CHAPTER 7

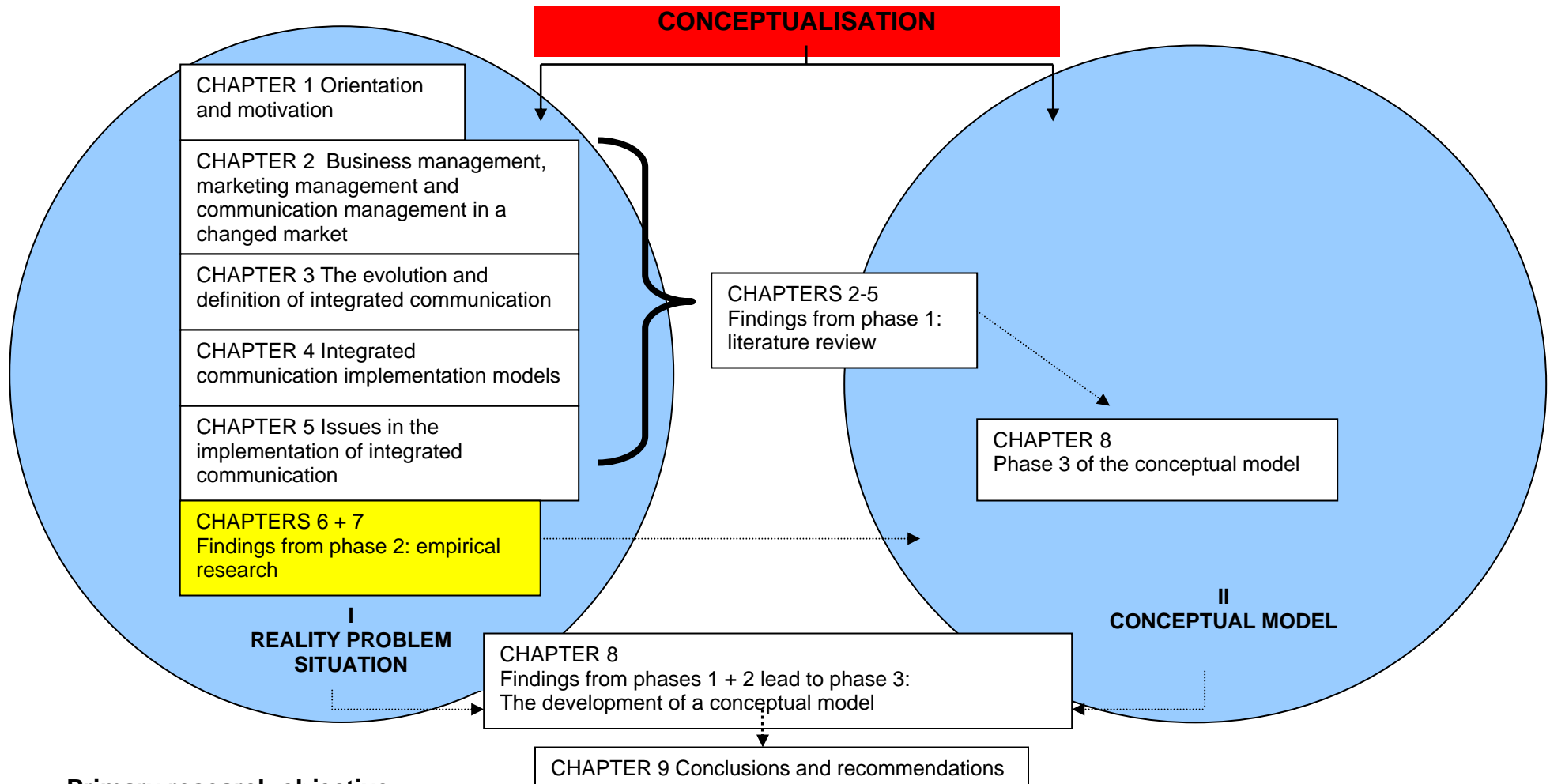# The implementation of integrated communication in South Africa

7.1   INTRODUCTION

Chapter 6 elaborated on the meta-theory of the empirical research methodology. Using the meta-theory of the empirical research methodology (phase 2), the focus of the current chapter is on the application of Chapter 6. The research method followed in determining the implementation of integrated communication in South Africa is firstly discussed. Thereafter, the aims of the interview questions and the relation of the interview questions to the research propositions as well as the interpretation categories are focused on. The reporting and interpretation of the results of the implementation of integrated communication in South Africa are the main focus of this chapter, after which the propositions formulated for the study are accepted or rejected.

As indicated in Chapter 6, the Mitroff model for problem solving in systems thinking is used as the basis for this research process. Figure 7.1 revisits this chapter in relation to the Mitroff model where the focus of this chapter is indicated in yellow.

Figure 7.1 Revisiting the application of systematic problem-solving model: phase 2

CONCEPTUALISATION

CHAPTER 1 Orientation and motivation

CHAPTER 2 Business management, marketing management and communication management in a changed market

CHAPTER 3 The evolution and definition of integrated communication

CHAPTER 4 Integrated communication implementation models

CHAPTER 5 Issues in the implementation of integrated communication

CHAPTERS 6 + 7
Findings from phase 2: empirical research

CHAPTERS 2-5
Findings from phase 1: literature review

CHAPTER 8
Phase 3 of the conceptual model

**I
REALITY PROBLEM SITUATION**

**II
CONCEPTUAL MODEL**

CHAPTER 8
Findings from phases 1 + 2 lead to phase 3: The development of a conceptual model

CHAPTER 9 Conclusions and recommendations

Primary research objective:

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

7.2   RESEARCH METHOD FOLLOWED

As indicated in Chapter 6, Section 6.6, the interviews in phase 2 were conducted in the form of face-to-face, in-depth interviews. The first advantage of in-depth interviews is that there is a high completion rate. Secondly, it is the contention that in-depth, face-to-face interviews is regarded as the preferred research method, as an increased number of questions could be used, which could increase the comparability of the replies to different questions provided by the respondents.

Ten in-depth interviews were conducted. The interviews were scheduled with the Strategic Planning Directors (or the equivalent as indicated by the respondents) of each of the selected advertising and communication agencies. Seven of the respondents were in the position of strategic planning directors. Two respondents indicated that their agencies' equivalent position to a strategic planning director was that of strategic planner and one respondent indicated that their agency's equivalent to the position of strategic planning director was that of client planning director. It must be noted that the respondents were not interviewed in any order of preference and the interviews were based on the availability of the respondents. The interviews were conducted as per the timeframe presented below in Table 7.1. In the case of J Walter Thompson, the Strategic Planning Director of the Lagos office, Michael Madueke, also participated in the interview. This was specifically useful in terms of an African perspective, which was an added bonus, although it did not formally form part of the research design.

