



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

**Investigating social media conversations: towards  
designing an online reputation management framework for  
NPOs**

by

JJ van den Heever

14381207

Submitted in fulfilment of the requirements for the degree  
PhD in Communication Management

in the  
FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

at the

UNIVERSITY OF PRETORIA

Supervisor:

Prof. R. Rensburg

Date of submission:

March 2018

## ACKNOWLEDGMENTS

- I thank God, my Saviour, for courage, patience and perseverance during times when it all seemed impossible.
- Prof. Ronel Rensburg, my supervisor. Thank you for the guidance and support. You are really a remarkable academic.
- My wife, Elzabé and my three young children, Juhné, Ernst and Anri. I have not been there all the time, but I know you understand.
- My Van den Heever and Hattingh families. Thank you for your understanding and support.
- My colleagues in the Solidarity Movement. Thank you for being there and supporting me during this adventure.
- Salome Coertze for the language editing of the thesis. You are a pillar.

## **ABSTRACT**

### **INVESTIGATING SOCIAL MEDIA CONVERSATIONS: TOWARDS DESIGNING AN ONLINE REPUTATION MANAGEMENT FRAMEWORK FOR NPOs**

The primary purpose of this study is to investigate whether a proposed online reputation management framework can be implemented for an NPO to determine whether content and conversations on social media have an influence on stakeholder engagement and whether such reputation can be managed. The study also assesses whether an NPO can afford greater control of the social web by tracking critical comments and negative publicity and by using it to manage the reputation of the organisation. The latter was achieved by exploring the Facebook page of a well-known South African trade union, Solidarity, to determine what the impact of online conversations on the reputation of the trade union is, regardless of the content.

A case study was used in this research. This study departs from the phenomenology/interpretivist tradition and is aimed to study the interactions or behaviour of human beings and organisations in the social media world and what impact these have on the reputation of the organisation. During this case study, content analysis of texts and interviewing were used as methods for collecting data during the testing of the social media reputation framework.

This research might assist NPOs in reputation management by implementing the online reputation management framework as a tool to manage and control their online content and conversations for the sake of reputation.

## TABLE OF CONTENTS

<b>ACKNOWLEDGMENTS</b> .....	<b>i</b>
<b>ABSTRACT</b> .....	<b>ii</b>
<b>TABLE OF CONTENTS</b> .....	<b>iii</b>
<b>LIST OF FIGURES</b> .....	<b>xiv</b>
<b>LIST OF TABLES</b> .....	<b>xvi</b>
<b>1. CHAPTER 1: INTRODUCTION TO THE STUDY</b> .....	<b>1</b>
1.1 <b>BACKGROUND</b> .....	<b>1</b>
1.2 <b>PROBLEM STATEMENT</b> .....	<b>2</b>
1.3 <b>PURPOSE STATEMENT</b> .....	<b>2</b>
1.4 <b>PRACTICAL VALUE AND CONTRIBUTION OF THE STUDY</b> .....	<b>3</b>
1.5 <b>RESEARCH OBJECTIVES</b> .....	<b>3</b>
1.6 <b>PROPOSITIONS</b> .....	<b>4</b>
1.7 <b>DELIMITATIONS</b> .....	<b>5</b>
1.8 <b>DEFINITION OF KEY TERMS</b> .....	<b>5</b>
1.9 <b>RESEARCH PARADIGM</b> .....	<b>7</b>
1.9.1 The Three Worlds Framework.....	7
1.9.1.1 World 1: The world of everyday life and lay knowledge .....	7
1.9.1.2 World 2: The world of science and scientific research .....	8
1.9.1.3 World 3: The world of meta-science.....	8
<b>1.10 QUALITATIVE RESEARCH DESIGN</b> .....	<b>8</b>
<b>1.11 DATA ANALYSIS</b> .....	<b>8</b>
1.11.1 Units of analysis .....	8
1.11.2 Methods .....	9
1.11.2.1 Qualitative analysis .....	9
1.11.2.2 Individual interviews .....	10
<b>1.12 QUALITATIVE SAMPLING</b> .....	<b>10</b>
1.12.1 Simple random sampling for content analysis on Facebook .....	10
1.12.2 Available subjects for interviews .....	10
<b>1.13 DATA COLLECTION</b> .....	<b>10</b>
<b>1.14 RESEARCH ETHICS</b> .....	<b>11</b>
<b>1.15 THESIS OUTLINE</b> .....	<b>12</b>

<b>2.</b>	<b>CHAPTER 2: SOLIDARITY – AN NPO’S REPUTATION MANAGEMENT .....</b>	<b>14</b>
<b>2.1</b>	<b>INTRODUCTION.....</b>	<b>14</b>
<b>2.2</b>	<b>NON-PROFIT ORGANISATIONS DEFINED .....</b>	<b>14</b>
<b>2.3</b>	<b>NPOs IN SOUTH AFRICA.....</b>	<b>15</b>
2.3.1	Structures and governance for NPOs in South Africa .....	16
2.3.1.1	The Policy Governance Model .....	17
2.3.1.2	The Constituent/Representative Board Model.....	19
2.3.1.3	The Entrepreneurial Board Model .....	20
2.3.1.4	The Emergent Cellular (Networking) Model .....	21
2.3.2	Legislation, regulation and policy of NPOs in South Africa .....	23
<b>2.4</b>	<b>OVERVIEW OF SOLIDARITY AS NPO.....</b>	<b>24</b>
2.4.1	Background and history of Solidarity .....	24
2.4.1.1	The militant beginnings (1902 -1929).....	24
2.4.1.2	The struggle to control the MWU (1929-1948) .....	25
2.4.1.3	“The current government will take care of the workers.” The MWU in symbiosis with the National Government (1948–1963).....	25
2.4.1.4	Internal struggles, rehabilitation and the “attack on the colour line,” 1963- 1977 .....	26
2.4.1.5	“The National Government is no longer the same as the National Party in 1948.” The Wiehahn-report and its consequences, 1977-1987.....	26
2.4.1.6	From MWU to Solidarity. The reform of a trade union, 1987–2002 .....	27
2.4.2	Solidarity today.....	27
<b>2.5</b>	<b>SOLIDARITY’S REPUTATION – WHAT MAKES THIS NPO UNIQUE? .....</b>	<b>28</b>
2.5.1	Christian foundation .....	29
2.5.2	Collective bargaining .....	29
2.5.3	Committed to South Africa and the Constitution.....	29
2.5.4	Independent of party politics .....	29
2.5.5	Protection of minorities and democracy .....	29
2.5.6	Affirmative Action .....	30
2.5.7	Afrikaans .....	30
2.5.8	Free Market Economy – responsible labour relations .....	30
2.5.9	Self-help and sustainable development .....	30

2.6	<b>SOCIAL MEDIA AS PUBLIC RELATIONS INSTRUMENT IN SOLIDARITY .....</b>	<b>31</b>
2.7	<b>CONCLUDING REMARKS.....</b>	<b>31</b>
3.	<b>CHAPTER 3: REPUTATION AS THE “CINDERELLA ASSET” .....</b>	<b>33</b>
3.1	<b>INTRODUCTION: REPUTATION .....</b>	<b>33</b>
3.2	<b>A CONTEXTUAL DEFINITION OF REPUTATION.....</b>	<b>34</b>
3.3	<b>THE <i>AC4ID</i> REPUTATION FRAMEWORK.....</b>	<b>36</b>
3.3.1	Reputation as feedback or noise.....	37
3.4	<b>COMMUNICATION AND CORPORATE REPUTATION .....</b>	<b>38</b>
3.4.1	Stakeholder opinions, corporate communications and public relations in reputation management .....	39
3.4.1.1	Corporate reputation and stakeholder opinion .....	39
3.4.1.2	Corporate reputation and corporate communication .....	40
3.4.1.3	Corporate reputation and public relations .....	41
3.5	<b>ARENA MODEL OF CORPORATE REPUTATION .....</b>	<b>42</b>
3.6	<b>THEORETICAL PERSPECTIVES ON REPUTATION.....</b>	<b>45</b>
3.6.1	Agenda-setting and agenda-building theory.....	45
3.7	<b>CONCLUDING REMARKS.....</b>	<b>47</b>
4.	<b>CHAPTER 4: ONLINE REPUTATION MANAGEMENT.....</b>	<b>49</b>
4.1	<b>INTRODUCTION.....</b>	<b>49</b>
4.2	<b>ONLINE REPUTATION AND REPUTATION MANAGEMENT: A DEFINITION.....</b>	<b>49</b>
4.2.1	Online reputation.....	49
4.2.2	Reputation management.....	50
4.2.3	Online reputation management .....	50
4.3	<b>REPUTATION MANAGEMENT AND MEASUREMENT .....</b>	<b>51</b>
4.3.1	Monitoring and listening to stakeholders – perceptions, loyalty and relationships .....	52
4.3.2	Promoting the organisation brand through online actions .....	56
4.3.3	Reputation risk management in the reputation management model .....	60
4.4	<b>REPUTATION MEASUREMENT .....</b>	<b>63</b>
4.5	<b>A PROPOSED ONLINE REPUTATION MANAGEMENT FRAMEWORK .....</b>	<b>65</b>
4.6	<b>CONCLUDING REMARKS.....</b>	<b>67</b>

<b>5.</b>	<b>CHAPTER 5: STAKEHOLDER ENGAGEMENT AND ONLINE REPUTATION.....</b>	<b>69</b>
<b>5.1</b>	<b>INTRODUCTION.....</b>	<b>69</b>
<b>5.2</b>	<b>A CONTEXTUAL DEFINITION.....</b>	<b>70</b>
<b>5.3</b>	<b>FREEMAN'S STAKEHOLDER THEORY.....</b>	<b>71</b>
5.3.1	Stakeholder salience.....	73
5.3.2	Stakeholder actions and responses.....	73
5.3.3	Organisation's actions and responses.....	74
5.3.4	Capability and performance.....	74
<b>5.4</b>	<b>STAKEHOLDER CLASSIFICATION AND STAKEHOLDER RELATIONSHIPS.....</b>	<b>75</b>
<b>5.5</b>	<b>CORPORATE COMMUNICATION AND STAKEHOLDER ENGAGEMENT.....</b>	<b>77</b>
5.5.1	Public relations.....	78
5.5.2	Dialogue and relationships.....	79
5.5.3	Persuasion.....	81
<b>5.6</b>	<b>STAKEHOLDERS AS PARTNERS IN THE DEVELOPMENT OF CORPORATE REPUTATION.....</b>	<b>82</b>
<b>5.7</b>	<b>GRANAROLO'S MODEL OF REPUTATION DEVELOPMENT.....</b>	<b>84</b>
<b>5.8</b>	<b>REPUTATIONAL RISK OF ONLINE STAKEHOLDER ENGAGEMENT.....</b>	<b>85</b>
5.8.1	Grunig and Hunt's stakeholder model (1984).....	86
<b>5.9</b>	<b>CONCLUDING REMARKS.....</b>	<b>87</b>
<b>6.</b>	<b>CHAPTER 6: SOCIAL MEDIA IN ONLINE REPUTATION MANAGEMENT.....</b>	<b>89</b>
<b>6.1</b>	<b>INTRODUCTION.....</b>	<b>89</b>
<b>6.2</b>	<b>SOCIAL MEDIA: A CONTEXTUAL DEFINITION.....</b>	<b>90</b>
<b>6.3</b>	<b>HISTORY OF FACEBOOK.....</b>	<b>91</b>
<b>6.4</b>	<b>IINTRINSIC AND EXTRINSIC MOTIVATIONS FOR THE USE OF FACEBOOK.....</b>	<b>92</b>
<b>6.5</b>	<b>SOCIAL MEDIA AND PUBLIC RELATIONS.....</b>	<b>93</b>
6.5.1	The value of word-of-mouth to public relations.....	93
<b>6.6</b>	<b>SOCIAL MEDIA CONTENT AND CONVERSATIONS IN CORPORATE COMMUNICATION AND STAKEHOLDER ENGAGEMENT.....</b>	<b>94</b>
6.6.1	Social media content.....	95
6.6.2	Social media conversations.....	98

<b>6.7</b>	<b>SOCIAL MEDIA AND ITS INFLUENCE ON REPUTATION MANAGEMENT .....</b>	<b>104</b>
6.7.1	Stakeholder trust .....	105
6.7.2	Stakeholder trust: Disclosure and transparency .....	107
6.7.3	Stakeholder engagement .....	108
<b>6.8</b>	<b>SOCIAL MEDIA IN CRISIS COMMUNICATION .....</b>	<b>110</b>
<b>6.9</b>	<b>CONCLUDING REMARKS.....</b>	<b>114</b>
<b>7.</b>	<b>CHAPTER 7: ONLINE REPUTATION MANAGEMENT FRAMEWORK .....</b>	<b>115</b>
<b>7.1</b>	<b>INTRODUCTION.....</b>	<b>115</b>
<b>7.2</b>	<b>ONLINE REPUTATION MANAGEMENT FRAMEWORK DEFINED..</b>	<b>115</b>
<b>7.3</b>	<b>BACKGROUND FROM MASTER’S DEGREE.....</b>	<b>116</b>
<b>7.4</b>	<b>HOW THE PIECES OF THE FRAMEWORK FIT TOGETHER.....</b>	<b>118</b>
7.4.1	The organisation .....	118
7.4.2	Social media content .....	119
7.4.3	Corporate communication .....	119
7.4.4	Online stakeholders .....	120
7.4.5	Social media conversations and feedback .....	121
7.4.6	Reputation measurement .....	122
<b>7.5</b>	<b>CONCLUDING REMARKS.....</b>	<b>123</b>
<b>8.</b>	<b>CHAPTER 8: RESEARCH METHODOLOGY .....</b>	<b>124</b>
<b>8.1</b>	<b>INTRODUCTION.....</b>	<b>124</b>
<b>8.2</b>	<b>THE THREE WORLDS FRAMEWORK.....</b>	<b>124</b>
8.2.1	World 1: The world of everyday life and lay knowledge .....	124
8.2.2	World 2: The world of science and scientific research .....	125
8.2.3	World 3: The world of meta-science .....	125
<b>8.3</b>	<b>RESEARCH PARADIGM.....</b>	<b>126</b>
<b>8.4</b>	<b>QUALITATIVE RESEARCH DESIGN .....</b>	<b>127</b>
<b>8.5</b>	<b>DATA ANALYSIS .....</b>	<b>129</b>
8.5.1	Units of analysis .....	129
8.5.2	Methods .....	130
8.5.2.1	Qualitative analysis of content and conversations.....	130
8.5.2.2	Personal interviews .....	132

<b>8.6</b>	<b>QUALITATIVE SAMPLING .....</b>	<b>133</b>
8.6.1	Simple random sampling of online stakeholders .....	133
8.6.2	Available subjects for interviews .....	134
<b>8.7</b>	<b>BRIEF RESTATEMENT OF PROBLEM AND PURPOSE OF THE STUDY .....</b>	<b>135</b>
<b>8.8</b>	<b>RESEARCH OBJECTIVES .....</b>	<b>136</b>
<b>8.9</b>	<b>DATA COLLECTION .....</b>	<b>136</b>
8.9.1	The website.....	139
8.9.2	The Newspaper advertisement .....	139
8.9.3	The facebook cover.....	140
8.9.4	#OnsBou /#Letsbuild campaign .....	140
8.9.5	To build a trade union .....	141
8.9.5.1	Article 1: If you doubt the future – build it. ....	141
8.9.5.2	Article 2 and video: This is how your membership fees build a future. ....	142
8.9.5.3	Article 3: Solidarity takes the lead in trade unionism .....	143
8.9.5.4	Article 4: Where has Solidarity recently been involved?.....	143
8.9.6	To build a private university.....	144
8.9.6.1	Article 5: This is how you can help to get Afrikaans universities to rise again. ....	144
8.9.6.2	Article 6: New BCom degree places Akademia in class of its own.....	144
8.9.6.3	Article 7: Akademia: foundation for the African Harvard.....	145
8.9.6.4	Article 8: Akademia gives out bursaries to the value of R1.25 million in 2016 .....	145
8.9.7	To build a private technical college .....	146
8.9.7.1	Article 9: Sol-Tech boasts a new brand.....	146
8.9.7.2	Article 10: 95% of Sol-Tech craftsmen gets a job - research.....	147
8.9.8	Article 11: Two deaf students from Sol-Tech create hope.....	148
8.9.8.1	Article 12: What is the future for Afrikaans as language in 2016? .....	148
8.9.9	To build own cultural institutions .....	149
8.9.9.1	Article 13: FAK gives life to history.....	149
8.9.9.2	Article 14: Afrikaans crosses international borders with FAK schools expo .....	149
8.9.9.3	Article 15: Afrikaans in barrage, FAK creates hope.....	150
8.9.10	To build own media institutions .....	152

8.9.10.1	Article 16: More than a million read Maroela Media .....	152
8.9.10.2	Article 17: Eight things you did not know about Maroela Media .....	153
8.9.10.3	Article 18: Show that your heart beats Afrikaans with Maroela Media's e-shop. ....	153
8.9.11	Building a strong legal fund .....	154
8.9.11.1	Article 19: Solidarity makes legal action against state pension fund known.....	154
8.9.11.2	Article 20: Speech by Dr. Dirk Hermann on the Renate Barnard case	154
8.9.11.3	Article 21: Solidarity wants to build a legal fund for 34 legal cases .....	155
8.9.11.4	Article 22: Building – and legal fund's importance for Solidarity's plans for 2020.....	155
8.9.12	Building a strong building fund .....	156
8.9.12.1	Article 23: Your contribution speeds up hope creating plan .....	157
8.9.12.2	Article 24: What does the building fund do? .....	157
8.9.12.3	Article 25: Letter to young Afrikaans people, the future is Afrikaans! ..	158
8.9.12.4	Article 26: Channel Afrikaans capital.....	158
8.9.13	Building a study fund .....	159
8.9.13.1	Article 27: Apply at the study fund centre for study assistance .....	159
8.9.13.2	Article 28: More than 4000 dreams come true through Helping Hand student loans.....	159
8.9.13.3	Article 29: The future of our children in 15 points .....	160
8.9.14	Building strong institutions in the bigger Solidarity Movement .....	160
8.9.14.1	Article 30: A “small past” on this continent? .....	161
8.9.14.2	Article 31: The Afrikaner's choices under the spotlight in new book....	161
8.9.14.3	Article 32: The Solidarity movement - A powerful, modern-day helping movement .....	162
8.9.14.4	Article 33: AfriForum gives people courage and hope for the future ...	162
8.9.15	The NPO, Solidarity .....	163
8.9.16	Content planning .....	163
8.9.17	Content and reputation.....	164
8.9.18	Communication content .....	166
8.9.19	Engagement and reputation .....	167
8.9.20	Conversation and reputation (response and feedback).....	168

8.9.21	Interviews (semi structured open-ended questions) with the administrators.....	170
<b>8.10</b>	<b>DATA COLLECTION .....</b>	<b>171</b>
8.10.1	Data collection instruments .....	171
8.10.1.1	Sproutsocial .....	171
8.10.1.2	Hootsuite .....	172
8.10.1.3	Sumall .....	172
8.10.1.4	Ornico and Meltwater .....	172
8.10.1.5	Worditout.....	172
<b>9.</b>	<b>CHAPTER 9: FINDINGS.....</b>	<b>174</b>
<b>9.1</b>	<b>INTRODUCTION.....</b>	<b>174</b>
<b>9.2</b>	<b>RESEARCH OBJECTIVES .....</b>	<b>174</b>
<b>9.3</b>	<b>THE SOLIDARITY CAMPAIGN .....</b>	<b>175</b>
<b>9.4</b>	<b>CONTRASTING CAMPAIGNS #FEESMUSTFALL CAMPAIGN AND #LETSBUILD .....</b>	<b>177</b>
<b>9.5</b>	<b>THE ONLINE REPUTATION MANAGEMENT FRAMEWORK .....</b>	<b>178</b>
9.5.1	The organisation .....	179
9.5.2	Content planning for the campaign .....	180
9.5.2.1	Content on: “To build a trade union”.....	181
9.5.2.2	To build a private university.....	182
9.5.2.3	To build a private technical college .....	183
9.5.2.4	To build own cultural institutions .....	184
9.5.2.5	To build own media institutions .....	185
9.5.2.6	Building a strong legal fund .....	186
9.5.2.7	Building a strong building fund .....	187
9.5.2.8	Building a study fund .....	188
9.5.2.9	Building strong institutions in the bigger Solidarity Movement .....	189
<b>9.6</b>	<b>COMMUNICATION.....</b>	<b>190</b>
9.6.1	Findings.....	200
9.6.2	Stakeholders .....	201
9.6.2.1	To build a trade union .....	203
9.6.2.2	To build a university .....	205
9.6.2.3	To build a private technical college .....	207

9.6.2.4	To build own cultural institutions .....	209
9.6.2.5	To build own media institutions .....	211
9.6.2.6	Building a strong legal fund .....	213
9.6.2.7	Building a strong building fund .....	214
9.6.2.8	Building a study fund .....	216
9.6.2.9	Building strong institutions in the bigger Solidarity Movement .....	217
9.6.3	Feedback .....	218
9.6.3.1	To build a trade union .....	219
9.6.3.2	To build a private university .....	232
9.6.3.3	To build a private technical college .....	238
9.6.3.4	To build own cultural institutions .....	245
9.6.3.5	To build own media institutions .....	248
9.6.3.6	Building a strong legal fund .....	252
9.6.3.7	Building a strong building fund .....	255
9.6.3.8	Building a study fund .....	260
9.6.3.9	Building strong institutions in the bigger Solidarity Movement .....	262
9.6.4	Measurement .....	264
9.6.5	Monitoring, listening and engaging.....	265
9.6.6	Functioning of the online reputation management framework .....	267
<b>10.</b>	<b>CHAPTER TEN: CONCLUSIONS .....</b>	<b>268</b>
<b>10.1</b>	<b>INTRODUCTION.....</b>	<b>268</b>
<b>10.2</b>	<b>CONCLUSIONS: RESEARCH OBJECTIVE 1 .....</b>	<b>268</b>
10.2.1	General conclusions.....	268
10.2.2	Managerial implications and recommendations .....	270
<b>10.3</b>	<b>CONCLUSIONS: RESEARCH OBJECTIVE 2 .....</b>	<b>270</b>
10.3.1	General conclusions.....	271
10.3.2	Managerial implications and recommendations .....	271
<b>10.4</b>	<b>CONCLUSIONS: RESEARCH OBJECTIVE 3 .....</b>	<b>272</b>
10.4.1	General conclusions.....	272
10.4.2	Managerial implications.....	273
<b>10.5</b>	<b>CONCLUSIONS: RESEARCH OBJECTIVE 4 .....</b>	<b>274</b>
10.5.1	General conclusions.....	274
10.5.2	Managerial implications and recommendations .....	275

<b>10.6</b>	<b>CONCLUSIONS: RESEARCH OBJECTIVE 5 .....</b>	<b>275</b>
10.6.1	General conclusions.....	275
10.6.2	Managerial implications and recommendations .....	276
<b>10.7</b>	<b>SUMMARY AND CONCLUDING REMARKS.....</b>	<b>276</b>
<b>11.</b>	<b>REFERENCES.....</b>	<b>279</b>
<b>12.</b>	<b>ADDENDUMS.....</b>	<b>290</b>
<b>12.1</b>	<b>AFRIKAANS ARTICLES/OFFICIAL PRESS RELEASE.....</b>	<b>290</b>
<b>12.2</b>	<b>Boufonds .....</b>	<b>341</b>
<b>12.3</b>	<b>Regsfonds.....</b>	<b>342</b>
<b>12.4</b>	<b>Wat doen Solidariteit? .....</b>	<b>342</b>
<b>12.5</b>	<b>Dra by tot die Boufonds.....</b>	<b>343</b>
<b>12.6</b>	<b>Dra by tot die Regsfonds.....</b>	<b>343</b>
<b>12.7</b>	<b>Sol-Tech.....</b>	<b>343</b>
<b>12.8</b>	<b>Akademia .....</b>	<b>344</b>
<b>12.9</b>	<b>Boufonds .....</b>	<b>344</b>
<b>12.10</b>	<b>Bou aan 'n toekoms .....</b>	<b>344</b>
<b>12.11</b>	<b>Solidariteit se plan .....</b>	<b>345</b>
<b>12.12</b>	<b>Doen self.....</b>	<b>345</b>
<b>12.13</b>	<b>Vryheid deur Afrikaans!.....</b>	<b>347</b>
<b>12.14</b>	<b>7 toegangskartjies van Afrikaans .....</b>	<b>347</b>
<b>12.15</b>	<b>Afrikaanse onderwys en opleiding is jou toegangskartjie tot studies.....</b>	<b>348</b>
<b>12.16</b>	<b>Afrikaans is die enigste skans teen afrikanisering .....</b>	<b>348</b>
<b>12.17</b>	<b>Dis jou kartjie tot die beste opleiding.....</b>	<b>348</b>
<b>12.18</b>	<b>Afrikaans is jou kartjie tot hoë standaarde .....</b>	<b>348</b>
<b>12.19</b>	<b>Afrikaans is jou “tuisvoel”-kartjie.....</b>	<b>349</b>
<b>12.20</b>	<b>Dis 'n winskoop kartjie, want dit kos minder en jy leer meer!.....</b>	<b>349</b>
<b>12.21</b>	<b>Afrikaans is jou toekomskartjie .....</b>	<b>349</b>
<b>12.22</b>	<b>Waarmee help die Studiefondssentrum indien die studielening goedgekeur word? .....</b>	<b>351</b>
<b>12.23</b>	<b>Wie mag aansoek doen? .....</b>	<b>352</b>
<b>12.24</b>	<b>Gaan ek verseker 'n lening kry indien ek aansoek doen?.....</b>	<b>352</b>
<b>12.25</b>	<b>Wanneer doen ek aansoek? .....</b>	<b>352</b>
<b>12.26</b>	<b>Hoe doen ek aansoek? .....</b>	<b>352</b>
<b>12.27</b>	<b>Die volgende dokumente kan tipies gevra word om opgelaa te word .....</b>	<b>354</b>

12.28	Die vakbond Solidariteit .....	362
12.29	Die Solidariteit Boufonds .....	362
12.30	Die Solidariteit Regsfonds.....	362
12.31	Solidariteit Helpende Hand.....	362
12.32	Sol-Tech .....	363
12.33	Akademia .....	363
12.34	AfriForum.....	363
12.35	Kraal Uitgewers .....	364
12.36	FAK.....	364
12.37	Maroela Media .....	364
12.38	Die Solidariteit Navorsingsinstituut (SNI) .....	364
12.39	Zimbabwe-lesse .....	366
12.40	Nasionale invloed.....	366
12.41	Toekoms .....	367

## LIST OF FIGURES

Figure 3.1:	The New Corporate Communications Wheel: Balmer and Greyser. Adapted from David Bernstein (1984) .....	41
Figure 3.2:	The arena model of organisational reputation (Aula & Mantere, 2008) .....	43
Figure 3.3:	First and second level agenda-setting effects (McCombs, Shaw & Weaver, 1997) .....	46
Figure 3.4:	Two levels of agenda setting and three hypothesised effects (McCombs, Shaw & Weaver, 1997) .....	47
Figure 4.1:	Stakeholder reputation mix (Resnick, 2004) .....	52
Figure 4.2:	(Reputation Institute, 2014) (Heil, 2010) .....	54
Figure 4.3:	Balmer's (1999) model of the corporate identity-corporate communication process .....	57
Figure 4.4:	Lambert's Iceberg (Alessandri, 2001) .....	58
Figure 4.5:	The relationship between character, brand and reputation (Brown, 2010) ..	59
Figure 4.6:	The reputation risk cycle curve (Larkin, 2008) .....	63
Figure 4.7:	Online reputation measurement process (Aula, 2011) .....	64
Figure 4.8:	The online reputation management framework (Van den Heever, 2016) ...	66
Figure 5.1:	Stakeholder model of the corporation (Grochim, 2008) .....	72
Figure 5.2:	Reputation drivers as starting-points of stakeholder engagement (Romenti, 2010) with social media added working towards the online reputation management framework .....	85
Figure 5.3:	Stakeholder Model (Grunig and Hunt, 1984) .....	86
Figure 6.1:	Triple Cs in integrated definition of content .....	96
Figure 6.2:	Conversational practices (Bolton, 1998) .....	100
Figure 6.3:	Distinguishing the past, present and future of conversations Bolton (1998) .....	102
Figure 6.4:	Four online dialogue strategies (Romenti & Murtarelli, 2014) .....	103
Figure 6.5:	Reputation management cycles (Papworth, 2008) .....	105
Figure 6.6:	The crisis communication strategic planning (Romenti et al., 2014) .....	114
Figure 7.1:	The online reputation management framework (van den Heever, 2014) .	118
Figure 7.2:	The organisation .....	119
Figure 7.3:	Content planning .....	119
Figure 7.4:	Communication .....	120
Figure 7.5:	Stakeholders .....	121
Figure 7.6:	Online reputation management framework .....	122
Figure 7.7:	Reputation measurement .....	123

Figure 8.1:	The relationship between meta-science, science and everyday life knowledge (Mouton, 2013).....	126
Figure 8.2:	Online reputation management framework (van den Heever, 2015).....	137
Figure 9.1:	Online reputation management framework.....	175

## LIST OF TABLES

Table 1.1:	Abbreviations used in this thesis .....	7
Table 4.1:	Online reputation management –monitoring-measuring matrix (Jones, Temperley & Lima, 2015).....	55
Table 4.2:	Definitions of key terms (Argenti, 2004) .....	56
Table 5.1:	Typology of stakeholder salience model (Mitchell et al., 1997).....	77
Table 6.1:	Strategies that organisations can employ.....	113
Table 8.1:	Demographic information on Facebook respondents .....	135
Table 8.2:	Demographic information on the five interviewees .....	135
Table 8.3:	Weekly content .....	138
Table 8.4:	Content .....	164
Table 8.5:	Communication of content .....	166
Table 8.6:	Conversations .....	167
Table 8.7:	Conversations and reputation .....	169

# **1. CHAPTER 1: INTRODUCTION TO THE STUDY**

## **1.1 BACKGROUND**

Stakeholders and organisations are constantly interacting within and between local communities and communities worldwide. People, groups and organisations compete for the attention of their target audiences. In information-overloaded environments, attention has become a commodity in deficit. All role players make decisions, execute actions and produce communication content, which are sought after, processed or ignored on digital platforms (Carroll, 2013).

According to van Riel and Fombrun (2007), all communication, however, influence to some extent the perceptions of stakeholders about the organisation and its activities, and therefore affect the organisation's identity, image, brand and reputation.

Online reputation monitoring is increasingly regarded as an essential management practice for marketers and public relations officers (Jones, Temperley & Lima, 2009). The new rules for engagement on the social web are explored in relation to how they contribute to, damage or improve corporate reputation and brand image.

Corporate reputation arises from the perceptions of the stakeholders whether they like, admire or trust the organisation, or whether they do not. These perceptions are based on their experiences, corporate messages and conversations taking place on platforms like social media.

How an organisation is perceived and the image the audiences has, is not only shaped by the organisation's communication efforts, it is rather a product of conversations taking place online (Jones et al., 2009). It is evidently important to manage these social media platforms in order to manage the corporate reputation. Stakeholders engaging online can damage or build the reputation of the organisation and through the engagement, they can help to recruit new stakeholders or chase them away.

The aim of this study is to develop and test an online reputation management framework, which will evaluate social media conversations for online stakeholder engagement and reputation management of a non-profit organisation (NPO).

## **1.2 PROBLEM STATEMENT**

The contribution of this study lies in the impact communication, particularly social media conversations and content, have on stakeholder engagement. It is also essential to determine whether the social media activities and stakeholder engagement improved or damaged the online reputation of the organisation. If this reputation has improved, it will then attract more stakeholders to join the conversations. A previously developed online reputation management framework, as described in section 4.5, “A proposed online reputation management framework” and chapter 7 “Online reputation management framework”, was tested during the research.

Research indicates how social media content and conversations can be used efficiently in organisations (Chou, 2009; Hawn, 2009; Kaplan, 2010; Safko, 2010; Shirky, 2011), but little is known about the influence it has on keeping stakeholders engaged.

In-depth research has been done on corporate reputation and reputation management (Bartlett, 2013; Benoit, 2013; Bromley, 1993; Brønn, 2013; Doorley & Garcia, 2015; Fombrun et al., 2004; Grunig, 2009). There is not much research done about how online stakeholder engagement via social media affects the corporate reputation.

There are existing gaps between the effects social media content and conversations have on the reputation of an organisation. Other shortcomings include social media as a communication platform and a tool to create a better reputation, and the impact stakeholder conversations have on reputation.

## **1.3 PURPOSE STATEMENT**

The primary purpose of this study is to determine whether a proposed online reputation management framework can be implemented for an NPO to determine

whether content and conversations on social media have an influence on stakeholder engagement.

#### **1.4 PRACTICAL VALUE AND CONTRIBUTION OF THE STUDY**

This study contributes practically to NPOs.

This study indicates that online reputation can be managed by controlling the organisation's social media platforms and by engaging and monitoring the stakeholders.

Content and stakeholder conversations on social media can improve or jeopardise the organisation's reputation. This study determines the impact of stakeholder conversations on the establishment of an online reputation.

This study further proposes an online reputation framework by which management of any NPO can afford greater control of the social web by tracking critical comments and negative publicity and using it to manage the reputation of the organisation.

There are also theoretical and methodological contributions.

This study will be based on data collected through content analysis of texts and online conversations. Conversations can be monitored and analysed to determine sentiment.

This study will advance conceptualisation of online conversations and reputation. The study will draw on and contribute to scholarly works of literature that examine stakeholder engagement on social media and the effects on reputation.

#### **1.5 RESEARCH OBJECTIVES**

The overarching objective of this study is to implement an online reputation management framework to determine whether and to what extent social media content and conversations contribute to online stakeholder engagement and its effect, whether positive or negative, on online reputation management.

This study also has included the following objectives:

- Determine whether online content influences online reputation and media and contributes to the organisation's brand and identity.
- Determine whether online content influences stakeholder engagement.
- Ascertain if online conversations influence continuing stakeholder engagement and online reputation.
- Determine whether monitoring of, listening to and engaging with stakeholders helped to address and suppress risks in reputation management.
- Determine whether the online reputation management framework functions in corporate communication.

## **1.6 PROPOSITIONS**

- The organisation communicates with stakeholders daily through social media platforms like Facebook. It does this to keep the stakeholders informed of the organisation's core business. The organisation allocates specific times to share different content on their platforms.
- Facebook is currently the most appropriate platform to share content because it allows stakeholders to take part in conversations and engage with the organisation and other stakeholders. Twitter is a suitable platform for quick information and debate.
- Different kinds of content attract different stakeholders, whether the content is economic, political, organisational or humoristic.
- The stakeholder's expectations of the organisation are to communicate correct, clear and complete content that is efficient, fulfilling, compelling and convenient.
- By managing the organisation's social media platforms, it implies that the online reputation is also managed.
- The organisation manages online reputation through social media conversations and by engaging stakeholders through content.
- Stakeholders form online perceptions of the organisation that determine the latter's engagement and reputation.
- Organisations need to control negative and positive feedback on social media platforms to manage their reputation.
- Online messages influence stakeholder engagement.

- Stakeholder conversations recruit new stakeholders to become part of the stakeholder community of the organisation.
- Negative conversations between different stakeholders scare potential stakeholders away.
- Crisis communication management should include engagement on social media and ought to commence after the first negative conversations started or as soon as the crisis occurs. Thought leaders should assist in dealing with this and must not leave it to administrators alone.
- The online reputation framework might assist NPOs to manage their content and conversations on social media in order to engage stakeholders and to manage their online reputation.

## **1.7 DELIMITATIONS**

- Only one NPO, Solidarity, and the way it manages its online reputation, has been included in this research.
- Two issues that influence online reputation, namely content and conversations have been identified in this research.
- Only one social media platform, Facebook, was used to gather data regarding the interaction between the organisation and its stakeholders.
- With interpretivism as its research paradigm, and content analysis as the primary method of inquiry, the research was restricted to the collection and analysis of only qualitative data.

## **1.8 DEFINITION OF KEY TERMS**

The following key terms and abbreviations (in the context of this thesis) are used in the research:

- Non-profit organisations (NPOs) are organisations which use surplus revenues to achieve their goals rather than distributing them as profit or dividends (James, 1986).
- Reputation is contextually defined as a valuable, intangible asset that an organisation can earn, but cannot impose. Organisations can create and communicate specific images of themselves to their internal and external stakeholders. Reputation is basically what the organisation says about itself,

what the media says about it, the organisation's actions and what the people say about the organisation on social media platforms ( Brønn, 2017; Schultz, 2010; Coenen, 2010; van Riel & Fombrun, 2007; Larkin, 2004 and Doorley & Garcia, 2009).

- Reputation management entails that an organisation's actions are tracked, as well as its stakeholders and competitors' opinions monitored and reported (Fombrun & van Riel, 2004; Aula & Matere, 2005).
- Online reputation management is defined as the publicly kept social evaluation of an entity based on the entity's previous behaviour, what was posted by the entity and what third parties share about the entity on the social media platforms. Online reputation management also includes monitoring, addressing or rectifying undesirable or negative mentions on the social media platforms (Portmann, 2014).
- Stakeholders are any group or individual who can affect, or is affected by, the achievement of an organisation's purpose (Adams, 2006).
- Stakeholder engagement is the process used by an organisation to engage relevant stakeholders for a purpose to achieve accepted outcomes (Deloitte, 2013).
- Social media is regarded as an online tool that can be used by organisations and stakeholders to engage with one another and to build relationships. Through online dialogues, organisations can determine the reactions, opinions, views and general feeling of the stakeholders and the stakeholders can take note of the organisation's views (Drucker et al., 2013; Kietzmann et al., 2011; Ponte, 2015; Alberghini, 2014 and Cohen, 2012).
- Content is a purposeful, accessible, and understandable artefact, which creates value for an organisation. Individuals communicate with each other through speech, writing, and other intellectual productions, which can all be considered as types of content and an output of an intellectual process (Hanafizadeh & Yarmohammadi, 2015; Beasley, 2013 and Mutula, 2010).
- Conversations are a form of dialogue characterised by the exploration, examination, and reconsideration of individuals' reasoning, assumptions, and perspectives. When done appropriately, such conversations allow participants

to construct meaning, transform knowledge, and create collective wisdom on the challenges they face (Hartung & Wilson, 2016).

**Table 1.1: Abbreviations used in this thesis**

<b>Abbreviation</b>	<b>Meaning</b>
NPO	Non-profit organisation
ORMF	Online reputation management framework
WOM	Word-of-mouth
EWOM	Electronic word-of-mouth
SNS	Social network sites

## **1.9 RESEARCH PARADIGM**

This section outlines the qualitative research paradigm of this thesis, which includes the phenomenological approach and focuses on interpretivism as philosophy. The qualitative strategy and deductive case study will be unpacked later on in the thesis. Thereafter, the problem and purpose statements, as well as the six research objectives are reiterated. Following this section, the research’s sampling methods are listed alongside a discussion of the data collection and data analysis methods. Subsequently, a short overview is given regarding the quality and rigour of the research and lastly, ethics pertaining to the research are discussed.

### **1.9.1 The Three Worlds Framework**

Mouton (2013) shows that research problems are formulated to address “real-life” problems. When we talk about defining or conceptualising the research problem, we refer to the process by which a real-life problem was identified and translated into a research problem. The Three Worlds Framework of Mouton was developed to describe and clarify these aspects.

#### **1.9.1.1 World 1: The world of everyday life and lay knowledge**

In this study, the questions related to World 1 include:

- Why and how do stakeholders interact on social media?
- What do organisations do to get stakeholders engaged?

### **1.9.1.2 World 2: The world of science and scientific research**

In this study, questions related to World 2 include:

- What is meant by online reputation management?
- Why is online reputation management necessary?
- What are the consequences of online reputation management?

### **1.9.1.3 World 3: The world of meta-science**

In this study, the question related to World 3 include the following:

- If stakeholder engagement on an organisation's social media platform can lead to the damage or enhancement of the reputation of the organisation, can the online reputation management framework be applied to manage the reputation?

This study aims to discover the interactions of stakeholders on social media networks, to make sense of their conversations, and to determine whether their interactions have or had any influence on the reputation of the organisation; stakeholders are constantly communicating and trying to make sense of what they observe on these platforms that form part of their world.

## **1.10 QUALITATIVE RESEARCH DESIGN**

*Qualitative research* was used in this study. This study aims to investigate the interactions or behaviour of human beings and organisations in the social world and what impact these have on the reputation of an organisation. For this purpose, a case study approach was conducted.

Conversations on social media were studied during a four-month campaign. This study focuses on the research into social groups. During this case study, data was collected through qualitative analysis of Facebook posts and comments to investigate conversations of stakeholders on the organisation's content.

## **1.11 DATA ANALYSIS**

### **1.11.1 Units of analysis**

The units of analysis which were examined in this study, include:

- **Individuals**

The individuals in this study include the five social media administrators in the specific NPO, who are qualified with communication degrees. All of them are employed at the NPO and they all work in the same office. They completed a questionnaire to determine their role in the online reputation management process.

- **Groups**

The population on the NPO's Facebook forms the group. Although they are individuals in their own right, they form a group on the social media platform. Their comments and reactions were investigated and analysed through content analysis and conversation analysis.

- **Social artefacts**

These artifacts include the NPO's content on their web page that was investigated through content analysis. This investigation was done to determine whether the content contributed to the reputation of the organisation, and to determine how the Facebook followers reacted to the content.

- **Social actions**

The focus here falls more on the actions on social media as on the individuals. Patterned social activity in which individuals act in an unconscious collaboration with others. This was done through simple observations.

## **1.11.2 Methods**

### **1.11.2.1 Qualitative analysis**

For the purpose of this study, qualitative analysis of texts which include the conversations online and the articles posted, were conducted. The use of content analysis, especially in this study, was to identify the intentions, focus or communication trends of an individual, group or institution and to describe attitudinal and behavioural responses to communication.

In this study, the artefacts include written content on the website of the NPO and comments on Facebook to determine what the organisation says, what the people say and what effect these have on the reputation of the organisation. During a four-

month campaign, the content on Solidarity's Facebook and the conversations taking place on during the time of the campaign were analysed to determine what effect both these aspects, especially the conversations, had on the reputation of the organisation.

#### **1.11.2.2 Individual interviews**

The interviewees consisted of the social media administrators of the NPO, Solidarity. In a standardised, open-ended interview, the same open-ended questions were asked to all interviewees; this approach facilitated faster interviews that can be more easily analysed and compared.

### **1.12 QUALITATIVE SAMPLING**

#### **1.12.1 Simple random sampling for content analysis on Facebook**

In this study probability and non-probability sampling were used of the online content.

#### **1.12.2 Available subjects for interviews**

This method is justified because the five social media administrators have been individuals who were available for interviews, but might have been risky as the information could be generalised because they all work for the same NPO and not all media administrators experience reputation management the same.

### **1.13 DATA COLLECTION**

Content analysis and interviews were used as methods for collecting data during the testing of the social media reputation model. Content consisted of articles, blogs and online conversations.

Solidarity ran a four-month campaign, which was in contrast with the #feesmustfall, campaign (see chapter 9, section 9.4 "Contrasting campaigns #feesmustfall and #Letsbuild), i.e. a #letsbuild campaign. This campaign was in line with the organisation's agenda, which is the supporting foundation of all Solidarity's activities (see chapter 2). The main aspect that was kept in mind during this analysis is that reputation depends on three things, namely: what the organisation says about the organisation, what the media says about the organisation and what the people say

about the organisation. During this analysis, the following aspects were analysed and measured:

1. Content analysis of the articles published on the website to achieve a certain goal that was set for member recruitment during the campaign.
2. Analysis of what the media published during this campaign.
3. The reaction of the stakeholders, especially in the conversations.
4. The measurement of the whole process from content creation to online conversations to determine through analytics how it all contributed to the overall reputation of the organisation.

#### **1.14 RESEARCH ETHICS**

Four ethical guidelines, as explained by Taylor (2005), are considered in the research, namely: consent, harm, privacy and deception. Consent forms were obtained from the interviewees, which were the social media administrators. All the other documents appear in the public domain, i.e. on the internet and on social networking sites (SNSs), which can be accessed by anyone with an account or profile on the SNSs being investigated. When individuals or organisations publish information on websites or disseminate texts through SNSs, such as Facebook, they automatically forfeit some privacy rights. In addition, content published on Facebook allows any person to access the published content, as well as the person's name and profile picture. Given the above, the researcher did not seek individual consent from all the stakeholders who posted comments on Solidarity's Facebook account.

The second factor, harm, was also addressed. According to Taylor (2005), subjects participating in research should be assured that no harm will come to them because of the participation in the research. This is the case with interviewees, but since the individuals on the SNSs were not approached with individual consent, the researcher withholds their names in the thesis.

Lastly, as this research is based on ethical principles, no form of deception was employed to misrepresent findings.

## **1.15 THESIS OUTLINE**

### **Chapter 2: Solidarity – An NPO’s reputation management**

This chapter provides an overview of structures, governance, legislation, regulations and policies of NPOs in South Africa. This chapter will give an overview of Solidarity’s background and history, as well as this organisation’s reputation. It also touches on Solidarity’s social media and reputation strategies.

### **Chapter 3: Reputation as the “Cinderella asset.”**

This chapter provides a broad contextual definition of reputation and explains the various types of corporate reputation. A comprehensive view on corporate reputation and stakeholder’s opinions, corporate communications and public relations is given. Moreover, this chapter examines the Arena Model of corporate reputation. In addition, agenda-setting theory and agenda-building theory are explored.

### **Chapter 4: Online reputation management**

Chapter 4 contains more detail regarding online reputation management and focuses on Portmann’s reputation management model which includes monitoring and listening to stakeholders, promoting online actions and suppressing and addressing risks. The chapter concludes with online reputation measurement.

### **Chapter 5: Stakeholder engagement through online content and conversations**

This chapter tackles stakeholder engagement and management of stakeholder engagement. It also includes the stakeholder theory of Walther Freeman and focuses on the classification of stakeholder relationships. A focus on stakeholders in the development of corporate reputation entails persuasion, public relations, dialogue and relationships. Lastly, Granarolo’s model of reputation development and Grunig and Hunt’s stakeholder model will be discussed.

### **Chapter 6: Social media in online reputation**

This chapter describes social media as a tool for online reputation management and focuses on public relations and the value of e-word-of-mouth. Moreover, this chapter emphasises the importance of social media content and social media

conversations in corporate communication. Lastly, brand crises communication on social media is surveyed.

### **Chapter 7: The online reputation management framework**

This chapter focuses on the online reputation management framework and the implementation of this framework in this research.

### **Chapter 8: Research methodology**

The primary phenomenological research paradigm and qualitative research approach are discussed in this chapter. It contains a description of the strategy and broad research design. In addition, sampling methods, data collection, data analysis and the assessment of the quality of the research design, as well as research ethics are discussed.

### **Chapter 9: Findings**

Data collected during the research project are analysed and interpreted in this chapter. This chapter also presents a discussion of the findings obtained from the content analysis and interviews conducted.

### **Chapter 10: Conclusions**

In the final chapter of this thesis, conclusions are drawn from the findings and recommendations are made regarding online reputation management framework and the presentation of the actual framework. Suggestions for further research are also listed.

## **2. CHAPTER 2: SOLIDARITY – AN NPO’S REPUTATION MANAGEMENT**

### **2.1 INTRODUCTION**

NPOs are non-profit organisations independent of the state and international governmental organisations, are usually funded by donations and may rely on volunteers for their operation. Diverse, NPOs are engaged in a wide range of activities and take on different forms globally (Juckes, 2014).

NPOs play a significant role in society, typically picking up government’s deficits in services and social protection for citizens via the philanthropy of donors and the socially aware. They also play a critical part in trying to resolve the challenges prevalent in South African society, but they are facing a future with increasingly limited funding and support within a fragile economy (Juckes, 2014, Mail and Guardian, 2014).

At present, South Africa (SA) has an extensive and lively non-governmental sector which boasts roughly 100 000 registered NPOs and an estimated 50 000 unregistered NPOs (Coetzer, 2013). SA’s large non-profit sector is the product of a diverse society including a variety of ethnic groups and a history that has informed the way in which South African society operates, as well as the way in which the non-profit sector conducts its operations (Stuart, 2013). Stuart (2013) further states that the South African NPO sector is characterised by two types of organisations, namely service-driven organisations, and secondly, organisations which focus on human rights, advocacy and monitoring. The former fulfils the role of providing much needed social services to underprivileged communities, and the latter performs the role of a social ‘watchdog’.

### **2.2 NON-PROFIT ORGANISATIONS DEFINED**

An NPO, in this context, is defined as an organisation that uses surplus revenues to achieve its goals rather than distributing them as profit or dividends. While NPOs are permitted to generate surplus revenues, they must be retained by the organisation for its self-preservation, expansion or plans. They usually have a controlling board of members (James, 1986).

An NPO is defined by the South African Government, in terms of section 1 of the NPO Act (2011), as a trust, company or other association of persons established for a public purpose and of which its income and property are not distributable to its members or office bearers except as reasonable compensation for services rendered. Non-governmental organisations (NGOs) and community-based organisations (CBOs) are collectively known as non-profit organisations (NPOs). In some instances, NPOs are also referred to as Civil Society Organisations (CSO) (Department: Social Development Republic of South Africa, 2017).

According to the Harvard Business Review (1999), such organisations are entrusted with society's most important functions, i.e. educating our minds, uplifting our souls and protecting our health and safety. "When NPOs are good, they are very good but when they are bad, they are horrid" (Harvard Business Review, 1999). An example of a horrid NPO could easily be that of Amnesty International, an NPO, who claimed that it does not "accept any funds for human rights research from governments or political parties." It has, however, received governmental funding, including from the UK Department for International Development (DFID), the European Commission, the Netherlands, the United States, and Norway (NGO-Monitor, (2016).

According to Merilainen (2011), the role of NPOs is created by mobilising public support and bringing sensitive issues to public notice and political agendas. They often make the impossible possible, by doing what governments cannot or will not do. Communication is a very important part of any NPO.

### **2.3 NPOs IN SOUTH AFRICA**

The Non-profit Organisations Directorate was established in terms of the Non-profit Organisations Act 71 of 1997, to essentially administer the Register of Non-profit Organisations in South Africa (Department: Social Development Republic of South Africa, 2017).

The Register of Non-profit Organisations (NPOs) is a voluntary registration facility that enhances the credibility of the registered NPO as it reports to a public office. The NPO Directorate, as a public office, holds information about registered NPOs for public access. Information in the public domain increases the transparency and

accountability of the organisation beyond its immediate role. This accountability and transparency improve the governance of an organisation as it is also expected that a registered NPO must comply with the requirements of the NPO Act. The NPO registration status is also a funding requirement for most donor and funding agencies. The national NPO registration facility therefore brings NPOs into a public system that allows for information about the sector to be gathered and made publicly available which in many ways increases the confidence of the public in the nonprofit sector (Department: Social Development Republic of South Africa, 2017).

### **2.3.1 Structures and governance for NPOs in South Africa**

According to Wyngaardt en Hendriks (2010), NPOs operate in a different way from the way in which for-profit organisations do and many of the differences have governance implications. For example, For-profit organisations are formed with the principal aim of generating profits, while NPOs pursue some public benefit or promote social change. With limitations, the profits generated by profit-making organisations can be distributed among members, whereas any profits generated by NPOs must be used to advance the organisation's objectives.

NPOs have a duty to use their assets effectively in serving the cause for which they were established. The difference of responsibilities between donors and NPOs, for example, are generally clearly defined and the mechanisms for ensuring accountability strong. Similarly, governments create the legal and regulatory environment within which NPOs function, so they too have significant advantage to guarantee accountability. The key differences between NPOs and for-profit organisations hold basic, yet significant, implications for the way in which NPOs should be governed, namely: The success of a for-profit, at its very root, is measured according to the profit it generates and if the for-profit has generated a healthy profit during a particular year, that ordinarily spells success for the organisation.

It is fundamentally different for a non-profit organisation where, while the goal may be to generate income and possibly a surplus, there are no profits or dividends accruing to any shareholders, members of the board, or staff and the generation of surplus is very rarely a measure of success. The success of a non-profit can in most

cases only be measured through the impact an organisation has in terms of its objectives. The fiduciaries of the for-profit organisation are accountable to shareholders for the governance of the organisation. If they do not perform well, the shareholders can decide to remove them at the next AGM, through their vote. This is not the same for NPOs because NPOs are accountable to donors, beneficiaries and the public. As such, stakeholders who do not ordinarily have voting power within non-profits (Wynngaardt & Hendriks, 2010) cannot simply remove board members.

Wynngaardt and Hendriks (2010) focus attention on the different models of non-profit governance that have been developed over the years, and these are briefly discussed below. No single approach encapsulates the most appropriate model. In general, non-profit governance can be described as the sum of all efforts to ensure an organisation responsibly focuses on meeting its objectives. Governance is a process by which decisions are implemented. Both formal and informal stakeholders influence decision-making and therefore governance issues and matters of governance practice should not only be confined to the board of directors. The models of governance summarised below, highlight various common approaches to governance in NPOs. Given the diversity of the non-profit sector, no single approach can be recommended as ideal and applicable across the sector. The models outlined below are used both for organisational governance and for network governance.

### **2.3.1.1 The Policy Governance Model**

The Policy Governance Model proposes a separation of powers and functions between the board and the staff of NPOs. According to Wynngaardt and Hendriks (2010), Bradshaw et al. (2007) define this model as follows:

Strategies for management and governance based on this policy governance model look at the board's role as a trustee on behalf of its communities and the board's need to ensure responsiveness to these stakeholders through the articulation of a clear vision and set of values.

According to Bradshaw, Hayday and Armstrong (2007), this model focuses on the single organisation and clearly distinguishes between the leadership roles of board and chief executive officer (CEO). The board's role is one of stewardship on behalf

of its communities. To fulfil this role, the board focuses on the vision, mission, values and strategic priorities of the organisation, ensures responsiveness to community stakeholders, and empowers staff to carry out the mission within established limitations. The CEO provides operational leadership in managing the organisation to fulfil its mission.

The board monitors and evaluates the CEO's performance according to its policies. The board governs the organisation by articulating and documenting broad policies Bradshaw et al., (2007) identify the following positive features of this model when it is working effectively:

- There is increased clarity of roles and responsibilities, vision and accountability.
- The focus on outcomes and results leads to increased accountability.
- An external focus connects the board with other boards and stakeholders.
- The leadership role of the board can be satisfying for board members.
- This model liberates, empowers and supports the chief executive officer.
- The board engages in systems activities by scanning the environment, becoming familiar with “big picture” issues as well as major internal trends and entering into partnerships with other stakeholders.
- The board takes on the responsibility of ensuring adequate resources are available to accomplish the mission (fundraising). In addition, this model meets external legal requirements and has become a familiar and comfortable framework for many non-profit organisations over the last few years.

Bradshaw et al. (2007), identifies the following impediments of the Policy Governance Model:

- Board and staff relations may be vulnerable and disconnected because of the emphasis on separate and distinct roles. This can interfere with developing a productive board/staff partnership.
- The board often feels disconnected from programs and operations—operational information is less relevant in this model.

- Staff often mistrust the board's ability to govern because of a perception that the board does not understand the organisation's operations. Links between policies, operations and outcomes are often tenuous.
- Board or executive may exercise their power in overriding the other's role. Power is concentrated in the hands of a few. This model can be self-limiting in its ability to embrace evolution and change because it assumes one vision (to be articulated and achieved) and it solidifies/perpetuates the status quo through its policy framework.

### **2.3.1.2 The Constituent/Representative Board Model**

Bradshaw et al. (2007), stipulate that in this model, there is a direct and clear link between the organisation's board and its constituents. The constituents are usually represented on the governing board and participate in policy development and planning. These boards typically range in size from about fifteen to over forty members. Strict policies govern the composition and election/appointment of board members representing specific constituents. This model features centralised decision-making with decentralised input and it implicitly values stability in its operations. The board's relationship to the CEO is not always clearly defined and is vulnerable to changing expectations with changing representatives on the board. At times, the roles and responsibilities of board and constituents are outlined in written documents of an agreement. Bradshaw et al. (2007), identifies the following positive features of this model, when it is working effectively:

- There is a broad base of participation and power is decentralised.
- This model allows a vision to emerge that is inclusive of constituents' perspectives.
- Constituent energy and participation are generally decentralised into committees, which are action-oriented.
- Communication is emphasised because of the need to involve large numbers of diverse stakeholders.
- The board tends to have a pulse on "big picture" issues because of the broad-based input by constituents.

- The challenge of dealing with multiple interests and the resulting conflicts is recognised and addressed in a variety of ways (some ways are more successful than others).

Bradshaw et al. (2007), identify the following disadvantages of the Constituent/Representative Board Model:

- Because communication is a key cornerstone of this model, there are pressures and demands for communication to be timely, adequate, consistent, clear, accessible, etc. These pressures often create difficulties in meeting high constituent expectations.
- Energy can be dispersed throughout many committees and activities and therefore become unproductive.
- The vision often loses focus and commitment by the board as board members turn over and other constituency interests come in.
- Conflicts which are a natural and common feature of a multi-interest group do not always get resolved and can damage board relationships.
- With representative interests and positions, there is a tendency to pursue self-preservation rather than shared interests.
- The model generally requires some form of written contract that needs to be renewed regularly to keep it in force.

### **2.3.1.3 The Entrepreneurial Board Model**

The Entrepreneurial Board Model focuses strongly on entrepreneurship and market orientation. It allows for an organisation's growing competitiveness in the business market and tends to rely more heavily on the sale of goods and services than on donations. This model entails less focus on social interests and carries the risk that society's broader needs may be overlooked (Wyngaardt & Hendriks, 2010).

Bradshaw et al. (2007), also refer to this model as the business or corporate model of governance. This model has a particular emphasis on innovation and this often appears as a focus on efficiency and effectiveness measures, which pushes the organisation to achieve a maximum return on its "investments." In this model, there is an explicit recognition of stakeholder self-interest. Rewards are clear and there is

a dominant culture which expects the survival of the “fittest” and an entrepreneurial spirit of innovation. The entrepreneurial model maintains a constant market orientation to find opportunities and competitive advantages. Market share and niche dominance are highly valued. “Investors” in the organisation are proportionately represented in its governance through a shareholder structure, which elects the Board of Directors.

Bradshaw et al. (2007), identify the following positive features:

- Participants' efforts are clearly focused on the “business” of the organisation.
- The organisational culture explicitly emphasises efficient and effective work processes.
- There is a widespread sensitivity to “business”-related changes in the “marketplace.”
- Leadership and resources are allocated to recognise and readily adopt best practices.

Bradshaw et al. (2007), identify the following downsides of this model:

- A disproportionate focus on bottom-line returns to one organisation does not ensure focused attention on common marketplace interests or changing social conditions.
- The consideration and quality of inter-organisational partnerships are measured by returns to specific investors and not to the collective benefit generated for consumers.
- Broad-based societal needs are often discounted. There is no specific incentive for innovation on behalf of public gain.
- Systemic social and community changes do not lend themselves to short time horizons for organisational business plans.

#### **2.3.1.4 The Emergent Cellular (Networking) Model**

What is called the Emergent Cellular Model is characterised by distributed networks and continuous and organic innovation. Cellular organisations are made up of self-managing teams that can operate alone but that can also interact with others to produce a more potent and competent organisational mechanism. This combination

of independence and interdependence allows the cellular organisational form to generate and share the expertise that produces continuous innovation. The newer thinking in organisations provides a perspective on likely characteristics of this new model. Communications will be essential as will a strong set of shared values and mission, which will work like DNA to ensure the integrity and vitality of the whole organisation as it reconfigures to respond to demands. The core of the board will be relatively small to facilitate meetings and effective use of technology. Ideally, the core of the board will be only 6 to 10 people. There will be several different formats of meetings for the board. As much as possible (both logistically and financially), these meetings will be held at geographically dispersed locations. While there are not yet many examples of emergent cellular governance in operation, it is believed the positive features of this model, when it is working effectively, are:

- Organic and flexible structures that adapt to changing external and internal issues and dynamics, for example, emergent and ad hoc committees are set up to deal with new issues.
- Capacity for dissolution and disbanding of structural elements (e.g. board staff committees when their function is no longer required). The board monitors the environment; challenges deeply held assumptions and acts as a catalyst for change as needed.
- Reliance on distributed networks and technological innovations to ensure systems of rich communication.
- Decision-making is characterised by power sharing and mutual interdependence.
- Partnerships and growth through alliances, networks and innovative relations.
- Issues-driven strategic planning processes that balance both local, decentralised concerns and centralised global issues.

The impediments of this model are:

- The newness of the model means that there are few examples in the field and little literature to draw from.
- It requires strong and value-based, charismatic leadership at both board and staff levels to ensure the integrity of the model.

- Significant negotiations may be required to sustain partnerships in a context of unequal power.
- The presence of multiple organisational foci may be problematic for those who require specific and predictable parameters over time.

Solidarity has characteristics of more than one of the above-mentioned models. There are networks, there are representatives and there are also certain policies.

### **2.3.2 Legislation, regulation and policy of NPOs in South Africa**

Wyngaardt and Hendriks (2010) refer to the Non-profit Organisations Act No. 7 of 1997 in their research with the title: “Governance practices of national nonprofit bodies and national networking organisations in South Africa.” According to Wyngaardt and Hendriks (2010), the NPO Act seeks to create an enabling environment for NPOs and provides for them to register. The functions of the NPO Directorate include “ensuring that the standard of governance within nonprofit organisations is maintained and improved.” The NPO Act is a limited instrument that prescribes measures designed to improve the governance practices of NPOs. For example, the Directorate must “prepare and issue model documents, including model constitutions for nonprofit organisations.” Broadly interpreted, this may include the preparation and issuing of model documents, including model constitutions, for national non-profit bodies and network organisations. It is, however, clear that the Directorate has not been given the resources to explore the Act’s potential in relation to the target organisations. The appointment of an advisory or technical committee, as envisaged by Section 10 of the Act, is also relevant to the needs of the target organisations. However, Section 3 makes the most significant provision for the non-profit sector. It states that:

Within limits prescribed by law, every organ of state must determine and co-ordinate the implementation of its policies and measures in a manner designed to promote, support and enhance the capacity of nonprofit organisations to perform their functions.

Section 3 confirms that the legislation binds the state. The Act also requires all those applying the legislation to give a liberal interpretation to its provisions, in a manner

consistent with its purpose. Read as such; The Act, therefore, addresses governance practice in that boards and their development are central to “promoting, supporting and enhancing the capacity of NPOs to perform their functions.”

## **2.4 OVERVIEW OF SOLIDARITY AS NPO**

In his book, “Van MWU tot Solidariteit – Geskiedenis van die Mynwerkersunie, 1902 – 2002,” Visser (2002) writes a lengthy piece about the history of trade unions and the impact of politics on the trade unions’ history in South Africa. Solidarity is one of the oldest independent trade unions in South Africa. Its origins go back to 1902 and the mines on the Witwatersrand. The union's name was later changed to MWU-Solidarity and today it is known as just “Solidarity.”

### **2.4.1 Background and history of Solidarity**

Visser (2002) divided his research into six chapters, which will be discussed briefly below.

#### **2.4.1.1 The militant beginnings (1902 -1929)**

According to Visser (2002), the first attempt at a trade union organisation for miners was the foundation of the Witwatersrand Mine Employees' and Mechanics Union, better known as the Labour Union, on 20 August 1892 with the renowned Scottish socialist union leader, JT Bain, as secretary. The Labour Union, with its headquarters in a canteen, apparently did not have more than 500 members and was dissolved by 1895. Because of a strike on the Crown Reef gold mine over piece tariffs (which would reduce mining costs) in April 1902, there was a need for miners to act jointly if the mining countries threatened to jeopardise their interests. William Mather, a former coal mining worker from Cumberland in England, who was an insurance agent on the Witwatersrand at that time, was requested by miners to take the initiative to organise them because he had more freedom of movement than they had during their working hours.

The available sources indicate contradictory founding dates for the creation of a post-war union for miners, but likely, the Transvaal Miners' Association (TMA) was officially established in Johannesburg on 22 June 1902. AJ Strong was the first president and William Mather was to be the first Chief Secretary.

Unsatisfactory work, health and safety conditions gave rise to a period of endemic and violent industrial disputes between labour and capital where the state was forced to intervene on four occasions to restore law and order with frequent bloody consequences. Through closer involvement by the state, they only succeeded to decompose the militant nature of the labour movement in 1922 through the implementation of industrial legislation to address worker grievances.

#### **2.4.1.2 The struggle to control the MWU (1929-1948)**

Developments within the MWU must be considered against the background of a complex and widespread period of economic depression, political mergers and splits, the highlight of Afrikaner Nationalism, political turmoil during the Second World War, and the NP election victory in 1948. These factors all had a great influence on the trade union and subsequently led to the establishment of the Afrikaner Union of Miners and the Reform Organisation. The period is also marked by two official commissions of inquiry into charges of corruption, fraud and maladministration, as well as two strikes at the mines.

#### **2.4.1.3 “The current government will take care of the workers.” The MWU in symbiosis with the National Government (1948–1963)**

The symbiotic relationship between the MWU and the new NP regime, with its pro-white policy, cover the period of 1948-1963. This is the time of the relationship between the NP-minded secretary, Daan Ellis, and cabinet ministers and other NP-LVs involved in the mining industry. The position of Dr Albert Hertzog regarding the MWU is especially placed under the spotlight. In this period, there were further allegations of corruption against the Chief Secretary which led to smear campaigns, motions of no confidence, and commissions of investigation into corruption and mismanagement resulted in a private prosecution in the Supreme Court. There were an unsavory power struggle between the President and the Chief Secretary of the MWU, with Dr Hertzog closely involved. Members of the Afrikaner political and cultural elite were concerned about the controversy within the union and the fact that it will eventually damage the image of the MWU under the white miners, and especially Afrikaner miners, and this would then affect the NP at the polls.

#### **2.4.1.4 Internal struggles, rehabilitation and the “attack on the colour line,” 1963-1977**

The structural vulnerability of the occupational position of the white miner, productivity and white work reservation covers the period 1963-1977. What initially began as a trial for a monthly payroll system in a few gold mines in exchange for concessions that certain white posts would be filled by black workers, degenerated in a new aggravated power struggle. It involved the management of the MWU, i.e. the management of Chief Secretary, Eddie Gründling, and a so-called Action Committee. The struggle came with several flash strikes involving some opportunistic individuals with suspicious motives and personal aspirations to try and obtain power positions in the MWU. It was not only a threat to the stability of the South African economy, but also disruptive and unleashed forces that threatened to destabilise and even destroy the MWU. Therefore, the mid-1960s was probably the most vulnerable period in the union's history. Furthermore, the battle took place within the framework of the struggle in the broad South African politics in the 1960s and 1970s. During this period, the MWU politically underwent a reactionary shift to right-wing politics. After Arrie Paul became Chief Secretary in 1967, the MWU became a new force to reckon with.

#### **2.4.1.5 “The National Government is no longer the same as the National Party in 1948.” The Wiehahn-report and its consequences, 1977-1987**

The period between 1977 and 1987, highlights the MWU's strong reaction to the launch of the report of the Wiehahn Commission regarding labour legislation and the implications for white workers. This report, which determined, amongst other things, that white job reservations would be disestablished and black trade unions had to be recognised, would finally lead to the end of the close alliance between the MWU and the NP Government. The trade union reacted in various ways, e.g. a nation-wide, but abortive mining strike organised in 1979. The period was also marked by heavy attacks from public fora on Fanie Botha, the Minister of Manpower; he was blamed for the implications of the Wiehahn Report. To strengthen its resistance and negotiating power against a new non-racial labour dispensation, the MWU's strategy since 1978 was to expand its influence beyond the mining industry in order to establish a strong strong white union. Lastly, the MWU would increasingly

be a confrontational political resistance and would protest the NP Government and in turn support right opposition parties in the election.

#### **2.4.1.6 From MWU to Solidarity. The reform of a trade union, 1987–2002**

The period between 1987 and 2002 deals with the MWU's efforts to place the super white union under its banner. With the final deletion of statutory job reservation in the mining industry in 1988, the MWU made use of two strategies. Firstly, an active effort was made to further the union's membership by expanding the scope outside the mining industry so that its bargaining power with employers increased. Secondly, the MWU cooperated more and more with right-wing political and cultural organisations to protest against the implementation of an inclusive, non-racial dispensation in South Africa and to promote the idea of an Afrikaner People's Republic or homeland.

After a black majority government became a reality in 1994, the MWU's resistance tactics were sent to stagnation and a dead end. It was clear that a strategy change for the sake of survival in the new South Africa has become an urgent necessity. Since the appointment of Flip Buys as General Secretary in 1997, the trade union underwent a radical visionary strategy and structural change to adapt to the socio-political and economic changes in South Africa. As a labour organisation, the MWU redesigned and transformed into Solidarity who enabled itself to still be a reputable player in the South African labour relations environment and the workplace in the new millennium.

#### **2.4.2 Solidarity today**

Since the beginning of Flip Buys' term, Solidarity has been offering a dependable service to approximately 160 000 members in all occupational fields, collectively and individually, and has the passion and knowledge to look after its members' interests and to ensure that their rights are protected in the workplace. The union has more than 20 offices countrywide and members are served by more than 300 staff members and 1 275 union representatives in thousands of companies. In short, Solidarity ensures that its members receive the necessary assistance to protect their work and therefore their income, hence the slogan "your job is our job!"

Flip Buys, now Chief Executive Officer of the trade union and Chairperson of the Solidarity Movement, said:

Solidarity is its members older brother in the workplace, as it were – the one who has been protecting its members' rights against exploitation in the workplace since 1902; the one who even creates job security for you as a professional individual.

Solidarity affiliated with the Confederation of South African Workers' Unions (CONSAWU) in 2006. Through this affiliation, Solidarity is represented at the International Trade Union Confederation (ITUC). Through membership of ITUC, the union gains access to labour dialogue at international level. Solidarity is also registered as an NPO.

As a trade union, Solidarity represents members in the following industries:

1. The Professional Industry with agricultural research, universities and colleges, companies in the financial sector and health sciences personnel.
2. The Defence and Aviation Industry, like Sasol, PetroSA, AEL Airlink, Air Traffic Navigation Services and SAA Technical,
3. The Information Technology, Communication and Telecommunication Industry, e.g. Telkom.
4. The Metal and Engineering Industry, with companies like ArcelorMittal, Denel and Highveld Steel.
5. The Mining and Agricultural Industry - gold, platinum, copper, chrome, coal, iron ore, other base metals and diamond mining sectors.
6. The Energy Industry, with the electrical and chemical sectors, e.g. Eskom.

The primary function of the trade union Solidarity is to protect its members in their work environment. Solidarity achieves this through its Labour Services Department, which protects thousands of individual and collective members in various industries throughout South Africa (Solidariteit, 2017).

## **2.5 SOLIDARITY'S REPUTATION – WHAT MAKES THIS NPO UNIQUE?**

What makes Solidarity unique? Solidarity believes that its members are not mere economic beings but that they are functioning within a community. Over the years,

Solidarity has therefore extended its protective umbrella so that employees and their families can be supported in every phase of life. Solidarity is the only Christian trade union in South Africa. No other union in South Africa does so much for its people at so many different levels. Examples include student funds for members, discount for studies at Akademia and Sol-Tech (Solidarity's own higher education facilities), legal advice and help and several benefits like labour and funeral benefits. The Solidarity agenda is the foundation that supports all Solidarity's activities and makes sure it is communicated through their content to their members (Solidariteit, 2017). Solidarity represents the following aspects:

#### **2.5.1 Christian foundation**

The union was founded in the Christian tradition of trade unionism, which believes that we must guide our members to self-reliance so that they can pursue their vocation. Solidarity's actions are dictated by its Christian value system.

#### **2.5.2 Collective bargaining**

The core business of the union is collective bargaining, job protection and the improvement of service conditions. Solidarity aims at a safe and healthy workplace for its members.

#### **2.5.3 Committed to South Africa and the Constitution**

Solidarity is committed to South Africa and wants to secure a future for its members here. We believe South Africa is a country for everybody who lives in it. Solidarity is committed to the Constitution of South Africa and will actively claim the rights enshrined in the Constitution on behalf of their members.

#### **2.5.4 Independent of party politics**

The union does not associate itself with any political party. The union talks to everybody, but is not committed to anyone.

#### **2.5.5 Protection of minorities and democracy**

Solidarity believes in true democracy in which minority rights are recognised and protected. The union is fighting actively, but not exclusively, for the rights of minorities in the country and specifically for those who are excluded by the

government's affirmative action programmes. Solidarity actively intervenes on behalf of poor South Africans. The union believes that racial discrimination against poor people should not be allowed or tolerated.

#### **2.5.6 Affirmative Action**

Solidarity believes that imbalances must be rectified without creating new forms of imbalance. The way Affirmative Action is currently being implemented is creating serious new forms of discrimination. Because of the ideology of representation, the masses do not benefit and whites are being seriously disadvantaged. Solidarity intervenes on behalf of people who are being unfairly disadvantaged by Affirmative Action. Solidarity believes that all South Africans should be exempted from Affirmative Action and other discriminatory economic practices.

#### **2.5.7 Afrikaans**

Historically, Solidarity has always had close ties with the Afrikaner community and this is still the case. The communication medium of the organisation is Afrikaans, although the union is inclusive and communicates with its members in English as far as it is feasible.

#### **2.5.8 Free Market Economy – responsible labour relations**

Solidarity is in favour of an economic order of free competition. The South African economic policy should be based on a free market economy in which there is a balance between the various role players in the economy.

#### **2.5.9 Self-help and sustainable development**

Solidarity believes in empowering its members to be self-reliant. The union is active in the fields of training, employment and provision for retirement. The union believes in mobilising its members' capital to create independent institutions through which members can realise their rights. The union will actively take up issues within the community of its members. Solidarity believes that sustainable development should be part of the philosophy of all South African companies. All companies, as well as the government and private institutions, should keep up to date and develop contingency plans to prevent damage to natural habitats and important ecosystems.

## **2.6 SOCIAL MEDIA AS PUBLIC RELATIONS INSTRUMENT IN SOLIDARITY**

Solidarity's focus for the last five years has shifted to a more digital platform to communicate the abovementioned uniqueness to its members and potential members. Solidarity's website is interactive and allows members (and any visitor for that matter) to talk online with the Customer Service Department or any law practitioner. Because of this digital shift, which is a first in the union industry, social media has also become more and more relevant and necessary and receives a lot of attention. Solidarity's Facebook page grew in vast numbers and stood on 144 000 friends to date and its Twitter followers on 20 800. Solidarity regard these social media platforms as very important because they provide access to its members and potential members. Solidarity communicates the abovementioned information to its members and receives feedback in return to ensure that the organisation will continue to improve.

Solidarity's communication team consists of three departments, namely:

- Digital Communication
- Marketing
- Corporate communication which includes news, content, public relations and Social Media

These departments work in an integrated manner and closely with each other. For Solidarity to reach its goals, it depends a lot on adequate content and accurate conversations with relevant arguments by means of the best technology. Each department is measured monthly. The print media, social media and the website are of great importance to the whole organisation.

## **2.7 CONCLUDING REMARKS**

Solidarity is an existing and recognised NPO and trade union in South Africa that looks after its members in the workplace. This NPO is in line with its reputation, especially because it is characterised by its controversial past. It took time to adjust its reputation but today, Solidarity is extremely popular in the media and frequently the topic of discussion among many people in South Africa. The public gets to know Solidarity through the workplace, the media, through Facebook and through

Solidarity's website, "Die Solidariteit Wêreld." It is especially the content that people talk about, but also engaging in online conversations. The 160 000 members and Facebook friends intend to interact with each other and what they say reflects the reputation of Solidarity. The Solidarity context will be the context for this thesis. The next chapter will focus on reputation and what it entails.

### **3. CHAPTER 3: REPUTATION AS THE “CINDERELLA ASSET”**

#### **3.1 INTRODUCTION: REPUTATION**

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently” (Warren Buffett).

According to Larkin (2003), reputation is built on trust and belief (Dowling, 2006; Oenen, 2010) and on experiences and opinions of the public (Aula & Mantere, 2008; Portmann, 2014). In the commercial world, reputation appears to have become a “Cinderella” asset. It is easily overlooked, but with terrific potential and one key issue in corporate success (Coenen et al., 2009); success being the return of customers that bring friends with them. Dowling (2006) states that corporate reputation, like corporate culture, is always present in the background and occasionally mentioned in exceptional circumstances.

The reputation of an organisation can be affected by deliberate and non-deliberate actions and events, caused by any stakeholder in or outside the organisation (Coenen, 2010). The internet has radically altered the dynamics of corporate reputation formation and management, and in today’s global markets, organisations are daily competing for visibility, investments and brand positioning (Bunting & Lipski, 2000; Romenti et al., 2015). In the growing hubbub of consumer, media and activist dissection of corporate behaviour, organisations are finding it increasingly difficult to make their voices heard. By creating newly accessible channels of communication and organisation, the internet has shifted the balance of power of ‘voice’ with the result that corporate reputations are increasingly defined not by what organisations do or say, but by how others perceive and respond to their actions and words (Bunting & Lipski, 2000).

This chapter provides an overview of reputation and investigates the communication disciplines and theories that relate to reputation management. The Arena Model of Aula and Mantere (2008) forms the basis of this chapter, while the agenda-setting and agenda-building theory constitute the theoretical perspective. The latter is where the public follows several routes to obtain information about an organisation, for example, the impact social media has on stakeholders to achieve a direct personal experience between the organisation and its stakeholders.

### 3.2 A CONTEXTUAL DEFINITION OF REPUTATION

Oscar Wilde once observed, “One can survive everything, nowadays, except death, and live down everything except a good reputation” (Portman, 2014).

Although a single definition of reputation has not been established in the communication and organisational literature, there appears to be some common ground upon which to build one.

According to Blass and Laird (2015), reputation is a perceptual identity formed from the collective perceptions of others, which is reflective of intended images presented over some period as observed directly and/or reported from secondary sources, which reduces ambiguity about expected future behaviour.

Romenti (2012) agrees with other scholars that reputation is something an organisation can earn, but cannot impose. Organisations can create and communicate specific images of themselves to their internal and external stakeholders, yet, whether those images will lead to specific reputations, depend on what organisations do, and above all on what stakeholders expect from those organisations and what these stakeholders say.

Barnett and Pollock (2014) state that a corporate reputation is a collective representation of an organisation’s past actions and performance that describe the organisation’s ability to deliver valued outcomes to multiple stakeholders. This can be positive or negative and stable or enduring. The key attributes are that reputation is based on perceptions, what influences people to think, feel and talk about you the way they do. It is a collective judgment of all stakeholders and it is comparative. (Brown, 2010).

Larkin (2003) bases reputation in a corporate context on perceptions of the characteristics, performance and behaviour of an organisation. It is essentially a reflection of how good or how bad stakeholders view a commercial name.

Van Riel and Fombrun (2007) describe corporate reputation as the overall estimation in which its constituents hold an organisation. A corporate reputation

represents the net effective or emotional reaction – good or bad, weak or strong – of customers, investors, employees and the public to the organisation name.

Doorley and Garcia (2009) define reputation as the sum of all images and state that performance and behaviour, as well as communication, are critical components of reputation.

Coenen (2010) defines corporate reputation as a perceptual representation of an organisation's past actions and prospects, and states that it consists of various characteristics, among them credibility, reliability, responsibility and trustworthiness.

Schultz (2010) regard reputation as a valuable, intangible asset (Jagersma, 2010) relevant for the financial success of the organisation and can be defined as a perceptual representation of an organisation's past actions and prospects that describe the organisation's appeal to all its stakeholders. Reputation develops through the information stakeholders receive about the organisation, from interactions with the organisation and the news media, but also through second-hand information.

Brønn (2007) describes reputation as something that attracts people to an organisation like a magnet. As they see it, an organisation with a good reputation attracts people to engage with it, either through purchasing, investing or working. They seek a relationship with the organisation.

After considering all the above definitions, it is clear that a few concepts are important in defining reputation. Reputation can be contextually defined as a valuable, intangible asset that an organisation can earn, but cannot impose. Organisations can create and communicate specific images of themselves to their internal and external stakeholders. Reputation is a perceptual identity formed from the collective perceptions of others; it represents an organisation's past actions and prospects. Reputation is basically what the organisation says about it itself, what the media says about it, the organisation's actions and what the people say about the organisation on all platforms including online platforms.

### 3.3 THE AC<sup>4</sup>ID REPUTATION FRAMEWORK

Any organisation strives to build a good reputation and to protect that reputation. Any organisation further tries to prevent aspects that can harm its reputation and would like to protect anything that can enhance and develop its reputation. It is important to understand the different types of reputation.

According to Carrol (2013), the AC<sup>4</sup>ID reputation framework identifies multiple types of corporate reputations.

The *actual reputation* is what the organisation's real nature is and consists of current attributes of the organisation. The *communicated reputation* is what the organisation says it is and this is where social media among other platforms play a role. The *conceived reputation* is what the organisation is regarded to be. The *construed reputation* is what the organisation thinks others see. The *covenanted reputation* is what the brand stands for and what it promises the stakeholder. The *ideal reputation* is what the organisation ought to be. The *desired reputation* is what the organisation wishes to be.

According to Carroll (2013), this framework illustrates the impact communication has on conceptualising, messaging and interpreting corporate reputation. Romenti (2015) states that communication is a crucial element in the development of a good reputation. Jones, Temperley and Lima (2015) indicate that with the current penchant among stakeholders posting articles and actively communicating their views online, it is crucial for an organisation's long-term survival and financial health to keep building a positive online reputation. Beyond informing stakeholders on institutional contents, organisations are more and more using two-way-communication to convey corporate identity, as well as to engage and manage stakeholder relations (Romenti, 2015; Jagersma, 2010). According to Aula and Mantere (2008), the public builds the reputation, and the relationship a stakeholder (Dowling, 2006) has with the organisation will shape how he or she perceives the reputation of that organisation.

It has been particularly important for this study to determine the influence content and conversations on social media platforms have on the communicated reputation and how stakeholders react and engage in the construed reputation.

The organisation can convey and communicate about itself every day, while the media may also contribute in some way. However, some organisations lack the ability to determine their real reputation from people's conversations on social media platforms and discourse taking place between the organisation and its stakeholders.

Reputation should be the biggest intangible asset (Beddington, 2008) in most organisations, a high priority in the boardroom and built from within the organisation (Dowling, 2006). Yet, reputation is not properly valued (Larkin, 2003 and Brown, 2010). It is not an add-on, but a fundamental aspect of business performance and it is not something that can be managed directly and easily; it is omnipresent (Coenen et al., 2010). Online reputation monitoring is increasingly seen as an essential management practice for communication professionals (Jones et al., 2009). According to Romenti (2015), a favourable corporate reputation attracts investors, customers, suppliers, employers and consumers and contributes to success (Coenen et al., 2010). Reputation is an exclusive and rare, crucial intangible asset (Coenen et al., 2010) formed because of past actions and stakeholders' direct experiences, which can cause organisations to fail or succeed. It influences others' expectations of the organisation and can improve corporate value (Floreddu et al., 2014; Portmann, 2014; Beddington, 2008).

### **3.3.1 Reputation as feedback<sup>1</sup> or noise<sup>2</sup>**

Messages about corporate reputation can be either feedback or noise, depending on the choice the recipient makes, whether it is the organisation or a stakeholder group. When stakeholders read or hear about an organisation's actual reputation from other stakeholders in controlled or uncontrolled media, they make a choice as to whether they view the message as noise or feedback. Likewise, when organisations hear from stakeholders about how the organisation is seen, they too may decide whether the messages are noise or feedback. If the messages come from research, organisations are likely to view the messages as feedback. On the

---

<sup>1</sup> Feedback contains information about the value or influence of a particular message for an organisation or its stakeholders. Feedback messages reveal how others view an organisation's past and present behaviour or performance, not the future (Craig & Carroll, 2015).

<sup>2</sup> Noise is any stimulus that distracts from a message at hand. Noise affects the receiver's ability to process the message and the sender's ability to be heard. It can block, distort, negate, bias, change, or confuse the meaning of any message (Craig & Carroll, 2015).

other hand, if the messages are informal and unsolicited, organisations may view the messages as noise, at their own peril. Lastly, failing to give feedback sends a non-verbal signal itself. It leads to mixed messages, false assessment by observers, confusion, and lack of trust. Therefore, organisations need to be aware of the impact messages have on corporate reputation. They must appropriately categorise messages as feedback or noise, clarify and reduce the organisation's contribution to the noise they, their stakeholders, and third parties experience, and more adequately respond to feedback for organisational learning, growth, and development. Understanding how to manage corporate reputation as noise and feedback, as well as having effective strategies and techniques for dealing with them, can help organisations improve their communication, relationships, and reputations.

Once the stakeholders express their true feelings via social media, several other groups may be affected with serious consequences. Organisations should take these conversations seriously.

### **3.4 COMMUNICATION AND CORPORATE REPUTATION**

According to Aula (2010), reputation and the management thereof has attracted a great deal of attention among organisational communication fields, public relations officers, electronic and online public relations, and social media practitioners. One of the problems of studies on reputation in the context of the internet has been that cyberspace is assumed to exist separately from organisations' official communication (Aula, 2010).

Stakeholders' opinions, corporate reputation and stakeholder relations all form part of the reputation tree in this study. Stakeholders' opinions in this study will be of great importance where stakeholder engagement is being studied and the same with corporate communication and the concept of social media. Public relations, reputation management and the concept of NPO's are also regarded as very important.

### **3.4.1 Stakeholder opinion, corporate communication and public relations in reputation management**

#### **3.4.1.1 Corporate reputation and stakeholder opinion**

According to Carrol (2013), an alignment can be created with external stakeholders by understanding their beliefs about the organisation. It can be achieved by tracking perceptions of those relevant stakeholders, which is essentially the organisation's reputation. These stakeholders are all online in the 21<sup>st</sup> century and all form perceptions according to what they view on the internet.

