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## CHAPTER 8

# A conceptual model of integrated communication in South Africa

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### 8.1 INTRODUCTION

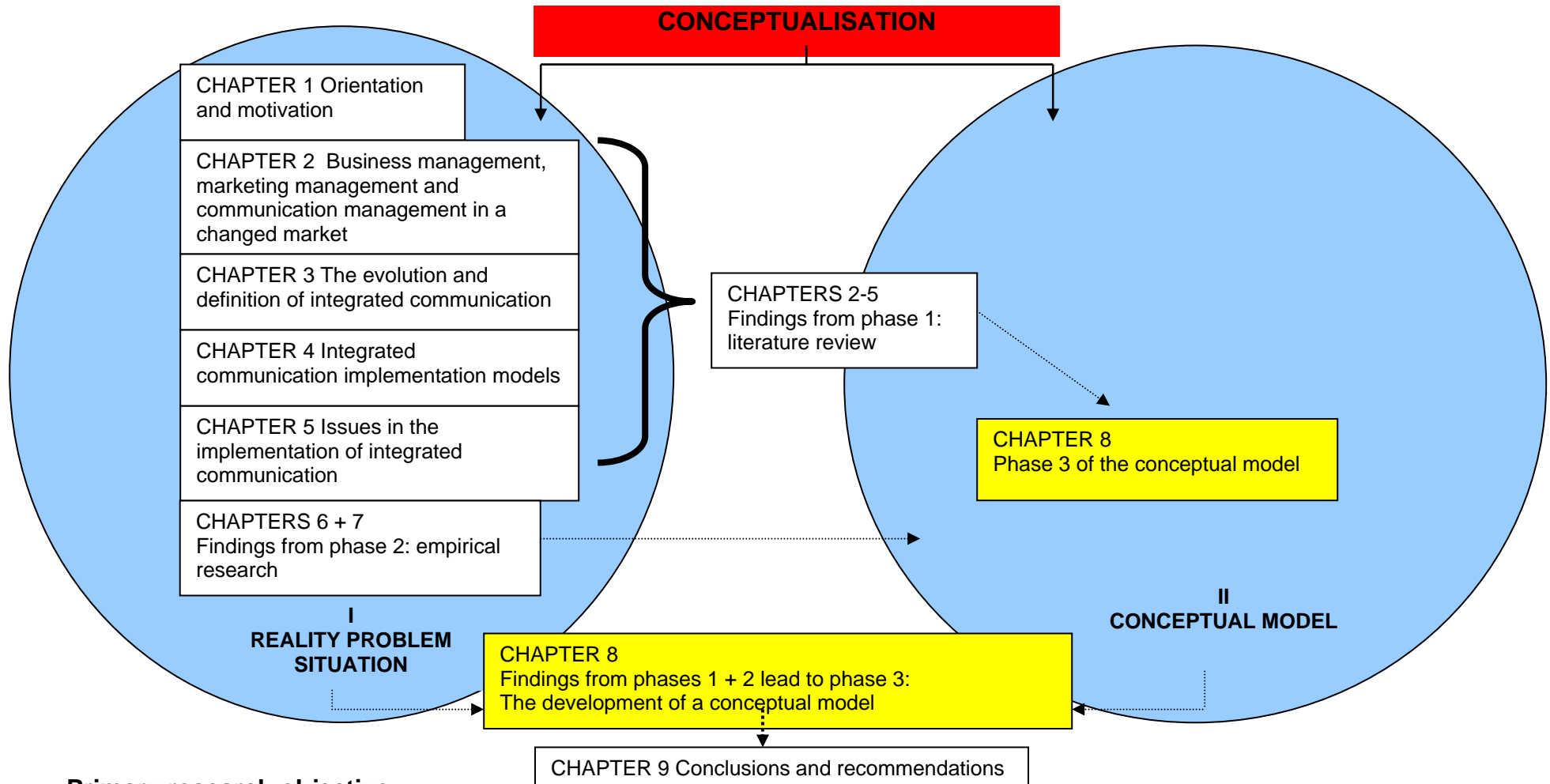
The purpose of this chapter is to use the results of phases 1 and 2 to propose an implementation model for the management of strategic integrated communication in the South African landscape (phase 3). Within the Morse and Field approach used in phase 2 of this study, phase 3 is part of the third step of re-contextualising in the Morse and Field approach. This chapter revisits the application of the model of problem solving suggested by Mitroff *et al.* (1974). Model building as the research strategy of phase 3 is discussed. The focal point of this chapter is the discussion of the proposed conceptual model for integrated communication implementation in South Africa. The discussion revolves around a summary of the model in terms of the systems approach, the graphical representation and a subsequent explanation of the representation. Furthermore, the key principles and the three areas of integration are explained. The chapter concludes with an explanation of the incorporation of the essence of integrated communication into the conceptual model as well as discussions on how the conceptual model addresses critique on existing models and barriers to integrated communication implementation.

### 8.2 REVISITING THE PROBLEM-SOLVING MODEL

In Chapter 1, the application of the Mitroff model was elaborated on. Phases 1 and 2 of the methodology were based on Circle I of the Mitroff model, which involved the problem situation reality. Phase 3 of the methodology is based on Circle II of the Mitroff model. In Figure 8.1 an application of the model of problem

solving is revisited to contextualise phase 3 (which is highlighted in yellow) of this study, in relation to the Mitroff model.

