THE CONCEPTUALISATION OF STRATEGIC COMMUNICATION MANAGEMENT IN A TRIPLE CONTEXT ENVIRONMENT

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The creation of value in and for organisations and societies has become a major area of interest in the triple context environment of people, planet and profit. The role of communication in this process prompted this study, guided by the following fundamental research question:

> *How can strategic communication management be conceptualised in a triple context environment, considering the shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation?*

The study followed a grounded theory methodology (Strauss and Corbin) and was conducted in three phases of triangulation:

Phase 1: Two literature cases were compiled and analysed. The first consisted of four slices of data, which guided the compilation of the second case (540 academic articles). The data were analysed through the hierarchical process of

open coding, axial coding and selective coding, which resulted in a preliminary framework for the grounded theory.

Phase 2: Six empirical field studies were conducted by means of desk research and interviews. The data were analysed by using the hierarchical coding process with the aim of developing the concluding framework.

Phase 3: The substantive grounded theory was compared with the Excellence theory, while a case study of best practice, illustrating the pragmatic applicability of the theory, was also presented.

The *integrative strategic communication management theory* developed in this research, illustrates the core considerations in the communicative ambit of the organisation as it functions in the triple context environment. In the demand-delivery linkage of shared expectations between top management and communicators, the management categories of a sustainability orientation, inclusive corporate governance approach, and integrative strategic management and strategy development were identified as causal conditions for the phenomenon of *the conceptualisation of strategic communication management in a triple context environment*. In this context, the communication management categories of conscious internal and external communication and mutually beneficial stakeholder relationships serve as intervening conditions for reflective stewardship when facilitating core competencies and dynamic capabilities in the co-creation of value. The outcomes of this process are a good corporate reputation and communicative capacity built through communicative currency, capital, equity and value.

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CHAPTER 1

INTRODUCTION

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1.1   INTRODUCTION

In the business world of the twenty-first century, changes have to do with size, communication and different rules. Not only have organisations become as large and powerful as countries, but the world has shrunk with the communication and knowledge revolution. The mute public citizen has an amplified voice through technology-enabled networking; and the noise of a small NGO watchdog can resonate around the world (Visser & Sunter, 2002:19; Tofler & Tofler in Gibson, 1997:iiiv). Decades ago our lives and our societies were held together by powerful institutions – the government, the law, the education system, the church, the family, the work organisation. However, these sources of authority have been eroded by new technologies and ideologies that have shifted power from the institution to the individual (Gibson, 1997:1). Even though there are many benefits to technological innovation, the increase in connectivity driving the communication revolution could result in the loss of humanity or in a greater sense of community – depending on the role organisations choose for themselves (Senge, 2010:243; Verwey, 1998:123).

Campbell and Mollica (2009:xiii) argue that the conduct and governance of corporations are placing economic, political and social issues on the agenda of human well-being in this century, mainly because their economic capacity and consequent power create potential for benefit or for harm. From this perspective, the way in which communication is managed in a triple context environment should be determined in order to maximise economic gains, while minimising the social and environmental losses derived from corporate activities. The conceptualisation of strategic communication management in this new balanced organisation must therefore be clarified, for it to make a value-added contribution to the institution itself, as well as to society as a whole.

Hvid (in Nielsen, Elling, Figueroa & Jelsøe, 2010:15) posits that "sustainability is civilisation's main project for the twenty-first century", which can be equated to democracy, which was the new project for the nineteenth century, and the welfare state, which was the new project for the twentieth century in Europe and

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North-America. It is based on three pillars, namely: environmental protection and regeneration; social protection and development, and economic regeneration and development.

John Elkington (1999) also distinguishes between three dimensions of corporate social responsibility (CSR) - the so-called Triple-P Bottom Line of people, planet and profit. The economic and financial basis (profit) forms the precondition for guaranteeing the continuity of the organisation - referred to in strategic management literature as 'sustainable competitive advantage'. The ecological and public dimension (planet) focuses on the integration of environmental protection and operational management. In practice, the dimension of environmental management has been linked to 'corporate sustainability', which refers to the responsible engagement with current and future generations' right to a clean and well-functioning environment. Themes include: 'zero-waste' and emissions; responsible use of natural resources; environmental protection; and supply chain management. The social-ethical dimension (people) refers to the responsibility for issues of social justice, both internal (employees) as well as external (society) to the organisation. Themes included in this dimension are sound labour relations, progressive social policies and work-life balance (Van Tulder & Van der Zwart, 2006:142).

Against this background, the relevant principles or ground rules – generally referred to as institutions – that govern different societies, often depict society in the form of a triangle (the societal triangle) with three distinct, but related, spheres or primary institutions - the state, market and civil society. Each sphere of society organises itself according to its own logic - on the basis of different rules of the game or institutions. The functioning of these societal spheres determines the manner in which a society functions as a whole - the adoption of appropriate institutions of good governance is as such a precondition for macro-economic success (Van Tulder & Van der Zwart, 2006:8).

Shared understandings about rules and regulations spell out the rules of the game for business and also reflect mutual expectations regarding each other's

roles, responsibilities, and ethics. The future of business will therefore depend to a great extent on the quality of management's response to the changing expectations of the public (Carroll & Buchholtz, 2006:20). This managerial approach to the business-society relationship, emphasises two important themes: stakeholder management and business ethics. In the contemporary organisation, managers have integrated traditional economic and financial considerations with ethical and moral considerations to address two broad types of social issues: short-term and long-term. Against this background, the redefined corporation is seen as an institution engaged in mobilising resources to create wealth and benefits for all its stakeholders (Katsoulakos & Katsoulacos, 2007:361). How organisations respond to these challenges will eventually determine their sustainability (Carroll & Buchholtz, 2006:22).

According to Van Tulder and Van der Zwart (2006:199) international societal change introduced a specific mechanism that is deemed appropriate to address the social responsibility of companies, namely reputation. Instead of introducing more regulations, governments put their faith in the so-called reputation mechanism. From this perspective, companies that do something wrong would be corrected by the reputation mechanism - critical stakeholders would punish the company for irresponsible and unaccountable behaviour. Governments furthermore argued that a legalistic approach could result in unwanted escape behaviour by companies, which makes reputation management a preferred self-regulation mechanism.

In this context, public communication processes and the interrelationship between the three spheres of state, society and the organisation are increasingly being explored. These communicative social systems (Luhman, 1995 in Holmström, 2005:497) are social constructions that continuously change, together with that which is recognised as legitimate practice. Legitimacy defines the boundaries for decisions perceived as socially acceptable within a given time and context. Holmström (2005:497) contends that the management of communication in this context can be seen as

organisational legitimisation in interrelation to different and changing forms of societal co-ordination.

According to Malmelin (2007:298), the success of any modern business today also depends on what customers and stakeholders think about the organisation and what it is doing. Communication competence is therefore set to become a critical success factor for businesses. From this perspective, the communication function should be viewed more broadly and should involve the whole organisation, comprising both communication with stakeholders in the organisation, as well as with those outside. The communication capital that results from this process can be regarded as an outcome and as an intangible organisational asset.

The current need to conceptualise strategic communication management in a triple context environment is part of a global debate on the institutionalisation of the communication management function. It will be contended in this study that strategic communication management has to be conceptualised in a rapidly changing triple context environment, in order for it to be relevant in the 21st century organisation.

1.2 BACKGROUND

Beerel (1998:2-3) states that society is moving out of a technical age into an 'adaptive age' where there is a backlash against a dependence on technical fixes. This signifies a return to meaning-making, as well as a focus on the values that underlie those meanings. There is also a new understanding of the complex and highly integrated systems and communities that make up the networks of life (Van Wyk, 2002:21). Werhane (2011:113) contends that in this triple context environment we need to rethink our mental models about corporate governance and corporate responsibility for organisations to be successful.

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In this context, with its strong focus on values, Hartman (2011:95-96) argues that character forms the basis of productive relationships. Being a person of good character leads to win-win situations - there is also more benefit to it than just mutual advantage. An organisation in which management gives employees reason to be loyal creates a sense of identification with it. Such an organisation is home to virtuous practice – representing managers and employees that are involved in a 'coherent and complex form of socially established cooperative human activity'. Insofar as the organisation makes other stakeholders partners in co-operative practices, it increases the virtuous circle and therefore good outcomes. However, this will not be possible with all stakeholders. People with character "enjoy what they do because it teaches and exercises some virtues that make for happiness of a deep sort: intelligence (emotional and rational), courage, sensitivity, cooperativeness, empathy, respect for excellence, honesty, patience and, when appropriate, impatience". Both fair competition and fair co-operation can teach these business virtues.

1.2.1 Strategic communication management

The increasing need for business transformation to position organisations for the new economy represents a shift in the relationship of the corporation to individuals and to society as a whole. Gouillart and Kelly (Verwey, 1998:4) argue that the communication revolution not only forms the basis of the new business model, which necessitates the ability to manage the flow of information, but it is also the facilitator of a fundamental social and business influence - a trend towards connectivity.

Meadows (in Wheatley, 1999:11), an ecologist and author, quotes an ancient Sufi teaching that captures a shift in focus to relationships in a network society as follows: "You think because you understand *one* you must understand *two*, because one and one makes two. But you must also understand *and*." When we view systems from this perspective, we move into an area where it becomes critical to sense the constant workings of dynamic processes, and then to notice how these processes materialise as visible behaviours and forms.

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In a network society, organisations – and, more importantly, their managers – can adopt more collaborative and strategic partnerships with related firms, to help the economy maximise its growth. From this perspective, managers can adopt a new model based on relationships, measurement of goals, and common strategies. Closer and more strategic approaches to suppliers, employees, and other constituents could raise the level of corporate performance and financial results; and strategic and planned collaboration can spread rapidly. In this environment, postmodern organisations have to change their approach to management, working with and engaging their stakeholders (Stallkamp, 2005:xx-xxi).

In the contemporary business-society environment, individual and organisational networks are growing in size and complexity, where organisations are becoming part of networks - even networks of networks (Verwey, 1998; Beerel, 1998:77). Businesses are also becoming more complex and dynamic. In this context, we have to change the way we think about learning and interacting with each other at all levels (Senge, 1997:129). The ability to effectively manage networks is also the new measure of success (Verwey, 1998:7), which Kelly (1997) refers to as network economics. The real change – that which is reshaping the economy – and the revolution that we find ourselves in, is not a computer revolution, but a communication revolution. From this perspective, the foremost effect of connectivity is what economists call 'the law of increasing returns'.

Sensitivity to the world system means that the organisation's strategic planning perspective needs to be more macro, where 'Fourth Wave' thinking holds that we co-create. Environmentalists use nature as their reference point, while the new scientists analyse social organisations; and in the political and social arena, we find acknowledgement of the world's interconnectedness. With co-creation, nations and organisations find new solutions through the conjoining of their competencies and skills (Beerel, 1998:12).

Against this background, Martinelli and Midttun (2010:12) posit that the functional business arguments for an extended corporate responsibility, range from general stakeholder theory via reputation/branding theory, to cluster theory to a social innovation perspective. The stakeholder approach implies that the incentives for integrating social and environmental concerns in business practice lie in the fact that the firm must justify its strategies not only to its shareholders and to authorities, but also to an extensive group of stakeholders such as owners, financiers, employees and trade unions, customers and consumers' associations, suppliers, competitors, government authorities, local communities, activist and political groups. Stakeholder engagement allows the firm to avoid losses due to conflicts and blockage of business projects, while unleashing resources and ideas that may contribute significantly to value creation. Societal developments and increasing stakeholder awareness have also placed responsibility and accountability high on corporate agendas, highlighting the ability of corporations to secure their licenses to operate. Corporate social responsibility (CSR) has furthermore begun to inform other disciplines such as corporate strategy, corporate marketing and corporate communication (Johansen & Nielsen, 2011:204).

Freeman (2011:230) states that: "Stakeholder theory is one way for businesses and business theorists to pay the rent and to retake the moral high ground for capitalism, the greatest system of social cooperation we have ever invented." From this perspective, Scwhab (2011), founder and executive chairman of the World Economic Forum, refers to "talentism" as the new capitalism, further emphasising the contribution that individuals can make to the co-creation of value.

These developments resonate with those in communication research where a transmission view of communication, i.e. communication as an instrument which transports information from corporation to constituents – is overruled by more interactive or dialogical approaches (two-way communication) which emphasise the role of communication in the negotiation of meaning between corporations and constituents. Johansen and Nielsen (2011:204) argue that focal overlaps

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with regards to the stakeholder orientations of CSR, corporate identity and corporate communication research can potentially aid in handling the legitimacy challenges faced by organisations by strengthening relationship building through dialogue. Responsibility, legitimacy and corporate citizenship have also taken up a central position within research on corporate identity and studies have shown that CSR has become a key driver when measuring corporate reputation.

From this perspective, Jones (2011:61) states that relationships with stakeholders have the potential to generate value for the firm in several areas of corporate operations. Dyer and Singh (1998) (in Jones, 2011:61) established a relational view of the process of generating superior performance and point amongst others, to knowledge-sharing routines and effective governance. As such, performance advantages span firm boundaries and lie in the relationship between and among independent firms. Jones (2011:68) futhermore suggests that researchers must now look at what Freeman (1984) called the transactional elements of firm-stakeholder relationships, which he regarded as being important for 'high stakeholder management capability'.

By shifting the focus from short-term profit to long-term value maximisation and by factoring in stakeholder dialogue, Jensen (2001) (in Martinelli & Midttun, 2010:13) argues for what he calls "enlightened value maximisation". The civil society contribution to socially and environmentally sustainable governance through promoting CSR lies, *inter alia*, in its ability to engage with and pressure business to follow a broader business agenda. By pressuring business to take on board a triple bottom line agenda throughout their global commercial networks, civil society may have a widespread influence in business and government. In modern media-driven societies, idealistic stakeholders also acquire bargaining power vis-à-vis industry and the state through public legitimacy bestowed upon them by the media in open public debate.

Muzi-Falconi (2010) contends that the ability to effectively govern relationships, within and amongst networks, as well as with society at large, reinforces the

organisation's license to operate. In the mid-eighties corporate governance concerns began to emerge in organisations with the shareholder versus stakeholder debate. The stakeholder model has since gained significant ground, with stakeholder engagement becoming a primary responsibility of the board of directors in many countries.

He furthermore refers to stakeholder relationship governance from an organisational and relational perspective, integrating it with the value network society model of the organisation. From this perspective, the stakeholder decides to have a stake in the organisation. However, the organisation may decide to ignore, to involve (i.e. allow access and input) or to engage (i.e. actively attempt to include in its decision-making processes) some or all of its stakeholders. The main contribution of the communication management function to organisational value then relies on its ability to:

- collect, understand and interpret stakeholder and societal expectations to the board and top management, with the result of improving the quality of management decisions;
- introduce organisational processes to effectively govern stakeholder relationships; and
- facilitate and enable other organisational functions to govern stakeholder relationship systems.

By ensuring a permanent stakeholder dialogue based on contents (rather than messages), both the organisation and its stakeholders can reciprocally modify opinions, attitudes, decisions and behaviours in closer alignment with the public interest and prevailing expectations of society, represented by active citizenship groups. Against this background, the quality of effective relationships with stakeholders is based on the dynamics of the following four indicators which may be measured, before, during and after interventions: trust, commitment, satisfaction and control mutuality. Muzi-Falconi (2010) also posits that a responsible organisation is effective when it achieves a balance in objectives between the following three levels of interests: the organisation's interest; the

different and often conflicting interests of its stakeholder groups; and the public interest.

From this perspective, the King III Report (2009:102) states that board decisions on how to balance the interests of stakeholders should be guided by the triple context environment and by what is in the best interest of the company. Stakeholders should have confidence that the board will consider their legitimate interests, guided by what is in its best interest.

The reputational approach, which represents the collective perceptions of stakeholders about the organisation, is also a major perspective in triple context literature. The argument for social and environmental responsibility in this approach is that a well chosen portfolio of societal engagements may help companies build reputational capital, and strengthen their ability to negotiate better contracts with suppliers and authorities, as well as to position themselves in high-price segments with their products, while building competitive advantage (Martinelli & Midttun, 2010:13).

The above discussion culminates in the logic of communication capital that, according to Malmelin (2007:302), consists of "juridical assets and assets containing documented information; the organisation's culture and management systems; the skills and competencies of the people working in the company; and the organisation's relations with customers and stakeholders". The model for communication capital offered by Malmelin (2007:308-309) provides a tool for analysing organisational assets. It also allows for the closer integration of corporate communication with its business operations and strategies. The idea of communication capital is applicable not only to the management, development and planning of business companies, but also to other organisations and associations.

1.2.2 The triple context

According to Carroll and Buchholtz (2006:57-58) the goal of sustainability is to create long-term shareholder value by taking advantage of opportunities and managing risks related to economic, environmental and social developments. They also state that the triple bottom line, which encapsulates for business the three spheres of sustainability – economic, social and environmental – has as its goal corporate sustainability. The triple context (term coined by Prof Mervyn King) that is used as a contextual approach for this research, also consists of these three independent sub-systems - the natural environment, the social and political system and the global economy (Tomorrow's Company, 2012).

From a triple context perspective, King and Lessidrenska (2009:4) posit that: "We all have a moral duty to ensure that whatever we do today doesn't compromise the needs of those who come after us. None of us is the owner of this Earth. We are all caretakers, and transient at that. As transient caretakers, we have a duty to save the planet. Our situation can only be improved if corporations, governments and individuals all realise they have a shared interest, namely to improve the quality of life on our planet by reducing the negative impacts on our environment caused by our conduct and the actions of those who came before us".

Against this background, the King Report on Governance for South Africa, 2009 (King III Report) (2009:22) states that a company is an economic institution, as well as a corporate citizen, which has a social and moral standing in society. "The board is not merely responsible for the company's financial bottom-line, but rather for the company's performance within the triple context in which it operates: economic, social and environmental". As such, the board should issue an integrated report on its economic, social and environmental performance, since social and environmental issues have financial consequences.

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The triple context approach – from an 'integrated thinking' perspective – recognises the effect of the organisation on society and on the natural environment; acknowledges that organisations should act with economic, social and environmental responsibility; and encourages a company to ensure that its impact on the economy, society and the natural environment is sustainable. It also enhances the organisation's potential to create economic value; ensures that the economic, social and environmental resources that the company requires to remain in business are treated responsibly; and looks beyond immediate financial gain to the protection of the company's reputation – its most significant asset – while building trust (King III Report, 2009:22).

Sadler (2012) emphasises the difference between the triple context and the triple bottom line and states that the latter is an idea where there are complex trade-offs between the three spheres of economic, environmental and social interests. However, social, environmental and economic gains and losses arising from particular business processes cannot simply be added up. He asserts that what is needed is not so much reference to a triple bottom line but to an integrated report that stipulates: "These are the things we are doing now that will help ensure the sustainability of our company and that will, at the same time, contribute to the sustainability of the triple context in which we operate."

Linked to the above perspective, is the International Integrated Reporting Council's (IIRC) cycle of integrated thinking and reporting, resulting in capital allocation that acts as a force for financial stability and sustainability. Integrated thinking considers the connectivity between factors that affect an organisation's ability to create value over time, including: the capitals that the organisation uses; the *capacity* of the organisation to respond to key stakeholders' legitimate needs and interests; how the organisation tailors its business model and strategy to respond to its external environment and the risks and opportunities it faces; and the organisation's activities, performance and outcomes in terms of the capitals – past, present, and future. The framework also indicates that integrated thinking should be embedded into an organisation's activities for

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information to flow naturally into management reporting, analysis and decision-making.

The organisation's operation in a triple context environment is reflected in the integrated report, widely acknowledged as an integration of the annual report (with its focus on financial reporting) and the sustainability report (with its focus on sustainability and governance reporting). According to Malmelin (2007:308) reporting provides a forum where people from different units get together to analyse and develop the resources of the whole organisation. In this way, reports serve as tools for disseminating information within the organisation and as sources of information in the analysis of the organisation's resources and their development.

In a reporting process, past achievements is not as important as future potential. Sustainability is about the future, were the categories economic, social and environmental merge into each other. The reporting process is, as such, a continuous one – active, dynamic and agile, "looking forward as much as drawing up some kind of balance sheet representing past performance" (Sadler, 2012).

Elkington (2012:120-122) states that terms like triple bottom line (TBL) and environment, social and governance (ESG) are replaced by integrated accounting and reporting. Sustainability is also not the same as corporate social responsibility (CSR), nor can it be equated to achieving an acceptable balance across economic, social and environmental bottom lines. Instead, it is about the winding down of the economic and business models of the 19th and 20th centuries, and the evolution of new ones fit for humanity. The IIRC's International <IR> Framework reflects this approach, with its strong focus on the business model of the organisation that should incorporate sustainability practices (The International <IR> Framework, 2013).

Sustainability, increasingly, is likely to be an agenda of transformative change. The business agenda seems to move beyond citizenship and CSR reporting in

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the next decade, towards the extent to which companies, supply chains and economies are effectively moving towards economic, social and environmental sustainability. Governments will promote, incentivise and steer this transparent economy that will include the green economy, as discussed at Rio in 2012 (Elkington, 2012:120-122).

In this context, Sadler (2012) refers to Elkington (Cannibals with Forks, 1997) who asserts that from a systems thinking perspective, sustainability must be defined for a complete economic-social-ecological system - the corporation itself is also a complete economic-social-environmental system. The systems concept of the triple context therefore refers to 'the whole network of diverse causal relationships within which companies are embedded'. Change cannot be brought about by the isolated actions of organisations trying to be a force for good - nor does it result from advocacy. It must take place in a 'network of diverse causal relationships'. If companies' efforts are to be fully effective, they need to change the system, which can be done in collaboration with governments, NGOs, and other stakeholders. As a result, the role of business in society has come under scrutiny over the past decade - the imbalances of power between organisations and stakeholders have become a particular cause for concern.

Business has social relationships (points of interface) with multiple publics, systems and stakeholders. Relationships with different segments of society furthermore constitute a complex social environment in which managers live and work. In this context, societal and human relationships shape a society. They do, however, require co-ordination and regulation. If organisations are to embark on the road to corporate sustainability – which describes environmental and social actions that go beyond regulatory compliance – they must have a business case for doing so (Carroll & Buchholtz, 2006:8-9).

From this perspective, power as a business driver cannot be viewed in isolation from responsibility. When power is out of balance, business is required to be more responsible and responsive to criticisms (Grunig & White, 1992:47; Carroll

& Buchholtz, 2006:18-19; Van Tulder & Van der Zwart, 2006:135). These developments led to business' increased concern for the stakeholder environment and a changed social contract. As the social environment and the expectations of business are changing, firms must change too. The social contract represents a reflection of society's expectations of business, especially in the social and ethical realms, in the following ways:

1. *Laws and regulations* that society has established as the framework within which business must operate; and

2. *shared understandings* that evolve about each group's *expectations* of the other (Carroll & Buchholtz, 2006:10-20).

Social contract theory furthermore concludes that organisations have explicit contracts with stakeholders: with employees via employee contracts, with governments via legislation and with consumers via purchasing contracts. Comprehensive contracts (all transactions that can have (external) consequences for another) and implicit contracts (based on norms, trust, previous transactions, agreements and expectations) are included here. Against this background, stakeholder management can be regarded as a concrete form of societal interface management (Van Tulder & Van der Zwart, 2006:140).

The fully sustainable organisation is one that is itself sustainable because its stakeholders, including its employees, will continue to support it. But it is also sustainable because it is sustaining the wider society and the ecological environment (Senge, 2010:267; Dunphy, Griffiths & Benn, 2007:12). Dunphy *et al.* (2007:160) identify strategic sustainability as being "an organisational commitment to achieving competitive advantage through the strategic adoption and development of ecologically and socially supportive production processes, products and services and innovative human and knowledge resource management practices". Senge (2010:267) furthermore argues that shared commitment arises through focusing on engagement – "connecting to what matters to you and the larger organizations involved" – and then creating opportunity for focus and commitment to deepen organically.

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Sharma (2002:1) contributes to this debate, by arguing for 'ONE scholars' to explain: how organisations can operate within the carrying capacity of ecosystems and accrue natural capital for future generations; and how principles of inter-generational and intra-generational equity across species and societies could be incorporated into corporate sustainability. From this perspective, sustainable organisations will build natural capital, enhance human and social welfare and contribute to economic development. "These organizational forms will stretch the boundaries of scholarship for ONE researchers and challenge the creative imagination of corporate leaders".

Van Tulder and Van der Zwart (2006:135) furthermore explain the sequence of the development of the field of Business-Society as follows:
In showing their commitment to society, organisations introduced the concept of corporate responsibility in the 1970s. In the 1980s, the attention shifted to corporate responsiveness where management responded to the direct action of stakeholders. Business and organisational models were characterised by an outside-in perspective reflected in the notion of Business *and* Society. Responsiveness to external issues bridged the two worlds and corporate departments such as external/public affairs were set up to deal with issues management and to manage community relations functions including media relations, customer relations, investor relations and government relations. Societal responsiveness became a functional area of management – as public relations and as public affairs.

The dependency between the organisation and its stakeholders was furthermore rendered mutual by the commercialisation of society - stakeholders increasingly depended on organisations to realise their ambitions. According to the behavioural theory of the firm, each party that has a stake in a relationship strives to maximise their gain. Stakeholders will therefore grant an organisation its licence to operate if it creates added value in a sustainable manner, while an organisation accounts for the choices and trade-offs it makes in its communication with stakeholders. Corporate communication (public affairs, customer relations, internal communication and investor relations) often

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functions as an instrument in this communication process. From this perspective, communication with different stakeholders should align diverse interests and expectations (Van Tulder & Van der Zwart, 2006:136).

Friedman and Miles (2006:1) state that: "At its broadest and most ambitious the stakeholder concept represents a redefinition of all organizations: how they should be conceptualized and what they should be. The organization itself should be thought of as a grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. In so doing, a particular group of stakeholders – (top level) managers – are thought of as the focal group, charged with fulfilling the role of stakeholder management".

During the 1980s a more inside-out perspective on the relationship between business and society developed – referred to as Business *in* Society. Firms were considered and treated as moral actors, which signalled a shift to a more goal-oriented approach, as opposed to an instrumentalist approach, to corporate responsibilities. Freeman (1984) pointed out that the relationship with stakeholders contains strategic elements and argued that they have an important role to fulfil in defining the mission and aims of the organisation. It was also accepted that there is a direct correlation between the (financial) performance of an organisation and its relationship with its stakeholders. Managers became aware of the influence of the environment on the effectiveness of their organisation's operations and that stakeholders had to be managed more actively (inside-out) in order to influence the organisation's performance in a positive manner. The boundary between internal business processes and external actors became less distinct as a result (Van Tulder & Van der Zwart, 2006:138).

Katsoulakos and Katsoulacos (2007:355) also state that corporate responsibility issues have attained prominence in the political and business agenda since the early 1990s. Corporate social responsibility, corporate sustainability and worldwide reforms on corporate governance can be regarded as three interlinked business movements that have been motivated by the need for a

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more pro-active role by states, companies and communities in a development process aimed at balancing economic growth with environmental sustainability and social cohesion.

Since both management and stakeholders can influence the profitability of organisations, corporate social responsibility is (since the end of the 1990's) referred to as corporate societal responsibility to avoid the narrow interpretation of the term as applying to 'social welfare issues only' (Van Tulder & Van der Zwart, 2006:142). From this perspective, Carroll and Buchholtz (2006:29) posit that CSR has been embraced in the broader term 'corporate citizenship'. Concepts that have evolved from CSR include corporate social responsiveness and corporate social performance. Today, many business executives prefer the term corporate citizenship as an inclusive reference to social responsibility issues.

King (2006:7) also argues for corporate citizenship and states that "there has been a fusion between stakeholders and shareholders in the sense that stakeholders, other than shareholders, have become shareholders, as well as being suppliers, employees, or other stakeholders". Directors furthermore have to be seen to be directing companies to be good corporate citizens. "The inclusive approach recognises that a company is a link that brings together the various stakeholders relevant to the business of the company. In the modern inclusive approach a board needs to identify: the company's purpose, the value drivers of its business, and its stakeholders". King (2006:28) continues by stating: "In order to practise good governance in the twenty-first century this inclusive approach has to be adopted".

This shifts the focus from a largely instrumental and managerial approach to one aimed at managing strategic networks where longer-term stakeholder relationships are considered in the strategic planning of the organisation. Concepts such as 'stakeholder engagement', 'trust building processes', 'dynamic interactions' and 'strategic corporate communication' appear in management literature and specifically refer to the active co-operation between

organisations and stakeholders that is required to optimise the social contribution of organisations. This mutual dependency can be found in new definitions of the concept 'stakeholders', as 'those whose relations to the enterprise cannot be completely contracted for, but upon whose co-operation and creativity it depends for its survival'. The interest of stakeholders in an organisation was gradually replaced over time by a strategic interest of the organisation in good stakeholder relationships (Senge, 2010:251; Van Tulder & Van der Zwart, 2006:142).

Techniques such as (strategic) stakeholder dialogue developed in the Business-Society approach. Through the systematic and structural exchange of facts, opinions and values with stakeholders, organisations can stay in touch with the new responsibilities of legitimacy and a license to operate, which leads to a balanced company - an organisation which not only has a moral identity, but which also combines medium-term profitability with longer-term sustainability (Senge, 2010:245; Van Tulder & Van der Zwart, 2006:142).

Against this background, Hendrikse and Hefer-Hendrikse (2012:392) argue for erasing the distinction between corporate governance and CSR in contemporary organisations. They posit that this process starts with an active internal conversation, which requires involving everyone - the board, executives and staff. "This in turn helps the company communicate with its external stakeholders. Once a company is confident in its dialogue with the public, it will also find that building its brand value is easier and faster". Which leads to the question of how a company should report on its commitment to governance and CSR. "Some countries are considering compulsory 'triple bottom line' reporting that adds environmental and social impact to required financial reporting. King III recommends that reporting should be integrated into existing communications".

1.2.3 Value creation

Beerel (1998:2) contends that in contemporary businesses operating in a changing society, our focus should be on 'new wealth' creation - a wealth that enables people to flourish and thrive, that facilitates transformation, and is not attained at the expense of future generations. It is a sustainable wealth, called prosperity, which is more than the accumulation of assets. It implies all-round well-being, a sense of groundedness, allegiance to clear values, an emphasis on relationships, and a concern for one's legacy. Huntley, Siegfried and Sunter (1989:12) also posit that "human well-being depends on a favourable interaction between economic development, environmental health and quality of life". All three dimensions are necessary for a fulfilled life.

According to Morgan (1998:1-2), today's economy requires new approaches to pursuing the objective of prosperity, mainly because of the non-physical forms of productive resources. In contrast to instant gratification, prosperity has a future dimension that extends through present lifetimes to future generations. Jackson (2010:157) contends that achieving lasting prosperity relies on providing capabilities for people to flourish, but within certain limits, which are established by the ecology and resources of a finite planet – aiming for a resilient economy. These challenges, which are arguably the biggest ever faced by human society, can be achieved through putting proper governance mechanisms in place. From this perspective, Jackson (2010:160) states that "policy shapes and co-creates the social world". He also argues for society to reach a balance between selfishness and altruism and contends that institutions that characterise modern society should find a balance between competition and co-operation.

Achieving prosperity means building value. For a corporation its value to shareholders represents its *capacity* to create prosperity, which can be brought about by, among others, radical innovation (Morgan, 1998:1-2). The latter, according to Hamel (2000:8), is a competitive advantage that must be as ubiquitous a capability as quality or customer service. Competitive advantage is

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also a powerful driver for organisations that move toward sustainable networks and partnerships. Sustainable business models often involve Schumpeterian creative destruction and disruptive innovations and hence the potential for leapfrogging (Sharma, 2002:16).

From this perspective, King and Roberts (2013:49) posit that: "Engagement can be a tremendous source of innovation and new partnerships. Leading companies are discovering that a growing percentage of innovation is coming from outside the organization and not from within. They realise that stakeholders are a resource and not merely an irritant to be 'managed'. At this level stakeholder engagement drives strategic direction as well as operational excellence". "In essence, it is all about an ongoing two-way communication with stakeholders and of the company understanding cause and effect".

El Ebrashi (2013:188) furthermore addresses social entrepreneurship and uses the term to describe the use of managerial skills to address social problems and business challenges. Drucker (in El Ebrashi, 2013:188) refers to 'social innovation' to describe the need to use management practices in non-profit organisations (as social enterprises) to produce social good. In this way, sustainable public wealth can be created in addition to private wealth and business performance. While Schumpeter's (1943, 2004) entrepreneurship theory led the literature on economic growth, social entrepreneurship theory might also support social development through the creation of social impact, change and transformation.

Against the above background, Gratton (2000:12-15) refers to the 'three tenets of the new agenda'. For her the question of *time* is important because humans operate in time (past, the present and future) and because there are sequences of time and rythms, which are essentially human. She has also been influenced by the notions of 'meaning' and of 'soul'. As humans we actively engage in life and we strive to create meaning from the many signals and cues we receive. The notion of the soul captures the emotional side of the individual and the organisation - with it comes trust and commitment, inspiration and exhiliration.

Technology also changes our perceptions of reality and allures basic symbols that express life's deeper meaning. A sustainable future requires a new wordview: of the standards people demand of themselves, the integrity of personal relationships, the human role assigned to work, the purpose of economy, the relevance of politics, the flexibility of education, and the tone of culture. Against this background, the dominant mechanistic view of the organisation is being replaced by a holistic organic view that redefines the role and responsibility to society and the individual, and reinstates the human spirit and transcendent values. This revolution lies in reshaping the human mind, not financial capital (Verwey, 1998:12-13).

This new relationship requires new management approaches, entailing that employees accept increased responsibility for the destiny of the company. The management style is about individual and collective leadership – the ability to build relationships, connections, community and a positive culture and value system (Verwey, 1998:13). Beerel (1998:3) states that in this Adaptive Age there is a need for leaders who can help us deal with the systemic problems that go to the very core of who we are in a dynamically interrelated and interdependent world. This responsible leadership focuses on recognising interconnected relationships, developing adaptive capacities, and developing communities that can learn through dynamic feedback. Van Wyk (2002:13) furthermore refers to ethical leadership plus rational management as good governance. He states that: "The lack, or absence of sustained good governance remains the greatest challenge in the world today".

Against this background, Jones (in Phillips, 2011:65) posit that we live in what has been called the 'knowledge economy', in which the production, possession and use of knowledge is often of great value to corporations - wealth creation in a knowledge economy specifically depends on relationships. The International <IR> Framework (2013:10) also states that: "… the ability of an organisation to create value for itself is linked to the value it creates for others". This happens through a wide range of material activities, interactions and relationships. Organisations also depend on various forms of capital (financial, manufactured,

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intellectual, human, social and relationship, and natural) for their success – as stocks of value capitals are increased, decreased or transformed through the activities and outputs of the organisation. In this dynamic process there is a constant flow between and within the capitals as they increase, decrease or transform. From a communication perspective, social, relationship and intellectual capital, specifically provide an opportunity to analyse the role of communication and communication competence as success factors of organisations in different industries.

Understanding today's relationship economy requires the understanding that intangible assets, including relationship assets, represent economic capital, or producer goods (Morgan, 1998:34). In the age of the relational society both the individual and the group rest on the quality of interpersonal relationships. According to Schluter and Lee (1993:176) the ability to nurture general (and not specifically economic) well-being is the proper yardstick by which to judge the success of a political-economic system – they suggest that the creation of a relational society should be the object of social policy. They furthermore refer to the relational society as a highly fluid notion and define it as a "society that organises itself around the changing inputs of climate, technology and raw materials, with the conscious aim of preserving both choice and obligation, and of promoting quality of relationships in the same way as other social philosophies have promoted liberty or solidarity".

The most recent contribution to this debate is again made by Elkington (2012:119) who refers to the 'transparent economy'. The fact that stakeholders know everything about an organisation has changed the rules of business. Sustainability reporting was designed to open business thinking up to a wider societal agenda; to new management systems; to information-rich connections across supply chains; to transform cultures and paradigms; and to inform the global push towards sustainable development. Market and business transparency will in future be accepted as critical to economic resilience and sustainable value creation.

From this perspective, Malmelin's (2007:308) model of communication capital provides a concept apparatus and a framework that integrates different organisational units and the experts working within those units, offering a sound basis for discussion and debate on the development of the business' communication resources. It also provides a basis for common conceptions and visions of the business' communication performance and its future direction. With the continuing convergence of the products and services offered by businesses, an ever greater part of the value of businesses is created in communication by means of specifically images, conceptions, stories and experiences. This model of communication capital furthermore consists of four component factors, namely: juridical capital, organisational capital, human capital and relational capital.

Linked to this, is Malmelin's (2007:208) argument that theories of intellectual capital provide a new way of thinking that inspires different units and functions within an organisation to exchange views on the challenges of business development.   As mentioned previously, the International <IR> Framework (2013:2) refers to this kind of thinking as integrated thinking, which it defines as the ability of an organisation to understand the relationships between its various operating and functional units and the capitals the organisation uses and affects.

The model of communication capital also has strategic functions. It can be used in charting, analysing and developing the organisation's communication resources, on the basis of which it can seek to define the kind of communication competence it will need in the future and the measures that are needed to obtain or develop this competence. The model thus serves as a management tool, as well as a reporting tool on intellectual capital. The systems of data collection and other reporting tools in the model provide an opportunity for the company to coherently analyse its resources related to knowledge and know-how (Malmelin, 2007:308).

Another perspective on value-creation is that of Fombrun (1996:91), who proposes the following approach to *reputation capital*:

> *Reputation capital is an alternative approach to estimating a brand's relative value and, by extension, a company's reputation, is to assume: That stock market prices incorporate all known information about a brand and fully reflect a company's future prospects. If we make that assumption, we can define the value of a brand simply as its market value over and above the liquidation value of the net assets involved in producing and selling the brand. However, accountants normally carry a company's assets at book value. The excess market value therefore incorporates not only the value of the company's reputation but also the market's best guess about the current market value of those historical assets.*

When assessing a company, most investors don't look at its liquidation value, but probe its ability to generate future profits as a going concern. The market value of a public company should therefore reflect its value as an operating enterprise. The excess market value corresponds to the overall regard in which the company is held by its constituents – a gauge of its reputation. This adds up to investor confidence in a company's future prospects – its reputation. Gauging reputation capital provides a simple way of quantifying the value of a company's reputation (Fombrun, 1996:91-92).

Wang (2006:41) argues that even large and small nation-states are becoming more aware of their image and reputation as an essential part of the state's strategic equity in global affairs, since a country's national consciousness and reputational capital is politically and economically significant. According to Doorley and Garcia (2007:8): "… the historical view of reputation as an intangible asset is the wrong approach". Any reputation management plan has to measure, monitor, and establish a plan for managing both reputation assets and vulnerabilities/liabilities. They define comprehensive reputation management as: "A long-term strategy for measuring, monitoring, and

managing an organization's reputation as an asset. Comprehensive Reputation Management is to reputation what risk management is to other assets".

Averaged over the longer term, a market-based measure of reputational capital is simple to derive; it enables comparisons of companies across industries and over time; it recognises the reputations of companies involved in both the manufacturing and service sectors; and it enables comparisons of companies with more than a single product line or business (Fombrun, 1996:92). Fombrun and Van Riel (2004:20) furthermore state that reputations matter because they affect strategic positioning and assist in convincing stakeholders about the current and future validity of an organisation's strategic direction. Reputation also affects customers' purchase decisions; employees' decisions to engage, commit and stay; investors' investment decisions; the media's coverage; and financial analysts' language. From this perspective, the roots of fame are: being visible, being distinctive, being authentic, being transparent, and being consistent (Fombrun & Van Riel, 2004:85-217).

Fombrun and Van Riel (2004:28) (Davies, Chun, Da Silva & Roper, 2003:201) furthermore state that higher levels of operating performance result from having a good reputation, which virtually guarantees favourable endorsements from stakeholders and the media – as such, financial value and stakeholder support are dynamically intertwined. Brand and reputation building can also be considered as investments in creating reputational assets. "At the very least, we should be counting them as valuable shadow investments, a set of off-balance sheet items worthy of tracking systematically". The authors also propose that direct estimates should be made of the shadow financial value of corporate reputations. For this, it is useful to "decompose the market value of a publicly traded company into four components:

- *Physical capital*: The replacement value of the company's non-financial tangible assets.
- *Financial capital*: The liquid financial assets of a company.
- *Intellectual capital*: The value of the company's know-how.

- *Reputational capital*: The value of the company's brands and stakeholder relationships".

Against this background, reputational capital (brand equity and stakeholder relationships) "embodies the company's stock of perceptual assets and social assets – the quality of the relationships it has established with stakeholders and the regard in which the company and its brands is held – positive regard increases the probability of supportive behaviour from those stakeholders…". Together, they add up to the company's market capitalisation (Fombrun & Van Riel, 2004:28). The ratio of a company's market value to its book value is an indicator of a company's accumulated pool of reputational and intellectual capital – its intangible assets (Fombrun & Van Riel, 2004:73). Grunig, Grunig and Dozier (2006:31) also refer to public relations' quest to develop a single indicator for the value of organisational reputation. This metric could indicate that communication has a measurable monetary return that can be attributed to the communication management function.

Quelch (in Balmer & Greyser, 2003) furthermore states that: "Managing and communicating about corporate brands, building corporate identity, and protecting corporate reputation are vital issues in the boardrooms of entities global and local, large and small, corporate and non-profit". From this perspective, Balmer and Greyser (2003:11) propose an integrative framework for managing the multiple identities of the organisation, that originate from a multi-disciplinary perspective, and include identity, image, reputation, corporate branding and corporate-level marketing.

A multi-disciplinary approach was also followed in this study, with its endeavour to develop a grounded theory for the management of communication on the strategic level of the organisation. The research problem and objectives of the study will be discussed in the next section.

1.3   PROBLEM STATEMENT

Steyn and Puth (2000:8-9) contend that: "The perceptions of CEOs are that the corporate communication function is focused on achieving communication goals and objectives without necessarily linking them to the achievement of the organisation's business goals: they are not seen as making a contribution to the bottom line.   Corporate communication seems to be an executioner of [operational] plans rather than an originator of strategies."

Bütschi and Steyn (2006:106) furthermore argue that "academics should have an intimate understanding of the practical problems facing the corporate communication/public relations profession".   "The research agenda should include macro issues such as the purpose of corporate communication in the new business paradigm; its contribution to organisational effectiveness; scope of delivery; strategy development and alignment; functional integration; return on investment; and the core competencies, processes and structures needed to enhance performance.   This will create the knowledge to rectify current criticisms and fulfil top management expectations of the corporate communication function".

Van Riel and Fombrun (2007:59-60) present a framework for thinking strategically about the link between a company's strategic objectives, corporate communication, reputation and financial performance.   It describes two cycles that should complement each other: the business cycle and the communication cycle.   The business cycle is based on the standard development of corporate strategies from which flow an array of business activities which, insofar as they are successfully implemented, build financial performance.   Effective implementation calls for a parallel communication cycle that develops and executes an appropriate communication system for building reputation.   If successfully carried out, corporate communication induces stakeholder identification and stimulates supportive behaviours from the organisation's stakeholders.

In its endeavour to determine the value-added contribution that communication makes to the organisation, the Excellence study (1985), conducted under the leadership of Grunig, furthermore indicated that shared expectations' between top management and the top communicator about communication outcomes is one of the most important indicators of excellent communication in an organisation. Against this background, the purpose of this research study is to conceptualise strategic communication management in the contemporary triple context environment of the organisation to demonstrate the value-added contribution that it can make, specifically focusing on the demand-delivery linkage. From this perspective, the general problem statement for the research is as follows:

> *Various developments in a triple context environment necessitate the conceptualisation of strategic communication management in the organisation in order to address the changing expectations that top management have of communication. The research will develop a grounded theory to illustrate the conceptualisation of strategic communication management in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation.*

In order to investigate the "organisational level at which public relations has value" (Grunig *et al*., 2006:30), the study will explore the conceptualisation of communication management on the strategic level of the organisation. The purpose of the study is therefore:

> *To conceptualise strategic communication management in the triple context environment of the organisation, a grounded theory will be developed from literature and from empirical data to illustrate the changing expectations that top management have of communication on a strategic level. Conceptualising strategic communication management in this way could contribute to new theory development.*

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A grounded theory will be developed to contribute to a conceptual framework that will illustrate how communication can be managed on the strategic level of the organisation, based on the shared expectations between top management and the communication function. It is expected that new theory development in this context will contribute to an integrative communicative logic on all levels of the organisation, that could result in communicative value-creation between the organisation, its stakeholders, publics, society and the environment. Communication and public relations practices on the meso and micro levels may also change as a result of the conceptualisation of strategic communication management on a macro level, although this will not be the focus of the study.

Against the above background, the research problem for the study is stated as follows:

> *The current conceptualisation of strategic communication management does not address the changing expectations that top management have of communication in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation.*

1.4   IMPORTANCE OF THE RESEARCH

According to Tindall and Holtzhausen (2012:371) "the theoretical basis of strategic communication is elusive, and not many studies exist that have tried to offer a cohesive theory of the field." Laskin (2012:355) futhermore argues that research that advances the Excellence scholarship is essential to better understand the profession of public relations.

This research will follow in the Excellence tradition and will endeavour to address the abovementioned dilemma. It will suggest a new theory that will endeavour to illustrate the *conceptualisation of strategic communication management in a triple context environment.*   It will also discuss the required knowledge and expertise of communication professionals on a strategic level

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and will regard the shared expectations between top management and the communication function as essential in creating value for the organisation.

Grunig *et al.* (2006:30) assert that there is a need for research about the level on which communication management has value in the organisation. As such, the main scientific contribution of this study will be to address Grunig's concern about the "confusion over the organisational level at which public relations has value". The purpose of the research is therefore to provide a new perspective on the management of communication on the strategic level of the organisation and to develop a theory that will address not only the *communication expectations* of top management, but also the *business expectations* that top management have of the communication function.

The Excellence study found that shared expectations between top management and the communication function is an important determinant of communication excellence. Although communication expectations were addressed in this study, business expectations were not made clear. From this perspective, the publishing of the King III Report (2009) ushered in a new era in communication management nationally and internationally, by presenting the business and communication expectations that top management have. The business and communication expectations stipulated in the Report as a whole, but specifically in *Chapter 8: Governing Stakeholder Relationships*, have influenced the pragmatic conceptualisation of communication management on a strategic level and have provided communication professionals with guidance to enable them to deliver on top management's demands for strategic communication management practices.

This research will make the following contributions on an academic and pragmatic level (with specific reference to theory, practice and policy development):

1. The research will contribute to the *conceptualisation of strategic communication management in a triple context environment*. Whereas

the concepts of 'management' and 'strategy' have been investigated in the academic disciplines of communication management and public relations, a changing business-society landscape necessitates the inclusion of other multi-disciplinary concepts such as *sustainability* and *corporate governance* into the contemporary communication management paradigm, specifically on a strategic level.

2. It addresses the fact that in most cases communication professionals are not regarded as playing a strategic role in their organisations, possibly because they do not have the necessary business or management knowledge and skills to do so. Little evidence can be found in academic literature as to how the communication function should contribute to the organisation's strategy formulation and reporting processes in a triple context environment. These issues will be addressed in this study, by including contemporary developments in *sustainability* and *corporate governance* in the academic debate. A related challenge is for the communication function to be a respected participant in corporate conversations.

3. Research by De Beer (2000) on the perceptions of top communicators about the expectations that management have of them, indicates that communication professionals are expected to play a strategic role in organisations. However, it is not clear from the literature what this holds for professionals in contemporary organisations that operate in a triple context environment.

4. An international study of CEOs and communication executives has also indicated that these two groups speak different *languages* about communication. When communication executives speak about communication, they usually refer to the products, programmes, and activities that the communication team creates. When CEOs talk about communication, they usually describe it in terms of *results*, or *solutions to critical problems*. Top management is of the opinion that the

communication function should be less obsessed with its own activities and media, and more focused on key *organisational issues* and *outcomes* (Steyn & Puth, 2000:10). The framework developed in this study could guide communication managers and general managers in terms of the value-added contribution that communication can make to the organisation and to society.

5. Van Wyk (2002:22) contends that people usually do not attach the same meaning and sentiment to words because they differ in background, education, experience, stage of maturity and individual natures. Even after establishing a common vocabulary, people still have difficulties in conveying abstract concepts, if they do not share similar *values*, *beliefs* and *logic*, and if their points of departure do not overlap sufficiently. Hence, the focus of this study is to develop *shared mental* and *semantic models* between communication managers and general managers in organisations, which could result in a *shared communicative logic*.

Werhane (2011:113) states the following about social construction, mindsets and mental models:

> "Although the term is not always clearly defined, the term, 'mental model' or 'mindset' connotes the idea that human beings have mental representations, cognitive frames, or mental pictures of their experiences, [socially constructed] representations that model the stimuli or data with which they are interacting, and these are frameworks that set up parameters through which experience or a certain set of experiences, is organised or filtered".

6. The strong focus on stakeholders in the fields of *strategic management* and *strategic communication management* furthermore suggests the development of a new paradigm that could include theories from both academic fields. From a pragmatic perspective, it is clear that there is a

need for professionals with comprehensive knowledge and skills of *strategic management* and *strategic communication management* to play a boundary spanning role between business and society. This could open up the debate about the future of an emerging discipline for strategic communication management.

7. The grounded theory that will be developed in this research, will represent a new theory in the academic field of strategic communication management and will, as such, contribute to the body of knowledge in this field.

Conceptualising strategic communication management in the triple context environment of the organisation should address the above concerns of professionals and academics in the field of strategic communication management.

1.5 METHODOLOGY

Given the scarcity of research on communication management on a strategic level, an exploratory qualitative methodology was deemed to be most appropriate for this study. Instead of testing hypotheses, the qualitative research methodology reveals new ways of thinking about the topic under investigation. A grounded theory approach have been used in this research, to develop a new theory for strategic communication management in a triple context environment.

McCaslin and Scott (2003:447) contend that in developing grounded theory the researcher generates an abstract analytical schema of a phenomenon (a theory that explains some action, interation, or process). Analysis occurs primarily through collecting interview data, making multiple visits to the field (theoretical sampling), attempting to develop and interrelate categories of information via constant comparison and writing a substantive or context-specific theory (Strauss & Corbin, 1990).

From this perspective, Backman and Kyngäs (1999:147) posit that the grounded theory approach represent a way to do qualitative research and to create inductive theory. Originally developed by Glaser and Strauss, its main purpose is to generate theories regarding social phenomena. From this perspective, the approach develops a higher level of understanding that is "grounded" in, or derived from, a systematic analysis of data. This research method is appropriate when the study of social interactions or experiences has as its aim to explain a *process*, not to test or verify an existing theory. Researchers do not develop or test hypotheses, but approach the main research question with "disciplinary interests, background assumptions (sometimes called 'sensitising concepts') and an acquaintance with the literature in the domain". The theory emerges through a close and careful analysis of the data (Lingard, Albert & Levinson, 2008:459).

In this study, the Strauss and Corbin approach to grounded theory development have been followed, which allows the researcher to elect in advance a focus of observation; and interviews and archival material on a particular issue, around which coding is oriented. A central concept (*'code'*) is identified to represent the interplay of subjects as well as the researcher's perceptions of the nature and dimensions of the phenomenon under investigation. The approach is also prescriptive in specifying the steps to be taken in coding and analysing the identified phenomena. The use of an *action paradigm model,* is furthermore proposed, which makes it possible to include empirical data at an early stage of the research. Identifying general *action categories* helps the researcher to systematise data, however, it is regarded as a strict linear model that could lend itself to complexities and practical challenges. In earlier works, Glaser and Strauss (1967) (in Koekemoer, 2008:132) also acknowledged a need for an individual perspective held by the researcher when entering the empirical field and analysing the data (Strydom, Fouche & Delport, 2002:348).

In order to develop a grounded theory that will guide the conceptualisation of strategic communication management in a triple context environment, the research was conducted in the following three phases of triangulation:

Phase 1:

Four slices of data (Pandit, 1996) were chosen and analysed as the *first literature case* for the study. As part of the latter, the Excellence study was identified as a *first slice of data*; the King III Report as a *second slice of data*; the IIRC's International <IR> Framework as a *third slice of data*; and the Stockholm Accords and the Melbourne Mandate as a *fourth slice of data,* from which core concepts have been identified for further investigation. These minimalist *a priori* concepts (Leonard & McAdam, 2001:182) were identified to guide the compilation of the second literature case.

The *second literature case* consisted of 540 academic articles covering the *a priori* concepts identified in the *four slices of data*. The articles were analysed through *open coding*, *axial coding* and *selective coding* of the *literature case data*, which resulted in the development of a *preliminary framework*. The framework was intended to provide a multi-disciplinary, integrative and systemic view of strategic communication management in a triple context environment.

Phase 2:

In the *second phase* of the research project a *concluding framework* was developed against *six empirical field studies.* The methods used for the field studies were *desk research* of documents and archival material and *interviews* with respondents representing six organisations from different sectors, identified as a sample for the study. This *empirical case* was also analysed by means of *open coding*, *axial coding* and *selective coding,* to fill the gaps in the *preliminary framework* and to then develop the *concluding framework*.

Phase 3:

In the additional *third phase* of the research, the newly developed grounded theory was compared with the Excellence theory. A case study of best practice was also presented in this phase. The result is a *substantive theory*, that resulted in the *integrative strategic communication management theory*.

1.6   DEMARCATION AND SCOPE OF THE STUDY

Intangible value creation has become an important consideration in contemporary organisations. Tangible and intangible value manifests itself in the increase, decrease and transformation of the capitals, caused by the organisation's business activities and outputs. This ability of the organisation to create value for itself is also linked to its ability to create value for others (The International <IR> Framework, 2013:10).

The contribution of different communication contexts (for example intrapersonal, interpersonal, group, organisational and mass communication) to this value creation process should be incorporated into business models from a systemic perspective, to indicate the communicative processes that provide the dynamism and energy for tangible and intangible value creation. This research will endeavour to develop a grounded theory that will illustrate how value can be created for the organisation and for society by managing communication strategically in the triple context environment of people, planet and profit.

1.7   STRUCTURE OF THE THESIS

The thesis starts in Chapter 1 with an introduction to the field of investigation, namely the conceptualisation of strategic communication management in a triple context environment. Strategic communication management and value creation in the contemporary organisation are discussed. The motivation for the study, the problem statement, the importance of the research, the methodology and the demarcation and scope of the research are furthermore addressed.

In Chapter 2 the literature review starts with the identification of the broad themes to be covered in the research, namely that of value creation in a triple context environment, and the capitals. These themes, together with the topic of a developing communicative logic for the organisation and for society, are discussed in detail. Emphasis is placed on integrative communication as

opposed to integrated communication and a new perspective on strategic communication management is put forward.

Chapter 3 covers the research design, and more specifically theory building against the background of issues of meta-science and science, considering ontological, phenomenological, epistemological and normative approaches. The development of the research objective and research questions according to the process approach is discussed in detail. This is followed by an explanation of the methodological structure, which includes various methods of triangulation; the data collection phase; the data ordering phase; and the data analysis phase.

In Chapter 4 the first literature case is discussed, which includes the Excellence study; the King III Report; The International <IR> Framework; and the Stockholm Accords and the Melbourne Mandate, as contemporary perspectives which were analysed as four slices of data from which the a priori concepts were identified. These concepts, identified during the analysis of this first data set, guided the generation of the second literature case that consisted of 540 academic articles, of which the analysis is discussed in Chapter 5.

In Chapter 5 a preliminary grounded theory framework is developed from the literature case data. Articles that constructed the literature case are listed and motivations are provided for their inclusion. The literature case is not a subset of the literature review in Chapter 2 but consists of articles that were specifically selected for their holistic approach to the topics of strategic management and strategic communication management. In order to develop the preliminary framework, a hierarchical process of coding of the literature case data was followed. The data set was analysed and open coding, axial coding and selective coding of the literature case data were done to identify patterns in the data and to reconstruct the relationships between constructs. Constructs identified in the preliminary framework include the following: causal conditions – 'sustainability orientation', 'inclusive corporate governance approach' and 'integrative strategic management and strategy development'; context – 'the

conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'; phenomenon – 'the conceptualisation of strategic communication management in a triple context environment'; intervening conditions – 'conscious internal and external communication' and 'mutually beneficial stakeholder relationships'; action/interaction strategy – 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'; and consequences/outcomes – 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value'.

The concluding framework, developed in Chapter 6, is grounded in empirical cases. Six field studies, identified as a sample for the research and that included interviews with CEOs and former CEOs of South African organisations, were used as the means to extend and explore categories of the preliminary framework to arrive at the concluding framework. The hierarchical process of coding of the empirical case data was followed and included open coding, axial coding and selective coding of the empirical cases. The field studies delivered rich data that resulted in ten sub-categories being included in the concluding framework of the research study. The narrative storyline, that was started in Chapter 5, was continued in Chapter 6 to address the research problem that was formulated in Chapter 1. Constructs identified in the concluding framework include the following: causal conditions – 'sustainability orientation', 'inclusive corporate governance approach' and 'integrative strategic management and strategy development'; context – 'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation', 'responsible, communicative leadership', 'values, ethics, authenticity and integrity', organisational character and culture', 'change and transformation management', 'knowledge creation', 'risk, issues and crisis management', 'research, measurement and evaluation'

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and 'performance management'; phenomenon – 'the conceptualisation of strategic communication management in a triple context environment'; intervening conditions – 'conscious internal and external communication', 'message and media fractals', 'mutually beneficial stakeholder relationships', and 'interaction: conversation, dialogue and listening'; action/interaction strategy – 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'; and consequences/outcomes – 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value'.

Chapter 7 deviates slightly from the purpose of the study - to develop a grounded theory for the conceptualisation of strategic communication management in a triple context environment - by investigating the dynamic aspects of management and communication management capabilities. The Excellence theory was also used to interpret the concluding framework developed in Chapter 6, which resulted in a more detailed description of a theory that reflects the substantive grounded theory of integrative strategic communication management developed in this study.

In Chapter 8 the research is evaluated and conclusions are drawn. The evaluation focuses specifically on the quality of the research and on its contribution to the scientific body of knowledge. In addition, the concluding framework developed in the study is validated by discussing its application to a particular case study.

1.8   SUMMARY

Managing communication strategically in a rapidly changing triple context environment has become one of the major challenges for managers and communication managers in contemporary organisations. From this perspective, the newly emerging expectations of top management regarding communication should be considered by communication specialists, in order for the function to contribute to value creation in business and in society.

The purpose of this research is to provide a new perspective on the value-added contribution that communication management can make to the organisation. A grounded theory will address and explain the changing communication and business expectations that top management have of communication and will indicate how these challenges can be addressed on a pragmatic and a theoretical level. From this perspective, the study will contribute to a global debate on the institutionalisation of strategic communication management in the contemporary organisation.

Current debates about intangible value creation have opened the way for alternative approaches to illustrating this value-added contribution. Creating value for organisations through communication, as well as communicating about value creation, have become two major imperatives in contemporary communication management. Against this background, it is contended in this research that the *theory of integrative strategic communication management,* could address the academic and pragmatic challenges regarding value creation, faced by managers and communication managers in organisations.

It is furthermore argued that theory developed from concepts grounded in strategic management and strategic communication management could assist in conceptualising communication management structures, systems and processes that can facilitate communication in the organisation. This could assist communication professionals to follow an integrative approach to strategic communication management that could be applied on a macro level, but that could also influence the meso and micro levels of the organisation.

From this perspective, the shared expectations between top management and communicators can be addressed by taking note of contextual developments in the field of strategic management and strategic communication management and by including new phenomena, such as sustainability and corporate governance, in the conceptualisation of strategic communication management.

CHAPTER 2

LITERATURE REVIEW

CHAPTER 2
LITERATURE REVIEW

2.1   INTRODUCTION

Communication can play a significant role in the value creation process in the organisation and in society, considering that the value of the capitals produced by the organisation can increase and decrease depending on the activities, interactions and relationships that are material to its ability to create value for itself and its stakeholders over time.   These activities, interactions and relationships culminate in what the organisation says and does, from which the assumption can be made that the value creation process is driven by *communicative action*.

Integrating the corporate communication process into the strategic management, governance and value creation processes in the organisation pose an opportunity for communication professionals to illustrate how communication can contribute to the creation of value.   This requires a new integrative perspective on the role of strategic communication management in a triple context environment.

Over the past two decades the role of intangibles in creating value, has become increasingly important.   Alan Greenspan, former Chairman of the Federal Reserve, stated in 2001: "Over time, and particularly during the last decade or two, an ever-increasing share of GDP has reflected the value of ideas more than material substance or manual labour input" (Kalafut & Low, 2001:9).

With an increasing recognition of the importance of intangible assets, there is also a need for a set of widely accepted metrics by which corporate leaders and the investment community can account for the non-financial factors that affect value creation in contemporary organisations.   Although not always recognised as such, intangibles have always been a driver of corporate performance. Institutional investors are also increasingly taking intangibles into account in their analysis and earnings estimates.   As a result, managers are more open to adopting non-traditional methodologies of measurement (Kalafut & Low, 2001:9).   Recent management methods to measure intangibles include

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amongst others: the economic value added approach, the balanced scorecard and value-based management (Low, 2000:253).

Against this background, Roser, DeFillippi and Samson (2013:22) address the co-creation of value from a holistic and organisational perspective and refer to parallel streams rooted in the strategic alliance literature in management, and the relational literature in marketing, which are now becoming conceptually intertwined. Leavy (2012:15) furthermore refers to shareholder value and stakeholder value and quote Porter and Kramer when proposing that the purpose of the corporation must be redefined as creating "shared value", which involves "creating economic value in a way that also creates value for society".

Bygdås, Røyrvik and Gjerde (2004:540) furthermore link intellectual capital and value creation as an alternative perspective to many existing perspectives in the literature, and state that definitions about intellectual capital include: the knowledge and knowing capability of a social collectivity; knowledge that can be converted into value; and Intellectual capital = competence + commitment. They state that intellectual capital can be divided into different categories such as human capital, structural capital and relational/customer capital, due to the risk and ownership of the different components.

From this perspective, communication competencies play an increasingly important role in an organisation's value creation process. Hamrefors (2010:141) describes how communicators may contribute to the effectiveness of organisations by specifically participating in leadership. Findings of a study he conducted indicate that communicators must develop certain knowledge and skills in order to contribute to organisational effectiveness. Four important areas of communicative knowledge that he emphasises, include: communication through processes; communication through structures; communication through social interaction; and communication to and from the environment (organisational-wide relationships). In addition, four areas of skills have also been identified, namely: system design, mediating, coaching and influencing.

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Malmelin (2007:300) posits that an organisation's intangible assets refer to everything apart from its concrete material assets (which include its financial or physical assets). According to business theories, intangible assets refer to: staff competencies, such as skills, knowledge and experience; the organisation's relations with stakeholders; management systems and databases; and contracts and immaterial property rights such as trademarks. Malmelin (2007:298) furthermore regards communication as an intangible organisational asset and developed a model that supports the closer integration of various dimensions of corporate communication in order to generate value in the marketplace.

From a value creation perspective, communication competencies and capabilities are hard to imitate and transfer, and its outputs and outcomes are more or less intangible. It will be contended in this study that identifying communication metrics that corporate leaders and others involved in shaping corporate performance can use to account for the contribution that communication makes to the value creation process, could assist communicators in illustrating their worth to organisations.

2.2   VALUE IN EXCELLENCE

Grunig *et al.* (2006:30) posit that the question of the value of public relations has been of great concern for many years because of its status as an intangible management function, compared to other management functions that can be described, measured and evaluated through systematic research. Over the past 30 years professionals and researchers have attempted to develop measures that would determine how public relations is effective or adds value, including the advertising value of press clippings; the readership of publications; and the measurable effects of communication campaigns or programmes on cognitions, attitudes, or behaviours. The latest attempt is the quest for a single indicator of the value of organisational reputation. It is believed that this indicator will establish that communication has a measurable monetary return that can be attributed to the public relations function – a series of evaluative,

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attitudinal questions to measure reputation have also been developed (Grunig *et al.*, 2006:31).

From this perspective, Grunig *et al.* (2006:31) state the following about the value added contribution that public relations can make:

> *"These many forays into estimating the value of public relations have not been successful at least in part because of confusion over the organisational level at which public relations has value. We must recognise, to begin, that the value of communication can be determined at least at four levels: programme level, functional level, organisational level and societal level".*

Many research studies in the field of communication management confirmed that the key to value creation and communication excellence in the organisation is the support of senior management. Top communicators that are members of the senior management team make substantial contributions to strategic planning and decision-making and should be consulted regularly on how decisions affect the organisation's various strategic relationships before these decisions are made. Formal and informal research techniques are used to diagnose and solve business problems by executing effective communication programmes to build lasting, long-term relationships with key constituents. Dozier, Grunig and Grunig (1995:128) state that in many organisations with the potential for communication excellence, senior managers need to rethink, and therefore reconceptualise, communication management in order to create value for the organisation.

The Excellence team developed a theory of why public relations – managed communication – makes organisations more effective. After reviewing theories of organisational effectiveness, they concluded that managed interdependence is the major characteristic of successful organisations. Organisations are effective when they attain their goals, however, goals must be appropriate for the organisation's environment, or strategic constituencies (stakeholders and

publics) will constrain the autonomy of the organisation to meet its goals and achieve its mission (Grunig, 1992:11).

Organisations plan communication programmes strategically when they identify the publics and stakeholders that are most likely to limit or enhance their autonomy and design communication programmes that help the organisation manage its interdependence with these strategic publics. Communication departments also help the organisation to manage its independence by building stable, open, and trusting relationships with strategic constituencies. Thus, the *quality* of these relationships is a key indicator of the long-term contribution that public relations makes to organisational effectiveness. *Strategic management,* which is also a primary characteristic of excellent public relations, provides the integrating link that connects the *theory of excellence* to the *level* of public relations programmes (Grunig, 1992:11).

2.3   VALUE CREATION IN A TRIPLE CONTEXT ENVIRONMENT

Napier and McDaniel (2006:11) state that: "In the end what matters most is the creation of value. All organisations have that as their common calling. And they have a commitment to all corporate stakeholders, including customers, employees and owners". They argue for values as input and value as output, and quote Drucker who once observed that "value creation is the animating principle of management and its chief responsibility". Directing attention to the people on whom an enterprise depends and to the value exchanged with them creates a powerful force in advancing stakeholders' collective interests.

Napier and McDaniel (2006:11) furthermore argue that stakeholders have choices, and that long-term organisational success requires mutually advantageous results, since an organisation and its stakeholders are to varying degrees interdependent. Defining and aligning the overlapping interests of primary and secondary stakeholders position the firm to target winning strategies whereby each group of people gets enough of what they value to remain loyal. "Mutually advantageous outcomes don't come by accident; they

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require design – the conscious effort to define, measure, and deliver both stakeholder satisfaction and contribution".

Managing the exchange of value between an organisation and its stakeholders therefore requires measuring both stakeholder satisfaction (with value delivered) and stakeholder contribution (corporate satisfaction with value delivered). "This feedback informs an ongoing adjustment process to refine and improve the value package". Organisations need to assess what each of their stakeholders value and expect from their service - only after they understand who their stakeholders are and what they value, can they begin to measure how well they are doing in delivering those benefits. At the same time, stakeholders have duties to the organisation. "Assessment must cut both ways, measuring both value delivered and value received". By measuring the overall effectiveness of value creation and exchange, attention is focused where it can foster continuous improvement (Napier & McDaniel, 2006:18-21).

Against this background, Yamak and Süer (2005:111) argue that corporate social responsibility (CSR) has emerged as a major topic of concern for business. The shareholder theory and the stakeholder theory are two patterns that stand out as explananda of corporate behaviour. From the perspective of the stakeholder theory, stakeholders are entitled to some rights and interests since they are central to the existence of any business. Problems of corporate governance typically arise when the rights of these stakeholders are violated (Bhasa, 2004:6).

Bhasa (2004:6) furthermore states that "the voice model of governance" has come to prevail, since decisions of supranational corporations affect the stakes of a multitude of parties. Because stakeholders are central to the existence of any business, they are also entitled to some rights and interests. Different values to protect stakeholder interests at different levels are therefore advocated. However, because of different legal structures and cultural settings adopted by different nations, what may be considered stakeholder rights

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violation in one country, might not necessarily be considered as such in another country.

Corporate governance has also been used to describe the relationship between institutions and stakeholders, including shareholders. According to Talamo (2011:237) responsible corporate governance is about balancing the legitimate interests of all stakeholders involved, with ethics and sustainable growth being important components. Hendrikse and Hefer-Hendrikse (2012:151) specifically refer to communication with shareholders and state that the role of institutional shareholders raises the issue of the lines of communication between boards and their shareholders. "Both shareholders and directors have to contribute to the building of a sound working relationship between them." Smith and Walter (2006:15) also refer to the role of media attention and public relations in financial and investment decision-making.

The above descriptions suggest that corporate governance has implications for a firm's approach to corporate social responsibility (CSR) and business ethics. In this context, managers are assumed to ensure that the ethical rights of all stakeholders are respected and balanced. To balance profit maximisation with the long-term ability of the corporation to remain a going concern therefore surfaces as the ultimate goal of the firm (Yamak & Süer, 2005:113). As such, the value chain is extended and integrated into a wider triple context environment, providing a holistic perspective for brand equity, amongst others.

According to Fahy, Roche and Weiner (2005:17) strategy enables organisations to achieve long-term and sustainable competitive advantage. "Shareholder value is therefore based on how confident stakeholders feel with an organisation's chosen strategy, and how confident they are in the competency of the board responsible for carrying it out. The end objective is the successful development of corporate values, managerial capabilities, organisational responsibilities and decision-making, at all levels across the business. As such, it lies at the heart of the performance dimension".

Sustainable value creation requires strategy, capability, decisions, actions and results to be aligned and focused on the key value drivers for an organisation. From this perspective, the "…management of an organisation must understand where value is created and destroyed, whether its business model is operating effectively and how this can be improved. This is done by defining and evaluating the strategy, setting targets, measuring performance, forecasting and then re-evaluating the strategy" (Fahy *et al.* 2005:20). Davies *et al.* (2003:3) argue that a business organisation pursues its goal in the interests of its owners, often its shareholders, or on behalf of a diverse group of stakeholders. They use the word 'strategy' as referring to: something that will take time to evolve; matching the competencies of the organisation to its environment; and describing how an organisation aims to meet its objectives.

As part of the strategic management debate, Fahy *et al.* (2005:122) furthermore suggest moving from *advocacy* to *collaboration* in budgeting. Instead of managers convincing the CFO of the merits of their resource requirements, "under the collaborative planning approach, the focus shifts from arguing about outcomes to surfacing the assumptions that underpin the organisation's actions. The debate is therefore shifted from arguing about how much I need as a manager and is instead focused on me communicating my view of the future trading environment to the CFO and others". They continue by stating that "leading companies are achieving more accurate, faster and lower costs forecast by collaboratively building explicit planning and budgeting models which are based on clear assumptions, and have been distilled through the organisation's many stakeholders in an open, iterative but integrated process".

The determination of shareholder value through value analysis furthermore helps to focus the risk management process on the value drivers that are key for managing threats and opportunities. From this perspective, expectations of stakeholders - but also their risk-taking behaviour and interdependencies - will differ according to changing levels of risk (Yamak & Süer, 2005:116).

Fahy *et al.* (2005:267-269) also state that stakeholders are demanding transparency - and with an ever powerful voice. "Ensuring stakeholder value and brand sustainability needs enterprise-wide management and the correct technology to communicate timely, accurate information". They go on to state: "In order to identify the real value of communication a true understanding of stakeholder needs is essential, since traditional PR and marketing are no longer sustainable, as they tend to be defensive or reactive". The new demands for companies wishing to engage in the practice of stakeholder value creation, include: dialogue, access, transparency and understanding of risk-benefits. In this context, dialogue and interaction are central (Johansen & Andersen, 2012:283).

Against this background, Walters, Halliday and Glaser (2002:775) refer to a new business model that is emerging, in which competitive advantage is based upon managing processes that facilitate responses to market change and where new capabilities are based upon developing unique relationships with partners. From this perspective, relationship management, knowledge management and technology management are three disciplines that, together with the current view of business organisations, are process management oriented, rather than organised around traditional functions, which support the breaking down of barriers between functions.

Grantham, Ware and Williamson (2007:219) argue for collaborative strategic management from a systems perspective and distinguish between *co-ordination*, *co-operation* and *collaboration* (as a group approach to decision-making). Communication in high-performing groups, that can be regarded as sustainable is intimate and the group functions on a collaborative level. In this context, the style of communication matches performance requirements, to prevent communication from becoming dysfunctional. Grantham *et al.* (2007:222) developed a communication map in which they link the types of decision-making to the characteristics of communication functions, with the aim of moving communication from an impersonal level toward a level of intimacy (an increasingly common understanding of values and respect for differences).

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"In this sense, the structure of the communication network is the foundation upon which you can build task structures and therefore organizational effectiveness".

From this interactive perspective, relationship management can influence the positioning and strategy of the organisation by identifying, developing and maintaining relationships to ensure that amongst others, product service objectives and customer expectations are met. Relationship management then extends the scope of relationship marketing into one in which a broad range of processes can be co-ordinated (Walters *et al.,* 2002:775; Olkkonen, Tikkanen & Alajoutsijärvi, 2000:403).

Contemporary organisations are learning how to use the engagement experiences of stakeholders as the new basis for value creation in networks. Organisations interested in becoming co-creative for example, change the very nature of the relationship between management and employees, and between them and the co-creators of value, namely the stakeholders. For this, management needs to adopt a new mind-set and must initiate the evolution of a co-creative organisation (Ramaswamy, 2009:32).

Skoog (2003:487) refers to the linear value creation phenomenon and posits that value creation over the past two centuries has been influenced by the industrial logic in which value is added in sequential stages in the process, based on the notion that each part can be optimised individually. In this way, a contribution is made to overall organisational value creation. However, non-linear models of interpreting the creation and management of values in organisations are challenging traditional approaches.

New perspectives acknowledge stakeholders as co-producers of organisational value and stress the importance of co-inventing combinations and connectivity among the various actors. Skoog (2003:488) argues that monetary expressions have to be put in constant relation to non-financial (intangible) organisational representations (eg different customer and employee relations and activities) in

order to gain comprehensive meaning in both the short- and long-term organisational perspective. Organisational value creation is interpreted in the context of a perspective where personnel, customers and financial values are perceived as interdependent and equally important for the long-term survival of the organisation. In this way, non-financial aspects of organisations are formally linked to financial ones in the value creation process.

Establishing a co-creative organisation could also impact the structure of the organisation. In this respect Walters (2004:219-220) refers to the holonic or virtual organisational approach, which is: "[…] a set of companies that acts integratedly and organically; it is constantly re-configured to manage each business opportunity a customer presents. Each company in the network provides a different process capability and is called a holon." In a holonic structure each business unit is equal to the others; the network is in dynamic equilibrium and it is self-regulating; information is open and flows across network boundaries; the network is evolutionary and is constantly interacting with its environment; and it is a knowledge-based, learning network.

Eichentopf, Kleinaltenkamp and Van Stiphout (2011:650) posit that the past decade has brought a shift in how firms understand value creation. Interactive value creation, or the co-creation of value, originated from service research as an attempt to differentiate services from products. From a marketing perspective, the level of customer participation is viewed as influencing the whole value creation process. However, according to Johansen and Andersen (2012:284): "Co-creation is not limited to include external stakeholder dialogue, but is premised upon a re-conceptualisation of the organisation's internal value chain as an integrated part of larger value co-created networks".

A study by Saarijärvi, Kannan and Kuusela (2013:6) also takes a broader perspective and concludes that the focus should be on identifying and understanding the kind of value that is co-created; for whom it is created; what resources are used; and through which mechanism it is created. Although a goods-dominant logic and/or manufacturing logic, as well as the old enterprise

logic or product orientation are still prevailing, there is currently a shift towards a broader perspective on value creation.

Dobrzykowski, Tran and Tarafdar (2010:106) distinguish between the resource based view (RBV) and value co-creation theories. RBV provides an internal view of the firm considering its core competencies, while value co-creation highlights the external perspective considering the role of customers in particular, or stakeholders in general, in value creation.

Saarijärvi *et al.* (2013:7) argue that the focus should be on reinventing value in terms of the value-creating system itself where different actors or stakeholders work together to co-produce value. Customers would typically govern value creation in their own consumption context. In this context, they are not perceived as a passive target of marketing actions, but as active resources that can determine and create value. As such, they can reconfigure their roles from consumer, to contributor to creator. In this capacity they share the responsibility for the outcome, measured in terms of quality and added value. Value is created mutually and simultaneously by the organisation and by stakeholders, with both sides benefitting from co-operation. According to Saarijärvi, *et al.* (2013:8) value becomes a joint function of the actions of the provider(s) and consumer(s) and is as such always co-created.

Lee, Olson and Trimi (2012:817) present a macro view of the evolution of innovation for value creation, from the closed, to collaborative, to open and now co-innovation. They provide a conceptual overview of co-innovation through some of its basic elements such as convergence revolution, collaboration and co-creation with stakeholders. Their approach suggests that co-innovation is a new innovation paradigm where new ideas from various internal and external sources are integrated to generate new organisational and shared values. Since co-innovation involves engagement, co-creation and experience for value creation, the practices of co-innovative organisations are difficult to imitate by competition and are therefore strategically relevant. These approaches not only create value for organisations, but also create shared value for all stakeholders.

Majamaa, Kuronen, Kostiainen and Heywood (2008:68) used the above approach in a new "public-private-people partnerships (4Ps)" participation method which makes participatory planning development possible through *communicative planning*, by including the opinions and needs of future stakeholders/consumers as end-users into the innovation process.

Roser *et al.* (2013:20-22) also use co-creation theory to integrate insights from management and marketing literatures that are concerned with co-creation phenomena. They define co-creation as "an interactive, creative and social process between stakeholders that is initiated by the firm at different stages of the value creation process". Instead of a transactional approach and the value or utility embedded in goods, the new logic focuses on the co-creation of values and relationships and suggests a collaboration-focused view of customer and stakeholder relations. Value creation increasingly takes place in networks and becomes less dependent on an organisation's value proposition alone.

The associated brand logic in value creation involves dynamic and social processes, in which all stakeholders are considered. From this perspective, brand value is not only co-created through dyadic relationships between firms and individual customers, but is also co-created through network relationships and social interactions among stakeholders. Roser *et al.* (2013:20-22) conclude by stating that implementation decisions in one dimension of co-creative design (eg whom to involve in co-creation) will affect other dimensions of implementation and governance (eg how much intimacy) and thus how co-creation needs to be managed. The benefits of co-creating value also include better product quality, greater customer satisfaction and reduced risk.

The International <IR> Framework (2013:10) supports the above perspectives and states that an organisation can create value by serving the interest of, and working with all its stakeholders (Figure 2.1). Value created in this way manifests in financial returns for providers of financial capital – as such, financial returns are dependent on inter-relationships between various types of capital. In addition, value is determined by a wide range of interactions,

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activities, relationships, causes and effects. Value is also created and communicated about over different time horisons and for different stakeholders through different capitals and by using different channels. Ditlevsen (2012:379), in her research on how corporate identity is expressed visually in annual reports, remarked for example that the annual report is an investor tool that is used not only to inform stakeholders about the financial position of the firm, but also to make the company attractive to potential and actual investors by telling the *equity story* (by narrating the company as an investment case). In this process, improved communicative clarity is one of the desired outcomes (Hrasky & Smith, 2008:418).

It is accepted in The International <IR> Framework (2013:2), that value is created through relationships with others. Stakeholders provide insights about matters that affect the organisation, including economic, environmental and social issues, which is illustrated in the following statement: "Responsiveness is demonstrated through decisions, actions and performance, as well as ongoing communication with stakeholders". It is also stated in the Framework (2013:2) that: "The more integrated thinking is embedded in the business, the more likely it is that a fuller consideration of stakeholders' legitimate needs and interests is incorporated as an ordinary part of conducting business".

From the above perspective, the value creation index of The Cap Gemini Ernst & Young Center for Business Innovation (CBI) identified the following value drivers as part of a set of value creation metrics that it has developed: innovation; quality; customer relations; management capabilities; alliances; technology; brand value; employee relations; and environmental and community issues (Kalafut & Low, 2001:10). With this set of standardised measures, weighted according to their relative impact, managers have the tools to better drive and monitor their company's future performance. Investors are also equipped with a more robust and uniform way of evaluating companies (Low, 2000:253).

Figure 2.1　　Value created for the organisation and for others

Value created for the organisation

Activities

Relationships

Interactions

Value created for others
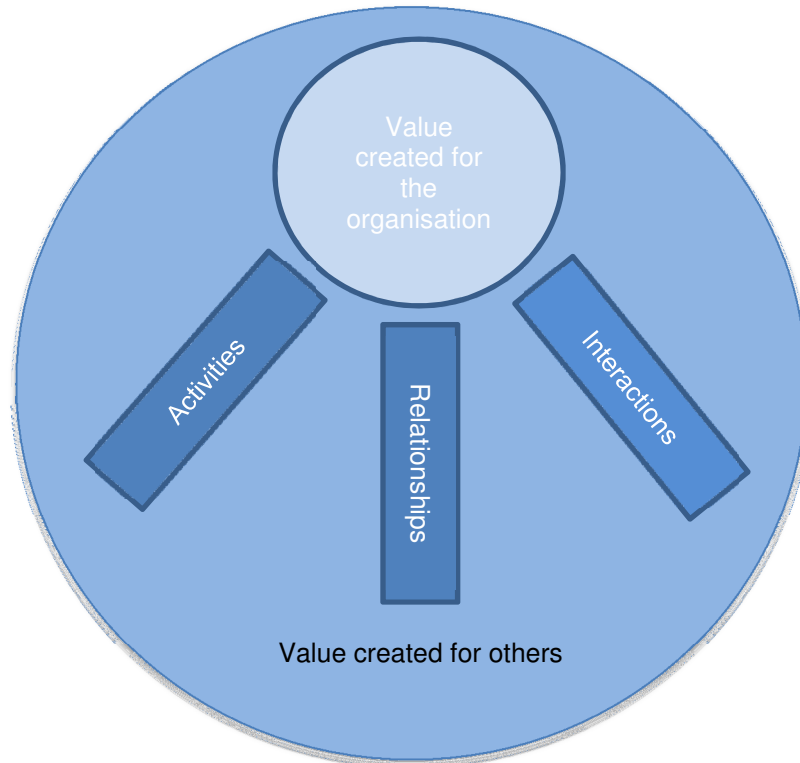
Source: The International <IR> Framework (2013:10)

2.4　CAPITAL CREATION

Bhasa (2004:5) posits that as the demand for capital grows in developed and developing economies, the need to establish good governance practices has gained momentum. Countries that are open to world markets and that have good legal systems in place, providing protection to investors, have attracted more capital in the process of globalisation. With regard to shareholder theory and stakeholder theory, Bhasa (2004) states that: "While the former is an offshoot of the Anglo-American model of governance and focuses excessively on the value amelioration of the shareholders, the latter, a Nippon-Germanic model, demands for the welfare maximisation of all parties affected by corporate decisions".

Stakeholder theory, that posits that benefits of the corporation should be maximised and extended to all those who are either directly or indirectly connected with it, has emerged as an intellectual response to the shareholder theory. Its basic argument is that the physical assets in which individuals invest are not the only assets that create value in the corporation.

The pluralistic approach to corporate governance followed by Germano-Nippon corporations recognise that entities other than the resource suppliers, hold a stake in the economic functioning of the organisation. Central to this approach is the creation of value to each of the entities involved with the corporation's functioning. From this perspective, the firm enters into a nexus of contracts with multiple actors, where it is conditional for the firm to distribute the value generated as a result of its operations, among all the actors. The basic tenet of stakeholder theory is then maximisation of human welfare (and the welfare of all living species), in whichever form it might be (Bhasa, 2004:9).

Against this background, Jesover and Kirkpatrick (2005:128) allude to the principles of the Organisation for Economic Co-operation and Development (OECD) and posit that good corporate governance helps to bridge the gap between the interests of those that run an organisation and the shareholders, increasing investor confidence and lowering the cost of capital for the company. It also ensures that the company honours its legal commitments and forms value-creating relations with stakeholders.

Literature on value creation refers to numerous kinds of capitals. For the purpose of this research, the following capitals mentioned in the International <IR> Framework (2013:11) have been identified as being relevant to the phenomenon under investigation:

- *Financial capital:* Refers to the pool of funds that, amongst others, is available to an organisation for use in the production of goods or the provision of services.
- *Manufactured capital:* Refers to manufactured physical objects that are available for the production of goods or the provision of services.

- *Intellectual capital:* Refers to organisational, knowledge-based intangibles, including intellectual property (patents, copyrights, software, rights and licences); and organisational capital (tacit knowledge, systems, procedures and protocols).

- *Human capital:* Refers to people's competencies, capabilities and experience, and their motivations to innovate.

- *Social and relationship capital:* Refers to the institutions and the relationships within and between communities, groups of stakeholders and other networks; and to the ability to share information to enhance individual and collective well-being. Includes: shared norms, and common values and behaviours; key stakeholder relationships, and the trust and willingness to engage with external stakeholders; intangibles associated with the brand and reputation of the organisation; and an organisation's social licence to operate.

- *Natural capital:* Refers to renewable and non-renewable environmental resources and processes that provide goods or services and that support the past, current or future prosperity of an organisation.

In this context, the Framework (2013:11) states that the extent to which organisations, collectively or individually, are building up or running down the various capitals can have an important effect on the availability, quality and affordability of these capitals, particularly because they are in limited supply and are non-renewable. This can affect the organisation's ability to create value over time.

Two kinds of capital that are of particular importance to communication practitioners are: *intellectual capital*, and *social and relational capital.* O'Donnell, O'Regan and Coates (2000:187) theorise intellectual capital creation to be a dynamic process of collective knowing that is capable of being leveraged into market value. They propose that interaction, as distinct from individual action, becomes the basic unit of theoretical analysis. The argument is based on the set of symmetrical and reciprocal relations presupposed in Habermas' theory of *communicative action*. The benefit of the medium of

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communicative action, viewed by the authors as the nexus of intellectual capital creation, is that it consists of substantive and real phenomena, which are open to empirical investigation. O'Regan, O'Donnell and Heffernan (2001:109) add to this by stating that "intangible, intellectual resources, arising from changes in the nature of economic forces, have now joined the more traditional triad of land, labour and capital". "One of the keys to commercial success, therefore, will be the capacity of the firm to identify, manage, foster and invest in these intellectual resources, and, in particular, in the people which underpin them".

From this perspective, human interaction is the critical source of intangible value in the intellectual age, that represent an increasingly knowing-intensive economy. O'Donnell, O'Regan, Coates, Kennedy, Keary and Berkery (2003:82) argue that human interaction should be placed at the center of an enlightened economic and social equation. O'Donnell (2004:294) continues the debate by presenting some theoretical insights into how intellectual capital is created linguistically in social space. He specifically refers to the "process" of intellectual capital creation.

Tomé (2008:499) also refers to the social dimension of the phenomenon of intellectual capital and states that the latter is possessed by individuals, companies, organisations, regions and countries. From a social perspective, intellectual capital can be regarded as the sum of various phenomena: education, training, work experience, know-how, science, technology, patents, organisational routines and social relations. According to Habermas (1987) (in Pozzebon, Titah & Pinsonneault, 2006:249) discourse is one means of co-ordination of action which mobilises different types of rationality during the meaning-creation process, which also requires the understanding of relationships between individuals and the three worlds to which they relate: the objective world, the social world, and the subjective world.

In this knowledge-intensive environment, Fuchs and Hofkirchner (2005:241) consider knowledge production as a social self-organisation process. Knowledge is regarded as only a particular kind of information – the

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manifestation of information in the social realm. As such, the creation of social information is due to the self-organisation of social systems. Raza, Kausar and Paul (2007:45) examined the patterns of social management of knowledge in a knowledge-community, reflecting on multiple social processes and argue that knowledge communities are "multiple interactive social structures ranging from localisation in space to emergent cross-boundary social spaces operating at micro, meso and macro-levels". New knowledge emerges through social interactions, while patterns of knowledge management appear in different contexts, ranging from groups, organisations, communities and virtual communities. Bokeno (2009:5) furthermore refers to the development of "learning" relationships and describes it as follows: "…the nature, extent and quality of the learning that ensues is woven into the fabric of a relationship between two people".

From this perspective, Smedlund (2008:63) defines social capital as a network of individuals with shared norms, beliefs and trust. Social capital, especially trust-based-ties, develops in interaction processes, accelerates knowledge flow, and acts as an informal governance mechanism between firms. Mu, Peng and Love (2008:86) assert that the process through which social capital facilitates knowledge flow and innovation enhances the understanding of a firm's strategic behaviour. It also provides managers with possible guidelines on how to accumulate social capital in interfirm interaction to gain competitive advantage.

Alguezaui and Filieri (2010:891) posit that social capital is considered to be the facilitator of knowledge search and knowledge sharing activities, which are important to innovation outcomes. McCullum and O'Connell (2009:152) furthermore clarify the role that human capital or social capital capabilities play in present and future leadership. They state that as organisations face volatile and virtual environments there is a growing need to equip emerging leaders with skills to generate, utilise and maintain social capital. Social capital skills development could include adopting an open-systems organic mind-set, leveraging relational aspects of leadership development and building networking and story-telling skills.

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One of the ways in which social and relationship capital can specifically be generated, is through public relationship management. Newsom, Turk and Kruckeberg (2007:2) quote Matrat, who offers the following thoughts: "Public relations, in the sense that we use the term, forms part of the strategy of management. Its function is twofold: to respond to the expectations of those whose behaviour, judgements and opinions can influence the operation and development of an enterprise, and in turn to motivate them … Establishing public relations policies means, first and foremost, harmonising the interests of an enterprise with the interests of those on whom its growth depends. The next step is putting these policies into practice".

They further posit that the public relations practitioner serves as the intermediary between the organisation and its publics and distributes information that enables the publics to understand the organisation's policies and state: "Public relations involves research into all stakeholders: receiving information from them, advising management of their attitudes and responses, helping to set policies that demonstrate responsible attention to them and constantly evaluating the effectiveness of all PR programs. This inclusive role embraces all activities connected with ascertaining and influencing the opinions of a group of people. But that is just the communications aspect. As a management function, public relations involves responsibility and responsiveness in policy and information to the best interests of the organization and its publics".

Yet another definition (The British Institute of Public Relations) states: "Public relations is about reputation – the result of what you do, what you say and what others say about you. Public Relations Practice is the discipline which looks after reputation with the aim of earning understanding and support, and influencing opinion and behaviour". And arguably the most well-known definition of public relations is the one by Cutlip, Centre and Broom (1985:1): "Public relations is the management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends".

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Corporate reputation also plays a role in developing relational capital from the perspective of the resource based view. De Castro, Sáez and López (2004:575) argue that corporate reputation is considered as a triggering and moderating element for interorganisational relations, which could lead to organisational outcome improvement. They also suggest that relational capital be included within the concept of "social capital".

Fussell, Harrison-Rexrode, Kennan and Hazleton (2006:148) support the above approach in their investigation into the connection between social capital, transaction costs and organisational outcomes. They refer to three dimensions of social capital, namely: structure, relationships and communication; transaction cost (information exchange, problem solving, conflict management and behaviour regulation); and organisational outcomes (quality, change, equity and fairness). They also allude to Kelley's personal relationship theory, which can be used to explain the maintenance and success of alliance outcomes and can include communication between supply chain partners as a major component of relational capital, in addition to trust and commitment. Strategic alliance outcomes are furthermore regarded as being: goal, value-creation and re-evaluation oriented (Sambasivan, Siew-Phaik, Mohamed & Leong, 2011:548).

The above perspectives culminate in Malmelin's (2007:298) approach to communication capital, which incorporates the current challenges of corporate communication within the framework of intellectual capital research. The proposed model emphasises the closer integration of organisational communication with business operations and strategies, and are applicable to the management, development and planning of communication in different kinds of organisations.

2.5   A   NEW   PERSPECTIVE   ON   STRATEGIC   COMMUNICATION MANAGEMENT

A new perspective on strategic communication management is proposed in this research, which was embarked upon in reaction to Grunig's concern about the level on which public relations has value for the organisation. The grounded theory methodology enabled an exploration into the current reality of strategic communication management in a triple context environment and is specifically concerned with communication management on a strategic level. From this perspective, value creation in the business cycle and in the communication cycle of the organisation is investigated.

The medium of *communicative action*, viewed by O'Donnell *et al.* (2000:187) as the nexus of intellectual capital creation, can also be considered as one of the main elements of the strategic management of communication in a triple context environment. Communication can play a significant role in the value creation process in business and in society. Integrating the corporate communication process into the sustainability, governance, strategy and management processes of the organisation therefore pose an opportunity for communication managers to illustrate how communication can contribute to the creation of value for organisations, as well as for society. Introducing communication approaches to value creation in the organisation requires a new integrative perspective on the management of communication on a strategic level.

O'Donnell *et al.* (2000:188) regard the *communicative relation* between people as the "nexus of intellectual capital creation". As such, intellectual capital is viewed as dynamic rather than static, and as a collectivist as distinct from an individualist perspective. From a pragmatic perspective, this is a talking, communicating, thinking, feeling and doing process of ongoing activity that is embedded within specific communities of practice. Two such communities of practice from which one can gain insight about conscious co-creative practices, are those of music and design. In his argument that "music, like cybernetics, crosses boundaries" Johnson (2011:1066) states that thinking and memory

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might be characterised as the 'crossing of boundaries'. He posits that: "The domain of thinking is intrapersonal and interpersonal. Thinking is not only an Individual – Personal activity but also a Social – Public one". He continues by exploring the correspondence between Harré's 'engrams' and 'exterograms' and recognises the co-creation between environment and individual experience. In exploring the experience of music and memory he focuses on the questions of 'inner' and 'outer' relationships with an 'exterogram' in the form of the sound of music "whose close relationship with inner affective experience (the 'engram') has been a subject of study for centuries". He concludes by presenting a model (using the viable systems model (VSM), Luhmann's model of social systems and Harré's Positioning Theory) that suggests that "the social and material environment is tied up in a regulatory process which gives rise to the phenomena of memory, musical experience and communication" where individual agents and the environment of communications are co-created. "Unlike existing mentalist or behaviourist accounts of memory, a co-created model carries social implications. Change to the environment entails change to the inner life, and this in turn creates the conditions for new communications" (Johnson, 2011:1076).

In his article entitled "The magic of three", Van der Merwe (2007:1436) focuses on design in his combination of several thought modes based on systems organisation and observing systems. He argues that there is always the minimum of three elements at work in any environment that contains people and designed objects: the observer, the observed, and the result of that observation (the third member of the "design team" and a virtual construct as the result of the observer *interacting* with the observing system).

Malmelin (2010:300-301) argues that a key resource for future business will be communication, since business success depends increasingly on an organisation's communication and its effectiveness. However, the research tradition of corporate communication lacks descriptive models, that seek to integrate various dimensions of corporate communication as a corporate resource. Communication capital, regarded as the result of various

communication processes, is understood as an asset and resource for the whole organisation, and includes internal and external communication. It also comprises communication systems, communication competencies and relations inside and outside the organisation. Viewed as a form of intellectual capital, communication can be understood as an integral part of the management of an organisation, the tasks of which include building and increasing the organisation's intangible assets.

Communication should as such be regarded as an organisation-wide activity managed by communication professionals. Forms of intellectual capital, such as relations, networks, competencies and trust require strong communication skills of staff, while the organisation itself must have appropriate communication structures that promote openness and dialogue. The management of an organisation's communication capital requires an in-depth analysis of what communication as an organisational asset consists of. Malmelin (2010:301) argues that the role of communication professionals in modern organisations is shifting in an analytical and strategic direction.

Hamrefors (2010:143) supports this point of view in his research on how communicators may contribute to the external effectiveness of organisations by participating in leadership. He refers to ideological leadership and contextual leadership and argues that: "Ideological leadership has the responsibility to develop and communicate the conceptual platform of the organisation". "Contextual leadership must develop the organisation's relationships to all parties relevant to the network". From this perspective, Berry (1997:86) argues for leadership that includes a wider array of ideologies, including social democracy, democratic socialism and ecological conservationism. This also requires of leaders to acknowledge their role as citizen as of equal importance to their organisational roles. Berry (1997:86) quotes Mead and Mead (1992) as follows: "Organizations are now viewed as organic, holistic, value driven information processing networks with permeable internal and external boundaries. They are lean and mean, smart and motivated by enlightened self-interest that puts profits in their proper perspective".

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In this context, organisations need to broaden their perspective on integration from an intra-organisational to a more holistic, integrative approach, initiating processes of organisational integration that merge stakeholders' voices into the development of corporate strategy. Implications involve the organisation's ability to listen to, self-reflect and co-develop with stakeholders (Johansen & Andersen, 2012:284). Litschka and Karmasin (2012:222) contend that organisations must legitimate their licence to operate through stakeholder communication and social discourses. Senge (2010:295) furthermore argues for managing the tension between vision and current reality, which naturally creates energy for change, and posits that real artistry of leadership comes from creative tension and from understanding and working with emotional tension.

2.5.1 From a communication logic to a communicative logic

According to Massie and Anderson (2003:223) it has become imperative for organisations to communicate effectively because of the intense and competitive nature of business in contemporary society. As such, communication is a fundamental part of managing. From a communication perspective, Van Riel (1992) (in Massie & Anderson, 2003:223) distinguishes between three main forms of communication, namely: management communication, marketing communication and organisational communication. (Other communication contexts include: intrapersonal communication, interpersonal communication, group communication, mass communication and business communication, amongst others) Building on the different kinds of communication, communication management should determine the role for communication mechanisms and implications for operations in product, service and organisational performance.

Malmelin (2007:298) furthermore posits that communication competence is set to become a critical success factor for business, which requires a broad understanding of communication. The narrow understanding of corporate communication in terms of press releases and media relations will have to make way for a broader view of a function that cuts through and involves the whole

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organisation. One that comprises both internal communication within the organisation and communication with stakeholders and publics outside the organisation, from an integrative perspective.

Hamrefors (2010:141) also encourages communicators to build the communicative ability of the organisation in order to develop its total communicative effectiveness, in addition to working with traditional communication activities. The context in which communication is practised is changing since the prerequisites for organisations to be able to act in the current economic system are changing. Value creation traditionally took place in the value chain of which the logic is that several actors gradually refine a product or service in a simple chain structure. However, these value chains have over time become more complex and turned into non-linear value networks.

The Excellence study has indicated that public relations is a unique management function that helps an organisation interact with the social and political components of its environment. Since the 1950s, public relations textbooks such as Cutlip, Centre and Broom's (1952) first edition, claimed that public relations is both a two-way communication process and a management function. Scholars subsequently began to think of public relations as both a management and a communication discipline – "the management of communication between an organisation and its publics" (Botan & Hazleton, 2006:23).

The value of public relations comes from the relationships that organisations develop and maintain with publics. However, the quality of these relationships results more from the behaviour of the organisation than from the messages that communicators disseminate (Grunig *et al.*, 2006:55). Relationships also help the organisation to manage its interdependence with the environment. Although communication alone does not create and maintain these relationships, it does play a vital role. Some scholars specifically define

business as "a connected set of relationships among stakeholders where the emphasis is on the connectedness" (Grunig *et al.*, 2006:33).

Grunig *et al.*, (2006:55) state that the institutional environment consists of publics that affect the ability of the organisation to: accomplish its own goals; and who expect organisations to help them accomplish their goals. Organisations are not autonomous units free to create value or to accomplish goals they set for themselves. They have relationships with individuals and groups that: help set the organisation's goals; define what the organisation is and does; and affect the success of its strategic decisions and behaviours.

Against this background, Varey (1996:134) refers to the holistic social context of communication and states that communication must be managed – planned, co-ordinated and integrated – and understood. "Modern organisational communication, ie interpersonal communication in an organisation setting, must be recognised as a social integrator rather than as a mechanistic management tool." "…managers must be encouraged to recognise and, in some cases, reflexively change their communication style and this requires a radical shift in 'communication attitude', so that communication is consciously and 'mindfully' thought about and practised as a relational process for learning. The manager's knowledge of when to employ specific behaviours is as important as what these behaviours are and how to use them. Appropriate thinking is required to control the utilisation of social skills in social interaction."

In this context, it is posited in this research that the organisation is moving from a communication logic to a communicative logic, which can be illustrated through the work of different authors. According to Aula and Mantere (2008:169) there are, broadly speaking, two genres of paradigm of human communication, which is evident in the root of the English word 'communication.' The word comes from the Latin word *communicare*, which means doing things together, sharing, and participating. It means belonging, a connection, socialising, and brotherhood (*communis*: "community"); while the Latin word for communication, *communicatio*, denotes sending or distributing.

Traditionally, the communications of organisations have been regarded primarily as an exchange of information (and as a framework supporting this), and not as a form of organisational operations or community.

The *communicatio* view regards human communication as a mechanistic process while the *communicare* view sees it as a negotiation and exchange of meaning. The *communicatio* view is closely connected to the traditional organisational communication process models, which in turn have their roots in traditional information theory. The Mathematical Theory of Communication of Shannon and Weaver (1949) was an early attempt to extend the applicability of information theory into human communication, while being regarded as one of the most important and authoritative in the development of later communication process models and theories. It models communication on a process in which a source encodes and then transmits a message along a channel. The message is received and decoded at its destination, upon which it produces an effect. Communication process models are typically linear and predictable; are more rational than a human being; and can be considered to be part of the framework of positivistic thinking (Aula & Mantere, 2008:169-170).

The *communicare* view of human communication concentrates on the relationship between fundamental components necessary for meaning to emerge. Messages, people as members of cultures, and reality interact so that meaning can be produced. Accordingly, human communication can be defined as a process through which people, acting together, create, sustain, and manage meanings through the use of verbal and nonverbal signs and symbols within a particular context. After communality and connectivity, the *communicare* definition of corporate communications is based on the assumption that communication is a prerequisite for all social life, and that human socialness is a prerequisite for communication. No one can *be* without communicating (Aula & Mantere, 2008:170).

Aula and Mantere (2008:171-172) furthermore argue that organisational communication differs from general notions of communication in terms of the

complexity of the context and people dimensions. Organisational relationships are both like and unlike any other interpersonal relationships, since they have both an interpersonal and an organisational dimension. From this perspective, corporate communication is an interactive process that occurs in certain organisational conditions and in which people create, maintain, process and transform meanings. This definition follows the interpretive view of human communication and is based on the fundamentals of the social construction of reality, according to which an organisation and even its environment, is socially constructed among its members. This construction takes place not just with, but also within, communication. Meaning factors of organisational communication therefore need to be considered to be able to understand the organisation as a human community. Communication is used to create shared realities about an organisation that reflect its members' interpretations of the organisation itself and of its environment. An organisation's culture therefore reflects the organisation's shared realities and how these realities create and transform the organisation's events. From this perspective, communication includes the subjective and appraising reactions of an organisation's members to the organisation's communicational events. Communication is unity and community; what is central is maintaining this community over time and renewing shared beliefs. It is a symbolic process that produces, maintains, repairs and transforms reality. In addition to strengthening community, communication can also destroy it. Thus, in terms of reputation, communication provides the building blocks for an organisation's good internal and external relations.

The *communicare* definition borrows elements from the *communicatio* view. Communicare accepts that communication is a process, yet the outcome is not the transmission of messages but the production of meaning. In general, people communicate in order to share information and experiences. Sharing implies that we want to convey something that we know or think we know to others – we strive to convey information. Communication also strives to make information and its experience something communal - something that is shared. In addition to conveying information, we build knowledge - no sense can be

made of anything without sufficiently shared meanings. The general forms of human communication are language, speech, writing, gestures, and expressions, which imply that communication can be interactive, purposeful, or purposeless. It can also be verbal or nonverbal, bilateral or multilateral. Communication has always had a double meaning in terms of both its definition and its activities: it produces community spirit, interpretations, and meanings; while also conveying information, the raw material of interpretations and meanings (Aula & Mantere, 2008:172; Pace, 2013:201).

In the above context, Herda and Messerschmitt (1991:23) state that: "One must be understood, not merely comprehended, in order to achieve managerial success". They also refer to the work of Habermas as the basis of the concept of *communicative competence* and contend that: "What we know, what we value, and whom we trust are the key elements of successful communication". Two premises that support their arguments are:

1. Language and understanding (and not information) are the basis for communication. Information alone is not sufficient to provide the necessary context for organisational evaluation and transition.
2. Appropriate interpersonal relationships, together with meaningful actions, provide the foundation for change and transition of organisations into competitive and streamlined organisations.

They also describe *communicative action* as "action that unites understanding and work activity", and they differentiate between strategic and communicative action. In developing communicative competence among members of an organisation, there should be a move from communication to action. From this perspective, Frahm and Brown (2006:201) highlight the importance of communicative skills development for managers, specifically when implementing change in organisations.

Grunig (1997) (in Grunig *et al.*, 2006:23) furthermore emphasises the management of an organisation's *communicative processes* and the role of

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communication in management itself, by stating:

> "I define communication as a behaviour – of people, groups or organisations – that consists of moving symbols to and from other people, groups, or organisations. Thus, we can say that public relations is an organisation's managed communication behaviour. Public relations professionals plan and execute communication for the entire organisation or help parts of the organisation to communicate. They manage the movement of messages into the organisation, for example, when conducting research on the knowledge, attitudes, and behaviours of publics and then using the information to counsel managers on how to make the organisation's policies or actions acceptable to publics. They may manage the movement of messages out of the organisation when they help management decide how to explain a policy or action to a public and then write a news story or fact sheet to expain it".

In his arguments on *communicative leadership*, Hamrefors (2010:150) states that:

> "As society is turning into a market of value networks, communication functions can no longer stay in their restricted domains and only deal with traditional communication issues. They still of course, must be proficient with the tools of the trade, but must also develop so that they can take responsibility for building the communicative abilities of their organisations." "….to be chosen as a contributor to leadership requires, in addition, that the communicator is able to influence everything that builds the communicative ability of the organisation. This is the role of contextual leadership."

Hamrefors (2010:143) posits that whereas *ideological leadership* develops and communicates the conceptual platform of the organisation, *contextual leadership* must develop the organisation's relationships to all parties relevant to the network. This kind of leadership must develop the organisation's ability to

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foresee coming events in the environment and create balanced relationships with many different categories of actors. From this perspective, Irby, Brown, Duffy and Trautman (2002:304) propose the *synergistic leadership* theory, which explicates the need for a post-modern leadership theory, with a distinct relational and interactive nature. In synergistic leadership, leadership behaviour, organisational structure, external forces, as well as attitudes, beliefs and values demonstrate aspects of leadership and its effects on various institutions and positions.

'Leaders' communicative actions' was also a core category that emerged in grounded theory research by Grill, Ahlborg and Lindgren (2011:34). They found that leaders had strategies for creating arenas and relationships for dialogue, although the latter could be constrained by external circumstances or ignorance of the frameworks needed to accomplish understanding. Communicative actions could be: strategically or understanding-oriented; and experienced within a power relationship as equal or unequal, and performed equitably or inequitably. Four different types of *communicative actions* emerged in the research: collaborative, nurturing, controlling and confrontational.

Understanding how people function cognitively in their perceptions and in perspective making is important in a leadership role. Hamrefors (2010:143) regards the understanding of the mechanisms of human perception as a basic competence of a communicator. Communicative ability strengthens the conceptual foundation of the organisation and stimulates a variety of activities. Stacey (2007:299) furthermore argues that "organisations are understood then as processes of human relating and it is in the simultaneous cooperative-consensual and conflictual-competitive relating between people that they perpetually construct their future together in the present". From this perspective, "complex responsive processes of relating can be understood as acts of communication, relations of power, and the arising in acts of evaluation". He posits: "It is because human agents are conscious and self-conscious that they are able to cooperate and reach consensus, while at the same time conflict and compete with each other in the highly sophisticated ways in which they do".

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Kant (1790) (in Stacey, 2007:293) also claims that humans are autonomous individuals in that they have the *capacity*, through innate powers and reason, to choose for themselves their own objectives and devise their own plans to realise them.

Stacey (2003:325) furthermore regards an organisation as "the patterning of people's interactions with each other" and as "the organising activities of interdependent people". He continues: "Much of the communicative and power relating activities of interdependent people take the form of continually iterated patterns of repetition in which meaning and power figurations have the quality of stability which we call identity".

From this perspective, O'Donnell (2004:296) and Rigg (2005:58) argue that our discourses create social realities in the intellectual capital field and refer to a "linguistic turn" away from individual action to interaction and a focus on the communicative relation between people through speech and argumentation theory. O'Donnell (2004:296) also regards Habermas' elaboration of the process of human interaction and dialogue as manifest in the communicative relation, and not in the individual action, as one of the most sophisticated approaches in social theory. In earlier work, O'Donnell (1999:251) refers to the learning organisation and posits that Habermas' concept of *communicative rationality* (in which reason is presented in terms of the non-coercive intersubjectivity of mutual understanding and reciprocal recognition) provides a valid foundation on which the theory and practice of selves-directed learning can be developed. He argues for a transmission in learning networks from the purely individualistic instrumental rationality of self-directed learning towards communicative interaction via learning encounters.

Karsten (2006:195) also identifies aspects of language as conversation and a determinant of new management concept implementation, and argues that Habermas's pragmatic speech act theory helps us to extend our understanding of how management concepts are actually applied. Some implementation is based on strategic actions, while others are based on communicative action.

Kalliola, Nakari and Pesonen (2006:464) refer to the role of "democratic dialogue in action" in their conceptualisation of learning in the context of communicative action research.

Bolan (1999:68) futhermore combines Habermas's ideas on communicative action with Weber's idea of rationality as multi-faceted and inclusive notions of social rationality, involving more than simple instrumental or "practical" rationality, and in a dialectical fashion introduces the concept of *adaptive rationality* including a synthetic form of reason that mediates between social and instrumental rationality. Rutgers (1999:17) also addresses the concern of rationality and valuation that are closely linked and proposes that the three Es of goal-rationality (economy, efficiency and effectiveness) acquire the counterpart of value-rationality (ethics).

