need to take full advantage of economies of scale and scope arising from global integratedness. This includes significant economies arising from experience and learning effects in both manufacturing and marketing. Secondly, Bartlett and Ghoshal (1998:43) state that organisations also need to have a proper understanding of differences in supply capabilities and consumer needs in different countries. This understanding would be derived from nationally and internationally integrated databases that monitor supply and demand (current and future) side capabilities and needs. Thirdly, organisations also need to use the experience gained in global and national markets to strengthen their resource base as a whole.

Keegan (1999:3) predicts that the twenty-first century will be “one of tremendous change and diversity”. Kitchen and Schultz (2000:14) reason that almost irrespective of the distribution and widening of world markets, multi-national organisations will be poised to take full advantage of market and marketing opportunities on a global scale.

Keegan further (1999:21) postulates that to many managers, executives and leading-edge managerial and marketing thinkers, globalisation is already a reality. However, Kitchen and Schultz (2000:9) declare that the driving force of marketing and branding products, services and organisations is the marketplace.

The “marketplace”, whether local, national, international or global, does not stand alone. It is a direct consequence of market economies bound up in those who “buy” or “sell” in it. Levitt (1983:xxii) illustrates that:

The purpose of business is to get and keep a customer. Without solvent customers in some reasonable proportion, there is no business. Customers are constantly presented with lots of options to help them solve their problems. They don't buy things, they buy solutions to problems. To create betterness requires knowledge of what customers think betterness to be. The imagination that figures out what that is, imaginatively figures out what should be done, and does it with imagination and high spirits will drive the enterprise forward.

Within this context of globalisation, where the marketplace does not stand alone, it is therefore imperative for South African organisations to be up to date with global organisational trends in order to survive in an era of globalisation. In South Africa, the period around 1994 was earmarked by an entire set of political, social and economic changes, which have deeply influenced both the life of this nation and the life of organisations in South Africa. An evaluation by Denton and Vloeberghs (2003:84) of the factors impacting on business in the past decade indicates that South Africa has witnessed irreversible changes.

An approach to manage these irreversible changes witnessed by South Africa is through a stakeholder focus that organisations need to adopt. The second component of the fourfold problem statement relates to this stakeholder focus and is discussed briefly.

1.2.2 A stakeholder focus

Kitchen and Schultz (2000:7) maintain that by 2010 the local manufacturer-driven marketplace and the distribution-driven marketplace will have been dwarfed in comparison with the global marketplace, which is characterised by interactivity. In this regard, the historical marketplace (the industrial age) is characterised by product integration and the current marketplace (the information age) is typified by customer integration. However, the 21st century marketplace is symbolised by stakeholder integration, which is built around a two-way symmetrical approach to interactivity and is therefore regarded as the stakeholder age. The most obvious characteristic of this global, interactive marketplace is that stakeholders will have significantly greater access to information than in any previous phase of economic (the industrial age) and social (the information age) development. Also, organisations will be more visible as accountable corporate citizens, and will have to exercise social responsibility to a greater extent than ever before towards its stakeholders. This means that all organisations will, as Kitchen and Schultz (2000:7) explain, have to build real relationships with real stakeholders. Referring to “real” implies that relationships are not outbound, based on spin, rhetoric and one-way communication – as was the case in the Industrial Age – but based on a correct understanding of the dynamics of served markets and constituencies throughout the world in which the organisation is competing. The approach that organisations need to follow in order to ensure interactivity with stakeholders is that of integrated communication.

1.2.3 Complexity in integrated communication implementation

Schultz *et al.* (1992:4) argue that since its inception, integrated communication has received considerable attention. Pettegrew (2000:1) reasons that despite its appeal, more than a decade has passed since the concept was first introduced and most major organisations have yet to fully implement the foundational ideas contained in integrated communication. Percy (1997:8) postulates that the

theory of integrated communication, while theoretically pragmatic, ultimately fails because of significant structural-functional barriers to its implementation. However, it can be argued that the value of integrated communication lies less in which organisations have adopted it and more in the competitive advantage it can provide, as well as the fact that the complexity of human communication requires tenacious integration in order to be consistent and effective. If integrated communication is truly to become what Argyris, Putnam and Smith (1985:72) refer to as a theory-in-use, Pettegrew (2000:2) postulates that a substantive analysis of organisational barriers to the adoption of integrated communication and strategic actions to overcome them must be advanced.

1.2.4 The need for a South African integrated communication implementation model

Resembling the global complexity of the implementation of integrated communication, the South African business environment is also experiencing difficulty with the implementation of this concept, as South African organisations must keep abreast of the challenges of globalisation. Throughout global integrated communication literature, various implementation models for the concept of integrated communication exist. These include: a) the evolutionary integrated communication model (Duncan & Caywood, 1996); b) the stakeholder relations model (Gronstedt, 1996); c) Hunter's model for integrated communication (1997; 1999); d) integration through the public relations function (Grunig & Grunig, 1998); e) a three-dimensional integrated communication model (Gronstedt, 2000); and f) an eight-step integrated communication model (Kitchen & Schultz, 2000). These models are predominantly developed within the contexts of Europe and America and then implemented globally. Consequently, there is limited South African literature and previous research on the actual practice of integrated communication in this market. An example of existing literature is a thesis entitled "The development of a framework for structuring integrated communication in South African organisations" (Ehlers, 2002). However, this

study focused predominantly on *structural* organisational issues in integrated communication and focused greatly on only two functions of integrated communication, namely marketing and public relations (focusing specifically on the analysis of web sites), and not from a *holistic* perspective.

Conversely, although the existing global models mentioned should in theory be practised and applied on an international scale, it could be argued that the South African context calls for unique communication approaches based on global communication trends and theories, as the country is in a unique situation, especially in a post-apartheid era. Against this background, the primary and secondary research objectives are discussed.

1.3 PRIMARY AND SECONDARY RESEARCH OBJECTIVES

1.3.1 Primary research objective

To develop an implementation model for the management of strategic integrated communication in the South African marketplace.