Figure 8.1 The application of systematic problem-solving model: phase 3



**Primary research objective:**

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

### 8.3 RESEARCH DESIGN FOR MODEL BUILDING

Phase 3 of this study follows a model-building study as a research strategy within the Mitroff model for systematic problem solving. Mouton (2001:176) argues that this can be referred to as a study aiming at developing a new model to explain a particular phenomenon. This study makes use of textual data in order to build the proposed model.

One of the earliest definitions of “model” states that “... a model is a representation of reality” (Ackoff & Sasieni, 1968:7). Cooper and Schindler (1998:48) define a model as a representation of a system that is constructed to study some aspect of that system or the system as a whole. However, Pidd (2003:10) argues that a suitable definition for the discussion of models is that “a model is an external and explicit representation of part of reality as seen by the people who wish to use that model to understand, to change, to manage and to control that part of reality”. Cooper and Schindler (1998:48) further state that models differ from theories in that a theory’s role is explanation, whereas a model’s role is representation. The strengths of this specific research strategy are proposed in Table 8.1, after which the weaknesses are elaborated on:

**Table 8.1 Strengths of a model-building study**

STRENGTH	AUTHORS
Science cannot make progress without theories or models.	Mouton (2001:177) and Cooper and Schindler (1998:48)
Through the construction of models, an attempt is made to explain phenomena in the world.	Mouton (2001:177)
A model is a set of statements that aim to represent a phenomenon or set of phenomena as accurately as possible.	Mouton (2001:177) and Cooper and Schindler (1998:48)
Good models provide causal accounts of the world, allowing one to make predictive claims under certain conditions, bring conceptual coherence to a domain of science and simplify the understanding of the world.	Mouton (2001:177) and Cooper and Schindler (1998:48)

However, as mentioned, this research strategy also has some limitations.

**Table 8.2 Limitation of a model-building study**

LIMITATION	AUTHORS
The limitation of the model-building strategy is that models are ineffective if they make implausible claims on reality, if they make claims that are not testable and vague, or that are conceptually incoherent, inconsistent and confusing.	Mouton (2001:177) and Cooper and Schindler (1998:48)

The research strategy of model building is therefore used to address the research objective of this phase, which also forms the primary objective of the study. This primary research objective is revisited.

#### 8.4 PRIMARY RESEARCH OBJECTIVE REVISTED

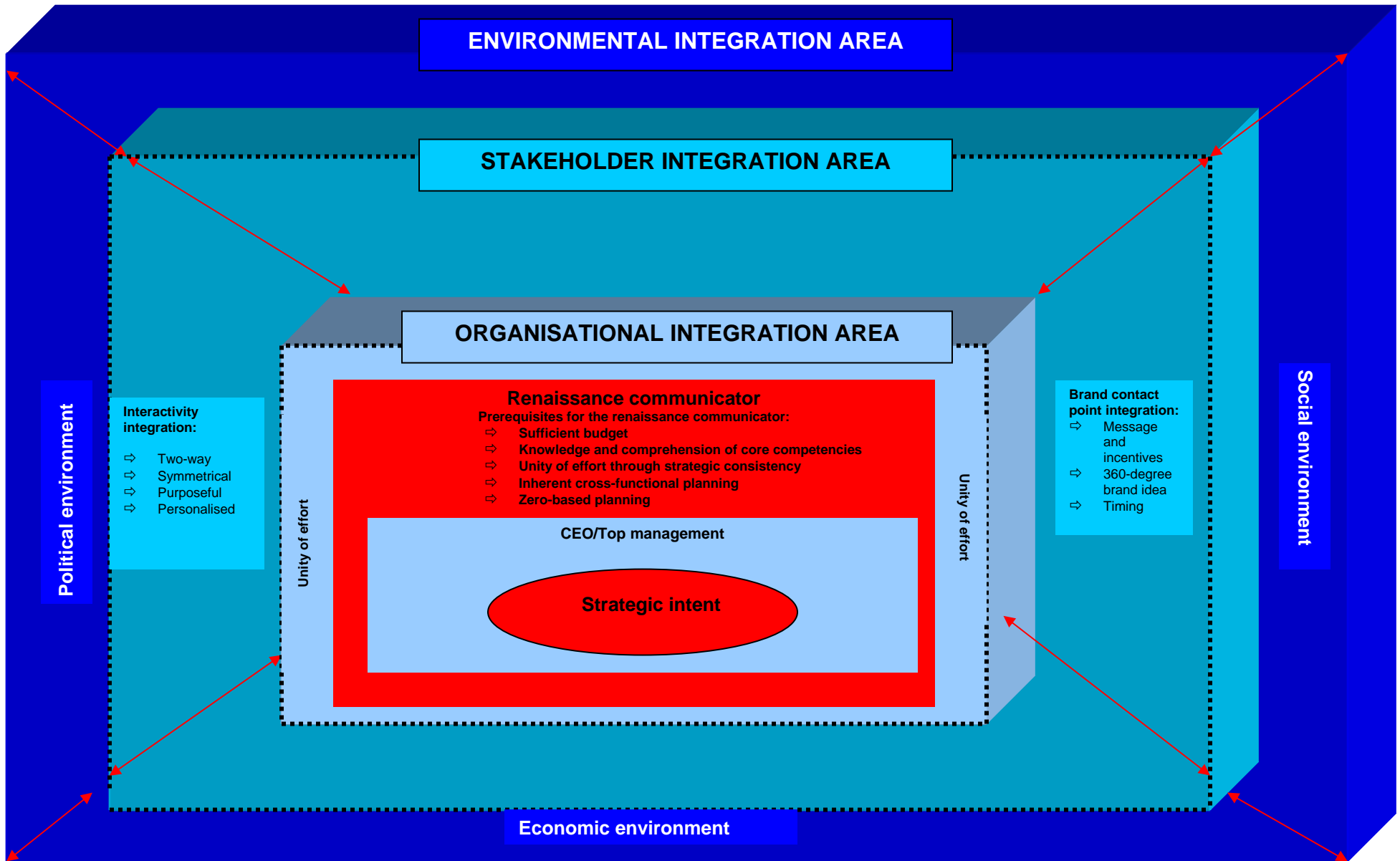
As indicated in Chapters 1 and 6, the research objective of phase 3 represents the primary research objective of this study, which reads as follows:

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

#### 8.5 CONCEPTUALISATION OF THE PROPOSED MODEL

The implementation model for the management of strategic integrated communication in the South African context is presented in Figure 8.2. To ease the discussion of the proposed model, it will be approached as follows: firstly, a systems approach to the proposed conceptual model is mentioned. Secondly, a broad summary thereof is stated briefly. Thirdly, an explanation of the graphical representation of the model is presented. Fourthly, a detailed discussion of the proposed model is presented, in terms of its key principles and the areas of integration.

Figure 8.2 A conceptual South African model for the implementation of strategic integrated communication



### **8.5.1 A systems approach to the implementation of integrated communication in South Africa**

The conceptual model for the management of strategic integrated communication in the South African marketplace is based on the general systems theory (which is also the grand theory of the study) in terms of the graphical representation of the model. To facilitate the understanding of the conceptual model to be discussed, a brief summary of the proposed model is presented.

### **8.5.2 Summary of the proposed conceptual model**

The model is based on two distinct principles, namely that a) the strategic intent of the organisation drives strategic integrated communication and b) learning organisational principles continuously reposition the organisation. Furthermore, the model proposes that three areas of integration are imperative. Firstly, organisational integration, which is divided into two levels: a) CEO/top management integration and b) the renaissance communicator. It is argued that the renaissance communicator is central to the implementation of integrated communication, as this is the coordination centre of communication and marketing management in the organisation. Gayeski and Woodward's (1996:2) idea of the renaissance communicator is utilised and elaborated on in this conceptual model. The second area of integration is stakeholder integration, which is further divided into the two levels of a) interactivity integration and b) brand contact point integration. The third area of integration of the conceptual model of strategic integrated communication implementation in the South African business landscape is environmental integration. These areas (and sub-areas) are elaborated on in Section 8.7.

### 8.5.3 Explanation of the graphical representation of the model

The model is structurally also representative of the general systems theory, in that it proposes an open systems approach. By using dotted lines for the boundaries between the three areas of integration, namely environment, stakeholders and the organisation, the model implies that there is an acknowledgement of the constant influx and outflow of energy and information between the various parts of the system. Also, there is recognition that all systems consist of a sub-system and a supra-system in the general systems theory. The application of this model also recognises that the organisation is functioning in a greater system, i.e. that of the environment (supra-system), and consists of a sub-system of organisational functions. This implies that there is constant interaction between the various parts of the system. This implementation model for the management of strategic integrated communication further recognises the interaction and proposes that the interaction between the various parts of the system should be based on a relationship management, two-way symmetrical communication world view.

Furthermore, three components in the model are highlighted in red, namely the strategic intent of the organisation, the arrows (which signify the learning organisational principles continually repositioning the organisation) and the renaissance communicator. This was done to indicate that the strategic intent of the organisation drives all the communication of the organisation to ensure unity of effort in terms of the organisational functioning, based on what is *learned* from the stakeholders and the environment. Consequently, the renaissance communicator (representing marketing management and communication management) is the central point of communication to secure alignment between communication and organisational objectives so as to ensure union in the actions and messages of the organisation.



## 8.6 PRINCIPLES OF THE CONCEPTUAL MODEL

It is imperative for two fundamental principles of the model to be discussed before focusing on the three areas of integration. These two principles are that a) the strategic intent of the organisation drives strategic integrated communication and b) that learning organisational principles continuously reposition the organisation.

### 8.6.1 The strategic intent of the organisation drives strategic integrated communication

The conceptual implementation model for the management of strategic integrated communication in the South African business landscape is driven by the long-term strategic plan, referred to as the *strategic* intent of the organisation. It is argued that the organisational mission should drive all the communication and business objectives and operations of the organisation. As mentioned in Chapter 3, Section 3.2.1, the prominence of the mission incorporation in the internal business operation serves as a call to unity and provides a common consistent focus for all employees. Externally, using the mission to be prominent in the long-term strategic organisational plan (strategic intent) builds the brand relationship with stakeholders by emphasising the corporate integrity of the organisation. This was one of the major barriers identified in phase 2 of the study and therefore needs to be emphasised in this model for the South African context.

