

MINI – DISSERTATION

OF

MS JOSEPHINE KASUMBA

STUDENT NO: 1997159833

FOR THE DEPARTMENT OF COMMUNICATION SCIENCE

UNIVERSITY OF THE FREE STATE

**TOPIC: DEVELOPMENT OF A MODEL FOR THE STRATEGIC
MANAGEMENT OF CORPORATE COMMUNICATION**

SUPERVISOR: DR A. VAN DEVENTER

TABLE OF CONTENTS

CHAPTER ONE RESEARCH OUTLINE

- 1.1 Introduction**
- 1.2 Background of the study**
- 1.3 Identification of research problem**
- 1.4 Formulation of research problem**
- 1.5 Goal and objectives of this study**
- 1.6 Delimitation of the study**
- 1.7 Definition of terms**
- 1.8 Basic assumptions of the study**
- 1.9 Importance or value of the study**
- 1.10 Research design**
 - 1.10.1 The qualitative paradigm**
 - 1.10.2 Qualitative research design**
- 1.11 Research methodology**
 - 1.11.1 Subjects or unit of analysis**
 - 1.11.2 Data and data collections**
 - 1.11.3 Data analysis**
 - 1.11.4 Validity**
- 1.12 Structure of mini-dissertation**

CHAPTER TWO
THE CURRENT ROLE OF CORPORATE COMMUNICATION

2. Introduction

2.1 Defining corporate communication

2.2 Corporate communication & related terms

2.3 The functions of corporate communication

2.4 Corporate communication roles

2.5 Factors influencing corporate communication

2.5.1 The influence of corporate culture on corporate communication

2.5.2 Influence of corporate environment

2.6 Two dimensions of corporate communication

2.6.1 Internal communication

2.6.2 External communication

2.7 Problems experienced in the implementation of corporate communication

CHAPTER THREE
STRATEGIC MANAGEMENT

3. Introduction

3.1 Strategic management defined

3.2 Functions of strategic management

3.3 The influence of strategic management in the corporate communication field

3.4 Dimensions of strategic management

CHAPTER FOUR

THE STRATEGIC MANAGEMENT OF CORPORATE COMMUNICATION

4. Steps in the process

- 4.1 Step 1: Analyse the internal environment**
- 4.2 Step 2: Analyse the external environment**
 - 4.2.1 Macro environment**
 - 4.2.2 The industry environment**
 - 4.2.3 The operating environment**
- 4.3 Step 3: Identify strategic stakeholders**
- 4.4 Step 4: Identify strategic issues in the internal or external environment**
- 4.5 Step 5: Set communication goals**
- 4.6 Step 6: Formulate communication themes**
- 4.7 Step 7: Communication media analysis**
- 4.8 Step 8: Development communication policy guidelines and procedures**
- 4.9 Submit the strategic corporate communication strategy to top management**
- 4.10 Aims of a corporate communication plan**
- 4.11 Step 1: Describe key strategic issues in more detail**
- 4.12 Step 2: State overall communication goal**
- 4.13 Step 3: State specific objectives**
- 4.14 Step 4: Analyse the target audience involved (Strategic stakeholders)**
- 4.15 Step 5: Develop primary messages**
- 4.16 Step 6: An overview of the envisaged communication activities**
- 4.17 Step 7: Identify communication media**
- 4.18 Step 8: Compile a budget**

- 4.19 Step 9: Evaluation
- 4.20 Step 10: Verification
- 4.21 Step 11: Submit the strategic corporate communication plan to top management

CHAPTER FIVE COMMUNICATION MODELS

5. Introduction

- 5.1 The nature of models
- 5.2 The uses & misuses of models
- 5.3.1 Functions of communication models

CHAPTER SIX DEVELOPED CORPORATE COMMUNICATION MODEL

CHAPTER SEVEN CASE STUDY ON THE APPLICATION OF THE CORPORATE COMMUNICATION MODEL

7. Analysis of the internal environment

- 7.1.1 General History
- 7.1.2 Corporate profile
- 7.1.3 Vision
- 7.1.4 Mission
- 7.1.5 Corporate goals
- 7.1.6 Corporate objectives
- 7.1.7 Corporate structure
- 7.1.8 Corporate values / philosophy
- 7.1.9 Corporate culture

- 7.1.10 Corporate policies
- 7.1.11 Internal corporate climate
- 7.2 Analyse the external environment
 - 7.2.1 The remote environment
 - 7.2.2 The industry environment
 - 7.2.3 The operating environment
- 7.3 Identification of strategic stakeholders
- 7.4 Linkages
 - 7.4.1 Enabling linkages
 - 7.4.2 Functional linkages
 - 7.4.3 Normative linkages
 - 7.4.4 Diffused linkages
- 7.5 Identification and analysis of key strategic issues
 - 7.5.1 SWOT Analysis of the department
 - 7.5.2 Key strategic issues identified and prioritised
 - 7.5.3 Strategic issue one: Clients are not entirely satisfied with the quality of client service
 - 7.5.4 Strategic issue two: There is increasing provincial and national competition between the department and its competitors
- 7.6 Communication goals
 - 7.6.1 Communication goal of strategic issue one
 - 7.6.2 Communication goal of strategic issue two
- 7.7 Communication themes
 - 7.7.1 Communication theme for strategic issue one
 - 7.7.2 Communication theme for strategic issue two

- 7.8 Communication media analysis
- 7.9 Communication policy guidelines & procedures
 - 7.9.1 Policy guideline for strategic issue one
 - 7.9.2 Policy guideline for strategic issue two

PHASE 2: CORPORATE COMMUNICATION PLAN FOR STRATEGIC ISSUE ONE

- 8. Research
 - 8.1 Problem statement
 - 8.2 Situation analysis
- 9. Overall communication goal
- 10. Specific objectives
 - 10.1 Informational objectives
 - 10.2 Attitudinal objectives
 - 10.3 Behavioural objectives
- 11. Analysis of target audience
 - 11.1 Primary target audience
 - 11.2 Secondary target audience
- 12. Messages
 - 12.1 Messages for each target audience
- 13. Communication activities
 - 13.1 The communication training programme
 - 13.2 The public newsletter of the department
- 14. Schedule for the programme
 - 14.1 Outline of scheduled activities
 - 14.2 Communication media (primary target audience)

14.3 Communication media (secondary target audience)

15. Budget for the program

15.1 Notes to the budget

16. Evaluation research

CHAPTER EIGHT CONCLUSIONS

8. Introduction

8.1 Goal and objectives of the study

8.2 Benefits of the corporate communication model

8.3 Limitations of the corporate communication model

CHAPTER NINE REFERENCES

CHAPTER ONE RESEARCH OUTLINE

1.1 Introduction

Most mini-dissertations tend to begin with a brief overview of its research approach where after a more comprehensive chapter on the chosen topic follows later in the mini-dissertation. This study combines a literature review and a grounded theory study into its research design. Therefore, research design and methodological aspects already become relevant from the next chapter onwards. This mini-dissertation as a result, deals with a more extensive first chapter on its research.

This chapter covers background information related to the study; the identification of research problems; the formulation of research questions; the goals and objectives of the study; the delimitation of the study; the definition of terms used in the study; the basic assumption of the study; the importance or value of the study; its research design and methodology; as well as the structure of the mini-dissertation.

1.2 Background of the study

Corporate communication is a growing field that has proven over the years to be influential in the positive and negative reflections of the public on organisation, companies and institutions (Steyn & Puth 2002: 3). Over the years corporate communication has become an integrated part, leaving a great gap for knowledge and improvement in the field.

Many corporate communication practitioners are often faced with strategically managing it, in order to achieve the desired goals, strategically impact the identified target audience and ultimately enhance the overall image of their respective organisation.

Hence, the strategic management of corporate communication has become a vital process in any organisation. Many practitioners find themselves faced with the reality of strategically managing corporate communication within the overall framework of the field. This leap has proven to be one, which requires a greater knowledge of the corporate communication field, the need for the use of a model and how the model can reflect on the strategic management of corporate communication.

1.3 Identification of research problem

Leedy and Ormrod (2001: 60) disclose that a research problem refers to nothing more than tentative propositions set forth to assist in guiding the investigation of a problem or to provide possible explanations for the observations made.

In this study, the following two research problems are identified:

- (i) The lack of academic reflection on the functions and role of the strategic management of corporate communication within organisations.
- (ii) The lack of theories or a model for the strategic management of corporate communication that can be used in practice.

1.4 Formulation of research questions

In quantitative research, hypotheses are often used, while in qualitative research the emphasis is more on the formulation of research questions (Leedy & Ormrod, 2001: 60). Research problems are formulated in the form of research questions as a way of focusing the research problem (Mouton, 2001:53).

Babbie and Mouton (2001: 84) explain that, before research questions can be formulated, the researcher has to determine whether his or her study is an empirical or non-empirical study. Hence, studies that focus on constructing theories and models, analysing concepts, or reviewing the body of knowledge, are all non-empirical studies (Mouton 2001: 52). As this study focuses on these specific activities, it can be regarded as a non-empirical study,

Mouton (2001: 54-55) furthermore identifies four types of non-empirical research questions namely: (i) meta-analytic questions; (ii) conceptual questions; (iii) theoretical questions; and (iv) philosophical or normative questions. The research problems of this study can be linked to the following non-empirical questions:

(i) Meta-analytic question

- What is the current role of corporate communication in organisations?

(ii) Conceptual questions

- What is meant with strategic management in general?
- What is meant with the strategic management of corporate communication?

(iii) Theoretical question

- What is the most plausible model for the strategic management of corporate communication?

(iv) Normative question

- What is the ideal manner in which the strategic management of corporate communication should be approached in reality?

1.5 Goal and objectives of this study

According to Babbie (1998: 90) social research serves many purposes, three of the most common and useful purposes are exploration, description and explanation. Research is **explorative**, for example, if a researcher examines a new interest or when the subject or study itself is relatively new. If the researcher is directed to **describe** situations and events, it can be perceived as descriptive. Hence, the researcher observes and then describes what he or she has observed. Research is also conducted to **explain** things, and accordingly, explanatory studies aim to indicate causality between variables or events (Babbie & Mouton 2001: 79-81). A given study can have more than one of these purposes or a combination of these three purposes.

The study aims to explore the strategic management of corporate communication and to describe the current situation in regard to the strategic management of corporate communication. Therefore, this study can be perceived as both explorative and descriptive. Against this background, the primary objective of this study, which is based on the identified theoretical and normative questions, can be set out as follows:

- to develop a model for the strategic management of corporate communication and to test its usefulness and value in a real-world context.

The secondary research objectives of this study are aimed at answering the identified meta-analytic and conceptual research questions. Here follows an outline of the secondary research questions:

- to give an overview of the current role of corporate communication in organisations

- to discuss the process of strategic management and apply it to the management of corporate communication
- to elaborate on the need to transform corporate communication from a mere external communication medium to a strategic tool in the management of corporate communication

1.6 Delimitation of the study

Just as the research problem reflects the researcher's intentions with his or her study, the delimitation of the study indicates what he or she is not going to do (Leedy & Ormrod 2001: 61). The study does not intend to redefine strategic management or corporate communication within a corporate communication context.

The study is also not aimed at developing a model for the strategic management of corporate communication on a day-to-day basis or a short-term basis. Accordingly, the study is not aimed at altering the various processes of managing corporate communication within the corporate communication context.

1.7 Definition of terms

Leedy and Ormrod (2001: 61) state that the key terms used in a study need to be defined as they are employed in relation to the researcher's project. Here follows an outline of the definitions of terms used within the context of this study:

i) Corporate communication

Corporate communication is the process of communicating on behalf of the organisation with other internal and external stakeholders with the use of the strategically management media (internal & external) available to the corporate communication practitioner.

(ii) Strategic management

Strategic management is a process of thinking through the current mission of the organisation and the current environmental conditions and combining these elements by setting forth a guide for tomorrow's decisions and results.

(iii) Strategic management of corporate communication

The strategic management of corporate communication is a pro-active management process whereby the communication functions of corporate communication are integrated, planned and executed to address strategic issues in supporting the realisation of the organisation's vision, mission, goals and objectives.

(iv) Models

A model is a representation of the steps, categories or themes and their interconnectivity, which form part of a specific procedure or process. It is a graphic illustration, which simplifies a specific process and helps one to understand a certain phenomenon. Therefore, a model can be perceived as a simplified representation of reality.

1.8 Basic assumptions of the study

In accordance to Leedy and Ormrod (2001: 61) this study follows the basic assumption that the phenomenon under investigation is somewhat lawful and predictable, it is not comprised of completely random events and, therefore opens to scientific research. In addition, the researcher assumes that the nature, role and functions of corporate communication lend itself to the purpose of being strategically managed.

1.9 Importance or value of the study

A review of existing literature indicates that no model has up to now been developed for the strategic management of media relations which corporate communication practitioners can use in practice. This study will aim to rectify this situation by developing such a model that will:

- ensure that the corporate communication approach and content are aligned with the overall corporate strategies of the organisation; and
- that the corporate communication model will add value to the realisation of the organisation's vision, mission, goals and objectives.

Therefore, organisations in general can benefit from the development of such a model since the model will assist the organization in using corporate communication as a strategic tool. As such, corporate communication can be directed to fulfil organisational goals and can, ultimately contribute to the organisation's success.