In order to address the primary research objective, the secondary research objectives should firstly be achieved. These are stated in the following section.

1.3.2 Secondary research objectives

Secondary research objective 1:

- To establish theoretically the link between strategic communication and integrated communication in the implementation of strategic integrated communication.

Secondary research objective 2:

- To determine theoretically the perceptible current universal problematic issues in the implementation of integrated communication.

Secondary research objective 3:

- To describe the current global approach to integrated communication implementation from a theoretical perspective.

Secondary research objective 4:

- To study existing models of integrated communication implementation in order to conceptualise an implementation model for the management of strategic integrated communication for the South African marketplace.

Secondary research objective 5:

- To ascertain empirically the current state of integrated communication implementation among advertising and communication agencies in South Africa.

1.4 RESEARCH METHODOLOGY

The research methodology was divided into three phases and is based on a qualitative research paradigm. Phase 1 established, through the literature review, the first four secondary research objectives. Phase 2 determined, by means of in-depth interviews, the state of integrated communication implementation among the top ten advertising and communication agencies in South Africa (the empirical phase of the study to address secondary research objective 5). The data-processing method used for phase 2 is the Morse and Field approach (discussed in greater detail in Chapter 6, Section 6.9). Phase 3 consisted of the non-empirical phase, which focused on the development and presentation of an implementation model for the management of strategic integrated communication in the South African market. Phase 3 was based on the theory of phase 1 in the literature review and the empirical findings in phase 2, in order to address the primary research objective.

The three phases, in relation to the objectives and the specific chapter in which they are addressed, are summarised in Table 1.1 below.

Table 1.1 Relation of the phases to the objectives and chapters

PHASE	RESEARCH OBJECTIVES	CHAPTER
1	Secondary research objectives 1-4	2-5
2	Secondary research objective 5	6-7
3	Primary research objective	8-9

In order to meet the primary research objective, the research process was based on the Mitroff model (Mitroff, Betz, Pondi & Sagasti, 1974), which is a model that outlines a process for studying science or a phenomenon in science from a holistic or systems point of view. According to Koornhof (2001:257), and in accordance with the purpose of this study, the Mitroff model was selected in Management Sciences in order to: a) define the scope of the research; b) provide guidance in structuring the research; and c) identify the processes and research stages that should be followed.

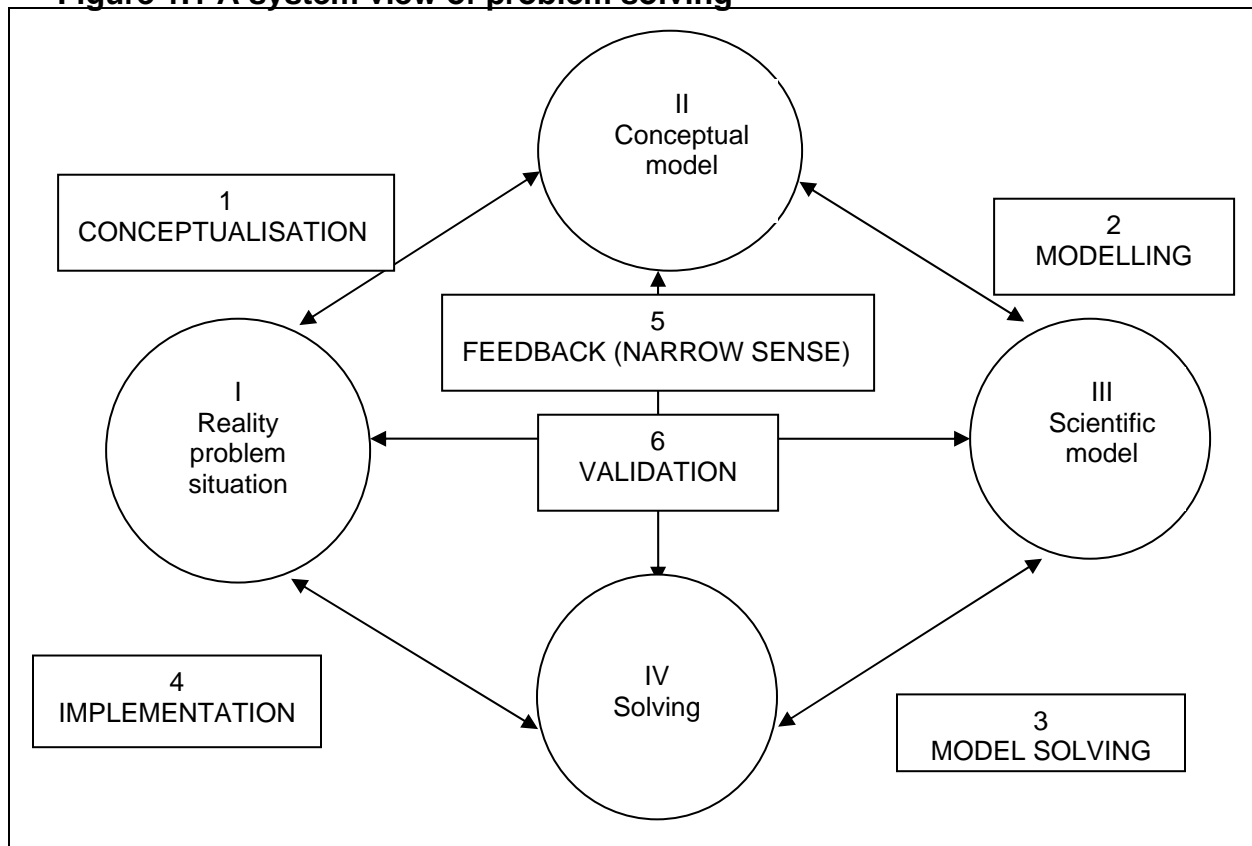
As the Mitroff model is based on a systems perspective, this also correlates with the general systems theory, which forms the grand theory of this study, and which is further discussed in Section 1.6. The Mitroff model is discussed in the following section.