Discussions about opinion can be found in various publications of philosophers, such as Locke (1979), Rousseau (1979) and Noelle-Neumann (1974). However, it was Allport that defined public opinion in 1937 as interpretations of topics of national interest that can be expressed freely by individuals outside government, intended to influence decision-making by the dominant powers in society (Carroll, 2013). The latter relates to this study in the way stakeholders have a free will to communicate online but can also influence other stakeholders online as well. Noelle-Neumann (1974) stated that public opinion could be described as the dominating opinion, which compels compliance of attitude and behaviour in that it threatens the dissenting individual with isolation.

According to Bunting (2000), the relationship between organisations and stakeholders is not a passive, one-directional form of communication. Stakeholders' perceptions, their beliefs and preconceptions, whether based on fact or otherwise, are as important to an organisation's reputation as what that organisation says and does.

According to Coenen (2010), many organisations decide to invest in their reputations by spending considerable amounts on branding campaigns to influence public opinion. By promoting the corporate reputation this way, the organisation can position itself as an attractive service provider, responsible employer and an appealing investment for current and potential stakeholders.

Aula (2010) states that communication within an organisation can be defined as an interactive process that takes place where people create, maintain, process and

form meanings. The organisation is socially constructed among its members and this construction takes place not just with, but also within, communication.

Recent research about the impact of social media and stakeholder opinion indicates that such avenues are more powerful than have been assumed in the past (Carroll, 2013). A key characteristic of social media is that stakeholders who want something specific to happen also drive the issues to get their voices heard. In the past, pressure groups and activists were forced to depend on attention from conventional media. Now, they communicate directly and their messages have a deep impact on reputation.

Carroll (2013) states that reputation is a perception about the degree of admiration, positive feelings and trust an individual has for an organisation in this case. It is the result of information processes impacted by cues from the organisation itself and from personal experience.

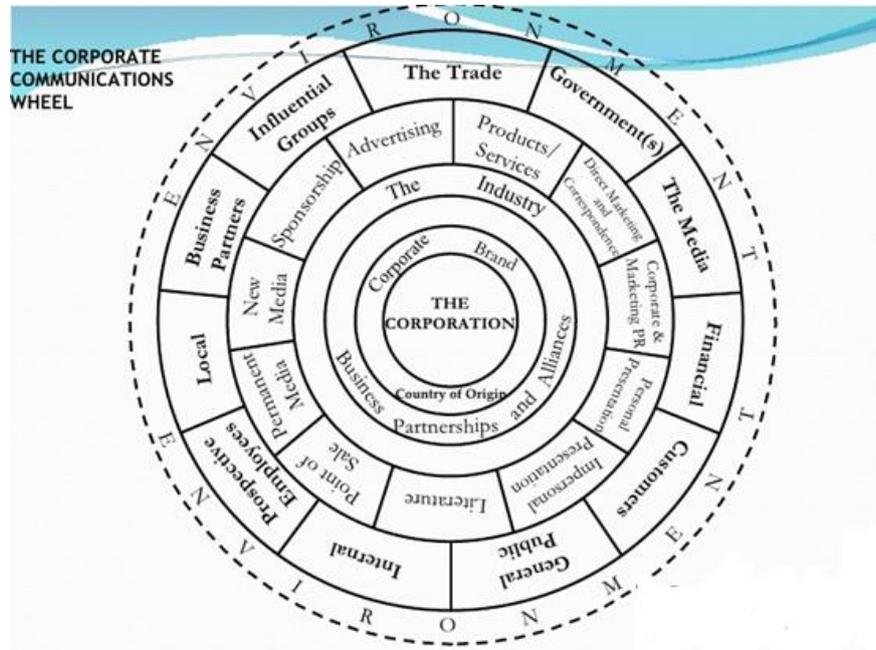
Assessment of an organisation's reputation is rooted in an assessment of the performance of the organisation over time, including the past and expectations about the future (Carroll, 2013). Reputation as a construct of what "others think about an organisation" is thus interlinked with discursive processes of meaning creation and interpretation and can be highly influenced by opinion leaders and peer-to-peer communication (Romenti, 2015).

An excellent reputation also gives the organisation certain advantages with stakeholder groups like government, members and other NPOs.

#### **3.4.1.2 Corporate reputation and corporate communication**

According to van Riel and Fombrun (2007), *corporate communication* can be defined as the set of activities involved in managing and orchestrating all internal and external communication aimed at creating favourable starting points with stakeholders on which the organisation depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organisation with the common goal of enhancing the organisation's ability to retain its license to operate.

Mentioned in Carroll (2013), Bernstein developed a communication wheel in 1984 with the organisation in the centre of the hub, communication channels comprising the spokes, and stakeholders the rim of the wheel. The wheel illustrates that organisations have many stakeholders and many communication options.



**Figure 3.1: The New Corporate Communications Wheel: Balmer and Greyser. Adapted from David Bernstein (1984)**

Romenti (2015) states that communication plays a pivotal role in the construct of symbolic meaning around what an organisation does and therefore, corporate communication has become an important managerial function in organisations.

Organisations communicate their chosen messages through social media, public relations and other contemporary corporate communication media. The success of the communication is determined by other people’s responses to those messages. As corporate communication filter through the lens of stakeholders’ experiences, reactions and preconceptions, corporate reputations are forged or undermined (Bunting, 2000), which plays a part in the reputation of an organisation.

### 3.4.1.3 Corporate reputation and public relations

Public relations and corporate communication are not interchangeable, they are rather interdependent (Carroll, 2013). Reputation is a collective representation of images and perceptions – the sum of predictable behaviours, relationships, and

two-way communication undertaken by an organisation as judged effectively and cognitively by stakeholders over a period.

Reputation management clearly rests on a foundation of what is traditionally termed “public relations” (Hutton, 2001), which will be dealt with in the context of this study in chapter 4. According to Jagersma (2010), a strong reputation can convince a customer to buy one product or use a service in preference to another and will be given more support by a diversity of stakeholders.

### **3.5 ARENA MODEL OF CORPORATE REPUTATION**

Aula and Mantere (2008) identified the tension between two competing discourses on organisational reputation, namely: the financial value-driven capital discourse and the meaning-driven interpretive discourse. This means the difference between “show me the money” concept and the idea that reputation has power beyond the monetary. For an organisation to become excellent, it must pay attention to both aspects of reputation. The latter can be regarded as a negotiation of meaning taking place between an organisation and a number of stakeholders. Bennett (2013) states that reputation exists in the communicative interaction between the organisation and its stakeholders and is built on the organisations’ past actions, current state and its prospects. It is also about storytelling. A good reputation is built on the foundation of doing and communicating about, deeds that can stand the light of day.

The strategic management of reputation requires an understanding of an organisation’s internal and external environment. Aula and Mantere (2008) use the communicative metaphor of an *arena* to describe the environment in a market of meaning. Organisations interact with their stakeholders in different types of arenas where interactions create mental impressions. They also integrate the concepts of *negotiable reputation* and *reputation arenas* into their discussion. They argue that organisational communication occurs in exchange of texts, new and digital media, meetings, unofficial networks and the internet.

According to Aula and Mantere (2008), corporate communication occurs everywhere. Aula and Siira (2010) call these places of organisational communication ‘arenas’ of communication. Arenas can be studied through the interrelationships between an organisation and its external stakeholders and can be

either inside or outside the organisation. Social media is an arena, as are interactions with stakeholders or between employees. Arenas are places where the organisation and its stakeholders encounter each other and create new knowledge through content and conversations, representations and interpretations about the organisation. Arenas are therefore the birthplace of reputations where interactions between organisations and their stakeholders occur (Aula & Mantere, 2008). Bennett (2013) indicates that an organisation's reputation does not reside within the management of the organisation, but among the organisation's stakeholders.

Different reputational arenas are formed based on the kind of communication practised by the organisation and that of its stakeholders. Aula and Mantere (2008) differentiate between four arenas in which the organisation may find itself, namely: peace, defence, attack and riot. The model is based on two elementary acts, namely integrating current meaning, and dissipating it. There are also two sets of actors, namely the organisation and its stakeholders.

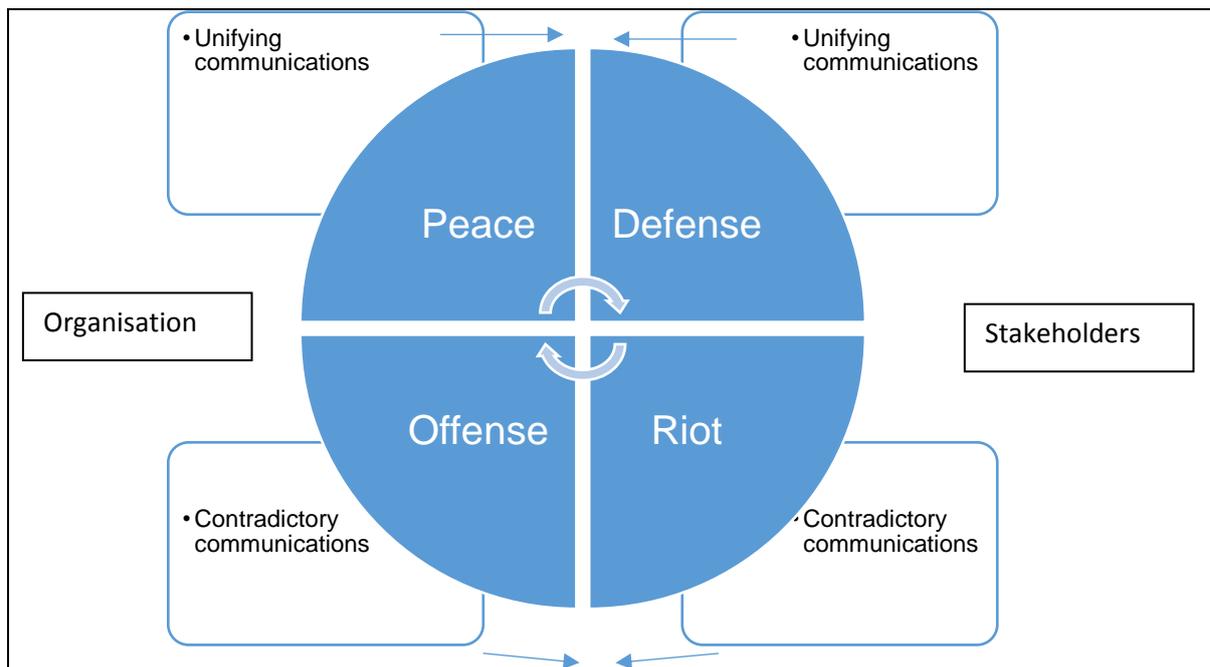


Figure 3.2: The arena model of organisational reputation (Aula & Mantere, 2008)

- **Arena 1: Peace on earth and goodwill among publics**

According to Aula and Mantere (2008), organisations and its stakeholders in this arena live in a peaceful relationship when both share the same meaning and are relatively of one mind about issues affecting the organisation. Many organisations

would like to be in the peace arena. This would be where there is no conflict between stakeholders and the organisation and everyone are at peace. According to Bennet (2013), the relationship is in harmony.

- **Arena 2: The defensive battle**

Ever so often, peace is broken. Someone is often opposing something that others prefer to defend. The two parties start to smash the structures of meaning that currently rule the arena. The story loses its plot and competing voices begin to demand recognition and application of their own interpretation. This would be where something was said in the media or online that affects the reputation of the organisation and the stakeholders take to social media to criticise and question these actions, and the organisation tries to defend its reputation (Aula & Mantere, 2008).

- **Arena 3: The offensive**

Organisations can also go on the offensive within the reputational arena. Organisations attack inside the arena whenever an organisation wants to change its reputation in a situation in which the old reputation is no longer accurate (Aula & Mantere, 2008). According to Bennett (2013), an organisation is faced with a reputational crisis, because there is a unified negative perception among the stakeholders.

- **Arena 4: The riot**

According to Aula and Mantere (2008), rioting occurs when neither the stakeholders nor the organisation tries to unify their perceptions of the organisation, or when both strive to shatter the existing perception at the same time. In these circumstances, the image of the organisation has splintered on both sides. The riot can be useful if an organisation does not want to be considered predictable (Bennett, 2013).

In this study, the Arena Model of Aula and Mantere will be used in a social media framework to determine what impact the content and conversations on social media have on an organisation's reputation and to determine how to utilise it. It would be determined in which arena the organisation finds itself during each step of the online reputation management framework.

## **3.6 THEORETICAL PERSPECTIVES ON REPUTATION**

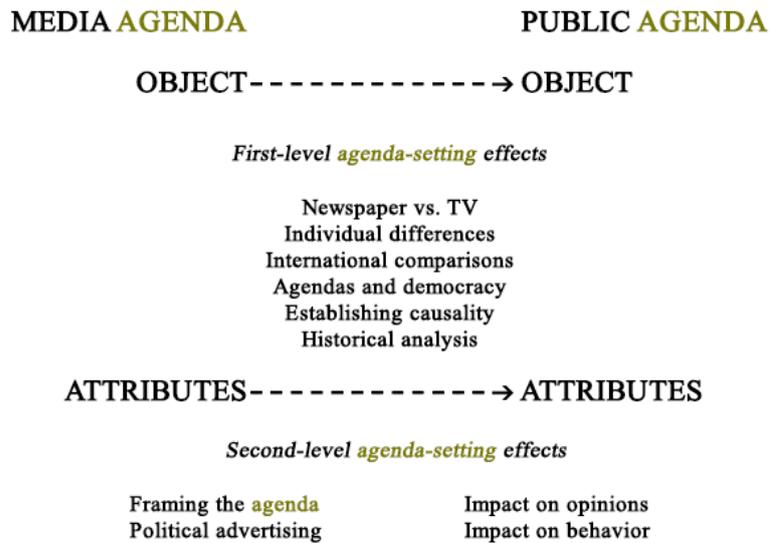
### **3.6.1 Agenda-setting and agenda-building theory**

Inspired by Walter Lipmann's (1922) notion of the media influencing the "pictures in our heads" of "the world outside," scholars have spent decades exploring the agenda-setting function of the news media and its role in the shaping of public opinion.

McCombs, Shaw and Weaver (1997) regard agenda-setting as one variant of priming and framing. According to McCombs et al. (1997), agenda-setting looks to story selection as a determinant of public perceptions, issue importance and indirectly through priming and evaluations. Framing focuses not on which topics or issues are selected for coverage by the news media, but instead on the specific ways those issues are presented and on the ways public problems are formulated for the media audience.

Agenda-setting research has attended to individual differences from the outset. In their seminal study, McCombs and Shaw (1972) compared the different agenda-setting effects across voter groups (i.e. Democrats, Republicans and Independents in the USA), and explicitly noted that the purpose of the between-group analysis is to examine the "individual differences" that might be lost in the overall design of "lumping all voters together in an analysis." They found an across the board function of agenda-setting, because the variations among different voters across various issues and media channels were quite minimal. The search for individual characteristics, such as political partisanship (Iyengar & Kinder, 1987; McCombs & Shaw, 1972; McLeod, Becker, & Byrnes, 1974), campaign interest (McLeod et al., 1974), age (Weaver, Graber, McCombs, & Eyal, 1981), and media preference (Benton & Frazier, 1976).

According to McCombs, Shaw and Weaver (1997), more than two decades have passed since the original agenda-setting hypothesis was stated by McCombs and Shaw (1972). Over these years, this research has detailed the patterns in the transfer of issue salience from the media to the public, the contingent conditions for agenda-setting, and influences on the media agenda.



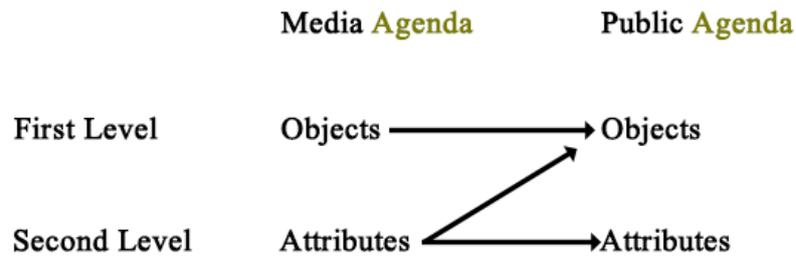
**Figure 3.3: First and second level agenda-setting effects (McCombs, Shaw & Weaver, 1997)**

According to Carroll (2013), Cohen’s classic dictum in 1963 “the media may not be successful much of the time in telling people what to think, but it is stunningly successful in telling stakeholders what to think about” clarifies what contemporary agenda-setting researchers have termed first and second level agenda-setting effects.

According to Maxwell, McCombs and Shaw (1972), the first level is concerned with how the salience of objects in media messages influence “what we think about,” while the second level is concerned with how the salience of attributes used in media messages to describe these objects shapes “how we think about” them.

The second level of agenda-setting (McCombs, Shaw & Weaver, 1997) involves two major hypotheses about attribute salience:

1. The way an issue or other object is covered in the media, influences the way the public thinks about that object.
2. The way an issue or other object is covered in the media, influences the salience of that object on the public agenda.



**Figure 3.4: Two levels of agenda setting and three hypothesised effects (McCombs, Shaw & Weaver, 1997)**

According to Carroll (2013), the public has several ways in which they learn about an organisation. One example will be the impact social media has on stakeholders to have a direct personal experience with the organisation and its stakeholders.

Although the agenda-setting focuses on what is said in media, a new type of media entered the scene and social media became more relevant. In this instance, the organisations itself, especially NPOs, are the authors or journalists and generate the content which the stakeholders see. An agenda is set and people are influenced. One aspect that can be added to this theory, is the fact that the recipients, the stakeholders in the case, also have a say and may as well influence other stakeholders which may further determine the agenda and influence the reputation.

### **3.7 CONCLUDING REMARKS**

Reputation is a perceptual identity formed from the collective perceptions of others. It represents an organisation’s past actions and prospects. It is basically what the organisation says about it itself, what the media says about it, the organisation’s actions and what the people say about the organisation on online platforms.

The reputation of an organisation can be affected by deliberate and non-deliberate actions and events caused by any stakeholder in or outside the organisation. It is important to note that any organisation depends on its reputation to exist financially and otherwise. For this to happen, it should communicate the correct information about itself on its own platforms and to the media in such a manner that the public will react in the way they intended them too.

Stakeholders' opinions, corporate reputation and public relations all form part of reputation in this study. Stakeholders' opinions in this study will be of great importance where stakeholder engagement is being studied and the same with corporate communication with the concept of social media. Public relations, reputation management, and the framework for NPOs are also of great importance.

In this study, the focus falls on online conversations to determine whether the intended content had the necessary effect on the stakeholders and if it will reflect in such a manner through the conversations online for the organisation to have the desired reputation. It also becomes clear in which section the organisation finds itself in the Arena Model and what will be done to keep it there or get out of the unwanted section. From there, the focus falls on the Reputation Management Model, which has a strong social media factor and stakeholder engagement.

## **4. CHAPTER 4: ONLINE REPUTATION MANAGEMENT**

### **4.1 INTRODUCTION**

In the previous chapter, a contextual description was given for the term *reputation*. This chapter focuses on further discussions about online reputation, reputation management and online reputation management.

Keeping the agenda-setting theory in mind and the fact that organisations always find themselves in any one of four sectors in the Arena Model of Aula and Mantere, if an organisation takes the management of its reputation seriously it can apply a reputation management model and measure its reputation.

### **4.2 ONLINE REPUTATION AND REPUTATION MANAGEMENT: A DEFINITION**

#### **4.2.1 Online reputation**

With reputation contextually defined in chapter three, online reputation will be the valuable, intangible asset that an organisation can earn online, but cannot impose. Organisations can create and communicate specific images of and information about themselves on their websites and social media platforms, seen and read by their internal and external stakeholders. Online reputation is a perceptual identity formed through the collective perceptions of others and it represents an organisation's past actions and prospects, which are all visible on the internet. It is basically what the organisation says about it itself online, what the media says about it on online media platforms, the organisations' actions that are visible on social media and what people say about the organisation in conversations on Facebook. It is of great importance that the online reputation an organisation build through time should be managed.

According to Schreiber (2011), reputation is a holistic responsibility within the organisation and may be the most important asset entrusted to the CEO by the board and shareholders. However, the management of the day-to-day operations of reputation is often a matter of debate between public relations and marketing. There has been a constant battle in many organisations between communication and marketing over responsibility for reputation. Marketers believe that they are

responsible for aspects like the product, price, place and promotion. As such, they feel that not managing reputation divorces them from fulfilling their responsibilities to the organisation.

According to Coenen et al. (2010), corporate reputation is the sum of stories told about the organisation among stakeholders. Bromley (2000) considers reputation as the aggregate of identity and image. Coenen further points out that terms, such as identity, image, prestige, goodwill, esteem and standing, have all been used synonymously with reputation.

#### **4.2.2 Reputation management**

Reputation management is the practice of attempting to shape stakeholder's perception of an organisation by influencing information about that entity. It is also to build the reputation of an organisation by building it, maintaining it or recovering it (Fombrun & van Riel, 2004; Aula & Mantere, 2005). Overall, reputation management is a debated matter; its definition is not fully agreed on, but it has rapidly become a popular subject in corporate management literature and strategies.

#### **4.2.3 Online reputation management**

Portmann, Cudré-Mauroux and Pedrycz (2014) define online reputation management as the publicly kept social evaluation of an entity based on the entity's previous behaviour, what was posted by the entity, and what third parties share about the entity on the internet. Reputation management also includes monitoring, addressing, or rectifying undesirable or negative mentions on the web.

Online reputation management (ORM) is the practice of constructing strategies that shape or influence the public perception of an organisation, an individual or other entities on the internet. ORM helps to drive public opinion about a business and its products and services.

Grunig and Hung (2002) suggest that the quality of relationships and behaviour determines the reputation of the organisation, which forms the basis of this research.

### 4.3 REPUTATION MANAGEMENT AND MEASUREMENT

The organisational costs of reputation loss can be staggering (Floreddu, Cabiddu & Evaristo, 2014). Examples of reputation damage include among others:

- The Deepwater Horizon accident and the actions of British Petroleum (BP) in its aftermath led not only to a direct clean-up operation and business recovery costs to the value of multi-billion dollars – which are still unfolding – but also to a tremendous loss of credibility and stock market capitalisation due to compromised reputation. “We’re sorry for the massive disruption it’s caused to their lives. There’s no one who wants this thing over more than I do. I’d like my life back,” said BP’s CEO, Tony Hayward, on the Deepwater Horizon rig explosion on 1 June 2010 (Goodman, 2010). This comment caused further damage to BP’s reputation.
- In South Africa, the former Springbok coach, Jake White, has warned South Africa that its proud and feared rugby reputation could be lost forever unless changes are made to their systems. In an interview for a rugby magazine, White said the following: “In the next five years, unless we make some very strong decisions as a union, our rugby reputation will be lost – maybe forever. The writing is on the wall.”
- More recently the two South African companies, Spur and Jakaranda FM, had to go through some reputation management disasters after both allegedly neglected to listen to stakeholders and went through financial and reputational problems.
- We saw this on 12th September 2017, when Bell Pottinger went into administration. Here one of the world’s leading PR companies managed to undo themselves.
- The last big reputation crisis entails Steinhoff, which faces the threat of becoming the biggest bankruptcy in South African corporate history.

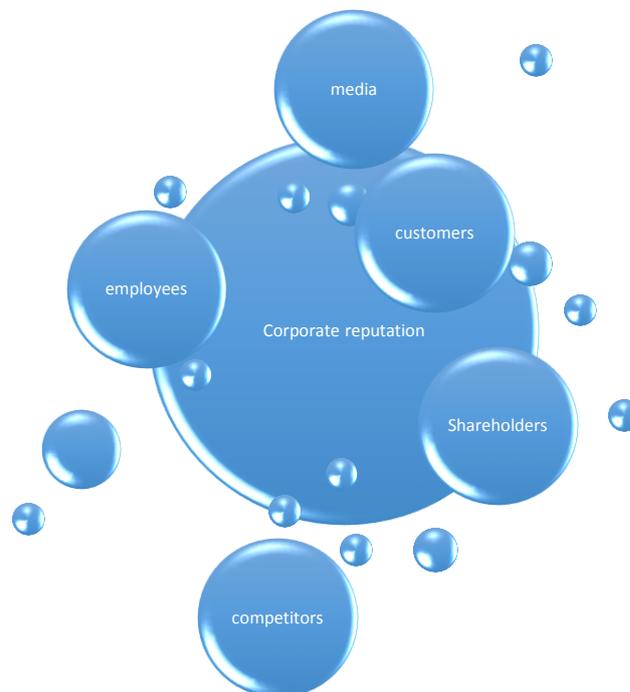
According to Resnick (2004), organisations’ most important intangible asset, namely its reputation, will be at risk unless executives actively manage the perceptions of their organisation with as much rigor as they apply to managing financial, operational or technology risks. Resnick (2004) quotes Greyser of the Harvard Business School, where he stated that the corporate reputation is a window

to the fundamental character of an organisation and its leaders and as such is relevant to all stakeholders.

Organisations need to put procedures in place and practices to manage their reputation and the risks involved as they set out to engage with the wider community on the social web (Jones, Temperley & Lima 2015; Resnick, 2004). Practices may include a variety of aspects, but for this research, these practices, as part of the research's objectives will cover the following aspects (Portmann, 2014), focusing especially on conversations taking place online:

- *Monitoring and listening* to stakeholders who have their own perceptions and by listening to them, they will become loyal and a relationship will develop.
- *Promoting* the organisation's brand through online actions.
- *Suppress or address* risks and reputation risk management.

#### 4.3.1 Monitoring and listening to stakeholders – perceptions, loyalty and relationships



**Figure 4.1: Stakeholder reputation mix (Resnick, 2004)**

According to an integrated report by Deloitte (2013), stakeholders are:

... those groups who affect and/or could be affected by an organisation's activities, products or services and associated performance. This does not include all those who may have knowledge of or views about the organisation. Organisations will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting interests and concerns.

It is clear in the figure above that every stakeholder can play a role in the reputation of the organisation. In this study, the focus will fall on internal stakeholders (the social media administrators of the organisation) and external stakeholders (followers on social media).

Helm (2007) defines stakeholder perception as one where an organisation does not have one distinct reputation; every stakeholder has its own perception and that perception depends on messages, dialogues and engagement. Reputational perceptions converge across stakeholder group boundaries, forming a general reputation of the organisation and according to Larkin (2003), these reputational perceptions are formed through direct experience, the character of the organisation and information and the organisation's influence on social networks. Doorley (2015) states that although reputation is an intangible asset, it must be managed like other assets because it has tangible value.

Brønn (2007) describes reputation as something which attracts people to an organisation like a magnet. An organisation with a good reputation attracts people to engage in buying from, investing in, working at, or supporting the organisation. In other words, people seek a relationship with the organisation. Larkin (2003) believes that researchers agree at this stage that a key feature of reputation is effective management of stakeholder relationships. To acquire a positive, enduring and resilient reputation, managers are required to invest in building and maintaining good relationships with their stakeholders (Brønn, 2007). Brønn (2007) further explains that a relationship is the bottom line outcome of communicating with stakeholders and according to Bunting and Lipski (2000), the process is not a passive, one-dimensional form of communication. The conversation should take place as a conversation and dialogue. Doorley (2015) differentiates these relationships as relationships with the media, government, community, and

investors. This thesis will focus on the online community, i.e. the organisation's followers on social media.

Stakeholders are gradually using conversations to share industry information, taking an active role as consumer watchdogs, investigative journalists, and opinion influencers (Jones et al., 2015). Social media is a tool for stakeholder empowerment. Van Riel and Fombrun (2007) indicate that trust and respect for the organisation can be built with its stakeholders by repeating the core message, and by framing the content of the communication they will have with those stakeholders, in this case online on social media platforms. Andreassen (1994) states that satisfied stakeholders tend to be loyal, but being loyal does not necessarily mean they are satisfied. Stakeholders seek a relationship with an organisation with a good reputation (Brønn, 2007).

Portmann (2014) states that reputation is built on trust, and in turn, trust is an outcome of a sound reputation. The tide has turned and organisations themselves must show that they trust the stakeholders. Reputation was not considered important enough before. Currently, reputations are formed online, i.e. on websites and social media platforms. Listening to the online chatter will provide insight to an organisation about its reputation.

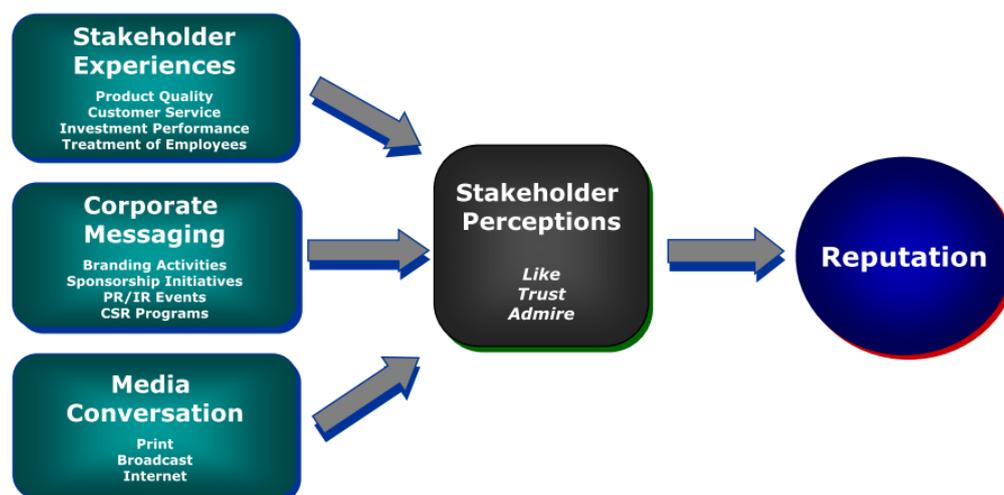


Figure 4.2: (Reputation Institute, 2014) (Heil, 2010)

Ultimately, the stakeholder experience, corporate message and media conversations, in this case social media, will lead to stakeholders' perceptions, such as trust, admiration, respect and a good feeling, which then contribute to the reputation of the organisation. Brønn (2007) theorises that reputation is a direct product of organisation-public relationships; hence, reputation can be managed indirectly by relationships and at the heart of any business relationship is trust in and commitment to its stakeholders. According to Portmann (2014), it is vital for an organisation to listen to what is being said about the organisation, even if what is said, is negative. Listening bears the opportunity to take action and resolve problems or deal with virulent information, both of which can negatively affect an organisation's brand image and reputation.

Monitoring <span style="font-size: 2em;">→</span> breadth		
M e a s u r i n g  ↓ d e p t h	<p><b>“Bulling corner”</b> Organisations here have a very narrow view of their web environment and shallow perception of the level and scope of participation required being susceptible to “bulling” attacks.</p>	<p><b>“Puddle swimmers”</b> Good monitoring breadth allows knowledge of their web presence but lack of depth prevents benchmarking as well as future strategic implementation.</p>
	<p><b>“Blind manners”</b> Narrow monitoring, misleading metrics, weakening strategies and tactics, high risk in an environment that is rather fragmented.</p>	<p><b>“Tuned-in mavens”</b> Well positioned to deliver “king” content, though leadership and allow maximised engagement bankable strategies leading to brand leadership and esteemed business reputation.</p>

**Table 4.1: Online reputation management –monitoring-measuring matrix (Jones, Temperley & Lima, 2015)**

The proposed online reputation management framework, which is tested as part of this study, indicates to what extent organisations should shift their focus – not only to monitor their social media platforms, but also to measure those components. By

measuring and monitoring the platforms, the organisations might find themselves tuned in to become the king of content with maximised engagement.

### 4.3.2 Promoting the organisation brand through online actions

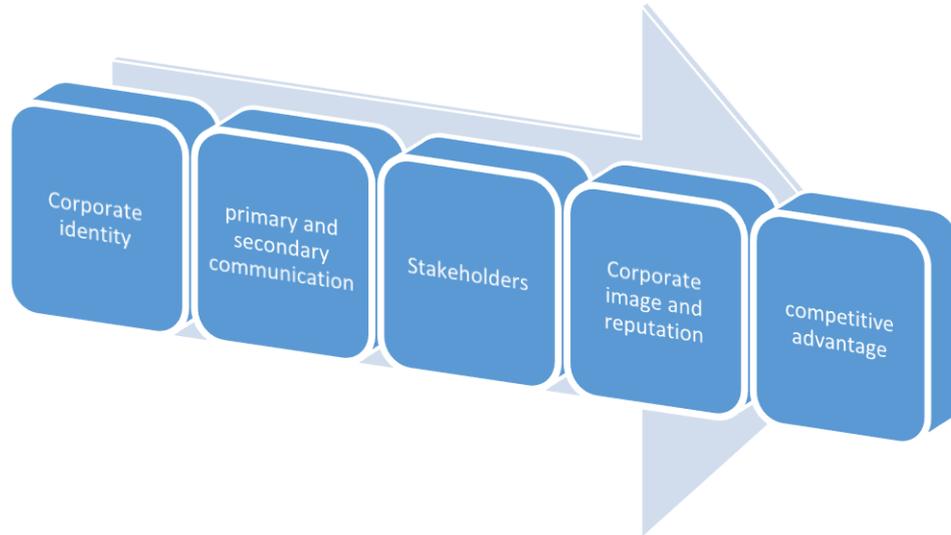
Although the terms corporate branding, corporate reputation and reputation management have become buzz words, they often mean different things to different people.

There are generally accepted distinctions between corporate identity, corporate image and brand (Alessandri, 2001). The big difference between the organisation's image and identity is that the image is the reflection of the brand and identity – what you tell stakeholders what you are, who you are and what you offer; the organisation's true and real identity. Reputation on the other hand, is what others say about the organisation.

**Table 4.2: Definitions of key terms (Argenti, 2004)**

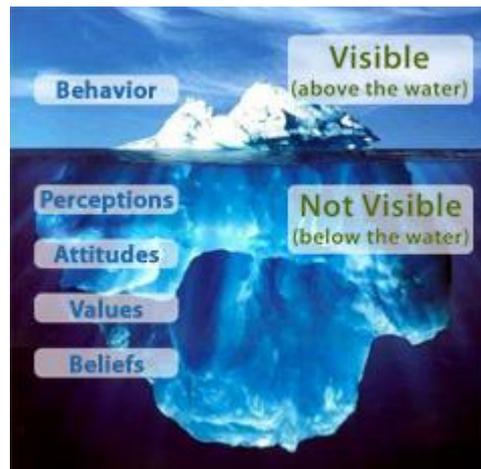
<b>Terms</b>	<b>Definition</b>	<b>Question</b>
Identity	Consists of an organisation's defining attributes, such as its people, products and services.	Who are you?
Brand	A brand that spans an entire organisation. Conveys expectations of what the organisation will deliver in terms of products, services and customer experience	What do you say you are and what do you want to be?
Image	A reflection of an organisation's identity and its corporate brand. The organisation as seen from the viewpoint of one stakeholder. Depending on which stakeholder is involved an organisation can have many different images.	What do stakeholders think of who you are and who you tell them you are?
Reputation	The collective representation of multiple stakeholders' images of an organisation, built up over time and based on an organisation's identity programmes, its	What do stakeholders think of who you tell them you are and what you have done?

	performance and how they have perceived its behaviour.	
--	--	--



**Figure 4.3: Balmer’s (1999) model of the corporate identity-corporate communication process**

According to Balmer (1999), political, economic, ethical, social, technical and environmental forces have highlighted the need to manage corporate identity and reputation. Parts of this process will be incorporated in the online reputation framework of this study. Alessandri (2001) refers to Lambert’s Iceberg who depicts corporate identity as divided in two levels, where the first level contains what can be seen and the second level contains what is below the surface. Elements above the surface are the visual elements (name, logo, colour, etc.) and elements below the surface include written communication, corporate structure and behaviour – equal parts of the corporate identity, but not visible to people.

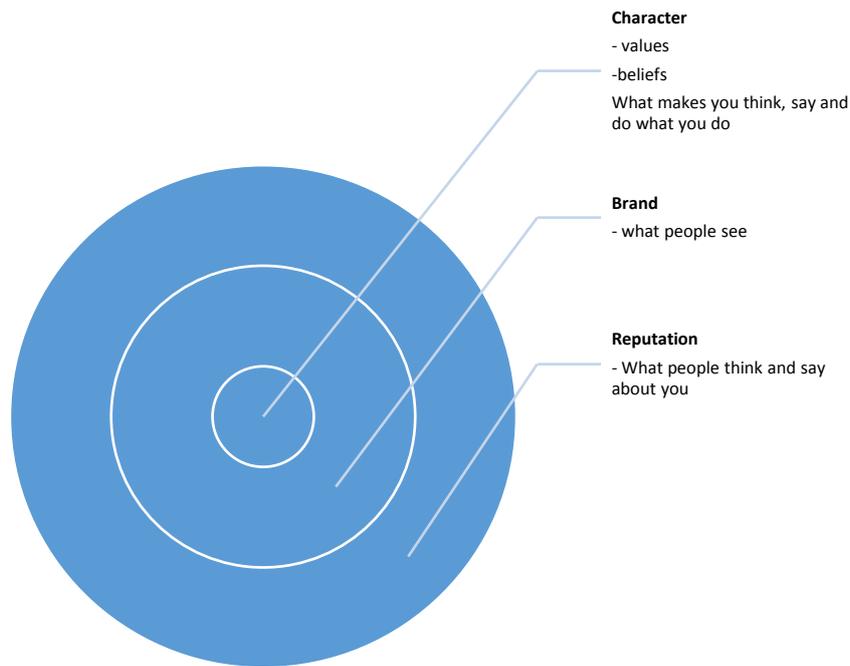


**Figure 4.4: Lambert's Iceberg (Alessandri, 2001)**

Corporate brand identity is translated by the market, resulting in a corporate brand image and reputation while combining associations and expectations into an informal contract between the organisation and its stakeholders (Blomback, 2012).

The brand is, according to Doorley and Garcia (2015), how organisations want to be perceived, and reputation is the sum of perceptions that stakeholders have of an organisation. Corporate branding seeks to involve all the organisation's internal and external stakeholders, and sees the organisation's reputation among stakeholders as an integral element of the brand (Carroll, 2013). Well managed and orchestrated online conversations can assist organisations to build and maintain presence, reputation and brand image (Jones, Temperley & Lima 2015).

According to Brown (2010), there is a difference between the organisation's brand, its character and its reputation. The brand is the public face of the organisation and shows how everything on the inside comes the fore. The latter directly influences the reputation.



**Figure 4.5: The relationship between character, brand and reputation (Brown, 2010)**

Carroll (2013) states that two factors of online communication with the biggest impact on corporate reputation are the organisation's service and its image. In a globalised world, organisations set themselves apart primarily through branding, and the brand becomes very valuable to a given organisation. The enhanced value of a brand often leads to activists targeting the brand by going online on social media trying to do damage to the brand with counter content or smear campaigns.

According to Andreassen (1994), stakeholder satisfaction is influenced by two factors, namely expectation and experience. Perceived performance is influenced by the consumer's perception of service equality, marketing mix, brand name and the image of the organisation. The consumer's satisfaction or dissatisfaction influences purchasing behaviour.

A corporate brand involves three key dimensions, namely the organisation's culture and identity, top management's strategic vision and the organisation's reputation among stakeholders (Carroll, 2013). Jones et al. (2015), states that all of this can be observed on the organisation's social platforms. Corporate brand management becomes a matter of aligning the organisation's culture and identity with the external stakeholder's expectations and evaluation of the organisation (Carroll, 2013). Online communities are co-branders of organisations.

Doorley and Garcia (2015) state that social media allows anyone to create and distribute content online, easily, quickly and often freely, and through such content creation, brand communication takes place.

According to Argenti (2004), corporate reputation can be strengthened when the corporate brand promise is kept. The corporate brand which embodies social responsibility, can enhance an organisation's reputation and when the corporate brand is represented by an individual, a unique reputational challenge may arise.

Corporate brand identity can be shaped continuously as organisations change their communication and their audiences learn to connect and interpret the spectrum of business traits that the organisation reveals (Blomback, 2012).

#### **4.3.3 Reputation risk management in the reputation management model**

Reputation risk, the possibility or danger of losing one's reputation, presents a threat to organisations in many ways (Aula & Mantere, 2010). The loss of reputation affects competitiveness, local positioning, the trust and the loyalty of stakeholders.

According to Dowling (2006), a fish rots from the head and therefore, managing and protecting an organisation's reputation, is primarily a responsibility of the CEO, shared with other executive managers. Although every employee is responsible for carrying the organisations' reputation, it should start with the Board of Directors.

Traditionally, directors looked at risk management as a five-part problem, i.e.: operational risks, capital risks, financial risks, social risks and intangible risks and no reputational risks at all (Dowling, 2006), but reputation risk has been added to the list of business risks that organisations must take seriously (Aula, 2010).

It's no longer possible for PR companies to suppress damaging stories for their stakeholders, with the rise of social media, the burden is falling on business leaders to navigate crises. According to Gold (2017) the way companies were perceived has changed. It is no longer the stony faced institutions, stakeholders are looking for integrity, a community and a story that they can personally connect to, bringing them into that particular moment of the brand history.

This is due to the fact that social media platforms and 'citizen journalism' has shifted the power into the hands of the individual, meaning the idea that companies can minimise the impact of their problems is a myth.

Doorley (2015) and Aula (2015) state that social media must be part of reputation management in today's communication and media environment. It does not matter in which sector, or non-profit or for-profit, or small or large. Everybody must address social media as part of the reputation management matrix. This is especially important to address risks in the organisation. Brown (2010) states that a strong reputation will result in people paying more money, paying better attention and showing more respect. It is a form of social capital that now appears on balance sheets as a tangible asset. An organisation that takes the time to explain to their stakeholders why a decision was made (or the reason a situation has occurred) with honesty and transparency will be looked upon more favourably. If organisations do this, and contextualise any situation or decision within their brand values, they can experience a good reputation.

Aula (2010) identifies three types of reputation risk factors:

- Risk is increased when the gap between an organisation's reputation and its reality grows.
- Risk is increased by a change in the expectations of stakeholders.
- When an organisation is internally unable to react to changes in the environment, it becomes a highly important source of reputational risk for example, poor coordination of decisions made by different business units and functions.

According to Larkin (2003), threats to reputation can destroy an image or brand developed and invested in over decades in literally hours or days. These threats need to be anticipated, understood and planned for. The risk to reputation and brand poses a major concern for organisations that generate over \$1 billion, since they are under greater media and public scrutiny due to their size and wider name recognition (Heller, 2015).

Carroll (2013) notes that customers will use social media outlets to complain about an issue the organisation is failing to address, which in turn can create reputational problems. They are the new 'professional consumers' or 'prosumers' (Jones et al., 2015) and can put organisations under increased scrutiny.

Due to the nature of social media, crises can disseminate rapidly and create long-term damage to an organisation's reputation in a matter of minutes. Jagersma (2010) states that a good reputation can be resilient in the face of one-off threats, if the threat is managed well.

Proper and proactive management of an organisation's reputation and presence on social media sites can help organisations to manage issues and to respond appropriately in crises situations (Carroll, 2013). By implementing the right strategies, these threats can be understood and planned for. The actions of stakeholders targeting the brand negatively may be at minimal cost, but the effects on the brand can be catastrophic and damaging to the organisation's reputation (Carroll, 2013).

Risk management, according to Larkin (2003), involves avoiding, reducing or controlling potential or current hazards. Larkin further maintains that behaviour is what people do; knowledge is what they know – or think they know. The responses of stakeholders can be better understood if you divide them roughly into opinions, attitudes and values. Sir Robert Worcester, the founder of MORI said: "Opinions are the ripples on the surface of the public's consciousness, shallow and easily changed; attitudes are the currents below the surface, deeper and stronger; and values are the deep tides of public mood, slow to change, but powerful."

## The Reputation Risk Cycle Curve

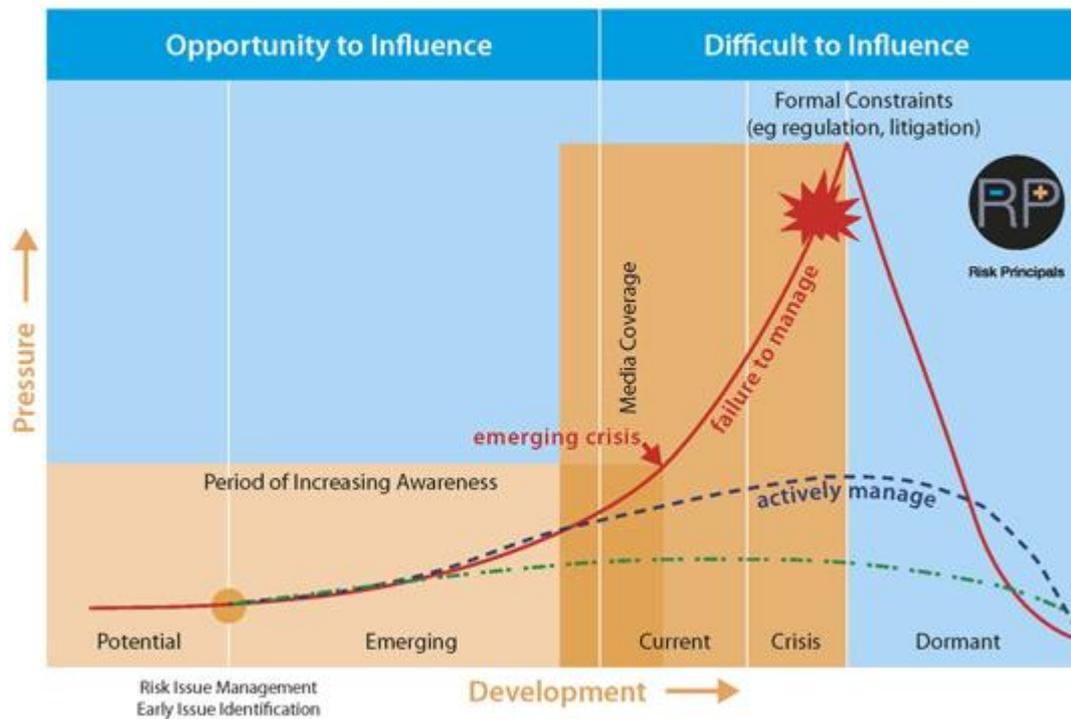


Figure 4.6: The reputation risk cycle curve (Larkin, 2008)

### 4.4 REPUTATION MEASUREMENT

The loss of confidence by investors, analysts, clients and other stakeholders have been acknowledged to be potentially devastating for the sustainability of business in the long term (Resnick, 2004), hence the importance of monitoring and managing this intangible asset appropriately. Feldman (2014) stated that Verčić mentioned in 2007 that the management of reputation assumes that it is possible to measure the construct through time and improve its score. In this way, the organisation would be able to monitor the relationships between itself and its different stakeholders

Reputation measurement is one of the most debated subjects among scholars, but there is some that is in agreement on which instrument is the best for reputation measurement. The following elements have been taken into consideration: a choice of what is measured, on whom, and how (Romenti, 2015).



**Figure 4.7: Online reputation measurement process (Aula, 2011)**

Stakeholders are not always able to reliably capture the organisation's position from its financial statements or annual reports. In this case, external signals of brand image (such as corporate reputation rankings and integrated reports) could provide value-relevant information to the market, as well as help organisations to measure their performance from an outside perception (Sarstedt & Schloderer, 2010; Smith, Smith, & Wang, 2010). To move with confidence towards its vision, the organisation must know how it is perceived and positioned. An organisation may measure its reputation over a period, usually for necessary credibility, through an external auditor (Winston, 2002). Organisations may use webtools like Facebook analytics or Leximancer to determine the reputation.

Walker (2010) establishes that reputation is stakeholder group-specific and issue-specific. He proposes that to measure reputation, it should first be decided which interest group the organisation wants to tackle, and on what issue it wants to assess reputation. By doing the abovementioned, he attempts to consider the incompatibilities that emerge when comparing the perceptions of different stakeholders about a particular topic. It is necessary to decompose corporate reputation by issue and stakeholder; it may limit generalisability but it increases validity. Also, the instruments most commonly used do not have cross-cultural validity, which would allow for international comparability (Fombrun, Gardberg & Sever, 2000, Mahon, 2002; Ponzi, 2002) a key variable in improving the organisation's attractiveness and its capacity for the retention of both clients and investors. In that sense, it seeks to be a managerial tool, which would allow the most important organisations to improve and strengthen their relationships with society in these key dimensions examined. The importance to can be summarised as follows:

- It helps to annually monitor the effect of the organisation's actions regarding corporate reputation.
- It identifies the best social responsibility practices taking the organisation with the highest score as a benchmark.
- It identifies opportunities for improvement in each of the seven variables that characterise the corporate reputation of the organisation in the CSR arena.
- It compares the performance of different sectors and organisations versus other sectors and competitors respectively. This means that it meets the needs of companies that need to know the perception of their management performance to compare with their peers and at the same time monitor the traceability of their impacts on the budgets in different countries and sectors in which they operate.
- It identifies opportunities for organisational improvement at different levels: city of origin, demographic variables, and lifestyle, because the quality of the data can deliver results at this level of detail.

According to Portmann (2014), reputation capital refers to a crucial and sometimes under-evaluated asset of an organisation that can be managed, accumulated and traded for trust, legitimisation, premium prices and a greater readiness among stakeholders. Reputation can also be referred to as trust that an organisation has built up in its brand that people are aware of.

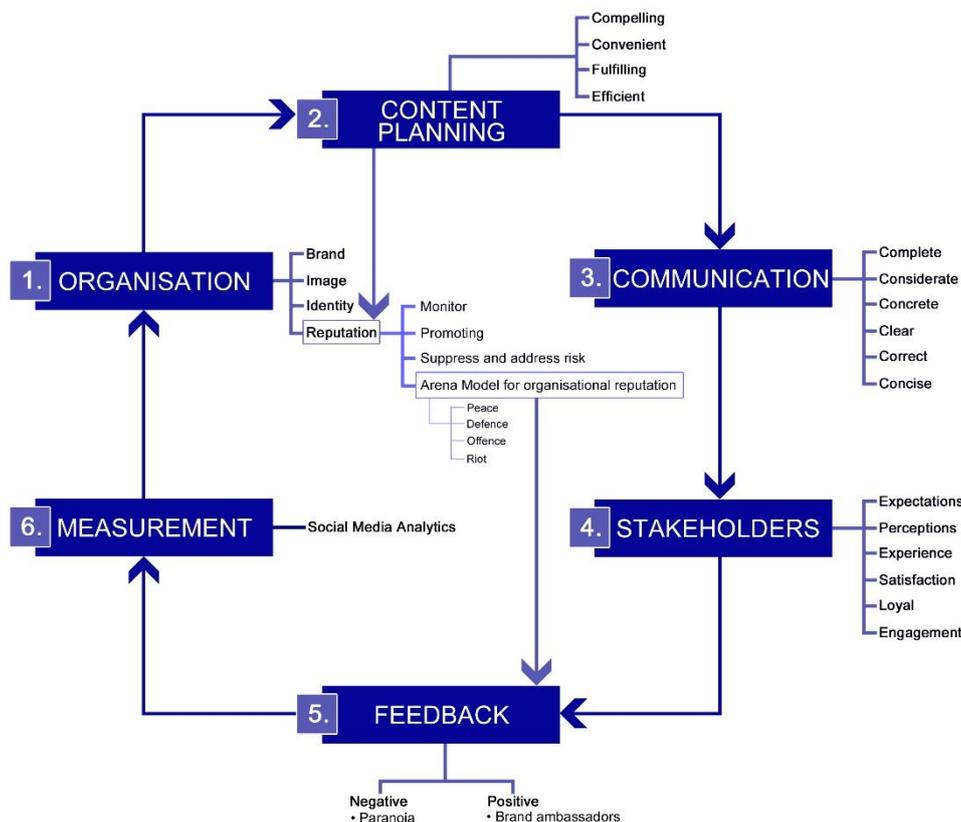
#### **4.5 A PROPOSED ONLINE REPUTATION MANAGEMENT FRAMEWORK**

The communication professional in an NPO typically launches into the following thought process: With whom should we communicate? What should we say? Through which channels? These considerations reflect the components of the basic communication theory, the circular loop of the source, message, channel, recipient and feedback (Bishop, 2006). Regardless of the audience and the channels, the content is also of great value. It is particularly of great value to NPOs to create and distribute effective and valuable content.

Communication is central to the practice of public relations, with the general aim of establishing understanding, but specifically to persuade, to inform, to influence attitudes and to bring about action. The components of the communication process are regarded as people, messages, media and feedback (Skinner, 2007). Because

feedback plays such a big part in Wiener’s philosophy, it can also be regarded to be linear with the communication model of Shannon (Guldás, 2011). What is said in the contents of social media, affects everybody who reads and sees it (McLuhan, 1962).

At first, the framework, which was designed during the author’s master’s dissertation in 2014 with the title “*The use of social media for member recruitment in an NPO,*” was called the social media communication process. During the writing of that dissertation and preparing for the doctoral thesis, the focus shifted to online reputation and the framework and is now referred to as the *online reputation management framework*.



**Figure 4.8: The online reputation management framework (Van den Heever, 2016)**

The proposed framework has been applied during this research. Figure 4.8 shows the full online reputation management framework. A brief explanation will now follow and Figure 4.8 will be explained in more detail in chapter seven of this thesis.

Any communication process or reputation management process starts with the specific organisation. The trade union, Solidarity, in this research, already has an

existing reputation that has been developed through several ways or actions which include media reporting on Solidarity and message content and actions on its online platforms. The goal of any organisation would be to develop a good reputation and to maintain that reputation. Every organisation communicates by distributing different kinds of content and content regarding certain actions through several online media and platforms. These content and actions are communicated to the selected media and the existing stakeholders. The media can enhance or damage the reputation when it reacts to press releases in writing either positive or negative articles. The media's view represents the second phase of reputation formation. The last part of forming the reputation lies with the stakeholders. Stakeholders have certain expectations and perceptions and their loyalty depends on what they read and/or see. This research's focus falls on the feedback of stakeholders and to determine to whether the comments of stakeholders and their online conversations play a part in the reputation formation and outcome of the organisation.

Online measurement involves analyses to determine the sentiment of these comments and conversations regarding certain aspects of the content. This measurement will be taken into consideration and will form part of the management of the organisation's reputation.

The abovementioned process can be regarded as the management process where the organisation should consider whether these actions did the existing reputation any good, did not have any influence on it or did damage to the reputation

#### **4.6 CONCLUDING REMARKS**

Although it is of great importance to build and mould a reputation, it is far more important to manage the reputation. Like Warren Buffet said: "It takes 20 years to build a reputation and five minutes to ruin it. If you think about it, you will do things differently." It is important to monitor and listen to the stakeholders online. The brand of the organisation ought to be constantly promoted, all risks should be addressed and suppressed, and all risks managed. Solidarity has a team of social media and public relations professionals who are involved in these three aspects.

Solidarity measures its reputation on a monthly basis through a platform to monitor social media comments.

Stakeholders hold the key to any reputation and can either jeopardise or improve the organisation's reputation.

The next chapter will provide a brief overview of stakeholders and stakeholder engagement.

## 5. CHAPTER 5: STAKEHOLDER ENGAGEMENT AND ONLINE REPUTATION

“You can forget important stakeholders, but they won’t forget you”  
(Richard Smith, 2014).

### 5.1 INTRODUCTION

According to Adams (2006), stakeholder engagement has become increasingly more important in recent years. According to Foster and Jonker (2005) and Loi, (2016), the effect of stakeholder relationships on the success of organisations cannot be ignored. Every organisation must therefore; gear itself to engage with its stakeholders in some way, as there is much pressure on organisations to manage performance and stakeholder perceptions of performance through external reporting (Adams, 2006).

In the social web environment, there is little space for monologue<sup>3</sup>. According to Jones et al. (2015) and Foster and Jonker (2015), organisations can no longer simply devise a message and communicate it to their audiences, neither can they simply put across their own agenda; this would be a monologue and not a dialogue (Adams, 2006). Helm (2007) states that the combination of social and economic contributions, which an organisation makes to its stakeholders, is captured in its corporate reputation. An organisation contributing to a stakeholder’s life might result in its stakeholders regarding the organisation positively and will consequently act positively towards an organisation and engage more frequently.

With the advantage of the available social network, organisations are no longer solely in the hands of the management team. In the new world of blogs, social networks, wiki’s, podcasts and chat rooms, corporate reputation might easily be enhanced or permanently damaged. Therefore, Jones et al. (2015), state that reputation on the social web is built on stakeholder engagement.

---

<sup>3</sup> Monologue allows no response from an audience: there is no opportunity for the speaker to assess progress, and no means of verifying assent to premises. It represents a one-shot deal, where errors can be neither detected nor corrected. It is a 'speaker-oriented' activity, relying solely on the speaker's knowledge, both of the domain of the argument, and also of the (presumed) hearer knowledge (Reed & Long, 1998).

Increasingly, organisations are seeking to create active online communities around their brand (Jones et al., 2015). The social web allows the organisation's stakeholders to co-create brand image and reputation. The stakeholders can play a role in the improvement or deterioration of the reputation of the organisation.

## **5.2 A CONTEXTUAL DEFINITION**

According to an integrated report by Deloitte (2013), stakeholders are those groups with a material interest in the organisation who affect and/or could be affected (Loi, 2016) by an organisation's activities, products or services and associated performance. This does not include all those who may have knowledge of or views about the organisation. Organisations will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting interests and concerns.

According to Loi (2016), power, legitimacy and urgency of stakeholders are the three main attributes which determine the stakeholder salience to managers.

Adams (2006) defines stakeholders as any group or individual who can affect, or is affected by the achievement of an organisation's purpose. However, stakeholder relations represent a complex web of relationships that cannot be represented by a one-dimensional interaction between the organisation and a specific stakeholder. The classification of stakeholders will be discussed in 5.4.

Today, the term *stakeholder engagement* is emerging as a means of describing a broader, more inclusive, and continuous process between an organisation and those potentially impacted, which encompasses a range of activities and approaches, and spans the entire life of a project. It can also be regarded as a source of a competitive advantage (Rhodes, 2014).

Stakeholder engagement, according to the integrated report by Deloitte (2013), is defined as "... the process used by an organisation to engage relevant stakeholders for a purpose to achieve acceptable outcomes."

Many organisations have interpreted this engagement as a form of management (Foster et al., 2005). Stakeholder management refers to:

... communicating, negotiating, structuring, organising, contracting and managing relationships with stakeholders and motivating them to behave in ways that are beneficial to the organisation and its stakeholders (Rhodes, 2014).

Stakeholder management is the integration of constituents with a legitimate interest in the organisation about managerial decision-making.

Stakeholders, stakeholder engagement and ultimately stakeholder management is part of the key components in this study where Facebook followers are the stakeholders. These may be anyone who started following the organisation's page during a certain campaign or during the last couple of years. The organisation attempts to get this group involved and engaged by generating the placement of relevant content on various platforms. This engagement should also be well managed. The comments should be monitored to ensure that the stakeholders' online dialogue does not cause any harm to the reputation of the organisation.

These stakeholders react differently during certain activities and during certain times of the day. It is of great importance for Solidarity that these stakeholders become ambassadors for the organisation and recruit new members as Solidarity solely relies on its members for the organisation's sustainability. It is important that the 127 000 Facebook followers of Solidarity engage with the organisation and with the other stakeholders on Facebook.

In this regard, reference is made to Freeman's stakeholder theory for the alignment of stakeholders.

### **5.3 FREEMAN'S STAKEHOLDER THEORY**

According to Rhodes et al. (2014) and Andriof (2002), stakeholder theory addresses the elements in an organisation's relationship with stakeholders. The theory has evolved in recent years and the attention should be focused on the importance of the relationships that organisations have with stakeholders. The long-term value is determined by its relationships with critical stakeholders. In the case of this research, it would be an online relationship that the organisation, Solidarity, has with its Facebook followers.

Freeman (1984) suggests that the purpose of a business is to create as much value as possible for stakeholders. To succeed and be sustainable over time, executives must keep the interests of all stakeholders aligned (Freeman, 1999 and Donaldson, 1995). The challenge is to identify and recognise the mutual interests among the organisation and its stakeholders (Rhodes, 2014).



Figure 5.1: Stakeholder model of the corporation (Grochim, 2008)

For the purpose of this research, the focus falls on Facebook followers and the internal social media administrators as internal and external stakeholders.

According to Rhodes *et al.* (2014), once a company identifies its stakeholders, it is then time to focus on which ones hold the most salience to the organisation after which it can start working on building bridges and forging relationships in pursuit of common goals and objectives. This will mean that these stakeholders build the brand and become brand ambassadors especially during riot stages on Facebook. The ambassadors can convince those stakeholders who are attacking or still sit on the fence.

According to Freeman (1984), organisations have stakeholders, i.e. groups and individuals who benefit from or are harmed by and whose rights are violated or respected by corporate actions.

Freeman (1984) states that every business creates, and sometimes destroys, value for its stakeholders. The 21st century is the time for companies and organisations to 'manage stakeholders'. Managing stakeholders (Rhodes, 2014) refers to

activities, such as identifying and prioritising key stakeholders, assessing their needs, collecting ideas from them, and interpreting this knowledge into strategic management processes. The task of executives is to create as much value as possible for stakeholders without resorting to trade-offs. Great companies endure because they manage to get stakeholder interests aligned in the same direction.

Freeman (2014) further states that stakeholder theory argues that there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, financiers, suppliers, employees, and customers. Sometimes even competitors are counted as stakeholders—their status being derived from their capacity to affect the organisation and its other stakeholders. Loi (2015) and Laplume (2008) describe five major themes within the stakeholder theory research.

### **5.3.1 Stakeholder salience**

At first the organisation should make sure it understands what stakeholders are and who the organisation's stakeholders are. Stakeholders are anyone with material interest in the organisation and have resources to influence organisational survival. The organisation should be aware that these stakeholders have some important attributes, including power, legitimacy and urgency and these attributes determine the stakeholder salience to managers.

During a reputation process, there are actions from stakeholders and actions from the organisation.

### **5.3.2 Stakeholder actions and responses**

Stakeholders can assert influences on the organisation via the forming of coalitions, influencing strategies, and by altering power and legitimacy. The stakeholders will mobilise when they desire to protect interest. It is important for organisations to understand that the stakeholders listen to others on social platforms, they read information sent to them through which they form perceptions. They can interpret the information any way they like and decide what to do with the information.

### **5.3.3 Organisation's actions and responses**

Building stakeholder trust, managing organisational identity, reputation, and having stakeholder representation on corporate boards, are some measures the organisation can take to gain support from their stakeholders.

### **5.3.4 Capability and performance**

Freeman (1984) advocates a whole stakeholder approach to strategic management. He argues that an organisation ought to possess a stakeholder management capability. It should be capable of integrating the interests of stockholders and other stakeholders when developing sound corporate policies for effective implementation.

According to Rensburg and de Beer (2011), the concept of stakeholder management has been elaborated on in literature and research with, among other results, the emergence of the following two principles:

#### **(1) The principle of corporate legitimacy**

The organisation should be managed for the benefit of its stakeholders. The rights of these groups must be ensured and they must participate in decisions that substantially affect their welfare.

#### **(2) The stakeholder fiduciary principle**

Management bears a fiduciary relationship to stakeholders and to the organisation. It must act in the interests of the stakeholders as their agent, and it must act in the interests of the organisation to ensure the survival of the firm, and in so doing, safeguard the long-term stakes of each group.

A different definition of stakeholders was later developed, as "those groups who are vital to the survival and success of the corporation," in which the two above principles are redefined and altered:

#### **(1) The stakeholder-enabling principle:**

Organisations shall be managed in the interests of stakeholders.

#### **(2) The principle of director responsibility:**

Directors of the organisation shall have a duty of care to use reasonable judgement to define and direct the affairs of the organisation in accordance

with the stakeholder-enabling principle (Friedman and Miles, 2006). A relatively new tendency in stakeholder theory is to consider the stakeholder concept from the perspective of the stakeholders.

### **(3) The principle of stakeholder recourse:**

Stakeholders may bring an action against the directors for failure to perform the required duty of care.

According to Mainardes (2012), the core assumptions of stakeholder theory are:

- Organisations engage in relationships with many groups that either influences them or are influenced by them.
- The theory focuses on these relationships in terms of processes and results for the organisation and the stakeholder.
- The interests of all legitimate stakeholders are of intrinsic value and no single set of interests prevails over all others.
- The theory focuses on managerial decision-making.
- The theory identifies how stakeholders seek to influence organisational decision-making processes so they become consistent with their needs and priorities.
- As for the organisations themselves, they should strive to understand, reconcile and balance the various participant interests.

A central claim of stakeholder theory (Loi, 2015) is that the purpose of business is to create value for various stakeholders. Stakeholder management affects an organisation's triple bottom line performance as organisational stakeholder groups influence managerial activities internally and externally.

## **5.4 STAKEHOLDER CLASSIFICATION AND STAKEHOLDER RELATIONSHIPS**

Mainardes (2012) states that taking the model proposed by Freeman (1984) into consideration, it includes a broader spectrum of stakeholders and not only traditional clients, shareholders, members of staff, suppliers and competitors. The process should deal with all stakeholders simultaneously.

Literature offers a variety of proposals for classifying stakeholders by their respective level of importance. The most popular has proven to be the Mitchell's

model titled, *stakeholder salience*, with the objective of identifying and classifying stakeholder importance. This model is a dynamic model and explains how managers should prioritise relationships with stakeholders (Mainardes, Alves, Raposa, 2014)

This study will explain to whom and to what managers should really pay attention. Mitchell, Agle and Wood (1997) report that the attributes power, legitimacy and urgency are binary. During this study, the stakeholders will be placed into categories as indicated in the table below.

<p><b>The latent stakeholders</b>  <i>(in possession of only one attribute, probably little attention)</i></p>	<p><b>The dormant stakeholder</b>  <i>Groups and individuals with the power to impose their wills on the organisation but lack either legitimacy or urgency. Their power falls into disuse with little or no ongoing interaction with the organisation. Organisations should nevertheless monitor these stakeholders.</i></p>
	<p><b>The discretionary stakeholder</b>  <i>Groups or individuals with legitimacy but lack both power to influence and any urgency. In these cases, attention should be paid to this stakeholder.</i></p>
	<p><b>The demanding stakeholder</b>  <i>When the most important attribute is urgency. Without power or legitimacy, they do not demand greatly but require monitoring.</i></p>

<p><b>The expectant stakeholders</b> (in possession of two attributes resulting in a more active posture)</p>	<p><b>The dominant stakeholder</b> Groups and individuals that hold influence over the organisation guaranteed by power and legitimacy. Correspondingly, they expect and receive a lot of attention from the organisation.</p>
	<p><b>The dangerous stakeholder</b> When there are power and urgency but stripped of any legitimacy. This stakeholder may represent a threat to the organisation.</p>
	<p><b>The dependent stakeholder</b> Groups or individuals that hold attributes of urgency and legitimacy but which however depend on another stakeholder for consideration.</p>
<p><b>The definitive stakeholder</b></p>	<p>Whenever the stakeholder holds power, legitimacy and urgency with managers therefore paying immediate attention and prioritising this stakeholder)</p>
<p><b>The non-stakeholder</b></p>	<p>When groups and individuals neither hold any influence nor are influenced by organisations operations.</p>

Table 5.1: Typology of stakeholder salience model (Mitchell et al., 1997)

## 5.5 CORPORATE COMMUNICATION AND STAKEHOLDER ENGAGEMENT

According to Adams (2006), the internet has become an increasingly important medium for corporate communication. It introduces the possibility of an additional form of dialogue, especially through social networking sites. The web has led to a

communication revolution that has changed stakeholder dynamic, creating significant challenges and opportunities for the organisation and influencing upon the way in which stakeholders view and engage with the organisation.

This corporate communication consists of three aspects namely: public relations, dialogue and relationships, and persuasion (Adams, 2006).

### **5.5.1 Public relations**

According to Carroll (2013), the corporate reputation of an organisation does not belong to the organisation itself, but is determined in mainly by the stakeholders on whom the organisation's success or failure depends. Helm (2007) also indicates that reputation is rooted in the aggregated perceptions of the organisation's stakeholders and according to Kantanen (2010), how the organisation is perceived.

According to Adams (2006), there are organisations that use the internet as part of a stakeholder engagement strategy, which involves dynamic interaction. Social media empowers stakeholders to help contribute information about organisations that quickly influences public opinion. This thesis attempts to show that stakeholders, with their different perceptions, can improve or damage the reputation of the organisation with online dialogues.

Adams (2006) further states that organisations use the internet, in this case social media, to communicate with their stakeholders, rather than just report to them. According to Ponte (2015), organisations may benefit from social networking tools to build relationships, generate conversations by listening to stakeholders' opinions and stimulate dialogue and engagement.

Corporate reputation is a type of feedback received by an organisation from its stakeholders; this reputation is co-created by the stakeholders (Carroll, 2013). A relationship with the stakeholders is the outcome; therefore, if the perception is measured to be positive, it would indicate that the firm has been successful in its reputation-building activities (Brønn, 2007).

According to Fombrun and van Riel (2003), one of the strongest factors in determining a favourable corporate reputation is the visibility of an organisation as perceived by its stakeholders. Fombrun also states that stakeholders seek to have

a relationship with the organisation. To acquire a positive, enduring and resilient reputation, managers are required to invest in building and maintaining good relationships with their stakeholders. This research will investigate whether social media platforms form the base for relationships.

Corporate reputation is more durable, according to Romenti (2010), when the role of the corporate communication function within organisations moves beyond the influencing of stakeholder perceptions towards the shaping of an organisational reality by engaging stakeholders in being the main reputation drivers. Helm (2007) states that the positive effects attributed to reputation are triggered by perceptions and attitudes of individuals and therefore originate from stakeholders' decision-making and behaviour.

### **5.5.2 Dialogue and relationships**

According to Shams (2015), stakeholder perception epitomises corporate reputation. Adams (2006) states that the achievement of organisational legitimacy cannot be taken for granted as new issues and agendas arise, resulting in the need to rethink and reposition the organisation through stakeholder dialogue. The perception of stakeholders (Shams, 2015) about an organisation constructs a kind of influence that motivates stakeholders to associate or not to associate with an organisation. Early scholars turned to a simple linear model of communication in which stakeholders were the recipients of messages sent by the organisation. Later applications of communication theory focused on the effects messages on the recipient with the particular emphasis on feedback which form a part of this study (Foster and Jonker, 2005).

This interaction among stakeholders and organisations can lead to permanent and quality relationships that are central in achieving the organisation's mission (Ponte, 2015; Black, 2002). According to Foster and Jonker (2005), the essential building blocks of stakeholder relationships is communication. In the current digital information age and the fact that information can be shared with masses, go hand in hand with power; it is called the 'new people power' – or 'consumer democracy' (King, 2013). The latter provides users with the possibility to co-create content, which can affect the reputation of the organisation (Ponte, 2015).

Foster (2005) differentiates between organisations who call the engagement, 'management' and other organisations that become more involved in a two-way relationship with stakeholders where the interests and concerns of both parties are taken into consideration and not only consider it as 'management'.

According to Ponte (2015), social media has changed the communication strategies of organisations because they facilitate a more dynamic and interactive way to communicate, which leads to larger stakeholder engagement.

Relationships are the foundation for social media networking sites. Public relations-oriented blogs and trade publications have promoted these sites as relationship building tools (Waters, Burnett, Lam and Lucas, 2009). In order to build a long-term relationship, a few elements should be in place. These elements will include; communication platforms, like social media and quality, persuasive content. This should both function according to a well-oiled strategic plan. To reach these goals, the process must be clear. Skinner (2007) states that these components of the communication process are there to specifically inform influence and bring about action. It is also important for an organisation to realise that to build a relationship with stakeholders, there are four items which stand out, namely: people (the organisations' followers), objectives, strategy and technology (social media) (Smith, 2011).

Grunig and Grunig (1992) regard *asymmetrical dialogue* a type of dialogue where the aim of the communication is to manipulate or persuade, even though it may involve two-way interaction. This form of communication is where both parties are involved in a conversation where information is exchanged and knowledge acquired.

Organisations, especially NPOs, know that recruiting members costs far more than retaining them. This simply means that the growing emphasis on the benefits of building a continuing relationship with members is one sign of the high cost of acquiring the same (Cairncross, 2002). Organisations use communication to build, nurture, maintain and bolster relationships via the internet by disseminating organisational information and promoting two-way communication (Haigh, 2012).

According to Cairncross (2002), organisations learned to fit the internet into their relationships with their members and Facebook followers and they quickly noticed that this simple and easy interactive process and information collection allow them to give their appearance a personal touch. This leads to persuasion by using the technology and communication content to the best extent possible.

According to Ponte (2105), two-way communication protocols allow the organisations to achieve greater stakeholder engagement and loyalty and provide a better image of the organisation, which ultimately lead to online reputations and consequently their revenues.

It is estimated that the number of organisations using social media to interact with customers will have grown rapidly by 2018 (Ponte, 2015).

### **5.5.3 Persuasion**

In *Rhetoric*, Aristotle defines rhetoric as the ability to see what is possibly persuasive in every given case. Messages should contain emotional proof, logical proof like an argument, and ethical proof (like character) in order to persuade; persuasion is directly linked to emotion (Stanford encyclopedia of philosophy, 2010). Yamakami (2013) discusses emotion engineering in the framework of mobile social game design. Even with the use of social media to try and establish what is just and true, the assistance of rhetoric when faced with a public audience, will be needed.

Foster and Jonker (2005) state that a conversation is more than information gathering and responding; it is a situation where the interests of both parties are represented in such a manner that can persuade and allow the other party to persuade. This persuasion is essentially about making sense where the parties come to understand the situation from each other's perspective.

Bandura (in Singhal, 2008) states that social cognitive theory plays a role when symbolic communication promotes personal and social changes, like social persuasion. Social media can use this content to such an extent that it will persuade stakeholders to engage.

Stakeholder relationships are not simply about ensuring successful debate where all parties are heard (Foster and Jonker, 2005), but it is about the achievement of organisational goals within a situation of increasing complexing and divergent values and interests. Within the context of stakeholder relationships, any communication must therefore be action-oriented.

Persuasion, according to Manning (2012), is about convincing people using argument, while influencing people is about getting them to do things that they would otherwise not do. Berkovsky (2012) states that persuasive technologies attempt to shape, reinforce, change behaviours, feelings or thoughts about an issue object or action.

Yamakami (2013) proposes a framework in his research, called Mass Interpersonal Persuasion Marketing (MIPM), which is a recent marketing framework that fits into the current era of internet and social networking services. He states that persuasion is the fourth part of computing, following the other, three stages: functionality, entertainment and usability.

One remarkable change in the last five years is technology-augmented social persuasion, leveraged by the wide acceptance of social networking services like LinkedIn, Facebook and Twitter. The advances in social networking services make it possible for individuals to change their attitudes and behaviours on a mass scale (Yamakami, 2013).

## **5.6 STAKEHOLDERS AS PARTNERS IN THE DEVELOPMENT OF CORPORATE REPUTATION**

Early research on corporate reputation focused on building a strong corporate image with target stakeholders. Central to this view was the need for an organisation to develop a consistent core message that would form the basis for the organisation's identity with its target audience (Dickson-Delaporte, 2009).

According to Shams (2015), stakeholder perception epitomises corporate reputation. On the one hand, the perception of stakeholders about an organisation or their offerings, constructs a kind of influence that motivates stakeholders to associate or not to associate with the organisation and on the other hand, brand

positioning. Perception and brand are not synonymous; they are closely interrelated, as well as interdependent. The mutual support, relevance and differentiation nurtures the organisation's overall image.

According to Dickson-Delaporte (2009), stakeholders can affect brand image and corporate reputation. They are no longer passive recipients of corporate communication and may selectively choose to focus on those actions that reinforce their own agendas, resulting in an assessment at odds with marketer intent that nevertheless shapes organisational reputation.

Shams (2015) states that corporate reputation is usually formed by the perceptions of stakeholders. It is an indication of an organisation and its business over time, as observed through the perception of its stakeholders and expressed through their thoughts and words.

Michelotti (2010) states that corporate reputation plays a critical role and generates value to organisations as it influences the relationship between different stakeholders. Organisations should manage their reputations in ways that contribute to their ability to attract stakeholders. Dickson-Delaporte (2009) states that organisations should engage with, and manage the response of, stakeholders because such audiences have the ability to effect organisational reputation.

According to Romenti (2010), corporate communication supports the organisation in listening to stakeholder's expectations and in expressing the organisation's history, strategy, identity and behaviours to the right stakeholders. The cultivation of stakeholder relationships is therefore considered the basis for building a strong and consistent reputation. Romenti (2010) argues that the corporate communication function can facilitate and support the engagement of key stakeholders in driving reputation. In other words, corporate communication can directly influence reputation when engaging with organisational constituencies, in accordance with the two-way symmetrical model, espoused by Grunig and Hunt (1984).

Romenti (2010) states that engaging stakeholders in the reputation process allow organisations to develop the ability to deliver value to their stakeholders more efficiently and, consequently, to enhance their ability to satisfy the needs of stakeholders. If organisations put stakeholder engagement at the centre of the

corporate reputation model, it will act as a lever that can propel and translate corporate identity into concrete organisational behaviour. It will also allow the organisation to be consistent and maintain a temporal alignment between stakeholders' expectations and organisational behaviour.

## **5.7 GRANAROLO'S MODEL OF REPUTATION DEVELOPMENT**

The main result of this thesis is to implement an online reputation management framework. Granarolo's model provides a background to the proposed model, focussing on some key aspects. The online aspects of Granarolo were added to the model which was tested.

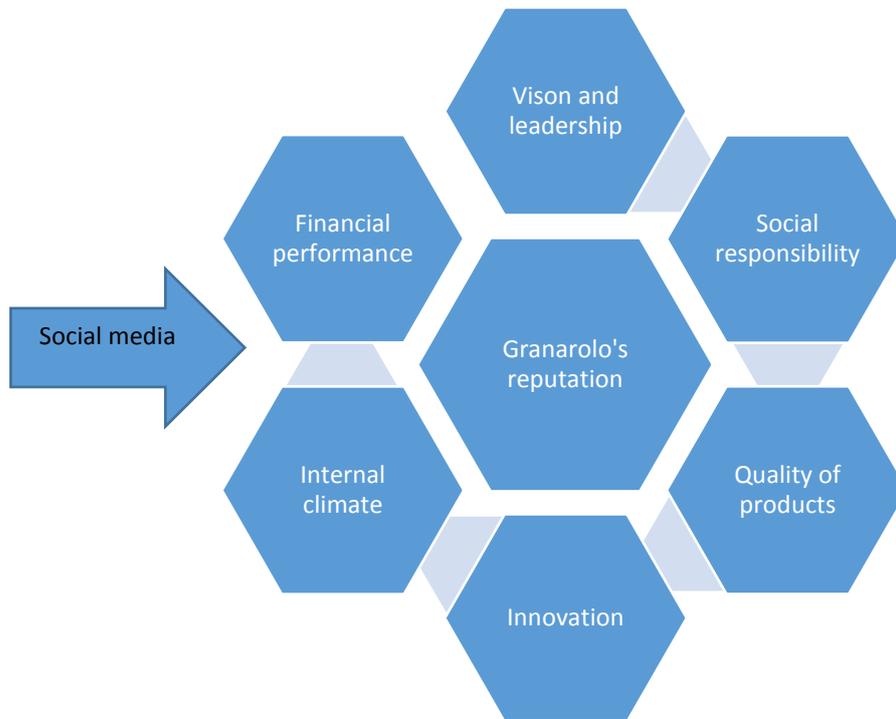
Romenti (2010) argues that corporate communication reaches its full potential in building corporate reputation, when it moves beyond the influencing of public opinion's perceptions, towards the shaping of organisational reality by engaging stakeholders as the main reputation drivers.

Romenti's paper in 2010 describes the case study of a leading dairy company in Italy, Granarolo, where stakeholder engagement activities have been put at the centre of the corporate reputation development. Romenti (2010) argued that corporate reputation of Granarolo has been built on a network of stakeholder partnerships through which the company continuously improves organisational learning and develops new business solutions. In particular, the activation of co-decisional processes involving stakeholders, the building of partnerships, and the stimulation of supporting behaviours, enabled the company to recover from a severe loss of confidence by investors in the second half of the 1990s (Romenti, 2010).

Granarolo's management model indicates that the only way to re-launch an organisation is to recoup trust, consent and credibility among stakeholders. Therefore, the group that was discussed began a process of re-building corporate reputation in which stakeholder engagement became the main pillar (Romenti, 2010).

The reputation drivers identified by van Riel and Fombrun (2007), namely: vision and leadership, financial performance, internal climate social responsibility, and

quality of products and innovation became the starting points for stakeholder engagement.



**Figure 5.2: Reputation drivers as starting-points of stakeholder engagement (Romenti, 2010) with social media added working towards the online reputation management framework**

According to Romenti (2010), corporate reputation reflects the level of credibility, reliability and trustworthiness that an organisation has with its stakeholders. Communication, in this case social networking, together with corporate identity and behaviour, represents one of the crucial components of reputation. Most of the reputation models fail to value the potential that corporate communication has in nurturing relationships with key stakeholders, facilitating dialogue and sharing solutions.

Social media plays an important role in the communication process where stakeholders can form part of the dialogue and help manage the organisation's reputation.

## **5.8 REPUTATIONAL RISK OF ONLINE STAKEHOLDER ENGAGEMENT**

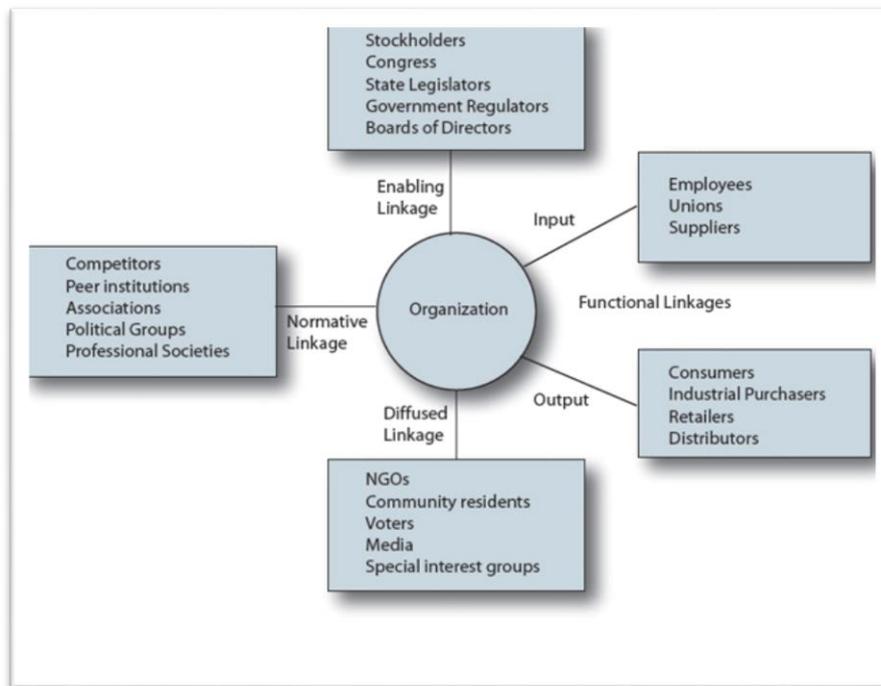
Romenti (2010) argues that corporate reputation is more stable and durable when stakeholder engagement is placed at the centre of the reputation development

model. Corporate communication will reach its full potential by assuring a continuous alignment between corporate identity and organisational behaviour on the one hand, stakeholder expectations, and organisational behaviour on the other hand, which will alleviate risks with regard to corporate communication.

Changes in the business and financial worlds increasingly recognise the business and reputational risks that come from poor stakeholder relations, and place a growing emphasis on corporate social responsibility and transparency and reporting. In this context, good stakeholder relations are a prerequisite for better risk management.

### 5.8.1 Grunig and Hunt's stakeholder model (1984)

According to Fombrun (2007), organisations are dependent on five key stakeholder groups: employees, customers, investors, the government and the public. These groups are tied back to the stakeholder model of Grunig and Hunt (1984).



**Figure 5.3: Stakeholder Model (Grunig and Hunt, 1984)**

The groups all form part of the bigger stakeholder group of an organisation and every single stakeholder in this model can improve or damage the organisation's reputation.

This research focuses on stakeholders, who are in this case the online Facebook followers and the risk they might pose regarding online engagement and an organisation's reputation by interaction and having online conversations about certain topics. Although all the other stakeholders also play a role in the world of Solidarity, they will not be included in this study.

The abovementioned stakeholder model merely provides a broad overview of the stakeholders involved. The next section will focus on the engagement of the online stakeholders which may consist of any person - from a member to a supplier - and who contributes to developing or forming the reputation of the organisation.

According to Johansen (2010), stakeholder dialogue is an important element of strategic communication. Strategic dialogue is defined as the purposeful use of two-way communication by an organisation to fulfil its mission.

Romenti (2010) states that by adopting a two-way symmetrical approach to communication means considering stakeholders as partners in the reputation development process, rather than judges of organisational performance. Engaging stakeholders in the reputation process, allow organisations to develop their ability to deliver value to their stakeholders more efficiently and consequently to enhance their ability to satisfy the needs of multiple categories of stakeholders. This may also pose a risk and should be managed, because a fixed script for social media interaction does not exist and some stakeholders may not be adequately knowledgeable and equipped to speak on behalf of the organisation.

## **5.9 CONCLUDING REMARKS**

Stakeholder engagement has become important over the past few years, the reason being that people do not listen to organisations alone anymore; they listen to each other as well. Social media made this engagement process possible, but managers also find that this is something they too should take into consideration apart from profit in business.

