List of references


Blumberg, T.A. 2008. Corporate social investment educational initiatives: a perceived strategic contributor to First National Bank’s reputation according to their internal communication consultants. Unpublished thesis submitted in partial fulfilment of the degree MA Corporate Communication at the University of Johannesburg.


APPENDIX A
DISCUSSION OF THE GLOBAL COMMUNICATION MANAGEMENT STUDIES

Studies conducted during 2005/2006

<table>
<thead>
<tr>
<th>FIRST GLOBAL STUDY</th>
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<tbody>
<tr>
<td>NAME</td>
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<tr>
<td>Corporate Communication Institute Practice and Trends study 2005</td>
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<tr>
<td>ABBREVIATION</td>
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<tr>
<td>CCI USA 2005</td>
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<tr>
<td>AUTHOR</td>
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<tr>
<td>Goodman</td>
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<td>COUNTRY</td>
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<td>United States of America</td>
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**Purpose of the study**

The overall goal of the Corporate Communication Institute Practices and Trends study in the USA of 2005 was to describe and analyse the state and art of communication management in *Fortune* 1000 companies. The focus was thus on profit driven organisations. With the first study in 2000, the focus was on publicly traded companies for several reasons. Firstly, information in such companies is public and more readily accessible. Second, public companies are often at the front line of corporate practices because of the pressures of the capital market, their need to respond to the media, and the realities of the global marketplace. Lastly, public companies have a greater understanding that their “license to operate” comes from public approval and is maintained by public trust (Goodman, 2005:2).
Methodology

The study was conducted in three phases. The first phase consisted of a 27 question survey that could be completed both on paper and online. The survey asked information about the company itself including the business sector in which it operated, the sales in US dollars, the number of communication staff, the reporting line of communication staff, the dollar value of communication activities related to the budget responsibilities, demographic questions about the top communicator such as age, gender, education, salary and title. From a list of 26 functional areas of communication management, respondents had to indicate which area formed part of their responsibility and for which responsibility did they have a budget. They were asked about the expected changes in budget and staff from the previous financial year and whether they used marketing and/or communication agencies for any of the 26 functional areas. A list of 12 role descriptors was provided, from which respondents had to rank the roles that best describe their role in the company. As, at the time of the survey, issues such as anti-Americanism, terrorism and transparency were topical, questions on these issues were included.

The second phase consisted of additional interviews being conducted with respondents who filled out the survey and indicated whether they are willing to be interviewed. A total of 16 interviews were conducted by telephone and e-mail and consisted of eight open-ended topics which included the top three critical issues in communication management in their organisation. These included the strategic importance of communication management in their organisation (according to them and their CEO); the top three trends in communication management, the trends unique to their company’s industry or sector, the communication management contribution to the overall success of the company, the core competencies for individual professionals as well as for the company as a whole, the impact of transparency and disclosure on the relationship between ethics and advocacy in the practice of communication management and any additional comments.
The third phase consisted of site visits which were carried out with communication executives for a deeper investigation into their philosophy, processes, operations, and performance measures. The site visits were conducted in industries or sectors that were undergoing change or a company that was involved with innovative programmes in communication management coupled with the company’s willingness to undergo a site visit.

Findings

The key insights, as outlined by Goodman (2005:4-13), include:

- Relationship building with internal and external audiences emerged as important with the challenge of building trust with these audiences.
- Companies were increasingly expecting communicators to do more with less. Budget increases were stabilising and companies had greater demands on communicators.
- Organisational well-being was becoming more important to companies, especially in a hostile environment with anti-Americanism and anti-globalism movements. Companies experienced more pressure to be responsible and accountable.
- The primary roles of communicators were seen to be managing the reputation of companies and counselling top management, specifically the CEO. This placed communication in a position to be more strategic.
- Communication managers were more mature, better educated, and paid more.
- News media and technologies were all-encompassing, immediate, and universal. Media relations were more complex and strategic due to transparency and disclosure laws.
- Stakeholders required companies to be good corporate citizens, but at the same time be profitable.
- Transparency was becoming a best practice strategy for reputation management.
• Writing remained the core skill for communication management.

A prevailing tendency was the role of business in Public Diplomacy. International companies had more influence on more people across the globe than any government. These companies therefore served society in more areas than just carrying out their business. They had a stronger sense of being culturally sensitive and thus could serve a diplomatic function. This tendency was embraced with the trends of instant media coverage, transparency and intangible value drivers (Goodman, 2005:1).

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<th>SECOND GLOBAL STUDY</th>
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Purpose of the study

The GAP IV study was a key survey of industry professionals aimed at identifying new developments in the profession and monitoring trends in the areas most significant to communication decision-makers. Several senior-level professionals participated in the study, which is conducted every other year (University of Southern California, 2009:1]). The first GAP study was conducted in 2002, but only the studies conducted in 2005 to date were included in this analysis. The results were widely followed by the profession and academia. The purpose of GAP IV was to provide professionals with data they could use to manage communication management in their organisations and to identify trends that may affect their practice of communication (Swerling, Mitroff, Hall, King, Benson & O’Boyle, 2005:1).
Methodology

A 25 question survey was mailed to approximately 4,600 public relations professionals in publicly and privately held organisations throughout the USA (Swerling et al., 2005:2-3).

