STRATEGIC INTEGRATED COMMUNICATION IMPLEMENTATION: TOWARDS A SOUTH AFRICAN CONCEPTUAL MODEL

by

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Declaration

I declare that the Doctoral script, which I hereby submit for the degree PhD Communication Management at the University of Pretoria, is my own work and has not previously been submitted by me for a degree at another university.

Ilse Niemann
April 2005
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Abstract

Change on various levels in globalised markets necessitates organisations to adopt a stakeholder-based approach to communication management and marketing management. In order to meet the needs of these stakeholders, organisations need to create and nourish long-term relationships between the organisation, its brands and its stakeholders. Strategic integrated communication is fundamental in relationship building between these components to ensure that the organisation is viewed as cohesive. However, after almost 15 years of existence, the concept of integrated communication is still seen as a difficult concept to implement in organisations. Literature proposes various implementation models (predominantly developed in Europe and America) for the implementation of integrated communication. While these models could in theory be applied on an international scale, the South African context calls for specific communication approaches, as the country is in a unique situation in a post-apartheid era. It is therefore contended that there is a need for a strategic integrated communication implementation model for the South African business landscape, based on the specific needs related to this distinct environment.

Therefore, the primary research objective of this study was to develop a conceptual model for strategic integrated communication implementation in the South African marketplace. The research was conducted through three phases, based on the Mitroff et al. (1974) model of systematic problem solving. Phase 1 consisted of the literature review to determine the theoretical status of the concept of integrated communication. Phase 2 explored the state of integrated communication implementation among advertising and communication agencies in South Africa empirically, through in-depth interviews. These interviews were conducted with the strategic planning directors (or an equivalent) of the top ten advertising and communication agencies in South Africa, to establish the extent to which integrated communication is practised by these representatives of the field. Phase 3 consisted of the development of the conceptual implementation
model of strategic integrated communication in the South African marketplace, based on the findings from the first two phases.

The proposed conceptual model for the implementation of strategic integrated communication in the South African marketplace is based on the fundamental principle that the strategic intent of the organisation drives all communication and that learning organisational principles, amid profound global and national changes, incessantly reposition the organisation based on the consequent changes in the marketplace. In order to promote unity of effort in relationship building, the organisation needs to be integrated on three levels, namely the organisational, stakeholder and environmental levels, which form the centre of the conceptual model. At the core of the organisational integration area is the renaissance communicator, which could be the key to strategic integrated communication implementation. The renaissance communicator contributes to the organisational success through the alignment of communication objectives with the strategic intent of the organisation and the subsequent changing business landscape, thereby ensuring unity of effort in all organisational efforts through strategic consistency.
Opsomming

Verandering op verskeie vlakke in die globale mark noodsaak organisasies om ´n belanghebbende-gebasseerde benadering tot kommunikasiebestuur en bemarkingsbestuur aan te neem. Organisasies behoort langtermyn verhoudings tussen die organisasie, sy handelsnaam en sy belanghebbendes te ontwikkel en te bou, om sodoende die behoeftes van hierdie belanghebbendes aan te spreek. Strategiese geïntegreerde kommunikasie is fundamenteel tot die bou van verhouding tussen hierdie komponente om te verseker dat die organisasie as samehangend beskou word. Nietemin, na ´n bestaan van amper 15 jaar, word die konsep van geïntegreerde kommunikasie steeds as ´n moeilike konsep beskou in sover dit die implementering daarvan in organisasies betref. Literatuur stel verskeie implementeringsmodelle (meestal in Europa en Amerika ontwikkel) vir die implementering van die konsep in organisasies voor. Hoewel hierdie modelle in teorie op ´n internasionale skaal toegpas behoort te kan word, vereis die Suid-Afrikaanse konteks spesifieke kommunikasie benaderings, aangesien die land homself in ´n unieke situasie in ´n post-apartheid era bevind. Dit word dus geargumenteer dat daar ´n behoefte bestaan vir ´n strategiese geïntegreerde kommunikasie implementeringsmodel vir die Suid-Afrikaanse sake-omgewing, gegrond op die spesifieke behoeftes wat verband hou met die bepaalde omgewing.