1.10 Research design

1.10.1 The qualitative paradigm

Babbie and Mouton (2001: 49) identify three methodological paradigms dominating the scene in recent social research, namely: qualitative, quantitative and participatory action paradigms. This study follows the qualitative paradigm, since qualitative research is often directed at developing theories or models (Wimmer & Dominick 1997: 83-85). In qualitative research an inductive mode of reasoning is followed whereby data collections lead to the development of new hypotheses, theories of models (Creswell 1994: 94; Babbie & Mouton 2001: 270; Wimmer & Dominick 1997: 83-85).

Leedy and Ormod (2001: 148) go further and name four general purposes of qualitative research, namely description, interpretation, verification and evaluation. Each of these purposes play a vital role in qualitative research, hence a study following the qualitative research approach must achieve one or more of the general purposes of qualitative research. Hereby, a study is descriptive if it reveals the nature of certain phenomena, processes, situations and systems.

The purpose of interpretation is used by the researcher to gain insight into the nature of a particular phenomenon, to develop new concepts or theoretical perspectives and to discover problems that exist within the phenomenon. The purpose of the study is verification if the study allows the researcher to test the validity of certain assumptions, claims, models or generalisations within real-world context. Finally, if a study provides a means through which the researcher can judge the effectiveness of particular policies, practices, or innovations, its purpose is evaluation (Leedy & Ormrod 2001: 148).

This study applies all four of the purposes of qualitative research. The study aims to reveal the nature of the strategic management of corporate communication (description); to gain insight into the nature of corporate communication (interpretation); to develop a model for the strategic management of corporate communication (verification); and to discover the challenges that exist within the strategic management of corporate communication with the use of the developed corporate communication model (evaluation). The model developed will be made applicable to the strategic management of corporate communication within an organisational context.

The researcher in this study is aware of the limitations, especially when taking the general steps in the strategic management of corporate communication. This application will depend on the researcher's interpretation and can be considered or perceived to be as subjective. According to Wimmer & Dominick (1997: 43-44) qualitative research holds the opportunity to increase depth of understanding of the phenomenon under investigation.

In this study, the researcher aims to achieve that when it comes to an understanding of strategic management of corporate communication with the use of the developed model in a organisational / corporate communication context. In conclusion, qualitative research also allows the researcher to pursue new areas of interest, in this case the strategic management of corporate communication.

1.10.2 Qualitative research design

The researcher makes use of a research design as a means of collecting information in order to describe what approach will be followed to reach the conclusions about the research problem.

According to Mouton and Marais (1989: 33) the goal of the research design is to plan the research project and to provide it with a specific structure in order to enhance the validity of the research findings.

Research designs, as indicated by Mouton (2001: 57), can be divided into empirical and non-empirical categories as this study is, of a non-empirical nature, and given the primary and secondary objectives stated, it was decided that a combination of mixed designs will be most appropriate namely, literature review and grounded theory study.

The literature review is conducted in order to determine the current role and functions of corporate communication within organisations / institutions and to also determine what is meant by the strategic management of corporate communication. Furthermore, a model for the strategic management of corporate communication will be constructed, and this is where the grounded theory studies are used.

(i) A literature review

According to Mouton (2001: 179) a researcher must read a sample of texts in order to arrive at a proper understanding of a specific scholarship. A literature review furthermore provides research with a good understanding of the issues and debates present in the area of strategic management and corporate communication specifically.

A literature review is also a source for current theoretical thinking and definitions to the researcher, as well as previous studies and their results. In this study in particular, information is further collected from the literature review in order to be used in a grounded theory approach to develop a model for the strategic management of corporate communication.

(ii) Grounded theory study

The purpose of a grounded theory study is to develop a theory or a model (Leedy & Ormrod 2001:154). Such a theory or model is based on data gathered by a researcher, in this regards information is collected from the literature review in this study in order to develop a theory in the form of a model for the strategic management of corporate communication.

A model is not an explanatory device but helps to formulate theory. Severin and Tankard (1992: 36) describe a model as a theoretical and simplified representation of the real world. The model developed in this study focuses on the strategic management of corporate communication and exists of three phases, namely: a corporate communication strategy, a corporate communication plan, as well as a tactical corporate communication plan.

Mouton (2001: 177) argues that models in general possess certain strengths. The developed model in this study attempts to explain the process of the strategic management of corporate communication, provides a general account of strategic management of corporate communication, allows one to make predictive claims, brings conceptual coherence to the strategic management of corporate communication and simplifies our understanding of the strategic management of corporate communication within organisation / institutions.

It would assist other researchers to generate new ideas about how the strategic management of corporate communication should take place. Mouton (2001: 177) perceived certain limitations with regards to models and theories. The said limitations are: models are ineffective if they make implausible claims on reality and if they make claims that are vague and not testable. To avoid some of these pitfalls, the model developed in this study will also be applied in a real-world context to test its value and practical application potential.

1.11 Research methodology

1.11.1 Subjects or unit of analysis for the study

Mouton (2001: 51) refers to the unit of analysis as the object, phenomenon, entity, process or event, the researcher will be investigating. The researcher in this study will be investing existing literature on corporate communication, strategic management in general and models, and will be applying it to the strategic management of corporate communication specifically.

1.11.2 Data and data collections

Leedy and Ormod (2001: 78, 94) consider data to be manifestations of, among other aspects, the reality, a phenomenon or problem that the researcher is investigation. These authors go further to distinguish between the primary and secondary data.

Primary data also known as new data is considered to be collected via observations, interviews or focus groups, while secondary data on other hand, already exists in the form of relevant literature, documents or reports. In this study data is collected by means of a literature review and, therefore, secondary data is used.

1.11.3 Data analysis

Both a literature review and a grounded theory approach are applicable to the data analysis of this study. While data with regards to corporate communication, models and strategic management in general are collected through a literature review; a grounded theory study is used to categorize the data.

Leedy and Ormrod (2001: 154-155) go further in mentioning that the data analysis within the grounded theory study, involves four procedures, namely: open-coding, axial coding, selective coding and the development of a theory.

The open coding procedure involves the scrutinization of data in order to identify certain categories or themes. The axial coding procedure is followed to identify interconnections that exist among categories. Through selective coding, categories and their interrelationships are combined to form a whole, which describes what happens in the phenomenon that is being studied. Finally, a theory is developed in form of a verbal statement, a visual model or a series of hypotheses entirely based on data collected (Leedy & Ormrod 2001: 154-155).

Information collected from the literature review in this study will be categorized in various units of meaning reflected in different chapters or parts of chapters in the study. While the information regarding the steps involved in the strategic management of corporate communication in general were collected through a literature review, the axial coding procedure is used to make interconnections between the steps in relation to corporate communication specifically.

Selective coding will be used to through the combination of the steps included in the strategic management of corporate communication and the interrelationship of these steps, to for a whole, which describes what happens in the strategic management of corporate communication. Hereafter, a theory, focusing on the strategic management of corporate communication is developed in the form of a visual model.

1.11.4 Validity

According to Leedy and Ormrod (2001: 106), qualitative researchers employ certain strategies to support the validity of their findings. Two types of validity are distinguished by Mouton and Marais (1989: 50-51), namely internal and external validity. When all the data collected in the particular research study is accurate and reliable, the study is considered to have internal validity. On the other hand, when the findings of a study can be generalized, one can conclude that the study possesses external validity.

The model for the strategic management of corporate communication that will be developed in this study is applied in the strategic management of corporate communication in organisations. Hence, feedback from a case study that will be conducted with a selected organisation to illustrate the usefulness and value of the model in a real-world context, can contribute to verifying the validity of the study and the model that will be built.

1.12 Structure of the mini-dissertation

Apart from the research outline chapter, the dissertation consist of seven further chapters that each address topic that are related to media relations as follows:

- Chapter 2 deals with the current role of corporate communication.
- Chapter 3 explores what is meant by strategic management
- Chapter 4 touches on the strategic management of corporate communication
- Chapter 5 explores the theory of model, focusing on defining what a model is, its functions and the importance of models.
- Chapter 6 takes a look at the developed corporate communication model.
- Chapter 7 examines the study with the application of the developed corporate communication model to an institution / organisation.

- Chapter 8 outlines the researchers concluding remarks on the study
- Chapter 9 examines the references used in the study

CHAPTER TWO

THE CURRENT ROLE OF CORPORATE COMMUNICATION

This chapter will deal with the current role of corporate communication with regards to defining it, related terms, functions, roles, factors influencing corporate communication, two dimensions of corporate communication and problems experienced in the implementation of corporate communication. This chapter aims to provide the context in which corporate communication takes place.

2. Introduction

Many practitioners in the corporate field are unaware of what corporate communication is all about, and tend to confuse it with public relations. However according to Steyn and Puth (2000:3) the term corporate communication is increasingly being used to describe the management function that is still referred to as public relations by some. Steyn & Puth (2000:3) believe that corporate communication is a more accurate and valid description of what is required in most modern organisations. In line with modern practice corporate communication originated from a tradition of press agency and publicity, and its use is also in line with prevailing practice in many organisations.

According to Budd (1995) a survey that was conducted among companies in the United States indicated that there was an increasing trend to replace the term public relations with that of corporate communication. Steyn and Puth (2000) is of the opinion that one of the reasons for the preferred use of corporate communication is that the term public relations suffers from negative associations because of the way in which the discipline has been (and still is) practised in many organisations.

2.1 Defining corporate communication

According to Jackson (1987:4) corporate communication is the total communication activity generated by a company to achieve its planned objectives. The most authoritative definition of corporate communication is that of Grunig & Hunt (1984) who describe it as the 'management of communication between an organisation and its publics'.

Steyn & Puth (2000:3) are of the opinion that the essential objective of corporate communication should be to make the organisation more effective through mutually beneficial communication between the organisations and all its stakeholders.

Another definition of corporate communication by Long & Hazelton (1987:3) is that is 'a communication function of management through which organisations adapt to, alter, or maintain their environment for the purpose of achieving organisational goals. There are several definitions of corporate communication, but perhaps the most basic and simple definition is that of Steyn & Puth (2000:5) who define corporate communication as communication on behalf of an organisation.

Communication, which is managed and aimed at increasing organisational effectiveness by creating and maintaining relationships with stakeholders. Jackson (1987:4) went on further by adding that advertising, public relations and corporate design are thus part of corporate communication - and not the other way around.

Corporate communication can also be defined as " the integrated approach to all communication produced by an organisation, directed at relevant target groups, both internal and external to the organisation (Van Riel, 1995:24).

Three key terms identified by Gordon (1997:57- 66) in most of the various descriptions of what corporate communication should entail were:

- Organisation
- Public (Stakeholders)
- Management function

These three key terms represent the essence of corporate communication as a management function, and this in return elevates it above traditional view of simply applying a number of communication techniques. There is still so much to be known about corporate communication and defining what it is, is only the beginning.

Corporate communication can be seen as communication that occurs internally and externally by, with and to the organisation. There are also a number of elements included in the various definitions of corporate communication and all the related terms discussed further on are incorporated into the definition. In conclusion corporate communication still has a long way to go and for now researching it will have to do.

2.2 Corporate communication and related terms

There is often confusion concerning the difference between corporate communication and other related terms also used in the corporate field. Related terms such as:

- Business communication
- Organisational communication
- Management communication

Due to this confusion an explanation of what each of the terms means was thought necessary. Business communication the first related term is concerned with structural component of writing style, use of language and report format. Groenewald (1998) is of the opinion that business communication as a field of study can be seen as skills training for business students with the aim of countering their ineptness to communicate effectively.

Organisational communication on the other hand developed from speech communication and is strongly related to both communication and organisational theory. According to Steyn and Puth (2000:6) in contrast to business communication it is theoretically oriented, focusing on knowledge rather than skills. Thirdly management communication, which is the only field of, study that integrated communication and management.

Therefore communication is then studied as an end in itself, and not as the means to an end. Here we find that communication science is incorporated in everything and a manager needs knowledge and skills in order to manage people as a resource more effectively. Lastly communication management which Grunig (1992) equates with corporate communication, defining it as the 'overall planning, execution and evaluation of an organisations' communication with both external and internal publics - groups that affect the ability of an organisation to meet its goals.

Each of these terms needs to be well understood in order to avoid or even eliminate confusion. Practitioners understanding of each term will ensure that corporate communication is not confused with other terms and in the end making corporate communication clearer.

2.3 Functions of corporate communication

According to Grunig and Hunt (1984:96) functions are the output or performance variables of a system or a subsystem. Corporate communication also has two main functions, the mirror function and the window function. The mirror function refers to the monitoring of relevant environmental developments and the anticipation of their consequences for the organisations' strategies and policies (Van Riel, 1995:2). The mirror function assists top management in gathering, interpreting and using this strategic information.

It helps to assist the corporate communication department to be in the position of providing an interpreting function, because of the wide contact with the external and internal environment and an outside view of the organisation. The mirror function therefore provides a clear understanding of the concerns, sensitivities and preconceptions of strategic stakeholders (Winokur & Kinkead, 1993).

The mirror function is regarded by Van Riel (1995) as the information gathering and processing role of the boundary spanner, being part of the planning team that adapts the organisation to the future. The window function on the other hand refers to the preparation and execution of a corporate communication strategy and policy, resulting in messages that portray all facets of the organisation (Steyn & Puth, 2000: 19).