The major specific goals of the study were to:

- Determine how organisations perceived the value, use and organisation of their in-house communication management departments; and, how they worked with external agencies.
- Ascertain Generally Accepted Practices (or GAPs), and explore “Best Practices” for communication management.
- Identify gaps in knowledge requiring further investigation.
- Provide communication professionals with practical, applied research that could be of immediate direct use to them, and thus, help them improve their effectiveness.

Four principal methods were used to analyse the data:

- For each of the individual survey questions, raw frequencies were tabulated for all of the respondents.
- Where applicable, factor analyses were performed to reveal underlying patterns in the data.
- Explicit comparisons were made between important sub-groups, e.g. companies that employ outside agencies and those that do not.
- Correlations between major segments of the questionnaire were also performed to reveal additional, underlying patterns in the data.

Findings

A clear increase (42%) in the number of respondents indicated that the need for the study was increasing and that it was gaining acceptance as a resource for
the profession. Non-commercial organisations’ participation also increased which may indicate that they had the same need for data to understand the management of the function similar to that of their commercial counterparts. A broad range of organisations participated including public companies (42.6%), private companies (24.2%), government agencies (4.7%) and not-for-profit organisations (28.5%) (Swerling et al., 2005:[1]).

The study revealed that the profession had entered a period of greater stability and normalisation considering the environmental conditions. A strong economy in 2005 resulted in an increase on average by 4% for communication management budgets. Communication management budgets remained significantly smaller than that of advertising.

According to respondents, CEOs felt that communication management played a role in advancing the company’s reputation, marketing, financial success and sales (with variations). Evaluation of this role was not supported by adequate budgets (4%). The communication management function was reporting to top management more and more (65%) and less to marketing (25%).

Fewer companies used agencies although the same amount of budget was still allocated to agency work. Thus, there were fewer clients, spending the same amount of money although among various agencies. In general Fortune 500 companies worked with three to four agencies, Fortune 501 – 5000 worked with two to three agencies, and smaller companies worked with one to two. Generally budgets increased by an average of 4%. Those communication management departments that reported to top management were more likely to have larger budgets. They were also more likely to be invited to contribute to strategic planning and to integrate the various communication functions. On average only 4% of the total communication management budget was allocated to evaluation. However, CEO’s believed that communication evaluation methods were satisfactory.
Purpose of the study

The CCI Practices and Trends study’s in China of 2006 purpose was to identify the practices and trends among selected Chinese companies, with the additional inclusion of perceptions and practices of corporate social responsibility (CSR) as part of the communication management function (Wang & Goodman, 2006:4).

The following questions were addressed (Wang & Goodman, 2006:4):

- How did contemporary Chinese companies define the role of corporate communication?
- What functions did Chinese companies include as part of communication management?
- To what extent, did Chinese companies rely on external agencies and third-party vendors for their activities and programmes in communication management?
- What were the attitudes toward CSR among Chinese companies; their motives to develop and participate in CSR programmes; the areas they pursue in their CSR engagement; and how did they communicate their CSR engagement?

As a benchmark investigation, this study formed the foundation for further examination of the development of communication management practices in one of the world’s largest emerging markets (Wang & Goodman, 2006:4).
Methodology

The study commenced in 2005 and used a convenience sample of 23 Chinese companies. The participants were identified by Beijing Horizon Market Research Group through its network of clients. As one of the leading market research companies in China, Beijing Horizon has developed a strong client base of Chinese companies in a broad range of industries and sectors. The inclusion of companies of varying sizes in a variety of industries was to provide some representation of the Chinese enterprise landscape. Key personnel in the communication management function for each firm were contacted to take part in the survey.

The survey questionnaire consisted of two main parts. The first part focused on the structure and practice of communication management. It was largely based on the communication management survey conducted by the Corporate Communication Institute (now named Corporate Communication International) among USA companies, and modified for the Chinese study. The section on CSR was developed specifically for the study, and was based on existing industry and academic studies on this topic.

The questionnaire was developed in English and translated into Chinese by professional researchers at Beijing Horizon. The Chinese translation was then checked and reviewed separately by bi-lingual researchers in the USA, and discussions were held to reach an agreement on the final translation. The questionnaire was e-mailed to the participants for completion. As part of the data collection and analysis procedure, the names and affiliations of the respondents were strictly confidential, and were not to be associated with individual responses.
Findings

Key findings from this study revealed a strong growth and development of communication management as a strategic management function (Wang & Goodman, 2006:6-15):

- Chinese companies focussed on corporate image building, brand strategy, and marketing and sales support.
- Rising budgets and hiring projections indicated a healthy commitment to the importance of communication management.
- The practice of communication management in the Chinese companies emphasised tactical functions compared with the strategic emphasis of Fortune 1000 companies. One area recognised, but underdeveloped, was the communication department having crisis communication capabilities.
- Companies used outside vendors or agencies to build corporate identity, brand strategy, and public relations.
- Chinese communicators recognised the need to develop strong Corporate Social Responsibility (CSR) actions, which were centered on disaster relief and higher education, aspiring to develop environmental protection, energy conservation, and workplace safety.
- There was general agreement on the importance of communication management about CSR engagement. The Internet was the preferred means to communicate with internal and external audiences over broadcast and print media.
Studies conducted during 2007

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Purpose of the study

The purpose of the CCI Practices and Trends study in the USA of 2007 was to outline and analyse the state of the art of communication management in Fortune 1000 companies, building on the CCI Studies from 2000 – 2005, identify and analyse communication management practices, identify trends in communication management and build a database for further study (Goodman, 2007:3).