Table 7.1 Interview timeframe

NAME	POSITION	COMMUNICATION AGENCY	DATE AND TIME
Nicci Kurland	Strategic Planning Director	FCB South Africa	23/11/2004 10:00
Haydn Townsend	Strategic Planning Director	Ogilvy	30/11/2004 10:00
Tim Alleman	Strategic Planning	TBWA Hunt	23/11/2004

	Director	Lascaris	13:00
Cecilia Andrews	Strategic Planning Director	J Walter Thompson	02/03/2004 10:00
Alan Schreiber	Client Planning Director	Young & Rubicum	01/12/2004 08:15
Clive Evans	Strategic Planning Director	Net#work BBDO	10/03/2005 9:00
Allistair Bruyns	Strategic Planner	Saatchi & Saatchi	11/03/2004 9:00
Rita Larisma	Strategic Planner	HerdBuoys McCann Erickson	11/03/2005 15:00
Tim Byrne	Strategic Planning Director	The Jupiter Drawing Room	11/03/2005 13:00
Dallas Glover	Strategic Planning Director	Grey Global South Africa	11/03/2005 11:30

Sixteen questions were asked during these interviews. The complete interview questionnaire can be found in Appendix A. With the knowledge and agreement of the respondents, the interviews were recorded for processing purposes by means of a Dictaphone, as mentioned in the discussion of the pilot study. The Dictaphone recordings of the interviews were transcribed verbatim by Charmain Bezuidenhout, a professional transcriber of Rossouws attorneys in Johannesburg. (The transcriptions are available on request.)

7.3   AIMS OF INTERVIEW QUESTIONS

The 16 questions in the interview questionnaire were all included for a specific reason, based on the theory explored in phase 1 through the literature review in Chapters 2 – 5. The interview questions, subsequent aims and related literature review chapters that resemble the theory of each of the questions are illustrated in Table 7.2.

Table 7.2 Interview questions, aims and related theory chapters

QUESTION	AIM	THEORY CHAPTER
1) *Does your communication agency make use of the*	To determine whether the respondent is familiar with the concept of integrated	Chapter 3

	concept of integrated communication?	communication	
2)	*How do you define this concept?*	To determine the scope of understanding of the concept of integrated communication in terms of an integrated marketing communication vs. an integrated communication view	Chapter 3
3)	*How do you see the current state of the communication industry in South Africa compared to international trends?*	To establish whether the agency is familiar with international trends such as the concept of integrated communication	Chapter 3 Chapter 4
4)	*Do you think the concept of integrated communication is implementable?*	To determine whether the agency sees integrated communication as a realistic approach to be implemented by organisations that they advise	Chapter 4 Chapter 5
5)	*What do you see as the most threatening barriers to the implementation of integrated communication in the South African context?*	To determine what impediments make the implementation of integrated communication in the South African context difficult	Chapter 5
6)	*Does the agency internally see the process of managing brand/company reputation and building stakeholder relationships as a cross-functional responsibility that includes all departments?*	To determine whether a cross-functional planning culture exists within the agency in order to implement integrated communication for clients	Chapter 3
7)	*How does the agency ensure cross-functional operations?*	To determine the specific methods used by agencies in the South African context to ensure cross-functionality, which could be an indication of the unique implementation of integrated communication in the South African context	Chapter 3
8)	*Does the agency include internal marketing for clients, informing all areas of the organisation about objectives and communication programmes?*	To determine whether internal marketing takes place in the organisation to align organisational and communication objectives	Chapter 3
9)	*How does the agency include internal marketing for clients, informing all areas of the organisation about objectives and communication programmes?*	To determine the specific methods used by agencies in the South African context to ensure the inclusion of internal marketing for clients, which could be an indication of the unique implementation of integrated communication in the South African context	Chapter 3
10)	*How often do agencies meet clients to align communication, marketing and organisational objectives?*	To examine to what extent communication, marketing and organisational objectives are aligned, to determine whether integrated communication is practised from a strategic perspective	Chapter 2
11)	*What mediums/channels does the agency put in place for clients to ensure*	To explore whether there is true interactivity between clients and stakeholders to build relationships that build the brand, in order to	Chapter 3 Chapter 4

interactivity between clients and their stakeholders?	be part of effective integrated communication implementation	
12) _How does the agency ensure consistency in brand messages for clients?_	To determine whether agencies use brand messages from a strategic consistency perspective or still in the "one voice, one look" perspective as was used in the idea of integrated marketing communication	Chapter 3 Chapter 4
13) _What means of evaluation does your agency use to determine the integratedness of your clients' actions?_	To determine whether there are formal mechanisms in place to measure the intensity of the organisation's relationship with customers and other key stakeholders and the implementation of integrated communication	Chapter 3
14) _Should the organisation's mission be part of the designed communication strategy of clients?_	To determine whether the agency sees mission marketing as part of an integrated communication approach	Chapter 2 Chapter 3
15) _Would you say there is a difference between IMC and IC?_	To establish whether communication agencies see a difference between the concepts of IMC and IC	Chapter 1 Chapter 3
16) _How do you see the future of the communication industry in SA?_	To establish whether the agency sees integrated communication as an approach that will be utilised in future	Chapter 2

With the discussion of the aims and related theoretical groundings of each question in the interview questionnaire, it is furthermore necessary to link the interview questions to the research propositions and interpretation categories referred to in Chapter 6, Section 6.5 and Section 6.8.

7.4   INTERVIEW QUESTION IN RELATION TO PROPOSITIONS AND INTERPRETATION CATEGORIES

In order to address the secondary research objective of phase 2, namely to establish empirically the existing status of integrated communication implementation among advertising and communication agencies in South Africa, eight research propositions were formulated. These, together with the different categories, as determined through the Morse and Field approach (discussed in Chapter 6, Section 6.9), are included in Table 7.3 to indicate the relation between the interview questions, the research propositions and the interpretation categories.

Table 7.3   Interview questions, research propositions and interpretation categories

QUESTION	RESEARCH PROPOSITION	INTERPRETATION CATEGORY
1) *Does your communication agency make use of the concept of integrated communication?*	a	Category 1
2) *How do you define this concept?*	a	Category 1
3) *How do you see the current state of the communication industry in South Africa compared to international trends?*	a	Category 1
4) *Do you think the concept of integrated communication is implementable?*	a	Category 2
5) *What do you see as the most threatening barriers to the implementation of integrated communication in the South African context?*	a	Category 3
6) *Does the agency internally see the process of managing brand/company reputation and building stakeholder relationships as a cross-functional responsibility that includes all departments?*	d	Category 2
7) *How does the agency ensure cross-functional operations?*	d	Category 2
8) *Does the agency include internal marketing for clients, informing all areas of the organisation about objectives and communication programmes?*	c	Category 2
9) *How does the agency include internal marketing for clients, informing all areas of the organisation about objectives and communication programmes?*	b	Category 2
10) *How often do agencies meet clients to align communication, marketing and organisational objectives?*	e	Category 2
11) *What mediums/channels does the agency put in place for clients to ensure interactivity between clients and their stakeholders?*	e	Category 2
12) *How does the agency ensure consistency in brand messages for clients?*	g	Category 2
13) *What means of evaluation does your agency use to determine the integratedness of your clients' actions?*	h	Category 2
14) *Should the organisation's mission be part of the designed communication strategy of clients?*	f	Category 2
15) *Would you say there is a difference between IMC and IC?*	a	Category 1
16) *How do you see the future of the communication industry in SA?*	b	Category 1

Now that the relation between the interview questions, the research propositions and interpretation categories is clarified, the focus is on the method followed in reporting the results from phase 2.