In considering Freeman's stakeholder theory, Solidarity attempts to understand its stakeholders and responds on social networking sites if any questions or enquires occur.

Solidarity must build relationships with its stakeholders and this happens when the social networking sites become two-way communication. Dialogue is more effective than monologue. Through dialogue, a better understanding can be developed and the risk can be managed more effectively.

To converse with stakeholders and build relationships, any organisation ought to have a strong online presence on the website and on SNS. The next chapter delves into social media and its role in reputation management.

## **6. CHAPTER 6: SOCIAL MEDIA IN ONLINE REPUTATION MANAGEMENT**

### **6.1 INTRODUCTION**

According to Carroll (2013), the organisation's online reputation is its reputation. Organisations could engage and inform stakeholders (Floreddu, 2014), who have the ability to create and share content online almost instantaneously through the use of social media (Carroll, 2013). Foster (2005) and Thomas (2011) confirm that the essential building-block of stakeholder relationships is communication. Thomas (2011) further states that social media does not change the fundamentals of the relationship between the organisation and the stakeholder; it rather provides a channel to extend those relationships far beyond what is possible in the physical realm. Solidarity's social platforms contains more than content; there is a visible relationship between the organisation and its stakeholders, which is seen by constant online conversations between the stakeholders and the organisation. Ponte (2015) points out that social media is changing the communication strategies of organisations because they facilitate a more dynamic and interactive way to communicate, which leads to improved stakeholder engagement.

Past studies claiming that social media replaced traditional public relations are utilised to determine whether social media public relations contributed to the reputation of an organisation. Aula (2010) states that social media is characterised by interactivity – participants freely send, receive and process content for use by others.

According to Doorley (2015), social media allows people to connect with organisations and with each other in ways that were not possible before. Organisations, like Solidarity, use social media platforms to interact with their stakeholders by establishing two-way communication. This communication protocol allows them to achieve greater stakeholder engagement and loyalty and provide a better image of the organisation, which ultimately leads to improvement of their online reputation (Ponte, 2015).

Jones (2015) states that the power and effect of these social networking sites create opportunities as well as threats, depending on the approach and here the social

media manager's task is to determine the type of communication strategy. The outcome will be determined by how well the organisation engages with the stakeholders through conversations; it is all about engaging stakeholders in online conversations. According to Solidarity's social media strategy, social media is always at the centre of all campaign plans. According to the organisation's strategy, social media is the sphere around which all the other communication activities revolve. All the leads flow from the social media platforms to the website and all the conversations take place on these platforms.

In general, Facebook is the most widely used social media platform by organisations and is also the case with Solidarity.

## **6.2 SOCIAL MEDIA: A CONTEXTUAL DEFINITION**

According to Drucker et al. (2013) and Kietzmann et al. (2011), social media is a mobile and web-based service which allows individuals or organisations to construct a public or semi-public profile within a bounded system, and to create interactive platforms on which individuals and communities share a connection and view, traverse their list of connections and those made by others within the system, and where they co-create and modify user-generated content.

According to Ponte (2015) and Alberghini (2014), social media comprises Web 2.0 tools, which organisations can use to interact with their stakeholders for engagement and relationship building. Social media allows real-time, multimedia, efficient communication at low cost through a variety of global platforms, such as Facebook. All these practical applications facilitate interactive information sharing, interoperability, user-centred design and collaboration on the worldwide web.

According to Cohen (2012), social media is any form of communication that allows many members of a community to interact freely with each other to share observations, opinions and other nonsensical contents.

Wang (2016) defines social media in terms of functional building blocks: identity, conversations, sharing, presence, relationships, reputation and groups.

Social media can thus be regarded as an online tool that can be used by organisations and stakeholders to engage with one another and to build relationships. Through these dialogues, organisations can determine the reactions, opinions, views and general feeling of the stakeholders and the stakeholders can take note of the organisation's views, which is also good for conversations and interaction.

For the purpose of this research, Facebook was used merely because it is so widely used and provide a platform for dialogues.

### **6.3 HISTORY OF FACEBOOK**

Croft (2007) and Phillips (2007) wrote short histories of Facebook. According to Croft (2007) and Phillips (2007), the whole Facebook started in February 2004. Mark Zuckerberg, with the help of Andrew McCollum and Eduardo Saverin, launched a website that would change online social interaction forever. "The Facebook" started on the campus of Harvard University. Within 24 hours of going live, The Facebook was a community of 1200 Harvard University students. The Facebook buzz grew on the Harvard campus and within weeks, students from Stanford and Yale wanted in. The network was extended and by April 2004, The Facebook was available on all Ivy League servers. In May 2004, only four months after The Facebook was born, Mark dropped out of Harvard and moved to Silicon Valley with McCollum and Dustin Moskovitz. In September 2004, they secured venture capital from PayPal founder Peter Thiel. The \$500,000 investment was a start. Seeing the potential value in The Facebook, Jim Breyer and Accel Partners ponied up \$12.7 million to assist Zuckerberg in the expansion of his virtual empire. By October 2004, Zuckerberg had the money, the workers, and the institutional backing to go global. The network opened, and within months anyone with a valid institutional email address from over 30 000 organisations across the planet were eligible for membership, including high school students, government employees and the corporate community. In September 2006, Facebook expanded once again. Now anyone with a valid email address could sign up and populate their profile with their statistics, and sign up they did. In fact, between May 2006 and May 2007 Facebook traffic grew by an astonishing 89%. Facebook remained a closed network until May 2007, when Zuckerberg announced that Facebook was to become the "social operating system

for the Internet.” Up until that time, the Facebook platform was for Facebook alone, but now, users could integrate all their internet activities into their single Facebook profile. Today Facebook forms a big part of any organisation’s communication strategy with 500 billion people active on this platform.

## INTRODUCTION TO FACEBOOK

According to Yang and Brown (2012), Facebook operates somewhat like a personal website, but within a defined community of users and with functions that allow users to locate and interact with each other. On their Facebook page, users can provide information about themselves, post pictures, list the electronic groups to which they belong, and record comments about their feelings or activities for others to see. They can also write messages to Facebook friends, post something on a friend’s Facebook page, or “tag” a friend in a photo. Access to this information is restricted to other Facebook members and can be restricted further by users to only their Facebook friends or a specified portion of their friend list. Friend lists extend well beyond students’ own college campuses, including, of course, individuals known from the person’s home town before college. Larger organisations also started using this platform in 2008 and today thousands of organisations are talking to their stakeholders online.

### **6.4 INTRINSIC AND EXTRINSIC MOTIVATIONS FOR THE USE OF FACEBOOK**

To understand the impact of a medium, it is necessary to consider users’ motives. Yang and Brown (2012) mentioned two frequently objectives of Facebook. It is used to nurture or maintain existing relationships and seeking new ones, although it is not always clear whether the new affiliations being sought involve exclusively online relationships or associations that could involve offline interaction as well. Other motives which have been sporadically reported, include enhancing reputation, avoiding loneliness, keeping tabs on other people, and entertainment. To date, studies have not converged on a comprehensive list of the major motives underlying college students’ use of Facebook, nor have researchers explored how motives influence associations between Facebook activities and college students’ social adjustment. Although studies in other research fields have shown that motives for doing an activity moderate the association between psychosocial outcomes and

participation in the activity (for example Hussong et al., 2005). No study on the use of social networking sites has tested this moderator model by examining whether the influence of use varies as a function of users' motives.

## **6.5 SOCIAL MEDIA AND PUBLIC RELATIONS**

According to Coombs (2012), the Excellence Theory began its life as the four Public Relations Models from Grunig and Hunt, and was designed to explain the evolution and practice of modern day public relations. The two-way symmetrical model of public relations evolved into the symmetrical worldview and eventually the Excellence Theory. What is of interest is how the Excellence Theory has changed in relationship to the three concepts central to critical public relations: persuasion, power and activism. Any organisation wants to persuade its stakeholders towards more positive opinions and views. This model indicates how the organisation and the stakeholders can through; public relations make the organisation stronger by effective messages and by managing conversations.

According to Skinner (2007), communication is central to the practice of public relations with the general aim of establishing understanding, but specifically to persuade, inform, to influence attitudes and to bring about action. Social media is used as a public relations tool that should concentrate on strengthening corporate reputation instead of building image, which represents only an organisation's outward appearance (Romenti, 2010).

According to Curtis et al. (2009), social media offers numerous opportunities for public relations practitioners to interact with the public while adopting new forms of technology and integrating them into their everyday lives. Like Thomas (2011) stated, you do not write a press release, and hope someone sees it and writes a good story.

### **6.5.1 The value of word-of-mouth to public relations**

According to Arenas-Gaitan (2013), if during the last decade, the internet has been the cornerstone of marketing relationship, Web 2.0 and social networking sites (SNS) now also form an essential part of the picture. New technologies have revived an old marketing subject; i.e. word-of-mouth (WOM) communication. The development of the internet and SNS means that users can share tips, reviews and

recommendations in a new virtual environment, leading to an emerging type of communication, called 'electronic word-of-mouth'.

Social networking sites (SNS) have become one of the most popular social communication channels and the effect of eWOM communication using Web 2.0 is an increasing phenomenon. SNS has transformed the way users interact with each other. EWOM has become particularly important because of its Web 2.0 and online social network application. EWOM can overcome the traditional limitations of traditional 'word-of-mouth'. An organisation's stakeholders are their brand's storytellers (Booth, 2011), which must be leveraged and cultivated as part of the organisation's social media strategy. Recognising who your storytellers are and engaging them in your brand's discussion can shape and protect a brand's reputation and they will spread the word. Organisations need an online 'army' to spread the word and to counter the negative comments on social networks.

## **6.6 SOCIAL MEDIA CONTENT AND CONVERSATIONS IN CORPORATE COMMUNICATION AND STAKEHOLDER ENGAGEMENT**

According to Skinner (2007), communication is defined as a transactional process of exchanging messages and negotiating meaning to establish and maintain relationships. The visibility afforded by the internet magnifies the impact corporate actions and messages, regardless of their intended purpose. Bishop (2006) states that the corporate communication professional typically launches into the following thought process: With whom should we communicate? What should we say? Through what channels? Moreover, especially if the organisation practices two-way symmetrical communication: When and how can we elicit and incorporate stakeholder views? These considerations reflect the components of basic communication theory, which is the circular loop of communicator, message, channel, recipient and feedback.

According to Drucker (2013), all media of communication – even those prior to the internet – are and have been social. No medium is 'a'- or 'none'-social. All forms of media bridge and connect, but the social nature of a medium can be, and is limited by number and context. Three influential factors have shaped and delineated the social medium milieu: convergence, community and globalisation.

Just as some relayed information can positively affect firm reputation, so can poorly planned comments be detrimental (Floreddu, 2014). As stated in the previous chapter, online reputation management is the task of monitoring and of rectifying undesirable or negative mentions on the web (Portmann, 2015).

### **6.6.1 Social media content**

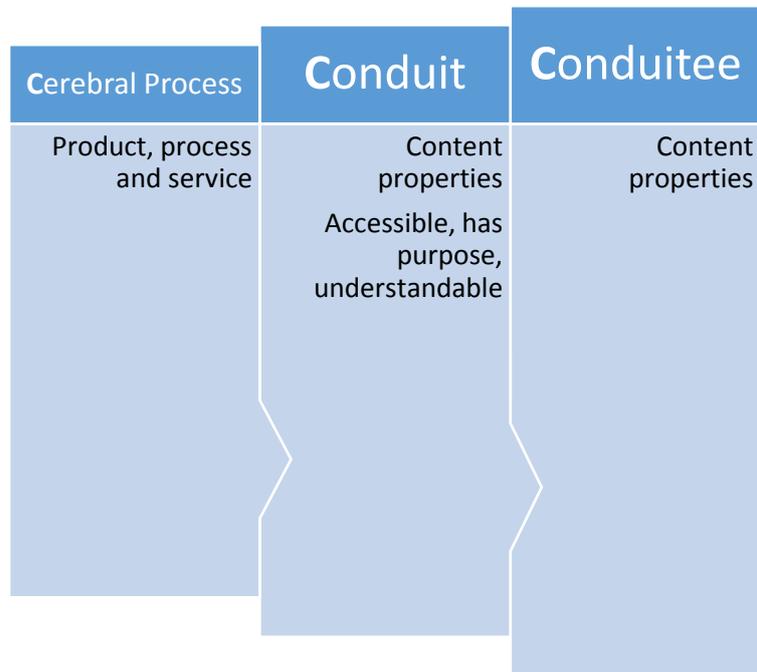
McLuhan (1962) states that content of any medium is always another medium. According to Hanafizadeh and Yarmohammadi (2015), in the information economy era, a progressive society experiences steady growth, not only in expenditure for technology, but also in production of high quality content. Hanafizadeh and Yarmohammadi (2015) state that content is a general term, which is used differently depending on prevailing contexts. Individuals communicate with each other through their speech, writing, and other intellectual productions, which can all be considered as types of content (Hanafizadeh and Yarmohammadi, 2015).

Mutula (2010) considers content as a cerebral or an intellectual process, other research points to its properties. Beasley (2013) describes content as a purposeful, accessible, and understandable artifact. There is also an approach viewing content as a means of value creation. Such a view considers content as a means of producing value for the target audience. Ballentyne (2002) approaches content as a type of product and process (procedure). Mutula (2010) considers these content types to be an output of an intellectual process.

According to Hanafizadeh and Yarmohammadi (2015), there are various manifestations of content in organisations. Some scholars consider content as registered knowledge or information. Other scholars believe that if data, information, or knowledge is not in a digital format, then it cannot be considered as content.

Hanafizadeh and Yarmohammadi (2015) refer to Siemens (2003), who only views electronic journals, pictures, movies, websites and online databases, emails, online news, software, and animations as content and state that others refer to content in its general sense, for example “the things that are held or included in something” of “stuff on your site.” Hanafizadeh and Yarmohammadi (2015) further state that there is not a difference between content and media, for example; computers, mobile phones, websites, blogs, social networks, electronic files, email, digital libraries, TV,

radio, newspaper, et cetera are sometimes mistakenly referred to as content. Certainly, content is different from media (Mutula, 2010). Overall, there is no clear consensus on the definition of content and different studies view it from their own perspective.



**Figure 6.1: Triple Cs in integrated definition of content**

Hanafizadeh and Yarmohammadi (2015) conclude that (1) cerebral processing of products and services carried out by senders and receivers, (2) conduitees' needs certain specifications, and (3) conduits all play an important role to produce content and generate value (see Figure 6.1). Accordingly, Hanafizadeh and Yarmohammadi conceptualise content as an outcome of human-based cerebral processing of procedures, services, and products, which are accessible through a particular conduit for the purpose of value co-creation by conduitees.

To persuade an audience through content, a relationship with the stakeholders should first be established. By following Smith's (2011) nine steps to significantly growing a business through building and maintaining relationships, the important part is to turn these fans, friends, and followers into paying customers.

The nine steps include:

1. Create a solid foundation with the right culture
2. Review your relationships and chart your contact circles
3. Assess and improve your online presence
4. Build your network and become a center of influence
5. Become an authority through quality content
6. Turn fans, friends and followers into paying customers
7. Go offline to optimise your online marketing
8. Protect yourself from the dark side of the new web
9. Implement advanced relationship marketing techniques

One certainty is that online content is created to persuade an audience. According to Cairncross (2002), organisations learn to fit the internet into their relationships with their members or followers and they quickly notice that easy interactivity and information collection allow them to provide an appearance of personal touch. This leads to persuasion by using the technology and communication content to the best extent.

Persuasion, according to Manning (2012), is about convincing stakeholders through arguments, while influencing stakeholders is about getting them to do things that they would otherwise not do. Berkovsky (2012) states that persuasive technologies attempt to shape, reinforce, change behaviours, feelings or thoughts about an issue object or action. Software updates help to achieve these goals regarding computer-human dialogue and thus, persuasion enhances personalisation. Feedback from the users helps to personalise the system.

Yamakami (2013) proposes a framework in his study, called Mass Interpersonal Persuasion Marketing (MIPM), which is a new marketing framework and fits into this era of internet and social networking services. He states that persuasion is the fourth part of computing following the three stages of functionality, entertainment and usability.

One remarkable change in the last five years has been technology-augmented social persuasion, leveraged by the wide acceptance of social networking services

like LinkedIn, Facebook and Twitter. LinkedIn is a business- and employment-oriented social networking service that operates via websites and mobile apps and Twitter is an online news and social networking service where users post and interact with messages, called "tweets". The advances in social networking services make it possible for individuals to change their attitudes and behaviours on a mass scale (Yamakami, 2013).

Merilainen (2011) states that nowadays, agenda setting may be regarded as a precondition to be heard in society. The information on Facebook and Twitter is presented in short messages, strengthening the relevance of the issues, while triggering the curiosity of people to learn more. Social media is used to encourage or persuade people to learn more.

The community nature of social media allows organisations to create and engage in content building. Through this two-way sharing and engagement, organisations and their stakeholders co-create corporate reputation.

Content is the origin of communication, and it can be considered a major source of development within an information society. Therefore, it is important to have a clear picture of the nature of content and its constituents.

### **6.6.2 Social media conversations**

Koudenburg, Postmes and Gordijn (2016) point out that a good conversation comprises more than the exchange of information. According to Lipinski-Harten and Tafarodi (2012), popular instant messaging clients such as Windows Live Messenger (formerly MSN Messenger) and Blackberry Messenger have made text messaging and online chat (OC) a daily practice for millions of worldwide users. Floredu (2014) indicates that social media has ushered many ways in which an organisation can communicate with its stakeholders. Conversations are a form of dialogue characterised by the exploration, examination, and reconsideration of individuals' reasoning, assumptions, and perspectives. When done well, such conversations allow participants to construct meaning, transform knowledge, and create collective wisdom on the challenges they face (Hartung & Wilson, 2016).

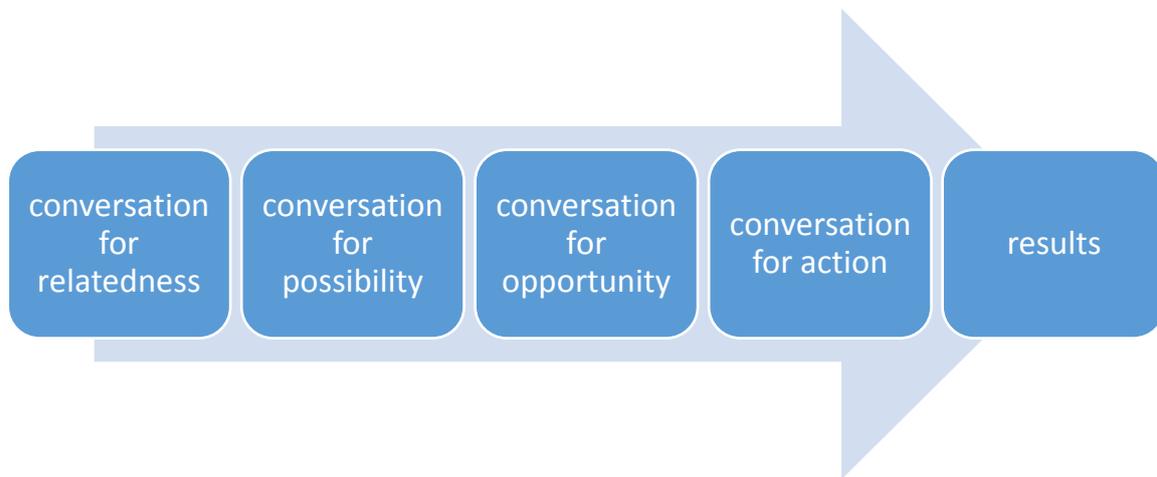
Lipinski-Harten and Tafarodi (2012) further state that OC relies on written text. However, in the case of telephone and face-to-face (FTF) conversations, they are *synchronous*, occurring in real time and allowing users to anticipate immediate responses from one another. On the other hand, OC synchronicity is lessened somewhat by the short delays required to type out and transmit replies. The absence of visual and auditory information (facial expression, posture, tone of voice, etc.) results in an exclusive focus on textual content. OC may also provide a safer and more comfortable environment for finding social support and engaging in interpersonal exploration.

Indeed, previous research has identified OC as an optimal environment for intimate self-disclosure where strangers feel emboldened to disclose highly personal details during first encounters. The greater control, protection, and relative freedom from social cost, which OC provides, would be most attractive to those who feel intimidated or anxious about the self-presentational and evaluative demands of FTF encounters.

Koudenburg, Postmes and Gordijn (2016) note that the *frequency* and *content* of social interactions play a crucial role in establishing good social relations as well as shared understandings of reality. Social interaction plays a role in maintaining and developing a sense of we'-ness where people can induce a sense of social unity and shared identity through the bottom-up process of exchanging particular individual viewpoints.

Given the increasing presence of complex and adaptive challenges, many organisations face the need to better understand the mechanisms and outcomes of conversations and that management thereof is important. For this reason, it is important to point out how simple it really is.

The techniques around managing conversations are simple and straightforward and can be developed to high degrees of sophistication and can contain rich interpretation and insight for those motivated to work with them (Bolton, 1998).



**Figure 6.2: Conversational practices (Bolton, 1998)**

Bolton (1998) identified four conventional practices for breakthrough results. His research was based on conversations leaders have with groups to engage and shape the the groups, guide the change process and serve as an entry point to a more comprehensive use of dialogue. These practices provide hard-pressed, action-oriented, and outcome-focused managers with a way to manage conversations in the context of open-ended, less tightly planned, but ultimately more transforming ways of achieving change.

Bolton (1998) articulates that the key to achieving engagement from stakeholders is to manage and follow a sequence of conversational steps of which the first step is to learn to listen. Listening should take place to find possibilities, to listen without judging, and to find ideas, commonalities, emotions, beliefs, causes and direction.

As illustrated in Figure 6.2 above, Bolton's conversational practices include the following:

- **Conversation for relatedness**

Bolton (1998) describes conversations for relatedness as identifying and building shared commitment and ensuring everybody is mentally in the same place. Most important is to find out what people are currently committed to regarding the issue, purpose, or objective. A commitment means a deeply held belief, an expectation about what should happen, or an explicit aim or purpose located in the future. Failing to openly discuss and acknowledge people's current commitments means that they will emerge at a later stage and possibly undermine the progress made.

A conversation for relatedness will often lead to a clear commitment to producing something that the stakeholders do not have the faintest idea of how they will go about to achieve it.

- **Conversations for possibility**

Bolton (1998) regards these conversations as ideas but not in the sense of incremental change. A conversation for possibility is about standing in the future and imagining what things could be like. When an organisation engages in a conversation for shaping the future, they imagine a tomorrow, which genuinely influences business results.

- **Conversations for opportunity**

Bolton (1998) views this conversation as one where the possibilities are tested against key criteria and requires the statement of the conditions for satisfaction. This step involves testing the possibilities and ideas developed in the conversation for shaping the future against key criteria, including:

- the original stand;
- the feasibility of implementing the new ideas;
- the things that need to be in place to reach the stretch targets;
- initial plans for the early stages of the breakthrough journey and outline plans for the whole journey; and
- the projected return on investment.

Once again, this conversation is most effective when the previous conversations have been thoroughly explored and when participants:

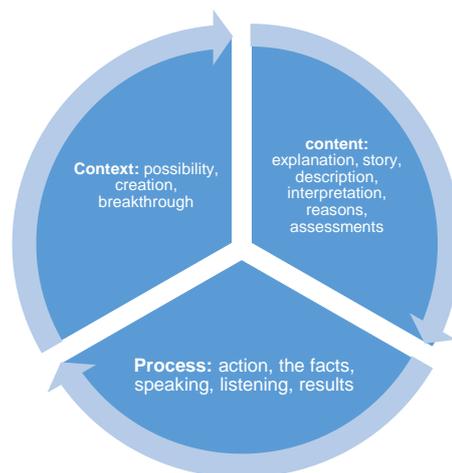
- listen generously and explore each others' points of view;
- bring to the surface and challenge their assumptions;
- constantly revert to and check their original commitments and stands;
- are focused on the outcomes sought; and
- try not to recreate the past.

- **Conversation for action**

Bolton (1998) points out how critical a conversation for action is and this type of conversation falls into two categories, namely: requests directed at people and promises made to people.

Although this process seems simple and straightforward, nearly always, people fail to follow up because they have not rigorously handled conversations for action. This oversight often occurs because the stakeholders suffer or the organisation suffers from a lack of commitment, honesty, or trust.

This conversational discipline brings clarity to the ‘something’, as well as a genuine commitment to taking it forward.



**Figure 6.3: Distinguishing the past, present and future of conversations Bolton (1998)**

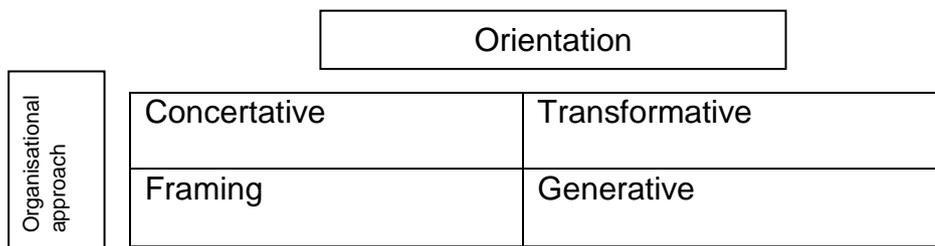
According to Booth (2011), before any engagement in social media commences, organisations generally develop a strategy to align the engagement with their communication objectives to stimulate engaging conversation that allows people to change perception, diagnose expectations and bring clarity to dialogue. Social media is about enabling conversations among an audience or in a market. It is about building relationships and enabling conversations. Organisations cannot control the conversations, but they can influence them. Influence is the foundation on which all economically viable relationships are built. It is vital for an organisation to listen to what is being said about it, albeit negative (Portmann, 2014). Listening allows the

opportunity to act and resolve problems or deal with virulent information, both of which can negatively affect an organisation’s brand, image and reputation.

These dialogues are conceived as a conceptual evolution of symmetrical communication as it is based on two-way communication and interactive relationships (Romenti et al., 2014). Consensus building-based dialogue aims at creating agreement among multiple subjects and at developing relationships based on shared organisational values and awareness of strong interdependence among actors involved.

Booth (2011) further explains that organisations must listen and monitor what is being said throughout the many channels of the social media web.

Romenti et al. (2014) identified two main dimensions describing online dialogue processes, i.e conversations, orientation and approach. These dimensions can pinpoint different logics of using dialogue in social media versus other channels of communication.



**Figure 6.4: Four online dialogue strategies (Romenti & Murtarelli, 2014)**

- **Concertative dialogue strategy**

The goal of a dialogue consists of sharing settings to facilitate consensus-building, as well as the agreement among participants concerning a specific strategy, practice or organisational behaviour. To create agreement among multiple subjects and to develop relationships based on a shared mission, organisational messages are oriented at creating convergent opinions and points-of-view. As an example, at Solidarity, the clear bigger picture of the #LetsBuild campaign was communicated to all stakeholders by sharing the mission and vision, and ultimate goal of the campaign. See description of campaign in chapter 9.

- **Transformative dialogue strategy**

Organisations should stimulate the self-expression of participants and provide participants the opportunity to express and share their personal thoughts and feelings. As per our abovementioned example, the stakeholders were requested during the #LetsBuild campaign to join in conversations regarding the themes of each week.

- **Framing dialogue strategy**

This strategy involves the selection of salience of specific facets of reality that are communicated through texts. Within the online environment, organisations participate in dialogue to state their positions and to move participant's attention towards desired content and messages; organisations act as agenda builders. In this case, Solidarity positioned its campaign directly opposite the #FeesMustFall campaign.

- **Generative dialogue strategy**

This strategy is a form of communication in which opinions are exchanged among participants who are committed to respect other perspectives. By using this strategy, the organisation recognises the existence of different perspectives and points-of-view.

## **6.7 SOCIAL MEDIA AND ITS INFLUENCE ON REPUTATION MANAGEMENT**

Reputation and reputation management have attracted a great deal of attention among organisations (Aula, 2010). An area of recent growing interest in reputation research is new communication technology, especially the internet and its relationship to communications and stakeholder relationship.

According to Floredu (2014), corporate reputation on the social web is built via collaboration between an organisation and its stakeholders. The increasing use of social media determines that corporate reputation is influenced not by what the organisation does or says alone, but by how internet users perceive their actions.

Firstly, social media is not just a channel for distributing corporate communications; social media is an arena for participation in which organisations interact with the

public. These interactions create impressions that are important for each organisation. Secondly, strategic reputation management should concentrate on ethics rather than pursuing short-term interests. In social media, there should be a clear line between how to behave in order to live up to expectations and how to communicate business goals. Thirdly, social media can present a collective truth. Users create and search for information, gain knowledge and make interpretations based on communication about an organisation. Once stakeholders have built a picture, they share it with others and the subjective truth turns into a collective truth about what an organisation is and what it should be. If undesirable opinions about an organisation go unchecked or unanswered, the situation becomes difficult to correct. For this reason, reputation management should begin before, and not after, reputation crises. If an organisation's relationship to social media is restricted to communicating only a unilateral truth, the organisation loses many opportunities to act and communicate (Aula, 2010).

### 6.7.1 Stakeholder trust

Papworth's (2008) reputation management cycle links trust and reputation closely together where reputation is actively managed and trust passively managed.

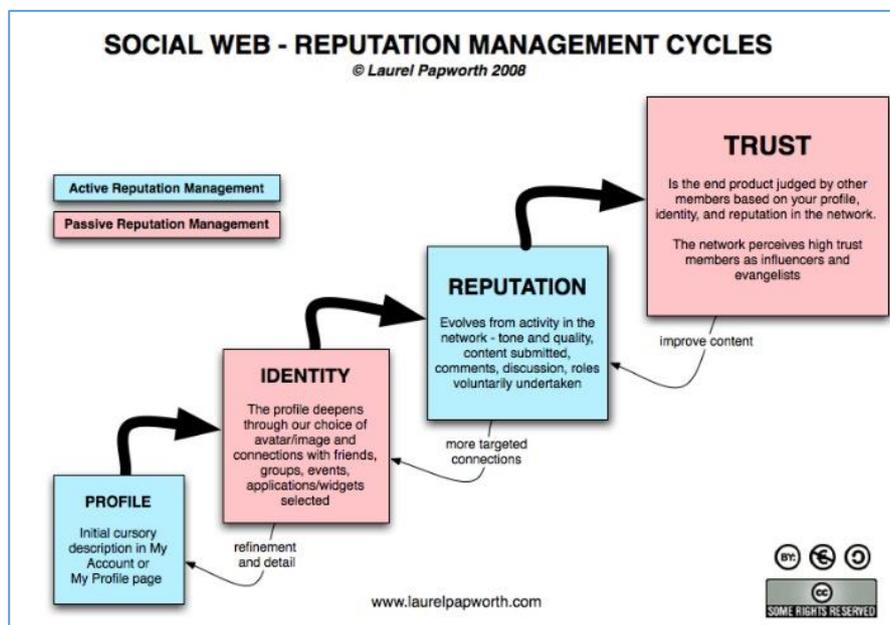


Figure 6.5: Reputation management cycles (Papworth, 2008)

Carroll (2013) views trust as a set of expectations shared by all those involved in an exchange and as one party's level of confidence in and willingness to open oneself to the other party. To build a corporate reputation through social media, organisations and their stakeholders need to trust each other. Brønn (2007) describes the heart of any business relationship as trust and commitment to a business by its stakeholders.

Doorley and Garcia (2007) mention that reputation is the sum of all images and equal performance, behaviour, and communication. The latter includes the image the public has of the organisation and the brand of the organisation. It is therefore no wonder that corporate reputation has jumped in the risk priority rankings in recent years and today is considered the 'risk of all risks' by senior executives. By promoting staff loyalty, reputation can be a major asset to an organisation, but is also a highly vulnerable one (King, 2013).

Gray & Balmer (1999) indicate that the corporate identity is the reality and uniqueness of an organisation that is integrally related to its external and internal image and reputation through corporate communication. This corporate communication encapsulated by platforms, such as social media, is the process through which the public perceives the organisation's identity and image and how reputation is formed. Blomback (2011) indicates that corporate brand identity materialises through, although not limited to, the corporate name, market offering, logotypes, slogans, employee behaviour and different forms of planned communication.

It is always best to manage reputation, and it can be done through social media (Doorley & Garcia, 2007). Social media networks have become important ways to map and represent the relationships and connections among groups and employees of organisations (Alberghini, 2014).

According to Byrd (2012), ten years ago it would not have been possible to engage stakeholders at the same level social networking now allow organisations to do. It has changed the way organisations do business. It diminishes the control organisations have on their corporate reputation as stakeholders are now influencing the rules of reputation management (Carroll, 2012). Stakeholders are

trusting organisations less and they are relying more on other stakeholders, thereby demonstrating the importance of managing corporate reputation on social media networks (Carroll, 2013). EWOM have a big impact on organisations as brand perceptions and purchasing decisions are often traded by customers online.

It is important for organisations to establish and maintain trust because in turn, it affects corporate reputation and ultimately stakeholder decisions such as recommending the organisation or using its services and buying its products (Carroll, 2013).

Social media provides organisations another platform for building trust. Allowing stakeholders to comment on Facebook, Twitter and other SNS platforms not only provides companies with information, but also garner trust. Engagement on social media sites and transparent communication can instil trust further.

#### **6.7.2 Stakeholder trust: Disclosure and transparency**

When there is a lack of trust in a relationship, disclosure is needed to repair it (Carroll, 2013). Organisations must engage in creating dialogue with various stakeholders while communicating transparently and authentically to build their corporate reputation. Reputation (Aula, 2010) should be comprehended as interpretations among stakeholders; their stories, anecdotes, and other discursive elements about the organisation.

Romenti et al. (2012), describe social media as an ideal environment for creating and nurturing dialogic processes, and promoting symmetrical communication with and among stakeholders who seek out detailed information and support in the online environment. An organisation's environment should be regarded as a communicative environment for meaning in which images, symbols, stories, myths and rumours both fabricate and challenge the organisation's reputation (Aula, 2010).

Important elements of transparency include: (1) being truthful, substantial or useful; (2) having participation of stakeholders; and (3) being objective, balanced and accountable (Carroll, 2013).

According to Dekay (2012), social media and public relations specialists have admonished corporate sponsors of Facebook to analyse fan comments with considerable care. Although the individuals permitted to contribute to an organisations' wall are friends of the organisation, some persons become fans merely to post comments of a negative nature. In addition, legitimate fans may write comments that are critical of an organisation's products or services. Appropriate responses are intended to foster good public relations by assuring stakeholders that their voices are being heard, their complaints are taken seriously, and problems are being addressed (Dekay, 2012). Unfavourable comments must not be ignored, because this clearly demonstrates a lack of corporate concern for the opinions of current and future clients.

### **6.7.3 Stakeholder engagement**

In the modern world, stakeholder satisfaction is the accumulated experience they have. Stakeholder satisfaction is influenced by two factors: expectations (looking at the reputation, image and brand) and experience (Andreassen, 1994).

In communication management, organisations use communication to communicate, build and nurture relationships with stakeholders. Organisations build and maintain relationships via the internet by two-way communication and through organisational information. Organisations can communicate directly to key publics (Haigh et al., 2012). Because of the digital era we live in, people tend to follow people and organisations on Facebook to express their point of view or support their opinion.

Organisations that allow stakeholders on social media platforms to express their thoughts and ideas can enhance further engagement, which is defined as the behavioural manifestation of a customer toward an organisation – one that extends beyond purchase behaviour (Floreddu, 2014). Engagement means that someone has taken a step beyond just viewing and includes activities like rating a video, commenting on Facebook or a blog, retweet a tweet and participating in a conversation on Facebook (Carroll, 2013).

According to Dekay (2012), 84% of the 200 fastest growing organisations in the USA maintain a Facebook presence. It is especially attractive because organisations are permitted to develop applications that link their Facebook site to

the organisation's official website, the same with Solidarity. Interaction is made possible by the "wall" to comment on these entries, individuals must become a follower of the page. In this manner dialogue and engagement takes place.

Stakeholders are the individuals broadcasting personal and second-hand stories to organisations social networks and the world. They are the brand's storytellers and the new brand ambassadors. The ownership of the brand and its reputation has always belonged to the consumer. The fundamentals in the development of corporate communication plans and campaigns remain the same in social media as they do in public relations (Booth, 2011). The emergence of social media platforms facilitates consumer-to-consumer communication and accelerates communication especially between unknown consumers (Bruhn, 2012). This allows, specifically NPOs, to have a hundred or more personal ambassadors in the outside world branding the organisation.

New technologies have revived an old marketing concept: *word-of-mouth communication*. The development of the internet means that its users can share tips, reviews, recommendations in a new virtual environment, leading to an emerging type of communication called electronic word-of-mouth (EWOM) (Gaiten, 2013).

Building relationships with stakeholders is not an end in itself. It is a proven way to build reliable and sustainable funnels of leads. Leads that come from social media may look a bit different on the front end, but on the back end, they are all the same (Thomas, 2011). Leads are supposed to become sales, but in a non-profit term, members.

Today, public relations have moved from seeing itself as managing communication between an organisation and its stakeholders to, among other things, building positive relationships with the organisation's stakeholders (Bronn, 2007).

Carroll (2013) states that organisations communicate certain "personality traits" on their websites, whether intentional or unintentional. These personality traits are demonstrated more so on social media sites, which allow organisations to engage in one-on-one conversations with stakeholders.

Carrol (2013) notes that organisations can disseminate information quickly to a broad specialised audience by using social media, allowing interaction with stakeholders at a level higher than ever before, engaging communities, building trust and ultimately increasing profits.

## **6.8 SOCIAL MEDIA IN CRISIS COMMUNICATION.**

According to Romenti (2014), crisis communication research has been increasingly concerned with the relevance of Web 2.0-based channels to monitor crisis issues, present crisis responses, and cultivate critical relationships. According to Coombs (2011), social media is an ideal environment for creating and nurturing dialogue processes, and for promoting symmetrical communication with and among stakeholders who seek out detailed information and support in the online environment. Contemporary public relations practice, and specifically crisis communications, is being challenged by the emergence of social media (Wang, 2016).

Press releases, press conferences, corporate speeches and corporate communication on websites about an organisation's own position, vis-à-vis a crisis, do not necessarily imply interaction or discussion with stakeholders. Because of the limited interaction between stakeholders and organisations, these communication approaches are considered monological crises communications (Romenti et al., 2014). Managing crises means being able to understand the environment for any possible problems it may contain. Social media have gained great relevance as a tool for communication and crisis management because organisations can monitor stakeholder's perceptions through an analysis of online conversations and act upon possible misunderstandings (Romenti et al., 2014).

Warren (2013) states that monitoring the social web has become a strategy for firms to reach their stakeholders. Three ways of managing online reputation was identified, namely: measuring, monitoring and participating (Jones et al., 2015). These three elements will also be introduced in the online reputation management framework. Reputation risk (Aula, 2010) presents a threat to organisations in many ways. The loss of reputation affects competitiveness, local positioning, the trust and

loyalty of stakeholders, media relations and the legitimacy of operations, even the license to exist; a risk to be taken seriously.

According to Pang et al. (2012), new media technology and the use of social media platforms have transformed how organisations communicate with stakeholders. According to Jones et al. (2015), social media gave birth to a new breed of 'professional consumers' or 'prosumers' and some of them can put businesses under increased scrutiny.

Although this is the case, social media platforms are also double-edged swords for crisis management and social media is an effective crisis management tool. Carroll (2013) states that organisations need to be part of those conversations and through the engagement they may be able to successfully avoid crises and help manage corporate reputation.

Thiessen (2011) specifies reputation as an important intangible asset and claims that a good reputation proves more resilient than a bad one, and that organisations with a good reputation are more likable. Reputation impacts perception, purchasing decisions, determines investor satisfaction and loyalty, and build trust. In fact, without public opinion, reputation cannot be constituted. Public scandals are a major threat to reputation. Barely a day goes by without some organisations facing assaults on their reputation and therefore it is clear that reputational crises are on the rise (Thiessen, 2015).

Carroll (2013) identifies several ways corporate reputations can be attacked online: the simple lie, the half-truth, the manipulated photo, the breach of privacy, and harassment and hoaxes. But sometimes an organisation is attacked because they have done something to violate the trust of a stakeholder. When this occurs, many stakeholders take to social media platforms to air their frustration and seek a resolution. However, the social media can damage the organisation's reputation after only one individual's post goes viral.

In situations where reputation is threatened, one aspect of crisis management gains great importance, i.e. communication (Thiessen, 2015). Internal communication in

a crisis enables an organisation to stem rumours, while external communication, through social channels, can result in favourable public perception.

According to Wang (2016), the public considers the internet to be the most reliable source for news, especially ideal for generating timely communication, unique information and interactive conversations. Not only do individuals and organisations communicate differently during a crisis, but they are also perceived very differently; social media platforms and messages add to the challenges involved in maintaining the overall reputation of brands and organisations.

According to Romenti et al. (2014), social media can have both facilitating and challenging roles during crisis situations. As facilitators, social media can improve organisation-public relationships, by providing up-to-date and detailed information concerning crises. The latter has a positive effect in terms of the credibility and transparency of organisational actions. Organisations are challenged because they lose control over communication sources, channels and activities.

To have an impact on how stakeholders perceive organisations handling critical situations, organisations should also participate in online conversations and use the dialogic opportunities offered by social media. They should create and promote dialogue with their stakeholders through these channels when planning their crisis management and responses to stakeholders' demands.

Aula (2010) identified three types of reputation risk factors, namely:

- risk is increased when the gap between an organisation's reputation and its reality grows;
- risk is increased by a change in the expectations of stakeholders; and
- when an organisation is internally unable to react to changes in the environment, a highly important source of reputational risk is poor coordination of the decisions made by different business units and functions.

Four strategies which organisations can employ during reputation management through social media (Aula, 2010):

Strategy	Description
<b>Strategy of absence</b>	The organisation makes a choice not to proactively attend conversations and content production about the organisation. The flow is mainly unidirectional from an organisation to stakeholders.
<b>Strategy of presence</b>	Reputation management is based on conventional public relations, where an organisation aims to inform specific audiences via certain channels. Specific media, such as newspapers, are used to reach the intended audiences. The reputational communication is more of monologue than a dialogue. This strategy will only occur when one opinion is stated, with no further comments.
<b>Strategy of attendance</b>	The organisation takes part in social media conversations as a listener, but also to collect, share and consider information internally. This is the strategy that Solidarity uses on a daily basis.
<b>Strategy of omnipresence</b>	Organisations accept the blurred boundaries between privacy and publicity, and stakeholders and media. Reputation management follows the idea of 'multilogging' compared to dialoguing. Interaction with the public is complex, overlapping and continuous.

**Table 6.1: Strategies that organisations can employ**

Romenti et al. (2014), developed a theoretical framework which crisis managers can use when deciding their crisis response strategies and their communicative approaches. The figure below exemplifies the different steps an organisation should consider when planning its crisis communication strategies. This framework will also be incorporated in die the online reputation framework.



**Figure 6.6:** The crisis communication strategic planning (Romenti et al., 2014)

## **6.9 CONCLUDING REMARKS**

Any organisation's online reputation is its reputation. Organisations now have the opportunity to inform and engage stakeholders online. SNS provides a channel for organisations to extend these relationships. Solidarity's social platforms contain more than content – there is a definite relationship between the organisation and its stakeholders.

Two important aspects in this chapter are social media content and social media conversations. The one allows the organisation to tell the audience something about the organisation and the second is the response to online comments. Solidarity creates huge amounts of content daily and have a team of public relations professionals to manage the conversations on social media.

Solidarity's brand and reputation is important to management and therefore they are vigilant when it comes to content and conversations; they take a lot of care of what is being said by others

During the researcher's master's degree, he developed an online reputation management framework, which has been tested during this research. The next chapter explains this proposed framework.

## **7. CHAPTER 7: ONLINE REPUTATION MANAGEMENT FRAMEWORK**

### **7.1 INTRODUCTION**

The proposed online reputation framework is based on the work of, Shannon and Weaver (1948), Berlo (1960), Schramm (1954) and Barnlund (1962), as well as Skinner (2009) and James Grunig (1984) and his colleagues.

According to Skinner (2007), the most basic communication process comprises a triad: a communicator, a message and a recipient. These three aspects go hand in hand with closely related factors, such as code, medium, context, feedback and interference. Reputation management models include concepts like listening, engaging and analysing and include work from Yu (2001), Singh (2006), Schlosser (2003), Kamvar (2003), Aula, and Mantere (2008).

This proposed online reputation management framework is thus a combination of traditional communication models and modern online reputation models.

### **7.2 ONLINE REPUTATION MANAGEMENT FRAMEWORK DEFINED**

Considering all the contextual definitions formulated in previous chapters, the online reputation management framework can be defined as follows:

An online framework that organisations can implement and use to create and communicate specific images of themselves to their internal and external stakeholders so that perceptions can be formed. It is a framework that allow organisations to say something about it itself, allow the media to say something about it, the organisations actions and the important part is to listen to what people say about the organisation on online platforms.

The framework allows organisations to craft strategies which shape or influence the public perception of an organisation on the internet. It helps to drive stakeholder opinion about a business and its products and services.

- *Monitoring, listening to stakeholders as they have their own perceptions and by listening, they will become loyal, and a relationship will develop.*
- *Promoting the organisation's brand through online actions.*
- *Suppressing or addressing risks and reputation risk management.*

### **7.3 BACKGROUND FROM MASTER'S RESEARCH**

During the researcher's master's degree in 2014 entitled "The use of social media for member recruitment in an NPO," a conceptual framework was developed. The dissertation determined that stakeholders became members of the NPO after they have been convinced by the online content of a certain campaign through Facebook. During the dissertation, it became clear that certain models form part of this process and that the reputation should be managed well after they became members.

Following Drucker et al. (2013) and Kietzmann et al. (2011), social media was described as a mobile and web-based service, which allows individuals or organisations to construct a public or semi-public profile within a bounded system. Here, interactive platforms are created via which individuals and communities share a connection and view and traverse their list of connections, as well as those made by others within the system where they co-create and modify user-generated content.

Social media came of age during 2012 with almost every individual and organisation in the connected world starting to engage with it in some shape or form. As we are amid an altogether new communication landscape (Kietzman, 2011) and have reached the end of the digital beginning, social media is not a novelty any longer and as such, there will be less room for mistakes as the competitors and tiny start-ups become social media savvy (Holloman, 2013). Yamakami (2013) states that social networking services are quickly permeating everyday life.

A study done by Wright and Hinson (2008) on the impact that social media has on public relations, found that these media were dramatically changing public relations and the way the latter is practiced. Social media not only allow public relations professionals to reach out and engage with their publics in conversation, but also provides an avenue to strengthen media relations. Curtis et al. (2008), state that it is beneficial for public relations professionals to understand how to use social media as they relate to their jobs, specifically professionals working for NPOs.

Public relations professionals state that the use of social media made their job easier and that they reach a broader audience (Eyrich et al., 2008). Sixty-one

percent (61%) believe the emergence of social media have changed the way their organisations communicate, while 84% believe that social media have made communication more instantaneous because organisations are encouraged to respond more quickly to criticism (Wright and Hinson, 2008; Morris, 2012).

The communication professional in a NPO typically launches into the following thought process: With whom should we communicate? What should we say? Through which channels? These considerations reflect the components of the basic communication theory, the circular loop of source, message, channel, recipient and feedback (Bishop, 2006). Regardless of the audience and the channels, the content is also of great value. It is especially of great value to NPOs to create and distribute effective and valuable content.

Communication is central to the practice of public relations, with the general aim of establishing understanding, but specifically to persuade, to inform, to influence attitudes and to bring about action. The components of the communication process are people, messages, media, and feedback (Skinner, 2007).

The model below was developed during the researcher's master degree without the reputational component. The reputational component was added during the development of the framework during this thesis. It was done to illustrate that stakeholders can be convinced to join a cause, donate money or become members of the organisation through effective content. The reputational concept was added to illustrate that the reputation should be managed by listening to the online stakeholders.

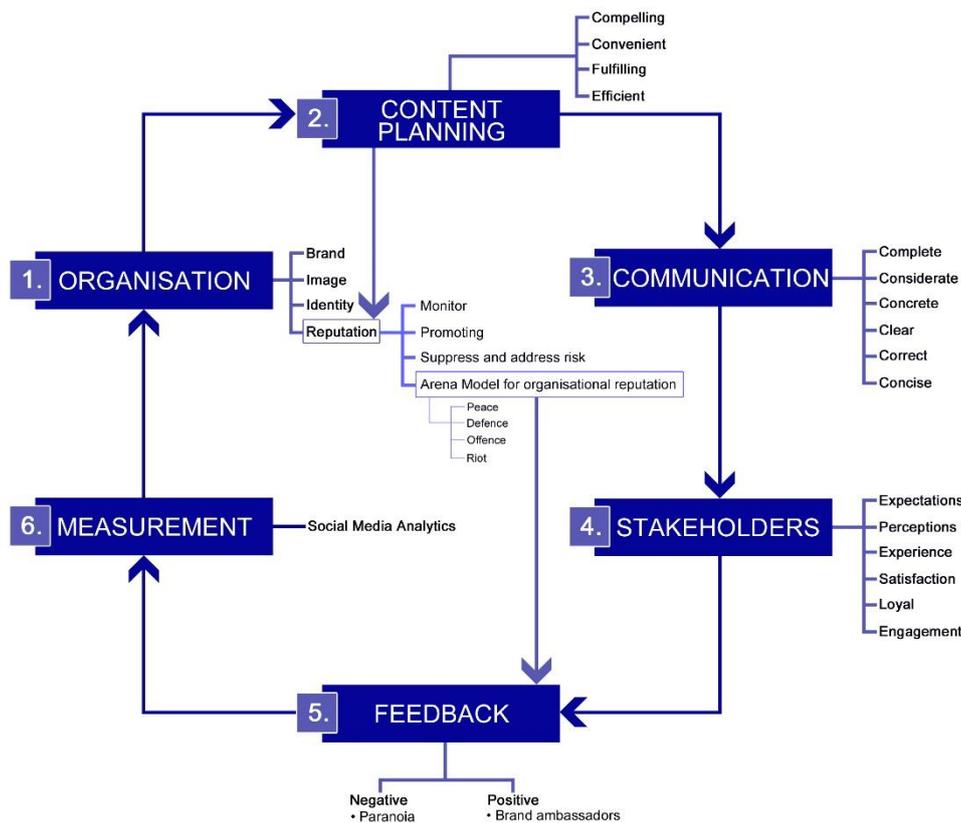


Figure 7.1: The online reputation management framework (van den Heever, 2014)

## 7.4 HOW THE PIECES OF THE FRAMEWORK FIT TOGETHER

### 7.4.1 The organisation

As mentioned in chapter two (see par. 2.2), any organisation has a certain reputation to maintain and protect. In the case of this thesis, the focus falls on Solidarity, an NPO in South Africa (see par. 2.4). It is the good standing of the organisations that attracts more stakeholders and consequently more members and therefore organisations must do everything in their power to manage and maintain this reputation. Thus, the whole process begins with the organisation's daily activities – what it says, write, does and produces. The way it packages itself and how it interacts with stakeholders. This is a huge responsibility that rests on every organisation and its personnel. This framework will allow organisations to manage, protect and maintain the reputation and good name of the organisation step by step.

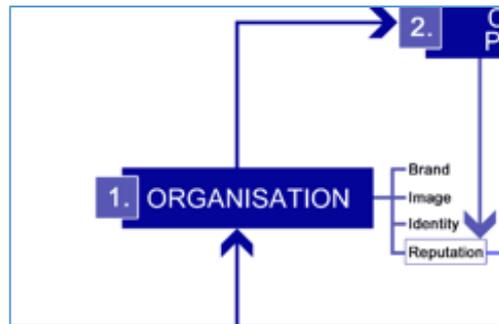


Figure 7.2: The organisation

### 7.4.2 Social media content

Communication content is a means of value creation (see chapter 5, section 5.4.1). Content is the origin of communication, and it can be considered as a major source of development within an information society. Therefore, it is important to have a clear picture of the nature of content and its constituents. Content is important for relationship-building and persuasion. It is all about convincing stakeholders by using arguments while influencing stakeholders is about getting them to do things that they would otherwise not do. The content should ideally be compelling, convenient, fulfilling and efficient.

As stated in par. 5.4.1, content is a purposeful, accessible, and understandable artifact and any organisation use this to start the process of reputation management; to tell the audience more about the organisation. This content will include electronic journals, articles, press releases, pictures, videos, websites and online databases, emails, online news, software, and animations or in its general sense, content is for example, “stuff on your site.”

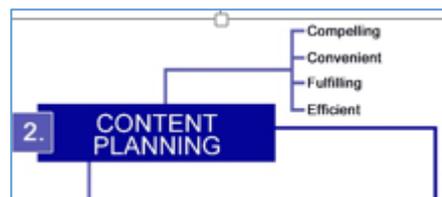


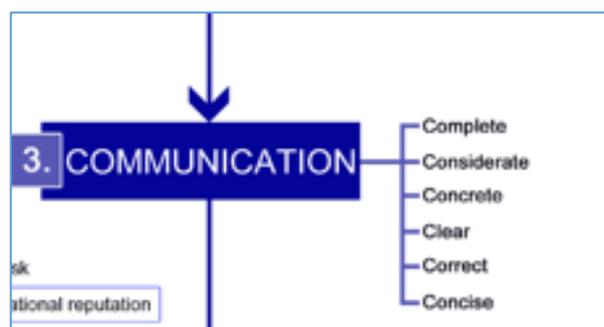
Figure 7.3: Content planning

### 7.4.3 Corporate communication

As discussed in chapter 2, par. 2.4.1, van Riel and Fombrun (2007) define *corporate communication* as the set of activities involved in managing and orchestrating all internal and external communication aimed at creating favourable starting points

with stakeholders on which the organisation depends. Romenti (2015) states that communication plays a pivotal role in the construction of symbolic meaning around what an organisation does and therefore, corporate communication has become an important managerial function in organisations.

Organisations communicate their chosen messages or the content that was generated through social media, public relations, to the media and other contemporary corporate communication media. The success of the communication is determined by other people’s responses to those messages.



**Figure 7.4: Communication**

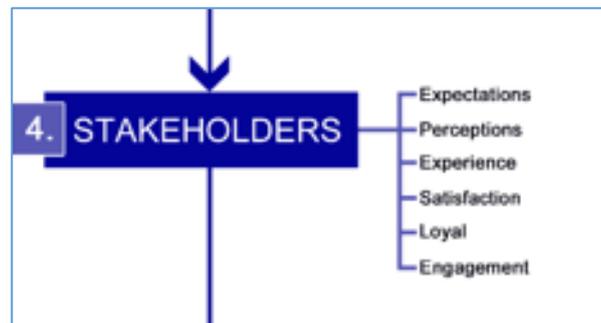
#### **7.4.4 Online stakeholders**

Adams (2006) defines stakeholders as any group or individual who can affect, or is affected by the achievement of an organisation’s purpose. However, stakeholder relations represent a complex web of relationships that cannot be represented by a one-dimensional interaction between the organisation and a specific stakeholder. The classification of stakeholders is discussed in (see chapter 4, par. 4.4).

The stakeholders will react different on certain activities and at certain times of the day. It is of great importance for any organisation that their stakeholders become ambassadors for the organisation and recruit new stakeholders.

It is further important to keep in mind that these stakeholders have certain expectations as they may have been following the organisation for a while on Facebook and have formed a certain perception of the organisation. Over time, they have gained experience of the organisation and its actions and are either satisfied or not. If they are satisfied with the organisation’s content and the communication, they will engage and might become loyal.

Satisfied stakeholders will bring friends with them as they will start sharing the content and get others involved which, of course, is good for the organisation's reputation.



**Figure 7.5: Stakeholders**

#### **7.4.5 Social media conversations and feedback**

In (chapter 5, par. 5.4.2) the concept of *conversation* was discussed briefly. Effective conversations comprise more than just an exchange of information. Online daily chat is made available to billions of people and it is through these media that people connect with each other and with organisations.

Floreddu (2014) indicates that social media has ushered many ways in which an organisation can communicate with its stakeholders. A conversation is a form of dialogue, characterised by the exploration, examination, and reconsideration of individuals' reasoning, assumptions, and perspectives. When done well, such conversations allow participants to construct meaning, transform knowledge, and create collective wisdom on the challenges they face (Hartung and Wilson, 2016).

The core of this thesis lies within these conversations. The purpose of the the study is to determine whether the proposed online reputation management framework can be implemented by an NPO to determine whether content and conversations on social media have an influence on stakeholder engagement. It is also important to determine whether the social media activities and stakeholder engagement improved or damaged the online reputation of the organisation. As the reputation improves, more stakeholders might be attracted to join the conversations. This framework will also be tested during the research.

With each conversation and feedback process, the organisation finds itself in one of four arenas, as discussed in chapter 2, par. 2.5. Either it will be in peace, defence, offence, or a riot with its stakeholders or that is where reputation management enters in. These stakeholders can either become ambassadors or post negative comments, which should be managed.

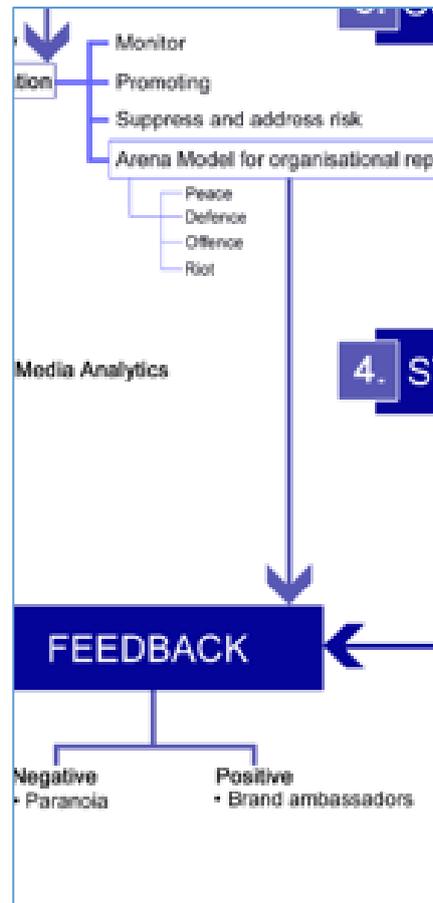
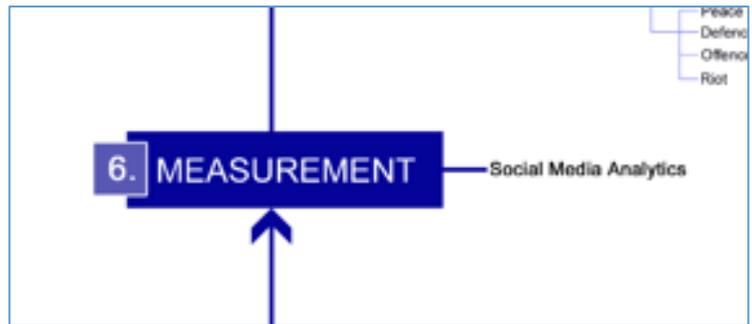


Figure 7.6: Online reputation management framework

#### 7.4.6 Reputation measurement

In the end, the process can be measured as discussed in chapter 3, par. 3.4. Facebook analytics and online measurement programmes will allow organisations to measure the effect that certain content and conversations had on the reputation. A positive reputation ensures an organisation's long-time competitive edges. The greater the reputation capital, the lower the costs for monitoring and controlling may be the case.



**Figure 7.7:** Reputation measurement

## 7.5 CONCLUDING REMARKS

The online reputation management framework will serve as a platform for organisations to keep up with the content that has been generated, how it was communicated and what the media did with it. It can further indicate to what extent the stakeholders responded to the content. If stakeholders respond negatively, this will determine that the organisation needs to review the content. If the comments are very positive, they can generate similar content for future purposes. This will also enable organisations to determine in advance when a crisis is on its way to ensure that the necessary precautions are taken.

The next chapter will explain the research methodology of the thesis.

## **8. CHAPTER 8: RESEARCH METHODOLOGY**

### **8.1 INTRODUCTION**

The previous chapters of this thesis presented the theoretical underpinnings of the study by tracing the theories and general literature that shaped the current academic and practical understanding of online reputation management. This chapter discusses the way this understanding will be built on by delineating the methodology that dictated the research.

This chapter aims to delineate the thesis's research philosophy, approaches, strategies, as well as methods used to collect and analyse data.

The first part of the chapter outlines the qualitative research paradigm, which includes the phenomenological approach and focuses on interpretivism as philosophy. The qualitative strategy and deductive case study method, which was followed in this research, will further be discussed. Thereafter, the problem and purpose statements, as well as the six research objectives are reiterated. Following this section, the sampling methods are listed alongside a discussion of the data collection and data analysis methods. Subsequently, a short overview is given regarding the quality and rigour of the research and lastly, ethics pertaining to the research are discussed.

### **8.2 THE THREE WORLDS FRAMEWORK**

Mouton (2013) shows that research problems are formulated to address “real-life” problems. When we talk about defining or conceptualising the research problem, we refer to the process by which a real-life problem was identified and translated into a research problem. The Three Worlds Framework of Mouton was developed to describe and clarify these aspects.

#### **8.2.1 World 1: The world of everyday life and lay knowledge**

According to Mouton (2013), we spend most of our time in this world. We live as ordinary human beings in multiple contexts in this world. In the world of everyday life, we produce and use distinct kinds of knowledge. The knowledge enables us to cope with our daily tasks and we acquire the knowledge through learning and

experiences. We apply the knowledge to solve problems and to gain insight into everyday tasks.

In this study, the questions related to World 1 include:

- Why and how do stakeholders interact on social media?
- What do organisations do to get stakeholders engaged?

### **8.2.2 World 2: The world of science and scientific research**

The search for truth and truthful knowledge is the goal of the world of science. Whereas in everyday life we search for knowledge that will help us cope better with the challenges and demands of each day, the aim of science is to generate truthful descriptions, models, and theories of the world.

In this study, questions related to World 2 include:

- What is meant by online reputation management?
- Why is online reputation management necessary?
- What are the consequences of online reputation management?

### **8.2.3 World 3: The world of meta-science**

This practice has led to the development of various meta-disciplines, such as the philosophy and methodology of science, research ethics and sociology of science. These disciplines are referred to as meta-disciplines and are in World 3.

In this study, the questions related to World 3 include the following:

- If stakeholder engagement on an organisation's social media platform can lead to the damage or enhancement of the reputation of the organisation, can the online reputation management framework be applied to manage the reputation?

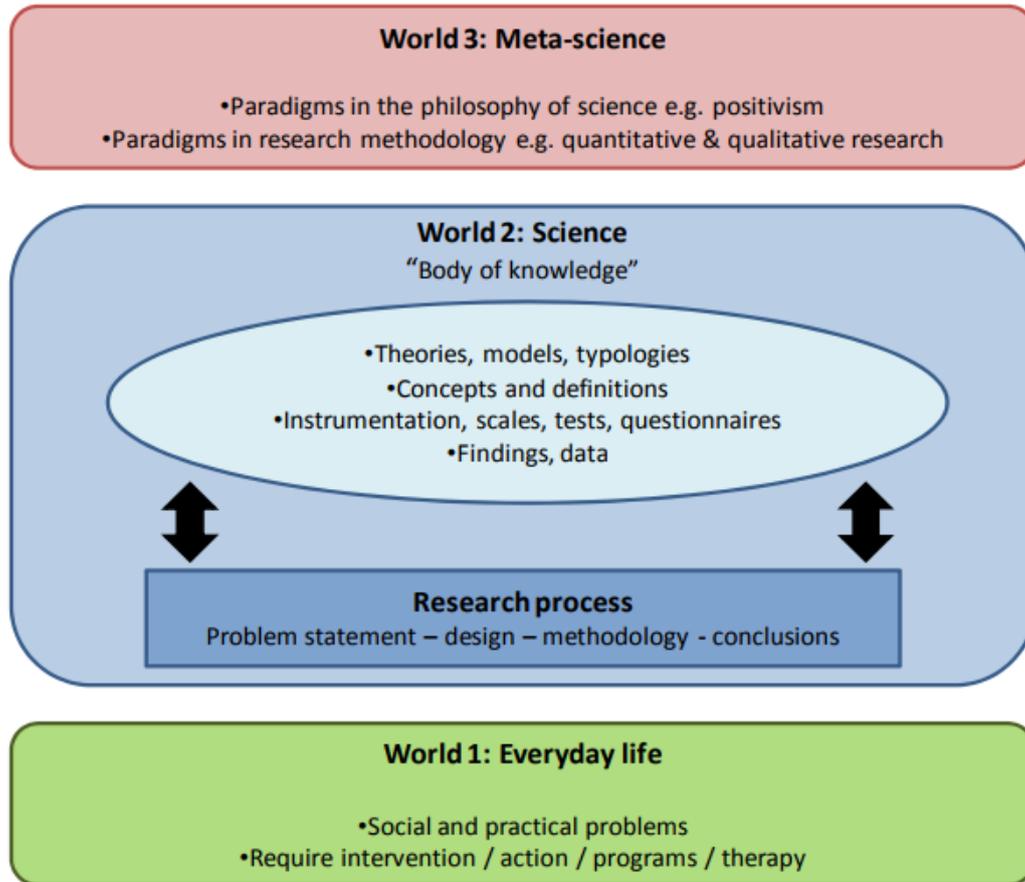


Figure 8.1: The relationship between meta-science, science and everyday life knowledge (Mouton, 2013)

### 8.3 RESEARCH PARADIGM

Saunders (2007) refers to *research philosophy* as a term that relates to the development of knowledge and the nature of knowledge.

According to Creswell (2009), there are four different worldviews: postpositivism, constructivism, participatory and pragmatism. This study derives from the metatheory, phenomenology/interpretivist tradition. Babbie and Mouton (2001) iterate that within this tradition, the aim of human sciences is defined as instruments for us to understand people; people are conceived, not primarily as biological organisms, but firstly and foremost as conscious, self-directing, symbolic human beings.

There is always a pre-theoretical understanding of what is going on among the members of a society, which is formulated in the descriptions of self and others, which are involved in the institutions and practices of the society (Babbie & Mouton, 2001). The phenomenologist emphasises that all human beings are engaged in the

process of making sense of their worlds. We continuously interpret, create, and give meaning to, define, justify, and rationalise our actions. According to the phenomenological position, the fact that people are continuously constructing, developing, and changing the everyday interpretations of their world, should be considered in any conception of social science research (Babbie and Mouton, 2001).

Babbie and Mouton (2001) disclose that Alfred Schultz developed many of the key ideas of phenomenology within social sciences, in two well-known papers in the 1940s.

Daymon and Holloway (2011) exclaim that interpretivists express an ontological belief in the existence of multiple realities and truths, which are open to change because the social world, not having a separate existence from the individual, is socially constructed. The latter implies that the aim of interpretive paradigm is to establish a distinct approach to the world of knowledge. In the interpretive paradigm, the social world is interpreted (Daymon and Holloway, 2011).

This research aimed to discover the interactions of stakeholders on social media networks, to make sense of their conversations, and to determine whether their interactions have or had any influence on the reputation of the organisation; stakeholders are constantly communicating and trying to make sense of what they observe on these platforms that form part of their world.

#### **8.4 QUALITATIVE RESEARCH DESIGN**

*Exploratory qualitative research* was used in this research. According to Anderson (1987), qualitative research emphasises inductive, interpretive methods applied to the everyday world, which is regarded as subjective and socially created. It is a situated activity that locates the observer of the world. It consists of a set of interpretive, material practices that render the world visible (Denzin & Lincoln, 2000). Daymon and Holloway (2011) declare that qualitative research embraces complexity and diversity, it generates meaning through cooperation, it is emergent and processual, it is holistic and contextualised, and it allows the researcher to be relevant and reflexive. It is also characterised by inductive thinking, whereby the researcher observes phenomena and listens to inputs to simplify findings that may explain the phenomena.

This research aims to investigate the interactions or behaviour of human beings and organisations in the social world and what impact these have on the reputation of an organisation.

The importance of this thesis lies in the key role of communication, as embodied by social media content and conversations in the establishment and promotion of a reputation for the organisation. It also focuses on how stakeholders engage or how stakeholder engagement contributes to a good online reputation. For this purpose, a case study approach was followed.

Case study research is a qualitative approach in which the researcher explores a bounded system or multiple bounded systems over time. Solidarity as a case campaign content and conversations on social media were studied during a four-month campaign. According to Leedy & Omrod (2007), a case study is when an event is studied for a defined period. A case study may be especially suitable for learning more about a little known or poorly understood situation. It is also appropriate for investigating how individuals, stakeholders in this instance, change over time as the result of certain conditions or interventions.

According to Leedy and Omrod (2007), this approach's major weakness is that, especially when only one case is involved, researchers cannot be sure that the findings are generalisable to other institutions.

Babbie and Mouton (2008) identify several types of case studies. This study focuses on social group studies. During this case study, a qualitative analysis of Facebook posts and comments were done to collect data and to investigate stakeholder's conversations on the organisation's content. In a case study like this, details about the context surrounding the case, like the physical environment, historical, economic, political, and social factors, should also be recorded (Leedy & Omrod, 2007). It helps others who read the research by identifying the context of the case. They can then easily draw conclusions about the extent to which this study's findings might be generalisable to other situations.

## **8.5 DATA ANALYSIS**

### **8.5.1 Units of analysis**

The unit of analysis refers to the “what” of the study. What object, phenomenon, entity, process, or event are investigated (Babbie and Mouton, 2008). Babbie and Mouton (2008) further state that empirical research study human behaviour and it falls within World 1. In this study, objects which fall in World 1 and will form part of the research, are human beings (individuals and groups, social organisations (NPOs), social artifacts and social interventions.

The units of analysis which were examined in this study, include:

- **Individuals**

Babbie and Mouton (2008) mention that any type of individual may be the unit of analysis for social scientific research, and individuals may be characterised in terms of their social groupings.

The individuals in this study include the five social media administrators in the specific NPO, who are all highly skilled individuals with degrees in communication. All of them are employed at the NPO and they are all working in the same office. They completed a questionnaire to determine their role in the online reputation management process.

- **Groups**

Babbie & Mouton (2008) exclaim that studying a group differs from study an individual. The population on the NPO’s Facebook forms the group. Although they are individuals, they form a group in its own right on the social media platform. Their comments and reactions were investigated and analysed through content analysis and conversation analysis.

- **Social artifacts**

Another unit of analysis is the social artefacts or product. These artefacts include the NPO’s content on their web page that will be investigated through content analysis. This will be done to determine whether the content contributed to the

reputation of the organisation, and to determine how the Facebook followers reacted to the content.

- **Social actions**

The focus here falls more on the actions on social media as on the individuals. Patterned social action in which individuals act in an unconscious collaboration with others. This was done through simple observations.

## **8.5.2 Methods**

### **8.5.2.1 Qualitative analysis of content and conversations**

The different types of qualitative analyses, such as conversation analysis, text analysis, content analysis, narrative analysis and thematic analysis will briefly be touched on in the discussion.

Brown and Yule (2003) disclose that the analysis of *discourse* is, necessarily, the analysis of language of use. As such, it cannot be restricted to the description of linguistic forms of independent of the purposes or functions which those forms are designed to serve in human affairs.

Babbie and Mouton (2008) argue that *content analysis* methods may be applied to almost any form of communication. It is well suited to the study of communication and useful to answer the classic question of communications research: “Who says what, to whom, why, how and with what effect?”

Braun and Clarke (2008) articulate that *thematic analysis* is a method for identifying, analysing, and reporting patterns within data. It minimally organises and describes the data set in detail. It is widely used, but there is no clear agreement about what thematic analysis is and how to go about it. It is sometimes claimed as content analysis.

Psathas (1995) sees *conversation analysis* as the talk-in-interaction and represents a methodological approach to the study of mundane social action that has achieved these desired results. It studies the order of social action, particularly those social actions that occur during daily interactions in the sayings of members of society.

McKee (2002) states that through *text analysis*, text is interpreted to try and obtain a sense of the ways in which, in particular cultures at particular times, people make sense of the world around them. And, importantly, by distinguishing among the variety of ways in which it is possible to interpret reality. Frey, Botan & Kreps (1999) define textual analysis as a method communication researchers use to describe and interpret the characteristics of a recorded or visual message. The purpose of textual analysis is to describe the content, structure, and functions of the messages contained in texts. The important considerations in textual analysis include selecting the types of texts to be studied, acquiring appropriate texts, and determining which specific approach to employ in analysing them.

Riesmann (2005) states that *narrative analysis* in the human sciences refers to a family of approaches to diverse kinds of texts, which have in common a storied form. What makes such diverse texts “narrative,” is sequence and consequence: events are selected, organised, connected, and evaluated as meaningful for a certain audience. Storytellers interpret the world and experience it; they sometimes create moral tales – how the world should be. Narratives represent storied ways of knowing and communicating.

In this study, qualitative content analysis was selected and conducted. Content in the form of articles that is situated on the NPO’s website and content in the form of online conversations will be analysed. The articles and the conversations will indicate who said what to whom and what effect it had on the reputation of the organisation. Since the researcher attempts to determine the impact of this content on reputation, the content needed to be thoroughly analysed to identify feelings and sentiment.

According to Mayring (2000) and Krippendorff (2004), qualitative content analysis consists of a bundle of techniques for systematic text analysis. Content analysis are typically performed on forms of human communication (Leedy and Omrod, 2007), like conversations on social media. Content analysis views data as presentations not of physical events, but of all sorts of recorded communication (transcripts of interviews, discourses, protocols of observations, video tapes, and documents) and texts, images and expressions that are created to be seen, read, and interpreted.

Content analysis is a replicable and valid method for making specific inferences from text to other states or properties of its source.

Qualitative content analysis defines itself as an approach of empirical, methodological controlled analysis of texts within their context of communication, following content analytical rules and systematic models, without rash quantification (Mayring, 2000).

The use of content analysis, especially in this study, was to identify the intentions, focus or communication trends of an individual, group or institution and to describe attitudinal and behavioural responses to communication ([writing.colostate.edu](http://writing.colostate.edu)).

In this study, the artefacts include written content on the website of the NPO and comments on Facebook to determine what the organisation say, what the people say and what effect it has on the reputation of the organisation. During the four-month campaign, the content on Solidarity's Facebook and the conversations taking place on Facebook were analysed to determine what effect both these aspects, especially the conversations, had on the reputation of the organisation.

#### **8.5.2.2 Personal interviews**

Babbie and Mouton (2003) explain that open structured interviews allow the object of the study to speak for themselves rather than to provide the respondent with a battery of predetermined hypothesis-based questions. This interviewing is flexible, iterative and continuous. It is a conversation in which the interviewer establishes a general direction for the conversation and where the respondent does most of the talking.

Babbie and Mouton (2003) refer to Steiner Kvale's seven stages in a complete interviewing process.

- Thematising: Clarifying the purpose of the interviews and the concepts to be explored.
- Designing: Laying out the process through which you will accomplish your purpose.
- Interviewing: Doing the actual interviews.
- Transcribing: Writing a text of the actual interviews.

- Analysing: Determining the meaning of the gathered materials in relation to the purpose of the study.
- Verifying: Checking the reliability and validity.
- Reporting: Telling others what you have learned.

In a standardised, open-ended interview, the same open-ended questions are asked to all interviewees; this approach facilitates faster interviews that can be more easily analysed and compared.

## **8.6 QUALITATIVE SAMPLING**

This section provides an overview of the sampling method used, as well as the research's units of analysis. Babbie and Mouton (2008) identifies two types of sampling methods, namely probability sampling methods and non-probability sampling methods. Probability sampling is a sampling technique in which the chance of each case being selected from the population is known and not zero. Probability sampling is often associated with survey and experiential research strategies. Non-probability sampling is a sampling technique in which the chance or probability of each case being selected is not known. In this case probability and non-probability will be used.

### **8.6.1 Simple random sampling of online stakeholders**

For the purpose of this study, a simple random sampling was conducted because the population is homogeneous as they were all online stakeholders engaging in activities in Afrikaans on the organisation's social platforms. Each member within the population had an equal chance of being selected (Wagner, 2012). The probability technique was used in this study because it implied that there would have been access to the entire population out of which respondents could randomly be selected to make up the sample (Wagner, 2012).

The data sample of this study consisted of 122 000 Facebook followers of the organisation, Solidarity, the target population consists of the stakeholders who commented and took part in conversations on the Facebook page during the four month campaign between May 2019 till August 2016. The main objective of the research was to determine whether these people's engagement and conversations

on Solidarity’s social platforms during a four-month campaign formed an online reputation for the organisation. The campaign at the time focused on key issues which depict the core of the organisation. The reason why the focus fell on this specific population is because the specific organisation relies on the support of these stakeholders as they are its target audience.

If the population is markedly heterogeneous meaning they are diverse and unrelated, a larger sample is needed than if a population is more homogeneous where they are related and similar (Leedy, 1004). In this case the conversations take place in Afrikaans. As mentioned before, the organisation in this study has a database of 122 000 homogeneous Facebook followers as stakeholders, which formed the sampling frame. The group which took part in the conversations comprises men and women aged between 25 and 45. They all speak Afrikaans are mostly from the Afrikaner culture and engage on Solidarity’s Facebook page. It is difficult to state how many of the 122 000 stakeholders were taken into account as each post delivers a certain amount of comments and reactions that was taken into account.

### **8.6.2 Available subjects for interviews**

This method is justified because the five social media administrators have been the only individuals who were available for interviews and were the only ones working on this specific campaign. Risks in terms of generalisation existed and not all media administrators experience reputation management the same. The contributions that the administrators bring to study is focused on the content of the articles. The administrators will indicate to what extent the content addresses the existing reputation of the organisation and since they interact directly with the conversations on Facebook, they will give an indication more than the mere content of the conversations. Thus, the interviews with administrators will contribute a personal sense to the analysis of existing content.

<b>Variable</b>	<b>Category</b>	<b>Percentage</b>
<b>Gender</b>	Male	41%
	Female	59%
<b>Language</b>	Afrikaans	93%

Variable	Category	Percentage
	English	7%
<b>Age</b>	18-24	10%
	25-34	20%
	35-44	23%
	45-54	22%
	55-64	15%
	65+	8%

**Table 8.1: Demographic information on Facebook respondents**

There were 29 articles posted on Facebook and 172 stakeholders commented in conversations on these articles. The table above provide demographic information regarding these stakeholders on Facebook.

Variable	Category	Percentage
<b>Gender</b>	Male	20%
	Female	80%%
<b>Language</b>	Afrikaans	100%
	Other language	0%
<b>Age</b>	18-24	40%
	25-34	40%
	35-44	20%
<b>Sector</b>	Public Relations	20%
	Social media	40%
	Media	40%
<b>Operating level</b>	Operating level	20%
	Junior	60%
	Middle management	20%
<b>Hours spent on social media per day</b>	Less than 8 hours	10%
	8 hours	10%
	10 hours	40%
	More than 10 hours	40%

**Table 8.2: Demographic information on the five interviewees**

## **8.7 BRIEF RESTATEMENT OF PROBLEM AND PURPOSE OF THE STUDY**

The main objective of this study was to determine whether a proposed online reputation management framework can be implemented for an NPO to determine whether content and conversations on social media have an influence on stakeholder engagement.

The overarching objective of this study was to determine whether and to what extent social media conversations and content contribute to online stakeholder engagement and its effect on online reputation management. Another objective was to test and implement an online reputation framework.

## **8.8 RESEARCH OBJECTIVES**

This study also has included the following objectives:

- Determine whether online content influences online reputation and media and contributes to the organisation's brand and identity.
- Determine whether online content influences stakeholder engagement.
- Ascertain if online conversations influence continuing stakeholder engagement and online reputation.
- Determine whether monitoring of, listening to and engaging with stakeholders helped to address and suppress risks in reputation management.
- Determine whether the online reputation management framework functions in corporate communication.

## **8.9 DATA COLLECTION**

Data collection, according to Creswell (1998), can be visualised as a series of activities aimed at gathering information to answer emerging research questions. Creswell refers to data collection activities, which include; recording information, resolving field issues, storing data, locating the site, gaining access, and establishing rapport, purposefully sampling, and collecting data. Content analysis of texts (the online articles and conversations of the 122 000 Facebook followers) and interviewing of media administrators were used as methods for collecting data during the testing of the social media reputation model.

Solidarity ran a four-month campaign that was in contrast with the #feesmustfall campaign, i.e. a #Letsbuild campaign. This campaign was aligned to the organisation’s agenda, which is the supporting foundation of all Solidarity’s activities (see chapter 2). The main aspect that was kept in mind during this analysis is that reputation depends on three things, namely: what the organisation says about the organisation, what the media says about the organisation and what the people say about the organisation. During this analysis, the following contents were analysed and measured.

- Articles published on the website to achieve a certain goal during the campaign.
- Media content published during this campaign.
- Stakeholders response (conversations and engagement on Facebook).
- The measurement of the entire process to determine through analytics how it all contributed to the overall reputation of the organisation.

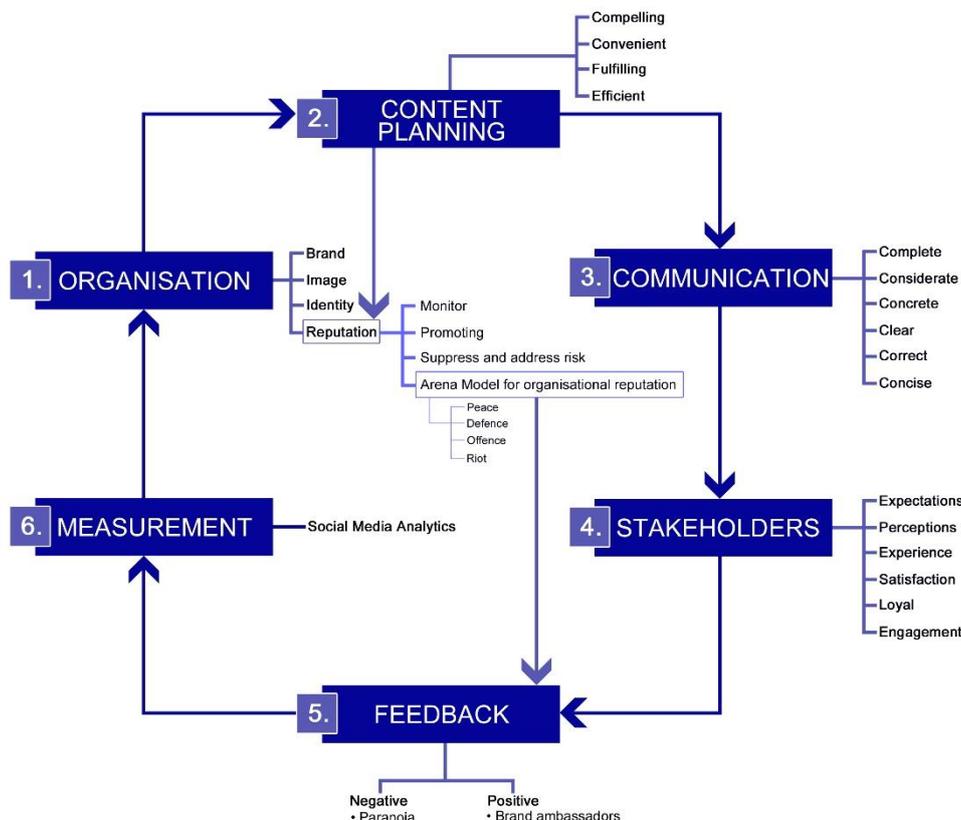


Figure 8.2: Online reputation management framework (van den Heever, 2015)

The online reputation management framework, which was discussed in chapter 7, was implemented during a series of events. During these events, all the steps, which included content planning, communication and media reactions, and stakeholder feedback and measurement were analysed in order to determine which factors influenced the reputation of the organisation. During the four-month campaign, the actions were divided into periods of one week each to make it easier to monitor. Each week, the online reputation management framework was used to communicate effectively and monitor the reputation. During the week, as the table below stipulates, content in the form of press releases, articles, blogs, videos, photo content and other forms of content were generated and placed on a website platform and communicated. The campaign ran in Afrikaans and translations into English will accompany the following discussion and analysis.

**Table 8.3: Weekly content**

<b>Date</b>	<b>Theme</b>
15 May	#OnsBou / #Letsbuild
18 - 22 May	Vakbond/Trade union
23 - 29 May	Universiteit/University
30 - 5 June	Solidariteit Beweging/Solidarity Movement
6 Junie - 12 June	Kultuurinstellings/Cultural institutions
13 - 19 June	Tegniese kollege/Technical college
20 - 26 June	Gemeenskapsradio/Community radio
27 - 3 July	Regsfonds/Legal fund
11 - 17 July	Mediahuis/Media house
18 - 24 July	Studiefonds/Study fund
25 - 31 July	Vakbond/Trade union
1 - 7 August	Universiteit/University
8 - 14 August	Regsfonds/Legal fund
14 - 21 August	Studiefonds/Study fund

## 8.9.1 The website

**Solidariteit Solidarity**

**#OnsBou** *Groter, Beter, Sterker*

**Ons mense kan tereg vra: "Is daar 'n toekoms?"**

By Solidariteit laat ons nie toe dat die toekoms met ons gebeur nie; ons bou 'n toekoms.

- As ons mense in die werkplek geboelie word, bou ons 'n vakbond
- As ons universiteite aangeval word, bou ons 'n universiteit
- As die staat se tegniese kolleges in duie stort, bou ons 'n kollege
- As daar teen ons kinders gediskrimineer word vir studiehulp, bou ons 'n studiefonds.
- As daar op grond van ras teen ons mense gediskrimineer word, bou ons 'n regsfonds
- Ons bou 'n Solidariteit Beweging

Bou saam met ons 'n toekoms. Ondersteun Solidariteit. SMS "onsbou" na 34802

**Solidariteit Solidarity**

## 8.9.2 The Newspaper advertisement

**BY SOLIDARITEIT LAAT ONS NIE TOE DAT DIE TOEKOMS MET ONS GEBEUR NIE. ONS BOU 'N TOEKOMS.**

**#OnsBou**  
SMS die woord "onsbou" na 34802, of besoek [www.solidariteit.co.za](http://www.solidariteit.co.za) vir meer.