Methodology

An online, 27 question survey (as in the 2005 study) was made available through password access. The link was e-mailed to the Fortune 1000 companies during March and again in July with a follow-up postcard reminder in April and May. A response rate of 6.5% was achieved. Nine interviews were conducted with companies indicating that they would be willing to participate in an interview (Goodman, 2007:4).
Findings

Relationships with internal and external audiences or communities were important through the building of trust. Technology had increased the need for direct, frank, and sincere dialogue with stakeholders.

Modest budget and staff increases (5%) impacted the increase in staff responsibilities specifically in terms of meeting the challenge of new media technologies. This was in line with the trend that companies continued to expect communicators to accomplish more with fewer resources. The recommendation was that further professional development should take place as well as cross-fertilisation of skills within departments.

The concept of Public Diplomacy appeared in the CCI USA 2005 study and again in 2007. It became important in overcoming the hostile environment for multinational companies. Company leaders were fulfilling the role of advocates for initiative or change policies due to the global issues facing society. This in turn led to better global collaboration, competitiveness and commitment.

The roles that communication managers saw as most important was that of being the manager of the company's reputation and acting and counsellor to the CEO. The counsel was seen as strategic and therefore the communication manager (top communicator/chief communication officer, hereafter referred to as CCO) became a trusted advisor. With the blurred understanding of what reputation entails, its measurement and who was responsible for it, as well as the management of reputation became very difficult.

Stakeholder communication had to include information about executives remuneration and retaining top talent. On the other hand executives needed to be educated about the need for sincere, accurate, non-defensive discussion about their compensation. Transparency, employee dissatisfaction and stakeholder criticism had to be given more attention due to greater media and
public awareness of the issues companies face. Companies had the chance to become dedicated to accountability and transparency.

The demographic profile of communicators was that they were more mature, better remunerated, better educated and there were more males than females. An age gap between managers and their staff existed as almost half of the managers were over 50. Diversity was, thus, a matter that needed attention from these managers with the opportunity for mentorship of this generation.

Media and new technologies were pervasive, instantaneous, and global. Transparency and disclosure laws and practices made media relations more complex, and strategic. However, new technologies forced corporations toward tactical responses.

There was a trend toward a demand for more transparency. Tools such as blogs, Really Simple Syndication (RSS) and consumer generated media were embraced to help facilitate this transparency. The challenge lied in being transparent and also managing the messages.

Corporate communicators were less responsible for the management of the investor relations function. Nevertheless, they were increasingly engaged with the creation of the annual report. Developing a strong relationship with the capital markets was central to building and maintaining a positive corporate reputation. The challenge for communicators was to demonstrate strategic understanding of the business by becoming more involved in investor relations.

Ethics and values offered a strong base for advocacy in the practice of communication management where transparency, disclosure, and “actually doing the right thing” gave the company the credibility and reputation necessary to be an effective advocate.
Although writing was still, at the time, the core skill for communication management, the communication professional needed to have business knowledge; understand budgets; and have the knowledge to measure the value of communication to the organisation. The following were also part of the skill set: strategic thinking, problem-solving, discipline, integrity, crisis management, media relations, and “grace under pressure”. The focus was on the contribution of intangible assets such as communication to the value of the company.

The study particularly identified transparency and disclosure as two of the top issues affecting communication management. Some of the responses included (Goodman, 2007:41):

- “We just had a CEO who went through the ‘options backdating issue’ fostered their departure. Put us in a challenging position going forward: dealing with the ongoing investigation and the legal representation, and the protection and rebuilding of the corp. reputation.”
- “Remedial actions are in place, and the outside council push back, so we said publicly we would, but the lawyers do not want us to communicate publicly”
- “Conflict of the compliance and ethics and the rebuilding of the company brand. Have to balance the two.”

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<th>FIFTH GLOBAL STUDY</th>
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Purpose of the study

The objective of the study was to continue to provide professionals with data they can use today to better manage the communication functions in their organisations, and to point towards trends they must be aware of as they plan for the future (Swerling, Gregory, Schuh, Goff, Gould, Gu, Palmer & McHargue, 2007:i).

Methodology

In 2007 the GAP V used a 38 question survey which was sent to about 10 000 organisations over a period of three months (fourth quarter of 2007). The survey was sent either via e-mail or in hard copy until a total of 520 senior communicators completed all or most of the survey. Similar to the previous GAP studies, four principal methods were used to analyze the data including frequency tabulations, factor analyses where applicable, comparisons between sub-groups and correlations between segments of the questionnaire.

Findings

The findings included a 4.8% increase in the number of respondents. This implies that there was a further acceptance of the GAP studies as an important, ongoing management resource for the communication management profession. A total of 30% public companies, 23% private companies, 11% government agencies and 36% not-for-profit organisations responded to the questionnaire. As with the previous GAP study, the high response rate from non-commercial organisations indicated that they were facing the same demands as that of commercial organisations (Swerling et al., 2007:2-14).

It became clear that most communication managers had access to the top management or dominant coalition (64%). What they did with the access was more important. Those reporting to top management were most satisfied with
the reporting lines and were more likely to participate in strategy planning and senior level meetings of all types. CEOs were of the opinion that communication management contributed to financial success and market share. They further believed that reputation contributed to the overall success of the company.