7.5   METHOD OF REPORTING THE RESULTS

The method of reporting the results of phase 2 is predominantly based on the categories assigned by using the Morse and Field approach as discussed in Chapter 6, Section 6.9. However, in reporting these results, the set method of reporting was based on the logical representation of the responses that were used as a guiding principle in reporting. In other words, the arguments in the reporting of the results were based on the logic of the responses, rather than alphabetically, in terms of the respondents.

Each of the various categories is reported based on four consistent principles, namely: a) responses; b) summary of key results; c) relation to theory; and d) interpretation of findings.

Furthermore, in terms of the respondents, it should be noted that confidentiality was not considered as a factor in the reporting of the results, as none of the respondents indicated that information should be considered in a restricted manner.   It is however important to note that the information presented in the reporting of the results is considered to be these agencies' competitive advantage.   Consequently, the agencies were not aware of the type of information presented by other agencies and, thus, the relations drawn in the reporting of the results are not those of the agencies. In this regard, it should also be noted that the responses were considered as the voice of the agencies and not specifically in terms of personal viewpoints, unless otherwise stated. For convenience, the names of the agencies were abbreviated for the purpose of reporting the results. These are presented in Table 7.4.

Table 7.4 Codes for agencies

AGENCY	ABBREVIATIONS FOR REPORTING PURPOSES
FCB South Africa	FCB
Ogilvy	Ogilvy

TBWA Hunt Lascaris	TBWA
J Walter Thompson	JWT
Young & Rubicum	Y & R
Net#work BBDO	Net#work
Saatchi & Saatchi	S & S
HerdBuoys McCann Erickson	HerdBuoys
The Jupiter Drawing Room	Jupiter
Grey Global South Africa	Grey

Based on the description of the method of reporting the results of phase 2, each category is subsequently presented.

7.6   REPORTING AND INTERPRETATION OF THE RESULTS

The reporting and interpretation of the results of phase 2 relate to the synthesising and theorising steps in the Morse and Field approach, as discussed in Chapter 6, Section 6.9. The categories and sub-categories are used to report and interpret the results of phase 2.

7.6.1 Category 1: The understanding of the concept of integrated communication

The understanding of the concept of integrated communication is divided into two sub-categories, namely a) The South African context and b) The concept of integrated communication.

7.6.1.1   Sub-category (a): The South African context

In order to understand the context in which integrated communication is practised in South Africa, the respondents were asked to indicate their view on the current state of the communication industry. The responses in this sub-category are divided into three components, based on the logical flow of the responses presented.

Table 7.5 The general state of the industry

RESPONSES
• FCB offered that the change was revolutionary and the industry was consequently struggling with this change and the change to the broader marketing discipline. The agency added that the industry was "taking strain" and "re-inventing itself almost on an annual basis", due to the changes in the industry. • S & S and TBWA agreed and TBWA reiterated that "it's in a difficult place". The agency continued that the reason for it being "in a difficult place" was because there was "incredible financial pressure, political pressure and client pressure". • The rest of the respondents did not contribute anything additional to this component of sub-category (a).
SUMMARY OF KEY RESULTS
• The communication industry in South Africa has to deal with major changes and opportunities, and is influenced by environmental, political and economic pressures. • Change is revolutionary and the industry is consequently struggling with this change and the change to the broader marketing discipline. • The industry has not adapted to the changing global and, and in particular, the local environments.
RELATION TO THEORY
As indicated in Chapter 2, Section 2.6, organisations are functioning within a changed marketplace, especially in the light of a post-apartheid South Africa. This places strain on all industries in the South African economy, as businesses have to deal with new opportunities, threats and challenges. In order to adapt to these changes, businesses require guidance in dealing with a changed marketplace.
INTERPRETATION OF FINDINGS
It can be argued that the South African communication industry is currently in a process of constant change. Maduake from the JWT Lagos office reiterated that this was also the case from an African perspective. For advertising and communication agencies to survive in the South African marketplace, they need to be aligned with the changed marketplace. Then only will these agencies be capable of contending with the pressures of the business landscape on global and national scales.

Table 7.6 Financial state of the industry

RESPONSES
• JWT stated that "clients are pressurising all the time to reduce fees". FCB agreed in this regard in that clients were requesting "more for less". • Jupiter added that clients were requesting strategic input, but Grey and Ogilvy acknowledged that clients were not willing to pay for this. • TBWA stated that the consequence was then that clients received strategic advice, in the words of JWT, which agreed, "they're getting that advice, that skill and that expertise, free of charge". • Y & R and Net#work theorised that the change in the traditional fee structure away from commission-based remuneration had been progressive in changing the way agencies practised business. • S & S and HerdBuoys stated that this short-term focus had also led to clients demanding a greater degree of agency accountability, which Maduake agreed with.
SUMMARY OF KEY RESULTS
• Clients are pressing agencies to reduce their fees, but are simultaneously expecting more from the agencies in the sense that clients are requesting strategic advice. • Due to the pressure that clients are finding themselves under, the shift is towards short-term results. • There is tension between a client orientation today vs. building the brand over time.
RELATION TO THEORY
Percy (1997:176) warns against the emphasis on financial vs. a stakeholder emphasis, and believes that a financial focus prevents the organisation from functioning as what Schultz (1993a:12) refers to as an outside-in organisation. This "rubs off on the agency and they are forced to use vehicles other than above the line vehicles in order to meet these short term expectations." Hence, more emphasis on the utilisation of below the line means of communication. This finding is furthermore in line with Yastrow's (1999-2000:2) sentiment who identifies the move to determine, define and quantify what the funded communication programmes have accomplished in the agency.

INTERPRETATION OF FINDINGS
It is imperative for the agency to ensure that the emphasis of their actions remains on stakeholders and not on a financial focus, in order to maintain an outside-in approach. The fact that clients are requesting strategic advice from agencies could be considered an indirect admission that communication management and marketing management are undoubtedly contributing directly to the business management of the organisations. Therefore, there is a need for communication to be driven by the strategic purpose of organisations.

Table 7.7 The South African market and integration

RESPONSES
• Ogilvy argued that the concept of integration and its synonyms had become generic. S & S elaborated by stating that the shift tended to be on paper in general and while the buy-in was there from the client side, it tended to be superficial.   • Furthermore, JWT and HerdBuoys believed that few people actually knew what the concept meant and how to implement it effectively.   • Maduake added in this regard that it was requested on the clients' side from an African perspective, but clients wanted knowledge they could depend on.   • Jupiter and Grey offered a different contribution. For them, the South African industry had a high competence level.   • Grey stated that "talent of the people both from a strategic and creative point of view … is very good".   • FCB however appealed for the professionalisation of the field. In fact, FCB put forward that some clients currently wanted a dedicated planner and hence, the Strategic Planning department would have to become a cost centre (as this did not occur due to the commission system). Y & R added in this regard that some clients had shifted to a retainer basis as a preferential means of remuneration in order to ensure permanent involvement in the branding process.   • The rest of the respondents (TBWA and Net#work) did not make comments in this regard.