The window function enables the corporate communication practitioners to accomplish an active outward orientation for the organisation, establishing a firm base for mutual understanding and co-operation with strategic stakeholders.

The window function is the information disposal function of the boundary spanner. It is seen as consisting of two roles:

- Firstly, the role of PR manager at the organisational level. This role consists of developing a corporate communication strategy and policy for the organisation.
- Secondly, the role of the PR technician - as conceptualised by Dozier (1984) and Broom & Smith (1979) - which is performed at the micro or programme level.

Both the mirror and window functions of corporate communication help in achieving organisational objectives as professionally as possible. The corporate communication function is therefore essential to the survival and growth of organisations facing increasingly unstable and threatening environments, through the provision of strategic information that reduces uncertainty in strategic decision – making.

2.4 Corporate communication roles

According to Steyn and Puth (2000:14) an individual's behaviour may be best understood as a function of role. The roles themselves may vary across relationships, leading to involvement in more than one activity or system. Practitioner's roles in corporate communication are essential to understanding the function of corporate communication. Therefore roles define the everyday activities of practitioners, and understanding of the roles leads to a better understanding of corporate communication.

Katz and Kahn (1978) define a role as the patterns of behaviour or the everyday activities of a corporate communication practitioner. Since members of an organisation occupy different positions or ranks, each has a different role to play. Four theoretical roles that were conceptualised by the American academics during the early 1980s were:

- Expert prescriber
- Communication facilitator
- Problem-solving process facilitator
- Corporate communication technician

According to Cutlip, Center and Broom (1994) the expert prescriber is seen as the authority on both corporate communication problems and solutions, best informed about communication issues and best qualified to answer communication questions. The expert prescriber's role leads to passive management involvement that frustrates practitioners. The expert prescriber role can be linked to the two-way asymmetric and publicity or press agency models Grunig and Hunt (1984).

The communication facilitator on the other hand is a go-between, interpreter, or communication link between management and stakeholders. According to Cutlip, Center and Broom (1994) the communication facilitator improves the quality of decisions that are related to policies, procedures, and actions of both stakeholders and organisation. They serve as liaisons and mediators who maintain the continuous two-way communication flow between the organisation and its stakeholders.

Thirdly, the problem-solving process facilitator who helps others in the organisation to solve their corporate communication problems. Grunig and Hunt (1984) are of the opinion that this role is in contrast to the passive expert prescriber, and can be linked to organisations practising the two-way symmetric model.

Last but not least the corporate communication technician, who does not participate in management decision making, but carries out the low-level mechanics of generating communication products that implement the policy decisions made by others. According to Steyn and Puth (2000:15) the technicians provide the communication and journalistic skills needed to carry out communication programmes.

These four theoretical roles were measured empirically amongst corporate communication practitioners in numerous studies during the 1980s and only two roles emerged: the manager role and the technician role. According to Steyn and Puth (2000:20) the two roles of manager and technician have been the cornerstone of roles theory in the field of corporate communication for the past 20 years. Recent roles research in the South African environment indicates that CEOs now expect three roles from corporate communication practitioners (Steyn 2000):

- The role of strategist
- The role of the manager
- The role of the technician

The role of the strategist is described as the mirror function, where the most senior corporate communication practitioners consists of monitoring relevant environment developments and anticipating their consequences for the organisation's policies and strategies with regard to relationships with stakeholders.

Therefore the strategist role is played at the top management level of an organisation. The next two roles are part of the window function. The manager role is played at the functional level of an organisation, where the practitioner has the responsibility of developing a corporate communication strategy and policy for the organisation Steyn and Puth (2000:20).

Jackson (1987) is of the opinion that managers are the key to effective corporate communication. Therefore managerial commitment is needed in order for corporate communication programmes to be carried out.

According to Jackson (1987:29) the informed manager is the key, not only to a strong internal communication strategy but also to a comprehensive involvement in company policy.

The last role is that of the technician, which is played at the implementation or programme level. Here one finds that the corporate communication practitioner is responsible for implementing communication plans directed at the organisation's stakeholders. The corporate communication practitioner has to however play all three roles in order to satisfy top management expectations.

2.5 Factors influencing corporate communication

2.5.1 The influence of corporate culture on corporate communication

According to Deal and Kennedy (1982) corporate culture is defined by strategic literature as 'the way we do things around here', or as 'a set of shared values conveyed by symbolic means such as stories, myths, legends and anecdotes'. A good example of corporate culture would be 'the customer is always right'. The values that usually make up corporate culture are seldom written down, in fact they are basic assumptions made by employees about what is acceptable and what is not.

According to Steyn and Puth (2000:56) an organisation's culture is similar to an individual's personality and is an intangible theme that provides meaning, direction, and the basis for action. With regards to corporate communication, corporate culture has a big impact on an organisation.

This is due to the fact that cultural values, expectations and assumptions play a key role in contributing to or limiting change that is necessary for the survival and continuation of an organisation. According to Niehaus & Price (1989) making relationships work in an organisation will contribute to corporate effectiveness.

This will maintain commitment and communication among core employees who may have different professional and industry backgrounds. Culture provides meaning, direction and mobilisation, a social energy that moves the organisation into either productive action or destruction. According to Kilmann (1985:62) a corporate culture seems to form rather quickly, based on the organisation's mission, setting and requirements for success.

Therefore gaining control of the corporate culture is not only possible but also necessary for today's organisations. As changes in corporate directions of an organisation are planned, a new culture may have to replace the old culture. Jenkins (1992:307) describes the corporate culture as 'the patterns of shared values and beliefs which shapes behaviour in an organisation. Set out in mission statements.

It is clear that organisations' corporate culture has to be well understood because most of the time the opinions and actions of members within the organisation have great influence. In conclusion an important part of managing the corporate culture, is to continue monitoring and assessing norms. However if the culture is not managed well, it may just be a matter of time before the organisation is once again disrupted.

2.5.2 The influence of the corporate environment on corporate communication

The corporate environment is an important part in any organisation because it deals with both the internal and external environment. The internal environment consists of aspects such as the corporate profile, vision, mission, corporate values, corporate philosophy, corporate culture and corporate policy. The vision indicates where the organisation is going and what it wants to achieve, while the mission on the other hand is an organisation's purpose.

While the vision is predominantly associated with goals, the mission is associated with a way of behaving Steyn and Puth (2000:55). Corporate values can be easily said to be sets of beliefs that determine standards of practice. This brings us to the corporate philosophy, which is derived from corporate values. It is an orientation that lies behind the mission statement. Lastly the corporate policy, which is best, described by Pearce & Robinson (1997) guiding principles for behaviour that furnishes an underlying continuing basis for specific actions.

The external environment is just as important as the internal environment because it affects aspects such as organisational strategy, structure, internal processes, and managerial decision-making. Pearce and Robinson (1997) define the environment as 'the sum total of all conditions and forces that affect the strategic options of the organisation and define its competitive situation, but that are typically beyond its ability to control'. According to Pearce & Robinson (1997) the external environment consists of four categories namely:

- The remote environment
- The industry environment
- The operating environment
- The functional environment

The remote environment is the sectors that affect organisations indirectly by influencing its long-term decisions. Therefore this means that an organisation is faced with opportunities, threats and constraints. It consists of several factors namely:

- Social factors
- Economic factors
- Political factors
- Technological factors
- Ecological factors

Secondly, the industry environment, which basically explains the various, forces that shape competition in an industry. The operating environment is however one that involves sectors that have direct transactions with the organisation and influences day-to-day operations and goal attainment. This in the end means that an organisation needs the operating environment in order to accomplish its mission. Lastly the functional environment which Olsen, Murthy & Teare (1994) refer to as 'areas of specialisation within the organisation such as finance, human resources operations, corporate communication, research and development.

The corporate environment has to be well understood because, the environment is the source of information flowing into the organisation. The internal and external environments give an indication of the strategic management of corporate communication.

They also give credit to the role of corporate communication in helping organisations to identify important components of each of the environments that make up the corporate environment. Now that the researcher has given an indication of what corporate communication, the researcher would like to take a look at the two dimensions of corporate communication.

Later the researcher will discuss in detail the development of a corporate communication model for the strategic management of corporate communication, which is the core of this dissertation.

2.6 Two dimensions of corporate communication

2.6.1 Internal communication

Internal communication is part of the tools of public relations or corporate communication as it is, and utilising this tool in corporate communication ensures support of business objectives by creating shared meaning of organisational messages. According to Cole (1982: 132-133) the following reasons justify why internal communication is important namely:

- Informed workers are better workers - they know where their work fits in, they know why and lastly information gives them the tools to succeed. Therefore if their work makes sense to them, there will be less time lost to questions.
- Informed workers are happier workers. This simply means that a steady flow of information can put false rumours to rest, instil pride and most importantly the employees feel that they are being treated well.
- Informed workers have an easier time shaping career goals. This means that one can easily advance up the corporate ladder when there is an understanding of each department's needs importance and outlook for growth.
- Internal communication is still one of a PR department's more visible activities, and even today in the corporate communication field it is highly needed. This indicates that internal communication as one of the corporate communication activities, if badly conducted reflects negatively on our corporate communication practitioners and an organisation as a whole.

- Internal communication is also regarded as a typical starting point for beginners, meaning that errors are not exposed to the outside world but are kept within the family.
- Lastly, internal communication is a growing field, so there will probably be more jobs for newcomers. Cole (1982) gives three reasons for this last statement namely:
 - There is government interest in the need to clearly spell out employee benefits to all staff members.
 - There are technological developments in print and electronic communications
 - The employee's growing thirst for knowledge about their organisation and job.

Bovee and Thill (1992: 6) are of the opinion that all companies have to communicate in order to function. Internal communication as one of the corporate communication activities has the following purpose: To manage and co-ordinate the flow of information between employees and management and to also establish an open communication process that improves the communications skills amongst people, within the organisation itself.

According to Shockley-Zalabak (1991: 25) Internal communication has the following functions:

- to monitor and co-ordinate the flow of information within the organisation
- to implement processes and procedures that will improve the communication skills between members of an organisation.

- to implement processes to aid in the maintenance and growth of an open communications process within the organisation

There are various tools of internal communication, which are used for getting information to personnel, and are the cornerstones of internal communication.

Take for instance news bulletins which basically consists of items important to be communicated to major publics and important enough to be shared with employees. Another tool of internal communication that is commonly used is departmental publications.

The corporate communication practitioners ensure that the departmental publication reaches all bases. Oral communication the most commonly used one as well, whereby information is delivered formally, informally, in anger, or in friendly banter. Forms of oral communication as indicated by (Arredondo 2000) include:

- Staff meetings
- Formal talks to large groups
- Training classes
- One to one encounters with the department head

Through practical experience the researcher experienced that open lines was a very handy tool of internal communication in an organisation because of the fact that information is obtained from both levels of the organisation, the lower and upper level. Communication in this sense is two-way and most of the time information comes in the form of questions or even concerns.

The researcher is of the view that Open lines as a tool of internal communication unfortunately was discovered to have disadvantages as well namely:

- Different ideas of what the open line was about existed
- Many did not have a good understanding of exactly what two-way communication is all about
- There was lack of involvement especially for senior staff
- A relationship of trust had to be build first

The good news is that open lines, as a new tool in internal communication can be very effective if used correctly and understood with regards to its uses and importance in an organisation. Finally, electronic communication which is a rapidly growing segment of internal communication because of the advancing technology today. Many corporate communication practitioners have found that they need to be computer literate in order to use electronic communication as an effective tool of internal communication.

Cole (1982: 136) describes internal communication goals as not easy to achieve, with some practitioners complaining that it has become difficult. Through the researchers own practical experience she has observed that internal communication as one of the tools of corporate communication faces the following challenges:

- Most of the time most people in an organisation do not have a basic understanding of the goal and importance of internal communication
- There is constant information overload (i.e. information from everywhere)

- The language used is always an issue depending on the organisation itself
- The mediums of communication although effective, are not well utilised
- People are constantly busy not having time to look through information they receive on a daily basis; this hampers internal communications to a certain degree.

In conclusion Internal communication as one of the activities in corporate communication uses oral messages as one of its tools mainly because it is more direct, easier to transmit and generally easier to tailor to the needs and comprehension level of the intended audience.

Just like all other corporate communication dimensions, internal communications is also faced with challenges as mentioned before. In today's pace of life it is not easy to maintain a vigorous and contemporary internal communication program in any organisation. However internal communication is a corporate communication dimension that if well utilised can prove to be very useful and effective in the corporate communication field.

2.6.2 External communication

External communication one of the other dimensions of corporate communication, which provides communication service among the external stakeholders and the organisation (Rogers & Agarwala-Rogers 1976). The purpose of external communication as a dimension of corporate communication is to develop and implement plans that promote the organisation's image and to also liase with media that have an influence on the organisation.

According to Kreps (1990: 226) functions of external communication can be seen as follows:

- to implement the communication plans of the organisation
- to co-ordinate corporate communication and image building actions of the organisation
- to fulfil a media liaison role for the organisation

Other functions of external communication that are practised in today's field of corporate communication as viewed by the researcher are as follows:

- Media relations
- Sponsorships
- Events/branding
- Corporate identity
- Networking

Each of these functions are interrelated because one cannot work without the other. The most important function seems to be networking due to the fact that it is the function that helps the practitioner to know more about the organisation and the influential stakeholders. Furthermore Reuss and Silvis (1985: 46) are of the opinion that the effectiveness of communication has to be measured.

