

CHAPTER ONE

THE PROBLEM AND ITS SETTING

“Extinction is the fate of most species, usually because they fail to adapt rapidly enough to changing conditions of climate or competition. Social organisations often behave in ways similar to biological organisms”.

(Gould 1977: 90)

1. THE TITLE

This research is titled: "Environmental scanning - a South African corporate communication perspective with special emphasis on the tertiary sector."

1.1 THE PROBLEM AND ITS SETTING

In this chapter, the problem is stated against the broader background and complexities that influence the problem. The broad objective of this research is to add to the existing knowledge base concerning environmental scanning and focus on the scanning activities of the tertiary education sector. The role of the communication professional in this regard, is also investigated.

The challenges faced by management in a constant changing environment are overwhelming, and managers need all the help they can get. Proactive and knowledgeable communication people are needed. Public relations expertise is not the only prerequisite, the focus is on business and management skills.

Environmental changes, the politicising of the business environment, and the growing involvement of the public sector in regulating the private sector refocused the attention on the role of public relations and communication programmes. The communication manager has an important role both internally

and externally. The communication manager acts as channel between management and the external public. Public perceptions and needs should be communicated to management, changes should be anticipated and appropriate action recommended (Claasen & Verwey 1998: 73).

Management decisions and organisation policy should be communicated to the relevant external publics, while determining at the same time where contributions to social investment can be made. Strategic planning with the purpose of preventing or fielding issues that may have an impact on the organisation also requires the involvement of the communication manager (Claasen & Verwey 1998: 74).

Communication professionals should look ahead, not behind. They are looking at the next big issue, the next trend, not where they have been. Analysis is often an afterthought. In today's results-oriented and measurement-oriented business world, being able to demonstrate benefits to the bottom line is essential.

1.2 A CONCEPTUALISATION OF THE STRATEGIC ROLE OF THE CORPORATE COMMUNICATION PRACTITIONER

Strategic management applies to corporate communication in two important ways:

- The first is the most senior communication practitioner's involvement in the strategic management of the organisation by surveying the environment, helping to define the mission and goals, and developing problem-solving strategies for the entire organisation.
- The second has to do with the corporate communication department managing its own programmes strategically by aligning communication goals to the organisational mission, thereby integrating and co-ordinating its work with that of the organisation (Steyn & Puth 2000: 17).

1.2.1 The boundary spanning perspective

Most authors in strategic management concur that the boundary-spanning roles are involved with (information) inputs to the organisation and (information) outputs from the organisation. Boundary-spanning roles are seen by some as consisting of information processing and external representation, others see the two boundary-spanning roles as being information acquisition and disposal (Steyn & Puth 2000: 18).

In the past, corporate communication practitioners have frequently represented the organisation to the external environment. A relatively new practice in corporate communication is information processing through environmental scanning and programme research.

The boundary-spanning role of corporate communication practitioners can also be viewed as functioning at the edge of the organisation, acting as a liaison between the organisation and its external and internal stakeholders. Corporate communication practitioners are in touch with the real world by having one foot inside and one outside the organisation (Steyn & Puth 2000: 19).

1.2.2 The mirror and window perspective

The communication department's role in the process can be summarised as professionally carrying out the *mirror* and the *window* functions.

The *mirror* function refers to the monitoring of relevant environmental developments and the anticipation of their consequences for the organisation's stakeholders, influencing strategic and communication policies (Steyn 1999: V). Environmental scanning is instrumental in this function of the communication professional as will be debated clearly in this dissertation.

The *window* function refers to the preparation and execution of a corporate communication strategy and policy, resulting in messages that portray all facets of the organisation (Steyn & Puth 2000: 19).

Corporate communication's value in the process of strategy development is that it is a **source of intelligence** regarding the environment, an early warning system that identifies issues before crises erupt. It is the function that assists top management in interpreting and using the information. The corporate communication manager and department should be in an excellent position to provide this interpreting function, because of wide contact with the external and internal environment and an outside view of the organisation.

The role of the corporate communication practitioner has developed from being a communication technician to being a strategic manager. The South African chief executive officer now also expects the communication manager to play the role of strategist and participate in strategic management by delivering insight on the stakeholders of the organisation.