SUMMARY OF KEY RESULTS
• The South African advertising and communication agencies generally felt that few people specifically knew what the concept of integration entailed, but in general, the South African advertising and communication agency landscape had sufficient talent to deal with issues such as integration. • Catalyst of change in the industry was the "new" focus on integration. • The shift to integration tended to be on paper in general and while the buy-in was there from the client side, it tended to be superficial.
RELATION TO THEORY
Adfocus (2001:81) reinforced this need to shift from commission by stating that payments would increasingly need to take place based on results. Furthermore, this would also ensure that agencies would have to move away from a pure creative awards focus, to a strategic creative orientation (Adfocus, 2001:50).
INTERPRETATION OF FINDINGS
Although integration of communication is accepted in principle, integration tends to be implemented on a superficial level. Objectives are predominantly short-term driven because of various factors such as the lack of alignment. The implication of this is that "true" integrated communication cannot be implemented, as it is based on a long-term strategic approach of brand building over time and not merely on what the client requires at a specific time.

7.6.1.2   Sub-category (b): Integrated communication

This sub-category is based on the comprehension of the concept of integrated communication, in determining whether the agencies make use of the concept and the distinction between integrated marketing communication and integrated communication.

Table 7.8 Integrated communication

RESPONSES
• All the respondents fully agreed that their agencies definitely made use of the

concept of integrated communication.

- Ogilvy stated in this regard that it was "probably at the heart of this organisation", while FCB stated this study was very appropriate as "this [integrated communication] is a business model for us", and Net#work stated that "this is quite an appropriate discussion".

- Jupiter also stated strongly that their agency "makes a hundred per cent use of integrated communication".

- While all the respondents supported a strategic approach, a question arises as to how they define the concept of integrated communication.

- For FCB it was the process that defined integration and not the end result. Basically it was about which communication solutions would ultimately best achieve business solutions. Therefore, there is a need to think through the line and to be measured against these criteria.

- Grey, S & S, Ogilvy, HerdBuoys, TBWA, Y & R and JWT focused on the notion that integrated communication is the integration of the brand idea and that it is brand driven. These respondents strongly propose that integrated communication be built around brand positioning, brand definition and the brand vision. In other words, it is about a central agreed message managed at a central point. This philosophy is reflected in the business model of Ogilvy's 360 degree brand stewardship.

- TBWA was in agreement and reinforced that consumer's bought into an idea and integrated communication was thus about amplifying the idea. In addition, this therefore reflects a focus on strategic consistency versus the repetition of a single consistent message.

- This was reinforced by Y & R who believed that integrated communication implied that a brand had one face and that every interaction had one face – but not necessarily the same face.

- Grey supported this notion and stated that this implied that the strategist must not be limited by media selection, but determine what media would best leverage the brand.

SUMMARY OF KEY RESULTS

- All the respondents agreed that despite the strategic nature of their definitions, integration was in reality often used tactically in the industry.

- In fact, JWT, Grey and Jupiter believed that a strategic perspective would

increasingly play an important role, and JWT added that integrated communication included not only the brand idea, but also "your internal customers, your investors, your …. Whoever the stakeholders are of the business".

- It is the process that defines integration and not the end result.

- Integrated communication was regarded as a central agreed message managed at a central point. "It is a campaign idea that works anywhere."

- Integrated communication implies that a brand has one face and that every interaction has one face – but not necessarily the same face.

- Consistency and continuity across every single touch point between the consumer and the brand.

- Despite the strategic nature of their definitions, integration is in reality often used tactically in the industry.

RELATION TO THEORY

The "big creative idea" referred to by the respondents provides the single focus of all communication efforts as per Duncan (2001:219). Therefore, based on the definition of the concept of integrated communication, the respondents acknowledged the notion that integration is built around a creative idea that should be consistent. Furthermore, where Grey referred to the idea that plans should not be limited by media selection, Duncan and Moriarty (1997:18) refer to this as zero-based communication planning and indicate the need for such a process in their research.

INTERPRETATION OF FINDINGS

The majority of the respondents' definitions are in line with that of Spotts and Lambert (1998:211), i.e. that in the 1980s integrated communication was about integrating various communication vehicles in a communication campaign. However, the above definitions overwhelmingly continued to have an external communication focus, and have not moved to the acknowledgement of the need to incorporate the integration of internal and external messages, except for the definitions that JWT, Jupiter and Grey provided.

As such, these definitions do not even reflect the second evolutionary era in defining integrated communication (as discussed in Chapter 3) in which authors like Keegan *et al.* (1992) and Tannenbaum (1991) speak about the importance of strategically coordinating *all* messages. Consequently, it would appear as if these respondents'

definition of integrated communication is actually an integrated marketing communication perspective. The definitions of JWT, Grey and Jupiter can be viewed as a representation of the third evolutionary era of integrated communication where Harris (1998) defines integrated communication as "… a cross-functional process for creating and nourishing profitable relationships with customers and *other stakeholders* by strategically controlling or influencing all messages sent to these groups and encouraging purposeful dialogue with them" [own emphasis]. It can therefore be argued that the definitions of JWT, Grey and Jupiter are reflections of integrated communication, rather than the integrated marketing communication focus of the other respondents' definitions. This is also evident from the responses to the question of whether there is a difference between integrated marketing communication and integrated communication. All the respondents with an "integrated marketing communication definition" said that there is no difference between the concepts. Only JWT, Jupiter and Grey argued that there is a difference, although JWT could not articulate the difference between the two concepts.

7.6.2 Category 2: Implementation of integrated communication

Through synthesising in the Morse and Field approach, Category 2 was decided on to arrive at the implementation of integrated communication and related issues.

Table 7.9 The implementation of integrated communication

RESPONSES
• HerdBuoys, S & S, Ogilvy and TBWA argued that the first condition for the implementation of integrated communication in the South African context was definitely that an appropriate budget should be allocated to communication efforts.
• Grey said in this regard that "big budget, big commitment and big resources" were needed for integrated communication to be implementable.
• Jupiter added that the implementation of integrated communication had "a lot to do with processes" and "the way business is set up".
• Additionally, JWT argued that integrated communication was implementable, but

should be done on a "much higher level". With this, the agency mentioned that it should be driven from CEO level and the willingness to "bring the key people to the strategic table". The agency further stated that integrated communication should be a "deliberate strategy".

- Y & R offered a different contribution. The agency stated that it needed to be driven from a client perspective and clients had to believe in it, i.e. the organisation.

- In this sub-category, FCB and TBWA did not add anything.

SUMMARY OF KEY RESULTS

- All the respondents agreed that the concept of integrated communication *was* implementable in the South African context, but all, except Jupiter, had reservations in terms of the conditions of implementation.

RELATION TO THEORY

Integrated communication is an implementable concept, although, as stated in Chapter 5, organisations have thus far not achieved the far-reaching implementation of the fundamental notions represented in the concept of integrated communication. Also, it is imperative for integrated communication to be based on the notion that it should be directly aligned with the strategic purpose of the organisation, through the inclusion of communication in business management by top management level.

INTERPRETATION OF FINDINGS

This therefore implies that integrated communication should be driven organisationally, in accordance with the strategic intention of the organisation.

The implementation of integrated communication involves various aspects. The most important aspects, as indicated in the interview schedule, are divided into sub-categories in this category of the implementation of integrated communication, namely holistic orientation, internal communication, dialogue and stakeholders. These are discussed below.

7.6.2.1   Sub-category (c): Holistic orientation

Respondents were asked to comment on whether agencies tended to focus on a campaign per se and not on the bigger picture of how the campaign related to holistic organisational efforts.