### 8.6.2 Learning organisational principles continuously reposition the organisation

Furthermore, the organisation must follow the principles of a learning organisation in order to position the organisation according to the environmental needs. Following this approach enables the entire organisation to think strategically and create synergy by sharing its knowledge and ideas, and

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generating actions that contribute to the interests of the whole of the system of the organisation (Thompson, 2001:456). This further implies that there should be an overall acceptance and awareness of the fact that the organisation is functioning in an environment where changes are taking place. This also requires, very importantly, that relevant resources be allocated according to the changing environment to the various functions of the organisation, which is an aspect identified in phase 2 of this study, specifically pertinent in the South African environment, as this environment calls for a unique communication approach.

The long-term strategic plan or strategic intent of the organisation should therefore (including the organisational mission and learning) drive all strategic integrated communication actions internally and externally for the organisation.

## **8.7 THREE DISTINCT AREAS OF INTEGRATION**

With the long-term strategic plan or intent of the organisation as the driver of the proposed model, the three distinct areas that need to be integrated in the implementation of the management of strategic integrated communication are identified, namely the organisation, the stakeholders and the environment. The discussion starts with the organisational integration area as integration should firstly be achieved internally in the organisation before integration can take place in terms of stakeholders and the environment.

### **8.7.1 Organisational integration area**

Organisational integration is the first area of integration in the implementation model for the management of strategic integrated communication. The organisational integration aspect of this model is based on horizontal and vertical integration as proposed by Gronstedt's three-dimensional approach to integrated communication (2000). This is one of the aspects identified in phase 2 of this

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study that need to be emphasised in the South African context, since organisations rarely integrate communication on horizontal and vertical levels, and mostly on an external level. Also, it is argued again that the long-term strategic organisational plan (strategic intent) drives the horizontal and vertical integration in the organisational integration.

Firstly, horizontal integration involves integration and alignment across business units, functions and regions in terms of systems, process, procedures and communication. As mentioned in Chapter 4, Section 4.6.3 Gronstedt (2000:22) proposes the establishment of functional councils and project teams that are devoted to linking knowledge and expertise between departments and work units to leverage them throughout the organisation. Secondly, vertical integration integrates communication between people working in different business units, departments and countries. Vertical integration empowers the people who are the closest to the customers and organisation operations to communicate more openly, frequently and effectively with managers. The vertical integration of this model is similar to Gronstedt's vertical integration (2000:21) mentioned in Chapter 4, Section 4.6.2, which argues that the focus of vertical integration is to align "top-down communicators" around a clear vision, which is evolved through a process of "bottom-up communication", ongoing dialogue between employees of all ranks.

In the organisational integration area of the conceptual model for integrated communication implementation, two distinct levels are identified: a) CEO/top management integration and b) the renaissance communicator. These are explained in greater detail below:

#### 8.7.1.1 CEO/top management integration

CEO/top management integration in the implementation model for the management of strategic integrated communication is closely related to the

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vertical integration mentioned in the organisational integration part of this model. For example, in phase 2 of the study JWT emphasised specifically that in the South African context there was a pertinent need for the integration of the CEO or “exco” level of the organisation in the organisational communication. The reason for this is that the CEO/top management can be seen as the initiator of the organisational integration in that it serves as the example setter of integration of the mission in all the communication of the organisation. CEO/top management integration implies that the mission of the organisation is consistently communicated to the lower levels of the organisation. It further implies that there is a consciousness of communication importance on top managerial level in the organisation. This awareness of communication should be evident in all efforts of top management, including determining the long-term strategic organisational plan. This awareness of communication also contributes to the open system culture of the organisation and the commitment to being a learning organisation. This consciousness of communication should however be stressed consistently by a source in the organisation to remind the CEO/top management of the importance of communication. It is suggested that the source should be the renaissance communicator.

#### 8.7.1.2 Renaissance communicator

It is argued that organisations and environments are changing, and that there is a definite need for an alternative approach to communication in order to move towards strategic organisational communication management. This model is based on Gayeski and Woodward’s idea of the renaissance communicator (1996:2). The renaissance communicator in this sense implies communication solutions to decisive organisational problems. Therefore, a strategic approach to communication is required for the renaissance communicator. It is therefore not only about the execution and implementation of strategies of the organisation, but also about understanding the business issues that the organisation faces. More importantly, the renaissance communicator must be part of top management in

order to be up to date with the business issues so as to understand them sufficiently. Constant interaction with the CEO is therefore a natural endeavour for the renaissance communicator.

The renaissance communicator is further firmly based on Hunter's model of integrated communication (1997;1999) in the following ways: a) there is constant coordination and cooperation between public relations and marketing; b) public relations and marketing are perceived as equally important by members of the organisation (especially top management); c) marketing communication is moved from the marketing department to the renaissance communicator department – this department will therefore consist of marketing (including marketing communication) and communication (including public relations); and (d) the renaissance communicator is placed on a hierarchical level immediately below the CEO, and this function has a senior officer in the dominant coalition of the organisation.