**Solidariteit Solidarity**

- ◊ Solidariteit se organisateurs enregseleerdes hanteer **400 000** werksaamvrae per jaar.
- ◊ Op enige gegewe tyd is **1 200** regsprossesse aan die gang.

As ons mense in die werkplek geboelie word, bou ons die vakbond om sterker te wees en te beskerm ons mense in die werkplek.

As daar teen ons kinders gediskrimineer word met die toekoms van studiehulp, bou ons saam met Solidariteit Helpende Hand 'n studiefonds.

Die Solidariteit Helpende Hand Studiefonds is **R100 miljoen** sterk.

Oor die afgelope vyf jaar is studiehulp aan **5210** studente verleen.

Solidariteit betel **miljoene** in opleiding; **R50 miljoen** is bv. aan Akademia bestee.

Solidariteit-iede kry afskryf van **30%** vir studies aan Akademia.

As ons universiteite aangeval word, bou ons weg om ons regte te beskerm, maar ons bou ook 'n nuwe Afrikaanse privaat universiteit, Akademia.

Solidariteit bestee **R1 miljoen** per maand in die stryd teen rassekwotas.

Solidariteit wen **87%** van sy regsgevalle.

As daar op grond van ras teen ons mense gediskrimineer word, bou ons 'n regsfonds en val ons die regering aan tot in die Konstitusionele Hof en by die Verenigde Nasies.

Sowat **1000** jong, voornemende ambagslui word tans by Sol-Tech opgelei.

Sol-Tech is teen 'n koste van meer as **R30 miljoen** opgetig.

As die staat se tegniese kolleges in duie stort, bou ons een van die vroeëste kolleges in Suid-Afrika, Sol-Tech.

Solidariteit het reeds **15 jaar** gelede begin om 'n Solidariteit Beweging te bou.

Die Solidariteit Beweging bestaan uit **18** instellings.

As die staat verwek, bou ons die Solidariteit Beweging wat 'n toekoms moet help skep waarbinne ons vry, voltyd en voorspoedig kan wees.

Bou saam met ons 'n toekoms en stuit aan by Solidariteit. SMS bloot die woord "onsbou" na 34802, of besoek [www.solidariteit.co.za](http://www.solidariteit.co.za) om meer uit te vind.

**Solidariteit Beweging**

### 8.9.3 The facebook cover



### 8.9.4 #OnsBou /#Letsbuild campaign



On 18 May 2016, Solidarity launched a comprehensive campaign, which encouraged people to build a better future. The core theme of the campaign was: If you are in doubt about the future, build it yourself. The official Afrikaans media release (Addendum A) for this campaign was sent to the media on the same day. The campaign had a total cost of R 1 Million (\$84 388 as on March 2018) and was set up to target 3.5 million people online.

In the media release, Solidarity called on people to strengthen community institutions. Solidarity said that it is of the belief that they the answer to minorities in

a majority environment is vibrant institutions, such as cultural institutions, trade unions, civil rights institutions, training institutions, media institutions, financial institutions and others. Constitutional rights can be realised by civil institutions. Well-organised civil institutions help to effectively interact with the state. Solidarity further announced that the campaign would have a duration of four months from May 2016 until August 2016.

### 8.9.5 To build a trade union



#### 8.9.5.1 Article 1: If you doubt the future – build it.

Tuesday, May 24th, 2016



Dr. Dirk Hermann, Chief Executive of Solidarity, wrote this first article. He sketched the background of the Afrikaner and Afrikaans communities from 31 May 1902, through the 1930s, 1994 up to the present. Dr Hermann said there is no single large state fund on which citizens can depend. Everyone does his or her part, little by little. He said Solidarity has been and is still building a modern “Helpmekaar” Movement which consists of 18 institutions with a budget of R3.5 billion (\$2,9 billion) or the next five years. Solidarity’s goal is a future in which the Afrikaans language community and the Afrikaner culture community can be free, safe and prosperous. Dr. Hermann also said Solidarity believes the path of Afrikaans and Afrikaners, in the post-94 reality, is mainly set on building among others, vibrant community institutions. He concluded by saying if you doubt the future, build it.

#### **8.9.5.2 Article 2 and video: This is how your membership fees build a future**

Tuesday, July 5th, 2016



Flip Buys, Chairman of the Solidarity Movement, wrote in this article that the working class pay thousands of government bills monthly, without getting enough value for their hard-earned money. Solidarity's membership fees of just over R100 (\$8) are just a fraction of this, but it is R100 (\$8) with which we can offer each member more than the value of their money. He compared what Solidarity achieves with a member’s monthly R100 (\$8) to the value one gets for taxes or for any other product or service.

Buy's explained in this article how every cent is being used. The membership fees help with student funds, building institutions, funding court cases, school projects and a lot more.

Buy's concluded his article with the acknowledgement that this would be the first year of Solidarity's Helpmekaar (help each other) 2020 plan. Solidarity knows there is another tough uphill for the organisation, but the figures, numbers and successes display hope for a future in which these communities can also be free, safe and prosperous.

### **8.9.5.3 Article 3: Solidarity takes the lead in trade unionism**

*Friday, May 20, 2016*



Juran van den Heever, Head of Communications at Solidarity, wrote in this article that Solidarity, as a trade union, is the oldest of its kind in South Africa. Van den Heever wrote that while Solidarity fights against the injustice of affirmative action and black economic empowerment against its members in South Africa's supreme courts almost every day, Solidarity is also actively involved in protecting and supporting its members at grassroots level. Solidarity has a team of organisers and jurists dealing with the 400 000 work queries per year, while at any given time about 1 200 legal processes at Solidarity are handled.

### **8.9.5.4 Article 4: Where has Solidarity recently been involved?**

Inge Strydom, Media Liaison Officer wrote in this article about matters that the trade union had been involved. These major issues included the following: Aurora Mine, Lily Mine, Highveld Steel, and Arcelor Mittal and the Steel Industry.

## 8.9.6 To build a private university



### 8.9.6.1 Article 5: This is how you can help to get Afrikaans universities to rise again.

Tuesday, July 5th, 2016

Buy's wrote in this article about Afrikaans, as language of instruction being wiped out at various universities and how the public could get involved by donating funds to build Akademia. Akademia is a new private Afrikaans educational institution that is built from member's monthly contributions. Buy's explained how stakeholders can contribute in various different ways.

### 8.9.6.2 Article 6: New BCom degree places Akademia in class of its own

Thursday May 26th, 2016



Inge Strydom wrote how Akademia boasts a brand new addition to his existing study offering, namely a Bachelor's degree in Economics and Law (BCom). With the BCom degree in Economics and Law, Akademia gave an important step towards

two major expansions, namely the establishment of a Law Faculty and a Faculty for Social Sciences.

### **8.9.6.3 Article 7: Akademia: foundation for the African Harvard**

Wednesday, May 25th, 2016



Francois Redelinghuys, Communication Manager at Solidarity, wrote that with the uncertainty surrounding university campuses in South Africa and the future of Afrikaans, the construction of an alternative institution to Afrikaans speakers who want to study in their native language is invaluable. Solidarity's Higher Education Institution, Akademia, took the first steps to achieve its ultimate goal: an Afrikaans Harvard.

### **8.9.6.4 Article 8: Akademia gives out bursaries to the value of R1.25 million (\$ 105 485) in 2016**

Tuesday May 24th, 2016



According to Strydom, five bursary programmes worth R250 000 (\$ 21 097) each, were awarded to bursary holders in 2016. The bursaries, known as the eNuus Elite Scholarship Programme at Akademia, are specifically aimed at exposing students to the world of work while studying for the BCom degree in Business Management at Akademia after hours.

Further benefits of this scholarship programme include: R2 000 (\$168) monthly pocket money, study mentorship, personal development courses, exposure to various business leaders and an international business trip in the third year.

### 8.9.7 To build a private technical college



Sol-Tech is a private technical training institution founded on Christian values and with Afrikaans as the medium of instruction. Sol-Tech offers formal training in the following trades: electrician, millwright, diesel mechanic, fitter and turner, welder, fitter and tool and die maker. The college intends to offer courses in other scarce skills in future as well. The main campus is located in Kirkney, Pretoria. The Sol-Tech teaching staff facilitate the teaching of N1 and N2 subjects on the premises of HTS Gardens.

#### 8.9.7.1 Article 9: Sol-Tech boasts a new brand

Thursday, September 15th, 2016



Strydom explained in the article how Sol-Tech has established its new brand and how it is relevant to the younger market and the vision of the technical college. Sol-Tech is a private technical college that is built from member's monthly contributions.

#### **8.9.7.2 Article 10: 95% of Sol-Tech craftsmen gets a job - research**

Wednesday, June 15th, 2016



Cilleste van Dyk, Editor of the Solidarity magazine, published statistics in her article on Sol-Tech. According to Van Dyk, the research revealed that a staggering 94.7% of qualified Sol-Tech students obtain a job. A total of 30% of qualified artisans study further in their respective trades.

In addition to the 56.7% graduate artisans who indicated that they started working immediately after completing their studies, the other 35.4% started within six months.

### **8.9.8 Article 11: Two deaf students from Sol-Tech create hope**

Tuesday, June 14th, 2016



Strydom wrote an article about “hope.” The article dealt with two deaf Sol-Tech students who are not able to cope without each other’s help. Both emerging electricians are deaf, but Markus Maartens can read lips and David Nkosi is academically strong. This allows the students to assist each other during their studies.

### **8.9.8.1 Article 12: What is the future for Afrikaans as language in 2016?**

Tuesday, June 14th, 2016



According to Strydom, the attack on Afrikaans has reaffirmed its course in recent weeks. The words “Afrikaans Must Fall” were spray painted and painted on walls of buildings. In addition, stones, bricks and rubber bullets were flying through the air.

That the future of Afrikaans is threatened specifically at universities is clear, said Strydom. The majority of the University of the Free State's (UFS) Senate has voted for the abolition of Afrikaans as a language of instruction. At the University of Pretoria (UP), the future of Afrikaans as the language of instruction hangs in the balance. The management of Stellenbosch University also threatens to remove Afrikaans as a language of instruction.

## 8.9.9 To build own cultural institutions



### 8.9.9.1 Article 13: FAK gives life to history

Thursday, June 9th, 2016

The Federation of Afrikaans Cultural Association (FAK) not only lived its passion for Afrikaans language, culture and history with various exciting projects and initiatives, but also created a special site on its website where the story about Afrikaners, their language, culture and history is spelled out and stored in a powerful manner.

### 8.9.9.2 Article 14: Afrikaans crosses international borders with FAK schools expo

Tuesday, June 7th, 2016



Inge Strydom learned more about the different ways in which the FAK, which is part of the Solidarity Movement, depicts and preserves the Afrikaner's history.

### 8.9.9.3 Article 15: Afrikaans in barrage, FAK creates hope

Tuesday May 17th, 2016



*tuiste. trots. toekoms.*

Cilleste van Dyk, Editor of the Solidarity magazine, wrote in her article that in the midst of the recent attack on Afrikaans in all the traditional Afrikaans universities, the Federation of Afrikaans Cultural Associations (FAK) remains a beacon and warrior for the practice and preservation of the particular language.

The FAK has taken several projects to further the promotion of Afrikaans like, the international Afrikaans expo, school projects, culture tours, poetry competitions, Afrikaans music and a digital Afrikaans diary.

## 8.9.10 To build own media institutions



### 8.9.10.1 Article 16: More than a million read Maroela Media

Friday, July 1st, 2016



Inge Strydom spoke with Maroela Media which is part of the Solidarity Movement, about the historic milestone of reaching one million unique website visitors.

(Maroela Media was established in August 2011 as an independent, objective media house. Maroela Media publishes news and information on a wide variety of information relevant to the Afrikaans-speaking world. The content aims at informing readers, entertaining them and let them partake in a digital Afrikaans community.)

### 8.9.10.2 Article 17: Eight things you did not know about Maroela Media

Thursday, June 30th, 2016



Maroela Media is an Afrikaans digital media house which publishes news and a variety of other information relevant to Afrikaans speakers and their living world. Maroela Media opened its digital doors on 29 July 2011. The media house, which is part of the Solidarity Movement, aims to create a community of Afrikaans speakers on the Internet.

Inge Strydom revealed eight other facts about Maroela people did not know.

### 8.9.10.3 Article 18: Show that your heart beats Afrikaans with Maroela Media's e-shop.

Tuesday, June 28th, 2016



Francois Redelinghuys, communication manager of Solidarity, visited Maroela's online shop. According to him, Maroela Media sells everything you would like in their shop: T-shirts which speak your language, real porcelain jar cups, coffee pots, a “kettie,” a yo-yo and even Afrikaans kitchen magnets to decorate your fridge to help you broaden your vocabulary.

### 8.9.11 Building a strong legal fund



#### 8.9.11.1 Article 19: Solidarity makes legal action against state pension fund known

Tuesday, May 17th, 2016

The trade union Solidarity is regularly involved in various court cases and also announced its court case on 11 May at a media conference against the government pension fund. Juran van den Heever wrote an article about it.

#### 8.9.11.2 Article 20: Speech by Dr. Dirk Hermann on the Renate Barnard case

Tuesday, May 17th, 2016

Dr Dirk Hermann explained in a letter the long process of Renate Barnard's affirmative action case. It was a long battle that did not necessarily turn out as everyone hoped, but he writes that she once again gave hope to many people again. Captain Renate Barnard has been employed by the South African Police Service (SAPS) for 24 years. Her grandfather and dad were police officers.

Captain Barnard has been in the service of the police since January 1989. She was promoted to the rank of captain in 1997. In 2005, the SAPS created a new

superintendent position (according to the old ranking) to assess and investigate priority and normal complaints nationally. Barnard had an interview for this position on November 3, 2005 and was then recommended as the best candidate. No appointment was made due to employment equity. The position remained vacant. The position was advertised in 2006. Barnard was once again found to be the best candidate and her appointment was recommended by the section commissioner. The national police commission refused to approve her appointment on grounds of employment equity and argued that it was not a critical position. The position was then withdrawn.

A case of unfair discrimination (based on race) was referred to the Labour Court in 2007. The court ruled in favour of Barnard on 26 February 2010. The respondents were granted leave to appeal. The appeal was heard on 4 May 2011.

The Labour appeal court decided on 2 November 2012 in favour of the SAPS. Solidarity was granted leave to appeal on 7 February 2013. Solidarity's appeal was heard on 6 November 2013. The Supreme Court of Appeal ruled on 28 November 2013 in favour of Solidarity and Captain Barnard was appointed. This decision confirmed the Labor Court in Johannesburg's ruling and set aside the Labor Appeal Court's verdict.

#### **8.9.11.3 Article 21: Solidarity wants to build a legal fund for 34 legal cases**

Tuesday, May 17th, 2016

According to Van den Heever, Solidarity will address 34 affirmative action court cases against state and semi-state institutions in the following 3 years. At the same time, Solidarity announced that it had launched a major campaign to build a R10 million (\$ 843 881) legal fund to finance the court cases.

#### **8.9.11.4 Article 22: Building – and legal fund's importance for Solidarity's plans for 2020.**

Tuesday, May 17th, 2016

With the launch of the Solidarity Movement's Future 2020 plan at the recent Future Summit held at the Heartfelt Arena on 10 October 2015, it was announced that

Solidarity will invest R3.5 billion(\$295 000 000) in various projects and institutions over the next five years.

The money will be used for the expansion of the Solidarity Movement's existing training institutions Sol-Tech and Akademia. The institutions, which are a technical training college and an Afrikaans university respectively, focus on offering quality tertiary education to students.

#### 8.9.12 Building a strong building fund



The Solidarity Movement appreciates the necessity of good training in scarce skills, and it is precisely this bottleneck that is addressed by the Building Fund. With the existing Solidarity training institutions, Sol-Tech and Akademia, young people are given an opportunity to acquire the necessary knowledge to thrive as a minority group in a majority society.

The Solidarity Movement recently launched a phase that is based on the principle and development of 'Better Work.' Together with this repositioning, it was also decided to convert the former 'Growth Fund' into the 'Building Fund' because the trade union believes the best way to protect its members in the new and uncertain economy is through knowledge. The new Building Fund is aimed at meeting precisely this need of its people.

### 8.9.12.1 Article 23: Your contribution speeds up hope creating plan

Thursday, July 7th, 2016

Cilleste van Dyk, Editor of the Solidarity magazine, wrote in her article what Solidarity has achieved with membership fees. Sol-Tech was erected at a cost of R50 million. Members' contributions to the Building Fund and the Study Fund in total help more than 2 000 students per year to study.

All this money comes from the R10 per member who is paid monthly from membership fees into Solidarity Building's Fund.

### 8.9.12.2 Article 24: What does the building fund do?

Thursday, July 7, 2016



With training and further education in mind, Solidarity announced its three-year training plan amounting to R400 million (\$ 33 755 274). The announcement included plans for education from primary school to university level. Part of the planning involves building a new training campus that will be the home of various training institutions. Solidarity has also announced that it will expand its study aid to its members and their children to R60 million (\$ 5 063 291) in the next three years. Redelinghuys wrote an article about this.

### **8.9.12.3 Article 25: Letter to young Afrikaans people, the future is Afrikaans!**

Thursday, July 7, 2016



Flip Buys wrote in his letter to young Afrikaans people that there are a whole team of strong Afrikaans organisations which supports them. He said these institutions work for the future of Afrikaans tertiary education in the public and private sectors. He assured young people of, amongst others, the support of AfriForum, Solidarity, Helping Hand, Akademia and Sol-Tech in the future - in Afrikaans!

### **8.9.12.4 Article 26: Channel Afrikaans capital**

Thursday, July 7, 2016

Van den Heever wrote that Solidarity wants to encourage alumni and former Afrikaans students to revise the flow of their private money. Private money must be assigned to specific bursaries and projects at an existing university and not merely donated in general. He wrote that nothing prevents Solidarity and the Afrikaans community from re-establishing an extremely successful Afrikaans university.

### 8.9.13 Building a study fund



Solidarity Helping Hand's Study Fund Center helps students who want to study, but can not afford partial, interest-free study loans at any accredited tertiary institution, either full-time or part-time.

#### 8.9.13.1 Article 27: Apply at the study fund centre for study assistance

Wednesday, July 13, 2016

A comprehensive article by Cilleste van Dyk described facts and information about the Solidarity Helping Hand Study Fund. Questions that covered were; how to apply, when to apply, who can apply and what costs these funds will cover.

#### 8.9.13.2 Article 28: More than 4000 dreams come true through Helping Hand student loans

Tuesday, July 12, 2016

Redelinghuys wrote that since 2009, Solidarity Helping Hand's Study Fund Centre has assisted 4 600 students with 100% interest-free student loans. During this period, more than R120 million (\$ 10 126 582) in student loans have been paid to deserving young Afrikaans people. Currently, Helping Hand has 209 different study funds and in 2016, awards worth more than R31 million (\$ 2 616 033) were made for the first time. 1 248 student lives have been changed by the Study Fund Centre's investment in their future.

### 8.9.13.3 Article 29: The future of our children in 15 points

Tuesday, July 12, 2016

Flip Buys wrote this article after he made a Facebook post regarding the future of our children. The core of his message was that there is a future here only if we do not leave it to the ANC government, but create it ourselves. It seems that many people have seen his point of view as something like "everything will be fine if we only stay positive." That was not his message - it would have been too superficial!

### 8.9.14 Building strong institutions in the bigger Solidarity Movement



The origins of the Solidarity Movement can be traced back to June 1902, when the Transvaal Miners' Association was founded. The establishment of the Movement cannot be ascribed to individual actions alone, but also to the functioning of institutions. The Solidarity Movement comprises 18 institutions, including Solidarity, AfriForum and Solidarity Helping Hand, each of which has an independent and unique focus, filling a specific void in the community.

The Solidarity Movement is guided by two key words, namely calling and institutions. This is why they emphasise the establishment of their own institutions focusing on training, social assistance and other self-help institutions aimed at creating a future for the Afrikaner cultural community and Afrikaans language community within which they can live their calling in freedom, safety and prosperity.

To achieve this vision, there is a strong focus on the Solidarity Movement as 'n modern mutual aid movement of strong self-help organisations.

#### 8.9.14.1 Article 30: A “small past” on this continent?

Thursday, June 9, 2016

Ilze Nieuwoudt wrote that the time has come for Afrikaners to rewrite their own history and to live again out of dusty and sometimes “wounded” and “spotted” past. It is time to write and preserve the “small” histories, because by understanding the Afrikaner life stories with their traumas, victories and defeat, they find their proud identity and roots deeply rooted in Africa.

Ilze Nieuwoudt is the Publication Manager of Kraal Uitgewers, the publishing company of the Solidarity Movement. Kraal Publishers strive to preserve the history of the Afrikaner through quality publications

#### 8.9.14.2 Article 31: The Afrikaner’s choices under the spotlight in new book

Tuesday, June 7th, 2016



Nieuwoudt reviewed Leopoldt Scholtz’s book “Kruispaaie” and said that the Afrikaner's choice to establish and fight in the Anglo-Boer War, is one of the first choices that are being investigated in “Kruispaaie.” Scholtz emphasises this decision to fight till the end, played a determining role in the Afrikaner's survival and filled Afrikaners with pride that was felt years later - a pride without which the Afrikaner would have probably disappeared.

### **8.9.14.3 Article 32: The Solidarity movement - A powerful, modern-day helping movement**

Vrydag, Junie 3, 2016



Inge Strydom wrote an overview article about the Solidarity Movement. According to Strydom, the movement was officially launched in 2012. The trade union Solidarity established this movement because it believed that an institution should be created whereby its members and their communities can live. The Solidarity trade union is thus still the locomotive for the Solidarity Movement, but several other institutions strengthen.

### **8.9.14.4 Article 33: AfriForum gives people courage and hope for the future**

Friday, June 3, 2016

AfriForum is a non-governmental organisation, registered as a non-profit company, with the aim of protecting the rights of minorities. While the organisation functions on the internationally recognised principle of the protection of minorities, AfriForum has a specific focus on the rights of Afrikaners as a community living on the southern tip of the continent. Membership is, however, not exclusive, and any person who can associate him or herself with the contents of the Civil Rights Manifest of the organisation, may join.

Redelinghuys talked with Kallie Kriel, CEO of AfriForum, to find out what made this institution so successful. Every organisation in the Solidarity Movement has a

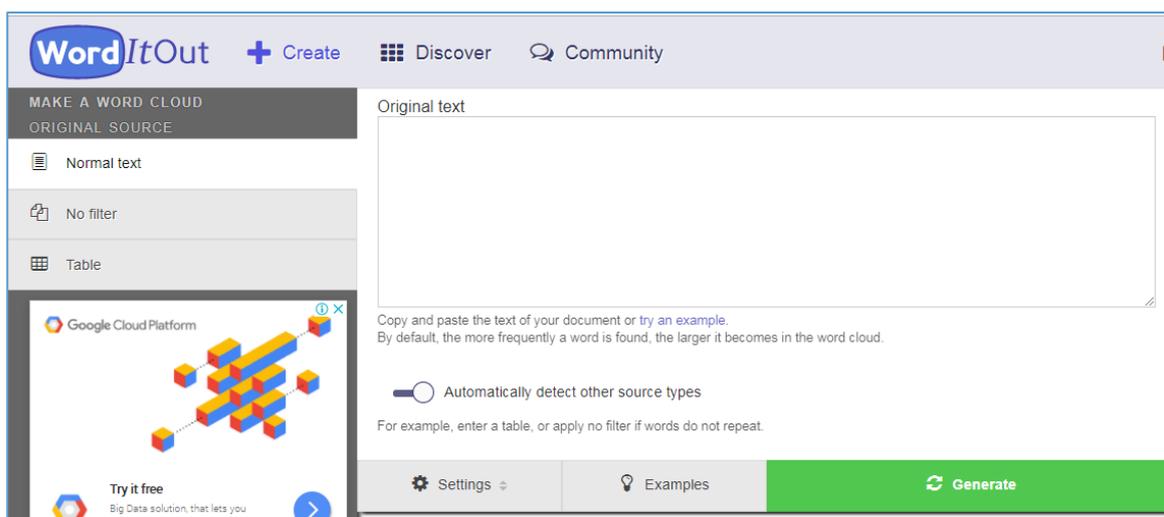
unique history of origin, and the story of AfriForum starts with Kallie Kriel and Alana Bailey, who started with a big dream in a small office. As a result of the changes in the country, Afrikaners began to develop a growing need for effective protection.

### 8.9.15 The NPO, Solidarity

It is important to note where the organisation (see chapter 2) stood in terms of the reputation considered before the online reputation management framework was implemented during the campaign. It is thus important to notice where the organisation stood with its stakeholders according to the Arena Model of Aula (2008) and Mantere (see Chapter 2, section 2.5).

### 8.9.16 Content planning

Content is a means of value creation (see chapter 5, section 5.4.1). During this stage, the generation of content took place, which represented a certain issue. With content analysis as method, the reputation would be determined by analysing the content and determine whether the content was compelling, convenient, fulfilling and efficient. Each time, a cross reference to the Arena Model of Aula (2008) and Mantere was made. The content was placed in word maps through a programme called “Worditout,” which showed the importance of the content that was communicated.



### 8.9.17 Content and reputation

Table 8.4: Content

Event	Issue	Content on Social media	Possible reputation of organisation (Morley, 2017) on <a href="http://www.smallbusiness.chron.com">www.smallbusiness.chron.com</a> )
#LetsBuild	1- Christian foundation; more than a trade union,	Press release Video Article	Prepared Informed Certain Credible Ambitious
Trade union	2- Organisational, labour, legal advice	Article Video eCards Pictures	Prepared Informed Certain Credible Ambitious
University #Akademia	3- Language and education, independent	Article Video eCards Pictures Human interest story	Prepared Informed Certain Credible Ambitious
Solidarity movement	4- Communities, power display	Article Video e-cards Pictures	Prepared Informed Certain Credible Ambitious
Technical college #soltech	5 – Language and education, independent	Article Video eCards Human interest story Blog	Prepared Informed Certain Credible Ambitious
Community radio #PTAFM	6- Media and communities	Article Video eCards	Prepared Informed Certain

Event	Issue	Content on Social media	Possible reputation of organisation (Morley, 2017) on <a href="http://www.smallbusiness.chron.com">www.smallbusiness.chron.com</a> )
		Pictures	Credible Ambitious
Legal fund	7 - Political	Article Video eCards Pictures	Prepared Informed Certain Credible Ambitious
Study fund	8 – Social welfare	Article Video eCards Pictures Human interest story	Prepared Informed Certain Credible Ambitious
Mediahouse #maroelamedia	9 – media and communities	Article Video eCards Pictures	Prepared Informed Certain Credible Ambitious

The proposed content can determine whether the organisation is either prepared, informed, certain, credible, or ambitious. This was determined through interviews with the different administrators. The content is generated by various authors within the organisation. The administrators were asked to indicate how the organisation is perceived by placing the content. This is before the stakeholders react to the content.

The content itself can also be characterised as:

Compelling or dissuasive
Fulfilling or lacking
Efficient or inefficient
Convenient or inconvenient

This was also determined by interviews with the administrators. The content itself can also be analysed. The administrators have been asked to indicate which features meet the content of each article that was placed on Facebook. The researcher could determine in which arena the organisation fell with its stakeholders before the communication on Facebook.

The administrators can usually determine in advance how the stakeholders will respond to certain content as they work with it on a daily basis. The administrators can of course be proven wrong as soon as the stakeholders begin to respond and engage on Facebook on the content of the particular articles.

The arenas where the organisation can find itself with the stakeholders are the following:

Peace
Defensive
Offensive
Riot

### 8.9.18 Communication content

After the content creation stage and during the communication stage, the content was communicated via social media and traditional media. A company called Ornico, drafted a report regarding social media and media during the #LetsBuild campaign. Obviously, traditional media plays a big role in the reputation of the organisation and should also be considered. During this communication stage, it was determined whether the communication process had been complete, considerate, concrete, clear, correct, and concise.

**Table 8.5: Communication of content**

Event	Communication media in this research	Outcome Raina, Alam & Siddiqui (2010)	Reputation of organisation
#LetsBuild	Website Facebook	Complete Considerate Clear Correct Concise	Prepared Informed Certain Credible Ambitious

After the communication process which involved posts on Facebook, Twitter, newsletters and press releases to the media, the interviews with the administrators were held to determine whether they thought the content complied with the 7 C's of communication (Raina, Alam and Siddiqui, 2010), and to determine whether it was complete, considerate, clear, correct, concrete, courteous and concise. Again it could be determined by the communication (posting and press releases) alone if the organisation seemed prepared, informed, certain, credible and ambitious.

### 8.9.19 Engagement and reputation

After the content was shared on social media, stakeholder engagement followed. It is important to keep in mind that stakeholders have certain expectations and experiences. Stakeholders might if they are satisfied, become loyal to the organisation or brand. The likes and shares were monitored to determine the level of engagement. The more stakeholders share content with the friends the more other stakeholders will become involved. Facebook analytics through a product called Sumall, was used. With these instruments, the researcher could calculate all the likes of the posts as it provided a count of the engagement, i.e. how many people engaged, how many commented, liked, or shared the posts. The comments, or in this case, the conversations were also monitored to determine what the perception of the stakeholders were. A wordcloud programme (Worditout) was used to determine which sentiment stood out the strongest in the conversations. With this programme, all the comments on a certain post were fed into a programme, excluding words like "the," "and" and "of." The programme then provided the researcher with a wordcloud, where the words that were used the most appeared larger and the words used less appeared smaller. At this point, the study aimed to determine whether the stakeholders reacted positively or negatively and what influence it had on the rest of the stakeholders' engagement before the administrators and brand ambassadors stepped in.

**Table 8.6: Conversations**

Event	Likes and engagement	Stakeholder conversations	Comments
#LetsBuild	Figures and statistics	Determine whether the stakeholders left a	Determine whether the

Event	Likes and engagement	Stakeholder conversations	Comments
		comment, posed a question, accuse the organisation, left a compliment, swear, make racist remarks, commented hate speech or just complained.	comments are negative, positive, or neutral
Trade union			
University #Akademia			
Solidarity movement			
Technical college #soltech			
Community radio #PTAFM			
Legal fund			
Study fund			
Mediahouse #maroelamedia			

On the Facebook platform, it can be determined whether people unfollowed the organisation, started following the organisation, defended the organisation, or attacked the organisation. This can all be done by the administrators by using Facebook analytics. This would then determine in which arena the organisation found itself with its stakeholders. For example, administrators may post an article on private higher education and foresee that people will love it, share it and maybe start following the organisation's Facebook page. The stakeholder's comments may be negative because of the lack of information provided and administrators will find that there is a riot on Facebook and people leave the page and give negative comments. The administrators will use Facebook analytics to determine the extent of these events.

### 8.9.20 Conversations and reputation (response and feedback)

Conversations are a form of dialogue, characterised by the exploration, examination, and reconsideration of individuals' reasoning, assumptions, and

perspectives, as discussed in chapter 5 (see chapter 5, section 5.5.2). The next step was to determine whether the administrators could rectify the reputation if it was jeopardised and whether they could boost it by adding more content. At this stage, depending on where in the arena the roleplayers found themselves, crisis communication management needed to step in (i.e. if the arena became a riot and the comments were very negative. The thought leaders, which include strategists and top management, of the organisation would then have been consulted to decide on the next step.

It sometimes happens that brand ambassadors step in and act on behalf of the organisation and respond to the negative comments on facebook. These ambassadors are usually high profile people who function online like artists, socialites or politicians. This can also be the case where ordinary members of the public step in and help the negative stakeholders by providing factual content.

Following these actions by the ambassadors and administrators, it can be determined whether the arena has moved, for example, from a riot to peace.

**Table 8.7: Conversations and reputation**

<b>Ambassador activity</b>	<b>Administrators actions</b>	<b>Determine actions</b>	<b>Reputation</b>
Yes or no	Constant monitoring and listening	Delete comments	Prepared
	Promoting the brand	Link posting	Unprepared
	Suppress risk	Normal answering	Informed
	Address risk	Debating	Uninformed
	No monitoring	Provide the correct and factual information	Credible
		Firm answers	Incredible
		Ban follower	Ambitious
		Thank followers	Authentic
			Durable
<b>Arena</b>			
1. Peace			

Ambassador activity	Administrators actions	Determine actions	Reputation
2. Defensive			
3. Offensive			
4. Riot			

### 8.9.21 Interviews (semi structured open-ended questions) with the administrators

Semi-structured interviews with social media administrators.

- How often did you place content online during this campaign?
- Was this content? Refer to every piece of content

Compelling or dissuasive
Fulfilling or fall short
Efficient or inefficient
Convenient or inconvenient

- After you placed the content. In which arena do you think the organisation will be with its stakeholders?

Peace
Defensive
Offensive
Riot

By placing the content, did it seem to you whether the organisation was:

- Prepared
- Informed
- Certain
- Credible
- Ambitious
- Did the content influence the online reputation and media?

- Do you think after the communication process the content complied with five of the original 7'C's of communication (Raina, Alam and Siddiqui, 2010) complete, considerate, clear, correct and concise?
- How often did you monitor comments during this campaign?
- When will be a good time to apply crisis communication management?
- How did you handle negative comments?
- Do you think stakeholders react negatively or positively most of the time?
- Do you think the conversations can either encourage or discourage stakeholders to engage online?
- Do online conversations have an influence on stakeholder engagement?
- What do you think of Solidarity's Facebook profile?
- How would you describe Solidarity's followers on Facebook?
- Do you believe the reputation of the organisation suffers damage by negative comments on Facebook?
- Does what you see on social media reflect the mission and vision of the organisation you work for?
- Does the content and conversations on social media enhance the image of the organisation?
- Does the online content have an influence on stakeholder engagement?
- Do the online conversations have an influence on online reputation?
- Do you think the proposed online reputation management framework functions well in an NPO?

## **8.10 DATA COLLECTION**

### **8.10.1 Data collection instruments**

#### **8.10.1.1 Sproutsocial**

Sproutsocial is an online tool, which measures, optimises and improves the impact of an organisation's social media content.

Sproutsocial can identify the best content by tracking message-level analytics on posts and social media platforms to understand what resonates most with your audience. It discovers trends and influencers by monitoring hashtags, topics, terms, and users that are trending across the organisations social platforms. Sproutsocial

can evaluate responsiveness by tracking and measuring how efficiently you respond to them, gaining insight how to improve. It provides an engagement report and evaluate growth, engagement, and influence scores against competitors.

#### **8.10.1.2 Hootsuite**

Hootsuite enables organisations to manage their social media presence across all social networks. Organisations can build and engage audiences, execute multiple campaigns, collaborate with team members, and measure the performance on social media. Organisations can measure social media performance and demonstrate the return on investment across networks with enhanced analytics reports.

Hootsuite was used in the study for a series of the observation guides.

#### **8.10.1.3 Sumall**

Sumall is a cross-platform marketing analytics platform which combines social media, web traffic, sales metrics, and other data to allow organisations to track business and social media metrics. Sumall was used specifically for Twitter analytics to determine retweets, engagement and reach with tweets from the organisation in such a way to determine the level of stakeholder engagement.

Facebook analytics on the Facebook page was used to determine reach, engagement, likes, comments and shares on certain posts to determine stakeholder engagement. The researcher also determined how many likes were gained (new stakeholders) with certain posts and how many unlikes (stakeholders leaving the platform) during certain posts. The latter indicated which content contributes/add value to the organisation and which content does not contribute/add value.

#### **8.10.1.4 Ornico and Meltwater**

These companies are media and social media monitoring platforms, which use software that can trace and extract all content regarding your brand.

#### **8.10.1.5 Worditout**

Worditout is a text mining software that can be used to analyse the content of collections of textual documents and to visually display the extracted information in

a browser. The information is displayed by means of a conceptual map that provides an overview of the material, representing the main concepts contained within the text and how they are related.

## **9. CHAPTER 9: FINDINGS**

### **9.1 INTRODUCTION**

This chapter revisits the research objectives that were systematically achieved through the analysis and interpretation of data that pertain to each research objective. Solidarity maintains a certain reputation and communicates it to its stakeholders through the traditional media and social media. The research set out to determine whether the conversations on social media also contribute to that reputation and contribute to the existing reputation.

### **9.2 RESEARCH OBJECTIVES**

The objectives for this research were as follows:

1. Determine whether online content has an influence on online reputation and media and contributes to the organisations brand and identity.
2. Find out if online content has an influence on stakeholder engagement.
3. Determine whether online conversations have an influence on further stakeholder engagement and online reputation.
4. If monitoring, listening, and engaging with stakeholders help to address or suppress risks in reputation management.
5. Whether the online reputation management framework can function in corporate communication.

The main purpose was to:

*Determine the impact that online content and social media conversations have on stakeholder engagement and reputation by implementing the online reputation management framework.*

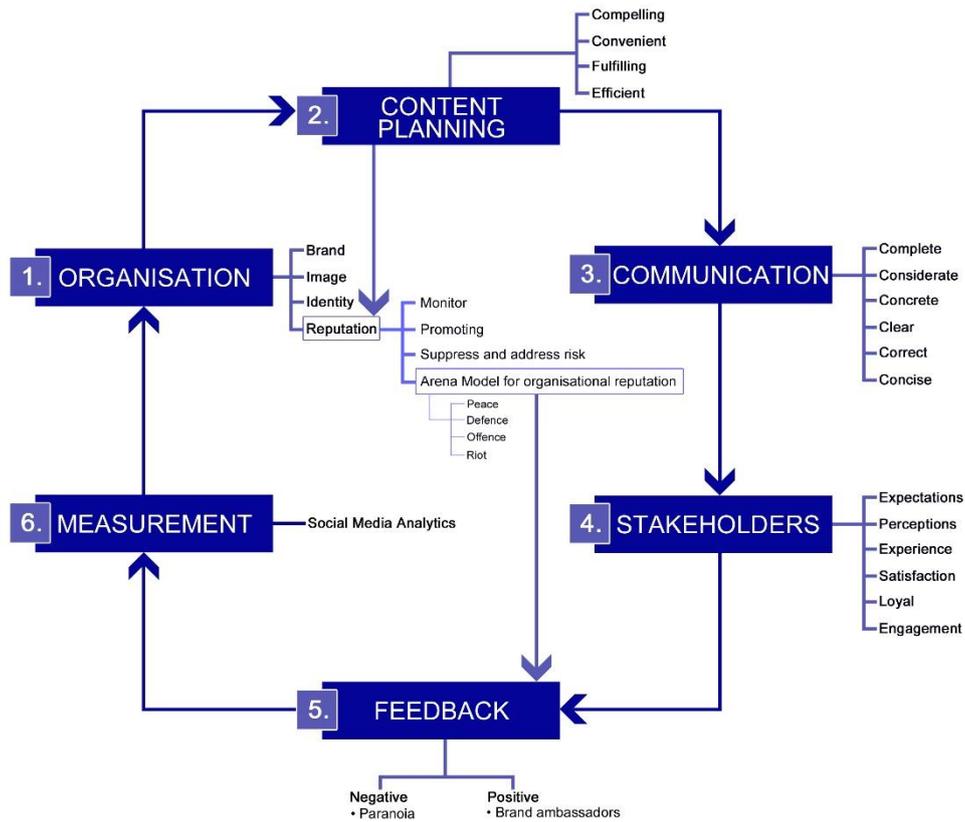


Figure 9.1: Online reputation management framework

### 9.3 THE SOLIDARITY CAMPAIGN



This had been a four-month campaign by Solidarity with the aim to change the perspective of South Africans, especially Afrikaans communities. South Africans are confronted with a lot of corruption, crime and violence, vandalism and strikes. These

perspectives leave South Africans dispirited, angry and hopeless. The campaign kicked off on 18 May 2016. Solidarity's campaign had one goal – to build, rather than break.

This campaign had specific campaign objectives. This differs of course from objectives of this thesis. The main objective from top management of Solidarity was to recruit 10 000 new members between May and August 2016. To achieve this objective, the different departments within the trade union had to plan strategically. This research focused on the marketing and communication departments' plans to reach this objective. The marketing and communication department had a few strategies to reach this objective.

The first strategy was to develop a full four-month campaign. The team was aware that the public usually click through the website's "join now" banner to become a member without any difficulty. The focus was to accompany the stakeholders through the website with very visible banners very. To draw people to the website, a lot of content needed to be generated. The second strategy was content planning. Approximately 40 articles with photographs were written and published on the website and five videos were created. A full webpage was developed to host the articles. The articles contained messages and a call for action to build a better future, technical universities, private universities, study funds, culture institutes, media platforms and other institutions.

Media played a substantial part in this campaign; some of the articles were sent in the form of media releases to the media. Facebook and Twitter were the two main platforms which were used to channel the stakeholders with the hashtag #onsbou and #letsbuild. One objective was to grow the Facebook community but moreover to keep the dialogue going and get the stakeholders involved.

On the marketing side, there were billboards in place, paid for advertising and generation of publicity in traditional media.

The staff also went through training during Solidarity's congress early in May 2016. All the staff were equipped with customised Powerpoint presentations, email

signatures, letterheads and they were issued with the big #onsbou video and the website link.

#### **9.4 CONTRASTING CAMPAIGNS #FEESMUSTFALL AND #LETSBUILD**

The Solidarity campaign had as objective to be different from and in contrast with the #Feesmustfall campaign. The #Feestmustfall campaign was fuelled by the first #Rhodesmustfall campaign. According to the Mail & Guardian (2016), news24 (2016), EWN (2016) and the website of the Department of Justice, this campaign involved students from both historically advantaged and historically disadvantaged universities. They attracted widespread media coverage and sparked protests in London and New York.

The Ministry of Education's 2001 National Plan for Higher Education was designed to redress past inequalities. Its aims were to:

- transform the higher education system to serve a new social order;
- meet pressing national needs; and
- to respond to new realities and opportunities.

The push for transformation took on a physical aspect. Public institutions of higher education were merged, reducing the number from 36 to 23. Three new ones have been created since, bringing the number to 26.

The uprising of #Feesmustfall was the culmination of 20 years of unkept promises. Free education had been a major campaign commitment made by the ANC in the first democratic elections and the ruling party's failure to keep that promise, while presiding over an explosion of student fees, have sown the seeds of discontent that has spilled over to the street, the lawns of the Union Buildings, and grounds of parliament.

The nationwide #Feesmustfall protests resulted in over R300 million in damages, the Department of Higher Education has said. The damages included:

- University of Stellenbosch – R352 000,00 (\$29 705)
- North West University – R151 000 000,00 (\$12 742 616)

- University of Limpopo – R1 786 294,52 (\$150 742)
- University of Johannesburg – R345 000,00 (\$29 113)
- University of the Western Cape – R46 544 446,00 (\$3 927 801)
- Walter Sisulu University – R351 287,19 (\$29 644)
- Tshwane University of Technology – R5 073 747,73 (\$428 164)
- University of KwaZulu-Natal – R82 000 000,00 (\$6 919 831)
- Cape Peninsula University of Technology – R689 850,14 (\$58 215)
- University of Cape Town – R3 200 000,00 (\$270 042)
- University of Zululand – R 4 500 000,00 (\$379 747)
- Rhodes University – R250 000,00 (\$21 097)
- University of the Witwatersrand – R1 410 223,00 (\$119 007)
- University of the Free State – R2 800 000,00 (\$236 287)
- Total cost: R300 302 848.58 (**\$25 342 012**)

(Thulani Gqirana, News24).

For this reason, Solidarity wanted to prove that a better future can be built by looking at the past to build a better future, rather than looking back at the past and demolish the future.

## 9.5 THE ONLINE REPUTATION MANAGEMENT FRAMEWORK

During the researcher's master's degree in 2014 (*The use of social media for member recruitment in an NPO*), a conceptual framework for member recruitment was developed. This framework was a combination of classic communication and reputation models as discussed in chapter 7.

This framework was implemented from the very first start of this campaign and played an intricate role during the process. All the content that was written was done with Solidarity's already existing reputation in mind. The team followed the steps from the framework from start to finish. The phases include the existing reputation of the organisation as it is, content planning, communication, stakeholders, feedback, measurement and determine the difference.

### 9.5.1 The organisation

The process started with the organisation, Solidarity. Solidarity has a certain image, identity, and brand to protect and these form part of the reputation of the organisation. Solidarity has a full-time reputation team working to assist in managing the reputation through content and online conversations.

Although Solidarity relies on its own content to make its views clear, it realised that it cannot ignore the voice of the stakeholders conversing online because they are the people who can build or break down the reputation.

Solidarity believes that its members are not mere economic beings, but that they are functioning within a broader community. Over the years Solidarity has therefore extended its protective umbrella so that employees and their families can be supported in every phase of life. This umbrella is known as the bigger Solidarity Movement consisting of several institutions.

All these institutions stand for something and should therefore communicate its messages accordingly. Solidarity communicates through its content to the media and on their social networkings sites certain core values and beliefs. Even during the four-month #onsbou (#letsbuild) campaign, Solidarity stood true to these values and beliefs in its communication. The reason this is important for the purpose of this thesis, is because these beliefs form part of Solidarity's reputation and during the content planning, it should be clear that these aspects came through in the content and the communication. The organisation should stay true to these beliefs. In all content, it had to be possible to make a link to one or more of these beliefs.

The values or beliefs of Solidarity are:

The union is founded in the Christian tradition of trade unionism. The core business of the union is collective bargaining, job protection and the improvement of service conditions. Solidarity is committed to South Africa and wants to secure a future for its members here. It believes South Africa is a country for everybody who lives in it. Solidarity is committed to the Constitution of South Africa and will actively defend the rights that the Constitution grants its members. The union does not associate itself with any political party.

Solidarity believes in true democracy in which minority rights are recognised and protected. Solidarity believes that imbalances must be rectified without creating new forms of imbalance. The way affirmative action is currently being implemented is creating serious new forms of discrimination. Historically, Solidarity has always had close ties with the Afrikaner community and this is still the case. The communication medium of the organisation is Afrikaans, however, the union is inclusive and also communicates with members in English as far as possible.

Solidarity is in favour of an economic order of free competition and believes that South Africa's economic policy should be based on a free-market economy in which there is a balance between the various role players in the economy.

Solidarity believes in empowering its members to be self-reliant.

Solidarity believes that sustainable development should be part of the philosophy of all South African companies. All companies, and the government and private institutions should keep up to date and develop contingency plans to prevent damage to natural habitats and important ecosystems.

### **9.5.2 Content planning for the campaign**

During the four-month campaign, various kinds of content was generated which was based on eight pillars in general. These pillars found precipitation on the abovementioned beliefs and had been practical building blocks in this campaign, namely to:

- build a trade union;
- build a private university;
- build a private technical college;
- build its own cultural institutions;
- build media institutions;
- build a strong legal fund;
- build a strong building fund;
- build a study fund; and
- build strong institutions in the bigger Solidarity Movement.

These eight pillars are discussed and the findings of the analysis are described. The first part focuses only on the analysed content of the content which was

communicated on Solidarity's website. The conversations follow later when the feedback is discussed.

**The first research objective was to determine what influence online content has on online reputation and media and whether it contributes to the organisation's brand and identity.**

This was determined by the following actions:

- The content was placed in a programme named Worditout. It indicated the words that were most used, and these words could then be compared to the values and beliefs they stand for to determine if they stay true to who they say they are.
- Interviews with the social media administrators

#### **9.5.2.1 Content on: "To build a trade union"**

Solidarity believes that to get a good job in South Africa, you need to have the necessary knowledge and skills, as well as continued learning. In a market in which good jobs are few and far between, but with a skills shortage as well, good opportunities still exist. Solidariteit wants to equip its members and their children to fill these gaps in the market. Solidarity belief they build a future in the greater world of work in which the Afrikaans cultural community, the Afrikaans language community, and the Solidarity member community can live in freedom and prosperity. During the #onsbou campaign, the first content which was created was for the pillar of the trade union itself.

#### **• Proposed reputation of Solidarity (what Solidarity wants the public to see?)**

The articles which were published on Solidarity's website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- This is how your membership fees build a future, published on 24 May 2016.
- If you doubt the future – build it, published on 5 July 2016.
- Solidarity takes the lead in trade unionism, published on 20 April 2016.
- Where was Solidarity recently involved? published on 21 April 2016.

The programme determined the following words to stand out in the three articles above:

Solidarity	Scholarships	Settlement
Help	Afrikaans	Protect
Work	Value	
Community	Welfare	
Christian	Afrikaners	
Future	Minority	
Build	Negotiate	
Promote	Trade union	

With the articles about the trade union, prepared by the content team, it was clear that Solidarity wanted to inform the stakeholders about a Christian trade union which operates in Afrikaans and looks after the interests of minorities in South Africa. It is set out to protect their members and looks after their well-being. Solidarity is very set on the future and work for the people.

#### **9.5.2.2 Content on to build a private university**

Akademia, as an initiative of the Solidarity Movement, positions itself as a private supplier of higher qualifications that are set to qualify people and prepare them for the growing economy.

In such a manner, Akademia can contribute to the progress of South Africa and its people. Akademia is accredited by the Department of Higher Education and the Quality Committee of Higher Education, the statutory accreditation body which accredits all higher education programmes and institutions in South Africa.

The articles which were published on Solidarity's website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- This is how you can help to get Afrikaans universities to rise again, published on 5 July 2016.
- New BCom degree places Akademia in class of its own, published on 26 May 2016
- Akademia: foundation for the African Harvard, published on 25 May 2016

- Akademia gives out bursaries to the value of R1.25 million in 2016, published on 24 May 2016.

### Proposed reputation (Afrikaans words)

Afrikaans	Mother tongue	Afrikaans speakers
Education	Solidarity	Higher education institution
Government	Diploma	South Africa
Private	Degree	Qualifications
University	Science	Students
Vigorous	Economy	
Akademics	Akademia	

With these articles, Solidarity articulated the importance of Afrikaans as mother-tongue (and it is also important to note that Afrikaans is also a priority for this organisation). Private institutions move away from the state and are set on economic growth – two key aspects.

#### 9.5.2.3 Content on to build a private technical college

Sol-Tech is a private technical training institution that emerged from the Solidarity Trade Union. This institution is based on Christian values and uses Afrikaans as medium of instruction. Sol-Tech today, is not only the only Afrikaans trade college in the country, but also one of the largest. The college focuses on training students in scarce and critical skills.

The articles which were published on Solidarity’s website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- Sol-Tech boasts a new brand, published on 15 September 2016
- 95% of Sol-Tech craftsmen gets a job – research, published on 15 June 2016.
- Two deaf students from Sol-Tech create hope, published on 14 June 2016
- What is the future for Afrikaans as language like in 2016? Published on 14 June 2016.

### Proposed reputation (Afrikaans words)

Solidarity	Deaf	Afrikaans
------------	------	-----------

Sol-Tech	Employer	Language of instruction
Students	Trade	
Staff	Technical	
Young people	Work ethics	
Future	Qualification	
Quality	Training	

Solidarity is very proud of this institution and focuses a lot on the fact that it operates in Afrikaans. Future, ethics, students and quality stood out.

#### 9.5.2.4 To build own cultural institutions

The FAK is a forward-looking cultural organisation, which provides a home for the Afrikaans language and culture and positively promotes the proud Afrikaner history.

The articles which were published on Solidarity’s website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- FAK gives life to history, published on 9 June 2016.
- Afrikaans crosses international borders with FAK schools expo, published on 7 June 2016.
- Afrikaans in barrage, FAK creates hope, published on 17 May 2016.

#### Proposed reputation (Afrikaans words)

Afrikaans	Promote	Live
Protect	Future	Afrikaners
FAK	Protect	School expo
Solidarity	Statues	“Liedjietuin” (song garden)
Afrikaner culture	Afrikaner history	
History	Culture institutes	

Solidarity believes in the protection, promotion, and recognition of Afrikaner history and culture. The FAK will communicate it like that and live with it without being afraid or ashamed about it.

### 9.5.2.5 To build own media institutions

Solidarity supports freedom of expression and freedom of the media as a cornerstone for the healthy functioning of any society. The media plays a key role in a free society and without a dynamic and independent press, there cannot be talks of a dynamic community. Solidarity and its various institutions are dependent on the media to spread their message of growing independence.

In the South African context, the media can broadly be divided into two groups. On the one hand, the state or public media such as the SABC, commercial media such as music radio stations, and media houses. On the other hand, it appears that community media like Maroela Media, Pretoria FM and its subsidiary stations, and several other African community radio stations play an increasingly important role.

The articles which were published on Solidarity's website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- More than a million read Maroela Media, published on 1 July 2016.
- Eight things you did not know about Maroela Media, published on 30 June 2016.
- Show that your heart beats Afrikaans with Maroela Media's e-shop, published on 28 June 2016.

#### Proposed reputation (Afrikaans words)

Afrikaans	News platform	Reporting
Community radio	News	Reliable
Communities	Solidarity	Excellent
PretoriaFM	Unique	South Africa
Afrikaanse	Media	Language
Radio station	Maroela Media	
Internet	Wêreldwyd	

From the content, it is evident that community media is very important to the organisation as they see it as trustworthy. The big focus is also on the Afrikaans language and Afrikaans people in a community.

### 9.5.2.6 Building a strong legal fund

The Solidarity Legal Fund was established with one purpose in mind: To resist the government's wrongful enforcement of affirmative action through litigation?

At present, Solidarity is contesting 34 affirmative action cases nationwide on behalf of its members and the public, and has won 87% of all lawsuits. Solidarity is continuously working towards protecting the public from the government's obsession with race and race quotas. The government's continued enforcement of race quotas gives rise to the oppression of minority groups and the disregard of skills.

The articles which were published on Solidarity's website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- Solidarity makes legal action against state pension fund known, published on 17 May 2016.
- Speech by Dr. Dirk Hermann on the Renate Barnard case, published on 17 May, 2016.
- Solidarity wants to build a legal fund for 34 legal cases, published on 17 May 2016.
- Building and legal fund's importance for Solidarity's plans for 2020, published on 17 May 2016.

#### Proposed reputation (Afrikaans words)

State officials	Dignity	Civil
Solidarity	Democracy	Unlawfully
Civil servants	Racial demographics	South Africa
GEPF	Judges	Legal fund
Consultation	Courts	Affirmative action
Representative	Racial representation	Equity
Representation battle	Equality	Workplace
Constitution	Lawsuits	Trade union
Workers	Racial discrimination	

From the content generated by Solidarity, it is evident that affirmative action and unfair racial discrimination lies close to its heart. The content points to equality and fairness in a democracy. The focus especially falls on the government departments that affect service delivery. Solidarity regularly indicates that they, as a union, approach the courts to fight these cases and that there are great successes achieved in this regard. The main aspect of interest here is dignity and fairness in the workplace.

### **9.5.2.7 Building a strong building fund**

The Solidarity Movement realised the need for proper training in scarce skills, and it is precisely this aspect which is addressed by the Building Fund. With the existing Solidarity training institutions, Sol-Tech and Akademia, young people can acquire the necessary knowledge to thrive as a minority group in a majority society.

The Solidarity Movement has recently launched a phase which is based on the principle and development of “better work.” With this reality they face, the Solidarity Movement aims to establish sustainable DIY institutions with the aim to lift the next generation and to place them in a better position.

The Movement reaches for greater heights and is becoming an international leader in the world of trade unionism.

The articles which were published on Solidarity’s website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- Your contribution speeds up hope creating plan, published on 7 July 2016.
- What does the building fund do? Published on 7 July 2016.
- Letter to young Afrikaans people, the future of Afrikaans, published on 7 July 2016.
- Channel Afrikaans capital, published on 7 July 2016.

### **Proposed reputation (Afrikaans words)**

Solidariteit	Develop	Majority society
Akademia	Minority group	Afrikaans
Sol-Tech	Protect	Students

Training institution	Young people	Freedom
World class	Scholarships	Racial quotas
University	Studies	Unemployment
Study	Help	Future
Culture	Government ideology	Community
Survival	Private	Community universities

Solidarity often indicates that they are more than just a trade union, they are also an institution that builds. It was also the major focus of the big campaign. This “building” includes specifically the building of training institutions, especially where the state fails to fulfil their duties. If the state's technical college collapses, Solidarity builds a technical college, Sol-Tech. And where Afrikaans is attacked as a teaching language and is placed in jeopardy, Solidarity builds a private Afrikaans University, Akademia. It is very important to put the focus on the community. There is talk of training institutions from the community for the community. Solidarity considers the youth as very important, and regard them as tomorrow's leaders. Today's children cannot suffer because of a government ideology.

#### **9.5.2.8 Building a study fund**

Solidarity Helping Hand's vision is to address Afrikaner poverty by preventing, relieving, and breaking it. SHH mobilises capital in various ways to achieve this vision by making study funds available to needy learners and students.

The articles which were published on Solidarity's website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- Apply at the study fund centre for study assistance, published on 13 July 2016.
- More than 4000 dreams come true through Helping Hand student loans, published on 12 July 2016.
- The future of our children in 15 points, published on 12 July 2016.

#### **Proposed reputation (Afrikaans words)**

Solidarity	Opportunities	Solutions
Student loan	Prosperous	Responsibility
Study	Future	Government

Study fund center	Lives	Unemployed
Helping Hand	Values	Freedom
University	Young people	
Thankful	Donors	
Matriculants	Education	

NSFAS (National Student Financial Aid Scheme) indicated in 2016 that they would help 405 000 students. Of these students, they would help 2% white children. Because of this reality, Solidarity decided to help Afrikaans children with study funds. In 2016, they assisted over a 1 000 children with study funds accumulating to R40 million. The main purpose is not to exclude people on the base of race, but to help those members that really need it. It is all set to help prevent unemployment and to help these young people to study, live and work freely and prosperous in South Africa.

#### **9.5.2.9 Building strong institutions in the bigger Solidarity Movement**

The Solidarity Movement is a splendid example of “united” and “DIY.”

The articles which were published on Solidarity’s website, were provided in chapter 8 (Methodology). All the words of the following articles were put into Worditout:

- A “small past” on this continent, published on 9 June 2016.
- The Afrikaner’s choices under the spotlight in new book, published on 7 June 2016.
- The Solidarity movement – A powerful, modern-day helping movement, published on 3 June 2016.
- AfriForum gives people courage and hope for the future, published on 3 June 2016.

#### **Proposed reputation (Afrikaans words)**

History	Caring	Build
Denied	Land	Politics
Wins	Success	Care
Afrikaner	Necessary	Praktical
Solidarity	Plans	Needs

Afrikaans	AfriForum	Civil rights
Survival	FAK	Poverty
Movement	Helping Hand	Institutions

During the interviews, the administrators had the following to say:

- **Frequency**

The administrators wrote 36 articles for the campaign and had two articles published per week. The latter was in between conversing with the stakeholders about previous content and scheduling of other content, like videos for the following weeks.

- **Content**

The administrators thought the content was compelling and very interesting and they thought it would captivate the stakeholders' attention and inspire them to join the cause. They also thought it was efficient and that nothing was overbearing or unnecessary. They thought the content was convenient and point to real problems in South Africa and real needs in the society. Some articles fell short and was not that fulfilling, like the articles about the FAK; they determined that the stakeholders might not relate to those. The article about the student funds were good, but they thought it might get people angry and somewhat jealous.

- **Reputation forecasts**

The administrators could easily foresee during the scheduling of content whether there would be a riot or whether there will be peace. According to them, Solidarity seemed prepared and informed and certain of their business. The organisation looked ambitious en credible.

## 9.6 COMMUNICATION

Communication was transmitted by using traditional media and social media. Media played a big part during this campaign and also played a major role in the reputation. Each statement was sent to all the media and the statements and articles were placed on the website and shared on multiple social media platforms. Money was spent to take the range and reach further than the normal followers. Ornico, a

company that was used to for a media and social media report, provided their findings after the four months.

**The same objective was to determine what influence online content has on online reputation and media and how does it contribute to the organisation's brand and identity**

- The company Ornico was asked to do a full media report about the #onsbou campaign.
- The full report appears with the findings at the end.
- The full media report:





## CONTENTS

- 3 [Overview](#)
  - #OnsBou/ #LetsBuild Origins
  - Key Statistics
- 5 [Membership Numbers](#)
- 7 [#OnsBou/#LetsBuild](#)
- 8 [Top 10 Journalist & Promoted Article spec.](#)
- 9 [Creating Conversations](#)
  - Advertising Spend
  - Editorial Spend
  - Sentiment of Covvgr
- 11 [Sponsors](#)
- 12 [Influencers](#)
- 13 [#OnsBou Prominence in the media](#)
- 14 [Accuracy #OnsBou](#)
- 15 [Media Coverage](#)
- 16 [#OnsBou Awareness](#)
- 17 [Social Media Analytics](#)
  - Twitter
  - Facebook
  - Posts that went viral
- 19 [About Ornico](#)

### 3 [#OnsBou](#)

#### #OnsBou / #LetsBuild - Origins

Solidarity noticed some uncertainties in South Africa and decided to approach this in a positive way with the help of South Africans.

This saw the birth of #OnsBou/ #LetsBuild

The Solidarity Movement recognized the need and importance in good training regarding scarce skills and this is the point on which the Boufonds/Building Fund, is measured.

Solidarity already has existing training institutions such as SolTech and Akademia which provide young people the opportunity to acquire the necessary knowledge to thrive as a minority group in a majority society.

The Boufonds/Building fund was created with the view that for Solidarity, knowledge is the best way to protect its members in an uncertain economy.

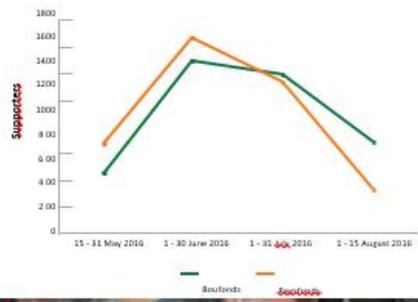
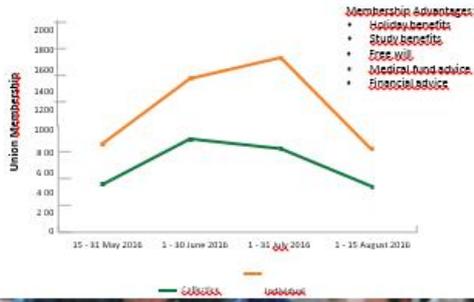
The funds will be used to look after their members needs and their future in South Africa.





6 #OnsBou

MEMBERSHIP NUMBERS



- Membership Advantages:
- Holiday benefits
  - Study benefits
  - Free Wi-Fi
  - Medical fund advice
  - Financial advice



7 #OnsBou



#OnsBou / #LetsBuild

Focus during the campaign

**Akademia** - A safe higher education institution for Afrikaans school-leavers and working people where they can earn part-time accredited qualifications of high quality.

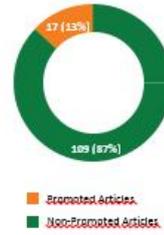
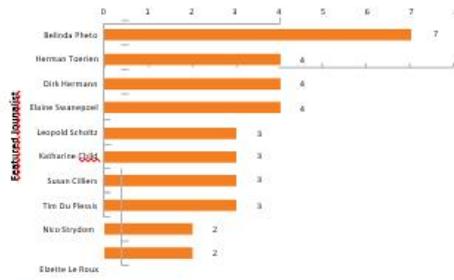
**Sol-Tech** - Offering a comprehensive range of courses in science skills. Sol-Tech has about 1 000 young aspiring artists on a continuous basis throughout the year.

**Accs** - It is one in four accredited private institutions which trains teachers. Accs is the only Afrikaans institution. The building fund has contributed R200 000 in 2016 for construction of new centres.





TOP 10 JOURNALIST & PROMOTED ARTICLE SPEC



9 #QnsRou 2016

CREATING CONVERSATIONS

Online provided the most coverage with 83 items, followed by Print (24) and Broadcast (19). Radio featured the vast majority of the 19 items, with TV contributing to only 37% (7 items).

The sentiment of the coverage was overall positive (51%), with no negative coverage recorded during the campaign.

A large proportion of the print coverage was from publications such as Beeld, Die Burger and Volksblad.

Sentiment



51% Positive



49% Neutral



10 #OnsBou 2016

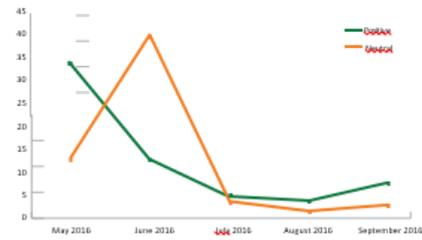
Advertising Spend

	# of Ads	Publication / Station	Ad Spend
Print	4	Rapport	R 136 336
Radio	35	OFM / RSG	R 123 544

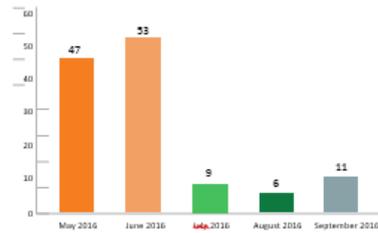
Editorial Spend

	# of Items	Top Publication / Station	AVE Value
Print	24	Beeld / Die Burger	R 562 061
Broadcast	19	Kyknet / PTA FM	R2 693 444
Online	85	Maroela Media / Netwerk24	R2 144 924

Sentiment of Cover



Numbers of Articles



11 #OnsBou



SPONSORS

What has been built through the Building Fund?

- R50 million has been paid out by the Solidarity building fund and the Virseker Trust to build Akademia.
- Set-Test was established at a cost of more than R50 million.
- The building fund contributes R200 000 for the construction of a new centre at 666 in 2016.
- Only the best equipment and technology was used.

	Print	Broadcast	Online	Total
Total # of media items	24	19	83	126
Virseker	0	1	4	5
Solidariteit Beweging	2	0	17	19



12 #OnsBou

SPOKESPEOPLE	ONSBOU REPRESENTATIVE	PRIMARY - BENEFICIARY PARTNER
Alena Bailey	Dirk Herman	Sol:Tech
Chris du Plessis	Juran van der Heever	Helpende Hand
Danie Langner		Besofonds
Dirk Herman		Maroela Media
Stette le Roux		FAK
Flip Buys		Akademia
Gideon Du Plessis		AfriForum
Janli Sonntag		Boufonds
Johan Jansen van Vuuren		Pretoria FM
Kallie Kriel		AMBASSADORS
Paul van Deventer		Adriane Faling
Pier le Roux		Helene Bester
Piet le Roux		Steve Hofmeyr
<u>Diet</u> Dykema		Adam Tas
<u>Bence</u> du Preez		Jan de Priester
		Sorina Erasmus



INFLUENCERS

There was minimal coverage of Primary Beneficiary partners from the influencers.

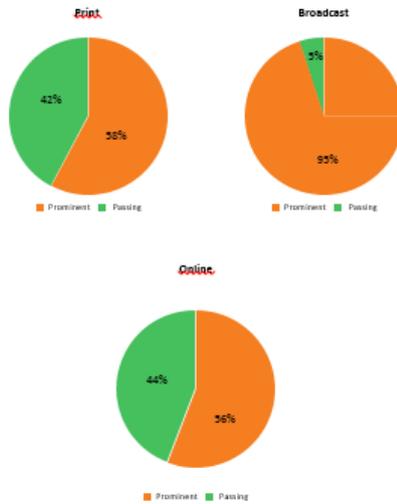
The spokesperson, setson, that achieved a percentage share of 34%.

Ambassadors were not often featured. They were featured on articles which had a YouTube link or the related video ad attached. Steve Hofmeyr and Jan de Priester were mentioned mostly in related articles.

	PRINT	BROADCAST	ONLINE	TOTAL	% of Total
Total # of media items	24	39	83	126	
Spokesperson	10	2	31	43	34%
#OnsBou Rep	10	15	10	35	28%
Primary - Beneficiary Partner	16	8	60	84	67%
Ambassadors	1	0	8	9	7%



13 #OnsBou

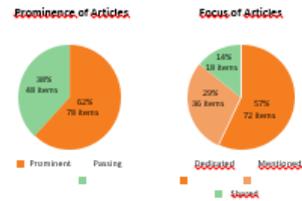


#ONSBOU PROMINENCE IN THE MEDIA

A mention of the #OnsBou/ #LetsBuild campaign was considered Prominent if it was contained in the first two paragraphs of the article or in Print or Online, or a leading section of a Broadcast item.

A passing mention would be if it was only referenced once or twice in a report.

#OnsBou/ #LetsBuild campaign was featured prominently in 62% of all media items analysed.

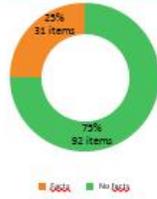


14 #OnsBou

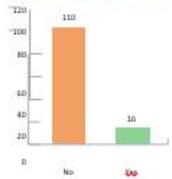
ACCURACY #ONSBOW

Inclusion of facts/ knowledge transfer were related to media items which included information around what the building fund is, what the essential information recorded in the media items such as beneficiary partners, ambassadors, #OnsBou representatives, and the key message.

Inclusion of facts/ knowledge transfer



#OnsBou mentions as Lead story



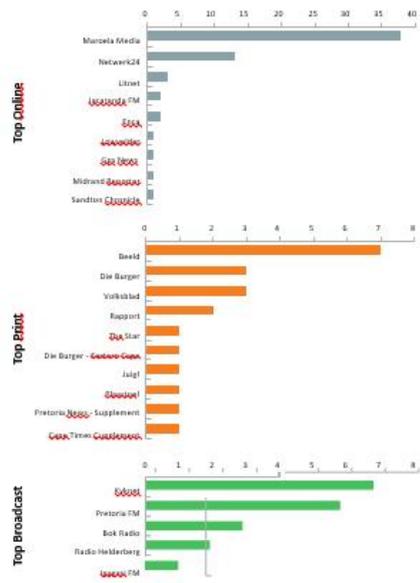
#OnsBou mentions in Headline



15 #OnsBou



MEDIA COVERAGE





### #ONSBOW AWARENESS



Objective for #OnsBow campaign was to raise the level of support around building a better, society and a better future for our youth.

61% of all media items contained reference to the #OnsBow campaign directly, with Online having the highest proportion (56%).

Specific topics which were promoted in media items related with #OnsBow / #LetsBuild:

- #OnsBow / #LetsBuild campaign
- Afrikaans as language
- SAK-colour fund
- Self-Taught artist
- Stude fund



### #OnsBow

#### # ONSBOW / #LETSBUILD SOCIAL MEDIA ANALYTICS



Total Reach: 185 034 821 (4 month period)

Total Link clicks: 2 908 (4 month period)

#### Facebook

	GROWTH IN LIKES Growth in likes: 24 961 in 4 month period	TOTAL ENGAGEMENT Total of 33 821 155 posts/mentions during this campaign	TOTAL REACH 83 posts reached 185 034 821 people in 4 month period
May	85 941 - 92 215	2 794 874	31 929 687
June	92 215 - 101 568	5 634 249	43 232 944
July	101 568 - 107 078	9 298 900	56 013 764
August	107 078 - 110 902	5 293 132	53 858 426

#### Twitter

	GROWTH IN FOLLOWERS Growth in followers: 3 042 in 4 month period	IMPRESSIONS	RETWEETS	LINK CLICKS
May	15 800	209 700	396	569
June	16 900	113 952	353	970
July	18 520	212 400	530	693
August	18 842	147 000	295	677





A large proportion of the print coverage appeared in newspaper publications, such as Beeld, Die Burger and Volksblad. Thirty percent (30%) of website traffic went through Maroela Media access.

The total AVE (advertising value equivalent) values for coverage calculated to R5 400 429. The 24 items in print, mostly Beeld and Die Burger came to R562 061, the 19 items on broadcast, mostly Kyknet and PretoriaFM, calculated to R2 693 444 and the 85 items online, mostly on Maroela Media and Netwerk24, came to R2 144 924.

Solidarity do not only believe in AVEs, but sentiment as well. The sentiment of the coverage was overall positive (51%) with no negative coverage reported during the four-month campaign. The positive sentiment started strongly in May 2016 with 77% and the neutral sentiment at 33%; it was because of the launch of this new campaign. The neutral sentiment grew to 89% during June and July, while the positive sentiment plummeted to a low of 11%. Towards the end of the campaign, both the positive and neutral sentiment stabilised at 22%. This usually happens with long campaigns.

The top 10 journalists were from Beeld, Netwerk24, Volksblad, die Burger, Rapport and Maroela Media.

During May there were 47 hits and during June 53 hits, but it dropped during July and August to 9 and 6 hits respectively. This will explain why the sentiment also went down.

There were approximately 14 spokespeople in the media during this campaign, two prominent #onsbou representatives and 9 beneficiary partners, who included, Sol-Tech, Akademia, Solidarity Helping Hand, the FAK, PretoriaFM, Maroela Media and AfriForum. There were several brand ambassadors involved, like Adam Tas, Hélène Bester, Steve Hofmeyr, Jak de Priester and Sorina Erasmus.

### **9.6.2 Stakeholders**

**The second objective was to find out what influence online content has on stakeholder engagement.**

During this campaign Solidarity specifically focused on a specific target market. The Afrikaans language community, the Afrikaner cultural community and the Solidarity member's community. It is inclusive, but no one is excluded or not considered. The specific stakeholders have a certain and specific experience and perception. They also expect certain things of the organisation. If they were satisfied, it would affect their engagement and loyalty and they would eventually become members of Solidarity.

- 112 000 Facebook followers
- 59% woman
- 40% men
- 24% age between 35 and 44
- South Africa, Namibia, USA, UK
- They like Afrikaans newspapers and online pages, such as Beeld, Netwerk24, Steve Hofmeyr, and "Afrikaans is groot", "Idees vol vrees".
- 75% of the followers are members of Solidarity, but a few still needed persuasion
- During the campaign, these people were targeted and eventually reached.

Each post was tested and the reach and engagement of each post were determined. The number of people who saw the post determines the reach of a post and then the number of reaches increase as the stakeholders share it on their own time lines. Engagement means the number of stakeholders who actually like, comment on and share the post. With each post Solidarity wants the people to react in order to achieve more engagement on its platforms.

Each post in each segment of the campaign will now be shown.

### 9.6.2.1 To build a trade union

**Solidariteit**  
September 27, 2016 · 🌐

Werkende mense betaal maandeliks duisende rande aan belasting vir die regering, sonder om genoeg waarde vir hul swaarverdiende geld te kry. Solidariteit se ledegeld van net meer as R100 is maar 'n breukdeel hiervan, maar dis R100 waarmee ons vir lede elke meer as die waarde van hul geld wil bied. Vergelyk gerus dit wat Solidariteit met jou maandelikse R100 regkry met die waarde wat jy vir jou belasting of vir enige ander produk of diens kry, skryf FLIP BUYS. SMS ONSBOU na 34802 (R2)



**Só help jou ledegeld aan 'n toekoms bou - Ons Bou**  
Werkende mense betaal maandeliks duisende rande aan belasting vir die regering, sonder om genoeg waarde vir hul swaarverdiende geld te kry. Solidariteit se ledegeld van net meer as R100 is maar 'n breukdeel hiervan,....  
ONSBOU.SOLIDARITEIT.CO.ZA

33,253 people reached Boost Post

**33,253** People Reached

**992** Reactions, Comments & Shares

852 Like	852 On Post	0 On Shares
21 Love	21 On Post	0 On Shares
1 Haha	0 On Post	1 On Shares
1 Wow	1 On Post	0 On Shares
37 Comments	33 On Post	4 On Shares
96 Shares	96 On Post	0 On Shares

**787** Post Clicks

0 Photo Views	227 Link Clicks	560 Other Clicks
---------------	-----------------	------------------

**NEGATIVE FEEDBACK**

3 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

**Solidariteit**  
July 4, 2016 · 🌐

Solidariteit fokus hierdie week op die uniekheid van die Boufonds. Vanuit die Boufonds is instellings soos Akademia en die tegniese opleidingskollege Sol-Tech reeds gestig. Dr. Dirk Hermann, bestuurshoof van Solidariteit skryf: As jy twyfel oor die toekoms-Bou dit. Sms ONSBOU na 34802 (R2) om saam te bou



**As jy twyfel oor die toekoms - bou dit - Solidariteit Wêreld**  
Deur dr. Dirk Hermann "The English and the Americans are two peoples divided by a common language" – George Bernard Shaw Afrikaanssprekendes is 'n...  
SOLIDARITEIT.CO.ZA

12,076 people reached Boost Post

**12,076** People Reached

**224** Reactions, Comments & Shares

178 Like	161 On Post	17 On Shares
8 Love	8 On Post	0 On Shares
4 Comments	4 On Post	0 On Shares
34 Shares	34 On Post	0 On Shares

**181** Post Clicks

1 Photo Views	77 Link Clicks	103 Other Clicks
---------------	----------------	------------------

**NEGATIVE FEEDBACK**

4 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

**Solidariteit**  
May 20, 2016 · 🌐

#OnsBou 'n vakbond! Lees gerus die artikel wat beskryf waar Solidariteit as minderheidsvakbond die voortou geneem het.

Alhoewel Solidariteit as 'n vakbond bekendstaan, is dié organisasie – die oudste van sy soort in Suid-Afrika – 'n vakbond wat werklik vir sy lede omgee en wat ondanks sy grootte vër bo sy gewigsklas boks.

Terwyl Solidariteit feitlik daaglik die onreg van regstellende aksie en swart ekonomiese bemagtiging teenoor sy lede in Suid-Afrika se hoogste howe beveg... See More  
See Translation



**Solidariteit neem die voortou in vakbondwese - Ons Bou**

Alhoewel Solidariteit as 'n vakbond bekendstaan, is dié organisasie – die oudste van sy soort in Suid-Afrika – 'n vakbond wat werklik vir sy lede omgee en wat...

ONSBOU.SOLIDARITEIT.CO.ZA

**60,257** People Reached

**2,561** Reactions, Comments & Shares

<b>2,130</b> Like	<b>2,053</b> On Post	<b>77</b> On Shares
<b>65</b> Love	<b>62</b> On Post	<b>3</b> On Shares
<b>2</b> Haha	<b>1</b> On Post	<b>1</b> On Shares
<b>17</b> Wow	<b>17</b> On Post	<b>0</b> On Shares
<b>1</b> Angry	<b>1</b> On Post	<b>0</b> On Shares
<b>96</b> Comments	<b>88</b> On Post	<b>8</b> On Shares
<b>250</b> Shares	<b>250</b> On Post	<b>0</b> On Shares

**1,269** Post Clicks

<b>1</b> Photo Views	<b>396</b> Link Clicks	<b>872</b> Other Clicks
-------------------------	---------------------------	----------------------------

**NEGATIVE FEEDBACK**

<b>2</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

The three posts reached altogether 105 586 people. The engagement of the three posts together came to 3 777. The last part describes how many people liked, commented on, and shared the posts.

The last post, “Solidariteit neem die voortou in vakbondwese,” received the most reactions and it is because it spoke about Solidarity as a trade union, the organisation’s main purpose.

## 9.6.2.2 To build a university

**Solidariteit**  
September 6, 2016 · 🌐

Solidariteit bou aan sy eie privaat Universiteit Akademia. Lees hier hoe jy kan help om hierdie ongelooflike inisiatief te ondersteun om 'n Afrikaanse Harvard te word.  
Ondersteun Akademia deur ONSBOU na 34802 te sms



**Só kan jy Afrikaanse universiteite help om weer op te staan - Ons Bou**

Deur Flip Buys, voorsitter van die Solidariteit Beweging Afrikaans word op Tukkie, Kovsies en by Unisa vermoor, maar op Stellenbosch (US) pleeg...  
ONSBOU.SOLIDARITEIT.CO.ZA

23,949 people reached Boost Post

👍❤️👎 252 15 Comments 117 Shares 🗨️👤

**23,949** People Reached

**566** Reactions, Comments & Shares

<b>395</b> 👍 Like	<b>243</b> On Post	<b>152</b> On Shares
<b>14</b> ❤️ Love	<b>9</b> On Post	<b>5</b> On Shares
<b>1</b> 😂 Haha	<b>0</b> On Post	<b>1</b> On Shares
<b>39</b> Comments	<b>20</b> On Post	<b>19</b> On Shares
<b>117</b> Shares	<b>117</b> On Post	<b>0</b> On Shares

**709** Post Clicks

<b>1</b> Photo Views	<b>233</b> Link Clicks	<b>475</b> Other Clicks 🗨️
-------------------------	---------------------------	-------------------------------

**NEGATIVE FEEDBACK**

<b>2</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

---

**Solidariteit**  
May 5, 2016 · 🌐

Die graadkursus, wat later vanjaar amptelik bekend gestel sal word, maak nie net 'n nuwe wêreld van moontlikhede oop vir voornemende studente wat hulself in die regsberoep wil vestig nie, maar dit plaas Akademia in 'n klas van sy eie wat privaat tersiêre onderrig in Suid-Afrika betref.  
See Translation



**Nuwe BCom-grad plaas Akademia in klas van sy eie - Solidariteit Wêreld**

Deur Inge Strydom Akademia, die Solidariteit Beweging se privaat Afrikaanse afstandsonderriginstelling, spog tans met 'n splinternuwe toevoeging tot sy...  
SOLIDARITEIT.CO.ZA

31,789 people reached Boost Post

👍👎👤 354 3 Comments 147 Shares 🗨️👤

**31,789** People Reached

**729** Reactions, Comments & Shares

<b>540</b> 👍 Like	<b>335</b> On Post	<b>205</b> On Shares
<b>20</b> ❤️ Love	<b>16</b> On Post	<b>4</b> On Shares
<b>1</b> 🙏 Thankful	<b>0</b> On Post	<b>1</b> On Shares
<b>4</b> 😲 Wow	<b>3</b> On Post	<b>1</b> On Shares
<b>17</b> Comments	<b>5</b> On Post	<b>12</b> On Shares
<b>147</b> Shares	<b>147</b> On Post	<b>0</b> On Shares

**1,148** Post Clicks

<b>6</b> Photo Views	<b>605</b> Link Clicks	<b>537</b> Other Clicks 🗨️
-------------------------	---------------------------	-------------------------------

**NEGATIVE FEEDBACK**

<b>1</b> Hide Post	<b>1</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

**Solidariteit**  
July 6, 2016 · 🌐

Vanuit die Boufonds het Solidariteit al geweldig baie vernag. Akademia is met oor die R50 miljoen opgebou tot 'n ware Afrikaanse privaat universiteit waar studente kwaliteit opleiding in Afrikaans kan kry. Akademia groei tot 'n eie Afrikaanse Harvard  
Bou saam met Solidariteit  
SMS ONSBOU na 34802 (R2/sms)



**Akademia: Fondament vir Afrikaanse Harvard - Ons Bou**

Met die onlangse onsekerheid rondom die universiteitskampusse in Suid-Afrika en in Afrikaans se toekoms, is die opbou van 'n alternatief vir...

ONSBOW.SOLIDARITEIT.CO.ZA

**105,309** People Reached

**3,530** Reactions, Comments & Shares

<b>2,538</b> Like	<b>1,731</b> On Post	<b>807</b> On Shares
<b>162</b> Love	<b>116</b> On Post	<b>46</b> On Shares
<b>1</b> Haha	<b>0</b> On Post	<b>1</b> On Shares
<b>40</b> Wow	<b>36</b> On Post	<b>4</b> On Shares
<b>1</b> Angry	<b>0</b> On Post	<b>1</b> On Shares
<b>168</b> Comments	<b>108</b> On Post	<b>60</b> On Shares
<b>623</b> Shares	<b>623</b> On Post	<b>0</b> On Shares

**4,364** Post Clicks

<b>13</b> Photo Views	<b>1,572</b> Link Clicks	<b>2,779</b> Other Clicks 📈
--------------------------	-----------------------------	--------------------------------

NEGATIVE FEEDBACK

---

#OnsBou

Vyf beursprogramme, ter waarde van R250 000 elk, is in 2016 aan beurshouers toegeken. Die beurse, wat as die eNuu Elite-beursprogram by Akademia bekend staan, is spesifiek daarop gemik om studente blootstelling aan die wêreld van werk te gee terwyl hulle na-uurs vir die BCom-graad in Ondernemingsbestuur by Akademia studeer. Aansoeke is nou ook oop vir 2017:  
<http://akademia.ac.za/elitebeursprogram/>  
Bou saam sms ONSBOU na 34802

See Translation



**Akademia gee beurse ter waarde van R1,25 miljoen in 2016 weg - Ons Bou**

Vyf beursprogramme, ter waarde van R250 000 elk, is in 2016 aan beurshouers toegeken. Die beurse, wat as die eNuu Elite-beursprogram by Akademia...

ONSBOW.SOLIDARITEIT.CO.ZA

13,236 people reached Boost Post

👍👎🗨️ 185 10 Comments 63 Shares 🗨️

<b>196</b> Like	<b>171</b> On Post	<b>25</b> On Shares
<b>13</b> Love	<b>13</b> On Post	<b>0</b> On Shares
<b>1</b> Wow	<b>1</b> On Post	<b>0</b> On Shares
<b>12</b> Comments	<b>11</b> On Post	<b>1</b> On Shares
<b>63</b> Shares	<b>63</b> On Post	<b>0</b> On Shares

**486** Post Clicks

<b>0</b> Photo Views	<b>177</b> Link Clicks	<b>309</b> Other Clicks 📈
-------------------------	---------------------------	------------------------------

NEGATIVE FEEDBACK

<b>2</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

The four posts reached altogether 174 283 people. The engagement of the four posts together came to 5 096. The last part describes how many people liked, commented on, and shared the posts.

The last post, “Akademia: Fondament vir Afrikaanse Harvard,” had the most reactions because it compared Akademia to a university like Harvard. The reactions show whether the people were positive or negative.