Grunig & Hunt (1984: 115) noted that top managers in organisations "just assume their organisations need a public relations department" but seldom ask why. Noting the importance of programme goals and objectives, they observed that communication managers frequently do not share that view. "They think in terms of process; how many press releases they must get out, when must the annual report be done, how can the latest media crisis be handled; and not in terms of effects". "Why was the press release needed, what should the annual report communicate, how should the media ideally behave in a crisis?"

Perceptions are that the corporate communication function is focused on their own activities and media, on achieving *communication* goals and objectives without necessarily linking them to *business* goals (Steyn 1999: v).

Once communication is properly regarded as a means to an end, a tool for achieving some desired end state, communication managers and public relations practitioners must consider the effects of public relations programmes.

In the 1990s evaluation has been at the centre of a continuous debate in public relations. This situation is not only asking for an intensified discussion, but are also looking for best practice which is seen as a necessary step for further development towards professionalism.

Research is the basis of good communication practice. It is essential for accurate information, particularly when drawing up a communication programme and for later evaluation of that programme (White 1998:14).

Research should be the basic tool in any corporate communication operation. Without a research orientation and the skills required to make it part of an organisation's adaptive subsystem, corporate communication cannot function as part of the management decision making process. Several studies show that corporate communication does not get invited to the decision-making table unless it can systematically gather and verify information (by means of research) to contribute to the process (Steyn & Puth 2000: 145).

According to Steyn (2000: 10) the present focus on evaluating public relations activities has not, and will not, provide the seat at the boardroom table. Top management is not interested in the products, programmes and activities the communication team has created – they are looking for solutions to critical problems.

As an activity that belongs in every phase of public relations, "research makes the practice of public relations more responsive, effective, useful and professional" (Broom & Dozier, 1990: 3).

Research is needed for a thorough investigation of a situation so that clear objectives can be established and a relevant strategy developed. Research is needed to understand the characteristics of salient publics and to choose appropriate media for reaching them. Research is used to monitor a programme and make changes as required. When a programme is complete, research is used to evaluate its degree of success in meeting its objectives (Walker 1997:98).

“The challenge for the communication profession is to use environmental scanning and related research techniques to identify organisational problems such as transformation, or employment equity, or mergers and its consequences for the organisation’s strategic stakeholders” (Steyn 2000: 10). The initiative should come from the public relations function, thereby using communication as a solution to key organisational issues.

According to Foster (1998: 5) the key to success for any public relations department - and the professionals within it – is the respect with which they are regarded by the chief executive officer. If the chief executive officer respects the function, public relations flourish as a powerful corporate component. If the chief executive officer considers the function more of a “fluffy afterthought”, public relations languishes in second class status.

Foster’s (1998: 10) research leaves no doubt about the emphasis chief executive officers place on the superior level of performance they expect from their public relations executives. The expectations have risen and continue to rise. These expectations are tied to an intimate knowledge and understanding of the business plan, the ability to work closely with other corporate disciplines, an awareness of the dynamics of global business, and keeping pace with technology.

Steyn (Steyn & Puth 2000: 146) conducted a research study in South Africa during 1999-2000. The study investigated the *expectations* that chief executive officers have for the most senior practitioner responsible for the corporate communication function, and the chief executive officers' *perceptions of the performance* of their own senior practitioner.

The problem was identified as a lack of understanding between the most senior corporate communication practitioner and the chief executive officer on the role of corporate communication in the organisation. A literature review of the body of knowledge pointed to the fact that many chief executive officers in the United States and Europe are dissatisfied with the performance of their corporate communication practitioners. The main reason seem to be their failure to play a strategic role in organisational decision making, and to link communication to the achievement of organisational goals and thus contribute towards organisational effectiveness. The question of interest was whether this problem also exists in South Africa (Steyn & Puth 2000: 146).

It can be said that the situation described in the international literature concerning dissatisfaction with the performance of corporate communication practitioners, also seem to be true for South African chief executive officers. Secondly, as overseas, chief executive officers' dissatisfaction seemed to arise from the fact that corporate communication practitioners are not playing a strategic or managerial role in the organisation (Steyn & Puth 2000: 150).

Closely related to this study is the research conducted by Grunig & Hon (1999: 8). This research focus on the long term benefits of improved relationships with the most important stakeholders of the organisation.

For at least 25 years, public relations scholars have asked two fundamental questions: "How do you measure the effects of public relations" and "How do you show the value of public relations to an organisation and to the society?"