The idea of the renaissance communicator in this model is further based on Hunter's vision (1997:185) that the various specialised fields of communication and marketing need to work together in selecting the tools that promise the highest degree of effectiveness for synergies to be created so that the total communication effect can be higher than the sum of its parts. Additionally, there are five prerequisites that are pivotal in the functioning of the renaissance communicator, discussed below:

- *Sufficient budget to ensure the renaissance communicator's effectiveness*

The first prerequisite for the functioning of the renaissance communicator is that integration on the various levels in the implementation model for the management of strategic integrated communication requires a sufficient budget in order to ensure effectiveness. In the South African context, in particular, this issue seems to be the most threatening barrier to strategic

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integrated communication implementation as is evident from the results of the in-depth interviews in phase 2 of this study. It is however argued that if the renaissance communicator is part of the dominant coalition of the organisation and if CEO/top management integration takes place, the budget will be allocated according to the perceived importance of communication in the organisation.

- *Renaissance communicator should have knowledge and comprehension of core competencies*

The second prerequisite for the functioning of the renaissance communicator is that this incumbent should have exceptional knowledge and comprehension of core competencies. This was identified as one of the threatening barriers to integration in the South African context, not only on the organisational side, but also on the client side. In this regard, one of the interviewees argued that there was ‘a lot of talent’ in South Africa, but that it should be utilised on a strategic level. This function should have exceptional knowledge and comprehension of core competencies on three levels. Firstly, knowing the brand or company core competencies and then making sure his or her work supports these. Duncan and Moriarty (1997:192) argue that the corporation’s core competencies are what give it its competitive edge. Therefore, if renaissance communicators are doing their jobs, they are continually ensuring the core competencies are properly “packaged” and interpreted for the stakeholders. An important element of the corporate core competency should be the organisation’s mission as part of the long-term strategic organisational plan. This should help determine how the core competencies are packaged and presented. It should therefore be the priority of the renaissance communicator to integrate these competencies and keep them as a foundation in the relationships with stakeholders. The second level of core competency is understanding how the company functions. It is important to be involved with, and interested in, the “skills and techniques” in other areas of the organisation. This will enable the renaissance communicators to

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network and position themselves and their programmes internally. The third level that applies specifically to the renaissance communicator is having a core competency in strategic integrated communication and managing stakeholder and brand relationships.

- *Strategic consistency in all organisational efforts ultimately ensures unity of effort*

The third prerequisite for the functioning of the renaissance communicator is to ensure that strategic consistency is inherent in all efforts in the organisation to ensure ultimate “unity of effort”. Strategic consistency is the coordination of all the messages that create or cue brand messages, positions and reputations in the minds of the customers and other stakeholders (Duncan & Everett, 1993:30). It does therefore not imply only consistency in terms of the “one-voice, one-look” approach, but truly integrates everything the organisation does and does not do. Consistency begins with brand positioning, which is based on core values, selling promises and distinctive features. All the messages must complement and reinforce this position. This strategic consistency prerequisite is also closely related to the contact point integration element of the proposed implementation model for the management of strategic integrated communication. This relation is discussed in a later section. From phase 2 of this study it is evident that strategic consistency needs to be pertinent in the implementation of integrated communication in the South African context, and not merely a superficial integration of brand ideas or the “one-voice, one-look” approach.

- *Cross-functional planning should be inherent*

The fourth prerequisite that is essential in the functioning of the renaissance communicator is that cross-functional planning needs to be inherent in his/her functioning. From phase 2 of this study, it became apparent that cross-

functional planning is not receiving the required attention in the implementation of integrated communication in the South African context. This implies that all of the organisation's major departments (including outside communication agencies) that affect the stakeholders must have a means of working collectively in the planning and monitoring of brand relationships. A cross-functional process further integrates managers from different departments and agencies who are working on the same brand in order to plan and manage the messages an organisation sends to – and receives from – the stakeholders. This is also in line with what Duncan (2001:90) proposes, in that the cross-functionality of processes in the organisation is a prerequisite, so that all the departments in the organisation are able to cooperate with each other in the planning and monitoring of relationships with stakeholders and the brand.

- *Communication and marketing planning should be zero based*

The last issue that is central in the functioning of the renaissance communicator is that planning in this function, should be zero based. Zero-based communication planning (as discussed in Chapter 3, Section 3.2) is the idea that communication tools are used based on an assessment of what needs to be done now and not based on the previous year's budget allocation (Duncan & Moriarty, 1997:148). This also links up with the idea that the organisation should be following a learning organisation approach, in that the communication tools are used based on what the organisation is learning from the changing environment and the stakeholders.

This decision of the communication tools to be used is linked closely to the stakeholder integration of the proposed implementation model for the management of strategic integrated communication. This second integration area is discussed in the following section.



### 8.7.2 Stakeholder integration area

The second integration area in the implementation model for the management of strategic integrated communication is stakeholder integration. By focusing on stakeholders, this model acknowledges that organisations, incorporating the concept of strategic integrated communication, are functioning in the stakeholder century. This implies that such an organisation has a broader view in terms of the environment and end-users, taking into consideration *all the stakeholders* that have a vested interest in the success of the organisation, and not only the *customers*. This notion was predominantly overlooked by most of the respondents in phase 2 of this study, where most of the respondents still focused on a customer as opposed to a stakeholder perspective. Therefore, it is argued in the model that all the stakeholders, and not just the customers, choose to what extent they provide or withhold support for the brand or the organisation. In other words, most advertising and communication agencies choose to be stakeholders, and when they do so, it automatically gives them the right and the opportunity to understand and influence what the organisation does and does not do.