From the perspective of the language dimension, Tange and Lauring (2009:218) emphasise the importance of language management and the acknowledgement of the social meaning of language, specifically for international managers. They observed that the effectiveness of a corporate language is determined by member's willingness to use it as their principal medium for interaction with colleagues representing other national or professional communities. This can be facilitated through common interests, a common language, social networks, informal communication and knowledge flows, as well as members' openness to exchanges in a foreign language.

In another context, Rose-Anderssen, Baldwin and Ridgeway (2010a:193-196; 2010b:196) refer to communicative interaction as an instrument for integration and co-ordination in supply chains. They argue from their research that practices of integration and co-ordination emerge through communicative interaction, while producing innovative solutions and competitive advantage. The multi-voiced interaction between partners in the supply chain assists, for example, in moving the product beyond what the manufacturer could have created alone. In this case, communicative interaction within the supply chain is used for co-construction of meaning to enhance change and development.

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They furthermore explored the effects of communicative interaction on meaning construction and demonstrated that a collective approach of multi-voices enhances the potential for expanding on the meaning that can be created by one individual alone.

From a different perspective, Kernstock and Brexendorf (2009:389) used Habermas' theory of communicative action to explain interaction in the field of corporate brand management – an approach that has implications for stakeholder interactions within this field. With the rise of corporate marketing, the concept of corporate brand management shifted from an intrapersonal based view of brand management to a more interpersonal approach to understanding the brand. In this context, a corporate brand develops its meaning and its performance by influencing the entire corporate sphere of stakeholders. Habermas's theory of communicative action reflects the interactions between the stakeholders of the corporate brand. Kernstock and Brexendorf (2009:391) also refer to stakeholder management within strategic management. Whereas strategic management and stakeholder management take a top-down perspective on corporate activities, corporate marketing culminates from the bottom-up, relating to different marketing, branding and communication concepts.

In the next section, the long-debated concept of integrated communication is juxtaposed against the idea of integrative communication to further explore approaches to value creation for the organisation and for society.

2.5.2 From integrated communication to integrative communication

As an introduction to this discussion, a brief philosophical perspective suffices: Van Wyk (2002:24) refers to the *philosophy of the individual*, as his/her *mythos*, *ethos* and *logos* (three perspectives of the philosophy): what s/he *believes*, what s/he *values* and how s/he *reasons*. Much as a person can only function rationally within his/her *mythos*, so a group or society can only function effectively within its shared, collective *mythos*. Van Wyk (2002:27) furthermore

regards true civilisation as a noble *ethos* sought by those who risk being labled as naïve or idealistic. Human nature cannot be changed, but we can modify our behaviour to create a climate of trust and symbiotic collaboration, where governance can become good, and where technology and all our resources can be effectively and efficiently exploited to improve the human condition (Van Wyk, 2002:25-31).

Van Wyk (2002:32) continues to state that in essence, *integration* from a system engineering perspective, means improving the relationships between things - creating a higher quality order - one that has more synergy and thus provides more value. Integration is essential to the optimisation of a system, addressing the relationships between the various functions and between the various capabilities within a system – and also the relationships with other systems, that together represent the environment external to the system. Such integration is done in parallel with an ongoing analysis and evaluation of the functions and capabilities of the system, which lead to their ongoing revision; to their continuous redevelopment; and improvement to contribute best to the purpose of the entire system. This redevelopment involves the better integration of the elements of the functions and capabilities. Because a viable business enterprise has to be an open, adaptive, thinking, learning and productive functional system, a good enterprise manager is of necessity also a system engineer.

In The International <IR> Framework (2013:8) it is stated that one of the core principles of value creation is that of *integrated thinking* on a macro level. It refers to this kind of thinking as:

> *"…the active consideration by an organisation of the relationships between its various operating and functional units and the capitals that the organisation uses and affects. Integrated thinking leads to integrated decision-making and actions that consider the creation of value over the short, medium and long term".*

The logical consequence of the above is that the field of integrated communication should expand from a bounded and specialised activity to an organisation-wide issue and concern, which spans functional and disciplinary boundaries. It is no longer a set of tactical activities, but an ongoing strategic process that considers the issues of identity and legitimacy and, ultimately, organisational survival. According to Christensen, Firat and Cornelissen (2009:210, 215), "the combination of social expectations, message expansion, blurred disciplinary boundaries, and managerial involvement implies a growing pressure on organisations to integrate their communications on a broader scale than was the case in the past". They state that organisational leaders also increasingly seek to master communication as a general managerial competence.

Malmelin and Hakala (2009:248) posit that integration has been approached and considered primarily from a marketing perspective, which is why it has not developed into an all-embracing concept that governs communications throughout the organisation. The responsibility for integrated communication should be at the top of the organisational pyramid where all communication efforts can converge around a clear and distinct set of messages and symbols. They furthermore propose "integrative brand management", from an integrative corporate communication perspective, as a solution to the challenge faced by communication professionals to integrate communications. Their frame offers a way of thinking that integrates different divisions and specialists in the organisation, while simultaneously addressing the organisation's business and communication goals. From this perspective, they stress the co-operation between different units, departments and schools of thought. Integrative brand management involves the whole organisation in communicating and building the brand and is divided into the following three dimensions: organisation guided by the brand; communications guided by the brand; and reputation guided by the brand (Malmelin & Hakala, 2009:249; He & Balmer, 2013.401).

Against the above background, Davies *et al.* (2003: 58) describe the reputation paradigm – that can be used as a strategic approach in managing a business -

as one where the following tenets are considered (with the multiple stakeholder perspective being the most obvious difference from much that has gone before): multiple stakeholders need to be considered; the main elements of reputation are linked; reputation is created through multiple interaction; reputations are valuable and has value; reputation can be managed; reputation and financial performance are linked; relative reputation (ranking) drives financial performance; reputation can be measured; reputation can be lost more easily than it can be created; and reputation can best be studied using an interdisciplinary approach.

Corporate communication and brand management are also developing into a strategic management function, which is partly a reflection of the belief that the future of any company depends on how it is viewed by key internal and external stakeholders (Van Bekkum, Cornelissen & Van Ruler, 2008:84). Vella and Melewar (in Melewar, 2008:3) furthermore posit that sustainable competitive advantage can be built by managing how an organisation is perceived (mainly through its corporate identity). "Through corporate identity, organizations manifest salient characteristics to all their stakeholders and develop a strong channel for differentiation, an instrument for creating enduring and reliable relationships and a robust mechanism for delivering value". Corporate identity is transmitted to stakeholders who formulate images that, in turn, form the basis of the company's reputation.

Johansen and Andersen (2012:272) build on this argument and propose a re-conceptualisation of the concept of integrated communication from an intra-organisational perspective towards a co-creation perspective. They suggest a relocation of the discussion of integration from a corporately controlled, intra-organisational endeavour to a societal-constituent perspective. The societal-constituent perspective focuses on "empowered, engaged, culturally adept social actors who present to corporations a range of conflicting societal and economic interests". Market voices are invited to merge into corporate space, taking co-ownership in negotiating corporate and individual identities. These involvement strategies correspond with new emerging market concepts and the

notion of value creation where the roles of companies and customers in particular, and stakeholders in general, have converged in the process of value creation. Value is not created for customers and other stakeholders, but rather with them. According to Johansen and Andersen (2012:283) "the interaction between the firm and the consumer is becoming the locus of value and value extraction".

From this perspective, Thiessen and Ingenhoff (2011:8) developed an integrative framework for safeguarding organisational legitimisation and multidimensional reputation through communication during crisis situations. They posit that crisis communication must be conceptualised and managed on distinctive levels of complexity: on a message level it creates meaning (situative crisis communication); on an organisational level it must be seen as a management task (integrative crisis communication); and in order to safeguard reputation in the long-term and trustworthiness in the short-term, it has a societal component when addressing moral standards and norms (strategic crisis communication).

Against this background, Benson and Dresdow (2009:510) argue that value creation typically takes place in complex contexts "where there is no clear right or wrong decision and where the choices are not either or". These situations require thinking about two or more conflicting ideas in constructive tension – a process typically called *integrative thinking*. They describe this ability of *integrative thinking* as the ability to integrate diverse facts, ideas, issues and connections into more comprehensive integrative thinking for decision-making. "Interdisciplinary thinking, engagement, flexibility, individual customization, collaboration and inspiration are critical factors for the development of creative and integrative thinking skills for managers". In an effort to develop an integrative management model for intellectual capital, Litschka, Markom and Schunder (2006:106) also emphasise the importance of integrative thinking in value creation.

Karakas and Kavas (2008:8) furthermore define the term integrative thinking as:

> *"… the ability to constructively reconcile the tensions of opposing models, and instead of choosing one model at the expense of the other, generating a creative resolution and a holistic model that contains elements of the individual models, but goes beyond them. The integrative thinking model is based on four steps: salience, causality, architecture, and resolution".*

This reseach is an attempt at integrative thinking since the grounded theory that will be developed will illustrate the ability to go beyond existing individual models to consider a multi-disciplinary view of strategic communication management in a triple context environment.

Against the above background, communication is explored in a single context environment as well as in a triple context environment in the next section.

2.5.3 From single context communication to triple context communication

King (2006:25) contends that: "Great entrepreneurs of the nineteenth and early twentieth centuries ran companies for the benefit solely of the providers of capital and had a single bottom line approach, namely the profit bottom line. In the latter half of the twentieth century people became aware of the world's ecological problems with the result that throughout the world, social, health and environmental legislation was developed".

Senge (2010:356) also states that a more robust ecology is supplanting the "corporate monoculture" – one that is more aligned with the larger living world and capable of confronting the imbalances created by the Industrial Age that are threatening our biosphere and our societies. He quotes Hawken (1993) who contends that: "There is no polite way to say that business is destroying the world". The environmental and social side effects of a focus on blind growth

and short-term investment return, have made business lose sight of its core purpose, "to increase the general well-being of humankind through service, creative innovation and ethical philosophy".

Reflecting on the interplay of colonisation and "one-dimensionality" of Western society, as well as its ideological nature, Senge (1997) (in Bokeno, 2003:612) furthermore contends that "we westerners have always been attracted to 'more and faster' as the essence of innovation. This is insane at some level, since no one has every figured out how to enhance the quality of life faster". From this perspective, Bokeno (2003:615) also quotes Deetz (1995) who asserts that "for organizations to be transformed, communication must be transformed". He refers again to Senge who posits that "nothing about organizations is going to change until people learn to think and interact differently".

In this context, Weiner (1999:17) refers to the stewardship ethic as part of capitalism and highlights its emphasis on accountability and transparency, resulting in a flattening of organisational hierarchies, and a growing sense of responsibility for the long-term effects of every action. "The stewardship principle is going to underpin business actions in relation to the environment, human rights, ethics, the family, community, and so on".

According to Pirie and McCuddy (2007) the elements of stewardship include *personal stewardship* (using one's talents to make a positive contribution to society – present and future); *social stewardship* (contributing to the development of humanity's collective talent pool - present and future - by fostering interpersonal relationships and providing opportunities that help others to develop their own talents); *environmental stewardship* (using natural resources to benefit society (sustainability) – present and future); and *economic stewardship* (using economic resources [financial, physical and human] to benefit society – present and future).

From an economics perspective, Thampapillai and Thangavelu (2004:430) argue for environmental stewardship in terms of environmental capital in their

presentation of a method of evaluation which seeks a synergy between materialistic and non-materialistic aspects of welfare. Sharma (2002:13) also argues for environmental stewardship and harmony between human development and nature.

From this perspective, research by Hirsch and Shaukat (2008:11) identified the following characteristics (metrics) of what they called global corporate and brand stewardship: good communications, transparency, issues management protocols, unifirm product launch co-ordination, stewardship of the corporate brand, global alignment, internal co-ordination; and use of technology. In this context, Waters (2013:324-340) furthermore used the contingency theory's classification of leaders (task-motivated or relationship-motivated) to examine how public relations leaders incorporate relationship building tactics into public relations programming. He specifically explored existing public relations role theory and the individual's use of stewardship strategies during public relations programming. Four stewardship theories that have been found to have an impact on organisation-public relationships are: reciprocity, responsibility, reporting, and relationship nurturing.

Against this background, Reisberg (2011:126-127) contends that The Stewardship Code, the first of its kind for the UK Financial Reporting Council, seeks to encourage better dialogue between shareholders and company boards. It regards stewardship as an important criterion for assessing the performance of larger shareholders. Ries writes from a company law perspective and defines stewardship as: "... the process through which shareholders, directors and others seek to influence companies in the direction of long-term, sustainable performance that derives from contributing to human progress and the well-being of the environment and society". The Code contributes to constructive dialogue between institutional shareholders and companies, based on a mutual understanding of objectives, and reiterates that shareholder involvement in governance is essential for the creation of sustainable, long-term corporate value, and for holding boards of directors and senior business leaders accountable.

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Binders and Edwards (2010:232) furthermore refer to collaborative enterprise governance in their investigation into inter-firm relationship governance in operations management. Fahy, Roche and Weiner (2005:2) also refer to a framework for enterprise governance consisting of the three dimensions of *performance* (value creation), *conformance* (accountability) and *corporate responsibility* that contribute to sustainable value creation. They argue that good governance alone cannot make an organisation successful and that these three dimensions could assist boards and senior executives to ensure the delivery of long-term value to stakeholders. Corporate responsibility links conformance and performance, and is inextricably linked to corporate governance and risk management. It is also linked to 'ethical' environmental and social stewardship, on which its origins are founded and has fast gained significance for stakeholders and the corporate community.

Fahy *et al.* (2005:190) state that effective corporate governance requires that organisations not only have the ability to monitor and measure historic performance on a monthly basis, but that they also meet the more forward-looking direction setting needs of the firm. Firms that excel in enterprise governance are willing to move beyond stewardship and accountability to open and transparent engagement with stakeholders, and have implemented systems, processes and controls to support this approach. "In addition to these specific board level capabilities, these organisations also have systems for the effective measurement, reporting and evaluation of performance".

From this perspective, Pitt and Koufopoulos (2012:100) state that: "An enterprise exists to satisfy the expectations and interests of its core stakeholders – or more accurately, its core stakeholder groups – which are the principal beneficiaries of what the enterprise does". Each group has its own priorities, based on perceptions of self-interest and expects the enterprise to address these. In their research on total quality management, Svensson and Wood (2005:137) furthermore refer to the importance of management versus employee expectations in perceptions of corporate ethics. They argue that internal corporate quality management should be regarded as dependent upon

the achieved equilibrium between management and employee perceptions and expectations. Steyn and Niemann (2010:106) also contend that enterprise strategy is a suggested mechanism for incorporating societal and stakeholder expectations, values, norms and standards into the organisation's strategy development processes. From this perspective, enterprise strategy explicates corporate communication's strategic contribution at the macro-organisational level.

Ingebrigtsen and Jakobsen (2006:580) in their discussion on circular economics, argue that sustainable development presupposes a perspective integrating economic, natural and cultural values. They continue by stating that an arena for communicative co-operation should be introduced to organise the interplay between stakeholders in circular value chains. From this perspective, the firm's focus changes from its ability to maximise the owner's short-term profits (shareholder perspective), to the ability to take care of the individual, societal and environmental interest in the long run (stakeholder perspective). "In practice, different stakeholders have their own values and aims, and the organisation has to interact with the stakeholders for mutual benefit". In this environment, a competitive market is not sufficient to establish co-operative solutions, since competition is based on the idea of conflicting interests. The communicative arena proposed by the authors, represents an intermediate connection between the firm and its stakeholders (at the meso-level), were rules and strategic plans based on mutual priority of values, are developed. Demetrious (2008:115-116) furthermore proposes a holistic collaborative-deliberative communication approach in risks societies, to set the tenor of relations from the outset.

Against this background, King and Roberts (2013:47) state that stakeholders have an impact on the worth of the company, since they directly infuence the resources the company relies on, as well as intangible assets such as the corporate reputation. A company is furthermore dependent on its strategic relationships and there should be ongoing communication between the organisation and its stakeholders, to enable it to learn about their needs,

interests and concerns. "This knowledge enables the company to be managed and directed on a more informed basis as it reflects the reality of the business in its social, environmental and economic context".

Schoeneborn and Tritten (2013:193) furthermore posit that extant research on CSR communication relies on a transmission model of communication that treats organisations and communication as distinct phenomena. They criticise this approach for neglecting the formative role of communication in the emergence of organisations and propose the "communication constitutes organisations" (CCO) perspective, that explores the implications of switching from an instrumental to a constitutive notion of communication. They also allude to the fact that organisations are constituted by several communicative practices and state that specific speech acts create accountability and commitment in the context of CSR.

Holmström (2001:1) contends that in this new business paradigm that implies corporate self-control and extensive corporate social responsibility, public relations has become part of a process that starts with *strategic actions*, which become *normative habit*, and finally end as *cognitive institution* in its quest for institutionalisation. She continues by making the following statement: "These processes may lead to the sustainability of the designation 'public relations' being questioned for reasons of legitimacy".

In conclusion, Koall (2011:572, 579) refers to the organisation's *capacity* to change communication and interaction patterns when confronted with diversity. Organisations are perceived as cultures – a mindset for contemporary or future decisions, which are useful to legitimise future actions. "Meaning is produced by microdiversity and has an intrinsic capacity to force the evolution of systems on the level of continuity and change". From this perspective, it is not necessary to distinguish between individual interaction and social communication. Creativity and destruction, plan and chaos, result from self-referential patterns of interaction, which take place within a shared interpretative scheme. The formal distinction between system and environment is theoretical

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- organisational aims emerge by internal interaction and is not generated by environmental forces.

2.6   SUMMARY

The role of communication in value creation has been an enigma over the years with researchers and practitioners searching for ways in which the value-added contribution of communication management and public relations can be demonstrated. This research is an attempt to contribute to the debate, by providing a theory that could be used in contemporary organisations to illustrate how communication can contribute to value creation for the organisation and for society, as well as for the natural environment.

In this chapter, an overview is provided of the role of value in Excellence as well as value creation in a triple context environment. Communication has become part of the capital creation process in contemporary organisations and manifests specifically in *communication capital*, as illustrated by Malmelin (2007).   Different deliberations of authors in the management and communication management sciences allude to the need for a new perspective on the strategic management of communication in an organisation, of which this research is but one such attempt.

Since non-financial performance accounts for as much as 35 percent of institutional investors' valuation of a company, managing the internal and external communication processes in a responsible, integrative manner has become an imperative in the creation of value in the perceptual arena of the organisation. Demonstrating that communication can be regarded as the nexus of value creation could ensure sustainable long-term support for the function in a triple context environment.

CHAPTER 3

RESEARCH DESIGN

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3.1   INTRODUCTION

Research design is defined by Pandit (1996:5) as the overall configuration of a piece of research - what kind of evidence is gathered from where, and how such evidence is interpreted in order to provide good answers to the research questions. The research objectives and questions should be defined narrowly enough so that the research is focused and broad enough to allow for flexibility.

This Chapter starts with a discussion of issues of meta-science and science relevant to the phenomenon under investigation, and continues with a description of theory building in general, including theory building in communication management. The research problem, objective and questions furthermore direct the research methodology that will be used to gain insight into the *conceptualisation of strategic communication management in a triple context environment.*   An in-depth discussion of the grounded theory methodology used in the operationalisation of this research concludes this Chapter.

From this perspective, Mouton (2001:138) states that 'human beings continually reflect on their actions', but that reflection is more prevalent in the world of science than in the world of everyday life and lay knowledge (pragmatic interest).   In the next section, meta-science (critical interest) and science (epistemic interest); the ontological perspective to the social reality of the phenomenon under investigation; as well as the epistemological and normative position on the measurement of the phenomenon will be discussed before embarking on an explanation of the process-based approach to the formulation of research questions.

3.2   ISSUES OF META-SCIENCE AND SCIENCE

Van Wyk (2002:24) describes philosophy as the all-encompassing field of academic activity which can be broken down into various branches - the main branches being reason (what is *true*), ethics (what is *good*) and aesthetics (what

is *beautiful*). The discipline of philosophy specifically deals with problems of *knowledge* and *reality* - it questions the basic assumptions and methods of proof used in generating knowledge (Littlejohn, 1983:19).

From this perspective, Margaret Wheatley (1999:xiii) highlights the importance of relationships from a meta-scientific and multi-disciplinary perspective when she explores the new science - theories in biology, chemistry and physics - which challenges us to rethink our worldview. She discovers new ways of understanding the challenges that organisations face: chaos, control, freedom, communication, participation, planning and prediction. Wheatley (1999:4) describes her experience with new science, specifically quantum physics, self-organising systems and chaos theory, as one that "raised her up to a vision of the inherent orderliness of the universe, of creative *processes* and dynamic, continuous change that still maintained *order*."

In this world, *order* and *change*, *autonomy* and *control* are not opposites – change and constant creation are ways of sustaining order and *capacity*. Wheatley (1999:xi) illustrates a world with information as an essential, nourishing element; of systems that fall apart so that they could reorganise and of invisible influences that permeate space and affect change at a distance. The result is more fluid, organic structures, of boundaryless and seamless organisations. Organisations are regarded as whole systems, perceived as 'learning organisations' or as 'organic' where people exhibit self-organising *capacity*. In organic organisations forms change, but the mission remains clear; *structures* emerge, but only as temporary solutions that facilitate rather than interfere (Wheatley, 1999:15-18). From this perspective, Grulke (2000:115) refers to the fractal organisation and states that: "The true scope of your fractal business is limited only by the quality of your thinking".

Principles of *communication science* can be found throughout Wheatley's (1999) discussions. In the quantum world the behaviours observed are a result of interconnectedness where a constant weaving of relationships - energies - merge and change. There is so much order that attempts to separate discrete

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events create the appearance of disorder. It is clear from Wheatley's deliberations on *identity*, *relationships*, *information* and *meaning-making* that the core principles of communication science could provide unique solutions to the management questions of our time. The system holds order within it, and reveals this self-portrait as a beautiful pattern - its strange attractor (Wheatley, 1999:23).

In the quantum world, relationships are not just interesting; to many physicists, they are all there is to reality. Henry Stapp, a physicist, describes elementary particles as, "in essence, a set of relationships that reach outward to other things". Particles come into being ephemerally through interactions with other energy sources. These sources – that physicists call neutrons, electrons and other particles – are "intermediate states in a network of interactions." What is important in any diagram is the overall process by which elements meet and change; analysing them for more individual detail is simply not possible (Wheatley, 1999:36).

This world of relationships is rich and complex. Bateson (1980) speaks of "the pattern that connects" and urges that we stop teaching facts – the "things" of knowledge – and focus, instead, on relationships as the basis for all definitions. With relationships, we give up predictability and open up to potentials. None of us exists independent of our relationships with others. We can therefore move away from our need to think in terms of separate, polar opposites, ie the question, which is more important in organisations – the system or the individual? The quantum regards both as important. Systems influence individuals, and individuals call forth systems. *It is the relationship that evokes the present reality. Which potential becomes real depends on the people, the events, and the moment.* Prediction and replication are, therefore, impossible (Wheatley, 1999:36).

As an introduction to the formulation of the research objective and questions for the development of the grounded theory in this study, the scientific process of theory building is discussed in the next section.

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3.3   THEORY BUILDING

Hazleton and Botan (1989:7) argue that theories may be viewed as consisting of two basic types of content: *concepts* and *statements about the relationship between those concepts*.   Concepts vary principally in their degree of abstractness - their level of abstractness is a function of the number of differentiated *exemplars* that constitute instances of a concept, as well as the extent to which exemplars are directly/indirectly observable.   Concepts may be *nominal* (democracy or love) or *real* (observable such as rituals or spatial distance), while relationships between them can be *linear*, where one concept relates to the second, which then relates to the next, and so forth; *posited*, which is interactive or two-way; or illustrate *mutual influence* (transaction), where all the concepts are seen as affecting one another simultaneously (West & Turner, 2010:49).

The concept "public relations" embraces a large number of differentiated *exemplars*, each of which may be seen as an *occurrence* of the concept. Behaviours as diverse as planning a communication campaign and writing a press release are recognised as *instances* of public relations.   In this case, "communication campaign" and "press release" are also theoretic concepts (or molecular concepts).   Botan and Hazleton (1989:7) posit that a theory of public relations should account for the observation that both the molecular concepts are instances of the molar concept "public relations".

The goals of theory building can include *explanation* (because of the concepts and their relationships specified in a theory), *understanding* (because of theoretical thinking), *prediction* (based on the patterns suggested by a theory) and *social change* (or empowerment through theoretical inquiry) (West & Turner, 2010:49).   Meredith (1993:3) furthermore describes the natural cycle of research from description to explanation to testing, with continuing iteration through this cycle, as follows: "Throughout this iterative process, descriptive models are expanded into explanatory frameworks which are tested against reality until they are eventually developed into theories as research study builds

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upon research study. The result is to validate and add confidence to previous findings, or else invalidate them and force researchers to develop more valid or more complete theories".

Meredith (1993:3) also argues that when the explanation stage is ignored and frameworks and theories are never developed – only non-explanatory models are developed, which simulate or replicate reality, but no understanding of the phenomenon occurs – managers are unwilling to accept the results of the models, "since they would rather live with a problem which they understand than accept a solution which they do not understand". If the testing stage of the research cycle is ignored, the research iterates between description and explanation. The field will not progress, since there is no opportunity to evaluate and build on earlier models, frameworks or theories – "each new explanation takes the field in a new direction". Ignoring the description stage has as a result that the field iterates between explanation and testing, as "theory-testing research". The research "findings" then become more and more disconnected from the real world and irrelevant to the reality of the problems facing managers.

Strauss and Corbin (1994:274) allude to the following observations regarding the development and understanding of the term 'theory': "… plausible relationships proposed among concepts and sets of concepts … Researchers are interested in patterns of action and interaction between and among various types of social units (ie actors) … They are also much concerned with discovering process – not necessarily in the sense of stages or phases, but in reciprocal changes in patterns of action/interaction and in relationship with changes of conditions either internal or external to the process itself."

Littlejohn and Foss (2005) suggest that a theory, as an abstract system, is derived through systematic observation. West and Turner (2010) furthermore defined theory as "a process of developing ideas that can allow us to explain how and why events occur". Doherty and others (1993) (in West & Turner, 2010) elaborated on this view by stating that theories are both *process* and

product. "Theorising is the process of systematically formulating and organising ideas to understand a particular phenomenon. A theory is a set of interconnected ideas that emerge from this process". Theory furthermore allows analysts to describe and explain a process or sequence of events and provides a linguistic tool for organising a coherent understanding of the real world. It also acts as an educational device that creates insights into intra-organisational as well as inter-organisational phenomena (Gottschalk, 2011:99).

Hempel (in West & Turner, 2010:50) suggests that although a theory is abstract, it enables us to understand concrete experiences and observations, and that a theory itself is capable of being modified by observations. In addition, his statement asserts that our concrete experiences and observations are interpreted by us through the lens offered by the theory we are using. Yerby (1995) (in West & Turner, 2010:50), commenting on the notion that theories act as a lens allowing us to see some things while ignoring others, refers to theories as "the stories we have developed to explain our view of reality". The strings of interpretation ('threads' that connect terms which corresponds, in part, to the definitions and, in part to the hypotheses or propositions included in the theory) can be regarded as the elements in the story we have chosen as explanation for communication behaviour. Theories, like stories, change and evolve over time as new information modifies and refines them (West & Turner, 2010:50).

If a theory or proposition is normative, then it is action-guiding, or as moral philosophers would argue, 'prescriptive.' Mere factual assertions are excluded, including ones that certain means will achieve (or maximise) certain ends. Elms, Johnson-Cramer and Berman (in Phillips, 2011:14) simplify the distinction still further, equating normative work with 'moral inquiry'. And, in applying the oft-cited descriptive-empirical/instrumental/normative distinction to stakeholder research, Donaldson and Preston (1995:71) simply define normative stakeholder inquiry as 'the identification of moral or philosophical guidelines for the operation and management of corporations'.

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According to Gottschalk (2011:99) there are at least three views of what a theory should be: (1) theory as covering laws, (2) theory as enlightenment, and (3) theory as narrative. Weick (1995) (in Gottschalk, 2011:99) argues that the process of theorising consists of activities like abstracting, generalising, relating, selecting, explaining, synthesising and idealising. These ongoing products summarise progress, give direction, and serve as place makers.

West and Turner (2010:27-32) argue that trying to make sense of communication theory is often complicated because of different intellectual styles in the field. They refer to dynamic "traditions" that change frequently, to highlight the belief that theorising and theoretical development is a deliberative, engaging and innovative experience that happens over time. Scholars enter into the theory-building process with particular positions, some of which influence the direction of the theories they construct and refine.

They (2010:27-32) specifically refer to the seven traditions of communication theory, namely: rhetorical tradition (the "practical art" of talk), semiotic tradition (the study of signs), phenomenological tradition (derived from the field of philosophy - personal interpretation of everyday life and activities, looking at things and events through a personal lens), cybernetic tradition (focus on the complexities of message meaning by underscoring the unpredictability of the feedback we receive), socio-psychological tradition (cause-effect model), socio-cultural tradition (individuals are part of larger groups who have unique rules and patterns of interaction), and the critical tradition (concerned with injustice, oppression, power and linguistic dominance).

To make the communication field and the communication process more understandable, the various contexts of communication, or the environments in which communication takes place, and against which researchers and theorists can analyse phenomena, include the following: intrapersonal communication, interpersonal communication, small group communication, public/rhetorical communication, mass/media communication and cultural communication. Contexts provide clarity regarding the communication process, while situational

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contexts specifically mean that the communication process is limited by a number of factors – the number of people, the degree of space between interactants, the extent of feedback, and the available channels (West & Turner, 2010:32-42).

Against the above theoretical perspectives, the research problem, objective and questions developed for this research will be discussed in the next section.

3.4   THE RESEARCH PROBLEM, OBJECTIVE AND QUESTIONS

The following research problem, objective and questions will guide the development of the grounded theory in this study.

3.4.1 The research problem

The following *research problem*, as stated in Chapter 1, guided the formulation of the research objective:

> *The current conceptualisation of strategic communication management does not address the changing expectations that top management have of communication in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation.*

3.4.2 The research objective

The purpose of the research objective is to specify the intended *outcome* of the research study. The literature review in Chapter 2 indicates that organisations that manage their communication need to understand, develop and excel at a complex network of interrelated capabilities that will enable the strategic management of communication in a triple context environment. Strategic competencies and capabilities relate to managers and communication managers in the organisation, considering the shared expectations between top

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management and the top communicator. From this perspective, the research objective has been formulated as follows:

Fundamental research objective:

> *To conceptualise strategic communication management in a triple context environment based on the shared expectations for communication excellence that exist between top management and communicators, with specific reference to the business cycle and the communication cycle of the organisation.*

Since managing communication in an effective, efficient and excellent manner is important on every level of the organisation, the objective of this study is to develop a clear understanding of what constitutes the capabilities of communication management on a strategic level. The identified objective could lead to a greater understanding of the research problem and therefore contribute towards answering or resolving the problem. The framework developed in this study should also provide some guidance to the board, top management and communication managers on how to approach the implementation of the strategic capabilities of communication management, while considering the various interrelationships that potentially enhance effective, efficient and excellent communication. The framework and underlying theory indicate how the communication manager in a communication management function that operates in a triple context environment, should leverage capabilities on a strategic level to realise the business objectives of the organisation.

3.4.3 The research questions

According to Parker and Roffey (1997:225) the grounded theory method assumes that all relevant data about a phenomenon have not been taken into account in a certain body of knowledge; or that the relationships between the research concepts are inadequately formulated or understood. From this

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perspective, generative questions are the initial research questions driving the research. A hypothesis in grounded theory research is "a provisional answer to a question about conceptual relationships". Therefore, instead of having hypotheses to test, researchers in grounded theory studies have research questions to address (Mansourian, 2006:387).

Connell and Lowe (1997:168) posit that: "The theoretical bias of the researcher is also recognised, but largely as a force for enabling him to ask questions of a theoretically sensitive nature". Grounded theory research may "lead the researcher into less familiar or even unfamiliar fields, and in doing so may provide opportunities for multi- and inter-disciplinary approaches". From this perspective, Joannidès and Berland (2008:256) quote Strauss and Corbin (1990) who state that grounded theory could be utilised for novel as well as traditional research questions. When the question is traditional, the researcher is expected to justify why s/he is using grounded theory as a methodology, or risk the assumption that "the relevance of grounded theory is not obvious and can be questioned".

Research questions are typically developed at the initial stages of a research study - dictating the choice of a method to be employed by the researcher. According to Strauss and Corbin (1990) research questions used with the grounded theory methodology tend to be oriented towards action and process that enable the development of theory or a framework. The fundamental research question of the study will provide flexibility to explore the phenomenon in depth. The aim is to answer the question, inferred from the four main research questions, in support of the research problem and the research objective.

The research questions for this study were identified from the literature in the two disciplines of *management* and *communication management*. The value-added contribution that communication can make to the organisation is a typical traditional question in communication management research and literature, while the application of triple context principles, is a fairly new approach to

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research in this field. The questions posed in the next sub-section were used to investigate the phenomenon. The sub-section describes the development of basic research questions using a processed-based approach from which the fundamental research question was developed (Koekemoer, 2008:108).

i.   The process-based approach to formulating research questions

A research study attempts to answer one or more of the following basic questions with regard to the problem being investigated: *What? Why? How does? How should?* Research questions typically inquire about the *ontological*, *phenomenological*, *epistemological* and *normative* nature of the problem or issue. The following framework can assist the researcher to pose different questions in order to explore different aspects of the problem or situation (Koekemoer 2008:109).

Figure 3.1   Framework for generating low-level basic research questions
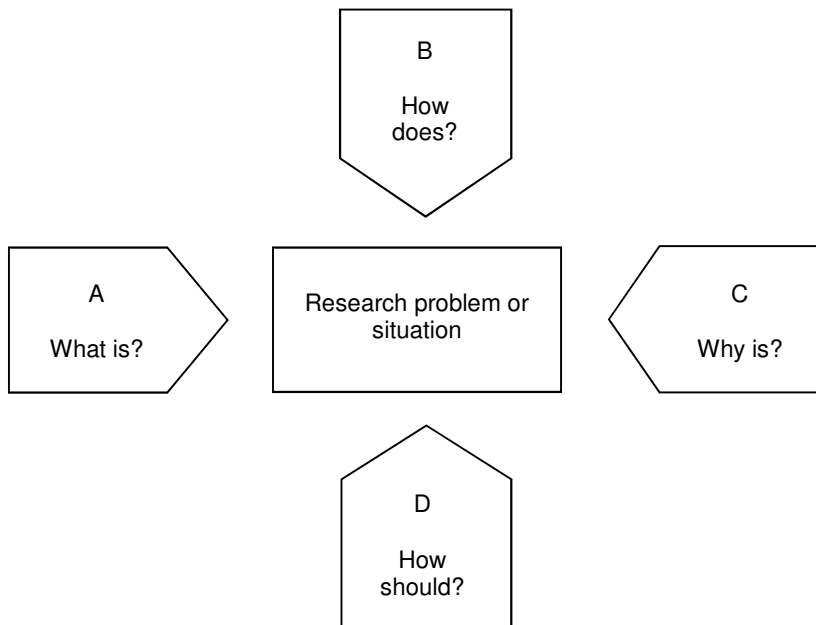
Source: Roode (1993) (in Koekemoer, 2008:109)

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According to Roode (1993) (in Koekemoer, 2008:110) the framework, as illustrated in Figure 3.1, can be explained as follows:

- The *'What is?'* perspective: The fundamental nature or essence of the research problem is first explored. This question exposes the structure of the problem or the meaning of the underlying concepts or ideas. Its purpose is to critically inquire about the problem domain and its accompanying paradigm(s) in order to be able to describe the problem precisely. This approach to question formulation is supported by the assumption that universally accepted descriptions of the concepts, ideas and problems exist.

- The *'How does?'* perspective: Here the phenomenon or problem is directly observed and described as it manifests in reality. Where abstract concepts or ideas are explored, these concepts would not apply.

- The *'Why is?'* perspective: This question explains the real-life behaviour or characteristics of the phenomenon or problem. The focus is on determining relationships between aspects of and/or variables within the problem domain. These relationships can be used to generalise about the problem domain and causal consequences.

- The *'How should?'* perspective: This perspective focuses on the conclusions, implications and normative aspects of the research results. It encourages an evaluation of the results or new insights obtained during the research. It might also lead to prescriptive conclusions regarding the problem – or it might enhance the understanding of the problem domain or redefine it.

The framework can be used to systematically develop research questions from low-level basic research questions: The bottom-up process starts with the formulation of low-level basic questions (exploratory questions). These are consolidated into clusters of related questions, which are then refined into meta-

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questions to describe the different clusters. Meta-questions represent a higher and more abstract level of enquiry. From the meta-questions the eventual research questions are formulated as meta-meta questions, describing the clusters of consolidated low-level basic questions (Koekemoer, 2008:110). The research questions are also used in the coding processes of the grounded theory methodology. A description of the research questions of the study is provided in Table 3.1.

Table 3.1   Research questions of the study

Name	Description	Use in research study
A Exploratory questions	Low-level basic research questions.	Used in the process of data collection and data analysis as well as with the coding activities in the grounded theory method.
B Meta questions	Refined higher level and more specific questions developed from exploratory questions.	Used to develop the main research questions and narrow the focus of the study.
C Main questions	Higher level interpretation of meta-questions.	Used to develop the fundamental research question.
D Fundamental research question	Fundamental research question of the study inferred from main research question.	Give flexibility and freedom to explore a phenomenon at depth when developed in a bottom-up process.

Source: Koekemoer (2008:193)

The application of the process-based approach is discussed below.

ii.   Categorisation of research questions

The development of the exploratory questions builds on the literature review presented in Chapter 2. The exploratory questions are listed in Table 3.2.

Table 3.2   Exploratory questions formulated using the process-based approach

'What is?' perspective	'How does?' perspective
What are the changing knowledge requirements for communication managers regarding the manager role, two-way symmetrical communication and two-way asymmetrical communication in a triple context environment? What are the changing shared-expectations between top management and the communication function that will affect the demand-delivery linkage, manager and senior adviser roles, and departmental power in a triple context environment? What is the effect of the triple context environment on the culture of the organisation?	How do sustainability, governance and strategy affect the strategic management of communication in a triple context environment? How does the inclusive approach to corporate governance affect the strategic management of communication in a triple context environment? How does the governing of stakeholder relationships affect the strategic management of communication in a triple context environment?
'Why is?' perspective	**'How should?' perspective**
Why is integrated reporting important for strategic communication management in a triple context environment? Why is integrated thinking important for strategic communication management in a triple context environment? Why are the "capitals" (financial, manufactured, intellectual, human, social and relationship, natural), important for strategic communication management in a triple context environment? Why is the business model important for strategic communication management in a triple context environment?	How should sustainability, governance, and management be considered in the strategic management of communication in a triple context environment? How should internal communication, external communication and the co-ordination of internal and external communication be considered in the strategic management of communication in a triple context environment? How should an organisation's character and values; a culture of listening and engagement; and societal, organisational, individual and professional responsibility, be considered in the strategic management of communication in a triple context environment?

The exploratory questions are specifically helpful in the process of *data collection* and *data analysis,* as well as with the *coding activities* in the grounded theory method.

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Based on the exploratory questions formulated as a first step in the development of the fundamental research questions, the meta-questions can now be constructed and are outlined in Table 3.3.

Table 3.3   Constructing meta-questions from exploratory questions

Exploratory questions	Meta-questions
'What is?' perspective	
What are the changing knowledge requirements for communication managers regarding the manager role, two-way symmetrical communication and two-way asymmetrical communication in a triple context environment? What are the changing shared-expectations between top management and the communication function that will affect the demand-delivery linkage, manager and senior adviser roles, and departmental power in a triple context environment? What is the effect of the triple context environment on the culture of the organisation?	What are the changing shared expectations between top management and the communication function that will affect the demand-delivery linkage in a triple context environment? What are the changing shared expectations between top management and the communication function that will affect the manager and senior adviser roles in a triple context environment? What are the changing shared expectations between top management and the communication function that will affect its departmental power?
'How does?' perspective	
How do sustainability, governance and strategy affect the strategic management of communication in a triple context environment? How does the inclusive approach to corporate governance affect the strategic management of communication in a triple context environment? How does the governing of stakeholder relationships affect the strategic management of communication in a triple context environment?	How does sustainability affect the strategic management of communication in a triple context environment? How does (corporate) governance affect the strategic management of communication in a triple context environment? How does (enterprise and corporate) strategy affect the strategic management of communication in a triple context environment? How does the corporate reputation reflect the strategic management of communication in a triple context environment? How does the management of stakeholder relationships reflect the strategic management of communication in a triple context environment? How do communication practices reflect the strategic management of communication in a triple context environment?

'Why is?' perspective	
Why is integrated reporting important for strategic communication management in a triple context environment? Why is integrated thinking important for strategic communication management in a triple context environment? Why are the "capitals" (financial, manufactured, intellectual, human, social and relationship, natural), important for strategic communication management in a triple context environment? Why is the business model important for strategic communication management in a triple context environment?	Why is it important to integrate the strategic communication management process with the integrated reporting process in a triple context environment? Why is it important to report to the board and top management (vertical reporting) and to stakeholders (horisontal reporting in the integrated report) about the strategic management of communication in a triple context environment? Why is the ability of an organisation to understand the relationships between its various operating and functional units and the capitals the organisation uses and affects, relevant for the strategic management of communication in a triple context environment? Why is integrated decision-making and actions that focus on the creation of value important for the strategic management of communication in a triple context environment? Why is it important to determine the value that the strategic management of communication in a triple context environment adds and creates for the organisation and for society? Why are organisational inputs, activities, outputs and outcomes important for the strategic management of communication in a triple context environment?
'How should?' perspective	
How should sustainability, governance, and management be considered in the strategic management of communication in a triple context environment? How should internal communication, external communication and the co-ordination of internal and external communication be considered in the strategic management of communication in a triple context environment? How should an organisation's character and values; a culture of listening and engagement; and societal, organisational, individual and professional responsibility, be considered in the strategic management of communication in a triple context environment?	How should the board and top management demand strategic communication management in a triple context environment? How should the communication manager / function deliver on the demands of the board and top management for strategic communication management in a triple context environment? How should today's demands be balanced with the ability to meet future needs through the strategic management of communication in a triple context environment? How should leaders be empowered to take responsibility for stakeholder relationship

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| | strategies and policies in the strategic management of communication in a triple context environment?

How should an organisation's decisions be influenced by the strategic management of communication in a triple context environment?

How should issues and internal publics be managed through the strategic management of communication in a triple context environment?

How should organisations adjust their policies, actions and communicative behaviour to improve relationships with influential stakeholders as well as with society at large in the strategic management of communication in a triple context environment?

How should organisational communication - as a multi-faceted, multi-stakeholder, inter-relational enterprise that is simultaneously part of several value networks – be managed strategically in a triple context environment?

How should the three strands of values, leadership and culture be managed through the strategic management of communication in a triple context environment?

How should trust, built through respectful and enduring relationships; policies and practices based on corporate responsibility, sustainability, reporting and transparency; and listening and engagement as a research-based process to identify both risks and opportunities in which internal and external stakeholders can play a role, be considered in the strategic management of communication in a triple context environment? |
|---|---|

The above set of meta-questions are now used to develop the main research questions.

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iii.   The main research questions

The development of the four main research questions is outlined in Table 3.4 below and is based on an interpretation of the meta-questions.

Table 3.4   Constructing the main research questions from the meta-questions

Meta-questions	Main research questions	Rationale for question
'What is?' perspective		
What are the changing shared expectations between top management and the communication function that will affect the demand-delivery linkage in a triple context environment? What are the changing shared expectations between top management and the communication function that will affect the manager and senior adviser roles in a triple context environment? What are the changing shared expectations between top management and the communication function that will affect its departmental power in this environment?	What are the shared expectations between top management and communicators about excellence in strategic communication management in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation?	The question has relevance because excellence in strategic communication management in a triple context environment can be achieved if the shared expectations between top management and communicators are addressed.
'How does?' perspective		
How does sustainability affect the strategic management of communication in a triple context environment? How does (corporate) governance affect the strategic management of communication in a triple context environment? How does (enterprise and corporate) strategy affect the strategic management of communication in a triple context environment? How does the corporate	How does the organisation conceptualise strategic communication management in a triple context environment?	The purpose of this question is to determine how the organisation conceptualises strategic communication management in a triple context environment.

reputation reflect the strategic management of communication in a triple context environment? How does the management of stakeholder relationships reflect the strategic management of communication in a triple context environment? How does communication practices reflect the strategic management of communication in a triple context environment?		
'Why is?' perspective		
Why is it important to integrate the strategic communication management process with the integrated reporting process in a triple context environment? Why is it important to report to the board and top management (vertical reporting) and to stakeholders (horisontal reporting in the integrated report) about the strategic management of communication in a triple context environment? Why is the ability of an organisation to understand the relationships between its various operating and functional units and the capitals the organisation uses and affects, relevant for the strategic management of communication in a triple context environment? Why is integrated decision-making and actions that focus on the creation of value important for the strategic management of communication in a triple context environment? Why is it important to determine the value that the strategic management of	Why is the conceptualisation of strategic communication management in a triple context environment important for organisations and for society?	This question aims to establish the reasons why it is important for the organisation to conceptualise strategic communication management in a triple context environment.

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communication in a triple context environment adds and creates for the organisation and for society? Why are organisational inputs, activities, outputs and outcomes important for the strategic management of communication in a triple context environment?		
'How should?' perspective		
How should the board and top management demand strategic communication management in a triple context environment? How should the communication manager / function deliver on the demands of the board and top management regarding strategic communication management in a triple context environment? How should today's demands be balanced with the ability to meet future needs through the strategic management of communication in a triple context environment? How should leaders be empowered to take responsibility for stakeholder relationship strategies and policies in the strategic management of communication in a triple context environment? How should an organisation's decisions be influenced by the strategic management of communication in a triple context environment? How should issues and internal publics be managed through the strategic management of communication in a triple context environment? How should organisations adjust their policies, actions	How should organisations conceptualise strategic communication management in a triple context environment?	This question explores the findings of the research.

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and communicative behaviour to improve relationships with influential stakeholders as well as with society at large in the strategic management of communication in a triple context environment?		
How should organisational communication - as a multi-faceted, multi-stakeholder, inter-relational enterprise that is simultaneously part of several value networks – be managed strategically in a triple context environment?		
How should the three strands of values, leadership and culture be managed through the strategic management of communication in a triple context environment?		
How should trust, built through respectful and enduring relationships; policies and practices based on corporate responsibility, sustainability, reporting and transparency; and listening and engagement as a research-based process to identify both risks and opportunities in which internal and external stakeholders can play a role, be considered in the strategic management of communication in a triple context environment?		

The following sub-section describes the *fundamental research question* derived inductively from the abovementioned *four main research questions*, in support of the *research problem* and *research objective*.

iv.   The fundamental research question

The main purpose of the grounded theory method is to develop theory or a theoretical framework. From this perspective, a fundamental research question

(which presents the focus of the research) is required, that will guide the exploration of the phenomenon. The following fundamental research question will be answered in this study:

> *How can strategic communication management be conceptualised in a triple context environment, considering the shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation?*

The next section considers the research approach followed in this study.

3.5   RESEARCH APPROACH

The appropriate *research approach* for investigating the *conceptualisation of strategic communication management in a triple context environment* is considered in this section.

3.5.1   The choice of an appropriate research approach

According to West and Turner (2010:50-51) scholars bring certain approaches to their work before they begin to do research. Most scholars identify three approaches: *positivistic* or *empirical*, *interpretive* and *critical.* The positivistic/empirical approach assumes the existence of objective reality and value-neutral research. This approach moves along the theory-then-research model. The interpretive approach views truth as subjective and stresses the participation of the researcher in the research process - the research-then-theory model applies here. The critical approach stresses the researcher's responsibility to change the inequities in the status quo. Each of the three approaches to knowing, answers questions about *ontology*, *epistemology* and *axiology* differently. Researchers are guided by their general approach to knowing things (empirical, interpretive, or critical) and the answers to questions

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about truth or reality, gathering information and values (ontology, epistemology, and axiology).

i.   Issues of epistemology

Epistemology is the branch of philosophy that studies knowledge - that questions observations and claims as a way of understanding the nature of knowledge and theories and the processes by which it is gained (how we know things) (Littlejohn, 1983:19; Mouton, 1996:28; Du Plooy, 2002:17). The way in which scholars conduct inquiry and construct theories depends largely on their epistemological assumptions from which basic positions (worldviews) arise (Littlejohn, 1983:20). How researchers see the world, truth and human nature influence how they believe they should learn about phenomena. The approach (positivistic, interpretive or critical) affect their way of collecting information – which is an epistemologic choice (West & Turner, 2010:53).

Littlejohn (1983:21) (Du Plooy, 2002:21-34; Golafshani, 2003:597) refers to two epistemological worldviews namely quantitative and qualitative:

> *Worldview 1 (Quantitative):* This worldview is a tradition based on empiricist and rationalist ideas where objectivity is important. It treats reality as distinct from the human being, something that people discover outside of themselves, and is therefore often called the received view. Discovery is important and the method used involves hypothesising a state of affairs and testing hypotheses through observation. Theory is developed step by step and knowledge grows. This worldview aims to make lawful statements about phenomena, developing generalisations that hold true across situations and over time. Scholars in this tradition try to reveal how phenomena appear and how they work. In so doing, the scholar is highly analytical, attempting to define each part and subpart of the object of interest.

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Worldview 2 (Qualitative): This worldview is a tradition which relies heavily on constructivism, viewing the world in process. In this view, people take an active role in creating knowledge. A world of things exists outside the person, but the individual can conceptualise these things in a variety of ways. Knowledge therefore arises not out of discovery but from interaction between knower and known. Perceptual and interpretative processes of individuals are therefore important objects for study. This view attempts not to uncover universal laws, but to describe the rich context in which individuals operate. It is humanistic, in that it stresses the individual subjective response. Knowing is interpreting, which is an activity everybody is believed to engage in.

Quantitative researchers seek causal determination, prediction and generalisation of findings whereas the qualitative researcher seeks illumination, understanding and the extrapolation to similar situations. Statistical research is not able to take full account of the many interaction effects that take place in social settings. This is in contrast to qualitative research that accepts the complex and dynamic quality of the social world (Du Plooy, 2002:21-34). Klein and Myers (1999) furthermore indicate that qualitative methods have been used in interpretive research just as quantitative methods have been used in positivist research. Rich and Ginsburg (1999) highlight the similarities that exist: both methods of inquiry 'share an investigative approach that poses a question, collects and analyses data and presents results'; and 'scientific rigour and the integrity of a theoretical framework is critical to both'. Hoepfl (1997) differentiates quantitative research that 'uses experimental methods and quantitative methods to test hypothetical generalisations' from qualitative research that 'uses a naturalistic approach that seeks to understand phenomena in context–specific settings.' (Koekemoer, 2008).

It is also important to consider that the aim of this research project is to develop theory, or at least a theoretical framework, rather than to test theory. The strength of the qualitative research approach is its capacity to explore human subject motivation and actions within a research study frame of reference,

thereby exposing the richness of the data. Qualitative research supports the researcher to progress in the development of theory, while quantitative research enables the researcher to confirm or reject pre-existing theories. For the purpose of this study, it can be argued that quantitative measures cannot adequately describe or interpret the *conceptualisation of strategic communication management in a triple context environment*. The research problem clearly supports the discovery of new information that necessitates the implementation of the qualitative approach.

As such, this research is situated in the qualitative tradition, with specific reference to *grounded theory*, with the aim of building theory. Strauss and Corbin (1998:4) offers grounded theory as a *methodology* – a way of thinking about and studying social reality. They state: "…we are offering more than a set of procedures. We are offering a way of thinking about and of viewing the world that can enrich the research of those who choose to use this methodology."

Henning, Van Rensburg and Smit (2004:47) furthermore state that grounded theory studies have become one of the hallmarks of contemporary qualitative research. They posit that it is good qualitative inquiry that is not theory-driven, but data driven, with varying views of data from objectivist to subjectivist (or socially constructivist). Its inductive reasoning starts with multiple examples and narrows it down by reasoning on a higher level of abstraction.

ii. Issues of axiology

Axiology focuses on what is worth knowing. It also focuses on the place of values in theory and research. The empirical position on axiology is that science must be value-free. However, most researchers do not take this extreme position and accept that some subjectivity, in the form of values, informs the research process. West and Turner (2010:53) present three positions on this debate that correspond to the three ways of knowing: avoiding values as much as possible in research (empirical), recognising how values

influence the entire research process (interpretative), and advocating that values should be closely intertwined with scholarly work (critical). This research study recognises that values influence the research process and can therefore be classified as interpretive.

3.5.2 Generally accepted research approaches in the communication management field

The discussion on generally accepted approaches in communication management is introduced by Steyn's (2004:73) viewpoint that the two strongest alternative approaches in communication management are regarded to be relationships (in the US) and reflection (in Europe). Since the reflective paradigm is the broader approach, encompassing both relationships with stakeholders and obtaining legitimacy for the organisation in society, Steyn suggests reflection as an ideal paradigm for public relations in the future.

The conclusion is reached that public relations can be regarded as a social science with several contrasting paradigms existing at present. Paradigms are seldom discarded altogether - some merely offer new insights that others lack. The reflective paradigm is regarded as evidence of the assumption that it is a broader approach than relationships – encompassing behavioural relationships with stakeholders, but in addition striving to obtain legitimacy in the public sphere (Steyn, 2004). These ontological approaches to communication management will be briefly discussed in the next section, to ground the phenomenon under investigation, in communication ontology.

i.   Issues of ontology

Ontology is the branch of philosophy that deals with the nature of being and non-being, or more narrowly, the nature of the phenomena (the nature and study of reality) we seek to know. Epistemology and ontology go hand in hand, since our conception of knowledge depends in part on our notions about the nature of knowledge. In the social sciences ontology deals largely with the

nature of human existence (Littlejohn, 1983:20; Mouton, 1996:46; West & Turner, 2010:52).

a. Ontological issues in communication science

Fischer (1978:20) states that the formal study of human communication can be characterised as a social science - ontological issues in the study of communication deals with the nature of human social interaction. The way a theorist conceptualises communication depends on how the communicator is viewed. As such, all communication theories begin with assumptions about being. Issues in this area also reflect disagreements about the nature of human experience, of which the following three are important (Littlejohn, 1983:20):

1. To what extent do humans make real choices?
2. To what extent is communication contextualised?
3. To what extent are humans interpreting beings?

Littlejohn (1983:22) groups ontological positions in communication theory into two basic opposing positions: *actional* (individuals create meaning and they make real choices) and *nonactional* (behaviour is determined by and responsive to past pressures).

b. Ontological issues in communication management

Hazleton and Botan (1989:3) regard public relations as an applied social science based in communication. Harlow (1975) (in Hazleton & Botan, 1989:3) furthermore defines social science as "the scientific study of man, both as an individual and as a member of society. It attempts to learn facts about man and establish principles controlling his [or her] behaviour, especially his [or her] relations with fellow human beings". Social scholars thus attempt to understand human beings as objects of study and seek to observe and interpret patterns of human behaviour.

From this perspective, meta-theory (worldviews) directs the focus of research and the practice of public relations. Theories are fundamentally products of human endeavour, therefore theory construction may be studied like other forms of human behaviour. Theory construction, as a social enterprise, is also a communication-bound activity. Philosophers and practitioners of science have argued that theorists and researchers bring to the process of theory construction fundamental assumptions or worldviews that direct inquiry and theory development (Hazleton & Botan, 1989; Grunig, 1992:7; Du Plooy, 2002:31).

As Grunig (1989:4) notes, the content of such meta-theories, which he calls "presuppositions," may be considered "extra-scientific" in so far as they are not subject to direct observation and therefore may not be refuted easily. Presuppositions are assumed to be true. Because the obvious truth of these beliefs cannot and need not be demonstrated, they are seldom discussed, hence their influence may not be recognised. Botan and Hazleton (1989:4) (Du Plooy, 2002:30) also refer to the utility of a concept they call "ontological knowledge" which refers to what communicators know about themselves and the world in which they exist. Such knowledge defines what a communicator assumes is possible or impossible in a given situation. A meta-theory may be considered as a type of ontological knowledge, which by its self-evident nature, can also blind researchers to certain paths for understanding and learning.

> **Presuppositions in communication management**

According to Grunig (1992:6) public relations scholars and practitioners not only differ widely in how they define and describe public relations and organisational communication but also in the assumptions they hold about its purpose and effects. Some see the purpose of public relations as manipulation while others see it as the dissemination of information, resolution of conflict, or promotion of understanding. Literature suggests that excellent programmes of organisational communication are based on what is called symmetrical, more than asymmetrical assumptions.

Grunig (1992:7) states that a domain of scientific or scholarly inquiry, such as public relations, is held together not so much by agreement on theories as by agreement on the *problems* that theories in the domain, should solve. Within this domain, as in any other, scholars and practitioners approach and attempt to solve problems differently because they apply different theories.

The Excellence study provides the communication management context for this study and its ontological foundation is therefore particularly relevant to this research. Grunig (1992:8) argues that the literature review for the Excellence study suggests the following: that much of the practice of public relations has been built on a set of presuppositions that has made it less effective than it could be; has led to unrealistic expectations of organisational communication; and has limited its value to the organisation it serves. The focus of this research will be to address some of these presuppositions in an attempt to improve the positioning of the communication management function in the organisation.

The Excellence team pointed out that the feminine worldview approximates the worldview they have developed better than the masculine worldview. They also address the common worldview that public relations is a technical function, which they believe must be enlarged to integrate the technical function into a broader managerial function. They conclude that excellent public relations embodies a worldview that defines the communication function in organisations as symmetrical, idealistic and critical, and managerial (Grunig, 1992:10). Current questions about the role of communication management and public relations in business and society emphasise the importance of ontological issues in this field and provides the context for further theory development. This research study is an attempt to develop a grounded theory that could enlarge the worldview of communication management and public relations even further, to specifically consider the concept of strategic communication management in a triple context environment.

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Grunig and White (1992:38) contend that an *excellent worldview* for public relations will be one that is *logical*, *coherent*, *unified* and *orderly* – the internal criteria. It should also be effective in solving organisational and human problems, as judged by relatively neutral research or by history – the external criterion. Finally, it should be *ethical* in that it helps organisations build caring – even loving – relationships with other individuals and groups they affect in a society or the world. In their opinion, three worldviews have limited the excellence and accompanying effectiveness of public relations – the view that public relations is asymmetrical (something that organisations do to publics); the view that public relations has either a neutral or advocacy role in society; and the view that public relations is a technical function. In contrast, they argue that excellent public relations is *symmetrical*, *idealistic* or *critical*, and *managerial*.

The worldviews of asymmetry and symmetry are inherent in the four models of public relations, namely: Press agentry, public information and two-way asymmetrical (these three are asymmetrical models, that is, they attempt to change the behaviour of publics without changing the behaviour of the organisation) and two-way symmetrical models (organisation uses research and dialogue to manage conflict, improve understanding and build relationships with publics). With the symmetrical model, both the organisation and publics can be persuaded - both also may change their behaviour (Grunig & White, 1992:39). Some critics of the symmetrical worldview – both practitioners and theorists – claim that the approach is unrealistic or idealistic. They propose a mixed motive approach where both symmetrical and asymmetrical practices are used.

> **Paradigms in communication management**

In his highly influential book *The Structure of Scientific Revolutions*, Kuhn (1970) argues that mature sciences differ from immature sciences because they are dominated by a single paradigm rather than by multiple, conflicting theories. A paradigm can be regarded as a set of presuppositions, theories, methods, and exemplars of solutions to research problems that produce a unified worldview for the scientists associated with it. Grunig *et al.* (2006:21-22)

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suggest that a *dominant paradigm* must emerge through research, conceptualisation, and broadening and integration of many theories rather than through imposing a single, narrow theory on the discipline.

Botan and Hazleton (2006:8) furthermore argue that communication, like other social sciences, is naturally polyparadigmatic. They are of the opinion that communication is best characterised by numerous competing paradigms, particularly at the construct and matrix levels, and not by the kinds of laws that natural sciences seek. Kuhn's work informs our understanding of *public relating theory*. They argue that what is needed are actual theories of public relations, rather than just a social science *approach*. Practitioners also have "working" theories, which – among other things – guide them with the choosing of strategies in the solving of communication problems (Grunig 1992:7).

Symmetrical/Excellence Theory, and the group of scholars working with it, is an example of a disciplinary matrix, probably the only one in public relations. Disciplinary matrixes often reflect construct paradigms - the Symmetrical/Excellence Theory may also be a construct paradigm that is defined partially by the questions and procedures of the Excellence project. Most scholars would agree that Symmetrical/Excellence Theory is, at least potentially, a paradigmatic theory, which is considered to be the only such theory yet developed in public relations (Botan & Hazleton, 2006:9).

Botan and Hazleton (2006:6) regard Symmetry/Excellence Theory as a leading body of work that was developed over the last two to three decades mainly by its founder, James Grunig. They provide the following summary of the state of public relations theory:

> *Over the last 20 years public relations has evolved into a major area of applied communication based in research of significant quantity and quality. Public relations has become much more than just a corporate communication practice. Rather, it is a theoretically grounded and*

research based area that has the potential to unify a variety of applied communication areas.

According to Kuhn (1970), theoretic paradigms frame and guide research in a field. However, they may also stifle and prevent the consideration of innovative ideas and theories. Regular and frequent public examinations of theories by scholars not directly tied to those theories may help a naturally polyparadigmatic field like public relations avoid the unhealthy condition of a lack of paradigmatic struggle (Botan & Hazleton, 2006:9).

When Botan (1993) first called for a paradigm struggle in the field in a special issue of Public Relations Review, he acknowledged that public relations was not yet at a developmental stage in which an actual paradigm struggle could occur. He referred to public relations as being in a preparadigmatic state and alluded to the fact that it is still too early in our history to use the term paradigm struggle. With the emergence of what serves as a dominant paradigm, the field has laid the necessary foundation for its next evolutionary stage - a struggle between paradigms. This struggle will be the engine that moves the field forward. Botan and Hazleton (2006:11) expect any field that fails to develop a paradigm struggle to stagnate and even to slip backwards.

The *reflective paradigm* is one of the more prominent contemporary paradigms in the academic field of communication management. Holmström (2002:1), from whom the paradigm originated, explains that it is a theoretical model, developed to "understand the conditions of existence for late modern organisations and the function for public relations. It defines, analytically, phenomena such as the triple bottom-line, multi-stakeholder dialogue, symmetrical communication, ethical accounts and poly-values orientation".

From the perspective of the reflective paradigm, corporate legitimacy is no longer secured by economic sustainability and legality alone. In this way, we see an evolution in business from a narrow economic rationale - towards a broader perspective which takes into consideration more values than the

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economic, however from a basic economic value perspective. It is from this broader perspective that reflection can be identified. Reflection can be analytically uncovered as being an expression of polycontext referential selfregulation – a precise designation of multistakeholder dialogue, ethical programmes, a broader value orientation, triple bottom-line and symmetrical communication (Holmström, 2002:8).

In the late modern legitimating processes, the core demand on business is reflection; i.e. a corporate understanding of business and of the individual company respectively as responsible parts of society, therefore taking into account social, environmental and ethical considerations. With the reflective perspective a legitimating environment appears with notions such as 'public' and 'stakeholders' in which the organisation is part of the larger societal context. Reflection means a reference to the idea of a larger context. In practice, the polycontextual legitimating relations are designated stakeholder relations. For business it gradually grows legitimate to be socially responsible based on economic criteria – but in a broader perspective (Holmström, 2002:10-14).

Holmström (1997:24) furthermore states that to get to the focal concepts of public relations practice today, the major sociological theories of Jürgen Habermas and Niklas Luhmann have been fruitful as frames of interpretation. Two paradigms for reflection on the public relations phenomenon have been developed based on their theories, namely: the inter-subjective and the social systemic public relations paradigms. These paradigms indicate fundamentally different interpretations of the concepts of conflict and social responsibility, with consequences for the role of public relations in today's social order.

Habermas's theories make it possible to disclose the ideal perception which seems to prevail in the self-understanding of public relations practice, while at the same time, setting out normative ideals for the practice. The ideal in the inter-subjective paradigm is to re-establish the system's coupling to the lifeworld. The public relations practitioner must act as an individual through *communicative action*. Public relations is furthermore a matter of ethical issues

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in a normative perspective. We might also call this the ethical, communicative or normative paradigm of public relations. The key is legitimisation in post-conventional discourse society (Holmström, 1997:24).

From a different perspective, Luhmann's theories make it possible to disclose the social systemic mechanisms that can be viewed as the framework for public relations practice, and set out functional conditions for that practice. The functions of the social systemic paradigm are to assist in maintaining the boundaries of the organisation system through strategic reflection and to assist in ensuring that society's differentiated system logics can function autonomously because they also understand how to function together. The sphere of action of the public relations practitioner is defined by social systems. As such, public relations is a matter of functional issues in a cognitive perspective. We might also call this the functional, reflective or cognitive paradigm of public relations. The keyword is public trust in the context-regulated society (Holmström, 1997:24).

ii.   Issues of perspective

Specific perspectives on the phenomenon further illuminate and demarcate the conceptualisation thereof.   Perspective involves the proper substantive coverage of theories in a specific domain – the perspective of a theory is its angle or focus; it is a point of view; a way of conceptualising an area of study. Perspectives to a large extent are correlated with epistemology and ontology because how the theorist views knowledge and being affects the perspective of the theory. Any theory of communication provides a particular perspective from which the process can be viewed.   All theories are abstractions and constructions - the configuration of a theory therefore depends on the perspective of the theorist. This perspective guides the theorist in choosing what to focus on and what to leave out, how to explain the process, and how to conceptualise what is observed (Littlejohn, 1983:22).

Fisher (in Littlejohn, 1983:22) states: "Clearly, a concept that is trivial or irrelevant or even ignored in one perspective may suddenly leap into importance when one applies an alternative perspective." In fact, a more fuller, more complete picture of the process can be obtained by switching perspectives. For the purpose of this study, perspectives in communication science and in communication management are considered and will be addressed in the next sections.

a. Perspectives in communication science

The following four labels best describe the major divisions of the field of communication science: *Behaviouristic perspective, transmissional perspective, interactional perspective* and *transactional perspective* (Littlejohn, 1983:23). Fischer (1978:7) posits that communication is ubiquitous (everyone communicates – communicative phenomena are everywhere) - and, it is equally equivocal (there are differing definitions). The phenomenon of communication is a constant - it does not change, only our understanding of it changes. That is, communication, the phenomenon itself, is not problematic. Only human understanding of communication is problematic.

According to Barker and Angelopulo (2006:5) the approaches to communication that are most applicable in the context of organisations may be divided into two streams: a *mechanistic* phenomenon and a *social*, *interactive* and often *transactional* phenomenon. The mechanistic approach identifies some important components and properties of communication, while the interactional approach gives a more realistic picture of communication and its role in people's existence as social beings. The totality of an organisation also adds up to its *communicative ability*.

Apart from the above two approaches, West and Turner (2010:14) also refer to the *transactional model of communication* which emphasises the simultaneous sending and receiving of messages in a communication episode. The process is therefore co-operative - the sender and the receiver are mutually responsible

for the effect and the effectiveness of communication. In the *linear model* of communication, meaning is sent from one person to another; in the *interactional model*, meaning is achieved through the feedback of a sender and a receiver; and in the *transactional model*, people build shared meaning. What they say during a transaction is also greatly influenced by their past experience.

West and Turner (2010:15-16) furthermore emphasise the *ethics of communication*, or the perceived rightness or wrongness of action or behaviour. Ethics is a kind of moral decision-making – determining what is right or wrong is furthermore influenced by society's rules and laws. From a communication perspective, ethical issues surface whenever messages potentially influence others.

b. Perspectives in communication management

Perspectives in communication management and public relations have evolved over the last three decades. The Theory of Public Relations Excellence presented in *Public Relations Theory II* is, for example, substantively different from the theory articulated in 1984, for the following reasons: an extensive and systematic programme of empirical research through which the theory was modified for discrepancies between it and actual data obtained in the research; and debate and dialogue with other theorists who disagree with elements of the original theory, for example the fact that 'persuasion is inherently unethical'. Grunig's position before persuasion has eventually been incorporated into the Excellence theory, along with elements of the concept of dialogue. The 'mixed motives from game theory' is another example that has influenced Excellence theory. However, the challenge faced today is not just to contribute to theory development, but to contribute to the development of competing paradigms (Botan & Hazleton, 2006:10).

Grunig (1992:12) contrasted his normative theory that prescribes how to do public relations in an ideal situation, with how it is generally practiced. His normative model specifies that organisational communication should be

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practiced strategically – a type of communication management that is necessary for public relations to make organisations more effective. An organisation that practices public relations in this way develops programmes to communicate with internal and external publics that provide the greatest threats to and opportunities for the organisation. These strategic publics fit into categories that many theorists have called stakeholders.

The normative approach begins with a review of theories of strategic management. Organisations use strategic management to define and shape their missions, but they do so through an iterative process of interacting with their environments. Most theories of strategic management do not suggest a formal mechanism in the organisation for interacting with the environment and do not acknowledge the presence of public relations. Excellent public relations departments, however, provide the obvious mechanism for organisations to interact with their environments (Grunig, 1992:13).

When public relations is part of the organisation's strategic planning function, it also is more likely to manage communication programmes strategically. The senior public relations manager helps to identify the stakeholders of the organisation by participating in central strategic management. He or she then develops programmes at the functional level of public relations to build long-term relationships with strategic publics, in a way that are most likely to constrain or enhance the effectiveness of the organisation. The Excellence team's (Grunig 1992:13) review of the literature shows that the ideal segmentation device for strategic public relations places people into groups that have a similar response to an organisation's behaviour or communication activity.

Conflict furthermore occurs when publics move in a different direction from that of the organisation, resulting in friction or collisions. When conflict occurs, publics "make an issue" out of the problem. Organisations use the process of issues management to anticipate issues and resolve conflict before the public makes it an issue. Organisations that wait for issues to occur before managing

their communication with strategic publics usually experience crises and have to resort to short-term crisis communication (Grunig, 1992:13).

Strategic public relations, therefore, begins when communication specialists identify potential problems in the relationship with the organisation's stakeholders and define the categories of stakeholders that are affected by the problem. The second stage in strategic public relations is the segmentation of publics that respond differently to those problems – publics that arise within stakeholder categories. A situational theory of publics provides the best set of concepts and techniques for identifying those publics (Grunig, 1992:14)

After identifying problems, publics, and issues, strategic public relations then identifies objectives for communication programmes; uses these objectives to plan communication programmes; and evaluates the effects of those communication programmes – that is, whether they achieved the objectives set for them and as a result contributed to organisational effectiveness. In their normative theory, the Excellence team argued that objectives for communication programmes should be chosen that maximise the extent to which an organisation is able to manage its relationships with strategic publics. They then point out that most practitioners react to that challenge by choosing a powerful effect as an objective, especially a change in the behaviour of a public or a change in attitude. Achieving short-term cognitive effects through symmetrical communication programmes maximises the chances for long-term behavioural changes. Publics who are treated as equals of an organisation and whose ideas are communicated to the organisation – as well as the ideas of the organisation being communicated to the publics - more often support or fail to oppose an organisation, than do publics whose behaviour the organisation tries to change directly in the short-term.

Against the background of the above ontological discussion, considerations relating to the epistemological approach chosen for this study, will be addressed in the next section.

3.5.3 Considerations related to qualitative research

There are several considerations with respect to the qualitative approach to research methodology that had to be taken into account for this research. Strauss and Corbin (1990:17) define qualitative research as 'any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification.' Qualitative methods are applicable to: research that attempts to understand any phenomenon about which little is known; can be used to gain new perspectives on things about which more is already known; and can gain more in-depth information that may be difficult to convey quantitatively. The ability of qualitative data to more fully describe the phenomenon as indicated in the research problem, lends itself to the discovery of new information by means of interpretive and qualitative research. As such, the application and use of the qualitative research approach opens itself to new areas of research that are not always possible with quantitative research (Fouche & De Vos, 1998:72; Mason, 2002:2-4).

Gummesson (2006:167) argues that "research in management disciplines, neither basic research, nor applied research can rely on mainstream quantitative techniques. These are too shallow as they can harbour too few variables, do not put studied phenomena in their proper context, and sweep persona under the carpet".

Connell and Lowe (1997:166), in discussing the fundamental characteristics of qualitative research, furthermore posit that qualitative methodologies share three characteristics: a holistic view; a philosophy of naturalistic inquiry; and an inductive approach to data analysis. Based on the input of several writers, Hoepfl (1997) describes the features of the qualitative research approach as follows:
- Qualitative research uses the natural setting as the source of data. The researcher attempts to observe, describe and interpret settings as they are, maintaining what Patton calls an 'emphatic neutrality'.
- The researcher acts as the 'human instrument' of data collection.

- Qualitative researchers predominantly use inductive data analysis.
- Qualitative research reports are descriptive, incorporating expressive language and the 'presence of voice in the text.'
- Qualitative research has an interpretive character, aimed at discovering the meaning events have for the individuals who experience them, and the interpretations of those meanings by the researcher.
- Qualitative researchers pay attention to the idiosyncratic as well as the pervasive, seeking the uniqueness of each case.
- Qualitative research has an emergent (as opposed to predetermined) design, and researchers focus on this emerging process as well as the outcomes or product of the research.

According to Llewelyn (2003:662) there are five different ways of theorising in qualitative research, namely: methaphor, differentiation, conceptualisation, context-bound theorising of settings, and context-free 'grand' theorising. She suggests that the first four ways of conceptually framing organisational issues have not been given enough prominence in discussions about theorising in qualitative management research, whereas the last have been over-emphasised. This study, investigating the *conceptualisation of strategic communication management in a triple context environment*, seeks to address this concern.

This research is conducted on the *third and fourth levels* described above and can be explicated as follows:

Level three - concepts theories: Concepts are essential to praxis, and constitute theories of practice. On this level the introduction of new concepts ("so that practical developments in the world can be adequately discussed") and the refinement of the senses of existing ones take place. New concepts reflect different ways of thinking and acting in the world, and is referred to as conceptual innovation. Llewelyn (2003:673) quotes Giddens (1979) as follows: "…practices … are the primary point of connection between people and social structures. Practices are situated mainly at the meso (or organisational) level of analysis and "bridge the gap" between the micro and macro levels". As such,

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concepts are: the primary means of theorising practices and practices are sites of struggle (Bourdieu, 1988 in Llewelyn, 2003:673); and "… are the primary point at which people in their everyday lives struggle to make a difference in the world – to make effective interventions in the course of history".

Theorising on this level can also be thought of as linking lower levels of theorisation (metaphor and differentiation) to higher ones (context-bound and context-free theorising). Concepts also theorise through explicating practice - they create meaning and significance through linking the subjective and objective realms of experience (Llewelyn, 2003:674).

Level four – theorising settings: According to Llewelyn (2003:674) this level explains specific social, organisational or individual phenomena in their settings. "The aim is to understand or explain how wider settings or contexts for activity are socially organized". Here the level of abstraction from the empirical world is greater so that non-observable structural or institutional issues may be (at least partially) included. At this level, theories of organising and organisation are couched and according to Llewelyn (2003:675) "conceptualization is the highest level of theory that can be concerned with agency". "At level four the focus has shifted to the settings in which action takes place or the conditions under which agents pursue their projects". However, the risk as this level, is one of "reification", for example by "assuming that systems have 'needs' that they 'pursue' – such as the 'need' for integration, balance or adaptation". In conclusion, "context-bound theories offer an understanding of the settings for experience; they create meaning and significance through explaining relationships between phenomena".

From this perspective, the role of the researcher as an instrument in the qualitative research approach is significant and will be addressed in the next section.

3.5.4 The role of the researcher in qualitative research

Gummesson (2006:167) argues for a qualitative approach to research, which allows researchers to: deal with its complexity, context and persona; and its multitude of factors, relationships and fuzzy phenomena. "Holistic, systemic thinking as manifested in case study research and modern network theory offers a superior mindset and techniques for merging modern physics and mathematics with qualitative approaches. Social and human properties, including tacit knowledge, common sense, subjectivity and what drives a researcher need to be made part of research".

In following a qualitative (interpretive) research strategy, the researcher views reality as subjective, and acknowledges the "intimate relationship between the researcher and what is studied". The researcher interacts with the subject matter, from an ontologically relativist and epistemologically subjectivist perspective, and subjectively makes interpretations of data that are collected or received, which implies that the researcher's personal experiences and background contribute unavoidably to the understanding of the phenomenon being studied. Constructivist grounded theory "overtly reshapes the interactive relationship between researcher and participants in the research process and in doing so brings the centrality of the researcher as author to the methodological forefront". The researcher's ontological and epistemological position therefore determines the form of grounded theory they undertake, which demands a sensitivity on the part of the researcher to be conscious of the possibility that bias could distort his/her interpretations (Mills, Bonner & Francis, 2006:9).

Strauss and Corbin (1990:42) also refer to the importance of the 'theoretical sensitivity' of the researcher in stating: "Theoretical sensitivity refers to the personal quality of the researcher. It indicates an awareness of the subtleties of meaning of data … [It] refers to the attribute of having insight, the ability to give meaning to data, the capacity to understand, and capability to separate the pertinent from that which isn't." The researcher obtains theoretical sensitivity from a number of sources that include professional literature, professional

experiences, and personal experiences (Parker & Roffey, 1997:225). Geiger and Turley (2003:582) furthermore state that: "… this is the skill in recognizing connections between emerging concepts and identifying a core category that acts as the storyline or main theme of the research". The researcher in this kind of research is also primarily concerned with process, and only secondarily with outcomes or products (Strydom, Fouché & Delport, 2002:349-350; McCaslin & Scott, 2003:453).

It is important to acknowledge that bias is a reality that is present in all research conducted. Rich and Ginsburg (1999) stress that 'the influence of the researcher, the research question and the method employed can never be completely neutralised. Although it is possible for researchers that implement the qualitative approach to minimise the potential for bias that is inherent in their methods, they will not be able to completely eliminate a tendency to be biased in data collection, analysis and drawing conclusions. These actions pertain to active observations, evaluation and counterbalances to be implemented in the process (Rich & Ginsburg, 1999).

Mills, Bonner and Francis (2006:9) refer to the constructivist approach that requires a need for the researcher to reflect upon his/her underlying assumptions which heightens his/her awareness of listening to and analysing participants' stories as openly as possible. This approach requires: "The creation of a sense of reciprocity between participants and the researcher in the coconstruction of meaning and, ultimately, a theory that is grounded in the participants' and researcher's experiences; the establishment of relationships with participants that explicate power imbalances and attempts to modify these imbalances; and clarification of the position the author takes in the text, the relevance of biography and how one renders participants' stories into theory through writing". Chiovetti and Piran (2003:431) also contend that explaining the researcher's own constructions of the phenomenon and acknowledging how these affected the inquiry is important to enhance credibility.

True to the tradition of qualitative research, the researcher played a constructive role in the creation of knowledge in the context of this study, and as such in the conceptualisation of the phenomenon of strategic communication management in a triple context environment. In its duration since 2007 she acted as a researcher for the King Committee that co-ordinated the writing of the King III Report. In this capacity she was a member of and served on the Committee for Compliance and Stakeholder Relationships, and as such participated in the writing of *Chapter 6: Compliance with laws, codes, rules and standards* and *Chapter 8: Governing stakeholder relationships*. She also served as co-opted member on the Committee for Integrated Reporting and Disclosure, that was responsible for the writing of *Chapter 9: Integrated reporting and disclosure*. The inclusion of these chapters in the King III Report has had as a result that boards and top managements in South African organisations now expect communication managers to perform according to the management principles stated in, amongst others, Chapters 8 and 9. The stakeholder inclusive approach to governance is also supported in the King I (1992), King II (2002) and King III (2009) reports on corporate governance for South Africa.

The researcher was subsequently invited by Dr Toni Muzi-Falconi to be included in the team that developed the Stockholm Accords for the Global Alliance for Public Relations and Communication Management in 2010, were she facilitated the activities of the Governance Working Group. The Global Alliance, an umbrella body for communication management and public relations associations across the world, adopted the Accords in June 2010 at its biennial Public Relations Forum, held in Stockholm, Sweden.

New knowledge has therefore been created on the phenomenon even before the completion of the study. Perceptual and subjective interpretive processes were also rich, in that the researcher has had 17 years' of practical experience in the field of communication management (also on a strategic level) prior to her academic career, which gave her a unique insight into the problems that communication managers typically experience on a strategic level. The rich context in which communication managers in South Africa operate, could

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therefore be investigated. From this perspective, the grounded theory could be extracted from literature and empirical data provided by respondents in field studies.

The focus of this research is on communication management on a macro level in the organisation and will therefore not include activities on the meso and micro levels, although it is proposed that the former will influence the latter. This approach should also contribute to the debate about the "level on which communication management has value" (Grunig *et al.*, 2006:30).

The next section considers the grounded theory, used as a methodology for this study.

3.6   METHODOLOGICAL STRUCTURE

According to Leonard and McAdam (2001:180) management research is predominantly based on deductive theory testing and positivistic research methodologies, which incorporate a more scientific approach with the formulation of theories and the use of large data samples to observe their validity. From this perspective, they quote Perry and Coote (1994) who state: "In many areas of the social sciences existing deductive theory testing research methods do not adequately capture the complexity and dynamism of the context of organisational settings".

Against this background, Jones (2011:69) states that stakeholder theory advocates amongst others, should adopt some data collection techniques – for example, surveys, interviews and observation – that have been used sparingly in the past. Such studies, that are conducted in different research settings, could then, taken collectively and through a process of grounded theory building, yield a more general theory of good stakeholder management. In this way, stakeholder theorists could synthesise the findings of numerous individual research projects to create a more general theory.

The research problem investigated in this study required a grounded and contingency based approach rather than a deductive approach, to obtain rich data on the phenomenon. This coincides with Leonard and McAdam's (2001:182) perspective on the use of grounded theory, where they suggest a methodology which inquires more deeply into the phenomenon and events within the organisation in order to enable a coherent and firmly founded theory to be elucidated. Here a phenomenological perspective is considered to be more appropriate, which appreciates the different constructions and meanings that people place on their experience. From the perspective of this social constructionist approach, the use of the interpretist approach is more appropriate for the rich complex research issue of establishing theory for strategic communication management. "In this approach it is important to listen to practitioners" (Leonard & McAdam, 2001:182; Geiger & Turley, 2003:581).

In this research, the inductive logic will be followed by collecting data while refraining from hypothesising, or guessing about what the researcher will find in advance of the data collection. The inductive logic will be followed, as opposed to the deductive logic where the researcher moves from the general (the theory) to specific instances. In the latter case, the researcher tests a specific prediction or hypothesis generated from a generalisation or from a theory (Leedy & Ormrod, 2005:140; West & Turner, 2010:61).

Many specific instances were gathered in this qualitative research, in order to generalise, or create theory. As such, theory is "discovered, developed and provisionally verified through systematic data collection and analysis of data" relating to the phenomenon of interest (Leedy & Ormrod, 2005:140; West & Turner, 2010:61-64). "When complete, new theories can be tested in traditional hypothetical style" (Connell & Lowe, 1997:168). Connell and Lowe (1997) posit that when operationalized, the grounded theory method shares all the fundamental characteristics of qualitative research, but goes further than most qualitative methods in generating new theoretical insights.

3.6.1 An overview of the grounded theory method

Glaser and Strauss first described grounded theory in 1967 as a qualitative research method to study complex social behaviour from a sociological point of view, and to inductively distil issues of importance about which meaning is created through analysis and the modelling of theory (Mills, Bonner & Francis, 2006:8). This method, developed for the purpose of studying social phenomena from the perspective of symbolic interactionism (Cutcliffe, 2000:1476; Eaves, 2001:655; Geiger & Turley, 2003:581; Goulding, 2005:295; Mansourian, 2006:386), has since been applied in various disciplinary contexts (Strauss & Corbin, 1990). It is primarily an inductive investigative process in which the researcher formulates a theory or a theoretical framework about a phenomenon. Glaser and Strauss also do not regard the procedures of grounded theory as discipline specific – rather, they encourage researchers to use the procedures for their own disciplinary purposes.

In this context, an understanding of the terms 'theory' and 'theory development' from the perspective of Strauss and Corbin suffices. According to Strauss and Corbin (1994:274) the term theory refers to: "… plausible relationships proposed among concepts and sets of concepts … Researchers are interested in patterns of action and interaction between and among various types of social units … They are also much concerned with discovering process – not necessarily in the sense of stages or phases, but in reciprocal changes in patterns of action/interaction and in relationship with changes of conditions either internal or external to the process itself." Mills, Bonner and Francis (2006:8) posit that Glaser and Strauss aimed to offer a rationale for theory that was grounded, generated and developed during research projects.

With the grounded theory methodology, the researcher starts with minimalist *a priori* concepts/constructs and inquires deeply into organisational behaviour and events, which gradually forms theoretical concepts/constructs. It uses abstract concepts to describe and analyse a series of general phenomena, based on practical experience (Leonard & McAdam, 2001:182).

Due to the exploratory nature of this research, the grounded theory methodology was blended with the case study design. This approach is also supported by Boyer and Davis (2012:363) who used a grounded theory approach to case study research to derive a substantive model of the practice of capital budgeting. Parker and Roffey (1997:242) also allude to the use of case study methods in grounded theory development, while Spicer (1992) (in Parker & Roffey, 1997:242-243) furthermore distinguishes between exploratory and/or descriptive case studies and informing and/or explanatory case studies. Case studies are often criticised for a lack of statistical generalisability, however, Spicer argues that "the distinction between statistical and analytical generalisability is important for both case and non-case empirical researchers to understand".

Spicer (1992) (in Parker & Roffey, 1997:243) notes that case analysis is strengthened by using cross-case analysis to search for patterns in the individual cases and propose a multiple-case research design to test existing theories and develop alternative explanations if necessary. Miles and Huberman (1984) (in Parker & Roffey, 1997:243) also support this view and allude to work on "cross-site qualitative data analysis [which] includes research techniques that provide a springboard for examining data from multiple theoretical perspectives". Oliver, Whymark and Romm (2005:591) quote Schramm (1971) in this regard, who indicates that the purpose of a case study is to illuminate a decision or a set of decisions, which conforms to the directions of the research. A multiple case study provides greater potential for empirical generalisation than does a single case study. Yin (1990) (in Oliver, Whymark & Romm, 2005:591) also notes that case studies are generalisable to theoretical propositions, which enables the generation of an explanatory model, and suggests that "in practice somewhere between four and ten cases is likely to provide sufficient empirical grounding. From this broad sample the researcher attempts to construct a consensus of evidence from successive data points".

From this perspective: "Grounded theory does not aim to provide full individual accounts as evidence; rather, it seeks to move a theoretically sensitive analysis

of participants' stories onto a higher place while still retaining a clear connection to the data from which it was derived" (Mills, Bonner & Francis, 2006:12; Goulding, 1998:50). According to Denk, Kaufmann and Carter (2012:742), the method is particularly suitable "when researchers want to investigate phenomena with complex behavioural dimensions". As such, Mansourian (2006:387) states that its general goal is to construct theories in order to understand the phenomenon under study.

Against the above background, Idrees, Vasconcelos and Cox (2011:188) propose a model for a four-stage research design in grounded theory, which includes: an *uncertainty stage* where the primary focus is formed; an *emergence stage*, where the core categories – the foundations of the theory, emerge; an *ambiguity resolution stage*, where the grey areas in the emerging theory are clarified; and a *maturity stage*, when relationships between categories are defined and the theory is refined.

Research process

In a combination of positivist content analysis, Strauss and Glaser (1967) posited that substantive theory from the ground (the data) can *feed into theory* without being *driven by the theory*. This objectivist stance in grounded theory positions it strongly as postpositivistic. Charmaz (in Henning, Van Rensburg & Smit, 2004:47) argues that there is a continuum from objectivist to social constructivist forms of embarking on grounded theory. Mills, Bonner and Francis (2006:8) also support this view and argue that ontologically, grounded theory is founded on the premise of critical realism. "Traditional grounded theorists believe that there is a 'real' reality but that it can only be imperfectly perceived".

Strauss and Corbin (1998:3) describe 'methodology' as: "A way of thinking about and studying social reality"; and 'methods' as "a set of procedures and techniques for gathering and analysing data". 'Coding' is described as: "The analytic processes through which data are fractured, conceptualised and

integrated to form theory." Strauss and Corbin (1998:4) furthermore state the following about grounded theory as a methodology: "…we are offering more than a set of procedures. We are offering a way of thinking about and of viewing the world that can enrich the research of those who choose to use this methodology".

The grounded theory methodology and method offer a "compromise between extreme empiricism and complete relativism" by finding a middle ground where systematic data collection is used to develop theories that address the interpretive realities of actors in a social setting (Suddaby, 2006 in Binder & Edwards, 2010:238). According to Binder and Edwards (2010:238) it is appropriate when "research and theory are at their early, formative stage and not enough is known on the phenomenon to state hypotheses prior to the investigation"; and "the major research interest lies in the identification and categorisation of elements and the exploration of their connections within social settings". The basic principles used are therefore: questioning rather than measuring; and generating propositions (or hypotheses) using a coding technique (Auerback & Silverstein, 2003 in Binder & Edwards, 2010:238).

According to Eaves (2001:655) one of the purposes of grounded theory is to elaborate on and modify existing theories. Theory development can be *substantive* (grounded in research on one specific content area) or *formal* (pertains to a conceptual area and emerges from a study of a phenomenon examined under several different types of situations).

The three basic elements of grounded theory are *concepts*, *categories* and *propositions*. Concepts are the basic units of analysis, since it is from the conceptualisation of data, not the actual data per se, that theory is developed. Categories are the cornerstones of developing theory - they provide the means by which the theory can the integrated. Propositions indicate generalised conceptual relationships between a *category* and its *concepts* and between *discrete categories*. The effective application of the grounded theory method should produce a grounded theory - a result grounded in and discovered from

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the data. Strauss and Corbin (1990) state that the theory should have fit and relevance, must work and must be readily modifiable.

Mansourian (2006:388) furthermore posits that after the emergence of the theory, it can be deductively examined with existing theories in the literature to find out how compatible or different the emergent theory is with the literature body. This approach was followed in Chapter 7 where the grounded theory was examined against the Excellence theory.

According to Denk, Kaufmann and Carter (2012:742) "transparency must be increased with regard to the chosen school of thought and the research process itself". They continue by stating that grounded theory "is an appropriate methodology for investigating behavioural and social aspects of organizations and inter-organizational relationships, and thus should be utilized more frequently …". Against this background, the different schools of thought in grounded theory are addressed next, with specific reference to that of Strauss and Corbin, which is the method chosen for this study.

i.   The 'Glaserian' and 'Straussian' approaches to grounded theory

According to Denk, Kaufmann and Carter (2012:742), Glaser and Strauss (1967) developed grounded theory in response to criticism directed at a lack of rigor in interpretive research. However, over time Glaser and Strauss developed differing methodological views, which led to two separate schools of thought.

Gurd (2008:126) states that literature actually suggests four schools of grounded theory proposed by different authors: Glaser's emergent approach (Glaser, 1978); Strauss' collaboration with Corbin which produced a more structured approach (Strauss & Corbin, 1990); Strauss before his collaboration with Corbin (Strauss, 1987); and the dimensions analysis of Schatzman (Schatzman, 1991; Kools *et al.,* 1996). Various efforts have been made to

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compare the different approaches, focusing primarily on the divergence between Glaser and Strauss.

The natural evolution of the grounded theory led to a disagreement between Glaser and Strauss about the way in which the grounded theory approach should be conducted (Mansourian, 2006:388). The Glaser (1992:38) approach allows for the central concept to emerge from the coding process and thereby reflects on the key problem as perceived by the actors being studied. In this approach, an area of study is selected, afterwhich issues emerge in the course of the research process (Koekemoer, 2008:131). According to Gurd (2008:127), it has been argued that the grounded theory research endeavour was formulated from a post-positivistic stance, with Glaser (1992:3-7) at times assuming an objective reality – referring to true meaning in which scientific facts can be developed by an objective researcher. The work of Strauss stresses a more relativistic approach to ontology and epistemology by acknowledging a reality that cannot be known, but is always interpreted through the subjectivity of the researcher.

The Strauss and Corbin approach to the grounded theory, which can be perceived as being more interpretivist or constructivist, allows the researcher to elect in advance a focus of observation, interviews and archival gathering on a particular issue, around which coding is oriented. This approach specifically includes the contextual issues beyond the actors' views. The idea of marginality (Bowers, 1988) is furthermore recommended, where the researcher attempts to keep one foot outside of the research environment (Gurd, 2008:127).

In the Strauss and Corbin approach followed in this study, a central concept (*'code'*) is identified to represent the interplay of subjects, as well as the researcher's perceptions of the nature and dimensions of the phenomenon being studied. It allows the researcher to focus on a specific phenomenon, guiding the efforts constructively to a conclusion (Koekemoer, 2008:131). This analytical method that Strauss and Corbin subscribe to, is regarded by Glaser

to force rather than allow for the emergence of theory from the data. Their approach is more prescriptive in specifying the steps to be taken by a researcher in coding and analysing the identified phenomena. In contrast, Glaser (1992:39) relies primarily upon the constant comparison of different incidents, perceptions, relationships and issues with the objective to identify inconsistencies, contradictions, gaps in data and emerging consensus on key concepts and relationships. He explicitly states that 'in grounded theory we do not know, until it emerges' (Locke, 2001:45; Koekemoer, 2008:131).

From this perspective, Locke (2001:45-55) suggests the following four stages in the constant comparison phase:

> Stage 1: Comparing incidents applicable to each category
>
> Stage 2: Integrating categories and their properties
>
> Stage 3: Delimiting the theory
>
> Stage 4: Writing the theory

The use of an *action paradigm model*, as proposed by Strauss and Corbin, makes it possible to include empirical data at an early stage of the research. However, Glaser points out that using the paradigm model forces pre-categorisation on the data. An advantage of the action paradigm model is that identifying general action categories helps the researcher to systematise data and to see what is in it (Koekemoer, 2008:132).

3.6.2   Reliability and validity of grounded theory

From the above perspective, Chiovitti and Piran (2003:430) refer to *credibility* in grounded theory research as relating to "how vivid and faithful the description of the phenomenon is". It is demonstrated when participants (informants and readers) "who have had the human experience … recognize the researcher's described experiences as their own". Credibility refers to the *trustworthiness* of the findings, which, together with *auditability* (ability of another researcher to follow the methods and conclusions of the original researcher) and *fittingness* (transferability – pertains to the probability that the research findings have

meaning to others in similar situations), represent standards of rigour in grounded theory research.

Shenton (2004:63) also refers to trustworthiness in qualitative research for ensuring rigour in this form of work, and refers to Guba's constructs in particular, where researchers seek to satisfy four criteria: *credibility* (demonstrates that a true picture of the phenomenon is presented); *transferability* (provides sufficient detail of the context of the fieldwork for the reader to decide whether the environment is similar to another situation and whether the findings can be applied there); *dependability* (enables a future researcher to repeat the study); and *confirmability* (demonstrates that findings emerge from the data and not their own predispositions).

Qualitative research is judged using special criteria for *trustworthiness*. Hughes and Jones (2003) provide the following guidance about the evaluation of the grounded theory method:

- It is consistent with *interpretive* case-based field studies dealing with social and organisational contexts.
- The researcher's personal constructs and skills help structure data and it is the researcher's *hermeneutic* perspective that maintains the *interpretive* style, rather than the grounded theory method.
- It can be time consuming, particularly when transcribing, coding and comparing during data analysis.
- It provides a useful template for researchers.
- It can help provide confidence in original and rich research findings and theory because of its close tie to the data and the rigour of the method.
- It is rationalised as an external process, but in practice the method can be an internal process, that enables and facilitates creativity and innovation for the researcher.

According to Parker and Roffey (1997:216-217) grounded theory differs from economic, behavioural, critical and post-modern research methods in that it is aimed at theory generation through three phases: *induction*, *deduction* and

verification. The methodology has *Verstehen* (understanding) as a goal, and "implicitly or explicitly recognises the capacity for participation in the research act itself to change the nature of the phenomenon, thus providing a catalyst for subsequent modification of the event by directly affecting the causal linkages".

According to Golafshani (2003:597) *reliability*, *validity* and *triangulation* can be applied in qualitative research to establish truth. "While the credibility in quantitative research depends on instrument construction, in qualitative research, 'the researcher is the instrument'". The credibility of qualitative research therefore depends on the ability and effort of the researcher. Reliability and validity, although treated separately in quantitative research, are not viewed separately in qualitative studies. Terminology that encompasses both, such as *credibility*, *transferability* and *trustworthiness* is used. Grounded theory studies use rigorous data coding procedures to increase the validity of data interpretation. As such, they actively generate multiple perspectives on data collection and analysis (Parker & Roffey, 1997:219).

Five analytic (and not strictly sequential) phases of grounded theory building were identified by Pandit (1996:3), namely: *research design*, *data collection*, *data ordering*, *data analysis* and *literature comparison*. Within these phases, nine procedures or steps are followed. These phases and steps are evaluated against four research quality criteria, namely: *construct validity*, *internal validity*, *external validity* and *reliability*. Briefly, *construct validity* is enhanced by establishing clearly specified operational procedures. *Internal validity* is enhanced by establishing causal relationships whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships – it addresses the credibility or 'truth value' of the study's findings. *External validity* requires establishing clearly the domain to which the study's findings can be generalised. Here, reference is made to analytic and not statistical generalisation and requires generalising a particular set of findings to *some broader theory* and not broader population. Finally, *reliability* requires demonstrating that the operations of a study – such as data collection procedures – can be repeated with the same results. Qualitative data can help

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understand the rationale of the theory and underlying relationships (Pandit, 1996:8). The steps in the process of grounded theory building are discussed in Table 3.5.

Table 3.5   The process of building grounded theory

	Phase	**Activity**	**Rationale**
Research design phase			
Step 1	Review of technical literature	Definition of research question. Definition of *a priori* concepts/constructs.	Focuses efforts. Constrains irrelevant variation and sharpens external validity.
Step 2	Selecting cases	Theoretical, not random, sampling.	Focuses efforts on theoretically useful cases (eg those that test and/or extend theory).
Data collection phase			
Step 3	Develop rigorous data collection protocol	Create case study database. Employ multiple data collection methods. Qualitative and quantitative data.	Increases reliability. Increases construct validity. Strengthens grounding of theory by triangulation of evidence. Synergistic view of evidence.
Step 4	Enter the field	Overlap data collection and analysis. Flexible and opportunistic data collection methods.	Speeds analysis and reveals helpful adjustments to data collection. Allows investigators to take advantage of emergent themes and unique case features.
Data ordering phase			
Step 5	Data ordering	Arraying events chronologically.	Facilitates easier data analysis. Allows examination of processes.
Data analysis phase			
Step 6	Analysing data relating to the first case	Use open coding. Use axial coding. Use selective coding.	Develop concepts, categories and properties. Develop connections between a category and its sub-categories. Integrate categories to build theoretical framework. All forms of coding enhance internal validity.

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Step 7	Theoretical sampling	Literal and theoretical replication across cases (go to step two until theoretical saturation).	Confirms, extends and sharpens theoretical framework.
Step 8	Reaching closure	Theoretical saturation when possible.	Ends process when marginal improvement becomes small.
Literature comparison phase			
Step 9	Compare emergent theory with extant literature	Comprisons with conflicting frameworks. Comparisons with similar frameworks.	Improves construct definitions, and therefore internal validity. Also improves external validity by establishing the domain to which the study's findings can be generalised.

Source: Pandit (1996)

3.7   DATA COLLECTION PHASE

When using the grounded theory approach, researchers start with a set of experiences they wish to explore. The researcher attempts to develop a theory inductively from various sources of data, through a process that consists of continual sampling and analysis of the data (Strauss & Corbin, 1990). Field research and interviews are the most popular methods for gathering data (Eaves, 2001:655). Consequently, the literature is not exhausted prior to the research, rather: "… it is consulted as part of an iterative, inductive and interactional process of data collection, simultaneous analysis, and emergent interpretation" (Goulding, 2005:296).

According to Geiger and Turley (2003:582) grounded theorists do not believe in the value of representative sampling and there is no maximum sample size. Sampling in the early stages of the research should cover a wide range of incidents, indiscriminate of there apparent relevance to the study. Later sampling should proceed according to the theoretical relevance of the units sampled and the completeness of the theoretical framework. "Thus, grounded theory not only allows but rather mandates the interplay of sampling, data

collection, and analysis, from the very first stages throughout the whole research process".

The dynamic relationship between the data collection and data analysis phases is an important characteristic of the grounded theory approach (Mansourian, 2006:390). Connell and Lowe (1997:168) state that, since data collection and analysis occur simultaneously as analytical interpretations, discoveries shape ongoing data collection. Identified codes, categories and the relationships between them determine which new data to collect, while the "overall process is kept on an inductive track by holding conceptual development embedded in the data rather than extant theory". The developing theory should direct the researcher to extant theories and literature that are relevant to the emerging data and for grouping concepts (Goulding, 2005:296). "Coding the data enables the analyst to identify categories and subcategories" (Mansourian, 2006:391).

According to Carvalho *et al.* (2002) the grounded theory is shaped by two analytical commitments: the method of *constant comparison* and *theoretical sampling*. The method of constant comparison specifies that the researcher continually examines and compares elements such as data instances, emerging categories and theoretical propositions (Locke, 2001:57; Lingard, Albert & Levinson, 2008:459). El Ebrashi (2013:191) argues that sampling in qualitative research affects the quality of the research. Through theoretical sampling new and relevant data are sampled as the process of analysis proceeds. The researcher therefore does not need to wait until all data are collected for the process of analysis to commence. Data analysis starts when sufficient material is available, and drives the sampling of additional data for the duration of the process. New data is selected for its potential to enhance the process of generating new theory by extending or deepening the researcher's understanding of the phenomena being studied. The technique of constant comparison allows the researcher to identify patterns, and relationships between these patterns, in the data. The general purpose of the method is then

to generate explanatory models of human social processes that are grounded in the data (Eaves, 2001:655; Locke, 2001:57).

As such, Binder and Edwards (2010:239) state that the researcher moves back and forth between data collection, coding and interpretation in an interactive manner (analytic induction) until theoretical saturation is achieved, which leads to a tightly woven theory that emerges from and is "grounded" in the data. "They blur and intertwine continually, from the beginning of an investigation to its end" (Glaser & Strauss, 1967 in Binder & Edwards 2010:239).

Observations, questionnaires and interviews are the methods most preferred for gathering data in qualitative research. With the investigation, archival material such as documents, newspapers or books can also be used. A 'cache of archival material' is equivalent to a collection of interviews and field notes. In this case, grounded theory procedures (that include the sample and the interplay of coding and sampling) use the same techniques as interviews and observational data. From this perspective, the grounded theory method values triangulation and therefore the gathering of data from more than one source of evidence (Strauss & Corbin,1990; Binder & Edwards, 2010:238).

The grounded theory approach therefore advocates the use of *multiple data sources* converging on the same phenomenon and terms these *'slices of data'*. Glaser and Strauss (1967:65) state:

> *"In theoretical sampling, no one kind of data on a category nor technique for data collection is necessarily appropriate. Different kinds of data give the analyst different views or vantage points from which to understand a category and to develop its properties; these different views we have called slices of data. While the [researcher] may use one technique of data collection primarily, theoretical sampling for saturation of a category allows a multifaceted investigation, in which there are no limits to the techniques of data collection, the way they are used, or the types of data acquired".*

(Pandit, 1996:8; Lakshman, 2007:57).

3.8   DATA ORDERING PHASE

The process analysis begins with 'coding' the relevant data. Coding is the process by which labels (or codes) are generated that describe the concepts and other relevant features of certain passages of data. The researcher continuously searches the data for similarities and diversities and in the process collects different indicators that may point to multiple qualitative aspects of a potentially significant concept. The researcher then designates labels to the acquired passages of the text that are deemed to be relevant to an idea of interest in the study. The labelled passages are searched for patterns and then grouped together. Each individual group (or category) is examined for meanings, themes and explanations of the phenomena (Seaman, 1999) (Koekemoer, 2008:127).

The arraying of events into a chronology permits the investigator to determine causal events over time, because the basic sequence of a cause and its effect cannot be temporally inverted. However, unlike the more general time-series approaches, the chronology is likely to cover many different types of variables and not be limited to a single independent or dependent variable (Pandit, 1996:10).

The process of coding is time consuming and requires the researcher to review sections of data repeatedly. The researcher then assigns labels to pieces of the text, afterwhich the process is repeated again in order to check for consistency in the codes and to ensure that no relevant information has been omitted. The pieces of the text that receive a label vary in size and the same piece of text may be coded with different labels. Seaman (1999) indicates that the researcher may include a set of pre-formed codes at the start of the process which could have been developed from the goals of the study, the research questions or pre-established variables of interest. Carvalho *et al.* (2002) furthermore indicate that codes may also be 'post-formed' where the study objectives are very open and unfocused. They also indicate that the researcher can add new codes and delete, modify, merge and sub-divide existing codes as

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the research progresses. The resulting set of codes often contains codes and sub-codes. Sub-divisions can also be identified when re-reading the passages.

As mentioned previously, the three basic elements of grounded theory are *concepts*, *categories* and *propositions*. *Concepts* are the basic units of analysis since it is from the *conceptualisation of data*, not the actual data per se, that theory is developed. Corbin and Strauss (1990:7) state the following in this regard:

> *Theories can't be built with actual incidents or activities as observed or reported; that is, from "raw data." The incidents, events, happenings are taken as, or analysed as, potential indicators of phenomena, which are thereby given conceptual labels. As the researcher encounters other incidents, and when after comparison to the first, they appear to resemble the same phenomenon, then these too can be labelled. Only by comparing incidents and naming like phenomena with the same term can the theorist accumulate the basic units for theory (Pandit, 1996:2).*

The second element of grounded theory, *categories*, is defined by Strauss and Corbin (1990:7) as follows:

> *Categories are higher in level and more abstract than the concepts they represent. They are generated through the same analytic process of making comparisons to highlight similarities and differences that is used to produce lower level concepts. Categories are the "cornerstones" of developing theory. They provide the means by which the theory can be integrated. The grouping of concepts forms categories. While coding, the analyst may note that, although these concepts are different in form, they seem to represent activities directed toward a similar process. They could be grouped under a more abstract heading, the category.*

(Pandit, 1996:2).

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The third element of grounded theory is *propositions* which indicate generalised relationships between a category and its concepts and between discrete categories. However, this third element was originally termed 'hypotheses' by Glaser and Strauss (1967). It is felt that the term 'propositions' is more appropriate in qualitative research since, as Whetten (1989:492) points out, *propositions* involve conceptual relationships whereas hypotheses require measured relationships. Since the grounded approach produces conceptual and not measured relationships, the former term is preferred (Pandit, 1996:2).

The generation and development of *concepts*, *categories* and *propositions* is an iterative process. Grounded theory is not generated *a priori* and then subsequently tested. Rather, it is inductively derived from the study of the phenomenon it represents. That is, discovered, developed, and provisionally verified through systematic data collection and analysis of data pertaining to that phenomenon. Therefore, data collection, analysis and theory should stand in reciprocal relationship with each other. One does not begin with a theory, then prove it. Rather, one begins with an area of study, while what is relevant to that area, is allowed to emerge (Strauss & Corbin, 1990:23; Pandit, 1996:3).

3.9 DATA ANALYSIS PHASE

According to Connell and Lowe (1997:168) the grounded theorist looks for conditions under which a process occurs or varies and ultimately uncovers the properties and consequences of that process. As such, grounded theory deals with process analysis at a fundamental human or organisational level, uncovering basic social processes. A researcher should keep his/her mind open to any possible evidence that might exist in the dataset (Mansourian, 2006:387). Data analysis and theory generation are guided by the following set of procedures which reflect the non-linear nature of the method: theoretical sampling, theoretical coding, the constant comparison method, theoretical memos and theoretical sorting (Morse & Field, 1996:108; Connell & Lowe, 1997:168).

As such, strategies used by researchers include, amongst others, the writing of memos (Glaser 1992). This is performed during the process of coding where observations are recorded as the analysis proceeds. Memos are written to ensure that any 'preliminary hypothesis' formulated by the researcher is not lost. It also supports the emergence of additional questions and the re-examination of the data, while the researcher may seek new data to elucidate aspects of emerging theory (which relates to theoretical sampling). Theoretical saturation occurs when new categories can no longer be found in the process of coding. When this stage is reached, any additional attempts at data collection prove to be unproductive. The researcher then defines all categories that have reached saturation, and begins to search for relationships between the categories. Categories are then integrated by establishing relationships between them. As a final result of the process the researcher attempts to formulate propositions that insightfully describes the phenomenon under study.

The data analysis process can be described as follows (Strydom *et al.,* 2002:346-349; Leedy & Ormrod, 2005:141; Koekemoer, 2008:128):

- *Open coding* involves identifying categories and properties in the data. It includes the breaking down, examining, comparing, conceptualising and categorising of the data. The data is examined in order to 'fracture' it and to generate codes.
- The *axial coding* process allows for the concepts that emerged during open coding to be reassembled with propositions about their relationships. The fractured data is reassembled by utilising a coding paradigm that involves conditions, context, action or interactional strategies and consequences. The emerging propositions form a theoretical framework that guides further data collection and analysis.
- During the *selective coding* process a core category (central phenomenon that needs to be theorised about) with explanatory value is identified that provides the main theme of the study. This can also be described as the process of delimiting coding in order to arrive at only those concepts that relate to the 'core category'. The different identified

categories are then linked to the core category during the selective coding process. These processes will be dealt with in Chapters 5 and 6.