1.4.1 The Mitroff model for problem solving in systems thinking

In 1974 Mitroff, Betz, Pondi and Sagasti developed a model that sought to highlight the processes involved in research inquiry. They used the systems theory as a basis to explain the intricate network of relationships in the research process. This relates to the explanation of systems thinking per Montouri (2000:63), where he states that systems thinking provides a model for seeing interrelationships among factors, rather than focusing on the individual factors (or circumstances) themselves. At issue, within the context of integrated communication, are properties that arise from the complex and interdependent

relationships between segments in the organisational arena. It can therefore be argued that the Mitroff *et al.* (1974) model is apt for this study as the grand theory (as set out in the meta-theoretical framework in Section 1.6) is that of the general systems theory, similar to the underlying theory of this model. The Mitroff model assists the researcher by documenting the various steps in research inquiry and allowing the researcher to identify and follow those steps that are appropriate in his/her research. Although the flexibility of the model's design makes it appropriate for a wide spectrum of research, it is particularly useful in less formal, experimental and naturalistic research (Koornhof, 2001:255).

In developing their model it was argued that there were aspects of science that could only be studied from a whole systems theory paradigm and that anything less than a holistic view of science would fail to identify some of the essential features of science (Mitroff, *et al.*, 1974:36). The model identifies the different phases of problem solving, and highlights various research approaches, styles and attitudes towards science. The model for problem solving represents a systems theory view of different varieties of scientific behaviour as illustrated in Figure 1.1.

Figure 1.1 A system view of problem solving

Source: Mitroff *et al.* (1974:47). (Graphic representation refined)

The systems theory view of the various kinds of scientific activity in the model results in a circularity, which implies that the diagram has no predefined beginning or end. Research does, however, have a beginning and thus a starting point. This starting point, together with the underlying assumptions of the researcher, has far-reaching consequences for the type of research conducted and the subsequent stages of scientific inquiry to be followed. The model implies that recognised and legitimate research does not have to start or end at a specific point, a view supported by Churchman and Ackoff (1950:22).

The core of the Mitroff model is the four circles indicated in Figure 1.1, as a) Circle I: Reality problem situation, b) Circle II: Conceptual model, c) Circle III: Scientific model and d) Circle IV: Solving. A research project could begin at any circle: I, II, III or IV. However, closely related to the four circles are six activities –

1) Conceptualisation, 2) Modelling, 3) Model solving, 4) Implementation, 5) Feedback and 6) Validation – representing or elaborating on the activity that is related to the specific circle. For example, the inquiry could commence at circle I, with the identification of an existing problem. The first phase of problem solving would then be the performance of activity 1, conceptualisation, so as to devise a conceptual model in circle II. The conceptual model establishes, in broad terms, the definition of the particular problem to be solved. It specifies the field variables that are used to define the nature of the problem and the level at which the variables are treated (Mitroff, *et al.*, 1974:47).

The next phase may entail the performance of activity 2, namely the formulation or development of a scientific model in circle III. A scientific model is a set of either qualitative or quantitative logical relationships, "... which link the relevant features of reality with which researchers are concerned, together" (Rivett, 1972:9). It should be borne in mind that the scientific model represents a simplified version of reality, or what Hakinson (1987:719) refers to as a form of reductionism.

The third phase concerns the performance of activity 3 to derive a solution (circle IV) from the scientific model. Koornhof (2001:257) argues that this function is related to the teleological dimension of social science, which assumes that the practice of science is invariably goal directed. It can therefore be argued that the aim of social science is to provide a solution to a specified problem. This dimension may act as a constraint on research inquiry, because the problems that are addressed are often limited or restricted to the achievement of specified research goals (Mouton & Marais, 1985:15).

The implementation of activity 4 entails a feedback of the solution to the original problem or reality. This requires the implementation or utilisation of the solution to the problem area in society. It is apparent that the skills required for the implementation of a proposed solution differ from those required to develop a

mathematical model. Mitroff *et al.* (1974:50) confirm that the elements and activities in the model demand different skills and involve different standards or criteria of performance.

In validation (activity 6, relating to circle IV and representing the validation phase of this model) the degree of correspondence between reality and the scientific model may be evaluated. The comparison between the scientific model and reality may take place repeatedly until the scientific model is refined to reflect the necessary aspects of reality. In activity 5, that is, feedback in the narrow sense, problem-solving activities (circles II, III, IV) are applied when the goal is to derive better scientific solutions. In this activity, continual feedback causes a solution to be refined so that it meets the criteria and field variables specified in the conceptual model. It is typical in this research cycle that no reference is made to reality and implementation does not occur.

Given the simple system of interconnected elements, as depicted in Figure 1.1, Mitroff *et al.* (1974) calculated that a total of 3 555 research subsystems could be formed by considering all possible combinations of two, three and four elements. The authors excluded activities that are related to only one element because a system consists of at least two elements plus a relationship between them. Although not included in their total number of possible research subsystems, the authors did not preclude the possibility of subdividing activities 1 to 6 to incorporate, for example, different ways of performing the modelling or the conceptualisation activities. Such subdivision would substantially increase the number of research subsystems. Each of the research subsystems represents a different type or form of scientific activity.