Strategic integrated communication is important in managing stakeholder relationships because of the overlap, interdependence and interaction between stakeholders in the value field. Therefore, placing emphasis on a value field approach to stakeholder integration shows how brand equity is an outcome of a field of relationships and adding value is a non-linear, active process with constant, overlapping exchanges, connections and responses.

Unlike some existing integrated communication models (Grunig and Grunig's model (1998) of integration through the public relations function), when each stakeholder group was only involved in one or two parts of the value stream, this proposed model advocates that stakeholders are increasingly involved in the way the product or service is designed, assembled, promoted and delivered. This proposed model is therefore based on the outside-in approach to communication

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as proposed by Schultz (1993a:12). This proposed implementation model for the management of strategic integrated communication further recognises this increased level of involvement, encourages it, and provides a structure for managing it as well as a philosophy that provides this relationship-building process with a sense of direction.

The stakeholder integration area of the conceptual model recognises two distinct levels where the integration of stakeholders should take place. These include a) interactivity integration and b) brand contact point integration, which are elaborated on.

#### 8.7.2.1 Interactivity integration

Interactivity integration is based on two ideas, namely that communication should be a) two-way symmetrical and b) purposeful and personalised.

- *Two-way symmetrical communication*

Interactivity integration is based on a two-way symmetrical relationship between the organisation and its stakeholders. As based on the Excellence theory, Grunig (1992:289) argues that the assumptions of two-way symmetrical communication can be explained traditionally as assumptions including “telling the truth”, “interpreting the client and public to one another,” and “management understanding the viewpoints of employees and neighbours as well as employees and neighbours understanding the viewpoints of management”. Research is therefore used to facilitate understanding and communication rather than identify messages most likely to motivate or persuade stakeholders. Understanding is therefore the principle objective of the two-way symmetrical model, rather than persuasion. It can therefore be argued that this point of integration in the implementation model for the management of strategic integrated communication is inherently

based on the Grunig and Grunig (1998) integrated communication model, which proposes integration through the public relations functions. Although it is not suggested that this model is integrated through the public relations function as such, it proposes similar principles in terms of viewing communication as a mutual and incessant process of listening and dialogue, based on two-way symmetrical communication to manage the behaviour of stakeholders as well as the behaviour of management and the organisation as a whole.

- *Purposeful, personalised interaction*

It became apparent in phase 1 of this study that insufficient emphasis is placed on ensuring interactivity between the organisation, agencies and stakeholders, involving two-way symmetrical, purposeful interactions.

Interactivity from a stakeholder perspective means accessibility, recognition, responsiveness and accountability. From a brand (or organisational) perspective, it means the ability to listen as well as speak and then modify behaviour as a result of the feedback. Interactivity is the process by which customers are integrated into the organisation, made part of the product planning and development process, and dealt with individually (i.e. personalised). To be interactive, the organisation must place as much emphasis on receiving messages as it does on sending messages. The interactivity integration dimension of strategic integrated communication proposes that the media can be used both to send messages efficiently and to receive and capture messages from stakeholders in order to create long-term, purposeful dialogue. Purposeful dialogue is a type of communication that is mutually beneficial for the stakeholder and the organisation, thereby reinforcing the notion of two-way symmetrical communication.

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### 8.7.2.2 Brand contact point integration

Brand contact points are the second distinct level where the integration of stakeholders should take place. Brand contact points are situations in which stakeholders have the opportunity to be exposed, in some way, to a brand message. The strategic integrated communication management of brand contact points requires identifying them, prioritising them based on their potential impact, determining which are most suited for capturing stakeholder feedback, determining the cost of controlling messages being sent and collecting stakeholder data at each contact point, and then determining which contact points can be used to carry additional brand messages and facilitate purposeful dialogue. In phase 2 of this study, it was found that although good work is done in terms of the organisation's planned messages, other types of messages are not integrated to ensure a total brand contact point integration.

Brand contact point integration is based on three ideas, namely a) that the message and incentive delivery system must be stakeholder appropriate, b) continuing dialogue ensures a 360-degree brand idea and c) the timing of messages and incentives should be built on stakeholder references.

- *The message and incentive delivery system must be stakeholder appropriate*

The first key principle is that of messages and incentives, based on the eight-step integrated communication model of Kitchen and Schultz (2000). One of the most evident differences of integrated communication compared to the traditional promotional mix is that the development of messages and incentives – generally at the core of the traditional promotional mix process – enjoy a lower priority in terms of implementation, in the development process. This reflects one of the basic premises of the implementation model for the management of strategic integrated communication, in that the organisation cannot develop effective messages or incentives, unless and until it

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understands the stakeholders. In this model, the message itself is often secondary to the message or incentive delivery system. For this reason, it is vital for the renaissance communicator to customise the message or incentive delivery system to be appropriate to the stakeholder.

- *Continuing dialogue ensures a 360-degree brand idea*

The second key principle of brand contact point of integration in the implementation model for the management of strategic integrated communication is 360-degree brand idea. The organisation must engage stakeholders in continuing dialogue that permits the organisation to learn more and more about the stakeholders' particular interests, needs and priorities. As mentioned in Chapter 4, Section 4.7.3, Owrid and Grimes (2001:7) propose that there is one requirement for arriving at this, which is referred to as a 360-degree brand idea. Hereby, the organisation needs to be entirely single-minded about the effect it wishes to achieve – and simultaneously being neutral (zero degree) about the ways the organisation uses to obtain it. This 360-degree brand idea further needs to be strategically consistent in all presentations and interactions with stakeholders (as mentioned in the prerequisites of the renaissance communicator component of this model).