Communication researchers have known how to measure several effects of public relations for many years. They know how to evaluate the *effects* of public relations techniques and programmes better than they know how to measure the *value* of public relations to an organisation and to the society (Grunig & Hon 1999: 8).

In the strategic management process, managers evaluate data on the operations and external environment of the organisation in light of the values and priorities of influential individuals and groups - often called stakeholders. The aim of the process is the formulation and implementation of strategies that achieve the organisation's long-term mission and short-term objectives.

Grunig & Hon (1999:8) suggests that the value of public relations can be determined by measuring the quality of relationships with strategic publics. Communication programmes can be evaluated by measuring their effects and correlating them with the attributes of a good relationship.

Most public relations evaluation has been one-way, designed to measure the effects of communication on publics. Measuring relationships, however, assumes a two-way communication process with effects on both parties in the relationship. Environmental scanning is a most suitable tool to do this.

Blanken (1999: 1) states that one must take a moment to reflect on what the boards of most companies do during meetings. Consider how much time is spent investigating how the world will change in five or ten years' time as opposed to discussing short-term operational issues. Are companies spending too much time dwelling in the past and present?

There is a direct relationship between an enterprise and the environment in which it functions. Because the environment is so uncertain and unstable, management cannot make appropriate decisions unless it monitors the environment constantly. Enterprises function in a rapidly changing environment

that is made complex by variables such as technology, economics, government action and socio-cultural trends.

Change has become the essence of management, so to survive and prosper in the future, the organisation will have to perfect “outside in” thinking skills: to relate information about developments in the external world to what is going on internally. The first step is to identify emerging issues before they strike. Because significant issues may emerge from unexpected places, it is important to scan the macro environment for social, technological, economic, environmental and political developments (Boyers 1997).

Trying to adapt to the information age, most organisations are undergoing radical re-engineering, rejuvenation, or transformation. Driving much of this change agenda is a fundamental shift in the competitive environment. The rapidly increasing pace of environmental change is making it imperative for businesses to develop strategic and organisational flexibility. Environmental analysis and information gathering are first steps in this process.

Organisations are pressured to make larger investments in personnel and systems for gathering environmental information. New technologies like the Internet are making it easier to acquire this information. In order to avoid information overload, managers and organisations must develop effective strategies for acquiring relevant environmental information in a timely fashion.

For many organisations there will be a need for radical transformation rather than incremental shifts. The challenge is to uncover ways to implement and manage change successfully. More than ever, the future will have to be anticipated and action will have to be taken in the face of its uncertainties (Blanken 1999: 1).

To complicate the matter even further, it is impossible and misleading to explore a single trend without considering how it interacts with the others – the boundaries between issues are blurring. Many authorities are of the opinion that

trying to prioritise trends seems an arbitrary exercise. Examining the whole range of issues holistically is seen as a more important and powerful way to capture the complexity of the situation.

Business strategies will depend on information that comes from outside the organisation, not from inside the organisation as before. Information about technologies, new markets, non-customers and products and services are important.

There is so much information out there, few people are able to get a grip on it. Information is all the stuff that overflows from the in-box, which people end up storing in a file somewhere. Knowledge is information synthesised for your use to make changes, to plan for the future. The goal is not to be in the information business, but to gather information, study it and create a knowledge format.

The organisation of today is not the organisation of tomorrow. We cannot continue to do things the way we always have. Communicators will be called upon to become their organisation's resource specialists, to gather as well as deliver information. According to Schultz & Sherman (1999) to see the impending threat or opportunity requires people in the organisation to take action to challenge the assumptions or rules that had previously made their organisations rich.

Both practitioners and scholars in the field of strategic planning have been devoting attention to "environmental scanning and forecasting" as an important element of planning. A number of environmental scanning approaches have been developed – varying from short-term forecasting to "futuristic" planning. Many industrial and governmental organisations have adopted various of these practices.

The objective of environmental scanning is to identify and quantify strengths and weaknesses that influence or will influence the enterprise's activities. The profusion and complexity of pertinent environmental information make it necessary to create a separate section within the enterprise to monitor the environment formally (Du Toit 1991: 182).

Literature on this subject shows that relatively little formal environmental scanning has been undertaken by South African enterprises but that there is a definite need for such systems.

Scanning and forecasting practices vary widely in concept, scope and operational detail. Also, various practices have had different degrees of success in assessing the environment. An objective of this research is to shed some light on the practical state of the art of environmental scanning and the forecasting function in organisations.