Practitioners who start off in a new organisation use networking as one of the functions of external communication in order to familiarise themselves. Networking plays a vital role because it opens doors for the corporate communication practitioners. The corporate communication practitioner must use his or her skills and experiences as well as external communication to promote the organisation not only externally but internally as well.

Challenges of external communication for practitioners in the corporate communication field as viewed by Van Deventer (2002) are as follows:

- The economic environment demands more than what has been budgeted for external communication
- Perceptions about external communication that it is a glamorous activity
- Practitioners constantly have to redefine their roles due to the changes socially, economically and politically
- Financial resources for external communication as an activity of corporate communication are limited

Advantages of external communication that are commonly experienced by practitioners in the field are as follows:

- Exposure/Awareness for the organisation
- Publicity
- Financial gain with regards to the partnerships that are formed
- Practitioners develop multiple skills because their horizons are expanded

Disadvantages of external communication on the other hands are as follows:

- It is difficult to measure the success of external communication due to its nature
- Management still views external communication as not so important, this is seen by the funds allocated for external communication
- Finally, there seems to be a lack of professional conduct by practitioners because of the way barriers that were placed for external communication in the past.

However whether or not external communication is given its rightful place in an organisation it still serves a vital function for corporate communication practitioners as well as the organisation that they work for. Corporate communication requires to be applied strategically and hence a model will be developed as well.

2.7 Problems experienced in the implementation of corporate communication

There are a number of problems experienced in the implementation of corporate communication today in many organisations. According to Steyn & Puth (2000:7) one of the serious shortcomings of corporate communication is the inability to participate and add value on the strategic level of the organisation. This indicates that corporate communication practitioners' attempts to gain access to the strategic level of the organisation are unsuccessful.

One of the main weaknesses of corporate communication practitioners according to Lindenmann & Lapetina (1982) is that they lack a comprehensive understanding of the social, political and business problems and issues about which they wrote and counselled - they also lack good management skills and the ability to look at the 'bigger picture'. According to Budd (1991:9), the way in which corporate communication is practised reduces it to nothing more than communication, meaning the exchange or transmission of information.

Corporate communication is peripheral to policy formulation, not a legitimate part of the process - "a major industry, with corporate titles abounding, but no closer to decision making than it was in the 1970s".

Another concern in corporate communication is the perceptions of chief executives (CEOs) that the corporate communication function is based on communication goals and objectives without necessarily linking them to the achievement of business goals - they are not seen as making a contribution to the bottom line.

Top management feels that the corporate communication function should be less obsessed with its own activities and media, and more focused on key organisational issues and outcomes (Esler, 1996).

They want corporate communication managers to think strategically, to look at the goals and mission of the organisation, and to assist in delivering honest, open communication programmes or to develop systems that will reach their employees and help them understand the business of doing business.

Blum (1997) is of the opinion that corporate communication practitioners had little understanding of other aspects of the business and did not have a holistic view of the industry; they needed to adopt a more professional business approach. It is clear from the various corporate communication concerns that the role of communication is ill defined in many organisations.

One of the other concerns of corporate communication is the fact that most corporate communication practitioners do not form part of top management and the budget given to corporate communication practitioners to use, is not enough for communication aspects. This forms part of the few internal concerns of corporate communication in organisations.

Externally there are also concerns with regards to the distinction between corporate communication and marketing. Even though marketing is part of corporate communication to some degree, they are still not the same things, there is a difference. Marketing is the creation of a "product" for a particular market segment, while corporate communication deals with the organisations' communication with its internal and external publics.

Finally, the negative perceptions that exist both internally and externally towards corporate communication practitioners in the field itself. The next chapter will focus on communication models, which serves will as a basis to further illustrate the role of the corporate communication model for the strategic management of corporate communication.

CHAPTER THREE

STRATEGIC MANAGEMENT

This chapter will touch on strategic management on a general side. Focus will be on briefly defining strategic management and mentioning strategic management functions, which play a role in the corporate communication field. Furthermore, the chapter will deal with the influence of strategic management in the corporate communication field and the dimensions thereof of strategic management.

3. Introduction

Strategic management is a tool often used in the corporate communication field. Most corporate communication practitioners find themselves having to be able to strategically manage their everyday functions as well as the roles they play in the corporate communication field. Certo and Peter (1990: 5) best describe strategic management as a concept that has evolved over time and will continue to evolve.

Hence, it is clear that strategic management is carried on in most organisations / institutions today – and most organisations / institutions that practice it benefit significantly. Furthermore Comerford and Callaghan (1985: 3) describe the nature of strategic management as a management technique that has changed in two important ways with the changing environment, the level of detail and in its importance as the complexity of the environment has increased.

According to Pearson (1990:17-18) strategic management must achieve change if it is to exploit the technological opportunities being present in this century, hence positive strategic management remains the key to long-term business success.

The researcher is of the view that the strategic management of corporate communication assists the corporate communication practitioners to efficiently manage corporate communication from all points. Hence, this mini-dissertation will at a point look at a developed model, which will assist the corporate communication practitioners to further strategically manage corporate communication. Volberda and Elfring (2001:1) stipulate in their writing that strategic management consists of schools of thought namely: fragmentation, integration or synthesis. Before focus can be placed on the model for the strategic management of corporate communication, defining strategic management will be the researcher's point of departure.

3.1 Strategic management defined

Strategic management in most organisations / institutions has clearly become a crucial part of daily runnings. Clearly defining what strategic management is marks the beginning of the vital role it plays. The strategic management process is clearly a continuous one that requires a good understanding of one's internal and external environment. Certo and Peter (1990: 5) define strategic management as a continuous, iterative process aimed at keeping an organisation as a whole appropriately matched to its environment. According to Thompson (1990: 27) effective strategic management requires that managers address a number of important issues continuously and simultaneously.

Therefore, an organisation can reap several benefits from appropriately practising strategic management. It is clear that there are a number of workable definitions of strategic management, another workable definition of strategic management is that of Smith and Arnold (1985:4) who define strategic management as the process of examining both present and future environments, formulating the organisations' objectives, and making, implementing, and controlling decision focused on achieving these objectives in the present and future environments.

Thompson (1990: 3) defines strategic management as the process by which an organisation establishes its objectives, formulates actions designed to achieve these objectives in the desired timescale, implements the actions and assesses progress and results. Strategic management is the process by which the long-term aims, the strategy, and its implementation are managed Hussey (1999: 1).

The process of strategic management can usually be a very complicated one, hence corporate communication practitioners have to use some of the strategic management responsibilities effectively, to ensure the increase of profitability or change in perceptions. Strategic management is defined in so many ways, in fact each definition touches on aspects that are critical in defining exactly what is strategic management.

However, Pearce and Robinson (1997: 3) embarked on looking at strategic management from a simplistic angle as the set of decisions and actions that result in the formulation and implementation of plan designed to achieve a company's objectives.

Pearce and Robinson (1997) make use of three key terms that are viewed by the researcher as vital to take note of namely:

- formulation
- implementation
- objectives

These key terms in Pearce and Robinson (1997) definition of strategic management give an indication of the understanding needed for corporate communication practitioners to use strategic management to gain the desired effect.

Constable (1980) has defined the area addressed by strategic management as 'the management processes and decisions, which determine the long-term structure and activities of the organisation'. This definition incorporates five key themes namely:

- management processes
- management decisions
- time scales
- structure of the organisation
- activities of the organisation

Strategic management is definitely a well needed tool for any corporate communication practitioner. It has an impact in all the three main activities of corporate communication.

However, in this mini-dissertation focus will be on looking at strategic management in terms of corporate communication, especially focusing on the use of a model for the strategic management of corporate communication. Hence, before further pursuit the researcher will touch briefly on the functions of strategic management.

3.2 Functions of strategic management

Strategic management has many functions that it renders, not only does it form part of a managerial function, but it is also one of the key management tools. One of the key functions of strategic management is to assist top management as well as corporate communication practitioners in the development of a mission, strategy, strategic plan and an organisations structure.

Pearce & Robinson (1997: 3) describe strategic management as a number of critical tasks namely:

- Formulate the company's mission
- Develop a company's profile that reflects its internal conditions and capabilities
- Assess the company's external environment
- Analyse the company's options by matching its resources with the external environment
- Identify the most desirable option by evaluating each option in light of the company's mission

- Select a set of long term objectives and grand strategies that will achieve the most desirable options.

In short strategic management cannot function by itself, it needs a number of other key functions, which can assist to ensure that the desired effect is achieved.

3.3 Influence of strategic management in the corporate communication field

Strategic management influences all areas of the corporate communication field. It is expected that strategic management be used as a managerial tool, hence it influences the success or failure of any organisation / institution.

Stacey (1993: 70) mentions strategic management styles, which influence the environment that managers and corporate communication practitioners face namely:

- planned
- entrepreneurial
- ideological
- umbrella
- process
- unconnected
- consensus

- imposed

Since strategic management is a continuous process, its influence in the corporate communication field spurns from its aims. Steyn and Puth (2000: 33) describe briefly the aims of strategic management that contribute to the influences it makes in the corporate communication field, the aims are as follows:

- **Monitoring** – strategic management should be monitored constantly for significant shifts in any of its component parts.
- **Ensuring effectiveness rather than efficiency.**
- **Achieving strategic fit** – the best possible fit between the internal and external environment must be achieved.
- **Formulating and implementing strategies** – strategies must achieve the organisation's long-term mission and short-term objectives.
- **Considering the stakeholder environment** – the impact of strategies on the internal and external stakeholders must be taken into account for future strategy formulation.

Strategic management influences the way in which an organisation / institution will perform. Coulter (2002:5) the strategic management process influences organizational employees to examine relevant variables in deciding what to do and how to do it. Hence, it can be said that strategic management influences the diverse divisions, functions, and work activities that need to be coordinated and focused on achieving the organisation's goals.

According to Cowley and Domb (1997: 135) the strategic management of organisations depends on the organisation's culture, leadership style, communication style, amount of other change going on simultaneously and readiness. As mentioned earlier in the chapter this mini-dissertation will be focusing on a developed model for the strategic management of corporate communication. The strategic management of corporate communication influences the corporate communication field immensely, hence corporate communication if not strategically managed can result in failure for any organisation / institution.

The influence of strategic management in the corporate communication field is clearly evident in the differences between strategic management and management functions, according to Miller and Dess (1996: 32) these differences are as follows:

- strategic management integrates various functions
- strategic management is oriented towards achieving organization wide goals
- strategic management considers a broad range of stakeholders
- strategic management entails multiple time horizons
- strategic management is concerned with both efficiency and effectiveness

3.4 Dimensions of strategic management

Strategic management just like any other management tool has dimensions. These dimensions all form part of what strategic management is about.

The researcher views dimensions as parts or levels which form part of the holistic picture. Steyn and Puth (2000: 41 – 45) mention levels of strategic management as follows:

- Enterprise strategy – it concerns the organisation’s mission, purpose, and role in society.
- Corporate strategy – it tends to be financially oriented.
- Business unit strategy – it covers a single product, focusing on how to compete in the product or market segment.
- Functional strategy – it is used to implement the organisation’s strategies.
- Operational strategy – it is mainly focused on cost effectiveness.

Each of these levels are interrelated, hence one cannot function without the other. Furthermore, strategic management cannot function effectively without the use of the levels as mentioned by Steyn and Puth (2000: 41 – 45). A good understanding of the dimensions of strategic management leads to understanding how effective corporate communication will be in today’s corporate communication field, by the use of a developed model for the strategic management of corporate communication.

Bennet (1999: 12) stipulates that the main elements of strategic management include the following:

- analysis of environments
- planning and forecasting
- formulation and implementation of corporate functional strategies
- performance monitoring and control
- resource allocation at the company level
- organisation design
- management auditing and the establishment of competitive benchmarks
- setting objectives
- balancing the interests of stakeholders in the firm

Flood and Dromgoole (2000: 101) mention features of the strategic management institute which clearly according to the researcher also serve as a basis to understanding strategic management, delivering a quality customer service, reducing authority and accountability, introducing a new approach to human resources management, ensuring value for money and supporting change with information technology.

It is clear that strategic management is becoming an integrated part of organisations. The concept applies to all organisations, profit or non-profit, that operate in competitive situations according to Vaghefi and Huellmantel (1999:166).

Indeed the purpose of strategic management is to guarantee the long-term survival and prosperity of the enterprise by managing the relationship between the company and its external environment Kefalas (1990:16). Hence, strategic management goes a long way for any organisations.

According to Wheelen and Hunger (1990: 7) the study of strategic management therefore emphasises the monitoring and evaluating of environmental opportunities and constraints in light of a corporation's strengths and weaknesses. Themes are very important in a field like strategic management, which pivots between theory and practice Pettigrew and Thomas (2002: 16).

In conclusion, No treatment of strategic management would be complete without recognition of the essential role of top management Hamermesh (1983: 7). Now that the researcher has looked at strategic management on a general side, it can be said that the model for the strategic management of corporate communication will play vital role. The next chapter will focus on a model for developing a corporate communication strategy and corporate communication plan focus will be placed on the various steps of the process.