The study found that the profession clearly had a much-improved self-perception. In government agencies and the larger non-profit organisations, communication management was seen as the top contributor to the success of these organisations. Similarly, this was also the case among smaller organisations and even among some of the larger companies. It can, thus, be concluded that the status of communication management was that of a significant contributor and counsellor to senior management.

The study indicated that communication management should champion integration and cross-functional cooperation as it would improve the overall communication effort and therefore make a more significant contribution to the achievement of organisational goals.

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<th>2007</th>
<th>SIXTH GLOBAL STUDY</th>
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<tr>
<td>NAME</td>
<td>The European Communication Monitor</td>
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<tr>
<td>ABBREVIATION</td>
<td>ECM 2007</td>
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<tr>
<td>AUTHORS</td>
<td>Zerfass, Tench, Verhoeven, Verčič &amp; Moreno</td>
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<tr>
<td>COUNTRY</td>
<td>30 European Countries</td>
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Purpose of the study

This was the first transnational survey on future trends in communication management in Europe. It was an international research project serving solely academic purposes, supported by the European Public Relations Education and Research Association (Euprera), and conducted by a network of leading scholars from more than 30 countries.
The purpose of this research was to (Zerfass, Tench, Verhoeve, Verčič & Moreno, 2007:6):

- Monitor trends in communication management regarding strategic issues, fields of practice, instruments and resources.
- Analyse the changing framework for communication management driven by the European integration.
- Evaluate specific topics such as addressing young people, innovation, trust and evaluation.

**Methodology**

An online survey was administered in April/May of 2007 to communication professionals in organisations and consultancies. A total of 1,087 communication professionals from 22 European countries responded. A personal invitation was sent to just less than 20,000 professionals throughout Europe via e-mail. Additional invitations to participate were sent via national branch associations, executive education programmes and press releases (partly self-recruiting). The assumptions that underscored the study were that the use of professional terminology and communication management practice has been considered rather standardised throughout Europe. Therefore, national specific aspects were not taken into account. Respondents were considered proficient users of English language. Therefore, it was assumed that no ambiguity was related to language issues. The analysis was both descriptive and analytical.

**Findings**

The findings highlighted that consumer communication was going to be followed by communication management as the most important field of practice until 2010. More specifically, internal/change communication and community relations and/or corporate social responsibility (CSR) were the fastest growing disciplines within communication management in Europe. Personal and non-
verbal communication was taken for granted by agencies. Stakeholders preferred interactive and personal settings for communication.

The three biggest challenges for communication professionals were the digital evolution, linking with the overall strategy of the organisation and ensuring and maintaining trust. Furthermore, the changing nature of stakeholders and societal change brought about the need for interactive and transparent communication.

Measuring the performance of communication remained a major challenge for the profession. The key was to advance communication strategies by establishing value links to corporate strategy, and then implementing methods and performance indicators to measure success. Outdated methods of communication evaluation were still used in Europe. This was worsened by changing stakeholders and fragmented audiences.

Building trust was a major challenge for communication management as open communication, dialogue and authenticity are needed.

**Studies conducted during 2008**

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<tr>
<th>SEVENTH GLOBAL STUDY</th>
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<tr>
<td>NAME</td>
<td>Corporate Communication Institute Practices and Trends Study China 2008</td>
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<td>ABBREVIATION</td>
<td>CCI CHINA 2008</td>
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<tr>
<td>AUTHOR</td>
<td>Wang</td>
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<td>COUNTRY</td>
<td>China (Asia)</td>
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Purpose of the study

According to Wang (2008:2), the market landscape, media and information environment in China had undergone dramatic transformation, and were increasingly dynamic and competitive. Therefore, this CCI Practices and Trends study’s (in China, 2008) main purpose was to determine how communication was managed among Chinese companies, and whether CSR remained part of the communication management function as indicated in the 2006 study.

Three main questions guided the investigation (Wang, 2008:2):

- What were the roles and functions of communication management in Chinese companies?
- How was communication managed among Chinese companies?
- What were the beliefs, principles, and actions concerning CSR in Chinese companies?

Methodology

Different to the study conducted in 2005/2006 in China, the survey instrument of this study consisted of two parts. The first part on communication management was based on prior CCI USA surveys. The second part focussed on CSR developed specifically for this project. A total of 60 Shanghai-based Chinese companies as members of the Federation of Industry and Commerce, a leading trade group in China, took part in the survey. The survey was administered by mail/fax in October-November 2007.

Findings

Wang (2008:4-29) reported that the role and function of communication management among Chinese companies were mostly steered by marketing and publicity needs, rather than based on an extensive and wide-ranging knowledge of their internal and external stakeholders. Despite the perceived importance of
the role of communication management in managing corporate image and reputation, little attention was paid to crisis communication and how it impacted corporate reputation management. The function was widely recognised in Chinese companies, with top executive involvement and increased resource allocation to communication management.

The demographic of a typical communication manager was a male/female in his/her late 30s/early 40s, with a Bachelor’s degree or some college education while without study/training abroad experience, earning less than $15K a year.

Chinese companies used agencies/vendors to support branding and marketing-related activities within communication management. They overwhelmingly supported the idea of corporate social responsibility (CSR), and their CSR engagement was motivated by both internal (e.g., building corporate culture) and external (e.g., managing corporate image) concerns. Chinese companies supported various CSR initiatives and communicators seemed to disagree with their companies on the areas they should get involved in. The areas that received the most support were that of disaster relief efforts, as well as programmes that aimed to help children and the youth. Areas such as workplace health and safety, consumer rights, and environmental and energy conservation received less support. Communicating about CSR actions was seen as a priority both internally and externally. The preferred media included corporate and internet media, with some local mass media considerations.