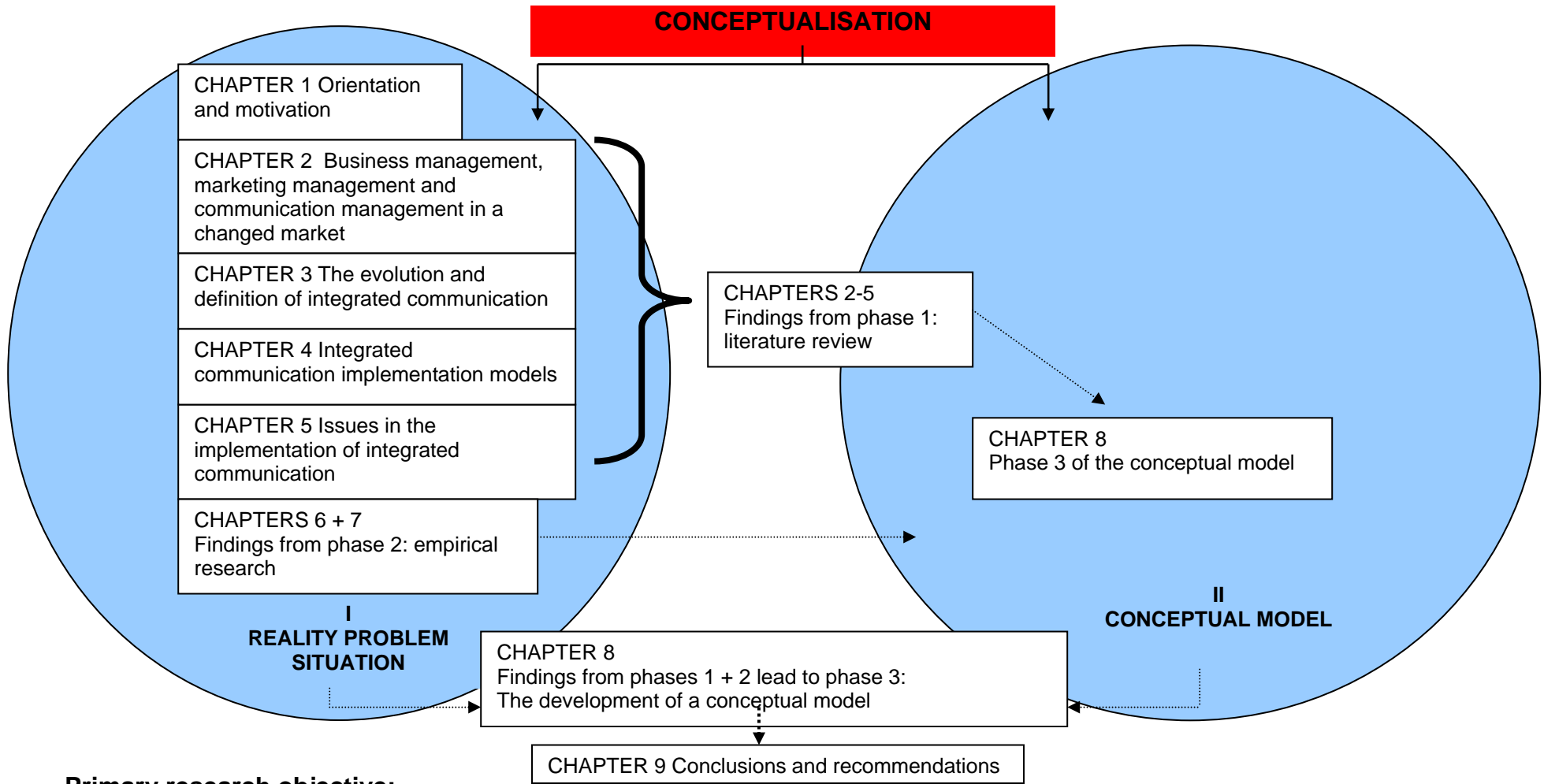
1.4.2 An application of this model for systematic problem solving

The Mitroff model implies that legitimate research need not address all the activities and elements in the model. Therefore, the research for this thesis is

limited to circle I (Reality problem situation), activity I (Conceptualisation) and circle II (Conceptual model). For the purpose of this study, the starting point of the current research comprises both circles I and II. The activity of conceptualisation takes place by means of alternative consideration of reality and the problem situation on the one hand and the feasible conceptual models on the other. Circle I entails phases 1 and 2 of the research methodology of this study. This therefore entails the literature review on existing theories and literature of integrated communication (phase 1) and an exploratory study on the current state of integrated communication implementation in the South African marketplace (phase 2). In circle II, an implementation model for the management of strategic integrated communication in the South African marketplace is developed (phase 3), based on phases 1 and 2 of the research methodology. It should be stated clearly that this model is merely a conceptual model. It is not in the parameters of this study to develop a scientific model that could be validated or implemented (circle III). This could be considered the heuristic value of the current research as the focus is specifically on the *conceptual* development of an *implementation* model for strategic integrated communication in the South African marketplace and not on a scientific model of integrated communication in a general context.

Therefore, in the proposed phase 1 (the exploration of existing literature on integrated communication through a literature review) and phase 2 (the exploration of the current state of the implementation of integrated communication in the South African marketplace), the activity of reality problem situation took place, which leads to circle II where the conceptualisation of the model took place (phase 3 – the conceptualisation of an implementation model for the management of strategic integrated communication in the South African market). The application of the model of problem solving for the purpose of this study can be viewed as illustrated in Figure 1.2.

Figure 1.2 An application of the model for systematic problem-solving of the study