CHAPTER FOUR

THE STRATEGIC MANAGEMENT OF CORPORATE COMMUNICATION

4. Steps in the process

When writing a corporate communication strategy document each of the following steps will start with a general introduction stating the essence of a strategic corporate communication strategy and explaining that this chapter will form the blue print for the development of a strategic corporate communication plan and subsequent operational tactical plan. This chapter focuses on the strategic management of corporate communication and the steps in the process.

What is a strategic corporate communication strategy?

A strategic corporate communication strategy forms part of the functional strategies of an organisation and reflects an enterprise strategy of organisation. A good description by Van Deventer (2002: 2) of a strategic corporate communication strategy can be:

An organisation's pro-active response to an ever - changing environment and the communication instrument or communication master plan that provides the corporate communication department and organisation with:

- a synthesis between its goals and resources in view of the risks and challenges of the changing environment;
- a unified purpose / logic for media activities
- a framework for effective and efficient media tactics and operations
- strategic direction (What should the communication department communicate and do)

Ultimately in realising the organisation's mission, vision, goals, and objectives, the strategic corporate communication strategy must be linked to the mission, vision goals and objectives.

4.1 Step 1: Analyse the internal environment

The corporate communication manager is responsible for developing the strategic corporate communication strategy and plan. This unfortunately cannot be done before he or she is thoroughly familiar with the organisation's internal environment (e.g. the profile, vision, values, mission, corporate culture, corporate objectives, corporate structure, corporate policies and internal corporate climate. Each of these forms an essential part of any organisation however, the starting point for developing a strategic corporate communication strategy should always be the vision, mission and culture of the organisation.

- **Vision**

A vision represents a realistic, credible and attractive future state of affairs (Steyn & Puth 2000: 55). Therefore the vision communicates that which makes the organisation special and sets it apart from the competition.

- **Mission**

The mission on the other hand is the core purpose of the organisation existence. It describes the nature and scope of the organisation's activities.

- **Corporate profile**

Steyn and Puth (2000: 54) describe a corporate profile as the organisation's financial status, its reputation, its product or services and its overall competitive environment. It is ultimately what the organisation is about.

- **Corporate values**

Corporate values are a system of beliefs that determine standards of practice and hence the orientation that lies behind the mission. In most instances the corporate values serve as codes of ethics operating in an organisation.

- **Corporate objectives**

Corporate objectives are clearly the specific outcomes within the framework of the broader goals. They also have clear specific targets and time frames.

- **Corporate structure**

The corporate structure consists mainly of the management levels, divisions or even sub-divisions. Most corporate structure of organisations are supplied in terms of a diagram that indicates the various levels of the organisation from the top level to the lower levels.

- **Corporate policies**

These are general guiding principles for operations in the organisation and making decision or more specific description of how a task must be performed. Most organisations have policies that vary according to the needs and goals of the organisation.

- **Internal corporate climate**

This is unquestionably what is living in the hearts and mind of employees. The internal corporate climate is prospectively the root to resistance to change, insecurity about the future and distrust in the organisation. The climate gives an individual an indication of the atmosphere within the organisation among employees and with top management in particular.

4.2 Step 2: Analyse the external environment

Just as it is important to analyse the internal environment the external environment also needs analysis. The analysis of the external environment includes the following aspects:

- macro environment,
- industry environment and
- operating environment.

The external environment is an ever-changing one, clearly indicating that an understanding of it enhances strategic direction. Let us begin with the above mention aspects.

4.2.1 Macro environment

The macro environment is also known as the remote or social environment. This environment is mainly concerned with the social, political economic and ecological factors. Each of these factors has an influence on the external environment in some way or another.

4.2.2 The industry environment

This environment is clearly the collection of competitors that provide similar products or services. For instance the various radio stations that provide similar services in the same industry. Knowing ones competition is just the beginning to a greater understanding of the external environment.

4.2.3 The operating environment

It is also known as the task environment, whereby an analysis is done in connection with all other organisations, institutions and businesses in contact with the organisation. A good example is that of the regulatory authorities or customer (listeners) of a particular radio station.

4.3 Step 3: Identify strategic stakeholders

Before the identification of strategic stakeholders can begin, understanding what is a stakeholder must come first. Stakeholders in very simple terms are people who are linked to the organisation in any form. Therefore stakeholders can be presumed to be people that are affected by decisions of an organisation.

On the other hand Steyn and Puth (2000: 65) affirm that strategic stakeholders are those that are 'critical, crucial, essential, important or vital for an organisation in accomplishing its mission'. Hence building a constructive relationship with these stakeholders is imperative and access to a stakeholder's map come in handy in most organisation. Identification of key stakeholders can be accomplished by the analysis of the following linkages identified by Van Deventer (2002):

- Enabling linkages

These linkages provide authority to the organisation and also control its resources. Take for instance government regulators and donors. They are typical enabling linkages because of the authority they provide to organisations.

- Functional linkages

These are groups that unlike the enabling linkages provide inputs to the organisation. Most common examples are employees and consumers. Inputs to the organisation are essential because they ensure part of the smooth running of any organisation, whether they are negative or positive.

- Diffused linkages

These are individuals or groups not belonging to a larger organisation, for example environmental activists. One interesting way of managing diffused linkages is unmistakably media relations. One of the corporate communication activities that was discussed earlier.

4.4 Step 4: Identify strategic issues in the internal or external environment

The identification of the strategic issues in the internal or external environment is essential for any organisation. Ansoff (1980: 131) defines strategic issues as developments, events and trends viewed by decision - makers as consequential because of the potential to impact an organisation's strategy.

Means of identifying strategic issues:

- Environmental analysis;
- Research and
- SWOT analysis (strengths, weaknesses, opportunities & threats)

Once the strategic issues have been identified it is not only necessary but also critical to prioritise and select key issues if necessary. The identification of the implications of strategic issues for the strategic stakeholders is also important.

Finally, according to Steyn and Puth (2002: 67-68) the strategic issues should be placed within a communication context, according to the following types of strategic issues:

- **Type 1:** Communication is not the cause of the problem, but the communication department can provide a solution (e.g. communication to resolve conflict).
- **Type 2:** Communication is not the cause of the problem nor can it provide a solution, but the communication department can explain the issue (e.g. new legislation that impacts negatively on the profitability of the organisation and the value of its shares on the stock market).
- **Type 3:** Too little or no communication with internal or external target audiences by the communication department (e.g. employees and shareholders do not know about a shift in focus regarding the operations of the organisation).
- **Type 4:** Top management not sensitive enough regarding the information needs of internal and external target audiences.
- **Type 5:** Tactical communication problems (e.g. messages are sent but do not reach the target audiences (inappropriate or insufficient channels, etc.)).
- **Type 6:** Apathy displayed by target audiences with regard to communication (receivers not interested in message content).

4.5 Step 5: Set communication goals

A corporate communication strategy would not be complete if communication goals are not set. Communication goals are described as the broad indication of what the organisation wants to achieve with its communication on each strategic issue (information / attitude change / behavioural change or all of them).

In essence a communication goal has to be formulated for each strategic issue. This step in the development of the corporate communication strategy can only be achieved once the strategic issues have been properly identified and prioritised.

4.6 Step 6: Formulate communication themes

The formulation of the communication themes is in itself the broad explanation of what you are going to communicate (Van Deventer 2002: 22). Concise communication themes for each communication goal must be formulated and aimed at addressing each specific strategic issue. The communication themes must address the central concern and essence of each strategic issue and communication goal.

Hence, these communication themes constitute the what that should be communicated on each strategic issue in order to realise a set communication goal. In conclusion the communication themes serve as guiding principles in the formulation of more elaborate messages later in the strategic and operational planning phase.

4.7 Step 7: Communication media analysis

At this stage the communication goals have been set and communication themes formulated. It is not only essential but also necessary for a communication media analysis to be developed and in the long run utilised to the benefit of the organisation or company. The communication media analysis is basically the media that is at one's disposal. This includes identifying all potential internal communication media as well as all potential external communication media.

Hence, the purpose of the media analysis is to investigate the different communication media that might be suitable for the specific organisation and its stakeholders. The communication media ranges from interpersonal media, to group or organisational media, to public or mass media. In conclusion it is also very useful to compile a grid that indicates which media can be used to reach the different strategic stakeholders.

4.8 Step 8: Develop communication policy guidelines and procedures

Finally, the last step in the development of the corporate communication strategy. Developing the communication policy guidelines and procedures. This is also an important step because of the role it plays in ensuring that the organisations achieves what it aimed to achieve. One or more specific policy guidelines for each strategic issue has to be formulated, this will ensure that the organisation knows how a strategic issue must be approached.

Procedures/rules for each policy guideline should also be formulated. These procedures/rules a basically how a task must be performed for instance Top management strive for efficient communication towards downward communication for all employees.

It should be remembered that the procedures/rules must be concrete and specific in order for the organisation to know exactly what they intend to achieve.

4.9 Step 9: Submit the strategic corporate communication strategy to top management

The researcher was of the opinion that this is included as a step as well since most practitioners are expected to work in hand with top management. The corporate communication strategy has to be discussed with top management in order to establish its framework for and direction to the organisation's communication. After the use of the corporate communication strategy, the corporate communication practitioner can make a presentation to management on the benefits of the corporate communication strategy and to also allow for questions and inputs from them.

Once the corporate communication is well understood with regards to its role and importance for the practicing corporate communication practitioners, the next stage is to make use of the corporate communication-planning phase that also has a model of its own. The next section of this chapter will focus on the development of the corporate communication plan and to also show how the corporate communication plan forms the link between the corporate communication strategy and other organisational strategies focusing on achieving organisational goals.

4.10 Aims of a corporate communication plan

The researcher is of the opinion that the aims of the corporate communication plan are as follows:

- To form the link between the corporate communication strategy and the other organizational strategies focusing on achieving organizational goals.

- To be formulated to direct the implementation of the corporate communication strategy.
- While the corporate communication strategy focuses on the “what” should be communicated, the strategic corporate communication plan pivots around “how” should be communicated.
- It must be distinguished from operational or tactical communication plans (detailed activities and “where, when, and by whom”)
- It gives direction to operational / tactical plans
- A strategic communication is formulated for each strategic issue identified in the corporate communication strategy
- It requires pro-active and reactive plans that can change circumstances.

4.11 Step 1: Describe key strategic issues in more detail

This step requires that research and situation analysis be conducted especially in case of reactive plan. The reactive plan helps to deal with an issue not addressed in the corporate communication strategy. The problem statement serves as a reflection of the nature of the problem or opportunity. Ultimately understanding how did the problem or opportunity originate is vital in any corporate communication plan.

It is also necessary to elaborate on the type of communication problem experienced. The researcher mentioned earlier in the previous chapter the various communication contexts, whereby each strategic issue must be placed. This process gives direction and in conclusion describes the key strategic issues in more detail ensuring that understanding is achieved.

4.12 Step 2: State overall communication goal

This is where the communication goals that have been set in the media strategy for each strategic issue can be transferred. Hence, they have to be more elaborate. However, unforeseen situations will inevitably arise from time to time where ad hoc plans must be drawn up and new communication goals set.

The researcher is of the view that there must be a link of the overall communication goal with the vision, mission and policies. In conclusion to the second step it should be remembered that an overall communication goal focuses on addressing a specific strategic issue and is a broad indication of what the organisation wants to achieve with its communication on that issue in the longer term.

4.13 Step 3: State specific objective

At this stage a communication goal in the researcher's view is the destination to be reached, objectives can be regarded as the steps marking progress along the way. Therefore objectives are short-term, specific and measurable, all the objectives of the corporate communication plan must be related to the overall communication goal. Finally the single most important elements of the corporate communication plan are the objectives because they represent the desired outcomes of the corporate communication plan.

Steyn and Puth (2000: 42) go further by pointing out the types of objectives namely: informational, attitudinal and behavioural. Informational objectives include message exposure and message comprehension by the stakeholders. This kind of objective is mainly appropriate when an action or event is to be publicised.

Attitudinal objectives aim at modifying the way a target group feels about the client or organisation. Finally, behavioural objectives involve the modification of behaviours towards the client or organisation. In essence stating the specific objectives represent the desired outcomes of the corporate communication plan and how the problem or opportunity is going to be addressed.

4.14 Step 4: Analyse the target audience involved (Strategic Stakeholders)

The target audience requires that it is divided into smaller segments. The target segments can either be primary or secondary, or analyse according to age, gender, language, attitude towards the organisation and attitude in general towards the problem or opportunity to be addressed. Analysing the target audience in the researcher's view gives a clearer indication of which target audience the corporate communication plan will be addressing.

4.15 Step 5: Develop primary messages

In the corporate communication strategy communication themes were developed that constitute the "what" that should be communicated on each strategic issue to realise a set communication goals. Developing primary messages is regarded by the researcher as serving as guiding principles in the formulation of more elaborate messages, later in the strategic and operational planning phase.

Information that must be communicated in the corporate communication plan must be scrutinised as well as categorised into different main messages. One has to consider the information that is relevant since different message elements are required for different segments of the target audience.

4.16 Step 6: An overview of the envisaged communication activities

Activities are regarded by the researcher as the output of the corporate communication plan, in other words how the messages are going to be communicated to the segments of the target audience in realising the overall goal and specific objectives. A brief overview of the planned activities can also be given. Activities constitute events, campaigns and programs.