Interestingly, the role of the Communist Party and the government in communication management and CSR activities diminished as Chinese companies competed in a progressively more market-driven environment. This was a significant move away from ‘the propaganda’ model of communication that was at the order of the day for many years. The propaganda model of communication is also known as the press agentry/publicity model developed by P.T. Barnum and discussed by Grunig and White (in Grunig 1992b: 287), the main purpose of this model is propaganda. The form of communication within
the press agentry/publicity model is one-way communication, meaning that there is no feedback from the receiver (Niemann-Struweg et al., 2007:8).

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**Purpose of the study**

The CCI Practices and Trends study conducted in South Africa was based on the work of previous CCI studies of both the USA and China.

The purpose of this study was to identify the communication management structures, practices, and trends of certain South African companies with the intention of answering the following questions (De Wet et al., 2008:2):

- What is the role of communication management in South African companies?
- What functions do these companies include as part of their communication management tasks?
- To what extent do the companies rely on outside agencies to implement its communication management functions?
- How do these companies position themselves in the changing socio-political and economic landscape?

As a benchmark investigation this study formed the foundation for further examination of communication management practices in South Africa.
Methodology

The methodology adopted combined quantitative and qualitative research processes. A total of 26 South African companies as listed in ‘The best-performing 500 South African companies’ were identified and the top communicator (chief communication officer, CCO) of each interviewed. The research was conducted between November 2007 and May 2008. The questionnaire used to guide the interviews consisted of 30 questions and the interviews lasted between one and two hours. The quantitative data were analyzed with the assistance of the University of Johannesburg’s Statistical Analysis Unit (Statkon). The qualitative analysis was based on the qualitative data model used by Huberman and Miles (in Henning, 2004:127).

Findings

The most important findings include (De Wet et al., 2008:3-17):
Participants generally realised the importance of communication management as a field that contributes to the functioning of an organisation. A further implication of the understanding of the role of communication management was that it had an effect on participants’ understanding of integrated communication. Participants’ views of the role of communication management within an organisation were generally superficial as they perceived the role as being largely related to publicity. There was a realisation that a movement towards integrated communication cannot be ignored, as well as working towards a strategic contribution of communication management to the organisation. Some inconsistencies became clear between the emphasis on integrated communication and the role and function identification of communication management within the organisation. This may be attributed to participants’ superficial understanding of integrated communication. It was recommended that communication management personnel be encouraged to make use of continuous learning in order to improve and update their capacity. Furthermore, communication professionals should attempt to gain a true understanding of
issues affecting the organisation in order to cross-functionally practice communication management in strategic alignment of the organisation’s strategic intent.

Awareness campaigns received a lot of attention and support from participants, but they could not clearly articulate how these campaigns aligned with the strategy of the organisation.

The majority of participants supported professionalisation of communication management which indicated the need for recognition and regulation of the industry.

Participants were tremendously cynical about their organisations’ commitment to transparency. Furthermore, there was a definite ambivalence among participants between selective commitments to transparency rather than a window dressing approach to transparency.

A significant number of participants were not informed enough to comment on the King II report (The King III Report was not released at the time of this research) in speaking about the relationship of communication management and governance, which affects relationships with stakeholders. The aim of the King II report was to improve governance and accountability on a voluntary basis for affected companies, although all organisations were encouraged to adopt the code (Grant Thornton, 2011:[1]). Part of the code included guidelines on communication and the information provided to stakeholders (Kneale, 2002:[13]).

Participants mostly had a fair understanding of the socio-political and economic issues at work in South Africa, but were unable to relate these to the organisation’s strategy or communication management strategy.
Purpose of the study

The second transnational survey on future trends in communication management in Europe, conducted in the summer of 2008 was the most comprehensive analysis of the European market with more than 1,500 participating professionals from 37 countries. The purposes of the study were to monitor trends in communication management, to analyse the changing framework for the profession driven by European integration and to evaluate specific topics like interactive channels and online videos, CSR, evaluation and communication controlling, client relationships and influence on management decisions (Zerfass, Tench, Verhoeven, Verčič & Moreno, 2008:4).

Methodology

The study was conducted with the use of an online survey in June 2008 (4 weeks) in English. A pre-tested questionnaire, with 14 sections, was designed based on hypotheses and instruments derived from previous research and literature. A personal invitation was sent to more than 20,000 professionals throughout Europe via e-mail. Additional invitations to participate were sent via national branch associations and networks (partly self-recruiting). The analysis consisted of empirical research, descriptive and analytical data (using SPSS tools). The results were statistically affirmed by ANOVA tests.
Findings

Zerfass et al. (2008:11-68) reported that communication management played a major role in European organisations. Respondents expected a changing relevance of disciplines. In this regard, communication management succeeded today’s forerunner marketing/consumer communication as the most important field of practice. As with the findings from 2007, internal/change communication and sustainability/CSR were growing and the prediction was made that these fields would become the fastest-growing disciplines within communication management in Europe.

It became important to manage relationships with online channels and social media. Furthermore, face-to-face communication started to play a bigger role in building and maintaining relationships. Interactive channels were growing, but judged in different ways where communication management moved from print to video.