Goulding (2005:297) posits that the construction of the core category takes place in the final stage of the theory development process. This category pulls together all the concepts in order to offer an explanation of the phenomenon, and should therefore have theoretical significance and should be traceable back to the data. "This is usually when the theory is written up and integrated with existing theories to show relevance, fit, and/or extension".

The paradigm model allows sub-categories to be linked to a category in a set of relationships representing causal conditions, the phenomenon, context, intervening conditions, action/interaction strategies and consequences/ outcomes. As such, the paradigm model enables the researcher to think systematically about the data (Strauss & Corbin, 1990).

In the paradigm model:
- *Causal conditions* refer to the incidents or events that lead to the occurrence of the phenomenon.
- *Context* refers to specific properties of the phenomenon as well as to a series of particular conditions that affect the action or interaction strategies.
- *Intervening conditions* may have an influence by facilitating or constraining the action or interaction strategies in a particular context.
- *Action or interaction strategies* refer to the ways in which the phenomenon is managed, handled, carried out and responded to, in a certain context and under specific conditions.
- *Consequences/outcomes* refer to intended and unintended outcomes of actions and responses.

Strauss and Corbin (1990) suggest a list of seven criteria (Table 3.6) for evaluating the research process (specific areas of investigation may require the listed procedures to be adapted in order to fit the specific circumstances of the

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research) (Carvalho *et al.* 2002). Locke (2001:59) also refers to Glaser and Strauss who offer a number of ways of thinking about the overall 'goodness' of the theory that researchers develop – amongst others, the two ideas of pragmatic usefulness and credibility.

Table 3.6   Set of criteria to evaluate the empirical grounding of the study

Criteria for evaluation purposes	
Criterion 1	Have the concepts been generated?
Criterion 2	Have the concepts been systematically related?
Criterion 3	Are there conceptual linkages and are the categories well developed? Do they reflect conceptual density?
Criterion 4	Is variation built into the theory?
Criterion 5	Are the broader conditions that affect the phenomenon under study built into its explanation?
Criterion 6	Has the process been taken into account?
Criterion 7	Do the theoretical findings seem significant and to what extent?

Source: Adapted from Strauss and Corbin (1990) (in Koekemoer, 2008)

A disadvantage of the constant comparison method is that the analysis process is not easy for the beginner researcher. It is furthermore considered to be a very subjective process which relies on the researcher's personal abilities. In conclusion, Seaman (1999) points out how the literature still lacks specific guidance that relate to the intellectual process of finding patterns of data. Benefits to be attained from implementing qualitative inductive methods such as grounded theory relates to the situation where it leads the researcher to explore the complexity of the problem that has the potential to produce a richer and more informative outcome or results.

3.10   SUMMARY

In this Chapter on the research design of the study, a section on issues of meta-science and science introduced a detailed discussion on theory building, with

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specific reference to theory building in the disciplines of communication and communication management. The research objective and questions were developed and the reasons for choosing the Strauss and Corbin approach to grounded theory for this study were explained. The steps in the process of building the grounded theory, together with the data collection, data ordering and data analysis phases were also addressed.

Goulding (2005:297) states that: "The rigours of the approach force the researcher to look beyond the superficial, to apply every possible interpretation before developing final concepts, and to demonstrate these concepts through explication and data supported evidence". This approach was followed meticulously in this research study where strategic communication management was conceptualised in a triple context environment.

In conclusion, Goulding (2005:297) argues:

> "Yet, despite the evolving nature of grounded theory and its application to an increasing number of contexts, there remains one outstanding issue; namely that most grounded theory studies are concluded at the "substantive" level (context specific) rather than developed to the general level. The answer to this may lie in a number of factors, not the least of which is time. The development of a general theory involves taking the research into a variety of contexts, ensuring full theoretical sampling and the production of a theory that has applications to other settings and populations (Morse, 1994). This may take years and involve research teams as averse to lone academics, which combined with the pressure to publish means that few have either the time or the resources to commit to such an endeavour.

> "A final significant issue that may act as a deterrent to using grounded theory is that theoretical saturation of the data and the interpretation of that data can make it difficult to anticipate an accurate time scale for the research. This, while problematic in the general sense of planning

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research strategies, creates even greater difficulties when applying for research grants".

Despite the abovementioned challenges, the researcher decided to conduct this research in the grounded theory tradition because of the dire need for theories that can shed light on the management of communication on the strategic level of the organisation, specifically in the contemporary triple context environment.

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CHAPTER 4

THE PRELIMINARY FRAMEWORK:
ANALYSIS OF THE FIRST DATA SET
(THE FIRST LITERATURE CASE:
FOUR SLICES OF DATA)

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CHAPTER 4

THE PRELIMINARY FRAMEWORK:

ANALYSIS OF THE FIRST DATA SET

4.1 INTRODUCTION

The grounded theory methodology used in this study presents one distinct methodology for generating theories that offer the prospect of reflecting some of the complexity and richness of the environment within which communication management is practised. This Chapter will serve as an introduction to the development of a preliminary framework for an inductively derived theory through the application of the grounded theory methodology (Douglas, 2006:259).

Douglas (2006:260) states that what is pertinent to social research applying grounded theory, is that it seeks to approximate to the context of that which is being studied, for example an enterprise, its actors, their interactions and interrelationships. In this way, it conveys conceptual understanding of issues that make up their naturalistic worlds, thus eliciting meaning from data. From this perspective, the development of the preliminary framework in this study is intended to provide a multi-disciplinary, integrated and systemic view of the *conceptualisation of strategic communication management in a triple context environment*.

The literature review showed that new strategic management perspectives*;* and new strategic communication management perspectives necessitate a re-evaluation of the management of communication on the strategic level of the organisation. A changing triple context environment requires new approaches to the management of communication in organisations, specifically on a *macro level,* which is the focus of this study. Practices on the *meso* and *micro levels* might also be influenced as a result (and is explained in Chapter 7 from a pragmatic perspective), although these two levels do not specifically form part of this study.

From this perspective, Strauss and Corbin's (1990) (in Koekemoer, 2008:139) analytical procedures of grounded theory were applied in this study to generate a *preliminary framework* for the *conceptualisation of strategic communication*

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management in a triple context environment. The *principle unit of data* used to develop the *preliminary framework* consisted of *two literature cases* (four slices of data - first literature case - and 540 academic articles - second literature case). Through the grounded analysis of the literature case data, *categories* with *properties* and *dimensions* were developed. The hierarchical *open, axial* and *selective* coding processes of the grounded theory methodology used in the *literature cases* are explained in this Chapter (first literature case) and in Chapter 5 (second literature case). The *preliminary framework,* with its *storyline* or *theoretical categories and schema,* describes and indicates the inter-relationships that exist between strategic management and strategic communication management categories and concepts. Each step in the hierarchical process of coding is discussed under separate sub-sections and the Chapter concludes with a Summary.

From the *preliminary framework*, the study aims to establish a *concluding framework*, considered to be a conceptual framework that indicates reality rather than the researcher's perspective on the phenomenon. The aim of this procedure is also to create more insight into the phenomenon of the study. The research procedures implemented in the development of the *preliminary framework* are outlined in Figure 4.1.

Figure 4.1   Hierarchical coding of the development of the preliminary framework

Source: Strauss & Corbin (1990)

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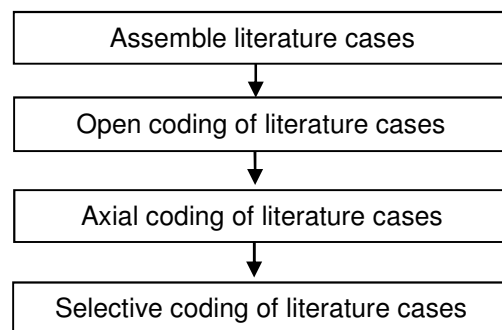
The development of the preliminary framework is followed by its refinement into a *concluding framework* (Chapter 6), where the data used came from six empirical field studies.

4.2   THE DEVELOPMENT OF THE PRELIMINARY FRAMEWORK

According to Pandit (1996:8) the grounded approach advocates the use of multiple data sources converging on the same phenomenon. He terms these 'slices of data'. From this perspective, the *first literature case* (consisting of four slices of data, namely: the Excellence study; the King III Report; The International <IR> Framework; and the Stockholm Accords and the Melbourne Mandate) used in the development of the preliminary framework was selected according to the principle of theoretical sampling. The *second literature case* (consisting of 540 scientific articles) was also collected during this initial data collection phase, when the main categories were emerging. A full 'deep' coverage of the data was necessary during this phase of the research, as is typical for the qualitative research process.

Cases can be considered as the principal units of data in grounded theory development, while theoretical sampling is the process of data collection for generating theory whereby data is jointly collected, coded, and analysed. The analyst decides what data to collect next and where to find them. This is done in order to develop the theory as it emerges. Sampling decisions evolve during the research process, and theoretical sampling can therefore not be planned before embarking on a grounded theory study, unlike in quantitative studies (Pandit 1996:5-6).

The criterion for judging when to stop theoretical sampling is the category's or theory's theoretical saturation where no additional data can be found whereby the researcher can develop *properties* of a category. As similar instances appear over and over again, the researcher becomes empirically confident that a category is saturated. When one category is saturated, the researcher goes on to new groups of data on other categories, and attempts to saturate these

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also (Pandit, 1996:6). In this study, theoretical saturation of categories was reached at 60 articles per category, because of the wide scope of the identified categories. The researcher decided to identify 60 of the most significant articles on the topic per identified category (nine in total), that would sufficiently describe the final categories included in the preliminary framework.

Since all *categories* are not equally relevant, the depth of enquiry into each one will not be the same. *Core categories* - those with the greatest explanatory power - should be saturated. A theory is saturated when it is rich in detail and is stable in the face of new data. Two sampling events take place in theoretical sampling:

1. An initial case is selected.
2. On the basis of the data analysis of the initial case (and hence the emerging theory) additional cases are selected (Pandit, 1996:6).

The data sets used in this research are illustrated in Figure 4.2 below. During this first phase of the research, an extensive and penetrating overview was obtained of contemporary literature pertaining to the focus of the research study. This enabled the researcher to develop a good understanding of current ideas and research results about the object of study. The *initial case (unit of data)* in this research, from which minimalist *a priori* concepts emerged, consisted of *four slices of data*, namely: the Excellence study, the King III Report, The International <IR> Framework, and the Stockholm Accords and the Melbourne Mandate. The subsequent literature review that enabled the nine final categories to emerge, consisted of literature on the subjects of *management* and *communication management* on a *strategic level*. As such, the *second case (unit of data)* consisted of 540 scientific articles relevant to the *conceptualisation of strategic communication management in a triple context environment*.

The main categories of the preliminary framework emerged during the data collection phase where data were collected on the categories, with the aim of

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Figure 4.2   Development of the preliminary and concluding frameworks
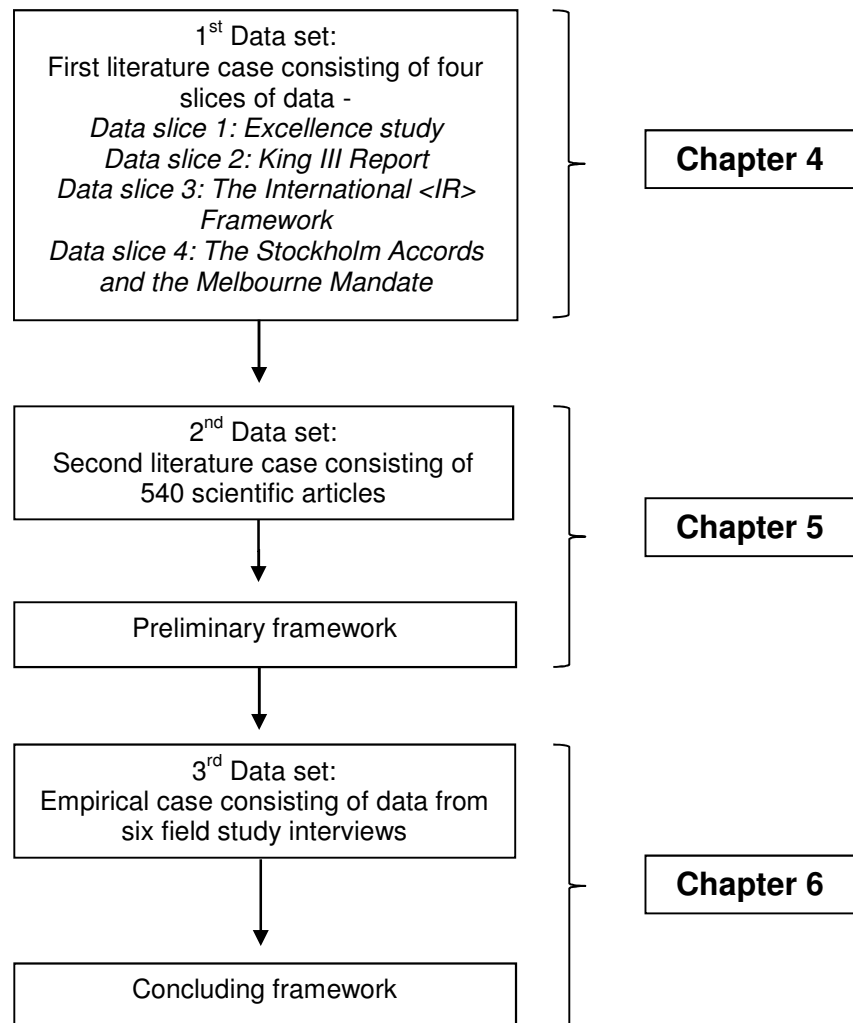
Source: Own conceptualisation

developing *properties*, *dimensions* and *propositions* (as explained in Chapter 5). A category's theoretical saturation was the criterion for judging when to stop theoretical sampling. At this stage, no additional data could be found whereby properties of the category could be developed. As similar instances appeared over and over again, a specific category was saturated. New groups of data on other categories could then be explored till they reached a point of saturation (Pandit, 1996:6).

4.3   THE FIRST DATA SET (THE FIRST LITERATURE CASE: FOUR SLICES OF DATA)

For this research study, a literature case was used as a *first data set* that could be analysed to identify minimalist *a priori* concepts for the study.   The Excellence study (and Excellence factor) was identified as a *first slice of data*, from which the *context* of the study was later identified. The *context* included a major sphere of communication excellence identified in the Excellence study, namely the "shared expectations between senior management and the top communicator about the function and role of communication". The *context* was subsequently extended to include other concepts from the second literature case (540 scientific articles) afterwhich it was included as a category in the preliminary framework.

Identifying "shared expectations" between top management and the communication function as an *a priori* concept, led to the identification of the King III Report as a *second slice of data* because of indications of demand-delivery linkage expectations in the Report. King III served two purposes as a slice of data:

1. The data could be used to identify *strategic management* concepts and categories.
2. The data could be used to identify *strategic communication management* concepts and categories.

The category of "shared expectations between top management and the communication function" is reflected throughout King III, but specifically in Chapter 8: Governing Stakeholder Relationships. The term *triple context* also appears in this Chapter and was subsequently included in this *category,* that was later labeled the *context* of the preliminary framework. The terms *business cycle and communication cycle,* that also appear in the final conceptualisation of the core category (context*)*, were identified from literature on corporate communication by Van Riel and Fombrun (2007:59-60).

King III also served as data for the identification of *a priori* concepts and subsequently three categories, which were later classified as *causal conditions*, in the preliminary framework. These *a priori* concepts provide a management perspective and are considered to be the three pillars of King III, namely: *sustainability*, *governance* and *strategy*. Chapter 8 of King III furthermore served as data to identify three *a priori* communication management concepts, namely: *communication*, *stakeholder relationships* and *corporate reputation* which were later classified as categories serving as intervening conditions and consequences/outcomes respectively, in the preliminary framework. Chapter 9: Integrated reporting and disclosure, was also deemed relevant to this study, since it alludes to the manner in which organisations should report to stakeholders on its activities. This topic led to the identification of the third slice of data, namely: The International <IR> Framework.

The *a priori* concepts of *integrated thinking*, *stewardship*, *value creation,* the *capitals*, and *stakeholder relationships* were identified from the third slice of data. Confirmation of the abovementioned concepts of sustainability, corporate governance, strategy, communication, stakeholder relationships and corporate reputation was also found in this document.

The above analysis led to the identification of the fourth slice of data, namely the Stockholm Accords and the Melbourne Mandate. The Stockholm Accords include the six concepts of *sustainability*, *corporate governance*, *management*, *internal communication*, *external communication* and the *co-ordination of internal and external communication*. The primary concepts included in the Melbourne Mandate are: *character and culture*; *listening and engagement*; and *professional responsibility*. These concepts served as confirmation of the *a priori* concepts identified in the preceding three slices of data and can therefore be regarded as a method of triangulation, which also increased the validity of the categories subsequently identified in the preliminary framework.

The *a priori* concepts identified in the first literature case guided the identification of the 540 scientific articles for the second literature case (Chapter

5). The latter provided the opportunity to extend the developing categories and to identify the relationships between them. The empirical study that was subsequently conducted (Chapter 6), tested the *integrative strategic communication management theory* (framework); confirmed the findings of the original cases; and provided data from which additional categories could be identified.

4.4 FOUR SLICES OF DATA

As introduction to this section, a brief discussion of the general context of the study suffices.

History of international and national research on communication management

The International Association of Business Communicators (IABC) Foundation called for a study in 1985, that would explain "*how*, *why* and *to what extent* communication affects the achievement of organisational objectives", to which the Excellence team responded (Grunig *et al*., 2006:23). The questions allowed the team to build from the explanation of the *extent* to which public relations has *value*, to develop a general theory that also explains *why* it has *value,* and *how* the communication *function* should be organised to best provide this value.

From the literature in communication, public relations, management, organisational psychology and sociology, social and cognitive psychology, feminist studies, political science, decision-making and culture, philosophy, anthropology and marketing, a theory of excellence and effectiveness in public relations was developed that could be considered as the first *general theory of public relations* – a theory that integrates the many theories and research results existing in the field (Grunig, 1992:2). The Excellence team presented a general theory of public relations as a theory of communication management, which specifies: how public relations makes organisations more effective; how it is organised and managed when it contributes most to organisational

effectiveness (ie when it is excellent); the contributions in organisations and their environments that make organisations more effective; and how the monetary value of excellent public relations can be determined (Grunig, 1992:xiv).

In searching for the building blocks that went into the development of the Excellence theory, the team began with the question posed by the IABC: _How does communication affect the achievement of organisational objectives?_ This question guided the literature that constructed the basic _theory of effectiveness_ and that connected the parts of the _general theory of public relations_ (Grunig, 1992:2).

According to Grunig _et al.,_ (2006:21) scholars generally agree on common theories in mature sciences, while different theories and debate about them rages in immature sciences. In the Excellence study a broad, general theory of public relations was developed by integrating most of the middle-level theories available in 1985, at the start of the study. Both complementary and competing theories were brought together in a way that would address questions and problems experienced by most public relations practitioners and scholars.

Grunig (1992:2) states that: "Science builds theory piece by piece. Seldom is a theory completely overturned. Rather it is shaped, revised and improved to make it more useful for solving problems and directing human behaviour – in this case directing the behaviour of public relations practitioners and solving the problems they face." The Excellence theory represents the Excellence team's interpretation of what social science theory and research convey about the nature of effective organisational communication, excellent public relations departments, and the contribution that effective communication can make to successful organisations.

To answer the effectiveness question, the Excellence team first had to determine how public relations should be managed for it to be _effective_ in meeting public relations objectives on the _programme_ level (of the strategic

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management of individual programmes). They also examined literature related to excellence in public relations management and for the organisation as a whole, which dealt with the *departmental level* of the theory (Grunig, 1992:3).

A research programme in public relations management was subsequently embarked upon at the Department of Marketing and Communication Management at the University of Pretoria, South Africa, between 1997 and 2003. It endeavoured to replicate the IABC Excellence study (Dozier *et al.* 1995), which was later used to conceptualise research aimed at investigating and finding solutions to practical public relations problems in the South African context (Steyn, 2007:137).

The first phase of the research investigated the knowledge base of the public relations manager. A national study conducted by Groenewald (1998) (in Steyn, 2007:137-138) found that public relations managers deemed management skills, management communication skills and strategic communication skills to be more important than technical communication skills. Steyn (2000) later addressed the lack of strategic communication management skills among public relations managers by conducting a longitudinal action research project, conceptualising public relations strategy, and developing a framework for its formulation.

The second phase of the research focused on the shared expectations between top management and the communication manager. De Beer (2001) investigated the perceptions of communication managers of senior management's expectations with regard to excellent communication in South African organisations. Findings include amongst others, that: senior management expects top communicators to make a strategic contribution to organisational decision-making; reporting lines to senior management are not a good indicator of top communicators' strategic contribution to decision-making; and, top communicators can make a strategic contribution in large communication departments where technical tasks can be delegated (Steyn, 2007:138). Steyn's (2000) research in this phase explored the

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conceptualisation of the public relations strategist role. It measured and empirically verified the three public relations roles of strategist, manager and technician, according to CEO normative role expectations for a practitioner heading up the public relations function (Steyn, 2007:138). She later relabled the role of the public relations strategist as that of the reflective strategist (Steyn, 2009:516).

Together with *Excellence in Public Relations and Communication Management* (Grunig 1992), the findings of these studies have since guided teaching at the University of Pretoria (Steyn, 2007:138).

This research study

A changing external environment – the triple context - created the need for a new perspective on the management of communication on the strategic level of the organisation. Against this background, the value-added contribution that communication makes to the organisation was chosen as a broad area of study that could be investigated.

Dozier *et al.* (1995:viii) state that the Excellence study, which was identified as the first slice of data in the first literature case, measured excellence in public relations and communication management. They considered the way in which an excellent communication department actually do public relations and communication management when they examined communication excellence as demonstrated in communication programmes directed at specific publics.

As a pragmatic illustration of the sphere of shared expectations between senior managers and the top communicator, the King III Report was identified as a second slice of data in the first literature case. The Report indicated, amongst others, that it expects directors of boards to oversee the governing of stakeholder relationships as part of its inclusive approach to governance. This responsibility is typically delegated to communication managers to manage and to be held accountable for. They then report back to the board on how the

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communication strategy was executed, completing the demand-delivery linkage. King III furthermore alludes to the manner in which organisations should report to stakeholders about their activities, which could also be regarded as the responsibility of the communication manager.

Two other pragmatic examples of the demand-delivery linkage are: The International <IR> Framework, which represents the third slice of data and integrates relevant strategic management and strategic communication management concepts; and the Stockholm Accords and the Melbourne Mandate (fourth slice of data) which explain how the top communicator can deliver on the board's expectations.

4.4.1 First slice of data: The Excellence study and the Excellence factor

The Excellence study, is considered to be the largest research project in the history of public relations and communication management, and is generally regarded as a seminal study in this field. The Excellence factor identified in the study, includes the *knowledge base* of the communication department (consisting of three spheres, namely the manager role, two-way asymmetrical communication and two-way symmetrical communication); *shared expectations* of senior managers and top communicators about the function and role of communication (with its three components of *departmental power*, *demand-delivery linkage* and *manager and adviser roles*); and the *organisation's culture* (consisting of the two components of *participative culture* and *empowerment of women and culturally diverse employees*). The Excellence theory furthermore illustrates the different levels at which public relations and communication management could make a value-added contribution to the organisation, namely: the *programme level*; the *functional level*; the *organisational context;* and the *environmental context*.

The specific phenomenon under investigation in this study is *'shared expectations'* (and therefore the demand-delivery linkage) between top management and the top communicator. In an attempt to fill theoretical

categories and to identify additional categories for this research, the original Excellence study was chosen as the first *case* (unit of data). This can also be regarded as the *technical literature* on the subject of the *conceptualisation of strategic communication management in a triple context environment*.

i.   The Excellence study

The Excellence team endeavoured to isolate the characteristics that make it more likely that a communication unit will add value to an organisation. The team developed a programme of survey and qualitative research to test the propositions derived from the literature review (Grunig, 1992:xiii; Grunig, *et al.* 2006:21, 28). What started out as a routine review of literature turned out to be an effort to build theory. The Excellence team used most existing public relations theories as well as theories from related disciplines (public relations, communication, management, organisational sociology and psychology, social and cognitive psychology, feminist studies, political science, operations research, marketing, philosophy, anthropology and culture) to build a general theory of public relations. Grunig (1992:xiv) calls the result a general theory of public relations – a theory that integrates most of the wide range of ideas about and practices of communication management in organisations.

Although the Excellence theory has not made public relations a mature science, it has provided a comprehensive paradigm that has integrated and expanded public relations research. It also served as a focal point for debate and criticism – a focus that Kuhn (1970) believed is a necessary condition for a science to be mature. The Excellence team began by reviewing the literature on the nature of organisational effectiveness, the nature of public relations and the relationship between the two. The literature allowed them to answer the 'why' question: For what reason does public relations contribute to organisational effectiveness? (Grunig *et al.*, 2006:24-26).

In answering the question: How, why, and to what extent does communication affect the achievement of organisational objectives, the research found that

communicators are linked to dominant coalitions in organisations with excellent programmes by a specific set of shared understandings or expectations about the following questions: What is communication management? What should communication do for the organisation? What role does communication play in the overall management of the organisation? and In what ways can communication benefit the organisation? (Dozier *et al.,* 1995:14; Grunig *et al.*, 2006:25).

Characteristics of public relations programmes, departments and organisations were then identified and the following "how" question answered: By what means do excellent public relations departments make organisations more effective? The literature was also searched for concepts that would explain the value of individual public relations programmes and the value of the overall public relations function to an organisation – the "to what extent" question. Lastly, the team addressed the following bottom-line question: how much is effective communication worth to an organisation (Grunig, 1992:3-4; Grunig *et al.*, 2006:26).

The result was a comprehensive, general theory of public relations, which began with a premise of why public relations has value to an organisation. This premise could be used to identify and connect attributes of the public relations function and of the organisation, that would make it more effective. The outcomes of communication programmes that make organisations more effective could then be linked to the characteristics of a public relations function that would contribute the most to organisational effectiveness (Grunig *et al.,* 2006:26).

Excellence in public relations seemed to be generic to three countries (United States, Canada, and the United Kingdom) and the four types of organisations (corporations, government agencies, nonprofit organisations, and trade and professional associations) that the team studied (Grunig *et al.,* 2006:28).

The purpose of the Excellence project was therefore to answer two fundamental questions about public relations: What are the characteristics of an excellent communication department? How does excellent public relations make an organisation more effective, and how much is that contribution worth economically (Grunig, 1992:xiii, 11)?   In other words: What is the value of excellent communication to organisations? (Dozier *et al.*, 1995:ix).

> First, the *Effectiveness Question* asked *why* and to *what extent* public relations increases organisational effectiveness: *How* does public relations make an organisation more effective, and *how much* is that contribution worth economically?

> Second, the *Excellence Question* asked *how* public relations should be *organised* and *managed* to be able to make the contribution to organisational effectiveness identified in the answer to the Effectiveness Question: *What* are the *characteristics* of a public relations *function* that are more likely to make an organisation effective?

(Grunig *et al.,* 2006:24).

With the two research questions they posed, the Excellence team specifically explored communication management on a *programme level* (micro level) and a *departmental level* (meso level).   The Excellence study found that the *organisational* and *environmental context* nurtured but did not guarantee, excellent public relations (Grunig *et al.*, 2006:28).

ii.   The Excellence factor

The research team for the Excellence study furthermore isolated the Excellence factor, consisting of three groupings of items, namely the *knowledge base*, the *shared expectations* and the organisation's *culture*. These three spheres of communication excellence consider the overall function and role of communication in organisations.

The three spheres represent different qualities of excellence, one inside the other:

1. The *knowledge base* of the communication department examines the core or inner sphere of communication excellence
2. The *shared expectations* between senior managers and top communicators about the function and role of communication surrounds the knowledge core
3. An *organisation's culture*, provides the larger context that either nurtures or impedes communication excellence.

(Dozier *et al.,* 1995:viii).

The factor that was extracted from the data consisted of 20 items grouped together by the way top communicators, CEOs and other employees responded to items on the questionnaire (Dozier *et al.*, 1995:9). The Communication Excellence Factor is presented in Table 4.1.

Table 4.1 The Communication Excellence Factor

The Communication Excellence Factor	
Knowledge base of Communication Department	*Source*
• Knowledge to play the communication manager role	TC
• Knowledge to use the two-way symmetrical model	TC
• Knowledge to use the two-way asymmetrical model	TC
Shared expectations about communication with senior management	*Source*
• Value dominant coalition (senior management) places on communication	TC
• Support dominant coalition (senior management) gives to communication	TC
• Contributions of communication department to strategic planning	
• Top communicator reports playing communication manager role	TC
• Top communicator reports playing senior adviser role	TC
• Perceived demand for two-way symmetrical practices	TC
• Perceived demand for two-way asymmetrical practices	TC
• Support dominant coalition (senior management) gives to communication	TC
• Value dominant coalition (senior management) places on communication	CEO
• Importance of knowledge-communication with external groups	
• Demand for two-way asymmetrical practices from dominant coalition	CEO

• Demand for two-way symmetrical practices from dominant coalition	CEO
• Demand for communication manager role from dominant coalition	CEO
• Demand for senior adviser role from dominant coalition	CEO
• Contributions of communication department to strategic planning	CEO
	CEO
	CEO
Organisational culture	*Source*
• Support for female employees in the organisation	TC
• Participative organisational culture	EMP

Legend: TC = Top communicator questionnaire, CEO = CEO (or other dominant coalition member) questionnaire, EMP = Employee questionnaires (answers aggregated for all employees.

Source: Dozier *et al.* (1995:9)

a. Three spheres of excellence

Communicators build excellent communication programmes when they have the knowledge base to do so, while dominant coalitions (the individuals in the organisation who set the goals and make strategic decisions) help them build such programmes by sharing an understanding of the communication function and by demanding excellence. It was also found that a participative culture is more conducive to excellence than an authoritarian culture (Dozier *et al.,* 1995:18).

Figure 4.3 The three spheres of communication excellence

Participative culture

Shared expectations
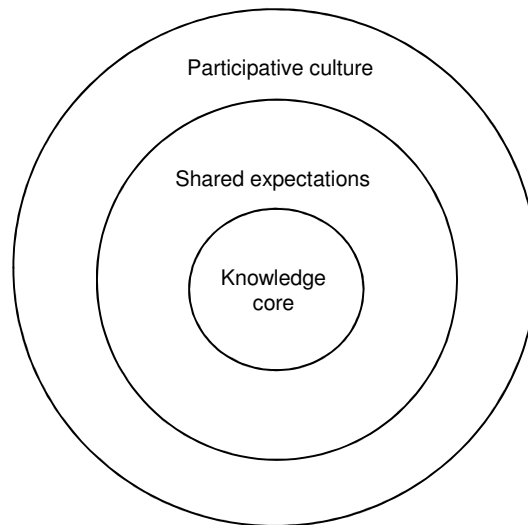
Knowledge core

Source: Dozier *et al.* (1995:10)

- **Core sphere: Knowledge base**

The knowledge sphere represents the expertise in communication departments to play a senior-level strategic role in managing communication and public relations programmes, as well as contributing to the overall strategic management of the organisation – knowledge that is called *manager role expertise*. Included in this expertise is *departmental knowledge* to position communicators as environmental scanners. Two-way communication furthermore includes formal and informal research to gather information about publics that can be interpreted and shared with senior management. The latter can use the information to manipulate or persuade publics to do as organisations want them to – *asymmetrical communication*; or they can use it to negotiate, seeking win-win solutions to conflicts that build long-term relationships, benefiting both organisations and publics – *symmetrical communication* (Dozier *et al.,* 1995:22).

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Figure 4.4   The three components of the knowledge base of an excellent communication department
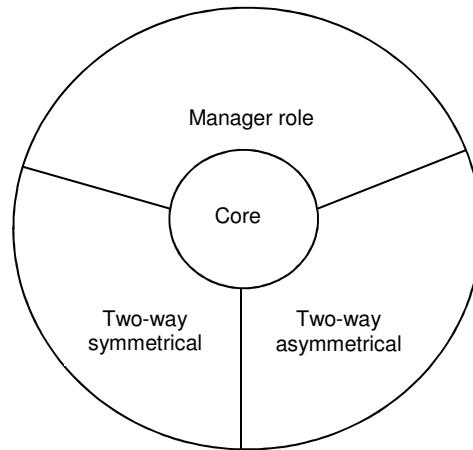
 Source: Dozier *et al*. (1995:22)

The knowledge that distinguishes excellent from less-than-excellent communication programmes involves *environmental scanning* and *two-way communication* (Dozier *et al.,* 1995:11-12).   From the perspective of the symmetrical practices model, the purposes of public relations and communication management are to mediate; to change management as well as publics; and to develop mutual understanding.   The two-way mixed-motive model of practices emphasises research before and after the execution of communication and public relations programmes.   CEOs in excellent organisations furthermore have high expectations for research-based, two-way practices reflecting mixed-motives (Dozier *et al.,* 1995:100-101).   From this perspective, communicators provide valuable services to dominant coalitions when they help senior managers see their organisations and behaviours from the public's viewpoints (Dozier *et al.,* 1995:47).

Knowledge that is important include –

Strategic knowledge: Expertise to play the senior manager role involve knowing how to manage communication strategically and was measured in the Excellence study by the following two items: manage the organisation's response to issues; and develop goals and objectives for your department. Both items involve the strategic management of relationships with publics. By strategic management is meant the balancing of internal processes of organisations with external factors. The overall strategic management of organisations is inseparable from the strategic management of relationships, traditionally the responsibility of the public relations or communication department. Communicators must have the expertise to identify the desired relationships an organisation seeks to build and maintain with key stakeholders, publics or audiences. They specify these relationships through the goals and objectives of communication programmes. Relationships are also affected by the organisation's response to issues important to key publics. Traditional expertise in communication involves tactical knowledge, and although tactical decisions about messages and media remain important, it is regarded to be subordinate to the consequences of strategic decisions reflected in the goals and objectives for communication programmes (Dozier *et al.,* 1995:28-29).

Research knowledge: Organisations use formal and informal techniques to identify emerging issues that may affect their organisations, tracking public opinion regarding those issues; defining publics dynamically, based on how they are affected by the organisation and how they may behave toward the organisation; and holding communication programmes *accountable* by asking communicators to evaluate the impact of programmes on awareness, knowledge, opinions, and behaviours of publics (Dozier *et al.,* 1995:30). Dozier *et al.* (1995:34-35) state that: "…communication processes can help organisations build strategic relationships with key publics. These relationships, in turn, are crucial to the effectiveness of organisations, and, in many instances, do have measurable monetary impact. The first step in linking communication to the bottom line is planning programmes that focus on outcomes

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(relationships), and then evaluating by measuring the maintenance or change in relationships".

Knowledge of budgeting: The more strategic the communication department is, the more sophisticated budgeting issues become. Excellent communication departments constantly adjust and restructure programmes to respond dynamically to changing relationships with strategic publics. Programme planning starts with identification of the most strategic publics and the kind of relationships that dominant coalitions want to establish and maintain with those publics. Budgets are zero based, designed to implement the most efficient programmes for the most strategic publics (Dozier *et al.,* 1995:35-36).

- **Middle sphere: Shared expectations**

The middle sphere of communication excellence is the focus of this study and specifically refers to the shared expectations that communicators and senior managers hold about communication. Communication departments may have the core knowledge to practise excellent communication, but senior management must also share a common understanding about the role and function of communication. This sphere specifically involves communicator relations with the dominant coalition (Dozier *et al.,* 1995:73).

➢ *Departmental power*

The *first component* of this middle sphere is departmental power - the ability to influence members of the dominant coalition, which is reflected in how CEOs think their dominant coalitions value and support communication. Top communicators can serve as members of dominant coalitions, participating directly in strategic management and planning; or can exert informal influence as providers of information and as process facilitators to dominant coalitions (Dozier *et al.*, 1995:73).

Excellent communication programmes furthermore incorporate the communicator's ability to influence decisions about an organisation's goods and services, its policies and its behaviour (Dozier *et al.*, 1995:75). Dozier *et al.* (1995:76) state that serving in the manager role means that top communicators influence key strategic decisions of dominant coalitions; serving in the technician role means that top communicators implement, as service providers, decisions made by other senior managers. A powerful communication department can play an important role in mutual adjustments of dominant coalitions and publics. Symmetrical practices among communicators furthermore require that the communicators act as advocates of their organisation's viewpoint when communicating with publics and advocates of public interests when communicating with their dominant coalitions. Communicators also help organisations and publics negotiate mutually acceptable resolutions to disputes, building long-term relationships (Dozier *et al.,* 1995:77).

The Excellence team concluded that participation in strategic planning and management was among the most powerful predictors of overall excellence. Dozier *et al.* (1995:87-88) state that you have to earn a place at the table where strategic decisions are made. Value and support come to those communication departments that prove their worth to senior management by their strategic contributions. Influence then, is circular - power is necessary to be given the opportunity to contribute; and strategic contributions increase the value and support dominant coalitions give to communication departments.

Figure 4.5   The three components of the middle sphere of shared expectations for communication excellence
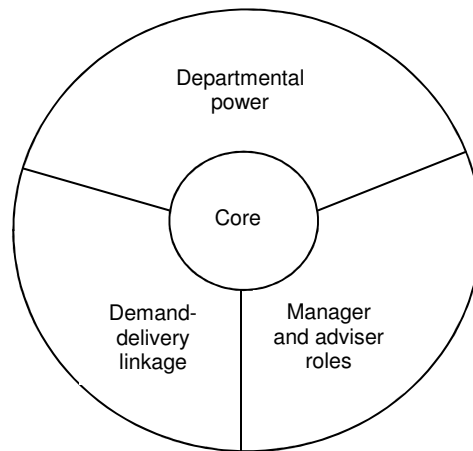
Source: Dozier *et al.* (1995:16)

Demand-delivery linkage

The *second component* of excellence in this sphere is the demand-delivery linkage. Senior managers demand two-way practices from their communicators to persuade and negotiate, and top communicators are aware of this. Excellent communication departments can deliver, which sets up a loop of repeated behaviour, with senior management demanding and communicators delivering excellent communication programmes. Over time, expectations and performance reinforce each other. When dominant coalitions expect communicators to think strategically to solve a problem or conflict with a key public, it reinforces the knowledge or expertise in the communication department to deliver communication excellence. When communicators respond strategically to help solve a problem important to the dominant coalition, it reinforces the strategic view of communication in the dominant coalition. The latter then comes to value and support the communication department. Such political support is integral to the set of shared expectations that lead to communication excellence (Dozier *et al.,* 1995:16-17).

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Figure 4.6   The demand-delivery linkage for communication excellence

Demand for Excellence

Delivery of Excellence
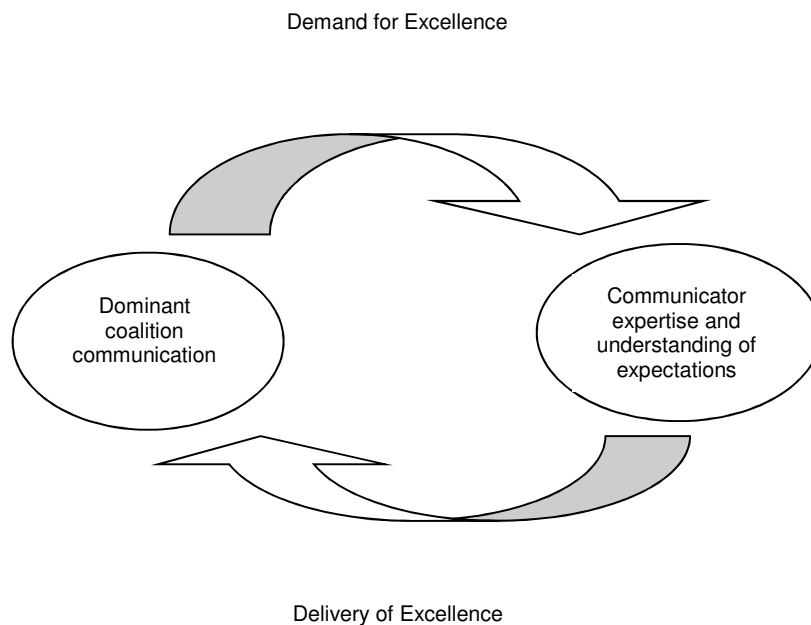
 Source: Dozier *et al*. (1995:16)

Organisations that showed high Excellence scores have CEOs and communicators who reported a strong preference for two-way symmetrical and two-way asymmetrical practices.   Advanced practices combine two-way communication with negotiation and persuasion, while short-term asymmetrical tactics can be used to stake out more advantageous positions within the larger context of mutually beneficial relationships.   Ethical communicators furthermore subordinate asymmetrical methods to broad principles of symmetrical purpose. In doing so, communicators use both formal and informal *research methods.* CEOs and communicators also mentioned crises as catalysts for changes in management's view of communication (Dozier *et al.*, 1995:102).

> *Manager and adviser roles*

The *third component* of excellence in this sphere is the organisational role played by top communicators. They may have formal decision-making authority for communication policy; and they may be responsible for programme success or failure. On the other hand, they may play a more informal role as senior advisers who outline options and provide research information needed for decision-making by senior managers (Dozier *et al.*, 1995:74).

Whereas *models* describe the mind-set and overall purpose of communication programmes, *roles* describe daily behaviour patterns of individual communication practitioners. Communication managers conceptualise and direct public relations programmes, while communication technicians provide technical services such as writing, editing, photography, media contacts, or production of publications (Grunig, 1992:19).

Dozier *et al.,* (1995:107) believe that changing the *roles* that top communicators play provides the most direct path to excellence. Top communication departments from the Excellence study combine knowledge of both manager and technician roles to provide the foundation for excellence. To actually achieve excellence, however, top communicators must play advanced organisational roles of *communication manager* and *senior adviser*.

The *communication manager role* consists of formal authority to manage the communication function and to make communication policy decisions. Communication managers also hold themselves accountable for the success or failure of communication programmes, as do others managers in the organisation. As senior counsel to the dominant coalition on matters of communication and public relations, the senior adviser exerts influence through suggestions, recommendations, and plans. Much of his/her authority comes from close contact with key publics. As such, they mediate the flow of two-way communication between organisations and publics (Dozier *et al.,* 1995:107-109).

Top communicators play the communication manager and senior adviser roles when their departments contribute to strategic planning and decision-making through research, especially formal research. They have something useful to contribute to dominant coalition decision-making when their departments act as conduits for information about key publics. Before decisions are made, top communicators make senior managers aware of the knowledge, opinions, and behavioural predispositions of publics who can influence the success or failure of organisations. They also counsel senior decision-makers about the implications and impact of issues on strategic decisions (Dozier *et al.,* 1995:115-117).

Excellent communication departments are made up of communicators who know how to: plan strategic programmes based on information communicators collect about publics; they blur boundaries between communication issues and organisational issues; and they manage the human and material resources of their departments to deliver excellence. All of these *processes* occur through the organisational roles that top communicators play (Dozier *et al.,* 1995:117-118).

Dozier *et al.,* (1995:107) identified an additional communicator role that are essential to executing communication programmes. The *media relations role* is played by journalists-in-residence, who maintain media contacts, place news releases, and determine what the media will find newsworthy about their organisations. In the media relations role, top communicators keep senior management informed about media coverage of the organisation and coverage of issues important to the organisation (Dozier *et al.,* 1995:112-113).

- **Outer sphere: Organisational culture**

Both the inner sphere and the middle sphere rest within the third sphere - the *character of organisational culture*. Organisations differ in the participative and authoritarian character of their cultures, although they can have elements of both. Participative cultures infuse employees with a sense of teamwork, co-operation, and a shared mission, while authoritarian cultures stress centralised decision-making and authority and employees see different and even competing agendas in departments, rather than a common mission. Organisations also differ in how they treat employees who are women or who are from culturally diverse backgrounds (Dozier *et al.,* 1995:131-132).

Participative organisational cultures provide a nurturing environment of communication excellence, while authoritarian organisational cultures are generally not supportive of excellence (Dozier *et al.,* 1995:148).

Figure 4.7   Components of the outer sphere of organisational culture
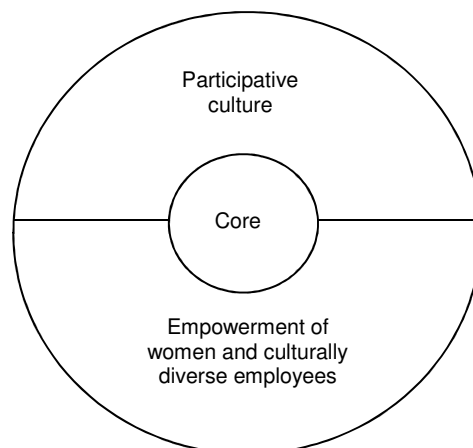
Source: Dozier *et al.* (1995:132)

The second slice of data in this first literature case was identified against the background of the Excellence factor, with specific reference to the shared expectations between top management and the top communicator about the role and function of communication. The King III Report, which could generally be regarded as a representation of the collective expectations of dominant coalitions from various organisations in South Africa, will be discussed next as the second slice of data.

4.4.2   Second slice of data: The King III Report

The *second slice of data* that was selected, was the King III Report. The reason for its selection, was that it could be considered as an example of the *expectations* that a board, and therefore top management, have of management in general and of communication management in particular. The board typically has an oversight function in terms of the content of King III, and will delegate the operational responsibility to the CEO and top management, including the communication executive.

King III is a guiding document on governance for companies listed on the Johannesburg Stock Exchange (JSE). The concepts of *sustainability, governance* and *strategy* form its three pillars. Each chapter of the Report contains principles that companies listed on the JSE must apply in their companies, or if they cannot, they must explain why not.

King III served two purposes as a *slice of data*. Apart from providing data, and therefore incidents (the Principles in all the chapters of King III), for the identification of the concepts of the first meta-category of strategic management, namely *governance*, *sustainability* and *strategy*, it also provided data and therefore incidents (the six Principles in Chapter 8) for the identification of the concepts in the *second meta-category*, namely strategic communication management. These conceptual labels were confirmed from the identified *incidents* from the *data* in King III acting as potential indicators of

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the phenomenon of *shared expectations about the conceptualisation of strategic communication management in a triple context environment*.

The chapters of King III include the following:

- *Chapter 1: Ethical leadership and corporate citizenship*

The first Principle of this chapter states that good governance is essentially about effective, responsible leadership. The latter is characterised by the ethical values of *responsibility*, *accountability*, *fairness* and *transparency*. Responsible leaders build sustainable businesses through effective strategy and operations, by having regard for the company's economic, social and environmental impact on the community in which it operates. They furthermore reflect on the role of business in society. As such, the company is not only an economic institution, but also a corporate citizen. From this perspective, the board is responsible for the company's performance within the triple context (economic, social and environmental responsibility) in which it operates and should issue an integrated report to this effect (King III Report, 2009:20-22).

Responsible leaders also do business ethically. They practise corporate statesmanship and are sensitive to the impact of their companies on its internal and external stakeholders - they give direct, rather than incidental, consideration to the legitimate interests and expectations of stakeholders (King III Report, 2009:20). As a steward of the company, a director has the following five moral duties: Conscience, inclusivity (inclusivity of stakeholders is essential to achieving sustainability, and the legitimate interests and expectations of stakeholders must be taken into account in decision-making and strategy), competence, commitment and courage (King III Report, 2009:21).

Ethics (or integrity) is the foundation of corporate governance. If the company is run ethically, it earns the necessary approval – its licence to operate – from those affected by and affecting its operations. It has no inherent right to exist – it exists solely because society has given it that right. Legitimacy is therefore

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based on stakeholders' perception of the way in which a company performs, behaves and communicates (which are the component parts of reputation that can also be measured, monitored and managed on an ongoing basis). Legitimacy (and therefore reputational) gaps appear when the social contract changes, resulting in a widening gap between the image of the organisation and society's expectations (King III Report, 2009:22).

The *triple-context approach* recognises the effect of the modern company on society and the natural environment and acknowledges that companies should act with economic, social and environmental responsibility. A company itself should ensure that its impact on the economy, society and the natural environment is sustainable. Decision-makers also require mechanisms to engage in collaborative responses to sustainability challenges. Collaboration is one of the natural consequences of the notion of corporate citizenship and could take the form of integrity pacts, collective codes of conduct and collective policy initiatives. Corporate citizenship and sustainability furthermore require business decision-makers to adopt a holistic approach to economic, social and environmental issues in their core business strategy and growth (King III Report, 2009:23-24).

Good corporate governance requires that the board takes responsibility for building and sustaining an ethical corporate culture consisting of both formal and informal cultural systems. Building and sustaining an ethical corporate culture requires *ethical leadership*. The board's commitment to building and sustaining this kind of organisational culture should be reflected in the company's vision, mission, strategies and operations; its decisions and conduct; and the manner in which it treats its internal and external stakeholders. It should also manifest in the company's responsibility towards the communities and natural environment in which it operates (King III Report, 2009:24-25).

- *Chapter 2: Boards and directors*

The board is responsible for corporate governance and has two main functions: determining the company's *strategic direction* (and, consequently, its ultimate performance); and being responsible for the *control* of the company. It requires management to execute strategic decisions effectively and according to laws and the legitimate interests of stakeholders. It also ensures that management actively cultivates a *culture of ethical conduct* and sets the *values* to which the company will adhere. It is responsible to ensure that *integrity* permeates all aspects of the company and its operations and that the company's vision, mission and objectives are ethically sound. The King III Report (2009:21) states that the board should *align its conduct* and the conduct of management with the *values* that drive the company's business and should consider the legitimate interests of the company's stakeholders in its deliberations, decisions and actions. King III followed the tradition of its two predecessors - King I and King II - which opted for an inclusive stakeholder model of governance. It weighs and promotes the interests of the company's internal and external stakeholders, thus ensuring the co-operation and support of the stakeholders the company depends on for its sustainable success. As such, the company creates *trust* between itself and its stakeholders. Of specific relevance to communication management is Principle 2.11, which states: "The board should appreciate that stakeholders' perceptions affect the company's reputation" (King III Report, 2009:31).

- *Chapter 3: Audit committees*

Chapter 3 states that a company must have an effective and independent audit committee that should consist of skilled and experienced independent non-executive directors and that it should have a non-executive director as a chairperson. This committee oversees the integrated reporting process; is responsible for co-ordinating assurance activities; and oversees internal and external auditing. Apart from overseeing the company's finance function, it

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should also be part of the risk management process. This committee reports to the board and to shareholders (King III Report, 2009:56-68).

- *Chapter 4: The governance of risk*

The board is ultimately responsible for the governance of risk and should determine the levels of risk tolerance. The responsibility to design, implement and monitor the risk management plan should be delegated to management, who should implement appropriate risk responses and assurance. The board should also ensure that there are processes in place enabling complete, timely, relevant, accurate and accessible risk disclosure to stakeholders (King III Report, 2009:73-80).

- *Chapter 5: The governance of information technology*

The board is responsible for the governance of information technology (IT). IT should be aligned to the performance and sustainability objectives of the company and should form part of the company's risk management. A risk and audit committee should assist in carrying out the board's IT responsibilities (King III Report, 2009:82-87).

- *Chapter 6: Compliance with laws, codes, rules and standards*

The company should comply with applicable laws and consider adherence to non-binding rules, codes and standards. Directors need to have a workable understanding of them, while management should implement an effective compliance framework and processes and address compliance risk (King III Report, 2009:89-91).

- *Chapter 7: Internal audit*

The board should ensure that there is a risk based internal audit process in place; internal audit should assess the company's system of internal control and

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risk management; the audit committee should oversee internal audit; and internal audit should be strategically positioned to achieve its objectives (King III Report, 2009:93-98).

- *Chapter 8: Governing stakeholder relationships*

The stakeholder-inclusive approach aims, amongst other things, to stimulate appropriate dialogue between the company and its stakeholders. Such dialogue can enhance or restore stakeholder confidence, remove tensions, relieve pressure on company reputation, and offer opportunities to align ideas and opinions on issues (King III Report, 2009:100-106).

Chapter 8 furthermore includes six Principles that highlight the importance of corporate reputation, stakeholder relationships and communication. The first Principle states that "the board should appreciate that stakeholders' perceptions affect a company's reputation"; the second, that "the board should delegate to management to proactively deal with stakeholder relationships"; the third, that "the board should strive to achieve the appropriate balance between its various stakeholder groupings, in the best interests of the company"; the fourth, that "companies should ensure the equitable treatment of shareholders"; the fifth, that "transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence"; and the sixth, that "the board should ensure disputes are resolved as effectively, efficiently and expeditiously as possible" (King III Report, 2009:100-106).

- *Chapter 9: Integrated reporting and disclosure*

Integrated reporting refers to a holistic and integrated representation of the company's performance in terms of both its finances and its sustainability. The board should ensure the integrity of the company's integrated report, which should convey information about the operations of the company; the sustainability issues relevant to the business; the financial results; the results of the operations; and cash flows. Reporting effectively about the goals and

strategies of the company, as well as its performance with regard to economic, social and environmental issues, also aligns the company with the legitimate interests of its stakeholders, and obtains stakeholder buy-in and support for the objectives that the company is pursuing (King III Report, 2009:108).

Integrated reporting should be focused on substance over form; should disclose information that is complete, timely, relevant, accurate, honest and accessible and comparable with the past performance of the company; and should contain forward-looking information. The commentary on the company's financial results should as such include information to enable a stakeholder to make an informed assessment of the company's financial results and economic value. The integrated report allows stakeholders insight into the prospects for future value creation and the board's assessment of the key risks which may limit those prospects (King III Report, 2009:109).

Reporting should be integrated across all areas of performance, reflecting the choices made in the strategic decisions adopted by the board; should include reporting in the *triple context* of economic, social and environmental issues; and should be transparent. The information provided should allow stakeholders to understand the key issues affecting the company, as well as the positive and negative effect the company's operation has had on the economic, social and environmental well-being of the community. *Materiality* links sustainability issues more closely to strategy (King III Report, 2009:109-110).

Sustainability reporting and disclosure should be independently assured in order to ensure the integrity of certain processes and systems. The verification of certain information may therefore be necessary to provide assurance.

4.4.3   Third slice of data: The International <IR> Framework

Integrated reporting is a development that has significantly impacted the contemporary field of strategic communication management. The International Integrated Reporting Council (IIRC) is the leading international authority on

integrated reporting, and represents a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. This coalition shares the view that "communication about business' value creation should be the next step in the evolution of corporate reporting." The IIRC's long-term vision is that integrated thinking is embedded in mainstream business practice in the public and private sectors. The cycle of integrated thinking and reporting results in efficient and productive capital allocation and acts as a force for financial stability and sustainability (The International <IR> Framework, 2013:2).

An integrated report is defined as "a concise communication about how an organisation's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation of value over the short, medium and long term" (The International <IR> Framework, 2013:7).

The <IR> aims to:
- "Improve the quality of information available to providers of financial capital to enable a more efficient and productive allocation of capital
- Promote a more cohesive and efficient approach to corporate reporting that draws on different reporting strands and communicates the full range of factors that materially affect the ability of an organisation to create value over time
- Enhance accountability and stewardship for the broad base of capitals (financial, manufactured, intellectual, human, social and relationship, and natural) and promote understanding of their interdependencies
- Support integrated thinking, decision-making and actions that focus on the creation of value over the short, medium and long term".

(The International <IR> Framework, 2013:2)

> *Integrated thinking*

<IR> is guided by integrated thinking, which is "the active consideration by an organisation of the relationships between its various operating and functional

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units and the capitals the organisation uses and affects". It leads to integrated decision-making and actions that consider the creation of value over time. It also takes into account the connectivity and interdependence between the following factors that have a material effect on value creation:

- The capitals the organisation uses and affects
- The capacity to respond to stakeholders' legitimate needs and interests
- The organisation's business model and strategy
- The organisation's activities, performance (financial and other), and outcomes in terms of the capitals.

(The International <IR> Framework, 2013:2)

i.   Fundamental concepts

<IR> recognises that value is not created by any organisation alone, but is:

- influenced by the external environment;
- created through relationships with others; and
- dependent on the availability, affordability, quality and management of resources.

(The International <IR> Framework, 2013:10).

The International <IR> Framework (2013:10) furthermore states that value created by an organisation over time manifests itself in increases, decreases or transformations of the capitals caused by the organisation's business activities and outputs. Value is created through two interrelated aspects, namely: the organisation itself, which enables financial returns to the providers of financial capital; and others – stakeholders and society at large.

"The ability of the organisation to create value for itself is linked to the value it creates for others". This value creation happens through a range of activities, interactions and relationships which are included in the integrated report when they are material to the organisation's ability to create value for itself. Providers of financial capital need information about material externalities to assess their effects and allocate resources accordingly. Value is created over different time

horisons and for different stakeholders through different capitals and is therefore unlikely to be created through the maximisation of one capital at the expense of others.

a. The capitals

Organisations depend on a variety of different forms of "capital" for their success. In the Framework, the capitals comprise: financial, manufactured, intellectual, human, social and relationship, and natural. The capitals are furthermore regarded as stocks of value that become the inputs to the organisation's business model (The International <IR> Framework, 2013:11).

The various capitals are summarised in Table 4.2 below.

Table 4.2   Categorisation and description of the capitals

Categorisation and description of the capitals
Financial capital   The pool of funds that is -   • available to an organisation for use in the production of goods or the provision of services   • obtained through financing, such as debt, equity or grants, or generated through operations or investments.
Manufactured capital   Manufactured physical objects (as distinct from natural physical objects) that are available to an organisation for use in the production of goods or the provision of services, including: • Buildings   • Equipment   • Infrastructure
Intellectual capital   Organisational, knowledge-based intangibles, including: • Intellectual property, such as patents, copyrights, software, rights and licences   • "Organisational capital" such as tacit knowledge, systems, procedures and protocols.
Human capital   People's competencies, capabilities and experience, and their motivations to innovate, including

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their -   • alignment with and support for an organisation's governance framework, risk management approach, and ethical values   • ability to understand, develop and implement an organisation's strategy   • loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and to collaborate.
Social and relationship capital   The institutions and relationships within and between communities, groups of stakeholders, and the ability to share information to enhance individual and collective well-being. Social and relationship capital includes: • Shared norms, and common values and behaviours   • Key stakeholder relationships, and the trust and willingness to engage that an organisation has developed and strives to build and protect with external stakeholders   • Intangibles associated with the brand and reputation that an organisation has developed   • An organisation's social licence to operate.
Natural capital   All renewable and non-renewable environmental resources and processes that provide goods and services.

Source: The International <IR> Framework (2013:12-13).

b. The value creation process

The external environment in the value creation process sets the context within which the organisation operates and includes economic conditions, technological change, societal issues and environmental challenges. The mission and vision identify the purpose and intention of the organisation in clear, concise terms, while those responsible for governance create an oversight structure to support the ability of the organisation to create value (The International <IR> Framework, 2013:13).

At the core of the organisation is the business model which draws on various capitals as inputs and, through its business activities, converts them into outputs, which culminates in outcomes in terms of effects on the capitals. The capacity of the business model to adapt to changes can affect the

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organisation's long-term viability. Business activities include those directed at product and service development, and is encouraged by a culture of innovation, while outcomes are internal and external consequences (positive or negative) for the capitals as a result of the business activities and outputs. Continuous monitoring and analysis of the external environment is also an important step in the process and identifies risks and opportunities relevant to the organisation, its strategy and its business model (The International <IR> Framework, 2013:13-14).

Strategy furthermore determines how the organisation intends to manage risks and opportunities through resource allocation, while performance management involves setting up measurement and monitoring systems to provide information for decision-making. The value creation process is by nature dynamic and regular review of the organisation's outlook should lead to the revision and refinement of the components (The International <IR> Framework, 2013:14).

ii.   Guiding principles

The following Guiding Principles underpin the preparation of an integrated report in terms of content and how the information is presented:

Strategic focus and future orientation: "An integrated report should provide insight into the organisation's strategy, and how that relates to its ability to create value in the short, medium and long term and to its use of and effects on the capitals".

Connectivity of information: "An integrated report should show a holistic picture of the combination, interrelatedness and dependencies between the factors that affect the organisation's ability to create value over time".

Stakeholder relationships: "An integrated report should provide insight into the nature and quality of the organisation's relationships with its key stakeholders

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including how and to what extent the organisation understands, takes into account and responds to their legitimate needs and interests".

Materiality: "An integrated report should disclose information about matters that substantively affect the organisation's ability to create value over the short, medium and long term".

Conciseness: "An integrated report should be concise".

Reliability and completeness: "An integrated report should include all material matters, both positive and negative, in a balanced way and without material error".

Consistency and comparability: "The information in an integrated report should be presented: (a) on a basis that is consistent over time; and (b) in a way that enables comparison with other organisations to the extent it is material to the organisation's own ability to create value over time". (The International <IR> Framework, 2013:18-23).

iii. Content elements

The following Content Elements should appear in an integrated report, answering the questions posed for each one:

Organisational overview and external environment: Addresses the question: "What does the organisation do and what are the circumstances under which it operates?"

Governance: Addresses the question: "How does the organisation's governance structure support its ability to create value in the short, medium and long term?"

Business model: Addresses the question: "What is the organisation's business model?"

Risks and opportunities: Addresses the question: "What are the specific risks and opportunities that affect the organisation's ability to create value over the short, medium and long term, and how is the organisation dealing with them".

Strategy and resource allocation: Addresses the question: "Where does the organisation want to go and how does it intend to get there?"

Performance: Addresses the question: "To what extent has the organisation achieved its strategic objectives for the period and what are its outcomes in terms of effects on the capitals?"

Outlook: Addresses the question: "What challenges and uncertainties is the organisation likely to encounter in pursuing its strategy, and what are the potential implications for its business model and future performance?"

Basis of presentation: Addresses the question: "How does the organisation determine what matters to include in the integrated report and how are such matters quantified or evaluated?"
(The International <IR> Framework, 2013:24-29).

4.4.4 Fourth slice of data: The Stockholm Accords and the Melbourne Mandate

The Stockholm Accords, were developed after the publication of the King III Report and contains many of its concepts. The Melbourne Mandate was subsequently written as an extention of the Stockholm Accords.

i. The Stockholm Accords

The Stockholm Accords, developed and advocated by the Global Alliance for Public Relations and Communication Management in 2010, affirms the characteristics of the communicative organisation and the value of public relations and communication professionals in management, governance,

sustainability and internal and external communication. These concepts are explained as follows:

The Societal and Organisational Value of Public Relations and Communication Management

a. Sustainability

"The organisation's sustainability relies on balancing today's demands with the ability to meet future needs based on economic, social and environmental dimensions.

"The communicative organisation assumes leadership by interpreting sustainability as a transformational opportunity to improve its position within, and contribution to, society by pursuing and constantly reporting on the achievement of its policies and actions across the economic, social and environmental "triple bottom line".

"Public relations and communication management professionals:

- Involve and engage key stakeholders in the organisation's sustainability policies and programs
- Interpret societal expectations for sound economic, social and environmental commitments that yield a return to the organisation and society
- Ensure stakeholder participation to identify information that should be regularly, transparently and authentically reported
- Promote and support efforts to reach an ongoing integrated reporting of financial, social, economic and environmental [issues]".

b. Governance

"Organisations operating under the stakeholder governance model empower their board members, elected officials and non-profit organisation leaders, to be directly responsible for deciding and implementing stakeholder relationship policies.

"The communicative organisation requires timely information, knowledge and understanding of economic, social, environmental and legal developments, as well as of its stakeholders' expectations. This to promptly identify and deal with the opportunities and risks that can impact the organisation's direction, action and communication.

"Public relations and communication management professionals:

- Participate in defining organisational values, principles, strategies, policies and processes
- Apply appropriate communication and research skills to interpret stakeholders' and society's expectations as a basis for decision-making
- Deliver timely analysis and recommendations for an effective governance of stakeholder relationships by enhancing transparency, trustworthy behaviour, authentic and verifiable representation, thus sustaining the organisation's "licence to operate"
- Create an internal listening culture, an open system that allows the organisation to anticipate, adapt and respond".

c. Management

"In today's accelerating, globally competitive network society, the quality and effectiveness of an organisation's decisions are increasingly determined by the speed of and context within which they implement those decisions.

"The communicative organisation is managed on the principle that it is in the organisation's interest to be sensitive to the wider expectations of society and to the legitimate claims of all its stakeholders. This task involves complex prioritization, and decision-making and requires detailed research and listening before strategic and operational decisions are made.

"Public relations and communication management professionals:

- Inform and shape the organisation's overall two-way communication processes and capabilities

- Act as a conduit and interpreter of intelligence about trends and developments in society
- Identify and help to solve issues that are generated by changes in society and specifically those that relate to stakeholder relationships and organisational reputation
- Communicate the value of the organisation's products/services and relationships with stakeholders, thereby creating, consolidating and developing its financial, legal, social and reputational capital".

The Operational Value of Public Relations and Communication Management

d. Internal Communication

"Organisational internal communication enhances recruitment, retention, development of common interests, and commitment to organisational goals by an increasingly diverse, extended and segmented set of "internal" publics.

"For the communicative organisation, internal communication is vital in the development and sustenance of the organisation, fostering trust, commitment, purpose and shared goals among all internal stakeholders including all employee tiers, contractors, consultants, suppliers, volunteers and others required to fulfill the organisation's purpose.

"Public relations and communication management professionals seek constant feedback for a mutual understanding of -

- How the internal community comprehends, accepts, communicates and achieves the organisation's strategy
- How – and how well — organisational leaders and internal influencers collaborate and communicate with stakeholders
- How knowledge and policy are being shared
- How processes and structures are identified, developed and enhanced and most importantly,

- How the organisation's reputation depends largely on the actions taken by internal stakeholders".

e. External Communication

"As the expansion of the network society accelerates, organisations must review and adjust their policies, actions and communicative behavior to improve their relationships with increasingly influential stakeholders, as well as with society at large.

"The communicative organisation develops skills to continually nurture its relationships with customers, investors, communities, governments, active citizen groups, industry alliances, mainstream and digital media and other situational stakeholders.

"Public relations and communication management professionals:

- Bring the organisation's "voice" and interests into stakeholder deliberations and decisions
- Assist all organisational functions in crafting and delivering effective communication, fostering understanding and building and sustaining relationships
- Contribute to the development and promotion of products, services or processes that strengthen brand loyalty and equity
- Advocate for stakeholder groups within the organisation and sustain an appropriate dialogue in order to maintain social and reputational capital".

f. Alignment of Internal and External Communication

"Organisational communication today is a complex, multi-dimensional, multi-stakeholder enterprise involving concurrent engagement across diverse value networks and legal frameworks (Stockholm Accords, 2010).

"The communicative organisation endeavours to share a consistent global story. In doing so, it must balance transparency, finite resources and time sensitive demands against rapid change plus emerging and resolving conflicts of

interests within its operational environment. This necessitates that organisational communication with all stakeholders is coherent, co-ordinated and aligned with its mission, vision, values, actions and behaviours.

"Public relations and communication management professionals:

- Oversee the development and implementation of internal and external communications to assure open listening, consistency of content and accurate presentation of the organisation's identity
- Research, develop, monitor and adjust the organisation's communicative behaviour
- Create and nurture a knowledge base that includes social and psychological sciences
- Manage and apply research to implement evaluation and measurement programs for continued improvement".

(Stockholm Accords, 2010).

The Melbourne Mandate, approved at the Seventh PR Forum in Melbourne Australia, in November 2012, builds on the Stockholm Accords and will be discussed next. It states that: "The mandate of public relations is to build and sustain strong relationships between an organisation and its publics, and, in doing so, contribute to society" (Melbourne Mandate, 2012).

ii. The Melbourne Mandate

It acknowledges that the Stockholm Accords affirmed the characteristics of the *communicative organisation* and the *value of public relations and communication professionals* in management, governance, sustainability and internal and external communication and therefore regards the Stockholm Accords as its foundation. The mandate for public relations and communication professionals as stated in the Melbourne Mandate, is to:
- Define and maintain an organisation's character and values;
- build a culture of listening and engagement; and

- instill responsible behaviours by individuals and organisations.

(Melbourne Mandate, 2012).

These roles are interconnected, since an organisation must understand its *character* and *responsibility* to have meaningful engagement with stakeholders. Together these roles form an essential contribution to organisational strategy and to society (Melbourne Mandate, 2012).

Just as with the Stockholm Accords, the Principles of the Melbourne Mandate include a perspective from the *communicative organisation*, and then provide a *mandate for the communication professional* to follow. The following Principles are included:

1. *"Defining an organisation's character and values:* The communicative organisation has a clear sense of its core or 'DNA' which consists of three strands, namely: values, leadership and culture.

2. *"Building a culture of listening and engagement*: The communicative organisation builds trust through respectful and enduring relationships; pursues policies and practices based on standards for corporate responsibility, sustainability, reporting and transparency; and sees listening and engagement as a research-based process to identify both risks and opportunities, in which internal and external stakeholders can play a role.

3. *"Instilling societal, organisational, individual and professional responsibility:* The communicative organisation understands the responsibility flowing from the fact that the organisation derives its licence to operate from the value it creates for all its stakeholders, which benefits society at large; and the value of an organisation is linked directly to its reputation, which in turn is sustained by building trust, acting with integrity and being transparent about the organisation's strategy, operations, use of capital and performance".

(Melbourne Mandate, 2012).

4.5   OPEN CODING OF THE FIRST DATA SET (FOUR SLICES OF DATA)

An open coding process was followed in this phase of the research in order to identify minimalist *a priori* concepts from the above four slices of data, that could guide the identification of scientific articles as a second data set (Chapter 5).

4.5.1   First slice of data: The Excellence study and Excellence factor

The minimalist *a priori* concepts identified from the Excellence study and the Excellence factor are:

Communication management: Grunig (1992:5) defines organisational communication/public relations as communication managed by an organisation. It is managed by communication specialists and can be either internal or external.   Dozier *et al.* (1995:ix) also use the terms public relations and communication interchangeably, to denote the management of communication between an organisation and its publics.

Grunig *et al.,* (2006:23) furthermore state that public relations can be thought of as both a management and a communication discipline and can as such be regarded as "the management of communication between an organisation and its publics".   Grunig (1997) elaborated on this definition of public relations as communication management by referring to the management of an organisation's communicative processes and the role of communication in management.   Many practitioners now regard public relations as being part of the strategic management function through which organisations interact with their publics both before and after management decisions are made (Grunig *et al.,* 2006:23).

Shared expectations between top management and communicators about communication excellence: The middle sphere of communication excellence consists of: "… the shared expectations that communicators and senior

managers hold about communication. Communication departments may have the core knowledge to practice excellent communication, but senior management also must share a common understanding about the role and function of communication". This sphere consists of three components, namely: departmental power, the demand-delivery linkage and the organisational role played by the top communicator (manager or senior adviser roles) (Dozier *et al.,* 1995:73-74).

Value: In the Excellence study the team started with an explanation of the extent to which public relations has value, to develop a general theory that also explains why it has value and how the communication function should be organised to best provide this value. The Effectiveness Question and the Excellence Question were formulated to introduce the building of this general theory of public relations that could explain the value-added contribution that communication makes to the organisation (Grunig *et al.* in Botan & Hazleton, 2006:24). Many attempts have been made to develop measures that would establish that public relations adds value, that include: advertising value press clippings and the readership of publications; and surveys to determine the measurable effects of campaigns or programmes on cognitions, attitudes and behaviours. However, the value of the overall management function of public relations to an organisation or to society could not be determined as yet. The latest attempt include the quest for a single indicator of the value of organisational reputation (Grunig *et al.,* 2006:30-31).

4.5.2 Second slice of data: The King III Report

The minimalist *a priori* concepts identified from the King III Report are mentioned below. These contemporary concepts, found in the disciplines of business management and communication management, could be considered as elements of an integrative strategic perspective on communication management:

Triple context: King III states that: "The triple-context approach enhances the company's potential to create *economic value*. It ensures that the economic, social and environmental resources that the company requires to remain in business are treated responsibly. By looking beyond immediate financial gain, the company protects its reputation – its most significant asset – and builds trust. There is also a growing understanding in business that social and environmental issues have financial consequences" (King III Report, 2009:22). There is a cross-reference to the triple context phenomenon in Chapter 8 of King III, which states the following: "Board decisions on how to balance the interests of stakeholders should be guided by the aim of ultimately advancing the best interests of the company. This applies equally to the achievement of the 'triple context' and the notion of good corporate citizenship as described in Chapter 1". (The concept of 'triple context' was identified in the King III Report, but is also an integral part of The International <IR> Framework (2013).)

The concepts of sustainability, governance and strategy are regarded as the three pillars of King III and can be described as follows.

*Sustainability***:** Responsible leaders build sustainable businesses by having regard for the company's economic, social and environmental impact on the community in which it operates. This approach ensures that the economic, social and environmental resources that the company requires are treated responsibly (King III Report, 2009:20-22). ('Sustainability' is one of the three pillars of King III; and is also one of the six main concepts of the Stockholm Accords. It furthermore appears prominently in The International <IR> Framework (2013).)

*Governance***:** Good governance is essentially about effective, responsible leadership, which is characterised by the ethical values of responsibility, accountability, fairness and transparency (King III 2009:20). ('Governance' is one of the three pillars of King III; and is one of the six main concepts of the Stockholm Accords. It also appears prominently in The International <IR> Framework (2013).)

*Strategy***:** The term *strategic management* refers to the managerial process of forming a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy, and over time initiating appropriate corrective adjustments in the vision, objectives, strategy and execution. Strategy is also linked to ethics and social responsibility, since the organisation has ethical duties to its stakeholders and the public at large. A company's *strategy* is the game plan management uses to stake out a market position, conduct its operations, compete successfully and achieve organisational objectives (Thompson & Strickland 2004:64, 3). (Strategic 'knowledge' is one of the three spheres identified in the Excellence factor; 'strategy' is considered to be one of the three pillars of King III; and 'strategic focus and future orientation' is a guiding principle in The International <IR> Framework (2013). The latter also refers to the business model which 'sits at the core of an organisation and represents the fundamentals of its activities'.)

The following concepts were identified from Chapter 8: Governing Stakeholder Relationships of the King III Report:

Corporate reputation: The first Principle in Chapter 8: Governing Stakeholder Relationships, reads as follows: "The board should appreciate that stakeholders' perceptions affect a company's reputation". It goes further to state: "Stakeholders' overall assessments (and therefore aggregate perceptions) of companies, result in the formation of corporate reputations. Reputation is based on how well a company performs compared with the legitimate interests and expectations of stakeholders".

(The concept of corporate reputation was addressed in Chapter 8: Governing Stakeholder Relationships of King III, but also appeared in The International <IR> Framework (2013) as an element of social and relationship capital and as one of the most important risks an organisation can face.)

The governing of stakeholder relationships: The second principle in Chapter 8 reads that: "The board should delegate to management to proactively deal with

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stakeholder relationships." Principles 3 and 4 read: "The board should strive to achieve the appropriate balance between its various stakeholder groupings, in the best interests of the company"; and "Companies should ensure the equitable treatment of shareholders". (This concept was specifically identified from King III, but also appeared in all the other slices of data.)

Communication: Communication was specified in Principles 5 and 6 of Chapter 8 of the King III Report which read as follows: "Transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence"; and "The board should ensure disputes are resolved as effectively, efficiently and expeditiously as possible". (Communication was also identified in all of the other slices of data.)

4.5.3 Third slice of data: The International <IR> Framework

The following concepts were identified from The International <IR> Framework:

Integrated thinking: Integrated thinking is the ability of an organisation to understand the relationships between its various operating and functional units and the capitals the organisation uses and affects. It leads to integrated decision-making and actions that focus on the creation of value.

Stewardship: In The International <IR> Framework (2013:2) the term stewardship forms, amongst others, part of one of four of the objectives of <IR> which reads: "Integrated reporting aims to enhance accountability and stewardship for the broad base of capitals (financial, manufactured, intellectual, human, social and relationship, and natural)." The term also appears elsewhere in the same document.

(The concept of stewardship was also identified in the King III Report (2009:21) as part of the section on Ethical foundation, where it is stated that a director as a steward should discharge the following five moral duties: conscience, inclusivity of stakeholders, competence, commitment and courage.)

Value creation: Value creation lies at the heart of integrated reporting - organisations can create value by serving the interests of and working with all major stakeholders. Value is stored in the *capitals* and is created or destroyed for the organisation and its stakeholders as a result of the interplay between them (The International <IR> Framework, 2013:10-14).

The capitals: Organisations depend on various forms of 'capital' for their success. The International <IR> Framework (2013) refers to six kinds of capital, namely: financial, manufactured, intellectual, human, social and relationship, and natural. The capitals are stocks of values that increase, decrease or transform through the activities and outputs of the organisation (The International Integrated <IR> Framework, 2013:11).

Stakeholder relationships: The International <IR> Framework (2013:17) states that: An integrated report should provide insight into the nature and quality of the organisation's relationships with its key stakeholders, including how and to what extent the organisation understands, takes into account and responds to their legitimate needs and interests. (The phenomena of stakeholder, public, audience, interest group and social relationships are integrally part of all four slices of data.)

4.5.4 Fourth slice of data: The Stockholm Accords and the Melbourne Mandate

The following concepts were identified from the Stockholm Accords and the Melbourne Mandate:

Stockholm Accords

Sustainability: "The organisation's sustainability relies on balancing today's demands with the ability to meet future needs based on economic, social and environmental dimensions."

Governance: "Organisations operating under the stakeholder governance model empower their board members, elected officials and non-profit organisation leaders, to be directly responsible for deciding and implementing stakeholder relationship policies."

Management: "In an accelerating, globally competitive network society, the quality and effectiveness of an organisation's decisions are increasingly determined by the speed and context within which they are implemented."

Internal communication: "Organisational internal communication enhances recruitment, retention, development of common interests, and commitment to organisational goals by an increasingly diverse, extended and segmented set of "internal" publics."

External communication: "As the expansion of the network society accelerates, organisations must review and adjust their policies, actions and communicative behaviour to improve their relationships with increasingly influential stakeholders, as well as with society at large."

Alignment of internal and external communication: "Organisational communication is a complex, multi-dimensional, multi-stakeholder enterprise involving concurrent engagement across diverse value networks and legal frameworks." (Stockholm Accords, 2010).

Melbourne Mandate

Defining an organisation's character and values: "The communicative organisation has a clear sense of its core or 'DNA' which consists of three strands, namely: values, leadership and culture."

Building a culture of listening and engagement: "The communicative organisation builds trust through respectful and enduring relationships; pursues policies and practices based on standards for corporate responsibility,

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sustainability, reporting and transparency; and sees listening and engagement as a research-based process to identify both risks and opportunities, in which internal and external stakeholders can play a role."

Instilling societal, organisational, individual and professional responsibility: "The communicative organisation understands the responsibility flowing from the fact that the organisation derives its licence to operate from the value it creates for all its stakeholders, which benefits society at large; and the value of an organisation is linked directly to its reputation, which in turn is sustained by building trust, acting with integrity and being transparent about the organisation's strategy, operations, use of capital and performance" (Melbourne Mandate, 2012).

The concept of communication appeared in all four slices of data. In the Excellence factor it appeared as 'communication excellence' in the organisation; in King III it appeared in Chapter 8 in two of the principles; in The International <IR> Framework (2013) it appeared as 'communication about value creation over time'; and in the Stockholm Accords it appeared in three of the dimensions, namely 'internal communication', 'external communication' and the 'alignment of internal and external communication'.

The above concepts guided the identification of scientific articles that served as a second data set from which the preliminary framework could be developed. The scientific process is discussed in Chapter 5.

4.6 SUMMARY

In this study the changing expectations between top management and the top communicator about the management of communication on a strategic level are explored from a *business* and *communicative* perspective, by using the Excellence study as a *first slice of data* in this *first phase* of the research. This seminal study, conducted in the 1980s, identified three core spheres of communication excellence, namely the *knowledge of the communication*

department; *shared expectations between top management and the top communicator*; and the *culture* of the organisation, as determinants for communication excellence. The middle sphere of the *communication excellence factor,* namely *shared expectations about communication with senior management*, is specifically relevant for this research, also because 15 of the 20 key characteristics of communication excellence in organisations loaded on this factor, illustrating its importance (Dozier *et al.,* 1995:7).

The King III Report (2009) and the Stockholm Accords and Melbourne Mandate, the second and fourth slices of data respectively, can furthermore be regarded as guiding documents for communication management professionals and academia, regarding communication and highlight the role that *sustainability, governance*, *strategy*, *management*, *internal communication*, *external communication* and the *co-ordination of internal and external communication* can play in strategic communication management. The King III Report can be regarded as an example of the dominant coalition's expectations for the governing of stakeholder relationships, while the Stockholm Accords and the Melbourne Mandate, can be regarded as a representation of the demand-delivery linkage of shared expectations between top management and communicators.

The International <IR> Framework (2013) was included as the third slice of data from which *integrated thinking*, s*tewardship, value creation,* the *capitals and stakeholder relationships* were identified as minimalist *a priori* concepts.

The above made up the first literature case of the research. The second literature case, consisting of scientific articles identified by using the abovementioned minimalist *a priori* concepts, will be discussed in Chapter 5.

CHAPTER 5

THE PRELIMINARY FRAMEWORK:
ANALYSIS OF THE SECOND DATA SET
(THE SECOND LITERATURE CASE: SCIENTIFIC
ARTICLES)

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THE PRELIMINARY FRAMEWORK:
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(THE SECOND LITERATURE CASE: SCIENTIFIC ARTICLES)

5.1   INTRODUCTION

For the grounded theory approach, data sources including documents, articles or books - also referred to as a 'cache of archival material' - are considered to be equivalent to a collection of interviews and field notes (Strauss & Corbin, 1998). The initial case (unit of study) in the research consisted of literature on four slices of data. This was followed by the identification of literature on the minimalist *a priori* concepts identified in the slices of data. A grounded analysis of the second case - the literature case consisting of scientific articles - enabled the development of saturated categories and as a result the preliminary framework, which was followed by its refinement into a concluding framework in the second phase of the research (Chapter 6).

The *preliminary framework* is expected to create more insights into the functional and process capabilities of strategic communication management in a triple context environment, in order to enhance communication effectiveness and efficiency on a strategic level. The articles formed the qualitative database used in the analysis process, to arrive at a preliminary framework.

Chapter 6 uses six empirical field studies in order to test, refine and extend the *preliminary framework*. Pandit (1996) also refers to such *empirical cases* introduced only after the completion of the *literature case* and indicates that these empirical cases have a dual purpose:
- To fill theoretical categories in order to extend the emerging framework.
- To replicate previous cases in order to test the emerging framework.

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5.2 THE SECOND DATA SET (THE SECOND LITERATURE CASE: SCIENTIFIC ARTICLES)

The 540 scientific articles included in this second data set as explained above, are as follows:

Abugre, J.B. 2012. How managerial interactions affect employees' work output in Ghanaian organisations. *African Journal of Economic and Management Sciences*, 3(2):204-226.

Adams, C.A. 2004. The ethical, social and environmental reporting-performance portrayal gap. *Accounting, Auditing & Accountability Journal*, 17(4):731-757.

Adams, C.A. 2008. A commentary on: Corporate social responsibility reporting and reputation risk management. *Accounting, Auditing and Accountability Journal,* 21(3):365-370.

Aguilera, R.V., Williams, C.A., Conley, J.M. & Rupp, D.E. 2006. Corporate Governance and Social Responsibility: A comparative analysis of the UK and the US. *Corporate Governance*, 14(3):147-158.

Ahamer, G. 2012. Human Geography trains diverse perspectives on global development. *Multicultural Education & Technology Journal*, 6(4):312-333.

Alessandri, S.W. 2001. Modeling corporate identity: A concept explication and theoretical explanation. *Corporate Communications: An International Journal,* 6(4):173-182.

Al-Ghamdi, S.M., Roy, M.H. & Ahmed, Z.U. 2007. How employees learn about corporate strategy: An empirical analysis of a Saudi manufacturing company. *Cross Cultural Management: An International Journal*, 14(4):273-285.

Ali, S.A. 2012. Re-defining stewardship? *Journal of Financial Crime*, 19(2):207-212.

Allio, R.J. 2011. Reinventing management purpose: The radical and virtuous alternatives. *Strategy & Leadership*. Vol 39 No 4 pp4-11.

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Barnett, B.G. 1995. Developing reflection and expertise: Can mentors make the difference? *Journal of Educational Administration*, 33(5):45-59.

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Bartels, J., Peters, O., De Jong, M., Pruyn, A. & Van der Molen, M. 2010. Horizontal and vertical communication as determinants of professional and organisational identification. *Personnel Review*, 39(2):210-226.

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Walsh, P., Koutsakas, P., Vontas, A. & Koumpis, A. 2003. Building enterprise-wide information supply chains based on the fractal concept. *Integrated Manufacturing Systems*, 14(5):397-408.

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Walters, D. 2004. A business model for the new economy. *International Journal of Physical Distribution & Logistics Management,* 34(3/4):346-357.

Walters, D., Halliday, M. & Glaser, S. 2002. Creating value in the "new economy". *Management Decision*, 40(8):775-781.

Wanguri, D.M. 2003. Federally regulated corporate communication: An analysis of dominant values. *Corporate Communications: An International Journal*, 8(3):163-172.

Watson, T., Osborne-Brown, S. & Longhurst, M. 2002. Issues Negotiation – investing in stakeholders. *Corporate Communications: An International Journal*, 7(1):54-61.

Webley, S. 2003. Risk, reputation and trust. *Journal of Communication Management*, 8(1):9-12.

Weissenberger-Eibl, M. & Schwenk, J. 2009. "Lifeblood knowledge": Dynamic relational capabilities (DRC) and knowledge for firm innovativeness and competitive advantage. *Measuring Business Excellence*, 13(2):7-16.

Welch, M. 2012. Appropriateness and acceptability: Employee perspectives of internal communication. *Public Relations Review*, 38:246-254.

Welch, M. & Jackson, P.R. 2007. Rethinking internal communication: A stakeholder approach. *Corporate Communications: An International Journal*, 12(2):177-198.

Wellum, J.M. 2007. Long-term stewardship and our capital markets. *Management Decision*, 45(9):1387-1396.

Wendelin, R. 2011. Bond audit, a method for evaluating business relationships. *Journal of Business & Industrial Marketing*, 26(3):211-217.

West, A. 2009. The ethics of corporate governance: A (South) African perspective. *International Journal of Law and Management*, 51(1):10-16.

Wexler, M.N. 2009. Strategic ambiguity in emergent coalitions: The triple bottom line. *Corporate Communications: An International Journal,* 14(1):62-77.

White, J. & Verčič, D. 2001. An examination of possible obstacles to management acceptance of public relations' contribution to decision making, planning and organisation functioning. *Journal of Communication Management*, 6(2):194-200.

Whittaker, C. 1996. Integrated communication: A theoretical perspective. *Corporate Communications: An International Journal,* 1(3):17-21.

Wilkinson, A., Hill, M. & Gollan, P. 2001. The sustainability debate. *International Journal of Operations & Production Management*, 21(1):1492–1502.

Wilson, I. 2000. The new rules: ethics, social responsibility and strategy. *Strategy & Leadership*, 28(3):12-16.

Wilson, R. 2003. Keeping a watch on corporate reputation: The role communication can play in maximising corporate reputation. *Strategic Communication Management*, 7(1):18-23.

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Witcher, B.J., Chau, V.S. & Harding, P. 2008. Dynamic capabilities: Top executive audits and *hoshin kanri* at Nissan South Africa. *International Journal of Operations and Production Management,* 28(6):540-561.

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Wood, L. 2000. Brands and brand equity: Definition and management. *Management Decision*, 38(9):662-669.

Woodhead, S.E., Ashley, N.V., Atkinson, J.S. & Moore, M.R. 2000. Innovation in communication: The experience of a specialist healthcare communication management consultancy. *Journal of Communication Management*, 5(1):41-47.

Worcester, R.M. 1997. Managing the image of your bank: The glue that binds. *International Journal of Bank Marketing*, 15(5):146-152.

Wortman, B. 2005. Value-changing behaviour: Getting the habit. *Journal of Business Strategy*, 26(4);38-45.

Wu, M., Weng, Y. & Huang, I. 2012. A study of supply chain partnerships based on the commitment-trust theory. *Asia Pacific Journal of Marketing and Logistics*, 24(4):690-707.

Yang, S. & Grunig, J.E. 2005. Decomposing organisational reputation: The effects of organisation-public relationship outcomes on cognitive representations of organisations and evaluations of organisational performance. *Journal of Communication Management*, 9(4):305-325.

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Yeoh, P. 2007. The direction and control of corporations: Law or strategy? *Managerial Law*, 49(1):37-47.

Yeomans, L. 2008. "?...?it's a general meeting, it's not for us?...?": Internal communication and organisational learning – an interpretive approach. *Corporate Communication: An International Journal*, 13(3):271-286.

Zairi, M. 2000. Social responsibility and impact on society. *The TQM Magazine*, 12(3):172-178.

Zambon, S. & Del Bello, A. 2005. Towards a stakeholder responsible approach: The constructive role of reporting. *Corporate Governance*, 5(2):130-141.

Zappi, G. 2007. Corporate responsibility in the Italian banking industry: Creating value through listening to stakeholders. *Corporate Governance*, 7(4):471-475.

Zenko, Z. & Mulej, M. 2011. Diffusion of innovative behaviour with social responsibility. *Kybernetics*, 40(9):1258-1272.

Zheng, Q., Wang, M. & Li, Z. 2011. Rethinking ethical leadership, social capital and customer relationship. *Journal of Management Development,* 30(7/8):663-674.

Zimpel, A.F. 2005. Recursion, reiterations and remarkableness: An ontogenic approach to a theory of the observer. *Kybernetes*, 34(3/4):521-542.

The motivations and reasons for the inclusion of the articles in the second data set are as follows:

Table 5.1   Motivation for inclusion of scientific articles

Articles	Motivation for inclusion of articles
Abugre, J.B. 2012. How managerial interactions affect employees' work output in Ghanaian organisations. *African Journal of Economic and Management Sciences*, 3(2):204-226.	Examines how managerial interactions with employees affect work output.
Adams, C.A. 2004. The ethical, social and environmental reporting-performance portrayal gap. *Accounting, Auditing & Accountability Journal*, 17(4):731-757.	Assesses the extent to which corporate reporting on ethical, social and environmental issues reflects corporate performance in a case study.
Adams, C.A. 2008. A commentary on: Corporate social responsibility reporting and reputation risk management. *Accounting, Auditing and Accountability Journal,* 21(3):365-370.	This commentary on Bebbington *et al's* approach to corporate social responsibility reporting and reputation risk management suggests that future research understand the role of reporting in a reputation risk management strategy, which might take a holistic approach to strategy and engage with organisational participants.
Aguilera, R.V., Williams, C.A., Conley, J.M. & Rupp, D.E. 2006. Corporate Governance and Social Responsibility: A comparative analysis of the UK and the US. *Corporate Governance*, 14(3):147-158.	Argues that differences in CSR reflect differences in the corporate governance arrangements of the UK and US.
Ahamer, G. 2012. Human Geography trains diverse perspectives on global development. *Multicultural Education & Technology Journal*, 6(4):312-333.	Argues that only esteem for all paradigms can provide the full picture. Success means "collective production of meaning".
Alessandri, S.W. 2001. Modeling corporate identity: A concept explication and theoretical explanation. *Corporate Communications: An International Journal,* 6(4):173-182.	Introduces a model of corporate identity and how it works in the context of a firm's mission, corporate image and reputation.

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Al-Ghamdi, S.M., Roy, M.H. & Ahmed, Z.U. 2007. How employees learn about corporate strategy: An empirical analysis of a Saudi manufacturing company. *Cross Cultural Management: An International Journal*, 14(4):273-285.	Assesses which communication channels are most frequently used by employees to obtain corporate strategic information and the impact of seniority on the communication channel chosen.
Ali, S.A. 2012. Re-defining stewardship? *Journal of Financial Crime*, 19(2):207-212.	Article examines the concept of stewardship within the context of the financial services industry.
Allio, R.J. 2011. Reinventing management purpose: The radical and virtuous alternatives. *Strategy & Leadership*, 39(4):4-11.	Article addresses corporate capitalism and its alternative – corporate social responsibility. Discusses a new purpose for the firm that is more legitimate than maximising financial returns for shareholders.
Andreassen, T.W. 1994. Satisfaction, Loyalty and Reputation as Indicators of Customer Orientation in the Public Sector. *International Journal of Public Sector Management*, 7(2):16-34.	States that in addition to being committed to market orientation, top management must clearly communicate their commitment to all concerned in an organisation.
Anh, P.C. & Matsui, Y. 2011. Relationship between quality management information and operational performance: International perspective. *Management Research Review*, 34(5):519-540.	Examines whether quality management information can be a source of competitive advantage and should be managed strategically.
Aras, G. & Crowther, D. 2008. Governance and Sustainability: An investigation into the relationships between corporate governance and corporate sustainability. *Management Decision*, 46(3):433-448.	Paper shows that corporate governance and sustainability is fundamental to the continuing operation of an organisation. Attention must be paid to the procedures of such governance and sustainability.
Ardalan, K. 2007. Corporate governance: A paradigmatic look. *International Journal of Social Economics*, 34(8):506-524.	Paper presents a paradigmatic look at corporate governance and argues that the current corporate governance paradigm is a functionalist paradigm. It argues for paradigm diversity and suggests an inclusion of interpretive, radical humanist and radical structuralist paradigms.
Argenti, P.A. 2006. Communications and business value: Measuring the link. *Journal of Business Strategy*, 27(6):29-40.	States that determining the effectiveness of communication activities has become important to communication professionals and members of the C-suite. Measuring and communicating effectiveness of the function has become the second most important issue facing the communications industry.
Argenti, P.A. & Druckenmiller, B. 2004. Reputation and the Corporate Brand. *Corporate Reputation Review*, 6(4):368-374.	States that organisations increasingly recognise the importance of corporate reputation to achieve business goals and stay competitive.
Aula, P. 2010. Social media, reputation risk and ambient publicity management. *Strategy & Leadership*, 38(6):43-49.	Starts with three cases of corporate reputational risks that illustrate how messages were quickly spread via the Internet's social media services; that the incidents were then publicised and commented upon by the mass media; and that the negative publicity became a threat to the reputation and business of the companies.
Avery, G.C. & Bergsteiner, H. 2011. How BMW successfully practices sustainable leadership principles. *Strategy & Leadership*, 39(6):11-18.	Asks the question what organisations can do to develop the resilience required to withstand major global shocks. Describes the honeybee leadership principles and practices.
Balabani, G., Phillips, H.C. & Lyall, J. 1998. Corporate social responsibility and economic performance in the top British companies: Are they linked? *European Business Review*, 98(1):25-44.	Investigates the relationship between corporate social responsibility and the economic performance of companies.

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Ballantyne, D. 2004. Pathways less traveled to value creation: Interaction, dialogue and knowledge generation. *Journal of Business & Industrial Marketing*, 19(2):97-98.	Argues that relationship marketing is based on the idea that the existence of a relationship between customer and supplier creates value for both parties in addition to the value that the products and services provide.
Ballon, P. 2007. Business modelling revisited: The configuration of control and value. *Info*, 9(5):6-19.	Provides a theoretically grounded framework for designing and analysing business models.
Balmer, J.M.T. & Gray, E.R. 1999. Corporate identity and corporate communications: Creating a competitive advantage. *Corporate Communications: An International Journal*, 4(4):171-176.	Authors discover that conventional methods of redressing identity problems are becoming less effective because of its functional rather than strategic approach. Suggests that corporate communication should be addressed as a three-part system process.
Barnes, C. & Walker, R. 2010. Improving corporate communications: Lean Six Sigma science has broad reach. *Journal of Business Strategy*, 31(1):23-36.	Explains ways to integrate the communications function throughout the organisation and to leverage it as effectively and efficiently as possible.
Barnett, B.G. 1995. Developing reflection and expertise: Can mentors make the difference? *Journal of Educational Administration*, 33(5):45-59.	Views a mentor as "a master at providing opportunities for the growth of others, by identifying situations and events which contribute knowledge and experience to the life of the steward". Includes references to expert problem solving, reflection and cognitive coaching.
Barrales-Molina, V., Benitez-Amado, J. & Perez-Arostegui, M.N. 2010. Managerial perceptions of the competitive environment and dynamic capabilities generation. *Industrial Management & Data Systems*, 110(9):1355-1384.	Studies the influence of managerial perceptions of the environment on dynamic capabilities generation. Identifies three dimensions of the competitive environment (dynamism, complexity, munificence).
Bartels, J., Peters, O., De Jong, M., Pruyn, A. & Van der Molen, M. 2010. Horizontal and vertical communication as determinants of professional and organisational identification. *Personnel Review*, 39(2):210-226.	Presents the results of a study into the relationship between horizontal and vertical communication, and professional and organisational identification.
Baysinger, B. & Hoskisson, R.E. 1990. The Composition of Boards of Directors and Strategic Control: Effects on Corporate Strategy. *The Academy of Management Review*,15(1):72-87	States that boards of directors of large corporations provide a governance safeguard to both equity capital and managerial employment contracts. The board is therefore an important instrument of internal control.
Bebbington, J., Larrinaga, C. & Moneva, J.M. 2008. Corporate social reporting and reputation risk management. *Accounting, Auditing & Accountability Journal,* 21(3):337-361.	Paper explores the proposition that corporate social responsibility reporting could be viewed as both an outcome of, and part of reputation risk management processes.
Beckett, R. & Jonker, J. 2002. AccountAbility 1000: A new social standard for building sustainability. *Managerial Auditing Journal*, 17(1/2):36-42.	Discusses AA1000 which represents a standard that links the development of accounting, auditing and reporting of sustainability with the need to create legitimacy for outcomes, through a process of stakeholder engagement and inclusion.
Benn, S. 2007. New processes of governance: Cases for deliberative decision-making. *Managerial Law*, 49(5):196-205.	Paper focuses on the new forms of governance that are emerging to facilitate corporate sustainability. Corporate responsibility and sustainability are domain problems in Managerial Law, theorised through the stakeholder view of the firm.
Benoit-Moreau, F. & Parguel, B. 2011. Building brand equity with environmental communication: An empirical investigation in France. *EuroMed Journal of Business*, 6(1):100-116.	Investigates the impact of the firm's environmental communication on brand equity and brand image.
Benson, J. & Dresdow, S. 2009. Common sense and integrative thinking. *Management Decision,* 47(3):508-	Argues that the complexity of organisational decisions requires the ability to integrate diverse facts, ideas,

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517.	issues, and connections into more comprehensive integrative thinking.
Bhasa, M.P. 2004. Global corporate governance: Debates and challenges. *Corporate Governance*, 4(2):5-17.	The paper explains the rationale behind the emergence of corporate governance as a movement and discusses the various prevalent systems of governance.
Bishop, B. 2006. Theory and practice converge: A proposed set of corporate communication principles. *Corporate Communications: An International Journal*, 11(3):214-231.	Reports on empirical research that tested ten characteristics of communication – the principles of authentic communication – recommends them as corporate communication best practice.
Black, L.D. & Härtel, C.E.J. 2002. Public relations orientation: Development, empirical testing and implications for managers. *Journal of Communication Management*, 7(2):117-128.	Study proposes a construct and measure for understanding the embeddedness of public relations capability at the organisational level.
Blengini, G.A. & Shields, D.J. 2010. Green labels and sustainability reporting: Overview of the building products supply chain in Italy. *Management of Environmental Quality: An International Journal*, 21(4):477-493.	Article contributes to the understanding of corporate sustainability reporting strategies and communication tools.
Bolton, R. 1998. Managing conversations: The medium for achieving breakthrough results. *Career Development International*, 3(6):233-37.	Examines an approach to the management of conversations in an organisational context. Argues that mainstream approaches to management development do not address the core process in organisations: speaking and listening.
Bonn, I. 2005. Improving strategic thinking: A multilevel approach. *Leadership & Organisation Development Journal*, 26(5):336-354.	Paper develops a framework of strategic thinking, which integrates the micro-domain's focus on individuals and groups with the macro-domain's focus on organisations.
Bonn, I. & Fisher, J. 2005. Corporate Governance and Business Ethics: Insights from the strategic planning experience. *Corporate Governance*, 13(6):730-738.	Develops an integrated approach toward governance and business ethics. Argues that organisations can learn from strategic planning.
Bonn, I. & Fisher, J. 2011. Sustainability: The missing ingredient in strategy. *Journal of Business Strategy*, 32(1):5-14.	Authors argue that for organisations to achieve sustainability, managers must address the different aspects of sustainability during the strategic decision-making process and incorporate them into their corporate, functional and business level strategies.
Booth, N. & Matic, J.A. 2011. Mapping and leveraging influencers in social media to shape corporate brand perceptions. *Corporate Communications: An International Journal*, 16(3):184-191.	States that the emerging new influencer community is wielding significant power over the perceptions of brands and organisations.
Borland, H. 2009. Conceptualising global strategic sustainability and corporate transformational change. *International Marketing Review*, 26(4):554-572.	Presents the concept of global "strategic sustainability" represented by a conceptual framework, the "spheres of strategic sustainability". Paper examines corporate strategic sustainability in the macro context of the global physical environment.
Bowen, S.A. 2006. Autonomy in communication: Inclusion in strategic management and ethical decision-making, a comparative case analysis. *Journal of Communication Management,* 10(4):330-352.	Article examines three perspectives on autonomy: communication management or public relations autonomy, autonomy in management theory, and the autonomy of moral philosophy.
Bowman, C. & Ambrosini, V. 2007. Firm value creation and levels of strategy. *Management Decision*, 45(3):360-371.	Paper addresses the question of how value is created within a firm and whether the distinction between competitive and corporate strategy is helpful in considering the processes of value creation?
Boyatzis, R.E. 2006. An overview of intentional change from a complexity perspective. *Journal of Management Development*, 25(7):607-623.	Argues that sustainable, intentional change is on the whole discontinuous and describes the process at all fractals of human organisations.

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Bradford, W. 2012. The economics of Rawlsian justice: Can it be neoclassical? *International Journal of Social Economics*, 39(8):612-623.	Explores the compatibility of Rawls's account of justice with neoclassical economic theory. The latter presupposes a social structure and a social reality that is radically less co-operative than that which underpins Rawls's theory of justice.
Brennan, N.M. & Solomon, J. 2008. Corporate Governance, accountability and mechanisms of accountability: An overview. *Accounting, Auditing & Accountability Journal*, 21(7):885-906.	Paper encourages broader approaches to corporate governance and accountability research beyond the traditional approaches to prior research. Encourages a move from a shareholder to a stakeholder approach.
Breton, G. & Pesqueux, Y. 2006. Business in Society or an integrated vision of governance. *Society and Business Review*, 1(1):7-27.	States that corporate governance must include how the organisation influences other social institutions in order to impose its view or legitimise its procedures.
Bruhn, M., Schoenmueller, V. & Schäfer, D.B. 2012. Are social media replacing traditional media in terms of brand equity creation? *Management Research Review*, 35(9):770-790.	Investigates the impact of brand communication on brand equity through social media as compared to traditional media.
Bruning, S.D. & Ledingham, J.A., 1999. Relationships between organisations and publics: Development of a Multi-dimensional Organization-Public Relationships Scale. *Public Relations Review,* 25(2):157-170.	Argues that an increasing number of scholars are adopting the perspective that public relations should be viewed as the management of a relationship between organisations and publics.
Bruning, S.D. & Ledingham, J.A., 2000. Perceptions of Relationships and Evaluations of Satisfaction: An Exploration of Interaction. *Public Relations Review*, 26(1):85-95.	Article defines public relations as the management of relationships between organisations and publics. Argues that public relations activities have an influence on consumer perceptions, evaluations and behaviours.
Buchinger, E. 2006. The sociological concept of autopoiesis: Biological and philosophical basics and governance relevance. *Kybernetics*, 35(3):360-374.	Article explores the sociological concept of autopoiesis, investigates its interdisciplinary roots and demonstrates its practical relevance.
Burnaby, P. & Hass, S. 2009. Ten steps to enterprise-wide risk management. *Corporate Governance*, 9(5):539-550.	Paper discusses the objectives of enterprise-wide risk management (ERM). Findings include that a high-level risk officer with visible support from senior and board level executives has a separate function to oversee the development of an ERM department.
Butler, C.J. 2010. Internal and lateral communication in strategic alliance decision making. *Management Decision*, 48(5):698-712.	Paper investigates differences in decision-making processes. Finds that decision-making is kept team-oriented in larger firms.
Bütschi, G. & Steyn, B. 2006. Theory on strategic communication management is the key to unlocking the boardroom. *Journal of Communication Management*, 10(1):106-109.	It is argued that public relations academics should build theory that guides research towards questions that will "enlighten the profession". The research agenda should include macro issues such as the purpose of corporate communication in the new business paradigm; its contribution to organisational effectiveness; strategy development and alignment; and core competencies, processes and structures needed to enhance performance.
Bygdås, A.L., Røyrvik, E. & Gjerde, B. 2004. Integrative visualisation and knowledge-enabled value creation: An activity-based approach to intellectual capital. *Journal of Intellectual Capital,* 5(4):540-555.	Paper illustrates the development of a new method for linking intellectual capital and value creation based on the three phases of modelling, measuring and action.
Byrd, S. 2012. Hi fans! Tell us your story!: Incorporating a stewardship-based social media strategy to maintain brand reputation during a crisis. *Corporate Communications: An International Journal,* 17(3):241-254.	Paper aims to establish and understand what components of the *stewardship model* (reciprocity, responsibility, reporting and relationship nurturing) were present on Toyota's Facebook page through communicative patterns and themes in the wake of the 2010-2011 vehicle recall

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	crisis.
Camarero, C. 2007. Relationship orientation or service quality?: What is the trigger of performance in financial and insurance services? *The International Journal of Bank Marketing,* 25(6):406-426.	Aims to analyse the complementary effects of relationship and service-quality orientations on market and economic performance.
Capozzi, L. & Zipfel, L.B. 2012. The conversation age: The opportunity for public relations. *Corporate Communications: An International Journal*, 17(3):336-349.	Describes the opportunity for public relations professionals in the new communication environment. New climate requires organisations to engage in a two-way dialog with their constituencies.
Carey, A. 2001. Effective risk management in financial institutions: The Turnbull approach. *Balance Sheet*, 9(3):24-27.	States that risk management is more important in the financial sector than in other parts of the economy. Describes how the Turnbull Report created a new underlying approach to risk.
Carey, S. & Lawson, B. 2011. Governance and social capital formation in buyer-supplier relationships. *Journal of Manufacturing Technology Management*, 22(2):152-170.	Paper examines the building of social capital in buyer-supplier relationships as well as the effects of relational and contractual governance mechanisms on the formation of social capital.
Carr, A.S. & Kaynak, H. 2007. Communication methods, information sharing, supplier development and performance: An empirical study of their relationships. *International Journal of Operations & Production Management,* 27(4):346-370.	Finds that traditional communication methods, information sharing within a firm, and information sharing between firms are significant factors for improving buyer's performance.
Carrington, T. & Johed, G. 2007. The construction of top management as a good steward: A study of Swedish annual general meetings. *Accounting, Auditing & Accountability Journal*, 20(5):702-728.	Investigates how top management is constructed as a good steward of the company at the annual general meeting.
Cartwright, W. & Craig, J.L. 2006. Sustainability: Aligning corporate governance, strategy and operations with the planet. *Business Process Management Journal*, 12(6):741-750.	Argues that mainstream ethical stances of corporate governance and strategic and operational management are contributors to global unsustainability. Discusses issues and approaches for bringing governance and management into alignment with sustainability.
Caruana, J. 2013. The effect of online news delivery platform on elements in the communication process: An experimental investigation. *Journal of Information, Communication and Ethics in Society*, 11(4):233-244.	Suggests that the medium does change the message.
Chang, W. 2009. Social capital and subjective happiness in Taiwan. *International Journal of Social Economics*, 36(8):844-868.	Tests the theoretical predictions of the social capital investment model and examines the relationships between different forms of social capital and subjective happiness in Taiwan.
Chang, C. & Chen, Y. 2012. The determinants of green intellectual capital. *Management Decision*, 50(1):74-94.	Illustrates a framework to explore the positive effect of CSR on green intellectual capital through environmental consciousness.
Chang, A. & Tseng, C. 2005. Building customer capital through relationship marketing activities: The case of Taiwanese multilevel marketing companies. *Journal of Intellectual Capital*, 6(2):253-266.	Provides a theoretical framework for the development of customer capital.
Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2008. Censoring model for evaluating intellectual capital drivers. *Journal of Intellectual Capital*, 9(4):639-654.	Examines the relationship between firms' value drivers and their intellectual capital.
Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2010. Invested resource, competitive intellectual capital, and corporate performance. *Journal of Intellectual Capital*, 11(4):433-450.	Studies the effects of intellectual capital, using an input-process-output concept of human, customer, innovative and process capitals on company performance.