Gevolglik, was die primêre navorsingsdoelwit van die studie om ´n konseptuele model vir strategies geïntegreerde kommunikasie implementering in die Suid-Afrikaanse mark te ontwikkel. Die navorsing is uitgevoer deur drie phases, gebaseer op die Mitroff et al. (1974) model van sistematiese probleemoplossing. Fase 1 het bestaan uit die literatuuroorsig, om die teoretiese status van die konsep van geïntegreerde kommunikasie te bepaal. Fase 2 het die toestand van geïntegreerde kommunikasie implementering onder adverterings- en kommunikasie-agentskappe empiries bepaal, deur in-diepte onderhoude. Hierdie onderhoude is met die strategiese beplanningsdirekteurs (of ´n
ekwivalent) van die top tien adverterings- en kommunikasie-agentskappe in Suid-Afrika gevoer, om die mate vas te stel waartoe geïntegreerde kommunikasie beoefen word by hierdie verteenwoordigers van die vakgebied. Fase 3 het bestaan uit die ontwikkeling van die konseptuele implementeringsmodel van strategiese geïntegreerde kommunikasie in die Suid-Afrikaanse mark, gebaseer op die bevindings van die eerste twee fases.

Die voorgestelde konseptuele model vir die implementering van strategiese geïntegreerde kommunikasie in die Suid-Afrikaanse mark, is gebaseer op die fundamentele beginsel, dat die *strategiese doel* van die organisasie alle kommunikasie dryf en dat *lerende organisatoriese beginsels*, te midde van diepgaande globale en nasionale veranderinge, voortdurend die organisasie herposisioneer volgens die gevolglike veranderinge in die mark. Ten einde eenheid van verhoudingsbou-pogings te promoveer, behoort die organisasie op drie vlakke geïntegreerd te wees, naamlik die organisatoriese-, belanghebbende- en omgewingsvlakke, wat die middelpunt van die konseptuele model vorm. In die kern van die organisatoriese integrasie area is die renaissance kommunikator, wat moontlik die sleutel tot strategiese geïntegreerde kommunikasie implementering kan wees. Die renaissance kommunikator dra by tot die organisatoriese sukses deur die belyning van kommunikasie doelwitte met die strategiese doel van die organisasie en die daaropvolgende veranderende besigheidslandskap, om sodoende ooreenstemming van pogings in alle organisatoriese pogings deur strategiese konsequwentheid te verseker.
# Table of contents

## CHAPTER 1
Orientation and motivation

1.1 INTRODUCTION 1
   1.1.1 Integration in business management 2
   1.1.2 Integration in marketing management 3
   1.1.3 Integration in communication management 3

1.2 PROBLEM STATEMENT 5
   1.2.1 Globalisation directs a stakeholder-based approach 6
   1.2.2 A stakeholder focus 8
   1.2.3 Complexity in integrated communication implementation 8
   1.2.4 The need for a South African integrated communication implementation model 9

1.3 PRIMARY AND SECONDARY RESEARCH OBJECTIVES 10
   1.3.1 Primary research objective 10
   1.3.2 Secondary research objectives 10

1.4 RESEARCH METHODOLOGY 11
   1.4.1 The Mitroff model for problem solving in systems thinking 12
   1.4.2 An application of this model for systematic problem solving 16

1.5 CONCEPTUALISATION AND META-THEORETICAL FRAMEWORK 19
   1.5.1 Grand theory 21
     1.5.1.1 Systems thinking 21
     1.5.1.2 General systems theory 21
   1.5.2 Theoretical domains 23

1.6 DEFINITION OF TERMS 24
   1.6.1 Strategic management 26
CHAPTER 2
Business management, marketing management and communication management in a changed marketplace