This study found that the three major challenges, although similar to the previous study, were for communication management to find ways to link their function to business strategies; to handle the digital evolution and social web; and interestingly dealing with sustainable development and CSR.

The study indicated that communication professionals knew that there were already a wealth of reliable instruments for assessing communication activities, but there was no easy way to integrate them into concepts for managing communication management and demonstrating the contribution it made to the bottom-line. Communication managers in Europe relied on media monitoring (83%) and internet statistics (62%) to assess the effectiveness of their activities. All other methods were less important. As a consequence, the output level (availability of messages to stakeholders) was over-emphasised. Only one out of three professionals tried to evaluate the outcome or outflow of communication activities. Many professionals lost sight of the input level. Only 28% kept track of
internal workflows, process quality and media production costs. Methods to measure the impact on organisational goals were established in almost every second joint-stock company (45.0%), while only one out of five non-profit organisations (19.7%) utilized scorecards or reputation/brand evaluation.

Corporate social responsibility (CSR) was considered a very relevant, but uncertain field. Some considered it to be a strategic issue that communication management had to deal with. It was further seen as something that might boost the power of communication management within organisations. A percentage of 44.8% of European communication professionals were in charge of CSR projects. This might point to the fact that reputation management was a key driver for CSR activities in all types of organisations and regions. Along this line, the main focus of CSR communication was enhancing the corporate profile (values and strategies).

Lastly, a growing demand for skills in intercultural communication was reported.

**Studies conducted during 2009/2010**

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**Purpose of the study**

The purpose of the 2009 CCI Practices and Trends study in the USA was to outline and analyse the state of the art of communication management in
publicly-traded, multinational companies (Goodman, Genest, Cayo & Ng, 2009:4).

Methodology

This study adopted the same methodology as the 2007 CCI Practices and Trends study in the USA.

Findings

The findings outlined the global economic crisis which resulted in anxiety among top communicators (CCOs) coupled with companies undergoing business model transformation and spread of the networked enterprise. This supported the notion that businesses had to build trust and adapt to a changing media environment.

In response to the economic crisis, dramatic budget (43.1% report >5%) and staff (28.1% report >5%) decreases were reported. The CCOs (90.8%) indicated that amidst the crisis, the function was still valued. However, businesses expected communication management to do even more with fewer resources. Social media had dramatically changed the media landscape for the practice of communication management.

A substantial majority of communicators were responsible for the social media function (78%) and budget (64%), although they used vendors sparingly (28%). The challenge was for these communicators to concentrate on the strategic, rather than the tactical, use of the new technology.

The primary role of communication management executives remained being counsel to the CEO and perhaps more importantly to be the manager of the company’s reputation. The management of reputation needed an intentional collaboration and direction with the CEO.
Investor relations required more from communicators in terms of its management. The communication budget for this function increased, which may have been a result of the financial crisis and changing business models. Communicators were more engaged in the creation of the annual report. To build positive relationships in the financial arena communicators needed a thorough understanding the financial crisis of 2008-2009, as well as the changing business environment.

Transparency about executives’ compensation received greater attention, with little impact on the practice of communication management. However, engagement in this issue with the media and investors resulted in limited stakeholder criticism. The need for companies to take action and behave in an accountable and transparent way remained important. With the focus on transparency and disclosure, communication management needed to ensure the alignment of messages with behaviour. This was driven by ethics and values of the company that provided the platform for a culture of accountability and better decision-making.

Agencies were used to assist with government relations (<18%), corporate identity (<10%), crisis communication (<10%), and executive communication (<10%). This was a result of the insecurity concerning the direction of the global economy. The use of agencies should not be considered at the expense of development of communication management staff internally.

Communicators needed to have a number of skills and attributes in light of the changing environment. This included adaptability, strategic thinking, problem-solving, integrity, crisis management and an understanding of the business and its strategy.
Purpose of the study

The purposes of this study were to continue to provide professionals in the USA with data to improve the management of their departments, to identify trends that may affect them and to determine best practice against which they can benchmark themselves and their organisations (Swerling et al., 2009:5).

Methodology

This study attempted to answer the following relatively easy questions for communication professionals on how to improve the communication management departments they worked in:

- What did they do?
- How did they do it?
- Did they succeed?
- What can be learned from that experience that will guide the practice as it transitions into a healthier environment?

Unlike past GAP studies, GAP VI placed greater emphasis on mid-sized and large organisations, as the vast number and diversity of smaller organisations made it almost impossible to draw broadly applicable conclusions based on their responses. Larger organisations, with more resources, were more likely to be earlier developers and adopters of new techniques. This resulted in a smaller number of respondents to GAP VI than GAP V, but stronger data. A total of 382
communication decision-makers in companies, not-for-profits, and government agencies participated in GAP VI, for which most data was collected in the last quarter of 2009 (Swerling et al., 2009:5).

Findings

Swerling et al. (2009:2-28) reported that during recession, the position or place of communication management was vital to its success. In other words, where it reported and how integrated it was with other functions coupled with the values it practiced all influenced the contribution it made to the organisation. Those reporting to the CEO were described as being successful, innovative, proactive, strategic, flexible, ethical, and having good external reputations. The result was that these departments also experienced staff growth, budget increases, more respect for the function and participated in strategic planning.

During difficult times, those factors that assisted organisations to be successful were: having a good external reputation; being proactive; maintaining a longer perspective; being innovative; and mostly being ethical.