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Choi, J. & Choi, Y. 2009. Behavioural dimensions of public relations leadership in organisations. *Journal of Communication Management*, 13(4):292-309.	States that the evolution of public relations into a management function has brought the importance of leadership to the forefront of professional discussion. Aims to identify and develop a measure of behavioural dimensions critical to effective public relations leadership.
Choi, Y., Hise, R.T., Bagozzi, R.P. & Fadil, P.A. 2010. Communication, utilization, and performance in international strategic alliances: An investigation of the post-formation process. *International Journal of Commerce and Management*, 20(1):8-25.	Paper investigates, amongst others, two communication dimensions in strategic alliances.
Choudrie, J. 2005. Understanding the role of communication and conflict on reengineering team development. *The Journal of Enterprise Information Management*, 18(1):64-78.	Investigates the importance of communication and conflict on the development of reengineering teams.
Christensen, L.T. & Askegaard, S. 2001. Corporate identity and corporate image revisited: A semiotic perspective. *European Journal of Marketing*, 35(3/4):292-315.	Discusses the discourse of corporate identity and image management.
Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009. New tensions and challenges in integrated communications. *Corporate Communications: An International Journal,* 14(2):207-219.	Demonstrates how tensions and challenges associated with the implementation of integrated communications in practice have intensified under the impact of two conflicting trends: new social and organisational "drivers" towards integration; and the appearance of sophisticated audiences.
Church, A.H. 1994. The character of organisational communication: A review and new conceptualisation. *The International Journal of Organisational Analysis,* 2(1):18-53.	Argues that, with the increasing emphasis on total quality, leadership, adaptive cultures, process reengineering, and other organisational change and development efforts, the need to understand the process and function of organisational communication at a broader, more systemic level is important. Proposes an integrative framework – the CPR model of organisational communication – for conceptualising and understanding the nature of communication in organisations.
Ciasullo, M.V. & Troisi, O. 2013. Sustainable value creation in SMEs: A case study. *TQM Journal*, 25(1):44-61.	Paper studies how an enterprise integrated sustainability into its corporate strategy, and how its sustainable corporate strategies reflect on intangible assets.
Cinquini, L., Passetti, E., Tenucci, A. & Frey, M. 2012. Analyzing intellectual capital information in sustainability reports: Some empirical evidence. *Journal of Intellectual Capital*, 13(4):531-561.	Paper examines whether intellectual capital information is considered in firm valuation. Finds that measures of intellectual capital are significant explanatory variables of firm value. More external communication of intellectual capital information should be embarked upon.
Claassen, T. & Verwey, S. 1998. Managing communication in the organisation: An integrated communication management model. *Communicare*, 17(2):73-89.	Provides an overview of communication management as an organisation function, and adopts a systems approach. Argues that an integrated approach is needed to successfully manage communication in the organisation. Proposes an integrated communication management model and shows communication management at the micro, meso and macro levels of the organisation.
Clark, C.E. 2000. Differences Between Public Relations and Corporate Social Responsibility: An Analysis. *Public Relations Review,* 26(3):363-380.	The article compares CSR and corporate PR by reviewing their origins, theories, processes, and primary responsibilities and found them to be quite similar. Suggests that PR has gone through the iterations from public information to reputation management to relationship management. Offers a communication

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	management approach, which is linked to stakeholder analysis.
Clutterbuck, D. 1999. Communication and the board. *Journal of Communication Management,* 3(4):387-391.	Asserts that as boards become subject to greater public scrutiny, they have an increasing need to manage their reputation. Makes an argument for developing a board communication strategy and plan which include a clear statement of communication objectives, defined methods for communicating decisions and decision-making processes, how the board demonstrates leadership (living the values) and a system to measure the impact of board communications, both external and internal.
Clutterbuck, D. 2001. The communicating company. *Journal of Communication Management,* 6(1):70-76.	Article states that research conducted on behalf of the IABC about possible links between business success and communication competence suggests that the communication function can only contribute significantly to short- or long-term business goals if it is focused on improving the communication competence of the organisation as opposed to that of the function itself. Discusses the concept of the communicating company, that actively integrate communication systems and processes across and between all its significant activities, with the intention of achieving competitive advantage.
Clutterbuck, D. & Hirst, S. 2002. Leadership communication: A status report. *Journal of Communication Management,* 6(4): 351-354.	Authors argue that management and leadership share a number of core competencies. Communication is central to the following four management competencies: the management of attention, meaning, trust and self. States that an important part of the communication professional's role is to support the organisation's leaders in developing their communication competence.
Clutterbuck, D. & James, D. 1997. Internal communication: Beliefs and practice in the organisation. *Journal of Communication Management*, 1(3):249-244.	Suggests that while companies have opened the door to internal communication, most have yet to grant its practitioners a seat at the boardroom table.
Colbert, J.L. 2002. Corporate governance: Communications from internal and external auditors. *Managerial Auditing Journal*, 17(3):147-152.	Addresses the communication of internal and external auditors in the context of corporate governance.
Collyer, M. 2000. Communication – the route to successful change management: Lessons from the Guinness Integrated Business Programme. *Supply Chain Management: An International Journal,* 5(5):222-27.	States that over 75 percent of business transformations fail and suggests that two of the main problems are lack of communication with employees, and the failure to recognise the impact of change.
Coombs, W.T. & Holladay, S.J. 2006. Unpacking the halo effec: Reputation and crisis management. *Journal of Communication Management,* 10(2):123-137.	Article states that crisis managers believe in the value of a favourable, pre-crisis reputation. This prior reputation creates a halo effect that protects an organisation during a crisis.
Cornelissen, J. 2000. Corporate image: An audience centred model. *Corporate Communications: An International Journal*, 5(2):119-125.	Investigates the receiver perspective in corporate communication.
Cowan, C.C. & Todorovic, N. 2000. Spiral dynamics: The layers of human values in strategy. *Strategy & Leadership*, 28(1):4-12.	Authors suggest that no matter how brilliant the strategy, it is the people – from the board to the staff – that must understand and implement the strategy. The strategy must fit the values, on which ethical decisions and actions are based. A psychological theory is presented that describes three levels of values: surface values, hidden values and deep values.
Cramer, A. & Hirschland, M. 2006. The Socially Responsible Board. *The Corporate Board.* November/December:20-24.	Argues that the 'fiduciary duty' of a board today includes a number of social, environmental and human rights issues.

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Cruz, L.B., Pedrozo, E.A. & Estivalete, V.d.F.B. 2006. Towards sustainable development strategies: A complex view following the contribution of Edgar Morin. *Management Decision*, 44(7):871-891.	Article presents a framework to understand the evolution process tracked by companies in the pursuit of strategies for sustainable development.
Cui, Y. & Jiao, H. 2011. Dynamic capabilities, strategic stakeholder alliances and sustainable competitive advantage: Evidence from China. *Corporate Governance*, 11(4):386-398.	Explores the increased need of how dynamic capabilities can help business firms to realise corporate responsibility with stakeholders for achieving sustainable competitive advantage.
Dasgupta, S.A., Suar, D. & Singh, S. 2013. Impact of managerial communication styles on employees' attitudes and behaviours. *Employee Relations*, 35(2):173-199.	Examines the passive, aggressive and assertive styles of managers/supervisors and tests whether the support increases employees' satisfaction with communication of supervisors.
Dawkins, J. 2004. Corporate responsibility: The communication challenge. *Journal of Communication Management* 9(2):108-119.	Suggests that effective communication of corporate responsibility depends on a strategy that evaluates the opportunities and risks to the brand, and which tailors messages to different stakeholder groups.
Dawson, R. 2000. Knowledge capabilities as the focus of organisational development and strategy. *Journal of Knowledge Management*, 4(4):320-327.	Argues that knowledge organisations perform knowledge processes, using their primary resources of intellectual capital, and their input of information.
Dawson-Shepherd, A. 1997. Communication in organisations operating internationally. *Journal of Communication Management*, 2(2):158-166.	The common view of communication inside an organisation is that of the transmission of information. However, it is much more than that. The paper uses a simple hierarchy to illustrate the full internal communication picture.
De Bussy, N. & Ewing, M. 1997. The stakeholder concept and public relations: Tracking the parallel evolution of two literatures. *Journal of Communication Management*, 2(3):222-229.	Paper examines the evolution of two separate bodies of literature which essentially address the same issues, but are framed by different academic and professional disciplines. Authors state that management and marketing researchers often fail to take into account parallel literature from the discipline of public relations – even when offering an interdisciplinary approach.
De Beer, E. & Rensburg, R.S. 2011. Towards a theoretical framework for the governing of stakeholder relationships: A perspective from South Africa. *Journal of Public Affairs*, 11(4): 208-225.	Argues that the theoretical framework provided in the article can guide responsible strategic communication management with specific reference to the governing of stakeholder relationships.
De Castro, G.M., Sáez, P.L. & López, J.E.N. 2004. The role of corporate reputation in developing relational capital. *Journal of Intellectual Capital*, 5(4):575-585.	Explains that relations between firms are valuable assets which build up relational capital and contributes to corporate reputation.
De Klerk, M. & De Villiers, C. 2012. The value relevance of corporate responsibility reporting: South African evidence. *Meditari Accountancy Research*, 20(1):21-38.	Contributes to the debate on whether corporate responsibility reporting is associated with the information set that shareholders use to value a company's equity and therefore its value-relevance for investment decision-making.
Del Bello, A. 2006. Intangibles and sustainability in local government reports: An analysis into an uneasy relationship. *Journal of Intellectual Capital*, 7(4):440-456.	Suggests that a more comprehensive report should include both sustainability and intangibles-related information.
Delgado-Ballester, E., Navarro, A. & Sicilia, M. 2012. Revitalising brands through communication messages: The role of brand familiarity. *European Journal of Marketing*, 46(1/2):31-51.	Study analyses what level of consistency among brand messages is more effective in terms of customer-based brand equity.
Densten, I.L. & Gray, J.H. 2001. Leadership development and reflection: What is the connection? *The International Journal of Educational Management*, 15(3):119-124.	Examines critical reflection practices in leadership development.

De Pablos, P.O. 2005. Western and Eastern views on social networks. *The Learning Organization,* 12(5):436-456.	Paper examines social networks from a Western and Eastern perspective.
DeSanto, B. & Moss, D. 2004. Rediscovering what PR managers do: Rethinking the measurement of managerial behaviour in the public relations context. *Journal of Communication Management*, 9(2):179-196.	Explores the nature of managerial work in the PR context drawing comparisons with the way mainstream management research has defined the main elements and processes of management within organisations. Highlights the different approaches taken by PR and management scholars in defining the nature of managerial work and behaviour.
Desai, D.A. 2010. Co-creating learning: Insights from complexity theory. *The Learning Organization*, 17(5):388-403.	States that neither organisations nor their stakeholders can be too self-focused while learning. They should collaborate and learn together, and as such "co-create". Article explores how different actors of a value network co-create emergent activity, learning and adaptibility in the presence of administrative co-ordination and control.
DeTienne, K.B. & Lewis, L.W. 2005. The Pragmatic and Ethical Barriers to Corporate Social Responsibility Disclosure: The Nike Case. *Journal of Business Ethics*, 60:359-376.	Article represents an analysis of the numerous pragmatic consequences and legal and ethical complications inherent in CSR reporting.
Dezdar, S. & Ainin, S. 2011. The influence of organizational factors on successful ERP implementation. *Management Decision*, 49(6):911-926.	Examines organisational factors such as enterprise-wide communication, that may influence enterprise resource planning and implementaiton.
Djordjevic, A. & Cotton, D.R.E. 2011. Communicating the sustainability message in higher education institutions. *International Journal of Sustainability in Higher Education*, 12(4):381-394.	Explores the possibilities and problems with engaging in effective communication about sustainability.
Dobrzykowski, D.D., Tran, O. & Tarafdar, M. 2010. Value co-creation and resource based perspectives for strategic sourcing. *Strategic outsourcing: An International Journal*, 3(2):106-127.	Paper illustrates a theoretically grounded framework capable of strategic guidance in making sourcing decisions.
Dominguez, A.A. 2011. The impact of human resource disclosure on corporate image. *Journal of Human Resource Costing & Accounting*, 15(4):279-298.	Investigates the effects of human resource disclosure on corporate image.
Dortok, A. 2006. A Managerial Look at the Interaction Between Internal Communication and Corporate Reputation. *Corporate Reputation Review,* 8(4):322-338.	Paper is based on the hypothesis that there is a correlation between corporate reputation and internal communication.
Dowling, G. 2006. Reputation risk: It is the board's ultimate responsibility. *Journal of Business Strategy,* 27(2):59-68.	States that reputation experts suggest that managing and protecting a company's reputation is a CEO responsibility that is shared with other executive managers.
Duignan, P.A. 2007. Reflective management: The Key to Quality Leadership. *International Journal of Educational Management*, 2(2):3012.	Argues that management is an art and raises distinctions between management and leadership.
Dyck, R.G. 2006. Fractal planning for integral economic development. *Kybernetes*, 35(7/8):1037-1047.	Argues for a new approach to economic development that embraces fractal complexity, and encourages collaborative democracy and social learning.
Eagle, L., Kitchen, P.J., Rose, L. & Moyle, B. 2003. Brand equity and brand vulnerability: The impact of gray marketing/parallel importing on brand equity and values. *European Journal of Marketing*, 37(10):1332-1349.	Examines the nature of equity and the factors that may threaten it.
Eberl, M. & Schwaiger, M. 2005. Corporate reputation: Disentangling the effects on financial performance.	Paper aims to provide evidence of "good" corporate reputation on the firm's future financial performance by

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European Journal of Marketing, 39(7/8):838-854.	means of a more differentiated concept of reputation than the one commonly used in literature.
E Cunha, M.P. & Da Cunha, J.V. 2006. Towards a complexity theory of strategy. *Management Decision*, 44(7):839-850.	Article creates a complexity theory of strategy integrating the following ideas: improvisation, minimal structures, simple rules, dynamic capabilities, bricolage and organisational resilience.
Edwards, L. 2010. Authenticity in organisational context: Fragmentation, contradiction and loss of control. *Journal of Communication Management,* 14(3):192-205.	Paper aims to review the understandings of authenticity as an individual attribute and investigates it as an organisational or brand characteristic, to generate compliance from audiences.
Edwards, M.G. 2005. The integral holon: A holonomic approach to organisational change and transformation. *Journal of Organizational Change Management*, 18(3):269-288.	Discusses the growing need to develop integrative approaches to understanding and explaining organisational change.
Edwards, M.G. 2009. An integrative metatheory for organisational learning and sustainability in turbulent times. *The Learning Organization*, 16(3):189-207.	An integrative metatheory for organisational learning and sustainability is discussed. Argues that to be sustainable organisations must learn to embody economic, environmental, social and governance requirements in their practices and values. A meta-theoretical approach to organisational sustainability is proposed.
Ehrenhard, M.L., Muntslag, D.R. & Wilderom, C.P.M. 2012. Challenges to the implementation of fiscal sustainability measures. *Journal of Organisational Change Management*, 25(4):612-629.	Sheds light on the social structures at the management level during the implementation of a performance-based budgeting scheme.
Einwiller, S. & Will, M. 2002. Towards an integrated approach to corporate branding – an empirical study. *Corporate Communications: An International Journal*, 7(2):100-109.	Proposes an integrated approach to corporate branding. In order to achieve greater integration and a favourable reputation the authors propose an organisational model combining centralisation and team organisation which aims to support integration across the various functions responsible for stakeholder relations.
Eldomiaty, T.I. & Choi, C.J. 2006. Corporate governance and strategic transparency: East Asia in the international business systems. *Corporate Governance*, 6(3):281-295.	Discusses the determinants of strategic transparency and the governance structure of East Asian firms.
Elkington, J. 1998. Accounting for the triple bottom line. *Measuring Business Excellence*, 2(3):18-22.	States that pressure is growing for business to measure and manage the impacts and outcomes of its behaviour and to reflect economic, social and environmental performance.
Elmer, P. 2001. Accounting for public relations: Exploring radical alternatives. *Corporate Communications: An International Journal*, 6(1):12-17.	Explores the way that financial value is ascribed to public relations activity and identifies key problems with the limitations inherent in standard accounting practice.
Espejo, R. 2007. The RISCOM model: Dialogues and requisite organisation. *Kybernetics*, 36(3):291-306.	Paper discusses the issue of transparency in policy-making processes.
Evangelinos, K.I. & Jones, N. 2009. An analysis of social capital and environmental management of higher education institutions. *International Journal of Sustainability in Higher Education*, 10(4):334-342.	Uses the theory of social capital for the challenges presented during environmental management initiatives.
Feurer, R. & Chaharbaghi, K. 1996. Competitive environments, dynamic strategy development capabilities and business performance. *Benchmarking for Quality Management & Technology,* 3(3):32-49.	States that as the level of dynamics in business environments increases, the development of strategies that will differentiate the organisation from its competitors becomes a key success factor.
Finney, S. 2011. Stakeholder perspective on internal marketing communication: An ERP implementation case study. *Business Process Management Journal*, 17(2):311-331.	Discusses communication strategy and planning within the enterprise resource planning domain. Provides a stakeholder perspective.

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Fleisher, C.S. & Burton, S. 1995. Taking stock of Corporate Benchmarking Practices: Panacea or Pandora's Box? *Public Relations Review*, 21:1-20.	Argues that benchmarking corporate communications/public relations is a useful approach used by communication managers to demonstrate the "value" of their activities to organisational executives.
Fleisher, C.S. & Mahaffy, D. 1997. A balanced scorecard approach to public relations management assessment. *Public Relations Review*, 23(2):117-142.	The article reviews the current state of communication management assessment; highlights the strengths and weaknesses of the balanced scorecard framework; and addresses its use in assessing, measuring and managing organisational communication.
Fletcher, M. 1999. The effects of internal communication, leadership and team performance on successful service quality implementation: A South African perspective. *Team Performance Management*, 5(5):150-163.	Discusses effective communication as a prerequisite to the success of various programmes including service quality.
Fombrun, C. & Shanley, M. 1990. What's in a name? Reputation building and corporate strategy. *The Academy of Management Journal*, 33(2):233-258.	Argues that publics construct reputations on the basis of information about an organisation's structural position within organisational fields. For this publics use market and accounting signals indicating performance; institutional signals indicating conformity to social norms; and strategy signals indicating strategic postures.
Foster, D. & Jonker, J. 2003. Third generation quality management: The role of stakeholders in integrating business into society. *Managerial Auditing Journal*, 18(4):323-328.	Contribution outlines the development of quality theory through stages where it now recognises the impact of external groups and individuals on the output of quality products and services.
Foster, D. & Jonker, J. 2005. Stakeholder relationships: The dialogue of engagement. *Corporate Governance*, 5(5):51-57.	The article analyses the nature of the communication process between stakeholders and the organisation. Research was conducted within a framework built around Habermas' concept of communicative action.
Frandsen, F. & Johansen, W. 2010. Apologizing in a globalizing world: Crisis communication and apologetic ethics. *Corporate Communications: An International Journal*, 15(4):350-364.	Paper introduces the concept of meta-apology where the apologist apologises for the negative effects that the act committed may possibly have caused.
Fuerth, L.S. 2009. Foresight and anticipatory governance. *Foresight*, 11(4):14-32.	Paper lays a theoretical basis for discussion of the ways in which organised foresight can be employed in the service of pro-poor objectives. It illustrates some core elements of a system for anticipatory governance.
Fussell, H., Harrison-Rexrode, J., Kennan, W.R. & Hazleton, V. 2006. The relationship between social capital, transaction costs, and organizational outcomes. *Corporate Communications: An International Journal*, 11(2):148-161.	Suggests an approach that theoretically centralises communication and communication related concerns as foundational for social capital analysis.
Galpin, T. & Whittington, T.G. 2012. Sustainaibility leadership: From strategy to results. *Journal of Business Strategy*, 33(4): 40-48.	Argues that sustainability appears to be building momentum similar to the excellence, quality and reengineering movements.
Gao, S.S. & Zhang, J.J. 2006. Stakeholder engagement, social auditing and corporate sustainability. *Business Process Management Journal*, 12(6):722-740.	Identifies the applicability of social auditing as an approach of engaging stakeholders in assessing and reporting on corporate sustainability and its performance. Drawing on the framework of AA1000 the article links stakeholder engagement, social auditing and corporate sustainability with the aim of applying dialogue-based social auditing to address corporate sustainability.
Gardberg, N.A. & Fombrun, C.J. 2006. Corporate citizenship: Creating intangible assets across institutional environments. *Academy of Management Review*, 31(2):329-346.	Argues that citizenship programmes are strategic investments that can be compared to R&D and advertising. They can create intangible assets that help companies overcome nationalistic barriers, facilitate globalisation and outcompete local rivals.

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Gärtner, C. 2011. Putting new wine into old bottles: Mindfulness as a micro-foundation of dynamic capabilities. *Management Decision*, 49(2):253-269.	Paper provides a critical review of the theoretical conception and practical implications of the notion of mindfulness (organisation theory – Karl Weick).
Geigenmüller, A. 2010. The role of virtual trade fairs in relationship value creation. *Journal of Business and Industrial Marketing,* 25(4):284-292.	Explores the determinants of relationship value creation using a relationship communication model.
Gelb, B.D. & Gregory, J.R. 2011. Brand value: Does it belong on the balance sheet? *Journal of Business Strategy*, 32(3):13-18.	Discusses the value of the corporate brand and its intangible elements that are material to the overall value of the company.
Ghosh, D. & Wu, A. 2007. Intellectual capital and capital markets: Additional evidence. *Journal of Intellectual Capital*, 8(2):216-235.	Purpose of the paper is to determine whether intellectual capital information is considered in firm valuation.
Gill, D.L., Dickinson, S.J. & Scharl, A. 2008. Communicating sustainability: A web content analysis of North American, Asian and European firms. *Journal of Communication Management*, 12(3):243-262.	Research determines firm's sustainability efforts through triple bottom line reporting on the WWW. Argues that sustainability reporting can assist in brand differentiation to stakeholder groups and ultimately leads to a positive corporate reputation.
Goczol, J. & Scoubeau, C. 2003. Corporate Communication and strategy in the field of projects. *Corporate Communications: An International Journal,* 8(1):60-66.	Attempts to establish the link between project and corporate communication considering the various steps in the development of project strategy.
Gonring, M.P. 2008. Customer loyalty and employee engagement: An alignment for value. *Journal of Business Strategy*, 29(4):29-40.	Unique changes in the business landscape have prompted a concession of power over corporate reputation and messaging from an elite group of senior managers and stakeholders.
Gotsi, M. & Wilson, A. 2001. Corporate reputation management: "Living the brand". *Management Decision*, 39(2):99-104.	Argues that an organisation's corporate reputation is affected by the actions of every business unit, department and employee that comes into contact with stakeholders. Explores the management actions that are required if employees are to support and enhance the organisation's reputation.
Gowthorpe, C. 2004. Asymmetrical dialogue? Corporate financial reporting via the Internet. *Corporate Communications: An International Journal*, 9(4):283-293.	Finds that the additional medium of communication offered by the Internet has not changed the essential nature of the dialogue between company and stakeholder, which remains asymmetrical.
Gray, R. 2001 2001. Audit your assets. *PR Week (UK).* December 7:15.	States that according to the Turnbull Report, companies should report their corporate reputation in the same way as their finances.
Gray, R., Kouhy, R. & Lavers, S. 1995. Corporate social and environmental reporting: A review of the literature and a longitudinal study of UK disclosure. *Accounting, Auditing & Accountability Journal*, 8(2):47-77.	Discusses corporate social and environmental reporting in the context of stakeholder, legitimacy and political economy theories.
Gregory, A. 1997. The public relations process: A re-think. *Journal of Communication Management*, 2(2):115-124.	Proposes a re-thinking of the structure and role of public relations within process-oriented organisations. Addresses the way in which public relations can effectively contribute to 'new' organisations using 'management by objectives', 'total quality management' and 'business process reengineering'.
Gregory, A. 1999. Issues management: The case of Rhône-Poulenc Agriculture. *Corporate Communications: An International Journal,* 4(3):129-135.	Demonstrates how public relations have been employed to help determine the future of an organisation and illustrates its strategic management role. Shows how business analysis and planning models are used to inform

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	the issues management process to ensure that it is planned and effective.
Gregory, A. 2006. A development framework for government communicators. *Journal of Communication Management,* 10(2):197-210.	Presents a development framework for government communicators.
Griffiths, D. & Evans, P. 2011. Scaling the fractal plain: Towards a general view of knowledge management. *Journal of European Industrial Training*, 335(8):779-807.	Addresses shared understanding between disciplines through a fractal theory data analysis approach. Identifies amongst other, communication, context and reflection as important variable descriptors for knowledge management.
Griffiths, A. & Petrick, J.A. 2001. Corporate architectures for sustainability. *International Journal of Operations & Production Management*, 21(12):1573-1585.	Addresses in an interdisciplinary manner the research gap about which corporate architectures and organisational change processes enable "green" strategies.
Gróf, A. 2001. Communication in the creation of corporate values. *Corporate Communications: An International Journal*, 6(4):193-198.	Argues that the quality of communicative interaction determines the effectiveness of a company, resulting in its market position at any given stage.
Grönroos, C. 2004. The relationship marketing process: Communication, interaction, dialogue, value. *Journal of Business & Industrial Marketing*, 19(2):99-113.	Discusses a framework for central processes in relationship marketing.
Gronstedt, A. 1996. Integrated Communications at America's Leading Total Quality Management Corporations. *Public Relations Review,* 22(1):25-42.	Examines how to create organisational processes that allow communication professionals with expertise in media relations, employee communications, investor relations, and advertising to support each other through co-ordination and integration.
Grunig, J.E. 1993. Image and substance: From symbolic to behavioural relationships. *Public Relations Review*, 19(2): 121-139.	Argues that organisations must evaluate the contribution of symbolic objectives to the behavioural relationships with publics if they are to help organisations achieve their goals.
Grunig, J.E. 2006. Furnishing the edifice: Ongoing research on public relations as a strategic management function. *Journal of Public Relations Research*, 18(2):151-176.	The article traces the origins and continuing development of a research tradition that conceptualises public relations as a strategic management function rather than as a messaging, publicity and media relations function.
Guenther, E., Scheibe, L. & Farkavcová, V.G. 2010. "The Hurdles Analysis" as an instrument for improving sustainable stewardship. *Management Research Review*, 33(4):340-356.	States that the management of procurement processes can be one important factor in achieving an integrated stewardship of resources. Indicates that hurdles to 'green procurement' exist and that companies have to increase 'environmental responsibility'.
Gummesson, E. 2004. Return on relationships (ROR): The value of relationship marketing and CRM in business-to-business contexts. *Journal of Business and Industrial Marketing,* 19(2):136-148.	Points to the significance of the concepts of relationships, networks and interaction. ROR should ideally help a company to determine whether it should act at the zero relationship end of the scale or move along the scale toward closer and more enduring relationships.
Guo, J. & Liu, C. 2012. The perspective of relationships: Election strategies and sources of political capital. *Management Decision*, 50(8):1340-1360.	Explores the multi-dimensions of social capital and the relationships among individuals, social groups, and firms, establishing the perspective of relations for competition strategies.
Gustafsson, A., Kristensson, P. & Witell, L. 2012. Customer co-creation in service innovation: A matter of communication? *Journal of Service Management*, 23(3):311-327.	States that customer co-creation is increasingly becoming popular among companies. Communication is generally regarded as a determinant of the success of a new service or product.

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Habisch, A. 2012. The broken tables of stone: A decalogue approach to corporate compliance practice. *Journal of Management Development*, 31(9):912-924.	Corporate compliance practices are often "coercively" structured, coined by a legal discourse and derived from individualist normative concepts. Paper designs an "enabling" approach based on a covenantal logic.
Hammond, M. 2002. Behaviour-based risk management systems: Reducing costs by changing attitudes. *Balance Sheet*, 10(4):26-28.	States that the drive to eliminate losses leads to greater emphasis on risk-control measures. Argues that risk management can be transformed through behaviour-based risk management techniques.
Hamori, M. 2003. The impact of reputation capital on the career paths of departing employees. *Journal of Intellectual Capital*, 4(3):304-315.	Examines the impact of corporate reputation capital on employees' career progression.
Hamrefors, S. 2010. Communicative Leadership. *Journal of Communication Management,* 14(2):141-152.	The research describes how communicators can contribute to the external effectiveness of organisations by participating in leadership and developing certain knowledge (communication through process, structures, social interaction and the environment) and skills (system design, mediating, coaching and influencing).
Hargett, T.R. & Williams, M.F. 2009. Wilh. Wilhelmsen Shipping Company: Moving from CSR tradition to CSR leadership. *Corporate Governance*, 9(1):73-82.	This case study explores the depth of integration of CSR, defined as the triple bottom line, thoughout the Wilh Wilhelmsen Shipping Company.
Hargreaves, D.H. 2011. System redesign for system capacity building. *Journal of Educational Administration*, 49(6):685-700.	Explains that a recent development is organisations working together in a collaborative way. The concepts of coupling and capital shows how these changes enhance capacity building at the level of the institution.
Harmancioglu, N., Droge, C. & Calantone, R.J. 2009. Theoretical lenses and domain definitions in innovation research. *European Journal of Marketing*, 43(1/2):229-263.	Discusses adoption/diffusion theory vs resource-based/contingency theory in innovation.
Harkness, J. 1998. Communicating a stakeholder report. *Journal of Communication Management,* 2(3):264-267.	Article is based on the first stakeholder report that The Body Shop published in January 1996, known as the 'Values Report'. Focuses on the communication of this report to employees. Communication strategy and plan were shaped by the feedback that the internal stakeholders provided as part of the Values Report.
Harkness, J. 1999. Living and breathing the brand: The role of internal communication. *Journal of Communication Management*, 4(1):87-94.	Paper focuses on brand values and how effective internal communication can ensure that people feel part of the brand and deliver on its promises.
Harnesk, R. 2004. Partnership with internal customers – a way to achieve increased commitment. *The TQM Magazine*, 16(1):26-32.	Addresses the improvement of internal customer commitment and uses the term "partnership with internal customers" to stress the necessary mutual agreement between employers and co-workers.
Harris, P.R. 2004. European leadership in cultural synergy. *European Business Review*, 16(4):358-380.	Argues that in cultural synergy the knowledge work culture favours co-operation, alliances and partnership, not excessive individualist actions and competition.
Harris, P. 2011. Future proofing the organisation through sustainable corporate reputation. *Journal of Public Affairs*, 11(1):1-3.	This editorial for the *Journal of Public Affairs* (2011) addresses the topic of good reputation. It specifically refers to organisations' loss of reputation and public trust as well as individuals' lack of commitment to their communities on a scale not seen before.
Harris, M.J. & Mayer, D. 1993. *Matching the Media and the Message: Making Effective Corporate Films and Videos.* Journal of Management Development, 12(4):13-19.	Argues that despite the variety of material which we store in our brain, our capacity for processing information at any given time remains limited.

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Hartman, J. & Lenk, M.M. 2001. Strategic Communication Capital as an Intangible Asset. *JMM*, 2(III):147-153.	Proposes a strategic communication capital model.
Hassgal, A. & Shoham, S. 2007. Digital social network technology and the complex organizational systems. *VINE: The journal of information and knowledge management systems*, 37(2):180-191.	Argues that social networks in organisations should be viewed as a shared knowledge system. It must be backed up by a management culture that enables employees to serve as fractals in a complex adaptive system.
Hatch, M.J. & Schultz, M. 1997. Relations between organizational culture, identity and image. *European Journal of Marketing,* 31(5/6):356-365.	States that the actions and statements of top managers simultaneously affect organisational identity and image.
Hatch, M.J. & Schultz, M. 2003. Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7/8):1041-1064.	Describes corporate branding as an organisational tool which successful application depends on attending to the strategic, organisational and communicational context in which it is used.
Hau, L.N. & Ngo, L.V. 2012. Relationship marketing in Vietnam: An empirical study. *Asia Pacific Journal of Marketing and Logistics*, 24(2): 222-235.	Argues that key components of relationship marketing orientation of trust, bonding, shared value, and reciprocity have a positive influence on customer satisfaction, while communication and empathy do not.
Hazleton, V. 2001. Toward a Theory of Public Relations Competence. Paper presented at the annual *PRSA Educators Academy Conference*, Miami, Florida, USA, March 2001.	Assumptions and basic variables which define a theory of public relations competence have been articulated and modified.
Hazlett, S., McAdam, R. & Murray, L. 2007. From quality management to socially responsible organisations: The case for CSR. *International Journal of Quality & Reliability Management,* 24(7):669-682.	Focuses on the growing role of business in society, also referred to as corporate social responsibility. Addresses how CSR can be embedded in an organisation.
Heinonen, K. & Strandvik, T. 2005. Communication as an element of service value. *International Journal of Service Industry Management*, 16(2):186-198.	Explores consumers' responsiveness. Communication value is regarded as an element of service value and is measured as consumer responsiveness to marketing communication.
Heldenbergh, A., Scoubeau, C., Arnone, L. & Croquet, M. 2006. The financial communication during a period of transition: The case of banks and insurance companies in Belgium. *Corporate Communications: An International Journal,* 11(2):174-188.	Emphasises the role of financial communication strategies implemented by companies. Finds that financial communication is not only concerned with financial data, but also plays a role in building a company's image, reputation and confidence.
Hemphill, T.A. 2004. Global outsourcing: effective functional strategy or deficient corporate governance? *Corporate Governance*, 4(4):62-68.	Addresses global outsourcing and states that outsourcing information technology functions has become an increasingly accepted cost-reduction strategy. This leads to the elimination of high paying employment.
Hemphill, T.A. 2006. Corporate internal investigations: Balancing firm social reputation with board fiduciary responsibility. *Corporate Governance*, 6(5):635-642.	Recognises the socio-economic reality faced by the modern firm (corporate citizenship and stakeholder engagement).
Herstein, R., Mitki, Y. & Jaffe, E.D. 2008. Communicating a new corporate image during privatisation. The case of El Al airlines. *Corporate Communication: An International Journal.* 13(4):380-393.	Addresses corporate image management in the airline industry. Suggests that the corporate image communication process should be holistic and take place on four levels – internal, external, formal and informal.
Hilb, M. 2005. New Corporate Governance: From good guidelines to great practice. *Corporate Governance*, 13(5):569-581.	Presents a holistic approach to corporate governance, adding simultaneous value to stakeholders.
Hillenbrand, C. & Money, K. 2007. Corporate Responsibility and Corporate Reputation: Two Separate Concepts or Two Sides of the Same Coin? *Corporate Reputation Review*, 10(4):261-277.	Results of a study suggest that there is considerable similarity between the concepts of responsibility and reputation.

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Ho, C. 2005. Corporate Governance and Corporate Competitiveness: An international analysis. *Corporate Governance*, 13(2):211-253.	Argues that good corporate governance assures accountability, improves performance and is a source of competitive advantage.
Hoffmann, C. & Fieseler, C. 2012. Investor relations beyond financials: Non-financial factors and capital market image building. *Corporate Communications: An International Journal*, 17(2):138-155.	Identifies a range of non-financial factors that play a role in the formation of a company's image, and ultimately its valuation on capital markets.
Hogan, J. & Lodhia, S. 2011. Sustainability reporting and reputation risk management: An Australian case study. *International Journal of Accounting and Information Management*, 19(3):267-287.	The paper explores the ways in which sustainability reporting can be used to respond to reputation risk arising from proposed regulation. A key finding is that the concept of reputation risk management (RRM) could assist in understanding what motivates sustainability reporting, and how proposed regulation could lead to a decrease in the quality of sustainability reporting.
Holm, O. 2006. Integrated marketing communication: From tactics to strategy. *Corporate Communications: An International Journal,* 11(1):23-33.	Discusses four stages of IMC starting from tactical co-ordination to financial and strategic integration.
Holmström, S. 1997. The inter-subjective and the social systemic public relations paradigms. *Journal of Communication Management*, 2(1):24-39.	Two paradigms for reflection on the public relations phenomenon have been developed on the theories of Habermas and Luhmann. The article discusses the inter-subjective and social systemic public relations paradigms.
Holmström, S. 2005. Reframing public relations: The evolution of a reflective paradigm for organisational legitimisation. *Public Relations Review*, 31:497-504.	Article endeavours to understand the emergence, diffusion and dynamics of the social processes that activate and constitute public relations. Concludes that the role of public relations can be seen as *organisational legitimisation* in interrelation to different and changing forms of societal co-ordination.
Holmström, S. 2007. Niklas Luhmann: Contingency, risk, trust and reflection. *Public Relations Review*, 33:255-262.	Luhmann's theories enable the identification of frames for understanding public relations in interrelation to society's overall co-ordination processes. Practice ideals of public relations can be reconstructed as *reflection* – the specific worldview which facilitates self-insight in relation to the social context.
Holtzhausen, D. 2002. The effects of a divisionalised and decentralised organisational structure on a formal internal communication function in a South African organisation. *Journal of Communication Management*, 6(4):323-339.	Study focuses on the effects of structural changes on an internal communication function in a South African organisation. Research confirmed the link between PR strategy and organisational structure.
Holtzhausen, D. 2002. The effects of workplace democracy on employee communication behaviour: Implications for competitive advantage. *Competitiveness Review: An International Business Journal* incorporating *Journal of Global Competitiveness*, 12(2):30-48.	Explores the relationship between workplace democracy, the improvement of internal communication and the implications for organisational transformation and competitive advantage.
Hon, L.C. 1997. What have you done for me lately? Exploring Effectiveness in Public Relations. *Journal of Public Relations Research*, 9(1):1-30.	States that PR practitioners increasingly face the challenge of demonstrating that their programmes make a value-added contribution to their organisation . PR cannot argue that the function is justified without evidence of measurable results.
Hon, L.C. 1998. Demonstrating Effectiveness in Public Relations: Goals, Objectives, and Evaluation. *Journal of Public Relations Research*, 10(2):103-135.	Study found that public relations practitioners said their goals reflect the priorities of their institution, while CEOs believed that public relations' ultimate aim is to communicate the image of the organisation.
Hoogervorst, J., Van der Flier, H. & Koopman, P. 2004. Implicit communication in organisations: The impact of culture, structure and management practices on employee	Argues that communication is not received in a "neutral" context, but that employees operate in an organisational

behaviour. *Journal of Managerial Psychology*, 19(3):288-311.	(or behavioural) context determined by the organisational culture, structures and systems, and by management practices.
Hopkins, M. 1997. Defining indicators to assess socially responsible enterprises. *Futures*, 29(7):581-603.	Paper addresses the sort of indicators to measure the 'socially responsible enterprise'.
Hsiao, Y., Chen, C. & Chang, S. 2011. Knowledge management capacity and organizational performance: The social interaction view. *International Journal of Manpower*, 32(5/6):645-660.	Findings of a study suggests that knowledge acquisition and dissemination, and the communication factor of social interaction are positively related to organisational performance.
Hsieh, N. 2006. Justice, management and governance. *Corporate Governance*, 6(3):261-267.	Paper examines the debate in business ethics over extending insights from political philosophy to address questions about the management and governance of economic enterprises.
Huebner, H., Varey, R. & Wood, L. 2008. The significance of communicating in enacting decisions. *Journal of Communication Management,* 12(3):204-223.	Argues that rational modes of decision-making, followed by communication of the decision to stakeholders, leading to implementation of the decision, is followed in most management theories. Corporate communication managers support this process via standard communication tools.
Hutton, J.G., Goodman, M.B, Alexander, J.B. & Genest, C.M. 2001. Reputation management: The new face of corporate public relations? *Public Relations Review*, 27:247-261.	Suggests that "reputation management" is gaining ground as a driving philosophy behind corporate public relations.
Ihator, A.S. 2004. Corporate Communication: reflections on twentieth century change. *Corporate Communications: An International Journal*, 9(3):243-253.	Reveals that communication between organisations and their publics have been changing and substantially improving due to a changing society, corporate values, information technology and shared values among nations.
Ihlen, Ø. 2008. Mapping the environment for corporate social responsibility. Stakeholders, publics and the public sphere. *Corporate Communications: An International Journal*, 13(2):135-146.	Examines management literature which focuses on stakeholders; public relations literature which focuses on publics; and the public sphere consisting of a highly complex network.
Ingley, C. & Van der Walt, N. 2005. Do Board Processes Influence Director and Board Performance? Statutory and performance implications. *Corporate Governance*, 13(5):632-653.	Illustrates the strategic orientation of the board and the extent to which individual directors and the board as a whole can influence key outcomes.
Jackson, S. 2000. A qualitative evaluation of shared leadership barriers, drivers and recommendations. *Journal of Management in Medicine*, 14(3/4):166-178.	Discusses a shared leadership/shared governance model and presents accountability as "inherent responsibility". Regards equity as respect for another individual's contribution to the mission of the organisation.
Jagersma, P.K. 2009. The strategic value of sustainable stakeholder management. *Business Strategy Series*, 10(6):339-344.	Explains that reputation has gone from being a buzzword to being a corporate strategy.
Jagersma, P.K. 2010. Managing reputation equity. *Business Strategy Series*, 11(3):139-144.	States that reputation is a key intangible asset that helps create economic value and has a strong impact on profits.
Jamali, D. 2006. Insights into triple bottom line integration from a learning organisation perspective. *Business Process Management,* 12(6):809-821.	The notion of sustainability is understood to encompass considerations of economic viability, as well as environmental sustainability and social responsibility. Paper explores the linking of these pillars of sustainability through a management orientation supporting continual adaptibility and learning.

Jaques, T. 2002. Towards a new terminology: Optimising the value of issue management. *Journal of Communication Management*, 7(2):140-147.	States that issues management has progressed from primarily a reactive crisis prevention tool to a maturing strategic management discipline. Paper reviews efforts to develop appropriate terminology and proposes an alternative lexicon.
Jeffers, P.I. 2010. Embracing sustainability: Information technology and the strategic leveraging of operations in third-party logistics. *International Journal of Operations & Production Management*, 30(3):260-287.	Addresses the need for a strategy paradigm that embraces the wider concerns of social and environmental sustainability issues of the 21st century.
Johansen, W., Aggerholm, H.K. & Frandsen, F. 2012. Entering new territory: A study of internal crisis management and crisis communication in organisations. *Public Relations Review*, 38:270-279.	The results of a study show formalised behaviour towards crisis management in general, but also regarding managing a crisis in relation to internal organisational stakeholders.
Johansen, T.S. & Anderson, S.E. 2012. Co-creating ONE: Rethinking integration within communication. *Corporate Communications: An International Journal,* 17(3):272-288.	Despite benefits of integration in marketing and corporate communication, that includes synergistic representations, increased credibility and transparency, integration may be problematic. Argues that integrative communication practices may prevent organisations from fully engaging in meaningful stakeholder dialogue.
Johansson, C. & Ottestig, A.T. 2011. Communication executives in a changing world: Legitimacy beyond organisational borders. *Journal of Communication Management*, 15(2):144-164.	Studies how communication executives perceive their internal and external legitimacy; how they reflect on developments in their work; and which future challenges they perceive as being important. Communication executives have a strategic managerial role within their organisations. The executive role involves three different performances: the organisational leader, the communication leader and the communication manager.
Joia, L.A. & Malheiros, R. 2009. Strategic alliances and the intellectual capital of firms. *Journal of Intellectual Capital*, 10(4):539-558.	Paper addresses the impact of strategic alliances in the formation of intellectual capital as an intangible asset of the organisation.
Jones, M.J. 2008. Internal control, accountability and corporate governance: Medieval and modern Britain compared. *Accounting, Auditing and Accountability Journal*, 21(7):1052-1075.	Paper compares modern internal control systems with those in medieval England. Demonstrates that stewardship and personal accountability are found to be the core elements of medieval internal control.
Jonker, J. & Nijhof, A. 2006. Looking Through the Eyes of Others: Assessing mutual expectations and experiences in order to shape dialogue and collaboration between business and NGOs with respect to CSR. *Corporate Governance*, 14(5):456-466.	Article addresses the main differences in expectations between NGOs and companies that interact with respect to CSR.
Jørgensen, K.M. 2006. Conceptualising intellectual capital as language game and power. *Journal of Intellectual Capital*, 7(1):78-92.	Finds that intellectual capital is perceived as a social construction and the genealogical focus is on how actors, positions and interests that influence this process of social construction.
Kakabadse, N.K. & Kakabadse, A.P. 2007. Chairman of the board: Demographics effects on role pursuit. *Journal of Management Development*, 26(2):169-192.	Determines the understanding of the chairman's role, performance and contribution. Conclusions highlight the requirement of governance due diligence, examining the financial and competitive strength of the organisation and uncovering contextual sensitivities.
Kalafut, P.C. & Low, J. 2001. The value creation index: Quantifying intangible value. *Strategy & Leadership*, 29(5):9-15.	Argues that non-financial performance plays a critical role in how public companies are valued, accounting for up to 35 percent of institutional investors' valuation.
Kalla, H.K. 2005. Integrated internal communications: A multidisciplinary perspective. *Corporate Communications: An International Journal,* 10(4):302-314.	Purpose is to explore the multi-disciplinary nature of internal communication. Argues that an integrated approach to internal communication is beneficial when assessing knowledge sharing in organisations.

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Kang, E. & Zardkoohi, A. 2005. Board Leadership Structure and Firm Performance. *Corporate Governance*, 13(6):785-799.	Stresses that whether board leadership structure enhances or lowers performance depends on its fit with a firm's internal and external conditions.
Kantabutra, S. & Avery, G.C. 2010. The power of vision: Statements that resonate. *Journal of Business Strategy*, 31(1):37-45.	Argues that visionary leadership is the answer to staying competitive.
Kantabutra, S. & Avery, G.C. 2011. Sustainable leadership at Siam Cement Group. *Journal of Business Strategy*, 32(4):32-41.	Discusses Rhineland capitalism – an approach that promotes corporate sustainability – which focuses on the long-term sustainability of an enterprise and its relationships with many interest groups, not just with shareholders.
Karakas, F. & Kavas, M. 2008. Creative brainstorming and integrative thinking: Skills for twenty-first century managers. *Development and Learning in Organisations*, 22(2):8-11.	States that integrative thinking is defined as the ability to constructively reconcile the tensions of opposing models, and generating a creative resolution and a holistic model that contains elements of the individual models, but goes beyond them. The integrative thinking model is based on the following four steps: salience, causality, architecture and resolution.
Karns, G.L. 2011. Stewardship: A new vision for the purpose of business. *Corporate Governance*, 11(4):337-347.	Argues that the stewardship model casts business in the role of being a responsible steward, contributing to the well-being of stakeholders, acting with positive ethics, and partaking with other social institutions for the common good.
Karp, T. 2003. Socially responsible leadership. *Foresight*, 5(2):15-23.	Article examines the role of business leadership with respect to social responsibility. Focuses on the leader's ability to take an active and constructive part in the society in which the business operates.
Katsoulakos, T. & Katsoulacos, Y., 2007. Strategic management, corporate responsibility and stakeholder management. Integrating corporate responsibility principles and stakeholder approaches into maintream strategy: A stakeholder-oriented and integrative strategic management framework. *Corporate Governance*, 7(4):355-369.	Establishes a strategic management framework that supports the integration of corporate social responsibility principles and stakeholder approaches into mainstream business strategy and suggests a stakeholder-oriented integrative strategic management framework.
Kauffman, L.H. 2005. EigenForm. *Kybernetes*, 34(1/2):129-150.	Discusses eigenform where an object is a token for behaviours that lend it its apparent stability in a changing world.
Kaufman, A. & Englander, E. 2005. A team production model of corporate governance. *Academy of Management Executive*, 19(3):9-22.	States that the board should function as a shareholder oversight body. Firm should be considered as a co-operative team that produces new wealth. From this "production" perspective, directors should represent shareholder interests and boards should represent those stakeholders that add value, assume unique risk, and possess strategic information.
Kent, M.L. & Taylor, M. 2002. Toward a dialogic theory of public relations. *Public Relations Review*, 28:21-37.	States that as public relations theory and research move toward a two-way relational communication model, many scholars and practitioners increasingly use the terms "dialogic" and "dialogue" to describe ethical and practical approaches to public relations.
Kevany, K.D. 2007. Building the requisite capacity for stewardship and sustainable development. *International Journal of Sustainability in Higher Education*, 8(2):107-122.	Provides a menue of instruction methods to increase engagement in sustainable organisations.

Khurana, R. & Mandke, V.V. 2009. Business process modeling with information integrity. *Business Process Management Journal*, 15(4):487-503.	Finds that current business processes which are physical in nature need to be perceived as information oriented processes.
Kiel, G.C. & Nicholson, G.J. 2005. Evaluating Boards and Directors. *Corporate Governance*, 13(5):613-631.	Argues that the challenge for boards is to prevent crises in the organisations they govern.
Kilroy, D.B. & McKinley, M.T. 1997. Stop analysing and start thinking: The importance of good thinking skills in a value-managed company. *Management Decision*, 35(3):185-193.	The premise underlying value based management (VBM) is that management's primary responsibility is to maximise value for shareholders. Argues that the focus should shift from value measurement to value creation and in order to do this there must be acceptance for the fact that shareholder value creation is a creative act, not an analytical process.
Kim, J. & Hatcher, C. 2009. Monitoring and regulating corporate identities using the balanced scorecard. *Journal of Communication Management,* 13(2):116-135.	Provides a parallel review of the role and processes of monitoring and regulation of corporate identities, examining both the communication and the performance measurement literature.
Kim, J. & Kim, Y. 2001. Issues evaluation: The case of Microsoft. *Corporate Communications: An International Journal,* 6(2):76-81.	Purpose of the research was to obtain objective information about how the media delivers messages to cover an issue.
Kim, S. & Rader, S. 2010. What they can do versus how much they care: Assessing corporate communication strategies on Fortune 500 web sites. *Journal of Communication Management,* 14(1):59-80.	Proposes a typology of corporate communication strategy. Finds that there are three corporate communication strategies used to affect the public's corporate associations: corporate ability strategy; corporate social responsibility strategy and hybrid strategy. States that building mutually beneficial relationships between organisations and publics has been recognised by public relations academia as one of the most important tasks for organisations.
Kimbro, M.B. & Cao, Z. 2011. Does voluntary corporate citizenship pay? An examination of the UN Global Compact. *International Journal of Accounting and Information Management*, 19(3):288-303.	Participants committed to the UN Global Compact publish a yearly report called Communication on Progress (COP). They are labeled "non-communicating" if they fail to do so. Paper investigates the extent to which being a signatory company reduces information risk, and thus leads to market returns, lower cost of debt and lower cost of equity.
King, C. & Grace, D. 2010. Building and measuring employee-based brand equity. *European Journal of Marketing*, 44(7/8):938-971.	Proposes a model for Employee Based Brand Equity (EBBE).
Knoop, C.A. 2007. Fictional communication: Developing Gregory Bateson's "Theory of Play and Fantasy". *Kybernetes*, 36(7/8):1113-1121.	Offers a new take on literary communication. While messages contain signs referring to object representations, literary texts depart from and expand on this range. The term "message" is therefore subject to shift.
Knott, P. 2008. Strategy tools: Who really uses them? *Journal of Business Strategy,* 29(5):26-31.	Reports on how managers use tools in strategic thinking, strategic decision-making and strategy implementation.
Knox, S. & Bickerton, D. 2003. The six conventions of corporate branding. *European Journal of Marketing*, 37(7/8):998-1016.	Outlines conventions for understanding the processes of nurturing and managing a corporate brand.
Kok, P., Van der Wiele, T., McKenna, R. & Brown, A. 2001. A Corporate Social Responsibility Audit within a Quality Management Framework. *Journal of Business Ethics*, 31:285-297.	Paper discusses a corporate social responsibility audit that was developed following the methodology of the quality award/excellence models.

Kolk, A. & Pinkse, J. 2007. Towards strategic stakeholder management? Integrating perspectives on sustainability challenges such as corporate responses to climate change. *Corporate Governance*, 7(4):370-378.	Develops a more integrated perspective to sustainability issues, embedded in a stakeholder view.
Korac-Kakabadse, N., Kakabadse, A.K. & Kouzmin, A. 2001. Board governance and company performance: Any correlations? *Corporate Governance*, 1(1):24-30.	States that there is a growing perception that corporations are social entities overall, answerable to social constituencies. The role of corporate governance is to understand and address the interest of such social and political constituents. Advocates for the adoption of a political model of corporate governance to facilitate an organisation's external accountabilities.
Körver, F. & Van Ruler, B. 2003. The relationship between corporate identity structures and communication structures. *Journal of Communication Management*, 7(3):197-208.	Investigates the influence of corporate identity structure on the organisation's communication structure. Finds that organisations with monolithic, branded and endorsed identity structures differ in the way they structure and co-ordinate their external communication disciplines.
Lantos, G.P. 2002. The ethicality of altruistic corporate social responsibility. *Journal of Consumer Marketing*, 19(3):205-230.	Article discusses the morality of altruistic CSR – philanthropic CSR activities that are not necessarily beneficial to the firm's financial position.
Large, R.O. 2005. Communication capability and attitudes toward external communication of purchasing managers in Germany. *International Journal of Physical Distribution & Logistics Management*, 35(6):426-444.	Finds that oral communication capability and purchasers' attitudes toward individual communication with suppliers play an important role in explaining the external communication behaviour of purchasers.
Larkin, J. 2000. Best practice in risk management and reputation. *Journal of Communication Management*, 4(3):287-293.	States that the 21st century brings with it changes in the relationship between business and society, having implications for the way companies communicate. In the era of the triple bottom line the stakes are higher for companies in their dealings with the outside world – specifically with regard to accountability and responsibility.
Laskin, A.V. 2009. The evolution of models of public relations: An outsider's perspective. *Journal of Communication Management,* 13(1):37-54.	Purpose of the article is to review the historical development of the models/dimensions of public relations.
Lauzen, M.M. 1995. Toward a model of environmental scanning. *Journal of Public Relations Research*, 7(3):187-203.	Explores how public relations and human resources conduct environmental scanning.
Lavarda, R.A.B., Giner MTC & Bonet FJP 2011. Understanding how the strategy formation process interacts with the management of complex work. *European Business Review*, 23(1):71-86.	Paper analyses how the strategy formation process takes place from an integrative perspective and uses the variables *rationality*, *implication* and *vision*. It verifies the relationship between an *integrative strategy formation process* and the management of work, and the consequences of this relationship in terms of performance.
Leavy, B. 2012. Collaborative innovation as the new imperative – design thinking, value co-creation and the power of "pull". *Strategy & Leadership*, 40(2):25-34.	States that more and more stakeholders are willing to play more active roles in the value creation process, if managers can use the following tools of engagement: design thinking, value co-creation and the power of "pull".
Leavy, B. 2012. Getting back to what matters – creating long-term economic and social value. *Strategy & Leadership*, 40(4):12-20.	The article compares three complementary sets of insights into what is fundamentally wrong with the current model of capitalism.
Leblanc, R. 2005. Assessing Board Leadership. *Corporate Governance*, 13(5):654-666.	Argues that exemplary boards are robust, effective social systems.

Lee, S.M., Olson, D.L. & Trimi, S. 2012. Co-innovation: Convergenomics, collaboration and co-creation for organisational values. *Management Decision*, 50(5):817-831.	Provides a conceptual view of co-innovation, through some of its elements, such as covergence revolution, collaboration, and co-creation with stakeholders. Through co-innovation new ideas and approaches from various internal and external sources are integrated in a platform to generate new organisational and shared values.
Lee, J. & Roh, J.J. 2012. Revisiting corporate reputation and firm performance link. *Benchmarking: An International Journal*, 19(4/5):649-66.	Key finding of the study is that variables such as corporate reputation are significantly and positively related with most indices of corporate performance measures, while debt leverage affects profitability negatively.
Lee, T.J. 2002. Calculating ROI for Communication. *Strategic Communication Management (SCM)*, 6(6):11.	Argues that return on investment is not an adequate measure of the value of a communication initiative. Big-picture initiatives have difficulty when using this measurement.
Lerro, A. & Schiuma, G. 2013. Intellectual capital assessment practices: Overview and managerial implications. *Journal of Intellectual Capital*, 14(3):352-359.	States that intellectual capital assessment distinguises between "value management" and "value communication" as well as the most appropriate "evaluation architecture" to be used to gather and report assessment information for control and decision-making.
Letiche, H. 2002. Video fractals: Research as mass media. *Journal of Organizational Change Management*, 15(1):63-80.	Argues that research can be considered as a form of mass media (Luhmann) and illustrates this through the use of video. Feedback loops produce an effect similar to the fractalisations of complexity.
Lewis, S. 2003. Reputation and corporate responsibility. *Journal of Communication Management*, 7(4):356-364.	Author tracks the rise of CSR in stakeholder expectations. Argues that CSR has been established as a fundamental addition to stakeholders' criteria for judging companies.
Liang, X. & Picken, J. 2011. Relational demography, communication and cognitive differences among top managers. *Leadership & Organization Development Journal*, 32(7):689-714.	Discusses the relationship between demographic and cognitive differences among top managers and examine how the relationship is affected by communication.
Lies, J. 2012. Internal communication as power management in change processes: Study on the possibilities and the reality of change communications. *Public Relations Review*, 38:255-261.	Asserts that change communications is a form of (internal) strategic stakeholder management. Change communication is also the part of change management that focuses on the soft factors.
Lindenmann, W.K. 1997. Setting minimum standards for measuring public relations effectiveness. *Public Relations Review,* 23(1):391(18).	Addresses the development of generally accepted models or standards of public relations evaluation upon which everyone in the industry can agree.
Liu, D., Tseng, K. & Yen, S. 2009. The incremental impact of intellectual capital on value creation. *Journal of Intellectual Capital,* 10(2):260-276.	Paper examines the validity of the Ohlson model and explores the influence of intellectual capital on corporate value and value creation in order to develop a business valuation model to serve as the managerial criterion of IC.
Ljungquist, U. 2008. Specification of core competence and associated components: A proposed model and a case illustration. *European Business Review*, 20(1):73-90.	Outlines a core competence model by exploring links with concepts of competence, capabilities and resources and by proposing refinements to the characteristics of these concepts.
Lloyd, H.L.E. & Varey, R.J. 2003. Factors affecting internal communication in a strategic alliance project. *Corporate Communications: An International Journal*, 8(3):197-207.	States that the ethos of the strategic alliance approach encourages an integrated, unified working environment. Communication networks in this environment are addressed.
López, S.V. 2005. Competitive advantage and strategy formulation: The key role of dynamic capabilities. *Management Decision*, 43(5):661-669.	Promotes the use of dynamic capabilities as a strategic tool of the highest order with regard to firm management.

Loveridge, D. & Street, P. 2005. Inclusive foresight. *Foresight*, 7(3):31-47.	States that inclusiveness introduces specific management and process needs, if foresight programmes are to be extended into the social sphere without becoming chaotic.
Low, J. 2000. The value creation index. *Journal of Intellectual Capital*, 1(3):252-262.	The value creation index enables users to measure the impact of key intangible asset categories on a company's market value.
Lozano, J.M. 2005. Towards the relational corporation: From managing stakeholder relationships to building stakeholder relationships (waiting for Copernicus). *Corporate Governance,* 5(2):60-77.	Author proposes the term 'relational corporation' to refer to an organisation that changes its approach to links with its stakeholders, moving from managing relationships to building relationships.
Luoma-aho, V. & Vos, M. 2010. Towards a more dynamic stakeholder model: Acknowledging multiple issue arenas. *Corporate Communications: An International Journal*, 15(3):315-331.	Suggests that corporate communication is becoming less predictable as interaction with stakeholders is moving from organisational control toward "issue arenas" – places of interaction where issues are discussed by stakeholders and organisations both in traditional media and online.
Lutterer, W. 2007. The two beginnings of communication theory. *Kybernetes*, 36(7/8):1022-1025.	Refers to Bateson's term "meta-communication", considered to be common currency.
Malmelin, N. 2007. Communication capital. Modeling corporate communications as an organisational asset. *Corporate Communications: An International Journal*, 12(3):298-310.	A model for communication capital (consisting of juridical capital, organisational capital, human capital and relational capital) is developed within the framework of intellectual capital research; the proposed model supports the integration of organisational communication with business operations and strategies.
Malmelin, N. & Hakala, J. 2009. Guided by the brand: From brand management to integrative corporate communications. *Business Strategy Series*, 10(5):248-258.	Proposes a framework for integrative brand management as a tool for analysing the brand as a resource of corporate communications.
Manning, T. 2002. Strategic conversation as a tool for change. *Strategy & Leadership*, 30(5):35-37.	Argues that strategic conversation is the central and most important executive tool.
Marques, J.F. 2010. Enhancing the quality of organisational communication. A presentation of reflection-based criteria. *Journal of Communication Management*, 14(1):47-58.	Article introduces practical based criteria for effective communication. Criteria that surfaces include: responsible, professional, concise and sincere. Organisational managers may use these to reflect and improve on their communication strategies.
Marr, B. & Adams, C. 2004. The balanced scorecard and intangible assets: Similar ideas, unaligned concepts. *Measuring Business Excellence*, 8(3):18-27.	Kaplan and Norton classify the concept of intangible assets into human capital, information capital and organisational capital.
Marston, C. & Straker, M. 2001. Investor relations: A European survey. *Corporate Communications: An International Journal*, 6(2):82-93.	Discusses the results of a survey that shows that many European companies have well-established investor relations practices in place and that the function is growing.
Martinelli, A. & Midttun, A. 2010. Globalisation and governance for sustainability. *Corporate Governance*, 10(1):6-17.	Paper takes stock of core arguments in some of the most central governance traditions. Does an appraisal of the strengths and weaknesses of the ideas of market-, state- and civil-society led governance, but also factors in the effect of media and communication as governance arenas in their own right.
Mason, R.B. 2007. The external environment's effect on management and strategy: A complexity theory approach. *Management Decision*, 45(1):10-28.	Paper investigates the influence of the external environment on the choice of strategic management activities from a chaos and complexity perspective. Regards a business environment as a complex adaptive system.

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Mason, C., Kirkbride, J. & Bryde, D. 2007. From stakeholders to institutions: The changing face of social enterprise governance theory. *Management Decision*, 45(2):284-301.	Article sets out the theoretical landscape of social enterprise governance. It considers the stakeholder theory and stewardship theory – two theories of governance currently advocated in the social enterprise literature.
Massie, L. & Anderson, C.L. 2003. Integrating communications: Is the ideal achievable? *Corporate Communications: An International Journal*, 8(4):223-228.	Considers whether integrating communications is achievable. Suggests that, in order to support the achievement of an organisation's aims and goals and to prevent a fragmented image of the organisation, all communication, both internal and external, should be aligned, consistent and comprehensively integrated.
Matos, H. & Nobre, G.F. 2009. Communication Capital. *Proceedings of the 75th Annual Convention of the Association for Business Communication*, Portsmouth, Virginia, USA, November 4-7.	Thematises and conceptualises communication capital.
Mazzei, A. 2010. Promoting active communication behaviours through internal communication. *Corporate Communications: An International Journal,* 15(3):221-234.	Proposes a definition of internal communication based on intangible resources rather than organisational boundaries. Also proposes a resource model of internal communication based on interactive processes aimed at creating two resources for organising: *knowledge* and *allegiance*.
Mazzei, A. & Ravazzani, S. 2011. Manager-employee communication during a crisis: The missing link. *Corporate Communications: An International Journal*, 16(3):243-254.	Investigates the effectiveness of internal communication during a crisis by comparing how Italian companies communicated during the 2008-2009 financial crisis and how employees interpreted these efforts.
McCallum, S. & O'Connell, D. 2009. Social capital and leadership development: Building stronger leadership through enhanced relational skills. *Leadership & Organization Development Journal*, 30(2):152-166.	States that there is a growing need to equip emerging leaders with skills to generate, utilise and maintain social capital.
McCuddy, M.K. & Pirie, W.L. 2007. Sprituality, stewardship, and financial decision-making: Toward a theory of intertemporal stewardship. *Managerial Finance*, 33(12):957-969.	A theory of intertemporal stewardship is developed, that incorporates stewardship, based on a foundation of spirituality, into financial decision-making models.
McDaniel, E.A. & DiBella-McCarthy, H. 2012. Reflective leaders become causal agents of change. *Journal of Management Development*, 31(7):663-671.	Paper highlights research on leadership self-efficacy for leaders who seek to improve their effectiveness.
McKernan, J.F. & MacLullich, K.K. 2004. Accounting, love and justice. *Accounting, Auditing & Accountability Journal*, 17(3):327–360.	Discusses the crisis of authority in financial accounting. Argues that it may be restored through communicative reason as opposed to communicative ethics.
McNulty, T. & Pettigrew, A. 1999. Strategists on the Board. *Organization Studies*, 20(1):47-74.	Examines the contribution to strategy by chairmen and non-executive directors at UK companies.
Melis, A. 2004. Financial reporting, corporate communication and governance. *Corporate Ownership & Control*, 1(2):31-37.	The articles discusses the issues of financial reporting and corporate communication from a corporate governance perspective. It shows how the effectiveness of the system of financial reporting and corporate governance seems to be highly correlated.
Meng, J. & Berger, B.K. 2012. Measuring return on investment (ROI) of organisations' internal communication efforts. *Journal of Communication Management*, 16(4):332-354.	Investigates how senior communication executives measure the effectiveness of an organisation's internal communication efforts and link the efforts with an organisation's business performance.
Methlie, L.B. & Pedersen, P.E. 2007. Business model choices for value creation of mobile services. *info*, 9(5):70-85.	Explores the link between business model decisions and customer value creation.

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Michael, B. & Gross, R. 2004. Running business like a government in the new economy: Lessons for organisational design and corporate governance. *Corporate Governance*, 4(3):32-46.	States that much work on private sector corporate governance reforms seeks to address transparency, accountability and responsiveness to stakeholder interests under the category of corporate social responsibility.
Michalski, W., Miller, R. & Stevens, B. 2000. Governance in the 21st century: Power in the global knowledge economy and society. *foresight*, 2(5):471-482.	Article considers historical developments in governance, the driving forces transforming governance worldwide and the policies that might have the best chance of enhancing governance capacities in line with the desires and needs of the future.
Mitchell, M., Curtis, A. & Davidson, P. 2012. Can triple bottom line reporting become a cycle for "double loop" learning and radical change? *Accounting, Auditing & Accountability Journal*, 25(6):1048-1068.	Paper argues that past learnings should be linked to future strategising to add to the potential for triple bottom line reporting to develop into an iterative learning cycle that can effect change.
Mitleton-Kelly, E. 2011. A complexity theory approach to sustainability: A longitudinal study in two London NHS hospitals. *The Learning Organization*, 18(1):45-53.	Paper demonstrates that organisational sustainability is not a continuation of the status quo but, seen from a complexity theory perspective, is a continuous dynamic process of co-evolution with a changing environment.
Moffat, A. & McLean, A. 2010. Merger as conversation. *Leadership & Organization Development Journal,* 31(6):534-550.	Argues that social networking technologies represent powerful new ways of expanding the possibilities for participation during a merger or acquisition - they contain the ambiguity and uncertainty associated with mergers. Legitimating the shadow conversation while accelerating the formation of the emergent culture.
Moneva, J.M., Rivera-Lirio, J.M. & Muñoz-Torres, M.J. 2007. The corporate stakeholder commitment and social and financial performance. *Industrial Management & Data Systems*, 107(1):84-102.	Determines whether the strategic commitment of the company to its stakeholders is positively related to its social and financial performance. Argues that the vision, mission and values of the company will define its strategic stakeholder or shareholder orientation.
Montagnini, L. 2007. Looking for "scientific" social science: The Macy Conferences on Cybernetics in Bateson's itinerary. *Kybernetes*, 36(7/8):1012-1021.	Explains negative and positive feedback. Circular processes in society include problems of communication and self-referentiality.
Moody, M.J. 2005. Greatest threat to an organisation: Reputation risks may be the most serious threat to a corporation's market value. *Rough Notes*, 148(4):16.	States that reputation risk is an aggregation of discrete events and risks that, taken individually, may not be apparent to the risk manager. Reputation risk identification, assessment and management are totally dependent on viewing the organisation from a holistic perspective that is not available in the silo risk model.
More, E. 1999. The role of communication in current debates on knowledge management. *Journal of Communication Management*, 3(4):353-361.	Argues that given the centrality of communication to organising, little work has been done in the field of knowledge management and intellectual capital focusing on the concept of communication.
Morrison, S. 1997. Combining the internal communication and the PR function. *Journal of Communication Management,* 1(3):294-300.	Suggests the combination of the responsibilities of PR and internal communication, in order to address the needs of both employees and customers.
Moss, D. & Warnaby, G. 1998. Communication strategy? Strategy communication? Integrating different perspectives. *Journal of Marketing Communications*, 4:131-140.	The article reviews two contrasting perspectives on the issue of the strategic potential of the communications function and introduces a conceptual framework which identifies a typology of communication roles under [which] different strategy making process is advanced; it proposes an integrative strategy process framework.
Motion, J., Leitch, S. & Brodie, R.J. 2003. Equity in corporate co-branding. *European Journal of Marketing*,	Indicates that corporate brands may develop co-branding relationships in order to redefine brand identity, reposition

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37(7/8):1080-1094.	the brand and build brand equity.
Mounter, P. 2003. Global internal communication: A model. *Journal of Communication Management,* 7(3):265-268.	States that communication with people from different cultures requires sensitive listening skills and a strategic understanding of organisational needs.
Mouritsen, J., Larsen, H.T. & Bukh, P.N. 2001. Valuing the future: Intellectual capital supplements at Skandia. *Accounting, Auditing & Accountability Journal*, 14(4):399-422.	Addresses Skandia's intellectual capital supplements as a form of communication that inform internal and external readers of the attempts to manage and create value from intellectual resources.
Mu, J., Peng, G. & Love, E. 2008. Interfirm networks, social capital, and knowledge flow. *Journal of Knowledge Management*, 12(4):86-100.	Findings highlight how social capital, especially trust-based-ties, develops in inter-firm interaction processes, accelerates knowledge flow, and acts as informal governance mechanism between firms. Weak ties build initial relationships and strong ties acquire higher-quality knowledge.
Muñoz, M.J., Rivera, J.M. & Moneva, J.M. 2008. Evaluating sustainability in organisations with a fuzzy logic approach. *Industrial Management & Data Systems*, 108(6):829-841.	The aim of the paper is to determine whether organisations that are more strategically committed to their stakeholders present better social and financial performance.
Murray, K. 2003. Reputation – Managing the single greatest risk facing business today. *Journal of Communication Management*, 8(2):142-149.	States that reputational risk is considered to be the single greatest threat to businesses today. Non-executive Directors should be appointed as reputation guardians for the corporation – in much the same way as they sit on audit, nomination and remuneration committees. This follows the recommendations of the Turnbull Report into boardroom responsibility for risk management and accountability for intangible assets such as reputation, and the Higgs Review of corporate governance which recommended a more active and independent role for non-executive directors.
Neef, D. 2007. Managing corporate risk through better knowledge management. *The Learning Organization*, 12(2):112-124.	Article explains how companies are using a combination of knowledge and risk management systems and techniques to prevent or manage ethical or reputation-damaging incidents.
Neely, A., Adams, C. & Crowe, P. 2001. The performance prism in practice. *Measuring Business Excellence*, 5(2):6-12.	Describes the Performance Prism as a measurement framework with a comprehensive stakeholder orientation.
Nel, P. 2001. A justice philosophy of public relations management. *Communicatio*, 27(1):28-35.	Article argues that long-term relationships with strategic publics are formed when organisations treat publics fairly; for public relations to be viewed as just, it must incorporate all three dimensions of justice theory: distributive, procedural and interactional justice; the organisation will then be viewed as just and trustworthy by strategic publics.
Nevitt, B. (undated). Retuning the Global Theatre. *Kybernetes*, 19(6):42-53.	Argues that "all human artifacts now resume the form of natural spoken language – the most natural communication medium".
Nevitt, B. 1981. Via media with Marshall McLuhan. *Kybernetes*, 10:235-240.	Addresses language, thought and feeling, and the media ecology.
Ndubisi, N.O. 2007. Relationship marketing and customer loyalty. *Marketing Intelligence & Planning*, 25(1):98-106.	Examines the impact of relationship marketing strategy on customer loyalty.
Ndubisi, N.O. 2012. Relationship quality: Upshot of mindfulness-based marketing strategy in small organisations. *International Journal of Quality & Reliability*	Examines mindfulness-based marketing strategy implementation and its outcome on relationship quality.

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Management, 29(6):626-641.	
Ngugi, I.K., Johnsen, R.E. & Erdélyi, P. 2010. Relational capabilities for value co-creation and innovation in SMEs. *Journal of Small Business and Enterprise Development*, 17(2):260-278.	Explores the influences of relational capabilities on value-co-creation and innovation.
Nguyen, D.K. & Slater, S.F. 2010. Hitting the sustainability sweet spot: Having it all. *Journal of Business Strategy*, 31(3):5-11.	Argues that environmentally and socially sustainable businesses are more profitable, have higher growth rates, and create more shareholder value than their less committed competitors. However, it is difficult to "hit the sweet spot".
Nicholson, G.J. & Kiel, G.C. 2004. Breakthrough board performance: How to harness your board's intellectual capital. *Corporate Governance*, 4(1):5-23.	Argues that practitioners need to take care not to use a single theory in isolation from others. Provides a model of board effectiveness that uses the construct of board intellectual capital to integrate the predominant theories of corporate governance and illustrates how the board can drive company performance.
Nielsen, A.P. 2006. Understanding dynamic capabilities through knowledge management. *Journal of Knowledge Management*, 10(4):59-71.	Paper integrates research on knowledge management with the dynamic capabilities approach.
Nielsen, A.E. & Thomsen, C. 2007. Reporting CSR – what and how to say it? *Corporate Communications: An International Journal*, 12(1):25-40.	Analyses what organisations say and how they say it when reporting CSR.
Noble, P. 1999. Towards an inclusive evaluation methodology. *Corporate Communications: An International Journal*, 4(1):14-23.	Argues that public relations is a complex issue because of the hierarchy of effects of public relations activity and the involvement of third parties such as the media. Evaluation can be summative or formative.
Nobre, F.S. & Walker, D.S. 2011. An ability-based view of the organisation: Strategic-resource and contingency domains. *The Learning Organization*, 18(4):333-345.	Extends the corporation-based metaphor of the tree by proposing that cognition is the core ability that nourishes the development of core competencies.
O'Connor, N. 2001. UK Corporate Reputation Management: The role of public relations planning, research and evaluation in a new framework of company reporting. *Journal of Communication Management*, 6(1):53-63.	Reputation, of which public relations is the custodian, is regarded as the company's most valuable and fragile asset. The article argues that by demonstrating greater emphasis on planning, research and evaluation the communication practitioner can more effectively inform the company reporting framework and exceed the demands of accountability necessary for successful strategic corporate reputation management.
O'Donnell, D. 2004. Theory and method on intellectual capital creation: Addressing communicative action through relative methodics. *Journal of Intellectual Capital*, 5(2):294-311.	The paper draws on Habermasian communicative relation to present theoretical insights on how intellectual capital is created linguistically in social space. Navigational routes are crafted into interdisciplinary social space in the intellectual capital field.
O'Donnell, D., O'Regan, P. & Coates, B. 2000. Intellectual capital: A Habermasian introduction. *Journal of Intellectual Capital*, 1(2):187-200.	The paper conceptualises intellectual capital creation as a dynamic process of collective knowing that is capable of being levaraged into market value. *Communicative action* is viewed as the nexus of intellectual capital creation.
O'Donnell, D., O'Regan, P., Coates, B., Kennedy, T., Keary, B. & Berkery, G., 2003. Human interaction: The critical source of intangible value. *Journal of Intellectual Capital*, 4(1):82-99.	Paper argues that human interaction is the critical source of intangible value in the intellectual age. Drawing on the system/lifeworld distinction in Habermas' Theory of Communicative Action the authors claim that the dominant tenets of market and hierarchy are changing in both nature and scope in an increasingly knowing-intensive economy. This places human interaction at the

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	center of a more enlightened economic and social equation.
Oketch, M.O. 2004. The corporate stake in social cohesion. *Corporate Governance*, 4(3):5-19.	Article discusses some of the social cohesion issues involving corporations, concerns over how corporations make profits, create jobs, treat shareholders, run their boards and give back to the community. Most of these functions depend on the quality of corporate governance, which also has implications for social cohesion.
Oliveira, L., Rodrigues, L.L. & Craig, R. 2010. Intellectual capital reporting in sustainability reports. *Journal of Intellectual Capital,* 11(4):575-594.	Analyses voluntary disclosures of intellectual capital items in the sustainability reports of Portugese companies.
Oliveira, L., Rodrigues, L.L. & Craig, R. 2010. Voluntary risk reporting to enhance institutional and organizational legitimacy: Evidence from Portugese banks. *Journal of Financial Regulation and Compliance*, 19(3):271-288.	Argues that stakeholder monitoring and corporation reputation are crucial factors that explain risk reporting practices.
Oliver, S. 2000. Symmetrical communication: Does reality support rhetoric? *Corporate Communications: An International Journal,* 5(1):26-33.	Article discusses the value-added benefits to be gained from employee communication costs.
Olson, E.G. 2008. Creating an enterprise-level "green" strategy. *Journal of Business Strategy*, 29(2):22-30.	Addresses environmental stewardship and states that enterprises are changing in ways that improve the environment, but that few companies have established an enterprise-level "green" strategy.
Olson, E.G. 2009. Business as environmental steward: The growth of greening. *Journal of Business Strategy*, 30(5):4-13.	States that a transformation of perception and in many respects the reality behind the perception, has begun because multiple forces pushing enterprises to become better environmental stewards have aligned in the right direction.
O'Neil, J. 2003. An investigation of the sources of influence of corporate public relations practitioners. *Public Relations Review*, 29:159-169.	Study found four measures of organisational influence of corporate public relations practitioners: perceptions of value, enactment of the managerial role, reporting relationship, and years of professional experience.
Omar, M., Williams, Jr, R.L. & Lingelbach, D. 2009. Global brand market-entry strategy to manage corporate reputation. *Journal of Product and Brand Management*, 18(3):177-187.	The paper presents a case for the practical management of corporate reputation from the perspective of two groups of concepts: communication, identity and trust; and communication, identity and image.
O'Regan, P. & O'Donnell, D. 2000. Mapping intellectual resources: Insights from critical modernism. *Journal of European Industrial Training*, 24(2):118-127.	Argues that the key to competitive success is the ability to create, leverage, maintain and develop specialised knowledge, competencies and intellectual resources. The intangible is assuming social, economic and psychological supremacy over the tangible. Point of departure is the set of symmetric and reciprocal relations presupposed in Habermas' concept of *communicative action*. Has implications for people management and accountancy.
Ortiz, M.A.A. 2009. Analysis and valuation of intellectual capital according to its context. *Journal of Intellectual Capital*, 10(3):451-482.	Paper analyses and groups the intellectual components of organisations though a humanistic model called CONICCVAL (contextual intellectual capital components valuation). Aims to consider the difference in perception on the value of intangible assets according to its context.
Otubanjo, B.O. & Melewar, T.C. 2007. Understanding the meaning of corporate identity: A conceptual and semiological approach. *Corporate Communications: An International Journal*, 12(4):414-432.	Attempts to examine how corporate identity could be better understood. Develops two conceptual models and a semiotic method.

Overmeer, W. 1997. Business integration in a learning organisation: The role of management development. *Journal of Management Development*, 16(4):245-261.	Examines business integration. Draws conclusions for the role of management development, and refers to the need to help managers to integrate competencies in projects.
Owusu, Y.A. 1999. Importance of employee involvement in world-class agile management systems. *International Journal of Agile Management Systems*, 1(2):107-115.	Argues that the driving force behind employee involvement and human resource development in agile management systems is good communication.
Palenchar, M.J. & Heath, R.L. 2007. Strategic risk communication: Adding value to society. *Public Relations Review*, 33:120-129.	Paper provides a concise summary of the evolvement and the current state of risk communication research and draws from a decade of risk communication studies.
Palmberg, K. 2009. Complex adaptive systems as metaphors for organisational management. *The Learning Organization*, 16(6):483-498.	Explores the concept of complex adaptive systems from the perspective of managing organisations. Identifies a need for the development of knowledge, metaphors and language for management of the new forms of organising, for example value networks. The latter is evolving as a response to the demand for efficiency, flexibility and innovation.
Papadakis, V.M. 2005. The role of broader context and the communication programme in merger and acquisition implementation success. *Management Decision*, 43(2):236-25.	Indicates that the existence of a communication programme is among the most influential factors in the successful implementation of a merger and acquisition.
Park, C. & Kim, Y. 2003. A framework of dynamic CRM: Linking marketing with information strategy. *Business Process Management Journal*, 9(5):652-671.	States that customer commitment forms when a customer's expectation is satisfied and the customer realises fair value from his/her relationship with the organisation. From the latter's perspective this value reflects customer equity, but from a customer's perspective, it represents the customer's perceived value of the relationship.
Parum, E. 2006. Corporate Governance and Corporate Identity. *Corporate Governance,* 14(6):558-567.	Discuss whether recommendations on corporate governance has led to more transparency and well-defined corporate identities for companies, specifically through their external communication on corporate governance.
Pedrini, M. 2007. Human capital convergences in intellectual capital and sustainability reports. *Journal of Intellectual Capital*, 8(2):346-366.	The paper examines the points of convergence between intellectual capital and corporate responsibility reports, with a focus on human capital issues. Paper analyses the common elements between human capital accounting and the Global Reporting Initiative Guidelines 2002. Results show overlapping of indicators around three issues: the description of human capital; the reporting on diversity and opportunity; and the measurement of the quality and intensity of training. States that intellectual capital consists of human capital, network capital and organisational capital.
Peters, S., Miller, M. & Kusyk, S. 2011. How relevant is corporate governance and corporate social responsibility in emerging markets? *Corporate Governance*, 11(4):429-445.	Research provides an in-depth analysis of existing practices of corporate governance in mature markets and compares these approaches with corporate governance and CSR practices in emerging markets.
Petrick, J.A. & Quinn, J.F. 2001. Integrity capacity as a strategic asset in achieving organisational excellence. *Measuring Business Excellence,* 5(1):24-30.	Authors propose that leaders can and should be held accountable for the intangible strategic asset of integrity capacity to advance organisational excellence.
Phelps, R. 1997. Benchmarking internal communication. *Journal of Communication Management*, 1(4):388-398.	The benchmarking of internal communication is addressed. Benchmarking methods (metric and

	qualitative), together with the objectives behind such a programme are discussed.
Phillips, D. 2006. Relationships are the core value for organisations: A practitioner perspective. *Corporate Communications: An International Journal,* 11(1):34-42.	Examines how relations with social groups such as shareholders, customers, employees and vendors, among others, are pivotal to generating wealth and optimising long-term shareholder value. Explores the values intrinsic in stakeholder relations and examines why it should be included in the core of evaluation, auditing and management of organisations to create wealth, value and corporate profit.
Phillips, D. 2006. Towards relationship management: Public relations at the core of organisational development. *Journal of Communication Management,* 10(2):211-226.	Outlines concepts that extend the significance of PR as a relationship management discipline. Postulates that value is created to meet objectives from tangible and intangible assets, and puts forward a definition of organisations as the nexus of relationships. Posits that material value is released through a process of relationship change and a public relations practice of relationship management is put forward as a management discipline that can create value when the process of relationship management, acting on material tokens, is deployed.
Phipps, M., Brace-Gowan, J. & Jevons, C. 2010. The duality of political brand equity. *European Journal of Marketing*, 44(3/4):496-514.	Adapts Aaker's "Brand Equity Ten" to provide a conceptual framework for a case study comparison.
Pieczka, M. 2011. Public relations as dialogic expertise? *Journal of Communication Management*, 15(2):108-124.	Offers critical reflection on the role played by the concept of dialogue in public relations theory, pedagogy and practice.
Pirie, W.L. & McCuddy, M.K. 2007. A preliminary test of the validity of a proposed intertemporal stewardship theory. *Managerial Finance*, 33(12):970-979.	Paper provides an initial test of the validity of an intertemporal stewardship theory incorporating stewardship considerations, based on a foundation of spirituality as well as financial considerations, into financial decision-making models.
Poel, M., Renda, A. & Ballon, P. 2007. Business model analysis as a new tool for policy evaluation: policies for digital content platforms. *info*, 9(5):86-100.	Demonstrate how business model frameworks can be used to understand market developments and to assess the role of policy.
Pollach, I., Johansen, T.S., Nielsen, A.E. & Thomsen, C. 2012. The integration of CSR into corporate communication in large European companies. *Journal of Communication Management,* 16(2):204-216.	Studies the relationship and departmental arrangements between corporate communication and CSR. CSR has become a critical function for managing stakeholder relations and has been identified as an important driver of corporate strategy.
Pourdehnad, J. & Smith, P.A.C. 2012. Sustainability, organisational learning and lessons learned from aviation. *The Learning Organization*, 19(1):77-86.	The paper presents a learning and adaptive system approach that expands the steps of understanding, creating and delivering triple bottom-line sustainability by changing internal processes, organisational learning and employee mindsets.
Powell, S., Elving, W.J.L., Dodd, C. & Sloan, J. 2009. Explicating ethical corporate identity in the financial sector. *Corporate Communications: An International Journal,* 14(4):440-455.	Investigates employees' perception of actual and desired corporate ethical values as a component of corporate identity.
Pretorius, M. & Maritz, R. 2011. Strategy making: The approach matters. *Journal of Business Strategy*, 32(4):25-31.	States that strategy making is as important as the strategy and depends heavily on the context.
Proctor, T. & Doukakis, I. 2003. Change management: The role of internal communication and employee	The key to the successful introduction of change is seen to lie in effective communication.

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development. *Corporate Communications: An International Journal*, 8(4):268-277.	
Quinn, L. & Dalton, M. 2009. Leading for sustainability: Implementing the tasks of leadership. *Corporate Governance*, 9(1):21-38.	Paper aims to expand the field of sustainability/CSR research to include a focus on leadership. It describes an exploratory study of senior leaders in organisations formally adopting principles of sustainability and how these leaders enact the tasks of leadership: setting direction, creating alignment and maintaining commitment within the context of sustainability.
Quinn, D. & Hargie, O. 2004. Internal communication audits: A case study. *Corporate Communications: An International Journal,* 9(2):146-158.	Study used a triangulation approach in the research that included structured interviews, the international communication audit questionnaire and a critical incident approach.
Quirke, B. 1996. Putting communication on management's agenda. *Journal of Communication Management,* 1(1):67-79.	States that rather than trying to push communication further up senior management's agenda, the internal communicator should try to link communication with what is already at the top of their agenda. Link internal communication more demonstrably to the business strategy.
Radford, G.P. & Goldstein, S.Z. 2002. The role of research methods in corporate communication. *Corporate Communications: An International Journal*, 7(4):252-256.	The paper concludes that communication is becoming a knowledge-based profession. The lines between corporate communication/public affairs disciplines are converging, thus media relations, issues management, advertising and other communication disciplines will be more closely integrated.
Radner, G. 2006. Board Communications In The Internet Age. *The Corporate Board*, July/August:17-20.	Addresses the communication tools boards use.
Rake, M. & Grayson, D. 2009. Embedding corporate responsibility and sustainability – everybody's business. *Corporate Governance*, 9(4):395-399.	Deals with the significance of leadership as a driver of corporate responsibility and with complementary, dynamic organisational change. Argues that the chorus of 'stakeholders calling for CSR' has shifted to a 'demand for sustainable enterprise'.
Ramakrishnan, V. 2012. High performing boards: Going beyond compliance. *Journal of Business Strategy,* 33(2):38-48.	States that boards are formed to oversee performance and ensure that stakeholder expectations are met or exceeded while complying with the legal, statutory and regulatory norms of the society in which they operate.
Ramaswamy, V. 2009. Leading the transformation to co-creation of value. *Strategy & Leadership*, 37(2):32-37.	Organisations are learning how to use the engagement experiences of individuals and communities as the new basis for value creation. Becoming a co-creative organisation is about changing the nature of engagement and relationship between the institution and management and its employees. It also changes the nature of the relationship between the institution and co-creators of value – customers, stakeholders, partners or other employees. Requires management to adopt a new mindset.
Ramirez, G.A. 2012. Sustainable development: Paradoxes, misunderstandings and learning organisations. *The Learning Organization*, 19(1):58-76.	Describes paradoxes that arise in managerial and organisational learning processes and proposes a taxonomy which pays special attention to the central paradox of "complexifying" and to reductionism-holism in science.
Rasche, A. 2010. Collaborative Governance 2.0. *Corporate Governance*, 10(2):500-511.	Paper explores how existing collaborative governance arrangements in the context of corporate responsibility collaborate in order to enhance its impact. It also

	explores linkages between multi-stakeholder standards and explores the potential for standard convergence.
Ratten, V. & Suseno, Y. 2006. Knowledge development, social capital and alliance learning. *International Journal of Educational Management*, 20(1):60-72.	Addresses what creates different types of knowledge and argues that knowledge is an important by-product of an alliance forming process commonly termed as alliance learning.
Raupp, J. & Hoffjann, O. 2012. Understanding strategy in communication management. *Journal of Communication Management*, 16(2):146-161.	Article provides a new perspective on the relationship between communication management as a strategic process and corporate strategy. A conceptual model of strategic decision-making in communication management is developed. States that strategy in communication management means deliberately creating decision-making situations. From this perspective strategic decisions is both part of retrospective and prospective sensemaking processes in organisations.
Resnick, J.T. 2004. Corporate reputation: Managing corporate reputation – applying rigorous measures to a key asset. *Journal of Business Strategy*, 25(6):30-38.	Paper states that there is an increased recognition of the importance of corporate reputation and that it is considered to be a significant business risk.
Reyes, A. 2012. Organizational learning and the effective management of complexity. *Kybernetes*, 14(3/4):318-326.	The case study illustrates that designing learning loops requires setting up the structural conditions for a Human Communication System in the organisation.
Reynolds, N., Fischer, C. & Hartmann, M. 2009. Determinants of sustainable business relationships in selected German agri-food chains. *British Food Journal*, 111(8):776-793.	Finds that effective communication, the existence of personal bonds and equal power distribution between buyers and suppliers are key determinants of sustainable vertical business relationships.
Rhee, Y. 2008. Risk communication management: A case study of Brookhaven National Laboratory. *Journal of Communication Management*, 12(3):224-242.	Analyses risk communication management practice using the relationship management theory in public relations. Study identifies leadership communication, organisational commitment to stakeholder relationships, an integrated communication function, employee participation in community outreach, and symmetrical communication strategies as contributing factors for effective risk communication management.
Rhody, R. 2004. Standing Upright in Perilous Times: The CEO, The Board, & Us. *Public Relations Quarterly* 49(1):2-6.	Addresses the level of greed and irresponsibility on senior management levels in America.
Ricart, J.E. & Rodríguez, M.A. & Sánchez, P. 2005. Sustainability in the boardroom. *Corporate Governance*, 5(3):24-41.	Pays attention to the interaction between corporate governance and sustainable development.
Ridley, J., D'Silva, K. & Szombathelyi, M. 2011. Sustainability assurance and internal auditing in emerging markets. *Corporate Governance*, 11(4):475-488.	Paper underlines that assurance can be provided by the internal audit function – in doing so, that function can make a significant contribution to effective corporate governance.
Ritchie, L. 2012. Negotiating power through communication: Using an employee participation intervention to construct a discursive space for debate. *Journal of Communication Management,* 16(1):95-107.	Reveals an alternative way to interpret strategic planning. Through an intervention employees could see that the policies and decisions that they assumed to be fixed could actually be developed through a negotiated process.
Ritter, M. 2003. The use of balanced scorecards in the strategic management of corporate communication. *Corporate Communications: An International Journal,* 8(1):44-59.	Article introduces the balanced scorecard model from Kaplan and Norton and makes a proposition about its application on communications.
Robson, P.J.A. & Tourish, D. 2005. Managing internal communication: An organisational case study. *Corporate*	Article explores what senior managers think they should be doing to improve communication in their organisations.

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Communications: An International Journal, 10(3):213-222.	Senior managers who "over-work" have less time for reflection and behavioural change.
Romenti, S. 2010. Reputation and stakeholder engagement: An Italian case study. *Journal of Communication Management*, 14(4):306-318.	Argues that corporate communication reaches its full potential when it shapes organisational reality by engaging stakeholders as the main reputation drivers.
Roser, T., DeFillippi, R. & Samson, A. 2013. Managing your co-creation mix: Co-creation ventures in distinctive contexts. *European Business Review*, 25(1):20-41.	Paper makes a contribution to co-creation theory by integrating insights from the management and marketing literatures concerned with co-creation phenomena.
Rowley, J. 2004. Partnering paradigms? Knowledge management and relationship marketing. *Industrial Management & Data Systems*, 104(2):149-157.	States that communication is to be found in both knowledge management and relationship marketing and that concepts such as online communities, trust, knowledge sharing, loyalty and commitment are to be found in both literatures.
Rowley, J. 2004. Just another channel? Marketing communications in e-business. *Marketing Intelligence & Planning*, 22(1):24-41.	Argues that in the digital world marketing communications is concerned with creating presence, creating relationships and creating mutual value.
Roxas, B. & Chadee, D. 2012. Environmental sustainability orientation and financial resources of small manufacturing firms in the Philippines. *Social Responsibility Journal*, 8(2):208-226.	Study challenges the conventional view that resources determine the extent of environmental sustainability orientation. Empirical evidence does not support the conventional firm resources-ESO proposition. Results indicate that ESO is a multi-dimensional construct with three facets – awareness of, actions for and appreciation of environmental sustainability.
Ruck, K. & Welch, M. 2012. Valuing internal communication, management and employee perspectives. *Public Relations Review*, 38:294-302.	Proposes a conceptual model to encourage focus on employee communication needs in terms of content and channel. Future assessment instruments need to assess the value of internal communication to employees and their organisations.
Ryssel, R., Ritter, T. & Gemünden, H.G. 2004. The impact of information technology deployment on trust, commitment and value creation in business relationships. *Journal of Business & Industrial Marketing,* 19(3):197-207.	Discusses findings of a study that give new insight into the role of information technology in value-creation in business-to-business relationships.
Saari, E. & Talja, H. 2009. Towards communication and learning based leadership: Observations in Finnish public research organizations. *The Learning Organization*, 16(3):251-260.	Paper offers guidelines for constructing dialogue between managers and knowledge workers and highlights the importance of embedding communication into a knowledge organisation's practice.
Saarijärvi, H., Kannan, P.K. & Kuusela, H. 2013. Value co-creation: Theoretical approaches and practical implications. *European Business Review*, 25(1):6-19.	Paper identifies the sources of the differing approaches to value co-creation, and develops a business oriented analytical framework for assessing the opportunities presented by value co-creation.
Sachs, S. & Rühli, E. 2005. Changing managers' values towards a broader stakeholder orientation. *Corporate Governance*, 5(2):89-98.	States that managers should rethink their values and consider the expectations of their stakeholders. Some firms adopt a broader stakeholder-oriented view. Integrating the stakeholder view into the strategic thinking of management, requires top managers to change their values.
Sahadev, S. 2008. Economic satisfaction and relationship commitment in channels: The moderating role of environmental uncertainty, collaborative communication and coordination strategy. *European Journal of Marketing*, 42(1/2):178-195.	Focuses on the linkage between economic satisfaction and relationship commitment in distribution channels.

Salem, P. 2008. The seven communication reasons organisations do not change. *Corporate Communications: An International Journal,* 13(3):333-348.	Paper identifies seven common communication behaviours during failed organisational change efforts.
Samaraweera, M. & Gelb, B.D. 2011. Wringing more value from advertising dollars: the customer satisfaction boost. *Journal fo Business Strategy*, 32(6):24-29.	States that the competition facing a given brand influences the effectiveness of that brand's advertising. Customer satisfaction ratings affects the return on advertising dollars in building brand equity.
Sambasivan, M., Siew-Phaik, L., Mohamed, Z.A. & Leong, Y.C. 2011. Impact of interdependence between supply chain partners on strategic alliance outcomes. *Management Decision*, 49(4):548-569.	Includes communication between supply chain partners as a major component of relationship capital in addition to trust and commitment.
Sambasivan, M. & Yen, C.N. 2010. Strategic alliances in a manufacturing supply chain: Influence of organisational culture from the manufacturer's perspective. *International Journal of Physical Distribution & Logistics Management*, 40(6):456-474.	Establishes and tests the relationship between organisational culture and strategic alliances.
Samkin, G. 2012. Changes in sustainability reporting by an African defence contractor: A longitudinal analysis. *Meditari Accountancy Research*, 20(2):134-166.	Establishes the extent to which sustainability disclosures in a strategically important South African company have changed, in the light of the King reports.
Sánchez, J.L.F., Sotorrío, L.L. & Díez, E.B., 2012. Can Corporate Reputation Protect Companies' Value? Spanish Evidence of the 2007 Financial Crash. *Corporate Reputation Review*, 15(4):228-239.	Paper aims to test empirically whether corporate reputation has a positive effect on the financial performance of companies and whether it protects companies from a loss of value in a sudden financial crisis.
Sánchez-Cañizares, S.M., Muñoz, M.A.A. & López-Guzmán, T. 2007. Organisational culture and intellectual capital: A new model. *Journal of Intellectual Capital*, 8(3):409-430.	Examines the connection between the concepts of organisational culture and intellectual capital to enable the development of a model to measure intellectual capital. Model considers culture as the central nucleus around which *integrated capitals* configure.
Sato, T. 2010. Organizational identity and symbiocity: Parco as urban medium. *Journal of Management History*, 16(1):44-58.	Examines organisational identity and argues against the background of McLuhan's media theory, that organisations themselves are the medium.
Scharmer, C.O. & Kaeufer, K. 2010. In front of the blank canvas: Sensing emerging futures. *Journal of Business Strategy*, 31(4):21-29.	Argues that complexities – defined as dynamic, social and emerging – requires leaders to tune in and sense the emerging future.
Schiuma, G. & Lerro, A. 2008. Knowledge-based capital in building regional innovation capacity. *Journal of Knowledge Management*, 12(5):121-136.	Clarifies the concept of knowledge-based capital and regional innovation capacity.
Schmidt, S.L. & Brauer, M. 2006. Strategic Governance: How to assess board effectiveness in guiding strategy execution. *Corporate Governance*, 14(1):13-22.	Article suggests taking "strategy consistency" between a firm's resource allocation and its announced strategy as a proxy for boards' effectiveness in guiding strategy execution.
Schreiber, E.S. 2001. Why do many otherwise smart CEOs mismanage the reputation asset of their company? *Journal of Communication Management*, 6(3):209-219.	Examines why CEOs often misunderstand and therefore mismanage the reputations of their companies. Argues that companies often fail to achieve their desired reputations because of two primary factors: failure to identify a clear core competency, and active inertia.
Schultz, L. 1975. Towards a systems model of human communication. *Kybernetes*, 4:247-252.	Four "domains" in the total system of human communication are identified: a referent world, a formulator, an interpreter and signs.
Schultz, F. & Wehmeier, S. 2010. Institutionalization of corporate social responsibility within corporate communications: Combining institutional, sensemaking	Develops a new framework depicting the incorporation of CSR within corporate communication - a process called "institutionalisation by translation". Aims to develop a

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and communication perspectives. *Corporate Communications: An International Journal,* 15(1):9-29.	micro-meso-macro perspective to analyse why and how organisations institutionalise CSR with which effects.
Schultze, W. & Weiler, A. 2010. Goodwill accounting and performance measurement. *Managerial Finance*, 36(9):768-784.	Outlines the link between value creation, performance management and goodwill accounting.
Schwaninger, M. 2007. Optimal structures for social systems. *Kybernetes*, 36(3/4):307-318.	Explores the measurement of the fractal dimensionality of living organisms and applies it from biology to social organisations.
Seadle, M. 2012. Archiving in the networked world: Authenticity and integrity. *Library Hi Tech*, 30(3):545-552.	Explores authenticity and integrity in the digital world.
Seetharaman, A., Sreenivasan, J., Sudha, R. & Yee, T.Y. 2006. Managing impairment of goodwill. *Journal of Intellectual Capital*, 7(3):338-353.	Highlights the salient features of accounting standards on impairment of goodwill.
Shahin, A. & Zairi, M. 2007. Corporate governance as a critical element for driving excellence in corporate social responsibility. *International Journal of Quality and Reliability Management*, 24(7):753-770.	Purpose of the paper is to understand corporate governance in delivering excellence in corporate social responsibility.
Sharma, N. & Kamalanabhan, T.J. 2012. Internal corporate communication and its impact on internal branding: Perception of Indian public sector employees. *Corporate Communications: An International Journal,* 17(3):300-322.	The paper examines the internal communication process; the nature of the process; the outcomes thereof and the variables that have the ability to mediate the process. A link between ICC dimensions and branding outcomes is established.
Sheehan, N.T. 2009. Making risk pay: The board's role. *Journal of Business Strategy*, 30(1):33-39.	Article states that creating sustainable stakeholder value is becoming challenging in a world where risks are growing. It is the board's responsibility to approve the organisation's strategy and monitor risks. The board must ensure that management makes risk pay off by identifying and selecting opportunities which compensate for the risk.
Sheehan, N.T., Vaidyanathan, G. & Kalagnanam, S. 2005. Value creation logics and the choice of management control systems. *Qualitative research in Accounting & Management*, 2(1):1-28.	Outlines the key characteristics of knowledge intensive firms and network service firms.
Simcic Brønn, P. 2001. Communication managers as strategists? Can they make the grade? *Journal of Communication Management,* 5(4):313-326.	Concludes that an executive's input into an organisation's strategic decision-making depends on how he/she enact the managerial role. A new measurement of managerial competency is strategic thinking.
Simcic Brønn, P. & Brønn, C. 2003. A reflective stakeholder approach: Co-orientation as a basis for communication and learning. *Journal of Communication Management*, 7(4):291-303.	Authors contend that the co-orientation model provides a unifying framework for identifying the nature of the relationships between stakeholders in a communication process. 'Mental models' lie at the heart of the model and must be 'oriented' properly.
Simcic Brønn, P. 2012. Adapting the PZB service quality model to reputation risk analysis and the implications for CSR communication. *Journal of Communication Management*, 16(1):77-94.	States that organisations put their reputations at risk when they misunderstand what their stakeholders expect from them. Stakeholders will react when an organisation ignores or denigrates issues, since they expect specific behaviour from an organisation regarding societal issues.
Simmons, J. 2004. Managing in a post-managerialist era. Toward socially responsible corporate governance. *Management Decision*, 42(3/4):601-611.	The article critiques the morality of managerialism and advocates "ethical corporate governance" as an alternative philosophy and practice.This philosophy centres on the concept of "the responsible organisation" in the new era of "stakeholder accountable organisations"

	with a stakeholder systems model of corporate governance offered as the means of operationalising this.
Sison, M.D. 2010. Recasting public relations roles: Agents of compliance, control and conscience. *Journal of Communication Management,* 14(4):319-336.	Reconceptualises public relations roles, particularly the organisational conscience role, by examining practitioner involvement in organisational value setting. Proposes three agency roles: agency of corporate compliance, agency of concertive control, and an agency of critical conscience.
Skoog, M. 2003. Visualising value creation through the management control of intangibles. *Journal of Intellectual Capital,* 4(4):487-504.	Argues that transformation of management control systems is driven by the notion that intangibles play an important role in an organisation's value creation process. Customers, suppliers and other stakeholders are often incorporated into the value creation process of organisations.
Smallman, C. 1996. Risk and organizational behaviour: A research model. *Disaster Prevention and Management,* 5(2):12-26.	Article defines a theoretical framework that is being used to investigate the role that organisation design plays in risk management.
Smallman, C. 2007. The process of governance: Through a practice lens. *Managerial Law*, 49(5):236-248.	Paper identifies the "inappropriateness of the current model of regulation of corporate governance" which it states applies worldwide. It highlights inherent paradoxes in the five areas of best practice in corporate governance.
Smallman, C. & Weir, D. 1999. Communication and cultural distortion during crises. *Disaster Prevention and Management*, 8(1):33-41.	Paper describes a risk management model suited to the current business environment and states that the key to the introduction of the model is the success of organisational communication and culture.
Smith, M.L. 2006. Social capital and intentional change: Exploring the role of social networks on individual change efforts. *Journal of Management Development*, 25(7):718-731.	Argues that dyadic interactions and networks of relationships are likely to impact individuals' efforts to engage in sustainable change.
Smith, P.A.C. 2012. The importance of organizational learning for organizational sustainability. *The Learning Organization*, 9(1):4-10.	Heightens awareness of the importance of organisational learning in addressing the demands of organisational sustainability and in particular triple bottom-line (TBL) sustainability.
Smith, M., Mathur, N. & Skelcher, C. 2006. Corporate Governance in a Collaborative Environment: What happens when government, business and civil society work together? *Corporate Governance*, 14(3):159-171.	Explores the implications for democratic practice of collaborative working through partnership arrangements in the public sector.
Smythe, J. 1996. The changing role of internal communication in tomorrow's company. *Managing Service Quality*, 6(2):41-44.	States that the context of internal communication is changing rapidly, and most organisations are seeking to reduce communications. From this perspective, identifies nine roles of communication, amongst others: cultural conscience, interpreter of ethics, facilitator of re-visioning and openness, and communication planner.
Somerville, M.M. & Nino, M. 2007. Collaborative co-design: A user-centric approach for advancement of organisational learning. *Performance Measurement and Metrics*, 8(3):180-188.	Paper describes the use of collaborative co-design activities to advance strategic planning assessment efforts by staff members of an organisation.
Sommerfeldt, E.J. & Taylor, M. 2011. A social capital approach to improving public relations' efficacy: Diagnosing internal constraints on external communication. *Public Relations Review*, 37:197-206.	Article used Heath's (2006) concept of fully functioning society theory and states that public relations can be used as a force to enhance collective social capital in communities.
Spitzek, H. & Hansen, E.G., 2010. Stakeholder governance: How stakeholders influence corporate decision-making. *Corporate Governance*, 10(4):378-391.	The article explores how stakeholders are voluntarily granted influence in corporate decision-making. Research finds that stakeholders are granted a voice

	regarding operational, managerial and strategic issues. Varies from non-participation to co-decision making.
Spyropoulou, S., Skarmeas, D. & Katsikeas, C.S. 2011. An examination of branding advantage in export ventures. *European Journal of Marketing*, 45(6):910-935.	Investigates the antecedents and performance implications of branding advantage.
Sridhar, K. 2012. Corporate conceptions of triple bottom line reporting: An empirical analysis into the signs and symbols driving this fashionable framework. *Social Responsibility Journal*, 8(3):312-326.	Paper provides a critical analysis that examines the semiotics of triple bottom line (TBL) and how it has been developed since its inception in the early 1990s.
Stanwick, P.A. & Stanwick, S.D. 1998. The Relationship Between Corporate Social Performance, and Organisational Size, Financial Performance and Environmental Performance: An Empirical Examination. *Journal of Business Ethics*, 17:195-204.	The study examined the relationship between the corporate social performance of an organisation and three variables: the size of the organisation, its financial performance and its environmental performance.
Stead, J.G. & Stead, E., 2000. Eco-Enterprise Strategy: Standing for Sustainability. *Journal of Business Ethics,* 24:313–329.	States that enterprise strategy provides an accepted theoretical framework for integrating the moral responsibilities of organisations into their strategy formulation and implementation process. Authors include the ecological level of analysis.
Steffen, J. 1999. The culture of communication and the communication of culture in the modern corporate environment. *Journal of Communication Management*, 4(1):77-85.	Paper outlines a methodology designed to create a culture of corporate communication that will support the company's business objectives.
Stewart, J. & O'Donnell, M. 2007. Implementing change in a public agency: Leadership, learning and organisational resilience. *International Journal of Public Sector Management*, 20(5):239-251.	Article investigates implementation problems arising from the introduction of a new computer system in a public agency.
Steyn, B. 1999. CEO expectations in terms of PR roles. *Communicare*, 19(1):20-43.	The article explains the chief executive's role expectations of the most senior manager or practitioner responsible for the corporate communication function in the organisation, in terms of the public relations strategist (a strategic role on top management level), the public relations manager and the public relations technician.
Steyn, B. 2002. A meta-theoretical framework for the role of the corporate communication strategist. *Communicare*, 21(2):42-63.	The article conceptualises the role of the corporate communication strategist as the person functioning on the top management or macro level of the organisation; the role entails gathering, interpreting and disseminating strategic intelligence on stakeholders and issues among decision-makers to be used as input in strategy formulation processes.
Steyn, B. 2003. From strategy to corporate communication strategy: A conceptualisation. *Journal of Communication Management,* 8(2):168-183.	Argues that strategic management theory differentiates between enterprise, corporate, business, functional and operational strategy. Conceptualises corporate communication strategy as a functional strategy, providing focus and direction to the corporate communication function. Communication strategy provides the link between key strategic issues and communication plans; and is seen to be the outcome of a strategic thinking process by senior communicators and top managers taking decisions regarding the identification and management of communication with strategic stakeholders.