Table 7.10   A holistic orientation in the implementation of integrated communication

RESPONSES
• FCB believed the problem was that some clients expected the agency to deal with communication and not internal organisational matters and hence the issue was how the role of the agency was defined. The agency illustrated that some clients made use of consultants to aid them in internal matters as opposed to approaching their agency.
• Similarly, Ogilvy showed that agencies were moving away from an operational focus but were not yet strategically marketing driven as they were still in the transition process.
• With regard to the corporate mission per se, TBWA noted the need for a consumer mission as opposed to a corporate mission in determining brand positioning.
• Ogilvy supported this view by also offering that the brand role and where it was should be the impetus of the strategic orientation.
• FCB added to this by stating that the corporate mission should not be transparent in the campaign; the values that underpinned the organisation should rather be utilised.
• This was criticised by JWT, Grey, Jupiter and HerdBuoys who believed that the corporate mission was fundamental to brand strategy as HerdBuoys elaborated that the brand should speak to what the company stands for and the aligned communication should reflect this.
• Net#work and Y & R did not make additional contributions in this sub-category.
SUMMARY OF KEY RESULTS
• In their response, all but one admitted that agencies could do more to align campaign and organisational objectives. Also, the organisation's mission appears not to guide its strategic communication platform.

- Agencies could do more to align campaign and organisational objectives.

- The problem is that some clients expect the agency to deal with communication and not internal organisational matters and hence the issue is in how the role of the agency is defined.

- The need for a consumer mission as opposed to a corporate mission in determining brand positioning is advocated.

- The corporate mission is fundamental to brand strategy as the brand should speak to what the company stands for and the aligned communication should reflect this.

RELATION TO THEORY

The "bigger picture" implies having maximum impact and to achieve this, an organisation must integrate the following, as discussed in Chapter 5: employees, customers and other stakeholders, corporate learning, brand position, "big creative idea" (Duncan & Moriarty, 1997:25) and the corporate mission. Consequently, Duncan's recommendation (2001:24) that the mission be integrated into the totality of the organisation's business does not always occur as is evident from the responses.

INTERPRETATION OF FINDINGS

From the findings it is apparent that a holistic orientation to integrated communication is not taken. This could be regarded as the result of the lack of alignment between organisational and communication objectives, as well as the absence of the organisational mission in the communication efforts.

The findings mentioned above on the inclusion of the corporate mission are not directly in line with the responses to the question of the frequency of the alignment of the business, communication and marketing objectives of the clients. It can therefore be argued that this is an indication that alignment does take place in terms of the various objectives in organisations, but that it is not aligned with the corporate mission of the organisation, in other words the long-term organisational strategic plan.

7.6.2.2   Sub-category (d): Internal communication

A related issue is the agency's responsibilities towards internal communication.

Table 7.11   Internal communication in the implementation of integrated communication

RESPONSES
• All the respondents indicated that the level of involvement in internal marketing matters would differ depending on the client and the nature of the agency-client relationship. Again there was consensus with all the respondents acknowledging that this was an area of weakness – often the agency would only become involved if the client asked them to.
• A possible reason for this according to TBWA was simply that agencies did not possess the expertise in this area as this had become a discipline only in the last few years, as FCB also pointed out.
• S & S elaborated by saying that it tended to be within the realm of below the line agencies and similarly FCB indicated that there were consultants who specialised therein.
• Furthermore, TBWA also placed some of the blame on the client as they had experienced that there could be confusion surrounding who took responsibility for internal communication within the client's organisation.
• The "turf battles" between Human Resources and Marketing departments respectively was cited by Net#work.
• In the same vein, FCB mentioned that this was often not a primary concern of the client and therefore there was limited budget allocation if any.
• Jupiter believed that not all was lost in this regard, as he stipulated that agency involvement was a process of evolution. The agency elaborated by highlighting that as clients trusted the agency more, they would allow the agency to become involved in the operational side of their business. The idea for this agency is that the agency needs to become a purchase decision influencer in the client's business. However, the agency qualified this statement by clarifying that agencies should become involved in the intangible issues beyond communication but not participate in, for example, the restructuring of supply chains.
• FCB disagreed and Kurland expressed the personal sentiment that an agency needed to be an expert in one area (remain focused) and not a so-called jack of all trades.

- Ogilvy showed how this latter point of view could be supported as he suggested that the creatives in the agency might not show enthusiasm for internal communication campaigns, as "it will not win them awards".

- Similarly, Y & R believed that agencies should play an advisory role but should not be responsible for running internal campaigns.

SUMMARY OF KEY RESULTS

- The level of involvement in internal marketing matters will differ depending on the client and the nature of the agency-client relationship.

- The agency will often only become involved if the client asks them to.

- Internal communication is requested increasingly by clients.

- Agencies do not always have the ability to do internal marketing for clients. In such cases, it is outsourced to experts.

RELATION TO THEORY

By not placing emphasis on internal communication, there is consequently no way to ensure that one of the fundamental principles of integrated communication, namely that everyone in the organisation has the potential to touch the customer (Duncan, 2001:18), is put into practice. Correspondingly, Niemann (2002:65) states that integrated communication in short means unity of effort. "Unity of effort" does not however refer merely to consistent messages sent out by an organisation to all the stakeholders, but incorporates unity of purpose for the organisation, unity of organisational processes, unity of an organisational goal, and unity of action within the organisation. Thus, the external integration of an organisation should flow from the internal communication of the organisation if an effective strategic perspective is to be implemented, as per JWT.

Moreover, integration refers ultimately to everything the organisation does and does not do. Consequently, integration is an *organisational pursuit*, and not a quick-fix solution to communication problems. When an organisation becomes more integrated, its interactions with stakeholders become more consistent, its reputation more distinct, and its stakeholders more trustful of it. It is therefore necessary that integrated communication must be recognised strategically from an aligned organisational viewpoint.

INTERPRETATION OF FINDINGS
It is apparent from the findings that the predominant focus of communication is still external, while the internal communication is merely seen as an add on. It can therefore be argued that this approach to focus predominantly on external messages is a representation of integrated marketing communication and not integrated communication.

7.6.2.3   Sub-category (e): Dialogue

In the previous section the importance of relationships with clients was emphasised. Consequently, it became necessary to investigate what agencies do to foster dialogue with their clients.

Table 7.12   Dialogue in the implementation of integrated communication

RESPONSES
• Ogilvy stated that interaction initially tended to be related to communication campaigns, but as the relationship developed, the process grew. For example, Ogilvy is now responsible for the menu boards of KFC.
• Ogilvy explained that the agency preferred to manage the holistic process, so when clients had separate companies working on separate components, they would like to be involved in the entire review process. This is why they have supplier meetings at the agency itself and a quarterly review with the full team. Their philosophy is all about trust and building relationships with their clients. "A philosophy of integration doesn't happen in one go, growth of integration occurs by building trust". Consequently, Ogilvy do not refer to project planners but to relationship planners.
• Ogilvy added another perspective to this discussion by raising the issue of ensuring balance between cost to the agency and what is good for the brand.
• Similarly, FCB emphasised that it was all about building personal relationships with the client as consistency was of paramount importance for them.
• Grey re-iterated this notion and stated that "… relationships with clients are extremely important".