2.1 INTRODUCTION

2.2 BUSINESS MANAGEMENT IN A CHANGED MARKET

2.2.1 The management of change in business management

2.2.2 A greater emphasis on strategic management in a changed market

2.2.2.1 Strategic thinking and strategy formulation

2.2.2.2 Strategic and operational planning

2.2.2.3 Levels of strategic management

2.2.3 Strategic management in a changed market necessitates a learning organisation

2.3 MARKETING MANAGEMENT IN A CHANGED MARKET

2.3.1 Marketing management’s emphasis on a customer approach

2.3.2 A value-chain perspective of building customer relationships

2.4 COMMUNICATION MANAGEMENT IN A CHANGED MARKET

2.4.1 Communication management's emphasis on a stakeholder approach

2.4.2 A value-field relationship-building perspective of communication management

2.4.3 A stakeholder approach to strategic communication management
CHAPTER 3
The evolution and definition of integrated communication

3.1 INTRODUCTION 77
3.2 THE ESSENCE OF INTEGRATED COMMUNICATION: TEN STRATEGIC DRIVERS 80
3.2.1 Drivers relating to corporate focus 81
### 3.2.2 Drivers relating to corporate processes 82

### 3.2.3 Drivers relating to corporate infrastructure 84

### 3.3 THE HISTORY OF INTEGRATED COMMUNICATION 86

### 3.4 CHANGE FACTORS STEERING INTEGRATED COMMUNICATION 89

#### 3.4.1 The growth and diffusion of information technology 90

#### 3.4.2 The shift in management’s view of communication accountability 91

### 3.5 DEFINING INTEGRATED COMMUNICATION BASED ON ITS EVOLUTION 92

#### 3.5.1 First evolutionary era in defining integrated communication92

#### 3.5.2 Second evolutionary era in defining integrated communication 93

#### 3.5.3 Third evolutionary era in defining integrated communication 95

#### 3.5.4 Fourth evolutionary era in defining integrated communication 97

#### 3.5.4.1 Contributions by the Gronstedt (2000) definition 97

#### 3.5.4.2 Contributions by the Duncan (2001) definition 98

### 3.6 THREE MARKETPLACES IN WHICH INTEGRATED COMMUNICATION HAS BEEN PRACTISED 99

#### 3.6.1 The historical marketplace – the product century 100

#### 3.6.2 The twentieth century marketplace – the customer century 102

#### 3.6.3 The twenty-first century marketplace – the stakeholder century 103

### 3.7 INTEGRATED COMMUNICATION AS A CONCORD OF ALL ENDEAVOURS 105

### 3.8 CONCLUSION 106

## CHAPTER 4

Integrated communication implementation models

### 4.1 INTRODUCTION 108

### 4.2 AN EVOLUTIONARY INTEGRATED COMMUNICATION MODEL 111
4.2.1 Awareness integration stage
4.2.2 Image integration stage
4.2.3 Functional integration stage
4.2.4 Coordinated integration stage
4.2.5 Consumer-based integration stage
4.2.6 Stakeholder-based integration stage
4.2.7 Relationship management integration stage
4.2.8 Comments and critique on the evolutionary integrated communication model

4.3 A STAKEHOLDER RELATIONS MODEL FOR INTEGRATED COMMUNICATION
4.3.1 Stakeholders
4.3.2 Receiving tools
4.3.3 Interactive tools
4.3.4 Sending tools
4.3.5 Comments and critique on the stakeholder relations model

4.4 HUNTER’S MODEL FOR INTEGRATED COMMUNICATION
4.4.1 Stage 1: coordination and cooperation between public relations and marketing
4.4.2 Stage 2: top management’s view of public relations and marketing
4.4.3 Stage 3: the communications department
4.4.4 Stage 4: communication as part of the dominant coalition
4.4.5 Stage 5: communication as part of the relationship management approach
4.4.6 Comments and critique on Hunter’s model for integrated communication