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Steyn, B. & Niemann, L. 2010. Enterprise strategy: A concept that explicates corporate communication's strategic contribution at the macro-organisational level. *Journal of Communication Management,* 14(2):106-126.	Explicates the strategic contribution of the corporate communication/public relations function to enterprise strategy development at the macro-organisational level, with the aim of contributing to the institutionalisation of the function.
Stoughton, A.M. & Ludema, J. 2012. The driving forces of sustainability. *Journal of Organisational Change Management*, 25(4):501-517.	Paper aims to provide an integrative model for how commitment to sustainability emerges at the organisational, functional, and individual levels within organisations.
Ströh, U. 1998. Communication management in a millennium of chaos and change. *Communicare,* 17(2):16-41.	States that conflicts arise between the organisation and internal and external stakeholders because of uncontrolled influences such as changes that occur in the external environment.
Ströh, U. & Jaatinen, M. 2001. New approaches to communication management for transformation and change in organisations. *Journal of Communication Management*, 6(2):148-165.	Paper looks at organisational processes during a period of change and how they can be managed by communication. Provides a framework for scanning and analysing processes and settings, and suggests an alternative strategic, symmetrical and ethical communication approach to respond to problems.
Stuart, H. 1999. Towards a definitive model of the corporate identity management process. *Corporate Communications: An International Journal*, 4(4):200-207.	Paper explores the conceptual models of corporate image formation and corporate identity management as a rich foundation for the conceptual thinking on corporate identity and draws from these a more definitive model of the corporate identity management process.
Su, H., Fang, S. & Young, C. 2011. Relationship transparency for partnership enhancement: An intellectual capital perspective. *Journal of Business & Industrial Marketing*, 26(6):456-468.	Illustrates how intellectual capital transparency through intellectual capital reporting can enable relationship transparency.
Sutantoputra, A.W. 2009. Social disclosure rating system for assessing firms' CSR reports. *Corporate Communications: An International Journal,* 14(1):34-48.	Contributes to the development of a social disclosure rating system for analysing firms' social performance through their CSR reports.
Swanson, L.A. & Zhang, D.D. 2012. Perspectives on corporate responsibility and sustainable development. *Management of Environmental Quality: An International Journal*, 23(6):630-639.	Paper aims to address the difficulty in describing sustainable development at an organisational level caused by the diverse meanings assigned to the term across different organisation types. The findings of the study reveal that sustainable development at an organisational level has different meanings for different kinds of organisations.
Swart, J. 2006. Intellectual capital: Disentangling an engimatic concept. *Journal of Intellectual Capital,* 7(2):136-159.	The article reviews current literature on intellectual capital and its second-tier sub-components. Clear definitions are developed for each sub-component of intellectual capital. This was done after identifying the dimensions along which current definitions and research differ. The research framework that was developed emphasises the interaction between sub-components of intellectual capital.
Swoboda, B., Haelsig, F., Schramm-Klein, H. & Morschett, D. 2009. Moderating role of involvement in building a retail brand. *International Journal of Retail & Distribution Management*, 37(11):952-974.	Addresses customer-based retail brand equity.
Talamo, G. 2011. Corporate governance and capital flows. *Corporate Governance*, 11(3):228-243.	Paper analyses corporate governance rules which regulate and control the following problems: confidence in financial markets; reformulation of existing corporate governance systems and mechanisms; and rethinking of

	the relationship between ethics and economy.
Talaulicar, T. 2010. The concept of the balanced company and its implications for corporate governance. *Society and Business Review*, 5(3):232-244.	The 'balanced company' has good relations with its internal and external constituencies. Establishing such a company depends mainly on the corporate governance of the firm.
Tanova, C. & Nadiri, H. 2010. The role of cultural context in direct communication. *Baltic Journal of Management,* 5(2):185-196.	Paper examines how the cultural context and other institutional factors may influence the amount of direct communication with employees in nine European countries.
Tapscott, D. 1997. Strategy in the new economy. *Strategy & Leadership*, 25(6):8-14.	Suggests that companies move beyond business processes and change their business models. Similarly, companies should move beyond cost control and address how to create value.
Taylor, B. 2006. Shell Shock: Why do good companies do bad things? *Corporate Governance*, 14(3):181-193.	Article probes the causes of the crisis in corporate governance and uses Shell as a case study.
Terziovski, M. 2002. Achieving performance excellence through an integrated strategy of radical innovation and continuous improvement. *Measuring Business Excellence*, 6(2):5-14.	Paper compares the effectiveness of radical, incremental and integrated innovation strategies on performance excellence.
Therkelsen, D.J. & Fiebich, C.L. 2001. Message to desired action: A communication effectiveness model. *Journal of Communication Management*, 5(4):374-390.	Paper argues that communication is successful when it overcomes six hurdles: reach, attention, understanding, belief, recall and action.
Thomsen, S. 2005. Corporate governance as a determinant of corporate values. *Corporate Governance*, 5(4):10-27.	Paper tests the impact of corporate governance structure on corporate values.
Thomson, K. & Hecker, L. 2000. Value-adding communication: Innovation in employee communication and internal marketing. *Journal of Communication Management*, 5(1):48-58.	Investigates the managerial implications of new approaches to employee communication and internal marketing and the potential impact on business performance.
Tilebein, M. 2006. A complex adaptive system approach to efficiency and innovation. *Kybernetics*, 35(7):1087 – 1099.	States that complexity science provides an interdisciplinary theoretical approach for studying complex adaptive systems. The latter exhibit combinations of both emergent efficiency and emergent innovation.
Tilley, E.N., Fredricks, S.M. & Hornett, A. 2012. Kinship, culture and ethics in organisations: Exploring implications for internal communication. *Journal of Communication Management*, 16(2):162-184.	Article discusses results that will impact on internal communication approaches to stimulating ethical attitudes and behaviours.
Tobey, D.H. & Perera, B.Y. 2012. Corporate social responsibility initiatives: A stakeholder model for aligning competing values in West Africa. *African Journal of Economic and Management Studies*, 3(1):95-115.	Paper posits a framework that predicts and explains the success and sustainability of MNC-driven corporate social responsibility programmes, based on the degree of overlap or differentiation among existing value systems of various stakeholders (economic orientation and temporal orientation).
Tollington, T. 1998. Separating the brand asset from the goodwill asset. *Journal of Product & Brand Management*, 7(4):291-304.	States that intangible assets are becoming paramount in the governance of companies.
Torp, S. 2009. Integrated communications: From one look to normative consistency. *Corporate Communications: An International Journal,* 14(2):190-206.	Shows the diversity in integrated communication and demonstrates how its scope has been broadened to include everything an organisation says and does, as well as everyone who is affected by the organisation's existence and activities.

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Torp, S. 2010. Authenticity in management metaconversations. *Journal of Communication Management,* 14(3):206-222.	Paper aims to contribute to the development of the theory of authenticity and metaconversations, particularly with regard to managerial metaconversations. Presents a definition of authenticity in relation to the theory of metaconversations, and demonstrates that metaconversations can be created from below.
Tourish, D. & Hargie, C. 1996. Internal communication: Key steps in evaluating and improving performance. *Corporate Communications: An International Journal*, 1(3):11-16.	Argues for developing strategies for the management of communication between managers and employees.
Tourish, D. & Irving, P. 1995. Integrated communications perspectives and the practice of total quality management. *International Journal of Health Care Quality Assurance*, 8(3):7-14.	The core proposition of the paper is that an integrated communication strategy should be central to management philosophy and practice.
Trebeck, K. 2008. Exploring the responsiveness of companies: Corporate social responsibility to stakeholders. *Social Responsibility Journal,* 4(3):349-365.	Paper highlights practical manifestations of corporate social responsibility as well as the limitations of company responsiveness. A definition of CSR as responsiveness was generated from empirical evidence.
Trevinyo-Rodriguez, R.N. 2007. Integrity: A systems theory classification. *Journal of Management History*, 13(1):74-93.	Provides a framework for the classification of the integrity trait in the moral context (ethics).
Türke, R. 2006. Towards productive and sustainable forms of interaction in governance. *Kybernetics*, 35(1):164-181.	Paper explores a concept of interaction applicable to media which captures and addresses the specific characteristics of social systems.
Unerman, J. 2008. Strategic reputation risk management and corporate social responsibility reporting. *Accounting, Auditing and Accountability Journal*, 21(3):362-364.	This commentary reinforces the importance of Bebbington *et al's* theoretical propositions on reputation risk management as an explanatory framework for CSR reporting.
Uusi-Rauva, C. & Nurkka, J. 2010. Effective internal environment-related communication: An employee perspective. *Corporate Communications: An International Journal*, 15(3):299-314.	Aims to understand what kinds of internal messages about environment-related CSR activities would engage employees in an organisation's environmental strategy.
Vakola, M., Soderquist, K.E. & Prastacos, G.P. 2007. Competency management in support of organisational change. *International Journal of Manpower*, 28(3/4):260-275.	States that competitive advantage depends largely on the ability to activate and use organisational resources, resulting in a shift of focus in the strategic management, organisational behaviour and human resource management literature to internal capabilities of organisations, including employees' competencies.
Välikangas, L. & Merlyn, P. 2005. Strategic resilience: Staying ahead of a crisis. *Handbook of Business Strategy*, 6(1):55-58.	States that managers can instill resilience in their companies in the contemporary corporate cycle.
Van Boeschoten, R. 2011. Interactive media: Image storytelling. *Journal of Management Development*, 30(3):284-296.	Describes the influence of technology on storytelling in organisations.
Van den Berghe, L.A.A. & Baelden, T. 2005. The Monitoring Role of the Board: One approach does not fit all. *Corporate Governance*, 13(5):680-690.	Paper tries to overcome the excessive focus on control on boards.
Van Rekom, J. 1997. Deriving an operational measure of corporate identity. *European Journal of Marketing*, 31(5/6):410-422.	States that symbolising the organisation becomes more difficult if information has to be communicated on what the organisation is about and if a certain degree of correspondence between the symbol and the organisation itself is required.

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Van Riel, C.B.M. & Balmer, J.M.T. 1997. Corporate identity: The concept, its measurement and management. *European Journal of Marketing*, 31(5/6):340-355.	Refers to three main developments in the area of corporate identity namely graphic design, integrated corporate communication and a multi-disciplinary approach which draws heavily on organisational behaviour.
Van Ruler, B. & De Lange, R. 2003. Barriers to communication management in the executive suite. *Public Relations Review*, 29:145-158.	Discusses the reasons why communication management is not regarded as an area of specialisation on the managerial and strategic levels: literature suggests the glass ceiling and encroachment.
Varey, R.J. 1996. Conscious corporate communication: A conceptual analysis. *Journal of Communication Management*, 1(2):134-144.	Argues that to be effective the communication effort must be seen in its holistic social context and must be managed, planned, co-ordinated and integrated.
Varey, R.J. & Mounter, P. 1997. Re-configuring and organising for strategic management: The BP Oil experience. *Journal of Communication Management*, 2(1):11-23.	Paper describes how BP moved internal communication from being a soft option to being a strategic imperative to help turn the ailing business around.
Varey, R.J. & White, J. 2000. The corporate communication system of managing. *Corporate Communications: An International Journal*, 5(1):5-11.	Explores the integration of corporate and marketing communication and discusses a model of the corporate communication system of managing. Defines a need for a total stakeholder perspective and to integrate communication activities around constituent-constituent relationships.
Vaughn, M. & Ryan, L.V. 2006. Corporate Governance in South Africa: A bellwether for the continent? *Corporate Governance*, 14(5):504-512.	States that corporate scandals have compelled the world to acknowledge the impact of corporate governance practices on the global economy.
Veil, S.R. & Husted, R.A. 2012. Best practices as an assessment for crisis communication. *Journal of Communication Management*, 16(2):131-145.	Demonstrates best practices in risk and crisis communication and their usefulness in post-crisis assessment.
Veilleux, S., Haskell, N. & Pons, F. 2012. Going global: How smaller enterprises benefit from strategic alliances. *Journal of Business Strategy*, 33(5):22-31.	Argues that alliances are the prevailing strategy of high-tech international ventures since they evolve in an industry that disperses knowledge.
Veltri, S. & Nardo, M.T. 2013. The Intangible Global Report: An integrated corporate communication framework. *Corporate Communications: An International Journal*, 18(1):26-51.	States that intangibles are the main value drivers of a firm and that it is becoming more important to measure and report on intellectual capital. Many companies publish environmental, social and sustainability reports, which contain information on intangibles. Demonstrates that it is possible to integrate the information contained in different reports in a single ad hoc integrated document, having both external and internal communication aims.
Verčič, D. & Grunig, J.E. 1995. The origins of public relations theory in economics and strategic management. Paper presented at *The Second International Public Relations Research Symposium*, Bled, Slovenia, 6-9 July 1995.	Argues that most scholars and practitioners have failed to make theoretical connections between theories of economics and management that can explain the contributions that public relations management make to the overall management of organisations.
Verčič, A.T., Verčič, D. & Sriramesh, K. 2012. Internal communication: Definition, parameters, and the future. *Public Relations Review*, 38:223-230.	Respondents of a survey see internal communication as an interdisciplinary management function integrating elements of human resources management, communication and marketing, but at the same time they see it primarily as part of the organisation's communication function (managerial and technical).
Verčič, D., Van Ruler, B., Bütschi, G. & Flodin, B. 2001. On the definition of public relations: A European view. *Public Relations Review*, 27:373-387.	The article confronts the US based definition of public relations as relationship management, with a European view that argues for a reflective paradigm, which is

	concerned with publics and the public sphere.
Verhoeven, P. 2008. Who's in and who's out?: Studying the effects of communication management on social cohesion. *Journal of Communication Management*, 12(2):124-135.	Provides a theoretical perspective to study the effects of communication management on the social cohesion of individuals, groups and societies.
Wæraas, A. & Ihlen, Ø. 2009. Green legitimation: The construction of an environmental ethos. *International Journal of Organisational Analysis*, 17(2):84-102.	Analysis of texts reveals a constructed ethos that is combined with a strong environmental focus to appear trustworthy in environmental matters in the eyes of stakeholders.
Wallis, J., Killerby, P. & Dollery, B. 2004. Social economics and social capital. *International Journal of Social Economics*, 31(3):239-258.	Argues that good governance and social cohesion make a measurable contribution to economic development.
Walsh, P., Koutsakas, P., Vontas, A. & Koumpis, A. 2003. Building enterprise-wide information supply chains based on the fractal concept. *Integrated Manufacturing Systems*, 14(5):397-408.	Builds on the fractal idea by supporting self-similarity, self-organisation, self-optimisation and dynamic organisational behaviour.
Walters, D. 2004. New economy – new business models – new approaches. *International Journal of Physical Distribution & Logistics Management,* 34(3/4):219-229.	Argues that the holonic approach has been adopted by entire industries giving rise to renewed interest in the development of mutually supporting clusters of interdependent interorganisational business systems.
Walters, D. 2004. A business model for the new economy. *International Journal of Physical Distribution & Logistics Management,* 34(3/4):346-357.	Argues that the new economy has introduced a new approach to designing business models. Flexibility, co-operation and collaboration have become important features for success.
Walters, D., Halliday, M. & Glaser, S. 2002. Creating value in the "new economy". *Management Decision*, 40(8):775-781.	Paper asserts that a new business model is emerging. One in which competitive advantage is based on managing processes that facilitate rapid and flexible responses to market change. Capabilities are also based on developing unique relationships with partners.
Wanguri, D.M. 2003. Federally regulated corporate communication: An analysis of dominant values. *Corporate Communications: An International Journal*, 8(3):163-172.	States that in corporate communications, consumer protection, trust and confidence, value, respect, and satisfaction are dominant themes and values.
Watson, T., Osborne-Brown, S. & Longhurst, M. 2002. Issues Negotiation – investing in stakeholders. *Corporate Communications: An International Journal*, 7(1):54-61.	States that the traditional approach to issues management where organisations "decide" on their plans, "dictate" them to stakeholders, and prepare their "defence" will no longer be adequate. Consumers are less tolerant of organisations that fail to live up to expectations. Organisations are expected to give the same priority to all stakeholders.
Webley, S. 2003. Risk, reputation and trust. *Journal of Communication Management*, 8(1):9-12.	Risk, reputation and trust are high on the boardroom agenda. Article states that the principle way of adressing these issues is through corporate values and their application through codes of business ethics.
Weissenberger-Eibl, M. & Schwenk, J. 2009. "Lifeblood knowledge": Dynamic relational capabilities (DRC) and knowledge for firm innovativeness and competitive advantage. *Measuring Business Excellence*, 13(2):7-16.	Paper strengthens and develops the theory on dynamic relational capabilities for firm innovativeness and competitive advantage, with a focus on resource knowledge.
Welch, M. 2012. Appropriateness and acceptability: Employee perspectives of internal communication. *Public Relations Review*, 38:246-254.	States that internal communication underpins organisational effectiveness. It contributes to positive internal relationships by enabling communication between senior managers and employees.
Welch, M. & Jackson, P.R. 2007. Rethinking internal	Argues that effective internal communication is important

communication: A stakeholder approach. *Corporate Communications: An International Journal*, 12(2):177-198.	for successful organisations, since it affects the ability of strategic managers to engage employees and to achieve objectives.
Wellum, J.M. 2007. Long-term stewardship and our capital markets. *Management Decision*, 45(9):1387-1396.	Paper addresses the three areas of corporate governance, intellectual capital and strategic business valuation from the perspective of the long-term value investor.
Wendelin, R. 2011. Bond audit, a method for evaluating business relationships. *Journal of Business & Industrial Marketing*, 26(3):211-217.	Proposes an audit method for analysing and improving business relationships.
West, A. 2009. The ethics of corporate governance: A (South) African perspective. *International Journal of Law and Management*, 51(1):10-16.	Paper reviews the developments in South African corporate governance since the end of apartheid.
Wexler, M.N. 2009. Strategic ambiguity in emergent coalitions: The triple bottom line. *Corporate Communications: An International Journal,* 14(1):62-77.	Explores and expands the role of strategic ambiguity in organisational communication. Treats the triple bottom line as indicative of an emerging coalition which brings together three discourse communities, each attempting to advance the notion of green business, CSR and sustainability.
White, J. & Verčič, D. 2001. An examination of possible obstacles to management acceptance of public relations' contribution to decision making, planning and organisation functioning. *Journal of Communication Management*, 6(2):194-200.	The article examines the possibility that managers may not value public relations' contribution because their preparation for the management role does not give them the perspective that would enable them to see its value.
Whittaker, C. 1996. Integrated communication: A theoretical perspective. *Corporate Communications: An International Journal,* 1(3):17-21.	Considers the role of communication theory in the study of corporate communication.
Wilkinson, A., Hill, M. & Gollan, P. 2001. The sustainability debate. *International Journal of Operations & Production Management*, 21(12):1492-1502.	Paper commences with definitions of sustainability, followed by a description of governments and corporations as developers of standards and legislation. Also discusses the role of investors in products and processes.
Wilson, I. 2000. The new rules: Ethics, social responsibility and strategy. *Strategy & Leadership*, 28(3):12-16.	The author outlines a "new rules" agenda for business that is driven by changing market forces and growing public expectations. The rules address the following seven primary issues: corporate legitimacy and stakeholder relations, corporate governance, increased equity and diversity, environmental preservation, the new "employee contract," redefined public-private sector relations, and improved ethical performance.
Wilson, R. 2003. Keeping a watch on corporate reputation: The role communication can play in maximising corporate reputation. *Strategic Communication Management*, 7(1):18-23.	States that communicators play an important role in determining how others perceive their organisations.
Witcher, B.J. & Chau, V.S. 2007. Balanced scorecard and *hoshin kanri*: Dynamic capabilities for managing strategic fit. *Management Decision*, 45(3):518-538.	Finds that strategic management should consider long-term strategy as well as short-term capability. Balanced scorecard and *hoshin kanri* (policy deployment) can complement each other in strategic management.
Witcher, B.J., Chau, V.S. & Harding, P. 2008. Dynamic capabilities: Top executive audits and *hoshin kanri* at Nissan South Africa. *International Journal of Operations and Production Management,* 28(6):540-561.	Examines the use of top executive audits as part of *hoshin kanri* (policy management) at Nissan South Africa, and relates these to the importance of core competencies in the resource-based view of strategy to discuss "nested" sets of dynamic capabilities and superior performance.

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Wollin, D. & Perry, C. 2004. Marketing management in a complex adaptive system. *European Journal of Marketing*, 38(3):556-572.	Explores how complexity theory can help marketers to understand a market and to operate in it.
Wood, L. 2000. Brands and brand equity: Definition and management. *Management Decision*, 38(9):662-669.	Argues that brands should be managed as valuable, long-term corporate assets.
Woodhead, S.E., Ashley, N.V., Atkinson, J.S. & Moore, M.R. 2000. Innovation in communication: The experience of a specialist health care communication management consultancy. *Journal of Communication Management*, 5(1):41-47.	Suggests techniques that generate optional approaches for uncertain futures, clarify and define purpose, and assess possible risks.
Worcester, R.M. 1997. Managing the image of your bank: The glue that binds. *International Journal of Bank Marketing*, 15(5):146-152.	Suggests that banks need to focus on five areas: strategic direction, legal threats to survival, capital management, succession, and protection and promotion of the corporate reputation.
Wortman, B. 2005. Value-changing behaviour: Getting the habit. *Journal of Business Strategy*, 26(4):38-45.	Discusses eight behaviours that have helped companies bridge the "knowing-doing" gap and cultivate the value habit.
Wu, M., Weng, Y. & Huang, I. 2012. A study of supply chain partnerships based on the commitment-trust theory. *Asia Pacific Journal of Marketing and Logistics*, 24(4):690-707.	Shows that higher levels of trust can lead to better interactions. It helps increase the interests of both parties; facilitates co-operation and communication; and reduces uncertainty.
Yang, S. & Grunig, J.E. 2005. Decomposing organisational reputation: The effects of organisation-public relationship outcomes on cognitive representations of organisations and evaluations of organisational performance. *Journal of Communication Management*, 9(4):305-325.	Study decomposes reputation measurement systems into behavioural organisation-public relationship outcomes; cognitive representations of an organisation in the minds of publics; and evaluations of organisational performance.
Yeoh, P. 2007. The direction and control of corporations: Law or strategy? *Managerial Law*, 49(1):37-47.	Reviews and analyses the legal implications of the CA 2006 in respect of directors' duties and powers. Investigation provides strategic insights and practical thinking to investors, corporate directors, state planners, NGOs and other corporate stakeholders.
Yeomans, L. 2008. "?...? it's a general meeting, it's not for us?...?: Internal communication and organisational learning – an interpretive approach. *Corporate Communication: An International Journal*, 13(3):271-286.	Explores the relationship between internal communication and organisational learning. Finds that internal communication may contribute to organisational learning through sense-making processes.
Zairi, M. 2000. Social responsibility and impact on society. *The TQM Magazine*, 12(3):172-178.	Discusses social responsibility from the point of view of environmental issues and ethical considerations.
Zambon, S. & Del Bello, A. 2005. Towards a stakeholder responsible approach: The constructive role of reporting. *Corporate Governance*, 5(2):130-141.	Explores stakeholder responsible approaches such as CSR, sustainability, and corporate governance as well as the impact of the reporting process on both concepts and company actions. It provides insights into the 'active role' subtly played by stakeholder oriented reporting in constructing and reconstructing the underlying ideas, notions and company behaviour in this field.
Zappi, G. 2007. Corporate responsibility in the Italian banking industry: Creating value through listening to stakeholders. *Corporate Governance*, 7(4):471-475.	Offers the view of the Italian Banking Association's view on CSR as the strategic management of a firm that is multi-stakeholder-oriented and that is careful to produce value for all those with whom the firm has relationships and daily interchange.
Zenko, Z. & Mulej, M. 2011. Diffusion of innovative behaviour with social responsibility. *Kybernetics*, 40(9):1258-1272.	Using the dialectical systems approach, the paper identifies how some concepts, important for developing inventions into innovations, can better support requisitely

	holistic innovative behaviour.
Zheng, Q., Wang, M. & Li, Z. 2011. Rethinking ethical leadership, social capital and customer relationship. *Journal of Management Development,* 30(7/8):663-674.	Paper explores the influence of ethical leadership and social capital on customer relationships.
Zimpel, A.F. 2005. Recursion, reiterations and remarkableness: An ontogenic approach to a theory of the observer. *Kybernetes*, 34(3/4):521-542.	Shows how a new pattern or a new worldview can arise by the reiteration of always the same experience.

The decision to include an article in the literature case was based on its potential to deliver data on the conceptualisation of strategic communication management in a triple context environment. This may be illustrated by means of the following example: Holmström (2005) in the article 'Reframing public relations: The evolution of a reflective paradigm for organisational legitimisation' mentions various important concepts of management and communication management on a strategic level, such as organisational legitimisation; sustainable business models; conflict resolution; risk; self-regulation, societal regulation and mixed regulation; increasingly reflective and communicative competencies at all levels of society; new societal governance forms; reflective law; and a license to operate. This article therefore delivered sufficient data on the topic of the research for it to be included in the second literature case.

Since data are the basic building blocks of grounded theory, articles relevant to this study were selected on the basis of the fact that it provided a detailed discussion on the different concepts that could contribute to an understanding of management and communication management competencies and capabilities on a strategic level.

Articles considered for inclusion therefore needed to provide a holistic approach to the topic of the *conceptualisation of strategic communication management in a triple context environment*. The articles formed the qualitative database used in the analysis process to develop a preliminary framework. The hierarchical coding processes used to extract the categories for the grounded theory will be discussed in the next section.

5.3 HIERARCHICAL PROCESSES OF CODING OF THE SECOND DATA SET

The process of analysis in grounded theory starts with '*coding*' the data. During data analysis of the literature case, concepts are generated through the process of coding, which results in the development of categories. This can be considered as the *'central process by which theories are built from data.'* (Strauss & Corbin, 1998:57; Morse & Field, 1996:108).

Glaser (1993:448) states:

> *To develop, not test, a model, it is sufficient to explore plausible relations between variables and not necessary to build a strong case on hard fact. Since I am only suggesting, not testing, my language will be spared the qualification rhetoric required in more rigorous demonstrations, and my inferences will be designed to present a generalised formulation of a dynamic process rather than describe a real situation in static detail. In my opinion, this generalised formulation has a high probability of applicability to current places of basic research.*

The hierarchical steps in the coding of data are *open coding*, *axial coding* and *selective coding*. Codes are generated and validated by using the constant comparison method (Koekemoer, 2008:148).

During the *open coding* phase, labelling and categorising of concepts in the data take place. The constant comparison method is applied by asking questions and making comparisons. The data are broken down by asking simple questions such as *what*, *where* and *how*. Data are then compared; similar incidents are grouped together; and incidents are given the same conceptual label. During a*xial coding* data are put back together in new ways by making connections between a category and sub-categories. It involves the process of developing main categories as well as sub-categories. *Selective coding* involves integrating the categories that were developed, in order to form the preliminary framework (Pandit, 1996).

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The three coding processes that resulted in the preliminary framework are discussed in the next sub-sections.

5.3.1 Open coding of the literature case data

Strauss and Corbin (1998:87) indicate the 'use of questioning', 'analysis of a word, phrase or sentence' and 'further analysis through comparisons' as analytical procedures for identifying and developing categories. The research questions stimulate the generation of ideas as well as the ways the researcher observes the data in the process of discovering categories. The implementation of main and supportive research questions in grounded theory methodology tends to be action or process oriented and assists the researcher with maintaining focus.

Five hundred and fourty (540) concepts were discovered from scientific articles during the open coding phase of the research. The concepts were grouped into categories - the term categories can be defined as "concepts that stand for phenomena" (Strauss & Corbin, 1998). The process of grouping the concepts at a higher, more abstract level is referred to as 'categorising'.

Nine categories were discovered during the *open coding* phase of the research. No sub-categories were identified. The initial identification of categories that were derived from *a priori* concepts identified in the first literature case, stimulated new concepts to be discovered from the data, with the resultant identification of new or changed categories. As part of the open coding process, categories were further specified in terms of their *properties* and *dimensions*, as discussed later in this section (Strydom *et al.,* 2002:350). The process of open coding is illustrated in Figure 5.1.

Figure 5.1   Open coding of literature case data
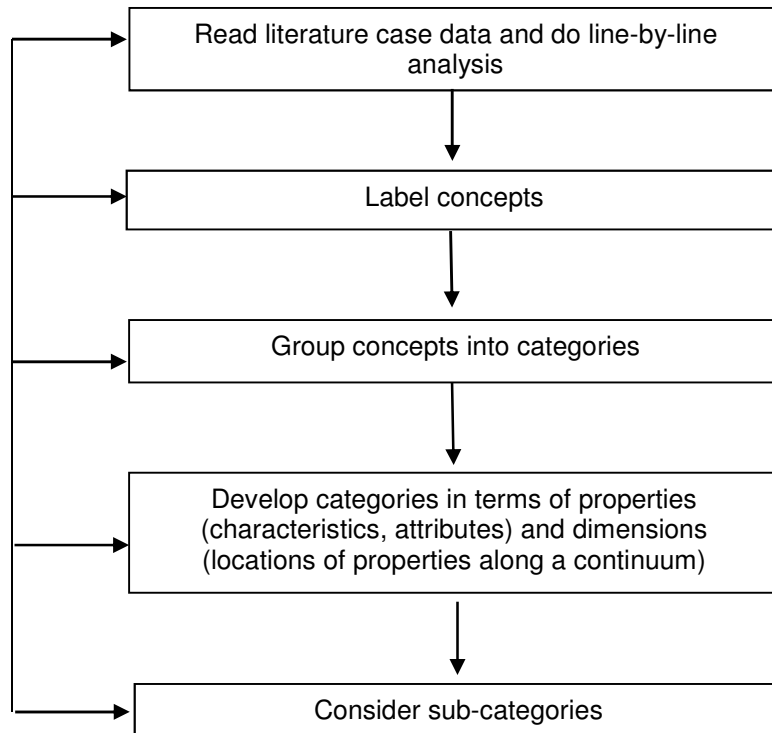
Source: Adapted from Eaves (2001:660)

Analysis worksheets were used to summarise and facilitate findings of the process of open coding. Exhibit 5.1 illustrates the format of the analysis worksheets. The relevant nine coding analysis worksheets are included in Annexure A.

Exhibit 5.1   Example of an analysis worksheet

Category	Sustainability
orientation	

Concepts contained in the category

1. Sustainable leadership
2. Economic performance
3. Building sustainability (Social standard, AA1000)
4. Sustainability reporting
5. Global strategic sustainability
6. Corporate governance, strategy, operations and planet
7. Green intellectual capital
8. Intellectual capital information
9. Sustainable development strategies
10. Corporate responsibility reporting
11. Intangibles reports
12. CSR disclosure
13. Communicating the sustainability message
14. Integrative metatheory for organisational learning and sustainability
15. Fiscal sustainability measures
16. Accounting for the triple bottom line
17. Social capital
18. Green leadership
19. Stakeholder engagement, social auditing and corporate sustainability
20. Corporate citizenship
21. Communicating sustainability
22. Corporate architecture for sustainability
23. Sustainable stewardship
24. CSR leadership
25. Socially responsible organisations
26. Socially responsible enterprises
27. Triple bottom line integration
28. Embracing sustainability
29. Mutual expectations and experiences in order to shape dialogue and collaboration
30. Rhineland capitalism
31. Socially responsible leadership
32. Voluntary corporate citizenship
33. CSR audit within a quality management framework

34. Altruistic corporate social responsibility
35. Triple bottom line reporting – "double loop" learning and radical change
36. Complexity theory approach to sustainability
37. Sustainability-oriented management and a fuzzy logic approach
38. Sustainability sweet spot
39. Intellectual capital disclosure
40. Environmental steward
41. Integration of CSR into corporate communication
42. Organisational learning for sustainability
43. Leading for sustainability
44. Embedding corporate responsibility and sustainability
45. Sustainable development
46. Sustainable business relationships
47. Sustainability assurance and internal auditing
48. Environmental sustainability orientation
49. Accountability
50. Institutionalisation of CSR into corporate communication
51. Organisational learning and organisational sustainability
52. Triple bottom line reporting
53. Corporate social performance, organisational size, financial performance and environmental performance
54. Driving forces of sustainability
55. Sustainable development at an organisational level
56. Stakeholder model
57. Sustainability debate
58. Environmental issues and ethical considerations
59. Diffusion of innovative behaviour
60. Ethical leadership and social capital

Properties	Dimensions	
1. Purpose of the firm	Sustainable "honeybee" leadership	Non-sustainable "locust" management
2. CSR	Enlightened self-interest	Self-interest
3. Clearer accountability (communication)	Good accountability	Poor accountability
4. Green communication tools	Environmental expectations are met with green labels	Environmental expectations are not met with green labels
5. "Spheres of strategic sustainability"	Corporate strategic sustainability	Consumer strategic sustainability
6. Ethical stances on sustainability	Aligned	Not aligned
7. Environmental consciousness	Green human capital, green structural capital and green relationship capital are present	Green human capital, green structural capital and green relationship capital are not present
8. Sustainability reports	Human capital, relational capital and organisational capital are present	Human capital, relational capital and organisational capital are not present
9. Learning	Advance in the direction of strategies oriented to sustainability	Advance in the direction of strategies not oriented to sustainability
10. Information set (that shareholders use to value a company's equity)	High value relevance	Low value relevance
11. Disclosure on intangible resources and activities	High disclosure	Low disclosure
12. CSR auditing	Legal implications	Ethical implications
13. Sustainability issues	Communication about issues is effective	Communication about issues is not effective
14. Authentic sustainability	Three metatheoretical lenses are present: developmental, internal-external and learning lenses	Three metatheoretical lenses are not present: developmental, internal-external and learning lenses
15. Financial performance based budgeting implementation	Social structures: Social enablers	Social structures: Social barriers
16. Outcomes of organisational behaviour	Measured and managed as economic, social and environmental performance	Not measured and managed as economic, social and environmental performance

17. Environmental management initiatives	Higher stocks of social capital	Lower stocks of social capital
18. Consciousness	Good reputation	Bad reputation
19. Dialogue-based social auditing	Build trust, identify commitment and promote co-operation amongst stakeholders and corporations	Do not build trust, identify commitment and promote co-operation amongst stakeholders and corporations
20. Expectations of corporate commitment to citizenship	Present	Not present
21. Sustainability reporting (communication)	Leads to brand differentiation and corporate reputation	Does not lead to brand differentiation and corporate reputation
22. Stakeholder integration	Traditional / reactive companies show aggressive and defensive practices	Contemporary / proactive companies show stewardship
23. Integrated stewardship of resources	Green procurement / environmental responsibility is present	Green procurement / environmental responsibility is not present
24. Company values	Enactment	Non-enactment
25. CSR	CSR as organisational obligation	CSR is voluntary
26. Socially responsible	Inside workplace	Outside workplace
27. Adaptability and learning	Continual	Not continual
28. Strategy paradigm	Embraces social and environmental sustainability	Does not embrace social and environmental sustainability
29. Mutual expectations	Possibility for co-operation	No possibility for co-operation
30. Corporate sustainability	Dehumanising short-term shareholder-value approach	Humanising long-term stakeholder value approach
31. Leadership integrity	Value is created	Value is destroyed
32. Reduced information risk	Better marketing returns, lower cost of debt and lower cost of equity	Poorer marketing returns, higher cost of debt and higher cost of equity

33.	Quality management framework	Includes ethical aspects	Does not include ethical aspects
34.	Philanthropic CSR activities	Activity is moral	Activity is immoral
35.	Process of reporting	Past learnings are linked to future strategising – iterative learning cycle can affect change	Past learnings are not linked to future strategising – iterative learning cycle cannot affect change
36.	Organisational sustainability - leadership and organisational culture – different way of working, relating and thinking	Process of co-evolution	Process of evolution
37.	Corporate value generation	CSR, sustainability and stakeholder approach find their place on strategic or management level	CSR, sustainability and stakeholder approach do not find their place on strategic or management level
38.	Harmful effects are minimised and adequate rate of return is realised	The following is present: • Inspirational, visionary leadership • Link to strategy • Set goals and monitor progress towards them • Link to performance	The following is not present: • Inspirational, visionary leadership • Link to strategy • Set goals and monitor progress towards them • Link to performance
39.	Legitimacy and reputation	Incentive for firms to engage in intellectual capital disclosures	Not an incentive for firms to engage in intellectual capital disclosures
40.	Risk and business value	Environmental stewardship improvements are present	Environmental stewardship improvements are not present
41.	"Cross-functional co-ordination enabling greater interaction across communication disciplines"	Engage in co-operation	Do not engage in co-operation
42.	Learning and adaptation support system	Skills are embedded fractically at all institutional levels	Skills are not embedded fractically at all institutional levels
43.	Capacity in systems	Capacity is present	Capacity is not present
44.	Trust	Real commitment in purpose and strategy is present	Real commitment in purpose and strategy is not present
45.	Sustainable development paradox	Reductionism	Holism

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46. Sustainable vertical business relationships	Effective communication, personal bonds and equal power distribution are present	Effective communication, personal bonds and equal power distribution are not present
47. Assurance	Independently assured	Not independently assured
48. Strategic orientation	Natural environmental sustainability is present	Natural environmental sustainability is not present
49. Legitimacy	Narrow legitimacy gap	Wide legitimacy gap
50. "Institutionalisation by translation"	Micro-meso-macro perspective is present	Micro-meso-macro perspective is not present
51. Organisational learning	Single loop learning	Double loop learning
52. Symbolism in communication - codes of language, compliance, integration and limitations	Creates perception of corporate sustainability	Does not create perception of corporate sustainability
53. Corporate social performance	High on CSR, corporate social responsiveness and corporate behaviour	Low on CSR, corporate social responsiveness and corporate behaviour
54. Embrace sustainability	Paradigm shift to filter in more sustainable ways of thinking and behaving	Moderate behavioural changes catalysed by incremental adjustments to processes, procedures and reward systems
55. Sustainable development	Meanings of the term differ	Meanings of the term are aligned
56. Values of stakeholders	Aligned	Not aligned
57. Company capacities required to achieve sustainability	Operations management capabilities and management of human resources are present	Operations management capabilities and management of human resources are not present
58. Societal value-added	Commitment to corporate and social governance; dialogue with stakeholders; and environmental sustainability are present	Commitment to corporate and social governance; dialogue with stakeholders; and environmental sustainability are not present
59. Holistic innovative behaviour	Invention, innovation and diffusion phases are present	Invention, innovation and diffusion phases are not present
60. Reflexive abilities of responsible leaders	Social and environmental considerations are integrated into business	Social and environmental considerations are not integrated into business

	decision-making processes	decision-making processes

Sources

Avery, G.C. & Bergsteiner, H. 2011; Balabani, G., Phillips, H.C. & Lyall, J. 1998; Beckett, R. & Jonker, J. 2002; Blengini, G.A. & Shields, D.J. 2010; Borland, H. 2009; Cartwright, W. & Craig, J.L. 2006; Chang, C. & Chen, Y. 2012; Cinquini, L., Passetti, E., Tenucci, A. & Frey, M. 2012; Cruz, L.B., Pedrozo, E.A. & Estivalete, V.dF. B. 2006; de Klerk, M. & de Villiers, C. 2012; Del Bello, A. 2006; DeTienne, K.B. & Lewis, L.W. 2005; Djordjevic, A. & Cotton, D.R.E. 2011; Edwards, M.G. 2009; Ehrenhard, M.L., Muntslag, D.R. & Wilderom, C.P.M. 2012; Elkington, J. 1998; Evangelinos, K.I. & Jones, N. 2009; Galpin, T. & Whittington, J.L. 2012; Gao, S.S. & Zhang, J.J. 2006; Gardberg, N.A. & Fombrun, C.J. 2006; Gill, D.L., Dickinson, S.J. & Scharl, A. 2008; Griffiths, A. & Petrick, J.A. 2001; Guenther, E., Scheibe, L. & Farkavcová, V.G. 2010; Hargett, T.R. & Williams, M.F. 2009; Hazlett, S., McAdam, R. & Murray, L. 2007; Hopkins, M. 1997; Jamali, D. 2006; Jeffers, P.I. 2010; Jonker, J. & Nijhof, A. 2006; Kantabutra, S. & Avery, G.C. 2011; Karp, T. 2003; Kimbro, M.B. & Cao, Z. 2011; Kok, P., van der Wiele, T., McKenna, R. & Brown, A. 2001; Lantos, G.P. 2002; Mitchell, M., Curtis, A. & Davidson, P. 2012; Mitleton-Kelly, E. 2011; Muñoz, M.J., Rivera, J.M. & Moneva, J.M. 2008; Nguyen, D.K. & Slater, S.F. 2010; Oliveira, L., Rodrigues, L.L. & Craig, R. 2010; Olson, E.G. 2009; Pollach, I., Johansen, T.S., Nielsen, A.E. & Thomsen, C. 2012; Pourdehnad, J. & Smith, P.A.C. 2012; Quinn, L. & Dalton, M. 2009; Rake, M. & Grayson, D. 2009; Ramirez, G.A. 2012; Reynolds, N., Fischer, C. & Hartmann, M. 2009; Ridley, J., D'Silva, K. & Szombathelyi, M. 2011; Roxas, B. & Chadee, D. 2012; Samkin, G. 2012; Schultz, F. & Wehmeier, S. 2010; Smith, P.A.C. 2012; Sridhar, K. 2012; Stanwick, P.A. & Stanwick, S.D. 1998; Stoughton, A.M. & Ludema, J. 2012; Swanson, L.A. & Zhang, D.D. 2012; Tobey, D.H. & Perera, B.Y. 2012; Wilkinson, A., Hill, M. & Gollan, P. 2001; Zairi, M. 2000; Zenko, Z. & Mulej, M. 2011; Zheng, Q., Wang M. & Li, Z. 2011.

Open coding of the literature case data resulted in the discovery of the following nine categories:

1. Strategic communication management in a triple context environment
2. Conscious internal and external communication
3. Inclusive corporate governance approach
4. Mutually beneficial stakeholder relationships
5. Good corporate reputation
6. Integrative strategic management and strategy development
7. Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation
8. Sustainability orientation
9. Communicative capacity: Communicative currency, capital, equity and value

The categories were specified in terms of their *properties* and *dimensions.* *Properties* indicate specific characteristics or attributes of a category; while

dimensions represent the location of a property along a continuum or range (Strauss & Corbin, 1998:116-117; Strydom *et al.,* 2002:350). *Properties* and *dimensions* are also indicated in the worksheets listed in Annexure A.

The abovementioned nine categories form the basic building blocks of the *preliminary framework*. The categories and their relevant concepts are described in Table 5.2.

Table 5.2   The identified categories with relevant concepts

Strategic communication management in a triple context environment	
1. Ethical, social and environmental reporting-performance portrayal gap 2. Corporate communication principles 3. Public relations orientation 4. Strategic communication management theory 5. Public relations leadership 6. Integrated communication 7. Character of organisational communication 8. Integrated communication management 9. Corporate social responsibility 10. Communicating company 11. Leadership communication 12. Corporate responsibility 13. Governing of stakeholder relationships 14. Managerial behaviour in a PR context 15. Corporate benchmarking 16. Public relations management assessment 17. Corporate financial reporting 18. Corporate social and environmental reporting 19. Total Quality Management 20. Stakeholder report 21. Contingency, risk, trust and reflection 22. Reframing public relations 23. Social systemic public relations 24. Effectiveness in PR 25. Goals, objectives and evaluation 26. Corporate communication 27. Integrative communication practices 28. Communication executive (role) 29. Models of public relations 30. Standards for measuring PR 31. Integrating communication 32. Centrality of communication in organising 33. Reporting CSR	34. Inclusive evaluation methodology 35. Sources of influence 36. Strategic risk communication 37. Research methods in corporate communication 38. Risk communication management 39. Balanced Scorecard 40. Communication managers as strategists 41. Public relations roles 42. CEO expectations of PR roles 43. Corporate communication strategist 44. Corporate communication's strategic contribution 45. Communication management 46. Organisational processes during change 47. Social disclosure rating system 48. Communication effectiveness model 49. Integration of organisation's culture and soul 50. Integration of internal and external communication 51. Barriers to communication management in the executive suite 52. Corporate communication system of managing 53. Intangible Global Report: Integrated corporate communication framework 54. Reflective paradigm 55. Social capital 56. Green legitimation 57. Federally regulated corporate communication 58. Strategic ambiguity in organisational communication 59. PR's contribution to decision-making, planning and organisation functioning 60. Integrated communication theory

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Table 5.2   The identified categories with relevant concepts (Continued)

Conscious internal and external communication	
1. Horisontal and vertical communication 2. Lateral communication 3. Communication process 4. Internal communication 5. Communication and change management 6. Managerial communication styles and employee attitudes and behaviours 7. Communication in international organisations 8. Internal communication, leadership and team performance 9. Crisis communication 10. Corporate communication and strategy in projects 11. Government communication 12. Knowledge management from a fractal perspective 13. Matching the media and the message 14. Communication as an element of service value 15. Financial communication 16. Integrated marketing communication 17. Internal communication function 18. Employee communication behaviour 19. Implicit communication 20. Internal crisis management and crisis communication 21. Integrated internal communication 22. Fictional communication 23. Communication capability 24. Video fractals 25. Change communications 26. Internal communication in a strategic alliance project 27. Active communication behaviour through internal communication 28. Manager-employee communication during a crisis 29. ROI of organisations' internal communication 30. Internal communication and the PR function	31. Global internal communication 32. Global theatre 33. Media ecology 34. Symmetrical communication 35. Communication programmes in M&A success 36. Benchmarking internal communication 37. Internal communication and employee development 38. Internal communication audits 39. Negotiating power through communication 40. Managing internal communication 41. Valuing internal communication 42. Communication and learning based leadership 43. Common communication patterns during transformational change 44. Organisational identity and symbiocity 45. Human communication 46. Communication and cultural distortion during crisis (risk management) 47. Context of internal communication 48. Culture of communication 49. Cultural context in direct communication 50. Kinship, culture and ethics in organisations 51. Communication between managers and staff 52. Internal environment-related communication 53. Conscious corporate communication 54. Best practices as assessment for crisis communication 55. Intra-organisational communication 56. Appropriateness of messages and acceptability of formats: employee perspectives of internal communication 57. Internal communication: a stakeholder approach 58. Innovation in communication 59. Internal communication and organisational learning 60. Cognitive development

Table 5.2   The identified categories with relevant concepts (Continued)

Communicative capacity: Communicative currency, capital, equity and value	
1. Communicational spaces 2. Authenticity in organisational context 3. Dialogues and requisite organisation 4. Communicative leadership 5. EigenForm 6. Quality of organisational communication 7. "Scientific" social science 8. Intellectual capital according to its context 9. Networked world: authenticity and integrity 10. Lean Six Sigma for improving corporate communication 11. System capacity building 12. Knowledge management capacity 13. Capacity for stewardship and sustainable development 14. Capacity as a quality characteristic in capability 15. Integrity capacity as a strategic asset 16. Knowledge-based capital in building innovation capacity 17. Communication messages 18. Intellectual capital as language game and power 19. Meta-communication as common currency 20. Strategic conversation 21. Mapping intellectual resources 22. Authenticity in management metaconversations 23. Interactive media: image storytelling 24. Customer capital and relationship marketing activities 25. Corporate reputation and relational capital 26. Relationship between social capital, transactions costs and organisational outcomes 27. Intellectual capital and capital markets 28. Reputation capital 29. Strategic communication capital as an intangible asset	30. Corporate communication as an intangible asset 31. Communicational capital 32. Intellectual capital creation: communicative action 33. Intellectual capital: collective knowing 34. Human and intellectual capital in sustainability reports 35. Intellectual capital: Knowledge society 36. Brand equity and environmental communication 37. Brand equity creation 38. Brand equity and brand vulnerability 39. Shared leadership – accountability, partnership, equity and ownership 40. Reputation equity 41. Equity in corporate co-branding 42. Dynamic customer relationship management 43. Goodwill accounting and performance measurement 44. Managing impairment of goodwill 45. Brand asset and goodwill asset 46. Brands and brand equity 47. Communications and business value 48. Value creation: Interaction, dialogue and knowledge generation 49. Accounting for public relations 50. Brand value and the balance sheet 51. Reporting on corporate reputation 52. Communication in the creation of corporate values 53. Customer co-creation: a matter of communication 54. Return on investment for communication 55. Intellectual capital assessment practices 56. Accounting, love and justice 57. Human interaction: a critical source of intangible value 58. Marketing communications 59. Value from advertising 60. Value-adding communication

Table 5.2   The identified categories with relevant concepts (Continued)

Inclusive corporate governance approach	
1. Corporate governance and social responsibility in the UK and US 2. Governance and sustainability 3. Corporate governance paradigms 4. Processes of governance 5. Global corporate governance 6. Rawlsian justice 7. Accountability and mechanisms of accountability 8. Integrated vision of governance 9. Autopoiesis 10. Enterprise-wide risk management 11. Effective risk management (Turnbull Report) 12. Communication and the board 13. Communications from internal and external auditors 14. Socially responsible board 15. Corporate governance and strategic transparency 16. Anticipatory governance 17. Corporate compliance practice 18. Behaviour-based risk management systems 19. Corporate citizenship 20. Holistic corporate governance 21. Corporate competitiveness 22. Justice, management and governance 23. Director and board performance 24. Accountability and corporate governance 25. Chairman of the board 26. Board leadership structure and firm performance 27. Team production model of corporate governance 28. Evaluating boards and directors 29. Board governance and company performance 30. Assessing board leadership	31. Inclusive foresight 32. Globalisation and governance for sustainability 33. Financial reporting, corporate communication and governance 34. Organisational design and corporate governance 35. Governance in the 21st century 36. Corporate risk and knowledge management 37. Justice philosophy of public relations management 38. Board intellectual capital 39. Social cohesion 40. Corporate identity 41. Alternative corporate governance systems in emerging markets 42. Communication on management's agenda 43. Board communications 44. High performing boards 45. Collaborative governance 46. Sustainability in the boardroom 47. Corporate governance and excellence in corporate social responsibility 48. Opportunities and risks in strategic planning 49. Post-managerialist era 50. Risk and organisational behaviour 51. Process of governance 52. Corporate governance in a collaborative environment 53. Corporate governance and capital flows 54. The balanced company 55. Crisis management 56. Corporate governance as a determinant of corporate values 57. Interaction in corporate governance 58. Monitoring role of the board 59. Model of corporate governance rules 60. Stakeholder approach

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Table 5.2   The identified categories with relevant concepts (Continued)

Mutually beneficial stakeholder relationships

1. Managerial interactions affect employees' work output
2. Managing conversations
3. Relationships between organisations and publics
4. Perceptions of relationships and evaluations of satisfaction
5. Relationship orientation or service quality
6. The conversation age
7. Governance and social capital formation
8. Social capital and subjective happiness
9. Stakeholder concept and public relations
10. Social networks
11. Stakeholder perspective on internal marketing communication
12. Stakeholder relationships
13. Relationship value creation
14. Customer loyalty and employee engagement
15. Issues management
16. Relationship marketing process
17. From symbolic to behavioural relationships
18. Return on relationships
19. Political capital
20. Internal customer commitment
21. Relationship marketing
22. Investor relations
23. Stakeholders, publics and the public sphere
24. Value of issues management
25. Dialogic theory of public relations
26. Issues evaluation
27. Corporate communication strategy
28. Strategic stakeholder management
29. Relational demography, communication and cognitive differences among top managers
30. Relational corporation
31. Multiple issue arenas
32. Investor relations function
33. Social enterprise governance
34. Social capital and leadership development
35. Merger as conversation
36. Corporate stakeholder commitment and social and financial performance
37. Interfirm networks, social capital and knowledge flow
38. Relationship marketing and customer loyalty
39. Relationship quality
40. Relational capabilities for value co-creation and innovation
41. Relationships – the core value of organisations
42. Relationship management
43. Public relations as dialogic expertise
44. Knowledge development, social capital and alliance learning
45. Partnering paradigms: Knowledge management and relationship marketing
46. Changing managers' values towards a broader stakeholder orientation
47. Economic satisfaction and relationship commitment in channels
48. Reflective stakeholder approach
49. Social capital and intentional change
50. Social capital and public relations' efficacy
51. Stakeholder governance
52. Relationship transparency
53. Responsiveness of companies
54. Social economics and social capital
55. Issues negotiation
56. Dynamic relational capabilities (DRC)
57. Bond audit
58. Commitment-trust
59. Stakeholder responsible approach
60. Creating value through listening

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Table 5.2   The identified categories with relevant concepts (Continued)

Sustainability orientation

1. Sustainable leadership
2. Economic performance
3. Building sustainability (Social standard, AA1000)
4. Sustainability reporting
5. Global strategic sustainability
6. Corporate governance, strategy, operations and planet
7. Green intellectual capital
8. Intellectual capital information
9. Sustainable development strategies
10. Corporate responsibility reporting
11. Intangibles reports
12. CSR disclosure
13. Communicating the sustainability message
14. Integrative metatheory for organisational learning and sustainability
15. Fiscal sustainability measures
16. Accounting for the triple bottom line
17. Social capital
18. Green leadership
19. Stakeholder engagement, social auditing and corporate sustainability
20. Corporate citizenship
21. Communicating sustainability
22. Corporate architecture for sustainability
23. Sustainable stewardship
24. CSR leadership
25. Socially responsible organisations
26. Socially responsible enterprises
27. Triple bottom line integration
28. Embracing sustainability
29. Mutual expectations and experiences in order to shape dialogue and collaboration
30. Rhineland capitalism
31. Socially responsible leadership
32. Voluntary corporate citizenship
33. CSR audit within a quality management framework

34. Altruistic corporate social responsibility
35. Triple bottom line reporting – "double loop" learning and radical change
36. Complexity theory approach to sustainability
37. Sustainability-oriented management and a fuzzy logic approach
38. Sustainability sweet spot
39. Intellectual capital disclosure
40. Environmental steward
41. Integration of CSR into corporate communication
42. Organisational learning for sustainability
43. Leading for sustainability
44. Embedding corporate responsibility and sustainability
45. Sustainable development
46. Sustainable business relationships
47. Sustainability assurance and internal auditing
48. Environmental sustainability orientation
49. Accountability
50. Institutionalisation of CSR into corporate communication
51. Organisational learning and organisational sustainability
52. Triple bottom line reporting
53. Corporate social performance, organisational size, financial performance and environmental performance
54. Driving forces of sustainability
55. Sustainable development at an organisational level
56. Stakeholder model
57. Sustainability debate
58. Environmental issues and ethical considerations
59. Diffusion of innovative behaviour
60. Ethical leadership and social capital

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Table 5.2   The identified categories with relevant concepts (Continued)

Good corporate reputation

1. Corporate identity
2. Reputation and the corporate brand
3. Corporate brands
4. Social media and corporate brand perceptions
5. Stewardship-based social media strategy and brand reputation
6. Corporate identity and corporate image
7. Reputation and crisis management
8. Corporate image: audience centred
9. Disclosure and corporate image
10. Internal communication and corporate reputation
11. Integrated approach to corporate branding
12. Corporate reputation management
13. Living the brand
14. Organisational culture, identity and image
15. The corporation and corporate branding
16. Communicating a new corporate image
17. Corporate responsibility and corporate reputation
18. Reputation management – new corporate public relations
19. Corporate brand management
20. Corporate identity structures and communication structures
21. Stakeholder expectations
22. Integrative corporate communications
23. Meaning of corporate identity
24. Ethical corporate identity
25. Reputation and stakeholder engagement
26. Internal corporate communication and internal branding
27. Corporate identity management process
28. Management and measurement of corporate identity
29. Communication and corporate reputation (public consciousness)
30. Managing image
31. Corporate social responsibility reporting and reputation risk management
32. Satisfaction, loyalty and reputation
33. Social media, reputation risk and ambient publicity management
34. Corporate identity and corporate communications: creating a competitive advantage
35. Corporate social reporting and reputation risk management
36. Reputation risk: the board's ultimate responsibility
37. Corporate reputation and financial performance
38. Sustainable corporate reputation
39. Firm social reputation
40. Sustainability reporting and reputation risk management
41. Monitoring and regulating corporate identities
42. Building and measuring employee-based brand equity
43. Risk management and reputation
44. Corporate reputation and firm performance
45. Reputation risk
46. Boardroom responsibility for risk management
47. Corporate reputation management
48. Voluntary risk reporting
49. Global brand market-entry strategy to manage corporate reputation
50. Political brand equity
51. Corporate reputation as a key asset
52. Corporate reputation and companies' value
53. Reputation as an asset
54. Reputation risk analysis and implications for CSR communication
55. Branding advantage
56. Building a brand
57. Strategic reputation risk management and CSR reporting
58. Operational measure of corporate identity
59. Risk, reputation, trust and respect
60. Effects of organisation-public relationship outcomes on cognitive representations of organisations

Table 5.2   The identified categories with relevant concepts (Continued)

Integrative strategic management and strategy development

1. Employees learn about corporate strategy
2. Reinventing management purpose
3. Business modelling
4. Boards of directors and strategic control
5. Common sense and integrative thinking
6. Strategic thinking
7. Strategic planning
8. Sustainability in strategy
9. Autonomy in communication
10. Firm value creation and levels of strategy
11. International strategic alliances
12. Human values in strategy
13. Strategic stakeholder alliances
14. Organisational development and strategy
15. Collaborative value co-creation strategies
16. Complexity theory of strategy
17. Competitive environments, dynamic strategy development capabilities and business performance (three levels)
18. Reputation building and corporate strategy
19. Public relations as a strategic management function
20. Communicating in enacting decisions
21. Sustainable stakeholder management
22. Strategic alliances and intellectual capital of firms
23. Vision – statements that resonate
24. Creative brainstorming and integrative thinking
25. Integrative strategic management
26. Good thinking skills in a value-managed company
27. Strategy tools
28. Model of environmental scanning
29. Strategy formation process
30. Competitive advantage and strategy formulation
31. External environment's effect on management and strategy
32. Strategists on the board
33. Business model choices for value creation
34. Communications strategy / Strategy communication
35. Valuing the future: intellectual capital
36. Performance prism
37. Enterprise-level "green" strategy
38. Complex adaptive systems and organisational management
39. Business model analysis as a tool for policy evaluation
40. Strategy making
41. Strategy in communication management
42. Responsible behaviour
43. Strategic alliance outcomes
44. Strategic alliances in a supply chain
45. Emerging futures
46. Board effectiveness in strategy execution
47. Collaborative co-design
48. Eco-enterprise strategy
49. From strategy to corporate communication strategy
50. Knowledge economy
51. Integrated strategy of radical innovation and continuous improvement
52. Strategic resilience
53. Organising for strategic management
54. Strategic alliances
55. Origins of public relations theory in economics and strategic management
56. New economy – new business models – new approaches
57. Business model for the new economy
58. New rules: ethics, social responsibility and strategy
59. Complex adaptive system
60. Direction and control of corporations: law or strategy

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Table 5.2   The identified categories with relevant concepts (Continued)

Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation

1. Stewardship
2. Quality management information
3. Reflection and expertise
4. Managerial perceptions/cognition
5. Intentional change
6. Knowledge-enabled value creation
7. Communication methods, information sharing and supplier development
8. Good steward
9. Intellectual capital value drivers
10. Invested resource and competitive intellectual capital
11. Communication and conflict
12. Sustainable value creation
13. Leadership development
14. Co-creating learning
15. Enterprise resource planning (ERP)
16. Reflective management
17. Fractal planning
18. Integral holon
19. Third generation quality management
20. Mindfulness
21. Public relations process
22. Innovation
23. Leadership in cultural synergy
24. Complex organisational systems
25. Public relations competence
26. Value creation index
27. Responsible steward
28. Business process modeling
29. Collaborative innovation
30. Long-term value

31. Co-innovation
32. Intellectual capital and value creation
33. Intangible assets
34. Balanced scorecard
35. Spirituality and financial decision-making
36. Reflective leaders
37. Knowledge management
38. Ability-based view
39. Business integration
40. Agile management systems
41. Intertemporal stewardship theory
42. Co-creation of value
43. Organisational learning
44. Co-creation mix
45. Business relationships
46. Value co-creation
47. Organisational culture and intellectual capital
48. Social systems
49. Value creation logics
50. Visualising value creation
51. Organisational resilience
52. Complex adaptive system
53. Integrity
54. Competency management
55. Enterprise-wide information supply chains
56. Creating value
57. Long-term stewardship
58. *Hoshin kanri*
59. Top executive audits
60. Value-changing behaviour

Axial coding followed after the *open coding* process and enabled identified categories to be linked at the level of *properties* and *dimensions*. In the next sub-section it is explained how inter-relationships between the nine identified categories were established through the implementation of the paradigm model of grounded theory (Pandit, 1996).

5.3.2 Axial coding of the literature case data

Axial coding can be described as a set of procedures that allows data to be put back together in new ways after the process of *open coding* has been completed; this is accomplished by making connections between categories.

The process of axial coding is illustrated in Figure 5.2.

Figure 5.2   Data analysis during axial coding
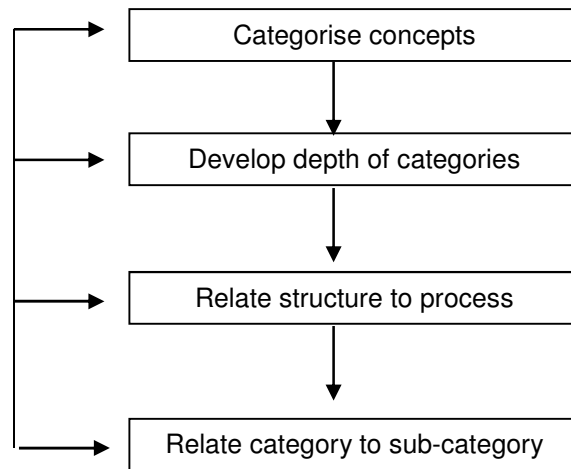
Source: Koekemoer (2008:155)

The strategic level competencies and capabilities included in the preliminary framework are defined in Table 5.3.

Table 5.3   Definitions of strategic level competencies and capabilities

Capability	Definition
Strategic communication management in a triple context environment	An integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considering value creation over the short-, medium- and long-term.
Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation	Using wisdom to create tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future.
Sustainability orientation	The responsible response to the requirements of the organisation, its stakeholders and the environment.
Inclusive corporate governance approach	Stewards of the tangible and intangible assets of the organisation consider and promote the interests of the organisation as well as its stakeholders, ensuring mutual co-operation and support.
Integrative strategic management and strategy development	Comprehensive integrative thinking for decision-making about collaborative strategy and policy development, introducing a stakeholder orientation towards the integration of diverse facts, ideas, issues and connections.
Conscious internal and external communication	The creation of mindful communication patterns that contribute to meaning-making.
Mutually beneficial stakeholder relationships	Coherently responding to the material concerns of interest groups (stakeholders, publics or audiences) on whom the success or failure of the organisation depends, by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect, caring and subjective happiness.
Good corporate reputation	An ambient representation of the organisation, that could impact its interests and that of its stakeholders.
Communicative capacity: communicative currency, capital, equity and value	The human and organisational capacity for communicative action, in the creation of value through language (currency), capability (capital) and contribution (equity).

Source: Own conceptualisation

An underlying assumption of the grounded theory methodology is that each category has links with other categories established during the *open coding* process. According to Strauss and Corbin (1998:126) the final element of *axial coding* entails the process of 'looking for cues in the data that denote how major categories might relate to each other'.

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The next step is to search for and establish relationships between the categories identified in the *open coding* of the literature case data. The links identified from the literature case data are indicated in Table 5.4.

Table 5.4   The inter-relationships between categories

To / From	Inclusive corporate governance approach	Conscious internal and external communication	Integrative strategic management and strategy development	Strategic communication management in a triple context environment	Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation	Sustainability orientation	Mutually beneficial stakeholder relationships	Good corporate reputation	Communicative capacity: communicative currency, capital, equity and value
Inclusive corporate governance approach				Supports					
Conscious internal and external communication					Supports				
Integrative strategic management and strategy development				Supports					
Strategic communication management in a triple context environment					Supports				
Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation								Enables	Enables
Sustainability orientation				Supports					
Mutually beneficial stakeholder relationships					Supports				
Good, corporate reputation				Results from and supports					
Communicative capacity: currency, capital, equity and value				Results from and supports					

The links established between categories, listed in Table 5.3, may also indicate subordinate-relationships. A subordinate category is a sub-category of similar meaning to be established with a different category identified in the process of open coding. Axial coding of the literature case data indicates that no sub-categories could be established from the literature case data.

The *selective coding* process discussed in the next sub-section enables the development of the preliminary framework with storyline of the study (Strydom *et al.,* 2002:349-350).

5.3.3   Selective coding of the literature case data

During selective coding the nine categories developed in *open coding* are integrated to form the preliminary framework.   The latter integrates the categories around the core category in the study.   This is made possible with the paradigm model functioning as a process model which links the action/interactional sequences.   *Selective coding* also enables the storyline to develop, which explains the inter-relationships between the categories.   The process of selective coding is illustrated in Figure 5.3.

Figure 5.3   The process of selective coding

```
┌─────────────────────────────────┐
│       Identify core category     │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│  Further integration of categories │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│     Refine theoretical schema    │
└─────────────────────────────────┘
```
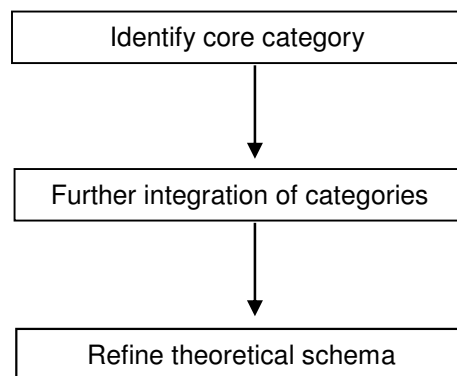
Source: Strauss & Corbin (1990)

In the *selective coding* process the paradigm model (discussed below) was used to consider the *conditions* for the conceptualisation of strategic communication management in a triple context environment; the *context* for the conceptualisation of strategic communication management in a triple context environment; the *action/interaction strategies* that indicate the inter-relationships between strategic level capabilities for the conceptualisation of strategic communication management in a triple context environment; and the *consequences* of the strategies that relate to the desired *outcomes* of the

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implementation of various strategic communication management capabilities in a triple context environment (Strauss & Corbin, 1998:130).

Strauss and Corbin (1998:142) explain the paradigm model to be 'just one device that analysts can use to think about relationships between categories'. It provides a useful perspective on the literature case data to uncover and explain relationships that exist between categories and sub-categories (Strauss & Corbin 1998:128). They furthermore consider the paradigm model to be 'another analytical stance that helps to systematically gather and order data in such a way that structure and process are integrated'. This description closely resembles the process of selective coding that Pandit (1996) describes as 'the integration of the categories that have been developed to form the initial theoretical framework' of the study.

Central to the paradigm model is the *core category* which must be explained in relation to the causal conditions, context, intervening conditions, action/interaction strategies and consequences/outcomes. The basic features of the paradigm model are illustrated in Figure 5.4.
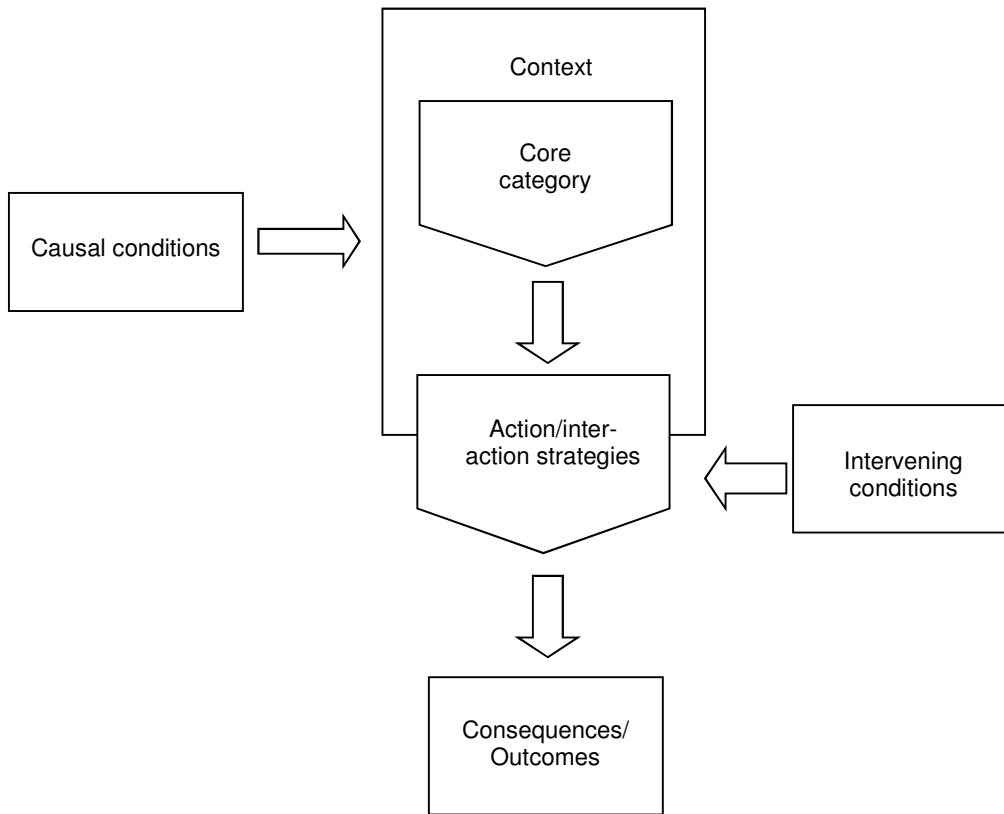
Figure 5.4   Basic features of the paradigm model
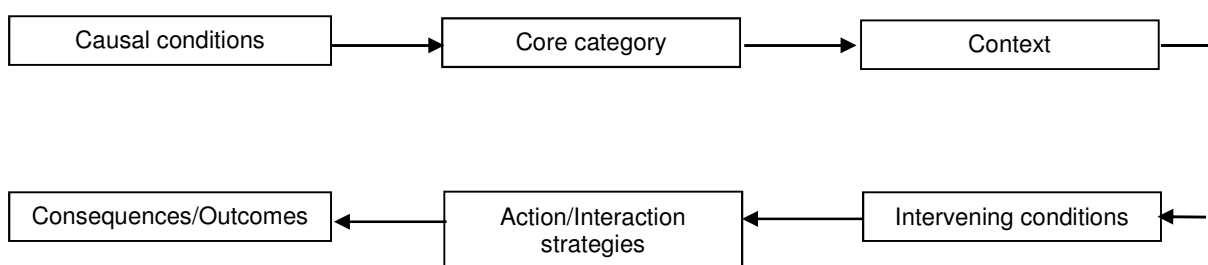
 Source: Adapted from Koekemoer (2008:160)

The components of the paradigm model are illustrated in Figure 5.5 and listed in Table 5.5.

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Figure 5.5   Simplified paradigm model

Source: Koekemoer (2008:160)

The components of the paradigm model are described below in Table 5.5.

Table 5.5   The components of a paradigm model

Component	Description
Core category	An extraordinary or remarkable thing. Indicates a problem, issue, an event, or a happening that is defined as being significant to respondents (Strauss & Corbin, 1996).
Causal condition	The events that lead to the development of the core category (Pandit, 1996).
Context	The particular set of conditions and intervening conditions, the broader set of conditions, in which the phenomenon is couched (Pandit, 1996).
Intervening conditions	Conditions that facilitate or constrain the action/interaction strategies within a specific context. Can be thought of as the broad structural context pertaining to the phenomenon (Strauss & Corbin 1996:132-133).

| Action/interaction strategies	The actions and responses that occur as a result of the phenomenon (Pandit 1996). Strategic or routine responses made by individuals or groups to issues, problems, happenings or events that arise under those conditions and are represented by the questions *by whom* and *how* (Strauss & Corbin 1996:128).
Consequences/Outcomes	Refers to intended and unintended outcomes of actions and responses (Pandit 1996). Are represented by questions as to what happens as a result of those actions/interactions or the failure of persons or groups to respond to situations by actions/interactions (Strauss & Corbin 1996:128).

Source: Adapted from Koekemoer (2008:161)

During the process of identification and verification of relations between the emerging categories of *open coding,* strategic communication management in a triple context environment was identified as the *core category* of the paradigm model. This category best enabled and facilitated the creation of orderly systematic relationships (Strauss & Corbin, 1990:124) according to the paradigm model.

The components of the paradigm model stimulated the linking of categories identified in the data, classifying them as *causal conditions*, *context*, *intervening conditions*, *action/interaction strategies* or *consequences/outcomes*. It therefore enabled the other eight categories, identified in the open coding process, to be systematically aligned in a structure around the core category.

The next step in the process of selective coding allows for the other categories to be related to the core category. Each category is evaluated individually in relation to the core category of strategic communication management in a triple context environment. To illustrate the process, the category *'sustainability orientation'* is considered. Questions were used to determine where each category fits in the paradigm model. This is illustrated in Figure 5.6.

Figure 5.6   Linking a category to components of the paradigm model
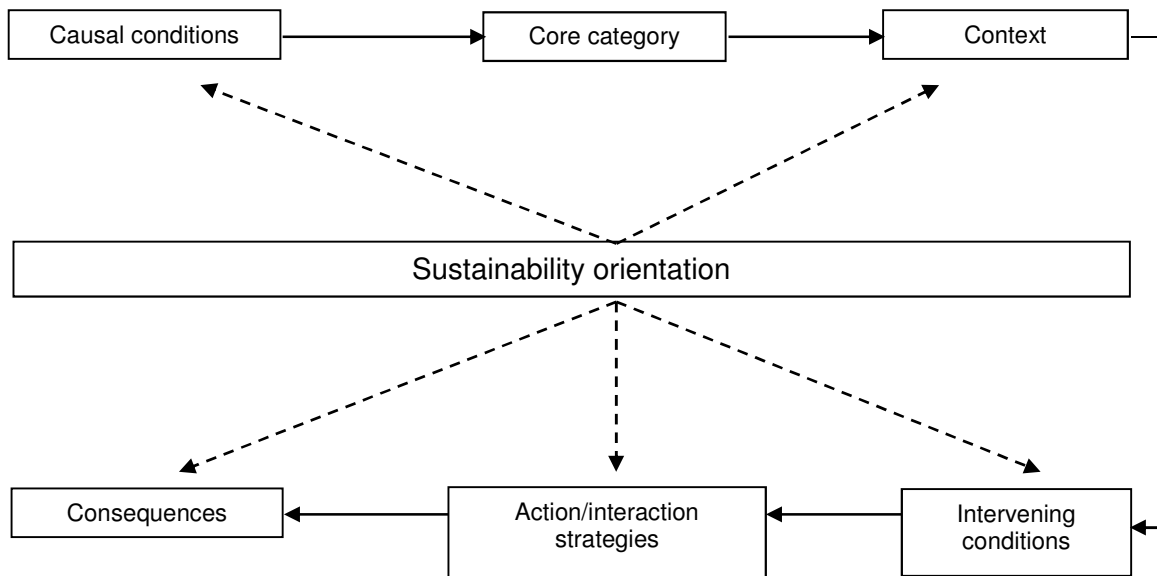
Source: Adapted from Koekemoer (2008:162)

The category named '*sustainability orientation'* may be linked to any of the components of the paradigm model. It had to be determined where the specific category fits best in the paradigm model. The following questions were asked: "Is it a causal or intervening condition? Does the category apply to the context - is it action oriented?   Asking additional questions were helpful to establish whether a category was caused by any of the other identified strategic level capabilities. This line of questioning enabled the researcher to conclude that '*sustainability orientation'* should be considered as a causal condition in relation to the core category of the paradigm model.   Similarly, an additional two categories were identified as causal conditions to the core category, namely '*inclusive corporate governance approach'* and '*integrative strategic management and strategy development'*.

With the core category identified as '*strategic communication management in a triple context environment'*, a new line of questioning had to be implemented to

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determine which categories could be linked to the *action/interaction strategy* used on the strategic level of the organisation. The process led to the category *'reflective stewardship: core competencies, dynamic capabilities, and co-creative value creation'* to be selected as the *action/interaction strategy* of the paradigm model.

The next step was to determine which of the categories might intervene or mediate the action/interaction strategies identified as *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'*. The constructs of *'conscious internal and external communication'* and *'mutually beneficial stakeholder relationships'* were identified as the *intervening conditions* in the paradigm model.

The process then concluded with determining which categories identified in the open coding process related to *consequences/outcomes*. The conclusion was drawn that the communication capabilities of '*good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'* best fit the component of *consequences/outcomes*.

The development of the paradigm model was an iterative process where the relationship of each category and its fit in the paradigm model were verified through recurring systematic analysis. *Construct validity* as well as *relationships validity* of the paradigm model were established in the process of generating and testing propositions (by means of an empirical phase discussed in Chapter 6).

The identified relationships between categories of the paradigm model are presented in Table 5.6.

**Table 5.6   The identified relationships between various categories**

	Categories
Causal conditions	Sustainability orientation Inclusive corporate governance approach Integrative strategic management and strategy development
Context	Strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation
Core category	Strategic communication management in a triple context environment
Intervening conditions	Conscious internal and external communication Mutually beneficial stakeholder relationships
Action / interaction strategies	Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation
Consequences/outcome	Good corporate reputation Communicative capacity: Communicative currency, capital, equity and value

Source: Own conceptualisation

The grounded analysis of the literature on the subject area led to the paradigm model as illustrated in Figure 5.7.

Propositions that describe relationships between the components of the paradigm model is the next element of grounded theory. Propositions 'indicate generalised relationships between a category and its concepts and between discrete categories' (Pandit, 1996). Pandit (1996) differentiates between *propositions* that 'involve conceptual relationships' and *hypotheses* that 'require measured relationships'. Strauss and Corbin (1998:135) furthermore describe 'hypotheses' as 'hunches about how concepts relate'. Hypotheses about concepts that are linked (related concepts), explain the *what*, *why*, *where* and *how* of a particular phenomenon (Strauss & Corbin, 1998:135). Developing propositions is an iterative process aimed at validating relationships among categories that are integrated in the paradigm model.

Figure 5.7   The resulting paradigm model of the central phenomenon
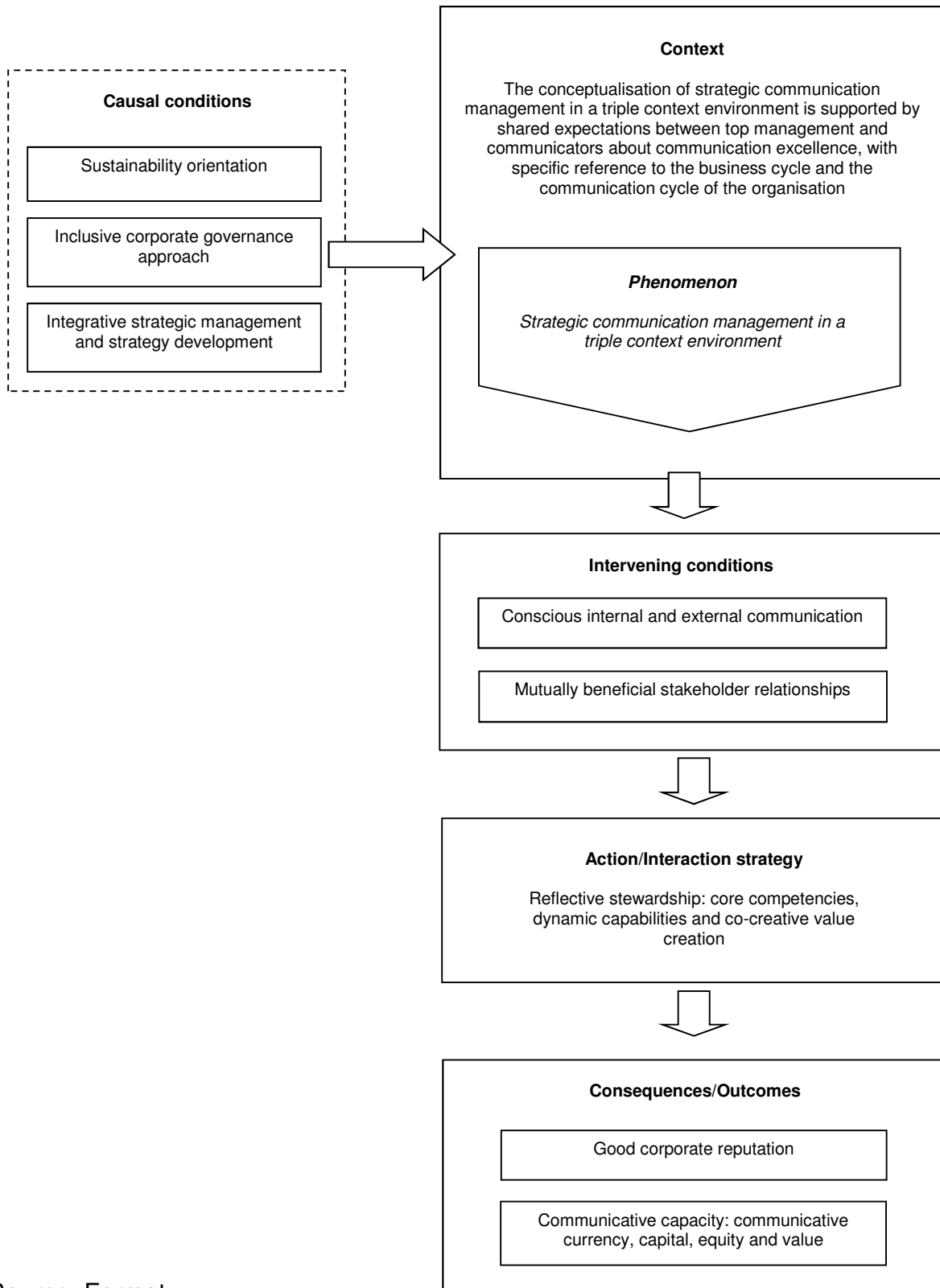
Source: Format
adapted from
Koekemoer (2008:165)

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Ten propositions have been generated, refined and validated through continuous comparison of the literature case data. They are explicitly or implicitly supported by various authors, as indicated in Table 5.7. These are also 'generalised relationships' of the paradigm model (Pandit, 1996) generated towards the development of the preliminary framework with a storyline.

Table 5.7   Propositions generated from the literature case data

	Propositions	Explicitly supported by:	Implicitly supported by:
1.	Communicative capacity: communicative currency, capital, equity and value *results from and supports* strategic communication management in a triple context environment	Adams, C.A. 2004 Ahamer, G. 2012 Benoit-Moreau, F. & Parguel, B. 2011 Clark, C.E. 2000 Dawkins, J. 2004 De Beer, E. & Rensburg, R.S. 2011 Espejo, R. 2007 Gowthorpe, C. 2004 Gray, R., Kouhy, R. & Lavers, S. 1995 Harkness, J. 1998 Holmström, S. 1997 Holmström, S. 2005 Holmström, S. 2007 Ihator, A.S. 2004 Johansen, T.S. & Anderson, S.E. 2012 Kevany, K.D. 2007 Nielsen, A.E. & Thomsen, C. 2007 O'Donnell, D. 2004 O'Donnell, D., O'Regan, P. & Coates, B. 2000 O'Donnell, D., O'Regan, P., Coates, B., Kennedy, T., Keary, B. & Berkery, G. 2003 O'Regan, P. & O'Donnell, D. 2000 Ortiz, M.A.A. 2009 Palenchar, M.J. & Heath, R.L. 2007 Pedrini, M. 2007 Rhee, Y. 2008 Sison, M.D. 2010 Steyn, B. & Niemann, L. 2010 Ströh, U. & Jaatinen, M. 2001 Sutantoputra, A.W. 2009 Veltri, S. & Nardo, M.T. 2013	Argenti, P.A. 2006 Ballantyne, D. 2004 Barnes, C. & Walker, R. 2010 Bishop, B. 2006 Black, L.D. & Härtel, C.E.J. 2002 Bruhn, M., Schoenmueller, V. & Schäfer, D.B. 2012 Bütschi, G. & Steyn, B. 2006 Chang, A. & Tseng, C. 2005 Choi, J. & Choi, Y. 2009 Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009 Church, A.H. 1994 Claassen, T. & Verwey, S. 1998 Clutterbuck, D. 2001 Clutterbuck, D. & Hirst, S. 2002 De Castro, G.M., Sáez, P.L. & López, J.E.N. 2004 Delgado-Ballester, E., Navarro, A. & Sicilia, M. 2012 DeSanto, B. & Moss, D. 2004 Eagle, L., Kitchen, P.J., Rose, L. & Moyle, B. 2003 Edwards, L. 2010 Elmer, P. 2001 Fleisher, C.S. & Burton, S. 1995 Fleisher, C.S. & Mahaffy, D. 1997 Fussell, H., Harrison-Rexrode, J., Kennan, W.R. & Hazleton, V. 2006 Gelb, B.D. & Gregory, J.R. 2011 Ghosh, D. & Wu, A. 2007 Gray, R. 2001 Gróf, A. 2001 Gronstedt, A. 1996 Gustafsson, A., Kristensson, P. & Witell, L. 2012 Hamori, M. 2003 Hamrefors, S. 2010 Hargreaves, D.H. 2011

| | | Verčič, D., van Ruler, B., Bütschi, G. & Flodin, B. 2001
Verhoeven, P. 2008
Wæraas, A. & Ihlen, Ø. 2009
Wexler, M.N. 2009 | Hartman, J. & Lenk, M.M. 2001
Hon, L.C. 1997
Hon, L.C. 1998
Hsiao, Y., Chen, C. & Chang, S. 2011
Jackson, S. 2000
Jagersma, P.K. 2010
Johansson, C. & Ottestig, A.T. 2011
Jørgensen, K.M. 2006
Kauffman, L.H. 2005
Laskin, A.V. 2009
Lee, T.J. 2002
Lerro, A. & Schiuma, G. 2013
Lindenmann, W.K. 1997
Ljungquist, U. 2008
Lutterer, W. 2007
Malmelin, N. 2007
Manning, T. 2002
Marques, J.F. 2010
Massie, L. & Anderson, C.L. 2003
Matos, H. & Nobre, G.F. 2009
McKernan JF & MacLullich KK 2004
Montagnini, L. 2007
More, E. 1999
Motion, J., Leitch, S. & Brodie, R.J. 2003
Noble, P. 1999
O'Neil, J. 2002
Park, C. & Kim, Y. 2003
Petrick, J.A. & Quinn, J.F. 2001
Radford, G.P. & Goldstein, S.Z. 2002
Ritter, M. 2003
Rowley, J. 2004
Samaraweera, M. & Gelb, B.D. 2011
Schäfer, D.B. 2012
Schiuma, G. & Lerro, A. 2008
Schultze, W. & Weiler, A. 2010
Seadle, M. 2012
Seetharaman, A., Sreenivasan, J., Sudha, R. & Yee, T.Y. 2006
Simcic Brønn, P. 2001
Steyn, B. 1999
Steyn, B. 2002
Ströh, U. 1998
Swart, J. 2006
Therkelsen, D.J. & Fiebich, C.L. 2001
Thomson, K. & Hecker, L. 2000
Tollington, T. 1998
Torp, S. 2009
Torp, S. 2010
Tourish, D. & Irving, P. 1995 |

			Van Ruler, B. & de Lange, R. 2003 Van Boeschoten R 2011 Varey, R.J. & White, J. 2000 Wanguri, D.M. 2003 White, J. & Verčič, D. 2001 Whittaker, C. 1996 Wood, L. 2000
2.	Good corporate reputation *results from and supports* strategic communication management in a triple context environment	Adams, C.A. 2008 Bebbington, J., Larrinaga, C. & Moneva, J.M. 2008 Byrd, S. 2012 Clutterbuck, D. & Hirst, S. 2002 Coombs, W.T. & Holladay, S.J. 2006 Dawkins, J. 2004 De Beer, E. & Rensburg, R.S. 2011 Dortok, A. 2006 Dowling, G. 2006 Eberl, M. & Schwaiger, M. 2005 Harris, P. 2011 Hemphill, T.A. 2006 Hillenbrand, C. & Money, K. 2007 Hogan, J. & Lodhia, S. 2011 Johansen, T.S. & Anderson, S.E. 2012 Larkin, J. 2000 Lewis, S. 2003 Massie, L. & Anderson, C.L. 2003 O'Connor, N. 2001 Oliveira, L., Rodrigues, L.L. & Craig, R. 2010 Powell, S., Elving, W.J.L., Dodd, C. & Sloan, J. 2009 Resnick, J.T. 2004 Romenti, S. 2010 Simcic Brønn, P. 2001 Simcic Brønn, P. 2012 Unerman, J. 2008 Wæraas, A. & Ihlen, Ø. 2009 Wilson, R. 2003 Worcester, R.M. 1997 Yang, S. & Grunig, J.E. 2005	Adams, C.A. 2004 Alessandri, S.W. 2001 Andreassen, T.W. 1994 Argenti, P.A. & Druckenmiller, B. 2004 Aula, P. 2010 Balmer, J.M.T. & Gray, E.R. 1999 Balmer, J.M.T. & Gray, E.R. 2003 Bishop, B. 2006 Black, L.D. & Härtel, C.E.J. 2002 Booth, N. & Matic, J.A. 2011 Bütschi, G. & Steyn, B. 2006 Choi, J. & Choi, Y. 2009 Christensen, L.T. & Askegaard, S. 2001 Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009 Church, A.H. 1994 Claassen, T. & Verwey, S. 1998 Clark, C.E. 2000 Clutterbuck, D. 2001 Cornelissen, J. 2000 DeSanto, B. & Moss, D. 2004 Dominguez, A.A. 2011 Einwiller, S. & Will, M. 2002 Fleisher, C.S. & Burton, S. 1995 Fleisher, C.S. & Mahaffy, D. 1997 Gotsi, M. & Wilson, A. 2001 Gowthorpe, C. 2004 Gray, R., Kouhy, R. & Lavers, S. 1995 Gronstedt, A. 1996 Harkness, J. 1998 Holmström, S. 1997 Holmström, S. 2005 Holmström, S. 2007 Hon, L.C. 1997 Hon, L.C. 1998 Harkness, J. 1999 Hatch, M.J. & Schultz, M. 1997 Hatch, M.J. & Schultz, M. 2003 Herstein, R., Mitki, Y. & Jaffe, E.D. 2008 Hutton, J.G., Goodman, M.B., Alexander, J.B. & Genest, C.M.

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			2001
			Ihator, A.S. 2004
			Johansson, C. & Ottestig, A.T. 2011
			Kim, J. & Hatcher, C. 2009
			King, C. & Grace, D. 2010
			Knox, S. & Bickerton, D. 2003
			Körver, F. & van Ruler, B. 2003
			Laskin, A.V. 2009
			Lee, J. & Roh, J.J. 2012
			Lindenmann, W.K. 1997
			Malmelin, N. & Hakala, J. 2009
			Moody, M.J. 2005
			More, E. 1999
			Murray, K. 2003
			Nielsen, A.E. & Thomsen, C. 2007
			Noble, P. 1999
			Omar, M., Williams Jr, R.L. & Lingelbach, D. 2009
			O'Neil, J. 2002
			Otubanjo, B.O. & Melewar, T.C. 2007
			Palenchar, M.J. & Heath, R.L. 2007
			Phipps, M., Brace-Gowan, J. & Jevons, C. 2010
			Radford, G.P. & Goldstein, S.Z. 2002
			Rhee, Y. 2008
			Ritter, M. 2003
			Sánchez, J.L.F., Sotorrío, L.L. & Díez, E.B., 2012
			Schreiber, E.S. 2001
			Sharma, N. & Kamalanabhan, T.J. 2012
			Sison, M.D. 2010
			Spyropoulou, S., Skarmeas, D. & Katsikeas, C.S. 2011
			Steyn, B. 1999
			Steyn, B. 2002
			Steyn, B. & Niemann, L. 2010
			Ströh, U. 1998
			Ströh, U. & Jaatinen, M. 2001
			Stuart, H. 1999
			Sutantoputra, A.W. 2009
			Swoboda, B., Haelsig, F., Schramm-Klein, H. & Morschett, D. 2009
			Therkelsen, D.J. & Fiebich, C.L. 2001
			Torp, S. 2009
			Tourish, D. & Irving, P. 1995
			Van Rekom, J. 1997
			Van Riel, C.B.M. & Balmer, J.M.T. 1997
			Van Ruler, B. & de Lange, R.

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			2003
			Varey, R.J. & White, J. 2000
			Veltri, S. & Nardo, M.T. 2013
			Verčič, D., van Ruler, B., Bütschi, G. & Flodin, B. 2001
			Verhoeven, P. 2008
			Wanguri, D.M. 2003
			Webley, S. 2003
			Wexler, M.N. 2009
			White, J. & Verčič, D. 2001
			Whittaker, C. 1996
3.	A sustainability orientation *supports* strategic communication management in a triple context environment	Adams, C.A. 2004 Avery, G.C. & Bergsteiner, H. 2011 Balabani, G., Phillips, H.C. & Lyall, J. 1998 Beckett, R. & Jonker, J. 2002 Black, L.D. & Härtel, C.E.J. 2002 Blengini, G.A. & Shields, D.J. 2010 Cartwright, W. & Craig, J.L. 2006 Cinquini, L., Passetti, E., Tenucci, A. & Frey, M. 2012 Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009 Clark, C.E. 2000 Clutterbuck, D. 2001 Dawkins, J. 2004 De Beer, E. & Rensburg, R.S. 2011 De Klerk, M. & de Villiers, C. 2012 Del Bello, A. 2006 DeTienne, K.B. & Lewis, L.W. 2005 Djordjevic, A. & Cotton, D.R.E. 2011 Edwards, M.G. 2009 Elkington, J. 1998 Evangelinos, K.I. & Jones, N. 2009 Galpin, T. & Whittington, J.L. 2012 Gao, S.S. & Zhang, J.J. 2006 Gill, D.L., Dickinson, S.J. & Scharl, A. 2008 Gowthorpe, C. 2004 Gray, R., Kouhy, R. & Lavers, S. 1995 Griffiths, A. & Petrick, J.A. 2001 Hargett, T.R. & Williams, M.F. 2009 Hazlett, S., McAdam, R. & Murray, L. 2007 Hopkins, M. 1997 Harkness, J. 1998	Bishop, B. 2006 Bütschi, G. & Steyn, B. 2006 Borland, H. 2009 Chang, C. & Chen, Y. 2012 Choi, J. & Choi, Y. 2009 Church, A.H. 1994 Claassen, T. & Verwey, S. 1998 Clutterbuck, D. & Hirst, S. 2002 Cruz, L.B., Pedrozo, E.A. & Estivalete, V.dF. B. 2006 DeSanto, B. & Moss, D. 2004 Ehrenhard, M.L., Muntslag, D.R. & Wilderom, C.P.M. 2012 Fleisher, C.S. & Burton, S. 1995 Fleisher, C.S. & Mahaffy, D. 1997 Gardberg, N.A. & Fombrun, C.J. 2006 Gronstedt, A. 1996 Guenther, E., Scheibe, L. & Farkavcová, V.G. 2010 Hon, L.C. 1997 Hon, L.C. 1998 Jamali, D. 2006 Jeffers, P.I. 2010 Johansson, C. & Ottestig, A.T. 2011 Laskin, A.V. 2009 Lindenmann, W.K. 1997 Massie, L. & Anderson, C.L. 2003 Mitleton-Kelly, E. 2011 More, E. 1999 Noble, P. 1999 O'Neil, J. 2002 Pourdehnad, J. & Smith, P.A.C. 2012 Ramirez, G.A. 2012 Radford, G.P. & Goldstein, S.Z. 2002 Ridley, J., D'Silva, K. & Szombathelyi, M. 2011 Ritter, M. 2003 Roxas, B. & Chadee, D. 2012 Simcic Brønn, P. 2001 Smith, P.A.C. 2012

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approach *supports* strategic communication management in a triple context environment	Bhasa, M.P. 2004 Brennan, N.M. & Solomon, J. 2008 Breton, G. & Pesqueux, Y. 2006 Buchinger, E. 2006 Carey, A. 2001 Clutterbuck, D. 1999 Choi, J. & Choi, Y. 2009 Clutterbuck, D. 2001 Clutterbuck, D. & Hirst, S. 2002 Colbert, J.L. 2002 Cramer, A. & Hirschland, M. 2006 De Beer, E. & Rensburg, R.S. 2011 Eldomiaty, T.I. & Choi, C.J. 2006 Gowthorpe, C. 2004 Gray, R., Kouhy, R. & Lavers, S. 1995 Habisch, A. 2012 Harkness, J. 1998 Hilb, M. 2005 Holmström, S. 1997 Holmström, S. 2005 Holmström, S. 2007 Hsieh, N. 2006 Johansson, C. & Ottestig, A.T. 2011 Jones, M.J. 2008 Kakabadse, N.K. & Kakabadse, A.P. 2007 Kaufman, A. & Englander, E. 2005 Kiel, G.C. & Nicholson, G.J. 2005 Korac-Kakabadse, N., Kakabadse, A.K. & Kouzmin, A. 2001 Leblanc, R. 2005 Loveridge, D. & Street, P. 2005 Martinelli, A. & Midttun, A. 2010 Melis, A. 2004 Michael, B. & Gross, R. 2004 Neef, D. 2005 Nel, P. 2001 Nielsen, A.E. & Thomsen, C. 2007 Oketch, M.O. 2004 O'Neil, J. 2002 Parum, E. 2006 Palenchar, M.J. & Heath, R.L. 2007 Quirke, B. 1996 Radner, G. 2006 Ramakrishnan, V. 2012 Rasche, A. 2010	Benn, S. 2007 Bradford, W. 2012 Burnaby, P. & Hass, S. 2009 Black, L.D. & Härtel, C.E.J. 2002 Bütschi, G. & Steyn, B. 2006 Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009 Church, A.H. 1994 Claassen, T. & Verwey, S. 1998 Clark, C.E. 2000 Dawkins, J. 2004 DeSanto, B. & Moss, D. 2004 Fleisher, C.S. & Burton, S. 1995 Fleisher, C.S. & Mahaffy, D. 1997 Fuerth, L.S. 2009 Gronstedt, A. 1996 Hammond, M. 2002 Hemphill, T.A. 2004 Ho, C. 2005 Hon, L.C. 1997 Hon, L.C. 1998 Ihator, A.S. 2004 Ingley, C. & van der Walt, N. 2005 Johansen, T.S. & Anderson, S.E. 2012 Kang, E. & Zardkoohi, A. 2005 Laskin, A.V. 2009 Lindenmann, W.K. 1997 Massie, L. & Anderson, C.L. 2003 Michalski, W., Miller, R. & Stevens, B. 2000 More, E. 1999 Nicholson, G.J. & Kiel, G.C. 2004 Noble, P. 1999 Peters, S., Miller, M. & Kusyk, S. 2011 Radford, G.P. & Goldstein, S.Z. 2002 Ritter, M. 2003 Smallman, C. 2007 Simcic Brønn, P. 2001 Steyn, B. 1999 Steyn, B. 2002 Ströh, U. 1998 Ströh, U. & Jaatinen, M. 2001 Talamo, G. 2011 Therkelsen, D.J. & Fiebich, C.L. 2001 Tourish, D. & Irving, P. 1995 Van den Berghe, L.A.A. & Baelden, T. 2005 Vaughn, M. & Ryan, L.V. 2006 Varey, R.J. & White, J. 2000

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		Ricart, J.E., Rodríguez, M.A. & Sánchez, P. 2005 Rhee, Y. 2008 Shahin, A. & Zairi, M. 2007 Sheehan, N.T. 2009 Simmons, J. 2004 Smallman, C. 1996 Smith, M., Mathur, N. & Skelcher, C. 2006 Sison, M.D. 2010 Steyn, B. & Niemann, L. 2010 Sutantoputra, A.W. 2009 Talaulicar, T. 2010 Taylor, B. 2006 Thomsen, S. 2005 Türke, R 2006 Torp, S. 2009 Van Ruler, B. & de Lange, R. 2003 Veltri, S. & Nardo, M.T. 2013 Verčič, D., van Ruler, B., Bütschi, G. & Flodin, B. 2001 Wanguri, D.M. 2003 West, A. 2009	Verhoeven, P. 2008 Wæraas, A. & Ihlen, Ø. 2009 Wexler, M.N. 2009 White, J. & Verčič, D. 2001 Whittaker, C. 1996
5.	Integrative strategic management and strategy development *supports* strategic communication management in a triple context environment	Al-Ghamdi, S.M., Roy, M.H. & Ahmed, Z.U. 2007 Allio, R.J. 2011 Ballon, P. 2007 Bonn, I. & Fischer, J. 2005 Bowen, S.A. 2006 Black, L.D. & Härtel, C.E.J. 2002 Bütschi, G. & Steyn, B. 2006 Choi, Y., Hise, R.T., Bagozzi, R.P. & Fadil, P.A. 2010 Cui, Y. & Jiao, H. 2011 Claassen, T. & Verwey, S. 1998 Clark, C.E. 2000 Clutterbuck, D. 2001 Clutterbuck, D. & Hirst, S. 2002 De Beer, E. & Rensburg, R.S. 2011 DeSanto, B. & Moss, D. 2004 Feurer, R. & Chaharbaghi, K. 1996 Fombrun, C. & Shanley, M. 1990 Fleisher, C.S. & Mahaffy, D. 1997 Grunig, J.E. 2006 Hon, L.C. 1997 Hon, L.C. 1998 Huebner, H., Varey, R. & Wood, L. 2008 Jagersma, P.K. 2009 Joia, L.A. & Malheiros, R. 2009	Adams, C.A. 2004 Baysinger, B. & Hoskisson, R.E. 1990 Benson, J. & Dresdow, S. 2009 Bishop, B. 2006 Bonn, I. 2005 Bonn, I. & Fischer, J. 2011 Bowman, C. & Ambrosini, V. 2007 Cowan, C.C. & Todorovic, N. 2000 Choi, J. & Choi, Y. 2009 Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009 Church, A.H. 1994 Dawson, R. 2000 Dawkins, J. 2004 Dobrzykowski, D.D., Tran, O. & Tarafdar, M. 2010 e Cunha, M.P. & da Cunha, J.V. 2006 Fleisher, C.S. & Burton, S. 1995 Gowthorpe, C. 2004 Gray, R., Kouhy, R. & Lavers, S. 1995 Gronstedt, A. 1996 Harkness, J. 1998 Holmström, S. 1997 Holmström, S. 2005 Holmström, S. 2007 Ihator, A.S. 2004 Karakas, F. & Kavas, M. 2008

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Johansen, T.S. & Anderson, S.E. 2012
Johansson, C. & Ottestig, A.T. 2011
Kantabutra, S. & Avery, G.C. 2010
Katsoulakos, T. & Katsoulacos, Y. 2007
Lauzen, M.M. 1995
Lindenmann, W.K. 1997
Massie, L. & Anderson, C.L. 2003
More, E. 1999
Moss, D. & Warnaby, G. 1998
Mouritsen, J., Larsen, H.T. & Bukh, P.N. 2001
Neely, A., Adams, C. & Crowe, P. 2001
Nielsen, A.E. & Thomsen, C. 2007
Noble, P. 1999
O'Neil, J. 2002
Palenchar, M.J. & Heath, R.L. 2007
Raupp, J. & Hoffjann, O. 2012
Rhody, R. 2004
Radford, G.P. & Goldstein, S.Z. 2002
Rhee, Y. 2008
Ritter, M. 2003
Sambasivan, M., Siew-Phaik, L., Mohamed, Z.A. & Leong, Y.C. 2011
Sambasivan, M. & Yen, C.N. 2010
Somerville, M.M. & Nino, M. 2007
Stead, J.G. & Stead, E. 2000
Steyn, B. 2003
Simcic Brønn, P. 2001
Sison, M.D. 2010
Steyn, B. 1999
Steyn, B. 2002
Steyn, B. & Niemann, L. 2010
Ströh, U. 1998
Ströh, U. & Jaatinen, M. 2001
Van Ruler, B. & de Lange, R. 2003
Varey, R.J. & White, J. 2000
Wexler, M.N. 2009
White, J. & Verčič, D. 2001
Varey, R.J. & Mounter, P. 1997
Veilleux, S., Haskell, N. & Pons, F. 2012
Verčič, D. & Grunig, J.E. 1995

Kilroy, D.B. & McKinley, M.T. 1997
Knott, P. 2008
Laskin, A.V. 2009
Lavarda, R.A.B.L., Giner, M.T.C. & Bonet, F.J.P. 2011
López, S.V. 2005
Mason, R.B. 2007
McNulty, T. & Pettigrew, A. 1999
Methlie, L.B. & Pedersen, P.E. 2007
Olsen, E.G. 2008
Palmberg, K. 2009
Poel, M., Renda, A. & Ballon, P. 2007
Pretorius, M. & Maritz, R. 2011
Scharmer, C.O. & Kaeufer, K. 2010
Schmidt, S.L. & Brauer, M. 2006
Sutantoputra, A.W. 2009
Tapscott, D. 1997
Therkelsen, D.J. & Fiebich, C.L. 2001
Torp, S. 2009
Tourish, D. & Irving, P. 1995
Terziovski, M. 2002
Välikangas, L. & Merlyn, P. 2005
Veltri, S. & Nardo, M.T. 2013
Verčič, D., van Ruler, B., Bütschi, G. & Flodin, B. 2001
Verhoeven, P. 2008
Wæraas, A. & Ihlen, Ø. 2009
Wanguri, D.M. 2003
Whittaker, C. 1996
Walters, D. 2004
Walters, D. 2004
Wilson, I. 2000
Wollin, D. & Perry, C. 2004
Yeoh, P. 2007.

| 6. | Strategic communication management in a triple context environment *supports* reflective stewardship: core competencies, dynamic capabilities and co-creative value creation | Anh, P.C. & Matsui, Y. 2011
Adams, C.A. 2004
Barnett, B.G. 1995
Bishop, B. 2006
Black, L.D. & Härtel, C.E.J. 2002
Bütschi, G. & Steyn, B. 2006
Carrington, T. & Johed, G. 2007
Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2008
Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2010
Choi, J. & Choi, Y. 2009
Choudrie, J. 2005
Ciasullo, M.V. & Troisi, O. 2013
Christensen, L.T., Firat, A.F. & Cornelissen, J. 2009
Church, A.H. 1994
Claassen, T. & Verwey, S. 1998
Clark, C.E. 2000
Clutterbuck, D. 2001
Clutterbuck, D. & Hirst, S. 2002
Dawkins, J. 2004
De Beer, E. & Rensburg, R.S. 2011
DeSanto, B. & Moss, D. 2004
Densten, I.L. & Gray, J.H. 2001
Desai, D.A. 2010
Dezdar, S. & Ainin, S. 2011
Duignan, P.A. 2007
Dyck, R.G. 2006
Edwards, M.G. 2005
Fleisher, C.S. & Burton, S. 1995
Fleisher, C.S. & Mahaffy, D. 1997
Foster, D. & Jonker, J. 2003
Gowthorpe, C. 2004
Gregory, A. 1997
Gray, R., Kouhy, R. & Lavers, S. 1995
Gronstedt, A. 1996
Harmancioglu, N., Droge, C. & Calantone, R.J. 2009
Harris, P.R. 2004
Hassgal, A. & Shoham, S. 2007
Hazleton, V. 2001
Harkness, J. 1998
Holmström, S. 1997
Holmström, S. 2005
Holmström, S. 2007
Hon, L.C. 1997
Hon, L.C. 1998
Ihator, A.S. 2004
Johansen, T.S. & Anderson, S.E. 2012
Johansson, C. & Ottestig, A.T. 2011
Kalafut, P.C. & Low, J. 2001 | Ali, S.A. 2012
Barrales-Molina, V., Benitez-Amado, J. & Perez-Arostegui, M.N. 2010
Boyatzis, R.E. 2006
Bygdås, A.L., Røyrvik, E. & Gjerde, B. 2004
Carr, A.S. & Kaynak, H. 2007
Gärtner, C. 2011
Nielsen, A.P. 2006
Nobre, F.S. & Walker, D.S. 2011
Overmeer, W. 1997
Schwaninger, M. 2007
Sheehan, N.T., Vaidyanathan, G. & Kalagnanam, S. 2005
Stewart, J. & O'Donnell, M. 2007
Tilebein, M. 2006
Walsh P, Koutsakas, P., Vontas, A. & Koumpis, A. 2003
Witcher, B.J. & Chau, V.S. 2007 |

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Karns, G.L. 2011

Khurana, R. & Mandke, V.V. 2009

Laskin, A.V. 2009

Leavy, B. 2012

Leavy, B. 2012

Lee, S.M., Olson, D.L. & Trimi, S. 2012

Liu, D., Tseng, K. & Yen, S. 2009

Low, J. 2000

Lindenmann, W.K. 1997

Massie, L. & Anderson, C.L. 2003

More, E. 1999

Marr, B. & Adams, C. 2004

McCuddy, M.K & Pirie, W.L. 2007

McDaniel E.A. & DiBella-McCarthy, H. 2012

Nielsen, A.E. & Thomsen, C. 2007

Noble, P. 1999

O'Neil, J. 2002

Owusu, Y.A. 1999

Pirie, W.L. & McCuddy, M.K. 2007

Palenchar, M.J. & Heath, R.L. 2007

Radford, G.P. & Goldstein, S.Z. 2002

Rhee, Y. 2008

Ritter, M. 2003

Ramaswamy, V. 2009

Reyes, A. 2012

Roser, T., DeFillippi, R. & Samson, A. 2013

Ryssel, R., Ritter, T. & Gemünden, H.G. 2004

Simcic Brønn, P. 2001

Sison, M.D. 2010

Steyn, B. 1999

Steyn, B. 2002

Steyn, B. & Niemann, L. 2010

Ströh, U. 1998

Ströh, U. & Jaatinen, M. 2001

Sutantoputra, A.W. 2009

Saarijärvi, H., Kannan, P.K. & Kuusela, H. 2013

Sánchez-Cañizares, S.M., Muñoz, M.A.A & López-Guzman, T 2007

Skoog, M. 2003

Therkelsen, D.J. & Fiebich, C.L. 2001

Torp, S. 2009

Tourish, D. & Irving, P. 1995

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| 7. | Conscious internal and external communication *supports* reflective stewardship: core competencies, dynamic capabilities and co-creative value creation | Trevinyo-Rodríguez, R.N. 2007
Van Ruler, B. & de Lange, R. 2003
Varey, R.J. & White, J. 2000
Veltri, S. & Nardo, M.T. 2013
Verčič, D., van Ruler, B., Bütschi, G. & Flodin, B. 2001
Verhoeven, P. 2008
Vakola, M., Soderquist, K.E. & Prastacos, G.P. 2007
Wæraas, A. & Ihlen, Ø. 2009
Wanguri, D.M. 2003
Wexler, M.N. 2009
White, J. & Verčič, D. 2001
Whittaker, C. 1996
Walters, D., Halliday, M. & Glaser, S. 2002
Wellum, J.M. 2007
Witcher, B.J., Chau, V.S. & Harding, P. 2008
Wortman, B. 2005 | |