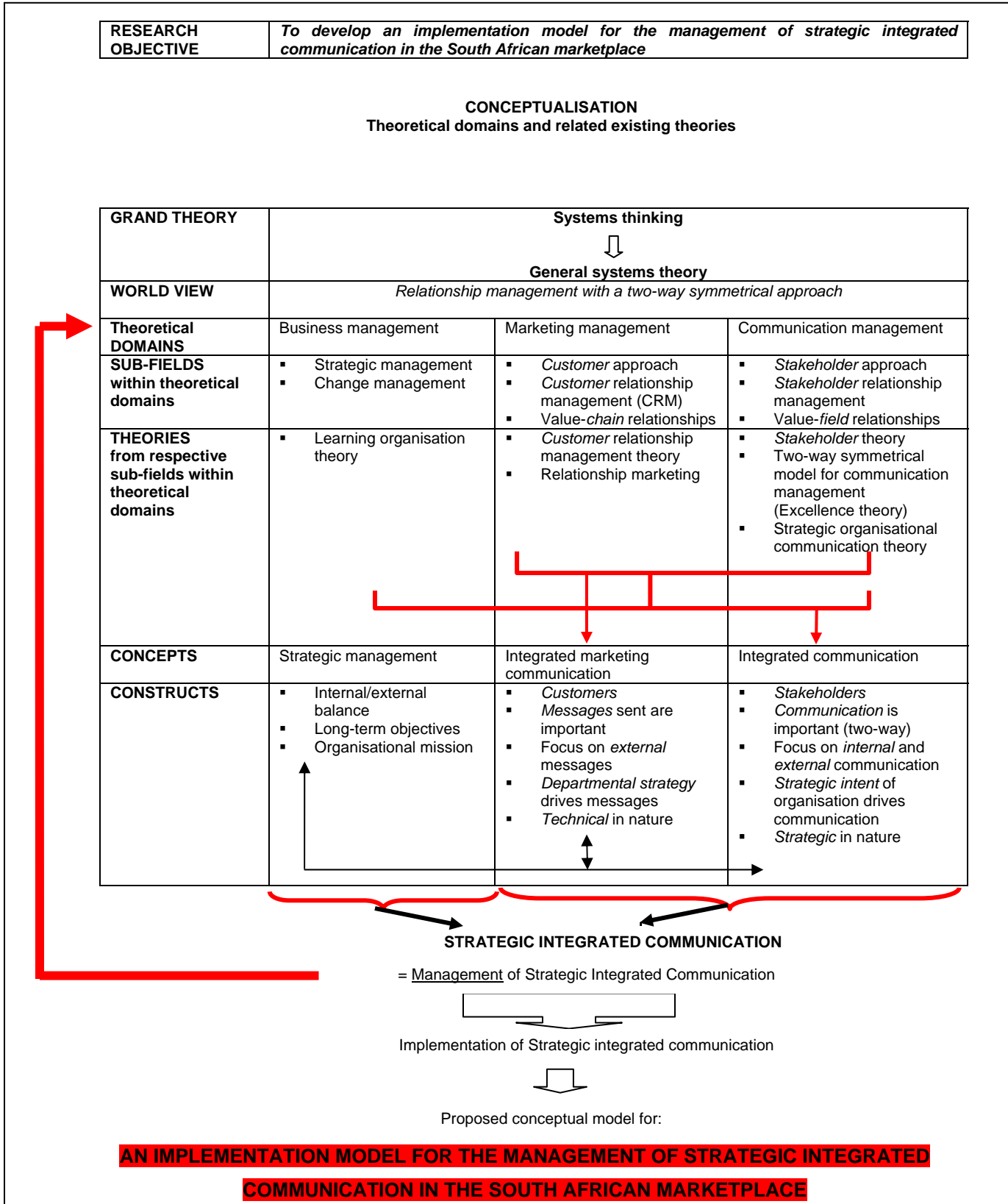
Primary research objective:

To develop an implementation model for the management of strategic integrated communication in the South African marketplace

1.5 CONCEPTUALISATION AND META-THEORETICAL FRAMEWORK

In order to address the primary research objective stated in Section 1.3, the study was conceptualised in the following manner: the grand theory is based on the general systems theory from a systems thinking perspective. It is argued that, in order for an organisation to exist, it needs to function in the world view of relationship management with a two-way symmetrical approach. Based on this argument, three theoretical domains (or fields of study) were identified, namely business management, marketing management and communication management. These three theoretical domains are interlinked in that business management, which is responsible for the strategic intent of the organisation, drives marketing management and communication management in the organisation. It is therefore argued that communication management is directly linked to business management, as it is reasoned that communication management is seen as a pertinent business contributing approach and not merely another function in organisations. Each of these theoretical domains consists of various sub-fields that influence the theoretical domains, with subsequent existing theories, which are pertinent. It is maintained that all three theoretical domains contribute to the conceptualisation of the implementation model of strategic integrated communication. In Figure 1.3 a summary of the conceptualisation and the meta-theoretical domains is presented.

Figure 1.3 Conceptualisation and meta-theoretical framework



1.5.1 Grand theory

1.5.1.1 Systems thinking

The grand theory is that of the general systems theory driven by systems thinking, as mentioned in Section 1.5. According to Montouri (2000:63), *systems thinking* provides a model for seeing interrelationships among factors, rather than focusing on the individual factors (or circumstances) themselves. According to Backlund (2000:444), systems thinking enables a dynamic, holistic examination of an organisation including as it unfolds as a means of ensuring that the changes made are in concert with environmental changes, demands and constraints. Systems thinking can therefore be regarded as the application of the general systems theory within the organisational context, focusing specifically on the interactivity and interdependence of the various segments in the organisation, whereas the emphasis of the general systems theory is on the greater wholeness of the system.

1.5.1.2 General systems theory

The general systems theory is a broad, multi-disciplinary approach to knowledge, based on the systems concept. The systems concept can be defined as "... a set of entities with relations between them" (Langefors, 1995:55). The definition used by Miller (1995:17) is similar: "... a set of interacting units with relationships among them"; so is the definition used by Van Gigch (1991:30): "... a system is an assembly or set of related elements". The general systems theory was developed primarily by Ludwig von Bertalanffy (Littlejohn, 1989:46). Von Bertalanffy (1968:5) describes the general systems theory as:

... a general science of 'wholeness' which up till now was considered a vague, hazy and semi-metaphysical concept. In elaborate form it would be a logico-mathematical discipline, in itself purely formal but applicable to the various empirical sciences.

Littlejohn (1989:51) argues that the general systems theory has been "... an immensely useful tool in the study of communication". This scholar further mentions that systems theory is designed to capture the ways in which various phenomena can be viewed holistically as a set of interacting forces. Skyttner (1996:16) postulates that the general systems theory integrates a broad range of special systems theories by naming and identifying patterns and processes common to all of them. The researcher further argues that, while the special systems theory explains the particular system, the general systems theory explains the "systemness" itself, regardless of class or level. In this regard, it can be argued that the general systems theory is more apt for this study as the "systemness" of the organisation as a whole is studied, focusing on integrated communication within the greater system and not merely a particular system. It therefore focuses on the interaction between the various systems in an organisation and the related communication within the greater system of the organisation. Corman, Banks, Bantz and Mayer (1990:115) state in this regard that the general systems theory is basically concerned with problems of relationships, structure and interdependence rather than the constant attributes of objects.