### 9.6.2.3 To build a private technical college

**Solidariteit**  
September 15, 2016 · 🌐

Solidariteit se eie beroepsopleiding kollege, Sol-Tech, is besig om baanbrekerswerk te verrig. Sol-Tech is besig om al hoe meer sy stempel in die sfeer van tegniese beroepsopleiding af te druk. Sol-Tech is 'n uitnemende kollege wat uitnemende jong tegnisi oplei. Om die bou van soortgelyke instellings te ondersteun SMS bloot die woord ONSBOU na 34802. Saam kan ons 'n toekoms bou



**Sol-Tech druk nuwe stempel af - Ons Bou**  
Roeping, toekoms, hoop: die drie bene waarop die stempel van kwaliteit-beroepsopleiding staan en voortaan in die nuwe Sol-Tech-logo...  
ONSBOU.SOLIDARITEIT.CO.ZA

7,056 people reached [Boost Post](#)

👍❤️ 88      2 Comments 29 Shares 🗨️

👍 Like    💬 Comment    ➦ Share

**Solidariteit**  
September 23, 2016 · 🌐

#OnsBou  
Met werksekuriteit en werkloosheid in SA wat hoogty vier verseker Sol-Tech se kwaliteit ambagsopleiding dat ambagslui 'n toekoms het wat vry, veilig en voorspoedig is.  
Bou saam met Solidariteit aan suksesvolle kwaliteit instellings.  
SMS ONSBOU na 34802 (R2/sms)



**95% van Sol-Tech-ambagslui kry werk – navorsing | Maroela Media**  
Foto: Adèle Changuion h Kwalifikasie by Sol-Tech, die Solidariteit Beweging se eie tegniese opleidingskollege, is een van die beste maniere waarop...  
MAROELAMEDIA.CO.ZA

17,175 people reached [Boost Post](#)

👍❤️👤 192      4 Comments 93 Shares 🗨️



**Solidariteit**

September 21, 2016 · 🌐

Twee dowe Sol-Tech studente het vanjaar die land aan die gons gehad. Hier is hul storie

Bou saam aan instellings wat hoop vir almal skep. Ondersteun Solidariteit en SMS ONSBOU na 34802 (R2/sms)



### Twee dowe studente van Sol-Tech skep hoop - Ons Bou

Deur Inge Strydom Die bekende spreekwoord lui: Soos vinkel en koljander, die een is soos die ander. Vir Markus Maartens (24) en David Nkosi (25),...

ONSBOU.SOLIDARITEIT.CO.ZA

48,629 people reached

**Boost Post**

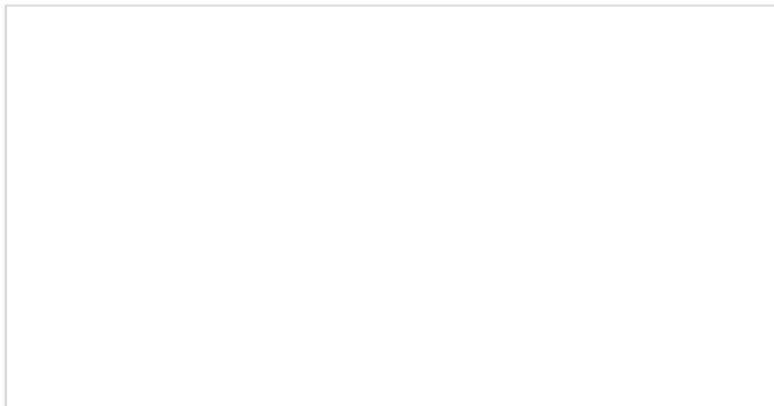
👍❤️😮 1.1K

12 Comments 100 Shares 🗨️

👍 Like    💬 Comment    ➦ Share

Die aanslag op Afrikaans het die afgelope paar weke opnuut sy kop uitgesteek. Die woorde "Afrikaans Must Fall" is gedreunsang en teen mure van geboue gespuitverf. "Doen weg met Afrikaans of ons maak dié plek onregeerbaar!" is gedreig. 'n Mens kan nie help om te wonder nie hoe die nuutste politieke aanslag teen Afrikaans die toekoms van Afrikaans, veral as wetenskaptaal, bedreig nie.

[See Translation](#)



### Hoe lyk die toekoms van Afrikaans in 2016? - Solidariteit Wêreld

Deur Inge Strydom Die aanslag op Afrikaans het die afgelope paar weke opnuut sy kop uitgesteek. Die woorde "Afrikaans Must Fall" is gedreunsang en teen...

SOLIDARITEIT.CO.ZA

11,741 people reached

**Boost Post**

👍❤️😮 103

28 Comments 37 Shares 🗨️

👍 Like    💬 Comment    ➦ Share

The four posts reached altogether 84 601 people. A lot fewer than the previous segments of the campaign. The engagement of the four posts together is 1 788. The post, “Sol-Tech druk nuwe stempel af” received only two comments.

The post, “Twee dowe student van Sol-Tech skep hoop,” had the most reactions because it contained two factors that stood out, namely: the students are deaf and they are from different cultures.

#### 9.6.2.4 To build own cultural institutions

**Solidariteit**  
June 9, 2016 · 🌐

#OnsBou Die Federasie van Afrikaanse Kultuurvereniginge (FAK) leef nie net sy passie vir die Afrikaanse taal, kultuur en geskiedenis met verskeie opwindende projekte en inisiatiewe uit nie, maar het ook 'n spesiale tuiste op sy webblad geskep waar die storie oor Afrikaners, hul taal, kultuur en geskiedenis op 'n kragtige wyse bewoord en bewaar word.

Help ons bou aan kragtige kultuurorganisasies wat die Afrikaanse geskiedenis bewaar. SMS "ONSBOU" na 34802.

[See Translation](#)

**FAK laat die geskiedenis lééf - Ons Bou**  
Die Federasie van Afrikaanse Kultuurvereniginge (FAK) leef nie net sy passie vir die Afrikaanse taal, kultuur en geskiedenis met verskeie opwindende...  
ONSBOU.SOLIDARITEIT.CO.ZA

3,240 people reached [Boost Post](#)

👍❤️ 48      2 Comments 11 Shares 🗨️

👍 Like    💬 Comment    ➦ Share

 **Solidariteit**  
 March 14, 2016 · 

Te midde van die onlangse aanslag op Afrikaans by al die tradisioneel Afrikaanse universiteite bly die Federasie van Kultuurvereniginge (FAK) 'n baken van en vegter vir die beoefening en bewaring van die besondere taal.  
 Skokkende insidente van verwoesting het die afgelope tyd by universiteite oor die land heen plaasgevind. Die realiteit bly egter dat die hele situasie heelwat wyer uitkring as slegs die teenwoordigheid van Afrikaans aan tersiêre instellings. Niemand word tog v... [See More](#)  
[See Translation](#)



**Afrikaans in die spervuur; FAK skeep hoop - Solidariteit Wêreld**

Te midde van die onlangse aanslag op Afrikaans by al die tradisioneel Afrikaanse universiteite bly die Federasie van Kultuurvereniginge (FAK) 'n baken...

SOLIDARITEIT.CO.ZA

7,542 people reached [Boost Post](#)

   74 2 Comments 19 Shares 

 Like  Comment  Share

The two posts reached 10 782 people altogether. The engagement of these posts was not good at all as it came to only 156. There were only four comments in total.

A lot of factors can determine the outcome of the engagement. The time of day you make the post and the type of content. In this case, it was not a point of concern to the stakeholders during the #feesmustfall campaign and the #onsbou campaign. Their concern was mostly education, as seen in the previous posts about Akademia and Sol-Tech.

### 9.6.2.5 To build own media institutions

#OnsBou Gee 'n groot "like" om vir Maroela Media geluk te sê met hierdie reuse prestasie! Maroela Media het vandeemaand 'n historiese mylpaal bereik deur die merk van een miljoen unieke webbladbesoekers met vlieënde vaandels verby te steek. Inge Strydom het met dié Afrikaanse digitale mediahuis, wat deel is van die Solidariteit Beweging, gesels oor dié besondere waterskeidingsoomblik in sy bestaan.

[See Translation](#)



**Meer as 'n miljoen lees nou Maroela Media - Ons Bou**

Maroela Media het vandeemaand 'n historiese mylpaal bereik deur die merk van een miljoen unieke webbladbesoekers met vlieënde vaandels verby te steek. Inge Strydom het met dié Afrikaanse digitale mediahuis, wat deel is van die...

[ONSBOU.SOLIDARITEIT.CO.ZA](https://onsbou.solidariteit.co.za)

45,791 people reached [Boost Post](#)

👍❤️👏 1.1K 10 Comments 73 Shares 🗨️

👍 Like 🗨️ Comment ➦ Share

Maroela Media is 'n Afrikaanse digitale mediahuis wat nuus en 'n verskeidenheid ander inligting wat vir Afrikaanssprekendes en hul leefwêreld relevant is, publiseer. Die mediahuis, wat deel is van die Solidariteit Beweging, het ten doel om 'n gemeenskap van Afrikaanssprekendes op die internet te skep.

Help ons bou aan onafhanklike media-instellings soos Maroela Media. SMS ONSBOU na 34802 (SMS'e kos R2).

[See Translation](#)



**Agt dinge wat jy nie van Maroela Media geweet het nie - Ons Bou**

Deur Inge Strydom Maroela Media is 'n Afrikaanse digitale mediahuis wat nuus en 'n verskeidenheid ander inligting wat vir Afrikaanssprekendes en hul leefwêreld...

[ONSBOU.SOLIDARITEIT.CO.ZA](https://onsbou.solidariteit.co.za)

14,998 people reached [Boost Post](#)

👍❤️👏 172 2 Comments 23 Shares 🗨️

Maroela Media verkoop alles waarvan jy hou in hul koöperasie: van 'n kettie tot 'n T-hemp: alles in jou taal. Besoek vandag nog hul koöperasie by <https://maroelawinkel.co.za/>.

Help ons bou aan sterker onafhanklike media-instellings soos Maroela Media. SMS ONSBOU na 34802 (SMS'e kos R2).

[See Translation](#)



### Wys jou hart klop Afrikaans met Maroela Media se e-winkel - Ons Bou

Maroela Media is veel meer as net 'n Afrikaanse nuuswebwerf. Hulle is 'n kuierplek: die grootste tafel in jou ouma se kombuis waar jy kan aansit vir h...

[ONSBOU.SOLIDARITEIT.CO.ZA](https://onsbou.solidariteit.co.za)

26,591 people reached

[Boost Post](#)

239

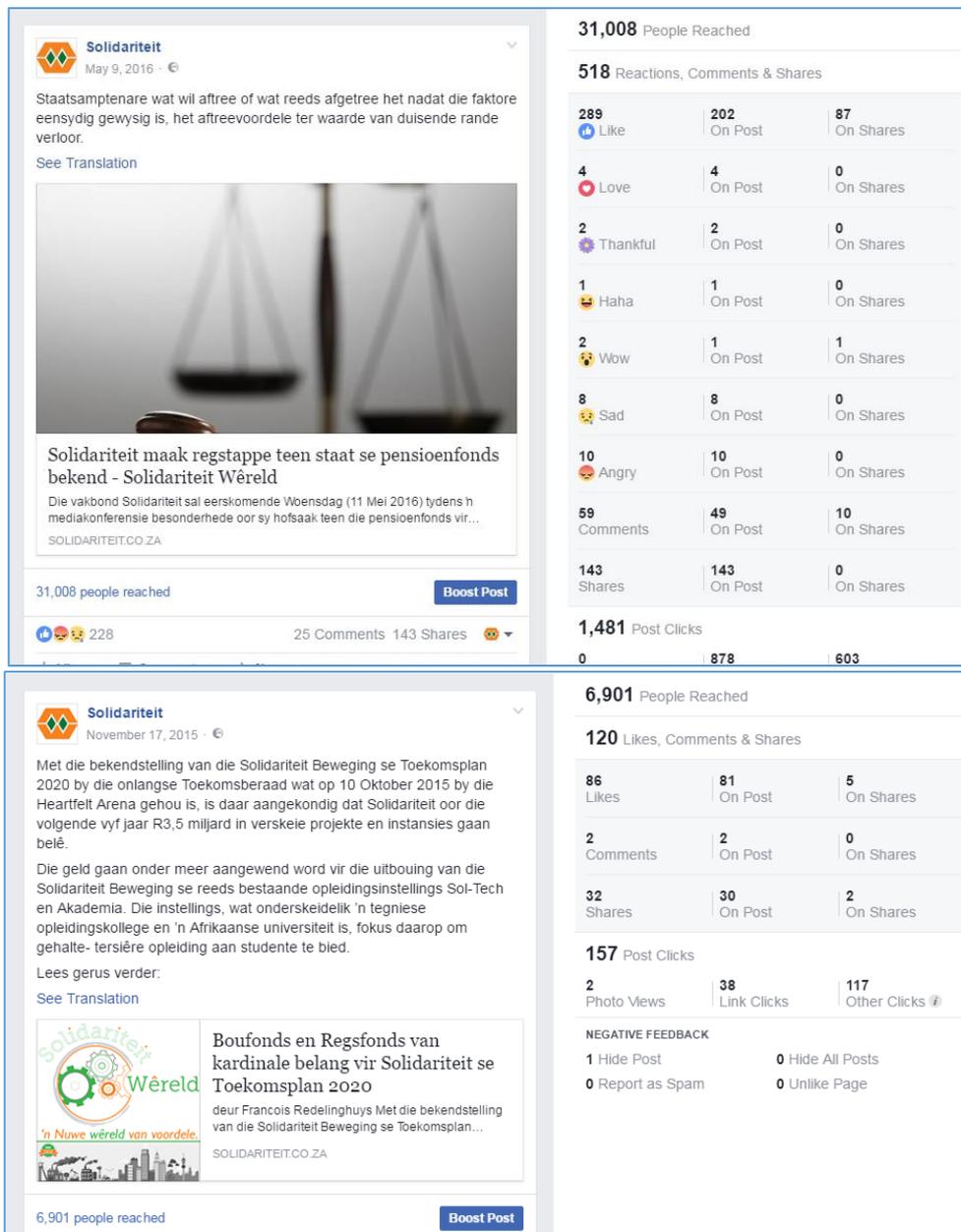
46 Shares

Like Comment Share

The three posts reached altogether 86 380 people. The engagement on the three posts together was 1 665.

The post “Meer as 'n miljoen mense lees nou Maroela Media,” performed the best of the three with 1 100 likes. It shows, just like the posts “Solidariteit neem voortou in vakbondwese,” and “Akademia: Fondament vir Afrikaanse Harvard” where the engagement was also very high in that stakeholders reacted to content which shows the force of the organisation they relate to or are part off.

### 9.6.2.6 Building a strong legal fund



The two posts reached altogether 37 909 people. The engagement on the two posts together is 638.

Again, the first post shows the force of Solidarity to take on the governments pension funds. This post was shared 149 times. A lot of Solidarity's members are still working in government departments as e.g. police or army officers. These people reacted to the posts.

## 9.6.2.7 Building a strong building fund

**Solidariteit**  
September 26, 2016 · 🌐

Die Boufonds het die afgelope ruk 'n merkwaardige aantal bydraes, bemakings en skenkings ontvang. Sô oorweldigend was die steun dat ons planne om die reeds bestaande opleidingsinstansies uit te bou deur jou bydrae 'n ongelooflike hupstoot gekry het. Ons wil vir jou dankie sê vir jou bydrae tot hierdie reusesukses wat reeds behaal is.

Wat het die Boufonds alreeds vermag?  
Lees hier:  
SMS ONSBOU na 34802 om saam te bou aan 'n toekoms



**Jou bydrae bespoedig hoop-skep-plan - Ons Bou**

Die Boufonds het die afgelope ruk 'n merkwaardige aantal bydraes, bemakings en skenkings ontvang. Sô oorweldigend was die steun dat ons planne om die reeds bestaande opleidingsinstansies uit te bou deur jou bydrae 'n ongelooflike...

ONSBOU.SOLIDARITEIT.CO.ZA

**21,457** People Reached

**437** Reactions, Comments & Shares

<b>316</b> Like	<b>274</b> On Post	<b>42</b> On Shares
<b>24</b> Love	<b>23</b> On Post	<b>1</b> On Shares
<b>2</b> Wow	<b>2</b> On Post	<b>0</b> On Shares
<b>25</b> Comments	<b>22</b> On Post	<b>3</b> On Shares
<b>71</b> Shares	<b>71</b> On Post	<b>0</b> On Shares

**1,058** Post Clicks

<b>1</b> Photo Views	<b>267</b> Link Clicks	<b>790</b> Other Clicks
-------------------------	---------------------------	----------------------------

**NEGATIVE FEEDBACK**

**3** Hide Post      **1** Hide All Posts  
**0** Report as Spam      **0** Unlike Page

---

**Solidariteit** added 3 new photos.  
February 24, 2016 · 🌐

Solidariteit het die onsekerhede in ons land raakgesien en besluit om iets positiefs daaraan te doen.

Ons het besluit om 'n Afrikaanse universiteit te bou, maar ons kan dit nie alleen doen nie. Hierdie universiteit gaan 'n universiteit vir die Afrikaanse gemeenskap wees wat met die hulp van die Afrikaanse gemeenskap gebou gaan word.  
<https://boufonds.solidariteit.co.za/meer-inligting/>  
See Translation





**67,209** People Reached

**1,954** Reactions, Comments & Shares

<b>1,298</b> Like	<b>746</b> On Post	<b>552</b> On Shares
<b>1</b> Wow	<b>0</b> On Post	<b>1</b> On Shares
<b>259</b> Comments	<b>146</b> On Post	<b>113</b> On Shares
<b>396</b> Shares	<b>383</b> On Post	<b>13</b> On Shares

**7,669** Post Clicks

<b>1,196</b> Photo Views	<b>303</b> Link Clicks	<b>6,170</b> Other Clicks
-----------------------------	---------------------------	------------------------------

**NEGATIVE FEEDBACK**

**13** Hide Post      **4** Hide All Posts  
**0** Report as Spam      **0** Unlike Page

**Solidariteit**  
July 7, 2016 · 🌐

#OnsBou  
Flip Buys, voorsitter van die Solidariteit Beweging skryf in 'n brief aan Afrikaanse jongmense dat daar wel 'n toekoms in Afrikaans is.  
Met die Solidariteit Boufonds word daar gewoeker om Afrikaanse instellings soos Akademia en Sol-Tech te bou wat jou van daardie toekoms sal verseker.  
Bou saam aan sulke instellings!... [See More](#)



**Brief aan Afrikaanse jongmense: Die toekoms is Afrikaans! - Ons Bou**  
Deur: Flip Buys Liewe vriende, Die afgelope tyd is die media propvol berigte oor aanvalle op Afrikaans op universiteitskampusse. Baie van julle wonder seker al...  
ONSBOU.SOLIDARITEIT.CO.ZA

**23,151** People Reached

**573** Reactions, Comments & Shares

<b>438</b> Like	<b>370</b> On Post	<b>68</b> On Shares
<b>23</b> Love	<b>19</b> On Post	<b>4</b> On Shares
<b>24</b> Comments	<b>15</b> On Post	<b>9</b> On Shares
<b>88</b> Shares	<b>88</b> On Post	<b>0</b> On Shares

**663** Post Clicks

<b>0</b> Photo Views	<b>204</b> Link Clicks	<b>459</b> Other Clicks ⓘ
-------------------------	---------------------------	------------------------------

**NEGATIVE FEEDBACK**

<b>1</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

**Solidariteit with Maritza Boswel.**  
June 28, 2016 · 🌐

'n Gemeenskapsuniversiteit soos Akademia is onafhanklik van befonding vanaf die staat en stel 'n taal in staat om haar eie toekoms te verseker. So 'n universiteit staan los van die heersende en veranderende regeringsideologie. So 'n universiteit word uit die gemeenskap gebou. Die toets vir die voortbestaan van 'n taal op hoërordelvlakke is of dit 'n universiteit kan bou uit gemeenskapsenergie.  
Klik hier: <https://solidariteit.co.za/kanaliseer-afrikaanse-kapitaal/>  
Om te sien hoe jy kan jy bydra om 'n uiters suksesvolle Afrikaanse universiteit te help oprig.  
#OnsBou  
[See Translation](#)



**18,647** People Reached

**369** Reactions, Comments & Shares

<b>287</b> Like	<b>270</b> On Post	<b>17</b> On Shares
<b>19</b> Love	<b>18</b> On Post	<b>1</b> On Shares
<b>1</b> Angry	<b>0</b> On Post	<b>1</b> On Shares
<b>11</b> Comments	<b>9</b> On Post	<b>2</b> On Shares
<b>51</b> Shares	<b>48</b> On Post	<b>3</b> On Shares

**723** Post Clicks

<b>173</b> Photo Views	<b>20</b> Link Clicks	<b>530</b> Other Clicks ⓘ
---------------------------	--------------------------	------------------------------

**NEGATIVE FEEDBACK**

<b>6</b> Hide Post	<b>1</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

The four posts reached altogether 130 464 people. The engagement on the four posts was 3 333.

Because the #onsbou stood in contrast with #feesmustfall at this stage, this segment “to build a building fund” was the core part of this campaign. While others break, Soldiarity founded a Building Fund to build. The second post received 1 194 reactions. The content of this post contained pictures of Akademia, supported by

the Building Fund. It is again the show of force of positive action that came into play here.

### 9.6.2.8 Building a study fund

**Solidariteit**

July 13, 2016 · 🌐

#OnsBou As jou droom om verder te studeer deur finansies gekelder word, is daar nou 'n oplossing vir jou. Jy kan vanaf 15 Mei tot 30 September 2016 aansoek doen vir studiehulp vir volgende jaar, 2017, by die Studiefondssentrum – 'n inisiatief van Solidariteit Helpende Hand.

Help 'n verdienstelike student om te studeer. Help bou aan die Solidariteit Helpende Hand Studiefondssentrum. SMS ONSBOU na 34802.

**Doen nou by die Studiefondssentrum aansoek vir studiehulp - Ons Bou**

As jou droom om verder te studeer deur finansies gekelder word, is daar nou 'n oplossing vir jou. Jy kan vanaf 15 Mei tot 30 September 2016 aansoek doen vir...

[ONSBOU.SOLIDARITEIT.CO.ZA](http://ONSBOU.SOLIDARITEIT.CO.ZA)

**6,426** People Reached

**99** Reactions, Comments & Shares

<b>60</b> Like	<b>53</b> On Post	<b>7</b> On Shares
<b>2</b> Love	<b>1</b> On Post	<b>1</b> On Shares
<b>1</b> Haha	<b>0</b> On Post	<b>1</b> On Shares
<b>6</b> Comments	<b>4</b> On Post	<b>2</b> On Shares
<b>31</b> Shares	<b>30</b> On Post	<b>1</b> On Shares

**128** Post Clicks

<b>0</b> Photo Views	<b>34</b> Link Clicks	<b>94</b> Other Clicks ⓘ
-------------------------	--------------------------	-----------------------------

**NEGATIVE FEEDBACK**

<b>1</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

**Solidariteit**

July 12, 2016 · 🌐

#OnsBou Solidariteit Helpende Hand se Studiefondssentrum het sedert 2009 sowat 4 600 studente met 100% rentevrye studieleenings bygestaan. In hierdie tydperk is daar al meer as R120 miljoen in studieleenings uitbetaal aan verdienstelike Afrikaanse jongmense.

Help 'n verdienstelike student studeer; help bou aan die Solidariteit Helpende Hand Studiefondssentrum. SMS "ONSBOU" na 34802.

**Meer as 4 000 drome bewaarheid deur Helpende Hand-studieleenings - Ons Bou**

Solidariteit Helpende Hand se Studiefondssentrum het sedert 2009 sowat 4 600 studente met 100%...

[ONSBOU.SOLIDARITEIT.CO.ZA](http://ONSBOU.SOLIDARITEIT.CO.ZA)

**9,086** People Reached

**126** Reactions, Comments & Shares

<b>97</b> Like	<b>88</b> On Post	<b>9</b> On Shares
<b>6</b> Love	<b>6</b> On Post	<b>0</b> On Shares
<b>1</b> Comments	<b>0</b> On Post	<b>1</b> On Shares
<b>22</b> Shares	<b>20</b> On Post	<b>2</b> On Shares

**125** Post Clicks

<b>0</b> Photo Views	<b>34</b> Link Clicks	<b>91</b> Other Clicks ⓘ
-------------------------	--------------------------	-----------------------------

**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
--------------------	-------------------------

9,086 people reached
Boost Post

216

**Solidariteit**  
July 12, 2016 · €

Sedert 2009 is 4000 jongmense al met 'n rentevrye studielening vanuit die Helpende Hand studiefonds gehelp, terwyl daar al R100 miljoen uitbetaal, waarvan R31 miljoen hierdie jaar is. Lede se kinders mag aansoek doen om in aanmerking te kom vir 'n rentevrye lening. Lees Flip Buys, voorsitter van die Solidariteit Beweging se skrywe oor die toekoms wat ons kan skep deur sulke instellings daar te stel. Help ons bou aan soortgelyke ondernemings. SMS ONSBOU na 34802



**Die toekoms van ons kinders in 15 punte - Ons Bou**

Deur Flip Buys Ek is na aanleiding van h kort stelling op Facebook oor h toekoms vir ons kinders met meer as h duisend reaksies oorweldig. Die kern van my...

ONSBOU.SOLIDARITEIT.CO.ZA

26,128 people reached Boost Post

<b>26,128</b> People Reached		
<b>444</b> Reactions, Comments & Shares		
<b>309</b> Like	<b>281</b> On Post	<b>28</b> On Shares
<b>18</b> Love	<b>17</b> On Post	<b>1</b> On Shares
<b>3</b> Wow	<b>3</b> On Post	<b>0</b> On Shares
<b>7</b> Comments	<b>7</b> On Post	<b>0</b> On Shares
<b>107</b> Shares	<b>107</b> On Post	<b>0</b> On Shares
<b>613</b> Post Clicks		
<b>1</b> Photo Views	<b>168</b> Link Clicks	<b>444</b> Other Clicks

The three posts reached altogether 41 640 people. The engagement on the three posts was 669.

This segment involved students, as during the #Feesmustfall campaign, and Solidarity tried to communicate that it builds student funds. The reaction was not bad, but also not that good. The administrators thought it would have been better to show students who received help and wrote articles about them, but they unfortunately realised this only after the campaign. It shows that to personalise a message might work better. They did this later after the campaign and the results showed that a personalised message is indeed the way to go.

### 9.6.2.9 Building strong institutions in the bigger Solidarity Movement

**Solidariteit**  
June 9, 2016 · €

Ilze Nieuwoudt, publikasiebestuurder van Kraal Uitgewers, die uitgewersmaatskappy van die Solidariteit Beweging, skryf in haar nuutste blog: Die Afrikaner se verhaal is beslis nie net die verhaal van Kruger en De la Rey nie. Dit is nie net die lewe van Piet Retief en Andries Pretorius nie. Die Afrikaner se storie is opgebou uit individue – elk met 'n uitsonderlike verhaal wat vervleg is met die grootste oomblikke uit ons verlede.

#OnsBou aan sterk kultuurorganisasies wat die Afrikaner se geskiedenis bewaar en bevorder. Help ons bou. SMS die woord "ONSBOU" na 34802. [See Translation](#)



**"Klein verlede" op die vasteland? - Ons Bou**

Ilze Nieuwoudt Veertien slagste en 350 jaar later kan ek met sekerheid sê ek is van Afrika. My voorouers het van uiteenlopende plekke voet aan...

ONSBOU.SOLIDARITEIT.CO.ZA

6,144 people reached Boost Post

<b>6,144</b> People Reached		
<b>59</b> Reactions, Comments & Shares		
<b>37</b> Like	<b>36</b> On Post	<b>1</b> On Shares
<b>5</b> Love	<b>5</b> On Post	<b>0</b> On Shares
<b>6</b> Comments	<b>2</b> On Post	<b>4</b> On Shares
<b>11</b> Shares	<b>11</b> On Post	<b>0</b> On Shares
<b>324</b> Post Clicks		
<b>1</b> Photo Views	<b>60</b> Link Clicks	<b>263</b> Other Clicks
<b>NEGATIVE FEEDBACK</b>		
<b>1</b> Hide Post	<b>0</b> Hide All Posts	
<b>0</b> Report as Spam	<b>0</b> Unlike Page	

**Solidariteit**  
June 7, 2016 · ©

In die skrywer en historikus Leopold Scholtz se nuutste boek, Kruispaaie: Afrikanerkeuses in die 19de en 20ste eeu, wat pas deur Kraal Uitgewers (die uitgewersmaatskappy van die Solidariteit Beweging) uitgegee is, word verskeie rigtinggewende besluite uit die Afrikaner se geskiedenis in die 19de en 20ste eeu onder die loep geneem.

Kraal Uitgewers is 'n klein, maar gespesialiseerde uitgewersmaatskappy wat hoofsaaklik fokus op die publisering van gehalte-boeke oor die Suid-Afrikaanse geskiedenis sowel as publikasies wat die geskiedenis kan verander, regstel en sterk standpunt inneem oor, onder meer, politieke en maatskaplike kwessies in Suid-Afrika.

#OnsBou aan 'n gebalanseerde en akkurate weergawe van die Afrikaner se geskiedenis.  
See Translation



**9,878** People Reached

**37** Reactions, Comments & Shares

<b>29</b> Like	<b>28</b> On Post	<b>1</b> On Shares
<b>1</b> Love	<b>1</b> On Post	<b>0</b> On Shares
<b>0</b> Comments	<b>0</b> On Post	<b>0</b> On Shares
<b>7</b> Shares	<b>4</b> On Post	<b>3</b> On Shares

**123** Post Clicks

<b>0</b> Photo Views	<b>50</b> Link Clicks	<b>73</b> Other Clicks ⓘ
----------------------	-----------------------	--------------------------

**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

**Solidariteit**  
June 2, 2016 · ©

#OnsBou AfriForum, die burgerregte-organisasie van die Solidariteit Beweging, vier vanjaar sy 10de bestaansjaar. Flip Buys, voorsitter van die Solidariteit Beweging, vertel in hierdie aangrypende artikel hoe AfriForum vanuit sy nederige bestaansjare tot 'n kragtige en merkwaardige rolspeler ontwikkel het wat daagliks vir 'n beter toekoms vir Afrikaners veg. Lees die volledige artikel hier.

See Translation



**AfriForum gee mense moed en hoop vir die toekoms - Solidariteit Wêreld**

Deur Flip Buys AfriForum is 'n suksesverhaal wat steen vir steen deur Kallie Kriel en sy toegewyde...  
SOLIDARITEIT.CO.ZA

**7,973** people reached **Boost Post**

**154** Reactions **2** Comments **39** Shares

**7,973** People Reached

**223** Reactions, Comments & Shares

<b>168</b> Like	<b>147</b> On Post	<b>21</b> On Shares
<b>8</b> Love	<b>7</b> On Post	<b>1</b> On Shares
<b>8</b> Comments	<b>2</b> On Post	<b>6</b> On Shares
<b>39</b> Shares	<b>39</b> On Post	<b>0</b> On Shares

**234** Post Clicks

<b>0</b> Photo Views	<b>61</b> Link Clicks	<b>173</b> Other Clicks ⓘ
----------------------	-----------------------	---------------------------

**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

The three posts reached altogether 23 995 people. The engagement on the three posts was 319.

This part of the campaign did the worst in terms of engagement. The stakeholders were concerned with #feesmustfall and their children, the bigger Solidarity Movement did not concern them at the time.

### 9.6.3 Feedback

The third research objective aimed to explore whether online conversations have an influence on further stakeholder engagement and online reputation and whether monitoring, listening to, and engaging with stakeholders help to address and suppress risks in reputation management.

The first half of the chapter focused on reputation and specifically what the organisation says about itself and what the media says about the organisation. This part of the chapter focuses on what the people say about the organisation. It also forms a very important part of the study, since it must be determined whether the reputation can be managed by monitoring and managing the conversations online. There is referral to the aspects used in 7.1, but the focus is now on what the stakeholders said about the issues and what it does to the reputation of Solidarity.

### 9.6.3.1 To build a trade union

<https://onsbou.solidariteit.co.za/help-jou-ledegeld-aan-n-toekoms-bou/>

**Solidariteit**  
September 27, 2016 · 🌐

Werkende mense betaal maandeliks duisende rande aan belasting vir die regering, sonder om genoeg waarde vir hul swaarverdiende geld te kry. Solidariteit se ledegeld van net meer as R100 is maar 'n breukdeel hiervan, maar dis R100 waarmee ons vir lede elke meer as die waarde van hul geld wil bied. Vergelyk gerus dit wat Solidariteit met jou maandelikse R100 regkry met die waarde wat jy vir jou belasting of vir enige ander produk of diens kry, skryf FLIP BUYS. SMS ONSBOU na 34802 (R2)

**SMS ONSBOU NA 34802**  
[www.solidariteit.co.za](http://www.solidariteit.co.za)

**Só help jou ledegeld aan 'n toekoms bou - Ons Bou**  
Werkende mense betaal maandeliks duisende rande aan belasting vir die regering, sonder om genoeg waarde vir hul swaarverdiende geld te kry. Solidariteit se ledegeld van net meer as R100 is maar 'n breukdeel hiervan,....  
ONSBOU.SOLIDARITEIT.CO.ZA

33,253 people reached Boost Post

**33,253** People Reached

**992** Reactions, Comments & Shares

<b>852</b> Like	<b>852</b> On Post	<b>0</b> On Shares
<b>21</b> Love	<b>21</b> On Post	<b>0</b> On Shares
<b>1</b> Haha	<b>0</b> On Post	<b>1</b> On Shares
<b>1</b> Wow	<b>1</b> On Post	<b>0</b> On Shares
<b>37</b> Comments	<b>33</b> On Post	<b>4</b> On Shares
<b>96</b> Shares	<b>96</b> On Post	<b>0</b> On Shares

**787** Post Clicks

<b>0</b> Photo Views	<b>227</b> Link Clicks	<b>560</b> Other Clicks ⓘ
----------------------	------------------------	---------------------------

**NEGATIVE FEEDBACK**

<b>3</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page



**Marie Jooste** Kan julle die Telkom manne help? Die ander het n maand gestaak en al wat hulle reggekrom het was om n maand se pay te verloor. Steeds geen jaarlikse verhoging nie, maar net n bonus wat daaraan gekoppel is of jy die baas se blue - eyed boytjie is of nie.

Like · Reply · Message · September 27, 2016 at 8:53pm



**Solidariteit** Beste Marie, ons verteenwoordig aansienlik baie lede in Telkom. Hier is die jongste inligting rakende salarisonderhandelinge. Die artikel het in die vorige uitgawe van die Solidariteit tydskrif verskyn  
<https://tydskrif.solidariteit.co.za/solidarity-telkom.../>



Solidarity, Telkom reaches favourable wage agreement -...

By Inge Strydom After several months of...  
TYDSKRIF.SOLIDARITEIT.CO.ZA

Like · Reply · Remove Preview · 1 · Commented on by Francois Redelinghuys (?) · September 27, 2016 at 10:34pm

View more replies



**Antoinette Vermeulen** Ek behoort al meer as 20 jaar aan Solidariteit en Dirk Groenewald het my in 'n onbillike arbeid saak suksesvol verteenwoordig. Die ongelooflike gratis bystand sou ek nie van 'n privaat prokureur kon kry nie-wens ek kon ons bydraes verdubbel maar is nou ongelukkig pensionarisse-Baie dankie Solidariteit!

Like · Reply · Message · 6 · September 27, 2016 at 3:40pm



**Solidariteit** Beste Antoinette Vermeulen, baie dankie, dit is vir ons lekker om sulke boodskappe te ontvang. Groete

Like · Reply · 2 · Commented on by Wian Vermaak (?) · September 27, 2016 at 4:12pm



**Lenette Bezuidenhout** Ek stem saam julle 100 rand is die moeite werd om te betaal en ons is trots op julle goeie werk wat julle doen

Like · Reply · Message · 4 · September 27, 2016 at 12:25pm



**Solidariteit** Beste Lenette Bezuidenhout, baie dankie, dit is vir ons lekker om sulke boodskappe te ontvang. Groete

Like · Reply · 1 · Commented on by Wian Vermaak (?) · September 27, 2016 at 4:12pm



**Sandra Michele Groenewald** Ons is net so trots om lede te wees van Solidariteit julle doen n ongelooflike werk vir ons land hou so aan.

Like · Reply · Message · 1 · September 28, 2016 at 2:24pm



**Solidariteit** Baie dankie Sandra Michele Groenewald, ons waardeer dit opreg. Groete

Like · Reply · Commented on by Wian Vermaak (?) · September 29, 2016 at 11:50am



**Maria Francette Scholtz** Is lidmaatskap onderhewig aan enige politieke oortuiging?

Like · Reply · Message · September 27, 2016 at 4:15pm

View 3 more replies



**Solidariteit** Beste Maria, volg gerus die skakel <https://solidariteit.co.za/1-minuut-aansluiting/> om aan te sluit



1-min - Solidariteit Wêreld  
SLUIT AAN BY SOLIDARITEIT Word so deel van die Solidariteit-familie: Sluit aan in...  
SOLIDARITEIT.CO.ZA

Like · Reply · Remove Preview · Commented on by Francois Redelinghuys (?) · September 28, 2016 at 8:29am

 **Lynette le Roux** Ek is ook 'n trotse ondersteuner!  
Like · Reply · Message · September 29, 2016 at 7:39am

 **Solidariteit** Baie dankie Lynette le Roux, ons waardeer dit opreg. Groete  
Like · Reply · Commented on by Wian Vermaak (?) · September 29, 2016 at 11:51am

 **Elli Meyer** Dis 'n plesier om ons ledegeld te betaal aan  
Like · Reply · Message · 1 · September 28, 2016 at 11:36am

 **Solidariteit** Baie dankie Elli Meyer, ons waardeer dit opreg. Groete  
Like · Reply · Commented on by Wian Vermaak (?) · September 29, 2016 at 11:50am

 **Corrie van Zyl** Amen  
Like · Reply · Message · 1 · September 27, 2016 at 2:11pm

 **Sonja Vorster** Enrique Vorster kyk hierna  
Like · Reply · Message · 1 · September 28, 2016 at 5:35pm

...

 **Wilma Le Roux** As ek reeds lid van Afriforum is, is dit nodig dat ek by julle ook aansluit aangesien julle gelink is?  
Like · Reply · Message · September 29, 2016 at 12:35pm

 **Candess Kostopoulos** Mag 'n mens aansluit as jy 'n ateis is? Of 'n Afrikaanssprekende Moslem? Of 'n sogenaamde "libtard" wat steeds 'n liefde vir sy land en taal het? Ek aanvaar die organisasie se breë selfbeskrywing, maar wonder of julle ruimte het (sal maak) vir "ander" Afrikaanssprekendes?  
Like · Reply · Message · September 29, 2016 at 6:25pm

...

 **Janette Binneman** ons behoort ok aan solidariteit  
Like · Reply · Message · September 29, 2016 at 3:57pm

 **Solidariteit**  
July 4, 2016 · ©

Solidariteit fokus hierdie week op die uniekheid van die Boufonds. Vanuit die Boufonds is instellings soos Akademia en die tegniese opleidingskollege Sol-Tech reeds gestig. Dr. Dirk Hermann, bestuurshoof van Solidariteit skryf: As jy twyfel oor die toekoms-Bou dit. Sms ONSBOU na 34802 (R2) om saam te bou



**As jy twyfel oor die toekoms - bou dit - Solidariteit Wêreld**

Deur dr. Dirk Hermann "The English and the Americans are two peoples divided by a common language" – George Bernard Shaw Afrikaanssprekendes is 'n...

SOLIDARITEIT.CO.ZA

12,076 people reached Boost Post

**12,076** People Reached

**224** Reactions, Comments & Shares

<b>178</b> Like	<b>161</b> On Post	<b>17</b> On Shares
<b>8</b> Love	<b>8</b> On Post	<b>0</b> On Shares
<b>4</b> Comments	<b>4</b> On Post	<b>0</b> On Shares
<b>34</b> Shares	<b>34</b> On Post	<b>0</b> On Shares

**181** Post Clicks

<b>1</b> Photo Views	<b>77</b> Link Clicks	<b>103</b> Other Clicks
-------------------------	--------------------------	----------------------------

**NEGATIVE FEEDBACK**

<b>4</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

 **Willie Potgieter** Watter toekoms meneer? Jy meng duidelik nie met mense op grondvlak nie...is die uitmoor van boere n toekoms, verkragtigs, ou mense aan te val en verkrag en so kan ons aan gaan. My toekoms woord het n ander betekenis.  
See Translation  
Like · Reply · Message · 4 · May 17, 2016 at 1:03pm

 **Solidariteit** Willie, dit is juis hoekom ons moet aanhou. Ons het nie 'n ander keuse as om te bou aan die toekoms nie.  
See Translation  
Like · Reply · 1 · Commented on by Francois Redelinghuys [?] · May 17, 2016 at 2:31pm · Edited

 **Mervyn Keown** Ek is gebore in Suid Afrika en beskou myself as 'n Afrikaner maw ek het geleer in afrikaans en het met afrikaans groot geword en hou van my taal. My naam en van engels wat mask dit van my ?  
See Translation  
Like · Reply · Message · May 17, 2016 at 3:53pm

 **Solidariteit** Mervyn, ons sien onself as 'n organisasie wat Afrikaner, Afrikaanse en die Solidariteit lede-gemeenskap ondersteun. As jy jousef as sulks beskou dan is dit wonderlike  
See Translation  
Like · Reply · Commented on by Francois Redelinghuys [?] · May 18, 2016 at 10:06am

 **Gert Swart** Wat wil julle bou  
See Translation  
Like · Reply · Message · 1 · May 17, 2016 at 12:36pm

 **Solidariteit** Gert, Solidariteit is reeds besig om te bou. Het Akademia, 'n privaat tersiêre opleidinginstelling, ter waarde van R50 miljoen gebou. Akademia bied reeds drie grade van wêreldgehalte in Afrikaans aan. Sol Tech in

 **Mervyn Keown** Wie in Suid Afrika is 'n Afrikaner. ?  
See Translation  
Like · Reply · Message · May 17, 2016 at 3:50pm

 **Solidariteit** Mervyn, ons sien onself as 'n organisasie wat Afrikaner, Afrikaanse en die Solidariteit lede-gemeenskap ondersteun. As jy jousef as sulks beskou dan is dit wonderlike  
See Translation  
Like · Reply · Commented on by Francois Redelinghuys [?] · May 18, 2016 at 10:07am

[View more replies](#)

 **Francois Fouche** Ek bou want eks nie n slagpat nie! Soos die voorgeslagte met hulle uitdagings gebou en oorkom het kan ons ook. Emmigrasie is nie n opsie nie dis dryfsand. Ek weet want ek doen besigheid daar. So hou op teem en rondlê en bou saam.  
See Translation  
Like · Reply · Message · 7 · May 17, 2016 at 12:59pm

 **Manie Grobler** Die groot probleem is die die wit Suid Afrikaner het vir sy eie mense skaam begin voel hulle is skaam om op te kom vir hulle eie mense vat bv plaas moorde die wit man is skaam om op te staan teen die moordenaars jy is bang ander mense sien jy staan op vir die blankes  
See Translation  
Like · Reply · Message · 2 · May 17, 2016 at 2:02pm

 **Danie Nel** Geen twyfel. Die Afrikaner moet sy eie toekoms bou IN Suid Afrika. Die politiese strategie moet net bietjie aandag kry.  
See Translation  
Like · Reply · Message · 1 · May 17, 2016 at 6:39pm

 **Frikkie Moolman** Lekker man. Ons bou en die ander breek af vinniger as wat ons kan bou  
See Translation



**Laretta Meyer** Kyk nou weer.Jy probeer die !!!!! Gee hul alles. Nou word sy vermoor. Wat kan jul doen !!!!  
See Translation

Like · Reply · Message · 1 · May 17, 2016 at 1:27pm



**Arnold van Tonder** Ons moet op ons eie bou . Weg van die res van suid afrika. Eie geld stelsel Eie leier.  
See Translation

Like · Reply · Message · 3 · May 17, 2016 at 2:06pm



**Bertina Maree** Ons bou en hulle bteek en brand af... sal nie werk nir.  
See Translation

Like · Reply · Message · 2 · May 17, 2016 at 10:25am

Write a comment...



**Solidariteit**

May 20, 2016 ·

#OnsBou 'n vakbond! Lees gerus die artikel wat beskryf waar Solidariteit as minderheidsvakbond die voortou geneem het.

Alhoewel Solidariteit as 'n vakbond bekendstaan, is dié organisasie – die oudste van sy soort in Suid-Afrika – 'n vakbond wat werklik vir sy lede omgee en wat ondanks sy grootte vër bo sy gewigsklas boks.

Terwyl Solidariteit feitlik daaglik die onreg van regstellende aksie en swart ekonomiese bemagtiging teenoor sy lede in Suid-Afrika se hoogste howe beveg,... See More  
See Translation



**Solidariteit neem die voortou in vakbondwese - Ons Bou**

Alhoewel Solidariteit as 'n vakbond bekendstaan, is dié organisasie – die oudste van sy soort in Suid-Afrika – 'n vakbond wat werklik vir sy lede omgee en wat...

ONSBOU.SOLIDARITEIT.CO.ZA

60,257 People Reached

2,561 Reactions, Comments & Shares

2,130 Like	2,053 On Post	77 On Shares
---------------	------------------	-----------------

65 Love	62 On Post	3 On Shares
------------	---------------	----------------

2 Haha	1 On Post	1 On Shares
-----------	--------------	----------------

17 Wow	17 On Post	0 On Shares
-----------	---------------	----------------

1 Angry	1 On Post	0 On Shares
------------	--------------	----------------

96 Comments	88 On Post	8 On Shares
----------------	---------------	----------------

250 Shares	250 On Post	0 On Shares
---------------	----------------	----------------

1,269 Post Clicks

1 Photo Views	396 Link Clicks	872 Other Clicks
------------------	--------------------	---------------------

NEGATIVE FEEDBACK

2 Hide Post      0 Hide All Posts

0 Report as Spam      0 Unlike Page



**Ena Liebenberg Hamilton** Baie dankie vir wat julle doen. Julle is ysters.

[See Translation](#)

Like · Reply · Message · 10 · May 20, 2016 at 8:55am



**Solidariteit** Baie dankie Ena vir die gawe woorde en mooi boodskap.

[See Translation](#)

Like · Reply · 2 · Commented on by Juran Van Den Heever [?] · May 20, 2016 at 9:00am



**Joey Velthuysen** Tiaan jy moet aansluit"" by hulle""

[See Translation](#)

Like · Reply · Message · May 20, 2016 at 1:54pm



**Solidariteit** Beste Joey. Dankie vir jou boodskap. Dankie vir jou deelname aan die gesprek aan die debat. Ons verstaan egter nie die kommentaar wat aangehaal word nie. Kan jy ons dalk voorsien van 'n verduideliking aangesien dit lede en vriende verwar., lekker dag verder.

[See Translation](#)

Like · Reply · Commented on by Juran Van Den Heever [?] · May 20, 2016 at 8:37pm

[View more replies](#)



**Elli Meyer** So baie is al vir julle lede gedoen en nog meer kom nog-dki vir al julle harde werk en determinering om 'n sukses vir ons mense te wees. Sterkte en die Here se seën rus op julle

[See Translation](#)

Like · Reply · Message · 1 · May 20, 2016 at 11:20am



**Eddie Engelbretcht** Mens kan nie anders as om trots en dankbaar te wees nie weet dit gaan nie altyd maklik nie maar julle



**Eddie Engelbrecht** Mens kan nie anders as om trots en dankbaar te wees nie weet dit gaan nie altyd maklik nie maar julle byt vas en stel n voorbeeld vir almal

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  1 · May 20, 2016 at 11:35am



**Ella Weideman** Ja, baie dankie, ons kan bou! Brand nie en verwoes nie alles, waardeer!

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  2 · May 20, 2016 at 11:15am



**Riette Gerber** Dankie julle! Dankbaar julle wys die res hoe dit veronderstel is om te werk.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  2 · May 20, 2016 at 12:57pm



**Babsie Kock** Julle is absoluut "GREAT" ons land is sooooo trots op julle harde werk En omgee !!!!!

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  1 · May 20, 2016 at 4:32pm



**Etienne Conradie** Solidariteit ons bou vir die volgende generasie en nie vir die volgende verkiesing nie. Torts op ons taal.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  1 · May 20, 2016 at 3:10pm



**Laetitia Rossouw** Groot waardering vir so n behulp same organisasie. Doen so voort.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  2 · May 20, 2016 at 4:45pm



**Petra Bekker** Julle maak plek vir ons Suid Afrikaners waar ons kan veilig voel ..dankie.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) ·  1 · May 20, 2016 at 9:26am



**Mervin Drude** Dis iets wat Cosatu nooit sal doen nie! Help omdat te BOU! HULLE VERRYK NET HULSELF! WERKERS BLY VAAK, NES DIE KIESERS!

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 5:46pm



**Elize Griesel** Dankie vir wat julle alles doen. Julle is die beste.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 1:39pm



**Manie En Lala Britz** Baie dankie Solidarity vir wat julle vir SA doen.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 6:24pm



**Nico Uys** Solidariteit was eers die mynwerkers unie gewees.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 6:46pm



**Anna Coetzer** Dankie Solidariteit wat jul doen vir ons mense.julle is great.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 5:13pm



**Jeanne Marincowitz** Baie dankie dat julle oral in ons land opstaan vir dit wat reg is.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 4:49pm



**Mervyn Keown** Stem en dankie julle. Gaan so aan.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 3:54pm



**Magriet Lewis** Wat jul doen is wonderlik ons Bid jul baie Seeninge toe

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 10:40am

1 Reply



**Bets Lubbe** Dankbaar vir alles wat julle vir ons doen. Sterkte  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 4:54pm



**Anneline du Plessis** Sterkte met al die goeie werk. Bou so voort  
See Translation

Like · Reply · Message · 2 · May 20, 2016 at 11:35am



**Cathy Orsmond** Baie trots dat ek deel van julle is. Bou so voort  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 4:39pm



**Lettie Stephens Schoeman** Baie dankie vir alles wat julle doen!  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 11:08am



**Hennie de Beer** Solidariteit trots Afrikaans  
See Translation

Like · Reply · Message · 2 · May 20, 2016 at 11:57am



**Mariette Van Tonder** Julle is GREAT@

Like · Reply · Message · 1 · May 20, 2016 at 12:09pm



**Wilna Davel** Trots op julle  
See Translation

Like · Reply · Message · 2 · May 20, 2016 at 11:14am



**Marina M Strydom** Hou so aan dankie vir wat julle doen  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 3:13pm



**Annatjie Van Der Merwe** MOOI !!!! Trots op julle !!!  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 4:10pm



**Cynthia Louise Ausserhoffer** Baie mooi, ho soaan  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 5:58pm



**Marisa van der Merwe** Ek is 'n groot ondersteuner  
See Translation

Like · Reply · Message · 1 · May 20, 2016 at 7:35pm



**A Rieka Bruyn** Dankie julle

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 10:14am



**Jimmy Steyn** Trotse lid dankie

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 5:07pm



**Violet Stickling Venter** Ek stem saam

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 2:39pm



**Christina Otto** Sterkte met jul goeie werk

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 5:01pm



**Riandi Janse van Vuuren** Dankie vir julle.

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 1:58pm



**Marie Daantjie Goosen** Dankie en sterkte!

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 10:55am



**Dirk Pretorius** Se ook vorentoe.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 3:57pm



**Karien Marais** Dankie vir julle julle is tops

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 6:30pm



**Kitty Horn** Caroline waarheen gedwaal? Solidariteit jul beteken ontsettend baie vir die nasie n groot dankie.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 3:06pm



**Hannetjie Mouton** Mooi

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · 1 · May 20, 2016 at 9:41am



**Elize Prinsloo van Zyl** Baie dankie vir alles wat julle doen. Dit



**David Ras** as julle se dat Regstellende Aksie "onregverdig " toegepas word beteken dit dat Regstellende Aksie wel "regverdig " toegepas kan word---Hoe julle dit gaan regkry wanneer 'n 80% meerderheid die bevoordeeldes is, weet nugter.Julle probleem van dag 1 af d... [See More](#)

[See Translation](#)

Like · Reply · Message · May 20, 2016 at 9:54pm



**Jm Spangenberg** Hoe sluit n mens aan, kan iemand die dokumente epos, ons is n paar by kantoor wat wil aansluit. Epos na langebergk9spangenberg@gmail.

[See Translation](#)

Like · Reply · Message · 1 · May 20, 2016 at 9:45am

↳ 2 Replies



**Paul Hickman** My vraag is sal jul my kan bystaan teen my blanke baas wat versuim het n besering aan diens aan te meld,ek sit met permanente rug probleem en hy hardloop weg,,,tipies suid afrikaanse mentaliteit enetjie,jul ken mos daai ouens wat ek van praat!,,ja man daai soort!

[See Translation](#)

Like · Reply · Message · May 21, 2016 at 3:24am



**Gerda Schlebusch** Solidariteit herhinder ons (Afrikaners) wie ons regtig is.....dankie daarvoor. In die tyd wat ons nou leef vergeet ons so makilik wie ons regtig is en van watter stoffasie ons gemaak is. Ons voorouers het dit nie makilik gehad nie en het deur gedruk en ons kan ook. Dankie Solidariteit ....julle leiding word opreg waardeer

[See Translation](#)

Like · Reply · Message · May 21, 2016 at 6:05am



**Pierre du Toit** Goeiemiddag Frans, ek wil jou graag na die Landbouweekblad van 20 Mei 2016, spesifiek bladsy 13 verwys, waar Manie praat oor tolgeld. Jy sal dit waardeer, ek weet.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · May 20, 2016 at 12:56pm



**Johan Rossouw** Skuus dok Dirk maar ek moes net, dit lyk of julle twee muskiete vang!

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · May 20, 2016 at 11:39am



**Emmie Gibson Strydom** Wáarom is SOLIDARITEIT ni geregistreer by Nasionale Treasury as n vakbond ni dan sal baie meer staatsamptenare aan hulle behoort. As ons aansluit betaal ons twee unions.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · May 20, 2016 at 4:18pm

↪ 2 Replies



**Amanda Van Vuuren** Dis 'n statement waarmee ek nie saamstem nie : Solidariteit 'gee om vir sy lede' .....

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · May 20, 2016 at 3:59pm



**Elmarie Young** Help asb my kinders in Pretoria wat regtig baie swaar kry met kos

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · May 20, 2016 at 10:54pm



**Elna Saayman** Wil ook weet hoe sluit mens aan wat is kostes ek pensioenaris.

[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · May 20, 2016 at 11:08am

↪ 1 Reply

## Wordmaps of the conversations using Worditout



Join	Wonderful	Good luck
Member	Future	Build
Represent	We	Work
Unbelievable	Do	Good
Solidarity	Thank You	
Appreciate	Thankful	
Belong	Sincere	
Afrikaans	Beautiful	

To have a good job is most people's greatest wish. This interesting finding was made by Gallup, the global market research giant. They worked on a worldwide survey for six years to determine what the most important thing was for most people. Gallup's chairman, Jim Clifton, regards this as one of the most important findings ever made by the company.

Clifton emphasises that a good job is much more than a big salary cheque. He says a good job is one that provides you with a purpose in life. It is a job that fulfils your vocation and makes sense to you, because it gives you an opportunity to make a

difference. On the other hand, he feels that joblessness or a meaningless job which renders you unhappy, is the worst thing that can happen to anybody.

Solidarity takes the above to heart and it is evident that other people feel the same. They talk about “work” and thank Solidarity for what they are doing. They also promise to build along.

Out of the conversations, it became clear that most stakeholders are at peace with Solidarity. There are a few that had unsettling issues, which was dealt with by the administrators. But the words that stood out were:

**Work, build and thank you.** The words that stood out in the content were: **work, community, and Afrikaans.**

Clearly, what Solidarity said and what the people said were aligned, and the reputation was managed through the management of online conversations.

### 9.6.3.2 To build a private university

**Solidariteit**  
September 6, 2016 · 🌐

Solidariteit bou aan sy eie privaat Universiteit Akademia. Lees hier hoe jy kan help om hierdie ongelooflike inisiatief te ondersteun om 'n Afrikaanse Harvard te word.  
Ondersteun Akademia deur ONSBOU na 34802 te sms

**Só kan jy Afrikaanse universiteite help om weer op te staan - Ons Bou**  
Deur Flip Buys, voorsitter van die Solidariteit Beweging Afrikaans word op Tukkies, Kowsies en by Unisa vermoor, maar op Stellenbosch (US) pleeg...  
ONSBOU.SOLIDARITEIT.CO.ZA

23,949 people reached [Boost Post](#)

👍❤️ 252      15 Comments 117 Shares 🗨️

**23,949** People Reached

**566** Reactions, Comments & Shares

<b>395</b> Like	<b>243</b> On Post	<b>152</b> On Shares
<b>14</b> Love	<b>9</b> On Post	<b>5</b> On Shares
<b>1</b> Haha	<b>0</b> On Post	<b>1</b> On Shares
<b>39</b> Comments	<b>20</b> On Post	<b>19</b> On Shares
<b>117</b> Shares	<b>117</b> On Post	<b>0</b> On Shares

**709** Post Clicks

<b>1</b> Photo Views	<b>233</b> Link Clicks	<b>475</b> Other Clicks ⓘ
-------------------------	---------------------------	------------------------------

**NEGATIVE FEEDBACK**

<b>2</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page



**Amy Brown** Sterkte as julle dink die ANC gaan dit toe laat! Kyk Wat hulle met ons skole gedoen! Nou die varsities!!!

Like · Reply · Message · 1 · September 6, 2016 at 4:15pm · Edited



**Solidariteit** Beste Amy, ons verstaan jou bekommernis. Akademia is egter 'n privaat instelling wat sonder die staat funksioneer waar al die publieke skole in Suid-Afrika ongelukkig aan die staat behoort en afhanklik is van staatsubsidies. Akademia kry geen staatsubsidies nie en is dus 'n volwaardige privaat universiteit

Like · Reply · 8 · Commented on by Francois Redelinghuys [?] · September 6, 2016 at 4:35pm



**Jaco Laubscher** Solidariteit Sterkte vir julle ons het mense so bitter nodig soos julle vir ons kinders en studente vir regte opvoeding en regte kwalifikasies .

Like · Reply · Message · 5 · September 6, 2016 at 4:56pm



Write a reply...



**Nortje C Elizabeth** Kry asb alle grade. My dogter wil LLB gaan doen oor 3 jaar.

Like · Reply · Message · September 6, 2016 at 5:24pm



**Solidariteit** Goeie dag Elmarie, Akademia het onlangs die graad BCom Ekonomie en Regte geakkrediteer. Wat 'n drie jaar graad is. Om dan LLB klaar te maak met hierdie graad is dan net 'n addisionele twee jaar. Dit sal egter nie lank wees voordat Akademia 'n LLB graad ook het nie

Like · Reply · 3 · Commented on by Francois Redelinghuys [?] · September 6, 2016 at 7:17pm · Edited



**Nortje C Elizabeth** Dankie tog. Ek word erg benoud as ek dink aan Tuks

Like · Reply · Message · September 6, 2016 at 7:16pm



**Solidariteit**  
May 5, 2016 · 6

Die graadkursus, wat later vanjaar amptelik bekend gestel sal word, maak nie net 'n nuwe wêreld van moontlikhede oop vir voornemende studente wat hulself in die regsberoep wil vestig nie, maar dit plaas Akademia in 'n klas van sy eie wat privaat tersiêre onderrig in Suid-Afrika betref.

See Translation



**Nuwe BCom-grad plaas Akademia in klas van sy eie - Solidariteit Wêreld**

Deur Inge Strydom Akademia, die Solidariteit Beweging se privaat Afrikaanse afstandsonderriginstelling, spog tans met 'n splinternuwe toevoeging tot sy...  
SOLIDARITEIT.CO.ZA

31,789 people reached

Boost Post

354

3 Comments 147 Shares

31,789 People Reached

729 Reactions, Comments & Shares

540 Like 335 On Post 205 On Shares

20 Love 16 On Post 4 On Shares

1 Thankful 0 On Post 1 On Shares

4 Wow 3 On Post 1 On Shares

17 Comments 5 On Post 12 On Shares

147 Shares 147 On Post 0 On Shares

1,148 Post Clicks

6 Photo Views 605 Link Clicks 537 Other Clicks

NEGATIVE FEEDBACK

1 Hide Post 1 Hide All Posts

0 Report as Spam 0 Unlike Page



**Wessel Rautenbach** Solidariteit....Hoe ver is julle met die bevorderings saga van die SAPD?

[See Translation](#)

Like · Reply · Message · May 6, 2016 at 6:21am



**Solidariteit** Beste Wessel, die arbeidshof het in April vanjaar Solidariteit se aansoek om die nuwe regstellendeaksieplan van die SAPD tydelik op te skort, toegestaan. Ingevolge die interdik is die SAPD se nuwe regstellendeaksieplan, wat van 2015 tot 2019 sou duur,... [See More](#)

[See Translation](#)

Like · Reply · May 6, 2016 at 8:26am



**Adriaan Schlechter** Wat gaan aan met ons pesion ons teen woordige kom ni uit om ons telaat weet wat aan gaan ni

[See Translation](#)

Like · Reply · Message · May 5, 2016 at 6:28pm



**Solidariteit** Beste Adriaan, indien u verwys na Solidariteit se hofsaak teen die staat se pensioenfonds (GEPF) - Solidariteit is in die proses om 'n klasaksie teen sekere bepalinge van die fonds van stapel te stuur. Daar sal in die komende week meer besonderhede hieroor bekendgemaak word. Intussen is u welkom om 'n e-pos na [diens@solidariteit.co.za](mailto:diens@solidariteit.co.za) te stuur indien u meer ingligting verlang. Groete

[See Translation](#)

Like · Reply · Commented on by Inge Strydom [?] · May 6, 2016 at 2:09pm · Edited



**Reinette Dykema** Solidariteit dankie vir wat julle alles vir ons mense doen!

[See Translation](#)

Like · Reply · Message · 1 · May 6, 2016 at 11:23pm



**Solidariteit**

July 6, 2016 ·

Vanuit die Boufonds het Solidariteit al geweldig baie vermag. Akademia is met oor die R50 miljoen opgebou tot 'n ware Afrikaanse privaat universiteit waar studente kwaliteit opleiding in Afrikaans kan kry. Akademia groei tot 'n eie Afrikaanse Harvard. Bou saam met Solidariteit. SMS ONSBOU na 34802 (R2/sms)



**Akademia: Fondament vir Afrikaanse Harvard - Ons Bou**

Met die onlangse onsekerheid rondom die universiteitskampusse in Suid-Afrika en in Afrikaans se toekoms, is die opbou van 'n alternatief vir...

[ONSBOU.SOLIDARITEIT.CO.ZA](http://ONSBOU.SOLIDARITEIT.CO.ZA)

105,309 People Reached

3,530 Reactions, Comments & Shares

2,538 Like	1,731 On Post	807 On Shares
162 Love	116 On Post	46 On Shares
1 Haha	0 On Post	1 On Shares
40 Wow	36 On Post	4 On Shares
1 Angry	0 On Post	1 On Shares
168 Comments	108 On Post	60 On Shares
623 Shares	623 On Post	0 On Shares

4,364 Post Clicks

13 Photo Views	1,572 Link Clicks	2,779 Other Clicks
-------------------	----------------------	-----------------------

NEGATIVE FEEDBACK

 **Tian Diener** My vraag is "Watse wigte en teenwigte is daar om te verhoed dat die regering in die toekoms Engels sal af dwing op die instelling?!" Dis altyd n donker wolk wat oor ons taal sal hang.  
Like · Reply · Message · 6 · July 6, 2016 at 8:56am

^ Hide 18 Replies

 **Solidariteit** Beste **Tian**, omdat hierdie 'n privaat instelling is wat nie afhanklik is van regeringsubsidie nie en omdat die Grondwet voorsiening maak vir toegang tot moedertaalonderrig sal hul dit bitter moeilik regkry. Ons sal verbete veg dat dit nooit gebeur nie. Akademia het nie soos die ander Universiteite in die land 'n raad wat teen Afrikaans sal stem nie, omdat Afrikaans een van die kernbeginsels is van die instelling  
Like · Reply · 34 · Commented on by Francois Redelinghuys [?] · July 6, 2016 at 9:00am

 **Danie Jacobs** Waar word hierdie universiteit gebou ? Hopelik nie binne stedelike gebied nie, want n instelling soos hierdie gaan veseker in die toekoms deur radikale elemente geteiken word.  
Like · Reply · Message · 1 · July 6, 2016 at 9:17am

 **Solidariteit** **Danie**, Die hoofkampus is in Centurion geleë. Die ander studiesentrums wat reeds gebou is en waar lesings regstreeks uitgesaai word is in: Belville, Boksburg, Pretoria Moot, Krugersdorp, Somerset-Wes en Vanderbijlpark. Besoek gerus <http://akademia.ac.za/studiesentrums/>

Studiesentrums | Akademia

Studiesentrums word spesifiek in Afrikaanse gemeenskappe geopen om toeganklikheid...

 **Tian Diener** Solidariteit is daar toekoms planne vir n Sol-Tech in die Wes-Kaap?  
Like · Reply · Message · July 6, 2016 at 10:08am

 **Solidariteit** Beste **Leon**, dit is waar. Maar in vandag se omstandighede het ons geen ander keuse as om bloot net daadwerklike oplossings op die tafel neer te sit nie. Ons kan nie net terugsit en nie aan 'n toekoms bou nie. Ons moet steeds vir die akademiese voortbestaan van ons taal bly veg en die wette wat daar is om dit te beskerm gebruik sodat daar 'n toekoms vir ons en ons kinders kan wees  
Like · Reply · 8 · Commented on by Francois Redelinghuys [?] · July 6, 2016 at 10:11am

 **Solidariteit** **Tian**, in die toekoms sal daar definitief gekyk word na verdere uitbreiding na ander provinsies. Sol-Tech is 'n reuse sukses en selfs die hoofkampus in Pretoria is besig om uit sy nate te bars omdat die aanvraag so hoog is.  
Like · Reply · 3 · Commented on by Francois Redelinghuys [?] · July 6, 2016 at 10:17am

 **Hannes Roux** Solidariteit.. sal die grade wat hier aangebied en verwerf word deur die res van die wêreld aanvaar word?  
Like · Reply · Message · July 6, 2016 at 10:18am

 **Solidariteit** Beste **Hannes**, alle grade wat deur Akademia aangebied word is internasionaal erken. Elke graad is ook geakkrediteer.  
Like · Reply · 5 · Commented on by Francois Redelinghuys [?] · July 6, 2016 at 10:25am

 **Hannes Roux** Goed om te weet. Bly my bydrae kan help met so 'n fantastiese projek 😊 Trots om 'n Afrikaner te

 **Pikkie Langenhoven** Mooi so en baie geluk. Solidariteit...ek weet ons is Afrikaans, maar kan iemand in "admin" die gedeelte wat vertaal is van Afrikaans na Engels asb beter veraal. Ons kan nie ons naam so slaan met n plank nie. Weereens. Baie geluk. Ek is n trotse Solidariteit lid.  
Like · Reply · Message · 1 · July 6, 2016 at 9:26am

 **Solidariteit** Pikkie, dankie vir jou boodskap. Is nie heeltemal seker na watter gedeelte jy verwys nie. Facebook het self 'n vertalingsopsie wat soms Afrikaanse plasings na Engels vertaal. Daardie vertaalwerk is dikwels baie swak maar ongelukkig het ons geen beheer daaroor nie. Ons vertaal wel alle artikels op ons webblad self oor na Engels ook. Sien gerus die skakel:  
<https://onsbou.solidariteit.co.za/.../akademia.../>  
Like · Reply · 1 · Commented on by Francois Redelinghuys (?) · July 6, 2016 at 10:28am

 **Pikkie Langenhoven** Dankie. Ek het nie besef Facebook vertaal self nie. Miskien moet Fb se vertaler inskryf by Akademia vir n paar lesse in Afrikaans 😊  
Groete.  
Like · Reply · Message · July 6, 2016 at 10:37am

 **Solidariteit** Stem saam met jou Pikkie. Dankie vir jou ondersteuning. Groete  
Like · Reply · 1 · Commented on by Francois Redelinghuys (?) · July 6, 2016 at 10:40am

 **Errol Mocke** Ek hoop die universiteit se sekeriteit is Baie goed want die "ander" gaan inbreek En chaos maak Daar miskien Ana die brand steek ,dit sal moet heeltemal omhein met 'n Baie hoog Dik Muir vie sekeriteit anders Mors julle die geld .  
Like · Reply · Message · 1 · July 6, 2016 at 10:06am

 **Solidariteit** Goeie dag Errol, daar is vol elektriese omheining om die kampus met 24 uur sekuriteit  
Like · Reply · 1 · Commented on by Francois Redelinghuys (?) · July 6, 2016 at 10:32am

 **Errol Mocke** Dankie Vader dat die jong mense kan studeer in stilte.  
Like · Reply · Message · 1 · July 6, 2016 at 2:30pm

 Write a reply...

 **Karel Jooste** Wannier kan ek inskryf vir 'n Meesters in Regte?  
Like · Reply · Message · July 6, 2016 at 10:52am

 **Solidariteit** Karel, nagraadse studies sal binnekort tot die programaanbieding bygevoeg word.  
Like · Reply · 1 · Commented on by Francois Redelinghuys (?) · July 6, 2016 at 11:50am

 **Karel Jooste** Baie dankie vir die terugvoer.  
Like · Reply · Message · 1 · July 6, 2016 at 12:04pm

 Write a reply...

 **Barbara Esterhuyzen** Is daar een in Port Shepston  
Like · Reply · Message · July 6, 2016 at 10:48am

 **Solidariteit** Barbara, ongelukkig nie. Besoek die webblad om die ander studiesentrums te sien:  
<http://akademia.ac.za/studiesentrums/>

Studiesentrums | Akademia

#OnsBou  
 Vyf beursprogramme, ter waarde van R250 000 elk, is in 2016 aan beurshouders toegeken. Die beurse, wat as die eNuus Elite-beursprogram by Akademia bekend staan, is spesifiek daarop gemik om studente blootstelling aan die wêreld van werk te gee terwyl hulle na-uurs vir die BCom-graad in Ondernemingsbestuur by Akademia studeer. Aansoek is nou ook oop vir 2017:  
<http://akademia.ac.za/elitebeursprogram/>  
 Bou saam sms ONSBOU na 34802  
 See Translation



Akademia gee beurse ter waarde van R1,25 miljoen in 2016 weg - Ons Bou  
 Vyf beursprogramme, ter waarde van R250 000 elk, is in 2016 aan beurshouders toegeken. Die beurse, wat as die eNuus Elite-beursprogram by Akademia...  
 ONSBOU.SOLIDARITEIT.CO.ZA

13,236 people reached Boost Post

185 10 Comments 63 Shares 185

196 Like	171 On Post	25 On Shares
13 Love	13 On Post	0 On Shares
1 Wow	1 On Post	0 On Shares
12 Comments	11 On Post	1 On Shares
63 Shares	63 On Post	0 On Shares

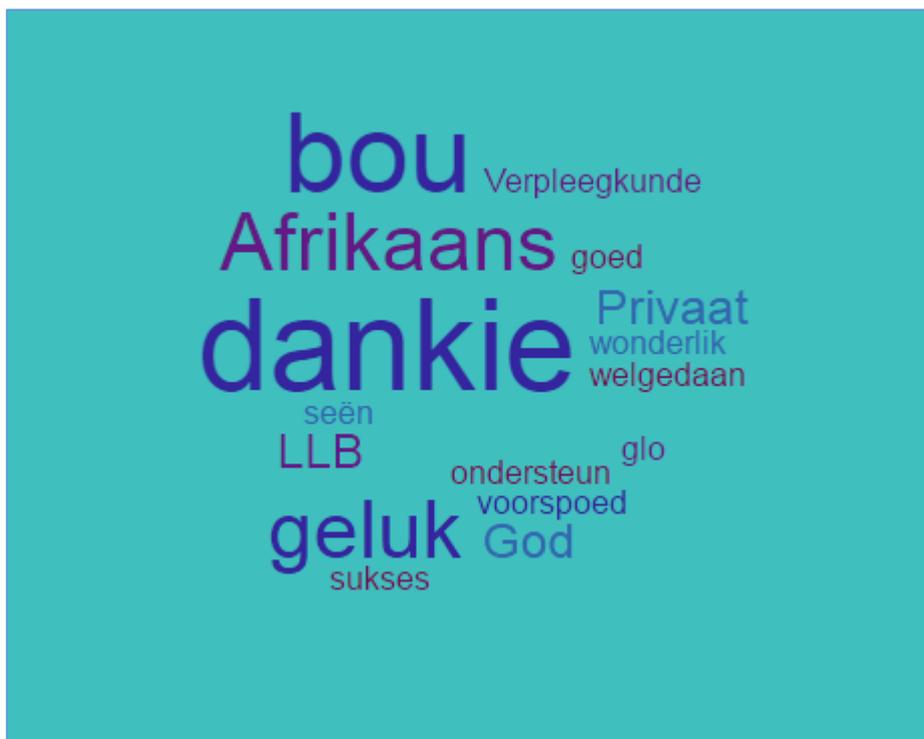
486 Post Clicks

0 Photo Views	177 Link Clicks	309 Other Clicks
---------------	-----------------	------------------

NEGATIVE FEEDBACK

2 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

## Wordmaps of the conversations



From the discussions, it became clear that people were concerned about the construction of a private Afrikaans university. They felt that it would not be safe and that the government would take the property. There was also a concern that growth was too slow and did not offer all the necessary degrees. The social media administrators answered the stakeholders' questions thoroughly and thus protected the reputation. The stakeholders felt more at ease when they received a reply on

their question or concern. Thus, dialogue in social media is important. If the questions were left unanswered, it would have directly harmed the reputation and the negative commentaries would have weakened Solidarity's position on the platform. According to the Arena model, Solidarity had been in the defense section of the model.

In general, the comments were good and it was clear that the stakeholders supported the organisation. They were still happy with the fact that Afrikaans receive the attention it deserves.

Words which stood out in the conversations were:

**Build, Afrikaans, thank you**

Words that stood out in the content were:

**Afrikaans, education, private**

### 9.6.3.3 To build a private technical college





**Frederik Sutherland** Baie geluk met jul uitstekende resultate en voorbeeld in hierdie sukkelende land. Omdat studente tot volwassenheid en uitnemendheid gelei word, is daar geen sprake van staak en toi-toi nie. Julle is die rigtingwyser vir Akademia wat tot akademiese uitnemendheid sal lei. Geluk en sterkte met jul positiewe bydrae tot die ontwikkeling van Suid-Afrika.

Like · Reply · Message · 2 · September 15, 2016 at 9:06pm



**Hanlie Kruger** Baie goeie ding.

Like · Reply · Message · September 15, 2016 at 5:01pm



**Solidariteit**

September 23, 2016 · 🌐

#OnsBou

Met werksekuriteit en werkloosheid in SA wat hoogty vier verseker Sol-Tech se kwaliteit ambagsopleiding dat ambagslui 'n toekoms het wat vry, veilig en voorspoedig is.

Bou saam met Solidariteit aan suksesvolle kwaliteit instellings.

SMS ONSBOU na 34802 (R2/sms)



95% van Sol-Tech-ambagslui kry werk – navorsing | Maroela Media

Foto: Adèle Changuion 'n Kwalifikasie by Sol-Tech, die Solidariteit Beweging se eie tegniese opleidingskollege, is een van die beste maniere waarop...

MAROELAMEDIA.CO.ZA

17,175 people reached

Boost Post

👍❤️😱 192

4 Comments 93 Shares 🌐



**Ilse Pienaar** Dit klink alles wonderlik.....maar na my kind se werkwinkelopleiding het julle hom nog nie uitgeplaas vir sy internskap nie en moet ons self instansies soek sonder enige sukses want daar is 'n "stigma" aan Sol-tech studente. Volgens julle moet my kind binne 6maande gegin werk anders moet hy sy werkwinkelopleiding oor doen, wat 'n astronomiese R72000 kos.  
[See Translation](#)

Like · Reply · Message · June 16, 2016 at 9:15am



**Carin Myburgh** Ek hoop jy het sol tech in tussen gebel om uit te vind wat die probleem is. Dit is baie geld om weer te betaal.

[See Translation](#)

Like · Reply · Message · June 16, 2016 at 2:58pm



**Tina Nel Du Toit** Sal graag Soltech se antwoord hierop wil hoor...

[See Translation](#)

Like · Reply · Message · June 19, 2016 at 1:25pm



**Solidariteit**

September 21, 2016 · 🌐

Twee dowe Sol-Tech studente het vanjaar die land aan die gons gehad. Hier is hul storie

Bou saam aan instellings wat hoop vir almal skep. Ondersteun Solidariteit en SMS ONSBOU na 34802 (R2/sms)



### Twee dowe studente van Sol-Tech skep hoop - Ons Bou

Deur Inge Strydom Die bekende spreekwoord lui: Soos vinkel en koljander, die een is soos die ander. Vir Markus Maartens (24) en David Nkosi (25),...

[ONSBOU.SOLIDARITEIT.CO.ZA](http://ONSBOU.SOLIDARITEIT.CO.ZA)

48,629 people reached

[Boost Post](#)

👍❤️😱 1.1K

12 Comments 100 Shares 🗨️

👍 Like

💬 Comment

➦ Share

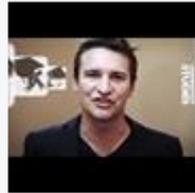


**Liz Andrey** Wanneer gn ons dan ons eie universiteit he.

Like · Reply · Message · 2 · September 21, 2016 at 12:27pm



**Solidariteit** Beste Liz, Solidariteit het reeds inisiatief geneem en 'n privaat universiteit op die been gebring. Hierdie universiteit het ook reeds 11 studiesentrums regoor die land. Hier is 'n skakel na Akademia se webtuiste <http://akademia.ac.za/>



**Akademia | Studeer in Afrikaans terwyl jy werk**

AKADEMIA.AC.ZA

Like · Reply · Remove Preview · 4 · Commented on by Francois Redelinghuys [?] · September 21, 2016 at 12:39pm



**Geroniek Damon** Die twee studente wys waar daar n wisie is daar n toekoms geen omstandighede vel kleur geslag moet weggewys word nie enige geleenhede moet oop wees vir alle geslag en ras wat die meriete het om hulle drome te bewaar dankie aan solidariteit

Like · Reply · Message · 2 · September 21, 2016 at 12:24pm

↳ 2 Replies



**Leonie Fourie** Soltech puik instansie!!!! My seun het sy ambag deur hulle gedoen!!!

Like · Reply · Message · 2 · September 21, 2016 at 5:52pm



**Bokkie Oosthuizen** Hierdie twee studente is 'n voorbeeld vir alle Suid Afrikaners!

Like · Reply · Message · 3 · September 21, 2016 at 11:30am



**Corrie van Zyl** Amen

Like · Reply · Message · 2 · September 21, 2016 at 3:16pm



**Gerda Schlebusch** Dis die tiepe studente wat n goeie voorbeeld stel.....saam kan ons vooruit gaan en saam ons land bou.

Like · Reply · Message · 2 · September 21, 2016 at 12:25pm



**De Wet Gavin** Respek

Like · Reply · Message · September 22, 2016 at 6:53pm



**Wilhelm Johannes du Plessis** Hulle het my respek.

Like · Reply · Message · September 22, 2016 at 9:41am

Top Comments is selected, so some comments may have been filtered out.

Write a comment...

Die aanslag op Afrikaans het die afgelope paar weke opnuut sy kop uitgesteek. Die woorde "Afrikaans Must Fall" is gedreunsang en teen mure van geboue gespuitverf. "Doen weg met Afrikaans of ons maak dié plek onregeerbaar!" is gedreig. 'n Mens kan nie help om te wonder nie hoe die nuutste politieke aanslag teen Afrikaans die toekoms van Afrikaans, veral as wetenskaptaal, bedreig nie.

[See Translation](#)



### Hoe lyk die toekoms van Afrikaans in 2016? - Solidariteit Wêreld

Deur Inge Strydom Die aanslag op Afrikaans het die afgelope paar weke opnuut sy kop uitgesteek. Die woorde "Afrikaans Must Fall" is gedreunsang en teen...

SOLIDARITEIT.CO.ZA

11,741 people reached

[Boost Post](#)

103

28 Comments 37 Shares

- Etienne Adalbert Ernst** Ek stem saam. Geen taal kan van buite af "'fall" nie. Net die mense wat 'n taal praat kan dit regkry.
- Afrikaanssprekendes moet leer om weier na die "fall" slagspreke te kyk en rustig te raak. Kyk net na wie skree die "fall" slagspreke. Dis niemand an... [See More](#)
- [See Translation](#)
- Like · Reply · Message · 12 · March 10, 2016 at 10:38am · Edited
- Denver Petersen** Laat hulle maar Afrikaans must fall. Een van die dae is daar nie eens meer besighede en instansies oor in die land waar hulle kan gaan werk nie. Dan moet hulle maar weer in Afrikaans bedel vir aalmoese.
- [See Translation](#)
- Like · Reply · Message · 6 · March 10, 2016 at 10:16am
- [↪ 5 Replies](#)
- Gerty Maritz** Ek dink genoeg is genoeg. Hierdie chaos kan gestop word as ons regering net hulle werk doen. Ongelukkig word die indruk geskep dat hulle dit goed keur en meedoen aan die betogings.
- [See Translation](#)
- Like · Reply · Message · 1 · March 10, 2016 at 2:11pm
- [↪ 3 Replies](#)
- Peter Andrew Kruger** Dit is die rede hoekom ek nog altyd se studeer in engels en die wereld is oop vir jou. Die wereld van rekenaars en wetenskap is alles omtrent in engels en met engels kan jy in die buiteland gaan werk want wittes moet aanvaar dat daar op die oomblik gee... [See More](#)
- [See Translation](#)
- Like · Reply · Message · 1 · March 10, 2016 at 10:14am



**Hendrik van Rooyen** Afrikaans is net 'n verskoning.

Voor elke massa mense-slagting/volksmoord (genocide), word daar 'n sekere patroon waargeneem.... [See More](#)  
[See Translation](#)

Like · Reply · Message · 7 · March 10, 2016 at 10:58am

6 Replies



**Joey Du Toit Haughton** Hoe meer ons gaan aandring en hoe meer ons paniekerig lyk oor Afrikaans, hoe meer sal daar n ophef gemaak word. Bedaar en dit sal oorwaai.

[See Translation](#)

Like · Reply · Message · 4 · March 10, 2016 at 9:58am



**Marion-Charles Debeer** Hulle weet Afrikaans is die hart van die land vernietig jy Dit is Dit die einde van die land en is hulle terug tot waar hulle gewees het

[See Translation](#)

Like · Reply · Message · March 10, 2016 at 9:48am



**Christie Jordaan** Ek hou van my taal Maar vir God is "taal" nie belangrik nie. Solank jy Hom dien in gees en in waarheid kan jy maar Xhosa of Spaans praat. Solank jy net God dien

[See Translation](#)

Like · Reply · Message · 3 · March 10, 2016 at 9:53am



**Drieka Jansen** Dit is nie hoe lyk ons Afrikaans nie, DIT is wat doen ons omtrent Dit. Praat jou taal, DIT is wat gedoen moet word. Dring aan om in JOU TAAL bedien te word, indien 'n mooi verskoning aan gevra word om in Engels te praat is dit aan vaarbaar

[See Translation](#)

Like · Reply · Message · March 11, 2016 at 4:13pm



**Johannes Hendrik** Ons het nie VERNIET gekom, waar ons is vandag nie, GEEN GROEP, POLITIEKE PARTY OF WIE OOKAL SAL MY TAAL, AFRIKAANS, VERGRUIS NIE!!

[See Translation](#)

Like · Reply · Message · 3 · March 10, 2016 at 9:46am



**Piet Du Toit** As ek nou die kapitaal ge had het sou ek nsuper afrikaanse super mark oop gemaak het wat net in afrikaans praat en menze bedien geen ander taal saldaar gepraat word nie net afrikaans

[See Translation](#)

Like · Reply · Message · 4 · March 10, 2016 at 10:16am

4 Replies



**Mariana Esterhuysen** sekerlik word die grootste deel van fondse van die afrikaanse universiteite betaal deur afrikaans sprekende ouers?

[See Translation](#)

Like · Reply · Message · March 11, 2016 at 8:46pm



**Johann Rhona Mocke** Niks verbaas my meer nie, die vraag is hoe gaan ons die gemors regmaak.

[See Translation](#)

Like · Reply · Message · 1 · March 10, 2016 at 3:54pm



**Layla Riffel** hulle kan maar se en doen wat hulle wil afrikaans sal veraltdy gepraat word ..selfs as hulle so lekke vloek dan doen hulle dit in afrikaans so ek sal nie vir my worry oor hulle nie...