- TBWA have a unique method of fostering long-term relationships with clients. They believe in taking the client with them through the entire process but their previous structure acted as a barrier to achieving this. Consequently, they restructured their internal structure using their own proprietary tool of disruption. They looked at the conventions and preconceived notions in place that governed the agency process and relationship with clients (i.e. internal and external structures), and identified what no longer worked but had been accepted as common practice. The dominant philosophy is one of connection with the client in order to educate them about the ways of the agency, thereby breaking down the "us vs. them" mentality. This translated into their offering clients workshops ("disruption" and "inspiration101") in order to foster a partnership mentality. The aim is to achieve client buy-in to the "idea explosion" and not just the media types. However, the focus is process and not outcomes driven and this could hinder the strategic implementation of integrated communication.

- This approach of TBWA is, however, criticised by Y & R who reject the notion of "pre-packaged" formulas when dealing with clients, as this is case insensitive and according to him, "squeezes client into a formula".

- S & S commented that the cross-functional responsibilities were usually driven by the creative department and not strategically driven.

- Y & R argued that the reason for this was that the creative department aggressively believed in this at their agency.

- JWT strongly argued that "it would be disastrous if we didn't", referring to the idea that it was imperative to ensure cross-functional planning in the functioning of their agency.

- FCB argued that it was client specific and added that "basically, they will go and do it themselves".

- Three respondents (Net#work, Herduoys and Jupiter) were not sure whether there were any measures in place to ensure consistency, and one respondent said that "we don't put any medium in place".

- Maduake commented from an international perspective that "we're not asked to do it – that's the trouble".

- All the respondents agreed that the evaluation of integration efforts was important.

- Nevertheless, all but two respondents argued that evaluation took place on an informal, continuous basis.

- FCB mentioned that evaluation was done by clients where clients rated the agency on their view of the integratedness of actions, but internally in the agency, evaluation remained informal.

SUMMARY OF KEY RESULTS

- Client dialogue is client specific and dependent on the personality of the "lead people" on clients' side.

- Interaction tends to be related to communication campaigns, but as the relationship develops, the process grows.

- "A philosophy of integration doesn't happen in one go; growth of integration occurs by building trust."

- The dominant philosophy is one of connection with the clients in order to educate them about the ways of the agency thereby breaking down the "us vs. them" mentality. This translated into their offering clients workshops ("disruption" and "inspiration101") in order to foster a partnership mentality.

- Some agencies "Squeeze client into a formula".

RELATION TO THEORY

TBWA's proprietry tool of disruption reflects the idea of a learning relationship to the greatest degree. Gronstedt (2000) stresses that the more organisations know about current customers and the more they can use this information when communicating with these customers, the more credibility their communications will have and the stronger the relationship between the organisation and the customer will become. This idea of the learning organisation reflects a component of the fourth era in defining integrated communication.

The relationships element presented by TBWA reflects an aspect of the third era in defining integrated communication (as discussed in Chapter3), but not of the concept of integrated communication in its totality. This is due to the fact that the relationship component partly characterises the third era in which authors like Gronstedt (2000:4) offer that the more satisfied the customer is the more support they will give to the organisation. Furthermore, this is also reflective of Duncan's contribution (1997) where he reflects on the need to create and nourish profitable relationships.

With regard to dialogue, agencies are attempting to build cross-functional relationships via two-way interactivity with clients, which reflects Harris's definition of integrated communication (1998). The importance of a cross-functional orientation is represented in the work of Duncan and Moriarty (1997:169), where they state that "a cross-functional process further integrates managers from different departments and agencies who are working on the same brand in order to plan and manage the messages an organisation sends to – and receives from – customers and other stakeholders".

INTERPRETATION OF FINDINGS

It is therefore clear that there is no conscious drive to ensure strategic consistency by clients. However, it became apparent through other questions in the interviews that there is an unconscious awareness of consistency, but on a "one voice, one look" level and not on a strategic consistency level.

This is not in line with one of the key principles of integrated communication, as suggested by Duncan and Moriarty (1997:261), which states that evaluation of the integratedness of actions is imperative if an organisation wants to maximise its brand equity.

7.6.2.4   Sub-category (f): Stakeholders

Table 7.13   Stakeholders in the implementation of integrated communication

RESPONSES

- FCB mentioned that stakeholders were factored in, meaning that they were taken into consideration, but stakeholder involvement was dependent on the power of the stakeholder.
- This was similar to TBWA's comments, namely that it depended on the project and the brand but in general the agency tended to "farm it out to Public Relations" and "it is almost as an afterthought".
- Alternatively TBWA continued that they became a secondary market.
- In concurrence with the previous statements, Y & R said that ads were not made for stakeholders, but for gaining consumer mind space, as the agency believed

consumer mind space would bring about market space, and if both were evident, key shareholders would benefit. The agency also repeatedly spoke about shareholders *per se.*

- Alternatively Ogilvy, Jupiter, Grey and JWT recognised the importance of stakeholders as being central to the success of a campaign.

- Net#work, S & S and HerdBuoys did not make any additional contributions in relation to this sub-category.

SUMMARY OF KEY RESULTS

- Stakeholders are factored in, but stakeholder involvement is dependent on the power of the stakeholder.

- It depends on the project and the brand but in general the agency tends to "farm it out to Public Relations" and "it is almost as an afterthought".

- The importance of stakeholders was recognised as being central to the success of a campaign.

- From a strategic perspective, one agency ensures that campaigns and strategies go beyond including customers to try and include stakeholders on a broader basis.

RELATION TO THEORY

A contributing aspect to the third era of integrated communication was the strategic inclusion of stakeholders in the definition. Clearly, only three of the ten agencies interviewed place enough emphasis on a *customer* vs. a *stakeholder* orientation. In addition, the industry has recently been accused of racism with black-oriented media complaining that they do not get their fair share of advertising spend as media planners and buyers are accused of not understanding the so-called black market. For example, Adfocus (2002) shows that the South African population is 88% black, yet most television commercials still portray white rather than black characters. Similarly, television adspend per viewer is highest for M-Net, a private television station with predominantly white viewers. The overall black employment average among the top 30 agencies is currently around 31%. This is also mentioned by TBWA and Jupiter in that there are high transformation pressures on the industry. The credibility of agencies to serve all client stakeholders in the South African context becomes questionable. The issue is of credibility to offer strategic insights to clients if the agencies are not representative of the overall population of South Africa.

INTERPRETATION OF FINDINGS
Although most respondents recognise the importance of stakeholders, it would appear as if the focus is still predominantly on customers as the primary target audience, except for one agency that does predominantly include stakeholders as opposed to merely customers. Therefore, from a general perspective this resembles the characteristic of integrated marketing communication and the customer century and not the focus of integrated communication, which is on stakeholders and the twenty-first or stakeholder century.

7.6.3 Category 3: Barriers to the implementation of integrated communication

The most common barriers referred to by the agencies are lack of a strategic management philosophy from particularly client and restricted budgets. This is necessary as integrated communication involves a strategic orientation.