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Van Ruler, B. & de Lange, R. 2003
Varey, R.J. & White, J. 2000
Veltri, S. & Nardo, M.T. 2013
Verčič, D., van Ruler, B., Bütschi, G. & Flodin, B. 2001
Verhoeven, P. 2008
Vakola, M., Soderquist, K.E. & Prastacos, G.P. 2007
Wæraas, A. & Ihlen, Ø. 2009
Wanguri, D.M. 2003
Wexler, M.N. 2009
White, J. & Verčič, D. 2001
Whittaker, C. 1996
Walters, D., Halliday, M. & Glaser, S. 2002
Wellum, J.M. 2007
Witcher, B.J., Chau, V.S. & Harding, P. 2008
Wortman, B. 2005 | |
| 7. | Conscious internal and external communication *supports* reflective stewardship: core competencies, dynamic capabilities and co-creative value creation | Anh, P.C. & Matsui, Y. 2011
Barnett, B.G. 1995
Barrales-Molina, V., Benitez-Amado, J. & Perez-Arostegui, M.N. 2010
Bartels, J., Peters, O., de Jong, M., Pruyn, A., van der Molen, M. 2010
Butler, C.J. 2010
Carr, A.S. & Kaynak, H. 2007
Carrington, T. & Johed, G. 2007
Choudrie, J. 2005
Ciasullo, M.V. & Troisi, O. 2013
Clutterbuck, D. & James, D. 1997
Collyer, M. 2000
Dasgupta, S.A., Suar, D. & Singh, S. 2013
Dawson-Shepherd, A. 1997
Densten, I.L. & Gray, J.H. 2001
Dezdar, S. & Ainin, S. 2011
Duignan, P.A. 2007
Dyck, R.G. 2006
Edwards, M.G. 2005
Fletcher, M. 1999
Gärtner, C. 2011
Goczol, J. & Scoubeau, C. 2003
Gregory, A. 2006
Gregory, A. 1997
Griffiths, D. & Evans, P. 2011
Harris, M.J. & Mayer, D. 1993
Heinonen, K. & Strandvik, T. 2005
Heldenbergh, A., Scoubeau, C., Arnone, L. & Croquet, M. 2006 | Ali, S.A. 2012
Boyatzis, R.E. 2006
Bygdås, A.L., Røyrvik, E. & Gjerde, B. 2004
Caruana, J. 2013
Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2008
Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2010
Desai, D.A. 2010
Foster, D. & Jonker, J. 2003
Frandsen, F. & Johansen, W. 2010
Harmancioglu, N., Droge, C. & Calantone, R.J. 2009
Johansen, W., Aggerholm, H.K. & Frandsen, F. 2012
Karns, G.L. 2011
Knoop, C.A. 2007
Khurana, R. & Mandke, V.V. 2009
Leavy, B. 2012
Lee, S.M., Olson, D.L. & Trimi, S. 2012
Letiche H 2002
Liu, D., Tseng, K. & Yen, S. 2009
Low, J. 2000
Morrison, S. 1997
Mounter, P. 2003
McCuddy, M.K & Pirie, W.L. 2007
Nevitt, B. (undated);
Nevitt, B. 1981
Nielsen, A.P. 2006 |

		Harris, P.R. 2004	Nobre, F.S. & Walker, D.S. 2011
		Hassgal, A. & Shoham, S. 2007	Schultz, L. 1975
		Hazleton, V. 2001	Sánchez-Cañizares, S.M., Muñoz, M.A.A & López-Guzman, T 2007
		Holm, O. 2006	
		Holtzhausen, D. 2002	
		Holtzhausen, D. 2002	Schwaninger, M. 2007
		Hoogervorst, J., van der Flier, H. & Koopman, P. 2004	Sheehan, N.T., Vaidyanathan, G. & Kalagnanam, S. 2005
		Kalla, H.K. 2005	Verčič, A.T., Verčič, D. & Sriramesh, K. 2012
		Kalafut, P.C. & Low, J. 2001	
		Large, R.O. 2005	Wellum, J.M. 2007
		Leavy, B. 2012	Zimpel, A.F. 2005
		Lies, J. 2012	
		Lloyd, H.L.E. & Varey, R.J. 2003	
		Mazzei, A. 2010	
		Mazzei, A. & Ravazzani, S. 2011	
		Meng, J. & Berger, B.K. 2012	
		Marr, B. & Adams, C. 2004	
		McDaniel E.A. & DiBella-McCarthy, H. 2012	
		Oliver, S. 2000	
		Overmeer, W. 1997	
		Owusu, Y.A. 1999	
		Papadakis, V.M. 2005	
		Phelps, R. 1997	
		Pirie, W.L. & McCuddy, M.K. 2007	
		Proctor, T. & Doukakis, I. 2003	
		Quinn, D. & Hargie, O. 2004	
		Ramaswamy, V. 2009	
		Reyes, A. 2012	
		Roser, T., DeFillippi, R. & Samson, A. 2013	
		Ryssel, R., Ritter, T. & Gemünden, H.G. 2004	
		Ritchie, L. 2012	
		Robson, P.J.A. & Tourish, D. 2005	
		Ruck, K. & Welch, M. 2012	
		Saari, E. & Talja, H. 2009	
		Salem, P. 2008	
		Sato, T. 2010	
		Smallman, C. & Weir, D. 1999	
		Smythe, J. 1996	
		Steffen, J. 1999	
		Saarijärvi, H., Kannan, P.K. & Kuusela, H. 2013	
		Skoog, M. 2003	
		Stewart, J. & O'Donnell, M. 2007	
		Tanova, C. & Nadiri, H. 2010	
		Tilley, E.N., Fredricks, S.M. & Hornett, A. 2012	
		Tourish, D. & Hargie, C. 1996	
		Tilebein, M. 2006	
		Trevinyo-Rodríguez, R.N. 2007	

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		Uusi-Rauva, C. & Nurkka, J. 2010 Varey, R.J. 1996 Veil, S.R. & Husted, R.A. 2012 Vakola, M., Soderquist, K.E. & Prastacos, G.P. 2007 Walsh P, Koutsakas, P., Vontas, A. & Koumpis, A. 2003 Walters, D., Halliday, M. & Glaser, S. 2002 Welch, M. 2012 Welch, M. & Jackson, P.R. 2007 Witcher, B.J. & Chau, V.S. 2007 Witcher, B.J., Chau, V.S. & Harding, P. 2008 Woodhead, S.E., Ashley, N.V. Atkinson, J.S. & Moore, M.R. 2000 Wortman, B. 2005 Yeomans, L. 2008	
8.	Mutually beneficial stakeholder relationships *supports* reflective stewardship: core competencies, dynamic capabilities and co-creative value creation	Abugre, J.B. 2012 Anh, P.C. & Matsui, Y. 2011 Barrales-Molina, V., Benitez-Amado, J. & Perez-Arostegui, M.N. 2010 Bolton, R. 1998 Bruning, S.D. & Ledingham, J.A., 2000 Bygdås, A.L., Røyrvik, E. & Gjerde, B. 2004 Camarero, C. 2007 Capozzi, L. & Zipfel, L.B. 2012 Carey, S. & Lawson, B. 2011 Carr, A.S. & Kaynak, H. 2007 Carrington, T. & Johed, G. 2007 Chang, W. 2009 Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2008 Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2010 Ciasullo, M.V. & Troisi, O. 2013 De Bussy, N. & Ewing, M. 1997 De Pablos, P.O. 2005 Desai, D.A. 2010 Dyck, R.G. 2006 Edwards, M.G. 2005 Finney, S. 2011 Foster, D. & Jonker, J. 2003 Foster, D. & Jonker, J. 2005 Geigenmüller, A. 2010 Gonring, M.P. 2008 Gregory, A. 1997 Gregory, A. 1999 Grönroos, C. 2004 Grunig, J.E. 1993 Gummesson, E. 2004	Ali, S.A. 2012 Barnett, B.G. 1995 Boyatzis, R.E. 2006 Choudrie, J. 2005 Densten, I.L. & Gray, J.H. 2001 Dezdar, S. & Ainin, S. 2011 Duignan, P.A. 2007 Gärtner, C. 2011 Khurana, R. & Mandke, V.V. 2009 Nielsen, A.P. 2006 Nobre, F.S. & Walker, D.S. 2011 Reyes, A. 2012 Schwaninger, M. 2007 Stewart, J. & O'Donnell, M. 2007 Tilebein, M. 2006 Walsh P, Koutsakas, P., Vontas, A. & Koumpis, A. 2003 Wellum, J.M. 2007 Wortman, B. 2005

		Guo, J. & Liu, C. 2012 Harnesk, R. 2004 Harmancioglu, N., Droge, C. & Calantone, R.J. 2009 Harris, P.R. 2004 Hassgal, A. & Shoham, S. 2007 Hau, L.N. & Ngo, L.V. 2012 Hazleton, V. 2001 Hoffmann, C. & Fieseler, C. 2012 Ihlen, Ø. 2008 Jaques, T. 2002 Kalafut, P.C. & Low, J. 2001 Karns, G.L. 2011 Kent, M.L. & Taylor, M. 2002 Kim, J. & Kim, Y. 2001 Kim, S. & Rader, S. 2010 Kolk, A. & Pinkse, J. 2007 Leavy, B. 2012 Leavy, B. 2012 Lee, S.M., Olson, D.L. & Trimi, S. 2012 Liang, X. & Picken, J. 2011 Liu, D., Tseng, K. & Yen, S. 2009 Low, J. 2000 Lozano, J.M. 2005 Luoma-aho, V. & Vos, M. 2010 Marr, B. & Adams, C. 2004 Marston, C. & Straker, M. 2001 Mason, C., Kirkbride, J. & Bryde, D. 2007 McCuddy, M.K & Pirie, W.L. 2007 McDaniel E.A. & DiBella-McCarthy, H. 2012 McCallum, S. & O'Connell, D. 2009 Moffat, A. & McLean, A. 2010 Moneva, J.M., Rivera-Lirio, J.M. & Muñoz-Torres, M.J. 2007 Mu, J., Peng, G. & Love, E. 2008 Ndubisi, N.O. 2007 Ndubisi, N.O. 2012 Ngugi, I.K. Johnsen, R.E. & Erdélyi, P. 2010 Overmeer, W. 1997 Owusu, Y.A. 1999 Phillips, D. 2006 Phillips, D. 2006 Pieczka, M. 2011 Pirie, W.L. & McCuddy, M.K. 2007 Ramaswamy, V. 2009 Ratten, V. & Suseno, Y. 2006 Rowley, J. 2004	

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		Roser, T., DeFillippi, R. & Samson, A. 2013 Ryssel, R., Ritter, T. & Gemünden, H.G. 2004 Saarijärvi, H., Kannan, P.K. & Kuusela, H. 2013 Sachs, S. & Rühli, E. 2005 Sahadev, S. 2008 Sánchez-Cañizares, S.M., Muñoz, M.A.A & López-Guzman, T 2007 Schwaninger, M. 2007 Sheehan, N.T., Vaidyanathan, G. & Kalagnanam, S. 2005 Simcic Brønn, P. & Brønn, C. 2003 Skoog, M. 2003 Smith, M.L. 2006 Sommerfeldt, E.J. & Taylor, M. 2011 Spitzeck, H. & Hansen, E.G. 2010 Su, H. Fang, S & Young, C. 2011 Trebeck, K. 2008 Trevinyo-Rodríguez, R.N. 2007 Vakola, M., Soderquist, K.E. & Prastacos, G.P. 2007 Wallis, J., Killerby, P. & Dollery, B. 2004 Watson, T., Osborne-Brown, S. & Longhurst, M. 2002 Weissenberger-Eibl, M. & Schwenk, J. 2009 Wendelin, R. 2011 Wu, M., Weng, Y. & Huang, I. 2012 Walters, D., Halliday, M. & Glaser, S. 2002 Witcher, B.J. & Chau, V.S. 2007 Witcher, B.J., Chau, V.S. & Harding, P. 2008 Zambon, S. & Del Bello, A. 2005 Zappi, G. 2007	
9.	Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation *enables* good corporate reputation	Adams, C.A. 2008 Alessandri, S.W. 2001 Andreassen, T.W. 1994 Argenti, P.A. & Druckenmiller, B. 2004 Aula, P. 2010 Balmer, M.T. & Gray, E.R. 1999 Balmer, J.M.T. & Gray, E.R. 2003 Bebbington, J., Larrinaga, C. & Moneva, J.M. 2008 Booth, N. & Matic, J.A. 2011	Ali, S.A. 2012 Anh, P.C. & Matsui, Y. 2011 Barnett, B.G. 1995 Barrales-Molina, V., Benitez-Amado, J. & Perez-Arostegui, M.N. 2010 Boyatzis, R.E. 2006 Bygdås, A.L., Røyrvik, E. & Gjerde, B. 2004 Carrington, T. & Johed, G. 2007 Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2008

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		Byrd, S. 2012	Choudrie, J. 2005
		Carr, A.S. & Kaynak, H. 2007	Densten, I.L. & Gray, J.H. 2001
		Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2010	Desai, D.A. 2010
		Christensen, L.T. & Askegaard, S. 2001	Dezdar, S. & Ainin, S. 2011
		Ciasullo, M.V. & Troisi, O. 2013	Duignan, P.A. 2007
		Coombs, W.T. & Holladay, S.J. 2006	Dyck, R.G. 2006
		Cornelissen, J. 2000	Edwards, M.G. 2005
		Dominguez, A.A. 2011	Foster, D. & Jonker, J. 2003
		Dortok, A. 2006	Gärtner, C. 2011
		Dowling, G. 2006	Gregory, A. 1997
		Eberl, M. & Schwaiger, M. 2005	Harmancioglu, N., Droge, C. & Calantone, R.J. 2009
		Einwiller, S. & Will, M. 2002	Harris, P.R. 2004
		Gotsi, M. & Wilson, A. 2001	Hassgal, A. & Shoham, S. 2007
		Hazleton, V. 2001	Khurana, R. & Mandke, V.V. 2009
		Harkness, J. 1999	Lee, S.M., Olson, D.L. & Trimi, S. 2012
		Harris, P. 2011	
		Hatch, M.J. & Schultz, M. 1997	Liu, D., Tseng, K. & Yen, S. 2009
		Hatch, M.J. & Schultz, M. 2003	McCuddy, M.K & Pirie, W.L. 2007
		Hemphill, T.A. 2006	
		Herstein, R., Mitki, Y. & Jaffe, E.D. 2008	McDaniel E.A. & DiBella-McCarthy, H. 2012
		Hillenbrand, C. & Money, K. 2007	Nielsen, A.P. 2006
		Hogan, J. & Lodhia, S. 2011	Nobre, F.S. & Walker, D.S. 2011
		Hutton, J.G., Goodman, M.B., Alexander, J.B. & Genest, C.M. 2001	Owusu, Y.A. 1999
			Pirie, W.L. & McCuddy, M.K. 2007
		Kim, J. & Hatcher, C. 2009	Ramaswamy, V. 2009
		King, C. & Grace, D. 2010	Reyes, A. 2012
		Knox, S. & Bickerton, D. 2003	Ryssel, R., Ritter, T. & Gemünden, H.G. 2004
		Körver, F. & van Ruler, B. 2003	Saarijärvi, H., Kannan, P.K. & Kuusela, H. 2013
		Kalafut, P.C. & Low, J. 2001	
		Karns, G.L. 2011	Schwaninger, M. 2007
		Larkin, J. 2000	Stewart, J. & O'Donnell, M. 2007
		Lee, J. & Roh, J.J. 2012	Tilebein, M. 2006
		Lewis, S. 2003	Trevinyo-Rodríguez, R.N. 2007
		Malmelin, N. & Hakala, J. 2009	Vakola, M., Soderquist, K.E. & Prastacos, G.P. 2007
		Moody, M.J. 2005	
		Murray, K. 2003	Walsh P, Koutsakas, P., Vontas, A. & Koumpis, A. 2003
		O'Connor, N. 2001	
		Oliveira, L., Rodrigues, L.L. & Craig, R. 2010	Walters, D., Halliday, M. & Glaser, S. 2002
		Omar, M., Williams Jr, R.L. & Lingelbach, D. 2009	Witcher, B.J. & Chau, V.S. 2007
		Leavy, B. 2012	Witcher, B.J., Chau, V.S. & Harding, P. 2008
		Leavy, B. 2012	Wortman, B. 2005
		Low, J. 2000	
		Marr, B. & Adams, C. 2004	
		Otubanjo, B.O. & Melewar, T.C. 2007	
		Overmeer, W. 1997	
		Powell, S., Elving, W.J.L., Dodd, C. & Sloan, J. 2009	
		Phipps, M., Brace-Gowan, J. &	

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		Jevons, C. 2010 Resnick, J.T. 2004 Romenti, S. 2010 Roser, T., DeFillippi, R. & Samson, A. 2013 Sánchez, J.L.F., Sotorrío, L.L. & Díez, E.B., 2012 Sánchez-Cañizares, S.M., Muñoz, M.A.A & López-Guzman, T 2007 Schreiber, E.S. 2001 Sharma, N. & Kamalanabhan, T.J. 2012 Sheehan, N.T., Vaidyanathan, G. & Kalagnanam, S. 2005 Simcic Brønn, P. 2012 Skoog, M. 2003 Spyropoulou, S., Skarmeas, D. & Katsikeas, C.S. 2011 Stuart, H. 1999 Swoboda, B., Haelsig, F., Schramm-Klein, H. & Morschett, D. 2009 Unerman, J. 2008 Van Rekom, J. 1997 van Riel, C.B.M. & Balmer, J.M.T. 1997 Webley, S. 2003 Wellum, J.M. 2007 Wilson, R. 2003 Worcester, R.M. 1997 Yang, S. & Grunig, J.E. 2005	
10.	Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation *enables* communicative capacity: communicative currency, capital, equity and value	Anh, P.C. & Matsui, Y. 2011 Ahamer, G. 2012 Argenti, P.A. 2006 Ballantyne, D. 2004 Barnes, C. & Walker, R. 2010 Barnett, B.G. 1995 Barrales-Molina, V., Benitez-Amado, J. & Perez-Arostegui, M.N. 2010 Benoit-Moreau, F. & Parguel, B. 2011 Boyatzis, R.E. 2006 Bruhn, M., Schoenmueller, V. & Schäfer, D.B. 2012 Bygdås, A.L., Røyrvik, E. & Gjerde, B. 2004 Carr, A.S. & Kaynak, H. 2007 Carrington, T. & Johed, G. 2007 Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2008 Cheng, M., Lin, J., Hsiao, T. & Lin, T. 2010 Choudrie, J. 2005 Ciasullo, M.V. & Troisi, O. 2013	Ali, S.A. 2012 Harmancioglu, N., Droge, C. & Calantone, R.J. 2009 Lutterer, W. 2007 Nielsen, A.P. 2006 Nobre, F.S. & Walker, D.S. 2011 Schwaninger, M. 2007 Torp, S. 2010 Van Boeschoten R 2011 Wellum, J.M. 2007

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		Chang, A. & Tseng, C. 2005	
		De Castro, G.M., Sáez, P.L. & López, J.E.N. 2004	
		Delgado-Ballester, E., Navarro, A. & Sicilia, M. 2012	
		Densten, I.L. & Gray, J.H. 2001	
		Desai, D.A. 2010	
		Dezdar, S. & Ainin, S. 2011	
		Duignan, P.A. 2007	
		Dyck, R.G. 2006	
		Eagle, L., Kitchen, P.J., Rose, L. & Moyle, B. 2003	
		Edwards, L. 2010	
		Elmer, P. 2001	
		Espejo, R. 2007	
		Edwards, M.G. 2005	
		Foster, D. & Jonker, J. 2003	
		Fussell, H., Harrison-Rexrode, J., Kennan, W.R. & Hazleton, V. 2006	
		Gärtner, C. 2011	
		Gelb, B.D. & Gregory, J.R. 2011	
		Ghosh, D. & Wu, A. 2007	
		Gray, R. 2001	
		Gregory, A. 1997	
		Gróf, A. 2001	
		Gustafsson, A., Kristensson, P. & Witell, L. 2012	
		Harris, P.R. 2004	
		Hassgal, A. & Shoham, S. 2007	
		Hazleton, V. 2001	
		Hamori, M. 2003	
		Hamrefors, S. 2010	
		Hargreaves, D.H. 2011	
		Hartman, J. & Lenk, M.M. 2001	
		Hsiao, Y., Chen, C. & Chang, S. 2011	
		Jackson, S. 2000	
		Jagersma, P.K. 2010	
		Jørgensen, K.M. 2006	
		Kauffman, L.H. 2005	
		Kevany, K.D. 2007	
		Kalafut, P.C. & Low, J. 2001	
		Karns, G.L. 2011	
		Khurana, R. & Mandke, V.V. 2009	
		Lee, T.J. 2002	
		Lerro, A. & Schiuma, G. 2013	
		Ljungquist, U. 2008	
		Leavy, B. 2012	
		Leavy, B. 2012	
		Lee, S.M., Olson, D.L. & Trimi, S. 2012	
		Liu, D., Tseng, K. & Yen, S. 2009	
		Low, J. 2000	
		Malmelin, N. 2007	

Manning, T. 2002
Marques, J.F. 2010
Marr, B. & Adams, C. 2004
McCuddy, M.K & Pirie, W.L. 2007
McDaniel E.A. & DiBella-McCarthy, H. 2012
Matos, H. & Nobre, G.F. 2009
McKernan JF & MacLullich KK 2004
Montagnini, L. 2007
Motion, J., Leitch, S. & Brodie, R.J. 2003
O'Donnell, D. 2004
O'Donnell, D., O'Regan, P. & Coates, B. 2000
O'Donnell, D., O'Regan, P., Coates, B., Kennedy, T., Keary, B. & Berkery, G. 2003
O'Regan, P. & O'Donnell, D. 2000
Ortiz, M.A.A. 2009
Overmeer, W. 1997
Owusu, Y.A. 1999
Park, C. & Kim, Y. 2003
Pedrini, M. 2007
Petrick, J.A. & Quinn, J.F. 2001
Pirie, W.L. & McCuddy, M.K. 2007
Ramaswamy, V. 2009
Reyes, A. 2012
Roser, T., DeFillippi, R. & Samson, A. 2013
Rowley, J. 2004
Ryssel, R., Ritter, T. & Gemünden, H.G. 2004
Saarijärvi, H., Kannan, P.K. & Kuusela, H. 2013
Samaraweera, M. & Gelb, B.D. 2011
Sánchez-Cañizares, S.M., Muñoz, M.A.A & López-Guzman, T 2007
Schultze, W. & Weiler, A. 2010
Seadle, M. 2012
Seetharaman, A., Sreenivasan, J., Sudha, R. & Yee, T.Y. 2006
Schiuma, G. & Lerro, A. 2008
Sheehan, N.T., Vaidyanathan, G. & Kalagnanam, S. 2005
Skoog, M. 2003
Stewart, J. & O'Donnell, M. 2007
Swart, J. 2006
Thomson, K. & Hecker, L. 2000
Tollington, T. 1998
Tilebein, M. 2006

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Vakola, M., Soderquist, K.E. &
Prastacos, G.P. 2007
Wood, L. 2000
Walsh P, Koutsakas, P., Vontas,
A. & Koumpis, A. 2003
Walters, D., Halliday, M. &
Glaser, S. 2002
Witcher, B.J. & Chau, V.S. 2007
Witcher, B.J., Chau, V.S. &
Harding, P. 2008
Wortman, B. 2005 | |

Source: Own conceptualisation

Propositions were generated using the literature case data, linking concepts and categories of the paradigm model. The propositions indicate how the categories developed in open coding, are related to the key phenomenon of *'strategic communication management in a triple context environment'.*

One of the propositions that was developed from the literature case data indicates for example that *'good corporate reputation'* results from and supports *'the conceptualisation of strategic communication management in a triple context environment'.* Another was that *'communicative capacity: communicative currency, capital, equity and value'* results from and supports *'strategic communication management in a triple context environment'.*

The propositions that describe the relationships between categories guide how categories relate to the components of the paradigm model. The paradigm model and set of propositions enabled *'strategic communication management in a triple context environment',* that was established as the core category, to be interpreted as follows:

Strategic communication management in a triple context environment is required to deliver on the demand-delivery linkage of shared expectations between top management and the top communicator. The conditions of a 'sustainability orientation', an 'inclusive corporate governance approach' and

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'integrative strategic management and strategy development' are prerequisites for *'strategic communication management in a triple context environment'*. The steps that will facilitate *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* are influenced and conditioned by factors such as:

- *Conscious internal and external communication*
- *Mutually beneficial stakeholder relationships*

Due to the above intervening conditions, separately or together, steps introduced to enhance 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' will only be successful if strategic communication management is conceptualised holistically and integratively in a triple context environment. As a consequence/outcome, 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value' may be achieved.

The storyline of the research project describes the link between the categories and the central category as follows:

The enabling and evolving role of functional and process capabilities of 'strategic communication management in a triple context environment' in the context of the shared expectations between top management and communicators about communication excellence (with specific reference to the business cycle and the communication cycle of the organisation) highlights the importance of strategic communication management in the contemporary triple context environment.

Steps to support 'strategic communication management in a triple context environment' include capabilities such as a 'sustainability orientation', an 'inclusive corporate governance approach' and 'integrative strategic management and strategy development'. These capabilities serve as conditions that support 'strategic communication management in a triple context environment'.

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'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' is also supported where *'strategic communication management in a triple context environment'* is realised. The intervening conditions for *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* consist of *'conscious internal and external communication'* and *'mutually beneficial stakeholder relationships'* that support the category of *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* to be effective and efficient. Consequently, the outcomes of *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* should be *'good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'*. *'Communicative capacity: communicative currency, capital, equity and value'* and *'good corporate reputation'* furthermore result from and support *'strategic communication management in a triple context environment'* in a double loop linkage.

The central explanatory concept of the research, defined as *'strategic communication management in a triple context environment'* enabled the categories to be organised around the central phenomenon in the preliminary framework. The narrative explanation of the paradigm model furthermore formed the basis for developing the preliminary framework around the phenomenon of *'strategic communication management in a triple context environment'*.

'Good corporate reputation' and *'communicative capacity: communicative currency, capital, equity and value'* emerged as the outcome of *'strategic communication management in a triple context environment'* which is the central category, with *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* identified as the action/interaction strategy to reach the objectives or outcomes of *'good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'*. The storyline indicates the relationships between the various categories that

provide insight into *'strategic communication management in a triple context environment'*. Such insight should result in the effective application of capabilities that not only enable but also enhance *'strategic communication management in a triple context environment'*. The propositions indicate relationships between categories of the paradigm model and highlight the importance of the phenomenon that enables excellent strategic communication management.

The narrative explanation of the paradigm model implicates a structure or pattern in *'strategic communication management in a triple context environment'*. The conditions associated with the *'conceptualisation of strategic communication management in a triple context environment'* relate to the propositions (see Table 5.7) of the paradigm model. Conditions refer to and describe 'general propositions' (with properties and dimensions) associated with the use of capabilities enabling *'strategic communication management in a triple context environment'*.

Conditions or consequences associated with capabilities in the '*conceptualisation of strategic communication management in a triple context environment'* are presented in Table 5.8.

Table 5.8   Conditions associated with the successful use of strategic communication management capabilities in a triple context environment

Category	Property	Dimension
Sustainability orientation	Responsibility	Responsive
Inclusive corporate governance approach	Stewardship	Accountable
Integrative strategic management and strategy development	Stakeholder orientation	Collaborative
Strategic communication management in a triple context environment	Integrative	Reflective
Conscious internal and external communication	Communication patterns	Meaning
Mutually beneficial stakeholder relationships	Behavioural	Happiness
Reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation	Wisdom	Create
Good corporate reputation	Representation	Ambient
Communicative capacity: Communicative currency, capital, equity and value	Communicative action	Inclusive value (Omni-value)

Source: Own conceptualisation

The grounded analysis of the literature case led to the generation of the preliminary framework for the '*conceptualisation of strategic communication management in a triple context environment*', illustrated in Figure 5.8.

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Figure 5.8   The preliminary framework for the conceptualisation of strategic communication management in a triple context environment
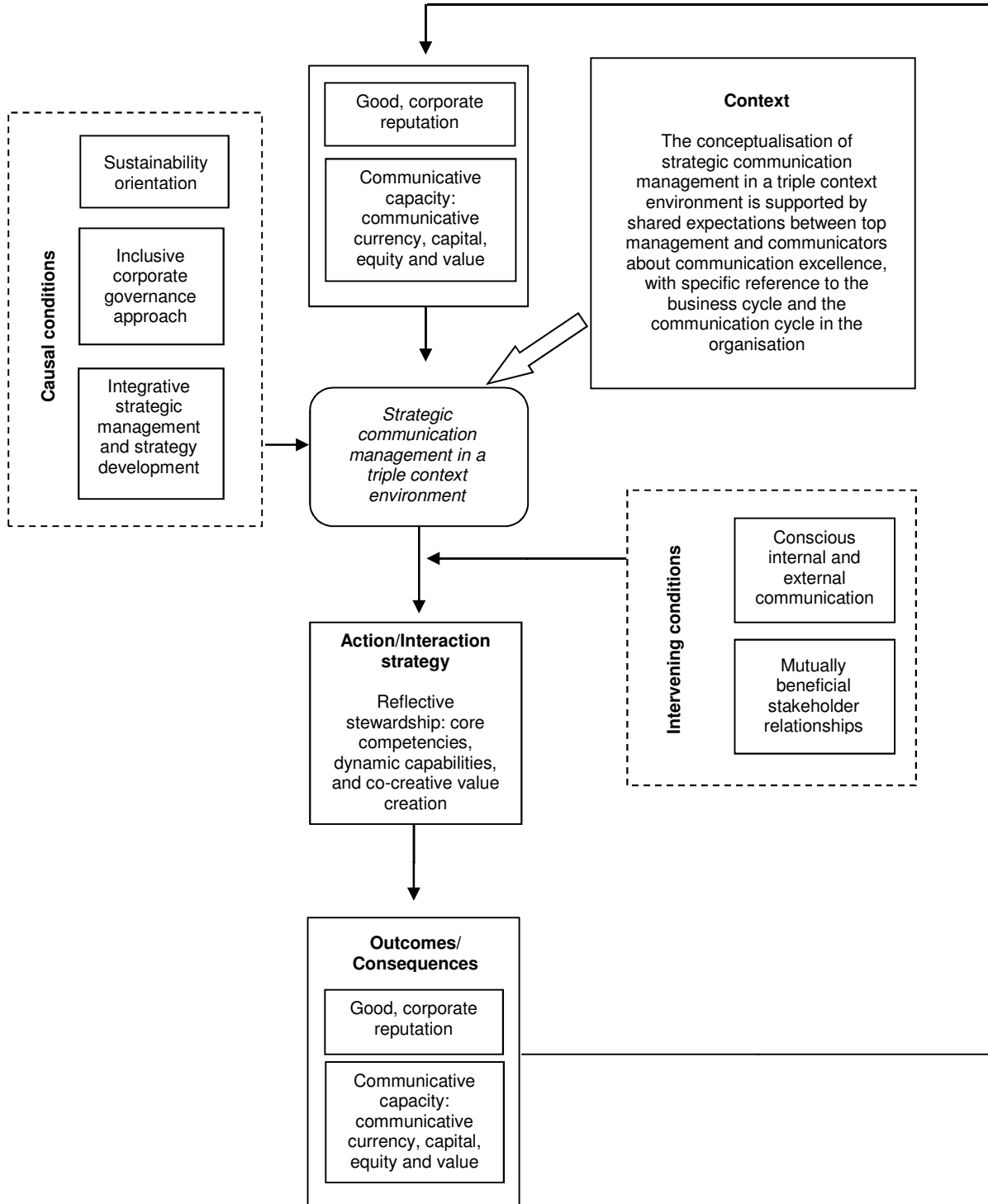
5.4 THE PRELIMINARY FRAMEWORK

Figure 5.8 illustrates the preliminary framework that resulted from the integration of the categories identified in the open coding process. The framework indicates the relationship between *'good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'* as the outcomes or consequences of *'strategic communication management in a triple context environment'* (the central phenomenon of the study), with *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* as the action/interaction strategy. Effectively addressing *'strategic communication management in a triple context environment'* therefore result in *'good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'*. The effective application of *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* in turn is supported by *'strategic communication management in a triple context environment'*, thereby acting as an action/interaction strategy for *'strategic communication management in a triple context environment'*.

The preliminary framework of components, with the propositions which indicate relationships between the categories, enabled a substantive grounded theory to be developed inductively from the data. The emerging theory, developed during a *selective coding* process, enabled a better understanding of the impact of functional and process capabilities on *'strategic communication management in a triple context environment'*.

The storyline of the paradigm model, which explains the core category, will now be developed further into a narrative description of the central category and phenomenon and the relationships with the other functional and process capabilities.

Functional and process capabilities regarding 'strategic communication management in a triple context environment' are important to managers and communication managers in the organisation. Conceptualising strategic

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communication management in a triple context environment, by means of the conceptual framework, should support the management and communication management professional to manage communication on a strategic level from a holistic conscious perspective, integrating, aligning and institutionalising the communication competencies and capabilities of the organisation on a functional and process level.

The outcome of the process, as from the initialisation of 'strategic communication management in a triple context environment', according to the expectations and demands that top management have of the communication function and the delivery on those demands by the communication function, should be viewed as 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value', which will also influence the communication competencies and capabilities on all levels of the organisation. This is made possible because of the communication management viewpoint that the organisation, that has conceptualised strategic communication management in a triple context environment from an exellence perspective, can better achieve its business vision.

Highly specialised resources are valuable for strategic communication management in a triple context environment but cannot be put into full use without functional and process capabilities which include:

- *Strategic communication management in a triple context environment*
- *Conscious internal and external communication*
- *Inclusive corporate governance approach*
- *Mutually beneficial stakeholder relationships*
- *Good corporate reputation*
- *Integrative strategic management and strategy development*
- *Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation*
- *Sustainability orientation*
- *Communicative capacity: communicative currency, capital, equity and value*

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The likelihood of success of 'strategic communication management in a triple context environment' can be increased if the communication function implements the abovementioned functional and process capabilities in the organisation. Business performance will furthermore be increased if the communication competencies and capabilities of all functions and organisational disciplines are aligned throughout the organisation. The term 'functional and process capabilities' suggests that certain abilities, although present in any organisation, are highlighted as being specifically important in the 'conceptualisation of strategic communication management in a triple context environment'. Functional and process capabilities are therefore considered to be important to management and communication management professionals implementing 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' in the strategic management of communication in a triple context environment.

Shared expectations between top management and communicators about 'strategic communication management in a triple context environment' can only be developed to its full potential when a 'sustainability orientation', an 'inclusive corporate governance approach' and 'integrative strategic management and strategy development' are considered on a strategic level in the organisation.

'Strategic communication management in a triple context environment' is therefore important to management and communication management professionals to enable and secure the institutionalisation of communication management on a strategic level. The result of 'strategic communication management in a triple context environment' is to enable the attainment of 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' pertaining to not only communication management on a strategic level, but also to corporate management on this level. 'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' are conditioned by 'conscious internal and external communication' and 'mutually beneficial stakeholder relationships'.

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Effectiveness and efficiency regarding 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' impact on excellence in 'strategic communication management in a triple context environment'. Due to the intervening conditions, separately or together, 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' will be more efficient and effective. The consequences/outcomes of 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' are 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value'. The relationship between 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'; and 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value' is enabled through the conceptualisation of 'strategic communication management in a triple context environment'. 'Good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value' should in turn support 'strategic communication management in a triple context environment'.

5.5   IMPLIED CONTRIBUTION OF THE PRELIMINARY FRAMEWORK

The preliminary framework indicates the functional and process capabilities to be interlinked in the *conceptualisation of strategic communication management in a triple context environment*. It provides a unique holistic perspective on the implementation of these capabilities in the organisation and indicates how an integrative approach to the implementation and use of functional and process capabilities could enable more effective and efficient *strategic communication management in a triple context environment*. A more holistic approach to the phenomenon of the study provides strategic value in support of management and communication management professionals in their efforts to build and strengthen interrelationships in the strategic management of communication in the organisation. This approach also makes a value-added contribution to the organisation in terms of *'good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'*.

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The various relationships that were established between functional and process capabilities in the preliminary framework necessitate the implementation of a process approach to their use in *'strategic communication management in a triple context environment'*. A holistic view on the use of these capabilities is highlighted in support of *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.'* If *'conscious internal and external communication'* is regarded as the only process capability that supports this objective, the required facilitation of *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* may be a failure. A more comprehensive approach would require that *'mutually beneficial stakeholder relationships'* must also receive attention.

The preliminary framework indicates inter-relationships that exist between the identified capabilities, although the arrangements of the inter-relationships between the capabilities must not be considered as final in its application. The interpretation of the preliminary framework must therefore not be considered as concrete and to be the final argument (Koekemoer, 2008). Based on the underlying specifics of the particular segment in which *'strategic communication management in a triple context environment'* appear, a different functional or process capability may need to be considered as an intervening condition for *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* such as an *'inclusive corporate governance approach'*. If then, for example, the *'inclusive corporate governance approach'* is the intervening condition for *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* then the *'inclusive corporate governance approach'* may need to be refocused as a causal condition for *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* and not for instance for *'strategic communication management in a triple context environment'*.

'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' secures and supports the positive facilitation of *'good corporate reputation'* and *'communicative capacity: communicative currency,*

capital, equity and value' in organisations. Effective use of the abovementioned functional and process capabilities by the management and communication management professional means that time-consuming, expensive and difficult evaluation processes in order to improve '*strategic communication management in a triple context environment'* are not required. If an evaluation of '*good corporate reputation'* and '*communicative capacity: communicative currency, capital, equity and value'* is required, the process and steps to enhance its results must consider the above factors.

The preliminary framework indicates the process for the implementation of '*strategic communication management in a triple context environment'* to be interlinked in a cycle of events that result in integrative strategic communication management. The effective use of '*good corporate reputation'* and '*communicative capacity: communicative currency, capital, equity and value'* impacts on '*strategic communication management in a triple context environment'*, thereby supporting excellent strategic communication management. This in turn increases the importance of '*strategic communication management in a triple context environment'* to secure the desired outcome of '*good corporate reputation'* and '*communicative capacity: communicative currency, capital, equity and value'*. '*Good corporate reputation'* and '*communicative capacity: communicative currency, capital, equity and value'* are vital in the support of '*strategic communication management in a triple context environment'*, and could therefore lead to market leadership and increased business performance for the organisation.

5.6   SUMMARY

In this Chapter, the grounded theory methodology guided the development of a preliminary framework. The latter explains and gives insight into the central phenomenon and the evolving use of functional and process capabilities in the strategic management of communication in a triple context environment. The paradigm model, as manifested in the preliminary framework, indicates the relationships between categories identified in the open coding process. Axial

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coding and selective coding furthermore allowed for the development of the preliminary framework. The framework is supported by a set of propositions which states the relationships between the categories.

Strauss and Corbin (1998) indicate that the findings of the research study must be verified throughout the research project. The preliminary framework introduces the next step to be initiated in the study, which involves the further development of the framework into a concluding framework that enables more insight into the conceptualisation of strategic communication management in a triple context environment. In Chapter 6 a concluding framework will be developed from empirical data, with the aim of reaching theoretical saturation of the framework. Six field studies will support the development of the concluding framework.

CHAPTER 6

THE CONCLUDING FRAMEWORK:
ANALYSIS OF THE THIRD DATA SET
(THE EMPIRICAL CASE: THE FIELD STUDIES)

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CHAPTER 6

THE CONCLUDING FRAMEWORK:
ANALYSIS OF THE THIRD DATA SET
(THE EMPIRICAL CASE: THE FIELD STUDIES)

6.1   INTRODUCTION

Strauss and Corbin (1990) assert the importance of including 'the voice of the informants' into the results and findings of qualitative research.   This Chapter describes the findings of the six field studies that reflect on the meaning that respondents ascribed to the phenomenon of the study, during interviews with them. Documents from the organisations represented by the respondents were also consulted to complete the field studies.   This empirical phase of the research supported the development of the *concluding framework* for the study.

Data from the *literature case*, consisting of the *first data set* (four slices of data) and the *second data set* (540 scientific articles) provided theoretical grounding for the preliminary framework developed in Chapter 5.   The data analysis minimised the risk of 'isolated theorising' in the process of developing the preliminary framework,   and offered insight into the *conceptualisation of strategic communication management in a triple context environment,* as well as into the relationships between the identified functional and process capabilities.

In this Chapter, field studies assisted in arriving at the *concluding framework*. Further refinement of the developed theory, or the conceptual framework, is an explicit aim of the grounded theory method. Empirical field study data have been analysed to confront the findings of the preliminary framework. To further develop the framework, theoretical sampling was used in the empirical studies to extend, develop and validate categories (with their properties and dimensions). After the data of each empirical field study had been analysed the next empirical field study would be embarked upon until theoretical saturation was reached. Only marginal improvement of categories were then recorded (Koekemoer, 2008).

The research achieved the following fundamental research objective as stated in Chapter 3:

> *To conceptualise strategic communication management in a triple context environment based on the shared expectations for communication excellence that exist between top management and communicators, with specific reference to the business cycle and the communication cycle of the organisation.*

Strauss and Corbin (1990, 1998) argue that theory concerns carefully developed concepts that are put together by statements about mutual relations that form an integrated conceptual framework. The framework explains a phenomenon or an event and as such provides guides to action. From this perspective, the use of grounded theory to develop the concluding framework, with its statement of categories and relationships, is considered to be substantive theory development (Koekemoer, 2008:181). The grounded theory procedure followed in this Chapter is illustrated in Figure 6.1 below.

Figure 6.1   Grounded theory process followed in Chapter 6
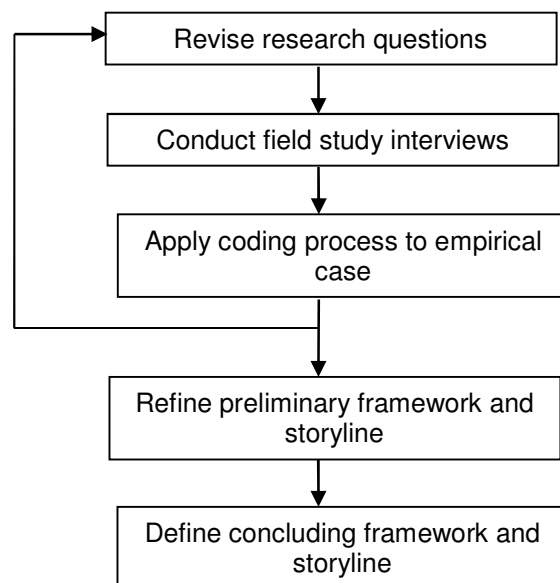
Source: Adapted from Koekemoer (2008:181)

The use of the two literature cases and an empirical case (field studies) in the process of research is illustrated in Figure 6.2.

Figure 6.2   The literature cases and empirical case in the sequence of research
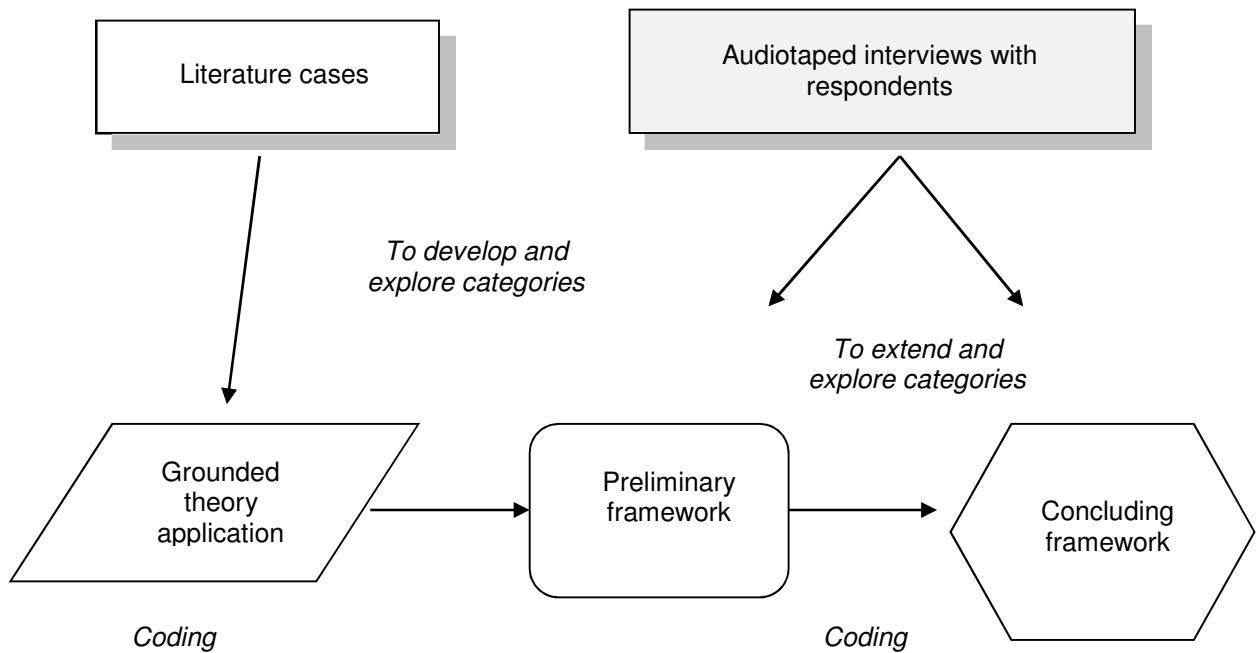
Source: Adapted from Koekemoer (2008:182)

The data collected in the empirical field studies were analysed to extend current categories and relationships; and to explore new categories and relationships of the preliminary framework. The data collection method used in the empirical field studies was individual interviews. Details of the individual interviews that were conducted, are provided in Table 6.1. The grounded theory approach was used to code the transcribed interviews.

6.2   THE THIRD DATA SET (THE EMPIRICAL CASE: THE FIELD STUDIES)

The field studies were performed in the provinces of Gauteng and the Western Cape, South Africa, during the period May 2012 to September 2012. The organisations and their CEOs, or former CEOs, represent diverse industries, ranging from a stock exchange, the insurance sector, the banking sector, the government sector, the higher education sector and the NGO sector. The respondents were asked if they would be willing to participate in the research because of their unique position as CEO or former CEO of the organisation. The incumbent of this position would typically be ultimately responsible for the strategic management, as well as the strategic communication management, of the organisation.

Table 6.1   Description of individual interviews

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Individual interviews

A pilot interview and six individual semi-structured interviews were conducted with the chief executive officers, or former chief executive officers, of six different organisations in South Africa to determine their expectations of strategic communication management in a triple context environment. Interviews from between 1 hour to 2 hours 30 minutes were recorded and then transcribed.

Respondents have been selected from six different industries to mirror the diversity of individuals and organisations that operate in a triple context environment. The organisations all had communication functions that were structured differently. The respondents' professonal experience as CEO or former CEO and therefore as a member of the dominant coalition, determined their inclusion in the sample.

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A pilot interview was conducted with the Sustainable Development Adviser of a multinational company in the petroleum industry, with its head office based in Johannesburg, South Africa. The rich data obtained from the interview guided the remit for the rest of the study, as well as the semi-structured questionnaire for the field studies (to be conducted subsequently). Although the themes in the pilot interview remained the same for the rest of the interviews, it was decided

after this pilot interview to change the compilation of the sample and to approach CEOs and former CEOs of organisations as respondents, rather than individuals in the organisation responsible for sustainability, governance or communication functions. This decision was prompted by the assumption that respondents in the new sample would better be able to address the themes relevant to the research problem, the research objectives and the research questions, with specific reference to the phenomenon of "shared expectations between top management and communicators".

As such, CEOs and former CEOs would be able to indicate the demands that top management have of communicators and the communication function, on which communication managers must deliver in a demand-delivery linkage. The research could therefore assist in the conceptualisation of strategic communication management in a triple context environment based on the shared expectations between top management and communicators, with specific reference to the business cycle and the communication cycle. The criteria for inclusion in the research were that the organisation should operate in a triple context environment and should have a communication management function. The interviews that were transcribed, formed the basis of the grounded theory analysis.

Individual semi-stuctured, in-depth interviews were conducted with six respondents. The low-level basic questions designed in Chapter 3 were considered as themes and guided the conversation - answers to the specific questions were not sought. The themes in the exploratory low-level basic questions were used to keep the interview on topic. Probes were used during the interviews to clarify themes that were considered incomplete or that lacked depth. Flexibility in the use of questions focused subsequent interviews on emerging new ideas and themes (Koekemoer, 2008:184-186). Transcripts of interviews are included in Annexure B.

The themes explored during the interviews are listed in Table 6.2.

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Table 6.2   Themes explored during the interviews

Interview themes
Sustainability orientation
Inclusive corporate governance approach
Integrative strategic management and strategy development
Strategic communication management in a triple context environment
Conscious internal and external communication
Mutually beneficial stakeholder relationships
Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation
Good corporate reputation
Communicative capacity: Communicative currency, capital, equity and value

The iterative approach to the six field studies involved the use of an ongoing cyclical process of collecting and analysing data for concepts. The coding process of the grounded theory methodology was implemented and tested against the existing preliminary framework. Data analysis and testing may indicate a need to change the approach to the research questions. It may also impact on the number and variety of field studies included in the research. Each interview would only proceed after completion of the previous data analysis. Several interviews probed deeper into additional themes that were identified in previous interviews (Koekemoer, 2008).

Several iterations of the process of data collection and analysis enabled the development of the concluding framework. This process is illustrated in Figure 6.3 below.

Figure 6.3   Iterative approach to data collection and analysis
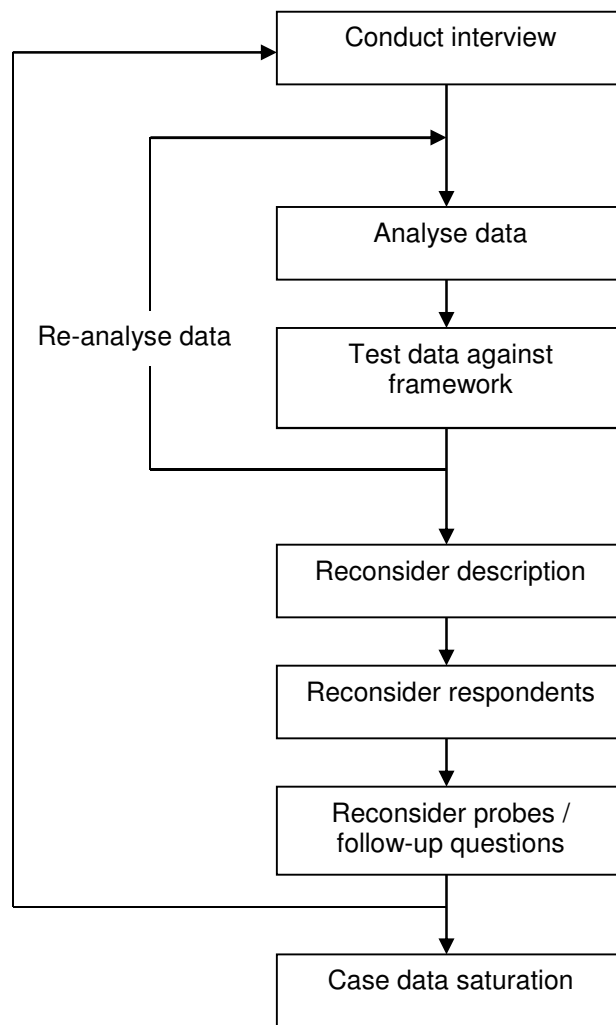
Source: Adapted from Koekemoer (2008:185)

The data were gathered from CEOs and former CEOs of six organisations that participated as entities that are influenced by a triple context environment and that manage communication on a strategic level. The six organisations in the field studies are involved in different sectors of the marketplace, with the first being one of the most successful and well-known NGOs in the country; the second being one of the fastest growing organisations in the insurance industry; the third being the highest government office in the country and representing government communication; the fourth having won awards for being one of the

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most successful stock exchanges in the world; the fifth being one of the largest distance education institutions in higher education in the world; and the sixth being one of the four biggest banks in South Africa. The characteristics of the individuals interviewed in the six field studies are listed in Table 6.3.

Table 6.3   Characteristics of respondents

	Type of industry/sector	Organisation	Title
Pilot interview	Energy sector (Petroleum)	Sasol	Sustainable Development Adviser
Study 1	NGO sector	Cotlands	Executive Director
Study 2	Insurance industry	Sanlam	Group Chief Executive
Study 3	Government sector	Government Communication and Information System (GCIS)	Former Minister in the Office of the Presidency
Study 4	Stock exchange	Johannesburg Stock Exchange	Former CEO
Study 5	Higher education sector	UNISA	Former Vice-Chancellor and Principal
Study 6	Banking sector	ABSA	Former CEO

The six organisations are briefly described below.

A   Field study 1 (Empirical category 1 = EC1)

Field study 1 (EC1) is a registered, non-profit organisation (NPO) that has started as a baby sanctuary approximately 80 years ago and has since been supporting children with special needs. Today, its services extend across six provinces, with its head office situated in Johannesburg. It leads the way internationally with its models of child care – a milestone reached through the financial support of donors.

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Cotlands' vision is "To nurture the hero in every child", while its mission is to provide an integrated model of care for young children and their families by empowering them to improve their quality of life. The NPO's operations are underpinned by the following values: responsive, interdependent and quality. A shift in strategic focus, has introduced some changes to its brand, shifting from a "caring" archetype, to the "hero" in everyone, thus creating communication value in a unique way.

As part of its ongoing process to assess its services, Cotlands has engaged with its stakeholders on a spectrum of issues – including the identification of some risks. Stakeholders include trade associations, beneficiaries, the management board, donors and partners, employees, the government, hospice pallative care association, multi-disciplinary professionals, schools, suppliers and volunteers.

Through client satisfaction surveys, community needs assessments and engagement with stakeholders, the NPO ensured that community needs are met, gaps in service delivery are closed and duplication is avoided. Representatives from regions are usually invited to spend a week at the head office in Johannesburg to discuss and develop a strategic plan for the next three years, to review its vision and mission and to revisit the organisational values. These representatives are challenged to share the plan and relevant information with their colleagues. The organisational development committee considers the monitoring and evaluation of the implementation of a new strategic plan in conjunction with external stakeholders.

The directors are responsible for the selection, preparation and presentation of performance information; the identification of stakeholders and stakeholder requirements; material issues; commitments with respect to performance; and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived for presentation in its integrated report.

The organisation reports in its integrated report on the issues that link to all of the above stakeholders, as well as on the communication with each of these groups. Reporting takes many forms throughout the organisation, including monitoring and evaluation reports to donors, the integrated report, and progress reports to government departments. This also contributes to maintaining engagement with stakeholders. The organisation has a good reputation in the NPO sector locally and internationally (where it contributed to the development of the Global Reporting Initiative (GRI) guidelines for the NPO sector), and is highly regarded by the general public. Evidence of this is the high profile donors that are listed in its integrated reports.

The interview was conducted with the Executive Director of Cotlands. It concentrated on topics related to sustainability, corporate governance, strategy, communication, stakeholder relationships and corporate reputation, as well as management and communication management structures, policies, systems, processes, performance, measurement, research, knowledge management (business and communication intelligence) and integrated reporting. The aim of the interview was to develop additional categories that could support the concluding framework.

B   Field study 2 (Empirical category 2 = EC2)

Field study 2 (EC2) is one of the largest companies in the insurance industry in South Africa, with its head office situated in Bellville, near Cape Town. Since its establishment in 1918, it has been part of the South African business landscape and its strong performance during the global financial crisis bears testimony to its resilience. The organisation's vision is to be a leader in wealth creation and protection.

Sanlam demutualised and listed on the JSE Limited and Namibian Stock Exchange in 1998. This financial services group has offices throughout South Africa, as well as business interests elsewhere in Africa, Europe, India, the USA and Australia. Its Corporate Office includes the centralised functions of

strategic direction, Group financial and risk management, Group marketing and communications, Group human resources and information technology, Group sustainability management and corporate social investment, and general Group services.

The five pillars of its strategy are: optimal capital utilisation; earnings growth; costs and efficiencies; diversification; and transformation. Sustainability is furthermore considered to be a strategic business component, enabling the company to remain responsive to the expectations of its stakeholders and the environment. Its management framework includes the following material sustainability pillars: ensuring sound governance; developing its people; providing responsible products and services; investing in a prosperous society; and promoting environmental responsibility.

The company has identified a systematic approach to identify, prioritise and engage with its key stakeholders. As part of a co-ordinated stakeholder management strategy and action plan, its stakeholder map identifies and prioritises the company's stakeholders based on an assessment of their dependence on its activities and their ability to influence what the company does. Senior executives have been assigned responsibility for each of the priority stakeholder groupings. As such, it seeks to ensure a Group-wide approach to engaging with stakeholders and understanding and responding to their respective interests. The outcome of these engagements informs the Group strategy and internal risk assessment processes.

Through its membership of The Reputation Institute, it analyses stakeholders' perceptions regarding the nature of its products and services, and the quality of its internal policies and procedures. The studies are reviewed annually, together with the Group strategy and inform its planning for the year ahead. The sustainability management framework furthermore includes specific key performance indicators aimed at securing effective engagement and feedback mechanisms. These include provision for the Group and each cluster to annually review and identify existing and emerging stakeholder issues. The

nature and outcome of these engagements feed into the annual performance appraisal of responsible individuals and inform the integrated and sustainability reporting processes.

Together with environmental, social and governance (ESG) issues as well as the triple bottom line of profit, people and planet, trust is considered an important element of the organisation's success. High trust levels significantly improve communication, collaboration, innovation and execution of strategy and can as such impact on the company's bottom line. The relationship of trust, combined with consistent strategy has played an important role in the ability of the Group to deliver shareholder value. Chief executives of various business clusters also report to the Social, Ethics and Sustainability Board committee.

Its Board is committed to the highest standards of business integrity, ethical values and governance; it recognises the responsibility of the company to conduct its affairs with prudence, transparency, accountability, fairness and social responsibility, thereby safeguarding the interests of all its stakeholders. It furthermore complies with the requirements for good corporate governance stipulated by King III and the JSE SRI Index; it subscribes to a governance system whereby ethics and integrity set the standards for compliance; and it continuously adopts its structures and processes to facilitate effective leadership, sustainability and corporate citizenship to reflect national and international corporate governance standards, developments and best practice.

The interview was conducted with the Group Chief Executive of Sanlam. It concentrated on topics related to sustainability, corporate governance, risk management, strategy, communication, integrity and authenticity, stakeholder relationships, an integrated approach to organisational disciplines and processes, and corporate reputation. The aim of the interview was to develop additional categories that could support the concluding framework.

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C   Field study 3 (Empirical category 3 = EC3)

Field study 3 (EC3) is a government department with the following vision: "The pulse of communication excellence in government". Its mission is: "Lead the strategic communication of government, ensure coherence of message, and open and extend channels of communication between government and the people, towards a shared vision". Its values include: professionalism, diversity, openness and transparency, innovation, and honesty and integrity.

The Government Communication and Information System (GCIS) was formally established in terms of Section 239 of the Constitution and is a strategic unit in The Presidency in terms of Section 7 of the Public Service Act, 1994. It is mandated to co-ordinate, guide and advise on government communication, including media liaison, development communication and marketing. The GCIS represents a government-wide communication system that is positioned to provide strategic leadership in addressing the information needs of citizens.

South Africans are becoming more literate and varied in the communication choices they exercise. Government communication therefore has to display the same innovation, flexibility and insight. To ensure that communication is effective, the department has developed and enhanced various platforms. The developmental agenda that government is driving, supported by a people-centered government communication system, enables the Department to energise all government departments in uplifting the government's voice. This is not just in the media space but also in communities and among ordinary South Africans, where people are empowered to act as socio-economic agents that contribute towards a democracy.

The Department states that government communication has evolved into the domain of activism communication, which aims to bring about a deliberate change in people's behaviour in taking ownership and responsibility to lead a better life.

It ensures that it remains relevant to the youth who are the future leaders, and uses social media platforms to initiate and remain in touch with people – and their feelings and perceptions – and to advance government's own messages and programmes. The South African Government recognises that it does not exist in isolation and that the regional, continental and international communities are essential in the socio-economic development of South Africa.

The department aims to provide a comprehensive communication service on behalf of the government. This involves the majority of South Africans in governance, reconstruction and development, nation-building and reconciliation. The department is organised into three programmes: Administration, Communication and Content Management, and Government and Stakeholder Engagement.

The GCIS has set seven strategic objectives:
1. Provide strategic leadership in government communication
2. Strengthen and manage the government-wide communication system for effectiveness and proper alignment
3. Learn and explore communication methods and practices to enhance communication
4. Lead and guide the domestic and international marketing of South Africa
5. Build partnerships with strategic stakeholders in pursuit of GCIS' vision
6. Operate communication platforms that will keep public servants informed
7. Operate an efficient, effective and compliant government communication organisation.

The interview was conducted with a former Minister in the Office of the President. Topics that were discussed include responsible, communicative leadership, development communication, sustainability, governance, strategy, stakeholder relationships, change and transformation, the media, and dialogue and listening. The aim of the interview was to develop additional categories that could support the concluding framework.

D   Field study 4 (Empirical category 4 = EC4)

Field study 4 (EC4) is the only stock exchange in South Africa and one of the most successful of its kind in the world. It has been recognised for its best practices by being awarded numerous national and international industry prizes.

The Johannesburg Stock Exchange (JSE) presents a view of its activities in terms of the financial, economic, social and environmental issues that are relevant to its strategy and performance. Its corporate strategy focuses on resilience, with its theme *Built for the Future*. The strategic themes, which culminate in sustainable performance and shared value for the organisation, include:

- Sustained commercial growth with the focus areas of products and services
- Sustainable competencies with the focus areas of people, systems and technologies
- Sustainable community with the focus areas of sound corporate governance, stakeholder engagement and sustainable environmental management.

The above focal points are grounded in its influence on sound corporate governance and the proactive management of its environment. The organisation aims to provide a fully integrated financial market for African securities and to be a gateway for international products and markets for African investors. It is a fully electronic exchange, offering issuance, and trade and post-trade services across the following five markets: equity, equity derivatives, commodity derivatives, spot and derivative interest rate products, and currency derivatives. It also packages and sells market-related data. As a self-regulating organisation, the JSE regulates issuers and investors in terms of the Securities Services Act, 2004. It is also supervised by its regulator, the Financial Services Board. It employs approximately 500 people and plays a key role in the economic development of a wide range of stakeholders.

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The JSE recognises that it needs to grow in a manner that builds long-term resilience and relevance in the context of an increasingly competitive world. It also plays a key role in South Africa's financial services ecosystem and in the economic development of stakeholders.

The year 2013 marked its seventh year as a listed company. Its philosophy is to encourage an environment where people feel valued. This is achieved through people policies and team practices that enhance, amongst others, the following factors:

- Empowerment of others and self, linked to accountability
- Investment in people and continuous learning
- A high-performance culture achieved through diverse individuals and teams
- Equity and democracy in the workplace.

As a resilient organisation, the JSE builds upon the following foundations: diversified, capable, respected, workforce; integrated, customer-focused, collaborative culture; regulatory and market credibility; market and client intelligence; technology driven; rigorous cost understanding and focus; integrated trading; integrated clearing and settlement; and innovative products and services.

The interview was conducted with a former CEO of the JSE. It concentrated on topics related to sustainability, corporate governance, strategy, communication, stakeholder relationships, corporate reputation, leadership and stewardship, values and ethics, change and transformation, organisational character and culture, and the media. The aim of the interview was to identify additional categories that could support the concluding framework.

E   Field study 5 (Empirical category 5 = EC5)

Field study 5 (EC5) is South Africa's oldest university and the longest standing dedicated distance education university in the world, with a history dating back

to 1873. Its alumni can be found in the most senior echelons of society across the world. The institution enrols nearly one-third of South African students, which reflects South Africa's democratisation process and its status on the continent.

As it has developed and matured into an effective and efficient 21st century university, Unisa's institutional and management structures have been continually adjusted to meet regulatory requirements, socio-economic dynamics and institutional transformation and growth requirements. The institution has embraced the fact that it needs to adapt to the fast-paced higher education environment of the 21st century, which is reflected in its management style and leadership practice. It operates in an environment characterised by complex challenges, emanating from its ongoing transformation imperative.

Unisa's vision "Towards the African university in the service of humanity" guides the following mission:

> *"Unisa is a comprehensive, open distance learning institution that produces excellent scholarship and research, provides quality tuition and fosters active community engagement. We are guided by the principles of life-long learning, student centredness, innovation and creativity. Our efforts contribute to the knowledge and information society, advance development, nurture a critical citizenry and ensure global sustainability."*

Values the company steer by are: social justice and fairness; and excellence with integrity. Its value proposition include: accessible, flexible and globally recognised.

Transformation is sponsored, driven and led by the Vice-Chancellor and is articulated and advocated by the entire institutional leadership. Transformational leadership is present at all levels and in all sectors of the organisation, not necessarily dependent on positional power. Leaders are described by the institution as individuals who have insight into how things are in comparison to where they need to be; with the resolve and capability to act in

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pursuit of institutional and societal change initiatives; in the face of resistance and limited resources.

Cultural and institutional change entails the reconfiguration of systems, processes, structures, procedures and capabilities. Transformation is continually monitored; milestones agreed; and progress evaluated and measured, with individual and collective accountability for clearly identified responsibilities.

The above is accomplished through communication, conversation, conservation, community, connection, care, collegiality, commitment, co-operation, creativity, consultation and courage. In this way, Unisa is constructing a DNA characterised by oppenness, scholarly tradition, critical thinking, self-reflection and the values of African cultures – openness, warmth, compassion, inclusiveness and community.

The interview was conducted with a former Rector of Unisa, who could provide data on the business and communication capabilities of the organisation. The semi-structured interview concentrated on the topics of communicative leadership, governance, strategy, change and transformation, communication, dialogue and listening, stakeholder relationships, corporate reputation and an integrated approach to organisational disciplines. The aim of the interview was to identify additional categories that could support the concluding framework.

F   Field study 6 (Empirical category 6 = EC6)

Field study 6 (EC6) is listed on the JSE Limited, and is one of South Africa's largest financial services groups. The organisation offers a complete range of retail, business, corporate and investment banking, insurance and wealth management products and services. The Group's business is conducted primarily in South Africa, with other business interests in Mozambique and Tanzania, Namibia and Nigeria and in Botswana and Mozambique.

From its perspective, sustainability encompasses not only environmental issues, but also broader issues of a social, economic and financial nature. Its One Absa strategy changes the way it does business and how it collaborates internally. It also aims to achieve sustainable growth in targeted markets; standardise and streamline the Group; create a customer and people centred organisation; optimise its balance sheet; and strengthen its risk management.

The values that guide its employees in their engagements include the following:
- "Strive to exceed the needs of our customers
- Demonstrate integrity in all our actions
- Display leadership in all that we do
- Value our people and treat them with fairness
- Take responsibility for the quality of our work."

The organisation aims to focus on customer delivery through its four main business segments, namely Retail Banking, Absa Business Bank, Absa Capital and Financial Services. The foundations of its long-term sustainability are the strength of its relationships; the quality of its resources; and how effectively it is able to leverage its resources to the best advantage of all its stakeholders.

From a sustainability perspective, Absa has distilled a list of five material issues that serve as a framework to develop its strategy, which include: sustainable financial viability; process and system effectiveness; customer experience; its people; and economic equity. In this regard, the governance of its decision-making processes and its behaviour are critical.

It states clearly that it creates value through its relationships with stakeholders. It is critical for the organisation to identify stakeholders and to engage with them so that valid concerns can be heard and documented. These concerns determine the issues that are important to the organisation's long-term success. In defining its stakeholders, Absa's board have been guided by the nature of stakeholder expectations and have grouped stakeholders with similar interests. It has a formal decentralised stakeholder engagement model with a practical

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framework designed around its main stakeholder groups. It uses policies and methodologies to govern communication and conduct with stakeholders, and to cater for their diverse and sometimes conflicting interests and concerns. This is a continuous process, and the organisation's policies and methodologies are widely informed by best practice; corporate governance and legislative requirements; as well as by risk and reputation management principles.

Absa employs diverse mechanisms at various levels to secure feedback: from small group discussions such as analyst meetings with management, to formalised quantitative research such as customer perception audits and employee opinion surveys. The frequency and blend of mechanisms are informed by both the stakeholder and issue under consideration. In engaging with stakeholders, the organisation aims to provide a consistent message based on its strategy, ethics and values. These concerns form the basis for their material issues.

The interview was conducted with a former CEO of Absa. It focused on the topics of sustainability, corporate governance, strategy, communication, stakeholder relationships, corporate reputation, an integrated approach to organisational disciplines, leadership, organisational culture, values and ethics, risk management and dialogue. The aim of the interview was to identify additional categories that could support the concluding framework.

The above six field studies assisted in developing and refining the concepts and categories of the preliminary framework. The further development of the existing research questions is considered in the next sub-section, in order to improve on it. Enhanced research questions may contribute to obtaining more value from the field studies. Theoretical sampling of the field study data will also be addressed in the next section.

6.3   THEORETICAL SAMPLING OF THE THIRD DATA SET

Simultaneous data collection, coding and analysing take place during the theoretical sampling of case study data, in order to develop the concluding framework of the study. The preliminary framework is refined through the continuous and systematic analysis of the field study data, leading to an enriched conceptual framework that explains the phenomenon of the study. Respondents included in the field studies were selected on the basis of their potential to deliver information that could be used to test and refine emerging categories. Empirical case data are analysed to develop, elaborate and saturate categories of the preliminary framework in order to arrive at the concluding framework. This analysis enables variation in relation to existing concepts of the literature case data to be discovered and to further develop and refine categories of the preliminary framework (Koekemoer, 2008).

Theoretical sampling enables the researcher to develop and create density and to saturate categories with new data in order to arrive at a well-developed theoretical framework (Strauss & Corbin, 1998:203). Theoretical saturation is achieved when the categories and relations between categories are fully described and no new information is forthcoming from respondents - no additional information can therefore be identified from the field study data (Koekemoer, 2008:192).

Through the grounded theory methodology theoretical sampling and data analysis happen in sequence. As such, data analysis guides the process of data collection (Strauss & Corbin, 1998:203). The constant comparison method is central to analysing field study data. It considers the relevance of field study data by identifying similarities and differences; allows for new concepts to be discovered; new relationships between categories to be identified; and properties of categories to be reviewed. Concepts discovered in the field study data are compared with the literature case data in order to identify similar and different concepts (Koekemoer, 2008:192-193).

According to Strauss and Corbin (1998:78) the research questions, formulated prior to the development of the preliminary framework, may need to be modified afterwards. The low-level basic research questions focus the coding processes of the grounded theory methodology and have been revisited during this phase of the research to determine whether they were narrowed down sufficiently, yet broad enough to allow flexibility in collecting and analysing empirical field data. The questions also focused the coding processes in the development of the preliminary framework of the study (Koekemoer, 2008:193).

The low-level basic research questions, used during the interviews as well as during the processes of collecting, analysing and coding the empirical field data are listed in Table 6.4.

Table 6.4   Low-level basic questions formulated using the process-based approach

'What is?' perspective	'How does?' perspective
What are the changing knowledge requirements for communication managers regarding the manager role, two-way symmetrical communication and two-way asymmetrical communication in a triple context environment? What are the changing shared-expectations between top management and the communication function that will affect the demand-delivery linkage, manager and senior adviser roles, and departmental power in a triple context environment? What is the effect of the triple context environment on the culture of the organisation?	How do sustainability, governance and strategy affect the strategic management of communication in a triple context environment? How does the inclusive approach to corporate governance affect the strategic management of communication in a triple context environment? How does the governing of stakeholder relationships affect the strategic management of communication in a triple context environment?
'Why is?' perspective	**'How should?' perspective**
Why is integrated reporting important for strategic communication management in a triple context environment? Why is integrated thinking important for strategic communication management in a triple context environment?	How should sustainability, governance, and management be considered in the strategic management of communication in a triple context environment? How should internal communication, external communication and the co-ordination of internal and external communication be

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Why are the "capitals" (financial, manufactured, intellectual, human, social and relationship, natural), important for strategic communication management in a triple context environment?	considered in the strategic management of communication in a triple context environment?
Why is the business model important for strategic communication management in a triple context environment?	How should an organisation's character and values; a culture of listening and engagement; and societal, organisational, individual and professional responsibility, be considered in the strategic management of communication in a triple context environment?

The low-level basic research questions are similar to 'guiding questions', that guide interviews and analysis of the field study data of the research (Strauss & Corbin, 1998:78). The use of questions during the coding process also supports theoretical sampling of the empirical case data and the constant comparison principle (Koekemoer, 2008:195).

6.4 HIERARCHICAL PROCESSES OF CODING OF THE THIRD DATA SET

The three steps in the process of coding, namely *open coding*, *axial coding* and *selective coding* of the field study data, will be discussed next. The empirical case data will be analysed in relation to the preliminary framework developed in Chapter 5. The existing propositions of the preliminary framework will be reconsidered, and revised if necessary. New propositions will be generated and included in the development of an enriched conceptual framework explaining the relations between existing and new categories and sub-categories (Koekemoer, 2008:196).

6.4.1 Open coding of the empirical case data

The process of *open coding* enables the analysis of data collected from field studies. After transcribing each of the six interviews (Annexure B) conducted as part of the empirical phase of this research, the transcripts were analysed, reviewed and validated with the preliminary framework. Each line of a transcript

is reviewed in the process of *open coding*. The exploratory questions (generated in Chapter 3) were used to validate existing concepts of the preliminary framework and to identify new concepts (Koekemoer, 2008:196).

Analysis worksheets (as in Chapter 5, Exhibit 5.1) were also used in the analysis of the field study data. (The worksheets of the process of open coding of the field study data in Chapter 6 are listed in Annexure C.) New concepts that were identified from the field study data were used to refine existing categories and to develop new categories or sub-categories, based on the new insight gained through the use of low-level basic research questions about the phenomenon of the study (Koekemoer, 2008:196).

This insight was presented in more abstract explanatory terms in the development of the concluding framework with the storyline of the study. New concepts were first considered for inclusion in existing categories of the preliminary framework. The *properties* and *dimensions* of existing categories were revised to incorporate related new concepts, each with its own label. Where a sufficient number of new and unrelated *concepts* were identified, that did not fit any of the *existing categories* of the *preliminary framework*, a new category or sub-categories (with a label) would be established. In considering its inclusion in the concluding framework, each *new category* or *sub-category* was refined in terms of *properties* and *dimensions* (Strydom *et al.*, 2002:350; Koekemoer, 2008:197).

The process of *open coding* yielded ten new sub-categories to be included in the concluding framework. The new sub-categories did not match the existing categories of the preliminary framework. From this, the concluding framework was developed in order to create a deeper understanding of the phenomenon of the study. The new sub-categories with their *properties* and *dimensions* are listed in Table 6.5.

Table 6.5   Sub-categories identified in open coding of field study data

Category: Responsible, communicative leadership			
Concepts	**Properties**	**Dimensions**	
1. Social relations	Stakeholder involvement	Internal communication	External communication
2. Human relations	"Whole leadership"	Good behaviour (leads to increase in profits)	Poor behaviour (leads to decrease in profits)
3. Good communicator	Leader understands communication well	Technical communication	Strategic communication
4. Leave a legacy	Performance	Take the organisation to the next level	Manage organisation today and tomorrow
5. Leader incarnates the ethos of the organisation	Personality	Leader must radiate values	Leader must incarnate culture
6. Values and stakeholder relationships	Communicate values	Strategic	Technical

Category: Values, ethics, authenticity and integrity			
Concepts	**Properties**	**Dimensions**	
1. Ethics	Agenda point at every meeting	Address ethics in a particular field	Service delivery issues
2. Reputation	Consistency (Trust)	People want to know what they are going to get	People do not want uncertainty
3. Trust	Confidentiality	Acceptable, right behaviour	Unacceptable, wrong behaviour
4. Mutual respect	Both parties	Respect	No respect
5. Image of organisation and leader	Accessible	Friendliness and joy	"Gimmicks"
6. Value system ("Space of wisdom")	Align stakeholders	Stakeholder will buy from you if your values are aligned	Stakeholders will not buy from you if your values are not aligned

Source: Own conceptualisation

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Table 6.5 Sub-categories identified in open coding of field study data (continued)

Category: Organisational character and culture			
Concepts	**Properties**	**Dimensions**	
1. Caregiver	Brand archetype	Nurturing	Shaping tomorrow's hero
2. High performance culture	Involve people	People must know what they have to do more of	People must know what they have to do less of
3. System of communication	Communication network	System	Service
4. "One agenda"	Mission, vision, strategy, budget	A motto ("deliver the job") or certain jargon are present	A motto or certain jargon are not present
5. Strong management	Legitimacy	Management does not always have to be accepted	Management must be understood
6. Value system is core of culture	Code of conduct directs behaviour	Employees / stakeholders live the values	Employees / stakeholders do not live the values

Category: Change and transformation management			
Concepts	**Properties**	**Dimensions**	
1. Transformation - theme for annual report	Single document for future reference	What we did	How we did it
2. "Embracing of change"	Slow change	Broader view of the business in order to grow	Progression also in terms of the broader society
3. Not possible to change or transform	Create something different	Traditional approach to communication	New strategic approach to communication
4. Transform if you get things wrong	"Must deliver the job"	Consciously transforming	Not consciously transforming
5. Prepare people for transformation	New culture	Changing nature of the institution	Changing nature of stakeholders
6. Not *what* you do but *how* you do it	Inclusive	Risks	Opportunities

Table 6.5   Sub-categories identified in open coding of field study data (continued)

Category: Knowledge creation			
Concepts	**Properties**	**Dimensions**	
1. Knowledge of next generation	Successful	Share knowledge	Keep knowledge to yourself
2. Easy access to information	Continuous flow of information	Continuous organisational performance information flow	Little flow of information about organisational performance
3. Encourage people to read	Information distribution	Empowers people	Disempowers people
4. Knowledge of the industry	Understand the game	Surveys can be done	Surveys do not have to be done
5. Knowledge development	*College*	Progression of knowledge	Segments of knowledge
6. Share knowledge	Relevant information	Opportunity for feedback	No opportunity for feedback

Category: Risk, issues and crisis management			
Concepts	**Properties**	**Dimensions**	
1. Annual risk assessment	Agenda point at every meeting	Address risks, issues and crises in a particular field (also perceptual risk)	Fail to address risks, issues and crises in a particular field (also perceptual risk)
2. Issues measurement	Performance driven	"Under promise and over perform"	Not "over promise and under perform"
3. Issues, problems and challenges	Strategic issues	Resolved as a result of interaction	Not resolved as a result of interaction
4. Corporate sustainability	Sustainability encompasses a number of issues	Past issues	Future issues
5. Fear	Responsibility	Manage expectations	Places demands on communicative process
6. Wrong values can be a risk	Reputation risk	Values are your protection mechanism	Behaviour is your protection mechanism

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Category: Research, measurement and evaluation			
Concepts	**Properties**	**Dimensions**	
1. Surveys are done regularly	Rapid appraisal process and community mapping	Needs assessment	Needs programmes / capacity
2. Measure the right things	Measurement drives behaviour	Monitor performance through feedback	Do not monitor performance through feedback
3. Feedback more important than surveys	Strategic understanding and appreciation for communication	Listen	Do not listen
4. Personal experience is important	Confirmation of what you think you know	There is value in a survey	There is little value in a survey
5. Informal and formal research	Management-by-walking-about / ratings of institutions	Human perspective	Organisational perspective
6. Climate studies, customer satisfaction surveys and other ratings	Profit as a measurement tool does not ensure sustainability	Perform beyond the bottom line	Do not perform beyond the bottom line

Category: Performance management			
Concepts	**Properties**	**Dimensions**	
1. Quality programme	Quality issues	Risk	Transformation
2. Performance driven	Performance measurement	Behaviour changes	Behaviour does not change
3. Reporting	Listening	Effectively	Efficiently
4. Treat people fairly	Monitor and assess	Manage	Self-manage
5. Excellence	Institutionalise	Excellence must become an inspiration	Excellence is hard work
6. 360 degrees measurement	Instrument to help you develop	Strong points	Weak points

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Table 6.5   Sub-categories identified in open coding of field study data (continued)

Categories: Message and media fractals			
Concepts	**Properties**	**Dimensions**	
1. Talk to various people about strategy	Traditional and social media	Brand awareness	Value and impact
2. Inform different people about strategy	Use various channels	Repeat the same thing over and over	Do not repeat
3. One-liners and sound bites	Communicate your views	Unimportant and not helpful - prevent you from saying what you want to say	Important and helpful – assists you to say what you want to say
4. Good or bad reputation	Operations	Get things right	Get things wrong
5. Strategic, operational and promotional messages	Technology as medium	Promotes understanding	Does not promote understanding
6. Impact of social media	"Fractal" nature of messages and media	Video of a small incident can go viral	Immediacy of messages

Category: Interaction: conversation, dialogue and listening			
Concepts	**Properties**	**Dimensions**	
1. Talk	Engage with stakeholders	Change the focus of the business	Do not change the focus of the business
2. Communication takes time	Must communicate regularly and well	Business performs well	Business performs poorly
3. Enable the people to ask the questions (two-way communication)	People must speak / have a voice / active participation	Provide opportunities to interact / communicate	Do not provide opportunities to interact / communicate
4. Internal and external communication	Discussions	Informed	Not informed
5. Humanness	Interaction	Positive emotions	Negative emotions
6. Regular interaction between the CEO and his people	Leader must connect with people throughout the organisation	Speak a language with which people can associate	Do not speak a language with which people can associate

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Properties and dimensions of the categories of the preliminary framework were not revised. The open coding process of the field study data enabled theoretical saturation of all the categories of the preliminary framework. The new identified concepts had no impact on existing properties and dimensions of the categories included in the preliminary framework of the research.

In the next step, field study data were re-analysed to identify sub-categories and their inter-relationships with existing categories in the process of axial coding.

6.4.2 Axial coding of the empirical case data

During the axial coding process empirical case data are re-analysed conceptually. Conditions, actions/interactions and consequences associated with existing and new categories are identified during the process. The paradigm model was used as a framework to consider all new categories discovered in the process of open coding to be incorporated into an enriched conceptual framework. Each new category/sub-category is related to categories of the preliminary framework that describe the phenomenon of the study. There was no change in the core category of the preliminary framework and the paradigm model was validated around this category (the *conceptualisation of strategic communication management in a triple context environment*). Axial coding of the empirical case data enabled ten categories to be incorporated into the preliminary framework (Koekemoer, 2008:199).

The (ten) sub-categories that were identified during the open coding of the empirical case data are defined in Table 6.6 below.

Table 6.6   Definitions of new process capabilities

Capability	Definition
Responsible, communicative leadership	Leadership that incarnates the culture and aspirations – ethos – of the organisation and that radiates values
Values, ethics, authenticity and integrity	Creates a "space of wisdom" where trust and mutual respect can flourish
Organisational character and culture	Pursue one agenda and create a high performance culture with a strong value system at its core
Change and transformation management	Change and transform consciously – it is not *what* you do but *how* you do it
Knowledge creation	Empowerment of people through the progression of knowledge
Risk, issues and crisis management	Values, behaviour and communication are protection mechanisms in the endeavour for corporate sustainability
Research, measurement and evaluation	Formal and informal research can serve as valuable feedback mechanisms to monitor progress in addressing legitimate stakeholder needs
Performance management	Excellence and quality must become an inspiration in order for it to become institutionalised
Message and media fractals	Messages and media have become fractal in nature where simple messages can go viral immediately
Interaction: conversation, dialogue and listening	Humanness expressed in communication

Source: Own conceptualisation

The axial coding of the empirical case data enables the (ten) sub-categories to be related to existing categories and to determine the impact on the inter-relationships of the preliminary framework. The process that enables each of the (ten) sub-categories to be incorporated into the preliminary framework will be discussed next. Inclusion of the (ten) sub-categories into the paradigm model enables the changes in existing propositions to be incorporated in the storyline of the concluding framework (Koekemoer, 2008:200).

The (first) sub-category to be developed in the process of open coding that needed to be incorporated into the paradigm model was labelled *'responsible, communicative leadership'*.   *'Responsible, communicative leadership'* was

found to be a sub-category of: *'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation.'* *'Responsible, communicative leadership'* specifies *'the conceptualisation of strategic communication management in a triple context environment'* further and serves to extend the context of the concluding framework. The proposition, describing the relationship between *'responsible, communicative leadership'* and *'strategic communication management in a triple context environment'* can be stated as follows: '*Responsible, communicative leadership'* supports *'strategic communication management in a triple context environment'.*

The (second) sub-category was labelled *'values, ethics, authenticity and integrity'.* The sub-category was related to the category *'the conceptualisation of strategic communication management in a triple context environment'*, which is the core category of the preliminary framework. *'Values, ethics, authenticity and integrity'* was found to be a sub-category of: *'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'.* *'Values, ethics, authenticity and integrity'* specifies *'the conceptualisation of strategic communication management in a triple context environment'* further and serves to extend the context of the concluding framework. This requires that the proposition describing the relationship between *'values, ethics, authenticity and integrity'* and *'strategic communication management in a triple context environment'* can be stated as follows: '*Values, ethics, authenticity and integrity'* supports *'strategic communication management in a triple context environment'.*

The (third) sub-category was labelled *'organisational character and culture'.* This sub-category was related through the application of axial coding steps to the category *'the conceptualisation of strategic communication management in*

a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation' since it differentiates on *'the conceptualisation of strategic communication management in a triple context environment.'* The proposition, describing the relationship between *'strategic communication management in a triple context environment'* and *'organisational character and culture'* can be stated as follows: *'Organisational character and culture'* supports 'strategic communication management in a triple context environment'.

The (fourth) sub-category was labelled *'change and transformation management'*. This sub-category was related through the application of axial coding steps to the category *'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'* since it differentiates on *'the conceptualisation of strategic communication management in a triple context environment.'* The proposition, describing the relationship between *'strategic communication management in a triple context environment'* and *'change and transformation management'* can be stated as follows: *'Change and transformation management'* supports 'strategic communication management in a triple context environment'.

The (fifth) sub-category was labelled *'knowledge creation'*. This sub-category was related through the application of axial coding steps to the category *'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'* since it differentiates on *'the conceptualisation of strategic communication management in a triple context environment.'* The proposition, describing the relationship between *'strategic communication management in a triple context environment'*

and *'knowledge creation'* can be stated as follows: *'Knowledge creation'* supports '*strategic communication management in a triple context environment'*.

The (sixth) sub-category was labelled *'risk, issues and crisis management'*. This sub-category was related through the application of axial coding steps to the category *'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'* since it differentiates on *'the conceptualisation of strategic communication management in a triple context environment.'* The proposition, describing the relationship between *'strategic communication management in a triple context environment'* and *'risk, issues and crisis management'* can be stated as follows: '*Risk, issues and crisis management'* supports *'strategic communication management in a triple context environment'*.

The (seventh) sub-category was labelled *'research, measurement and evaluation'*.   This sub-category was related through the application of axial coding steps to the category *'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'* since it differentiates on *'the conceptualisation of strategic communication management in a triple context environment.'* The proposition, describing the relationship between *'strategic communication management in a triple context environment'* and *'research, measurement and evaluation'* can be stated as follows: *'Research, measurement and evaluation'* supports *'strategic communication management in a triple context environment'*.

The (eight) sub-category was labelled *'performance management'*.   This sub-category was related through the application of axial coding steps to the category *'the conceptualisation of strategic communication management in a*

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triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation' since it differentiates on *'the conceptualisation of strategic communication management in a triple context environment.'* The proposition, describing the relationship between *'strategic communication management in a triple context environment'* and *'performance management'* can be stated as follows: *'Performance management'* supports *'strategic communication management in a triple context environment'.*

The (ninth) sub-category was labelled *'message and media fractals'*. This sub-category was related through the application of axial coding steps to the intervening condition of *'conscious internal and external communication'.* The proposition, describing the relationship between *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* and *'message and media fractals'* can be stated as follows: '*Message and media fractals'* influences *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'.*

The (tenth) sub-category was labelled *'interaction: conversation, dialogue and listening'*. This sub-category was related through the application of axial coding steps to the intervening condition of *'mutually beneficial stakeholder relationships'*. The proposition, describing the relationship between *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* and *'interaction: conversation, dialogue and listening'* can be stated as follows: '*Interaction: conversation, dialogue and listening'* influences *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'.*

When participants discussed the use of process capabilities in communication management they would constantly raise concerns about the above concepts.

In the following discussion about the new sub-categories, abbreviations are used when referring to respondents namely, I1, I2, I3, I4, I5 and I6.

All the respondents referred to the role of *responsibility* and *communication* in *leadership*. "Social relations" (I1) and "relationships with people" (I2 and I6) were specifically emphasised . Respondent I5 stressed "humanness" and stated that a "leader must incarnate the culture and ethos of the organisation and radiate the values". "Consistency and repetition in communication" have been emphasised by respondent I2, while respondent I3 highlighted the importance of "a leader being a good communicator and understanding communication well".

Although all the respondents commented on *values, ethics, authenticity and integrity*, respondent I6 specifically emphasised the importance of a strong value system for the organisation and for the individual and referred to leaders being in a "space of wisdom". This culminates in an organisational character and culture where the values are lived by employees. Respondent I4 referred to the importance of "mutual respect" in all relationships. Ethics (I1) and trust (I3) and how it relates to the image of the organisation and the individual (I5) were also alluded to.

Organisational character and culture were deemed important for branding (I1) and corporate performance (I2), while a strong value system was regarded as being the core of an organisational culture (I6). A strong management team (I4 and I5) should follow "one agenda" and a good system of communication must be in place to communicate this (I3).

All the respondents referred to the role of *change and transformation* in corporate sustainability, however, they held different views. Respondent I1 identified it as a theme for an annual report; I2 suggested that change should be embraced; I3 proposed that 'one creates something new when an existing entity cannot be changed'; I4 stated that 'one should transform if you get things wrong and not change for the sake of change'; I5 suggested that people should be

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prepared for transformation; and I6 stated that it is not about what you do, but how you do it.

The sharing of knowledge (I1 and I6), easy access to information (I2), knowledge of the industry (I4) and knowledge development (I3 and I5) were addressed to illustrate *knowledge creation*. The progression of knowledge was specifically discussed by respondent I5, who has extensive experience in the higher education sector.

With regard to *risk, issues and crisis management*, most respondents referred to the way they manage *issues*, with respondent I6 specifically referring to "reputation risk" and the fact that values can be regarded as a protection mechanism against risk. Respondent I1 conducts an annual risk assessment in the organisation and regularly addresses "risk quality issues". The management of fear was regarded as a major risk factor by respondent I5.

Different perspectives were put forward about *research, measurement and evaluation*. Some respondents strongly supported the role of formal research in strategic management (I1 and I6), while others emphasised "feedback" (I3) and "personal experience" (I4).

Performance management for the organisation and/or for the individual was emphasised by all the respondents. "Quality" (I1), a "performance driven organisation" (I2), and "treating people fairly" (I4) were specifically alluded to.

All the respondents regarded the *messages* they communicate and how the *media* interprets them as very important – from a marketing (I1) and from a communication (I2 and I5) perspective. Media relations were specifically addressed by respondents I3 and I4. The immediacy of traditional and social media was addressed, as well as the fact that a simple message can go viral immediately and can have a big impact (I6). *Message and media fractals* therefore seemed an appropriate category to illustrate this concern.

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The theme that was addressed most during the interviews, was *interaction: conversation, dialogue and listening*. All respondents referred to the importance of regular liaison with internal and external stakeholders. Their serious consideration of stakeholder needs and interests was evident (I1, I4 and I5) and was illustrated by a realisation that "communication takes time" (I2), "people must be allowed to ask questions" (I3); and "regular interaction between the CEO and stakeholders is important" (I2 and I6).

The incorporation of the (ten) sub-categories in the paradigm model impacted on the relations between the categories. New categories necessitated new relationships to be specified. Additional propositions, that describe the relationships of the new categories included in the changed paradigm model, with the relevant validation from the empirical case data, are listed in Table 6.7.

Although the main purpose of the field studies was to identify *additional categories and propositions* for the preliminary framework, propositions 1 to 10, formulated in Chapter 5, were also confirmed in the interview data. Propositions 1 to 10 were therefore not specifically identified in the interview data set, although all respondents *implicitly* or *explicitly* referred to them – this was indicated where applicable. Only propositions 11 to 20 were specifically identified in the empirical data set.

Table 6.7   Additional propositions of the updated paradigm model

	Propositions	Supported by EC1	Supported by EC2	Supported by EC3	Supported by EC4	Supported by EC5	Supported by EC6
11	Responsible, communicative leadership *supports* strategic communication management in a triple context environment	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly
12	Values, ethics, authenticity and integrity *support* strategic communication management in a triple context environment	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly
13	Organisational character and culture *support* the conceptualisation of strategic communication management in a triple context environment	Implicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly
14	Change and transformation management *supports* strategic communication management in a triple context environment	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly
15	Knowledge creation *supports* strategic communication management in a triple context environment	Explicitly	Implicitly	Implicitly	Explicitly	Explicitly	Implicitly
16	Risk, issues and crisis management *support* strategic communication management in a triple context environment	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly
17	Research, measurement and evaluation *support* strategic communication management in a triple context environment	Explicitly	Explicitly	Implicitly	Implicitly	Implicitly	Explicitly
18	Performance management *support* strategic communication management in a triple context environment	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly

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19	Message and media fractals *influence* reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly
20	Interaction, conversation, dialogue and listening *influence* reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly	Explicitly

Eci = Empirical Field Study data for field study i

The additional propositions of the updated paradigm model and the respondents' *implicit* and *explicit* support for it, are indicated in Table 6.7 above.

The (ten) sub-categories impacted on relationships of the paradigm model. The changes to the paradigm model are depicted in Figure 6.4. The changed model indicates the ten sub-categories, namely *'responsible, communicative leadership'*, *'values, ethics, authenticity and integrity'*, *'organisational character and culture'*, *'change and transformation management'*, *'knowledge creation'*, *'risk, issues and crisis management'*, *'research, measurement and evaluation'*, *'performance management'*, *'message and media fractals'* and *'interaction: conversation, dialogue and listening'* in relation to existing categories of the paradigm model.

Figure 6.4   Changes to the paradigm model

Causal conditions	Phenomenon *Strategic communication management in a triple context environment*	Context The conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation

Causal conditions
- Sustainability orientation
- Inclusive corporate governance approach
- Integrative strategic management and strategy development

Intervening conditions
- Conscious internal and external communication
- Message and media fractals
- Mutually beneficial stakeholder relationships
- Interaction: conversation, dialogue and listening

Action/Interaction strategy

Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation

Consequences/Outcome
- Good corporate reputation
- Communicative capacity: communicative currency, capital, equity and value

Context (continued)
- Responsible, communicative leadership
- Values, ethics, authenticity and integrity
- Organisational character and culture
- Change and transformation management
- Knowledge creation
- Risk, issues and crisis management
- Research, measurement and evaluation
- Performance management

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As alluded to above, the application of open and axial coding to the (six) empirical field studies resulted in the identification of (ten) sub-categories, which reached an acceptable level of theoretical saturation based on the improvement of the categories from empirical data. The categories were incorporated into the paradigm model, illustrating the causal relationships between them.

The final coding process in the data analysis of the grounded theory, namely, selective coding, aims to establish a concluding framework. This is achieved through validation of the core category and further refinement of the existing concepts and categories, as will be discussed in the next section.

6.4.3 Selective coding of the empirical case data

The storyline of the preliminary framework is refined in the selective coding process, in order to develop the concluding framework. As a conceptual description of the phenomenon being studied, the redefined storyline of the changed paradigm model reads as follows:

The conceptualisation of strategic communication management in a triple context environment suggests excellent communication management on a strategic level.

The causal conditions of a 'sustainability orientation', 'inclusive corporate governance approach' and 'integrative strategic management and strategy development' support 'strategic communication management in a triple context environment'.

The abovementioned functional and process capabilities, as well as 'responsible, communicative leadership', 'values, ethics, authenticity and integrity', 'organisational character and culture', 'change and transformation management', 'knowledge creation', 'risk, issues and crisis management', 'research, measurement and evaluation' and 'performance management' support 'strategic communication management in a triple context environment'.

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The outcome of 'strategic communication management in a triple context environment' is 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value' . 'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' is conditioned by capabilities such as 'conscious internal and external communication', 'message and media fractals', 'mutually beneficial stakeholder relationships' and 'interaction: conversation, dialogue and listening'. These intervening functional and process capabilities enhance and contribute to 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'.

'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' furthermore enables 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value'. The attainment of a 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value' contributes to 'strategic communication management in a triple context environment'.

Relationships between existing and new components (functional and process capabilities) of the paradigm model, with propositions that describe the new or changed relationships, are presented in the concluding framework illustrated in Figure 6.5.

The results show that the concepts are stable across organisation and industry types, which provide support for the theoretical constructs in the concluding framework to be applied pragmatically across different communication spheres, as well as scientifically to the academic field of strategic communication management.

Figure 6.5   The concluding framework
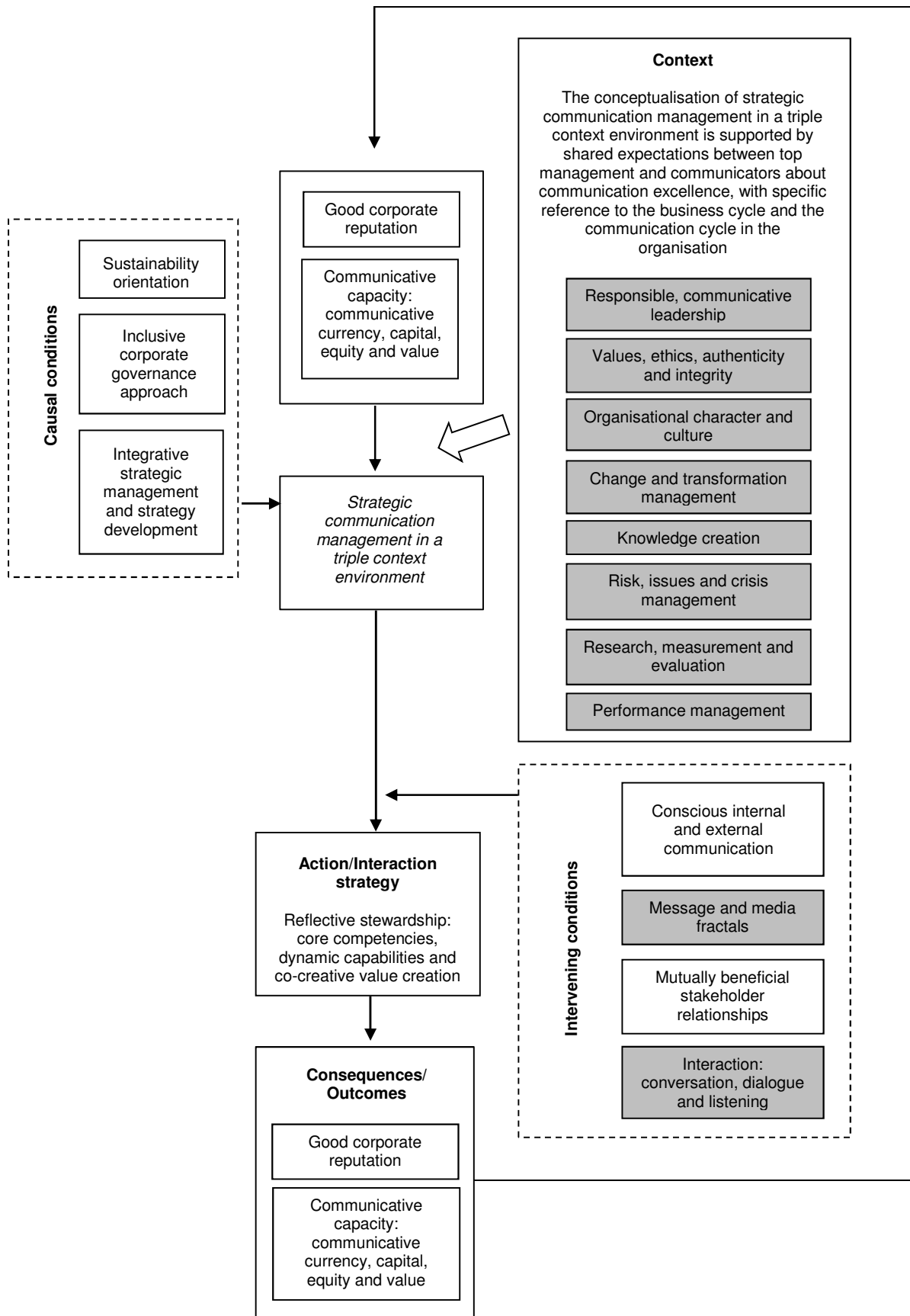
Specific conditions or consequences (in terms of *dimensions* and *properties* of categories) are associated with the successful use of functional and process capabilities in strategic communication management. The conditions associated with the sub-categories relate to the propositions developed. The complete and updated list of conditions associated with the successful use of functional and process capabilities are listed in Table 6.8.

Table 6.8   Conditions associated with the successful use of process capabilities in a triple context environment

Category	Property	Dimension
Sustainability orientation	Responsibility	Responsive
Inclusive corporate governance approach	Stewardship	Accountable
Integrative strategic management and strategy development	Stakeholder orientation	Collaborative
Strategic communication management in a triple context environment	Integrative	Reflective
Responsible, communicative leadership	Humanness	Incarnation of values
Values, ethics, authenticity and integrity	Space of wisdom	Mutual respect
Organisational character and culture	One agenda	Legitimacy
Change and transformation management	Create	Consciously
Knowledge creation	Information	Progression
Risk, issues and crisis management	Perform	Exceed expectations
Research, measurement and evaluation	Feedback	Drives behaviour
Performance management	Institutionalise	Fair
Conscious internal and external communication	Communication patterns	Meaning
Message and media fractals	Fractals	Viral
Mutually beneficial stakeholder relationships	Behavioural	Happiness
Interaction: conversation, dialogue and listening	Language	Voice
Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation	Wisdom	Create
Good corporate reputation	Representation	Ambient
Communicative capacity: communicative currency, capital, equity and value	Communicative action	Inclusive value (Omni-value)

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An additional (ten) propositions have been developed during the axial coding process of the empirical cases. The complete set of (twenty) propositions of the concluding framework is presented in Table 6.9. The table presents propositions of the preliminary framework as well as the additional (ten) propositions of the concluding framework. The (ten) new propositions of the concluding framework had no effect on established relationships of the preliminary framework.

Table 6.9   The final set of propositions that describe the relationships between the components of the concluding framework

Propositions

1. 'Communicative capacity: communicative currency, capital, equity and value' *results from and supports* 'strategic communication management in a triple context environment'

2. 'Good corporate reputation' *results from and supports* 'strategic communication management in a triple context environment'

3. A 'sustainability orientation' *supports* 'strategic communication management in a triple context environment'

4. An 'inclusive corporate governance approach' *supports* 'strategic communication management in a triple context environment'

5. 'Integrative strategic management and strategy development' *supports* 'strategic communication management in a triple context environment'

6. 'Strategic communication management in a triple context environment' *supports* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

7. 'Conscious internal and external communication' *supports* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

8. 'Mutually beneficial stakeholder relationships' *supports* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

9. 'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' *enables* 'good corporate reputation'

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10. 'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' *enables* 'communicative capacity: communicative currency, capital, equity and value'

11. 'Responsible, communicative leadership' *supports* 'strategic communication management in a triple context environment'

12. 'Values, ethics, authenticity and integrity' *supports* 'strategic communication management in a triple context environment'

13. 'Organisational character and culture' *supports* 'strategic communication management in a triple context environment'

14. 'Change and transformation management' *supports* 'strategic communication management in a triple context environment'

15. 'Knowledge creation' *supports* 'strategic communication management in a triple context environment'

16. 'Risk, issues and crisis management' *supports* 'strategic communication management in a triple context environment'

17. 'Research, measurement and evaluation' *supports* 'strategic communication management in a triple context environment'

18. 'Performance management' *supports* 'strategic communication management in a triple context environment'

19. 'Message and media fractals' *influences* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

20. 'Interaction: conversation, dialogue and listening' *influences* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

Source: Own conceptualisation

6.5 THE CONCLUDING FRAMEWORK

The narrative storyline that describes the new paradigm model will now be expanded in order to explain the use of functional and process capabilities for strategic communication management in a triple context environment. The storyline of the concluding framework addresses and considers all aspects of the research problem formulated in Chapter 1 as:

The current conceptualisation of strategic communication management does not address the changing expectations that top management have of communication in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation.

The concluding description is based on the conceptual framework (Figure 6.5) that indicates the relationships between communication capabilities as follows:

Strategic communication management in a triple context environment is critical to the board, top management, other managers and communication managers of the organisation and is the result of the latter's sustainability orientation; its inclusive corporate governance approach; and its integrative strategic management and strategy development processes.

Strategic communication management in a triple context environment is furthermore important, when shared expectations between top management and communicators, with specific reference to the business cycle and the communication cycle of the organisation, are considered. Communication is typically managed strategically in the context of responsible, communicative leadership; values, ethics, authenticity and integrity; organisational character and culture; change and transformation management; knowledge creation; risk, issues and crisis management; research, measurement and evaluation; and performance management. One of the consequences of strategic communication management in a triple context environment is the recognition of

its contribution to reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.

Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation is supported and enhanced by capabilities such as conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction: conversation, dialogue and listening. The consequences of reflective stewardship: core competencies, dynamic capabilities and co-creative value creation are a good corporate reputation and the building of communicative capacity through communicative currency, capital, equity and value.

The desired outcomes of strategic communication management in a triple context environment, namely good corporate reputation and communicative capacity: communicative currency, capital, equity and value should in turn enhance strategic communication management in a triple context environment, in order to address the demand-delivery loop of shared expectations regarding strategic communication management in organisations.

The conceptual framework explains the relationships between the functional and process capabilities used in the conceptualisation of strategic communication management in a triple context environment. Functional and process capabilities, when used in strategic communication management, are vital for value creation and as a result for making a value-added contribution to the organisation. Recurring interaction between functional and process capabilities can contribute to excellent strategic communication management in a triple context environment, which will be discussed in the next section.

6.6   IMPLICATIONS OF THE CONCLUDING FRAMEWORK

The concluding framework represents the conceptualisation of strategic communication management in a triple context environment, as the phenomenon under investigation.

Recognising the central importance of strategic communication management in a triple context environment, supported by the shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation, the research indicates the complex dynamics associated with the use of functional and process capabilities in strategic communication management. The conceptual framework serves as an introduction to a substantive theory of *integrative strategic communication management.* This approach is also supported by Armson and Whiteley (2010:409) who developed a grounded theory of complex integrative learning where the integrative element emerged from the categories of their research data.

The most important proposition in the study indicates that *strategic communication management in a triple context environment supports reflective stewardship: core competencies, dynamic capabilities and co-creative value creation*. In this context, responsible, communicative leadership; values, ethics, authenticity and integrity; organisational character and culture; change and transformation management; knowledge creation; risk, issues and crisis management; research, measurement and evaluation; and performance management should also be considered.

Good corporate reputation and communicative capacity: communicative currency, capital, equity and value, are also positively related to strategic communication management in a triple context environment. Defining the phenomenon of the study, enabled an exploration of the complex relationships between the phenomenon and other functional and process capabilities.

The established inter-relationships between functional and process capabilities of the concluding framework hold the potential to enhance the effective use of capabilities of strategic communication management in a triple context environment, for the board, top management, other managers and the communication manager of the organisation. If reflective stewardship: core competencies, dynamic capabilities and co-creative value creation is to be

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enhanced, the introduction of both interventions of conscious internal and external communication and mutually beneficial stakeholder relationships are required. The specific consideration of message and media fractals and interaction: conversation, dialogue and listening will also enhance reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.

The successful implementation of strategic communication management in a triple context environment is furthermore influenced by organisational capabilities such as a sustainability orientation; inclusive corporate governance approach; and integrative strategic management and strategy development. The use of the abovementioned capabilities supports strategic communication management in a triple context environment, which in turn, supports reflective stewardship: core competencies, dynamic capabilities and co-creative value creation, with a resultant good corporate reputation and communicative capacity: communicative currency, capital, equity and value. It is important to note that the use of these capabilities in strategic communication management is cyclical in nature. Even when good corporate reputation and communicative capacity: communicative currency, capital, equity and value are realised, improvements in strategic communication management in a triple context environment will furthermore depend on shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation. This supports the cyclical nature of the demand-delivery linkage between top management and the top communicator.

Strauss and Corbin (1998) argue that the reality of the value of qualitative research findings of grounded theory is one that cannot be fully known, but that can be interpreted in the research study. The grounded theory method provides a qualitative research methodology that enables the findings of the literature case of the study to be refined and validated in the empirical cases. The concluding framework is viewed as a conceptual framework with statements of relationships between categories and sub-categories that are based on

developed propositions in order to create more insight into the use of functional and process capabilities in strategic communication management in a triple context environment.

The following serves as a description of the concepts contained in the *theory of integrative strategic communication management* based on the concluding framework of the grounded theory*:*

Integrative:

The theory developed in this research, reaches beyond the field of communication management, to include different perspectives from different disciplines. It can therefore be regarded as an integrative theory. It is the contention of the researcher that traditional communication solutions (only) will not solve contemporary business and societal problems when working in the field of strategic communication management. A multi-disciplinary approach is therefore necessary. Other disciplines, such as sustainability, governance and strategy (management disciplines), should also be considered when managing communication on a strategic level.

From this perspective, the term "integrative" also implies *integrative thinking,* which is defined in the literature as follows:
1. "... the ability to integrate diverse facts, ideas, issues and connections into more comprehensive integrative thinking for decision-making.
2. "Interdisciplinary thinking, engagement, flexibility, individual customisation, collaboration and inspiration are critical factors for the development of creative and integrative thinking skills for managers.
3. "… the ability to constructively reconcile the tensions of opposing models, and instead of choosing one model at the expense of the other, generating a creative resolution and a holistic model that contains elements of the individual models, but goes beyond them". (Karakas & Kavas, 2008:8).

An *integrative approach* is also common to grounded theory methodology, with Jones and Noble (2007:90) quoting Strauss and Corbin (1998) who refer to the

"central category" of the grounded theory as representing "an abstract rendition of [the] raw data" and defines it as the "central integrative concept", "central explanatory concept" and "a central idea under which all the other categories can be subsumed". They also contend that "the grounded theory product can be an integrative (core category) theory that pulls together all categories and sub-categories into an overall scheme".

Strategic:
This concept demarcates the study to primarily address the management of communication on a strategic level.

Communication:
The central concept of the phenomenon investigated in this study, is communication from a mechanistic and interactional perspective.

Management:
This concept refers to the management of the communication process.