4.5 INTEGRATION THROUGH THE PUBLIC RELATIONS FUNCTION
CHAPTER 5

Issues in the implementation of integrated communication

5.1 INTRODUCTION

5.2 WHEN SHOULD INTEGRATED COMMUNICATION BE IMPLEMENTED?
5.2.1 Complexity of target audience 151
5.2.2 Complexity of product or service 152
5.2.3 Complexity of distribution 152
5.3 WHAT SHOULD BE INTEGRATED? 153
5.3.1 Employees 153
5.3.2 Customers and other stakeholders 154
5.3.3 Corporate learning 155
5.3.4 Brand positioning 155
5.3.5 “The big creative idea” 156
5.3.6 Corporate mission 156
5.4 MINIMAL REQUIREMENTS FOR THE IMPLEMENTATION OF INTEGRATED COMMUNICATION 157
5.4.1 Structural requirements 158
5.4.2 Customer-orientation requirements 159
5.4.3 Brand requirements 160
5.4.4 Management requirements 161
5.4.5 Cultural requirements 162
5.4.6 Uniqueness requirements 163
5.5 PROBLEMS IN THE IMPLEMENTATION OF INTEGRATED COMMUNICATION 164
5.6 BARRIERS TO THE IMPLEMENTATION OF INTEGRATED COMMUNICATION 166
5.6.1 Structural barriers 166
5.6.1.1 Organisational structure barriers 167
5.6.1.2 Organisational character barriers 170
5.6.1.3 Technological barriers 172
5.6.2 Manager’s perceptions of integrated communication 173
5.6.2.1 Resistance to change 174
5.6.2.2 Politics and power 175
5.6.3 Compensational barriers 176
5.6.4 Marketing trends as barriers 176
CHAPTER 6
Methodology: empirical research

6.1 INTRODUCTION

6.2 A QUALITATIVE RESEARCH PARADIGM FOR THE STUDY

6.3 PRIMARY AND SECONDARY RESEARCH OBJECTIVES

6.3.1 Primary research objective

6.3.2 Secondary research objectives

6.4 RESEARCH STRATEGY

6.5 PROPOSITION RESEARCH

6.5.1 Research propositions

6.5.2 Theoretical statements

6.6 RESEARCH METHOD

6.6.1 In-depth interviews

6.6.2 Face-to-face approach to in-depth interviews

6.7 SAMPLING DESIGN

6.7.1 Population

6.7.2 Sampling technique

6.8 PILOT STUDY

6.8.1 Execution of the pilot study

6.8.2 Consequences of the pilot study

6.9 DATA ANALYSIS METHOD ACCORDING TO THE MORSE AND FIELD APPROACH

6.9.1 Comprehending in the Morse and Field approach

6.9.2 Synthesising in the Morse and Field approach
CHAPTER 7

The implementation of integrated communication in South Africa

7.1 INTRODUCTION

7.2 RESEARCH METHOD FOLLOWED

7.3 AIMS OF INTERVIEW QUESTIONS

7.4 INTERVIEW QUESTION IN RELATION TO PROPOSITIONS AND INTERPRETATION CATEGORIES

7.5 REPORTING METHOD OF THE RESULTS

7.6 REPORTING AND INTERPRETATION OF THE RESULTS

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

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

7.6.1.2 Sub-category (b): Integrated communication

7.6.2 Category 2: Implementation of integrated communication

7.6.2.1 Sub-category (c): Holistic orientation

7.6.2.2 Sub-category (d): Internal communication

7.6.2.3 Sub-category (e): Dialogue

7.6.2.4 Sub-category (f): Stakeholders

7.6.3 Category 3: Barriers to the implementation of integrated communication

7.7 ACCEPTANCE OR REJECTION OF PROPOSITIONS FORMULATED FOR THIS STUDY

7.7.1 The concept of integrated communication
7.7.2 A strategic perspective of integrated communication 235
7.7.3 The link between communication and organisational objectives 235
7.7.4 Structural alignment to ensure cross-functional planning 235
7.7.5 Mediums used to ensure interactivity 236
7.7.6 Mission marketing in integrated communication implementation 236
7.7.7 Strategic consistency measures 236
7.7.8 Evaluation means in determining integratedness 237
7.8 CONCLUSION 237