A primary aim of the general systems theory, according to Backlund (2000:447), is to integrate accumulated knowledge into a clear and realistic framework. For the purposes of this study, based on this aim of the general systems theory and given therefore that a system is, by definition, a set of elements that interact over time, this study takes a general systems theory approach to study the organisation in relation to its internal and external environments in order to develop an implementation model for the management of strategic integrated communication in the South African marketplace. It is further argued that the organisation functions within the greater environmental system, where factors such as globalisation and a stakeholder focus of organisations has a direct impact on the "systemness", in that it calls for a more integrated approach to business, marketing and communication management.

It can therefore be reasoned that the grand theory of this study (general systems theory) leads to the worldview of relationship management with a two-way symmetrical approach. In this regard it is maintained that as organisations need to maintain the “systemness” within the context of integration, the interactivity with the environmental system implies a worldview of relationship management within a two-way symmetrical approach, as shared communication and interdependence are fundamental to maintaining relationships within the organisation, as well as the greater system in which the organisation is functioning.

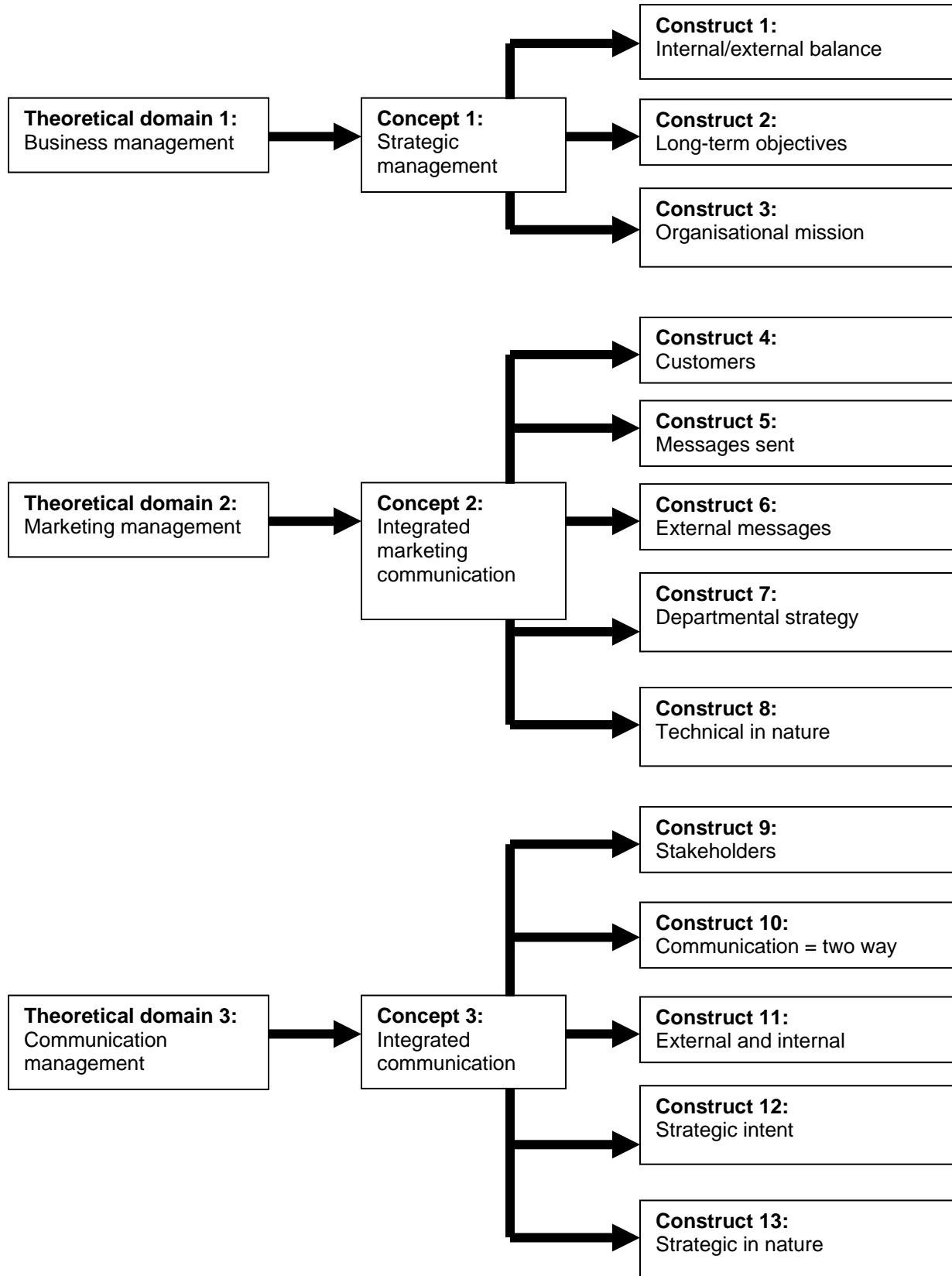
1.5.2 Theoretical domains

In studying the behaviour of organisations for this study, the three theoretical domains within the paradigm of the general systems theory are business, marketing and communication management. It should however be noted that, based on the principle that a system is a set of elements that interact, the study is undertaken from the world view of relationship management with a two-way symmetrical approach. As stated in Section 1.5.1, a system is a set of interrelating units with relationships among them. Based on this premise, the organisation is viewed as a set of interrelating units, where this study is focused on the relationship management between these units. It is yet to be mentioned that these relationships should be viewed from a two-way symmetrical approach, to emphasise the true interrelatedness of the various units of the organisation. These three theoretical domains are discussed in Chapter 2 (business management, marketing management and communication management) and Chapters 3 – 6 (communication management). It is reasoned that communication management is linked to business management in that communication management is driven by the strategic intent of the organisation. It is further argued that communication management is integrated with marketing management to form a more holistic move (driven by systems thinking) towards relationship building in a two-way symmetrical approach.