The importance of good environmental information has long been stressed by researchers. Yet only limited research has been done on how environmental trends become known to decision makers. There does not exist a sound theoretical framework that managers and organisational leaders can use to develop a strategy for environmental scanning.

Each company must learn to scan continually, master the art of scenario planning, and adopt a new mind-set about strategic planning. However, without true leadership the process of looking at the future is reduced to a mere intellectual exercise (Blanken 1999:1).

1.3 THE PROBLEM STATEMENT

The formulation of the actual problem gets attention in this section. The problem can be divided into the problem and sub-problems.

Change and the management thereof has become managers' most important challenge. Organisations have to understand the internal and external forces of the constantly changing world in which they operate. Due to the magnitude of available information, variables and change, not many companies are successful in this regard.

How do organisations stay ahead of these changes and the challenges it present to their business and core function? How do they know what are important to their specific industry and how they must react?

One example of the implication of change is the role of the communication practitioner that evolved from that of a technician to a strategist during recent decades.

The tertiary education sector is changing fast and constantly. As is the case in most of the other market sectors, competition is getting harsher by the day. It is furthermore a sector suited to fit the electronic era that results in a true global business without geographical boundaries. This further contributes to an increase in the number of competitors in this arena.

Sub-problem one

To determine how to measure and evaluate the contribution of environmental scanning.

Sub-problem two

To determine the role of corporate communication and the communication manager in environmental scanning.

1.4 RESEARCH QUESTIONS

In this section, the research questions are stated.

1. Is environmental scanning being conducted in South African universities and technikons?
2. If the answer to the above question is yes, who is responsible for this scanning process?
3. How is the environmental scanning conducted in the tertiary education sector?
4. How should environmental scanning be conducted and implemented at South African universities and technikons?
5. Can environmental scanning contribute to the realisation of the goals of the institution?

1.5 RESEARCH OBJECTIVES

Research Objective One:

The first objective is to contribute to environmental scanning research by examining the environmental scanning practices and information source usage of international and South African companies and executives.

Research Objective Two:

The second objective is the execution of empirical research with reference to the environmental scanning processes used at South African universities and technikons.

Research Objective Three:

To determine how environmental scanning should be implemented and conducted.

Research Objective Four:

To investigate the possible contribution the communication professional can make in the environmental scanning process.

Secondary Objectives:

To determine the fundamentals of environmental scanning

Another secondary objective is to contribute to the knowledge base of communication research and environmental scanning in South Africa.

1.6 DEFINITION OF TERMS

Various terms that will receive attention in this research will be discussed in this section.

1.6.1 Environmental scanning

Environmental scanning is a process in which an organisation learns about events and trends in the external environment, establishes relationships between them, and considers the main implications for problem identification and decision making.

The term “**scanning**” was first conceptualised by Frances Aguilar (1967) as the way in which managers studied the environment. He defined environmental scanning as

“Scanning for information about events and relationships in a company’s outside environment, the knowledge of which would assist top management in its task of charting the company’s future course of action.”

Environmental scanning is a simple process in that the critical information required to analyse the industry and market is often readily available to all competitors. However, it is a complex process in that the number of areas that have to be monitored may be large (Steyn 2000: 75).

According to Dozier (1986: 177) *environmental scanning* is the “detection of environmental turbulence or change likely to affect the homeostasis of the system”. In practical terms, environmental scanning is remaining sensitive to “what’s going on out there”. Practitioners use both formal and informal information-gathering techniques to scan organisational environments.

1.6.2 Knowledge management

Knowledge management can be defined as “the harnessing of a company’s collective expertise wherever it resides and the distribution of that expertise to the right people at the right time.” It is not a product, but a process – the process

of gathering, managing, and sharing the employee's knowledge capital (Hardijzer 2000:24).

1.6.3 Public Relations

The Public Relations Institute of Southern Africa defines public relations as “the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders”.

Cutlip, Center & Broom (1985:1) define public relations with the focus on the relationship between an organisation and its publics: *“Public relations is the management function that identifies, establishes and maintains mutually beneficial relationships between an organisation and the various publics on whom its success or failure depends.”*

To effect and maintain these relationships, these authors see research as the “foundation of effective public relations.”