- *Timing of the messages and incentives should be built on stakeholder references*

The timing of messages and message incentives is the third key principle of the brand contact point of integration in the implementation model for the management of strategic integrated communication. The timing of messages and message incentives should be built on stakeholder preferences. Timing was also revealed as one of the barriers to the implementation of integrated communication in the South African context, through the research in phase 2

of this study. This could be based on a lack of planning. However, understanding current and existing stakeholder contact points and preferences is required for this model as advocated by Duncan and Moriarty (1997:96) and Schultz *et al.* (1994:83). Therefore, the organisation needs to develop ways in which to collect more information about stakeholders.

### **8.7.3 Environmental integration area**

By including environmental integration in the proposed model, it is argued that the organisation is functioning in an open system. The environment includes the political, social, economic and related environments. It was discussed in Chapter 2, Section 2.6 that the landscape of the South African business has changed dramatically since 1994. However, change is constant. Organisations have to keep abreast with their environment in order to survive. Again, this implies that the organisation should function as a learning organisation. The model emphasises the interaction between the organisation, its stakeholders and the environment in order to manage strategic integrated communication effectively, to ultimately build strong brand relationships. It should be noted that integrated communication is generally more widely and successfully practised in smaller organisations. However, larger organisation can equally gain from the implementation of this model. The environment and the system in which such larger organisation functions will however be more complex.

This environmental integration can be compared to the awareness integration stage of the Duncan and Caywood (1996:22) evolutionary model of integrated communication. However, the environmental integration referred to in the proposed model for this study focuses not only on environmental changes (Duncan & Caywood, 1996:22), but also on environmental demands related to the organisation.

In the following sections, it is illustrated how the proposed conceptual model incorporates and addresses the most prominent topics identified through the literature review. Firstly, the ten strategic drivers of integrated communication, referred to as the essence of integrated communication in Chapter 3, are discussed in relation to the proposed model.

## 8.8 INCORPORATING THE ESSENCE OF INTEGRATED COMMUNICATION IN THE CONCEPTUAL MODEL

Table 8.3 indicates the ten strategic drivers of integrated communication proposed by Duncan and Moriarty (1997:16) and subsequently how these are incorporated in the conceptual model for strategic integrated communication implementation.

**Table 8.3 The essence of integrated communication in relation to the conceptual model**

TEN STRATEGIC DRIVERS	ADDRESSED IN CONCEPTUAL MODEL
Creating and nourishing relationships	Creating and nourishing relationships is addressed in the stakeholder integration area, in that relationship building with stakeholders is seen as a long-term pursuit of the organisation.
Stakeholder focus	A stakeholder focus is followed in the stakeholder integration area, in that a broad stakeholder as opposed to a customer focus is adopted.
Strategic consistency	Strategic consistency is addressed in the prerequisites of the renaissance communicator, as it is acknowledged that strategic consistency in all organisational efforts ultimately ensures unity of effort
Purposeful interactivity	Purposeful interactivity is addressed in the stakeholder integration area in the level of interactivity integration. Interactivity in this model is based on accessibility, recognition, responsiveness and accountability.
Mission marketing	Mission marketing forms one of the key principles, in that the mission of the organisation is seen as part of the strategic intent of the organisation, which drives strategic integrated communication.
Zero-based planning	Zero-based planning is inherent in the conceptual model and is addressed in the organisational integration area, on the renaissance communicator level.

Cross-functional management	Cross-functional planning is incorporated on the renaissance communicator level of the organisational integration area, to ensure integration across functions in the organisation.
Core competencies	The renaissance communicator in the organisational integration area should have knowledge and comprehension of core competencies as a prerequisite for strategic integrated communication.
Data-driven marketing	Although data-driven marketing is not decisively addressed, it is intrinsic to the model. It is however contended that including two-way relationship building in stakeholder integration necessitates data-driven marketing in order to encourage relationship building.
Integrated agency	An integrated agency is not specifically addressed. However, by including the renaissance communicator it is reasoned that such a person should ensure that when communication and marketing are outsourced, they should support the basic principles of integrated communication to ensure strategic consistency and relationship building across the stakeholder value field.

It can therefore be reasoned that the conceptual model for the implementation of strategic integrated communication includes the ten strategic drivers of integrated communication.

## 8.9 ADDRESSING CRITIQUE ON OTHER EXISTING MODELS

Table 8.4 illustrates how the conceptual model of strategic integrated communication implementation for the South African market addresses the critique on the existing models as discussed in Chapter 4.