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Purpose of the study

This study, as part of a series of studies, continued to be the most comprehensive analysis of communication management in Europe with more than 1 850 participating professionals from 34 countries. The purposes of the study were to monitor trends in communication management; to analyse the
changing framework for the profession in Europe; to evaluate specific topics like internal communication; measurement/evaluation; interactive channels and online communities; influence on management decisions; strategic issues; communication disciplines; salaries, training and qualification requirements; and to identify the development of communication management in different types of organisations, countries and regions (Zerfass, Tench, Verhoeve, Verčič & Moreno, 2009:5).

**Methodology**

An online survey was conducted in May 2009 (4 weeks) in English. A questionnaire was used, with 17 sections, and its design based on hypotheses and instruments derived from previous research and literature. A pre-test was used with 50 professionals in 10 European countries. A personal invitation was sent to over 20 000 or more professionals throughout Europe via e-mail based on a database provided by the European Association for Communication Directors (EACD), the leading network for communication professionals from all fields across Europe, with over 1 000 member organisations. Additional invitations to participate were sent via national branch associations and networks (partly self-recruiting). A total of 2 846 responses were received but only 1 975 were fully completed replies. Finally, 1 863 fully completed replies by participants identified as part of the population (communication professionals in Europe) were evaluated. The data was analyzed with the use of empirical research, descriptive and analytical (using SPSS) tools.

**Findings**

The study found that the average age of respondents were 42 years with most respondents (60%) having more than 10 years experience. This study, therefore, identifies major developments in the field although it is not representative of the total population throughout Europe.
Many communicators did not make the most of the full potential of strategic communication. The study proved that there are two ways in which communicators could promote business goals. The first was to identify and solve business problems through communication activities. The second was by assisting to define business objectives by including communication strategy in strategy formulation.

The influence of the CCO depended on the role they performed, the position they held in the organisational hierarchy and the years of professional practice.

More focus was placed on internal communication and CSR.

The media landscape was changing in that social media had more prominence and print media reduced in importance. Online channels were growing, but communicators were doubtful about social media platforms such as Twitter. Social networks were used as communication tools and not really for monitoring.

Building and maintaining trust in relationships were more important and social responsibility and sustainable development was still vital. Companies and senior management had lost credibility, reputation and trust. Coupled with this, CSR activities had to illustrate that they are aligned to the strategy of the company.

Similar to the European Communication Monitor (ECM) of 2008, many communicators still viewed measurement from an output perspective (i.e. clippings) rather than input and outcomes as well.

The study further found that when the organisation was going through a crisis, internal communication drove the change and had a link to corporate strategy. On the other hand, communicators saw information overload as the main problem for organisations. Dealing with social media was not only a concern for all communicators, but about one third saw it as the top issue in internal communication. More than half of communicators believed that online
communities as a means to create dialogue would become important in the next three years. Interestingly, 75% of communicators said that training managers acted as communicators, spreading authentic content instead of carefully crafted messages.

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*Purpose of the study*

This study continued to be the current most comprehensive analysis of communication management worldwide with 1 955 participating professionals from 46 countries included in the study. The purposes of the study were to monitor trends in communication management, to analyse the changing framework for the profession in Europe and to evaluate specific topics like communication strategy and planning. Other topics included indicators of excellence and power, contribution to organisational objectives, development of the discipline and communication instruments, strategic issues, critical aspects of social media, leadership styles, salaries and job satisfaction to identify the development of communication management in different types of organisations, countries and regions (Zerfass, Tench, Verhoeven, Verčič & Moreno, 2010:4,10).

*Methodology*

The study made use of an online survey which was conducted in March 2010 (4 weeks) in English. The questionnaire consisted of 19 sections which were based on hypotheses and instruments derived from previous research and literature. A
pre-test with 53 professionals in 12 European countries was done. A personal invitation was then sent to 30 000+ professionals throughout Europe via e-mail, based on a database provided by the European Association for Communication Directors (EACD), the leading network for communication professionals from all fields across Europe, with over 1 000 member organisations. Additional invitations were then sent to participate via national branch associations and networks (partly self-recruiting). A total of 4 602 respondents and 2 043 fully completed replies were received. The evaluation was based on 1 955 fully completed replies by participants clearly identified as part of the population (communication professionals in Europe). Methods of empirical research, descriptive and analytical analysis (using SPSS) were used. The results were statistically agreed by Pearson's chi-square tests ($x^2$) or Spearman's rank correlation tests ($\rho$), and are classified as significant ($p <= 0.05$) where appropriate.

**Findings**

The findings, according to Zerfass et al. (2010:19-105), highlighted that there seems to be a missing link between communication activities and organisational goals. It was found that some communicators neglected one or more basic courses of action by which communication management may contribute to the achievement of organisational goals. The majority of communicators (72%) confirmed that they engage in building reputation, culture and brands, and only 64% committed themselves to facilitating business processes. This was the only way for communicators to contribute to the bottom-line.

How communicators saw excellence in the practice and the influence they had in the organisation depended on their level of experience and the position they held in the organisation. European communicators saw the criteria for excellence in their communication departments as the ability to build and preserve relationships with stakeholders, and then the capability to organise people to be involved in management decision-making.
The importance of communication increased in times of economic turmoil, however, budgets and resources decreased.

Internal communication and CSR grew as important functions of communication management.