[See Translation](#)

Like · Reply · Message · March 10, 2016 at 10:45am

2 Replies

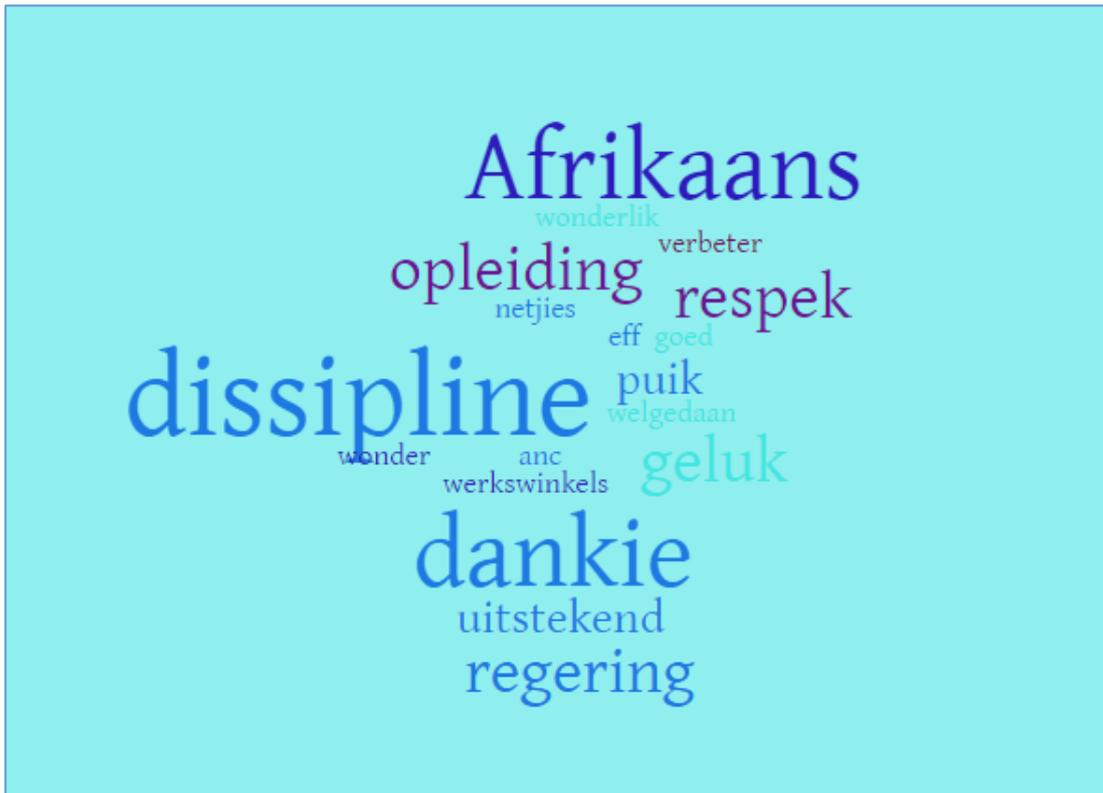


**Amanda Fraser** Hulle kan alles Engels maak maar behoede die een wat my dan in enige iets anderste as Engels aanspreek of as voertaal gebruik!

[See Translation](#)

Like · Reply · Message · March 10, 2016 at 12:07pm

## Wordmaps of the conversations



The stakeholders again responded positively to the establishment of the Technical College, Sol-Tech. Afrikaans was deemed important, but also the discipline in the institution. The people referred to the #feesmustfall and #Afrikaansmustfall campaigns and reacted negative to these initiatives. Training was important for the stakeholders and they could easily identify it as one of Solidarity's main priorities. The stakeholders were concerned about the government's attitude towards education in Afrikaans, describing South Africa as a struggling country. There was some engagement with stakeholders who had questions about their uncertainties.

Words that stood out during the conversations were:

**Afrikaans, discipline, and education**

Words that stood out in the content were:

**Future, education, and Afrikaans**

### 9.6.3.4 To build own cultural institutions

 **Solidariteit**  
June 9, 2016 · 🌐

#OnsBou Die Federasie van Afrikaanse Kultuurvereniginge (FAK) leef nie net sy passie vir die Afrikaanse taal, kultuur en geskiedenis met verskeie opwindende projekte en inisiatiewe uit nie, maar het ook 'n spesiale tuiste op sy webblad geskep waar die storie oor Afrikaners, hul taal, kultuur en geskiedenis op 'n kragtige wyse bewoerd en bewaar word.

Help ons bou aan kragtige kultuurorganisasies wat die Afrikaanse geskiedenis bewaar. SMS "ONSBOU" na 34802.

[See Translation](#)



**FAK laat die geskiedenis lééf - Ons Bou**

Die Federasie van Afrikaanse Kultuurvereniginge (FAK) leef nie net sy passie vir die Afrikaanse taal, kultuur en geskiedenis met verskeie opwindende...

ONSBOU.SOLIDARITEIT.CO.ZA

3,240 people reached **Boost Post**

  48 2 Comments 11 Shares 

[Like](#) [Comment](#) [Share](#)

 **Solidariteit**  
June 7, 2016 · 🌐

Die Federasie van Afrikaanse Kultuurvereniginge (FAK) het op 14 Maart vanjaar die heel eerste Internasionale Afrikaanse Skole-ekspo geloods wat ten doel het om deelnemers die uitdaging te bied om kreatief met Afrikaans om te gaan.

Hierdie is slegs een van die vele skoolprojekte waarmee FAK homself bemoei. <https://onsbou.solidariteit.co.za/afrikaans-steek-internas.../>

Besoek hul webtuiste vir meer inligting of word deel van hulle Facebook om op hoogte te bly. <http://www.fak.org.za/>

#OnsBou saam aan sterker kultuurinstellings. Help ons! sms ONSBOU na 34802 en agent skakel jou terug.

[See Translation](#)



**Afrikaanse**  
INTERNASIONALE SKOLE -  
**EKSPO**

**Solidariteit**  
June 7, 2016 · 🌐

Met die #OnsBou veldtog fokus ons hierdie week op kultuurinstellings soos die FAK. Lees gerus die artikel en besoek ook hulle webblad by: <http://www.fak.org.za/>

"Die FAK doen wondere vir Afrikaans. Stap net 'n draai deur ons liedjetoen met sy asemrowende rose en ontdek al die geliefde ikone van die Afrikaanse musiekbedryf wat elkeen hier vereer word met sy eie roos – dink maar aan name soos Lukas Maree, Laurika Rauch en Carika Keuzenkamp, of wat van Miemie Coertze en Gê Korsten? Ons kyk egter nie net terug nie, maar ook vooruit. Die FAK belê in die opkomende Afrikaanse musieksterre deur seker te maak dat hulle die steun en bevordering ontvang wat hulle benodig om die sterre van môre te wees." Bou saam met ons aan sterk kultuurinstellings sms ONSBOU na 34802.

See Translation



**Solidariteit**  
March 14, 2016 · 🌐

Te midde van die onlangse aanslag op Afrikaans by al die tradisioneel Afrikaanse universiteite bly die Federasie van Kultuurvereniginge (FAK) 'n baken van en vegter vir die beoefening en bewaring van die besondere taal.

Skokkende insidente van verwoesting het die afgelope tyd by universiteite oor die land heen plaasgevind. Die realiteit bly egter dat die hele situasie heelwat wyer uitkring as slegs die teenwoordigheid van Afrikaans aan tersiêre instellings. Niemand word tog v... [See More](#)

See Translation



**Afrikaans in die spervuur; FAK skep hoop - Solidariteit Wêreld**

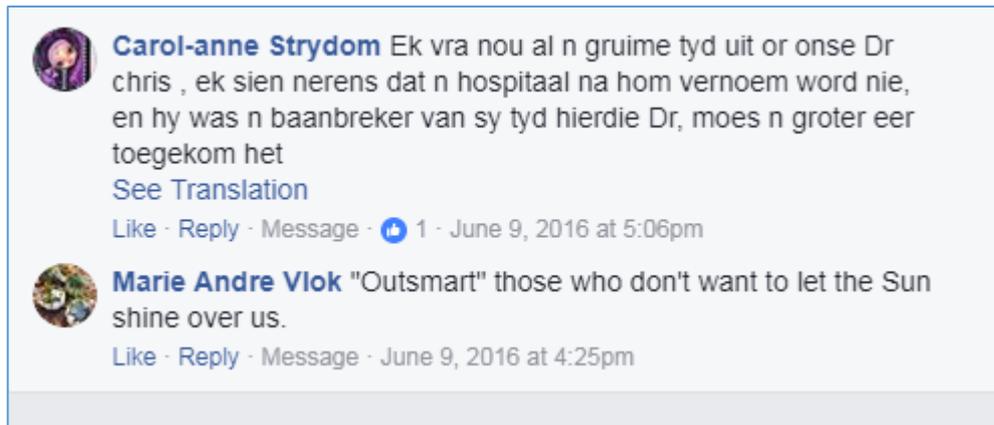
Te midde van die onlangse aanslag op Afrikaans by al die tradisioneel Afrikaanse universiteite bly die Federasie van Kultuurvereniginge (FAK) 'n baken...

SOLIDARITEIT.CO.ZA

7,542 people reached [Boost Post](#)

👍❤️👏 74 2 Comments 19 Shares 🗨️

👍 Like    💬 Comment    ➦ Share



### Wordmap of conversations



The FAK posts did not do well on the social media platforms. To maintain the reputation that FAK is one of Solidarity's institutions, the organisation published well written articles about their work. The people were especially positive about the fact that Afrikaans is protected. It may be that people do not care much about history, or they are unsure of what the FAK does.

The fact that the #Onsbou (#Letsbuild) campaign took place during the #Feesmustfall campaign, should be taken in consideration. The people reacted more on issues surrounding those topics.

Words that stood out during the conversations were:

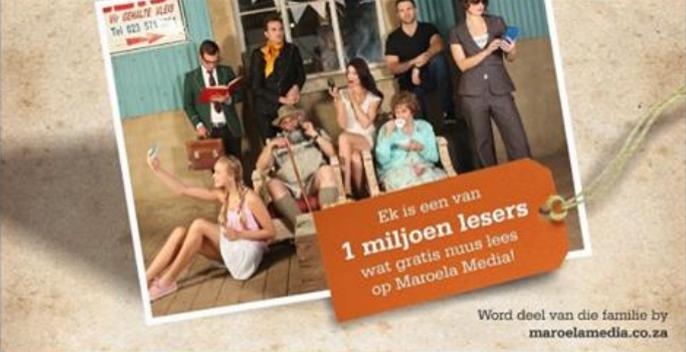
**Afrikaans and Afrikaner**

Words that stood out in the content were  
**Afrikaans, Afrikanerkultuur, and protect**

### 9.6.3.5 To build own media institutions

#OnsBou Gee 'n groot "like" om vir Maroela Media geluk te sê met hierdie reuse prestasie! Maroela Media het vandeemaand 'n historiese mylpaal bereik deur die merk van een miljoen unieke webbladbesoekers met vlieënde vaandels verby te steek. Inge Strydom het met dié Afrikaanse digitale mediahuis, wat deel is van die Solidariteit Beweging, gesels oor dié besondere waterskeidingsoomblik in sy bestaan.

[See Translation](#)



Meer as 'n miljoen lees nou Maroela Media - Ons Bou

Maroela Media het vandeemaand 'n historiese mylpaal bereik deur die merk van een miljoen unieke webbladbesoekers met vlieënde vaandels verby te steek. Inge Strydom het met dié Afrikaanse digitale mediahuis, wat deel is van die...

[ONSBOU.SOLIDARITEIT.CO.ZA](https://www.onsbou.solidariteit.co.za)

45,791 people reached [Boost Post](#)

[Like](#) [Comment](#) [Share](#) 1.1K 10 Comments 73 Shares



**Marie Van der Berg** BAIE!!!!!!!BAIE!!!!!!!GELUK!!!!!!!  
HIERDIE BOS ROSE VIR ALMAL SE HARDE WERK!!!!!!!  
See Translation



Like · Reply · Message · 1 · July 1, 2016 at 5:04pm



**Alta Luus** Wonderlike nuus. Baie geluk!!!  
See Translation

Like · Reply · Message · 2 · July 1, 2016 at 12:23pm



**Engela Haupt** Met God by my loop ek n oormag storm. Of soos  
ouma gese het met my God by my, spring ek oor n muur. Baie  
geluk!

See Translation

Like · Reply · Message · 1 · July 1, 2016 at 3:36pm



**Ethel Clarke Donaldson** Baie geluk aan julle wat so hard werk,  
namens ons die publiek, met jul - waarlik - groot prestasie!!! 🌟❤️  
👍👍👍👍👍

Like · Reply · Message · July 2, 2016 at 9:35am · Edited



**Janett Harding** Goed gedoen ,gaan so voort!!!  
See Translation

Like · Reply · Message · 1 · July 1, 2016 at 9:27pm



**Louis Cook** Voortreflik  
See Translation

Maroela Media is 'n Afrikaanse digitale mediahuis wat nuus en 'n verskeidenheid ander inligting wat vir Afrikaanssprekendes en hul leefwêreld relevant is, publiseer. Die mediahuis, wat deel is van die Solidariteit Beweging, het ten doel om 'n gemeenskap van Afrikaanssprekendes op die internet te skep.

Help ons bou aan onafhanklike media-instellings soos Maroela Media. SMS ONSBOU na 34802 (SMS'e kos R2).

[See Translation](#)



## Agt dinge wat jy nie van Maroela Media geweet het nie - Ons Bou

Deur Inge Strydom Maroela Media is 'n Afrikaanse digitale mediahuis wat nuus en 'n verskeidenheid ander inligting wat vir Afrikaanssprekendes en hul leefwêreld...

[ONSBOU.SOLIDARITEIT.CO.ZA](https://www.onsbou.solidariteit.co.za)

14,998 people reached

[Boost Post](#)

   172

2 Comments 23 Shares 



**Lize Vos Weber** Lyk dit dan nou amper soos Koöperasie stories.....



[Like](#) · [Reply](#) · [Message](#) · June 30, 2016 at 8:33pm



**Ben Strydom** Support hulle  
[See Translation](#)

[Like](#) · [Reply](#) · [Message](#) · June 30, 2016 at 12:53pm

Maroela Media verkoop alles waarvan jy hou in hul koöperasie: van 'n kettie tot 'n T-hemp: alles in jou taal. Besoek vandag nog hul koöperasie by <https://maroelawinkel.co.za/>.

Help ons bou aan sterker onafhanklike media-instellings soos Maroela Media. SMS ONSBOU na 34802 (SMS'e kos R2).

See Translation



Wys jou hart klop Afrikaans met Maroela Media se e-winkel - Ons Bou

Maroela Media is veel meer as net 'n Afrikaanse nuuswebwerf. Hulle is 'n kuierplek: die grootste tafel in jou ouma se kombuis waar jy kan aansit vir h...

ONSBOU.SOLIDARITEIT.CO.ZA

26,591 people reached Boost Post

👍❤️ 239 46 Shares 🗨️

👍 Like    💬 Comment    ➦ Share

### Wordmap of conversations



Words that stood out during the conversations were:

**Afrikaans, News, and well done**

Words that stood out in the content were:

**Afrikaans, news, and communities**

Although this had nothing in contrast with #feesmustfall, it was included as an institution which Solidarity is building. The people felt good about something they could identify with. They did not make the connection between Solidarity and Maroela Media, which means the message was not communicated well. But, the administrators also indicated that Maroela Media needs to be more independent. The stakeholders were at peace with Solidarity.

### 9.6.3.6 Building a strong legal fund

**Solidariteit**  
May 9, 2016 · 🌐

Staatsamptenare wat wil aftree of wat reeds afgetree het nadat die faktore eensydig gewysig is, het aftreevoordele ter waarde van duisende rande verloor.  
[See Translation](#)

**Solidariteit maak regstappe teen staat se pensioenfonds bekend - Solidariteit Wêreld**  
Die vakbond Solidariteit sal eerskomende Woensdag (11 Mei 2016) tydens h mediakonferensie besonderhede oor sy hofszaak teen die pensioenfonds vir...  
SOLIDARITEIT.CO.ZA

31,008 people reached [Boost Post](#)

👍❤️😬 228      25 Comments 143 Shares 🗨️

31,008 People Reached		
518 Reactions, Comments & Shares		
289	202	87
👍 Like	On Post	On Shares
4	4	0
❤️ Love	On Post	On Shares
2	2	0
🙏 Thankful	On Post	On Shares
1	1	0
😂 Haha	On Post	On Shares
2	1	1
😲 Wow	On Post	On Shares
8	8	0
😞 Sad	On Post	On Shares
10	10	0
😡 Angry	On Post	On Shares
59	49	10
Comments	On Post	On Shares
143	143	0
Shares	On Post	On Shares
1,481 Post Clicks		
0	878	603

**Paul Jansen Oosthuizen** Ek het n vraag wat julle my dalk meer kan help. Ek lees n SAPD tydskrif. Wat deur n Kapt. geskryf is. Dat daar lede in hoe poste aan gestel word, kry hulle nie net die pension van die tydperk in die SAPD nie maar ook vir die tydperk wat die persoon deel is van n sekere politieke party. Wat die persoon voor die aanstelling verbonde aan die party. Hoe kan dit werk?  
[See Translation](#)  
Like · Reply · Message · 👍 1 · May 9, 2016 at 10:19pm

**Solidariteit** Beste Paul, Solidariteit is nie bewus van sulke gebeure nie. Ons sal verdere ondersoek instel na die waarheid van die gerugte. Groete  
[See Translation](#)  
Like · Reply · May 10, 2016 at 9:32am

**Paul Jansen Oosthuizen** Baie dankie. Ek het die tydskrif, met die artikel.  
[See Translation](#)  
Like · Reply · Message · May 10, 2016 at 9:58pm



**Ludwig Erwee** Ja, wanneer was die wysiging aan die formules aangepas? Janneman Van Wyk kyk hierna

[See Translation](#)

Like · Reply · Message · May 9, 2016 at 8:20pm



**Janneman Van Wyk** Dit is 6 maande voor ek geloop het gewysig. Ek het R400 000 minder uitgekry as wat vir my uitgewerk is deur Polisie Hoofkantoor omdat nie eers hulle toe daarvan geweet het nie! Ek het grief geregistreer waarin ek dieselfde vrae gevrae het as

Solidariteit... [See More](#)

[See Translation](#)

Like · Reply · Message · May 9, 2016 at 9:44pm



**Ludwig Erwee** Vat hulle pappa!!!! Jy is mos 'n Bull terrier?

[See Translation](#)

Like · Reply · Message · May 10, 2016 at 5:51am



**Solidariteit** Beste Ludwig, die wysigings is in April 2015 aangebring. Dit is net van toepassing op mense wat voor 55 aftree. Groete

[See Translation](#)

Like · Reply · 2 · May 10, 2016 at 9:21am



**Janneman Van Wyk** Solidariteit. Ek het op 8 junie 2015 bedank na 30 jaar diens en was 48 jaar oud op daardie stadiuim. Ek val verseker binne die katagorie!

[See Translation](#)



**Adriaan Visser** As julle suksesvol is met julle stappe sal daar terugbetalings wees aan mense wat al afgetree het of nie?

[See Translation](#)

Like · Reply · Message · 2 · May 9, 2016 at 4:01pm



**Solidariteit** Beste Adriaan, as deel van sy hofaksie wil Solidariteit toesien dat persone wat sedert die eensydige aanpassing bedank het, vergoed word asof die vorige formule gegeld het. Ons sal voorts eis dat die persone rente op die verlore fondse moet ontvang. Groete

[See Translation](#)

Like · Reply · May 10, 2016 at 9:31am



**Violet Van Heerden** Wanneer is dit gewysig. Is dit nie uitgestel nie. En raak dit ons wat voor 1 maart bedank het.

[See Translation](#)

Like · Reply · Message · May 10, 2016 at 7:26am



**Solidariteit** Beste Violet, die wysigings is slegs vir mense wat voor 55, en na April 2015 bedank het. As deel van sy hofaksie wil Solidariteit toesien dat persone wat sedert die eensydige aanpassing bedank het, vergoed word asof die vorige formule gegeld het. Ons sal voorts eis dat die persone rente op die verlore fondse ontvang. Groete

[See Translation](#)

Like · Reply · May 10, 2016 at 9:27am



**Magda Stevens Scholtz** Wil ook weet wie dit raak en van watter tydperk af.

[See Translation](#)

Like · Reply · Message · 1 · May 9, 2016 at 5:35pm



**Solidariteit** Beste Magda, die wysigings is slegs op toepassing van mense wat voor 55, en na April 2015 uit die staatsdiens bedank het. As deel van sy hofaksie wil Solidariteit toesien dat persone wat sedert die eensydige aanpassing bedank het, vergoed word asof die vorige formule gegeld het. Ons sal voorts eis dat die persone rente op die verlore fondse ontvang. Groete

[See Translation](#)

Like · Reply · May 10, 2016 at 9:29am

[View more replies](#)



**Antoinette Botes Bellingan** Wat het geword van Spoorweg mense se pensioen saak?

[See Translation](#)

Like · Reply · Message · May 10, 2016 at 3:31am



**Solidariteit** Beste Antoinette, Solidariteit is nie betrokke by die Transnet-pensioensaak nie. Die VF+ en AfriForum is daar betrokke. Groete

[See Translation](#)

Like · Reply · 1 · May 10, 2016 at 9:27am



**Betty Roets** Het Maart 2014 afgetree word ek geraak daar deur

[See Translation](#)

Like · Reply · Message · 1 · May 9, 2016 at 4:20pm



**Solidariteit** Beste Betty, die wysigings is slegs op toepassing van mense wat voor 55, en na April 2015 uit die staatsdiens bedank het. Groete



**Solidariteit**

November 17, 2015 · 6

Met die bekendstelling van die Solidariteit Beweging se Toekomsplan 2020 by die onlangse Toekomsberaad wat op 10 Oktober 2015 by die Heartfelt Arena gehou is, is daar aangekondig dat Solidariteit oor die volgende vyf jaar R3,5 miljard in verskeie projekte en instansies gaan belê.

Die geld gaan onder meer aangewend word vir die uitbouing van die Solidariteit Beweging se reeds bestaande opleidingsinstellings Sol-Tech en Akademia. Die instellings, wat onderskeidelik 'n tegniese opleidingskollege en 'n Afrikaanse universiteit is, fokus daarop om gehalte- tersiêre opleiding aan studente te bied.

Lees gerus verder:

[See Translation](#)



**Boufonds en Regsfonds van kardinale belang vir Solidariteit se Toekomsplan 2020**

deur Francois Redelinghuys Met die bekendstelling van die Solidariteit Beweging se Toekomsplan...

SOLIDARITEIT.CO.ZA

6,901 people reached

[Boost Post](#)

6,901 People Reached

120 Likes, Comments & Shares

86 Likes      81 On Post      5 On Shares

2 Comments      2 On Post      0 On Shares

32 Shares      30 On Post      2 On Shares

157 Post Clicks

2 Photo Views      38 Link Clicks      117 Other Clicks

NEGATIVE FEEDBACK

1 Hide Post      0 Hide All Posts  
0 Report as Spam      0 Unlike Page

## Wordmaps of conversations



The Legal Fund got the stakeholders excited, but also scratched open certain issues that made them negative. This negative energy was converted into actions that lead to membership recruitment. The members were particularly negative during the placement of content on state pensions because it affected them directly. There was great uncertainty about the periods and payments of these pension funds. The Solidarity social media team reassured these people by effective communication and by keeping a good dialogue in place. If Solidarity could not offer answers, great uncertainty might have arisen and could cause damage to its reputation. It became clear that the stakeholders appreciated the answers provided.

### 9.6.3.7 Building a strong building fund

**Solidariteit**

September 26, 2016 · ©

Die Boufonds het die afgelope ruk 'n merkwaardige aantal bydraes, bemakings en skenkings ontvang. Sô oorweldigend was die steun dat ons planne om die reeds bestaande opleidingsinstansies uit te bou deur jou bydrae 'n ongelooftlike hupstoot gekry het. Ons wil vir jou dankie sê vir jou bydrae tot hierdie reusesukses wat reeds behaal is.

Wat het die Boufonds alreeds vermag?  
Lees hier:  
SMS ONSBOU na 34802 om saam te bou aan 'n toekoms



**Jou bydrae bespoedig hoop-skep-plan - Ons Bou**

Die Boufonds het die afgelope ruk 'n merkwaardige aantal bydraes, bemakings en skenkings ontvang. Sô oorweldigend was die steun dat ons planne om die reeds bestaande opleidingsinstansies uit te bou deur jou bydrae 'n ongelooftlike...

ONSBOU.SOLIDARITEIT.CO.ZA

**21,457** People Reached

**437** Reactions, Comments & Shares

<b>316</b> Like	<b>274</b> On Post	<b>42</b> On Shares
<b>24</b> Love	<b>23</b> On Post	<b>1</b> On Shares
<b>2</b> Wow	<b>2</b> On Post	<b>0</b> On Shares
<b>25</b> Comments	<b>22</b> On Post	<b>3</b> On Shares
<b>71</b> Shares	<b>71</b> On Post	<b>0</b> On Shares

**1,058** Post Clicks

<b>1</b> Photo Views	<b>267</b> Link Clicks	<b>790</b> Other Clicks
-------------------------	---------------------------	----------------------------

**NEGATIVE FEEDBACK**

<b>3</b> Hide Post	<b>1</b> Hide All Posts	
<b>0</b> Report as Spam	<b>0</b> Unlike Page	



**Hennie de Lange** Watter voorsorg en waarborg is daar dat die instansies veilig is in hierdie land ??

Like · Reply · Message · September 26, 2016 at 12:33pm

↳ View 1 more reply



**Solidariteit** Goeie dag Hennie, tans word al die eiendomme op privaat eiendom ontwikkel. Die universiteit is ook totaal en al onafhanklik en privaat en nie afhanklik van belastinggeld nie. Dus kan die staat nie hier inmeng nie.

Like · Reply · 🗨️👍👎 10 · Commented on by Francois Redelinghuys [?] · September 26, 2016 at 2:02pm



**Riaan Botes** Omdat ons dit nie sal toelaat nie...

Like · Reply · Message · September 26, 2016 at 8:46pm



**Esme Steenkamp** Fantasties! Nou het ek gemoedsrus gekry. Dankie Solidariteit julle is TOPS!

Like · Reply · Message · September 26, 2016 at 9:11pm



**Elana de Kock** So maak 'n sms 'n verskil in my kinders, ons land, en ons toekoms. Mag julle van krag tot krag gaan.

Like · Reply · Message · 🗨️ 13 · September 26, 2016 at 11:46am

↳ 2 Replies



**Edith Weideman** Wens ons kinders kon ook daar gaan studeer, maar weet nie of hul rigtings al aangebied word, aptekerswese en argitektuur

Like · Reply · Message · September 26, 2016 at 5:35pm



**Riaan Botes** Baie geluk julle...ten minste doen julle iets Bou!!!!julle is meer werd as al di epoliteke partye in die land...

Like · Reply · Message · 🗨️ 2 · September 26, 2016 at 8:45pm



**Hester Schimper** Bygesê, jammer ons kinders is al klaar met studie, sou ook graag van hierdie instansie wou gebruik maak. Al die ons kinders het ge-emigreer om daar werk te aanvaar! 😞

Like · Reply · Message · September 26, 2016 at 6:59pm



**Hester Schimper** Baie dankie vir julle volgehoue dryfkrag! Ons is trots op ons mense!!!!

Like · Reply · Message · September 26, 2016 at 6:53pm



**Alfred Hitchcock** Ja dit is goed maar ek wonder of gestuur weet dat daar ook bydraes kom uit ander dele van RSA, maar nog niks gesien dat daar iets gebou word nie.

Like · Reply · Message · September 26, 2016 at 8:19pm



**Estelle Richter** Ek hoop net nie een van die dosente wat so gretig was om afrikaans af te skaf word ooit daar aangestel nie

Like · Reply · Message · September 27, 2016 at 4:04pm



**Corrie van Zyl** Amen

Like · Reply · Message · 🗨️ 2 · September 26, 2016 at 11:08am

**Connie Koster** 🙏🙏🙏🙏  
 Like · Reply · Message · September 26, 2016 at 4:52pm

**Ronell van Wyk** Ons dra by v ons kleinkinders  
 Like · Reply · Message · September 27, 2016 at 12:05am

Top Comments is selected, so some comments may have been filtered out.

[Write a comment...](#)

**Solidariteit** added 3 new photos.  
 February 24, 2016 · 🌐

Solidariteit het die onsekerhede in ons land raakgesien en besluit om iets positiefs daaraan te doen.

Ons het besluit om 'n Afrikaanse universiteit te bou, maar ons kan dit nie alleen doen nie. Hierdie universiteit gaan 'n universiteit vir die Afrikaanse gemeenskap wees wat met die hulp van die Afrikaanse gemeenskap gebou gaan word.  
<https://boufonds.solidariteit.co.za/meer-inligting/>  
 See Translation



**67,209** People Reached

**1,954** Reactions, Comments & Shares

<b>1,298</b> Like	<b>746</b> On Post	<b>552</b> On Shares
<b>1</b> Wow	<b>0</b> On Post	<b>1</b> On Shares
<b>259</b> Comments	<b>146</b> On Post	<b>113</b> On Shares
<b>396</b> Shares	<b>383</b> On Post	<b>13</b> On Shares

**7,669** Post Clicks

<b>1,196</b> Photo Views	<b>303</b> Link Clicks	<b>6,170</b> Other Clicks
-----------------------------	---------------------------	------------------------------

**NEGATIVE FEEDBACK**

**13** Hide Post      **4** Hide All Posts  
**0** Report as Spam      **0** Unlike Page

**Solidariteit**  
 July 7, 2016 · 🌐

#OnsBou  
 Flip Buys, voorsitter van die Solidariteit Beweging skryf in 'n brief aan Afrikaanse jongmense dat daar wel 'n toekoms in Afrikaans is.

Met die Solidariteit Boufonds word daar gewoeker om Afrikaanse instellings soos Akademia en Sol-Tech te bou wat jou van daardie toekoms sal verseker.  
 Bou saam aan sulke instellings!... [See More](#)



**Brief aan Afrikaanse jongmense: Die toekoms is Afrikaans! - Ons Bou**

Deur: Flip Buys Liewe vriende, Die afgelope tyd is die media propvol berigte oor aanvalle op Afrikaans op universiteitskampusse. Baie van julle wonder seker al...  
 ONSBOU.SOLIDARITEIT.CO.ZA

**23,151** People Reached

**573** Reactions, Comments & Shares

<b>438</b> Like	<b>370</b> On Post	<b>68</b> On Shares
<b>23</b> Love	<b>19</b> On Post	<b>4</b> On Shares
<b>24</b> Comments	<b>15</b> On Post	<b>9</b> On Shares
<b>88</b> Shares	<b>88</b> On Post	<b>0</b> On Shares

**663** Post Clicks

<b>0</b> Photo Views	<b>204</b> Link Clicks	<b>459</b> Other Clicks
-------------------------	---------------------------	----------------------------

**NEGATIVE FEEDBACK**

**1** Hide Post      **0** Hide All Posts  
**0** Report as Spam      **0** Unlike Page

- 
**Frederik Sutherland** 'n Moet-brief aan alle Afrikaanssprekende leerlinge in die Senior Sekondere skoolfase.  
[Like](#) · [Reply](#) · [Message](#) ·  1 · July 7, 2016 at 12:48pm
- 
**Christa Pienaar** Afrikaans...  
 Die MOOIESTE, MOOIESTE taal...  
 SAL ALTYD BLY VOORTLEEF..... [See More](#)  
[Like](#) · [Reply](#) · [Message](#) ·  1 · July 7, 2016 at 11:11am
- 
**Johan Basson** Geskiedenis herhaal homself. Ek dink nou so amper 100 jaar terug toe die Afrikaner ook "Down en out" was a.g.v. die Anglo Boere Oorlog en buitelandse monopolie in die sakewereld. Dit het tot gevolg gehad dat ons saamgestaan het en sake ondernemings soo... [See More](#)  
[Like](#) · [Reply](#) · [Message](#) ·  1 · July 8, 2016 at 12:35pm
- 
**Nicolaas Benson** So gaan ons forentoe hou jul o'e op die wenpaal nie op wat verby is nie  
[Like](#) · [Reply](#) · [Message](#) ·  1 · July 7, 2016 at 12:05pm
- 
**Annette Ferreira** Solidariteit en Afriforum is mense met durf en daad. Bou voort!!  
[Like](#) · [Reply](#) · [Message](#) ·  1 · July 7, 2016 at 12:22pm
- 
**Marianca Engelbrecht** Trotse Afrikaner!!!  
[Like](#) · [Reply](#) · [Message](#) · July 8, 2016 at 12:19pm
- 
**Garrett Pezzeca** Ek sal altyd afrikaans praat ná Suid- Afrika! en x amerikaner.  
[Like](#) · [Reply](#) · [Message](#) · July 8, 2016 at 5:31am
- 
**Martie van Eeden** VERSEKER die MOOIESTE TAAL  
[Like](#) · [Reply](#) · [Message](#) · July 9, 2016 at 7:04am
- 
**George Supra** Flip is die yster van Afrikaans! Beter: 316 vlekvrystaal!  
[Like](#) · [Reply](#) · [Message](#) · July 8, 2016 at 10:38am



**Solidariteit** with Maritza Boswel.  
 June 28, 2016 · 

'n Gemeenskapsuniversiteit soos Akademia is onafhanklik van befondsing vanaf die staat en stel 'n taal in staat om haar eie toekoms te verseker. So 'n universiteit staan los van die heersende en veranderende regeringsideologie. So 'n universiteit word uit die gemeenskap gebou. Die toets vir die voortbestaan van 'n taal op hoërordelvlakke is of dit 'n universiteit kan bou uit gemeenskapsenergie.  
 Klik hier: <https://solidariteit.co.za/kanaliseer-afrikaanse-kapitaal/>  
 Om te sien hoe jy kan jy bydra om 'n uiters suksesvolle Afrikaanse universiteit te help oprig.  
 #OnsBou  
 See Translation



**18,647** People Reached

**369** Reactions, Comments & Shares

<b>287</b>  Like	<b>270</b> On Post	<b>17</b> On Shares
<b>19</b>  Love	<b>18</b> On Post	<b>1</b> On Shares
<b>1</b>  Angry	<b>0</b> On Post	<b>1</b> On Shares
<b>11</b> Comments	<b>9</b> On Post	<b>2</b> On Shares
<b>51</b> Shares	<b>48</b> On Post	<b>3</b> On Shares

**723** Post Clicks

<b>173</b> Photo Views	<b>20</b> Link Clicks	<b>530</b> Other Clicks 
---------------------------	--------------------------	--

**NEGATIVE FEEDBACK**

<b>6</b> Hide Post	<b>1</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

## Wordmap on conversations



These posts provided interesting insights about the reputation of Solidarity. The word which stood out here was “hope.” Most comments focused on people’s children, grandchildren, hope and a future. All this amid a negative sense of security, the existing universities, and the #feesmustfall campaign. The founding of the Building Fund provide hope to people and here it was clear that the stakeholders regard Solidarity as a beacon of hope and communicated the same during the conversations.

Words that stood out during the conversations were:

**Hope, children, and growth**

Words that stood out in the content were:

**Akademia, Sol-Tech, and young people**

Solidarity was in the peace arena with its stakeholders with this content and conversations. It was like Solidarity hit the perfect target during the perfect campaign.

### 9.6.3.8 Building a study fund

**Solidariteit**  
July 13, 2016 · ©

#OnsBou As jou droom om verder te studeer deur finansies gekelder word, is daar nou 'n oplossing vir jou. Jy kan vanaf 15 Mei tot 30 September 2016 aansoek doen vir studiehulp vir volgende jaar, 2017, by die Studiefondssentrum – 'n inisiatief van Solidariteit Helpende Hand. Help 'n verdienstelike student om te studeer. Help bou aan die Solidariteit Helpende Hand Studiefondssentrum. SMS ONSBOU na 34802.



**Doen nou by die Studiefondssentrum aansoek vir studiehulp - Ons Bou**

As jou droom om verder te studeer deur finansies gekelder word, is daar nou h oplossing vir jou. Jy kan vanaf 15 Mei tot 30 September 2016 aansoek doen vir...

ONSBOU.SOLIDARITEIT.CO.ZA

**6,426** People Reached

---

**99** Reactions, Comments & Shares

<b>60</b> Like	<b>53</b> On Post	<b>7</b> On Shares
<b>2</b> Love	<b>1</b> On Post	<b>1</b> On Shares
<b>1</b> Haha	<b>0</b> On Post	<b>1</b> On Shares
<b>6</b> Comments	<b>4</b> On Post	<b>2</b> On Shares
<b>31</b> Shares	<b>30</b> On Post	<b>1</b> On Shares

**128** Post Clicks

<b>0</b> Photo Views	<b>34</b> Link Clicks	<b>94</b> Other Clicks #
-------------------------	--------------------------	-----------------------------

**NEGATIVE FEEDBACK**

<b>1</b> Hide Post	<b>0</b> Hide All Posts	
<b>0</b> Report as Spam	<b>0</b> Unlike Page	

**Nols Breedt** Kan u my asb help met Dr Herman se telefoon nommer Groete

Like · Reply · Message · July 13, 2016 at 5:51pm

\$

**Solidariteit** Beste Nols, Dankie vir jou boodskap. Dirk is tans met verlof, jy kan wel 'n epos stuur na diens@solidariteit.co.za en dit aan hom rig. die dienssentrum sal dit aan hom stuur sodra hy terug is. Lekker aand verder.

Like · Reply · Commented on by Juran Van Den Heever [?] · July 13, 2016 at 6:57pm

[View more replies](#)

\$

**Utresia Van Vuuren** Sal nice wees as julle my kan help om iets agter my naam tekry so dat ek n pensioen en n medies kan he. Ek sal leer wat ook al daar is om my self te verbeter

Like · Reply · Message · July 13, 2016 at 6:12pm



**Solidariteit**  
July 12, 2016 · €

#OnsBou Solidariteit Helpende Hand se Studiefondssentrum het sedert 2009 sowat 4 600 studente met 100% rentevrye studieleenings bygestaan. In hierdie tydperk is daar al meer as R120 miljoen in studieleenings uitbetaal aan verdienstelike Afrikaanse jongmense.

Help 'n verdienstelike student studeer; help bou aan die Solidariteit Helpende Hand Studiefondssentrum. SMS "ONSBOU" na 34802.



**Meer as 4 000 drome bewaarheid deur Helpende Hand-studieleenings - Ons Bou**

Solidariteit Helpende Hand se Studiefondssentrum het sedert 2009 sowat 4 600 studente met 100%...

[ONSBOU.SOLIDARITEIT.CO.ZA](#)

9,086 people reached Boost Post

**9,086** People Reached

**126** Reactions, Comments & Shares

97 Like	88 On Post	9 On Shares
6 Love	6 On Post	0 On Shares
1 Comments	0 On Post	1 On Shares
22 Shares	20 On Post	2 On Shares

**125** Post Clicks

0 Photo Views	34 Link Clicks	91 Other Clicks
------------------	-------------------	--------------------

**NEGATIVE FEEDBACK**

[Hide Post](#) [Hide All Posts](#)



**Solidariteit**  
July 12, 2016 · €

Sedert 2009 is 4000 jongmense al met 'n rentevrye studieleening vanuit die Helpende Hand studiefonds gehelp, terwyl daar al R100 miljoen uitbetaal, waarvan R31 miljoen hierdie jaar is. Lede se kinders mag aansoek doen om in aanmerking te kom vir 'n rentevrye lening.

Lees Flip Buys, voorsitter van die Solidariteit Beweging se skrywe oor die toekoms wat ons kan skep deur sulke instellings daar te stel.

Help ons bou aan soortgelyke ondernemings.  
SMS ONSBOU na 34802



**Die toekoms van ons kinders in 15 punte - Ons Bou**

Deur Flip Buys Ek is na aanleiding van h kort stelling op Facebook oor h toekoms vir ons kinders met meer as h duisend reaksies oorweldig. Die kern van my...

[ONSBOU.SOLIDARITEIT.CO.ZA](#)

26,128 people reached Boost Post

**26,128** People Reached

**444** Reactions, Comments & Shares

309 Like	281 On Post	28 On Shares
18 Love	17 On Post	1 On Shares
3 Wow	3 On Post	0 On Shares
7 Comments	7 On Post	0 On Shares
107 Shares	107 On Post	0 On Shares

**613** Post Clicks

1 Photo Views	168 Link Clicks	444 Other Clicks
------------------	--------------------	---------------------



**Maureen Pretorius** My seuns is een van die studente by Sol-Tech wat gehelp word met rentevrye lening. Baie dankie aan Helpende Hand studiefonds.

Like · Reply · Message · 5 · July 12, 2016 at 5:59pm



**Annette Cruywagen** Previous regime was better because they knew what they were doing. Present don't know a thing about law and order. Hello

Like · Reply · Message · July 13, 2016 at 7:00am



**Annette Cruywagen** Please work first pay your oen varsity fees don't get into debt to go to university. It stunts your growth.

Like · Reply · Message · 2 · July 13, 2016 at 7:01am



**Lukas Klopper** Amen !

Like · Reply · Message · July 13, 2016 at 5:58am



**Annette Cruywagen** Thanks Maureen

Like · Reply · Message · July 13, 2016 at 8:23am



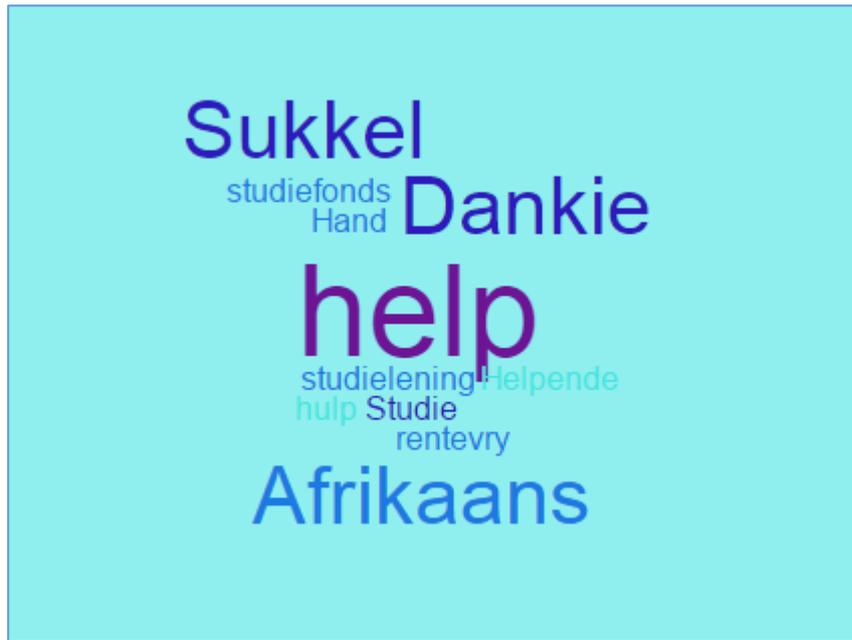
**Martie van Eeden** PUIK

Like · Reply · Message · July 13, 2016 at 5:51am

Top Comments is selected, so some comments may have been filtered out.

[Write a comment...](#)

## Wordmap of conversations



It is clear from the comments that people were negative about the fact that the state only helps 2% of whites with state study funds. But, Solidarity's initiative put people at ease and created hope where it was absent. All negative feelings were only about the state's inability to help struggling Afrikaans children with scholarships.

Words that stood out in the comments were: **Afrikaans, help, and struggle**

Words that stood out in the content were: **Study loans, future, opportunities**

### 9.6.3.9 Building strong institutions in the bigger Solidarity Movement

The screenshot shows a Facebook post from the page 'Solidariteit' (verified), dated June 9, 2016. The post text discusses a blog by Ilze Nieuwoudt about the 'Afrikaner' story and mentions the hashtag #OnsBou. Below the text is a link to a translation and a thumbnail image of a map with the title 'n "Klein verlede" op die vasteland? - Ons Bou'. The post has reached 6,144 people and has 59 reactions, comments, and shares. The engagement breakdown is as follows:

Reaction	Count	On Post	On Shares
Like	37	36	1
Love	5	5	0
Comments	6	2	4
Shares	11	11	0

Additional metrics: 324 Post Clicks (1 Photo View, 60 Link Clicks, 263 Other Clicks). Negative feedback options: 1 Hide Post, 0 Report as Spam, 0 Hide All Posts, 0 Unlike Page.

**Solidariteit** June 7, 2016 ·

In die skrywer en historikus Leopold Scholtz se nuutste boek, Kruispaaie: Afrikanerkeuses in die 19de en 20ste eeu, wat pas deur Kraal Uitgewers (die uitgewersmaatskappy van die Solidariteit Beweging) uitgegee is, word verskeie rigtinggewende besluite uit die Afrikaner se geskiedenis in die 19de en 20ste eeu onder die loep geneem.

Kraal Uitgewers is 'n klein, maar gespesialiseerde uitgewersmaatskappy wat hoofsaaklik fokus op die publisering van gehalte-boeke oor die Suid-Afrikaanse geskiedenis sowel as publikasies wat die geskiedenis kan verander, regstel en sterk standpunt inneem oor, onder meer, politieke en maatskaplike kwessies in Suid-Afrika.

#OnsBou aan 'n gebalanseerde en akkurate weergawe van die Afrikaner se geskiedenis.

[See Translation](#)



**9,878** People Reached

**37** Reactions, Comments & Shares

<b>29</b> Like	<b>28</b> On Post	<b>1</b> On Shares
<b>1</b> Love	<b>1</b> On Post	<b>0</b> On Shares
<b>0</b> Comments	<b>0</b> On Post	<b>0</b> On Shares
<b>7</b> Shares	<b>4</b> On Post	<b>3</b> On Shares

**123** Post Clicks

<b>0</b> Photo Views	<b>50</b> Link Clicks	<b>73</b> Other Clicks
----------------------	-----------------------	------------------------

**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

**Solidariteit** June 2, 2016 ·

#OnsBou AfriForum, die burgerregte-organisasie van die Solidariteit Beweging, vier vanjaar sy 10de bestaansjaar. Flip Buys, voorsitter van die Solidariteit Beweging, vertel in hierdie aangrypende artikel hoe AfriForum vanuit sy nederige bestaansjare tot 'n kragtige en merkwaardige rolspeler ontwikkel het wat daagliks vir 'n beter toekoms vir Afrikaners veg. Lees die volledige artikel hier.

[See Translation](#)



**AfriForum gee mense moed en hoop vir die toekoms - Solidariteit Wêreld**

Deur Flip Buys AfriForum is 'n suksesverhaal wat steen vir steen deur Kallie Kriel en sy toegewyde...  
SOLIDARITEIT.CO.ZA

7,973 people reached [Boost Post](#)

**154** Reactions **2** Comments **39** Shares

**7,973** People Reached

**223** Reactions, Comments & Shares

<b>168</b> Like	<b>147</b> On Post	<b>21</b> On Shares
<b>8</b> Love	<b>7</b> On Post	<b>1</b> On Shares
<b>8</b> Comments	<b>2</b> On Post	<b>6</b> On Shares
<b>39</b> Shares	<b>39</b> On Post	<b>0</b> On Shares

**234** Post Clicks

<b>0</b> Photo Views	<b>61</b> Link Clicks	<b>173</b> Other Clicks
----------------------	-----------------------	-------------------------

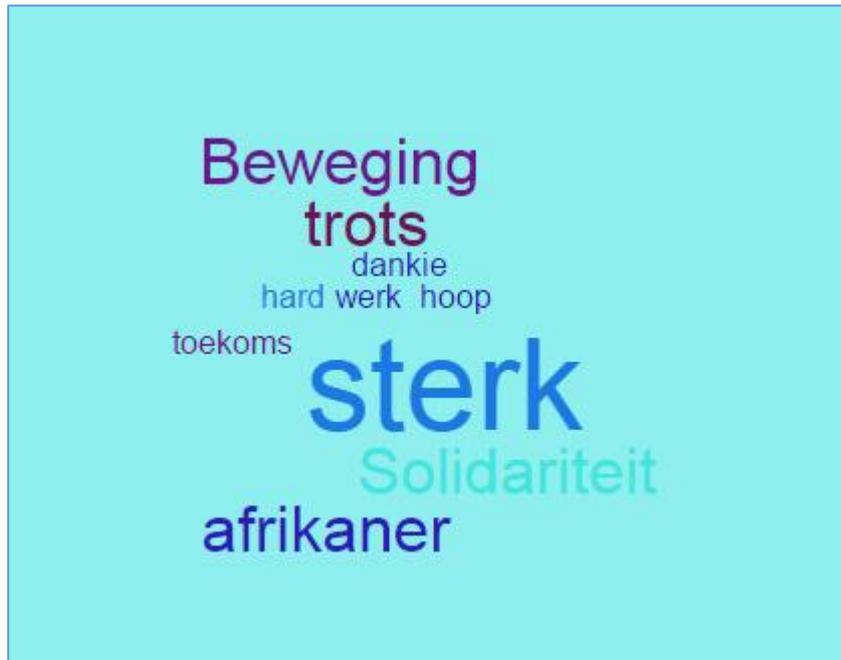
**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

**Boet Meintjes** Ek is voorwaar trots op julle, dankie vir jul harde werk.  
[See Translation](#)  
Like · Reply · Message · 1 · June 2, 2016 at 3:11pm

**Diana Johnson** En ons as Afrikaners is so trots op julle harde werk . Baie dankie ook aan Solariteit en Helpende Hande  
[See Translation](#)  
Like · Reply · Message · 2 · June 2, 2016 at 1:09pm

## Wordmap of conversations



All the institutions under the Solidarity Movement umbrella form part of the bigger Movement. The content that was generated in this regard, focused on this specific criteria. The word “strong” is quite prominent. It appeared that the stakeholders regarded the size of this Movement and called it a strong initiative. The latter emphasised the credibility of the organisation and it created hope.

Words that stood out in the content were: **history, Afrikaans, Afrikaner**

Words that stood out in the conversations were: **proud, strong Solidarity**

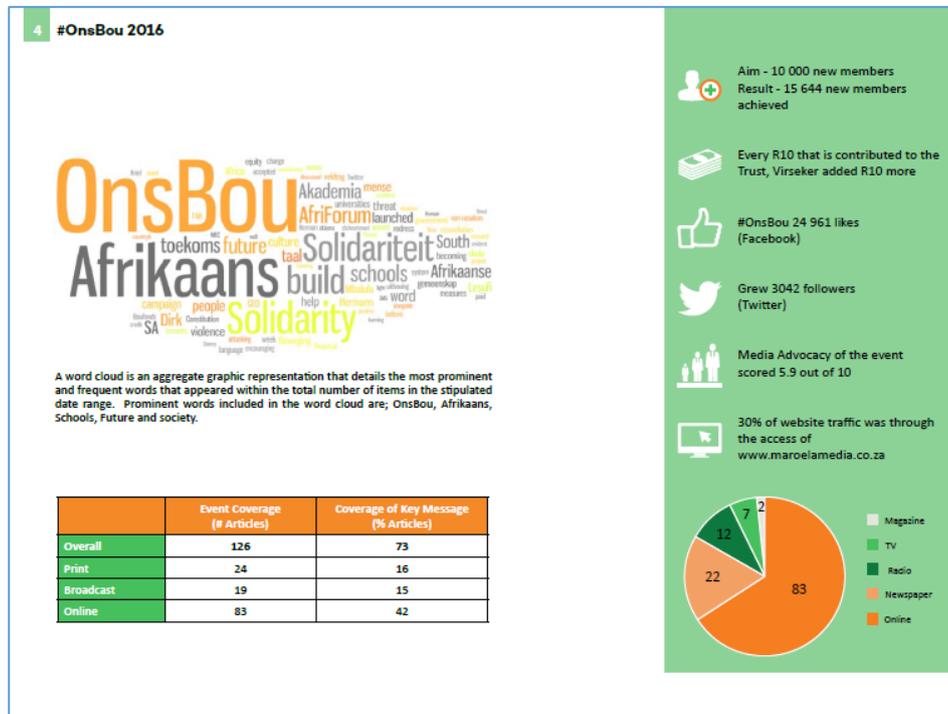
### 9.6.4 Measurement

The secondlast section in the online reputation management model is the measurement section. In this regard, an overview is provided of the content, the total likes, reach and engagement of all the sections together. There is also a clear message visible on every topic that has been communicated.

Theme	Total Likes	Total Stakeholders reach
Education	9 978	389 348
Culture	425	21 782
Media	1 511	97 386
Work	7 341	248 000
Legal actions	2 100	56 324

Theme	Total Likes	Total Stakeholders reach
Study funds	654	54 213

The total Facebook growth is also visible in Ornico's report:



The Facebook page grew with 24 961 followers in four months.

The Twitter page grew with 3 042 followers in four months.

### 9.6.5 Monitoring, listening and engaging

The fourth objective determined whether monitoring of, listening to and engaging with stakeholders helped to address and suppress risks in reputation management.

Although the administrators' feedback was also incorporated into the previous findings, general feedback would be appropriate.

The administrators have uploaded content on the web on a daily basis and shared it through Facebook. They have uploaded three articles per day, among other relevant content available on the internet. This content might have something to do with the existing topic.

According to the administrators, the content was compelling, fulfilling, efficient and convenient, and Solidarity found itself in the peace arena with its stakeholders most

of the time. It seemed that Solidarity was prepared for the campaign and well informed.

All the content was certain and credible. Solidarity appeared to be an ambitious organisation.

After the communication of the content, the administrators felt that all the content complied with the seven c's of communication. They felt it was complete, considerate, clear, correct, concise, credible and courteous.

The administrators spent the whole day monitoring the online comments on Facebook. Sometimes the monitoring even went on till eight o'clock in the evenings. A crisis moment never arose, but the administrators felt that crisis communication management should be applied as soon as the first negative comment was posted. appeared.

When there were negative comments, the administrators took care of it immediately. The stakeholder might be convinced or persuaded by providing them factual content.

Solidarity's stakeholders usually make positive comments on Facebook, but often overwhelming response is generated as soon as the story is negative. But in general, the reactions are positive.

During the four-month campaign, nothing negative happened. But during the same time but with different content, stakeholders did respond negatively and discouraged the other stakeholders from joining Solidarity. The administrators immediately responded with facts to the parties involved and the other stakeholders were reassured. The administrators feel that online conversations have a major influence on the commitment of the other stakeholders. As soon as the conversations begin to flow and people share it, other people begin to participate. Solidarity's stakeholders are sometimes negative about the country's situation and seek stories of hope.

The administrators feel that the reputation can definitely lead to negative comments, especially if a riot has broken out. The administrators sometimes feel that they are fighting a losing battle during such events. Some stakeholders incite each other by spreading lies and others believing it. This is where factual information always plays the decisive role. The content on Facebook reflects the mission and vision of the organization. Solidarity is not spreading different messages on different platforms. The content and conversations promote the image and reputation of the

organization. More people became members of the Solidarity facebook page on a daily basis during the campaign.

#### **9.6.6 Functioning of the framework**

The last objective was to determine whether the online reputation management framework functions in corporate communication.

This goal also fits in the overall objective. *“Determine the impact that online content and social media conversations have on stakeholder engagement and reputation by implementing the online reputation management framework.”*

These findings were reached by asking administrators whether the model worked for them. According to the administrators, the model was very helpful. They could really go back to each step to determine where the problem was, and then it could be corrected. If the problem lay in the message of the content, it could be referred back to the author. If the message was misleading on Facebook, it could be referred back to Facebook administrators. If the mistake was caused by ineffective conversation and clarity in the dialogue, the administrators could find it by going back in the time feed. If the message did not match Solidarity’s mission or vision, it would be possible to look at the organisation's website or manifesto to correct it.

## **10. CHAPTER TEN: CONCLUSIONS**

### **10.1 INTRODUCTION**

In the previous chapter, findings pertaining to the research objectives were provided and a detailed discussion per objective was given. In this chapter, conclusions are drawn from each of the objectives. Each sub-section includes general conclusions, as well as a section on managerial implications. It is proposed that the general conclusions fall in the sphere of academic contributions to the fields of reputation management stakeholder engagement and social media.

### **10.2 CONCLUSIONS: RESEARCH OBJECTIVE 1**

The first research objective aimed to determine if online content has an influence on online reputation of Solidarity and on media and contributes to the organisations brand and identity. It was achieved through generating content during the four-month #letsbuild campaign and publishing it on the website, as well as comparing it with the values listed on the website. Statements regarding the campaign were sent to the media. The social media administrators, who are also the content creators, were interviewed regarding the content.

#### **10.2.1 General conclusions**

It was established that content on Solidarity's website is tightly aligned with Solidarity's core brand values and identity. This is evident from the listing on its website of values such as, a Christian value system, collective bargaining as a union, committed to South Africa and the constitution, independent of party politics, the protection of minorities, and democracy, the fact that Solidarity believes that all South Africans should be exempted from affirmative action and other discriminatory economic practices, the promotion of Afrikaans, a free-market economy and responsible labour relations, self-help initiatives and sustainable development.

The #Letsbuild (#onsbou) campaign was designed and driven during the #feesmustfall campaign. The energy in South Africa was such that other contrasting alternatives had to see the light. Solidarity saw the gap and, in contrast to the #feesmustfall campaign, made this campaign all about building. Thirty-six articles were generated by a team of internal writers and journalists. All the articles had the

building theme in common. Build private universities, build private technical colleges, build study funds, build media institutions, build a legal and building fund, and build institutions within the Solidarity movement. There were also some press releases written to test the media's reporting. It is important to consider that the reputation of an organisation depends on various aspects, what the organisation says, and what the media say, what the organisation does and what the stakeholders say about the organisation. This thesis focuses on all these aspects and especially the last aspect.

In this case, the content of all the articles were placed in a program called Worditout to identify the words which were used the most. At the end of the session it was clear that the articles were all written in line with the existing reputation as already featured on the website.

According to the administrators, it was established that the content was compelling and interesting and captivated the stakeholders' attention and inspired them to join the cause. The administrators indicated that the content was efficient and that nothing was overbearing or unnecessary and that it was convenient and addressed real problems in South Africa, as well as real needs in society. Some articles fell short and was not that fulfilling. The administrators could easily foresee during the scheduling of content whether there would be a riot or whether there would be peace among its stakeholders.

In accordance with the administrators, Solidarity seemed prepared and informed and certain of their core business. The organisation looked ambitious en credible.

The media also reported on the campaign, because the #feesmustfall campaign dominated the media at that stage. It was good for South Africans to read good news. It was established that Solidarity stayed true to its target audience and communicated to them what they wanted to hear. The media usually assign a rand value of coverage during a certain time, but they also assign a sentimental value. Although the total coverage was worth over R5 million, the sentiment indicated that there was a 51% positive and 49% neutral sentiment in the media. There were no negative articles written. Mostly, the Afrikaans media reported on the campaign and it did very well on online media platforms.

Some brand ambassadors got involved during the campaign, which assisted the campaign, especially on social media.

### **10.2.2 Managerial implications and recommendations**

Diverse kinds of content attract different stakeholders, whether the content is economic, political, organisational or humoristic. It is important for organisations to stay true to their values while creating content. All content that any organisation create should focus on what the reputation of the organisation are at the stage or created to what the organisation wants it to be.

All content should ideally be compelling, convenient, fulfilling, and efficient. Content is compelling when the organisation's content creators write content to get the stakeholder to act; it should be exclusive and it should affirm the brand and reputation. Content is convenient when it is easy, one piece leads to another and it meets the stakeholders' needs. The content will be fulfilling when it meets the proposed reputation expectations and make the stakeholders happy. The content is efficient when it is used wisely, and is well researched and well communicated.

Managers in any organisation should always attempt to work in staying true to their target markets values, but also their needs. Organisations should focus on what their target market wants to hear and this applies for the media as well. It is important to keep in mind that the sentiment is much more valuable than any rand value which media coverage offers.

When it is possible, it will be wise to involve brand ambassadors in the campaigns.

Organisations should always be prepared for any online outbursts or disruptions from stakeholders during the stage of content creation, and should always try to determine beforehand what might happen with the specific piece of content.

Any organisation wants to look prepared and informed and certain of their story. It makes them credible – it always starts with content.

### **10.3 CONCLUSIONS: RESEARCH OBJECTIVE 2**

Research objective two aimed to determine whether the online content had an influence on stakeholder engagement. The Facebook analytics indicated the reach

and engagement of stakeholders according to the content published and posted on Facebook.

### **10.3.1 General conclusions**

A remarkable interest among Solidarity's stakeholders were evident. At the time, Solidarity's Facebook page had 112 000 followers. Solidarity grew its Facebook with 24 000 stakeholders during the four-month campaign. The engagement rate was very good. As the overall engagement on all the content had been 695 638 people.

It was found that the people engaged to content which showed Solidarity's force, articles about big successes, but also the articles where the Building Fund and the building of Akademia were mentioned during the #feesmustfall campaign.

It was clear that people reacted to the content where they could find alternative answers in the times where universities were attacked and burnt. The bigger picture of building other institutions did not receive that much attention.

The reason why the stakeholders reacted more on issues regarding universities and study funds, was because that was the national issue at that stage. They engaged more on these topics because they were satisfied with the content and they expected that type of content from Solidarity.

### **10.3.2 Managerial implications and communication recommendations**

It is important for organisations to create content to which stakeholders can relate and which they want to share with their friends. Organisations should know their target audiences and what kind of content they would like to read.

Organisations really ought to focus their campaigns and strive towards simplicity. Stakeholders do not want to be bothered with minor detail, they want the facts and want it communicated to them clearly and concisely.

It is important to note that any organisation's stakeholders have certain expectations and perceptions of the organisation. They also have experience in the organisation's communication. If they are satisfied, they will become loyal and engage more.

It is extremely important to set up a solid Facebook account and grow the audience with the correct stakeholders. If a big Facebook following does not react and engage, the audience either do not like the content or it is the wrong audience.

Organisations should always stay true to who they are, create content accordingly and share it on the appropriate platforms. They should never become opportunistic at times when it seems relevant and should make sure it does not happen.

#### **10.4 CONCLUSIONS: RESEARCH OBJECTIVE 3**

The third research objective aimed to explore whether online conversations have an influence on further stakeholder engagement and online reputation.

This was established by comparing the words from the content with the words from the conversations. The interviews with the administrators also focused on the engagement and listening role they had to play.

##### **10.4.1 General conclusions**

Facebook is currently the most appropriate platform to share content, because it allows stakeholders to take part in conversations and engage with the organisation and other stakeholders.

Apart from the content, the conversations played a big part during the campaign.

Firstly, the conversations were analysed by Worditout. The words that stood out aligned with the words that stood out in the content. This means that the stakeholders reacted according to the content keeping in mind that there was some instances where the stakeholders became furious.

By analysing the conversations the stakeholders have on Facebook, it provides a clearer indication of the organisation. If the stakeholders did not relate to the content at all, they would mention it on Facebook and it would carry a reputational risk in the end.

The conversations on Facebook reflected the reputation of the organisation. What the stakeholders say about the organisation, plays a very important role in the communication and online reputation management process.

The stakeholder expectations for the organisation are to communicate correctly, clearly, and complete content. Content should be efficient, fulfilling, compelling and convenient. As soon as stakeholders become more involved and start sharing the content on their own platforms (EWOM), the reputation was taken further. The stakeholders can damage or build the organisation's reputation. Stakeholders form online perceptions of the organisation which determine the organisation's engagement and reputation.

By managing the organisation's social media platforms, implies that the online reputation is also managed. Stakeholder conversations recruit new stakeholders to become part of the stakeholder community of the organisation. Negative conversations between different stakeholders scare potential stakeholders away.

#### **10.4.2 Managerial implications and communication recommendations**

Managers of social media platforms should always keep in mind that any stakeholder can damage the reputation of the organisation. Negativity spreads like wildfire, especially in an environment that is open 24/7. Any online content, positive or negative, impacts how people view your business.

In today's world of the internet of things, it is important to take notice of the stakeholders' presence online; they are there, and they listen to each other. They form an opinion on the organisation despite great content the organisation publishes. Therefore, all content should be aligned.

The world talks about everything on Facebook and other social media platforms, and there, people can influence the reputation of any organisation. Spur and JakarandaFM are two very important examples where stakeholders came to certain decisions. Sometimes it is not even fair, but it illustrates the strength of social media and social media conversations.

If the public only view the conversations without reading the content, they will form an opinion on that, and they will never go back to read the content to get a better view. It is important to note that people only take the stakeholders' perceptions into consideration. The administrators should follow these conversations and engage where necessary.

Managers may consider programmes which can assist with sentiment and influencing.

## **10.5 CONCLUSIONS: RESEARCH OBJECTIVE 4**

The fourth objective was to determine whether monitoring, listening to, and engaging with stakeholders helped to address and suppress risks in reputation management.

This was determined through interviews with the administrators.

### **10.5.1 General conclusions**

The organisation communicates with stakeholders daily through social media platforms like Facebook to keep the stakeholders informed of the organisation's core business. The organisation allocates specific times to share different content on their platforms and the administrators monitor, listen to and engage with the stakeholders.

The organisation manages online reputation through social media conversations and by engaging stakeholders through content. They also engage online by answering questions and assisting stakeholders that are unsure.

As soon as the administrators detected a possible crisis, they started engaging with the stakeholders, providing them with more information or detailed content.

Online stakeholders are sometimes not informed and ask questions or even get upset when they do not understand. The administrators assisted these stakeholders by providing them with answers, but more importantly, provided them with more facts through online content. They also do this in a friendly and diplomatic manner not to insult the stakeholders.

As soon as one stakeholder become offensive, two things are likely to happen. Before the administrators can engage, the other online stakeholders got involved and start engaging. This is a good spot to be in, it shows that the stakeholders become brand ambassadors.

## **10.5.2 Managerial implications and communication recommendations**

Facebook is a platform for dialogue. The organisation should always engage with its stakeholders. These days some executives can't decide whether social media should form part of the communication team or part of the client services.

A well-informed group of public relation officers should form part of the social media team. They should be the first to receive the information and should be the first to respond. The administrators are not just staff members posting content on platforms, they should be on the comments every single minute.

A crises should be managed when stakeholders take them online and crisis communication management ought to take place after the first negative conversations started or as soon as the crisis occurs. Thought leaders should assist in dealing with this and must not leave it to the administrators alone.

The role of the social media administrators should be that of informing the stakeholders, engaging with them, monitoring them, and listening to them.

It should be kept in mind that social media platforms are societies where everyone and anyone can pay a visit or join a page, even the most radical, malicious or psychologically impaired person. It is important for administrators to get to know the stakeholders who are ambassadors and those who pose a threat. A decision has to be taken at the correct time when to block or ban these people who pose a threat from the platform.

## **10.6 CONCLUSIONS: RESEARCH OBJECTIVE 5**

The last objective was to determine if the online reputation management framework function in corporate communication.

This framework was used during the four-month campaign and the content planners and administrators worked with the framework.

### **10.6.1 General conclusions**

The online reputation management framework gave the team a model to work from during the research process. They knew how important the reputation was and they understood that the content should be created accordingly and that the content

should be communicated thoroughly. The framework provided the different steps to follow and to refer to the steps to react as soon as a problem occurred. The conversations form the most important part of the framework.

### **10.6.2 Managerial implications and recommendations**

It was proposed and found that the online reputation framework will help other NPOs to manage their content and conversations on social media to engage stakeholders and to manage their online reputation.

The framework allows organisations to craft strategies which shape or influence the public perception of an organisation. It helps drive public opinion about a business and its products and services.

Organisations need to control negative and positive feedback on social media platforms to manage their reputation. This means that the administrators should monitor and listen as the stakeholders have their own perceptions and by listening they will become loyal. The administrators should promote the organisations brand. It is important to suppress and address risks.

Every single part of the framework is important. Compelling, convenient, fulfilling, and efficient content should be created and it should be communicated correctly, considerately, concrete and concise. The stakeholders with certain expectations and perceptions will become loyal and engage as soon as they are satisfied. The feedback will either help or damage the reputation where the organisation's administrators can address or suppress the risks and start the process again.

## **10.7 SUMMARY AND CONCLUDING REMARKS**

There is a lot of misconceptions about online reputation management. Some people think it is just social media monitoring, while others believe it implies public relations, and others literally have no idea how it can impact the reputation of the organisation.

This research inquiry identified the need to implement an online reputation management framework to manage the reputation of any NPO by managing the online content, stakeholder engagement and conversations.

Just a few years ago, the internet had been very different. Organisations were not engaging stakeholders, but they were selling to a passive audience; people could not express their voice in a powerful way, and the overall communication landscape was “top-down” to a great extent. The situation has radically changed. Today, websites are no longer static brochures. User-generated content is a must, and regular interactions on social networks are vital to any organisational success.

No matter the size of the organisation, all the stakeholders talk. They tweet about your latest product, leave a comment on a blog and post a Facebook update about their customer experience.

This research contributes academically and make sa contribution to the practical environment. A framework was tested and implemented during the research process and it contained all aspects from content, conversations, communication, reputation and the management thereof. It also contributes to practice as it can guide any NPO during its reputation management process.

This study indicated hat online reputation monitoring is increasingly regarded as an essential management practice for marketers and public relations officers and that an online reputation management framework can be implemented for an NPO to determine how content and conversations on social media influence the stakeholder engagement and reputation. It also determined that a NPO can afford greater control of the social web by tracking critical comments and negative publicity and using it to manage the reputation of the organisation.

This framework might assist NPOs in reputation management, and it will assist NPOs in managing and controlling their online content and conversations for the sake of reputation.

It is important to manage social media platforms to govern corporate reputation. Stakeholders who engage online can damage or build the reputation of the organisation and through the interaction, they can help to recruit new stakeholders or chase them away.

- The organisation communicates with stakeholders daily through social media platforms like Facebook. It does this to keep the stakeholders informed of the

organisation's core business. The organisation allocates specific times to share different content on their platforms.

- Facebook is currently the most appropriate platform to share content, because it allows stakeholders to take part in conversations and engage with the organisation and other stakeholders. Twitter is a good platform for quick information and debate.
- Different kinds of content attract different stakeholders, whether the content is economic, political, organisational or humoristic.
- The stakeholder's expectations of the organisation are to communicate correct, clear and complete content that is efficient, fulfilling, compelling and convenient.
- By managing the organisation's social media platforms, it implies that the online reputation is also managed.
- The organisation manages online reputation through social media conversations and by engaging stakeholders through content.
- Stakeholders form online perceptions of the organisation that determine the latter's engagement and reputation.
- Organisations need to control negative and positive feedback on social media platforms to manage their reputation.
- Online messages influence stakeholder engagement.
- Stakeholder conversations recruit new stakeholders to become part of the stakeholder community of the organisation.
- Negative conversations between different stakeholders scare potential stakeholders away.
- Crisis communication management should take place on social media and it should be done after the first negative conversations started or as soon as the crisis occurs. Thought leaders should assist in dealing with this and must not leave it to administrators alone.
- The online reputation framework will help other NPOs to manage their content and conversations on social media in order to engage stakeholders and to manage their online reputation.

## REFERENCES

- Adams, C.A. & Frost, G.R. 2006. The internet and change in corporate stakeholder engagement and communication strategies on social and environmental performance. *Journal of Accounting and Organisational Change*, 2(3):281-303.
- Alessandri, S.W. 2001. Modeling corporate identity: A concept explication and theoretical explanation. *Corporate communications: An International Journal*, 6(4):173-182.
- Andreassen, T.W. 2012. Satisfaction, loyalty and reputation as indicators of customer orientation in the public sector. *International Journal of Public Sector Management*, 7(2):16-34.
- Andriof, J. & Waddock, S. 2002. Unfolding stakeholder engagement. *Unfolding stakeholder thinking*. (1):19-42.
- ANON. 2016. Non-governmental organisations (NGO's) play a significant role in today's society: <https://www.bdo.co.za/en-za/insights/2016/audit-insight/non-governmental-organisations-play-a-significant-role-in-todays-society> Date of access: 25 Aug. 2016.
- ANON. 2017. Amnesty international: [https://www.ngo-monitor.org/ngos/amnesty\\_international/](https://www.ngo-monitor.org/ngos/amnesty_international/) Date of Access: 14 Sep. 2017.
- ANON. 2014. 20 years on: the role of non-profits. Mail & Guardian: 10 Apr. <https://mg.co.za/article/2014-04-10-20-years-on-the-role-of-non-profits> Date of access: 15 Sep. 2017.
- Argenti, P.A. & Druckenmiller, B. 2004. Reputation and the corporate brand. *Corporate reputation review*, 6(4):368-374.
- Aula, P. & Mantere, S. 2008. Strategic reputation management: Towards a company of good. 1<sup>st</sup> edition, Routledge.
- Aula, P. 2010. Social media, reputation risk and ambient publicity management. *Strategy and Leadership*, 38(6):43-49.
- Aula, P. 2010. Meshworked reputation: Publicists' views on the reputational impacts on online communication. *Public relations review*, 37(2011):28-36.
- Aula, P. & Siira, K. 2010. Organisational Communication and Conflict Management Systems A Social Complexity Approach. *Nordicom Review*, 31 (1):125-141.

- Ayuso, S., Rodriguez, M.A., Garcia-Castro, R. & Arino, M.A. 2011. Does stakeholder engagement promote sustainable innovation orientation? *Industrial management and data systems*, 111(9):1399-1417.
- Baker, T.L. 1994. *Doing social research*. 2nd edition, McGraw-Hill.
- Ballentyne, P. 2002. Collecting and propagating local development content syntheses and conclusions: <http://www.iicd.org/about/publications/collecting-and-propagating-local-development-content-synthesis-and-conclusions>. Date of access: 10 Nov. 2015.
- Balmer, J.M.T. & Gray, R. 1999. Corporate identity and corporate communications: Creating a competitive advantage. *Corporate Communications: An international Journal*, 4(4):171-176.
- Barnett, M.L. & Pollock, T.G. 2014. *The Oxford handbook of corporate reputation*. 2<sup>nd</sup> edition, Oxford University press.
- Bazely, P. 2013. *Qualitative data analysis: Practical strategies*. 1st edition. Sage.
- Beasley, A.M. 2013. *Practical Web Analytics for User Experience: How analytics can help you understand your users*. Michigan: Morgan Kaufmann.
- Bebbington, J., Larrinaga, C. & Moneva, J. 2008. Corporate social responsibility and reputation risk management. *Accounting, Auditing and Accountability Journal*, 21(3):337-361.
- Bishop, B. 2006. Theory and practice converge: A Proposed set of corporate communication principles. *Corporate communications: An International Journal*, 11(3):214-231.
- Black, L.D. & Hartel, C.E.J. 2013. Public relations orientation: Development, empirical testing and implications for managers. *Journal of Communication Management*, 7(2):117-128.
- Blomback, A. & Ramirez-Pasillas, M. 2011. Exploring the logics of corporate brand identity formation. *Corporate Communications: An International Journal*, 17(1):7-28.
- Bolton, R. 1998. Managing conversations: The medium for achieving “breakthrough” results. *Career development international*, 3(6):233-237.
- Bolton, R. 2016. Talking change: Developing conversational discipline for breakthrough performance: <https://thesystemsthinker.com/talking-change-developing-conversational-discipline-for-breakthrough-performance/> Date of access: 24 Jan. 2017.

- Bonson, E. & Ratkai, E. 2012. A set of metrics to assess stakeholder engagement and social legitimacy on a corporate Facebook page. *Online Information Review*. 37(5):787-800.
- Booth, N. & Matic, J.A. 2011. Mapping and leveraging influencers in social media to shape corporate brand perceptions. *Corporate Communications: An International Journal*, 16(3):184-191.
- Bradshaw, P., Hayday, B. & Armstrong, R. 2007. Nonprofit governance models: Problems and prospects. *The Innovation journal*. 12(3):1-22.
- Braun, V.C. 2008. Using thematic analysis in psychology. *Qualitative research in Psychology*, 2006. 3:77-110.
- Bromley, D. 2000. Psychological aspects of corporate identity, image and reputation. *Corporate Reputation Review*, 3(2)240-252.
- Bronn, P.S. 2007. Relationship outcomes as determinants of reputation. *Corporate Communications: An International Journal*. 2(4):376-393.
- Brown, R. 2010. Reputation management. *Business information review*. 27(1):56-64.
- Brown, G. & Yule, G. 1983. *Discourse analysis*. 1st edition. Cambridge University Press.
- Bruhn, M., Schoenmueller, V. & Schafer, D.B. 2012. Are social media replacing traditional media in terms of brand equity creation? *Management Research Review*, 35(9):770-790.
- Bunting, M. & Lipski, R. Drowned out? Rethinking corporate reputation management for the internet. *Journal of Communication*, 5(2):170-178.
- Byrd, S. 2012. Hi fans, Tell us your story! Incorporating a stewardship-based social media strategy to maintain brand reputation during a crisis. *Corporate Communications: An International Journal*, 17(3):241-254.
- Caroll, C.E. 2013. *The handbook of communication and corporate reputation*. 1<sup>st</sup> edition, Wiley-Blackwell.
- Caroll, C.E. 2015. *The handbook of communication and corporate reputation*. 2<sup>nd</sup> edition, Wiley-Blackwell.
- Coenen, C., von Felten, D. & Schmid, M. 2009. Reputation and public awareness of facilities management – A quantitative survey. *Journal of Facilities Management*, 8(4):256-268.

- Creswell, J.W. 1998. *Qualitative inquiry and research design: Choosing among five traditions*. 1st edition, Sage.
- Creswell, J.W. 2007. *Qualitative inquiry and research design: Choosing among five traditions*. 2<sup>nd</sup> edition, Sage.
- Creswell, J.W. 2009. *Research design: Qualitative, quantitative and mixed methods approaches*. 1<sup>st</sup> edition. Sage.
- Crossman, A. 2015. *Ethnomethodology: Disrupting social norms to understand social order*. [Online] available at <http://sociology.about.com/od/Research/a/Ethnomethodology.htm> [Accessed on 10 November 2015].
- Curtis, L., Edwards, C., Fraser, K.L., Gudelsky, S., Holmquist, J., Thornton, K. & Sweetser, K.D. 2009. Adoption of social media for public relations by non-profit organisations. *Public Relations Review*, 36(2010):90-92.
- Davids, N. & Waghid, Y. 2016. Mail & Guardian: 10 Oct. #Feesfustfall: History of South African student protests reflects inequality's grip. <https://mg.co.za/article/2016-10-10-feesmustfall-history-of-SouthAfrican-student-protests-reflects-inequalitys-grip> Date of access: 20 Oct. 2017.
- Daymon, C. & Holloway, I. 2011. *Qualitative research methods in Public relations and marketing communications*. 2<sup>nd</sup> edition. Routledge.
- Dekay, S.H. 2012. How large companies react to negative Facebook comments. *Corporate Communications: An International Journal*, 17(3):289-299.
- Della Porta, D. & Keating, M. 2008. *Approaches and methodologies in the social sciences: A pluralist perspective*. 1st edition, Cambridge.
- Dickson-Delaporte, S., Beverland, M. & Lindgreen, A. Building corporate reputation with stakeholders: Exploring the role of message ambiguity for social marketers. *European Journal of Marketing*, 44(11/12):1856-1874.
- Doorley, J. & Garcia, H.F. 2015. *Reputation management. The key to successful public relations and corporate communications*. 3<sup>rd</sup> edition, Routledge.
- Dowling, G. 2006. Reputation risk: It is the board's ultimate responsibility. *Journal of Business Strategy*, 27(2):59-68.
- Drucker, S.J. & Gumpert, G. 2013. *Regulating social medial: Legal and Ethical considerations*, 1<sup>st</sup> Ed. New York: Peter Lang.
- Du Plooy, G.M. 2001. *Communication research: Techniques, methods and applications*. 1st edition, Juta.

- Ellis, C., Adams, T.E. & Bochner, A.P. 2015. Autoethnography: An overview  
<http://www.qualitative-research.net/index.php/fqs/article/view/1589/3095> Date of access: 10 Nov. 2015.
- Feldmann, P.M., Bahamonde, R.A. & Bellido, I.V. 2014. A new approach for measuring corporate reputation. *RAO*, 54(1):53-66.
- Floreddu, P.B., Cabiddu, F. & Evaristo, R. 2014. Inside your social media ring: How to optimise online corporate reputation. *Business horizons*, 14(57):737-745.
- Fombrun, C.J. 1996. Reputation: Realising value form the corporate image. 1<sup>st</sup> edition, Harvard Business School press.
- Foster, D. & Jonker, J. 2005. Stakeholder relationships: The dialogue of engagement. *Corporate Governance*, 5(5):51-57.
- Freeman, E. 2014. Ed Freeman, Interesting guy, unconventional approach. <http://redwardfreeman.com/stakeholder-management/> Date of access: 11 Apr. 2015.
- Freeman, R.E. 2014. Stakeholder theory of the modern corporation. <http://academic.udayton.edu/lawrenceulrich/Stakeholder%20Theory.pdf> Date of access: 11 Apr. 2015.
- Frey, L., Botan, C. & Kreps, G. 1999. Investigating communication: An introduction to research methods. (2nd ed.) Boston: Allyn & Bacon.
- Gaitan, J.A. & Cataluna, F.J.R. 2013. Social identity, electronic word-of-mouth and referrals in social network services. *Kybernetics*, 42(8):1149-1165.
- Gold, N. (2017). Reputation matters: brands navigate negativity through honesty and integrity. [Online] Available at <https://www.raconteurs.net/business> [accessed on 27 March 2018].
- Gqirana, T. 2016. Counting the cost of #feesmustfall protes. [Online] Available at <http://www.news24.com/SouthAfrica/News/counting-the-cost-of-feesmustfall-protests-20160412> [accessed on 24 October 2017].
- Griffin, A. 2008. New strategies for reputation management: Gaining control of issues, crises & corporate social responsibility. 1<sup>st</sup> edition, Kogan Page.
- Griffin, E.M. 2012. A first look at Communication theory. 8<sup>th</sup> edition, McGraw Hill.
- Grunig, J.E. & Grunig, L.A. 1992. Models of public relations and communication. *Excellence in Communication and communication management*, 285-325.
- Grunig, J.E. & Hunt, T. 1984. Managing public relations. HBJ publisher, San Diego, CA.

- Haigh, M.M & Brubaker, P. 2012. Facebook: Examining the information presented and its impact on stakeholders. *Emerald Group*, 18(1):52-69.
- Hanafizadeh, P. & Yarmohammadi, M. 2015. An integrated conceptualization of content in an information society. *Sage journals*, 32(4):880-889.
- Hartung, K.J. & Wilson D.G. 2016. Conversational moves that matter: bridging learning outcomes and patterns of speech in informal cross organisational conversations among top-level leaders. *Adult education quarterly*, 66(3):254-272.
- Helm, S. 2007. One reputation or many? Comparing stakeholder perceptions of corporate reputation, 12(3):238-254.
- Holloman, C. 2013. *The social media MBA: In practice*, 1<sup>st</sup> Ed. Wiley.
- Husted, B.W. & Allen, D.B. 2011. *Corporate social strategy: Stakeholder engagement and competitive advantage*. 1<sup>st</sup> edition, Cambridge university press.
- Hutton, G., Goodman, M.B., Alexander, J.B. & Genest, C.M. 2001. Reputation management: The face of corporate public relations. *Public relations review*. 27(2001):247-261.
- Jagersma, P.K. 2010. Managing reputation equity. *Business strategy series*. 11(3):139-144.
- Jones, B., Temperley, J., Lima, A. 2009. Corporate reputation in the era of web 2.0: The case of Primark. *Journal of Marketing Management*, 25(9):927–939.
- Kantanen, H. 2011. Identity, image and stakeholder dialogue. *Corporate Communications: An International Journal*, 17(1):56-72.
- Kietzman, J.H., Hermkens, K., McCarthy, I.P. & Silvestre, B.S. 2011. Social media? Get serious! Understanding the functional building blocks of social media. <http://busandadmin.uwinnipeg.ca/silvestrepdfs/PDF06.pdf> Date of access: 7 Apr. 2015.
- King, M. & Roberts, L. 2013. *Integrate: Doing business in the 21<sup>st</sup> Century*. Cape Town: Juta.
- Krippendorff, K. 2004. *Content analysis: An introduction to its methodology*. 2<sup>nd</sup> edition, Sage.
- Larkin, J. 2003. *Strategic reputation risk management*, 1<sup>st</sup> ed. Palgrave.
- Leedy, P.D. 1993. *Practical research: Planning and design*. 5th edition, Maxwell Macmillan.

- Liddicoat, A.J. 2007. An introduction to conversation analysis. <http://english.360elib.com/datu/P/EM013945.pdf> Date of access: 11 Apr. 2015.
- Lieb, R. 2012. Content Marketing: Think like a publisher – How to use content to market online and in social media. 2<sup>nd</sup> ed. Indiana: Que.
- Lipinski-Harten, M. & Tafarodi, R.W. 2012. A comparison of conversational quality in online and face-to-face first encounters. *Journal of Language and Social Psychology*, 31(3):331-341.
- Loi, T.H. 2016. Stakeholder management: A case of its related capability and performance. *Management decision*, 54(1):148-173.
- Mainardes, E.W., Alves, H. & Raposa, M. A model for stakeholder classification and stakeholder relationships. *Management Decision*, 50(10):1861-1879.
- Mayfield, P. 2014. Engaging with stakeholders is critical when leading change. *Industrial and commercial training*, 42(6):68-72.
- Mayring, P. 2000. Qualitative content analysis. <http://www.qualitative-research.net/index.php/fqs/article/view/1089/2385> Date of acces: 11 Apr. 2015].
- Maynard, D.W. & Kardash, T. Ethnomethodology. [http://www.sociologyencyclopedia.com/fragr\\_image/media/ethnomethodology](http://www.sociologyencyclopedia.com/fragr_image/media/ethnomethodology) Date of access: 11 Apr. 2015.
- McCombs, M.E. & Shaw, D.L. 1972. The agenda-setting function of mass media. [https://www.unc.edu/~fbaum/teaching/PLSC541\\_Fall06/McCombs%20and%20Shaw%20POQ%201972.pdf](https://www.unc.edu/~fbaum/teaching/PLSC541_Fall06/McCombs%20and%20Shaw%20POQ%201972.pdf) Date of access: 11 Apr. 2015.
- McCombs, M.E., Shaw, D.L. & Weaver, D. 1997. Communication and democracy: Exploring the intellectual frontiers in agenda-setting theory. 1<sup>st</sup> edition. Lawrence Erlbaum associates.
- Mckee, K. 2009. Post-Foucauldian governmentality: What does it offer critical social policy analysis? *Sage journals*. 29(3):465-486.
- McLuhan, M. 1962. The medium is the message. 1<sup>st</sup> ed, Panguin books.
- Michelotti, P.P. & Michelotti, M. The role stakeholder perspective in measuring corporate reputation. *Marketing intelligence and planning*, 28(3):249-274.
- Mitchell, R., Agle, B. & Wood, D. 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts, *Academy of Management Review*, 22(4):853-858.