6.7   SUMMARY

Grunig (1992) describes communication management as the management of communication between the organisation and its stakeholders and equates it to public relations.   The substantive *integrative strategic communication management theory* developed in this study, goes beyond the Excellence theory with its focus on strategic management, to also include sustainability and governance perspectives in the conceptualisation of strategic communication management.   Strategic communication management in a triple context environment should focus on value creation in the form of communicative capacity development, through communicative currency, capital, equity and value.

The concluding framework, developed in Chapter 6 in support of the above argument, was achieved through the theoretical saturation of the existing

categories in the preliminary framework, as well as the incorporation of ten sub-categories in the concluding framework. The conceptual framework with the theoretical description of relationships between identified functional and process capabilities clarify the use of functional and process capabilities used for the practice of strategic communication management in a triple context environment.

The functional and process capabilities described in the concluding framework also indicate a variety of skills and competencies that are required for implementing strategic communication management in a triple context environment. The study sensitises researchers to the complex dynamics of functional and process capabilities used in strategic communication management. As such, an understanding of the interaction between functional and process capabilities is critical to the success of strategic communication management in a triple context environment.

CHAPTER 7

STRATEGIC COMMUNICATION MANAGEMENT IN A TRIPLE CONTEXT ENVIRONMENT

CHAPTER 7

STRATEGIC COMMUNICATION MANAGEMENT IN A TRIPLE CONTEXT ENVIRONMENT

7.1 INTRODUCTION

This Chapter follows a dual approach, by viewing the grounded theory through the lens of an existing theory – in this case the Excellence theory – and by applying the grounded theory to practice. As such, it considers the role that the manager and communication manager can play in exploiting functional and process capabilities of strategic communication management in a triple context environment. By interpreting the results of the research study from a strategic and communicative perspective, the Chapter illustrates how the interrelationships that exist between the various functional and process capabilities can be leveraged to achieve more effective, efficient and excellent strategic communication management in the organisation.

The perspective of the Excellence theory enables an investigation into strategic communication management in a triple context environment, indicating its value-added contribution to the organisation. It provides a vehicle to investigate how the communication manager could utilise his/her knowledge and skills, with respect to management and communication management competencies, to build an institutionalised strategic communication management function in a triple context environment.

The grounded theory also contributes to the debate about the emergence of a dominant paradigm for communication management (Grunig *et al.*, 2006:22). Against this background, the *integrative strategic communication management theory* provides a new perspective on the dimensions of strategic communication management. As such, it provides guidance for the management of communication, specifically on a societal and organisational level, but also on a functional and programme level. This approach addresses Grunig *et al.*,'s (2006:31) concern that:

> *"These many forays into estimating the value of public relations have not been successful at least in part because of confusion over the organisational level at which public relations has value. We must*

recognise, to begin, that the value of communication can be determined at least at four levels: Programme level, functional level, organisational level and societal level.

The previous Chapter addressed management and communication management capabilities to enable the *strategic management of communication in a triple context environment*. The capabilities in the concluding framework serve as processes that can be implemented by the communication manager – and other managers in the organisation - to manage communication on a strategic level.

The grounded theory developed in this study, is put forward as an approach that could address the shared expectations between top management and the top communicator in the contemporary organisation. However, what is not clear from this perspective, is the pragmatic contribution of the functional and process capabilities to the management of communication on the strategic level of the organisation. This Chapter uses the developed grounded theory to focus on the attempts of the communication manager to manage the communication function and processes on this level. The researcher therefore draws upon this framework to trace and explain the processes whereby communication can be managed strategically in a triple context environment.

The pragmatic application of the grounded theory in this Chapter goes beyond the objectives of the research as described in Chapter 1, where the *research problem* has been identified as:

> *The current conceptualisation of strategic communication management does not address the changing expectations that top management have of communication in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation.*

Having researched the problem with the development of the grounded theory, this enlarged focus enables the examination of the dynamics of strategic

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communication management in a triple context environment. The developed grounded theory as such does not address these dynamic aspects. It therefore does not 'tell' the communication manager how to utilise the identified communication management capabilities to actually develop and maintain excellent strategic communication management in a triple context environment.

7.2   A *GENERAL THEORETICAL* PERSPECTIVE ON THE GROUNDED THEORY

The Excellence study's endeavour to determine the value-added contribution that communication management can make to the organisation has led to further questions about the conceptualisation of strategic communication management in the organisation, specifically in the contemporary triple context environment.

The phenomenon of "shared expectations between top management and the top communicator" identified from the Excellence factor, initiated the research for this study, resulting in the conclusion that a *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value* could be considered as the outcomes of shared expectations about strategic communication management in a triple context environment. The implementation of communication capabilities in this environment supports the manager and communication manager to create value through communicative processes.

Before the Excellence theory is used to consider the role and relevance of the *integrative strategic communication management theory* for the *strategic management of communication in a triple context environment*, a meta-theoretical framework will illustrate the positioning of the Excellence theory in a broader theoretical context relevant to this research domain.

7.2.1 A meta-theoretical framework

The meta-theoretical framework (De Beer & Rensburg, 2011) below serves to support the main concepts identified in the grounded theory in Chapter 6. The relevant meta-theoretical approaches, domains, disciplines, academic fields, paradigms, theories, models and constructs in the framework support the categories in the grounded theory and the interrelationships between them. According to Connell and Lowe (1997:168) "existing theories which are empirically grounded may be used to inform the research agenda, but they should not be used to force data into preconceived codes and categories". The framework in Table 7.1 was developed for the purpose of supporting the categories in the grounded theory after its conceptualisation.

In developing a grounded theory of *the conceptualisation of strategic communication management in a triple context environment*, literature and empirical research on strategic management and strategic communication management, as well as the relationship between them, were reviewed. Varey (1996:134), in his reference to conscious communication, also posits that: "… corporate communication recognises interrelationships between marketing, human resource management, corporate strategy and organisational development. It needs to take a 'whole enterprise' perspective in dealing with the what? why? and how? of management, organisational and marketing communications in order to close the obvious prevailing gap between communication and management theory and practices."

The meta-theoretical framework is a theoretical attempt to close the gap between communication and management theory, while the grounded theory is a conceptual attempt to do the same.

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Table 7.1 **Meta-theoretical framework for the conceptualisation of strategic communication management in a triple context environment**

META-THEORETICAL FRAMEWORK

Meta-theoretical approaches	Systems Theory Symbolic Interactionism Rules Theory Cybernetics					
Primary domain	Social Science					
Secondary domains	Communication Science		Management Science		Law	
Disciplines	Communication Management		Business Management		Business Law	
Academic fields	Public Relations Corporate Communication (Management Communication, Organisational Communication, Marketing Communication) Business Communication Intrapersonal Communication Interpersonal Communication Group Communication Mass Communication		Sustainability Business in Society Risk Management Strategic Management (Stakeholder Relationship Management)		Corporate Governance	
Paradigms	Reflective paradigm			Inclusive stakeholder approach		
Theories	*General theory: Excellence theory*			*Sustainability*	*Corporate Governance*	*Strategy*
	Communication	*Stakeholder Relationships*	*Corporate Reputation*			
	Symbol theory Conversation and text in the process of oganising Medium theory Agenda setting theory Social Action Media Studies Information integration theory Consistency theory: Cognitive dissonance theory Theory of beliefs, attitudes and values	Network theory A dialectic theory of relationships Relationship management theory *Four PR models: Press agentry Public information Two-way asymmetrical communication Two-way symmetrical communication*	Problematic integration theory Structuration theory Organisational control Organisational culture	Theory of Corporate Social Responsiblity Legitimacy theory Social issue life cycle theory	Institutional theory Theory of distributive justice Agency theory	Industrial organisation / environmental approaches Resource based view Business networking and relational perspectives Knowledge view of the firm Corporate responsibility and sustainability Stakeholder approaches (Stakeholder theory)
Models	Definitive model of the identity management process			Stakeholder oriented integrative strategic management model		
Major concept	*Strategic communication management in a triple context environment*					

Source: Adapted from De Beer & Rensburg (2011:9)

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The Excellence theory, indicated as a general theory in the meta-theoretical framework, is used to consider the role and relevance of the grounded theory, because of its seminal role in theory development in the academic discipline of communication management. This perspective will be discussed in the next section.

7.3   AN *EXCELLENCE THEORY* PERSPECTIVE ON THE GROUNDED THEORY

This section considers the role and relevance of the developed grounded theory on the management of communication on the strategic level of the organisation, from the perspective of the Excellence theory.

The grounded theory provides an understanding of how *strategic communication management can be conceptualised in a triple context environment,* which provides a focus for the task of the communication manager to establish a successful strategic communication management programme. The *conceptualisation of strategic communication management in a triple context environment* furthermore facilitates the evolvement of critical linkages between the communication department and the dominant coalition, resulting in a demand-delivery linkage where the dominant coalition demands communication excellence from the organisation's communicators and the communicators understand this demand and are able to deliver in response. Expectations from dominant coalitions for communicators to think strategically, also reinforce the knowledge or expertise to deliver excellent communication (Dozier *et al.*, 1995:16-17).

In a triple context environment, expectations and performance regarding the business and communication cycles of the organisation, therefore reinforce each other. Communicators that respond strategically in this environment, strengthen the strategic view of communication in the dominant coalition, who comes to value and support the communication department. It is posited in this study, that delivering on these demands from the perspective of the *integrative*

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strategic communication management theory should contribute to value creation in the organisation as well as in society.

The Excellence theory is a general theory that begins with a premise about the value of public relations to organisations and to society - it used this premise to integrate a number of middle-range theories about the organisation of the public relations function, the conduct of public relations programmes, and the environmental and organisational context of excellent public relations (Grunig *et al.*, 2006:54).

The integrating theory of public relations indicates that communication management must be a management function if it is to make organisations more effective. As such, it must operate at the highest levels in an organisation to contribute to organisational effectiveness. Excellent communication departments influence decisions made by the dominant coalition of senior managers by providing information about the environment of the organisation; about the organisation itself; and about the relationship between the organisation and its environment. As such, excellent departments engage in environmental scanning; have access to the dominant coalition; and present information at an appropriate level of abstraction for different levels of management (Grunig, 1992:11).

7.3.1   The Excellence factor

According to Grunig *et al.*, (2006:28), the analysis of the Excellence study showed that the organisational and environmental context nurtured but did not guarantee, excellent public relations. However, if the Excellence study's findings about the importance of *shared expectations between top management and the top communicator,* are considered in a triple context environment, the organisational and environmental context could be more important than originally postulated by the authors.

Top managers and the board make decisions in the triple context environment from which their expectations of communication management originate. From this perspective, communication managers have to deliver on expectations that originate from an environment in which *sustainability* is regarded as being important in an *environmental context,* and *corporate governance* is regarded as being important in an *organisational context*.

i. Implications of the grounded theory for the inner sphere of the *knowledge base*

According to Dozier *et al.*, (1995:21) the knowledge base of an excellent communication department consists of three components, namely the *manager role*, *two-way symmetrical communication* and *two-way asymmetrical communication*. Against this background, the grounded theory postulates that the communication manager operating in a triple context environment, must play the *reflective stewardship* role (by playing the strategist, managerial and technician roles interchangeably); must have the knowledge to work towards a *good corporate reputation;* and must create *communicative capacity*: *communicative currency, capital, equity and value* in an organisation. A key quality of the outcomes of a *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value* is two-way communication.

In a triple context environment, formal and informal research can furthermore be conducted to gather information about the social, environmental and financial spheres of the organisation and of society. Such information can be interpreted and shared with senior management and used for mixed-method purposes.

The grounded theory also suggests that knowledge of value creation is imperative for operating in this environment, with specific reference to the creation of communicative capacity through communicative currency, capital, equity and value. By having knowledge of the sustainability orientation of the organisation; the inclusive corporate governance approach; and integrative

strategic management and strategy development as part of the business cycle; and conscious internal and external communication, message and media fractals, mutually beneficial stakeholder relationships, and interaction, conversation, dialogue and listening, as part of the communication cycle of the organisation, value can be created for the business and for society.

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The *integrative strategic communication management theory* furthermore suggests that the manager role expertise in the communication department should, in a triple context environment, be reflected in a *stewardship* role, which balances communicative and managerial *competencies, dynamic capabilities and co-creative value creation*. The application of strategic knowledge in the generation of communicative capacity through communicative currency, capital, equity and value, as well as in good corporate reputation management, could increase the value and support of the communication function by the dominant coalition.

The above considerations should therefore be included in the inner sphere of the knowledge base of the Excellence theory.

ii. Implications of the grounded theory for the middle sphere of *shared expectations of communication*

Dozier *et al*., (1995:73) posit that according to the Excellence theory, the shared expectations of senior managers and top communicators about communication consist of the dimensions of *departmental power*, the *demand-delivery linkage* and *manager and adviser roles.*

From the Excellence perspective, Dozier *et al*., (1995:75) argue that *power* is the capacity to exert influence - a transaction in which you get others to change their behaviour as you intended. Communicators have to have the ability to influence decisions about an organisation's products and services, its policies, and its behaviour in order for communication departments to be valued and supported by dominant coalitions. Value and support therefore come from the

strategic contributions made by communication specialists. The power of communicators is also dynamic - found in the "doing" of senior management decision-making - and it can be *formal* or *informal*. However, for each measure of communication excellence, both CEOs and top communicators must agree, since ambiguity and uncertainty about the value and support of communication can diminish the department's ability to contribute (Dozier *et al.*, 1995:76, 88).

The dominant role played by top communicators, either manager or technician, furthermore provides an indicator of the communication department's power. Serving in the manager role means that top communicators influence strategic decisions of dominant coalitions, while serving in the technician role means that top communicators implement, as service providers, decisions made by senior managers (Dozier *et al.*, 1995:77). From this perspective, the following theoretical propositions were developed and tested by the Excellence team (Grunig *et al.*, 2006:38):

1. "The senior public relations executive is involved with the strategic management processes of the organisation, and communication programmes are developed for strategic publics identified as a part of this strategic management process". The contribution that public relations and communication management makes to strategic management is that it scans the environment to identify stakeholders, publics, audiences or other interested parties that are affected by the consequences of decisions or who might affect the outcome of decisions. Excellent communication departments communicate with stakeholders and "bring their voices into strategic management" - stakeholder publics can then participate in decisions that affect them.

2. "The senior public relations executive is a member of the dominant coalition of the organisation, or the senior public relations executive has a direct reporting relationship to senior managers who are part of the dominant coalition". Apart from being part of or having access to the dominant coalition, communication executives must also have freedom to

make decisions about strategic communication management without excessive clearance by other managers.

3. "Diversity is embodied in all public relations roles". Both men and women, as well as practitioners from diverse racial, ethnic and cultural backgrounds are accommodated in excellent public relations departments (Grunig *et al.,* 2006:38).

According to Grunig *et al.,* (2006:40), the credibility gained from the relationship with the dominant coalition tends to result from extensive knowledge of the specific business or industry; longevity and a track record of successful performance in the organisation; expertise in strategic planning and managerial decision-making that is not limited to communication; and a shared worldview of the value of two-way communication. This expertise will extend beyond publicity, promotion or media relations and will encompass conflict resolution, environmental scanning and dialogue with key publics. Dozier *et al.*, (1995:77) contend that a powerful communication department can play an important role in mutual adjustments of dominant coalitions and publics. In this role, communicators help organisations and publics negotiate mutually acceptable resolutions to disputes, building long-term relationships through symmetrical communication.

The above communicative capacities contribute to value creation and can also be viewed from the perspective of the grounded theory, which propose that conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction: conversation, dialogue and listening, support the communication specialist when playing the role of the reflective steward in the management of the organisation's core competencies, dynamic capabilities and co-creative value creation. The communicative capacity of the sender and of the receiver of messages furthermore contribute to value creation, with specific reference to the generation of communicative currency (value creating contextual language), communicative capital (dynamic communicative capabilities) and

communicative equity (respect for the contribution of entities to organisational mission), which all contribute to value creation for business and for society.

In a triple context environment communication departments may have the core knowledge to work towards a *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value,* but senior management must also share a common understanding about this role and function of communication. The demand-delivery linkage should therefore include a common knowledge and understanding between senior management and the communication department about the business cycle and the communication cycle of the organisation, including these attributes. Part of playing the *reflective stewardship role*, is the facilitation of *core competencies, dynamic capabilities and co-creative value-creation* in these two overlapping cycles. Reflective stewards view stakeholders as 'fractal stewards' and embark on activities that benefit the people around them and that can benefit and sustain future generations.

As such, it is imperative for communication managers to realise that, apart from expectations regarding the *communication cycle*, top management also have expectations regarding the *business cycle* of the organisation. In a triple context environment, strategic communication management is supported by: the business cycle through the *sustainability orientation* of the organisation, its *inclusive corporate governance approach*, and its *integrative strategic management and strategy development;* and by the communication cycle of *conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships;* and *interaction: conversation, dialogue and listening*.

The outcomes of an integrative approach to the business cycle and the communication cycle are a *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value.* In the contemporary triple context environment, where businesses have to consider financial/economic, social and environmental issues in their business model and

strategy development, senior managers expect communication managers to align their communication strategies with the business model and strategies of the organisation, in order to create value for the organisation and for society.

Other attributes in the overlapping business and communication cycles that communication managers should consider, include: *responsible, communicative leadership; values, ethics, authenticity and integrity; organisational character and culture; change and transformation management; knowledge management; risk, issues and crisis management; research, measurement and evaluation*; and *performance management*.

Increasing the possibility of a *good corporate reputation* and generating *communicative capacity: communicative currency, capital, equity and value* could also increase the value that the dominant coalition attributes to the communication department (See Figure 7.1). Playing the role of the *reflective steward* and balancing *communicative and managerial core competencies, dynamic capabilities and co-creative value creation*, could therefore increase the *departmental power* and influence of the communication department in the dominant coalition.

As *reflective steward,* the communication specialist will furthermore develop policies and strategies that will *facilitate core competencies, dynamic capabilities and co-creative value creation* for the organisation in a triple context environment. The *reflective steward* could also play a more objective role of monitoring and auditing the organisation's communication and stakeholder relationship activities. In this role, the communication manager should be an integral part of the dominant coalition, contributing to decision-making and *co-creative value creation* amongst internal and external stakeholders*.*

According to Dozier *et al.,* (1995:123-124), excellent communicators advise senior management about how stakeholders are likely to react to the *policies*, *procedures* and *behaviour* of the organisation. They furthermore help anticipate reactions of publics before they happen, permitting the organisation to act

strategically rather than simply reacting. Communication managers in excellent departments know how to gather information from constituents through focus group studies; surveys of publics; and systematic analysis of what the media say about the organisation and issues important to it. They study opinion polls and media coverage to identify emerging issues; help manage issues already on the organisation's agenda; collect information from key constituents and help senior management interpret information about stakeholders, publics, audiences and interest groups. The best long-term relationships with publics are achieved through negotiation - disputes are best resolved by finding a common ground where the organisation and people whose lives are affected by it, each get some of what they want from the relationship. As such, an excellent communication department does its best work when it facilitates relationships between senior management and constituents.

CEOs include excellent communicators in all strategic decisions, because nobody else knows better how those decisions will affect key constituents. On that basis, senior managers come to value the communication department in a new way, and support the communication function as an important component of organisational effectiveness.

From the above perspective, the reflective steward conceptualises strategic communication management in a triple context environment as developed in this study, and explicated in the *integrated strategic communication management theory*. Figure 7.1 depicts the three spheres of "shared expectations", namely *departmental power*, the *demand-delivery linkage* and *manager and adviser roles* in relation to the grounded theory, indicating the role and relevance of the *integrative strategic communication management theory*, to theory development and to its pragmatic application.

Figure 7.1 Relevance of the grounded theory to the Excellence process
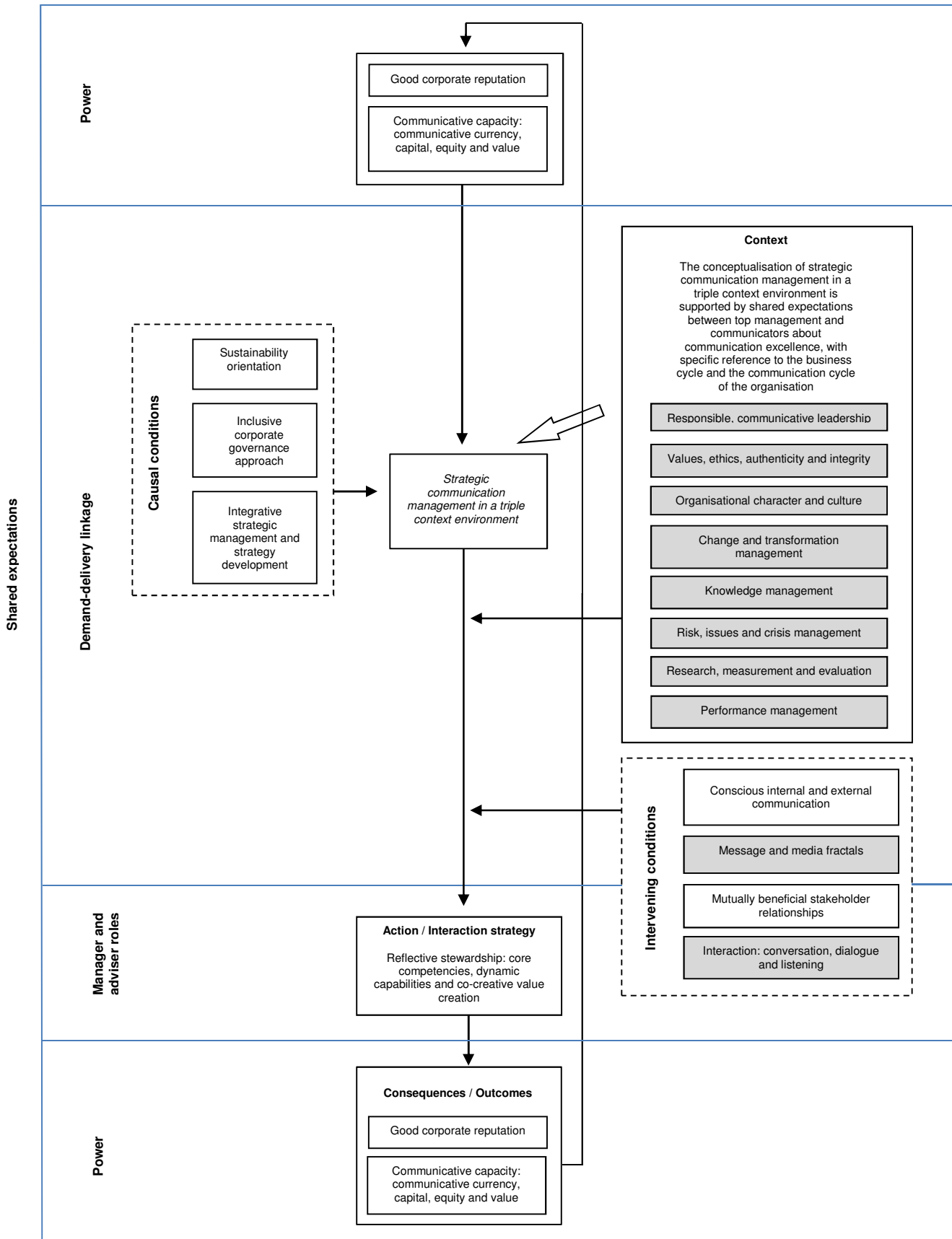
Source: Own conceptualisation

Table 7.2 indicates the three spheres of communication excellence (with accompanying descriptions) and shows relevant management and communication management capabilities as primary and supporting capabilities to be considered for the successful conceptualisation of strategic communication management in a triple context environment. It furthermore indicates the various management and communication management capabilities implicated in the three spheres of the Excellence theory. Their contribution to the conceptualisation of strategic communication management in a triple context environment can be interpreted as follows:

Core competencies represent what a company does better than competitors and are based on the concept of resource recombination, and as such on the collective *communicative capacity* in the organisation. It represents the *value dimension* of strategic management. The strategic management of communication in a triple context environment therefore contributes to resource recombination in order for an organisation to do things better than competitors and to contribute to the collective knowledge and learning *capacity* in the organisation.

The *integrative strategic communication management theory* posits that communicative capacity, is the human and organisational capacity for communicative action through language (currency), communicative capability (capital) and communicative contribution (equity).

The grounded theory furthermore suggests that *departmental power* can be obtained by focusing on *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value* as outcomes of *strategic communication management in a triple context environment*. From this perspective, the *demand-delivery linkage* specifically includes expectations from top management regarding the causal conditions of a *sustainability orientation*, *inclusive corporate governance approach* and *integrative strategic management and strategy development*, as well as the business cycle attributes of *responsible, communicative leadership; values, ethics, authenticity*

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Table 7.2   The grounded theory applied to the three dimensions of shared expectations

Spheres of shared expectations	Description	Primary management and communication management capabilities	Supporting management and communication management capabilities
Departmental power	Ability to influence members of the dominant coalition	Good corporate reputation Communicative capacity: communicative currency, capital, equity and value	
Demand-delivery linkage	Excellent communication departments can deliver on the demands of top management	The conceptualisation of strategic communication management in a triple context environment (is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the *business cycle* and the *communication cycle* of the organisation)	Sustainability orientation Inclusive corporate governance approach Integrative strategic management and strategy development Responsible, communicative leadership Values, ethics, authenticity and integrity Organisational character and culture Change and transformation management Knowledge management Risk, issues and crisis management Research, measurement and evaluation Performance management Conscious internal and external communication Message and media fractals Mutually beneficial stakeholder relationships Interaction: conversation, dialogue and listening
Manager and adviser roles	Top communicators may play a formal or informal role	Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation	

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and integrity; organisational character and culture; change and transformation management; knowledge management; risk, issues and crisis management; research, measurement and evaluation; and performance management. Attributes of the communication cycle include: conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction: conversation, dialogue and listening. Integrating the two cycles on a conceptual (principle and value-based) level also guides an integrative approach on the operational level where organisational disciplines can be managed across porous organisational boundaries. Against this background, the communication manager as reflective steward (playing the role of the strategist, manager and technician interchangeably) facilitates management and communication management core competencies, dynamic capabilities and co-creative value creation.

Management and communication management capabilities have both enabling and restricting qualities relevant to the conceptualisation of strategic communication management in a triple context environment. An important consideration for using the Excellence theory perspective is to better understand and explain the possibilities and limitations associated with these management and communication management capabilities in the conceptualisation of strategic communication management in a triple context environment. The Excellence perspective on the grounded theory emphasises the fact that communication can make a value-added contribution to organisations.

iii.   **Implications of the grounded theory for the outer sphere of** ***organisational culture***

The third sphere of "shared expectations" consists of the "character of organisational culture". The knowledge base and the shared expectations between senior management and the communication department rests within this sphere. Two attributes of culture as a context affect the quality of communication in organisations, namely a participative culture and the

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empowerment of women and culturally diverse employees (Dozier *et al.,* 1995:31-32). *Organisational character and culture* has also been identified as one of the attributes of the grounded theory that could influence the strategic management of communication in a triple context environment.

The above approach illustrates that, when managing communication on a strategic level in a triple context environment, the *reflective steward* considers the *sustainability orientation* of the organisation; its *inclusive corporate governance approach;* as well as its *integrative strategic management and strategy development* processes. He/she facilitates the management and communication management *core competencies, dynamic capabilities and co-creative value creation* of the organisation, by governing *conscious internal and external communication; media and message fractals; mutually beneficial stakeholder relationships;* and *interaction: conversation, dialogue and listening* in communication programmes. The outcomes of the communication strategy, the communication policies and communication programmes should be a *good corporate reputation* and the creation of *communicative capacity: communicative currency, capital, equity and value*.

The following section describes the different levels on which the value of communication can be determined.

7.4   THE EXCELLENCE LEVELS

Grunig (1993:164) argues that public relations research has over the years progressed through three levels of problems: The *macro* (environmental) level, which refers to explanations of public relations behaviour and the relationship of public relations to organisational effectiveness; the *meso* (group) level, which refers to how public relations departments are organised and managed; and the *micro* (individual) level, which refers to the planning and evaluation of individual public relations programmes. Grunig *et al.,* (2006:31) furthermore state that the value of communication can be determined at least on four levels: the

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Figure 7.2 The grounded theory in the Excellence process
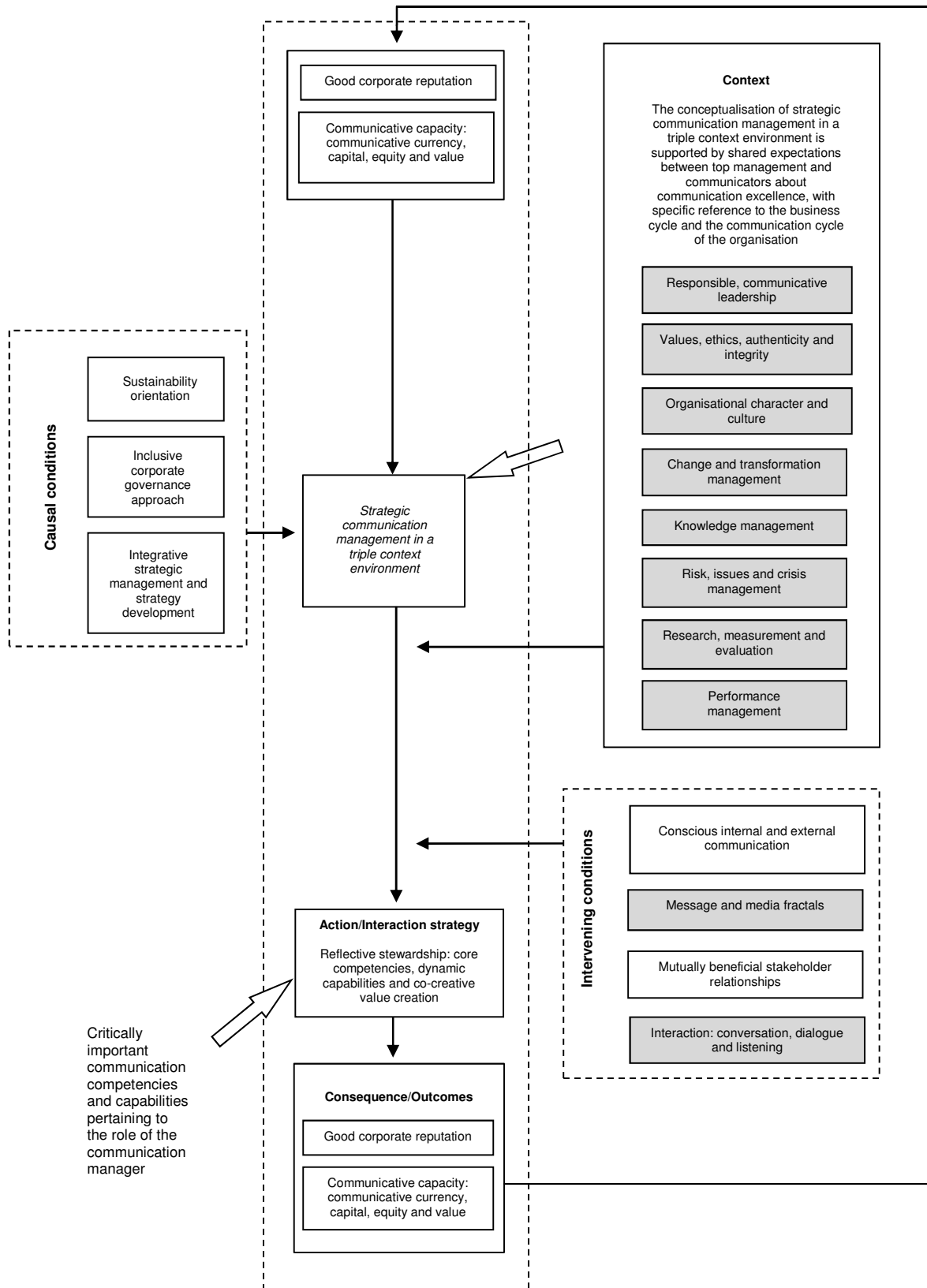
programme level, the *functional* level, the *organisational* level and the *societal* level.

The grounded theory (Figure 7.2) of *integrative strategic communication management* was developed in a strategic context and focuses on the shared expectations between top management (the board and senior management) and communicators (managers and communication managers) about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation. From this perspective, the theory can be viewed through the lens of the following four levels referred to in the Excellence theory:

- *Societal level:* Organisations have an impact beyond their own bottom line - they also affect other organisations, individuals, and publics in society. As such, communication management has value when it contributes to the social responsibility of organisations.
- *Organisational level:* To show that communication management has value for the organisation, it must illustrate that communication programmes contribute to organisational effectiveness.
- *Functional level:* The communication function can be audited by comparing the structure and processes of the department with the best practices in other organisations or with theoretical principles.
- *Programme level:* Individual communication programmes such as customer relations, media relations and community relations, are successful when they affect the cognitions, attitudes and behaviours of employees, stakeholders and publics.

(Grunig *et al.*, 2006:32).

In a triple context environment communication programmes should strive to co-create value, with a *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value* as outcomes. Communication departments should be structured after a corporate strategy and a corporate communication strategy developed to consider people, planet

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and profit and to ensure the generation of *communicative capacity*. From a pragmatic perspective, the functional and process capabilities of the grounded theory provide a framework for communication strategy development, which can also guide the structure and characteristics of the communication department.

Research on organisations and their environments, suggest that *organisation-level variables* bring about excellent public relations (Grunig, 1992:3-4; Grunig *et al.* in Botan & Hazleton, 2006:26). Although the grounded theory developed in this study, specifically applies to the *environmental and organisational levels*, its pragmatic approach will also influence the *functional and programme levels* of the organisation. In a triple context environment, strategies on all levels should address financial/economic, societal and environmental issues, which will materialise through communication programmes. Communication is therefore the process by which organisational activities can be made material to the organisation and to its interest groups. This also manifests in the integrated reporting process, considered to be a strategic management process; and in the integrated report, considered to be the output of the process. As such, the integrated reporting process is intertwined with the strategic communication management process; while the integrated report is generally considered to be one of many outputs of this communication process.

Figures 7.2, 7.3 and 7.4 highlight the role of the reflective steward in the balancing of management and communication management core competencies, dynamic capabilities and co-creative value creation. The reflective steward integrates communication on a societal, organisational, functional and programme level in order to create value for the organisation; and take cognisance of the demand-delivery linkage when managing communication in the organisation.

Figure 7.3   The shared expectations dimension in a triple context environment

Good corporate reputation	**Role**
Communicative capacity: communicative currency, capital, equity and value	The communication manager as reflective steward plays the roles of strategist, manager and technician interchangeably and can be held responsible and accountable for the communication of the organisation. From this perspective, the reflective, strategic, educational and operational roles of communication management are considered. The focus of the reflective steward should be on value creation in a triple context environment through the facilitation of management and communication management core competencies and dynamic capabilities.
Strategic communication management in a triple context environment	
	Demand-delivery linkage
Reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation	In a triple context environment the communication function should deliver on the demands of top management regarding financial/economic, social and environmental issues.
	Power
Good corporate reputation	The outcome of strategic communication management in a triple context environment should be a good corporate reputation and communicative capacity: communicative currency, capital, equity and value. This approach should increase the value that the dominant coalition has for the communication function.
Communicative capacity: communicative currency, capital, equity and value	

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7.4.1   A *societal level* perspective on the grounded theory

In the Excellence study, researchers examined the organisational context to determine whether communication excellence can survive on its own, or whether it requires a nourishing external and internal context to flourish. The Excellence theory predicted that a turbulent, complex external environment stimulates organisations to develop excellence in communication (Grunig *et al.*, 2006:51).

Grunig *et al.*, (2006:52) argue that excellent communication departments respond to stakeholders with two-way symmetrical communication; involve them in organisational decisions; scan the environment and bring the voices of stakeholders and publics (also activist publics) into decision-making; develop programmes to communicate symmetrically with them and involve them with managers throughout the organisation; and they use formative and evaluative research to manage communication programmes strategically.

Dozier *et al.*, (1993:128-129) furthermore posit that top communicators, with the support of the expertise in their departments, make substantial contributions to strategic planning and decision-making. By using formal and informal research techniques, they help with problem solving, then execute effective communication programmes to build lasting, long-term relationships with key constituents which are potentially affected by every strategic decision made. Senior managers can play a role in establishing mutually beneficial relationships with key constituents, but they can also do damage by making decisions without considering its affect on strategic relationships. In excellent organisations, top communicators and their staff provide expertise on the knowledge, opinions and behavioural predispositions of the parties affected by an organisation.   When relationships are factored into decision-making, senior managers practise proactive public relations and communication management - when they are ignored, organisations must often practise reactive public relations (Dozier *et al.*, 1993:128-129).

Figure 7.4   Managing communication strategies and programmes in a triple context environment

Good corporate reputation	**Board and top management** Three specific communication management goals and objectives should be included in the business model and strategy of the organisation, namely those pertaining to *communication management*, *stakeholder management* and *reputation management*. In order to monitor the communication function for compliance, the board and top management could ask specific questions, posed in the form of a metric, to determine the value-added contribution the communication function makes to the organisation. The information is provided in the form of business and communication intelligence that has been 'translated' to suit relevant and circumstantial/situational purposes. This information is also reflected in the integrated report.
Communicative capacity: communicative currency, capital, equity and value	
Strategic communication management in a triple context environment	**Other managers** All managers in the organisation should be held responsible and accountable for communication, stakeholder relationship and reputation management activities. These should be measured through KPIs and KRIs to determine whether managerial activity has increased or decreased the value of the organisation through communication.
Reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation	
Good corporate reputation	**Communication manager** The communication manager will develop integrated communication strategies, policies and plans from an integrated thinking perspective, that are aligned with corporate strategies, policies and plans and that will contribute to value creation for the organisation through good corporate reputation and communicative capacity: communicative currency, capital, equity and value.
Communicative capacity: communicative currency, capital, equity and value	

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Figure 7.5 illustrates the grounded theory from a triple context perspective as an integrative approach to communication systems and processes. It highlights the social and environmental communication agenda, as well as the economic and financial communication agenda of the organisation, while focusing on the central role of the communication manager in facilitating the communication processes in the organisation.

Dozier *et al.* (1995:28; Haywood, 2005:xiv) argue that communicators must know how to manage the organisation's response to issues and must have the knowledge to set goals and objectives, which is part of senior manager role playing. Desired relationships are often affected by the organisation's response to issues that are important to key stakeholders, publics, audiences and other interested parties. "By managing responses to key issues strategically, desired relationships can be built or maintained with key stakeholders". Issues can be managed in a triple context environment by focusing on social issues, environmental issues and financial issues.

From a corporate reputation perspective, Haywood (2002, 2005:9, 22) argues that reputation is the ultimate business asset and that it must be a board agenda item - the practice of reporting will also play a role in this positioning. As reputation is a top management responsibility, policy on corporate communication must also be decided on this level. The chairman should take the ultimate responsibility, but should be supported by other members of the board and all stakeholders. The fact that the board signs off policy could also support a responsible communication programme, and could shape company behaviour.

Haywood (2002, 2005:39) argues the following about "directors and the communications policy": "Reputation is rightly seen by shareholders (and other stakeholders) as a serious board responsibility. Therefore, a company that has no related communications policy is unlikely to be able to carry out its responsibilities to all its stakeholders, for information will be one of their prime

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Figure 7.5   Integrative approach to communication systems and processes in a triple context environment

Central role for the communication manager

The communication manager as *reflective steward* facilitates the communication process to enable core competencies and dynamic capabilities to co-create value for the organisation and for society. Communication strategies, policies and plans assist with making information material to stakeholders. The three pillars of strategic communication management in this context are communication management, stakeholder relationship management and reputation management.

Social and environmental agenda

The communication manager assists in developing a social and environmental communication agenda for the organisation, which culminates in a *good corporate reputation* and the building of *communicative capacity: communicative currency, capital, equity and value.*

Economic and financial agenda

The communication manager assists in developing an economic and financial communication agenda for the organisation, that culminates in a *good corporate reputation* and the building of *communicative capacity: communicative currency, capital, equity and value.*

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needs. Each director should be concerned that the communications policy is sound; that it ensures that all who have a right to know are properly informed; that effective feedback systems exist; that early warning of problems can be assured; that the processes exist to deal briskly and sensitively with any crisis; and that a senior director is personally responsible for reputation and related public relations, with proper, regular reporting procedures to the whole board. It is also vital that the company policies address the approach to all issues that could affect the corporate reputation".

Communication should therefore be a regular and routine board item, with a communication strategy that includes the following areas: objectives, strategy, perceptions, messages, tactics, initiatives, calendar, concerns, competition, appraisal, management and resources (Haywood, 2002, 2005:40-41).

In the role of the *reflective steward* (Figure 7.5), the communication manager also considers the social, environmental and financial issues relevant to the organisation and its stakeholders and develop communication strategies, policies and programmes to manage these issues. He/she facilitates the communication processes to manage core competencies and dynamic capabilities in order to co-create value for the organisation and for society in this context. Since the communicative actions in the relationship between organisations and stakeholders can influence the social, economic, cultural or political well-being of both parties, stewardship should be a major consideration in the communication function contributing to the long-term success of the organisation. From this perspective, communicative capacity is created in the knowledge dimension of the Excellence theory, where an awareness of the needs and interests of stakeholders and publics is necessary for organisations to co-create value. Value is furthermore created when the organisation and its stakeholders use the same communicative currency (cultural or discipline specific language) to create shared meaning in addressing triple context issues. Without a shared understanding and agreement – mental model - about the way in which these issues should be addressed, co-creative value creation will not be possible.

The above specifically contribute to the generation of communicative capital in the value dimension of communication. As a boundary spanning process, communication contributes to value creation in all the value creating dimensions of the organisation (including reflectiveness, responsibility, responsiveness and value), which manifests in financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital. Communication capital is therefore generated in the communicative action between actors - increasing, decreasing or transforming stocks of value through the activities and outputs of communicative responsibility. As such, the integrity of the communication leads to communicative equity invested in the relationship between the organisation and its stakeholders.

Figure 7.6 shows the grounded theory and its relevance to three integrative cycles that create value in the organisation - the *business cycle*, the *strategy cycle* and the *communication cycle*. All three cycles (conceptualised by the researcher for the purpose of this study) must be balanced in order to obtain the outcomes of a *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value*.

From a communication perspective, the *integrative business cycle* illustrates how communication is integrated with business and management processes. As such, it reflects the integration of communication processes with business and management processes on a strategic level and in a triple context environment. The *integrative strategy cycle* illustrates the positioning of the communication strategy in the strategic management process and shows it as the link between the corporate strategy and the integrated report. As such, the strategic communication management process and the integrated reporting process are intertwined and is managed from an integrated perspective, by the reflective steward. The *integrative communication cycle*, reflects the integrative

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Figure 7.6   Integrative approach to the business cycle, the communication cycle and the strategy cycle

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┌──────────────────────────────────┐
│   ┌──────────────────────┐        │
│   │  Good corporate      │        │      ┌─────────────────────────────────┐
│   │  reputation          │        │      │                                 │
│   └──────────────────────┘        │      │   Integrative business cycle    │
│   ┌──────────────────────┐        │      │                                 │
│   │  Communicative       │        │      │  Illustrates how communication  │
│   │  capacity:           │        │      │  is integrated with             │
│   │  communicative       │        │      │  business and management        │
│   │  currency, capital,  │        │      │  processes.                     │
│   │  equity and value    │        │      │                                 │
│   └──────────────────────┘        │      └─────────────────────────────────┘
└──────────────────────────────────┘

      ┌──────────────────────────┐          ┌─────────────────────────────────┐
      │  Strategic communication │          │                                 │
      │  management in a triple  │          │   Integrative strategy cycle    │
      │  context environment     │          │                                 │
      └──────────────────────────┘          │  Illustrates the corporate      │
                                            │  communication strategy         │
      ┌──────────────────────────┐          │  as the link between the        │
      │  Reflective stewardship: │          │  corporate strategy and         │
      │  core competencies,      │          │  the integrated report. The     │
      │  dynamic capabilities    │          │  strategic communication        │
      │  and co-creative         │          │  management process and the     │
      │  value-creation          │          │  integrated reporting process   │
      └──────────────────────────┘          │  are intertwined and            │
                                            │  are managed from an            │
                                            │  integrated perspective, by     │
                                            │  the reflective steward.        │
                                            └─────────────────────────────────┘
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Integrative business cycle

Illustrates how communication is integrated with business and management processes.

Integrative strategy cycle

Illustrates the corporate communication strategy as the link between the corporate strategy and the integrated report. The strategic communication management process and the integrated reporting process are intertwined and are managed from an integrated perspective, by the reflective steward.

Integrative communication cycle

Illustrates the integrative communication process, with its three communication clusters, namely: communication management, stakeholder relationship management and reputation management. The clusters manifest on the macro, meso and micro levels.

Good corporate reputation

Communicative capacity: communicative currency, capital, equity and value

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communication process with three communication clusters, namely: communication management, stakeholder relationship management and reputation management. The clusters manifest on the macro, meso and micro levels and will be influenced by decision-making on a societal, organisational, functional and programme level.

In Figure 7.7 the *integrative business cycle* on the macro level is illustrated from a pragmatic perspective and illustrates how communication can be aligned with other management processes in the organisation. In this cycle, managers and communication managers playing the reflective stewardship role start with *integrated thinking* (including *triple context thinking*), as "the active consideration by an organisation of the relationships between its various operating and functional units and the capitals the organisation uses and affects." From this perspective, *integrated thinking* guides *integrative, communicative thinking* that creates value through communicative action between entities and by integrating diverse facts, ideas and connections into comprehensive integrative thinking for decision-making. These conscious thinking processes facilitate the development of the corporate strategy; other strategies in the organisation; as well as the development of the integrative communication strategy.

The *business model* which flows from the above, and which considers communicative processes, facilitates capital and value creation in the business context and in the communication context. In the business context, the six capitals (financial, manufactured, intellectual, social and relationship, and natural capital) mentioned in The International <IR> Framework are considered to be relevant to the business model to illustrate value creation. From this perspective, communication capital can be created by focusing on communication contexts that are important for value creation and that include amongst others: intrapersonal communication, interpersonal communication, group communication, organisational communication, business communication, management communication, corporate communication, marketing communication, mass communication, crisis communication and intercultural

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communication. Linked to this are two communicative reporting phases that result from these processes, namely: reporting on organisational and communicative outputs and outcomes vertically to the board and top management; and reporting on organisational and communicative outputs and outcomes horisontally to stakeholders in the integrated report. These two reporting processes form part of the organisation's integrated reporting process.

The *integrative business cycle* and the *integrative strategy cycle*, will include considerations about the sustainability orientation of the organisation; its inclusive corporate governance approach; integrative strategic management and strategy development; responsible communicative leadership; values, ethics, authenticity and integrity; organisational character and culture; change and transformation management; knowledge management; risk, issues and crisis management; research, measurement and evaluation; and performance management.

Because of its integrative nature, these cycles will also include considerations about *strategic communication management in a triple context environment,* which serves as the link between the business cycle, the strategy cycle and the communication cycle of the organisation. The integrative communication cycle thus includes: conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction: conversation, dialogue and listening. Integrating the business cycle, the strategy cycle and the communication cycle of the organisation will result in a good corporate reputation and the building of communicative capacity: communicative currency, capital, equity and value. The reflective steward integrates these considerations when managing the core competencies, dynamic capabilities and co-creative value creation processes of the organisation.

7.4.2 An *organisational level* perspective on the grounded theory

According to Grunig *et al.*, (2006:53) previous research has examined the extent to which the organisational characteristics of structure, culture, communication system, treatment of men and women, and power of the dominant coalition predict organizational behaviour in general, and communication practice, in particular. The conclusion is that a *power-control theory* can explain organisational and communication behaviour. From this perspective, organisations behave as they do because the *dominant coalition chooses to organise and manage in that way*. Research also suggests that the *organisational context of a communication function could nurture*, or impede excellent communication management.

The *integrative strategic communication management theory* proposes that the *shared expectations between top management and communicators about strategic communication management in a triple context environment, with specific reference to the business cycle (and strategy cycle) and the communication cycle* at the organisational level, should include the following attributes:

Integrative business cycle (Figure 7.7):
- Sustainability orientation
- Inclusive corporate governance approach
- Integrative strategic management and strategy development
- Responsible, communicative leadership
- Values, ethics, authenticity and integrity
- Organisational character and culture
- Change and transformation management
- Knowledge management
- Risk, issues and crisis management
- Research, measurement and evaluation
- Performance management

Figure 7.7   Macro level: Integrative business cycle
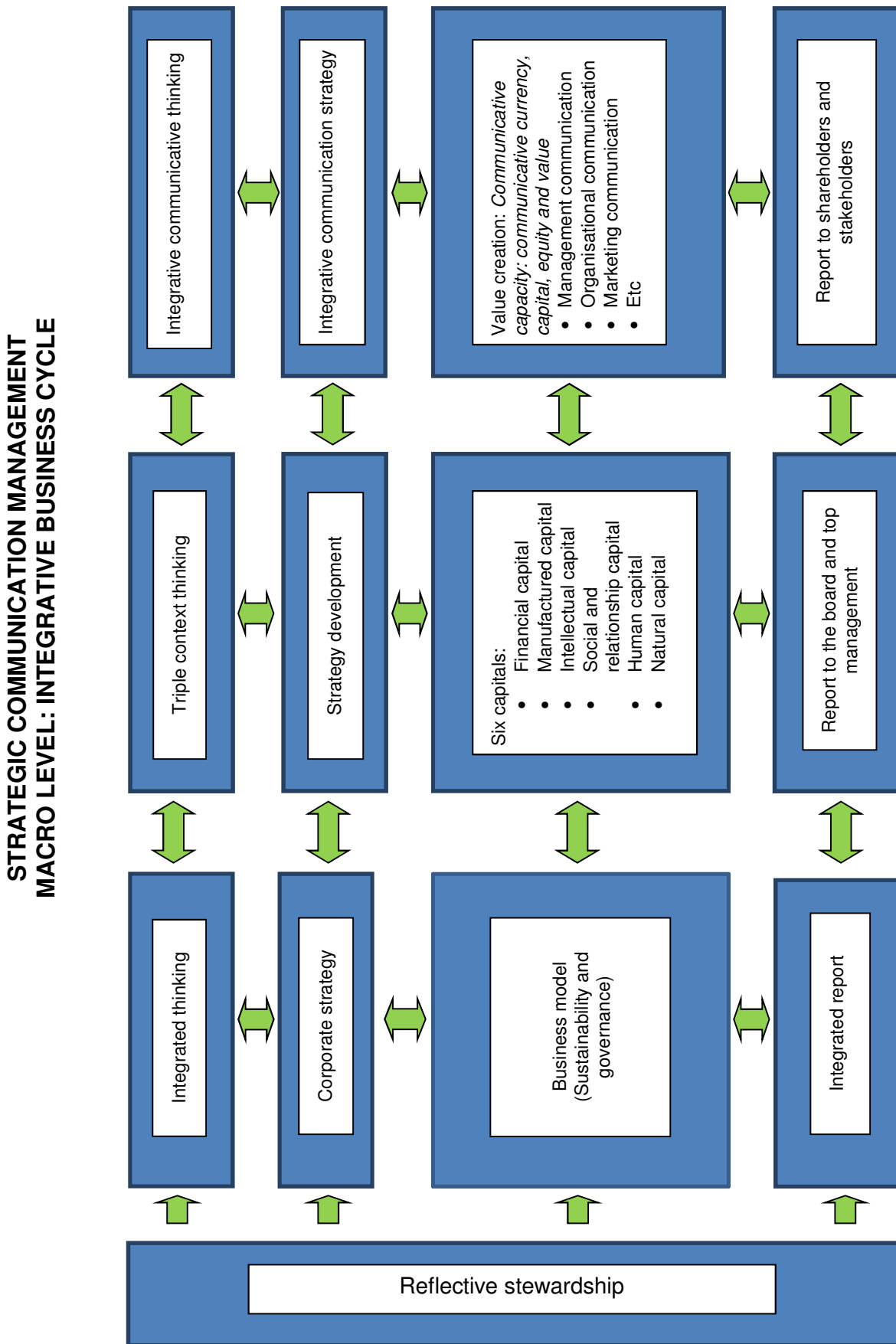
Source: Own conceptualisation

Integrative communication cycle (Figure 7.9):

- Conscious internal and external communication

- Message and media fractals

- Mutually beneficial stakeholder relationships

- Interaction: conversation, dialogue and listening

Integrative business and communication cycles - the strategy cycle (Figure 7.8) integrates the business and communication cycles:

- Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation

Integrative business and communication cycle outcomes:

- Good corporate reputation

- Communicative capacity: communicative currency, capital, equity and value

The communication manager as reflective steward uses the communication strategy in the strategy cycle to link the business cycle with the communication cycle. From a process perspective, an integrative communication strategy links the corporate strategy with the integrated report by aligning the strategic communication management processes in the organisation, with the integrated reporting process. Figure 7.8 illustrates the application of the grounded theory from the perspective of the *integrative strategy cycle*, pertaining specifically to the alignment of the strategic communication management process and the integrated reporting process. It also shows the position of the communication strategy in this process.

The *integrative strategy cycle* starts with the development of the integrative corporate strategy and business model, which feed into the integrative communication strategy and communication plans. The success of both these strategic management processes is measured by formal and informal research, as well as by measurement, evaluation and performance management in the form of the balanced scorecard, key performance indicators and key risk

indicators. Communicative metrics, agreed upon by top management and the communication function in the context of the demand-delivery linkage, will allow effective and efficient reporting (vertically) to the board and (horisontally) to stakeholders in the integrated report.

In a triple context environment, the strategic communication management process and the integrated reporting process are intertwined to form an *integrative strategy process* that provides different actors with required information. From a business perspective, this *integrative strategy cycle* will include the *corporate strategy*, while from a communication perspective it will include the *corporate communication strategy*. The process is facilitated by the communication manager playing the reflective stewardship role.

From a pragmatic perspective, the *communication management cluster* includes amongst others intrapersonal communication, interpersonal communication, group communication, organisational communication, business communication, management communication, corporate communication, marketing communication and mass communication, when developing an integrative communication strategy through an *integrative, communicative thinking* process. In the *stakeholder relationship management cluster* important considerations include, amongst others: risk, issues and crisis management, stakeholder engagement, stakeholder and public relationships and stakeholder measurements. In the *reputation management cluster* the following should be considered: corporate identity and corporate branding, corporate image and corporate reputation measurement. These considerations should culminate in a balanced scorecard metric for the organisation and should be reflected in key performance indicators (KPIs) and key risk indicators (KRIs). In this process of *communicative capacity building*, value is created through *communicative action,* and materialised through *communicative currency, capital, equity and value,* illustrating the 'communicative footprint' of the organisation*.*

Figure 7.8 Macro level: Integrative strategy cycle

STRATEGIC COMMUNICATION MANAGEMENT
MACRO LEVEL: INTEGRATIVE STRATEGY CYCLE

Research, measurement and evaluation

Surveys
Communication audits
Stakeholder audits
Reputation audits

Performance management

Balanced Scorecard
Financial
Internal business processes
Learning and growth
Stakeholders

Key Performance Indicators (KPIs)

Key Risk Indicators (KRIs)

Integrative communication strategy

Communication strategy
Strategic stakeholders and publics
Key strategic issues
Communication goals
Stakeholder goals
Reputation and brand goals
Communication policy
Communication plans
Communication budget

Communication plans

Communication goals
Messages
Channels
Scheduling
Budget
Evaluation research

Align communica-tion strategy with corporate strategy and business model

Integrative corporate strategy

Corporate profile
Vision and mission
Corporate values and philosophy
Corporate culture
Corporate policy
Corporate objectives/strategic intent:
- Communication objectives
- Stakeholder objectives
- Reputation and brand objectives
- Other corporate objectives

Business model

- Inputs
- Business activities
- Outputs
- Outcomes
- Management

Source: Own conceptualisation

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Figure 7.8 Macro level: Integrative strategy cycle

Source: Own conceptualisation

Figure 7.9   Macro level: Integrative communication cycle
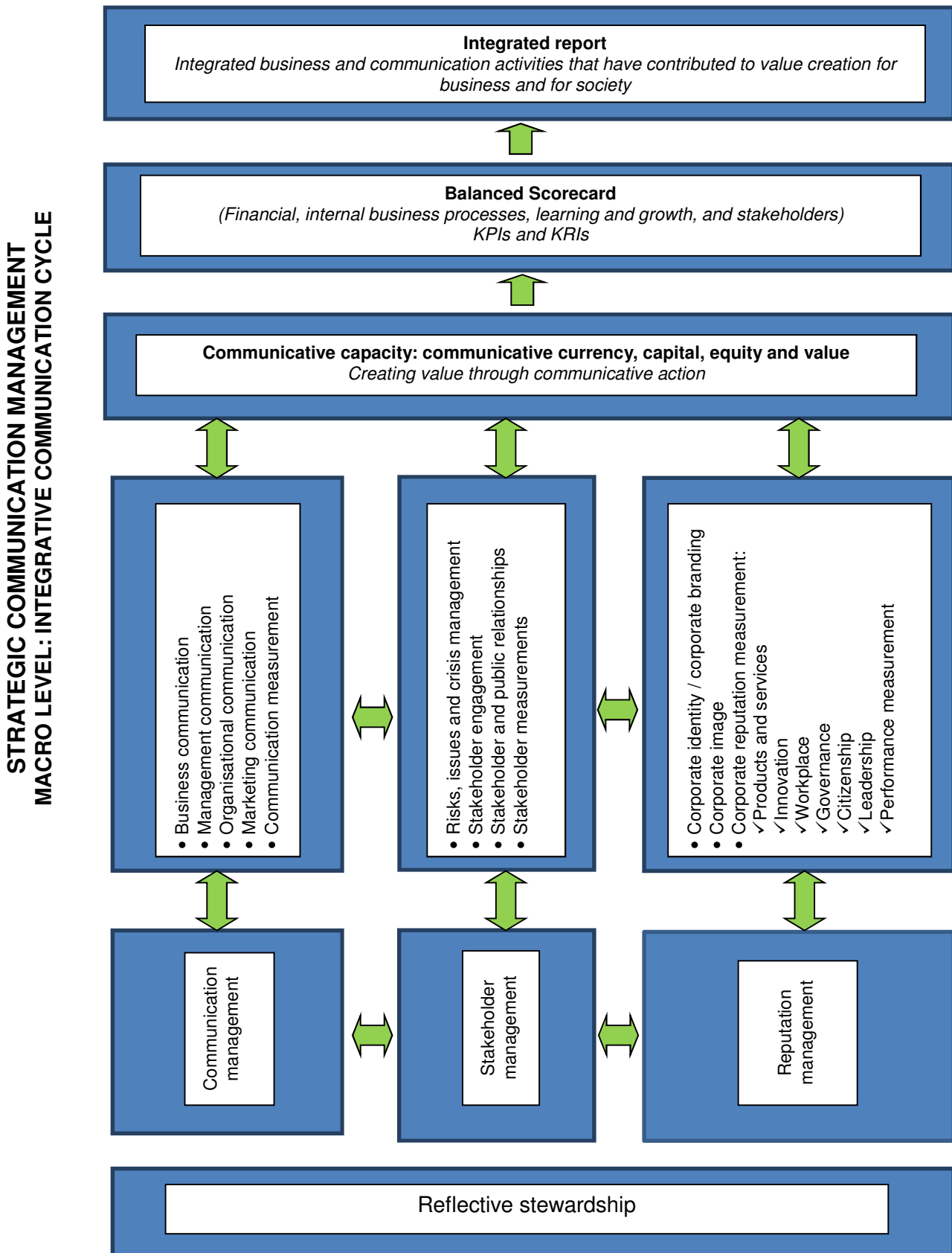
Source: Own conceptualisation

The *communication management cluster, stakeholder relationship management cluster* and *reputation management cluster* (Figure 7.10) are furthermore supported in the form of *conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships;* and *interaction: conversation, dialogue and listening.* These processes also culminate in value creation in the form of communicative capacity building, through communicative action.

From this perspective, there is a reciprocal relationship between communicative capacity building and the communicative currency (value creating contextual language) used in conversations in the arena between business and society. Communicative capital in the form of dynamic communicative capabilities is also created in the process of communicative capacity building, while communicative equity (the respect for the contribution that entities - individuals, stakeholders and other organisations - make to the mission of the organisation) is created in the relationships between the actors. As a result, the communicative contribution made by the activities in the *communication management cluster*, *the stakeholder relationship management cluster* and the *reputation management cluster* (Figure 7.10) is relevant for the strategic management and integrated reporting processes, and as such creates value for the organisation and for society in a balanced manner.

After aligning the communication strategy with the corporate strategy in the strategic management cycle (Figure 7.8), the structure and positioning of the communication function in the organisation can be determined. The next section addresses the Excellence theory's functional level perspective of the grounded theory.

7.4.3 A *functional level* perspective on the grounded theory

The application of the grounded theory on a functional level is purely for illustrative purposes to show its pragmatic applicability, and cannot be considered as a scientific functional level perspective, since it was not validated

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empirically. However, the grounded theory is considered to be rigorous enough for it to be applied in this context.

From a functional level perspective, the Excellence question asked what are the characteristics of public relations departments and programmes, and of the internal and environmental context of the organisation, that increase the likelihood that the public relations function will have value for both the organisation and for society? A number of critical middle-range theories were integrated within the general theory of excellence, as an answer to this question (Botan & Hazleton, 2006:25-26).

Botan and Hazleton (2006:44) refer as follows to organisations that should have an integrated communication function. "An excellent public relations function integrates all public relations programmes into a single department or provides a mechanism for coordinating programmes managed by different departments. Only in an integrated system is it possible for public relations to develop new communication programmes for changing strategic publics and to move resources from outdated programmes designed for formerly strategic publics to the new programmes". This approach is supported in the grounded theory developed in this study.

Botan and Hazleton (2006:44-45) also posit that the communication function should not be integrated into another department whose primary responsibility is a management function other than communication. From this perspective, organisations should integrate communication activities through a central communication management department; or they should have several specialised departments that are co-ordinated both formally and informally by a chief communication officer, who often holds the title of senior vice president or vice president of corporate communication. In his/her co-ordinating role, this senior communication officer will co-ordinate activities such as organisation-wide meetings, communication policies, and interaction of communication professionals in different departments or business units.

Figure 7.10 Integrative approach to the communication management cluster, the stakeholder relationship management cluster and the reputation management cluster

Good corporate reputation	**Communication management cluster** Conscious internal and external communication that encapsulates the creation of mindful communication patterns that contribute to meaning-making and co-creative value creation.
Communicative capacity: communicative currency, capital, equity and value	
Strategic communication management in a triple context environment	**Stakeholder relationship management cluster** The development of stakeholder and public relationships by coherently responding to the material concerns of interest groups on whom the success or failure of the organisation depends, by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect, caring and subjective happiness.
Reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation	
Good corporate reputation	**Reputation management cluster** An ambient (symbolic and behavioural) representation of the organisation, through the vehicles of the corporate identity, brand portfolio, image and reputation, that could impact the interests of the organisation and its stakeholders.
Communicative capacity: communicative currency, capital, equity and value	

Source: Own conceptualisation

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In Figures 7.10 and 7.11 the grounded theory suggests an integrative approach to the *communication management cluster*, the *stakeholder relationship management cluster* and the *reputation management cluster* in the organisation, of which the strategies and activities are co-ordinated by the communication specialist, acting as the steward of the communication activities in the organisation. Figure 7.10 illustrates how the grounded theory relates to the *integrative communication cycle*.

The *communication management cluster* represents conscious internal and external communication that encapsulates the creation of mindful communication patterns that contribute to meaning-making and co-creative value creation. In the *stakeholder relationship management cluster* the development of stakeholder and public relationships take place by coherently responding to the material concerns of interest groups on whom the success or failure of the organisation depends, by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect, caring and subjective happiness. The *reputation management cluster* illustrates an ambient (symbolic and behavioural) representation of the organisation, through the vehicles of the corporate identity, brand portfolio, image and reputation, that could impact the interests of the organisation and its stakeholders.

Figure 7.11 demonstrates the integrative communication function on a meso level and the positioning of the chief communication officer (CCO) on top management level. As such, the CCO will be responsible for managing the communication cluster, the stakeholder relationship cluster and the reputation cluster. King and Roberts (2013:52) propose the role of the chief stakeholder relationship officer (CSRO) who would be responsible for the company's stakeholder engagement and who would facilitate the feedback loop for information between stakeholders, management and the board. "The CSRO is a senior position that ideally reports directly to the chief executive".

According to Grunig *et al.,* (2006:44) there has been an extensive debate in 1985 (at the time of the Excellence project) about how the communication function should be organised and what its relationship should be to other management functions. Scholars and professionals argued for the integration of all communication activities in an organisation into a single department or for communication to be co-ordinated by a "chief reputation officer". Grunig *et al.,* (in Botan & Hazleton, 2006:44) also posit that integrated marketing communication scholars have moved away from IMC to what they now call "integrated communication".

Botan and Hazleton (2006:44) state that combinations of centralised or integrated, specialised departments tend to have a matrix arrangement with other management functions such as marketing, human resources or finance. "They work under an integrated philosophy of communication – a philosophy that is largely strategic and symmetrical". The communication managers in these departments collaborate with their peers in other management functions. In excellent departments there is little competition with other management functions, such as human resources, marketing or auditing – communication professionals work as colleagues who are equally empowered.

i. The role of the communication manager in a triple context environment - explicating the *reflective stewardship role*

Together with developing the grounded theory in this research, the role of the reflective steward was also conceptualised. In this role, the communication manager plays the roles of the strategist, manager and technician interchangeably and is specifically responsible for linking the business cycle and the communication cycle of the organisation, by managing core competencies and dynamic capabilities with the aim of co-creating value.

According to Grunig *et al.* (2006:43) roles are abstractions about the patterned behaviours of individuals in organisations. It provides a way of classifying and summarising the activities that an individual might perform as a member of an

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organisation, which might be defined as systems of roles. Four major roles have been identified by researchers, namely: the manager, senior adviser (known as communication liaison), technician and media relations roles. From this perspective, the Bled Manifesto, developed at the Bled Conference in 2003, refers to the following roles of the communication manager in the organisation: reflective, strategic, educational and operational.

Grunig *et al.*, (2006:43) furthermore state that communication managers are most effective when they also possess technical expertise – especially media relations. Excellent communication departments possess both strategic managerial expertise and administrative managerial expertise.

Figure 7.11 illustrates the CCO functioning on top management level as a reflective steward and reporting to the CEO. From this perspective, the value outcome of the communication management cluster will be communication capital. The communication function will be responsible for contributing to the development of the corporate strategy; for developing the corporate communication strategy; and for developing the corporate communication plans. In the stakeholder relationship management cluster, the value outcome will be social and relationship capital. In this cluster, relationships with stakeholders and publics will be managed and governed, while issues will be managed from a triple context perspective. In the reputation management cluster, the corporate identity, brand and image will be managed.

Figure 7.12 illustrates from a pragmatic perspective the organisational structure and positioning of communication in the organisation. At this level, communication management should be regarded as a management function, and positioned at top management level, in order to be able to facilitate the communication processes that contribute to a *good corporate reputation* and the building of *communicative capacity: communicative currency, capital, equity and value* for the organisation and for society. In this capacity, it can also assist other management functions with their communication responsibilities.

Figure 7.11 Meso level: Integrative communication function
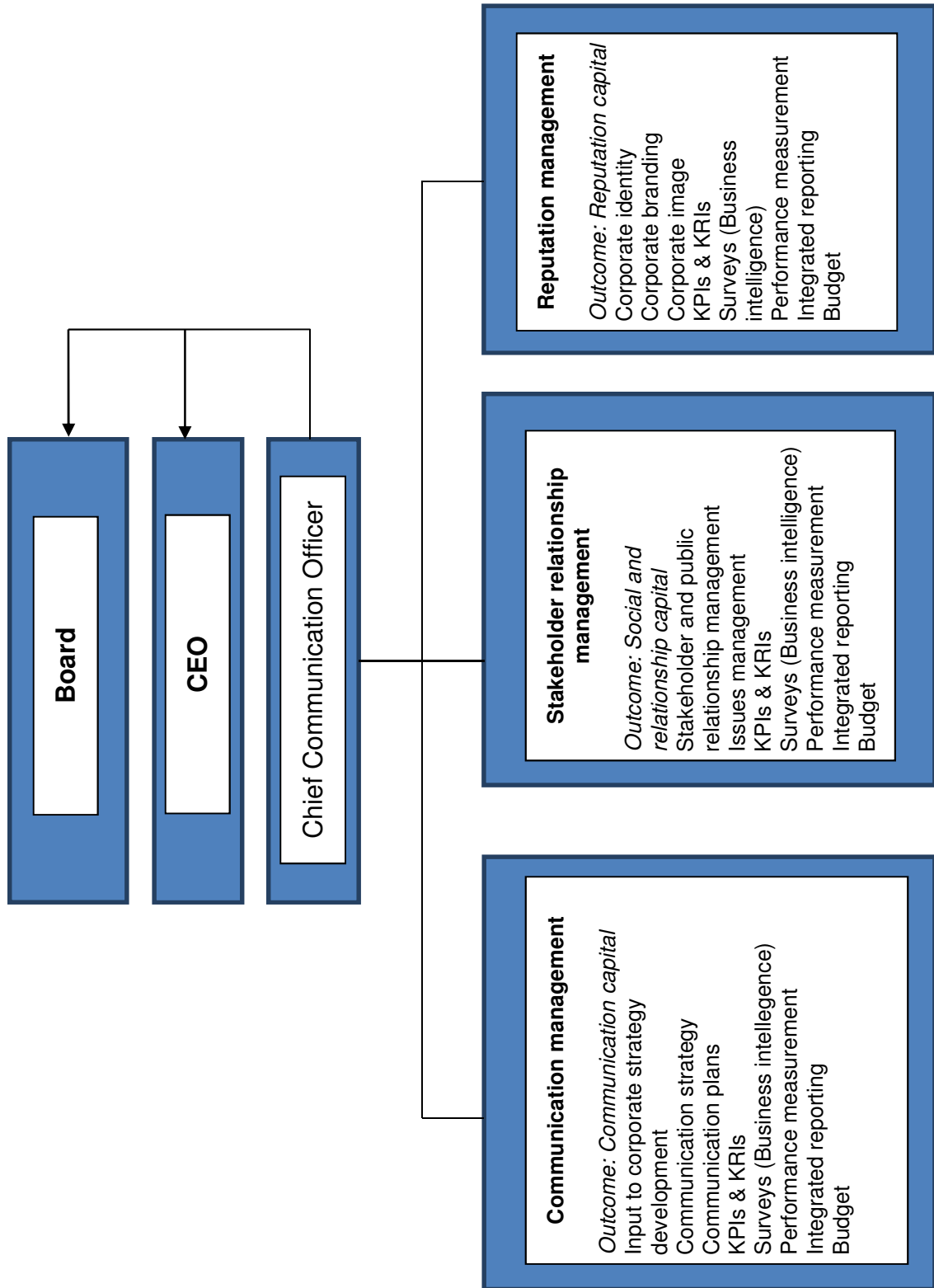
Source: Own conceptualisation

As *reflective steward,* the communication professional is part of the dominant coalition, contributing to decision-making and *co-creative value creation* by assisting with the facilitation of management and communication management *core competencies and dynamic capabilities.* Hence the contention that the reflective steward plays the roles of strategist, manager and technician interchangeably in a triple context environment.

This approach should increase the value that the dominant coalition has for the communication function and should also increase its power and influence in the organisation and in society. In a triple context environment the function should deliver on the demands of top management regarding financial/economic, social and environmental issues. As such, the communication manager as communication steward also plays the reflective, strategic, operational and educational roles (as identified in the Bled Manifesto, 2003) interchangeably when managing communication on a strategic level in a triple context environment.

From this perspective, Figure 7.11 and Figure 7.12 illustrate the proposed positioning of the integrative communication function on the meso level. The chief communication officer (CCO) should then report to the CEO and to the board and should be held responsible and accountable for the three *integrative communication clusters* of communication management, stakeholder relationship management and reputation management.

King and Roberts (2013:53) state the following in this regard: "At each board meeting, there should be a standing agenda item on stakeholder relationships. This enables the CSRO to present a report on the current state of relationships with key stakeholders and of how management is dealing with their interests. This achieves the good practice of the board being informed throughout the year about the company's relationships with the key stakeholders essential to the business".

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Figure 7.12 Meso level: Organisational structure and positioning of communication
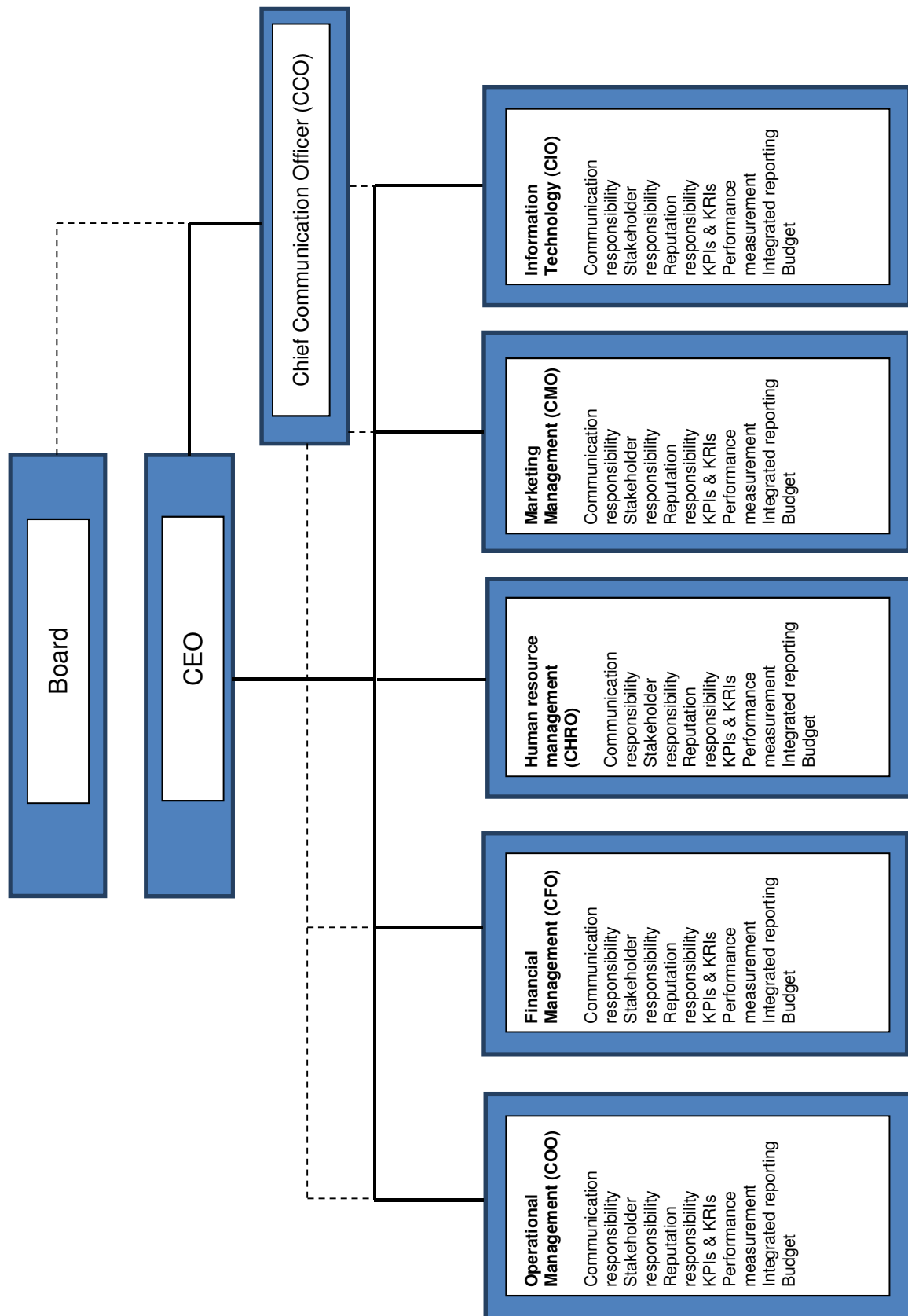
Source: Own conceptualisation

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The *integrative strategic communication management theory* serves as an integration mechanism for the *communication cycle* and the *business cycle* - the categories of the framework can as such be considered in any corporate or corporate communication strategy.

As part of the *communication cycle*, communication professionals can also follow a mixed-motive approach to communication between the organisation and society if they have the knowledge to do so, and if society recognises and values public relations. According to Grunig *et al*. (2006:46-48) two-way symmetrical communication attempts to balance the interests of the organisation and its publics, based on research and the use of communication to manage conflict with strategic publics. This approach produces better long-term relationships with publics than the other models of public relations. Symmetrical programmes are generally conducted more ethically than other models and produce effects that balance the interests of organisations with that of stakeholders, publics, audiences or other interested parties in society. As such, practitioners operating symmetrically have mixed motives (they are loyal to both their employers and to the publics of their organisations). CEOs also appreciate the two-way asymmetrical model because of its use of systematic research.

Grunig *et al.,* (2006:47) offer the following three specific propositions that were based on the symmetrical model:

1. "The public relations department and the dominant coalition share the worldview that the communication department should reflect the two-way symmetrical, or mixed-motive, model of public relations.
2. Communication programmes developed for specific publics are based on the two-way symmetrical, mixed-motive model.
3. The senior public relations executive or others in the public relations unit must have the knowledge needed for the two-way symmetrical model, or the communication function will not have the potential to practice that excellent model".

"Excellent public relations is research based (two-way), symmetrical (or mixed-motive), and based on either mediated or interpersonal communication. The team predicted that ethics would be established as 'a crucial component of excellent public relations' (Grunig *et al.,* 2006:48).

As part of the *business cycle,* King and Roberts (2013:54) suggest that the chief stakeholder relationship officer (CSRO) should have a thorough understanding of the company's business, strategy, risks and business value drivers before meaningful, interactive and ongoing relationships are built, since this will enable them to "address the company's sustainability issues in the context of its overall value creation". The CSRO will also play a boundary-spanning role and will be able to communicate openly and collaboratively, while relaying information back to management. "As the custodian of the stakeholder relationships, and in the in-depth knowledge this brings, the CSRO is well positioned to advise management on how to respond to the legitimate issues raised by, and the expectations of, stakeholders. Further, the CSRO can add valuable insight during strategy and scenario planning sessions".

Van Bekkum, Cornelissen and Van Ruler (2008:91) also found that communication professionals are generally concerned with building a coherently and clear image (consistency in messaging), strategic internal positioning (showing the added value of the communication function to the company) and co-ordination of work activities.

Haywood (2002, 2005:4-5) argues for "a professional to be responsible for all the factors that impact upon reputation. This executive might sit on the board of management; he or she needs to be involved in every business discussion where a decision might be taken that will have an influence upon corporate reputation". "As public relations covers all stakeholders and the whole of the effort is related to the development of reputation, this becomes a natural extension of the role of the public relations professional".

7.4.4 A *programme level* perspective on the grounded theory

The application of the grounded theory on a programme level is also purely for illustrative purposes to show its pragmatic applicability, and can as such not be considered as a scientific programme level perspective, since it was not validated empirically. However, the grounded theory is considered to be rigorous enough for it to be applied in this context.

According to Dozier *et al.,* (1995:85) strategic management and planning are high-level organisational functions linked to excellence in communication management. From this perspective, the purpose and direction of an organisation are affected by relationships with key constituents in its environment, which affects an organisation's autonomy to pursue its mission and accomplish its goals. Steps in strategic planning include determining the organisation's mission; developing an organisational profile; assessing the external environment; matching the organisational profile with environmental opportunities; identifying best options consistent with the mission; choosing long-term goals; developing short-term objectives; implementing programmes; and evaluating for success or failure. As a result, communication becomes a strategic management function when programmes help manage relationships with key publics that affect an organisation's mission, goals and objectives. Dozier *et al.,* (1995:87) argue that participation in strategic planning and management was among the most powerful predictors of overall excellence.

Tactical or functionary communication involves nonstrategic dissemination of messages from organisations to publics - one-way practices that execute strategies chosen by others (Dozier *et al.,* 1995:85). According to Grunig *et al.,* (2006:31) individual communication programmes such as media relations, community relations and customer relations are successful when they affect the cognitions, attitudes and behaviours of interested parties (stakeholders, publics, audiences) and of members of the organisation.

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Tactical knowledge (the number of issues of the employee newsletter to be produced during a budget cycle; or the news releases to be issued over a certain period of time) is employed after strategic knowledge has been used to make decisions about the desired relationships with key stakeholders, publics, audiences and other interested parties. As process measures, such goals and objectives often confuse means and ends - communication products should be used in the pursuit of desired relationships with key publics. In summary, tactical decisions about messages and media remain important, but are subordinate to the consequences of strategic decisions reflected in the goals and objectives of communication programmes (Dozier *et al.,* 1995:29). Dozier *et al.,* (1995:28) posit that excellence in communication programmes must be judged by the (quality of) the relationships it has established or maintained as well as by the quality of communication products (although not as an end in themselves).

In Figure 7.13 the strategic communication management value chain is illustrated in the triple context environment. The outcome of the value chain will be communicative capacity building through the use of communicative currency, capital, equity and value, which will be created in the *communication management cluster*, the *stakeholder relationship management cluster* and the *reputation management cluster*. Figure 7.13 also shows that a definition, explanation and tests (metrics), guided by specific questions (examples provided in Figure 7.13), can be developed for each of the clusters. The grounded theory definitions and explanations, as explicated in Figure 7.10, will suffice in this context.

Figure 7.14 provides an example of a communication plan on the business unit, functional and operational levels, incorporating the outputs and outcomes of the *communication management cluster*, the *stakeholder relationship management cluster* and the *reputation management cluster*. Goals and objectives are clear bottom-line measures of the communication performance of an organisation and can be reflected in the performance management of business units or individuals throughout the organisation. As such, Figure 7.14 illustrates the

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format for a communication plan that could be used on business unit, functional and operational levels. Performance areas are demarcated according to the communication, stakeholder relationship and reputation clusters, and link key performance areas and key risk areas to messages, channels, scheduling of activities, the budget and evaluation research. These communication processes should be integrated with the integrated reporting process, while the outcomes should be reported in the integrated report.

Figure 7.15 illustrates a format for the communication plans that could be developed for use on the operational or technical level. On this level stakeholders and issues are identified; communication goals and objectives developed; messages and channels chosen; and scheduling, budgeting and evaluation research considered. The outcomes of these plans will also be reported on in the integrated report.

Figure 7.16 provides an illustration of a communication metric that can be used on all levels of the organisation, to determine the specific communication activities that build or destroy value for the organisation. Questions about communication activities in the organisation as well as in society, can be posed according to the *communication*, *stakeholder* relationship and *reputation management clusters* and can be answered by the communication manager according to its potential for value creation or destruction. Issues raised by the board and top management can then be addressed in the communication strategy of the organisation.

Figure 7.13 Strategic communication management value chain

STRATEGIC COMMUNICATION MANAGEMENT VALUE CHAIN (INCLUDES DEMAND-DELIVERY LINKAGE)

Triple context / Sustainability, governance, strategy

COMMUNICATION MANAGEMENT

Definition:

Explanation:

Tests:

Questions:
Is our communication to stakeholders transparent?

Is our communication to stakeholders excellent?

Is our communication to stakeholders easy to understand?

Have we resolved disputes effectively, efficiently and expeditiously?

STAKEHOLDER MANAGEMENT

Definition:

Explanation:

Tests:

Questions:
Have we identified our strategic stakeholders?

Have we identified and do we understand the needs and interests of internal and external stakeholders?

Have we identified and do we understand the challenges and opportunities identified by those stakeholders?

Have we identified and do we understand the material issues relevant to internal and external stakeholders?

Are we drawing on stakeholder knowledge and insights to inform strategic direction and to drive operational excellence?

REPUTATION MANAGEMENT

Definition:

Explanation:

Tests:

Questions:
Do we have a corporate identity and branding system in place?

Are we measuring the following reputation dimensions?
- Products and services
- Innovation
- Workplace
- Governance
- Citizenship
- Leadership

Communicative capacity: communicative currency, capital, equity and value

Responsible, communicative leadership / Values, ethics, authenticity and integrity / Organisational character and culture / Change and transformation management / Knowledge management / Risk, issues and crisis management / Research, measurement and evaluation / Performance management

Source: Own conceptualisation

Figure 7.14 Communication plan: Business unit, functional and operational level

COMMUNICATION PLAN

Business unit, functional and operational level

Performance area	KPIs & KRIs	Message	Channels	Scheduling	Budget	Evaluation research
Communication management outputs and outcomes	Leadership communication					
	Management communication					
	Business communication					
Stakeholder management outputs and outcomes	Stakeholder engagement					
	Issues					
	Quality relationships					
Reputation management outputs and outcomes	Products and services					
	Innovation					
	Workplace					
	Governance					
	Citizenship					
	Leadership					
	Ethics and values					

Integrated reporting process

Source: Own conceptualisation

Figure 7.15 Communication plan: Operational/technical level

COMMUNICATION PLAN
Operational/technical level

Integrated communication strategy

Stakeholder / Issue	Communication goals / objectives	Messages	Channels	Scheduling	Budget	Evaluation research

Integrated reporting process

Source: Own conceptualisation

Figure 7.16 Communication metric for all levels in the organisation

COMMUNICATION METRIC FOR ALL LEVELS IN THE ORGANISATION

Strategy and business model

Key performance area	Questions	Comments
Communication management (metric)		
Stakeholder management (metric)		
Reputation management (metric)		

Integrated reporting process

Source: Own conceptualisation

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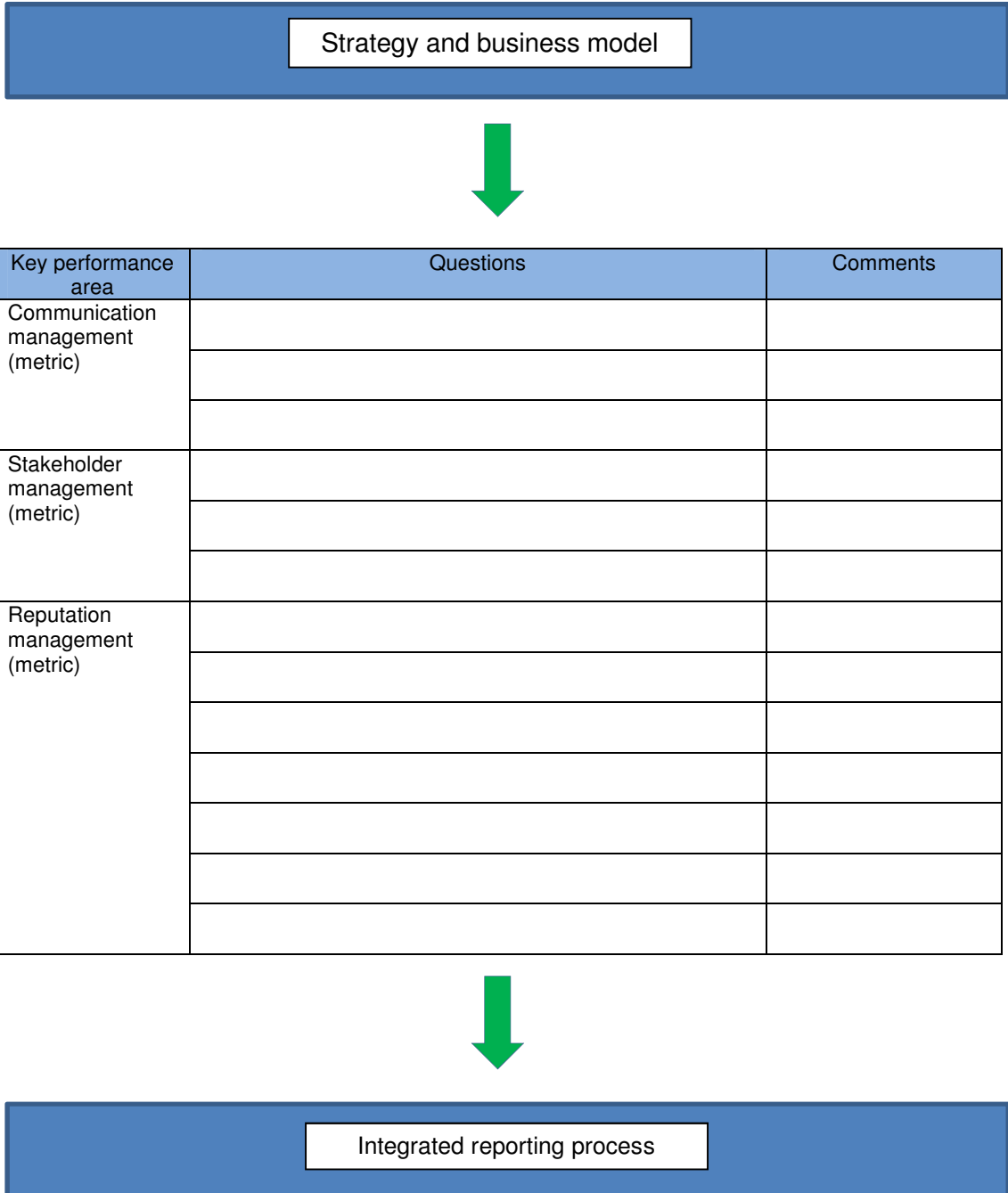
7.5 FINDINGS OF THE RESEARCH

The Strauss and Corbin approach to grounded theory development allows the researcher to elect in advance a focus of observation, interviews and archival gathering on a particular issue. In this study, the central concept (code) identified to represent the researcher's perceptions of the nature and dimensions of the phenomenon being studied is "shared expectations" between top management and communicators.

In the following section, the findings of the research will provide an overview of: the research questions, slices of data and *a priori* concepts identified in Chapters 3 and 4 respectively; the preliminary framework and its propositions identified in Chapter 5; and the concluding framework with its propositions identified in Chapter 6.

7.5.1 Research questions, slices of data and *a priori* concepts

In the tradition of the Strauss and Corbin approach to grounded theory, four slices of data (the Excellence study; the King III Report; The International <IR> Framework; and the Stockholm Accords and the Melbourne Mandate) were selected in advance, based on the researcher's pragmatic experience, preliminary interviews and archival material on the phenomenon. This analytical method forced, rather than allowed the emergence of theory from the data. The research questions identified in Chapter 3 led to the identification of the four slices of data, from which specific *a priori* concepts were identified in Chapter 4.

7.5.2 Open coding, axial coding and selective coding of literature case data

The minimalist *a priori* concepts identified from the slices of data guided the subsequent identification of 540 scientific articles relevant to the phenomenon under investigation. After the hierarchical processes of open coding, axial

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coding and selective coding of the literature case data were applicable, the following definitions of strategic level competencies and capabilities (the categories in the preliminary framework) were formulated:

Table 7.3   Definitions of strategic level capabilities

Capability	Definition
Strategic communication management in a triple context environment	An integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considering value creation over the short-, medium- and long-term.
Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation	Using wisdom to create tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future.
Sustainability orientation	The responsible response to the requirements of the organisation, its stakeholders and the environment.
Inclusive corporate governance approach	Stewards of the tangible and intangible assets of the organisation consider and promote the interests of the organisation as well as its stakeholders, ensuring mutual co-operation and support.
Integrative strategic management and strategy development	Comprehensive integrative thinking for decision-making about collaborative strategy and policy development, introducing a stakeholder orientation towards the integration of diverse facts, ideas, issues and connections.
Conscious internal and external communication	The creation of mindful communication patterns that contribute to meaning-making.
Mutually beneficial stakeholder relationships	Coherently responding to the material concerns of interest groups (stakeholders, publics or audiences) on whom the success or failure of the organisation depends, by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect, caring and subjective happiness.
Good corporate reputation	An ambient representation of the organisation, that could impact its interests and that of its stakeholders.
Communicative capacity: communicative currency, capital, equity and value	The human and organisational capacity for communicative action in the creation of value through language (currency), capability (capital) and contribution (equity).

Source: Own conceptualisation

After axial and selective coding, the relationships between the above nine categories were determined, which culminated in the following 10 propositions:

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Table 7.4   Propositions from the preliminary framework

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<p align="center">**Propositions**</p>

1. 'Communicative capacity: communicative currency, capital, equity and value' *results from and supports* 'strategic communication management in a triple context environment'

2. 'Good corporate reputation' *results from and supports* 'strategic communication management in a triple context environment'

3. 'A sustainability orientation' *supports* 'strategic communication management in a triple context environment'

4. 'An inclusive corporate governance approach' *supports* 'strategic communication management in a triple context environment'

5. 'Integrative strategic management and strategy development' *supports* 'strategic communication management in a triple context environment'

6. 'Strategic communication management in a triple context environment *supports* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

7. 'Conscious internal and external communication' *supports* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

8. 'Mutually beneficial stakeholder relationships' *supports* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

9. 'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' *enables* 'good corporate reputation'

10. 'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' *enables* 'communicative capacity: communicative currency, capital, equity and value'

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The above propositions were *explicitly* or *implicitly* supported by the authors of 540 identified scientific articles, as indicated in Chapter 5.

Finally, the conditions or consequences associated with capabilities in the conceptualisation of *'strategic communication management in a triple context environment'* were presented as follows:

Table 7.5 Conditions associated with the successful use of strategic communication management process capabilities in a triple context environment

Category	Property	Dimension
Sustainability orientation	Responsibility	Responsive
Inclusive corporate governance approach	Stewardship	Accountable
Integrative strategic management and strategy development	Stakeholder orientation	Collaborative
Strategic communication management in a triple context environment	Integrative	Reflective
Conscious internal and external communication	Communication patterns	Meaning
Mutually beneficial stakeholder relationships	Behavioural	Happiness
Reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation	Wisdom	Create
Good corporate reputation	Representation	Ambient
Communicative capacity: communicative currency, capital, equity and value	Communicative action	Inclusive value (Omni-value)

Source: Own conceptualisation

7.5.3 Open coding, axial coding and selective coding of empirical case data

The empirical data considered in this research, were obtained from six field studies where interviews were conducted with respondents representing six different industries. Sub-categories, with concepts, properties and dimensions, were identified from the data and included in the concluding framework. The following descriptions were then developed for the new process capabilities:

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Table 7.6   Definitions of new process capabilities

Capability	Definition
Responsible, communicative leadership	Leadership that incarnates the culture and aspirations – ethos – of the organisation and that radiates values
Values, ethics, authenticity and integrity	Creates a "space of wisdom" where trust and mutual respect can flourish
Organisational character and culture	Pursue one agenda and create a high performance culture with a strong value system at its core
Change and transformation management	Change and transform consciously – it is not *what* you do but *how* you do it
Knowledge creation	Empowerment of people through the progression of knowledge
Risk, issues and crisis management	Values, behaviour and communication are protection mechanisms in the endeavour for corporate sustainability
Research, measurement and evaluation	Formal and informal research can serve as valuable feedback mechanisms to monitor progress in addressing legitimate stakeholder needs
Performance management	Excellence and quality must become an inspiration in order for it to become institutionalised
Message and media fractals	Messages and media have become fractal in nature where simple messages can go viral immediately
Interaction: conversation, dialogue and listening	Humanness expressed in communication

Source: Own conceptualisation

After axial and selective coding, the relationships between the above 10 additional categories were determined, which culminated in the following 10 propositions:

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Table 7.7   Propositions from the concluding framework

<div style="border:1px solid black; padding:1em;">

Propositions

11. 'Responsible, communicative leadership' *supports* 'strategic communication management in a triple context environment'

12. 'Value, ethics, authenticity and integrity' *supports* 'strategic communication management in a triple context environment

13. 'Organisational character and culture' *supports* 'strategic communication management in a triple context environment'

14. 'Change and transformation management' *supports* 'strategic communication management in a triple context environment'

15. 'Knowledge creation' *supports* 'strategic communication management in a triple context environment'

16. 'Risk, issues and crisis management' *supports* 'strategic communication management in a triple context environment'

17. 'Research, measurement and evaluation' *supports* 'strategic communication management in a triple context environment'

18. 'Performance management' *supports* 'strategic communication management in a triple context environment'

19. 'Message and media fractals' *influences* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

20. 'Interaction: conversation, dialogue and listening' *influences* 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'

</div>

The above propositions are *explicitly* or *implicitly* supported by the empirical data from the field studies and were indicated as such in Chapter 6.

Finally, the additional conditions or consequences associated with capabilities in the conceptualisation of *'strategic communication management in a triple context environment'* are presented as follows:

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Table 7.8   Conditions associated with the successful use of strategic communication management process capabilities in a triple context environment

Category	Property	Dimension
Responsible, communicative leadership	Humanness	Incarnation of values
Values, ethics, authenticity and integrity	Space of wisdom	Mutual respect
Organisational character and culture	One agenda	Legitimacy
Change and transformation management	Create	Consciously
Knowledge creation	Information	Progression
Risk, issues and crisis management	Perform	Exceed expectations
Research, measurement and evaluation	Feedback	Drives behaviour
Performance management	Institutionalise	Fair
Message and media fractals	Fractals	Viral
Interaction: conversation, dialogue and listening	Language	Voice

Source: Own conceptualisation

7.5.4 Propositions

The 20 propositions identified in this study can be interpreted as follows:

1.   *'Communicative capacity: communicative currency, capital, equity and value' results from and supports 'strategic communication management in a triple context environment'*

The human and organisational capacity for communicative action in the creation of value through language (currency), capability (capital) and contribution (equity) *results from and supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considering value creation over the short-, medium- and long-term.

In the building of communicative capacity (through communicative currency, capital, equity and value) communicative action creates inclusive value, which results from and supports strategic communication management in a triple context environment (based on integrative and reflective approaches).

2. *'Good corporate reputation' results from and supports 'strategic communication management in a triple context environment'*

An ambient representation of the organisation, that could impact its interests and that of its stakeholders, *results from and supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considering value creation over the short-, medium- and long-term.

A good corporate reputation (with an ambient representation of the organisation) therefore results from and supports strategic communication management in a triple context environment (based on integrative and reflective approaches).

3. *'A sustainability orientation' supports 'strategic communication management in a triple context environment'*

A responsible response to the requirements of the organisation, its stakeholders and the environment *supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

From the perspective of a sustainability orientation, responsibility should include responsiveness in its support for the strategic management of communication in a triple context environment (based on integrative and reflective approaches).

4. *An 'inclusive corporate governance approach' supports 'strategic communication management in a triple context environment'*

Stewards of the tangible and intangible assets of the organisation who consider and promote its interests and that of its stakeholders, facilitate mutual co-operation between both parties, and *support* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

From the perspective of the inclusive corporate governance approach, stewardship requires accountability, which supports the strategic management of communication in a triple context environment (based on integrative and reflective approaches).

5. *'Integrative strategic management and strategy development' supports 'strategic communication management in a triple context environment'*

Comprehensive integrative thinking for decision-making about collaborative strategy and policy development, introduces amongst others, a stakeholder orientation when integrating diverse facts, ideas, issues and connections, which also *supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

From the perspective of integrative strategic management and strategy development, a stakeholder orientation is a collaborative orientation and supports the strategic management of communication in a triple context environment (based on integrative and reflective approaches).

6. *'Strategic communication management in a triple context environment'*
    supports 'reflective stewardship: core competencies, dynamic capabilities
    and co-creative value creation'

    An integrative, reflective approach to the strategic management of
    communication in a social, environmental and financial context,
    (considering value creation over the short-, medium- and long-term),
    supports the wisdom to create tangible and intangible value that benefit
    ourselves, the people around us and the environment, currently and in
    the future.

    As such, strategic communication management in a triple context
    environment (based on integrative and reflective approaches) supports
    wisdom that leads to value creation when playing the role of the reflective
    steward (in managing core competencies, dynamic capabilities and co-
    creative value creation).

7. *'Conscious internal and external communication' supports 'reflective*
    stewardship: core competencies, dynamic capabilities and co-creative
    value creation'

    Mindful communication patterns that contribute to meaning-making
    support the wisdom to create tangible and intangible value that benefit
    ourselves, the people around us and the environment, currently and in
    the future.

    As such, conscious internal and external communication -
    communication patterns that contribute to meaning-making - support the
    wisdom (in creation) of the reflective steward in managing core
    competencies, dynamic capabilities and co-creative value creation.

8. *'Mutually beneficial stakeholder relationships' supports 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'*

    Coherently responding to the material concerns of interest groups on whom the success or failure of the organisation depends - by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect, caring and subjective happiness - *supports* wisdom in creating tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future.

    From the perspective of mutually beneficial stakeholder relationships, quality behavioural relationships can lead to subjective happiness, which supports wisdom (in creation) when playing the role of the reflective steward in managing core competencies, dynamic capabilities and co-creative value creation.

9. *'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' enables 'good corporate reputation'*

    Using wisdom to create tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future, *enables* an ambient representation of the organisation, that could influence its interests and that of its stakeholders.

    From the perspective of reflective stewardship - when managing core competencies, dynamic capabilities and co-creative value creation – wisdom enables a good corporate reputation (as an ambient representation of the organisation).

10. *'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* enables *'communicative capacity: communicative currency, capital, equity and value'*

Using wisdom to create tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future *enables* human and organisational capacity building through communicative action by creating value through language (currency), capability (capital) and contribution (equity).

From the perspective of reflective stewardship - when managing core competencies, dynamic capabilities and co-creative value creation - wisdom leads to value creation and as such enables communicative action in the creation of inclusive value when building communicative capacity through language (currency), capability (capital) and contribution (equity).

11. *'Responsible, communicative leadership'* supports *'strategic communication management in a triple context environment'*

Leadership that incarnates the culture and aspirations – the ethos – of the organisation and that radiates values *supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

Responsible, communicative leadership, based on humanness and the incarnation of values *supports* an integrative and reflective approach to strategic communication management in a triple context environment.

12. *'Values, ethics, authenticity and integrity' supports 'strategic communication management in a triple context environment'*

A space of wisdom where trust and mutual respect can flourish, *supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

Values, ethics, authenticity and integrity that flourish in a space of wisdom and mutual respect support an integrative and reflective approach to strategic communication management in a triple context environment.

13. *'Organisational character and culture' supports 'strategic communication management in a triple context environment'*

One agenda in the organisation that creates a high performance culture with a strong value system at its core *supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

Organisational character and culture guided by one agenda (and legitimacy in the organisation) support an integrative and reflective approach to strategic communication management in a triple context environment.

14. *'Change and transformation management' supports 'strategic communication management in a triple context environment'*

Change and transformation that take place consciously – it is not *what* you do but *how* you do it – *support* an integrative, reflective approach to the strategic management of communication in a social, environmental

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and financial context (considering value creation over the short-, medium- and long-term).

Change and transformation management that takes place consciously and focuses on action supports an integrative and reflective approach to strategic communication management in a triple context environment.

15. *'Knowledge creation' supports 'strategic communication management in a triple context environment'*

The empowerment of people through the progression of knowledge *supports* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

Knowledge creation, based on information and progression supports an integrative and reflective approach to strategic communication management in a triple context environment.

16. *'Risk, issues and crisis management' supports 'strategic communication management in a triple context environment'*

Values, behaviour and communication that serve as protection mechanisms in the endeavour for corporate sustainability *support* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

Organisational performance that exceed expectations supports an integrative and reflective approach to strategic communication management in a triple context environment.

17. *'Research, measurement and evaluation' supports 'strategic communication management in a triple context environment'*

Formal and informal research that serve as valuable feedback mechanisms to monitor progress in addressing stakeholder needs *support* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, (considering value creation over the short-, medium- and long-term).

Research, measurement and evaluation that provide feedback which drives behaviour *support* an integrative, reflective approach to strategic communication management in a triple context environment.

18. *'Performance management' supports 'strategic communication management in a triple context environment'*

Excellence and quality that must become an inspiration for people in order for it to become institutionalised *support* an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context (considering value creation over the short-, medium- and long-term).

Performance management that encourages fairness and leads to the institutionalisation of excellence and quality *supports* strategic communication management in a triple context environment, based on integration and reflection.

19. *'Message and media fractals' influences 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'*

Messages and media that are fractal in nature (considering that simple messages can go viral immediately and that media channels are proliferating) *influence* the creation of tangible and intangible value that

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benefit ourselves, the people around us and the environment, currently and in the future.

Message and media fractals with a viral nature, *influence* reflective stewardship where wisdom is needed to manage core competencies, dynamic capabilities and co-creative value creation.

20.   *'Interaction: conversation, dialogue and listening' influences 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'*

Humanness expressed in communication *influences* the wisdom that reflective stewards need to create tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future.

Interaction, conversation, dialogue and listening, through the use of language that provides a voice, *influence* the wisdom that reflective stewards need to manage core competencies, dynamic capabilities and co-creative value creation.

7.6   SUMMARY

In this Chapter, a meta-theoretical framework and the Excellence theory provided the ideal vehicles to investigate how the grounded theory relates to current theories in the field and how it can assist the communication manager in institutionalising the strategic communication management function in a triple context environment.

This attempt to conceptualise strategic communication management in a triple context environment, resulted in the *integrative strategic communication management theory,* which provides a platform for further theory development specifically in the field of personal communication, social communication,

environmental communication and financial communication. When used in a triple context environment and applied in practice, this theory may contribute to improved value creation for business and for society.

The application of the grounded theory on the four different Excellence levels (societal level, organisational level, functional level and programme level) was described on a pragmatic level. The findings of the research, as well as the propositions that describe the relationships between the categories in the grounded theory were also discussed.

According to Grunig *et al.*, (2006:30) a *theoretical benchmark* does not provide an exact formula or detailed description of practices that a communication management unit can copy in order to be excellent. Rather, it provides a set of *principles* that such units can use to generate ideas for specific practices in their own organisations. In this Chapter, the grounded theory attempted to provide such a set of pragmatic principles that communication managers can use in the strategic management of communication in a triple context environment.

As a comprehensive framework for strategic communication management in a triple context environment, this theoretical, empirical and pragmatic benchmark therefore provides a guideline:

- For explaining to managers the significance of managing communication on a strategic level in a triple context environment.
- For auditing and evaluating communication departments and communication programmes.
- For the teaching of communication management to managers and professionals.

The *integrative strategic communication management theory* developed in this study addresses all of the above.

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CHAPTER 8

EVALUATION OF THE RESEARCH

CHAPTER 8

EVALUATION OF THE RESEARCH

8.1 INTRODUCTION

Chapter 8 concludes the research study with an evaluation of the research and aims to explore and describe the phenomenon. The study applied the grounded theory methodology to gather and analyse data from a literature case that resulted in a preliminary framework (Chapter 5); and an empirical case that resulted in a concluding framework (Chapter 6). The conceptual framework with a storyline on the use of functional and process capabilities in the *conceptualisation of strategic communication management in a triple context environment* was compared with the Excellence theory (Chapter 7) and was used to illustrate its pragmatic application on a societal, organisational, functional and programme level. The substantive theory that resulted from the research contributes to a better understanding of the use of communicative functional and process capabilities through the constructs of the framework. The findings of the research have implications for organisations that wish to implement communication management on a strategic level.

In this Chapter, the research questions will be addressed and the concluding framework illustrated by means of a case study. The research is then evaluated against the proposed set of principles of Klein and Myers (1999) for conducting and evaluating interpretive field studies. As such, the theoretical contribution of the research is considered according to questions on related issues, and the presentation of an empirical case enables categories and structured processes of the theoretical framework to be tested. The final section consists of concluding remarks about the research, with suggestions for future research on the topic.

8.2 OVERVIEW OF THE RESEARCH STUDY

In this section, an overview of the research study is provided to illustrate how the research problem was addressed and what the study's contribution is to the academic field of communication management.

According to Mansourian (2006:386), writing the thesis is the conclusive stage of the grounded theory procedure. "In this stage, the researcher should have enough explanations to address the original research questions and should be able to clarify the outcome of the research in a structured format. In fact, the writing of the theory happens after a long period of conceptualization and interplay with the data".

8.2.1 Review of the research problem

The research study was concerned with the following research problem:

> *The current conceptualisation of strategic communication management does not address the changing expectations that top management have of communication in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation.*

The study delivered a framework of functional and process capabilities with inter-relationships that can support strategic communication management in a triple context environment. The use of these capabilities in strategic communication management should strengthen collaboration between top management and communicators in the organisation, in addressing the demand-delivery linkage of shared expectations.

Nine functional and process capabilities were defined and described in the preliminary framework, while an additional ten capabilities were defined and described in the concluding framework. It is proposed that the use of functional and process capabilities should support the board, top management, general managers and the communication manager to manage communication strategically in the organisation. The inter-relationships established in the study therefore support the communication manager in his/her attempts to strengthen inter-relationships in the organisation and with external stakeholders.

8.2.2. The research objective and questions: contribution of the research to the literature

The research study delivered a framework of functional and process capabilities with inter-relationships that is not only informative but also functional in its use in the organisation. The concluding framework provides practical theory that may improve strategic communication management in a triple context environment. From this perspective, the fundamental research objective of the study has been formulated as follows:

> *To conceptualise strategic communication management in a triple context environment based on the shared expectations for communication excellence that exist between top management and communicators, with specific reference to the business cycle and the communication cycle of the organisation.*

The framework (theory) of the research study provides a strategic view of the use of functional and process capabilities in the strategic management of communication in a triple context environment and as such contributes to the emerging discipline of strategic communication management.

The preliminary framework of components, with the propositions which indicate relationships between the categories, enabled a theory to be developed inductively from the data. This theory, developed through hierarchical coding, enables a better understanding of the role of functional and process capabilities in the *conceptualisation of strategic communication management in a triple context environment*. These functional and process capabilities are important for managers and communication managers in the contemporary organisation to enable them to create value for the organisation. This should support the communication professional in managing communication on a strategic level from a holistic perspective, integrating and aligning the communication capabilities of the organisation on a functional and programme level.

The process according to the demand-delivery linkage of shared expectations between top management and the top communicator, should be viewed as an integrative approach to communication management on a strategic level, which will influence the communication structure on a meso level; and the communication programmes on a micro level.