Table 7.14 Barriers in integrated communication implementation

RESPONSES
Lack of strategic intention alignment   • FCB felt that there needed to be a strategic role for agencies due to a communication vs. advertising paradigm, but in reality the agency claimed that it was relegated to the role of supplier by clients. Net#work agreed and stated that "agencies have become more strategic but this is debased".   • TBWA and HerdBuoys agreed and for them the dichotomy was between what the client wanted vs. what the consumer wanted to hear and this hindered a strategic orientation.   • Pertaining to this matter, S & S alleged that the expertise of the client was decreasing due to the lack of experience and that there could be non-marketing people in marketing positions. Yet, Y & R added in this regard that these clients still adopted an "I'm the client you are the agency attitude".   • In direct contrast, Y & R blamed the agencies as they complained that they were not seen as anything more than a supplier role, but the agency believed that they were

not doing anything to become more involved.

- In order to survive in such a context, FCB and S & S related that agencies were employing management/business consultants in order to provide the required expertise needed.

- Jupiter and JWT echod this notion, in stating that clients were asking for strategic input, and they were receiving the advice, skills and expertise free of charge.

- A comment made in this regard by Grey illustrated that there was a lack of fundamental understanding in how to use integrated communication strategically from both client and agency sides. Therefore, both the manager and the strategic planner perception of the integrated communication would impact on the effectiveness of the implementation of an integrated communication strategy.

- JWT rejected this notion, by criticising agencies in general, for not being strategic enough, for example, the agency singled out TBWA and referred to them as an "idea agency". The agency also added that clients were not demanding enough of the agency output. Furthermore, Ogilvy stated that many clients did not see it as the agency's responsibility in the strategic management of their business.

- TBWA illustrated this point by indicating that agencies' strategic roles were sometimes limited by clients who "relegate the agency to a supplier role vs. a partner mentality".

- In this regard, JWT suggested that agencies needed to adopt a broader perspective, in order to meet client shifting needs.

- Jupiter also called in this regard for "… a major overhaul" of the industry.

- An additional component of strategic management was that the client focused on the transaction while the agency focused too much on the relationship according to TBWA. "Some clients only worry about the message getting through".

- Grey stipulated the need for a healthy balance between the two.

- For JWT and Ogilvy, the value was in the brand and not in the product as markets moved progressively to parity markets.

Lack of cross-functional planning

- Another barrier referred to was that from an agency perspective, clients lacked a cross-functional orientation. TBWA, Y & R, Maduake and FCB referred to

"squabbling" as a result of internal client politics and the continued application and allocation of separate budgets.

- The remaining respondents did not mention the lack of cross-functional planning as a barrier to integrated communication implementation.

Structural barriers

- Structural barriers were also identified by all the respondents. Specifically, issues were raised pertaining to the low standing of marketing communication. This was specifically mentioned by TBWA when the agency described that a dichotomy existed in that clients were calling increasingly for a strategy beyond advertising. But as soon as they gave insight into business, they were told "but you are only an agency".

- S & S argued that as such, clients were tending to approach consultants and he believed that consultancies were not only taking away business, but also client trust, relegating the agency to "the bottom of the food chain".

- The reason for this is partly that integrated communication requires a committed investment, but as S & S, Ogilvy and FCB pointed out, agencies are both operationally and knowledge challenged, hence the need to outsource.

- Furthermore, Ogilvy explained that agencies were often consulted, but not paid for this service, while a client was willing to pay for a "McKinsey report".

- With regard to the client, the agency believed that, firstly, brand managers tended to move from company to company in a short period (TBWA), which minimised the consistency as one of the brand custodians.

- This was reinforced by Ogilvy who also mentioned that the marketing departments were often seen as a stepping stone.

- A contrast existed between Ogilvy and TBWA pertaining to where the clients were pushing for an integrated approach from the agency.

- HerdBuoys indicated that in his experience, it tended not to be a strong thrust.

- Ogilvy indicated that clients were very aware of integrated communication.

- Ogilvy was supported by Net#work, FCB and Y & R, who acknowledged that clients wanted better maximisation and integrated communication, as one way of achieving this.

- However, there was acknowledgement by JWT that clients requested integration from the agency, yet their outcome was a sales focus and not a brand one.

Lack of core competencies

- The lack of competencies was experienced on both agency and client sides (S & S, Net#work, FCB, Y & R, TBWA & JWT).

- HerdBuoys elaborated by illustrating that the clients' dependencies on agency skills were determined by the clients' life-cycle.

- Simply put, JWT explained that brand managers did not know enough about communications.

- Alternatively, Ogilvy, Jupiter and Grey believed that there is a lot of talent in the South African advertising and communication field.

Perceptions of the agencies' competencies:

- The agencies fail to win business because the team is inappropriate to reflect markets in which they operate (FCB).

- Strategic planners are forced to become jacks of all trades as their "loyalty" is split between servicing client and internal departments (Net#work).

- Y & R offered in this regard that strategic planners were in fact communication planners that were there to serve creative output.

- Similarly, Jupiter proposed that the departmentalisation associated with the agency structure created a disjointed process of dealing with clients' business in a holistic manner.

- S & S stated that agencies believed that clients showed resistance due to cost, time constraints, resource requirements and logistics necessary for the implementation of an integrated communication campaign.

- Strategic planners' ability to add value could be affected by their ability to conduct effective research. TBWA justified this statement by pointing out that the majority of research houses in South Africa do not conduct needs based research, but rather model-generic research.

- Similarly, HerdBuoys believed that the offering of strategic planners was only as good as their understanding of "what is happening out there".

- Grey elaborated by highlighting that in their opinion agencies did not spend enough time or allocate enough resources to the conduction of research.

- The agency further criticised strategic planners do not sufficiently going into the field.

- Another agency competency barrier identified by JWT was that many strategic planners had come from account management positions. Consequently, Ogilvy agreed and stated that they did not have the necessary strategic orientation foundations.

SUMMARY OF KEY RESULTS

- "Agencies have become more strategic but this is debased."

- What the client wants vs. what the consumer wants to hear, and this hinders a strategic orientation.

- Blame the agencies, as they complain that they are not seen as anything more than a supplier role, but believed that they are not doing anything to become more involved.

- Criticising agencies, in general, for not being strategic enough.

- "If you are not managing all aspects of the clients' business, you are not managing the brand."

- "Some clients only worry about the message getting through."

- "Squabbling" as a result of internal client politics and the continued application and allocation of separate budgets.

- A dichotomy exists in that clients are calling increasingly for strategy beyond advertising. But as soon as they give insight into business, they are told "but you are only an agency".

- The reason for this is partly that integrated communication requires a committed investment, but agencies are both operationally and knowledge challenged, hence the need to outsource.

- Clients want better maximisation.

- Clients request integration from the agency, yet their outcome is a sales focus and not a brand one.

- "That brand managers don't know enough about communications."

- Agencies do not spend enough time or allocate enough resources to the conduction of research.

- Many strategic planners have come from account management positions. Consequently, they do not have the necessary strategic orientation foundations.

- Taking into account the five elements relating to the implementation of integrated communication, the over-arching finding is that integrated communication lacks a strategic orientation to the implementation thereof in South African advertising and communication agencies.