Events are once-off happenings taking place over a brief period of time, campaigns take place over a longer period of time, but have a definite beginning and end. Lastly, programs are a set continuous communication activities with no specific end for the time being. It is essential that the activities in the media plan are motivated why they will constitute an event, campaign or program. Finally it is vital to also give a broad indication of scheduling.

4.17 Step 7: Identify Communication Media

The identification of the communication media is also included step, not only in the media strategy but the media plan as well. Therefore compiling a grid to indicate which media can be used to reach the different segments of the target audience.

4.18 Step 8: Compile a Budget

Although a budget was not compiled when developing a corporate communication strategy it is however essential in this step of the corporate communication plan. The cost of activities and any possible expenses must be listed.

4.19 Step 9: Evaluation

This is a critical step in any corporate communication plan because it indicates to one how will the success of the media plan be evaluated. Hence, the researcher is of the view that evaluation should be used to learn what happened and why, and to improve the effectiveness of the plan or programme. According to Steyn and Puth (2000: 142) evaluation takes the form of the following types: Formative evaluation and summative evaluation.

Formative evaluation is conducted before and during the planning stages to ensure that correct objectives are set. On the other hand, summative evaluation is carried out after the event to compare results and draw conclusions about the achievements of objectives.

4.20 Step 10: Verification

This is one of the important steps in any media plan or corporate communication strategy that should be efficiently done by the corporate communication practitioner. Verifying that everything in the corporate communication plan correlates with the corporate communication strategy serves to eradicate confusion on the whole purpose of your corporate communication plan. Eventually the corporate communication plan will address how the activities will be achieved.

4.21 Step 11: Submit the strategic corporate communication plan to top management

This step is critical because support from top management is the most welcomed part of any corporate communication practitioner. Preparing a draft with executive summary of the strategic issue enables top management to have an idea of the angle the corporate communication practitioner is using with regards to the strategic corporate communication plan.

CHAPTER FIVE

COMMUNICATION MODELS

This chapter will focus on communication models, looking at the nature of models, their uses & misuses and functions of communication models. The researcher viewed this as an essential chapter because at the end of the study a model will be developed, that will contribute to the field of corporate communication.

5. Introduction

Models are used every time to discuss, visualise and systematically think about any structure or process. A model is not an explanatory device but helps to formulate theory. Severin and Tankard (1992:36) describe a model as a "theoretical and simplified representation of the real world". Therefore a model can be considered to provide a frame within which we can consider a problem, even if in its early versions it does not lead to successful prediction.

Over the years models have been developed to describe or explain the process of communication, as well as to represent the main lines of thought about communication. Since a model seeks to show the main elements, it also points out important gaps in our knowledge that are not apparent. Deutsch (1982) points out that a model is "a structure of symbols and operating rules which is supposed to match a set of relevant points in an existing structure or process".

Therefore models "are indispensable for understanding the more complex processes." Because we select the points we include in a model, a model implies judgements of relevance. On the other hand the effectiveness of a model depends in large measure how well our model fits the thing we are supposedly modelling.

Models do serve an important role especially for practitioners in today's modern organisations, especially with regards to media relations/media liaison which practitioners need models to refer to. Before the researcher can go further to discuss models in detail let us first look at the nature of models.

5.1 The nature of models

The use of models in everyday life by professionals in various fields helps one to understand and in appropriate circumstances predict behaviour or even outcomes. According to Lee (1974) a model is essentially a representation of reality. This means that a model is an abstraction from reality, which is used to gain conceptual clarity to reduce the variety and complexity of the real world to a level we can understand and clearly specify.

Models serve as guides to actions as well as aids to understanding. Wartofsky (1981) is of the opinion that models are two-sided on the one hand they are embodiments of a purpose, while on the other hand they are dynamically the means of realisation of the purpose. Models can be classified in many ways, but a basic distinction is that between physical and abstract models. Physical models are perhaps more easily understood, and the ones which most people will be familiar with, because they are scale-down replicas of the objects under study.

Take for example full-size aircrafts and civic design. An abstract model on the other hand is one in which a real world situation is represented by symbols rather than physical devices. Physical models are also rather limited in their ability to describe the kind of system behaviour in which the planner is interested, while abstract models lend themselves well to behavioural analysis. According to Lee (1974: 7) abstract models are much more common than physical models, but because they have many forms, they may not be recognised as such.

Man's use of reasoning involves reference to abstract models, which means that we use the mental images, verbal or written descriptions as means used to describe to ourselves or to others a real system or process. A model is developed by examining the relationships among various factors considered to be important in the workings of some total system and is designed in such a way that if a change is made in one or several of its components factors, the resulting effect on the total picture can be measured.

There is however some inherent limitation as identified by Hawes (1975) on the use of models to take note of namely:

- A model should not be too simple or too complex, and this means that expert judgement is needed not just the model developer's opinion.
- There needs to be the presence of a well-defined body of theory, before a model can be developed.
- The availability of data, take for instance a simple model has a vast appetite for data, while when a model becomes more realistic the more the appetite for data increases.

Earlier the researcher mentioned four theoretical roles in corporate communication namely:

- Expert prescriber
- Communication facilitator
- Problem-solving process facilitator
- Corporate communication technician

Each of these theoretical roles in corporate communication are also linked to models. Take for instance the role of the expert prescriber, which is linked, to the two-way asymmetric and press agency models. These two models are used to explain the role of the expert prescriber in the corporate communication field.

On the other hand although the role of the problem-solving process facilitator is in contrast to the expert prescriber, it is linked to organisations practising the two-way symmetric model.

According to Grunig (1989:18-19) the press agency model describes a program that does little other than strive for publicity in the mass media, while the two-way asymmetrical model is a more sophisticated model used to develop messages that most likely to persuade publics to behave as the organisation wants. The public information model is used to disseminate relatively objective information through the mass media and controlled media such newsletters, brochures and direct mail.

Both press agency and public information model describe communication programs that are not based on research and strategic planning Grunig (1989:19). On the other hand the two-way symmetrical model, which is linked to the role of the problem solving process facilitator, uses communication to manage conflict and to improve understanding with strategic publics. Therefore both the two-way asymmetrical and symmetrical models require managers as well as corporate communication practitioners for successful implementation.

The model building process begins with perhaps the simplest definition of a model, it is an analogue. It secondly involves understanding the differences between models and theories. Hawes (1975: 111) declares that the most fundamental difference between a theory and a model is that the former is an explanation whereas the latter is a representation. A theory is an explanation insofar as it accounts for the causal or correlative relations among its component concepts.

A model, on the other hand, represents salient structural and / or functional features, properties or characteristics of another object or process. It is not an explanation, it is only the structure and / or function of a second object or process. A model is therefore the result of taking the structure or function of the one object or process and using that as a model for second (Hawes 1975).

5.2 The uses and misuses of models

There are however a number of uses of models which have been identified over the years. Deutsch (1966) identified the following uses of models in the social sciences:

- They have an organising function by ordering and relating systems to each other and by providing us with images of wholes that we might not otherwise perceive. The model therefore gives a general picture of a range of different particular circumstances.
- Models help in explaining by providing in a simplified way information, which would otherwise be, complicated or ambiguous. In other words the model guides the student, researcher or practitioner to key points of a process.

- Lastly models make it possible to predict outcomes or the course of events.

According to McQuail and Windahl (1993:3) some models claim only to describe the structure of a phenomenon, while others are functional, describing systems in terms of energy, forces and their direction, the relations between parts and the influence of one part on another.

Most communication models involve a degree of dynamism and whereby elements are involved in the process or change. Some models are very simple while others in general can be purely verbal, diagrammatic, or mathematical. While there are uses of models, there are also misuses of models. McQuail & Windahl (1993) noted the following misuses:

- They tend to trap their originators and users within rather limited confines, which they become eager to defend against attack. This tendency has an effect on the development of a science because old models have tended to be discarded or modified.
- Secondly, they tend to perpetuate some initial questionable, but fundamental, assumptions about the components of a model or the processes at work. Take for instance the representation of communication as a one-directional process in which a 'sender' deliberately tries to influence a 'receiver'. This representation of communication tends to deny the circulation, negotiability and openness of much communication McQuail & Windahl (1993:3).

Using models involves taking risks because not all models are suitable for all purposes and it is important for one to choose the correct model for the purpose that one has in mind. The construction of models is something that anyone is in the position to construct. McQuail and Windahl (1993: 4) view models primarily as aids to thought which are especially appropriate in the study of communication.

Since a model can be considered to be a systematic representation, which abstracts and classifies certain potentially relevant aspects of a process, it would not be unusual to regard a model as a well-developed analogy. This chapter gives focus on communication models, so it will only be fair to also include functions of communication models as part of the focus.

5.2.1 Functions of communication models

A model of the communication process represents a complex human process, therefore it requires abstraction eventually forcing the model builder to select certain parts of the total process for inclusion in the model and to ignore others.

Book (1980: 31) affirms that a model of communication can serve an organisational function; it can help people order their thoughts about communication and communicate more effectively with others about the process. By constructing a model one has to focus attention on certain relevant aspects of the process, and this simplifying act organises and clarifies the "total picture".

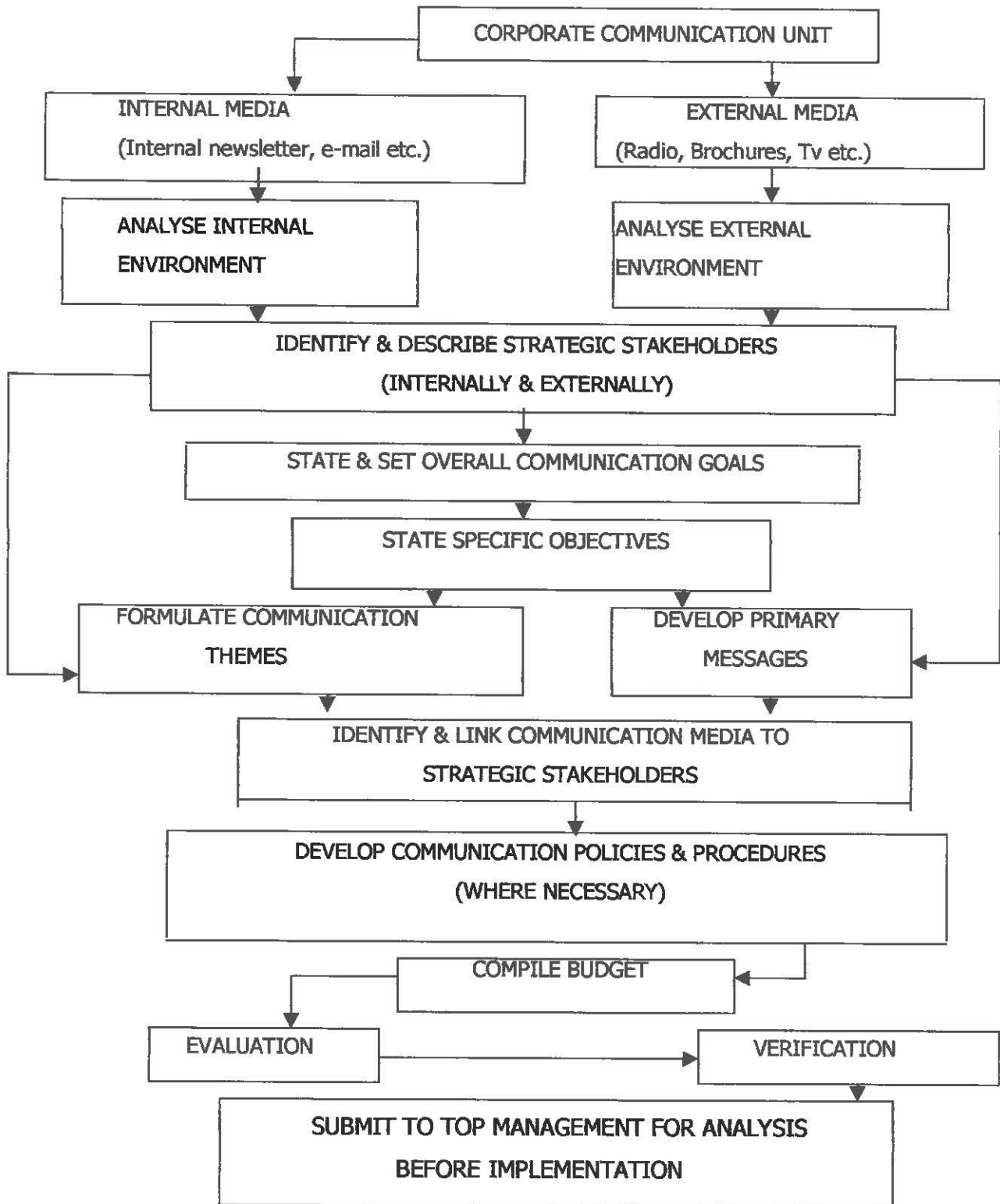
In the end others can engage in meaningful, coherent interaction. A good illustration of the organisational function of a communication model is the SMCR communication model first presented by David Berlo (1960). Although this model clearly embodies a linear, unidirectional perspective of communication, it however still fulfils the organisational function nicely. The second function that a communication model performs is that of research generating. Therefore it suggests questions and hypotheses to investigate.

Research is one of the most effective tools for increasing our understanding of various processes including communication. The research-generating function is illustrated by the simple model (Miller 1972) The simple model of the speech communication process suggests a number of research hypotheses. It can therefore be relevant to say that the research-generating function of communication models identifies things that may not merit attention.