The low-level basic research questions (exploratory questions), formulated in Chapter 3 according to the process-based approach, guided the interviews as well as the processes of collecting, analysing and coding the empirical field data presented in Chapter 6. The exploratory questions, the meta-questions and the main research questions will be answered in the next section, to demonstrate how the research addressed the problem and how it contributes to the literature.

i.   The *What is?* perspective

The following research questions were formulated from the *What is?* perspective.

Main research question:

What are the shared expectations between top management and communicators about excellence in strategic communication management in a triple context environment, with specific reference to the business cycle and the communication cycle of the organisation?

The question has relevance because excellence in strategic communication management in a triple context environment can be achieved if the shared expectations between top management and communicators are addressed. The demand-delivery linkage of shared expectations requires a responsible approach to communication management and specifically demands an understanding of the organisation's *sustainability orientation*, *inclusive corporate governance approach* and *integrative strategic management and strategy development process*. Other management demands on which communication

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managers should deliver, include a consideration of: *responsible, communicative leadership*; *values, ethics, authenticity and integrity*; *organisational character and culture*; *change and transformation management*; *knowledge management*; *risk, issues and crisis management*; *research, measurement and evaluation*; and *performance management*.

The shared expectations between top management and communicators in a triple context environment include the integration of the business cycle and the communication cycle in the demand-delivery linkage between top management and communicators. In the delivery linkage, the communication manager playing the reflective stewardship role, manages the business and communication core competencies and dynamic capabilities in order to co-create value for the organisation. This has an effect on departmental power, which is specifically determined by the development of communicative capacity by presenting facts through the use of value-creating contextual language (communicative currency), capability (capital) and contribution (equity); and by the management of the corporate identity, image, brand and reputation of the organisation.

Meta-questions:

Three meta-questions were posed to support the main research question. All three addressed the different dimensions of 'shared expectations' as stated in the Excellence study (demand-delivery linkage, manager and senior adviser roles, and departmental power) as the first slice of data, in order to explore the factors that will influence the expectations of the board and top management regarding strategic communication management in a contemporary triple context environment.

The first question: *What are the changing shared expectations between top management and the communication function that will affect the demand-delivery linkage in a triple context environment?* It was clear from literature and from empirical data that the business cycle and the communication cycle of the

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organisation should be integrated in the demand-delivery linkage. It is expected of communicators to understand the business well and to deliver on the goals and objectives of the organisation as a whole.

The second question: *What are the changing shared expectations between top management and the communication function that will affect the manager and senior adviser roles in a triple context environment?* Literature on public relations, leadership, corporate governance and financial management refers to reflection and the stewardship role in contemporary organisations. Empirical data also emphasised reflection and the stewardship qualities of leaders in managing organisations in a triple context environment. It is proposed in this research that the communication manager as reflective steward should play the roles of the communicative leader, strategist, manager and technician interchangeably. In this responsive role, the reflective steward will link the business and communication cycles consisting of the organisation's core competencies and dynamic capabilities and will endeavour to co-create value for the organisation together with its stakeholders. Co-creation will be determined by the corporate strategy, by the business model and by specific situations that could vary from one-way communication with stakeholders, to full stakeholder engagement through two-way communication.

In this communicative role, *conscious internal and external communication*; the *fractal nature of messages and the media*; the *governing and management of mutually beneficial stakeholder relationships*; and the *facilitation of value creation through interaction, conversation, dialogue and listening* should be considered.

The third question: *What are the changing shared expectations between top management and the communication function that will affect its departmental power?* It is proposed in this research that the communication function's departmental power is affected by the value that is created by building communicative capacity in and by the organisation (sender), its stakeholders (receivers) and the arena between them. Communicative capacity influences

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the value creation process through the use of value-creating contextual language (communicative currency), communicative capability (capital) and the communicative contribution (equity) made by both parties to the relationship. Research conducted to obtain management information (facts) that could assist in increasing the quality of decisions and of relationships is one of the most important steps in value creation and in obtaining the necessary acceptance from the dominant coalition.

What was also clear from the literature and empirical data, was the importance that the board and top management attach to the corporate identity, image, brand and reputation as visual manifestations of the operations of the organisation. This *reputation management cluster* can be directly related to risk, issues and crisis management, that specifically interest the board and top management. Addressing communication, stakeholder relationship and reputation risk successfully could therefore also increase the departmental power of the communication function.

Exploratory questions:

Three exploratory questions, that relate to the excellence dimensions of *knowledge*, *shared expectations* and *organisational culture*, were posed as initial exploratory questions to support the meta-questions above.

The first question: *What are the changing knowledge requirements for communication managers regarding the manager role, two-way asymmetrical communication* and *two-way symmetrical communication in a triple context environment?* The role played by the communication specialist in this environment is that of the reflective steward. The latter is responsible for, can be held accountable for, and can hold others accountable for communication regarding the financial, social and environmental dimensions of the triple context environment.

The requirements for communication managers in this context are that they consciously manage (and therefore have knowledge of) internal and external communication from a mixed-motive perspective, including one-way and two-way practices. Empirical data supported the importance of *message and media fractals* as well as *interaction* that includes *conversation, dialogue and listening* in the management of *mutually beneficial stakeholder relationships*. This will include coherently responding to the material concerns (issues management) of interest groups on whom the success or failure of the organisation depends, by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect and caring, and therefore subjective happiness.

The shared expectations between top management and communicators will include expectations about performance in the *business cycle* and the *communication cycle* of the organisation - knowledge of both cycles is therefore essential. Expectations regarding the *business cycle* include a consideration of the organisation's *sustainability orientation*, *inclusive corporate governance approach* and *integrative strategic management and strategy development* as causal conditions for the *strategic management of communication in a triple context environment*. The business cycle also includes: *responsible communicative leadership; values, ethics, authenticity and integrity; organisational character and culture; change and transformation management; knowledge management; risk, issues and crisis management; research, measurement and evaluation;* and *performance management*.

The *communication cycle* include: *internal and external communication* that are managed *consciously*; *messages and the media* that are managed considering its *fractal* nature; the establishment and maintenance of *mutually beneficial stakeholder relationships*; and *interaction, conversation, dialogue and listening* between the organisation and its stakeholders.

From the grounded theory perspective, the strategic management of communication in a triple context environment refers to an integrative, reflective

approach to communication management in a social, environmental and financial context, considering value creation over the short-, medium- and long-term.

The above should be considered in the knowledge dimension of the strategic management of communication in a triple context environment.

The second question: *What are the changing shared expectations between top management and the communication function that will affect the demand-delivery linkage, manager and senior adviser roles and departmental power in a triple context environment?* The role that the communication specialist can play at board level is that of the reflective steward, who considers the core compencies and dynamic capabilities of the organisation; and that manages its communication competencies and capabilities when co-creating value for the organisation and for society.

The International <IR> Framework states that one of its aims is to: "Enhance accountability and *stewardship* for the broad base of capitals (financial, manufactured, intellectual, human, social and relationship, and natural) and promote understanding of their interdependencies." From this perspective, the reflective communication steward will be held accountable for the communication strategy and communication policies in much the same way as other managers are held accountable for their functions.

The King III Report (2009:21) also refers to the director as a *steward* who should discharge the following five moral duties: conscience, inclusivity of stakeholders, competence, commitment and courage. The reflective communication steward operating on top management and board level, will manage communication responsibly according to his/her conscience and will pursue inclusivity of stakeholders, while showing competence, commitment and courage.

In this context, the strategic management of communication in a triple context environment encompasses an integrative, reflective approach to communication management in a social, environmental and financial context, considering value creation over the short-, medium- and long-term, which also coincides with the management ethos conveyed in the King III Report and in The International <IR> Framework.

The third question: *What is the effect of the triple context environment on the culture of the organisation?* The culture and character of the organisation are ideally influenced by the pursuing of one agenda, that will guide the creation of a high performance culture with a strong value system at its core. A triple context approach to the strategic intent and business model could permeate throughout the organisation and influence organisational culture. A good organisational culture will also be reflected in the legitimacy of the organisation and in a good corporate reputation, while supporting the creation of communicative capacity through the use of value-creating contextual language (communicative currency), capability (capital) and contribution (equity).

ii. The *How does?* perspective

The following research questions were formulated from the *How does?* perspective.

Main research question:

How does the organisation conceptualise strategic communication management in a triple context environment?

The strategic management of communication in a triple context environment affects the value creation of the organisation on the macro, meso and micro levels. From the grounded theory perspective, the management of communication in this environment implies an integrative, reflective approach to

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communication management in a social, environmental and financial context, considering value creation over the short-, medium- and long-term.

Meta-questions:

Three meta-questions were posed to support the main research question from the *How does?* perspective and to explore the factors that will determine how the organisation conceptualises strategic communication management in a triple context environment. All three questions addressed the different dimensions of the King III Report, with its three "pillars" of *sustainability*, *governance* and *strategy*, and three communication concepts identified from Chapter 8: Governing Stakeholder Relationships, namely *corporate reputation*, *stakeholder relationships* and *communication*.

The first question: *How does sustainability affect the strategic management of communication in a triple context environment?* The grounded theory suggests that an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considers value creation over the short-, medium- and long-term and is guided by the organisation's responsible response to its own requirements, and that of its stakeholders and the environment.

The second question: *How does (corporate) governance affect the strategic management of communication in a triple context environment?* The emerging *integrative strategic communication management theory* suggests that an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considering value creation over the short-, medium- and long-term is facilitated by reflective stewards of the tangible and intangible assets of the organisation who consider and promote its interests as well as that of its stakeholders, through mutual co-operation and support (and thus quality relationships).

The third question: *How does (enterprise and corporate) strategy affect the strategic management of communication in a triple context environment?* According to the grounded theory, comprehensive integrative thinking for decision-making about collaborative strategy and policy development, introduces a holistic stakeholder and issues orientation towards strategic communication management in a social, environmental and financial context.

The fourth question: *How does the corporate reputation reflect the strategic management of communication in a triple context environment?* The *integrative strategic communication management theory* suggests that an ambient representation of the organisation through its reputation, could impact its interests and that of its stakeholders. It could also result from and support an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context.

The fifth question: *How does the management of stakeholder relationships reflect the strategic management of communication in a triple context environment?* The management of communication in a triple context environment implies an integrative, reflective approach. From this perspective, stakeholder relationship management includes coherently responding to the material concerns of interest groups on whom the success or failure of the organisation depends, by identifying, establishing and maintaining mutually beneficial quality behavioural relationships with them, thus contributing to trust, respect, caring and their subjective happiness.

The sixth question: *How do communication practices reflect the strategic management of communication in a triple context environment?* Communication management in a triple context environment includes the creation of mindful communication patterns that contribute to meaning-making about the social, environmental and financial contexts of the organisation and of society.

Exploratory questions:

Three exploratory questions were posed to support the meta-questions mentioned above. They relate to the way in which sustainability, governance and strategy affect the strategic management of communication in a triple context environment; how the *inclusive approach* to corporate governance affects the strategic management of communication; and how it is affected by the governing of stakeholder relationships.

The first question: *How do sustainability, governance and strategy affect the strategic management of communication in a triple context environment?* All three concepts are part of the business cycle of the organisation, which should be integrated with the communication cycle, for communication to be managed strategically.

The second question: *How does the inclusive approach to corporate governance affect the strategic management of communication in a triple context environment?* The inclusive approach to corporate governance refers to the inclusion of stakeholders in the strategic decision-making processes of the organisation. Managing relationships with stakeholders, publics, audiences and interest groups forms an integral part of strategic communication management. The issues that these actors will be interested in, will in most cases be of a social, environmental and financial nature.

The third question: *How does the governing of stakeholder relationships affect the strategic management of communication in a triple context environment?* The governing of stakeholder relationships implies the consideration of regulatory mechanisms and risk considerations in the management of relationships. One such self-regulatory mechanism is the corporate reputation that provides the organisation's legitimacy and its licence to operate.

iii. The *Why is?* perspective

The following research questions were formulated from the *Why is?* perspective.

Main research question:

Why is the conceptualisation of strategic communication management in a triple context environment important for organisations and for society?

Grunig *et al*. (2006:30) posit that the question of the value of public relations has been of great concern for many years because of its status as an intangible management function, compared to other management functions that can be described, measured and evaluated through systematic research. Over the past 30 years professionals and researchers have attempted to develop measures that would determine that public relations is effective or adds value, including the advertising value of press clippings; the readership of publications; and the measurable effects of communication campaigns or programmes on cognitions, attitudes, or behaviours. The latest attempt is the quest for a single indicator of the value of organisational reputation. It is believed that this indicator will establish that communication has a measurable monetary return that can be attributed to the public relations function – a series of evaluative, attitudinal questions to measure reputation has also been developed (Grunig *et al.,* 2006:31).

This grounded theory on the *conceptualisation of strategic communication management in a triple context environment* contributes to the debate on the value that communication management could add to the organisation and proposes that communicative value can be created by building communicative capacity through using communicative currency to create capital and equity. Illustrating how communication can assist in the value creation process through the use of specific metrics and how the function can communicate about value creation is therefore important and can be considered for further research.

Meta-questions:

A number of meta-questions guided the formulation of the research question above.

The first question: *Why is it important to integrate the strategic communication management process with the integrated reporting process in a triple context environment?* Strategic communication management forms an integral part of the integrated reporting process and contributes towards the responsibility of the organisation to report to its stakeholders about organisational activities. From this perspective, the legitimacy and accountability of the strategic communication management function depend, amongst others, on the value that it can create for the organisation and the way it communicates about this value creation process, its outputs and its outcomes. Communication's role in organisational inputs, activities, outputs and outcomes should be indicated in this process by using metrics developed for this purpose.

The second question: *Why is it important to report to the board and top management (vertical reporting) and to stakeholders (horisontal reporting in the integrated report) about the strategic management of communication in a triple context environment?* The outputs and outcomes of the strategic communication management process influence the value created by the organisation and the communication strategy and policies should therefore be explained in a report to top management. Addressing the demands of top management in the demand-delivery linkage of shared expectations in this way, should also increase the value of the communication function for the dominant coalition.

Strategic communication management outputs and outcomes also influence the perceptions that stakeholders have of the organisation. Using research, as part of environmental scanning, to determine the legitimate needs and interests of stakeholders, assists in obtaining information that could be included in strategic

planning. The organisation then explains in the integrated report (horisontal reporting) how it has addressed the needs and interests of stakeholders.

The third question: *Why is the ability of an organisation to understand the relationships between its various operating and functional units and the capitals the organisation uses and affects, relevant for the strategic management of communication in a triple context environment?* Strategic communication management assists in facilitating the core competencies and dynamic capabilties of the organisation to support co-creative value creation for the organisation and for society. This capacity contributes to the building of communication capital, which influences financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital. The above is supported by integrative, reflective thinking.

The fourth question: *Why is integrated decision-making and actions that focus on the creation of value important for the strategic management of communication in a triple context environment?* Integrated decision-making is based on integrated thinking and results in integrated reporting. Integrated communication - from an integrative communicative thinking perspective - is closely aligned with the integrated reporting process and can assist in value creation over the short-, medium- and long-term.

Fifth question: *Why is it important to determine the value that the strategic management of communication in a triple context environment adds and creates for the organisation and for society?* The question primarily addresses Grunig *et al.*'s (2006:31) concern that: "… estimating the value of public relations have not been successful at least in part because of confusion over the organisational level at which public relations has value". The *integrative strategic communication management theory* developed in this study, indicates the way in which value can be created on a strategic level, which the researcher believes is the level at which strategic communication management should demonstrate its value creating capabilities and where it should determine how it communicates about the outcomes of this process. As such, the

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communication function takes part in a co-creative value creation process on a strategic level, implements a structure on a meso level to support the communication strategy, and implements integrated and aligned communication programmes to build and maintain quality relationships with stakeholders on a micro level. Through this communicative process of co-creative value creation, the business and its stakeholders could benefit from its presence in society.

The *integrative strategic communication management theory* also demonstrates that the organisational and environmental context that Grunig *et al*., (2006:28) contend "nurtured but did not guarantee, excellent public relations" could be more important than originally postulated by the authors.

Sixth question: *Why are organisational inputs, activities, outputs and outcomes important for the strategic management of communication in a triple context environment?* The value creation process is illustrated through the business model and the input, business activities, outputs and outcomes of the organisation. The model draws on various capitals as inputs and through its business activities converts them into outputs, and outcomes in terms of its effects on the capitals. An integrated communication management process forms an integral part of this value chain and it is contended in this research that creating value in this way will not be possible without excellent communication.

Exploratory questions:

The following four exploratory questions were posed to guide the formulation of the meta-questions above.

The first question: *Why is integrated reporting important for strategic communication management in a triple context environment?* From the perspective of the grounded theory, the strategic management of communication in a triple context environment refers to an integrative, reflective approach to communication management in a social, environmental and financial context, considering value creation over the short-, medium- and long-

term. Integrated reporting improves the quality of information that is available to the providers of financial capital and communicates the full range of factors that affect the organisation's ability to create value over time. It also promotes the understanding of the interdependencies between the capitals (financial, manufactured, intellectual, human, social and relationship, and natural), creating communication capital in the process.

The strategic management of communication is an integral part of the integrated reporting process, and of the compilation of the integrated report. The integrated reporting process coincides with strategic communication management processes in the organisation, while the integrated report (combined annual report and sustainability report) is a traditional technical output of the communication function, that has now become more strategic in nature. The process and its output create communication capital (as an outcome) for the organisation.

The second question: *Why is integrated thinking important for strategic communication management in a triple context environment?* Integrated thinking is defined by The International <IR> Framework as the ability of an organisation to understand the relationships between its various operating and functional units and the capitals the organisation uses and affects. Integrated thinking also supports the communication function's endeavour to illustrate the value it creates for the organisation through *integrative strategic communication management*. The latter includes integrative, communicative thinking as an imperative for value creation.

The third question: *Why are the 'capitals' (financial, manufactured, intellectual, human, social and relationship, natural) important for strategic communication management in a triple context environment?* The capitals, as described in The International <IR> Framework, are regarded as stocks of value that become the inputs to the organisation's business model. Communication capital can be regarded as a stock of value that could feed into the business model and could

support the value created for and by the other capitals. In this way, capital creation benefits the organisation and society.

The fourth question: *Why is the business model important for strategic communication management in a triple context environment?* The organisation tailors its business model and strategy to respond to its external environment and the risks and opportunities it faces. As part of strategic communication management, environmental scanning and research about the needs and interests of stakeholders and publics are conducted to obtain information for strategic decision-making. This information should serve as input for the business model, and assist with throughput, output and outcome. As such, strategic communication management forms an integral part of the strategy and business model of the organisation.

iv.   The *How should?* perspective

The following research questions were formulated from the *How should?* perspective.

Main research question:

How should organisations conceptualise strategic communication management in a triple context environment?

Strategic communication management in a triple context environment should be practised against the background of the *sustainability orientation* of the organisation; its *inclusive corporate governance approach*; and its *integrative strategic management and strategy development* processes. As reflective steward, the communication specialist will play the strategist, manager and technician roles interchangeably and will manage an integrated business and communication cycle, focusing on *core competencies, dynamic capabilities and co-creative value creation* for the organisation and for its stakeholders taking into account: *conscious internal and external communication*; *message and*

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media fractals; *mutually beneficial stakeholder relationships*; and *interaction: conversation, dialogue and listening*. The outcome of this process should be the *creation of communicative capacity,* through *language (currency), capability (capital)* and *contribution (equity)* and a *good corporate reputation.*

Meta-questions:

A number of meta-questions guided the formulation of the research question from this perspective.

The first question: *How should the board and top management demand strategic communication management in a triple context environment?* It is proposed in this research that the non-executive directors of a board and top management should demand strategic communication management practices as depicted in the grounded theory of *integrative strategic communication management*. The framework of propositions could direct the development of principles and guidelines, policies and strategies for communication in the organisation and between the organisation and its stakeholders.

This approach should address Grunig *et al*.'s (2006:31) concern that:

> *"These many forays into estimating the value of public relations have not been successful at least in part because of confusion over the organisational level at which public relations has value. We must recognise, to begin, that the value of communication can be determined at least at four levels: programme level, functional level, organisational level and societal level".*

It is proposed that the value of communication should be determined at a macro level before the principles of strategic communication management in a triple context environment can be implemented and cascaded throughout the organisation on a meso and micro level. Since the dominant coalition determines the strategic direction of the organisation, it will also determine the

strategic direction of the communication function that should support it in reaching its objectives.

The second question: *How should the communication manager/function deliver on the demands of the board and top management regarding strategic communication management in a triple context environment?* The communication manager or function should deliver on the demands of top management by taking responsibility for, and being held accountable for the communication strategy and policies of the organisation, that will result in the creation of communicative capacity through the use of value-creating contextual language (communicative currency), capability (capital) and contribution (equity) which will be reflected in a good corporate reputation. This can be realised by playing the reflective stewardship role in the facilitation of the integrated business and communication cycle and by managing the core competencies and dynamic capabilities that could contribute to co-creative value creation for the organisation and its stakeholders.

The third question: *How should today's demands be balanced with the ability to meet future needs through the strategic management of communication in a triple context environment?* In a triple context environment strategic communication management can assist with the management of the needs and interests of current and future stakeholders. The strategic management of communication in a triple context environment refers to an integrative, reflective approach to communication management in a social, environmental and financial context, considering value creation over the short-, medium- and long-term. As such, it contributes to value creation that manifests in a good corporate reputation; and the development of communicative capacity for the organisation, represented by the human and organisational capacity for communicative action in the creation of current and future value.

The third question: *How should leaders be empowered to take responsibility for stakeholder relationship strategies and policies in the strategic management of communication in a triple context environment?* The grounded theory

developed in this study provides a framework that could be used by managers and communication managers when managing communication in the organisation. As such, they would develop and oversee the implementation of communication strategies and policies that take into account people, planet and profit considerations. As such, responsible communicative leaders acting in the capacity of reflective stewards could manage core competencies and dynamic capabilities in order to co-create value for the organisation together with stakeholders. Managers and communication managers, when acting as stewards of all the capitals of the organisation (financial, manufactured, intellectual, human, social and relationship, and natural), are also empowered to take responsibility for stakeholder relationship strategies and policies in the strategic management of communication in a triple context environment.

The fourth question: *How should an organisation's decisions be influenced by the strategic management of communication in a triple context environment?* The quality and effectiveness of management decisions are increasingly determined by the speed of and context within which decisions are implemented. Agility and resilience in the triple context environment should therefore be considered in the strategic decision-making processes of the organisation. The grounded theory of *integrative strategic communication management* can assist managers and communication managers to consider the wider expectations of society and to address the legitimate claims of all stakeholders. This task involves complex prioritisation and requires research and listening before strategic and operational decisions are made. As such, the impact of the organisation on society and the environment is an important consideration in this regard.

The fifth question: *How should issues and internal publics be managed through the strategic management of communication in a triple context environment?* Conscious internal and external communication is an important intervening condition in the grounded theory of *integrative strategic communication management*. As such, it could contribute to the co-creative value-creation processes of the organisation. In this context, internal communication fosters

trust, commitment, purpose and shared goals among stakeholders. In a triple context environment, issues classified along the lines of financial, social and environmental dimensions, could be addressed to create value, or prevent the destruction of value for the organisation and for society.

The sixth question: *How should organisations adjust their policies, actions and communicative behaviour to improve relationships with influential stakeholders as well as with society at large in the strategic management of communication in a triple context environment?* Together with conscious internal and external communication, mutually beneficial stakeholder relationships, could also contribute to the co-creative value-creation processes of the organisation. As intervening condition for the role of the reflective steward in the management of core competencies, dynamic capabilities and co-creative value creation, mutually beneficial quality stakeholder relationships could contribute to positive outcomes for business and for society, creating goodwill and a good corporate reputation.

The seventh question: *How should organisational communication - as a multi-faceted, multi-stakeholder, inter-relational enterprise that is simultaneously part of several value networks – be managed strategically in a triple context environment?* The grounded theory developed for the conceptualisation of strategic communication management in a triple context environment, provides a framework that could be used for managing communication in an inter-relational enterprise that is simultaneously part of several value networks. The fractal nature of communication (specifically of messages and of the media) is also increasingly becoming relevant when considering the effect of non-linear patterns of communication in the arena (communicative space) between the sender and receiver of messages.

The eigth question: *How should the three strands of values, leadership and culture be managed through the strategic management of communication in a triple context environment?* The communicative organisation can apply the grounded theory of *integrative strategic communication management* to provide

practitioners with a mandate to address the values, leadership and cultural dimensions of communication management in the context of people, planet and profit.

The ninth question: *How should trust, built through respectful and enduring relationships; policies and practices based on corporate responsibility, sustainability, reporting and transparency; and listening and engagement as a research-based process to identify both risks and opportunities in which internal and external stakeholders can play a role, be considered in the strategic management of communication in a triple context environment?* The 20 propositions developed for the grounded theory, illustrate how communication can be managed strategically and in an integrative manner, in order to generate trust between the organisation and its stakeholders. The *theory of integrative strategic communication management* should also support communicators to act professionally as reflective stewards, responsible for the management of core competencies, dynamic capabilities and co-creative value creation for the organisation and for its stakeholders in a triple context environment.

Exploratory questions:

Three exploratory questions were posed that guided the development of the meta-questions above.

The first question*: How should sustainability, governance, and management be considered in the strategic management of communication in a triple context environment?* Sustainability, governance and management should be considered when developing the strategy, policies, plans and structure for communication in the organisation. The emerging *integrative strategic communication management theory* provides guidance for the implementation of this approach.

The second question: *How should internal communication, external communication and the co-ordination of internal and external communication be*

considered in the strategic management of communication in a triple context environment? Communication can be managed strategically from a holistic perspective as suggested in the emerging *integrative strategic communication management theory*.

The third question: *How should an organisation's character and values; a culture of listening and engagement; and societal, organisational, individual and professional responsibility, be considered in the strategic management of communication in a triple context environment?* These aspects can be considered through the implementation of the *integrative strategic communication management theory*.

8.3   CASE STUDY: NEDBANK

As an introduction to a discussion about Nedbank as the case study used in this research, the objective of the research is stated as follows:

> *To conceptualise strategic communication management in a triple context environment based on the shared expectations for communication excellence that exist between top management and communicators, with specific reference to the business cycle and the communication cycle of the organisation.*

A grounded theory in the form of a conceptual framework was developed, which could assist top management, communication managers and other managers in the organisation to improve their understanding of excellent strategic communication management in a triple context environment. The business cycle and communication cycle, as explicated by Van Riel and Fombrun (2008:59), are important elements in this perspective. The two cycles, that should complement each other, are identified by thinking strategically about the link between an organisation's *strategic objectives*, *corporate communication*, *reputation* and *financial performance*. The business cycle is based on the standard development of corporate strategies from which business activities

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flow, which could also build financial performance. Van Riel and Fombrun (2008:59) state that a parallel communication cycle should develop and execute an appropriate communication system for building reputation. From this perspective, corporate communication includes stakeholder identification and stimulates supportive behaviour from these stakeholders.

The framework developed in this research extends Van Riel and Fombrun's (2008:59) argument to illustrate how communication can contribute to (organisational) performance in a triple context environment including financial/economic, social and environmental considerations. The *integrative strategic communication management theory* endeavours to link the business cycle and the communication cycle in the strategic management of communication in a triple context environment.

The grounded theory represents a step in the process of finding an effective theoretical and pragmatic solution to situations where top management, communication managers and general managers will be held accountable for the organisation's value creation for business and for society.

The explanatory potential of the concluding framework (as depicted in Figure 8.1) will be illustrated through the application of the framework to a case study of an organisation, that demonstrates excellent strategic communication management in a triple context environment. The organisation that was identified for this purpose is Nedbank, which is generally regarded as one of the "big four" banks in South Africa. It is also considered to be successful in terms of integrating sustainability and governance practices into its business model and strategy. Strong evidence could be found in its documentation, its website and in an interview with a former CEO and current non-executive director of the board of Nedbank, Mr Tom Boardman, that *communication*, *stakeholder relationships* and *corporate reputation* are considered in the organisation's strategic management processes.

In the following discussion, the explanatory power of the framework will be illustrated by relating and applying it (with propositions and conditions associated with *strategic communication management in a triple context environment*) to the implementation of strategic communication management, as explicated in the particular case study. Chiovitti and Piran (2003:431) quote Strauss and Corbin (1990) by stating that: "In accordance with grounded theory methodology, using participants' own language at all levels of coding can further ground theory construction and add to the credibility of findings". In the case study below, verbatim text was used to support the 20 identified propositions.

Nedbank, one of the "big four" South African banks, was identified as a case that exemplified strategic communication management in a triple context environment. An interview was conducted (in Johannesburg on 31 May 2012) with Mr Tom Boardman, a non-executive director on the board of Nedbank, who is also a former CEO of the same organisation. The integrated report and website of Nedbank provided additional information from which a case study could be developed. The case study can be summarised as follows:

> *In an interview with Mr Tom Boardman, former CEO and current non-executive director of the board of Nedbank, about the bank's management and communication management practices in a triple context environment, he addressed typical business cycle principles and communication cycle principles.*

> *Mr Boardman strongly emphasised the responsible communicative leadership qualities of individuals in the successful operation of the organisation. He also alluded to the importance of values, ethics, authenticity and integrity; organisational character and culture; change and transformation management; knowledge management; risk, issues and crisis management; research, measurement and evaluation and performance management.*

The stakeholder inclusive approach forms the basis of Nedbank's business model and strategy and as such, reference to stakeholders is included in the vision, mission, strategic objectives and operations of the organisation. This perspective on the business cycle can also be considered as a best practice example of stakeholder engagement in the banking industry in South Africa. Nedbank furthermore operates to comply with the triple bottom-line principles of "people, planet and profit" and added a fourth dimension, namely "cultural", to make it a quadruple bottom line. Sustainability and governance are therefore foremost considerations in its business model and strategy.

Communication, stakeholder relationships and corporate reputation are also important considerations in the bank's positioning in the marketplace. Mr Boardman stressed the relevance of messages sent by individuals and by the organisation. He also referred to the role of the media in conveying those messages. Interactions between internal and external stakeholders, through conversation, dialogue and listening were furthermore highlighted as important interventions in the value creation process.

In his personal capacity Mr Boardman exemplifies the reflective steward who facilitates core competencies and dynamic capabilities in the process of co-creating value for the organisation and for society. The outcomes of the above are a good corporate reputation and communicative capacity: communicative currency, capital, equity and value.

In Nedbank, stakeholders play a central role in the *business cycle* as well as in the *communication cycle*.

The complete case study and interview with Mr Boardman is attached in Annexure B. The concluding theory (developed in Chapter 6) will now guide structured comment, in the context of the case study, on the potential use and

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applicability of the concluding framework for top management and communicators regarding strategic communication management in a triple context environment. For quick reference purposes, the framework, as a key element of the theory, is shown in Figure 8.1.

The framework must be considered together with the propositions describing the relationships between its elements and the pattern of conditions under which communication can be managed strategically in a triple context environment. The case study highlights the *conceptualisation of strategic communication management in a triple context environment*.

In the next section, the 20 propositions derived from literature and an empirical study, are discussed against the case study of Nedbank. Excerpts from the interview with Mr Boardman support the various propositions and further validate the conceptualisation in the grounded theory.

> Proposition 1:
> *'Communicative capacity: communicative currency, capital, equity and value' results from and supports 'strategic communication management in a triple context environment'.*

Communicative capacity: communicative currency, capital, equity and value:

Proposition 1 postulates that, in the building of communicative capacity (through communicative currency, capital, equity and value), communicative action creates inclusive value, which results from and supports strategic communication management in a triple context environment (based on integrative and reflective approaches).

Figure 8.1   The concluding framework

Context

The conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation

Responsible, communicative leadership

Values, ethics, authenticity and integrity

Organisational character and culture

Change and transformation management

Knowledge management

Risk, issues and crisis management

Research, measurement and evaluation

Performance management

Good corporate reputation

Communicative capacity: communicative currency, capital, equity and value

Causal conditions

Sustainability orientation

Inclusive corporate governance approach

Integrative strategic management and strategy development

Strategic communication management in a triple context environment

Action/Interaction strategy

Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation

Intervening conditions

Conscious internal and external communication

Message and media fractals

Mutually beneficial stakeholder relationships

Interaction: conversation, dialogue and listening

Consequences/ Outcomes

Good corporate reputation

Communicative capacity: communicative currency, capital, equity and value

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The following statements made by Mr Boardman support Proposition 1.

Communicative capacity:

> "So, if you talk about people in Nedbank they will all tell you about Tom's Five Point Plan. Now one of the communication things that I believe, is that people have a limited capacity to absorb things. And actually, usually about three is about as much as they can … five is at the outside edge. So any big plan with more than five things, nobody is going to remember. So, you have got to try and find what are the key things that we are going to focus on. So, I came up with this five point plan".

Communicative currency:

> "I have found that the transparency and openness … warts and all … that advantages of being completely open and transparent outweigh the disadvantages nine times out of ten. There are times when you say: 'I wish I hadn't had to tell everybody that, because now everybody knows … my competitors know, my staff know'. It is like setting a target. If you haven't set a target and you don't achieve it, it is easy to get away with it. If you have communicated it publicly and widely then there is nowhere to hide. So, if you fudge the communication and you are not transparent, it is easy to hide. So sometimes, it is difficult, but my experience has been … that completely frank, open and honest communication and complete transparency … it has drawbacks. And by the way, once you start down the road of openness and transparency, you can't then change. So, when I started publishing the staff's surveys and all the bad news, that was in hoping they would get better. If they had got worse, I would not have concealed it. I was going to have to stand up and say: "Since I last spoke to you it has gotten worse".

> "Now, if I look at Winston Churchill as one of my great hero's in life … And why do I think, why is he a hero? He did a lot of negative things. He

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was quite arrogant, he drank too much, but above all he was enormously courageous… and secondly, he was a brilliant communicator".

Communicative capital:

"Now, the problem in business with projects is … and this is maybe going off your topic again completely, but ... communicating to everyone in the organisation. So, these are the things we have got to do … so this one, these are the things we have got to do … now anything we have got to do … here is your deadline, timeline, here is the people, things we have got to do … here is Mike Brown … and then for each one of these things, for instance the capital …. There is a little thing here that says rights issue.

"… and so everyone of these things had to be scoped in enormous detail and communicated to the people who had to do their piece and I will come just now to what I call the eight rights of staff. And a huge amount of that is about communication and staff knowing".

Communicative equity:

"Bam … now so what jumps out of this … the thing about we developing a vision and a mission and a strategy and a strategic plan. If people don't know what those things are, you have also wasted your time and so I really found that at the heart of all of these things that … building trust… you cannot build trust without communication. So, you can take each one of these ten things…

"Now, there is nothing in here that you do not already know. Vision, mission, strategy, trust, setting goals, KPIs, communicating, feedback, measuring, tracking.

"But, I am reminded of the great thinker Edward de Bono … who has written a lot of books … and one of the things that he says in one of his books. I cannot remember in which one anymore … he says the biggest gap in most people's lives is the gap between knowing and doing. We all know we should live a healthier life, and we should eat healthier foods and balance our temporal and spiritual lives … we all know we should spend more time with our families … we all know all kinds of things, but we don't always do it.

"And that has been my experience in business … that very often it is not that people don't know … it is that they don't do … and so, every time I have appointed an executive I have been through this with them and I have said: "Now. I want you to take that and I want you to put it somewhere where you are going to see it every now and then and just read it through".

Communicative value:

"And the board said … OK well, you must at least start doing some of these things in parallel, which we could do, but we had to focus on these. Now again, this slide you see here … this was communicated exactly in this form to the board, and when the board agreed with it … exactly this slide … you will see in the first annual report, long before it got into the annual report, it had been seen by every member of the staff … it had been taken on the road show.

"So that, I called it one version of the truth and said that we can't package it one way for the board and then package it another way for the staff, and then package it another way for the regulator and then package it another way for the shareholder. I said I have got all these stakeholders here and they must all see the same thing … so this slide, whatever the slide, it must be suitable for EXCO, the Board, all the staff, the regulator, the media and the analysts. One version of the truth".

The statements above support the proposition that communicative value creation is an important consideration in the strategic management of communication in a triple context environment. It illustrates that individuals and the organisation must have a capacity to communicate and that the kind of communication currency (frank, open and honest communication) that is used, can influence perceptions positively or negatively. As such, communicative capital, communicative equity and communicative value can be created, and can be reflected as such, in the integrated report.

It can therefore be argued that communicative capacity: communicative currency, capital, equity and value results from and supports strategic communication management in a triple context environment.

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Proposition 2:

'Good corporate reputation' results from and supports 'strategic communication management in a triple context environment'.

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Proposition 2 postulates that, a good corporate reputation (an ambient representation of the organisation) supports strategic communication management in a triple context environment (based on integrative and reflective approaches).

The following statements made by Mr Boardman support Proposition 2.

Good corporate reputation:

> *"Out of the SVB workshops, overwhelmingly what became clear to me … because in those workshops we crafted the vision. So, although we called it the SVB workshop, "Strategy, Values and Brand", the crucial thing that came out of it was, what is the vision. And the thing that was amazing to me was that nowhere where I … and I attended 80% of those*

workshops …. because it was a great opportunity to listen. Nowhere did I ever hear … our vision is to be the most profitable bank in South Africa … our vision is to go for Standard Bank because they are going for us now. Our vision is to be the biggest bank in South Africa.

"I never heard that from anybody … I heard over and over and over … I used to be proud to work for Nedbank. And when I told people I work for Nedbank they would say: "How did you get into Nedbank". Nedbank … that is the green bank … it is the technology bank … that is doing … and I used to be very proud and the NBS people said: "But I used to be proud to work for NBS". When I told anybody in Kwa-Zulu Natal I was with NBS … everybody loved NBS. And the BoE people said: "But our clients have said that too…. They had been around 100 years. We have been proud of being part of BoE … now I am not proud anymore … I am embarrassed".

It is clear from the above that there is a link between the strategy of the organisation, its values and the reputation of its brand. It can therefore be posited that a good corporate reputation results from strategic communication management in a triple context environment; and that it in turn supports the strategic management of communication in this environment.

> Proposition 3:
> *'A sustainability orientation' supports 'strategic communication management in a triple context environment'.*

Proposition 3 postulates that, from a sustainability orientation, responsibility should include responsiveness and should be considered in the strategic management of communication in a triple context environment (based on integrative and reflective approaches).

The following statements made by Mr Boardman support Proposition 3.

Sustainability orientation:

"And so out of that it became very clear that what made people passionate about work was not the company making more profit or bigger dividends to shareholders … or they wanted that, but they wanted more than that, so that just took me straight into … as the triple bottom line was happening … we are in sync with the rest of the world, because the rest of the world is finally realising that businesses have a greater responsibility than delivering profits for shareholders.

"When we looked at the financial sector charter baseline scores we were the least transformed of the big four banks … so everywhere we looked we were stone cold last except in the environmental space.

"Nedbank's cards we used … our customers could choose a green card or a children's card or a … and that had kind of given Nedbank an edge, so I said to the team then the only place that we had on these 20 different measures where we are not bottom of the pile, is in the environmental space, so we'd better spend a disproportionate amount of money … no matter how big our other problems were, we must hold that little bit of high ground … because if we loose that little bit of high ground we are lost … so while we were trying to improve our financial performance, and trying to make this a nice place to work, and everything else, we can fix that.

"But out of this came the triple bottom line and we added a fourth dimension called cultural, but actually it was transformational. Because actually in SA there is a fourth part to the triple bottom line. If you do not transform you are going to become irrelevant. It doesn't really fit into the picture ... although social is part of the DTI codes … and your spend on social … the transformation in our business is to become relevant in SA

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… was as key to sustainability … it was as key a pillar to sustainability in my view as economic, environmental and social, and so we added a fourth pillar to the triple bottom line and made it a quadruple bottom line".

The statements above illustrate the importance of developing a sustainability orientation for the organisation. It also shows that a sustainability orientation can be used to position the organisation as a responsible corporate citizen in the marketplace. This is accomplished, amongst others, through the strategic management and alignment of the relevant communication and organisational disciplines, always taking into account the triple context environment.

A sustainability orientation therefore supports strategic communication management in a triple context environment where financial, social and environmental performance have become an imperative. The result is an integrative approach to strategic communication management.

Proposition 4:

'An inclusive corporate governance approach' supports 'strategic communication management in a triple context environment'.

Proposition 4 postulates that, from the perspective of the inclusive corporate governance approach, stewardship requires accountability, which should be considered in the strategic management of communication in a triple context environment (based on integrative and reflective approaches).

The following statements made by Mr Boardman support Proposition 4.

Corporate governance:

"Having come through the experience of being chief executive of a bank that had a full-blown run on it and then Treasury, the Government and

the Central Bank intervened, I learned at that time that, as a director of most any company you could say your primary responsibility is to your shareholders who are the ones that appoint you. And then obviously you have got all your other stakeholders.

"In a bank, when the chips are down, your primary responsibility is to your country. Because banks are so central to the efficient functioning … or just the functioning of a country's economy. Your second responsibility then becomes to your depositors. The Reserve Bank's role is not to protect shareholders … it is there for your depositors. The Reserve Bank will be quite firm in what a board of directors of a bank need to do in terms of who do you look after first. For them it is the depositors … particularly in South Africa where we don't have any deposit insurance. Then you get to look after your shareholders and your staff and your suppliers and the communities in which you operate, and all the other things".

Another reference to the support that the inclusive corporate governance approach could provide for strategic communication management in a triple context environment, is the following:

"So, I had got my team together … some of the people that I thought were going to be … And I know I am going to appoint a whole new team and you have got to … a new finance director; a new head of group risk; a new head of HR; and new head of corporate; a new head of retail. Completely … I just had to start from scratch. So, I have put up my plan and the next morning, driving to work was not a very pleasant experience. Because when it was announced that morning … you know, immediately prior to me doing this presentation that I have got the new job, during the day Nedbank's share price fell 6% and all the other banks' went up. And these were the headlines that I had to face in the newspaper the next morning".

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Another reference to the inclusive corporate governance approach of the bank is illustrated in the following statements by Mr Boardman:

> "And the board said … OK well, you must at least start doing some of these things in parallel, which we could do, but we had to focus on these. Now again, this slide you see here … this was communicated exactly in this form to the board, and when the board agreed with it … exactly this slide … you will see in the first annual report, long before it got into the annual report, it had been seen by every member of the staff … it had been taken on the road show.

> "So that, I called it one version of the truth and said that we can't package it one way for the board and then package it another way for the staff, and then package it another way for the regulator and then package it another way for the shareholder. I said, I have got all these stakeholders here and they must all see the same thing … so this slide, whatever the slide, it must be suitable for EXCO, the Board, all the staff, the regulator, the media and the analysts. One version of the truth".

In the context of the above, another important management capability is therefore the inclusive corporate governance approach (engaging stakeholders in strategic decision-making) followed by the organisation. This approach can also support strategic communication management in a triple context environment, since it is clear that the primary responsibility of an organisation is towards its shareholders and its stakeholders, but also towards the public, other audiences and interested parties. The role of the media in agenda setting and influencing perceptions is furthermore emphasised in the above excerpt, highlighting the importance of strategic communication management. Other traditional communication management practices alluded to above, include integrated communication through messaging, and the compilation of the integrated report (annual report).

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From the above it is clear that an inclusive corporate governance approach supports the strategic management of communication in a triple context environment.

Proposition 5:

'Integrative strategic management and strategy development' supports 'strategic communication management in a triple context environment'.

Proposition 5 postulates that, from the perspective of integrative strategic management and strategy development, a stakeholder orientation is a collaborative orientation which should be considered in the strategic management of communication in a triple context environment (based on integrative and reflective approaches).

The following statements made by Mr Boardman support Proposition 5.

Integrative strategic management and strategy development:

> *"Bam … now so what jumps out of this … the thing about we developing a vision and a mission and a strategy and a strategic plan. If people don't know what those things are, you have also wasted your time and so I really found that at the heart of all of these things that … building trust… you cannot build trust without communication. So, you can take each one of these ten things…*

> *"Now, there is nothing in here that you do not already know. Vision, mission, strategy, trust, setting goals, KPIs, communicating, feedback, measuring, tracking".*

The third management capability mentioned in the grounded theory, is integrative strategic management and strategy development, which is illustrated

in the excerpt above. Nedbank developed its vision, strategy and brand in co-operation with its stakeholders – thus co-creating the vision, strategy and brand - and Mr Boardman emphasised the importance of communication throughout this process.   Reference to the interrelationship between strategy and communication was furthermore made throughout the interview.   From the above it is clear that integrative strategic management and strategy development therefore support strategic communication management in a triple context environment.

Proposition 6:

'Strategic communication management in a triple context environment' supports 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'.

Proposition 6 postulates that strategic communication management in a triple context environment (based on integrative and reflective approaches) support wisdom that leads to value creation when playing the role of the reflective steward (in managing core competencies, dynamic capabilities and co-creative value creation).

The following statements made by Mr Boardman support Proposition 6.

Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation

> "So, right then, right at the beginning of this journey we held a series of workshops with people around the organisation and they were called the "SVB" workshops. Strategy, values and brand because we said those three things are inextricably linked.

> "Our strategy is inextricably linked to our values, because we can't head off with a strategy that is going to be contrary to our values and our brand

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is the essence of everything that we were going to stand for. So we can't separate our strategy and our values from our brand. And, in order to try and start getting participation and buy-in, we selected groups of a 100 at a time, and I think we ran about 10 SVB workshops around the country … we ran them in every region".

Another relevant excerpt in this regard reads:

"Out of the SVB workshops, overwhelmingly what became clear to me … because in those workshops we crafted the vision. So, although we called it the SVB workshop, "Strategy, Values and Brand", the crucial thing that came out of it was, what is the vision. And the thing that was amazing to me was that nowhere where I … and I attended 80% of those workshops …. because it was a great opportunity to listen. Nowhere did I ever hear … our vision is to be the most profitable bank in South Africa … our vision is to go for Standard Bank because they are going for us now. Our vision is to be the biggest bank in South Africa.

"I never heard that from anybody … I heard over and over and over … I used to be proud to work for Nedbank. And when I told people I work for Nedbank they would say: "How did you get into Nedbank". Nedbank … that is the green bank … it is the technology bank … that is doing … and I used to be very proud and the NBS people said: "But I used to be proud to work for NBS". When I told anybody in Kwa-Zulu Natal I was with NBS … everybody loved NBS. And the BoE people said: "But our clients have said that too…. They had been around 100 years. We have been proud of being part of BoE … now I am not proud anymore … I am embarrassed.

"People would say: 'You know … your bank lied .. all your executives have left … your share price has fallen' and the thing that came out over and over … from the listening .. is that people said: 'I want to work for an

*organisation I can be proud of working for'. And out of that it came …
'what would it take for you to be proud of your organisation?' and they
said: 'Because our organisation would make a difference'. And I'd said:
'Would make a difference to whom?' And they'd say: 'They make a
difference to our country … make a difference to our people who work
here … and to their children and their families … make a difference to the
environment … because we have just .. everything seems to be heading
to .. you know global warming is a big issue'.*

*"And so out of that it became very clear that what made people
passionate about work was not the company making more profit or
bigger dividends to shareholders … or they wanted that, but they wanted
more than that, so that just took me straight into … as the triple bottom
line was happening … we are in sync with the rest of the world, because
the rest of the world is finally realising that businesses have a greater
responsibility than delivering profits for shareholders".*

The above illustrates that strategic communication management in a triple
context environment supports leaders in their role as reflective stewards when
facilitating core competencies, dynamic capabilities and co-creative value
creation. As such, strategic communication management can support
leadership in facilitating the organisation's core competencies, dynamic
capabilities and co-creative value creation processes. In a triple context
environment, this leadership role is enhanced to include responsibility (ethical)
and accountability dimensions and is described as the reflective stewardship
role, which can be played by managers or communication managers.

Proposition 7:

*'Conscious internal and external communication' supports 'reflective
stewardship: core competencies, dynamic capabilities and co-creative value
creation'.*

Proposition 7 postulates that, from the perspective of conscious internal and external communication, communication patterns that contribute to meaning-making support wisdom when playing the role of the reflective steward in managing core competencies, dynamic capabilities and co-creative value creation. Figure 8.2 illustrates the interrelationship between conscious internal and external communication and reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.

The Nedbank case study highlights the role of four communication management capabilities (two categories and two sub-categories) included in the concluding framework that facilitate and drive *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'*. The categories of *'conscious internal and external communication'* and *'mutually beneficial stakeholder relationships';* and the sub-categories of *'message and media fractals'* and *'interaction: conversation, dialogue and listening'* are relevant here.

The following statements made by Mr Boardman support Proposition 7.

Conscious internal and external communication:

"You have got to have a strategy, you have got to have resources, action plans, skills … so these fit nicely into some of those others vision, values, action plans … they are not all the same. You have got to have commitment and you have got to have review …. that is your feedback and communication and KPIs, because if you have got all the other seven but you haven't got a vision, you have got confusion. And if you have got all those others, but you haven't got values you have got corruption. And if you have all the others and you haven't got strategy, you get diffusion because people will be going all over the place. So what … and if you don't have the resources you have got false starts … and that is very expensive and very … and if you don't have action plans you get frustration, because people don't know what they are suppose to do, even if they know the vision and they know the direction and they … so these are … and if you don't have the

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Figure 8.2   Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation is supported by various communication capabilities
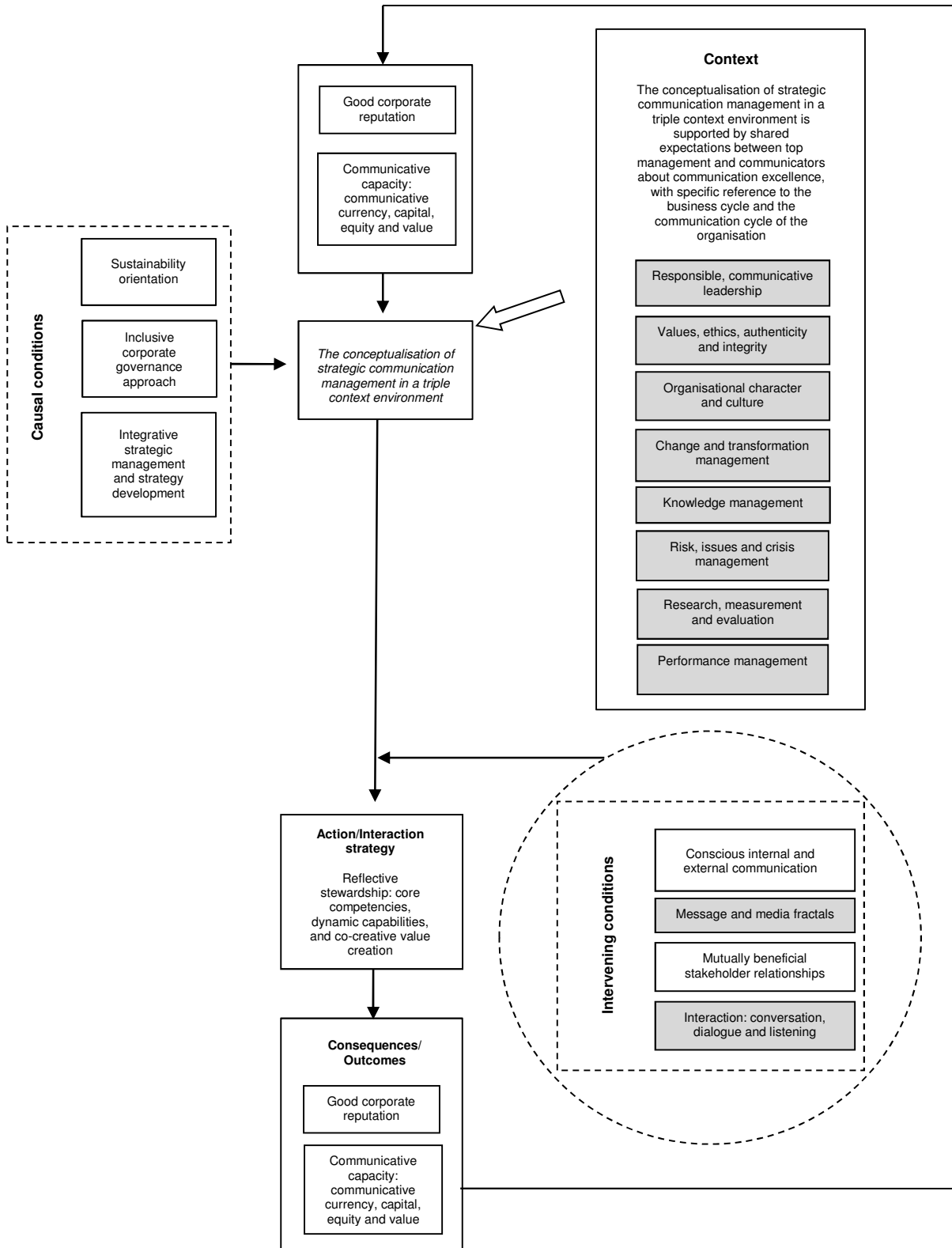
right skills it is enormously stressful. Make sure you have got the right skills. So this is just another little … So, here is your communication. If you don't have review and feedback, people are not going to know and they are probably going to start doubting".

From the above it is clear that conscious communication assists the reflective steward in his/her management responsibilities, specifically when facilitating core competencies, dynamic capabilities and co-creative value creation.

Proposition 8:

'Mutually beneficial stakeholder relationships' supports 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.'

Proposition 8 postulates that, from the perspective of mutually beneficial stakeholder relationships, quality behavioural relationships create a space of wisdom when playing the role of the reflective steward, which supports the management of core competencies, dynamic capabilities and co-creative value creation.

The following statements made by Mr Boardman support Proposition 8.

Mutually beneficial stakeholder relationships:

"So, the Reserve Bank will tell you that we are still the only bank that they have seen that actually has in our vision statement, we want to be rated and respected by our regulators right up there by our stakeholders and then obviously communities in which we operate and underpinning all of that, the values that we were going to deliver it on was integrity, respect, accountability".

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The following statement by Mr Boardman furthermore illustrates the importance of considering stakeholder and public relationships in reflective stewardship and the co-creation of value:

> "And, we said: "Well, how will we know it is a great place to work?" And, we said: "Well, we'll track our staff turnover figures; track every month how many people leave us to go to Standard Bank; and we'll track how many people come from First Rand and Absa to us. And if we are loosing more people to them than we are getting from them, we are not the most highly rated and respected bank by our people, because they are leaving us. And if our staff turnover is going up, we would be failing and we would track that … then we'll do a staff survey and we'll ask you on a whole lot of different dimensions what you feel about us". And, then we said: "How are we going to track if it is a great place to work?" And we will look at client satisfaction surveys; and we'll do the Deloitte's Best to Work For survey; and we'll see how we fit in on that one; and we will do all of these things, and measure them, and we will feed them back to … So you'll see that all of these things come back to communication … over and over and over again if you don't feed it back".

The role that mutually beneficial stakeholder relationships play in reflective stewardship and the facilitation of core competencies, dynamic capabilities and co-creative value creation is illustrated by the excerpts above. The prominent role that stakeholders play in the core philosophy of the bank is clearly visible in its inclusive vision statement. The needs and interests of stakeholders are furthermore regularly measured by means of surveys - information obtained from this research is considered as business intelligence in strategic decision-making.

This practice coincides with literature on the role of strategic communication management and public relations in the organisation. Research is considered to be an important component of excellent communication management, with specific reference to two-way asymmetrical communication (something that

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organisations do to publics – an attempt to change the behaviour of publics without changing the behaviour of the organisation) and two-way symmetrical communication (organisation uses research and dialogue to manage conflict, improve understanding and build relationships with publics).

Proposition 9:

'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation' enables 'good corporate reputation'

Proposition 9 postulates that wise reflective stewardship – when managing core competencies, dynamic capabilities and co-creative value creation – leads to a good corporate reputation (as an ambient representation of the organisation).

The following statements made by Mr Boardman support Proposition 9.

Good corporate reputation:

> *"And there had been a public outcry about an incentive scheme in Nedbank, where the three or four top executives in Nedbank got an unbelievable incentive scheme on Dimension Data shares, because Nedbank as part of their strategy had bought a big percentage of Dimension Data, so if Dimension Data went up, which it did in the tech bubble, by a multiple, and Nedbank shares went up, these people got millions and millions of rand for something that they really didn't have anything to do with.*

> *"And, it eventually became public and there was a huge outcry and a few directors resigned from the board … so I knew incentives were a soft spot … staff morale was shot … people could not believe what had happened to the Bank … people who had been taken over and merged … the NBS people knew that their head office was going to be closed,*

and the Boland people knew their head office was going to be closed. And they knew that their brand was likely to go … that their jobs, they all had to reapply for their jobs … restructuring …

"Staff morale, culture and values… now, people talk about the soft issues … believe me, my 25 years have told me that is one of the most powerful things in a business. Culture and values are amongst the most powerful things in the business".

The excerpt above illustrates that leaders and managers acting as wise reflective stewards when managing core competencies and dynamic capabilities in creating value for the organisation, influence the brand reputation of the organisation. As such, this 'space of wisdom' created by leaders also influences the 'communicative space' between the organisation and its stakeholders. Organisational practices can become public, and the public will as a result react to organisational conduct that affects them. The grounded theory illustration in Figure 8.3 indicates that a good corporate reputation and communicative capacity: communicative currency, capital, equity and value can be regarded as outcomes or consequences of strategic communication management in a triple context environment.

Proposition 10:
'Reflective stewardship: core competencies and co-creative value creation' enables 'communicative capacity: communicative currency, capital, equity and value'

Proposition 10 postulates that, wise reflective stewardship – when managing core competencies, dynamic capabilities and co-creative value creation – enables communicative action in the creation of inclusive value while building communicative capacity through language (currency), capability (capital) and contribution (equity).

Figure 8.3   The need for integrative strategic communication management

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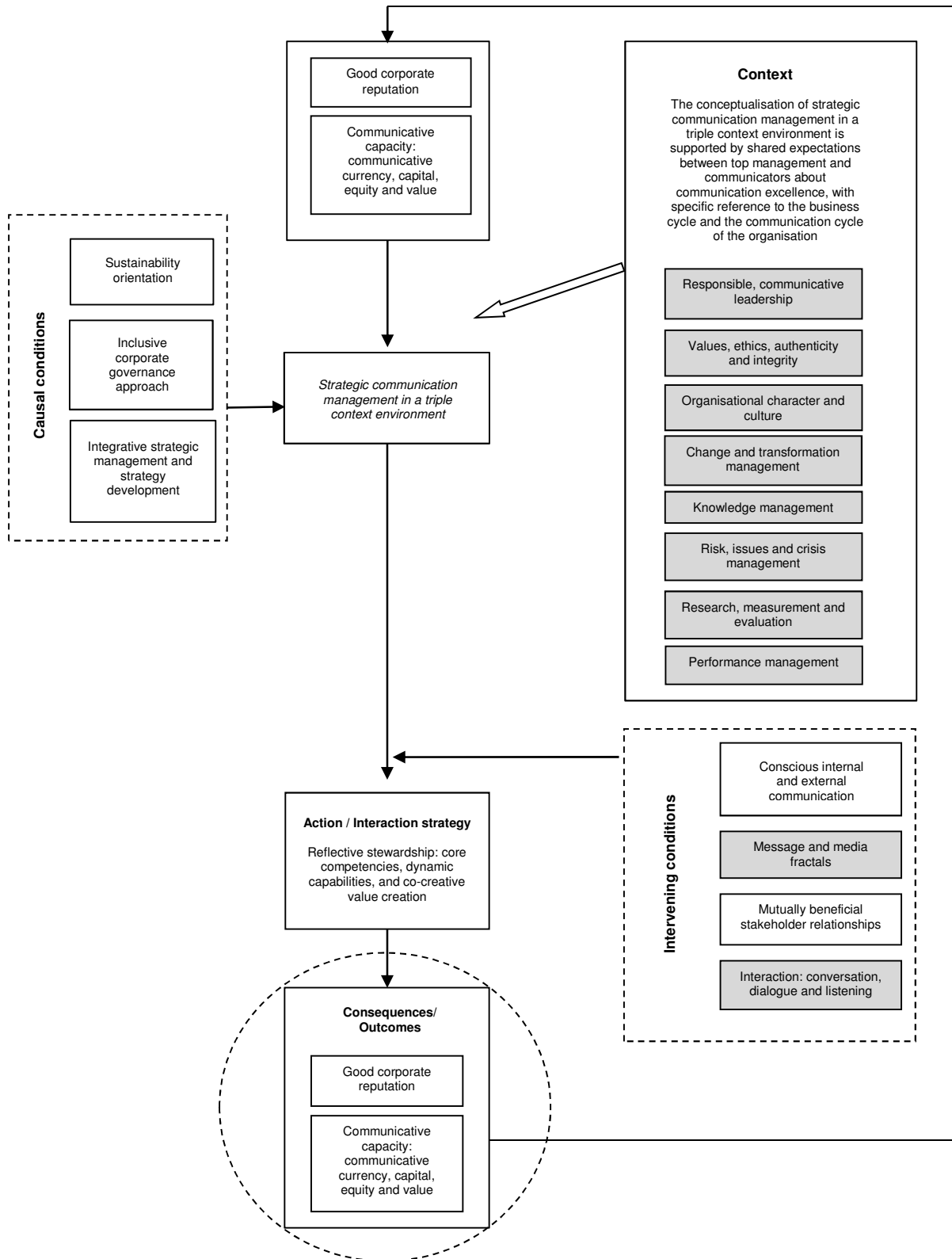
The following statements made by Mr Boardman support Proposition 10.

Communicative capacity: communicative currency, capital, equity and value:

"So actually, I only did 1 of the 5 point plan … appointed a new EXCO. When we sat down as a team, and we started to analyse the problems of the banks, the collective wisdom of that team was so much greater than even … some of them had been there for 18 months, some of them had been there for 10 years and they knew what had been going on in the Bank. They knew where the problems were … they knew where the issues were and their collective wisdom said to me: "Tom never mind the strategy. Never mind all of these things … the biggest problem we have is that we don't know where we are because we don't have the right management information. We are flying a big Boeing at high altitude in bad weather and our instruments aren't working. So, we then identified all the projects that had to be done … and one of the big challenges that management face is I think this thing of prioritising.

"And we knew we couldn't do it all. So, we said … these things we have got to do first, because this thing actually is so broken that we have got to fix the management information, restore the bank's capital because actually we have wiped out the bank's capital … it is worse than people out there think. We do have to deliver on the merger so there is one of my 5 point plan still there. So, getting the right management information and raising capital wasn't in my 5 point plan.

"Peoples' Bank was a subsidiary of ours that now was going bust. We had to produce a budget to work against - we had to get a baseline. And then, we had to see what the gaps were and at that stage we still didn't know that we were going to loose that much money. We could absolutely see that we had to look at the incentives, because the

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incentives, that bottom block, had been driving the wrong behaviours and part of what got the bank into the mess was incentive schemes".

In the above excerpt mention is made of the collective wisdom of the management team of Nedbank, which guided the organisation during difficult times. The importance of the right management information is also highlighted, as well as its interrelationship with the financial performance of the organisation. Communication and information could therefore influence value creation in different dimensions of the triple context.

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Proposition 11:

'Responsible, communicative leadership' supports 'strategic communication management in a triple context environment'

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Proposition 11 postulates that responsible, communicative leadership based on humanness and the incarnation of values, supports an integrative and reflective approach to strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 11.

Responsible, communicative leadership:

"Leadership, more than anything to me seems to be the ability to cope with change. And, in so many situations, change is always with us … it is the one constant. But, when you have got to take people from one place to another … from something that they know and understand, and you have got to change the way they do things, and take them to another place that requires probably a huge amount of management, in the complexities of a merger. But, it is going to require a huge amount of leadership".

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"And every now and then, something really good comes out … so for me, things like the more recent ones … Jim Collins, "From good to great" … talks about Level 5 Leadership. And the really great leaders are really passionate and ambitious. But their ambition is more for the company than themselves and they have this … almost being the antithesis of being ambitious, but humble. And, I think that whole book "good is the enemy of great" it is a very, very fine piece of leadership and management writing. There are a whole lot of others, and I will touch on them ... that came out over the last 20 – 30 years".

The above excerpts implicitly support literature on the role of strategic communication management in: change management; when communicating about strategy; in mergers and acquisitions; and leadership in general. By managing their communication strategically leaders can "… take people from one place to another …" ("from good to great").

Proposition 12:

'Values, ethics, authenticity and integrity' supports 'strategic communication management in a triple context environment'.

Proposition 12 postulates that values, ethics, authenticity and integrity that flourish in a space of wisdom and mutual respect, support an integrative and reflective approach to strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 12.

Values, ethics, authenticity and integrity:

"People would say: "You know … your bank lied .. all your executives have left … your share price has fallen … and the thing that came out

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over and over … from the listening .. is that people said: "I want to work
for an organisation I can be proud of working for".

"And so out of that it became very clear that what made people
passionate about work was not the company making more profit or
bigger dividends to shareholders … or they wanted that, but they wanted
more than that, so that just took me straight into … as the triple bottom
line was happening … we are in sync with the rest of the world, because
the rest of the world is finally realising that businesses have a greater
responsibility than delivering profits for shareholders".

"So, the Reserve Bank will tell you that we are still the only bank that
they have seen that actually has in our vision statement, we want to be
rated and respected by our regulators right up there by our stakeholders
and then obviously communities in which we operate and underpinning
all of that, the values that we were going to deliver it on was integrity,
respect, accountability".

The above excerpts illustrate the interrelationship between values (honesty, respect and people wanting more than only profit) and different dimensions of strategic communication management (listening and stakeholder relationships) in a triple context environment.

Proposition 13:

'Organisational character and culture' supports 'strategic communication management in a triple context environment'

Proposition 13 postulates that organisational character and culture, guided by one agenda, support an integrative and reflective approach to strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 13.

Organisational character and culture:

> *"Staff morale, culture and values… now, people talk about the soft issues … believe me, my 25 years have told me that is one of the most powerful things in a business. Culture and values are amongst the most powerful things in the business".*

> *"And I kind of thought that by the time I got the Nedbank job, I had started my own business, Boardmans, back in 1980, and I had built a chain of retail stores, and I had sold 50% to Pick 'n Pay; and then I had joined BoE, and we'd built up this little trust company into the country's fifth largest bank; and we had bought NBS and Boland Bank, and I had been instrumental in the merging of Boland and NBS which taught me a lot more about culture".*

The above excerpts illustrate the importance of organisational character and culture in the organisation, with Mr Boardman stating that it is "… amongst the most powerful things in business". The statements implicitly support the literature on the importance of organisational culture as a context for excellent communication, as explicated in the Excellence study.

Proposition 14:

'Change and transformation management' supports 'strategic communication management in a triple context environment'

Proposition 14 postulates that change and transformation management that takes place consciously, support an integrative and reflective approach to strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 14 implicitly.

Change and transformation management:

> *"But out of this came the triple bottom line and we added a fourth dimension called 'cultural', but actually it was transformational. Because actually in SA there is a fourth part to the triple bottom line. If you do not transform you are going to become irrelevant. It doesn't really fit into the picture ... although social is part of the DTI codes … and your spend on social … the transformation in our business is to become relevant in SA … was as key to sustainability … it was as key a pillar to sustainability in my view as economic, environmental and social, and so we added a fourth pillar to the triple bottom line and made it a quadruple bottom line".*

The above excerpt indicates that there is an interrelationship between 'cultural' and 'transformation' as interpreted by Nedbank, which eventually led them to a quadruple bottom line. The interrelationship between change and transformation management and strategic communication management in a triple context environment is implicit in this statement.

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Proposition 15:
'Knowledge creation' supports 'strategic communication management in a triple
context environment'
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Proposition 15 postulates that knowledge creation, based on information and progression, supports an integrative and reflective approach to strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 15 implicitly.

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Knowledge management:

> *"But, I am reminded of the great thinker Edward de Bono … who has written a lot of books … and one of the things that he says in one of his books. I cannot remember in which one anymore … he says the biggest gap in most people's lives is the gap between knowing and doing. We all know we should live a healthier life, and we should eat healthier foods and balance our temporal and spiritual lives … we all know we should spend more time with our families … we all know all kinds of things, but we don't always do it".*

> *"And that has been my experience in business … that very often it is not that people don't know … it is that they don't do …"*

The above excerpts are specifically relevant to Habermas' notion of 'communicative action' highlighted in this research study, as well as by other authors on the topic of intellectual capital. Malmelin (2007) also refers to the interrelationship between intellectual capital and communication capital.

Proposition 16:

'Risk, issues and crisis management' supports 'strategic communication management in a triple context environment'

Proposition 16 postulates that, from the perspective of risk, issues and crisis management, organisational performance that exceeds expectations, support strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 16.

Risk, issues and crisis management:

"… how did the Bank get into such a mess if it didn't have … I mean, if it had had good risk management and governance. How did it loose that amount of money? You know, the Bank would never have taken positions as big as those positions. How did it happen? So, clearly the risk management and governance right across the bank we rethought and reviewed.

"They thought they had all these lovely diagrams and things, but clearly it wasn't working. And, by the way, accountability was one of the first things that people ... when things went wrong no-one was held accountable. The minute … of all the things that start eroding and unravelling … organisations and countries for that matter, is if people are not held accountable when things go wrong or recognised when things go right.

"But primarily, and in Nedbank, when the Standard Bank merger had been a complete disaster and failed; when there was a big public outcry about the Dimension Data shares, and it was all over the newspapers, nothing happened to anybody. So, it started cascading down the organisation that … if you made a mess up, it doesn't matter. There was just a complete lack of accountability".

Risk management is an important area of responsibility in the banking industry and it is clear from the above statement that it is a priority for Nedbank. The interrelationship between risk and crisis management, and strategic communication management, is clear from the reference to "the public outcry" when the crisis was "all over the newspapers".

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Proposition 17:

'Research, measurement and evaluation' supports 'strategic communication management in a triple context environment'

Proposition 17 postulates that research, measurement and evaluation that provide feedback - which drives behaviour - support strategic communication management in a triple context environment.

The following statement made by Mr Boardman support Proposition 17.

Research, measurement and evaluation:

> *"Now, there is nothing in here that you do not already know. Vision, mission, strategy, trust, setting goals, KPIs, communicating, feedback, measuring, tracking".*

Another excerpt reads as follows:

> *"… then we'll do a staff survey and we'll ask you on a whole lot of different dimensions what you feel about us". And, then we said: "How are we going to track if it is a great place to work?" And we will look at client satisfaction surveys; and we'll do the Deloitte's Best to Work For survey; and we'll see how we fit in on that one; and we will do all of these things, and measure them, and we will feed them back to … So you'll see that all of these things come back to communication … over and over and over again if you don't feed it back".*

The interrelationship between strategic communication management, and research, measurement and evaluation is clear from the above statements.

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> Proposition 18:
>
> *'Performance management' supports 'strategic communication management in a triple context environment'*

Proposition 18 postulates that performance management that is fair, supports strategic communication management in a triple context environment.

The following statements made by Mr Boardman support Proposition 18 implicitly.

Performance management:

> "So, and once you have got the structure right, then you put the right people in the block. Then, for each person you set the KPIs and for the KPIs you set the performance standards - they were going to be measured … well, that is part of it. You set their objectives and from the objectives you determine the KPIs and from the KPIs you drive the reward block".

> "Are our rewards driving the right behaviours that will achieve our vision within our value set and are taking us down. Because sometimes in all these other steps here, you loose what the reward system should really be driving".

Although it is clear from the above excerpt that performance management is important, its interrelationship with strategic communication management is implicit. However, the statement does support literature on the topic of communication "driving the right behaviour".

> Proposition 19:
>
> *'Message and media fractals' influences 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'.*

Proposition 19 postulates that message and media fractals that are viral in nature, influence reflective stewardship when managing core competencies, dynamic capabilities and co-creative value creation.

The following statements made by Mr Boardman support Proposition 19.

Message and media fractals:

> *"So, I had got my team together … some of the people that I thought were going to be … And I know I am going to appoint a whole new team and you have got to … a new finance director; a new head of group risk; a new head of HR; and new head of corporate; a new head of retail. Completely … I just had to start from scratch. So, I have put up my plan and the next morning, driving to work was not a very pleasant experience. Because when it was announced that morning … you know, immediately prior to me doing this presentation that I have got the new job, during the day Nedbank's share price fell 6% and all the other banks went up. And these were the headlines that I had to face in the newspaper the next morning.*

> *"Now, this was a very difficult thing, because my experience has been that in an organisation like Nedbank with 30 000 staff … when the people read this, they believe more what they see in the newspapers than what you stand up and tell them, particularly if it was about yourself. So, I knew that these headlines on that day … I was starting 20 yards further back than I had … than I took the job the day before. And the*

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communication challenge to get over this I knew was going to be enormous.

"From there the reality is, I actually only did point 1 of my 5 point plan … I appointed a new team and luckily, because I had all of these banks that have been merged, I had fantastic people within the organisation that I could pull in. So, I could pull a couple of people out of NBS, I pulled one guy out of Boland Bank, I pulled a couple of guys out of the Merchant Bank NIB, I pulled some BoE capital, and I formed my new EXCO".

Another excerpt that illustrates the category of *'message and media fractals'* reads:

"We wanted to be first … and we used the tool by the way of people wanting to go first and people drawing newspaper headline articles on what would be said about Nedbank in five years' time and it was just a very powerful tool of communication … and it is fun and they would then have to get it printed and they would then have to produce their newspapers. And, it was like Ann Crotty says: 'Nedbank has the most fair executive remuneration of any bank in the land'. 'Nedbank's share price outperforms other banks'. 'Nedbank leads in financial sector charter measurements'. They had to write stories".

The above statements explicitly support the interrelationship between the media and messages, and reflective stewardship in managing the bank's core competencies, dynamic capabilities and co-creative value creation.

Proposition 20:

'Interaction: conversation, dialogue and listening' influences 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation.'

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Proposition 20 postulates that interaction, conversation, dialogue and listening, through the use of language that provides a voice, influence wise reflective stewardship when managing core competencies, dynamic capabilities and co-creative value creation.

The following statements made by Mr Boardman support Proposition 20.

Interaction: conversation, dialogue and listening:

"And, we had people from every level, and we brought them together in groups of 100 at a time, and we used this thing called open space technology, where everyone gets this thing called Post-It notes, and you had to write on a Post-It note what you think the three most important things are. On three different Post-It notes, and you paste it on the board … and you also had a 'groot kring' and you ask who wants to go first. And then eventually somebody says: 'OK I'll go. And then you have got to take one of your ideas and you say: 'I think this should be a priority' and you have got to say why and you ask: 'Does anybody else agree with that?' And if everybody else sitting there has got the same thing, they can either add their voice, or they can go and put their sticker with that one. And then the next one comes up with another idea; and then you usually end up with 20 or 30 sort of key themes with things grouped into it. But it is just the methodology that allows you to listen to people … its communication. And a huge amount of communication in organisations is about listening. And in our lives we don't often listen enough.

"Now, can I touch on that for a second … if you go back in the Nedbank material, you will see that in 2004 … I can't remember what the strap line used to be … you know the strap line below the logo. Standard Bank was 'Simply Better Faster' … now it is 'Moving Forward' or whatever it is … Nedbank is 'Make Things Happen'. But when I took over at Nedbank, and I started interviewing people, and in this process when people would

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put something up, I would say: 'But how did that happen?' You knew it was wrong and they said yes … we told management that we were going the wrong way and they didn't listen. I heard that over and over and over. And then I started interviewing … well, I didn't do all the interviews, but I had focus groups with customers who … and we said: 'Why did you close your account?' And they said: 'But you know we have been there for 20 years, and this was wrong, and we told them it was wrong, and we told them what they have done and nobody listened'. So, this thing of not listening came out over and over and over. And I changed the Nedbank strap line to Listen, Understand, Deliver.

"And we put that on every single document in the bank. Every time the Nedbank logo appeared, that appeared. Every ad in the public … and we tried to build it into our advertising. We know there are problems, we know we had been beaten up and the first point of starting to fix this, is that we want to listen to you. Now that listening thing gave me access to a whole lot of other things along the way … so just park that a little bit …

"Out of the SVB workshops, overwhelmingly what became clear to me … because in those workshops we crafted the vision. So, although we called it the SVB workshop, 'Strategy, Values and Brand', the crucial thing that came out of it was, what is the vision. And the thing that was amazing to me was that nowhere where I … and I attended 80% of those workshops …. because it was a great opportunity to listen. Nowhere did I ever hear … our vision is to be the most profitable bank in South Africa … our vision is to go for Standard Bank because they are going for us now. Our vision is to be the biggest bank in South Africa".

The above statements support the direct interrelationship between the two categories in the grounded theory as postulated in Proposition 20 and highlights the value Mr Boardman places on *listening*.

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8.3.1 A grounded theory perspective on the demand-delivery linkage

This research illustrates, with the 20 propositions developed through the grounded theory, that *'the conceptualisation of strategic communication management in a triple context environment'* is of critical importance when addressing the demand-delivery linkage of shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation. *'Reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* will be important for the board, top management, middle-level managers and communication managers to consider in their leadership and management responsibilities. Figure 8.4 points out that *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* is supported by various functional and process capabilities that intervene on its effectiveness and efficiency, including *'conscious internal and external communication'; 'message and media fractals'; 'mutually beneficial stakeholder relationships';* and *'interaction: conversation, dialogue and listening'.*

Effective *'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'* enables *'good corporate reputation'* and *'communicative capacity: communicative currency, capital, equity and value'*, which in turn support *'strategic communication management in a triple context environment'.* This process forms the nexus of the demand-delivery linkage of shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation.

The process capabilities (sub-categories) of *'responsible, communicative leadership'; 'values, ethics, authenticity and integrity'; 'organisational character and culture'; 'change and transformation management'; 'knowledge management'; 'risk, issues and crisis management'; 'research, measurement and evaluation';* and *'performance management'* support *'the conceptualisation*

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of strategic communication management in a triple context environment'. In turn, the latter supports '*reflective stewardship: core competencies, dynamic capabilities and co-creative value creation*', which results in '*good corporate reputation*' and '*communicative capacity: communicative currency, capital, equity and value*'.

As reflective stewards, the manager and communication manager implement communicative capabilities in a triple context environment, in order to reach the objectives of a '*good corporate reputation*' and '*communicative capacity: communicative currency, capital, equity and value*'. The research (Figure 8.4) indicates that '*reflective stewardship: core competencies, dynamic capabilities and co-creative value creation*' needs to be introduced by the manager or communication manager into organisational processes and systems, since it supports the successful outcomes of a '*good corporate reputation*' and '*communicative capacity: communicative currency, capital, equity and value*'.

'*Good corporate reputation*' and '*communicative capacity: communicative currency, capital, equity and value*' therefore illustrate the outcomes with regard to shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle (management capabilities) and the communication cycle (communicative capabilities) of the organisation in a triple context environment.

The communication management process illustrated in the grounded theory of *integrative strategic communication management* indicates how the communication manager can address management expectations (based on '*reflective stewardship: core competencies, dynamic capabilities and co-creative value creation*') in the organisation (with best potential for '*the conceptualisation of communication management in a triple context environment*') with the aim of achieving '*good corporate reputation*' and '*communicative capacity: communicative currency, capital, equity and value*'.

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Figure 8.4   Management and communication management capabilities supporting strategic communication management in a triple context environment in the demand-delivery linkage

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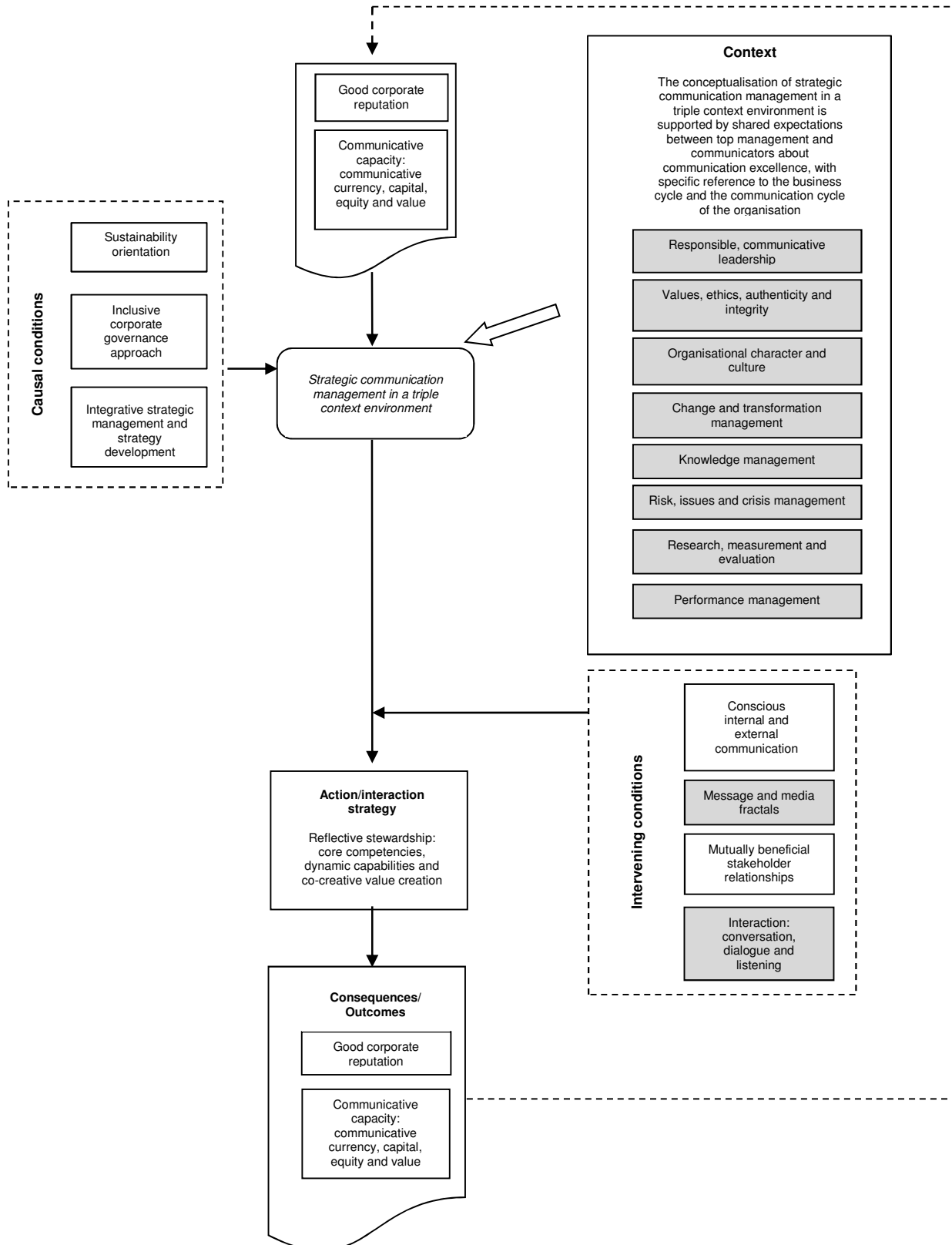
In conclusion, *the conceptualisation of strategic communication management in a triple context environment* is encaptulated in the new *theory of integrative strategic communication management* and is best described and validated in the following statement by Mr Boardman:

> "… and the thing that came out over and over … from the listening .. is that people said: 'I want to work for an organisation I can be proud of working for'. And out of that it came … 'What would it take for you to be proud of your organisation?' and they said: 'Because our organisation would make a difference'. And I'd said: 'Would make a difference to whom?' And they'd say: 'They make a difference to our country … our country has got big problems … make a difference to our people who work here … and to their children and their families … make a difference to the environment … because we have just .. everything seems to be heading to .. you know global warming is a big issue'. And so out of that it became very clear that what made people passionate about work was not the company making more profit or bigger dividends to shareholders … or they wanted that, but they wanted more than that, so that just took me straight into … as the triple bottom line was happening … we are in sync with the rest of the world, because the rest of the world is finally realising that businesses have a greater responsibility than delivering profits for shareholders".

The above discussion demonstrated the application of the theory (ie the framework in Figure 8.4), supported by propositions and conditions associated with the successful use of management and communication management capabilities in a triple context environment, to a case study. This does not serve as a validation or test of the theory, but to show the relevance of the theory to a pragmatic case. Discussing the grounded theory in relation to a case study, illustrated that the theory not only has application potential, but could also generate or guide further research on a scientific level.

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8.4   EVALUATING THE RESEARCH STUDY

In this section, the research study is evaluated as an interpretive field study. Parker and Roffey (1997:233) contend that Glaser (1992), Glaser and Strauss (1967) and Strauss and Corbin (1992), followed different approaches to evaluating a grounded theory research study. They combined elements from the Glaser and Strauss approach and the Strauss and Corbin approach, and concluded that the following criteria (meant as guidelines and not "hard and fast evaluation rules") can be used to assess the grounded theory research process:

Fit
- Have the concepts been generated from the data examined?

Understanding
- Are the concepts identified and systematically related?
- Are there conceptual linkages and are the categories well developed? Is there conceptual density?

Generality
- Is much variation for different conditions built into the theory?
- Are broader conditions that may affect the phenomenon being studied built into its explanation?

Control
- Has the question of processual change been accounted for?
- Do the theoretical findings appear to be significant?

If the research is evaluated against the above criteria, it can be concluded that it adheres to the principles of *fit*, *understanding*, *generality* and *control* and that it meets the requirements for *credibility*, *validity* and *rigour* that is necessary for developing a grounded theory. The research was subjected to a systematic and formal process of data collection, analysis and theory generation; and

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inaccuracies and misleading interpretations were guarded against by means of comparative analysis, investigation of different slices of data, and integration of theoretical concepts (Glaser and Strauss, 1967). Strategies available to deal with observer-caused effects on the phenomenon under study, include that the researcher spent a substantial length of time in the field; and employed multiple data sources and observation methods (Parker & Roffey, 1997:235; Morse & Field, 1996:118).

In the next section, the research design and how it was implemented will be briefly alluded to against the above background.

8.4.1 The research design and how it was implemented

The thesis starts in Chapter 1 with an introduction to the field of investigation, namely the *conceptualisation of strategic communication management in a triple context environment*. Strategic communication management and value creation in the contemporary organisation are discussed. The *motivation for the study*, the *problem statement*, the *importance of the research*, the *methodology* and the *demarcation and scope of the study* are also addressed.

In Chapter 2, the literature review covered the topic of value creation and specifically referred to value in excellence, value creation in a triple context environment, capital creation and a new perspective on strategic communication management. These themes, together with a developing *communicative logic* for the organisation, are discussed in detail. Emphasis is placed on integrative communication as opposed to integrated communication and a new perspective on strategic communication management is put forward.

Chapter 3 covers the *research design*, and more specifically theory building against the background of issues of *meta-science* and *science,* considering *ontological*, *phenomenological*, *epistemological* and *normative* approaches. The development of the research objective and research questions according to the process-based approach is discussed in detail. This is followed by an

explanation of the *methodological structure*, which includes various methods of triangulation; the *data collection phase*; the *data ordering phase;* and the *data analysis phase*.

In Chapter 4, the *first literature case* in the form of four slices of data is discussed, which includes the *Excellence study*; the *King III Report;* The *International <IR> Framework;* and the *Stockholm Accords* and the *Melbourne Mandate.* These contemporary perspectives were analysed and minimalist *a priori* concepts were identified, which guided the identification of the *second literature case,* consisting of 540 scientific articles.

In Chapter 5 a *preliminary grounded theory framework* is developed from the *second literature case* (scientific articles). Articles that constructed the literature case are listed and motivations are provided for their inclusion. The literature case is not a subset of the literature review in Chapter 2, but consists of articles that were specifically selected for their holistic approach to the topics of *strategic management* and *strategic communication management*. In order to develop the preliminary framework, a *hierarchical process of coding of the literature case data* was followed. The data set was analysed and *open coding*, *axial coding* and *selective coding* of the literature case data were done to identify patterns in the data and to reconstruct the relationships between constructs.

Constructs identified in the preliminary framework include the following: *causal conditions* – 'sustainability orientation', 'inclusive corporate governance approach' and 'integrative strategic management and strategy development'; *context* – 'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'; *phenomenon* – 'strategic communication management in a triple context environment'; *intervening conditions* – 'conscious internal and external communication' and 'mutually beneficial stakeholder relationships';

action/interaction strategy – 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation;'; and *consequences* – 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value'.

The *concluding framework,* developed in Chapter 6, is grounded in an empirical case. Six field studies, identified as a sample for the research and that included interviews with CEOs and former CEOs of South African organisations, were used as the means to extend and explore categories of the *preliminary framework* to arrive at the *concluding framework*. The *hierarchical process of coding of the empirical case data* was followed and included *open coding*, *axial coding* and *selective coding* of the empirical cases. The field studies delivered rich data that resulted in ten sub-categories being included in the concluding framework of the research study. The *narrative storyline*, that was started in Chapter 5, was continued in Chapter 6 to address the research problem that was formulated in Chapter 1. Constructs identified in the concluding framework include the following: *causal conditions* – 'sustainability orientation', 'inclusive corporate governance approach' and 'integrative strategic management and strategy development'; *context* – 'the conceptualisation of strategic communication management in a triple context environment is supported by shared expectations between top management and communicators about communication excellence, with specific reference to the business cycle and the communication cycle of the organisation'; 'responsible, communicative leadership'; 'values, ethics, authenticity and integrity'; 'organisational character and culture'; 'change and transformation management'; 'knowledge creation'; 'risk, issues and crisis management'; research, measurement and evaluation'; and 'performance management'; *phenomenon* – 'strategic communication management in a triple context environment'; *intervening conditions* – 'conscious internal and external communication'; 'message and media fractals'; 'mutually beneficial stakeholder relationships'; and 'interaction: conversation, dialogue and listening'; *action/interaction strategy* – 'reflective stewardship: core competencies, dynamic capabilities and co-creative value creation'; and

consequences – 'good corporate reputation' and 'communicative capacity: communicative currency, capital, equity and value'.

Chapter 7 deviates slightly from the purpose of the study - to develop a grounded theory for the *conceptualisation of strategic communication management in a triple context environment* - by investigating the dynamic aspects of management and communication management capabilities. A theoretical framework was put forward to support the grounded theory developed in the study. From this, the Excellence theory was identified to interpret the *concluding framework* developed in Chapter 6. This resulted in a more detailed description of the substantive *theory of integrative strategic communication management*.

In Chapter 8, the research is evaluated and conclusions are drawn. The evaluation focuses on the quality of the research and on the contribution to knowledge that has been made. In addition, the *concluding framework* developed in the study is validated by discussing its application to a particular *case study*. This illustrated its pragmatic applicability, as well as its potential for further scientific research.

8.4.2 Conducting and evaluating interpretive field studies

Klein and Myers (1999:70) (in Koekemoer, 2008:256) propose a set of principles for conducting and evaluating interpretive studies. They describe the principles for evaluating interpretive field research to apply to research that is hermeneutic in nature. The grounded theory methodology is 'interpretive' since it implements qualitative and unstructured data, while the theory-building strategy in grounded theory is considered to be inductive in nature. The methodology consists of a hierarchical set of coding processes where 'coding is considered to be an interpretive act of the researcher who is sensitised to certain theoretical concepts'. Coding enables the researcher to construct categories and the relations between categories in a conceptual framework that represent his/her understanding of the meaning of the data.

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Hermeneutics create meaning where the researcher needs to apply him/herself to the interpretation 'with a sense of responsibility to deepen understanding'. The grounded theory also involves itself with understanding the meaning of text. The process of interpretation furthermore requires entering into the hermeneutic circle, which represents a metaphorical way of conceptualising understanding and the process of interpretation to which the researcher participates, belongs and is situated. This circle involves a generative recursion between the data as a whole and the data in part. Reflection on the part of the researcher, even prior to transcribing the text of an interview, points to an immersion in the data as a whole and in part. The dynamic ever-evolving nature of the interaction through re-reading, reflection and writing of the case data, enables the researcher to focus, recognise and isolate new understandings in the process of interpretation. The process of the 'hermeneutic circle' also implies that emergent codes need to be refined over the term of the research project. In the process of developing categories and inter-relationships from the data, the researcher is making the implicit explicit in the process of interpreting on a continuous basis.

The following seven principles of Klein and Myers (1999:72) provide the grounded theory researcher with an opportunity to assess the quality of the interpretive research (Koekemoer 2008:258):

1. **The principle of the hermeneutic circle**

The principle of the hermeneutic circle – a meta-principle - is considered to be the most fundamental, and integral to all the other principles. The research aims to understand the whole of the phenomenon where the inter-relationships between identified functional and process capabilities influence our understanding of the parts. Improved understanding of the phenomenon (the whole) changes our perception of the functional and process capabilities and identifies inter-relationships between constructs and categories.

Being in the circle necessitates a dynamic and evolving interaction with case data as a whole and in part. The text (literature cases) and transcripts (empirical cases) needed to be interpreted in terms of their parts as well as the context of the study. The principle illustrates how human understanding is achieved by iterating between considering the shared meaning of the parts (categories and sub-categories) and the set of interrelated processes considered to be the whole that they represent in the theoretical framework of the study.

The use of the grounded theory methodology in developing the preliminary framework from the literature case data entailed shifting between the whole and the parts. Each article of the literature case data was interpreted for meaning from the whole text, consisting of sentences, while each individual sentence influenced how the entire text was interpreted. The principle also applied to each text that was interpreted in the context of the article, where the context needed to be re-interpreted in relation to the text.

The researcher entered the hermeneutic circle of the empirical case when data was collected, transcribed and analysed from conducting the interviews. Personal involvement in the process of conducting and transcribing the interviews enabled the researcher to create a deeper understanding of the resultant text (transcripts). The process of coding the empirical case data in the text also influenced the researcher in understanding sentences of the text, which influenced how the text was understood.

The process of coding the literature case data and the empirical case data enabled the preliminary and concluding frameworks to emerge. This process involved moving between the paradigm models of the study in order to arrive at the concluding framework. The case data were analysed for themes and ideas which enabled further concepts to be developed that explained the use of functional and process capabilities in strategic communication management (Klein & Myers, 1999:71-73; Koekemoer, 2008:258).

2. The principle of contextualisation

The principle of contextualisation highlights the importance of critical reflection on the social and historical background of the phenomenon. This principle is relevant to the literature review, literature case and the empirical case of the research. The first Chapter explains the context of the study. A broad and thorough review of the relevant literature preceded the process of defining the research problem with research objective and research questions. The literature review also provided further insight into the importance of functional and process capabilities of strategic communication management in a triple context environment (Klein & Myers, 1999:73-74; Koekemoer, 2008:259).

The preliminary framework presented in Chapter 5 was developed by using scientific papers (literature case data). As such, this framework is firmly placed within the context of the literature. The empirical cases broadened the context of the study from the theoretical to the practical in the development of the concluding framework in Chapter 6 and its application in Chapter 7.

3. The principle of interaction between the researcher and the subjects

Interpretations of data as expressions and meanings communicated by the respondents is the outcome of the interaction between the researcher and respondent during the interview. The researcher conducted interviews with the individual respondents to promote the interpretation and analysis of the research topic. Interaction during interviews involved the respondents as interpreters and analysts together with the researcher. Although exploratory questions were used during interviews, the respondents also talked on related issues that impact on the phenomenon. The researcher probed the respondents for more insight and explanations that might improve the understanding of opinions expressed during the interviews, which led the respondents to rethink and provide their own interpretations, while the

researcher was made aware of her processes of interpretation and analysis (Klein & Myers, 1999:74-75; Koekemoer, 2008:260).

4. The principle of abstraction and generalisation

The grounded theory methodology, with its emphasis on the hierarchical coding processes and theoretical sampling, enabled the preliminary and concluding frameworks to be extracted. These frameworks with their storylines are viewed to be abstractions derived from literature and field study data (Klein & Myers, 1999:75-76; Koekemoer, 2008:261). The concluding framework presents, in the terminology of Strauss and Corbin, a substantive theory – pertaining to a specific phenomenon. Such a substantive theory can be enhanced and extended to 'formal theories' and eventually to a 'grand theory'. Joannidès and Berland (2008) posit that the discovery of formal theories in grounded theory research is rare; grounded theorists rather generate substantive theories or confirmatory theories. In this research the substantive theory that was developed, was applied to a practical situation to illustrate the applicability of the theory outside the context within which it was developed.

5. The principle of dialogical reasoning

This principle requires the researcher to be sensitive about possible contradictions between her own preconceptions guiding the research design, and the actual findings of the research. In this study, the researcher's preconceptions were framed by an in-depth study of relevant literature, which led to the research design and the development of the preliminary framework. Despite performing numerous cycles of revisions during the various coding processes of the grounded theory method, the preliminary framework nevertheless embodied these preconceptions. However, this framework was enhanced and refined through the use of six empirical field studies to produce the concluding framework of the research. The coding processes discussed in Chapter 6 constitute the 'cycles of revision of the preconceptions' and the

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researcher therefore concluded that the principle of dialogical reasoning was followed (Klein & Myers, 1999:76-77; Koekemoer, 2008:261).

6. The principle of multiple interpretations

This principle requires sensitivity on the part of the researcher for possible differences in interpretations among participants who provide multiple views on the same issue. In this research, two types of participants are involved: in the literature case data, various authors 'tell their stories' about issues pertaining to the phenomenon; from the empirical case data respondents also contribute their stories. In both cases the researcher dealt with different and conflicting interpretations, depending on the particular industry in which the individuals operate. The coding processes of the grounded theory method forced the researcher to re-consider, re-evaluate and re-align initial interpretations. From this perspective, the grounded theory method does not allow the researcher to gloss over multiple and perhaps conflicting interpretations (Klein & Myers, 1999:77; Koekemoer, 2008:262).

7. The principle of suspicion

The literature case data reflect the biases and 'distortions' of the various authors, while the empirical case data reflect the views of different CEOs or former CEOs. As such, the researcher needed to guard against misinterpretations when reflecting on the data. The processes of coding again assisted to *create meaning from the data* rather than just to report on meaning that was communicated in the articles and interviews.

The study also considered the Excellence perspective, with specific reference to the value that strategic communication management adds to the organisation. The levels of analysis in the Excellence theory that were elaborated on, were the *societal level*, the *organisational level*, the *functional level* and the *programme level*. Against this background, the role of the reflective steward was furthermore identified and conceptualised in this study.

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The contribution of the research is that it underlines the important role of the communication manager in the organisation and that it shows how specific functional and process capabilities could be used to create value for the organisation. In particular, the central role of shared expectations about the conceptualisation of strategic communication management in a triple context environment was brought to the fore in the grounded theory, which provides a basis for understanding the interplay of the different functional and process capabilities from a scientific and pragmatic perspective.

The above set of principles of Klein and Myers (1999:67-94) enabled the quality of the interpretive research to be evaluated. The discussion indicates how each of the seven principles was implicitly adopted in the research process.

The next sub-section evaluates the contribution of the study according to questions posed by Whetton (1989) (Koekemoer, 2008:264-268).

8.4.3 Evaluating the contribution of the research

The grounded theory, together with its interpretation in Chapter 7, explains *when*, *how* and *why* various functional and process capabilities are used when managing communication on a strategic level in the organisation. The study presented a theory of functional and process capabilities that are applicable in a demand-delivery linkage of shared expectations between top management and the top communicator.

Organisations in different industries could benefit from the study and its application in the strategic communication management domain. The theory explains inter-relationships between identified functional and process capabilities that provide a strategic approach to communication management with an emphasis on addressing *management* and *communication management* principles. The *integrative strategic communication management theory* will only benefit communication management where managers and

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communication managers share a common understanding and strategic approach to communication in the organisation. These shared mental and semantic models could lead to the establishment of a communicative logic in the organisation.

In this section the research findings of the study are assessed for its contribution to knowledge. The assessment is based on the following key questions that led the evaluation process: *What's new? So what? Why so? Well done? Done well? Why now?*

1. Does the study make a significant value-added contribution to current thinking?

From the perspective of the research findings and the contribution of the study, the grounded theory extends the current understanding of the *conceptualisation of strategic communication management in a triple context environment*. The *concluding framework*, triangulated with existing theoretical perspectives, provides practical theory for the governing and management of communication in general, and stakeholder relationships in particular, with a resultant *good corporate reputation* and *communicative capacity: communicative currency, capital, equity and value* that could influence the value of the organisation. The holistic perspective to the concluding framework, that includes management and communication management constructs, resulted in the *integrative strategic communication management theory*.

As such, the *concluding framework* developed in the research study represents a *substantive theory* to provide insight into the functional and process capabilities that are used in strategic communication management in a triple context environment. The framework, or grounded theory, attempts to provide a holistic understanding of the contribution of functional and process capabilities to communication management on the strategic level of the organisation. It adds value and new insight on the topic to boards, senior management and communication managers that work in a triple context environment.

2. Will the theory likely change the practice of strategic communication management research?

The *concluding framework* with *storyline* established the central importance of shared expectations about the conceptualisation of strategic communication management in a triple context environment. Strategic communication management as it is conceptualised, enables the communication manager to take responsibility for strategic communication management activities and outcomes, and to report on it in the integrated report.

The Excellence theory also provided a new perspective on the grounded theory and indicated the manifestation of the latter on a societal level, an organisational level, a functional level and a programme level. The specific focus of the study on the *societal and organisational levels* also addresses Grunig *et al.*'s, (2006:31) concern about the level on which public relations has value and contends that these two levels are more important in the value creation process, than originally thought. Communication management and public relations on these levels ultimately contribute to the sustainability of the organisation and the society in which it operates. Against this background, a dual approach of a communication perspective on governance in the organisation, as well as a governance perspective on communication in the organisation, could also provide it with *legitimacy* and a *license to operate*.

The research findings show the important contribution of sustainability and governance to the conceptualisation of strategic communication management in a triple context environment. The study, with its focus on the triple context environment and specifically *sustainability* and *governance*, contributes to how strategic communication management is approached and conceptualisated in societal and organisational contexts. It shows the value of interpretive research methods in strategic communication management research as a means to improve our understanding of the meaning, use and implementation of communication management systems in societal and organisational contexts.

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In this sense, the research contributes to the practice of strategic communication management research. Although it must modestly be admitted that it is not likely to change the practice of strategic communication management research, the use of the grounded theory methodology is encouraged in this field of research. The rich results that could be obtained, provide different perspectives on communication management phenomena that could make a value-added contribution to the organisation.

3. Are the underlying logic and supporting evidence compelling?

The preliminary and concluding frameworks were both developed using the hierarchical coding processes of the grounded theory method. As such, they are the result of the inherent logic of the grounded theory method, which guided the researcher throughout the research process. The supporting evidence was also clear from the literature case data in the development of the preliminary framework and the empirical case data in the development of the concluding framework. In Chapter 7, the real-life application of the research results was illustrated. By further validating the concluding framework, additional evidence is provided in support of the research.

The research study used multiple data sources in triangulation, to derive its final result in a convincing, logical manner from the supporting evidence (the data). Further supporting evidence in the form of a validation through an additional case study is also provided.

4. Is the thesis well written and does it reflect seasoned thinking?

The thesis consists of eight chapters where each chapter has a clearly defined objective and provides information towards achieving the overall result. Each chapter of the thesis provides a brief introduction; and concludes with a summary to highlight the important issues that have been addressed, as well as to enable the reader to reflect on what has been achieved in the chapter.

Chapter 1 provides an introduction to the central ideas and concepts of the research study; provides the motivation for the study; and presents the research problem. The literature review presented in Chapter 2 provides an analysis of the literature on value creation in a triple context environment. Chapter 3 considers the development of a research objective, research questions and the grounded theory methodology that was used in the study. In Chapter 4, the initial four slices of data are discussed. Chapter 5 and 6 applied the grounded theory method in generating the preliminary and concluding frameworks. Chapter 7 provides a theoretical interpretation of the grounded theory through the lens of the Excellence theory, which contributes to a deeper understanding of the grounded theory. Chapter 8 provides a pragmatic application of the grounded theory in a case study as well as an evaluation of the research.

It can be concluded that the thesis is presented in a coherent manner - it reflects 'seasoned thinking' in that none of the work or results reported were arrived at without considerable effort and reflection.

5. Is the topic of contemporary interest to scholars in this area?

Various international and national academic and professional conferences and journals have been dedicated to the topics of *sustainability* and *governance*. As such, this research is topical and of interest to scholars and practitioners in the contemporary education, business and societal spheres.

The *concluding framework* with *storyline* of the study has implications for organisations, and in particular for strategic communication management in a triple context environment. It also calls for a rethink of the role of the communication manager as reflective steward in a triple context environment. The research therefore brings new understanding of issues pertaining to communication management and the communication system in the organisation and the value-added contribution it could make. The identification of the functional and process capabilities of strategic communication management in a triple context environment and the exploration of the complexities of the inter-

relationships between constructs manifesting in the organisation and between the organisation and the environment (society) are likely to appeal to scholars in the field of strategic communication management. The evaluation of the research confirms that the research study has potential significance for future strategic communication management research.

8.4.4 Limitations of the study

The *integrative strategic communication management theory* suggests a new approach to communication management in creating value for the organisation, highlighting its role in a triple context environment. As such, the grounded theory is considered to make a substantial contribution to knowledge on a basic and applied level of strategic communication management research.

From a research perspective, the main limitation of this study is the length of time that was needed to complete the research. This was mainly due to its multi-disciplinary nature, which added significantly to the complexity of the conceptualisation for which concepts from the disciplines of law, management and communication had to be considered. As such, the researcher had to acquaint herself with these disciplines as well as their application in practice. In the tradition of qualitative research, this necessitated her involvement in pragmatic and theoretic processes where the demand-delivery linkage between top management and communicators could be observed, hence her involvement in the writing of the *King Report on Governance for South Africa, 2009* (on a national level) and the *Stockholm Accords* (on an international level).

From this perspective, Backman and Kyngäs (1999:147) also refer to the challenges of the grounded theory method, specifically pertaining to "how deeply and widely the researcher should familiarise her- or himself with the research topic before the empirical study". Other related challenges that the researcher of this study experienced, include: the need to focus the research problem as well as the multistage process of data collection and data analysis,

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which "demands from the researcher both sensitivity and time to work out the findings which emerge from the data".

The researcher's experiences on this research journey are also supported by that of Idrees *et al.*, (2011:188) who posit that grounded theory research: "… is seen as a difficult research methodology for new researchers". They continue by stating: "The Grounded Theory approach could be better employed by a team of researchers or by a more experienced researcher". The process: "… reverses the order of empirical research – hypothesis generation followed by data collection. The idea that theories can be generated from data – let alone qualitative data – contradicts the scientific tradition they were taught in elementary school science". From this perspective, the grounded theory methodology also proved to be a challenge for the researcher of this PhD study considering that it was the first study of its kind that she has conducted.

Although extremely satisfying in terms of exploring the theoretical, empirical, conceptual and pragmatic dimensions of the phenomenon, the use of the grounded theory methodology is in the words of Idrees *et al.*, (2011:189): " … time consuming and therefore a risk prone approach for limited-time projects undertaken by inexperienced researchers as part of a PhD programme". They continue by quoting Nunes and Al-Mamari (2008) and state that: "This process of research is known to be highly time consuming, very intensive and require mature levels of reflexivity. This is of particular importance when [an] inductive approach is adopted for a PhD programme".

Although the researcher was very familiar with the field of strategic communication management before embarking on the research, the multi-disciplinary conceptualisation and grounded theory approach to the operationalisation of this specific study proved challenging.

8.4.5 Recommendations for further research

The research study was limited to the conceptualisation of strategic communication management on a *macro* level in a triple context environment. Although the applicability of the substantive grounded theory was illustrated on the *meso* and *micro* levels in Chapter 7, it did not form part of the empirical research for this study. As such, it could be further investigated in future research.

The results of the research indicate that there is considerable scope for further research into the concepts of *communicative capacity: communicative currency, capital, equity and value*. The value-added contribution that communication management and public relations can make to the organisation have been a topic of scholarly debate for a number of years and it is believed that the approach followed in developing this grounded theory could address concerns raised in these deliberations about the institutionalisation of communication management and public relations.

Evaluating and monitoring the value that communication as an intangible asset can add to the organisation and to society could also be explored by developing metrics for this purpose. These communication metrics could illustrate the value that communication creates for business and for society in a triple context environment, and could also solidify the communication professional's position on top management level in the organisation. Studies that could provide input to the development of such a metric of communication competencies include the Annenberg Strategic Communication and Public Relations Centre's (University of Southern California) biennial Communication and Public Relations Generally Accepted Practices Study, co-ordinated by Swerling; as well as the annual European Communication Monitor, co-ordinated by Zerfass from the University of Leipzig (Swerling, Thorson & Zerfass, 2014:2-15).

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From a basic research perspective, each of the propositions developed in the study could be tested in order to determine the exact nature of the relationships between the constructs.

8.5   SUMMARY

Chapter 8 concluded the study with an overview and evaluation of the research. The quality of the interpretive research process has been assessed by means of the seven principles of Klein and Myers (1999). The theory of the study was also assessed for its contribution to knowledge, by answering questions posed by Whetton (1989) (in Koekemoer, 2008). In addition, the concluding framework of the study has been validated by considering its application value in a case study of Nedbank.

The main contribution of the research is the *concluding framework*, developed through the grounded theory method, which facilitates a better understanding of the *conceptualisation of strategic communication management in a triple context environment*.

The insight provided about the communication management process and the use and role of functional and process capabilities on a strategic level in organisations provides a basis for developing strategies to effectively introduce and develop the necessary functional and process capabilities of communication management. This understanding could assist organisations to enhance their potential for success in developing excellent communication functions and processes.

In conclusion, the research and specifically the *integrative strategic communication management theory*, suggest some opportunities for further research. The *substantive theory* presented in this study was developed using data from the literature and six field studies as an empirical case. Further development of the *substantive theory* would require more research to be undertaken across a number of industry sectors to obtain data about actual

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excellent organisations, and to determine how they had harnessed the functional and process capabilities identified in this research in their efforts to manage communication in their organisations.

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