- Morris, J. 2012. Back to basics: How to make stakeholder engagement meaningful in your company. [www.bsr.org](http://www.bsr.org) Date of access: 08 Apr. 2015.
- Mutula, S.M. & Brakel, P.V. 2006. An evaluation of e-readiness assessment tools with respect to information access: Towards an integrated information rich tool. *International Journal of Information Management*, 26(3):212–223.
- Pang, A., Hassan, N.B.B.A. & Chong, A.C.Y. 2013. Negotiating crisis in the social media environment: Evolution of crisis online, gaining credibility offline. *Corporate Communications: An International journal*, 19(1):96-118.
- Ponte, E.B., Trujillo, E.C. & Rodrigues T.E. 2015. Corporate Facebook and stakeholder engagement. *Kybernetics*, 44(5):771-787.
- Portmann, E., Meier, A., Cudré-Mauroux, P. & Pedrycz, W. 2014. FORA – A fuzzy set based framework for online reputation management: Fuzzy Sets and Systems, 269(2015):90–114.
- Prasad, A. 2016. 25 brilliant quotes that define why online reputation is crucial. <http://blog.repugen.com/25-brilliant-online-reputation-quotes/> Date of access: 14 Jun. 2015.
- Price, S. 1996. Communication studies. 1<sup>st</sup> edition, Longman.
- Psathas, G. 1995. Conversation analysis: The study of talk-in-interaction. 1<sup>st</sup> edition. Sage.
- Raina, R.L., Alam, I. & Siddiqui, F. 2010. Communication for management. 1<sup>st</sup> Ed, Word-press.
- Regeester, M. & Larkin, J. 2008. Risk issues and crisis management in public relations: A casebook of best practice. 4<sup>th</sup> edition, Kogan page.
- Rensburg, R. & de Beer, E. 2011. Stakeholder engagement: A crucial element in the governance of corporate reputation. [http://repository.up.ac.za/bitstream/handle/2263/20330/Rensburg\\_Stakeholder\(2011\).pdf?sequence=1](http://repository.up.ac.za/bitstream/handle/2263/20330/Rensburg_Stakeholder(2011).pdf?sequence=1) Date of access: 11 Apr. 2015.
- Resnick, J.T. 2004. Corporate reputation: Managing corporate reputation – applying rigorous measures to a key asset. *Journal of Business Study*, 25(6):30-38.
- Rhodes, J., Bergstrom, B., Lok, P. & Cheng, V. 2014. A Framework for stakeholder engagement and sustainable development in MNC's. *Journal of Global Responsibility*, 5(1):83-103.
- Riessman, C.K. 2005. Narrative analysis. <http://eprints.hud.ac.uk/4920/> Date of access: 24 Jul. 2017.

- Romenti, S. 2010. Reputation and stakeholder engagement: An Italian case study. *Journal of Communication Management*, 14(4):306-318.
- Romenti, S., Murtarelli, G. 2012. Organisation's conversations in social media: Applying dialogue strategies in times of crisis. *Corporate Communications: An International Journal*, 19(1):10-33.
- Ruiz, J.R. 2009. Sociological discourse analysis: methods and logic. <http://www.qualitative-research.net/index.php/fqs/article/view/1298/2882> Date of access. 10 Nov. 2015.
- Saunders, M., Lewis, P. & Thornbill. 2007. Research methods for business students. 1<sup>st</sup> ed. financial times.
- Schreiber, E.S. 2011. Reputation. <http://www.instituteforpr.org/reputation/> Date of access. 14 Jun. 2017.
- Schultz, F., Utz, S. & Goritz, A. 2010. Is the medium the message? Perceptions of and reactions to crisis communication via Twitter, blogs and traditional media. *Public relations review*, 37:20-27.
- Skinner, C., Von Essen, L., Mersham, G. & Motau, S. 2009. Handbook of Public Relations, 8th ed. Cape Town: Oxford.
- South Africa. Department of social development. 2011. All about non-profit organisations. <http://www.dsd.gov.za/npo/> Date of access: 16 Sep. 2017.
- South Africa. Department of social development. 2011. Governance practices of national non-profit bodies and national networking organisations in South Africa [http://www.dsd.gov.za/npo/index2.php?option=com\\_docman&task=doc\\_view&gid=61&Itemid=116](http://www.dsd.gov.za/npo/index2.php?option=com_docman&task=doc_view&gid=61&Itemid=116) Date of access: 15 Sept. 2017.
- Strauss, A. & Corbin, J. 1996. Basics of qualitative research. 2nd edition. Sage.
- Stuart, L. 2013. The South African nonprofit sector: struggling to survive, needing to thrive. <http://www.ngopulse.org/article/SouthAfrican-nonprofit-sector-struggling-survive-needing-thrive> Date of access: 12 Nov. 2016.
- Stuff. 2016. Ex Springboks coach Jake White fears team's feared reputation could be lost forever unless changes are made to South African system. . [http://www.stuff.co.nz/sport/rugby/international/84237035/Ex-Springboks-coach-Jake-White-fears-teams-feared-reputation-could-be-lost-forever-unless-changes-are-made-to-South African-system](http://www.stuff.co.nz/sport/rugby/international/84237035/Ex-Springboks-coach-Jake-White-fears-teams-feared-reputation-could-be-lost-forever-unless-changes-are-made-to-South-African-system) Date of access: 25 Oct. 2016.

- Thomas, D.B. & Barlow, M. 2011. The executives guide to enterprise social media strategy: *How social networks are radically transforming your business*. New Jersey: John Wiley & Sons, Inc.
- Tubbs, S.L. & Moss, S. 1994. Human communication. 7<sup>th</sup> edition, McGraw-Hill international editions.
- Urus, S.B.T. 2013. Living with enterprise resource planning: an investigation of end user problems and coping mechanisms. School of Business Information Technology and Logistics.
- Van Riel, C.B.M. & Fombrun, C.J. 2007. Essentials of corporate communication. 1<sup>st</sup> edition. Routledge.
- Verdineli, S. & Scagnoli, N.I. 2013. Data Display in Qualitative Research. *International Journal of Qualitative Methods*.  
[https://www.ideals.illinois.edu/bitstream/handle/2142/45262/FINAL%20VERSION\\_QUALITATIVE%20DATA%20DISPLAY.pdf?sequence=2](https://www.ideals.illinois.edu/bitstream/handle/2142/45262/FINAL%20VERSION_QUALITATIVE%20DATA%20DISPLAY.pdf?sequence=2) Date of access: 24 May. 2015.
- Walther, J.B. Theories of Computer mediated communication and interpersonal relations.[http://www.sagepub.com/sites/default/files/upm-binaries/42241\\_14.pdf](http://www.sagepub.com/sites/default/files/upm-binaries/42241_14.pdf) Date of access: 10 Nov. 2015.
- Wagner, C., Kawulich, B. & Garner, M. 2012. Doing social research: A global context. 1st edition, McGraw-Hill.
- Wang, Y. 2016. Brand crisis communication through social media: A dialogue between brand competitors on Sina Weibo. *Corporate communications: An International Journal*, 21(1):56-72.
- Warren, T., de Marcellis-Warin, N., Sanger, W., Nembot, B. & Mirza, V. 2013. Corporate Reputation and social media: A Game theory approach. Cirano.
- Waters, R.D., Burnett, E., Lamm, A. & Lucas, J. 2009. Engaging Stakeholders through Social Networking: How Nonprofit Organisations are using Facebook.
- Weinberg, D. 2002. Qualitative research methods. 1st edition, Blackwell.
- Whetherell, M., Taylor, S. & Yates, S.J. 2004. Discourse theory and practice. 4<sup>th</sup> edition, Sage.
- Wright, D.K. & Hinson, M.D. 2008. How blogs and social media are changing public relations and the way it is practiced. *Public Relations Journal*, 2(2):345-365.
- Wyngaardt, R. 2016. NPO Governance guides, Practica tools for the NPO leaders. <http://nonprofitlawyer.co.za> Date of access: 15 Sep. 2017.

- Yamakami, T. 2013. Toward Mass interpersonal persuasion marketing: Design guidelines for a new type of internet marketing. *Advanced Communication Technology*, 336-340.
- Yang, C. & Bradford, B. 2012. Motives for using Facebook, patterns of Facebook activities, and late adolescents' social adjustment to college. *Springer science and business media*, 42(3):403-416.

## ADDENDA

### AFRIKAANS ARTICLES/OFFICIAL PRESS RELEASE

#### **Solidariteit loods #onsbou-veldtog**

##### **As jy twyfel oor die toekoms – bou dit**

Solidariteit het op 18 Mei, tydens sy nasionale kongres, 'n reuseveldtog, wat mense aanmoedig om saam aan 'n toekoms te bou, van stapel gestuur. Die kerntema van die veldtog is: as jy twyfel oor die toekoms, bou dit self.

Suid-Afrikaners gaan eersdaags langs snelweë reuse kennisgewingborde met die woorde “#onsbou – bou saam,” sien. Groot koerantadvertensies, radioadvertensies, TV-gesprekke en omvattende sosialemediaveldtogte gaan ingespan word om Suid-Afrikaners en spesifiek die Afrikaanse gemeenskap se gemoed in 'n positiewe rigting te stuur. Kunstenaars soos Steve Hofmeyr, Jac de Priester, Sorina (Flooze) en Adam Tas word in van die advertensies gebruik. Die veldtog gaan ook in honderde werkplekke in Suid-Afrika ingevat word.

“Ons is nie naïef in die veldtog oor die werklikhede in Suid-Afrika nie. Ons het 'n regering wat swak regeer, 'n president in wie almal hulle vertrouwe verloor het, 'n ekonomie wat onder groot druk is en misdaad wat handuit ruk. Ons kan egter nie toelaat dat dié faktore ons totaal oorheers nie. Die veldtog gaan mense aanmoedig om die krag van die gemeenskap te ontdek, wat sterker kan wees as die mag van die staat,” het Dirk Hermann, bestuurshoof van Solidariteit, gesê.

Volgens Solidariteit gaan dié veldtog een van die grootste veldtogte van sy soort wees. Die doel is om 'n positiewe invloed op mense se gemoed te hê. “Ons is bekommerd dat mense nie net negatief is nie, maar selfs angstig. Ons wil mense weer die gevoel gee dat hulle self beheer oor hul toekoms kan neem en dat hulle nie net slagoffers van omstandighede hoef te wees nie. Ons is van mening dat veral die Afrikaanse gemeenskap dit dringend nodig het,” sê Hermann.

Volgens Hermann is nog 'n belangrike tema van die veldtog dat baie bietjies baie maak. As elkeen net doen wat hy moet doen, staan 'n mens dikwels verstom oor die

groot uitkoms. Die veldtog doen 'n beroep op mense om prakties in die gemeenskap betrokke te raak.

“Ons sê vir mense om betrokke te raak by jou skool, by jou kerk. Gaan ry patrollie, ondersteun die plaaslike biblioteek, gaan koop 'n Afrikaanse CD of boek en gaan kyk 'n Afrikaanse fiek. Sluit aan by gemeenskapsinstellings. As elkeen 'n ekstra myl in sy of haar gemeenskap loop, word daar miljoene myle op pad na 'n nuwe toekoms geloop.

“Solidariteit gaan nie toelaat dat die toekoms met ons gebeur nie; ons gaan dit bou. As Afrikaans onder druk is en universiteite word afgebrand, bou ons 'n nuwe wêreldklas Afrikaanse privaat universiteit, Akademia. As staatskolleges inmekaar tuimel, bou ons 'n nuwe tegniese kollege, Sol-Tech. As daar teen ons jongmense op grond van ras gediskrimineer word met die toekenning van studiehulp, bou ons saam met Solidariteit Helpende Hand 'n studiefonds wat reeds R100 miljoen sterk staan,” aldus Hermann.

Hermann het verder gesê dat die Solidariteit-bouprojekte honderde miljoene rande kos en dat dit gebou word deur elke Solidariteit-lid wat R10 per maand vir die projekte skenk. “Om 'n groot toekoms te bou, is dikwels baie kleiner as wat mens dink. Klein druppeltjies maak strome, strome maak riviere en riviere vorm damme. Elkeen moet net sy deel doen. Indien jy dit besef, dan besef jy dat jy beheer het oor die toekoms. Ons toekoms is nie in die hande van 'n swak staat of president nie.”

Die veldtog gaan ook 'n beroep op mense doen om gemeenskapinstellings sterk te maak. Ons glo die antwoord vir minderhede in 'n meerderheidsomgewing is lewenskrachtige instellings soos kultuurinstellings, vakbonde, burgerregte-instellings, opleidingsinstellings, media-instellings, finansiële instellings en nog meer. Deur burgerlike instellings kan grondwetlike regte gerealiseer word. Goed georganiseerde burgerlike instellings help dat daar effektief met die staat in interaksie getree kan word. Die veldtog gaan vier maande duur.

## Article 1: If you doubt the future – built it (24 May 2016)

### As jy twyfel oor die toekoms – bou dit

*“The English and the Americans are two peoples divided by a common language.”*

(George Bernard Shaw)

Afrikaanssprekendes is ’n verskeidenheid mense met verskillende identiteite en stories, maar verenig deur ’n pragtige taal. Ek vertel vandag een so ’n storie.

### 31 Mei 1902

Die einde van ’n dramatiese oorlog waarin 33 000 vroue en kinders in konsentrasiekampe dood is; 30 000 Boere as bannelinge weggestuur is; 20 000 oorlogswesies nagelaat is; honderde plase afgebrand is; en ’n verlies van die Boererepublieke. ’n Nuwe staatsorde is geskep. Die nuwe magshebbers wou Afrikaners ontbind en assimileer.

Afrikaners het voor ’n kruispad te staan gekom – die staat of die gemeenskap. ’n Sterk stroom het die gemeenskap gekies, weg van die staat. Instellings is deur die gemeenskap gestig, gedryf deur ’n eenvoudige geloofsbegrip van doen wat jy moet doen en glo in God se toekomsbelofte. Ná die Rebellie van 1914 het die Helpmekaar-beweging ontstaan. In die gees van helpmekaar is instellings soos Sanlam, Santam en Volkskas gestig – die krag van die gemeenskap.

### Depressie van die 1930’s

Dié depressie van die 1930’s laat een derde van Afrikaners armlastig. In die krisistyd van akute armoede word kulturele instellings soos die ATKV, die Voortrekkers en die FAK gestig. Vertroue in wie jy is, is ’n voorvereiste vir opstaan uit ’n krisis, is geredeneer. Die Reddingsdaadbond, Federale Volksbeleggings en die Afrikaanse Handelsinstituut het gevolg.

### 1948

Die Nasionale Party wen die verkiesing wat die pad van die staat inlui. Dit loop uit op die groot Republiek van 1961. Die smart van die oorlog en die onlangse armoede nog vars in mense se geheue. “Nooit weer nie,” was ’n algemene uitroep.

Dit was 'n merkwaardige tydperk. Die modernisering van Afrikaners het binne een geslag plaasgevind en 'n moderne ekonomie is ontwikkel. 'n Taal het binne dekades tot 'n hoë-orde funksie ontwikkel. 'n Ongekende prestasie in die wêreld.

Dit was 'n tydperk van die groot staat, groot staatsleiers en gemeenskaporganisasies wat die stelsel stut. 'n Tydperk van 'n minderheid wat oor 'n groot land en baie mense regeer. Groot oplossings, verskuiwings en 'n statutêre raamwerk was nodig, want dit was te groot.

Die pad het begin om sy morele kompas byster te raak.

Die Afrikaner het ook 'n duur prys vir die staatspad betaal – die krag van die gemeenskap het verlore geraak.

#### **1994**

Die politieke orde verander. Afrikaners sukkel om hul pad te kies. Afrikaners het gedink hulle is sterk, maar het 'n tragedie van onbewuste verlore krag beleef.

Byna die totale georganiseerde Afrikanerwêreld het ineengestort.

Meningsvormers het begin verwys na die ontbinding van Afrikaners.

Weer is 'n kruispad bereik – 'n pad wat deur die staat loop of 'n pad wat deur die gemeenskap loop. Die Solidariteit Beweging het die krag van die gemeenskap, en nie die “mag” van die staat nie, gekies. 'n Minderheid, in 'n meerderheidsomgewing, se pad loop deur effektiewe instellings, waardeur daar sinvolle interaksie tussen staat en gemeenskap en gemeenskappe tussen mekaar kan wees.

Die Solidariteit Beweging se pad beteken die bou van 'n nuwe werklikheid. Aan die een kant beskerm ons ons grondwetlike ruimtes, maar aan die ander kant bou ons. Solidariteit bou 'n groter vakbond, 'n nuwe privaat universiteit, Akademia, en 'n tegniese kollege, Sol-Tech. Die Solidariteit Helpende Hand bou 'n studiefonds wat al R100 miljoen sterk is. AfriForum bou kapasiteit in gemeenskappe. Ons help bou aan media-instellings soos Maroela Media en Pretoria FM en aan kultuurinstellings soos die FAK en Kraal Uitgewers. Ons bou verskeie finansiële instellings.

Daar is nie groot staatsgeld nie. Elkeen doen sy deel, bietjie vir bietjie wat baie maak. Ons bou 'n moderne Helpmekaar Beweging wat bestaan uit 18 instellings met 'n vyfjaarbegroting van R3,5 miljard.

Ons doel is 'n toekoms waarin die Afrikaanse taalgemeenskap en die Afrikaner-kultuurgemeenskap vry, veilig en voorspoedig kan wees.

Ons glo die pad van Afrikaans en Afrikaners, in die post-'94-werklikheid, loop veral deur die bou van lewenskragtige gemeenskapsinstellings.

Ons glo dat as jy oor die toekoms twyfel dan bou jy dit!



**Dr. Dirk Hermann**

## **Article 2: This is how you membership fees built a future (5 July 2016)**

### **So help jou ledegeld bou aan 'n toekoms**

Werkende mense betaal maandeliks duisende rande aan belasting vir die regering, sonder om genoeg waarde vir hul swaarverdiende geld te kry. Solidariteit se ledegeld van net meer as R100 is maar 'n breukdeel hiervan, maar dis R100 waarmee ons vir lede elke meer as die waarde van hul geld wil bied. Vergelyk gerus dit wat Solidariteit met jou maandelikse R100 regkry met die waarde wat jy vir jou belasting of vir enige ander produk of diens kry, skryf **FLIP BUYS**.

Vanjaar is die eerste jaar van die Solidariteit Beweging se "Helpmekaar 2020"-vyfjaarplan. Solidariteit is 'n helpmekaar-organisasie waar lede mekaar help om as't ware steen vir steen aan 'n toekoms te bou. Daardeur wil ons hoop skep en

hoopdraers wees in 'n land waar almal bekommerd oor die toekoms is. Maar kom ons kyk na die boustene wat die vakbond vir hierdie bouplan gebruik, want dit is waarvoor ons lede se ledegeld aangewend word.

### **In die werkplek**

Solidariteit sien om na lede se werkbelange, en ons landwye netwerk van dienskantore help lede met hul werk, hul diensvoorwaardes en hul werkomstandighede. Omvattende regsdiens, beroepsgesondheid en -veiligheid, toesig oor pensioen- en mediese fondse, hulp en raad oor werksake, en stelsels soos die Solidariteit Wêreld om lede met 'n goeie werk te help, is deel hiervan. Ons lede kry in 'n gemiddelde jaar meer as R200 miljoen kontant terug in die vorm van vergoeding vir beroepsbeserings en -siektes, regsake en byvoordele. Dis baie meer as die vakbond se totale inkomste aan ledegeld. Solidariteit beywer homself vir die welstand van werkendes, en ons personeel beantwoord meer as 414 000 werkverwante navrae per jaar! Jou ledebydrae help jaarliks duisende mense met hul werk. Dis belangrik, want 'n land se welstand word immers bepaal deur die welstand van sy werkmag.

### **Byvoordele**

Solidariteit het verlede jaar R7.5 miljoen uitbetaal aan begrafnisvoordele vir die afhanklikes van lede wat daarvoor kwalifiseer. Sowat 90% van lede en hul afhanklikes kwalifiseer vir hierdie voordeel – 'n voordeel wat by hul ledegeld ingesluit is. Solidariteit bied ook talle ander ledevoordele, soos goedkoper korttermynversekering, afslagvakansies en baie meer. Die afslag wat duisende lede met versekering kry, “betaal” sommer hul ledegeld.

### **Helpende Hand-studiefonds**

Solidariteit Helpende Hand het vanjaar vir die eerste keer die R30 miljoen-mylpaal vir rentevrye studiehulp aan 1 250 studente verbygesteek! R5 van elke lid se ledegeld word maandeliks in Solidariteit se studiefonds vir vakbondlede gestort. Vakbondlede en hul afhanklikes geniet voorkeur by aansoeke. Baie lede gee boonop iets ekstra vir die Helpende Hand-studiefonds. In totaal het dié bydraes dit moontlik gemaak dat Solidariteit Helpende Hand oor die afgelope vyf jaar 5 210 studente met R100 miljoen se studiehulp kon bystaan!

### **Sol-Tech**

Solidariteit se tegniese kollege, Sol-Tech, is teen 'n koste van meer as R50 miljoen opgerig. Die kollege word vanjaar tien jaar oud, en daar word al meer as 1 000

studente per jaar opgelei. Die geld is afkomstig van R10 per lid wat maandeliks vanuit ledegeld in Solidariteit se Boufonds inbetaal word. Die Boufonds koop hierdie jaar nog R2.5 miljoen se toerusting aan om Sol-Tech op die voorpunt van tegnologiese opleiding te hou. Helpende Hand ken jaarliks R3 miljoen se studie- en verblyfbeurse toe aan lede se kinders wat by Sol-Tech studeer. Lede se kinders geniet boonop voorkeur met aansoeke by Sol-Tech en met studiehulp.

### **Akademia**

Daar is sedert 1994 nie enige nuwe universiteite in Suid-Afrika gebou nie, terwyl die aantal studente verdubbel het. Dis ook al moeiliker vir Afrikaanse studente om toegang tot universiteite te kry. Solidariteit het Akademia vier jaar gelede begin en gaan dit tot 'n volwaardige wêreldklas universiteit uitbou. Hier kan jongmense universiteitsopleiding van hoë gehalte kry, in 'n veilige omgewing waar hulle tuis voel en in Afrikaans hul graad kan verwerf. Akademia het pas 'n nuwe kampus in Centurion gekoop, en het reeds sewe landwye studiesentrums waar studente met behulp van regstreekse en interaktiewe uitsendings kan klasloop by dosente wat in Centurion gesetel is. Die op- en inrig van Akademia het tot dusver R50 miljoen gekos, wat gedra is deur die Boufonds en ons inkomste uit korttermynversekering. Helpende Hand verleen boonop jaarliks byna R6 miljoen se studiehulp aan Akademia-studente. Lede se kinders kry voorkeur met toelating en afslag vir hul studies.

Jou maandelikse bydrae aan die Boufonds en die studiefonds help in totaal al jaarliks meer as 2 000 studente om te studeer! Dit bestaan uit die studente van Sol-Tech en Akademia, asook dié wat jaarliks studiehulp kry om by enige geregistreerde instelling te studeer. Dit is alles moontlik danksy jou bydrae as lid van Solidariteit.

### **Helpende Hand raak byna 200 000 kinderlewens**

'n Kind se geleentheid in die lewe word bepaal deur die gehalte van sy onderwys en opleiding. Daarom het Helpende Hand 'n Skoleondersteuningsentrum (SOS) begin wat dienste aan meer as 500 skole lewer. Dit behels daaglikse voedingshulp aan 4 400 kleuters deur die Kosblikkieprojek, die jaarlikse verskaffing van 5 000 skooltassies propvol skryfbehoeftes, noodsaaklike hulp vir 3 400 meisies, 'n omvattende reeks onderwys hulpmiddels soos e-boeke, rekenaar-, lees- en wiskundetegnologie, beroepsvoorligting, hulp met assistentonderwysers in skole en talle professionele

opleidingsessies vir onderwysers. Die SOS se projekte raak daagliks die lewe van sowat 190 000 leerlinge.

Die SOS huisves ook die Vereniging van Afrikaanse Wiskunde-onderwysers met 1 000 wiskunde-onderwysers as lede, met voltydse kundiges wat jaarliks 1 700 onderwysers oplei en toerus met die nuutste kennis en tegnologie in hulle veld.

Daarbenewens het Helpende Hand 'n landwye netwerk van kantore, personeel en 150 takke wat mense in nood bystaan. Helpende Hand het ook al duisende lede en hul gesinne bygestaan met noodvoeding tydens rampe en grootskaalse afleggings, soos tydens die Rustenburg-stakings in 2014. Ons is ook 'n vennoot van die Rapport Onderwysfonds, wat al duisende onderwysers met hul studiekostes gehelp het.

Hierdie enorme projekte is net moontlik danksy die maandelikse bydraes van duisende van ons lede. Baie dankie daarvoor!

### **Gelyke geleentede**

Die owerhede se rassewette diskrimineer onbillik teen wit- en bruinmense, onder die vaandel van regstellende aksie en “employment equity.” Die Grondwet se bepaling oor “gelykheid” het in die praktyk “verteenwoordigendheid” geword. Jou ledebydrae maak dit vir ons moontlik om hierdie onreg in die howe te beveg, en die saak na die Verenigde Nasies te neem omdat die regering internasionale verdrae oor rassediskriminasie oortree. Ons sal nie opgee voordat daar regverdigheid geskied nie.

### **Waghondrol**

Suid-Afrika mag nie 'n tweede Zimbabwe word nie! Daarom speel Solidariteit 'n belangrike waghondrol oor sake soos regeringskorrupsie, staatsverval, ons lede se pensioenfondse, wetgewing, ekonomiese beleid, die universiteitswese, eiendomsreg, die regsorde, en verbruikersake soos hoë bankkoste. Die Solidariteit Navorsingsinstituut (SNI) hou alles dop wat in die land gebeur, doen deeglike navorsing, en help ons hele beweging om betyds aksie te neem. Solidariteit se waghondrol kom veral in die openbare media sterk na vore.

### **Maroela Media**

Maroela Media is die grootste gratis Afrikaanse kuierplek op die internet, met bykans 'n miljoen lesers per maand! Solidariteit is 'n aandeelhouer in Maroela Media, en het

dié instansie as 'n selfstandige mediahuis begin om Afrikaans as die taal van die oorgrote meerderheid van ons lede te ondersteun. Laai Maroela se app gratis af op jou foon, lees en geniet!

### **PretoriaFM**

Solidariteit help om PretoriaFM uit te bou tot die land se grootste onafhanklike radiostasie. Hierdie stasie se doel is om Christelike waardes, Afrikaans, Afrikaanse musiek en Afrikanerbelange te bevorder. Dit is reeds die land se grootste gemeenskapstasie, en ondersteun die Beweging se helpmekaarprojekte soos ons veldtog om boere met water en noodhulp te help.

### **Christelike waardes**

Solidariteit is geskoei op Christelike waardes, en streef daarna om dit daaglik uit te leef. Van hierdie projekte is die verspreiding van Christelike inligting deur ons sosiale media, Maroela Media se verskaffing van Skrifoordeenkings aan 42 gemeenskapsradiostasies, ons publikasies en baie meer. Die belangrikste is dat ons geloof bevorder deur wat ons elke dag doen.

### **Afrikaans, geskiedenis en erfenisbewaring**

Die FAK is ook 'n instansie wat deel is van die Solidariteit Beweging, en staan aan die voerpunt van die bevordering van die regte Afrikanergeskiedenis deur hul internetmuseum. Talle projekte om Afrikaans te bevorder word aangepak, soos die Afrikaanse Ekspo wat ons taal in die meeste skole bevorder. Solidariteit is ook 'n lid van die Erfenisstigting, wat die Voortrekkermonument en talle ander standbeelde en monumente bewaar. Ons is ook 'n aandeelhouer in Kraal Uitgewers wat goeie kwaliteit boeke oor Afrikaans en die geskiedenis uitgee.

### **Solidariteit Beweging skep 'n toekoms**

Deur jou lidmaatskap van Solidariteit is jy deel van die Solidariteit Beweging met byna 350 000 lede, met ons vlagskipprojek "Helpmekaar 2020" waarmee ons 'n toekoms wil skep skep waarbinne ons almal blywend vry, veilig en voorspoedig kan leef. Daardeur het ons reeds bewys dat eenheid moontlik is, en dat eendrag mag maak! Daarom werk AfriForum as instansie van ons beweging landwyd om munisipale dienste aan die gang te hou, veiligheidstrukture te skep, plaasmoorde te beveg en ons geskiedenis te bevorder.

### **Die meeste vir die minste!**

Hierdie is maar net 'n kort opsomming van hoe Solidariteit jou ledegeld aanwend, en wat die dienste is wat jy, jou gesin en jou gemeenskap daarvoor kry. Onthou dat die organisasies in die Solidariteit Beweging op hul eie bene staan en nie deur ledegeld gesubsidieer word nie. Die ledebydraes wat tot fondse soos die Boufonds en die Studiefonds gemaak word, is regstreeks tot voordeel van ons lede. Dit is hoekom ons oortuig is dat Solidariteit as organisasie die meeste waarde vir die minste geld lewer.

Lede kry hierdie dienste alles teen minder as byvoorbeeld net die administrasiekoste van 'n mediese fonds. Dit alles is net moontlik omdat Solidariteit 'n helpmekaar-organisasie is, met die bestaansrede om ons gemeenskap te dien. Alles en meer word teruggeploeg in ons lede en gemeenskap. Ons is deurlopend met die ontwikkeling van bykomende dienste besig, met die doel om lede met hul werk, loopbane en lewenswelstand te help.

Dis vanjaar die eerste jaar van ons Helpmekaar 2020-plan. Ons weet daar lê nog 'n taai opdraande voor ons, maar die syfers, getalle en suksesse wys daar is hoop vir 'n toekoms waarin ons ook vry, veilig en voorspoedig kan wees.

### **Só help jou ledegeld 'n Helpmekaar-toekoms bou**

Duisende mense word in die werkplek gehelp;

190 000 kinders in 507 skole word ondersteun;

2 000 jongmense per jaar kry hulp met opleiding;

Die grootste tegniese kollege in die land word bedryf;

Akademia word tot 'n volwaardige universiteit uitgebou;

Christelike waardes word gehandhaaf;

Afrikaans word bevorder;

Die waarheid oor ons geskiedenis word vertel;

Ons monumente en erfenisse word bewaar;

Ons tree op as waghond oor ledebelange;

Ons neem in die media standpunt in;

Die regsorde en markeonomie word beskerm;

Ledebelange word deur die hele beweging bevorder; en

'n Nuwe toekoms word met die Helpmekaar 2020-plan gebou.

Bou saam met ons 'n toekoms en ondersteun Solidariteit. SMS bloot ONSBOU na 34802 (R2/sms).

### **Article 3: Solidartiy takes the lead in trade unionism (20 May 2016)**

#### **Solidariteit neem voortou in vakbondwese**

Alhoewel Solidariteit as 'n vakbond bekendstaan, is dié organisasie – die oudste van sy soort in Suid-Afrika – 'n vakbond wat werklik vir sy lede omgee en wat ondanks sy grootte ver bo sy gewigsklas boks.

Terwyl Solidariteit feitlik daaglik die onreg van regstellende aksie en swart ekonomiese bemagtiging teenoor sy lede in Suid-Afrika se hoogste howe beveg, is Solidariteit ook op voetsoolvlak aktief betrokke om sy lede te beskerm en by te staan. As daar op grond van ras teen ons lede gediskrimineer word, skroom Solidariteit nie om die regering tot in die konstitusionele hof te pak nie. Solidariteit het ook al 'n klag teen die Suid-Afrikaanse regering se kwotabeleid by die Verenigde Nasies ingedien. Solidariteit het reeds daarin geslaag om die Suid-Afrikaanse Polisie se regstellendeaksieplan onwettig te laat verklaar en het ook die departement van korrektiewe dienste tot in die konstitusionele hof oor die toepassing van rassediskriminasie in die werksplek gepak.

Solidariteit bereik gereeld skikkings namens sy lede wat hetsy vanweë onbillike ontslag of beserings aan diens op kompensasie geregtig is. Hierdie skikkings kom neer op miljoene rande wat die vakbond namens sy lede beding. Solidariteit het 'n span organiseerders en regsgeleerdes wat oor die 400 000 werksnavrae per jaar hanteer, terwyl daar op enige gegewe tydstip sowat 1 200 regsprosesse by Solidariteit hanteer word. Solidariteit wen boonop 87% van die regsdinge wat hy aanpak.

In 'n gemiddelde jaar kry Solidariteit-lede gemiddeld R200 miljoen per jaar aan vergoeding vir beroepsbeserings en -siektes en in hofsake wat die vakbond namens sy lede beding. Solidariteit-lede ontvang ook begrafnisvoordele waarvan Solidariteit sowat R7.5 miljoen per jaar aan sy lede uitbetaal.

Benewens die arbeidsregtelike sake wat Solidariteit namens sy lede by die Kommissie vir Versoening, Bemiddeling en Arbitrasie (KVBA) en in die arbeidshof behartig, is

Solidariteit ook direk betrokke by loononderhandelinge en -dispute terwyl die vakbond namens sy lede optree en aansienlike bystand tydens afleggings bied.

Solidariteit is terselfdertyd aktief in die werkplek betrokke om te verseker dat verskeie bedrywe nie weens swak of korrupte bestuur ten gronde gaan nie. Solidariteit sien ook toe dat werknemers nie deur hul werkgewers uitgebuit word nie en maak seker dat maatskappye wat óf werknemers se lewens óf hul heenkome in gevaar stel, aan die kaak gestel word.



#### **Article 4: Where was Solidariteit recently involved? (22 May 2016)**

##### **Waar was Solidariteit onlangs betrokke**

###### **Aurora**

Solidariteit was direk betrokke by die aankla van die direkteure van Aurora Empowerment Systems (onder wie Zondwa Mandela en Khulubuse Zuma) vir onder meer die korrupte bestuur van twee voormalige Pamodzi-myne. Sowat 5 000 werkers het hul werk by dié myne verloor.

Gideon du Plessis, hoofsekretaris van Solidariteit, het dit sy missie gemaak om te verseker dat die Aurora-skandaal die nodige media-aandag geniet en deel van die publieke diskoers uitmaak. Hy het ook met verbete vasberadenheid opgetree om te verseker dat diegene wat verantwoordelik was vir die verlies van duisende huishoudings se inkomstes aan die pen ry.

## **Lily-myn**

Die Lily-myn, wat op 5 Februarie 2016 ineengestort het en sowat 100 werkers vasgekeer gelaat het, het wêreldwyd opspraak gewek. Drie van die werkers is nog steeds nie gevind nie.

Die ramp het ook meegebring dat sowat 700 werkers hul werk by die myn, wat deur Vantage Goldfields besit word, kan verloor. Solidariteit het egter hier ook proaktief opgetree en was derhalwe die enigste vakbond wat deur die mynbestuur vir samesprekings genader is.

## **Highveld Steel**

Die sluiting van Highveld Steel, een van die grootste staalprodusente in Suid-Afrika, het nie net 'n reuse-impak op Suid-Afrika se staalproduksie nie, maar gaan ook Witbank se ekonomie en gemeenskap baie swaar tref .

Highveld Steel het sowat 2 200 werknemers gehad wat summier huis toe gestuur is met die boodskap dat daar geen kapitaal beskikbaar is om hul salarisse vir die maand te betaal nie – en nog minder om vir pakkette te betaal.

Alhoewel Marius Croucamp, Solidariteit se adjunk-hoofsekretaris vir die metaalbedryf, sy uiterste bes gedoen het om 'n gunstige uitkoms vir Highveld Steel te beding, het 'n voornemende koper van die aanleg op die laaste oomblik kop uitgetrek.

Solidariteit het egter in samewerking met die Solidariteit Helpende Hand praktiese hulp aan sowat 300 lede en hul gesinne verleen deur reeds drie keer kos en kruideniersware – telkens genoeg om 'n gesin van vier 'n paar weke lank te onderhou – onder die mense uit te deel. Solidariteit het ook gehelp om die geaffekteerde werkers se CV's by te werk sodat hulle dadelik vir ander werk kon aansoek doen.

## **ArcelorMittal en die staalbedryf**

Die staalbedryf oor die hele Suid-Afrika verkeer onder geweldige druk. Die volgende groot maatskappy wat geraak kan word, is die staalreus ArcelorMittal – meer bepaald sy Vanderbijlpark-aanleg.

ArcelorMittal Vanderbijlpark het sowat 5 000 vaste werknemers; indien hierdie aanleg sluit, sal dit 'n ekonomiese ramp vir die Vaaldriehoek inhou. Marius Croucamp het hier die voortou geneem en dien in 'n spesiale taakspan wat die probleme in Suid-Afrika se staalbedryf ondersoek. Hy het reeds die International Trade Administration Commission (Itac) versoek om so gou moontlik met 'n oplossing vorendag te kom om die staalbedryf in Suid-Afrika daadwerklik te beskerm nadat Itac hierdie ondersoek tot Junie vanjaar wou uitstel.

### **Ons doen meer**

Solidariteit stop nie by vakbonddienste nie. Solidariteit bou aan 'n toekoms, skep hoop en veg vir jou en jou gesin sodat julle binne Suid-Afrika van 'n vry, veilige en voorspoedige toekoms verseker kan wees.

Ondersteun Solidariteit en bou saam. SMS die woord ONSBOU na 34802. (R2/sms).

### **Article 5: This is how you can help Afrikaans universities to get up again (5 July 2016)**

#### **Só kan jy Afrikaanse universiteite help om weer op te staan**

Afrikaans word op Tukkies, Kowsies en by Unisa vermoor, maar op Stellenbosch (US) pleeg Afrikaans selfmoord. By US is die deur wyd en verwelkomend vir Engels oopgegooi en op 'n skrefie vir Afrikaans oopgelaat. Die politieke winde gaan nou sterk probeer om dié skrefie toe te waai. Kenmerkend van al hierdie besluite is dat dit bestuursgedrewe taalmisdade is. Die meeste raadslede is gekoöpteer om hierdie besluite van die elite te kon deurdryf, teen die wil in van die oorgrote meerderheid alumni, voedingskole en studente.

Dit gaan egter nie lank duur voordat Afrikaanse mense agterkom dat dit nie net oor Afrikaanse onderrig gaan nie, maar dat dit ook toegang vir en die tuisvoel van Afrikaanse studente en loopbane vir Afrikaanse dosente en personeel raak, om nie eens te praat van die volgende stap, die transformasie van die leerplanne en die akademie, wat voorlê nie. Dit kan tog nie anders as om die akademiese standaarde, gehalte van onderrig en navorsing te beïnvloed nie. Kortom, Afrikaans is die skans teen die politieke oornam van 'n universiteit en die afskaffing van die taal gaan mettertyd die wese van die universiteitswese raak. Afrikaans gaan oor veel meer as taal; dit gaan oor die toekoms van die universiteitswese.

### **Toekoms**

Die vraag is wat die toekoms inhou. Universiteite is nie afgesonderde eilande nie. Kyk maar wat het met monopolieë soos Telkom gebeur wat vinnig verbygesteek is deur tegnologiese mededingers, want wie sy mark of kliënte se voorkeure minag, pleeg selfmoord. Wie sy akademiese personeel se loopbane op die altare van rassekwotas opoffer, gaan die personeel en hul intellektuele kapitaal daarmee saam verloor. Wie moedertaalonderrig as bewese beste onderrigmedium vir politieke redes verruil vir swakker onderrig in 'n tweede taal, gaan die gevolge daarvan gou begin voel. Die bekende dr. Rolf Stumpf het jare gelede al gesê dat Suid-Afrika nie 'n onderwysprobleem het nie, maar 'n taalprobleem. Hierdie les gaan nou weer geleer word – in alle tale.

Ná 'n kort “rondgemaak” soos Gerhard Viviers sou sê, gaan studente, dosente en geld gaandeweg begin vloei na plekke wat aan hul behoeftes voldoen. Die Engelse taalbulle gaan agterkom dat dit nie die einde van Afrikaanse universiteite is nie, maar die begin van die Afrikaanse private universiteitswese. Soos die FAK gesê het, het die tyd nou aangebreek dat Afrikaans uit “staatshospitale” ontslaan moet word en in 'n privaat hospitaal versorg moet word. My voorspelling is dat Afrikaans en haar sprekers meer lewenskragtig uit hierdie situasie gaan opstaan.

### **Herlewing**

Die VN se Ontwikkelingsverslag van 2004 stel dit prontuit: “As die geskiedenis van die twintigste eeu iets bewys het, dan is dit dat pogings om kultuurgroepe weg te wens of in die meerderheid te laat opgaan, eerder 'n lewenskragtige kulturele herlewing uitlok.”

Akademia is in die lig van al hierdie ontwikkelings besig om sy beplanning vinnig te versnel. Kom ons wees reguit: Die hede gaan nie weggaan nie; die verlede gaan nie terugkeer nie; en die toekoms gaan nie vanself gebeur nie. Die voormalige Afrikaanse universiteite het begin as private gemeenskapsuniversiteite – net soos internasionale universiteite soos Harvard. Ons hét dit al vermag onder veel moeiliker omstandighede, ons kan, moet en gaan dit weer doen. Kom ons begin!

### **Wil jy betrokke raak? Hier is 'n paar maniere om dit te doen**

**Skuif jou bydrae of maak 'n nuwe maandelikse bydrae om Akademia vinniger te bou:**

Klik hier: <https://boufonds.solidariteit.co.za/word-n-boufonds-lid/>

**Maak 'n eenmalige bydrae:**

Klik hier: <https://boufonds.solidariteit.co.za/bydrae/>

**Vir bemakings, groot skenkings en trusts:**

Stuur 'n e-pos aan my by [boufonds@solidariteit.co.za](mailto:boufonds@solidariteit.co.za)

**Kry 'n kwotasie by Virseker vir jou korttermynversekering.** 'n Klein makelaarskommissie van derduisende kliënte maak uiteindelik 'n groot verskil sonder dat dit iemand ekstra koste uit die sak jaag. Jy kan miskien geld spaar en terselfdertyd help om Afrikaanse onderwys te verseker. Skakel VirSekeer by 0860 10 10 05 vir 'n gratis kwotasie of SMS jou naam en kontaknommer na 47552 en 'n agent sal jou terugskakel.

**Article 6: New BCom degree places Akademia in class of its own (26 May 2016)**

**Nuwe BCom-graad plaas Akademia in klas van sy eie**

Akademia, 'n privaat Afrikaanse afstandsonderriginstelling en inisiatief van die vakbond Solidariteit, spog tans met 'n splinternuwe toevoeging tot sy bestaande studieaanbod, naamlik 'n Baccalaureus (BCom) graad in Ekonomie en Regte. Die graadkursus, wat later vanjaar amptelik bekend gestel sal word, maak nie net 'n nuwe wêreld van moontlikhede oop vir voornemende studente wat hulself in die regsberoep wil vestig nie, maar dit plaas Akademia in 'n klas van sy eie wat privaat tersiêre onderrig in Suid-Afrika betref.

Elzette le Roux, programbestuurder van Akademia se BCom Ekonomie en Regte-graad, verduidelik dat dié regs kwalifikasie uniek is in die sin dat dit voornemende regsstudente ook met grondige kennis oor ekonomiese beginsels toerus. "Studente het die geleentheid om nie net hulself in die regsomgewing te bekwaam en te laat geld nie, maar om ook krities en vergelykend met ekonomiese konsepte te kan omgaan. Studente wat die spesifieke graadkursus volg, word voorts toegerus met analitiese vaardighede, probleemoplossingsvaardighede, kritiese denke en regskennis," verduidelik Le Roux.

Le Roux sê voorts dat die graad studente toerus met basiese kennis en vaardighede in 'n verskeidenheid van velde binne die sake- en regsomgewing. "Hierdie kombinasie van kennis en vaardighede waarmee studente toegerus word, bemagtig hulle om 'n suksesvolle loopbaan te volg en om moontlike beroepe soos dié van regsadviseur, ekonoom, navorser of konsultant te beoefen. Dit verleen ook aan studente toegang tot

nagraadse studie in Ekonomie of om 'n nagraadse regs kwalifikasie, soos 'n LLB-graad, te verwerf. Met die verwerwing van die nagraadse regs kwalifikasie kan die student uiteindelik ook as prokureur of advokaat toegelaat word,” sê Le Roux.

Le Roux het ook daarop gewys dat Akademia oor 'n span bekwame voltijdse en deeltijdse dosente beskik wat die vakke vir die BCom Ekonomie en Regte-graad aanbied. “Die dosente beskik almal oor honneurs- of meestersgrade in Ekonomie, Ondernemingsbestuur, Finansiële Bestuur of in die regte,” sê Le Roux.

Piet le Roux, akademiese hoof van Akademia, verduidelik dat die nuwe BCom-graad in Ekonomie en Regte as Akademia se eerste tree op pad na 'n omvattende akademiese aanbod in die sosiale wetenskappe beskou kan word. “Met die BCom-graad in Ekonomie en Regte gee Akademia 'n belangrike tree op pad na twee groot uitbreidings, naamlik die vestiging van 'n regs fakulteit en 'n fakulteit vir geestes- en sosiale wetenskappe. Hierdie uitbreidings sal onder meer danksy die BCom Ekonomie en Regte-kwalifikasie se grondige blootstelling aan die beginsels van die reg en die ekonomie, aangevul met inleidende blootstelling aan verskillende handelsdisiplines, moontlik gemaak word,” verduidelik Le Roux.

Akademia beplan om in die lig van sy nuwe BCom Ekonomie en Regte-graad ook 'n honneursgraad in Ekonomie, asook 'n nagraadse LLB-kwalifikasie in die nabye toekoms te ontwikkel en vir akkreditasie voor te lê. Daarby is Akademia tans besig met die proses om nog graadkwalifikasies, naamlik BCom Rekeningkunde, BCom Finansiële Beplanning en BNur (Verpleging) met die oog op 2017 te laat akkrediteer.

Let wel:

Voornemende studente wat daarin belangstel om vir die BCom Ekonomie en Regte-graad in te skryf, kan navrae oor die kursus aan Elzette le Roux, die programkoördineerder, rig by [elzette@akademia.ac.za](mailto:elzette@akademia.ac.za), of hulle kan Akademia se webtuiste, [www.akademia.ac.za](http://www.akademia.ac.za), besoek.

Voornemende studente kan ook gerus met Solidariteit Helpende Hand in verbinding tree om aansoek om 'n rentevrye studielening te doen. Neem asseblief kennis dat keuring aan bepaalde keuringsvereistes onderhewig is. Afgesien van die Helpende Hand-studiefonds, kwalifiseer Solidariteit-lede ook vir 'n 20%-afslag op studiegeld. Dié afslag is ook op die BCom Ekonomie en Regte-graad van toepassing.

Help bou aan Akademia. SMS bloot ONSBOU na 34802 (R2/sms)



### **Article 7: Akademia: foundation for African Harvard (25 May 2016)**

Met die onlangse onsekerheid rondom die universiteitskampusse in Suid-Afrika en in Afrikaans se toekoms, is die opbou van 'n alternatief vir Afrikaanssprekendes wat in hul moedertaal wil studeer, van onskatbare belang. Solidariteit se hoëronderriginstelling, Akademia, is besig om die eerste treë te gee om sy uiteindelige doel te verwesenlik: 'n Afrikaanse Harvard.

Volgens Flip Buys, voorsitter van die Solidariteit Beweging, is die droom om 'n "Afrikaanse Harvard," wat ook 'n privaat universiteit is, te bou. Met die byvoeging van 'n nuwe geakkrediteerde BCom-graad (Ekonomie en Regte), tesame met die reeds bestaande grade in Ondernemingsbestuur en Finansiële Rekeningkunde, is dié telematiese Afrikaanse universiteit besig om baanbrekerswerk te doen ten einde kwalifikasies van hoë gehalte vir Afrikaanssprekendes in Afrikaans te bied. "Ons weet hoe moeilik dit gaan wees om Akademia van 'n klein begin tot 'n wêreldklas universiteit uit te bou. Ons weet egter ook dat dit moontlik is, want ons voorouers het dit mos al bewys – in veel moeiliker omstandighede as vandag. As hulle dit kon doen, kan ons ook," het Buys gesê.

Met die bestaande hoëronderriginstellings wat tans slegs 150 000 studente per jaar kan akkommodeer, is daar ongeveer 200 000 matrikulante per jaar wat nie toegang tot hoër onderwys kan kry nie. Met die bou van Akademia kan meer

Afrikaanssprekende studente in hulle moedertaal onderrig word deur 'n instelling wat van die jongste tegnologie gebruikmaak om die beste gehalte onderwys te verseker.

Wat kan ek by Akademia studeer? \ [Klik hier](#).

Waarom in Afrikaans studeer? [Vind meer uit](#).

Lees meer oor Akademia se onderrigmodel. [Klik hier](#).

Solidariteit-lede kry afslag op hul studiegeld by Akademia. [Lees meer](#).

Help ons bou aan Akademia. SMS die woord ONSBOU na 34802 en 'n agent sal jou skakel.



### **Article 8: Akademia give bursaries worth R1.25 million away in 2016 (24 May 2016)**

Vyf beursprogramme, ter waarde van R250 000 elk, is in 2016 aan beurshouers toegeken. Die beurse, wat as die eNuus Elite-beursprogram by Akademia bekend staan, is spesifiek daarop gemik om studente blootstelling aan die wêreld van werk te gee terwyl hulle na-uurs vir die BCom-graad in Ondernemingsbestuur by Akademia studeer.

Volgens Andries Cornelissen, nuusredakteur van eNuus, bied hierdie beursprogram aan studente die geleentheid om na drie jaar 'n graad in Ondernemingsbestuur plus drie jaar se praktykgerigte werkservaring weg te stap. "Baie maatskappye het in vandag se gejaagde tye min tyd om onervare persone op te lei, en verkies daarom om kandidate met ervaring in die werksgebied aan te stel. Daarom sien ons hierdie as 'n ideale geleentheid vir die skoolverlatersmark," meen Cornelissen.

Verdere voordele van hierdie beursprogram sluit in: maandelikse sakgeld van R2 000, studiementorskap, persoonlike ontwikkelingskursusse, blootstelling aan verskeie sakeleiers en 'n buitelandse sakereis in die derde jaar. Om te kwalifiseer vir die Elite-beursprogram, moet 'n aansoeker 'n gemiddelde punt van 70% in sy rekord-eksamen behaal en aan die vereistes vir die spesifieke graadstudie by Akademia voldoen.

Marthinus Visser, besturende direkteur van Akademia, meen dat uitbreiding van die universiteitsaanbod in Afrikaans 'n hoë prioriteit is, siende dat Akademia in die positiewe voordeel wat moedertaalonderrig vir studente inhou, glo. "Lande soos Duitsland Japan en Frankryk het bewys dat die opleiding van studente in hul moedertaal wêreld-erkende leiers oplewer", sê Visser.

Jy kan ook inskryf vir volgende jaar se beurs: [Klik hier](#).

#### **Article 9: Sol-Tech boasts a new brand (15 September 2016)**

##### **Sol-Tech druk nuwe stempel af**

Roeping, toekoms, hoop: die drie bene waarop die stempel van kwaliteit-beroepsopleiding staan en voortaan in die nuwe Sol-Tech-logo verteenwoordig word. Die logo is ontwikkel uit elemente wat daaglik in die werkswinkel voorkom: simmetriese vorms, drade, pype en yster wat groei tot 'n simbool van krag wat die toekomsdrome van talle Afrikaanse jongmense weerspieël.

Die Sol-Tech-droom, wat tien jaar gelede gebore is, is vandag 'n trotse leier op die gebied van opleiding. Vyftig personeellede en bykans 1 200 studente is op enige tyd in die stelsel besig met opleiding. Sol-Tech betree nou 'n nuwe era en is oorgehaal vir die uitdagings van die toekoms.

Volgens Paul van Deventer, besturende direkteur van Sol-Tech, teiken die instansie jongmense met 'n aanleg vir tegnologie en 'n passie vir tegniese werk. Kortom, Sol-Tech lewer uitnemende, afgeronde individue deur gehalteonderrig. Sol-Tech wou hierdie kenmerke ook in sy logo laat deurskemer.

Die nuwe logo vind aanklank by jongmense en die studente is baie opgewonde oor die T-hemde en pette wat reeds beskikbaar is.

## **Die diamant as samebindende simbool**

Benewens die feit dat die diamant of diamantvorm 'n sentrale element in al die bestaande handelsmerke van die Solidariteit Beweging is (en so ook in die handelsmerk van Sol-Tech toegepas word), het die diamant groot simboliese waarde:

Die woord “diamant” kom van die Griekse woord *adámas* wat “onbreekbaar/onvernietigbaar” of “behoorlik/gepas/volledig” beteken.

Suid-Afrika is in die geskiedenis bekend vir die wêreld se grootste diamante. Met die vakbond Solidariteit se wortels wat histories (en vandag steeds) in die mynbedryf lê, het dit sin om die diamant as oorkoepelende handelsmerk te ontsluit en te vestig.

Diamante in hul ruwe, oorspronklike vorm is nie so aanskoulik nie maar deur dit met vernuf te slyp word dit in 'n hoogs verhandelbare kommoditeit omskep.

Die hardheid van diamante maak dit onontbeerlik in industriële toerusting soos bore en slypmasjiene.

Die “S” bestaan uit drie diamante en verteenwoordig Sol-Tech se sterkte, sukses en stukrag.

Die seskantige sluitmoer simboliseer strukture en stelsels in die staal- en elektriese bedryf waarin studente sal studeer en werk.

Laastens vergestalt die diamantvorm ook 'n pyl wat rigting aandui – die pad vorentoe.



**Article 10: 95% of Sol-Tech craftsmen gets a job – research (15 June 2016)**

**95% van Sol-Tech ambagslui kry werk - navorsing**

'n Kwalifikasie by Sol-Tech, die Solidariteit Beweging se eie tegniese opleidingskollege, is een van die beste maniere waarop werksoekers in die tegniese veld hulself kan toerus vir die arbeidsmark. Jongmense wat 'n Sol-Tech-kwalifikasie het, is ná hul studies nie net indiensneembaar nie – hulle staan in die industrie uit as goed afgeronde, gesogte ambagslui, skryf Cilleste van Dyk.

Dié feite het duidelik geword tydens navorsing wat die Solidariteit Navorsingsinstituut (SNI) onder afgestudeerde Sol-Tech-studente aangepak het. Die navorsing het aan die lig gebring dat 'n allemintige 94,7% van die gekwalifiseerde Sol-Tech-studente werk het. Altesame 30% van die gekwalifiseerde ambagslui studeer self verder in hul onderskeie ambagte.

Met sulke welslae speel Sol-Tech 'n baie belangrike rol in die Solidariteit Beweging se opleidingsplan. 'n Goeie kwalifikasie van 'n gesaghebbende opleidingsinstelling is een van die beste maniere waarop werksoekers hulself beter vir die huidige arbeidsklimaat kan toerus.

“Ons opleidingstrategie by Sol-Tech is eenvoudig: Hoë gehalte opleiding deur ervare opleiers op moderne toerusting,” sê Paul van Deventer, besturende direkteur van Sol-Tech.

“Dis 'n unieke opleidingsmodel met goeie korporatiewe bestuur wat 'n balans handhaaf tussen gehalte en bekostigbaarheid. Voeg daarby gemotiveerde en toegewyde studente wat opgelei word in heelwat meer fasette as die minimum vereiste, en jy het 'n Sol-Tech-student wat eenvoudig uitstaan bo enige ander opleidingsinstansie se studente. Dis ons suksesresept.”

Die navorsing wat aangepak is deur Nicolien Welthagen, senior navorser by die SNI, het gepoog om by Sol-Tech-studente uit te vind hoe hulle die arbeidsmark ervaar ná hul opleiding by Sol-Tech, en of 'n kwalifikasie van dié instansie hulle bemagtig het vir hul beroep.

“'n Sol-Tech-kwalifikasie het vir die meeste van die studente deure oopgemaak en geleenthede geskep. Die respondente se mening oor hul Sol-Tech-opleiding was dat dit goed was, dat hulle baie geleer het en dat hulle dit geniet het,” vertel Welthagen.

Een van die unieke dienste wat aan Sol-Tech-studente gelever word deur Ajani, 'n geregistreerde private maatskappy wat die plasing van ambastudente hanteer, is om studente te plaas by 'n instansie waar hulle praktiese ervaring kan opdoen. Uit hierdie plasings word 55,7% van die afgestudeerde studente dadelik ná hul kwalifikasie aangestel by die instansie waar hulle prakties gedoen het omdat hul werketiek en vaardigheid van so 'n hoë gehalte is.

Buiten die 56,7% afgestudeerde ambagslui wat aangedui het dat hulle dadelik begin werk ná die voltooiing van hul studies, het die ander 35,4% binne ses maande werk gekry. Volgens Welthagen het 75,8% van die respondente aangedui dat hulle daarna van werk verander het omdat hulle 'n beter pos by 'n ander maatskappy gekry het, terwyl 15,2% aangedui het dat hulle bevorder is.

Daarbenewens verduidelik Welthagen dat die respondente gemiddeld R16 628 (ná aftrekkings) per maand verdien, maar dat sommige tot R40 000 verdien. Altesame 46,4% verdien ook nog wisselende vergoeding (byvoorbeeld oortyd, skoftoelae ensovoorts).

Die grootste groep respondente, 83%, het aangedui dat hulle hul kwalifikasie as 'n goeie kwalifikasie beskou en dat Sol-Tech se opleiding vir geen ander instansie hoef terug te staan nie.

Volgens Welthagen sê die studente dat die sillabus goed uiteengesit is en dat hulle goeie ondervinding en kennis opgedoen het. Hulle meen dat dit juis die hoë standaard van opleiding by Sol-Tech is wat vir hulle werkgeleenthede geskep het.

As jy beplan om jou as ambagspersoon te bekwaam, maar bekommerd is dat daar nie vir jou werkgeleenthede gaan wees nie, kan jy ontspan. Navorsing onder die afgestudeerde studente van Sol-Tech het dit bevestig.

Byna al die studente, 93,1%, het gereken dat daar wel 'n tekort aan ambagslui in Suid-Afrika is. Hoewel daar baie ander vakmanne is, het 40% van die respondente gesê die ander gekwalifiseerdes is dikwels baie swak in hul vakmanskap. Daar is dus baie ambagslui, maar min wat die werk kan doen.

“Uit hierdie navorsing kan die afleiding gemaak word dat Sol-Tech 'n gerespekteerde instansie is wat opleiding van gehalte bied en vir baie studente loopbaangeleenthede skep,” vertel Welthagen.

Van Deventer is trots op dit wat Sol-Tech in sy eerste 10 jaar se bestaan bereik het. “Ons is die trotsste op die welslae van ons oudstudee. Dit verg harde werk om 'n goeie ambagspersoon te wees, en Suid-Afrika se arbeidsomgewing is uitdagend.

“Ons probeer geensins die prentjie skets dat dit maanskyn en rose is nie, maar met die navorsing bewys ons minstens dat daar hoop is vir jongmense wat die regte opleiding het en bereid is om hard te werk,” het hy gesê.



**Article 11: Two deaf students from Sol-Tech create hope (14 June 2016)**

**Twee dowe studente van Sol-Tech skep hoop**



Die bekende spreekwoord lui: Soos vinkel en koljander, die een is soos die ander. Vir Markus Maartens (24) en David Nkosi (25), twee dowe studente wat aan Sol-Tech studeer om elektrisiëns te word, beteken dié spreekwoord eerder die een kan nie sónder die ander nie.

Markus, wat op 'n jong ouderdom doof geword het, kan liplees. David, wat doof gebore is en wie se ouers albei doof is, kan egter nie liplees nie. Markus tolk dus alles wat in die klas gesê word vir David. David is egter akademies sterker as Markus en staan hom daarom met sy studies by.

Die twee studente se paadjies het in 2001 vir die eerste keer gekruis toe hulle albei begin skoolgaan het by die Trans-Oranje Skool vir Dowes in Pretoria. Hoewel hul paadjies ná skool vir 'n jaar of wat geskei het, het hulle mekaar weer by Sol-Tech raakgeloop waar hulle albei tans die kollege se elektrisiënkursus volg. Soos wat hul vriendskap oor die jare heen ontwikkel het, het die twee studente begin om mekaar te ondersteun en aan te vul.

Paul van Deventer, besturende direkteur van Sol-Tech, verduidelik dat die twee studente feitlik onafskeidbaar is. Dit het veral duidelik geword toe David en Markus vir 'n ruk lank geskei was toe David na die praktiese deel van hul kursus in die werksinkels gevorder het en Markus moes agtergebly omdat hy met 'n paar vakke vasgeval het.

“Ons het agtergekom dat die twee studente nie sonder mekaar se ondersteuning kon klaarkom nie. Sol-Tech het daarom 'n spesiale reëling getref dat beide Markus en David na die werksinkelfase kon vorder en dat Markus sy N-kursus later kon voltooi. Hulle albei floreer nou in die werksinkels,” verduidelik Van Deventer.

Lynette Schultz, Markus en David se lektor, verduidelik dat sy aanvanklik skrikkerig was om vir hulle klas te gee weens Markus en David se gestremdheid. “Hoewel dit aan die begin ’n aanpassing was, het ons saam ’n manier gevind om rondom Markus en David se gestremdheid te werk. Ek het hulle gevra wat hulle behoeftes is en hoe ek hulle kan bystaan sodat hulle die werk steeds kan verstaan. Dit behels dikwels dat ek meer tyd en moeite spandeer om seker te maak dat hulle verstaan wat in die klas verduidelik word,” verduidelik Schultz.

Markus verduidelik in gebaretaal terwyl Schultz as tolk optree.

Schultz, wat ook intussen geleer het om met Markus en David te kommunikeer, sê dit help baie dat beide Markus en David kan lees en skryf. “Ten spyte van hul gestremdheid pas hulle baie goed in die tradisionele klasopset in. Hulle kom goed met die ander studente oor die weg. Markus is baie akkuraat in sy werk en daarom sal van die ander studente dikwels by hom kom aanklop vir hulp,” sê Schultz.

Markus verduidelik dat hy en David hoop om na afloop van hul studies by Sol-Tech by dieselfde werkgewer in diens geneem te word. “Markus sê hulle kan nie voorsien wat in die toekoms gaan gebeur nie. Hy sê dit sal uiteraard vir hulle ideaal wees om by dieselfde werkgewer te werk sodat hulle kan aanhou om mekaar te help,” verduidelik Schultz namens Markus.

Waarom het hulle juis gekies om by Sol-Tech ’n ambag te studeer? Markus verduidelik in gebaretaal aan David, wat in gebaretaal antwoord. Daarna verduidelik Markus aan Schultz wat as tolk optree. “Markus verduidelik dat hy en David graag vir ander dowe mense wil wys dat jy steeds, ongeag jou gestremdheid, jou drome kan nastreef,” sê Schultz.

Wat Markus en David se verhaal verder besonders maak, is die feit dat hulle albei in relatief moeilike omstandighede grootgeword het. Markus se ma is oorlede toe hy nog baie jonk was. Hoewel sy pa nog leef, is hy nie in staat om Markus finansiële ondersteuning te bied. Markus bly nou by sy meisie se ouers en studeer met behulp van ’n rentevrye studielening van Solidariteit Helpende Hand. David, wat reeds getroud is, studeer ook met behulp van ’n rentevrye studielening.



Van Deventer sê Markus en David se verhaal is 'n verhaal van hoop. “Die feit dat hulle, ten spyte van verskille in ras en kultuur, mekaar se sterk punte raaksien en benut, is vir ons 'n verhaal van hoop te midde van die vele uitdagings in ons land,” sê Van Deventer.

“Daarby is die feit dat hulle in bitter moeilike omstandighede, en dit met 'n gestremdheid, goed tussen die ander studente funksioneer, uiters inspirerend,” voeg Van Deventer by.

Sol-Tech is 'n Afrikaanse tegniese opleidingsinstelling sonder winsmotief en is deur die vakbond Solidariteit tot stand gebring.

### **Article 12: What does the future of Afrikaans look like in 2016? (14 June 2016)**

#### **Hoe lyk die toekoms van Afrikaans in 2016?**

Die aanslag op Afrikaans het die afgelope paar weke opnuut sy kop uitgesteek. Die woorde “Afrikaans Must Fall” is gedreunsang en teen mure van geboue gespuitverf. Daarby saam het klippe, bakstene en rubberkoeëls deur die lug getrek. “Doen weg met Afrikaans of ons maak dié plek onregeerbaar!” is gedreig. Die manne in rooi het taalstryders en liefhebbers van Afrikaans warm onder die kraag gehad.

Dat die toekoms van Afrikaans veral by universiteite bedreig word, is duidelik. Die meerderheid van die Universiteit van die Vrystaat (UV) se senaat het reeds vir die afskaffing van Afrikaans as onderrigtaal gestem. By die Universiteit van Pretoria (UP) hang die toekoms van Afrikaans as onderrigtaal in die weegskaal. Die bestuur van die

Stellenbosch Universiteit dreig ook kort-kort dat hulle Afrikaans as onderrigtaal gaan afskaf.

'n Mens kan nie help om te wonder nie hoe die nuutste politieke aanslag teen Afrikaans die toekoms van Afrikaans, veral as wetenskaptaal, bedreig nie. Die vraag is dus: In hoe 'n mate word die toekoms van Afrikaans as wetenskaptaal bedreig deur die (potensiële) afskaffing van Afrikaans as onderrigtaal by tradisioneel Afrikaanse universiteite?

Professor Anne-Marie Beukes, voorsitter van die Afrikaanse Taalraad, is van mening dat ons in die onderwysdomein 'n drasties veranderde landskap vir Afrikaans as medium van onderrig te wagte kan wees. "Afrikaans is 'n baie sterk taal, ook as onderrigmedium en as 'n wetenskaptaal. Dit blyk egter dat ons taal se sprekers besonder flink oorskakel na Engels as medium van onderrig. Die redes hiervoor is algemeen bekend, soos byvoorbeeld dat Engels 'n wêreldtaal, die taal van die werkplek en ook die taal van moderniteit is," sê Beukes.

Daar bestaan nietemin min twyfel by Beukes dat Afrikaans 'n toekoms in Suid-Afrika het – mits Afrikaanssprekendes aanhou om vir hul taal te veg. "Na my mening moet ons as Afrikaanse taalgemeenskap besin oor hoe ons die sienings van ons taalgemeenskap kan probeer beïnvloed. Ons moet houdings kan verander oor die ongelooflike prestasies van Afrikaans as wetenskaptaal. Ons moet voorts met taalbewussynsprogramme oortuig van die waardevolle plek en waarde van Afrikaans in die skool en op universiteit," sê sy.

Beukes meen die Afrikaanse taalgemeenskap kan 'n groot bydrae lewer om die voortbestaan van Afrikaans as wetenskaptaal te verseker. "Ons moet op beduidende skaal fondse inwin om privaat skole en universiteite, soos Akademia en Sol-Tech, lewensvatbaar te maak. Ons moet voorts die taalgemeenskap oor alle grense heen oortuig om hierdie moedertaalinstellings te benut," sê sy.

Alana Bailey, adjunk uitvoerende hoof van taal en kultuur by AfriForum, meen Afrikaans het as taal tot op 'n indrukwekkende hoë vlak ontwikkel. "Met meer as 6 miljoen moedertaalsprekers is Afrikaans een van die 150 grootste tale in die wêreld.

Afrikaans is ongetwyfeld 'n hoëfunksietaal wat vir alle doeleindes gebruik kan word," sê Bailey.

Volgens Bailey is Afrikaans in alle rigtings – van wetenskapsbeoefening tot letterkunde – van internasionale gehalte. "Afrikaans word deesdae ook tersiër onderrig in die VSA, Rusland, België, Nederland, Pole en in ander lande. Dit is 'n nasionale bate en sleutel tot die kultuur en geskiedenis van die sprekers daarvan," sê Bailey.

Wat die toekoms van Afrikaans betref, twyfel Bailey geensins dat Afrikaans, ongeag die nuutste aanslae teen die taal, hier is om te bly nie. "Tans is daar geweld op kampusse en enkele mense glo dit gaan oor Afrikaans. Nee, Afrikaans is maar een verskoning daarvoor. Die stryd is teen 'n Westerse akademiese etos, nie teen 'n bepaalde taal nie," meen Bailey.

Bailey waarsku egter dat indien die aanslag teen Afrikaans nie bestuur word nie en Afrikaans nie beskerm word nie, internasionale standaarde en akademiese uitnemendheid helaas ook nie meer 'n plek in die land het nie. "Daarom moet ons die status van Afrikaans ten alle koste behou," waarsku Bailey.

Bailey meen Afrikaanssprekendes kan soos volg tot die behoud en bevordering van Afrikaans bydra:

Deur hul reg tot Afrikaanse moedertaalonderrig op alle vlakke ferm, maar waardig te eis;

Deur hul werkstukke, publikasies en ander akademiese werk in Afrikaans te doen;

Deur hulle nie te steur aan mites oor Engels wat die sleutel tot internasionale sukses is nie. Afrikaans het nie dr. Japie van Zyl van 'n suksesvolle loopbaan by NASA weerhou nie, dit het nie Chris Barnard daarvan weerhou om 'n hart oor te plant nie, en dit het ook nie vir Deon Meyer van internasionale roem as skrywer weerhou nie;

Deur Afrikaanse produkte en besighede te steun sodat die Afrikaanse wêreld ook kan werk bied aan mense wat in Afrikaans studeer; en

Deur hulself en mense om hulle bewus te maak van wat "taalregte" beteken en waarom dit belangrik is.



### **Article 13: FAK let history live ( 9 Junie 2016)**

#### **FAK laat geskiedenis leef**

Die Federasie van Afrikaanse Kultuurvereniginge (FAK) leef nie net sy passie vir die Afrikaanse taal, kultuur en geskiedenis met verskeie opwindende projekte en inisiatiewe uit nie, maar het ook 'n spesiale tuiste op sy webblad geskep waar die storie oor Afrikaners, hul taal, kultuur en geskiedenis op 'n kragtige wyse bewoord en bewaar word. *Inge Strydom* het meer gaan uitvind oor die verskillende maniere waarop die FAK, wat deel is van die Solidariteit Beweging, die Afrikaner se geskiedenis uitbeeld en bewaar.

#### **FAK-fotoversameling**

Daar word dikwels gesê 'n foto vertel 'n duisend stories. Die FAK se unieke fotoversameling van die Afrikaner se geskiedenis vertel talle verhale oor die Afrikaner se ontstaan en beeld talle sleuteloomblikke in die Afrikaner se geskiedenis uit – vanaf volksplanting tot nou toe. Gaan saam met die FAK op 'n nostalgiese fototog deur die Afrikaner se geskiedenis. [Klik hier](#).

#### **Tydvakke**

Die Afrikaner se geskiedenis word in die algemeen in verskeie tydvakke verdeel. Die FAK se webtuiste bevat 'n afdeling waar elke tydvak van die Afrikaner se geskiedenis, van die pioniers tot die Afrikaners van ná 1994, sinvol opgesom is. Lees meer. [Klik hier](#).

#### **Klankargief**

“Almal het 'n fantastiese gees en almal doen dinge saam. Daar was glad nie enigsins 'n bietjie jaloesie nie. Dit was net 'n fantastiese tyd van 'n klomp meisies saam.” Só het Anneline Kriel, voormalige Mej. Wêreld, in 1974 vertel van haar deelname aan die Mej.

Wêreld-kompetisie. Luister hier na die oorspronklike opname van haar onderhoud soos dit op die FAK se klankargief, saam met verskeie ander geskiedkundige opnames, bewaar word.

“Dit was die eerste keer wat ons ’n hartoorplanting gedoen het sonder om die pasiënt se eie hart uit te haal.” Só het professor Chris Barnard vertel van die wêreld se eerste koppelhartoperasie wat hy op ’n pasiënt uitgevoer het. Klik hier om na die oorspronklike opname van sy onderhoud soos dit op die FAK se klankargief bewaar word, te luister.

### **Afrikaanse organisasies**

Al ooit gewonder hoe, wanneer en waar die Suid-Afrikaanse Vrouefederasie of die Voortrekkers tot stand gekom het? Die FAK se webtuiste bevat ’n beknopte, maar tog insigryke beskrywing van hierdie en ander Afrikaanse organisasies en hul ontstaan. Klik hier.

### **Geskiedenis Dagboek**

Die FAK se Geskiedenis Dagboek bevat dagstukke wat verskeie onderwerpe in die Afrikaner se geskiedenis, waaronder die Eerste Britse Bewind, die Groot Trek, Afrikanernasionalisme en Uniewording behandel. Lees meer. Klik hier.

### **Afrikaanse kulturalmanak**

Die FAK se Kulturalmanak roep persoonlikhede en gebeurtenisse op wat ’n invloed op die Afrikaner se ontwikkelingspad uitgeoefen het. Lees meer. Klik hier.

## **Article 14: Afrikaans crosses international borders with FAK Schools expo (7 June 2016)**

### **Afrikaans steek internasionale grense oor met FAK skole-ekspo**

Die Federasie van Afrikaanse Kultuurvereniginge (FAK) het op 14 Maart vanjaar die heel eerste Internasionale Afrikaanse Skole-ekspo geloods wat ten doel het om deelnemers die uitdaging te bied om kreatief met Afrikaans om te gaan.

Volgens Johan Jansen van Vuuren, Projek-en-kommunikasiebeampte by die FAK, is dit die eerste keer dat die Afrikaanse Skole-ekspo, wat al vier jaar lank deur die FAK aangebied word, op ’n internasionale front gaan plaasvind. “Afrikaans is nie net ’n taal wat binne die grense van Suid-Afrika gepraat word nie; in die buiteland is daar ook baie sprekers van Afrikaans wat lief is vir dié taal,” het Jansen van Vuuren gesê.

“Dit is teen hierdie agtergrond wat die FAK besluit het om vanjaar se eksposoop te maak vir Afrikaanssprekers van ander lande waaronder Namibië, België en Australië. Die tema van vanjaar se ekspos is *100 Jaar van Afrikaanse Films*, en deelnemers kan die tema in allerlei kategorieë uitbeeld wat skilderkuns, opstelle en storieboeke insluit. Daar is ook ’n ope kategorie vir inskrywings in die vorm van poësie, kortverhale of liedjies.”

Die ambassadeur van die projek vanjaar, Jenna Dunster (aktrise en dogter van Elize Cawood), glo dat die projek baie kan doen om ’n liefde vir Afrikaans onder skoolkinders van graad 6 tot graad 12 te kweek.

Leeders word volgens ouderdomsgroepe beoordeel: grade 6-7, grade 8-9 en grade 10-12. ’n Wenner sal in elke afdeling en kategorie volgens ouderdomsgroep aangewys word. Die algehele wenner van die ekspos sal ’n oorsese reis ter waarde van R25 000 as prys wen.

Alle inskrywings moet op die laaste 31 Julie 2016 in wees.

Klik hier om meer oor die ekspos uit te vind en om die inskrywingsvorm af te laai.



### **Article 15: Afrikaans in the barrage; FAK creates hope (17 May 2016)**

#### **Afrikaans in die spervuur; FAK skep hoop**

Te midde van die onlangse aanslag op Afrikaans by al die tradisioneel Afrikaanse universiteite bly die Federasie van Kultuurvereniginge (FAK) 'n baken van en vegter vir die beoefening en bewaring van die besondere taal.

Volgens Johan Jansen van Vuuren, projek- en kommunikasiebeampte by die FAK, ontvang die FAK weekliks oproepe van mense wat wil deelneem en 'n bydrae wil maak. "Ons kry ook heelwat terugvoering van mense wat hul dankbaarheid uitspreek teenoor die FAK se amptelike standpunt ten gunste van Afrikaans op universiteite," het Jansen van Vuuren gesê.

Skokkende insidente van verwoesting het die afgelope tyd by universiteite oor die land heen plaasgevind. Die realiteit bly egter dat die hele situasie heelwat wyer uitkring as

slegs die teenwoordigheid van Afrikaans aan tersiêre instellings. Niemand word tog verplig om in Afrikaans te studeer nie. Verwoesting van nie net klaskamers en infrastruktuur nie, maar ook van bakens, simbole en standbeelde maak daagliks opspraak. Die tekens dat Afrikaans gebruik word as 'n flou verskoning om 'n aanslag teen Afrikaners, die Afrikanerkultuur en Afrikanergeskiedenis te loods, word egter telkens bevestig.

“Die FAK se standpunt bly egter onverander: Ons sal nie terugsit en toekyk hoe dit wat ons na aan hart lê, afgebreek word nie,” sê Jansen van Vuuren.

### **Beeldjie-projek**

Die FAK loods in 2016 'n reeks geskiedenisprojekte wat gefokus is op die beskerming en bewaring van Afrikanergeskiedenis. Ter ondersteuning van die FAK se geskiedenisprojekte het die FAK 'n geskiedenisfonds gestig, en word elke Afrikaner uitgenooi om die fonds te ondersteun.

As deel van die FAK se geskiedenisprojekte het die FAK pas sy Afrikanerbeeldjie in elke huis-projek bekendgestel. “Al word ons standbeelde verwyder of verwoes, kan niemand ons keer om standbeelde van ons helde in ons huise ten toon te stel nie. Replika-beeldjies van standbeelde van NJ van der Merwe en Sarel Cilliers is reeds beskikbaar, terwyl beeldjies van president Steyn en Totius tans ontwikkel word. Elke Afrikanergesin het nou die geleentheid om standbeelde van ons helde in hul huise te hê,” verduidelik Jansen van Vuuren.

Klik hier om die FAK se webblad te besoek.

Elkeen wat die FAK se geskiedenisfonds met 'n donasie van meer as R500 ondersteun, ontvang 'n beeldjie van sy of haar keuse gratis. Elkeen wat aansluit as Goue Vriend van die FAK en die FAK se geskiedenisfonds teen R200 of meer per maand ondersteun, ontvang ook 'n beeldjie van sy of haar keuse gratis. Beeldjies is beskikbaar in óf 'n silwer óf 'n brons afwerking.

Kontak Zieg van Huyssteen by die FAK-kantoor by [zieg@fak.org.za](mailto:zieg@fak.org.za), of by 012 301 1777 om die Geskiedenisfonds te ondersteun en 'n beeldjie te ontvang.

Hou ook die FAK se Facebook-blad en nuusbriëf dop vir die bekendstelling van nog beeldjies deur die loop van die jaar.



*tuiste. trots. toekoms.*

#### **Article 16: More than a million read Maroela Media (1 July 2016)**

Maroela Media het vandeemaand 'n historiese mylpaal bereik deur die merk van een miljoen unieke webbladbesoekers met vlieënde vaandels verby te steek. *Inge Strydom* het met dié Afrikaanse digitale mediahuis, wat deel is van die Solidariteit Beweging, gesels oor dié besondere waterskeidingsomblik in sy bestaan.

Susan Lombaard, uitvoerende hoof van Maroela Media, verduidelik dat die mylpaal van een miljoen unieke besoekers vir Maroela Media 'n sielkundige mylpaal is. “Die mikpunt om een miljoen unieke besoekers in een kalendermaand op ons webblad te behaal, het ons lank bly ontwyk. In November verlede jaar was ons 25 000 besoeke kort van die miljoen-kerf af. Ons het van daar af aan elke maand daarna gestreef om die mylpaal te haal, maar daar is net soveel wat 'n mens kan doen om dit kunsmatig aan te help,” verduidelik Lombaard.

Lombaard sê die bereiking van 1 138 328 unieke besoeke op Maroela Media in Junie vanjaar (Google Analytics) het dus organies gebeur. “Ons het geen ekstra geld aan bemerking bestee of ekstra personeel aangestel nie. Ons het eenvoudig aangehou

om goeie stories te publiseer en ons lesers het bly aangroei omdat hulle glo in dít wat ons publiseer. Daar is nou meer as ’n miljoen mense wat gekies het om ons hul bron van nuus te maak sonder dat ons hulle noodwendig beïnvloed het,” sê Lombaard.

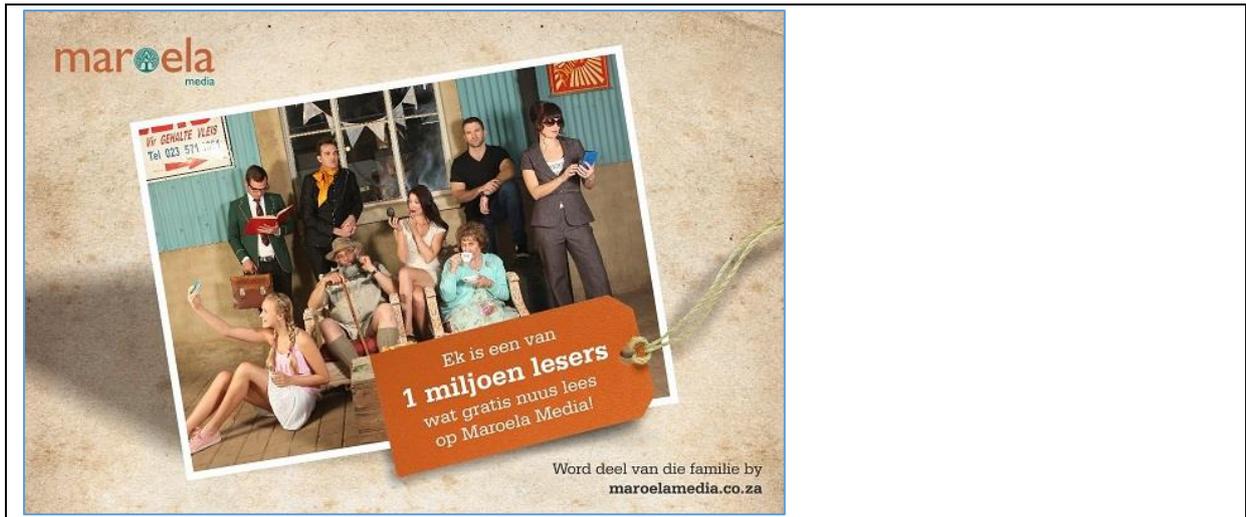
Sy meen Maroela Media se unieke waardes en karakter het ook grootliks bygedra tot die organiese groei van hul webbladbesoekers tot waar dit vandeemaand ’n rekordhoogtepunt bereik het. “Maroela Media beskik oor verskeie unieke eienskappe, waaronder ons gemeenskapsinslag, ons Christelike waarderaamwerk, die feit dat ons gratis nuus en inligting aan die publiek bied, ons sterk fokus op Afrikaans, die feit dat ons ’n nostalgiese taal- en kultuurbelewenis bied, en ook ons intuïtiewe begrip van digitale mediawese,” verduidelik Lombaard.

Daarby beklemtoon Lombaard na aanleiding van die herrie rondom die SAUK se sensurering dat Maroela Media ’n onafhanklike nuusbron is en sal bly. “Deur onafhanklike media-instansies en sosiale media sal ons aanhou om al die kante van elke storie te vertel. Ons sal beeldmateriaal publiseer van onluste, want dit is wat daar buite gebeur, en dit raak ons elkeen,” het Lombaard gesê.

Nico Strydom, nuusredakteur van Maroela Media, meen die noue betrokkenheid van die gemeenskap by nuusgebeure het ook grootliks bygedra tot die mylpaal van meer as een miljoen unieke besoekers op Maroela Media. “Daar is ’n gemeenskap wat rondom Maroela Media ontwikkel het wat gereeld vir ons nuuswenke stuur. Maroela Media het nie net lesers nie, maar is deel van ’n gemeenskap wat die nuus help vorm,” sê Strydom.

Flip Buys, voorsitter van die Solidariteit Beweging, het in reaksie op Maroela Media se een miljoen-mylpaal gesê dat Maroela Media die hedendaagse weergawe van ’n dorpsplein is. “Hier is elkeen iemand, of jy nou ’n inwoner van Suid-Afrika, ’n omwoner in ’n buurland, of ’n Afrikaanse uitwoner in ’n vreemde land is. Maroela maak dit moontlik dat mense nog ’n Afrikaanse lewe kan lei, al bly jy in die hartjie van Londen,” het Buys gesê.

Lees ook: Agt dinge wat jy nie van Maroela Media geweet het nie. Sien Solidariteit se video oor Maroela Media ter viering van hul meer as een miljoen unieke besoeke hieronder



### **Article 17: Eight things you did not know about Maroela Media (30 June 2016)**

#### **Agt dinge wat jy nie van Maroela Media geweet het nie**

Maroela Media is 'n Afrikaanse digitale mediahuis wat nuus en 'n verskeidenheid ander inligting wat vir Afrikaanssprekendes en hul leefwêreld relevant is, publiseer. Maroela Media het op 29 Julie 2011 sy digitale deure vir die publiek geopen. Die mediahuis, wat deel is van die Solidariteit Beweging, het ten doel om 'n gemeenskap van Afrikaanssprekendes op die internet te skep.

Hier is agt opwindende feite oor Maroela Media waarvan jy nie geweet het nie:

1. Maroela Media is tans op grond van maandelikse unieke besoekers die tweede grootste Afrikaanse nuusplatform in Suid-Afrika, die grootste gratis Afrikaanse nuusplatform in Suid-Afrika en is onder die top- 20 webbladsye in Suid-Afrika gelys (Google Analytics).
2. Dit is nie toevallig dat Maroela Media Afrikaans is nie; hy beywer homself doelbewus vir die bevordering van die Afrikaanse taal deur middel van verskeie opwindende inisiatiewe en projekte. Maroela Media het trouens ontstaan danksy Afrikaans.
3. Maroela Media bied jaarliks 'n twee dag lange radioseminaar teen minimale koste aan vir verskeie Afrikaanse gemeenskapsradiostasies in die Kaap en in Gauteng. Die doel van hierdie projek is om kleiner radiostasies in staat te stel om opleiding by uitnemende en relevante kundiges in die mediabedryf te ontvang.
4. Maroela Media glo daaraan om nuus gratis aan die publiek te bied omdat hulle glo dat die publiek gratis toegang tot daaglikse nuus behoort te ontvang.