The final function that a communication model fulfils is the practical predictive function. This function involves applying the knowledge about communication to practical situations. It can then be said that communication models provide predictions about the probable success of certain communicative strategies. In conclusion communication models help us to analyse the process and anticipate probable outcomes, understanding the functions of communication models gives one the indication of what a vital role models play.

In conclusion corporate communication practitioners in the corporate communication field would be able to achieve communication excellence with the help of a model dedicated to corporate communication. The next chapter will be focussing on strategic management on a general side, hence the developed model will be for the strategic management of corporate communication.

CHAPTER SIX
DEVELOPED CORPORATE COMMUNICATION MODEL



After having touched on the strategic management of corporate communication, the researcher finally developed a corporate communication model. This model was developed by the researcher for the strategic management of corporate communications. The model was applied in a case study to test its usefulness and value in a real-world context.

CHAPTER SEVEN

CASE STUDY ON THE APPLICATION OF THE CORPORATE COMMUNICATION MODEL

This case study is based on the researcher's own experience as a corporate communication practitioner. This chapter will focus on the practicalities of using a corporate communication model in an organization. The steps in the process of the strategic management of corporate communication were also utilised as well, by the researcher.

7. ANALYSIS OF THE INTERNAL ENVIRONMENT

7.1.1 General History

The Department of Public Works, Roads & Transport is like any other government department, however focus on this department is mainly on Roads, Infrastructure, Construction and Transportation. The Department's head office is Pretoria, but each of the nine provinces has a provincial office. Its offices are currently situated in Bloemfontein at the LeBohang Building, St Andrew Street. Close to 5 500 men and women are employed by the Department and each have, various roles to play.

7.1.2 Corporate profile

The Department does not have an existing corporate profile at present.

7.1.3 Vision

The existing vision of the Department of Public Works, Roads & Transport is:

"A prosperous and equitable Free State Province through safe & efficient transportation and infrastructure system".

7.1.4 Mission

The existing mission of the Department of Public Works, Roads & Transport is:

"To ensure the provision, promotion & sound management of assets, transportation and infrastructure systems which are safe, affordable, reliable, accessible and sustainable".

7.1.5 Corporate goals

The Department of Public Works, Roads & Transport at present does not have corporate goals.

7.1.6 Corporate objectives

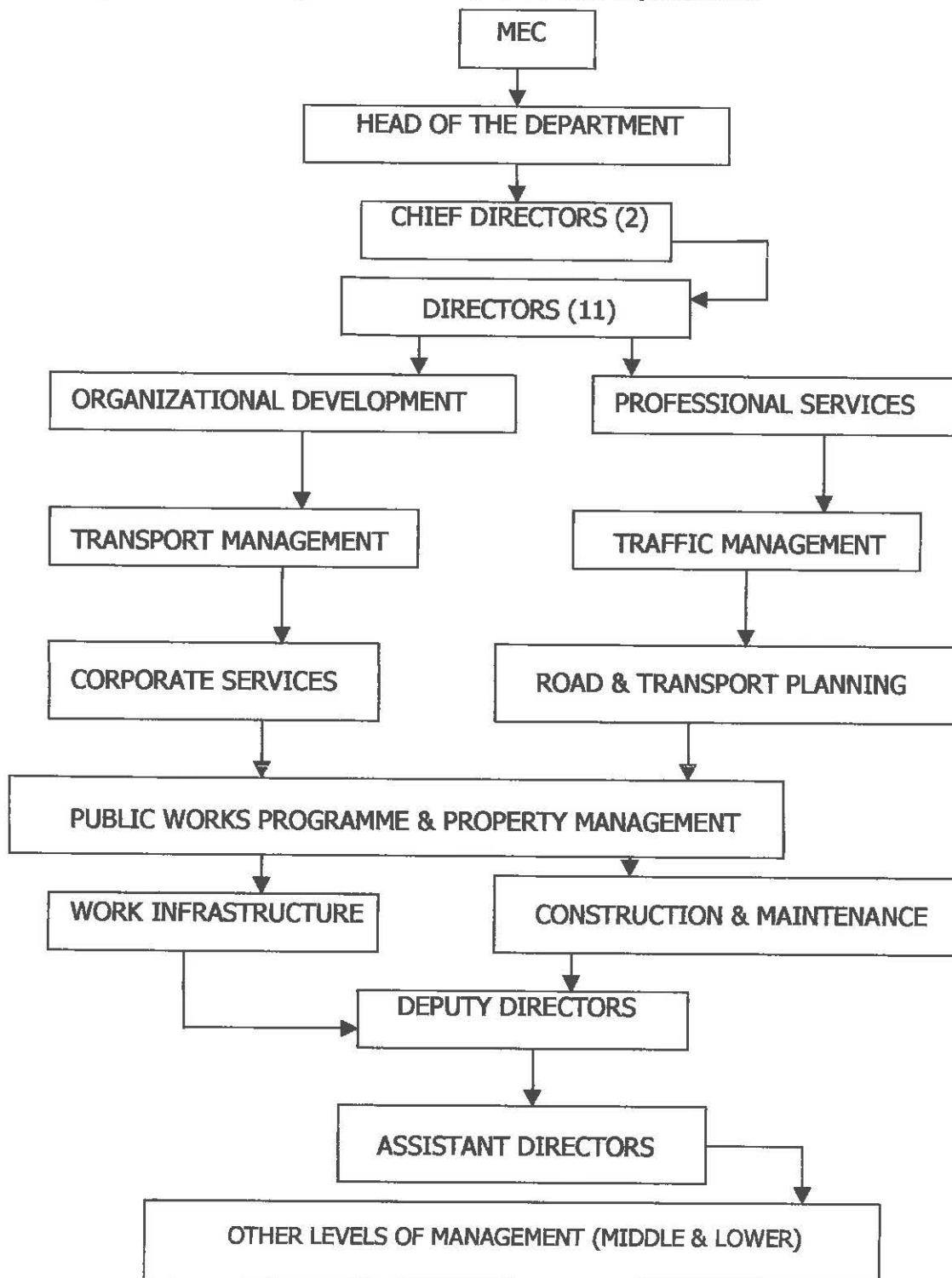
The corporate objectives of the Department of Public Works, Roads & Transport are many so preference was given to these few that according to the researcher were of importance in the case study. The corporate objectives were as follows:

- Accelerating delivery of basic needs;
- Promote sustainable economic growth & job creation;
- Refocus on core functions (e.g. policy formulation, regulating and management);
- Increase exposure to market conditions;
- Maximize revenue;
- Create a sustainable environment for SMME's;
- Promote efficiency;

- Poverty eradication; and
- Ensuring rural development.

7.1.7 Corporate Structure

Figure 1: The Corporate Structure of the Department



- **Each Directorate has sub - directorates. The use of the arrows in the structure indicates how each directorate is interlinked in order for the overall goals of the department to be achieved.**

7.1.8 Corporate values / philosophy

- To value our people and treat them with fairness.
- To strive to meet the needs of our clients and those of the community at large.
- To demonstrate integrity in all our actions.
- To display leadership in all we do.

7.1.9 Corporate culture

The following ideas about the department's corporate culture were deduced through informal research:

- In discussions with the department's officials, it was found that information sharing within the organisation was highly rated.
- Communication among officials is hampered to a certain degree; there is not constant contact among officials, because a percentage of the officials are based in the regions.
- Although member of top management are not always accessible, they have to take time to encourage the department's officials as well as to acknowledge their achievement in the department.

7.1.10 Corporate policies

The Department has a number of policies, which are used according to the need that has been identified. For example the Human Resources sub-directorate has a number of policies related personnel.

7.1.11 Internal corporate climate

Due to the size of the department, the researcher could not make deductions with regards to the internal corporate climate of the department. Hence, in order for an internal corporate climate to be reflected, in the case study it would have required that the researcher visit the other regional offices of the department as well. Due to the numerous offices the department has in many small towns, the internal corporate climate could not be determined.

7.2 ANALYSE THE EXTERNAL ENVIRONMENT

7.2.1 The remote environment

- The social factors influencing the Department are mainly the opinions of the community at large. Most of the general attitudes and beliefs about the Department are fairly good because the department aims to strive to achieve its strategic objectives. Although there is criticism from media at times, most news about the department is very positive.
- Politically, the department is in partnership with the private sector in order to achieve its goals. Aspects such as corruption and fraud also influence the department as well.
- Economic factors that have some effect on the department include aspects such as union strikes, which may hamper productivity to a certain degree.
- Technologically the department has become more aware of the role computers play to simplify certain activities. Most officials have the intranet readily available on their computers where they can be informed of what is happening within the department.

- Ecological factors such as the heavy rainfall are of concern to the department because it requires the department to constantly renovate roads that have been damaged by the heavy rainfall.

7.2.2 The industry environment

The department also have various competitors who also render similar services such as transport, maintenance, security and cleaning services. The Department is unique because it does not only offer these services but focuses on three key areas namely:

- Works Infrastructure
- Roads
- Transport

7.2.3 The operating environment

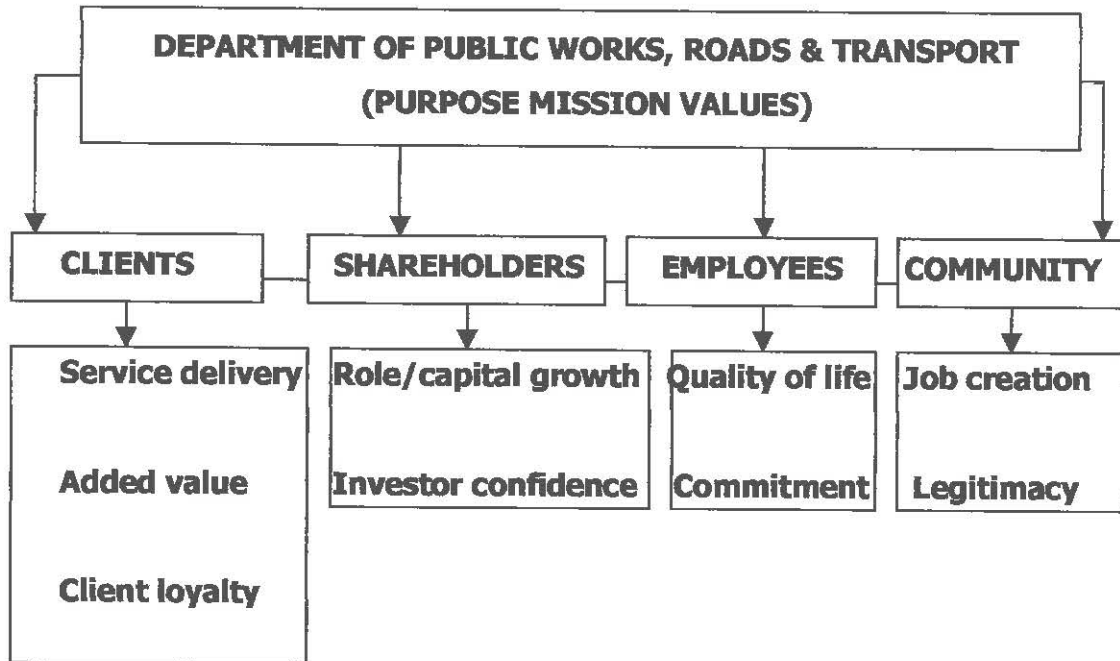
The department works with Non-Governmental Organisations, Trusts and Foundations. The shareholders and clients of the department play an important role because they have to be kept happy. The department maintains the smiles on their faces by living up to its vision and mission.

The department's reputation among its shareholders has increased drastically over the past years because many projects that the department has embarked on have been great successes contributing to communities' growth with regards to job creation, poverty alleviation and sustainable development.

7.3 IDENTIFICATION OF STRATEGIC STAKEHOLDERS

Strategic Stakeholders – Those individuals/groups/institutions/other organisations whose attitudes/decisions/activities are critical, essential, important or vital to an organisation in accomplishing its mission.

Figure 2: Stakeholders Map



7.4 LINKAGES

7.4.1 Enabling linkages

This category of stakeholders within the Department is the stakeholders, some organisations from the private sector and non-profit organisations. The Department has to maintain a good relationship with them because they have great influence for the department.

7.4.2 Functional linkages

These are the employees, the clients and the community, which the Department serves in the form of the work done, and the objectives accomplished. Each directorate of the department has various projects that they are involved in that impact the employees, the clients and the community at large.

7.4.3 Normative linkages

These linkages are maintained with the private sectors help. For instance the major issue facing the government of South African job creation. Job creation associations work together with the department to curb the increase in unemployment in South Africa.

7.4.4 Diffused linkages

The media, which has a lot to say about the department, is the diffused link with the department. The department is currently without a media policy, hence one overall media policy is used for the whole province, which stems from the Office of the Premier. The media reports and assesses the department's activities in the community and in the province as a whole. Therefore the media performs the gatekeeping role of informing the public.

7.5 IDENTIFICATION AND ANALYSIS OF KEY STRATEGIC ISSUES

7.5.1 SWOT Analysis of the department

The researcher by means of a SWOT analysis identified strategic issues: strengths, weaknesses, opportunities and threats.