1.6 DEFINITION OF TERMS

The definition of terms is divided according to the three theoretical domains. From the business management theoretical domain, the concept of strategic management is identified. In this regard, the concept of integrated marketing communication within the theoretical domain of marketing management is identified. The concept identified from the third theoretical domain of communication management is integrated communication. These concepts and their constructs are depicted in Figure 1.4, after which separate definitions for the respective terms are provided.

Figure 1.4 Key concepts and constructs underlying the study



The separate definitions and descriptions of the concepts and constructs, as presented visually in Figure 1.4, are discussed in the following section.

1.6.1 Strategic management

Strategic management is defined by Greene, Adam and Ebert (1985:14) as "... a process of thinking throughout the current mission of the organization, and the current environmental conditions, and combining these elements by setting forth a guide for tomorrow's decisions and results". Grunig (1992:119) postulates that traditional theories of management set forth principles for developing an internal structure to supervise internal processes. Strategic management, in contrast, balances these internal activities with strategies for dealing with external factors (Pearce & Robinson, 1997:35). According to Steiner, Miner and Gray (1982:6), strategic management can be distinguished from "operational management" by the "... growing significance of environmental impacts on organizations and the need for top managers to react appropriately to them". Grunig (1992:119) further states that managers who manage strategically do so by balancing the mission of the organisation with what the environment will allow or encourage it to do. Pearson and Robinson (1997:65) describe this internal-external balancing as "interactive opportunity analysis". They further state that its purpose is to provide the combination of long-term objectives and grand strategy, which will optimally position the total firm in the external environment as the means to achieving the organisational mission. Additionally on an internal level, strategic management ranges from the enterprise strategy to the operational strategy and is discussed in Chapter 2, Section 2.3.2.2 in greater detail, which should then be balanced on an external environmental level. It can therefore be argued that the communication function in the organisation should also be aligned with the organisational mission, therefore based on the *strategic intent* of the organisation.

In the following section, the second and third identified concepts of integrated marketing communication and integrated communication are discussed in combination, to illustrate the reasoning behind the choice in terminology.

1.6.2 Integrated marketing communication vs. integrated communication

It is imperative to note that the focus is predominantly on *integrated communication* (IC) and not *integrated marketing communication* (IMC), which was the preferred term before the late 1990s. Integrated marketing communication is defined as the strategic coordination of all messages (internally and externally) to create dialogue between the customer and the organisation, which will attitudinally and behaviourally move the customer towards brand loyalty. It is asserted that there are some fundamental differences between the concepts of integrated marketing communication and integrated communication (while integrated communication is seen as the evolution of the concept of integrated marketing communication). It is the contention, based on in-depth scrutiny of literature from approximately 1990, and the current body of knowledge of integrated communication and integrated marketing communication, that the fundamental differences between these two concepts can be summarised according to five main ideas, namely:

- a) Integrated marketing communication focuses predominantly on customers, where integrated communication proposes a more holistic perspective to include stakeholders, which Steyn and Puth (2000:198) define as "... groups of people are stakeholders when they are affected by decisions of an organisation or if their decisions affect the organisation". Steyn and Puth (2000:198) further state that publics form when stakeholders recognise the consequences of an organisation's behaviour as a problem and organise to do something about it. It is therefore necessary to understand that organisations are functioning in the *stakeholder century*. In the stakeholder century, organisations have to begin with, and focus very strictly on, the

needs and wants of stakeholders (the outside-in approach) in order to become a stakeholder-centric organisation. Furthermore, an integrated communication approach will lead the organisation to greater stakeholder centricity.

- b) In the context of integrated marketing communication, the focus is on *messages sent* out by the organisation. In the context of integrated communication, the focus is on *communication* (implying a two-way process), therefore emphasising that all communication, and not merely messages, contributes to the brand of the organisation.
- c) Integrated marketing communication focuses heavily on *external messages*, whereas integrated communication focuses on *internal and external messages*.
- d) The most fundamental difference between integrated marketing communication and integrated communication is that with integrated marketing communication, the *marketing or communication departmental strategy drives the messages of the organisation*. In integrated communication, however, *the strategic intent of the organisation as a whole drives all the communication of the organisation*.
- e) Integrated marketing communication contributes to the *technical aspects* of the organisation, whereas integrated communication is *strategic in nature*, contributing to the strategic thinking processes within the system of the organisation.

Integrated communication is thus seen as a broader view of integrated marketing communication, based on these five ideas derived from the analysis of the said literature. It should be emphasised that integrated communication follows on integrated marketing communication. Integrated communication is therefore built

on the premise that there must be interaction between the two forms of communication (internally and externally) in an ongoing, interactive, independent and synergistic manner (Gronstedt, 2000:7). There should be no walls or barriers, despite their often different functions, between these types of communication, for both are ultimately strategically indispensable to drive business forward. As a whole, integrated communication is therefore not a new concept. It has evolved from the need to prepare organisations to succeed in the future business landscape. The focus is therefore on integrated communication and not on integrated marketing communication, with integrated communication viewed as an extension of the concept of integrated marketing communication. It is as a result reasoned that *integrated communication is always integrated marketing communication* but that *integrated marketing communication is not always integrated communication*.

A shift consequently appeared in the concept of integrated marketing communication as well as the implementation thereof to a more broad-based strategic approach so that integrated communication is seen as an umbrella term for all strategic organisational communication (Kitchen & Schultz, 2000:4). In this evolutionary period of the concept, it would appear as if much literature exists on integrated marketing communication and integrated communication. Many of these texts claim to be focusing on integrated marketing communication and integrated communication, but they are in truth merely traditional promotional approach texts, which cover promotional elements, but not true integration. In addition, most of these texts exclude various other integrated communication mix elements and some of the literature, advocating the idea of integrated communication, does not view integrated communication as an organisational process, but merely as the superficial integration of a message for a specific campaign.

Additionally, the study of some of the component elements such as advertising, sales promotion, personal selling and direct marketing (Wilson, 2001:1) is not in

itself unique, as there is a multitude of research that has been conducted on these elements of integrated communication. This can be seen in, for example, the research into the usefulness of online Internet-based advertising (McMillan, 1997:1). Also, Krishnan and Chakravarti (1993:213-231) studied the effects of traditional advertising on customer attitudes through branding, and Smith (1994:26) further studied the effects of sales promotion on operant conditioning.