Public relations are an applied social science, concerned with the behaviour of groups in relation to each other. Public relations practitioners are concerned with:

- Building relationships
- Events, trends and issues which have the potential to disrupt or otherwise change important relationships
- The clear articulation of interests at stake in these relationships
- Effective communication between groups (White 1998:15).

1.6.4 Communication

“Communication is the process of transacting meanings through written, oral and nonverbal messages” (Sorrels 1984: 4).

Communication is how people arrive at shared meanings through the interchange of messages. “Although *communication* has been defined in a variety of ways, when we define it as the process through which meaning and social reality are created, many things become communication events” (Rubin, Rubin & Piele 1993).

1.6.5 Corporate communication

Corporate communication includes the functions of public relations and can be defined as the “*integrated approach to all communication produced by an organisation, directed at relevant target groups*”, both internal and external (Van Riel 1995: 24).

Grunig & Hunt (1984) describe corporate communication as “the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends”.

1.6.6 Business communication

Business communication is the process of transacting meanings through written, oral and nonverbal messages internally and externally to organisations of people, working together to produce and market goods and services for profit, and to reach personal and business objectives (Sorrels 1984: 4).

1.6.7 Corporate communication research

Corporate communication research can be defined as a “systematic inquiry aimed at providing information to solve corporate communication problems” (Steyn & Puth 2000).

1.6.8 Evaluation

According to Steyn & Puth (2000:158) the term measurement is often confused with evaluation. *Measurement* is the process of assigning numerical values to some or all attributes of the study object.

Evaluation must involve consideration of objectives set for important relationships and must assess impacts on the behaviour of groups and individuals involved (White 1998:15).

Evaluation is an ongoing process if you are talking about long-term programmes. Review applies to long term programmes. It would generally be sensible to take a long, hard look at the programme each year. You will look at what the evaluation over the year has shown you, revisit the programme objectives and scrutinise the strategy (Gregory 1996: 138).

1.6.9 Research

According to Broom & Dozier (1990), “research is the controlled, objective and systematic gathering of information for the purposes of describing and understanding”.

Research is an objective, systematic, empirical and cumulative process by which we seek to solve theoretical and applied problems. Such problems are obstacles to our knowledge and understanding of communication.

Research is objective because we try to be impartial when seeking the best solutions to the research problem. It is systematic because we move through a series of stages when conducting research. It is empirical because we look beyond ourselves to observe and to gather evidence. And, research is cumulative because it builds upon past investigations (Rubin, Rubin & Piele 1993).

1.7 METHODOLOGY

This study follows a two-stage research design: the first part is an exploratory study with a review of the origins and methodological debates of communication research. Key problems of the process of establishing effective practices are pinpointed and discussed.

Environmental scanning as strategic research tool is discussed in length.

The second part is a formal, descriptive, qualitative study. Qualitative studies differ markedly from quantitative research in that it is “analytic and interpretative – it attempts to examine phenomena in a holistic manner”. Events or extraneous variables are not controlled – the purpose is to capture the normal flow of events (Du Plooy 1995: 33).

Most empirical research on environmental scanning has focussed on relationships between scanning behaviour (frequency, scope, sources used and environmental conditions such as environmental uncertainty, perceived threats and perceived opportunities).

1.8 RESEARCH DESIGN

Research design includes the unit of analysis, the prospective time frame, the population and sampling. Researchers observe, describe and often explain the relationships between variables or events.

The data collection process used occurs over two distinct phases:

Phase 1:

This phase is used to develop and finalise the data collection instrument (questionnaire). The following procedures were followed:

Step 1: Develop the survey instrument.

Step 2: Pilot test the survey instrument to ensure its validity and suitability to collect the required data.

Step 3: Pilot test the data collection procedure.

Phase 2:

This phase was used to collect the data for the study.

Research can be descriptive, explanatory or exploratory (Rubin, Rubin & Piele 1993).

As with basic and applied research, these types are differentiated by the researcher's goals and purposes. Descriptive research, perhaps the most rigorous of the three types, attempts to measure frequencies or make predictions based on stated hypotheses. Explanatory research studies attempt to explain,

based on tested hypotheses, operational phenomenon over time. The goal of exploratory research is to discover and define operational phenomena that will become the basis for the development of hypotheses for future studies (Maier 1992: 98).

The design of this study is descriptive in nature.

1.8.1 Descriptive research

Descriptive research captures the flavour of an object, a person, or an event at the time the data are collected, but that flavour may change over time (Dane 1990: 7). “Rather than assessing whether or not something is going on, descriptive strategies involve assessing exactly what is going on”.