CHAPTER 8
A conceptual model of integrated communication in South Africa

8.1 INTRODUCTION 239
8.2 REVISITING THE PROBLEM-SOLVING MODEL 239
8.3 RESEARCH DESIGN FOR MODEL BUILDING 242
8.4 PRIMARY RESEARCH OBJECTIVE REVISTED 243
8.5 CONCEPTUALISATION OF THE PROPOSED MODEL 243
8.5.1 A systems approach to the implementation of integrated communication in South Africa 245
8.5.2 Summary of the proposed conceptual model 245
8.5.3 Explanation of the graphical representation of model 246
8.6 PRINCIPLES OF THE CONCEPTUAL MODEL 247
8.6.1 The strategic intent of the organisation drives strategic integrated communication 247
8.6.2 Learning organisational principles continuously reposition the organisation 247
8.7 THREE DISTINCT AREAS OF INTEGRATION 248
8.7.1 Organisational integration area

8.7.1.1 CEO/top management integration

8.7.1.2 Renaissance communicator

8.7.2 Stakeholder integration area

8.7.2.1 Interactivity integration

8.7.2.2 Brand contact point integration

8.7.3 Environmental integration area

8.8 INCORPORATING THE ESSENCE OF INTEGRATED COMMUNICATION IN THE CONCEPTUAL MODEL

8.9 ADDRESSING CRITIQUE ON OTHER EXISTING MODELS

8.10 ADDRESSING BARRIERS IN THE IMPLEMENTATION OF INTEGRATED COMMUNICATION

8.11 CONCLUSION

CHAPTER 9

Conclusions and recommendations

9.1 INTRODUCTION

9.2 CONCLUSION OF FINDINGS RELATED TO RESEARCH OBJECTIVES

9.2.1 Strategic integrated communication in integrated communication implementation

9.2.2 Existing universal concerns in integrated communication implementation

9.2.3 A global theoretical approach to integrated communication implementation

9.2.4 The current state of integrated communication implementation in South Africa

9.2.5 A conceptual model for integrated communication
implementation in South Africa 272

9.3 CONCLUDING REMARKS 272

9.4 RELIABILITY OF THE STUDY 274

9.5 LIMITATIONS OF THE STUDY 276

9.6 SUGGESTIONS FOR FURTHER RESEARCH 276

List of references 278
## List of tables

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Relation of the phases to the objectives and chapters</td>
<td>12</td>
</tr>
<tr>
<td>1.2</td>
<td>Demarcation and content of chapters</td>
<td>31</td>
</tr>
<tr>
<td>3.1</td>
<td>Evolution era in relation to marketplace</td>
<td>100</td>
</tr>
<tr>
<td>6.1</td>
<td>Advantages of qualitative research methods</td>
<td>184</td>
</tr>
<tr>
<td>6.2</td>
<td>Disadvantages of qualitative research methods</td>
<td>185</td>
</tr>
<tr>
<td>6.3</td>
<td>Research propositions for phase 2</td>
<td>189</td>
</tr>
<tr>
<td>6.4</td>
<td>Advantages of in-depth interviews</td>
<td>191</td>
</tr>
<tr>
<td>6.5</td>
<td>Disadvantages of in-depth interviews</td>
<td>192</td>
</tr>
<tr>
<td>6.6</td>
<td>Advantages of face-to-face interviews</td>
<td>193</td>
</tr>
<tr>
<td>6.7</td>
<td>Disadvantages of face-to-face interviews</td>
<td>193</td>
</tr>
<tr>
<td>7.1</td>
<td>Interview timeframe</td>
<td>204</td>
</tr>
<tr>
<td>7.2</td>
<td>Interview questions, aims and related theory chapters</td>
<td>205</td>
</tr>
<tr>
<td>7.3</td>
<td>Interview questions, research propositions and interpretation categories</td>
<td>208</td>
</tr>
<tr>
<td>7.4</td>
<td>Codes for agencies</td>
<td>209</td>
</tr>
<tr>
<td>7.5</td>
<td>The general state of the industry</td>
<td>211</td>
</tr>
<tr>
<td>7.6</td>
<td>Financial state of the industry</td>
<td>212</td>
</tr>
<tr>
<td>7.7</td>
<td>The South African market and integration</td>
<td>213</td>
</tr>
<tr>
<td>7.8</td>
<td>Integrated communication</td>
<td>214</td>
</tr>
<tr>