5. Maroela Media neem onafhanklike redaksionele besluite en streef dus na onafhanklike, akkurate en gebalanseerde berigging.
6. Maroela Media het homself binne slegs vyf jaar as 'n betroubare en geloofwaardige bron van nuus gevestig.
7. Maroela Media is gebaseer op 'n Christelike waarderaamwerk wat veral sterk klem lê op etiese besluitneming, objektiwiteit, integriteit, deeglikheid, balans en vryheid van spraak.
8. Maroela Media publiseer 24 uur per dag nuus, elke dag van die jaar – insluitend naweke en op vakansiedae. Die nuus is die gewildste inhoud van alle inhoud wat op Maroela Media gepubliseer word. Ander afdelings op Maroela Media sluit in rugbynuus, resepte, Afrikaanse woorde, uitdrukkings en wenke, nuus uit die vermaakwêreld, goeie nuus, geestelike artikels, tegnologiesnuus en -artikels, meningstukke deur meningsvormers in die Suid-Afrikaanse samelewing en lesersbriewe.

Bou saam met ons 'n toekoms en ondersteun Solidariteit. SMS bloot ONSBOU na 34802 (R2/sms).



### **Article 18: Show your heart beat Afrikaans with Maroela Media's e-shop (28 June 2016)**

#### **Wys jou hart klop Afrikaans met Maroela Media se e-winkel**

Maroela Media is veel meer as net 'n Afrikaanse nuuswebwerf. Hulle is 'n kuierplek: die grootste tafel in jou ouma se kombuis waar jy kan aansit vir 'n koppie boeretroos en 'n stuk melktert. Hulle is die stoep op jou oom se plaas waar jy sit en stories luister

terwyl oupa biltong kerf. En nou is hulle ook jou oom se koöperasie – waar jy van 'n kettie tot 'n T-hemp kan koop: alles in jou taal.

Maroela Media verkoop alles waarvan jy hou in hul koöperasie: T-hemde wat jou taal praat, egte boereporselein-blikbekers, plonspotte vir jou opkikkertjie-moerkoffie, 'n kolskootkettie, 'n wielewalieklimtol en selfs kombuistaal-magnete waarmee jy jou yskas kan versier en jou woordeskat kan verbreed.

Ons het iets wat elke hart en sak pas. Word deel van die familie – jy is tuis op Maroela!

Gaan maak 'n draai in Die Koöperasie en wys jou hart klop Afrikaans. Kyk hier om na al hul produkte te kyk.



#### **Article 19: Solidarity makes legal action against state pension fund known (17 May 2016)**

##### **Solidariteit maak regstappe teen staat se pensioenfonds bekend**

Die vakbond Solidariteit sal eerskomende Woensdag (11 Mei 2016) tydens 'n mediakonferensie besonderhede oor sy hofsak teen die pensioenfonds vir staatsamptenare (GEPF) bekendmaak.

Solidariteit wil onder meer deur middel van 'n groepsgeeding namens die meer as 2 miljoen staatsamptenare die GEPF verantwoordbaar hou vir die eensydige wysigings wat aangebring is aan die formule wat toegepas word om die bedankingswaarde van staatsamptenare se pensioenvoordeel te bereken. Hierdie stap is gedoen sonder dat alle relevante belanghebbendes geraadpleeg is. Solidariteit wil hierdie proses deur die hooggeregshof laat hersien.

Johan Kruger, adjunkbestuurshoof van Solidariteit, sê Solidariteit se hofsaak teen die GEPF sal tot voordeel van alle staatsdienswerkers wees. “Ons is van mening dat daar nie ’n behoorlike konsultasieproses ingevolge die reëls van die fonds gevolg is nie. Ons vra dat die besluit om die aktuariële faktore eensydig te wysig, hersien moet word sodat ’n behoorlike konsultasieproses gevolg kan word.

Staatsamptenare wat wil aftree of wat reeds afgetree het nadat die faktore eensydig gewysig is, het aftreevoordele ter waarde van duisende rande verloor. Daar moet ’n behoorlike konsultasieproses gevolg word sodat georganiseerde arbeid daaraan kan deelneem,” sê Kruger.

#### **Article 20: Speech by Dr Dirk Hermann on the Renate Barnard case (17 May 2016)**

##### **Toespraak deur Dr Dirk Hermann oor die Renate Barnard saak**

##### **Renate Barnard-konstitusionele hofsaak: ’n Stryd vir gelykheid, billikheid en waardigheid**

##### **Dr. Dirk Hermann, bestuurshoof Solidariteit**

Die uitspraak van die hoogste hof van appèl in Bloemfontein beskryf die Renate Barnard-storie as ’n tipiese Suid-Afrikaanse verhaal. Dit is presies wat dit is; ’n verhaal van ’n mens en emosies, verhoudings, drome en passie om haar medemens deur die SAPD te dien.

Regstellende aksie het egter ontaard in ’n wiskundige benadering waar die mens uit regstellende aksie gehaal en vervang word met syfers. ’n Sakrekenaar bepaal mense se toekoms. Die Renate Barnard-stryd vir geregtigheid wat al nege jaar lank voortduur, gaan vir ons nie oor syfers nie, maar oor ’n mens.

Renate kom uit ’n polisiehuis.

Haar pa was ’n polisieman; haar oupa was ’n polisieman; haar broer was in die polisie; sy vrou is steeds ’n burgerlike in die polisediens en haar suster se man was in die polisie.

Hulle het reg langs die polisiestrasie in Witbank gebly en op die stoepe van die polisiestrasie rondgehardloop. Langs die polisiestrasie was die hof en hulle het in die

hofsale hof-hof gespeel. Hulle het die boewe gejaag, gevang en hof toe gesleep. Boetie was die magistraat, 'n ander maatjie was die getuie en so is die boef sommer gou skuldig bevind en selle toe geneem.

In 1976 was Duveen Botha die eerste polisievrout wat ingesweer is. Renate was toe 'n dogtertjie van ses jaar oud. Sy kon nog nie eers haar esse so lekker sê nie, maar daardie dag het sy gesê: "Pappa, nou mag ek ôk mos polisie toe gaan." Van die begin af was dit 'n droom.

### **Die stryd begin**

In September 2005 het Renate die eerste keer, saam met ses ander kandidate, aansoek gedoen vir die pos genummer 6903. Renate was by verre die beste en die paneel het gemeen dat haar aanstelling dienslewering beslis sou bevoordeel.

Afdelingskommissaris Rasegatla het nietemin besluit dat die pos nie gevul moes word nie aangesien Renate se aanstelling nie rasseverteenvoordinging sou bevorder nie.

Die pos word toe weer gedurende Mei 2006 geadverteer en Renate doen toe weer aansoek.

Weer was sy die beste kandidaat en wêér word sy deur die paneel aanbeveel.

Hierdie keer keur Rasegatla die aanbeveling goed en motiveer dat dit dienslewering sal verbeter en die regte boodskap vir Renate sal stuur.

Die nasionale kommissaris, in daardie stadium Jackie Selebi, skryf toe terug dat die aanbeveling nie aanvaar word nie want dit bevorder nie verteenwoordiging nie.

Dieselfde pos word toe 'n derde keer geadverteer, en weer doen Renate aansoek. Onmiddellik daarna word die pos geskrap.

### **Die inhoud van gelykheid**

Op Donderdag 20 Maart gaan die konstitusionele hof van Suid-Afrika die eerste keer 'n regstellendeaksie saak ingevolge die Wet op Gelyke Indiensneming aanhoor.

Hierdie saak is een van die belangrikste konstitusionele hofsake in Suid-Afrika. Onderliggend aan die saak is die inhoud van gelykheid wat 'n kernwaarde van die Grondwet van Suid-Afrika is. Hierdie saak gaan dus inhoud gee aan een van die belangrikste onderliggende begrippe in die Suid-Afrikaanse demokrasie. Oor die betekenis van gelykheid in die regstellende aksie konteks is daar duidelik nie

regsekerheid nie. Dit kan gesien word in die pad wat die Renate Barnard-saak deur die Suid-Afrikaanse howe geloop het.

Op die heel basiese vlak, naamlik beregting binne die SAPD, is besluit dat rasseverteenvoordingheid en gelykheid gelyk is aan mekaar. Die uitgangspunt is dat indien 'n posvlak nie verteenwoordigend van die nasionale rassedemografie is nie, bestaan daar nie gelykheid nie. Die SAPD se siening word duidelik in die volgende toneel, wat hom in die arbeidshof in Braamfontein afgespeel het, uitgebeeld.

Ramathoka, 'n menslikehulpbronpraktisyn het soos volg verbatim getuig:

*Than in that regard when we allocated the positions using the national demographic figures, in terms of representivity, eight positions of the 16 were suppose to be allocated to African males and no posts was supposed to allocated to Indian males. One post was supposed to be allocated to colourd males. No post to white males. African females six post allocated to them. Indians no post and colourd females, one post and white females no posts.*

Volgens Ramathoka, mag 'n onderhoudspaneel geen persone uit die nie-aangewese groep aanbeveel as daardie groep oor-verteenvoording is nie. Hulle mag aansoek doen om 'n pos maar hulle sal nie aanbeveel word nie.

“What is the point in allowing them or inviting them to apply?” het advokaat Grogan gevra.

En dan volg die verstommende antwoord van Ramathoka dat, ingevolge die Wet op Gelyke Indiensneming, daar nie 'n absolute verbod op aansoeke mag wees nie. Wittes mag dus aansoek doen, maar ingevolge die streng toepassing van die SAPD se plan beteken dit dat wittes derhalwe nie aanbeveel mag word nie.

“That’s cynical,” het Grogan gesê.

Die regter was ook uit die veld geslaan: ‘Sorry, I just need to clarify something. Superintendent, I am confused. Are you testifying that the policy and process of the SAPS, once a plan has been issued which shows an overrepresentation in a particular position, is an absolute rule? That the SAPS will not, and may not, appoint a person from a non-designated group to that position, as an absolute rule?’

“It is an absolute rule, my lord,” het Ramathoka geantwoord.

Dit is dan die siening van die SAPD. Absolute rasseverteenvoording is gelyk aan absolute gelykheid.

Volgens die bekende swart ekonoom van die VSA, prof. Thomas Sowell, is daar nêrens in die wêreld 'n land waar die nasionale rassedemografie oral presies weerspieël word nie.

Dit is nog nooit in die wêreld bereik nie en sal nooit bereik word nie.

### **Absurde ideologie**

Die staat se idee van verteenwoordigendheid het ontwikkel in 'n absurde ideologie wat nie die werklikheid in ag neem nie.

Hulle pas dié idee egter ideologies en blindelings toe.

In die Jenny Naidoo-saak verduidelik die SAPD hierdie ideologie soos volg:

*When the relevant position was advertised, the allocation for Indians was 2,5% of all available posts: 70% of the 2,5% for Indian males and 30% of the 2,5% for Indian females (The SAPS's target for women is 30% and for men 70%).*

*In respect of Gauteng province, there were 19 positions on level 14 allocated. 19 positions on level 14 are multiplied by the national demographic figure for a specific race group e.g. 19 positions x 79% Africans = 15 of 19 posts must be filled by Africans. Then 15 x 70% (70% are the target for males) = 11 positions to be filled by African males minus the current status of seven meaning there is a shortage of 4 African males.*

*For Indian females, the calculation is 19 x 2,5% = 0,5 positions to be filled by Indians, then 0,5 x 30% (30% is target of females) = 0,1 Indian females and that is rounded off to zero. But here are only 5 available positions 0,125 could go to Indians x 30% gender allocation means 0.037 could be allocated to Indian females and that is rounded to zero.*

*Indian females on level 14 were ideal because there was none and the ideal was zero. There was one Indian male on level 14 but there ought to be none*

Hierdie ideeraamwerk van die SAPD vind algemene neerslag in die staat. Die onlangse saak van tien werknemers van die DKD oor regstellende aksie het gewys hoe absurd die ideologie van absolute verteenwoordigendheid kan wees.

Volgens hierdie ideologie moet die nasionale rassedemografie selfs in 'n provinsie soos die Wes-Kaap toegepas word. Dit beteken dat bruin Suid-Afrikaners van meer as 50% (provinsiale demografie) na minder as 10% (nasionale demografie) afbestuur moet word.

Dit kan net gedoen word indien 'n reuse-sosialemanipulasieprogram gevolg word, of anders gestel, gedwonge verskuiwings. Ons onthou almal Jimmy Manyi se woorde:

*This overconcentration of coloureds in the Western Cape is not working for them. They should spread in the rest of the country. There is a requirement of coloureds in Limpopo and all over the country. They should stop this overconcentration. Because they are in oversupply where they are. So, you must look into the country and see where you can meet the supply (sic).*

Voor u dalk dink dit is net Manyi wat kan dink dat gedwonge verskuiwings gepas is in 'n demokratiese Suid-Afrika luister na wat die staat se senior advokaat, Bantubonke Tokota, in die interdikaansoek van Solidariteit namens Christo February v. die DKD geargumenteer het:

*February could move anywhere in South Africa if the demographics in the Western Cape did not benefit him.*

*Take North-West for instance, the population is mostly black. They need a combination of black, coloured and white people. The idea is to fill the gaps.*

Die arbeidshof in Kaapstad het beslis dat die gebruik van die nasionale demografie onwettig is. Die staat voel egter so sterk daarvoor dat hy appelleer.

Hulle gaan egter nóg verder en verander die Wet op Gelyke Indiensneming en vaardig nuwe regulasies uit wat groter maatskappye dwing om die nasionale demografie te implementeer.

### **Die drie hofsake van Barnard**

Dit bring ons weer terug by die Renate Barnard-pad.

In die arbeidshof in Braamfontein bevind regter Pretorius teen hierdie absolute idee van verteenwoordigendheid. Hy bevind dat Barnard se reg tot waardigheid en gelykheid asook dienslewering in ag geneem moet word. Hy bevind ook dat regstellende aksie deurgaans billik en rasideel moet wees en bevind in die guns van Renate Barnard.

Die SAPD het die saak toe na die arbeidsappèlhof in Braamfontein verwys.

Die uitspraak van die arbeidsappèlhof was 'n pynlike teleurstelling vir Solidariteit en Barnard. Die praktyk van absolute verteenwoordiging, wat die staat die afgelope jare toegepas het, word geregtig.

Die uitspraak het kortliks daarop neergekom dat wittes nie op die reg op gelykheid kan aanspraak maak solank restitusie nog nie afgehandel is nie. En wat is die maatstaf waaraan vordering met restitusie gemeet word? Rasseverteenvoording gegrond op die nasionale rasedemografie. Onderverteenvoording sou 'n bewys van ons hartseer verlede wees en dié patroon moet verbreek word, aldus die uitspraak.

Die hof aanvaar dus die idee van absolute rasseverteenvoording – 'n wiskundige benadering tot regstellende aksie. Die hof aanvaar ook die staat se benadering dat rassetelling belangriker is as regstelling. In die uitspraak het die bank van drie regters dit soos volg gestel:

*It is misconstrued to render the implementation of restitutionary measures subject to the right to equality ... the reality is that there will always be adverse effects on persons from non-designated groups.*

Die hof maak toe ook van doelwitte kwotas en van billike verteenwoordiging absolute verteenwoordiging – en alles is geregverdig. Die (woordelikse) uitspraak het verder gelui:

*Notably no posts were made available for the promotion/appointment of white candidates. Rigid or not, these numerical targets represent a rational programme aimed at achieving the required demographic representivity status quo required by the Employment Equity Act.*

*The overrepresentivity of white males and females is in itself a powerful demonstration of the insidious consequences of our unhappy past.*

*The overrepresentivity of whites in level 9 is a stark reminder of our past and indeed the present and yet another wake-up call to decisively break from these practices. These are practises that can be effectively broken by embracing the restitutionary spirit of the Constitution.*

Die uitspraak sien absolute rasseverteenvoording as 'n grondwetlike plig. Daar is geen ruimte vir 'n genuanseerde benadering nie.

*Furthermore, the point must be that, on the facts before us, the appointment of Barnard would not have advanced the quest for representivity in the appellant's workforce in level 9. This would have aggravated the overrepresentivity of whites in level 9 and would have represented a step backwards and in direct violation of a clear constitutional objective.*

Solidariteit het teen hierdie uitspraak na die hoogste hof van appèl in Bloemfontein geappelleer. Die saak is op 6 April 2013 in die hoogste hof van appèl aangehoor. Die regters het die staat gebraai omdat hulle nie Renate se passie en vaardighede in ag geneem het nie.

Op 28 November 2013 word die uitspraak gelewer. Geregtigheid na agt jaar!

Die uitspraak beskryf die Renate Barnard-storie as 'n tipiese Suid-Afrikaanse verhaal. Dit gaan oor die uitdagings van 'n samelewing op pad na 'n toekoms waarin elkeen 'n plekkie in die son sal hê. Die Renate-storie vertel van 'n nasie wat groeipyne beleef.

Die regters skryf dat Renate as gevolg van haar toegewydheid en talent vinnig gevorder het.

Sy was die enigste kandidaat in die keuringsproses 'n unieke mengsel van passie en entoesiasme gehad het om met lede van die gemeenskap, wat ongelukkig met die polisie se diens is, te werk.

Die uitspraak lees verder dat dit duidelik is dat die paneel, wat drie senior swart polisieoffisiere ingesluit het, hierdie onderskeidende kenmerke van Barnard raakgesien het en besef het dat dit polisie diens sal verbeter.

Rakende dienslewering word gesê dat die pos beslis krities was. So 'n senior pos moes geskep word om 'n professionele en effektiewe polisie diens te skep.

Die SAPD word hard deur die regters oor die vingers getik:

*One is left with the distinct impression that the explanation that the post was not filled because it was not critical was contrived. Moreover, the post was advertised on no less than three occasions, lending a lie to the assertion that it was not critical.*

Die regters bevind dat die negatiewe impak van 'n dubbele verwerping op twyfelagtige gronde van 'n lojale en toegewyde lid van die SAPD nie oorgesien kan word nie. Dit sluit die impak op die gegriefde polisie diens en die SAPD in.

Rakende verteenwoordigendheid skryf die regters dat teikens wat absoluut toegepas word niks anders as kwotas is nie en kwotas word deur die wet verbied. Opsommenderwys vra die uitspraak vir 'n buigbare en situasie-sensitiewe benadering.

Die staat besluit egter om sy rassebeleid tot in die konstitusionele hof te verdedig. Op 20 Maart hoor die konstitusionele hof die argumente van twee teenoorstaande idees oor die inhoud van gelykheid in die werkplek aan in die saak Solidariteit v die staat van Suid-Afrika.

Die landskap van regstellende aksie sal nooit weer dieselfde wees ná die uitspraak van die konstitusionele hof nie.

### **Stryd om idees**

Solidariteit sien homself nie as teen regstellende aksie of bloot teen die staat se idee oor regstellende aksie nie.

Solidariteit verteenwoordig 'n alternatiewe idee oor regstellende aksie. Móre se stryd in die grondwetlike hof is dus nie bloot 'n regstryd nie, maar ook 'n stryd om idees. Ons vertrou dat die debat oor regstellende aksie van die howe sal skuif na volwasse politieke debat. Die antwoord vir regstellende aksie kan nie net in howe gesoek word nie. Ons moet dit vind in gesonde, maar robuuste gesprek.

Solidariteit se idee van regstellende aksie vra vir 'n insetgebaseerde benadering tot regstellende aksie (opleiding en ontwikkeling) waarvolgens mense in staat gestel word om suksesvol te wees en waar hulle juis vry van die stelsel gemaak word. Solidariteit glo aan 'n benadering wat spesifieke situasies in ag neem. Solidariteit glo dat die individu se passie en vaardighede deel van die besluit moet wees. Solidariteit glo dat die beskikbare poel vaardighede in ag geneem moet word. Suid-Afrika se werkplekke kan nie meer verteenwoordigend wees as die vaardigheidsaanbod nie. Solidariteit glo ook dat goeie diens 'n regstellendeaksie-instrument is.

Solidariteit spreek hom uit teen die idee van absolute verteenwoordiging waar die nasionale rassedemografie oral weerspieël moet word. So 'n praktyk lei tot absurde resultate en vra vir gedwonge verskuiwings wat allermens aanvaarbaar kan wees in die huidige demokrasie. Dit lei daartoe dat dienslewering opgeoffer word ter wille van die ideologie van rasseverteenvoording. Poste word selfs vakant gelos indien wittes of bruines oorverteenvoording is. Dit lei tot vervreemding van minderhede. Niemand word bevoordeel uit die ideologie van absolute verteenwoordiging nie.

Gelykheid is net te kompleks om dit op 'n wiskundige wyse met 'n sakrekenaar en eenvoudige ras-ideologie te probeer te bereik.

### **Sake en 'n regsfonds**

Die Renate Barnard-saak is 'n bepalende gebeurtenis in Solidariteit se stryd vir gelykheid, billikheid en waardigheid in die werkplek en is die begin van die grootste burgerlike regsaksie ná 1994.

Solidariteit kan vandag aankondig dat ons nog 34 sake teen staats- en semi-staatsinstellings gaan voer. Die sake is almal in verskillende stadiums van die regsproses.

Die staat gee die pas aan in Suid-Afrika. Indien die staat 'n onregmatige praktyk toepas, sal die privaat sektor dit begin volg en weldra word dit so algemeen toegepas dat die onregmatige praktyk regmatig word. So volg die reg die praktyk.

Ons kan dus nie die staat se onregmatige ideologie van verteenwoordigendheid net daar laat nie. Die taak van die burgerlike samelewing in 'n grondwetlike demokrasie is om as waghond van die regstaat op te tree.

Om op te tree teen 'n staat wat buite die regsraamwerk en teen die grondwetlike demokrasie optree, is juis patrioties.

Die sake fokus ook op verskillende elemente van die staat se ideologie van verteenwoordigendheid. Dit sluit in die rol van dienslewering; die effektiewe funksionering van die staatsdiens; die uitsluiting van rasgroepe uit posadvertensies; die gebruik van rassekwotas; die inagneming van streeksdemografie; en minderhede se reg op waardigheid en gelykheid.

Solidariteit het reeds drie maal teen die departement van korrektiewe dienste se regstellendeaksiestrategie in die hof geseëvier en verskeie kere teen die Suid-Afrikaanse Polisie diens. Die vakbond het ook in die hoogste hof van appèl in Bloemfontein namens Renate Barnard gewen. Solidariteit was ook al suksesvol teen Denel, die Tshwane Munisipaliteit en die Suid-Afrikaanse Bloeddiens.

Behalwe dié sake het Solidariteit nog 'n verdere agt sake teen die SAPD; nog 'n saak teen die DKD, asook sake teen die Suid-Afrikaanse Lugdiens en die lugredery se tegniese afdeling, die Tshwane munisipaliteit en die departement van justisie asook verskeie sake teen werkgewers in die privaat sektor. Solidariteit het ook regsake aan die gang waarin gevra word dat die regstellendeaksieplanne van die SAPD en DKD ongeldig verklaar word.

Dit is ook vir ons 'n voorreg om van die applikante in van die sake aan u voor te stel:

Solidariteit kondig ook aan dat ons begin met 'n veldtog om 'n R10 miljoen-regsfonds op te bou om ons veldtog vir gelykheid, billikheid en waardigheid in die werkplek te befonds. Ongelukkig litigeer ons teen 'n staat met diep belastingsakke. Die staat litigeer teen ons met ons eie belastinggeld. Ons verwag dat duisende Suid-Afrikaners tot die regsfonds sal bydrae, hetsy in die vorm van klein of groter bydraes.

Sover ons kennis strek, is hierdie regsaksie die grootste burgerlike regsaksie in Suid-Afrika.

Die doel van Solidariteit is om 'n Suid-Afrika daar te stel waarin almal vry, gelyk voor die reg, waardig en billik behandel sal word. Ons vertrou dat almal hier teenwoordig hierdie ideaal van ons deel

#### **Article 21: Solidarity wants to build legal fund for 34 legal action cases (17 May 2016)**

##### **Solidariteit wil regsfonds bou vir 34 regstelaksiesake**

Die vakbond Solidariteit het vandag aangekondig dat hy nog 34 regstellendeaksie-hofsake teen die staat en semi-staatsinstellings gaan aanpak. Solidariteit het terselfdertyd ook aangekondig dat hy 'n groot veldtog van stapel gestuur het om 'n regsfonds van R10 miljoen op te bou om te help om die hofsake te finansier.

Hierdie aankondiging kom op die vooraand van Solidariteit se regstellendeaksie-hofsak namens lt.kol. Renate Barnard teen die Suid-Afrikaanse Polisiediens (SAPD) wat môre (20 Maart 2014) in die konstitusionele hof aangehoor gaan word. Barnard veg al nege jaar lank vir geregtigheid en daar word verwag dat hierdie hofsak die landskap van regstellende aksie vir altyd sal verander.

“Die Barnard-saak is 'n bepalende gebeurtenis in Solidariteit se stryd vir gelykheid, billikheid en waardigheid in die werkplek,” het Dirk Hermann, bestuurshoof van Solidariteit, gesê.

Die staat gee die pas aan in Suid-Afrika. Indien die staat 'n onregmatige praktyk toepas sal die privaat sektor dit begin volg en binnekort word dit so algemeen toegepas dat die onregmatige praktyk regmatig word. So volg die reg die praktyk.

Ons kan dus nie die staat se onregmatige ideologie van verteenwoordigendheid net daar laat nie. Die taak van die burgerlike samelewing in 'n grondwetlike demokrasie is om as waghond van die regstaat op te tree. Om op te tree teen 'n staat wat buite die regsraamwerk teen die grondwetlike demokrasie optree is juis patrioties.

Die 34 sake van Solidariteit is in verskillende stadiums van die regsproses en fokus ook op verskillende elemente van die staat se ideologie van verteenwoordigendheid. Dit sluit in die rol van dienslewering; die effektiewe funksionering van die staatsdiens; die uitsluiting van rasgroepe uit posadvertensies; die gebruik van rassekwotas; die inagneming van streeksdemografie; en minderhede se reg op waardigheid en gelykheid.

Solidariteit het reeds drie maal teen die departement van korrektiewe dienste (DKD) se regstellendeaksie-strategie in die hof geseëvier en verskeie kere teen die SAPD. Die vakbond het ook in die hoogste hof van appèl in Bloemfontein namens Barnard gewen. Solidariteit was ook al suksesvol teen Denel, die Tshwane-munisipaliteit en die Suid-Afrikaanse Bloeddiens.

Benewens dié sake is Solidariteit ook gewikkel in 'n verdere agt sake teen die SAPD, nog 'n saak teen die DKD, asook sake teen die Suid-Afrikaanse Lugdiens en die lugredery se tegniese afdeling, die Tshwane-munisipaliteit en die departement van justisie asook verskeie sake in die privaat sektor. Solidariteit het ook regsake aan die gang waarin gevra word dat die regstellendeaksieplanne van die SAPD en DKD ongeldig verklaar word.

Solidariteit het besluit om met 'n veldtog te begin om 'n R10 miljoen-regsfonds te vestig om ons veldtog vir gelykheid, billikheid en waardigheid in die werkplek te befonds. Ongelukkig litigeer ons teen 'n staat met diep belastingsakke. Die staat litigeer teen ons met ons eie belastinggeld. Ons verwag dat duisende Suid-Afrikaners tot die regsfonds sal bydra, hetsy in die vorm van kleiner of groter bydraes. Sover ons kennis strek, is hierdie regsaksie die grootste burgerlike regsaksie in Suid-Afrika. Die doel van Solidariteit is om 'n Suid-Afrika daar te stel waarin almal vry, gelyk voor die reg, waardig en billik behandel sal word.

Bou saam met ons 'n toekoms en ondersteun Solidariteit. SMS bloot ONSBOU na 34802 (R2/sms)

## **Article 22: Building Fund and Legal Fund of interest for Solidarity's Future Plan 2020 (17 May 2016)**

### **Boufonds en Regsfonds van kardinale belang vir Solidariteit se Toekomsplan 2020**

Met die bekendstelling van die Solidariteit Beweging se Toekomsplan 2020 by die onlangse Toekomsberaad wat op 10 Oktober 2015 by die Heartfelt Arena gehou is, is daar aangekondig dat Solidariteit oor die volgende vyf jaar R3,5 miljard in verskeie projekte en instansies gaan belê.

Die geld gaan onder meer aangewend word vir die uitbouing van die Solidariteit Beweging se reeds bestaande opleidingsinstellings Sol-Tech en Akademia. Die instellings, wat onderskeidelik 'n tegniese opleidingskollege en 'n Afrikaanse universiteit is, fokus daarop om gehalte- tersiêre opleiding aan studente te bied.

Verder gaan Solidariteit steeds daarop fokus om te verseker dat werknemers ruimte gebied word om hul loopbane te kan volg en om enige diskriminasie, soos byvoorbeeld die onbillike toepassing van regstellende aksie, in die werkplek te beveg.

Die Boufonds en Regsfonds speel 'n kardinale rol om hierdie doelwitte te verwesenlik sodat Afrikaners steeds vry, veilig en voorspoedig in Suid-Afrika kan leef en werk:

### **10.8 Boufonds**

Die Solidariteit Beweging besef die noodsaaklikheid vir goeie opleiding in skaars vaardighede, en die Boufonds fokus juis daarop om iets daadwerklik daaromtrent te doen. Solidariteit se bestaande opleidingsinstellings, Sol-Tech en Akademia, bied aan jongmense die geleentheid om die nodige kennis te bekom wat hulle in staat sal stel om as minderheidsgroep in 'n meerderheidsamelewing te kan floreer.

Die Solidariteit Beweging het onlangs 'n fase wat geskoei is op die beginsel en uitbouing van "Beter Werk," geloods. Gepaardgaande met dié herposisionering is daar ook besluit om die destydse "Groeifonds" na die "Boufonds" om te skakel omdat die vakbond glo dat die beste manier om sy lede in die nuwe, onsekere, ekonomie te beskerm, deur kennis is. Die nuwe Boufonds het ten doel om juis na dié behoefte van die beweging se mense om te sien.

Solidariteit het met die oog op opleiding sy driejaar-opleidingsplan ten bedrae van R400 miljoen aangekondig. Die aankondiging sluit planne vir onderwys van laerskool-tot universiteitsvlak in. Deel van die beplanning behels die bou van 'n nuwe opleidingskampus wat die tuiste van verskeie opleidingsinstellings sal wees. Solidariteit het ook aangekondig dat hy sy studiehulp aan sy lede en hul kinders oor die volgende drie jaar tot R60 miljoen gaan uitbrei.

## **10.9 Regsfonds**

Die Solidariteit Regsfonds is met een doel voor oë gestig: om die regering se onregmatige toepassing van regstellende aksie teen te staan.

Solidariteit voer tans tot 34 regstellendeaksiesake oor die land heen namens sy lede en beywer hom deurgaans om lede teen die regering se beheptheid met ras en rasseverteenvoording te beskerm. Die regering se volgehoue toepassing van rassekwotas het die verdrukking van minderheidsgroepe se regte en die totale verontagsaming van vaardighede tot gevolg. Hierdie blindelinge toepassing van rasgedrewe regstellende aksie lei tot die verswakking van die staat en sy instellings, wat die kwaliteit van dienslewering negatief beïnvloed.

Volgens 'n studie deur dr. Dirk Hermann, bestuurshoof van Solidariteit, het Eskom in 'n kwessie van agt jaar, tussen 1994 en 2002, van ongeveer 10 207 ervare werknemers ontslae geraak. Dié ingesteldheid het Eskom se fokus verskuif van kragvoorsiening na rasseverteenvoording, terwyl die skielike verlies aan vaardighede sowel as die vernietiging van die instansie se institusionele geheue groot probleme, wat vandag gesien kan word, tot gevolg gehad het.

## **10.10 Wat doen Solidariteit?**

- Solidariteit het al talle sake namens werknemers van die departement van korrektiewe dienste, die SAPD, Eskom en munisipaliteite gevoer.
- Dit is egter nie genoeg nie. Die toepassing van regstellende aksie diskrimineer juis teen sommige rassegroeperinge op grond van hul velkleur.
- Die vakbond se volgende groot stap was om hom tot die Verenigde Nasies te wend deur die indiening van 'n skaduverslag oor regstellende aksie.

- Solidariteit beoog om deur hierdie skaduverslag te bewys dat die regering se toepassing van rassewetgewing onkonstitusioneel is en teen die VN se konvensie oor die uitwissing van alle vorme van rasediskriminasie indruis.
- Solidariteit se klagte van rasediskriminasie teen die Suid-Afrikaanse regering sal in Augustus 2016 deur die Verenigde Nasies (VN) aangehoor word.

#### **10.11 Dra by tot die Boufonds**

- SMS "BOU" na 38040 en skenk R10, of
- Maak 'n maandelikse of eenmalige bydrae

#### **10.12 Dra by tot die Regsfonds**

- SMS "REG" na 34802 ('n SMS kos R2)

#### **Article 23: Your contribution speeds up hope-creating plan (7 July, 2016)**

##### **Jou bydrae bespoedig die hoop skep plan**

Die Boufonds het die afgelope ruk 'n merkwaardige aantal bydraes, bemakings en skenkings ontvang. Só oorweldigend was die steun dat ons planne om die reeds bestaande opleidingsinstansies uit te bou deur jou bydrae 'n ongelooflike hupstoot gekry het. Ons wil vir jou dankie sê vir jou bydrae tot hierdie reusesukses wat reeds behaal is.

Wat het die Boufonds alreeds vermag?

#### **10.13 Sol-Tech**

Solidariteit se tegniese kollege, Sol-Tech, is teen 'n koste van meer as R50 miljoen opgerig. Die kollege is vanjaar tien jaar oud en meer as 1 000 studente per jaar word reeds daar opgelei. Die geld is afkomstig van die R10 per lid wat maandeliks uit ledegeld in Solidariteit se Boufonds inbetaal word. Die Boufonds koop hierdie jaar nog R2,5 miljoen se toerusting aan om Sol-Tech op die voorpunt van tegnologiese opleiding te hou. Helpende Hand ken jaarliks R3 miljoen se studie- en verblyfbeurse toe aan lede se kinders wat by Sol-Tech studeer. Aansoeke van lede se kinders geniet boonop voorkeur vir toelating tot Sol-Tech en om studiehulp te ontvang.

## **10.14 Akademia**

Sedert 1994 is geen nuwe universiteite in Suid-Afrika gebou nie, terwyl die getal studente verdubbel het. Dit word ook al moeiliker vir Afrikaanse studente om toegang tot universiteite te kry. Solidariteit het Akademia vier jaar gelede begin en gaan dit tot 'n volwaardige wêreldklas-universiteit uitbou. Hier kan jongmense universiteitsopleiding van hoë gehalte in 'n veilige omgewing kry waar hulle boonop tuis voel en in Afrikaans hul graad kan verwerf. Akademia het pas 'n nuwe kampus in Centurion aangekoop waarby sewe landswye studiesentrums reeds ingeskakel is en waar studente met behulp van regstreekse en interaktiewe uitsendings kan klasloop by dosente wat in Centurion gesetel is. Die oprigting en inrigting van Akademia het tot dusver R50 miljoen beloop en dié koste is gedra deur die Boufonds en uit ons inkomste uit korttermynversekering. Helpende Hand verleen boonop jaarliks byna R6 miljoen se studiehulp aan Akademia-studente. Lede se kinders kry voorkeur by toelating en afslag vir hul studies. Akademia is besig om aansoek te doen om akkreditasie vir nog grade, waaronder verpleegkunde, in die nabye toekoms te ontvang.

Jou bydrae aan die Boufonds en die Studiefonds help in totaal al meer as 2 000 studente per jaar om te studeer! Hoe meer bydraes ons ontvang hoe vinniger kan nog kwalifikasies geakkrediteer word en nog groter groei toon.

SMS ONSBOU na 34802 om hierdie planne nog vinniger 'n realiteit te maak

### **Article 24: what does the building fund do (7 July 2016)**

## **10.15 Boufonds**

Die Solidariteit Beweging besef die noodsaaklikheid vir goeie opleiding in skaars vaardighede, en dit is juis dié kwelpunt wat deur die Boufonds aangespreek word. Met die reeds bestaande Solidariteit opleidingsinstansies, Sol-Tech en Akademia, word jongmense die geleentheid gebied om die nodige kennis te bekom om as minderheidsgroep in 'n meerderheidsamelewing te kan floreer.

## **10.16 Bou aan 'n toekoms**

Die Solidariteit Beweging het onlangs 'n fase, wat geskoei is op die beginsel en uitbouing van 'Beter Werk', geloods. Tesame met dié herposisionering is daar ook besluit om die destydse 'Groeifonds' na die 'Boufonds' te skakel omdat die vakbond

glo dat die beste manier om sy lede in die nuwe, onsekere, ekonomie te beskerm, is deur kennis. Die nuwe Boufonds het ten doel om om te sien na juis dié behoefte van sy mense.

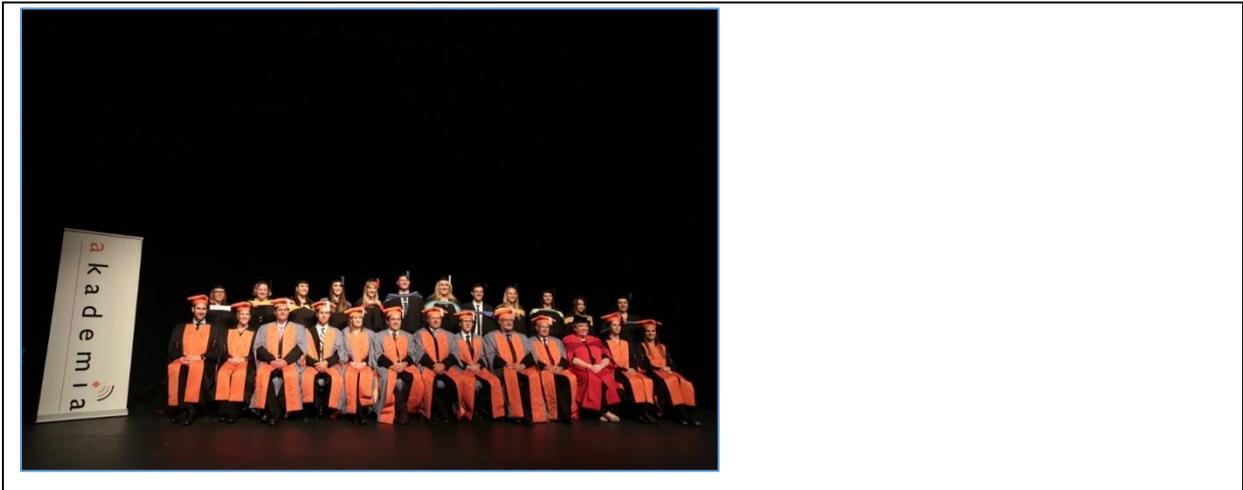
### **10.17 Solidariteit se plan**

Met die oog op opleiding, het Solidariteit sy driejaar-opleidingsplan ten bedrae van R400 miljoen aangekondig. Die aankondiging sluit planne vir onderwys van laerskool tot universiteitsvlak in. Deel van die beplanning behels die bou van 'n nuwe opleidingskampus wat die tuiste van verskeie opleidingsinstellings sal wees. Solidariteit het ook aangekondig dat hy sy studiehulp aan sy lede en hul kinders in die volgende drie jaar tot R60 miljoen gaan uitbrei.

### **10.18 Doen self**

'n Goeie werk verwys na 'n inklusiewe term wat jou as individu sekerheid bied oor die toekoms, jou ontwikkel as 'n mens en jou in staat stel om jou passie en roeping uit te leef. Ongelukkig bevind ons onself tans in 'n posisie, as minderheidsgroep in 'n meerderheidsamelewing, waar dit nie altyd moontlik is om 'n goeie werk te bekom en te behou nie. Aanslae van die regering en sy idealistiese doelwitte maak dit vir ons al hoe moeiliker om steeds daardie werk te hê:

- Met hierdie realiteit wat ons in die gesig staar, beywer die Solidariteit Beweging hom weereens daartoe om volgehoue selfdoeninstansies te vestig, met die doel om die volgende geslag op te hef en in 'n beter posisie te plaas.
- Die Beweging reik na hoër hoogtes en is besig om 'n internasionale voorloper in die wêreld van vakbondwese te word, want saam kan ons 'n toekoms bou wat vry, veilig en voorspoedig vir almal kan wees.



## **Article 25: Letter to Afrikaans young people: The future is Afrikaans! (7 July 2016)**

### **Brief aan Afrikaanse jongmense: Die toekoms is Afrikaans!**

Liewe vriende,

Die afgelope tyd is die media propvol berigte oor aanvalle op Afrikaans op universiteitskampusse. Baie van julle wonder seker al of daar nog 'n toekoms vir Afrikaans is, en of jou taal op universiteit nog enigsins belangrik is. Daarom het ek met hierdie brief twee doelwitte. Eerstens wil ek kortliks agtergrond oor die taalkwessie aan julle gee. Tweedens wil ek “7 toekomskaartjies” van Afrikaans met julle deel om my siening te regverdig dat die toekoms steeds Afrikaans is.

In 1976 was die swart jeug se kreet “Óns wil nie in Afrikaans leer nie.” Veertig jaar later is dit “Julle mag nie in Afrikaans studeer nie.” Dis óns wíl nie, teenoor julle mág nie. Hierdie twee krete is wêrelde van mekaar verwyder. Die een was op die oog af 'n stryd vir demokrasie, die ander 'n openlike stryd teen ander se demokratiese regte. Die 1976-geslag het in die naam van hul eie vryheid geveg, die 2016-geslag veg teen Afrikaanse studente se vryheid om hulle taal en kultuur uit te leef.

Die eerste kreet was die voorspel van “Liberation before Education”. Dit het 'n groot rol gespeel om die onderwys en indiensneembaarheid van 'n hele geslag jong swartmense te ondermyn. Vandag is die kreet “Transformation before Education,” waardeur die volgende geslag hul eie toekoms ondergrawe. Dit lyk of nóg 'n betekenisvolle groep jong swartmense die boot wil sink waarin hulle self moet vaar. Maar as ons kyk na wat die ANC se “1976-geslag” intussen met die land gemaak het,

blyk dit terugskouend dat 1976 meer oor mag as taal gegaan het. Nie oor politieke regte nie, maar oor politieke mag. Soos Breyton Breytenbach in sy kritiek op Dr. Van Zyl Slabbert gesê het: “[Slabbert] did not realise that the ANC is neither about building a new nation nor about reconstruction and development, but about divvying up the spoils of victory.” ’n ANC woordvoerder, Smuts Ngonyama, het dit reguit gestel: “Ek het nie *gestruggle* om arm te wees nie.”

### **10.19 Vryheid deur Afrikaans!**

Maar die feit is dat daar ’n nuwe stryd teen Afrikaans, studiekanse vir Afrikaanse studente en die oorblyfsel van ’n Afrikaanse leefwyse op die historiese Afrikaanse kampusse is. Soms word die stryd openlik teen Afrikaans en sy sprekers gevoer, soos die EFF by Tukkies. Meermale is die rassetransformasie van die universiteit die doelwit, en is perke op die toegang vir Afrikaanse studente en ’n stadige dood vir Afrikaans die voorspelbare gevolg. Die vraag is: Wat moet Afrikaanse jongmense se reaksie hierop wees? Die regte strategie is een van “Vryheid deur Afrikaans,” oftewel “Vryheid deur Afrikaanse onderwys en opleiding.” Die rede is dat goeie onderwys en opleiding vandag éérs die sleutel tot sukses is. Dit maak jong Afrikaners betreklik vry van drakoniëse rassewette en is die oorsaak dat werkloosheid onder wit jongmense teen 12% steeds ’n breukdeel van die werkloosheid van 43% onder swart jongmense is.

Met goeie onderwys en opleiding kan en gaan Afrikaanse jongmense altyd vir juisself kan sorg – deur werk te kry of deur selfindiensname soos ’n eie sake-onderneming. Julle moet net moed hou, want ’n ekonomie werk uiteindelik nie op ras nie, maar op kennis, vaardighede en harde werk. By hierdie werklikheid kan niemand verby kom nie, ook nie radikale politieke jeugdige nie.

### **10.20 7 toegangskartjies van Afrikaans**

Afrikaanse universiteite is ’n “broodsaak”, omdat dit oor baie meer as bloot taal gaan. Afrikaans gee aan jou die volgende 7 noodsaaklike toegangskartjies vir jou lewenspad vorentoe:

### **10.21 Afrikaanse onderwys en opleiding is jou toegangskartjie tot studies**

By Engelse “getransformeerde” instellings is Afrikaanse studente in die praktyk nie meer welkom nie. Kyk maar wat het reeds by die Universiteit van Johannesburg en tegniese universiteite en -kolleges gebeur. Natuurlik is toegang vir swart studente belangrik, maar toegang vir Afrikaanse studente ook. Indien Tukkies verengels, beteken dit dat daar in die hele Gauteng nie meer een openbare instelling oorbly waar Afrikaanse studente in hul eie taal kan studeer nie. Dit help nie die een groep se insluiting lei tot die ander groep se uitsluiting nie!

### **10.22 Afrikaans is die enigste skans teen afrikanisering**

Afrikaans is jou kaartjie na akademie en ’n lekker studentelewe sonder politieke inmenging. Rasseteikens wat die bevolkingsamestelling moet weerspieël, verander in die praktyk ’n universiteit in ’n politieke instelling. Afrikaans is ook die enigste volhoubare waarborg vir die loopbane vir Afrikaanse dosente en personeel, wat andersins deur rasseteikens uitgedun gaan word. Dis juis die verstaatliking van universiteite in Afrika wat tot hul ondergang gelei het.

### **10.23 Dis jou kaartjie tot die beste opleiding**

Genoeg studies het al bewys dat die beste opleiding in jou moedertaal gebeur. Dit stel jou in staat om jou kennis, waar nodig, in ’n tweede taal toe te pas. Duisende Afrikaners wat net in Afrikaans studeer en geleef het, beklee daarom nou topposte in Engelse lande. Moderne Afrikaanse jongmense se Engels is weens die media, rekenaars en handboeke in elk geval baie goed. Jy sal dus maklik in die werkswêreld aanpas.

### **10.24 Afrikaans is jou kaartjie tot hoë standaarde**

Die verengelsing van instellings lei daartoe dat dosente en studente eerstens op grond van ras aangestel en gekeur word, in plaas van suiwer op meriete. Natuurlik is daar baie top- swart akademici en -studente, maar gedwonge rasseteikens word baie hoër gestel as hulle beskikbaarheid. Wanneer dit gebeur, is standarde die slagoffer, soos al by so baie ander staatsinstellings gebeur het. Daarom bly Afrikaans baie belangrik vir hoë standaarde.

### **10.25 Afrikaans is jou “tuisvoel”-kaartjie**

Die ondervinding by getransformeerde instellings het gewys dat Afrikaanse studente dáár nie net so tuis, veilig en welkom voel nie. Hierdie plekke se kultuur word al hoe meer onvriendelik vir Afrikaanse studente. Julle het net soveel reg op ruimtes waar julle kan tuis voel, wêreldklasopleiding kan kry, én 'n onvergeetlike Afrikaanse studentelewe kan geniet.

### **10.26 Dis 'n winskoop kaartjie, want dit kos minder en jy leer meer!**

Dr. Fernand de Varennes, die internasionale taalregtekenner van Kanada, se navorsing wys dat moedertaalonderrig gemiddeld 27% minder kos, omdat kinders beter daarin leer. Die hoër koste is te wyte aan die swakker prestasie en selfs herhaling van onderrig of van studiejare. Dan kom die nie-geldelike kostes nog by, wat soms onberekenbaar hoog kan wees. Dis onbekostigbare “kostas” soos taalverwaarlosing, kulturele vervreemding en ontkenning van mense se kulturele vryheid, gelykheid en menswaardigheid.

### **10.27 Afrikaans is jou toekomskaartjie**

Afrikaanse onderwys en opleiding was nie verniet nie. Al het jy dit verniet gekry, het jou ouers en grootouers dit teen groot kostes en opofferings opgebou. Dis jou voorreg om dit nou te help bewaar en weer vir die volgende geslag aan te gee, sodat hulle dieselfde sewe kaartjies na sukses kan hê as wat jy kan kry.

Hierin staan jy nie alleen nie. Daar is 'n hele span sterk Afrikaanse organisasies wat saam met jou staan. Ons werk vir die toekoms van Afrikaanse universiteitsopleiding in die openbare én privaat sektor. Wees asseblief verseker van (onder meer) AfriForum, Solidariteit, die Helpende Hand, Akademia en Sol-Tech se steun vir julle toekoms – in Afrikaans!

Afrikaanse groete,

Flip Buys



## **Article 26: Channel Afrikaans capital (7 July 2016)**

### **Kanaliseer Afrikaanse kapitaal**

Die onlangse besluite by Tuks, Maties, Kowsies en ander instellings oor Afrikaans het ons almal geskok. Dit het ons egter ook laat beseef dat die toekoms van Afrikaans by private gemeenskapsuniversiteite lê.

So teleurgesteld as wat ons is en so hard as wat ons veg om Afrikaans by openbare universiteite te behou, bou ons aan 'n nuwe universiteit, Akademia. Die huidige Afrikaanse universiteitswese is die produk van private gemeenskapsinisiatiewe van 100 tot 150 jaar gelede. Dit is dus al voorheen gedoen.

Die frustrasie wat ons beleef, is dat daar honderde miljoene rande se trusts, bemakings en skenkings by voormalige Afrikaanse universiteite lê met die doel om Afrikaanse universiteite te bevorder. Duisende Afrikaanse alumni maak ook finansiële bydraes aan hul almal mater. Ons is egter van mening dat tradisionele Afrikaanse universiteite nie kan wegdoen met Afrikaans deur Afrikaanse kapitaal daarvoor te gebruik nie.

'n Gemeenskapsuniversiteit soos Akademia is onafhanklik van befondsing vanaf die staat en stel 'n taal in staat om haar eie toekoms te verseker. So 'n universiteit staan los van die heersende en veranderende regeringsideologie. So 'n universiteit word uit die gemeenskap gebou. Die toets vir die voortbestaan van 'n taal op hoërordevlakke is of dit 'n universiteit kan bou uit gemeenskapsenergie.

Gaan loer gerus **hier** wat ons reeds besig is om te verrig by Akademia. Ons besef egter dat ons alle planne nou moet versnel.

Solidariteit wil jou deur middel van hierdie skrywe aanmoedig om eerder die vloei van jou private geld te hersien. Private geld moet eerder voorwaardelik en aan spesifieke beurse en projekte by 'n bestaande universiteit beskikbaar gestel word. Moet dit nie net in die algemeen skenk nie.

***Niks verhoed ons egter om weer 'n uiters suksesvolle Afrikaanse universiteit op te rig nie.***

Hoe kan jy betrokke raak by die bou van iets nuut?

1. Skuif jou bydrae of maak 'n nuwe maandelikse bydrae om Akademia vinniger te bou. Ons bou Akademia deur die Solidariteit Boufonds. **Klik hier.**
2. Maak 'n eenmalige bydrae, **klik hier.**
3. Vir bemakings, groot skenkings en trusts: Stuur 'n e-pos aan my by **boufonds@solidariteit.co.za.**

Help ons om te bou. Die toekoms is in ons eie hande.

#### **Article 27: Apply at the Study Fund Center for study assistance (13 July 2016)**

##### **Doen nou aansoek by die Studiefondssentrum vir studiehulp**

As jou droom om verder te studeer deur finansies gekelder word, is daar nou 'n oplossing vir jou. Jy kan vanaf 15 Mei tot 30 September 2016 aansoek doen vir studiehulp vir volgende jaar, 2017, by die Studiefondssentrum – 'n inisiatief van Solidariteit Helpende Hand.

#### **10.28 Waarmee help die Studiefondssentrum indien die studielening goedgekeur word?**

- 'n **Gedeeltelike, rentevrye studielening** vir studie by enige universiteit of geakkrediteerde instansie en in enige studierigting, deelyds of voltyds, wat terugbetaalbaar is wanneer die student afgestudeer het. Ons help glad nie met beurse nie.

(Klik hier om te lees wat die verskil is tussen 'n studielening en 'n beurs.)

- **Slegs klasgeld word gedek.** Geen registrasiegelde, boeke, akkommodasie, etes of enige ander uitgawes word gedek nie. Gelde word in twee gelyke paaiemente gedurende Maart en Junie direk aan die universiteit of ander instansie betaal. Gelde kan nie aan die begin van die jaar uitbetaal word nie.
- 'n Maksimum bedrag van R25 000 word toegestaan.

### **10.29 Wie mag aansoek doen?**

Enige lid van enige filiaal van Solidariteit, hetsy Solidariteit, AfriForum of Helpende Hand, en hul kinders mag aansoek doen. Indien jy nog nie deel van die Solidariteit Beweging is nie, kan jy 'n vrywillige bydrae tot Helpende Hand maak vir so min as R50 per maand. Die Ondersteunersvorm word hierby aangeheg. Vul gerus die vorm in en stuur dit terug aan die persoon wat vir u die e-pos gestuur het. Let asseblief daarop dat die ondersteunersvorm nie 'n aansoek vir 'n studielening is nie, maar slegs 'n vorm wat ingevul word indien jy 'n maandelikse bydrae tot Helpende Hand wil maak. Ons het geen fisiese aansoekvorms nie.

### **10.30 Gaan ek verseker 'n lening kry indien ek aansoek doen?**

Nee. – aansoeke gaan deur 'n keuringsproses soos by enige ander finansiële instelling. Maak dus voorsiening vir ingeval die aansoek nie suksesvol is nie.

### **10.31 Wanneer doen ek aansoek?**

- Aansoeke word ingewag vanaf 15 Mei tot 30 September 2016 vir hulp in 2017.
- Geen laat aansoeke word aanvaar nie, aangesien die stelsel stiptelik sluit. Doen dus betyds aansoek.
- Moenie tot op 30 September 2016 wag om aansoek te doen nie. Ons word gedurende die laaste week oorval met navrae en dit is dan vir ons onmoontlik om almal betyds te help indien hulle probleme ondervind.

### **10.32 Hoe doen ek aansoek?**

Die aansoekproses bestaan uit twee dele, naamlik registrasie en aansoek. Die student se inligting moet te alle tye ingevoeg word, tensy dit anders aangedui word.

1. Klik op <http://studiefonds.propay.co.za> en klik dan op “REGISTREER HIER.”
2. Vul al die velde in en kies jou eie WAGWOORD.
3. Klik op “REGISTREER.”
4. Voeg die bevestigingskode in wat jy per SMS sal ontvang en vul al die velde volledig in. Alle vrae moet beantwoord word, hetsy vakke, jaarlikse bruto inkomste, motivering waarom die fondse benodig word, ens.
5. Indien daar vir meer as een student aansoek gedoen word, moet elke student sy/haar eie aansoek indien en met sy/haar eie e-posadres registreer.
6. Na elke stap moet daar op die “STOOR”-knoppie gedruk word om al die nodige inligting te stoor.
7. Dokumente moet apart ingeskandeer en opgelaaai word. Moet asseblief nie al die dokumente saam inskandeer en by elke opskrif oplaaai nie.

Die stelsel werk 'n kriteriapunt uit volgens die inligting wat ingevoer word. Vul dus alles volledig in.

Studente wat voorheen gehelp is met 'n studielening, kan weer inteken met die gebruikersnaam en wagwoord waarmee hulle in 2015 geregistreer het, en die vrae beantwoord. Volg daarna die stappe soos die stelsel versoek en heg die nuwe dokumente aan. Jy sal nie jou aansoek kan voltooi indien die dokumente nie alles aangeheg is nie.

8. Nadat alle dokumente opgelaaai is en alle inligting volledig ingevul is, sal daar 'n opsie “DOEN AANSOEK” verskyn. Klik daarop en vul die laaste gedeelte in waar jy jou studierigting, instansie, ensovoorts, moet invoeg. Klik dan om die terme en voorwaardes te aanvaar, en klik daarna op “STUUR AANSOEK.”
9. Wanneer die aansoek volledig ingedien is, sal jy 'n SMS en e-pos ontvang ter bevestiging.
10. Jy sal teen einde November 2016 per SMS in kennis gestel word of jou aansoek suksesvol was al dan nie. Onsuksesvolle aansoekers sal slegs 'n SMS ontvang, terwyl suksesvolle aansoekers 'n SMS sal ontvang, gevolg deur 'n e-pos met 'n goedkeuringskrywe en skuldbewys.
11. Suksesvolle aansoekers wat wel hul lenings opneem, moet elke jaar betyds HERAANSOEK doen vir die tydperk van hul studies.

### 10.33 Die volgende dokumente kan tipies gevra word om opgelaaai te word

- Psigometriese toetsuitslae vir studente wat in 2017 vir die eerste maal gaan studeer. Indien die student belangstel om 'n psigometriese toets deur Helpende Hand af te lê, kan u ons kontak by 012 644 4390 of 'n epos stuur aan [diens@helpendehand.co.za](mailto:diens@helpendehand.co.za).
- ID's van ouers en student.
- Indien die student getroud is, ID's van student en gade.
- Salarisstrokies van ouers.
- Indien die student onafhanklik is en reeds werk, salarisstrokie van student en/of gade.
- Jongste uitslae van skool/universiteit (wat ook al van toepassing is).
- Bewys van registrasie van die universiteit waar die student gaan studeer. Indien die student nog nie geregistreer het nie, bewys van enige kommunikasie tussen universiteit en student om aan te dui dat die student wel beplan om daar te studier.
- Faktuur van die universiteit met vooruitgeskatte bedrag wat benodig word. Die faktuur word slegs vir kantoorgebruik aangeheg en nie omdat ons met die volle bedrag help nie.
- Egskeidingsbevel in die geval van egskeiding.
- Sterftesertifikaat in die geval waar een of meer ouers oorlede is.
- Indien die student in pleegsorg is of in 'n kindershuis woon, bevestigingskrywe van koshuis/maatskaplike werker/pleegouers.
- Waar die stelsel dokumente versoek wat nie beskikbaar is nie, heg asseblief 'n beëdigde verklaring aan ter staving. Dit is van toepassing waar ouers werkloos is, dokumente vermis is, ens.

Dit is die student se verantwoordelikheid om seker te maak dat die aansoek volledig is en betyds ingedien is en nie dié van die Studiefondssentrum nie. Geen student sal gekontak word om 'n aansoek te voltooi nie, die onus rus op die student

#### **Article 28: More than 4,000 dreams come true through Helping Hand Student Loans (12 July 2016)**

##### **Meer as 4 000 drome bewaarheid deur Helpende Hand-studielenings**

Solidariteit Helpende Hand se Studiefondssentrum het sedert 2009 sowat 4 600 studente met 100% rentevrye studielenings bygestaan. In hierdie tydperk is daar al

meer as R120 miljoen in studielenings uitbetaal aan verdienstelike Afrikaanse jongmense.

Op die oomblik het Helpende Hand 209 verskillende studiefondse en in 2016 is daar vir die eerste keer ooit toekennings ter waarde van meer as R31 miljoen gemaak. 'n Enorme 1 248 studente se lewens is vir ewig verander deur die Studiefondssentrum se belegging in hul toekoms.

Een van hierdie studente is Corné van Antwerpen wat sedert 2012 met 'n Helpende Hand-studielening studeer. Corné het onlangs 'n toekenning by die Nelson Mandela Metropolitan Universiteit ontvang vir 'n speletjie wat hy vir sy studies in sagtewareontwikkeling ontwerp het. Dieselfde speletjie wat hy ontwerp het, het by Microsoft 'n *International Honorary Mention* gekry.

“Vandat ek kan onthou was dit my droom om deel te wees van die tegnologiese wêreld en wou ek in my beroep met rekenaars werk,” vertel Corné, wat na matriek by die EC Midlands Kollege gaan studeer het. Een van sy lektore het hom aangespoor om universiteit toe te gaan, aangesien die werk wat hy daar gelewer het van 'n hoë standaard was. Corné se ma is lid van Solidariteit en sy het gehoor van die Helpende Hand-studielening. Corné het aansoek gedoen vir die studielening en kon die jaar daarna met sy eerstejaar op universiteit begin.

Die universiteit was vir Corné 'n uitdaging en hy het nie so goed gedoen soos by die kollege nie. Hy het egter besluit om te volhard en talle aande se laat studeer en min slaap het verseker dat Corné uitblink het. In sy derdejaar het hy vier onderskeidings gekry en sy jaar met 'n onderskeiding geslaag.

Corné is tans besig met sy B-Tech. Hy vertel dat hy weet en vertrou dat God hom deur hierdie jaar sal lei. “Ek wil ook net van hierdie geleentheid gebruik maak om vir Solidariteit Helpende Hand en die personeel van die Studiefondssentrum dankie te sê vir al hulle vriendelike hulp en dat hulle hierdie vier jaar vir my moontlik gemaak het.”

Volgens Dinah Theron, hoof van die Studiefondssentrum, is dit 'n geloofsdaad om in jongmense se opvoeding te belê. “Om positief te wees spruit vanuit 'n keuse om te midde van alles wat in ons land gebeur, nog steeds die positiewe raak te sien en

dankbaar te wees daarvoor – ’n eenvoudige beginsel, maar nie altyd maklik uitvoerbaar nie,” vertel Theron.

“Die Studiefondssentrum het soveel positiewe kurwes behaal en is ons vandag dankbaar vir elkeen van ons donateurs, sakevennote en skenkers wat ingekoop het in ons studiefondsstrategie. Ek nooi ook graag nuwe donateurs uit om saam met ons in die toekoms te glo!”

Indien iemand belangstel om betrokke te raak by die Studiefondssentrum, kan hulle vir Dinah Theron regstreeks kontak op 012 644 4390 of [sfs@helpendehand.co.za](mailto:sfs@helpendehand.co.za).

### **Article 29: The future of our children in 15 points (12 July 2016)**

Ek is na aanleiding van ’n kort stelling op Facebook oor ’n toekoms vir ons kinders met meer as ’n duisend reaksies oorweldig. Die kern van my boodskap was dat hier ’n toekoms is as ons dit nie aan die ANC-regering oorlaat nie en dit self skep. Dit lyk of baie mense my standpunt gesien het as iets soos “alles sal regkom as ons maar net positief bly.” Dit was hoegenaamd nie my boodskap nie – dit sou darem te oppervlakkig gewees het! Die Solidariteit Beweging se siening kan in die volgende 15 punte saamgevat word:

- Positiewe denke sonder positiewe daede is wensdenkery. Dis hoekom die Solidariteit Beweging ’n doenorganisasie is wat praktiese oplossings skep.
- Ons ontken nie die groot probleme in die land nie, maar werk aan oplossings daarvoor in plaas daarvan om net daaroor te kla.
- Ons glo aan die toekoms – nie as gevolg van die ANC nie, maar ten spyte van hulle. Ons toekoms is te belangrik om aan die ANC oor te laat, daarom neem ons self verantwoordelikheid daarvoor. Die privaat sektor speel ook ’n groot rol, omdat hulle oplossings skep waar die staat faal, soos in die geval van privaat hospitale.
- Ons sien die probleme raak, maar kyk nie daarteen vas nie, want ons sien ook ons gemeenskap se suksesse, gebruik die geleenthede wat daar is en skep nuwe geleenthede.
- Baie mense vergelyk SA se baie swakpunte nêr met die positiewe punte van die buiteland. Vir balans moet hulle swakpunte ook met ons positiewe punte vergelyk word.

- My kommer is dat die mag van die ANC om ons toekoms te bepaal oorskat word, terwyl ons vermoë om 'n bepalende rol in die skep van ons toekoms te speel onderskat word.
- Wit werkloosheid in SA is, ten spyte van rassistiese wetgewing en praktyke, baie laer as in die meeste Westerse lande, om nie eers van swart werkloosheid te praat nie. Ons mense maak planne en skep geleenthede vir mekaar soos hulle altyd in die verlede gedoen het. Daarom glo ek aan ons gemeenskap se vermoë om weer bo uit te kom soos 'n kurkprop wat uit die water skiet.
- Emigrasie is 'n oplossing vir individue met goeie kwalifikasies, nie vir 'n hele gemeenskap of volk nie. Ons kan, mag, wil en gaan weer hier 'n toekoms skep waar ons ook vry, veilig en voorspoedig kan wees.
- Jong, opgeleide Afrikaners kry nog goeie werk, ongeag hulle ras. Daar mag uitsonderings wees wat die reël bevestig, maar ons navorsing wys dit duidelik. Witmense se gemiddelde inkomste is ook baie hoër as ander groepe s'n, *affirmative action*, BEE en al.
- Ons beveg die wanbestuur van die land kliphard, maar werk ook aan antwoorde vir die knellende probleme wat die land en ons gemeenskap teister.
- Ons glo in die wete dat alles van God afhang en werk dan asof alles van onself afhang. God regeer, nie Jacob Zuma nie.
- Die geweldige ondersteuning wat ons van ons bykans 300 000 lede kry, maak dit onder meer vir ons moontlik om hierdie jaar meer as 2 000 jongmense te laat oplei. Ons voorsien dat ons oor net vier jaar 4 000 jongmense met studiefondse van sowat R100 miljoen per jaar sal kan help! Dis maar één van ons tientalle projekte om aan die toekoms te bou!
- Mense aanvaar te maklik dat die negatiewe hede die slegte toekoms gaan word. Baie dinge kan verander, niemand kan dit voorspel nie. Daarom werk ons daaraan om verandering in 'n positiewe rigting te stuur.
- Ons werk aan groeiende gemeenskapfederalisme. Dit beteken dat ons aan oplossings op alle gebiede werk, vanaf onderwys, opleiding, maatskaplike kwessies, veiligheid, omgewing, media, taal en kultuur, erfenisbewaring en geskiedenis tot groter selfstandigheid op munisipale vlak en selfs op 'n gebiedsbasis. Ons benut alle moontlike ruimtes in die Grondwet en die

internasionale reg en leer uit die beste praktyke van wêreld. Daar is egter nie kitsoplossings nie, daarom begin ons klein en bou dit daarvandaan groter uit.

- Die Solidariteit Beweging is 'n moderne Helpmekaar-beweging wat uit Afrikaanse gemeenskapsorganisasie bestaan. Ons is 'n federasie van Afrikaanse werknemer-, maatskaplike, taal-, kultuur-, burgerregte-, media- en opleidingsinstellings wat glo dat 'n gemeenskap verantwoordelikheid vir homself moet aanvaar en nie net van die staat afhanklik kan wees of vir die toekoms moet sit en wag nie. Die Solidariteit Beweging se einddoel is 'n toekoms waarin ons en ons kinders vry, veilig en voorspoedig kan wees.

### **Article 30: A “small past” on this continent?**

Veertien geslagte en 350 jaar later kan ek met sekerheid sê ek is van Afrika. My voorouers het van uiteenlopende plekke voet aan wal van die kontinent gesit – Nederland, Duitsland, Engeland en selfs Angola en Madagaskar. Daar was pioniers, vegters, trekkers, slawe en 'n president (van die uiters kortstondige Republiek van Swellendam). Daar was pa's, ma's en kinders – generasie op generasie. Daar was oorloë, die Groot Trek en weer oorloë, kampe van dood en tye van opstaan en aangaan.

Hierdie verhaal van ons (gedeelte) geskiedenis behoort nie weggepraat te word nie. Dit is wie ons as Afrikaners is. Elke gebeurtenis uit ons verlede het ons gevorm tot waar ons vandag staan. Die tapisserie van ons verhaal is kleurrik en het donker oomblikke, maar dit is *ons* verhaal. Dit is verhale wat vertel moet word.

Ons verlede is nie net boustene van die lewens van sogenaamde helde en belangrike figure nie. Die Afrikaner se verhaal is beslis nie net die verhaal van Kruger en De la Rey nie. Dit is nie net die lewe van Piet Retief en Andries Pretorius nie. Die Afrikaner se storie is opgebou uit individue – elk met 'n uitsonderlike verhaal wat vervleg is met die grootste oomblikke uit ons verlede.

Hennie van Coller, prominente taalkundige, beklemtoon in sy rubriek wat in 2015 in die *Volksblad* verskyn het, dié beginsel: “Nou is dit die era van die miskendes; die ‘klein’ geskiedenis van die ‘klein’ en sogenaamde onbelangrike mense word voorop geplaas . . . [E]lkeen se storie [dra by] tot die geheel wat ons ‘geskiedenis’ noem.”

Geen herinnering is te gering of te klein nie, meen hy. “Trouens, die prag van ’n lappieskomers lê juis in die veelkleurigheid en diversiteit daarvan.”

In haar gedig “Boerebeeldjie” skryf die Wilma Stockenström oor die verlede:

“... klein verlede, verwaai, verspot en toetentaal  
betreurd in die gang van ’n vasteland wat geduldig  
sy grondwater aanvul met bloed en met bloed bemes ...”

Ons verlede word in talle opsigte vandag “verwaai” en “verspot,” maar dit is elkeen se plig om hierdie verlede te vertel en lewe te gee. Van Coller meen ook: “Dit plaas ’n groot verantwoordelikheid op ons elkeen om ’n bydrae te lewer. Deur jou eie, vriende of familie se stories op te teken of op ander maniere aan die vergetelheid te ontruk.”

Die “lewe” van die verlede is ook dikwels op skynbaar nietige plekke te vind – in die oop veld waar ’n konsentrasiekamp eens gestaan het; tussen die handgeskrewe notas van ’n voorouer; of in ou familiefoto’s. Die Amerikaanse fiksieskrywer Steve Berry skryf in 2012 hieroor in die *Huffington Post*:

Die geskiedenis word lewendig wanneer iemand nie net oor die verlede kan lees nie, maar ook die plekke kan besoek, artefakte kan ondersoek ... en die oorspronklike woorde kan bestudeer. Vir die meeste mense, begin geskiedenis deur bloot van hul eie familie of gemeenskap te leer (Aanhaling vertaal.).

Die tyd het aangebreek vir die Afrikaner om ook sy eie geskiedenis te herskryf en weer lewe in die stowwerige en soms “verwaaide” en “verspote” verlede te blaas. Dit is tyd om die “klein” geskiedenis op te skryf en te bewaar, want deur ons begrip van hierdie lewensverhale met sy traumas, oorwinnings en nederlae vind ons ons trotse identiteit en wortels wat diep geanker in Afrika staan.

Ilze Nieuwoudt is die publikasiebestuurder van Kraal Uitgewers, die uitgewersmaatskappy van die Solidariteit Beweging. Kraal Uitgewers streef daarna om deur middel van gehalte publikasies die geskiedenis van die Afrikaner te bewaar. Besoek die uitgewer se webblad by [www.kraaluitgewers.co.za](http://www.kraaluitgewers.co.za) vir meer inligting oor beskikbare publikasies.

### Article 31: The Afrikaner's choices under review in new book (7 June 2016)

#### Die Afrikaner se keuses onder die loep in nuwe boek

Oorlewing – dít meen die bekende skrywer en historikus, dr. Leopold Scholtz, is die grootste rede agter die mees prominente keuses wat die Afrikaner oor die afgelope sowat 150 jaar geneem het. Die wil om te oorleef het onder meer gelei tot die besluit om enduit te veg in die uitmergelende Anglo-Boereoorlog, die instelling van apartheid en die besluit om dit uiteindelik af te skaf.

In Scholtz se nuutste boek, wat pas deur Kraal Uitgewers (die uitgewersmaatskappy van die Solidariteit Beweging) uitgegee is, word dié en verskeie ander rigtinggewende besluite uit die Afrikaner se geskiedenis onder die loep geneem. *Kruispaaie: Afrikanerkeuses in die 19de en 20ste eeu* bied aan die hedendaagse Afrikaner uitsonderlike perspektief op besluite wat nie net die verloop van die geskiedenis van die Afrikaner as gemeenskap in 'n sekere rigting gestuur het nie, maar wat ook die geskiedenis van Suid-Afrika in die geheel onherroeplik verander het.

Die Afrikaner se keuse om tot stand te kom en om enduit te veg in die Anglo-Boereoorlog is van die eerste keuses wat in *Kruispaaie* ondersoek word. Scholtz beklemtoon dat hierdie pertinente besluit om tot die bittereinde te veg weliswaar 'n bepalende rol in die oorlewing van die Afrikaner gespeel het en Afrikaners met 'n trots gevoel het wat jare later nog gevoel is – 'n trots waarsonder die Afrikaner waarskynlik andersins sou wegkwyn.

Latere keuses soos die instelling van apartheid, die radikalisering van Afrikanernasionalisme en ook die uiteindelige keuse vir hervorming skets 'n noodsaaklike prentjie van omstandighede, keuses en gevolge uit hierdie tydperk in die Afrikaner se geskiedenis.

Hoewel *Kruispaaie* nie poog om partydig te staan teenoor besluite wat oor dekades heen geneem is nie, bied dit 'n waardevolle ontleding van die geskiedenis wat die Afrikaner van vandag 'n beter begrip vir dié besluite sal gee.

*Kruispaaie* is 'n bondige publikasie wat die grootste keerpunte in die Afrikaner se geskiedenis ondersoek en selfs brandende vrae oor die Afrikaner se toekoms prontuit stel.

*Kruispaaie: Afrikanerkeuses in die 19de en 20ste eeu* is beskikbaar by Kraal Uitgewers. Besoek [www.kraaluitgewers.co.za](http://www.kraaluitgewers.co.za) of skakel 012 644 4329 om dié boek te bestel.



### **Article 32: The Solidarity Movement - A powerful, modern-day helping movement (3 June 2016)**

#### **Die Solidariteit Beweging – 'n kragtige, modern helpmekaarbeweging**

Die Solidariteit Beweging is 'n moderne helpmekaarbeweging wat uit verskeie kragtige instellings bestaan. Dit sluit onder meer die vakbond Solidariteit, die maatskaplike hulp-organisasie Helpende Hand en die burgerregte-organisasie AfriForum in.

Die Solidariteit Beweging, wat in 2012 amptelik bekendgestel is, is deur die vakbond Solidariteit tot stand gebring omdat die vakbond glo dat instelling geskep moet word waardeur sy lede en hulle gemeenskappe kan lewe. Die Solidariteit-vakbond is dus steeds die lokomotief vir die Beweging, maar verskeie ander instellings maak van die vakbond 'n sterk trein.

Die Solidariteit Beweging is tans onder voorsitterskap van Flip Buys wat vir etlike jare ook die posisie as uitvoerende hoof van die vakbond Solidariteit beklee het.

Hieronder volg 'n kort oorsig van die mees prominente instellings wat deel uitmaak van die Solidariteit Beweging:

### **10.34 Die vakbond Solidariteit**

Die vakbond Solidariteit is die ouboet van die Solidariteit Beweging en die Beweging is vanuit die vakbond gebore. Solidariteit is in die Christelike tradisie van die vakbondwese en het dus 'n unieke benadering tot vakbondwese wat verskil van ander vakbonde s'n. Die hoofsaak van die vakbond Solidariteit is om werksekerheid te verseker, om diensvoorwaardes te verbeter en om onreg in die werkplek uit te wis. Die vakbond het in Mei vanjaar sy 150 000ste lid aangesluit.

Besoek [www.solidariteit.co.za](http://www.solidariteit.co.za) vir meer inligting.

### **10.35 Die Solidariteit Boufonds**

Die Solidariteit Boufonds word deur maandelikse bydraes van Solidariteit-lede en lede van die publiek onderhou. Die fonds finansier hoofsaaklik ontwikkelingsprojekte van die Solidariteit Beweging, soos die vestiging van Sol-Tech en die bou van Die Kampus. Besoek <https://boufonds.solidariteit.co.za> vir meer inligting.

### **10.36 Die Solidariteit Regsfonds**

Die Solidariteit Regsfonds word deur maandelikse bydraes van Solidariteit-lede en lede van die publiek onderhou. Die fonds finansier hoofsaaklik die regstellende aksiesake wat die vakbond aanpak. Elke saak wat Solidariteit aanpak is noodsaaklik en toets verskillende elemente van regstellende aksie. Besoek <https://regsfonds.solidariteit.co.za> vir meer inligting.

### **10.37 Solidariteit Helpende Hand**

Solidariteit Helpende Hand is in 1949 gestig as 'n antwoord op die Afrikaner-armoedekrisis van die tyd. Helpende Hand het meer as 30 000 ondersteuners wat per debietorder 'n maandelikse bydrae maak. Ons ontvang geen hulp van die staat nie en is afhanklik van die bydraes van gewone mense om ons projekte te befonds.

Solidariteit Helpende Hand lewer diens aan die gemeenskap, maar met die spesifieke doel om mense uit armoede te lei en om te keer dat mense in armoede verval. Helpende Hand glo nie aan opheffing deur toelaes nie maar aan opheffing deur opleiding. Die fokus van Solidariteit Helpende Hand is dus beurse, beroepsleiding en

werkplasing. Helpende Hand het ook strukture landwyd wat diens aan die gemeenskap lewer.

Besoek <http://www.helpendehand.co.za> vir meer inligting.

### **10.38 Sol-Tech**

Solidariteit het in 2006 die fakkel tot opleiding aangesteek en sy eie tegniese opleidingskollege op die been gebring. Sol-Tech is 'n privaat tegniese opleidingsinstelling wat op Christelike waardes gefundeer is en Afrikaans as onderrigmedium gebruik. Sol-Tech bied formele opleiding in die volgende ambagte aan: Elektrisiën, Meulmaker, Dieselwerktuigkundige, Passer-en-draaier, Sweiser, Passer en Gereedskap- en Setmaatmaker. Die kollege beoog om mettertyd kursusse in ander skaars vaardighede ook aan te bied. Die hoofkampus is in Kirkney, Pretoria, geleë. Die personeel van Sol-Tech fasiliteer die onderrig van N1- en N2-vakke op die perseel van HTS Tuine.

Besoek <http://www.Sol-Tech.co.za> vir meer inligting.

### **10.39 Akademia**

Akademia, 'n inisiatief van die Solidariteit-Beweging, is 'n privaatverskaffer van hoër onderwyskwalifikasies in Afrikaans. Akademia is geakkrediteer deur die Hoër Onderwyskwaliteitskomitee van die Raad op Hoër Onderwys. Akademia bied tans kursusse in drie BCom-grade, een gevorderde diploma en twee sertifikaat aan. Omdat Akademia van afstandsonderrig gebruik maak, kan studente aan Akademia werk terwyl hulle studeer. Besoek <http://www.akademia.ac.za> vir meer inligting.

### **10.40 AfriForum**

AfriForum is 'n nie-regeringsorganisasie, geregistreer as 'n Maatskappy sonder winsoogmerk, met die doel om minderhede se regte te beskerm. Hoewel die organisasie op die internasionaal erkende beginsel van minderheidsbeskerming funksioneer, het AfriForum 'n spesifieke fokus op die regte van Afrikaners as 'n gemeenskap in die Suidpunt van Afrika. AfriForum beywer hom vir 'n verskeidenheid projekte op verskillende gebiede in die samelewing, waaronder omgewingsake,

gemeenskapsveiligheid en die bewaring en bevordering van die Afrikaanse taal en kultuur.

Besoek <http://www.afriforum.co.za>.

#### **10.41 Kraal Uitgewers**

Kraal Uitgewers is 'n gespesialiseerde uitgewery wat hoofsaaklik op die publisering van gehalte-boeke oor die Suid-Afrikaanse geskiedenis fokus. Hulle publiseer ook werke wat die geskiedenis vernuwe en standpunt inneem oor aktuele kwessies in Suid-Afrika. Besoek <http://www.kraaluitgewers.co.za> vir meer inligting.

#### **10.42 FAK**

Die Federasie van Afrikaanse Kultuurvereniginge (FAK) is 'n toekomsgerigte kultuurorganisasie wat 'n tuiste vir die Afrikaanse taal en kultuur bied en ons trotse Afrikanergeskiedenis positief bevorder.

Besoek <http://www.fak.org.za> vir meer inligting.

#### **10.43 Maroela Media**

Maroela Media is 'n Afrikaanse webblad wat inligting en nuus oor 'n wye verskeidenheid kwessies en gebeure wat relevant is tot die Afrikaanssprekende se leefwêreld publiseer. Maroela Media is tans die tweede grootste Afrikaanse webwerf in Suid-Afrika. Maroela Media beywer hom vir gebalanseerde, objektiewe, akkurate en gratis beriggewing in Afrikaans!

Besoek <http://www.maroelamedia.co.za>.

#### **10.44 Die Solidariteit Navorsingsinstituut (SNI)**

Die Solidariteit Navorsingsinstituut (SNI) is 'n navorsingsinstelling en denksentrum van die vakbond Solidariteit en die Solidariteit Beweging. Die Solidariteit Navorsingsinstituut gee nie net diepte aan die Solidariteit Beweging nie, maar hou die regering op hul tone met deeglike navorsing oor kwellende sake soos die werklike aantal belastingbetalers en vlakke van munisipale dienslewering. Die Instituut doen onder meer ekonomiese, sosiale, politieke en regsnavorsing.

Besoek <https://navorsing.solidariteit.co.za/> vir meer inligting.

Jý kan die Solidariteit Beweging help om aan 'n beter toekoms te bou. SMS die woord ONSBOU na 34802 (SMS'e kos R2).



Article 33:

### **AfriForum gee mense moed en hoop vir die toekoms**

AfriForum is 'n suksesverhaal wat steen vir steen deur Kallie Kriel en sy toegewyde en gemotiveerde span gebou is.

Elke organisasie in ons beweging het 'n eiesoortige ontstaansgeskiedenis, en die verhaal van AfriForum begin by Kallie en Alana Bailey, wat in 'n klein kantoortjie met 'n groot droom begin het. Afrikaners het weens die veranderinge in die land 'n groeiende behoefte aan doeltreffende beskerming begin ontwikkel.

Die 1994-bedeling spruit uit die verruiling van meerderheidsregering vir minderheidsbeskerming. Dit het egter gou duidelik geword dat die ANC net toegewings gemaak het om die mag te kry, maar na bewindsoorname die mag begin gebruik het om hulle oorspronklike doelstellings te verwesenlik.

Daar het oor 'n wye front groot onsekerheid oor die toekoms ontstaan, wat die Afrikanerwêreld op sy kop gekeer het.

Bekende politieke partye het verdwyn, gevestigde organisasies het ondergegaan, en baie mense het emigreer of dit begin oorweeg. Dit het duidelik geword dat iets ingrypends gedoen sal moet word. Daarom het ons Solidariteit in 2002 gestig deur die ou Mynwerkersunie met verskeie ander Afrikaanse vakbonde saam te smelt. Ons doel was om Solidariteit tot 'n moderne Helpmekaar-beweging uit te bou, wat 'n toekoms kon skep waarin Afrikaners blywend vry, veilig en voorspoedig in Afrika kon voortbestaan.

#### **10.45 Zimbabwe-lesse**

Om planne te maak, is egter een ding, en om dit uit te voer, is iets heeltemal anders. Ons het stadig maar seker en stap vir stap gevorder. Solidariteit is gemoderniseer, 'n besigheidsafdeling is begin, die Helpende Hand het ontstaan, planne is gemaak om 'n tegniese kollege en later 'n universiteit te begin, en verskeie kleiner organisasies is ingeskakel.

Dit het gou duidelik geword dat dit nie genoeg was nie, en dat daar 'n veel groter behoefte aan 'n sterk organisasie was wat burgerregte en die regsorde kon beskerm, staatsverval kon teenwerk, en noodsaaklike dienste lewer wat die staat nie meer wou of kon lewer nie.

Die lesse van Zimbabwe is duidelik: sonder burgerregte verval 'n ekonomie, ontstaan hemelhoë werkloosheid, en verval die land. 'n Sterk organisasie was nodig om hierdie nagmerrie te verhoed.

Kallie het in Solidariteit se besigheidsafdeling gewerk, maar was akademies goed gekwalifiseer, met wye ondervinding in die staatkunde en organisasiewese. Alana het by die Maatskappy vir Immigrasie gewerk, wat onder leiding van ds. Dirk Laufs by ons beweging aangesluit het. Dit het gou duidelik geword dat Kallie en Alana groot planne gehad het, en dat hulle die regte span was om dit uit te voer.

#### **10.46 Nasionale invloed**

AfriForum het klein begin, maar stadig maar seker deur middel van Kallie se vernuwende planne en slim veldtogte en strategieë gevorder. Die boustene was die resultate wat geleidelik vir mense duidelik geword en tot al groter ondersteuning gelei

het. Tien jaar later is AfriForum 'n sterk landswye organisasie, wat 'n nasionale invloed begin uitoefen. Daar is min nasionale sake waar AfriForum se stem nie gehoor word nie, en dit het 'n organisasie geword wat mense weer moed en hoop vir die toekoms gee. AfriForum se sukses is gebou op 'n opregte omgee vir Afrikaners, die land en sy mense. Die veldtogte se sukses het daaruit gespruit dat sake aangepak is wat ons ondersteuners geraak het. AfriForum het nie net ons mense se drome, vrese en ideale verwoord nie, maar het iets tasbaars daaraan gedoen. Mense was moeg vir organisasies wat net gepraat het, maar het ons oorweldigend begin steun omdat AfriForum gedoën het.

#### **10.47 Toekoms**

Dit is duidelik dat AfriForum en die Solidariteit Beweging se rol vorentoe net groter gaan word, omdat die staat op 'n glybaan na verswakking is wat menslik gesproke nie meer omkeerbaar is nie. Dit hoef ons nie moedeloos te maak nie, want politieke magloosheid beteken nie ons is magteloos nie. Afrikaners kon nog altyd praktiese oplossings te midde van 'n moeilike omgewing skep. Hoe swakker die staat word, hoe groter die ruimte vir sterk selfdoenorganisasies om nuwe werklikhede te skep, om ten behoeve van 'n sterk magsblok met die regering te beding en om 'n tasbare verskil in mense se lewens te maak.

Daarom is my droom vir AfriForum om saam met die ander "Helpmekaar"-organisasies in ons beweging 'n toekoms te skep deur praktiese oplossings op elke noodsaaklike gebied te ontwikkel. Dis die pad na blywende vryheid, veiligheid en voorspoed vir ons as Afrikaners en vir die land as geheel.

Flip Buys is voorsitter van die Solidariteit Beweging.

Help die Solidariteit Beweging bou aan 'n beter toekoms. SMS die woord "ONSBOU" na 34802 (SMS'e kos R2).