According to Mouton (1996: 190) “descriptive statements make claims about how things are; what the actual state of affairs or fact of the matter is”.

Descriptive research is designed to identify basic facts, patterns of relationships and trends. It attempts to discover answers to questions *who, what, when, where* and sometimes, *how*. It does not attempt to answer the question *why*, but only describes or defines a subject, often by creating a profile of a group of problems, people or events. It is often used in strategy formulation, and for purposes of planning, monitoring and evaluating (Cooper & Schindler 1998:12).

Exploratory and descriptive research differs in many ways, but also have a lot in common. “They blur together in practice”.

1.8.2 Unit of analysis

The unit of analysis is the person or object from whom the researcher collects data. Such data can only describe that specific unit, but when combined with

similar data collected from a group of similar units, provides an accurate picture of the group to which that unit belongs (Cooper & Emory 1994: 114).

Units of analysis fall into broad categories such as individuals, groups, organisations, time periods and social artifacts. In this study, the unit of analysis is all universities, registered private universities and technikons in the country.

Chief executive officers (Principals or Rectors), scenario planners/information technology directors and communication/marketing directors of all universities, registered private universities and technikons in South Africa completed the questionnaires.

1.8.3 Time Frame

The research data was collected during the second part of 2001 and the first month of 2002.

1.8.4 Sampling

Before the specific questions can be constructed, how to best obtain the information must be determined. In this research, no sample was drawn. The entire population was included in the research. Dane (1990: 336) defines population as "all possible elements that could be included in the research".

A population is the total collection of elements about which we wish to make some inferences. A **census** is a count of all the elements in a population.

In this research all the universities, registered private universities and technikons are included.

1.8.5 Piloting and re-design

Piloting is an important phase in the research process. A pilot study was first conducted to pre-test the questionnaire and to expose obvious problems. Minor changes were made to the questionnaire before it was sent to the respondents.

1.8.6 Reporting

A full report of the research findings was compiled (Chapter Five). This is the interpretation of the data produced, with communication and marketing implications, leading to actionable conclusions and recommendations.

1.9 DELIMITATIONS OF THE STUDY

This study explores the use of environmental scanning as a strategic tool for an organisation to obtain a competitive edge. It further investigates the current status of environmental scanning in South Africa.

Empirical research forms part of this investigation. A model is developed and presented as a starting point.

Information technology and the application thereof in environmental scanning do not receive attention in this research study. Forecasting techniques form part of the application of information technology.

Knowledge management is closely related to environmental scanning. Although knowledge management and information overload is addressed in Chapter Three, it is not the main focus of this research.

Chaos theory, which is related to knowledge management and is a new and important field, is not covered in this research.

There is a need for further research about the link between the above mentioned topics and environmental scanning.

1.10 OUTLINE OF THE RESEARCH

An outline of the research will be given in this section.

CHAPTER ONE: THE PROBLEM AND ITS SETTING

In this chapter, the problem and research questions are stated, and the conceptualisation, delimitations, assumptions, and importance of the study are discussed. A short overview of the research strategy and methodology are also provided.

CHAPTER TWO: THE THEORETICAL FRAMEWORK OF THE STUDY AND THE RELATIONSHIP WITH THE SYSTEMS THEORY

This chapter introduces the theories used as a framework for the study. The systems theory and the information gap theory provide the theoretical base for this study.

CHAPTER THREE: CONCEPTUALISATION OF COMMUNICATION RESEARCH

The development and importance of communication research receives attention in Chapter Three. The communication professional and research are addressed. The importance and measurement of relationships in communication also receive attention. Reputation management and knowledge management are also discussed.

CHAPTER FOUR: ENVIRONMENTAL SCANNING

Environmental scanning is the acquisition and use of information about events, trends and relationships in an organisation's external environment, the knowledge of which would assist management in planning the organisation's future course of action.

Environmental scanning and the growing need for scanning are discussed in length in Chapter Four. The various environments that need to be scanned, the levels of scanning and scanning techniques are discussed. Previous research on scanning is also included.

CHAPTER FIVE: RESEARCH METHODOLOGY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The research findings are discussed in Chapter Five. The Researcher reaches conclusions and makes recommendations about the effective implementation and management of environmental scanning.

REFERENCES