<td>7.9</td>
<td>The implementation of integrated communication</td>
<td>217</td>
</tr>
<tr>
<td>7.10</td>
<td>A holistic orientation in the implementation of integrated communication</td>
<td>219</td>
</tr>
<tr>
<td>7.11</td>
<td>Internal communication in the implementation of integrated communication</td>
<td>221</td>
</tr>
<tr>
<td>7.12</td>
<td>Dialogue in the implementation of integrated communication</td>
<td>223</td>
</tr>
<tr>
<td>7.13</td>
<td>Stakeholders in the implementation of integrated communication</td>
<td>226</td>
</tr>
<tr>
<td>7.14</td>
<td>Barriers in integrated communication implementation</td>
<td>228</td>
</tr>
<tr>
<td>7.15</td>
<td>Research propositions revisited</td>
<td>234</td>
</tr>
</tbody>
</table>
8.1 Strengths of a model-building study 242
8.2 Limitation of a model-building study 243
8.3 The essence of integrated communication in relation to the conceptual model 261
8.4 Addressing criticism against other existing models 262
8.5 Barriers in implementation addressed 264
<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>A system view of problem solving</td>
<td>14</td>
</tr>
<tr>
<td>1.2</td>
<td>An application of the model for systematic problem-solving of the study</td>
<td>18</td>
</tr>
<tr>
<td>1.3</td>
<td>Conceptualisation and meta-theoretical framework</td>
<td>20</td>
</tr>
<tr>
<td>1.4</td>
<td>Key concepts and constructs underlying the study</td>
<td>25</td>
</tr>
<tr>
<td>2.1</td>
<td>Chapter 2 in relation to meta-theoretical framework</td>
<td>37</td>
</tr>
<tr>
<td>2.2</td>
<td>The relation of the fields of management in a changed market</td>
<td>54</td>
</tr>
<tr>
<td>2.3</td>
<td>Integrated communication in relation to the fields of management in a changed market</td>
<td>60</td>
</tr>
<tr>
<td>3.1</td>
<td>Chapter 3 in relation to meta-theoretical framework</td>
<td>79</td>
</tr>
<tr>
<td>3.2</td>
<td>Ten strategic drivers of integrated communication</td>
<td>81</td>
</tr>
<tr>
<td>3.3</td>
<td>The relation of the fields of management with ten strategic drivers of integrated communication</td>
<td>86</td>
</tr>
<tr>
<td>3.4</td>
<td>Strategic integrated communication in relation to fields of management in a changed marketplace</td>
<td>106</td>
</tr>
<tr>
<td>4.1</td>
<td>Chapter 4 in relation to meta-theoretical framework</td>
<td>110</td>
</tr>
<tr>
<td>4.2</td>
<td>The evolutionary model of integrated communication</td>
<td>111</td>
</tr>
<tr>
<td>4.3</td>
<td>Stakeholder relations model</td>
<td>117</td>
</tr>
<tr>
<td>4.4</td>
<td>Hunter’s five-stage model for integrated communication</td>
<td>122</td>
</tr>
<tr>
<td>4.5</td>
<td>The three-dimensional approach to integrated communication</td>
<td>132</td>
</tr>
<tr>
<td>4.6</td>
<td>An eight-step integrated communication model</td>
<td>136</td>
</tr>
<tr>
<td>5.1</td>
<td>Chapter 5 in relation to meta-theoretical framework</td>
<td>150</td>
</tr>
<tr>
<td>6.1</td>
<td>Application of systematic problem-solving model: phase 2</td>
<td>182</td>
</tr>
<tr>
<td>7.1</td>
<td>Revisiting the application of systematic problem-solving model: phase 2</td>
<td>203</td>
</tr>
<tr>
<td>8.1</td>
<td>The application of systematic problem-solving model: phase 3</td>
<td>241</td>
</tr>
<tr>
<td>8.2</td>
<td>A conceptual South African model for the implementation of strategic integrated communication</td>
<td>244</td>
</tr>
</tbody>
</table>
9.1 The application of systematic problem solving model in relation to Chapter 9
Appendices

APPENDIX A: Interview questions 303