Online channels started to break through as a viable and successful means of communication, although many questions regarding social media still existed. Social media guidelines, monitoring routines and key performance indicators were developed to guide the usage of social media. The threads of social media were seen to be that it creates a means of open dialogue without control coupled with the ease with which information can spread. The majority of communicators claimed they have strategic control of the mediums, but the resources and budget were allocated to the marketing function.

The view on measurement remained narrow and a strong search to specific links between communication and organisational goals continued.
## APPENDIX B

### TABLES

Table B.1: Inter-coder dataset

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442
### Table B 2: Segment, sectors, subsectors and companies included in the South Africa CCI Benchmark study with indication of knowledge of the King III Report

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<tbody>
<tr>
<td>View of CM (Role, scope, function, structure, authority)</td>
<td>1. Describe how you would define communication management as it is practiced in your organisation.</td>
<td>• Switch questions 4 and 6 around.</td>
<td>1. Describe how you would define communication management as it is practiced in your organisation.</td>
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<td></td>
<td></td>
<td>• Include the following question at the end of this section: How is the communication management department viewed/seen in the organisation?</td>
<td>2. What role does communication management play in the organisation achieving its goals?</td>
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<td></td>
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<td></td>
<td>3. What functions fall within the scope of communication management in your organisation? Is this supported with sufficient budget?</td>
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<td></td>
<td>4. What is the nature of the authority of communication management in the organisation?</td>
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<td></td>
<td>4. In the organisational structure, where does communication management fit?</td>
<td></td>
<td>5. How is the communication management department structured?</td>
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<td>6. What is the nature of the authority of communication management in the organisation?</td>
<td></td>
<td>7. In your opinion, how is the communication management department viewed/seen in your organisation?</td>
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</tbody>
</table>
Table B 3: Interview guide with amendments after pilot study continues

<table>
<thead>
<tr>
<th>SECTION</th>
<th>QUESTION</th>
<th>AMENDMENTS</th>
<th>NEW QUESTION/FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>King III Focus areas: View of CG and related concepts</td>
<td>7. In your opinion, how does your organisation approach corporate governance?</td>
<td>Cluster questions 9 and 10 together.</td>
<td>8. In your opinion, how does your organisation approach corporate governance?</td>
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<tr>
<td></td>
<td>8. Do you believe that the organisation is managed in a sustainable way?</td>
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<td>9. Do you believe that the organisation is managed in a sustainable way?</td>
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<tr>
<td></td>
<td>9. Do you believe the organisation can be regarded as a good corporate citizen? Why or why not?</td>
<td></td>
<td>10. Does the organisation engage in CSR activities and if so, what do you believe the driving forces are for the engagement in these activities? Do you think that this contributes to the organisation as being seen as a good corporate citizen?</td>
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<tr>
<td></td>
<td>10. Does the organisation engage in CSR activities? If so, what do you believe the driving forces are for the engagement in these activities?</td>
<td></td>
<td></td>
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<tr>
<td>King III Focus areas: Stakeholder relationships</td>
<td>11. In your opinion, how does your organisation define a stakeholder?</td>
<td>Cluster the questions around issues management (question 16, 17 and 18) together.</td>
<td>11. In your opinion, how does your organisation define a stakeholder?</td>
</tr>
<tr>
<td></td>
<td>12. Who are your stakeholders?</td>
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<td></td>
<td>13. Does your organisation engage their stakeholders? If so, how do you go about this?</td>
<td></td>
<td>13. Does your organisation engage their stakeholders? If so, how do you go about this?</td>
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<tr>
<td></td>
<td>15. Does your organisation manage their stakeholders? If so, how do you go about this?</td>
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<td>15. Does your organisation manage their stakeholders? If so, how do you go about this?</td>
</tr>
<tr>
<td></td>
<td>16. What would you say is issues management?</td>
<td></td>
<td>16. In your opinion, what is issues management, does your organisation get involved with issues management and do you think that issues management has a role to play in managing stakeholder relationships?</td>
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<td></td>
<td>17. Does your organisation get involved with issues management?</td>
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<td></td>
<td>18. Would you say that issues management has a role to play in managing stakeholder relationships? If so, what do you believe is that role?</td>
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</table>
### Table B 3: Interview guide with amendments after pilot study continues

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<tbody>
<tr>
<td><strong>SECTION B</strong></td>
<td>King III Focus areas: Reputation management</td>
<td>19. Do you believe that managing stakeholder relationships impact reputation? If so, in what way?</td>
<td>No changes.</td>
</tr>
<tr>
<td><strong>SECTION B</strong></td>
<td>King III Focus areas: Conflict resolution/crisis management</td>
<td>20. To what extent does your organisation have to resort to conflict resolution with stakeholders? If so, how does the organisation approach conflict resolution?</td>
<td>No changes.</td>
</tr>
<tr>
<td><strong>SECTION C</strong></td>
<td>Implications for CM</td>
<td>21. What would you say are the implications of the King III Report for communication management?</td>
<td>Combine questions 21 and 22 through rephrasing them, but still including all aspects to be explored. Include the suggestion question from the debriefing session:</td>
</tr>
<tr>
<td><strong>SECTION D</strong></td>
<td>Contribution of CM</td>
<td>23. What would you say is the contribution communication management can make to organisational success and sustainability?</td>
<td>No changes.</td>
</tr>
<tr>
<td><strong>SECTION E</strong></td>
<td>Requirements for success of CM</td>
<td>24. What would you say will advance/stop communication management making this contribution?</td>
<td>No changes.</td>
</tr>
</tbody>
</table>