RELATION TO THEORY

It appears as if some clients approach agencies to resolve strategic problems through creative execution.   Therefore, unity of effort cannot be achieved. For example, this is reflected in the following quotes from Adfocus (2003): "They should pull back into the role of creative communication experts and invest in that" (Coca-Cola Director, Nandi Scorer) and "Strategy is the domain of the leadership of the client organisation. Agencies should stick to advertising and do a better job of it" (Thebe Ikalafeng, previous MD of Nike South Africa). In order to overcome such perceptions, agencies are attempting to provide business competency with companies like TBWA, setting up a partnership with PricewaterhouseCoopers.   Agencies are consequently unable to function within the philosophy of the fourth evolutionary era of integrated communication.

Another component of strategic management that is not implemented as it should be is that agencies tend to focus overwhelmingly on planned messages. This is a direct contradiction to the message typology model of Duncan and Moriarty (1997:78) that also highlights the importance of managing unplanned, service and product messages. Therefore, while agencies are able to provide synergy in terms of external communications, the same cannot be said of synergistic integrated communication. JWT, Grey and Jupiter appeared to be the exceptions to the rule. JWT's basic business philosophy is to become involved in *all* areas of the clients' business and look at the business as a whole.

INTERPRETATION OF FINDINGS

The most common barrier referred to by the agencies is the lack of a strategic management philosophy from the client, in particular. This is necessary as integrated communication involves a strategic orientation.   The lack of competencies was experienced on both agency and client sides. With regard to the client, the agency believed that, firstly, brand managers tended to move from company to company.

Duncan and Moriarty (1997:29) propose that the lack of core capacity can inhibit the effective implementation of integrated communication. Unlike the literature that identifies resistance to change (not in infrastructure change) and organisations that believe that they are already integrated (Percy, 1997:178) as barriers, in the South African context, it is not the case, but manifests as core competency and comprehension restrictions.

Based on the results, the relation of the results to the theory, the summary of key results and the interpretation of the findings, the research propositions as stated in Chapter 6, Section 6.5.1 are accepted or rejected in the following section.

7.7   ACCEPTANCE OR REJECTION OF PROPOSITIONS FORMULATED FOR THIS STUDY

The propositions applicable to this study (formulated in Chapter 6) are again listed in this section for convenience purposes and will either be accepted or rejected, based on the findings from phase 2 in this chapter.

Table 7.15 Research propositions revisited

	RESEARCH PROPOSITION
a:	The concept of integrated communication among South African advertising and communication agencies is understood.
b:	Integrated communication is practised from a strategic perspective.
c:	There is a link between communication objectives and achieving organisational objectives in South Africa.
d:	Structural alignment takes place in organisations with which South African advertising and communication agencies deal, in order to ensure cross-functional communication planning.
e:	Mediums are used to ensure interactivity in building stakeholder relationships.
f:	Mission marketing plays a role in the implementation of integrated communication of the clients of South African advertising and communication agencies.
g:	Measures are taken to ensure strategic consistency in the implementation of integrated communication.
h:	Various means of evaluation are used to determine the integratedness of the actions of South African advertising and communication agencies.

7.7.1 The concept of integrated communication

Research proposition a was addressed through interview questions 1, 2, 3, 4, 5 and 15. If the results discussed in Section 7.6 are viewed collectively, it can be concluded that South African advertising and communication had a conscience of the concept of integrated communication, but that they did not comprehend the concept in its entirety. It can therefore be argued that, based on the findings, research proposition a should be rejected.

7.7.2 A strategic perspective of integrated communication

Interview questions 9 and 16 addressed research proposition b. Although it was evident that all the respondents supported a strategic approach to integrated communication, there was a major lack in the alignment of communication objectives and the strategic intention of the organisation. Also, the mission of the organisation was not regarded as an integral part of integrated communication implementation. Therefore, research proposition b should be rejected.

7.7.3 The link between communication and organisational objectives

Research proposition c is closely related to research proposition a, and was based on interview question 8. Based on the findings that agencies do not, in general, ensure the alignment of organisational and communication objectives, research proposition c should be rejected.

7.7.4 Structural alignment to ensure cross-functional planning

Research proposition d was addressed through interview questions 6 and 7. It was found that although a lack of cross-functional planning from the clients' side is considered as a barrier to the implementation of integrated communication, most agencies have measures in place to ensure cross-functionality. Therefore,

although the agencies are focusing on cross-functionality, the organisations they deal with do not include cross-functional planning in their communication. Therefore, based on the findings, research proposition d is rejected.

7.7.5 Mediums used to ensure interactivity

Research proposition e was based on interview questions 10 and 11. It is evident from the findings that most agencies have measures in place to ensure interactivity in building stakeholder relationships, according to the needs of specific stakeholder groups. However, it should be noted that the majority of agencies refer to customers rather than a broad-based stakeholder approach to relationship building. Therefore, research proposition e cannot conclusively be accepted or rejected.

7.7.6 Mission marketing in integrated communication implementation

Interview question 14 was included to address research proposition f. It was clear from the findings that the majority of the respondents did not view mission marketing as an integral part in the implementation of integrated communication. There were, however, some respondents who did recognise the importance of mission marketing in the strategic alignment of communication objectives with the strategies of the organisation. Consequently, research proposition f cannot convincingly be accepted or rejected.

7.7.7 Strategic consistency measures

Research proposition g was based on interview questions 12, in determining whether measures are taken to ensure strategic consistency in the implementation of integrated communication. Based on the findings, it was clear that very few formal processes were in place to ensure strategic consistency, but that agencies generally rather adopted business models to ensure the

consistency of brand messages. Research proposition g can therefore not be accepted or rejected conclusively.

7.7.8 Evaluation means in determining integratedness

Interview question 13 was formulated to address research proposition h. It was evident from the findings that very few agencies had a means of evaluation in place to determine the integratedness of their agencies' actions. The general feeling was that evaluation of integration was done on an informal basis. Consequently, research proposition g cannot decisively be accepted or rejected.

7.8   CONCLUSION

Chapter 7 provided the empirical research findings of phase 2, focusing on the implementation of integrated communication in South Africa.

An overriding conclusion is that while zero-based marketing is implemented, "unity of effort" is not in the South African context. Therefore, an integrated marketing communication as opposed to an integrated communication orientation still exists in the implementation of integrated communication in the South African context. It would appear that, in South Africa, the ability of communication agencies to provide a strategic integrated communication offering to clients is limited, as the focus is predominantly on external integration with the lack of internal horizontal and internal vertical integration. This is reinforced by the fact that the most common barrier identified pertained to issues relating to strategic management. Subsequently, in South Africa, agencies can be categorised as predominantly functioning in the first (eighties) and second (early and mid-nineties) eras in defining integrated communication as presented in Chapter 3, with fragments of the third and fourth eras (late nineties and early 2000s) in defining integrated communication. Therefore, agencies' fundamental model of business will have to adjust as the stakeholder century is entered.

Based on the findings, research propositions a, b, c and d were rejected, whereas research propositions e, f, g and h could not conclusively be accepted or rejected. It could be argued that the reason for this is that respondents were, to a certain extent, implementing the concept of integrated communication, but that the implementation of the concept was done on a "superficial" level, without taking into consideration the totality of the concept. This was also evident in that the respondents overwhelmingly claimed to base their actions undoubtedly on integrated communication, where various integral elements of integrated communication were in fact not considered.

Chapter 8 focuses on the conceptual model for the implementation of the management of strategic integrated communication in the South African marketplace, based on the findings from phase 1 (the literature review in Chapters 2 – 5) and the empirical findings from phase 2.