**Table 8.4 Addressing criticism of other existing models**

EXISTING MODEL	SUMMARY OF CRITICISM	ADDRESSING CRITICISM IN CONCEPTUAL MODEL
Evolutionary model of integrated communication	Advocates a silo approach, by focusing on specific sections of business initially, not to include the strategic intent of the organisation	The strategic intent in the conceptual model forms one of the key principles.
Stakeholder relations model	No reference made on how the organisation should position and organise itself to build	The conceptual model addresses this point of criticism in the second key principle, in



	relationships with stakeholders  Model focuses predominantly on external messages to stakeholders, without placing emphasis on internal stakeholders such as employees	that learning organisational principles continuously reposition the organisation  By including stakeholders in this model, it is contended that it includes employees and therefore pays equal attention to internal as well as external messages and relationships
Hunter's model of integrated communication	Fails to include sufficient focus on external emphasis, therefore too much of an internal focus	Although the internal focus is seen as important, the conceptual model pays definite attention to external stakeholders and the changing environment
Integration through the public relations function	This model could encourage turf battles and places too much emphasis on communication functions	In the conceptual model, this is overcome by introducing the renaissance communicator to include communication management as well as marketing management
The three-dimensional integrated communication model	Insufficient emphasis is placed on the communication function itself in integrating the three dimensions, thus not providing guidance on the source of communication	As mentioned, the renaissance communicator addresses this point of criticism, in acting as the starting point of communication in the organisation
An eight-step integrated communication model	This model focuses predominantly on customers, therefore excluding stakeholders, and not placing equal emphasis on internal and external messages	The conceptual model consciously takes a broader stakeholder approach to include, by definition, all stakeholders, including internal stakeholders and customers

Based on Table 8.4, it is contended that the criticism of existing models received attention in the development of the conceptual model for strategic integrated communication implementation in the South African business landscape. In the following section, it is illustrated how the proposed conceptual model addresses the barriers in integrated communication implementation identified in Chapter 5.

## 8.10 ADDRESSING BARRIERS IN THE IMPLEMENTATION OF INTEGRATED COMMUNICATION

In Chapter 5 it was evident that the implementation of integrated communication revolved around various barriers in the implementation of the concept. The most prominent barriers and how they are addressed through the conceptual model are summarised in Table 8.5.

**Table 8.5 Barriers in implementation addressed**

BARRIERS	ADDRESSED IN CONCEPTUAL MODEL
Low standing of marketing communication	Although an existing low status of marketing communication will be difficult to alter, it is proposed that by including the renaissance communicator, the standing of marketing communication should improve. This is because the renaissance communicator needs to be involved in the strategic planning of the organisation to understand the strategic intent of the organisation.
Barriers in the different communication specialisation fields	By including the renaissance communicator, it is argued that such an incumbent should ensure that hindrances among different communication specialisation fields are permeated.
Financial versus customer emphasis	The conceptual model is based on building relationships with stakeholders in order to improve the financial wealth of the organisation, by making sure that relationship building with stakeholders is in line with the strategic intent of the organisation.
Culture of the organisation	Addressing the culture of the organisation is not a distinct part of the conceptual model. However, it could be argued that organisations have to be learning organisations in today's market to succeed, which is a key principle of the conceptual model, which might address the culture of the organisation consequentially.
Technological barriers	Although technological barriers <i>per se</i> are not addressed, it is argued that, including a two-way relationship-building approach necessitates technology in order to encourage interactions.
Manager's perception of integrated communication	Through cross-functional planning in the conceptual model, the roles of various employees in integrated communication implementation should be clear.
Resistance to change	This barrier is related to corporate culture, and the conceptual model does not conclusively address it.
Politics and power	Again, the conceptual model does not conclusively address this barrier. However, by including the

	renaissance communicator, it should contribute to the improvement of politics and power in the organisation.
Compensational barriers	This barrier is not conclusively addressed through the implementation model, but through the inclusion of the renaissance communication, it should improve the standing of communication in the organisation, which could result in addressing compensational barriers.
Marketing trends as barriers	By including learning organisational principles, the organisation should be able to reposition itself according to environmental (i.e. marketing) trends.
Organisations think they are already integrated	This barrier is not conclusively addressed through the implementation model.
Short-term planning	This barrier is definitely addressed by including strategic intent in the conceptual model, which drives strategic integrated communication.
Lack of core capability in communication	In the conceptual model it is imperative for the renaissance communicator to have knowledge and comprehension of core competencies.

Although not all the barriers to integration as discussed in Chapter 5 were mentioned in Table 8.5 through the conceptual model of strategic integrated communication implementation, it should be taken into consideration that integration is not a quick-fix solution to organisational communication problems. It is a continuous, conscious alignment of efforts in the organisation to ensure relationship building with stakeholders, which will inherently include obstacles in the implementation of the concept.

## 8.11 CONCLUSION

This chapter focused on the conceptual model of integrated communication in South Africa. This model is based on two key principles, namely that the strategic meaning of the organisation directs strategic integrated communication and that learning organisational philosophies constantly reposition the organisation. In addition, the model offers that three areas of integration are necessary. Firstly, organisational integration, which is centred around two levels: a) CEO/top management integration and b) the renaissance communicator. Secondly, stakeholder integration is regarded as the next area of integration,

which is additionally divided into two levels, namely interactivity integration and brand contact point integration. The third area of integration of the conceptual model of strategic integrated communication implementation in the South African business marketplace is environmental integration.

Chapter 9 will conclude this research study by providing a summary of the three phases. Additionally, conclusive remarks regarding the conceptual model for strategic integrated communication implementation in the South African market will be provided. The limitations and reliability of this study will be provided and directions for future research will be offered.