Therefore, integrated communication is defined, for the purposes of this study, as:

... the strategic management process of organisationally controlling or influencing all messages and encouraging purposeful, data-driven dialogue to create and nourish long-term, profitable relationships with stakeholders.

1.7 DELIMITATION OF THE STUDY

The delimitation of this study is twofold. Firstly, it should be noted that the intention of this study is strictly to develop a *conceptual* implementation model for the management of strategic integrated communication in the South African business landscape, and not the development of a *scientific* model.

Secondly, it should also be noted that, because of this evolutionary approach to the concept of integrated communication, most literature refers to the concept of integrated marketing communication. In this study it is acknowledged that the concept of integrated marketing communication is the preferred concept until the late 1990s. Thereafter, scholars such as Gronstedt (2000) and Caywood (1997) refined specific characteristics of integrated marketing communication to develop the concept of integrated communication. Therefore, it should be noted very carefully that throughout this study, integrated marketing communication literature is used in order to conceptualise arguments on the concept of integrated communication, since integrated communication is an extension of the 1990s concept of integrated marketing communication. A distinction is therefore

not made between the two concepts in the theoretical conceptualisation of the term integrated communication in this study, as the differentiation is explained in Section 1.6.2.

1.8 DEMARCATION OF CHAPTERS

This study comprises nine chapters, including the current chapter. Chapters 2 to 5 cover the theoretical component (phase 1 of this study). Chapters 6 and 7 focus on the methodology and execution of phase 2, the empirical research phase. Chapter 8 contains phase 3 where the conceptual implementation model of strategic integrated communication in the South African business environment is developed and presented, and Chapter 9 provides the conclusions and recommendations.

For convenience, Table 1.2 provides a summary of the demarcation and content of each chapter.

Table 1.2 Demarcation and content of chapters

CHAPTER	CONTENT
CHAPTER 1: Orientation and motivation	The problem that the study investigates, an overview of the primary and secondary research, the Mitroff model and the application of the model for systematic problem solving, definition of terms and delimitations are introduced. The conceptual framework and meta-theoretical approach underlying the study are also described.
CHAPTER 2: Business management, marketing management and communication management in a changed marketplace	The focus of Chapter 2 is a discussion of business, marketing and communication management and their respective theories and sub-fields in the context of a changed business environment. It is argued that marketing and communication management should contribute directly to the business management of the organisation. Furthermore, the theoretical components of integrated communication are introduced. As the focus of this chapter is to discuss business, marketing and communication in a changed marketplace, South African organisations in a post-apartheid, transformed business landscape is

	discussed.
CHAPTER 3: The evolution and definition of integrated communication	Chapter 3 elaborates on the exploration of integrated communication. The main aim of this chapter is to arrive at an investigation into a conceptual basis of the concept of integrated communication. Besides arriving at a definition for integrated communication based on its evolution, Chapter 3 addresses the essence of integrated communication and the change factors that have necessitated the evolution of the concept. The chapter further makes a clear distinction between the various marketplaces in which integrated communication is practised.
CHAPTER 4: Integrated communication implementation models	Chapter 4 is an exploration of the various existing models for the implementation of integrated communication. Six existing models are studied and evaluated in order to arrive at an idealistic and practically implementation of the concept of integrated communication. Comments and critique are offered on each existing models to contribute to the development of the conceptual implementation model.
CHAPTER 5: Issues in the implementation of integrated communication	Chapter 5 focuses on the issues surrounding the implementation of integrated communication. Although the concept of integrated communication is fairly widely accepted, there has been resistance to the acceptance of the efficient implementation thereof. This chapter focuses on <i>when</i> integrated communication should be implemented, <i>what</i> should be integrated as well as the <i>minimal requirements</i> for its implementation. Furthermore, the <i>problems</i> and <i>barriers</i> to integrated communication implementation are examined in order to take these into consideration in the development of the conceptual model of integrated communication implementation.
CHAPTER 6: Methodology: Empirical research	Chapter 6 consists of the presentation of the meta-theory of the empirical research of phase 2. In this chapter, the methodology of phase 2 is discussed, focusing on the explorative research strategy, the formulation of the research propositions of phase 2, the research method in the form of face-to-face in-depth interviews. The sampling design is discussed, where the sample consists of the top ten advertising and communication agencies in South Africa. Also, the method of data analysis done through the Morse and Field approach is explained.
CHAPTER 7: The implementation of integrated communication in South Africa	Chapter 7 focuses on the implementation of integrated communication in South Africa, based on the empirical research findings of phase 2. The

	<p>chapter explains the research process of the second phase, in discussing the ten in-depth interviews (consisting of 16 interview questions) conducted with the strategic planning directors (or the equivalent) of the top ten advertising and communication agencies in South Africa. In this chapter, the results and interpretation of the results of phase 2 are presented, based on the responses, a summary of the key results, the relation of the responses to theory and the interpretation of the findings. The research propositions of phase 2 are then accepted or rejected.</p>
<p>CHAPTER 8: A conceptual model for integrated communication in South Africa</p>	<p>Chapter 8 presents phase 3 of this study where the conceptual implementation model of strategic integrated communication for the South African marketplace is developed and presented. In this chapter, the principles of the conceptual model and the three proposed areas of integration are explained. Thereafter, the focus is on illustrating the incorporation of the essence of integrated communication, mentioned in Chapter 2, into the conceptual model. Furthermore, it is indicated how the conceptual model addresses the comments and critique raised on existing models in Chapter 4 and the barriers to integrated communication implementation, discussed in Chapter 5.</p>
<p>CHAPTER 9: Conclusions and recommendations</p>	<p>In Chapter 9, the primary and secondary research objectives are revisited in order to draw the final conclusions from all three phases of the study. The chapter further focuses on conclusive remarks regarding the conceptual model for integrated communication implementation, and the reliability and limitations of the study. Recommendations for future research are also made.</p>