(i) Strengths

- The Department has a lot of potential hence renders an important service especially with regards to the roads
- The Department has nine directorates, which focus on various aspects for instance Traffic Management, Transport Management etc.
- The Department has offices in most of the regions in the province.

(ii) Weaknesses

- There is lack of attention to the offices in the regions.
- The Department is very big and only has one head office.
- There is not much emphasis on the corporate image of the department.

(iii) Opportunities

- The Department has the capabilities/potential to compete with other agencies that render similar services to the public.
- The restructuring of the department will bring about opportunities for expansion.

(iv) Threats

- The quality of client service is not uniformly good.
- Employees are not very motivated.
- Competitors who are selling & marketing the same products.

7.5.2 Key strategic issues identified and prioritised

For the purpose of the case study only two strategic issues were identified and prioritised by the researcher namely:

- Clients are not entirely satisfied with the quality of client service.
- There is increasing provincial and national competition between the department and its competitors.

7.5.3 Strategic issue one: Clients are not entirely satisfied with the quality of client service

This issue falls within the internal environment whereby apathy is displayed by target audiences (clients), because the quality of customer service is questioned.

Implication of the issue for the strategic stakeholders

Clients

- They do not receive the best possible service from the department.

Shareholders

- Investor's confidence decreases.

Employees

- They experience pressure to perform in order to achieve organisational goals.

Community

- The department forfeits great opportunities.

7.5.4 Strategic issue two: There is increasing provincial and national competitions between the department and its competitors

This issue falls within the internal environment. It is classified as a tactical communication problem because there is inappropriate or insufficient channels, and these are not well utilised.

Implication of the issue for the strategic stakeholders

Clients

- They do not experience quality service.

Shareholders

- They have to work harder to ensure capital growth due to the increase in pressure.

Employees

- They need to become more committed.

Community

- They seem to become more involved with the department.

7.6 COMMUNICATION GOALS

7.6.1 Communication goal of strategic issue one

- To communicate to the officials of the department the importance of their dealing with the clients i.e. the building of relationships so as to improve the quality of client service.

7.6.2 Communication goal of strategic issue two

- To create the awareness that the department needs to maintain its competitive advantage through more effective use of communication.

7.7 COMMUNICATION THEMES

7.7.1 Communication theme for strategic issue one

- Communicate to the officials the importance of providing quality client service when dealing with clients because it builds a strong image for the department.

7.7.2 Communication theme for strategic issue two

- Communicate to top management the need to use communication as an effective tool in order to maintain a competitive edge in the market.

7.8 COMMUNICATION MEDIA ANALYSIS

Figure 3: Grid one (Internal communication media)

MEDIA	CLIENTS	SHAREHOLDERS	EMPLOYEES	COMMUNITY
Fax	X		X	
Internal newsletter		X		X
Telephone	X	X	X	
E-mail	X	X	X	
Circulars	X	X	X	

Figure 4: Grid two (External communication media)

MEDIA	CLIENTS	SHAREHOLDERS	EMPLOYEES	COMMUNITY
Public newsletter	X	X		X
Brochures	X	X	X	X
Imbizos	X	X		X
Excocs'	X	X		X
Radio	X	X	X	X
Television	X	X	X	X

7.9 COMMUNICATION POLICY GUIDELINES & PROCEDURES

7.9.1 Policy guideline for strategic issue one

- Employees must strive for efficient communication and quality client service for all clients.

7.9.2 Policy guideline for strategic issue two

- Top management and employees must be given a clear indication of the role that competition plays.

PHASE 2: CORPORATE COMMUNICATION PLAN FOR STRATEGIC ISSUE ONE

8. RESEARCH

8.1 Problem statement

The Department relies mainly on its clients, because the clients make up a huge percentage of the Department. The department's success depends mainly on the commitment and loyalty of its clients to achieve its vision and overall objectives. The lack of quality of client service is becoming a problem, which has to be addressed.

8.2 Situation analysis (SWOT)

The employees of the department do not recognise the importance of client service in an organisation. The employees should be educated as to the importance of showing an interest in the client, in order to render a quality client service.

9. OVERALL COMMUNICATION GOAL

To develop employee skills in the communication of interest in clients, and in client relations in order to ensure maximum departmental success.

10. SPECIFIC OBJECTIVES

10.1 Informational objectives

- To increase client awareness of the interest that the employees show.

- To create an awareness among the employees of the effects of a lack of interest in client service

10.2 Attitudinal objectives

- To influence the clients positively about the problem
- To create favourable attitudes towards employees among the clients

10.3 Behavioural objectives

- To create more interest in their clients among the employees

11. ANALYSIS OF TARGET AUDIENCE

11.1 Primary target audience

- Clients from both the public and private sectors
- Employees at various levels of the department e.g. receptionists, secretaries, messengers etc, and
- Top management

11.2 Secondary target audience

- The community, which has no direct link / contact with the employees, and
- Employees of other departments providing a service to the clients, e.g. security, cleaning and gardening services.

12. MESSAGES

12.1 Messages for each target audience

Clients

- Happy employees mean a successful department. Your support will directly contribute to the growth of the department.

Shareholders

- We need you to build excellent relationships with your employees. Interest in employees improves internal relations, making matters easier for all.

Employees

- Keeping your clients informed by providing constant feedback and information is just as important to the department as it is to you.

Community

- We need your visible and valuable support for this project.

13. COMMUNICATION ACTIVITIES

The central activity by means of which the corporate communication strategy will be implemented is a programme, which will run once a year for the next two years. This format was chosen by the researcher hence, it yields the greatest opportunity for building relations between the employees and the clients of the department. The programme will initially include a set of continuous communication activities with no specific end-date. In this way it will ensure that the majority of the employees and clients take part.

The purpose of the programme is two fold:

- To build relationships between clients and the departments employees, and
- To encourage favourable relations for the department

The following are the two main communication actions planned:

- The communication-training programme
- The public newsletter of the department

13. 1 The communication training programme

- The communication-training programme will be an informal one, in which any individual will be permitted to take part
- A brief report will be compiled in the form of a cartoon illustration, portraying contacts, which occur in the department between employees and their clients
- During the training programme the report will be discussed in a very informal manner
- Every participant in the training programme will be given the opportunity to express ideas and feedback on the positive and negative aspects they gathered from the report.
- Finally, an after care programme will evaluate the success of the training program

13.2 The public newsletter of the department

The department's public newsletter will be distributed. This newsletter will contain information on the department, i.e. all the 'ins' and 'outs' of the department including the following:

- The department's vision, mission and goals;
- The framework of the department including
 - 1) Corporate structure
 - 2) Private sector links, and
 - 3) Challenges of the department
- Reports on department's activities with the focus on its successes
- The public newsletter will be distributed during the period when the communication-training programme is running. Clients will be asked to display it in the reception area of their offices so as to create an awareness of the department.

14. SCHEDULE FOR THE PROGRAMME

14.1 Outline of scheduled activities

- Finalise the date for the proposed communication training programme
- Estimate the number of participants in the training programme and determine the resources needed.
- Obtain operational sponsorship with regards to food and beverages
- Finalise the venue for the communication training programme

- Develop small advertisements inviting all the employees and clients, to be placed on every notice and sent electronically to every client of the department. Word of mouth can also be used as an effective tool as well.
- Develop and print the programme for the training programme
- Finalise the catering services for the tea and lunch to be provided
- Finalise the printing of the public newsletter of the department
- Distribute the public newsletter to the various clients (public & private) as well as the community.

14. 2 Figure 5: COMMUNICATION MEDIA (PRIMARY TARGET AUDIENCE)

PRIMARY TARGET AUDIENCE	MEDIA				
	E-mail	Fax	Internal Newsletter	Public Newsletter	Circulars
Clients	X		X	X	X
Employees	X	X	X		
Top Management	X	X	X		X

14.3 Figure 6: COMMUNICATION MEDIA (SECONDARY TARGET AUDIENCE)

SECONDARY TARGET AUDIENCE	MEDIA					
	Public Newsletter	Posters	Brochures	Radio	Television	Internal newsletter
Community	X	X	X	X	X	
Employees (other departments)	X		X	X	X	X

15. Figure 7: BUDGET FOR THE PROGRAM

SECTION	BUDGET	
ESTIMATED AMOUNT		
Catering	Buffet per head @R100 X 300 participants Equipment hire Delivery fee	R 32 300
Beverages	Non-alcoholic	R 1 500
Print costs	The public newsletter Name tags	R 8 000
Advertising	Advertising agency	R 15 000
Venue costs (optional)	Phakisa Hall (proposed venue)	R 6 000
TOTAL		R 62 800

15. 1 Notes to the budget

- All efforts will be made to obtain beverages on the budget as sponsorships
- The quote for the equipment hire includes tables, glasses, chairs, cutlery, crockery and linen.
- Non-alcoholic beverages will include soft drinks and juices, no alcoholic beverages will be served hence maximum effect of the communication training programme needs to be achieved.
- The exact cost of the public newsletter will depend on the size and design of the newsletter, also on the number of copies printed. The given figure is an estimate for the x copies.
- The cost of the venue is included on the budget as a precautionary measure, if the venue that is planned for becomes unavailable.

16. EVALUATION RESEARCH

- Summative evaluation research would be the best means of evaluating the success of the plan according to the research, it would be carried out after the programme, to compare with the findings of this research project (before implementation of the programme) and to draw conclusions.
- In-process evaluation, could be used to give an indication of how many participants (clients & employees) participated in the program.

- Internal evaluation would be aimed mainly at the employees as well as people involved in arranging the programme. The researcher is of the opinion that this type of evaluation would be used basically to find out where the problem areas were and how they would have been prevented.
- External evaluation would be aimed primarily at clients with regards to their input on whether the programme was a success. Their feed back over a certain period would be based on the perceived change in attitudes of employees, since they have direct contact with the clients of the department.
- Finally, cost-to-effect, if it costs a large amount of money to implement the plan and it is ultimately successful in bringing about positive change as well as an improved quality of client service, then the plan will have been worth implementing.

CHAPTER EIGHT

CONCLUSIONS

8. Introduction

This study according to the researcher has combined a literature review and a grounded theory study together. The background of the study was based on the corporate communication field that is currently developing over the years, that is has proven that it needs to be strategically managed. In this study the researcher has not only proven that the strategic management of corporate communication is a vital process in any organisation, but also developed a model for the strategic management of corporate communication. Hence the researcher deems the model for the strategic management of corporate communication as useful and reflecting on the strategic management of corporate communication.

The researcher in chapter one identified two research problems. It is of the researcher's opinion that these research problems were addressed. Firstly, focus was placed on the nature of corporate communication, as well as strategic management. The researcher touched on strategic management in terms of its functions, benefits and limitations in the corporate communication context. Secondly, the researcher included a chapter on communication models, this chapter served as a basis / theory for the developed model for the strategic management of corporate communication.

Furthermore a case study was conducted by the researcher to apply the model to an institution to reflect on the practicality of the model in reality. The researcher in the study also addressed the non-empirical questions. The role of corporate communication was outlined with regards to its nature and strategic management was defined, mention was made on its functions, benefits and limitations, which served as another chapter.

The chapter on the nature of corporate communication addressed the meta-analytic question, while the chapter on strategic touched base with the conceptual question. The researcher further touched on two chapters one on communication models and the other on models for the developed of corporate communication strategy and corporate communication plan, which corresponded to the theoretical question. Finally, the normative question was related by the researcher in the chapter on the case study, which focused on the application of the corporate communication model in an institution.

8.1 Goal and objectives of this study

The researcher is of the view that the study achieved the three purposes of social research namely, exploration, description and explanation, which were identified by the researcher as prevalent in this particular study. Firstly, the researcher explored a subject study that is relatively new. Secondly, the context in which the subject / study that was under exploration was described by the researcher. Finally, a case study was conducted by the researcher to explain the practical applications of the model in reality.

The researcher is of the opinion that the primary objective as set out in the study was achieved, a model for the strategic management of corporate communication was developed and its usefulness and value tested in a real world context. In addition the researcher viewed the secondary objectives as achieved as well, an overview of corporate communication was given and its role described in organisations. The process of strategic management was discussed and applied to the corporate communication context.

8.2 Benefits of the corporate communication model

Just like any other model, the developed model for the strategic management of corporate communication is viewed by the researcher as having benefits. Benefits of the corporate communication model as viewed by the researcher are as follows:

- The model is designed in such a manner that each step links up to the next. This ensures the existence of interrelation between the steps.
- The model is simple in its nature and viewed by the researcher as unlikely to cause confusion in its understanding.
- Each of the steps in the model is self-explanatory to a certain degree.
- The model can be applied both with respect to the internal and external environment of any organisation / institution.
- The structure of the model is simplistic and easy to follow and understand.

8.3 Limitations of the corporate communication model

The researchers is of the opinion that the corporate communication model has the following limitations:

- The model may initially at the beginning be viewed as too long in its application.
- The model cannot be applied outside a corporate communication context / environment. This bares limitations with regards to further developments on the model.

- Each steps of the model is interrelated, which entails that none can be skipped or overlooked.
- Corporate communication practitioners are required to have a brief knowledge of each steps of the model.
- If one or two steps of the model are skipped or overlooked this may hamper the end results for the organisation / institution.
- Some steps of the model require more elaboration than others.
- The application of the model consumes time, hence this requires patience from both the corporate communication practitioner and the organisation / institution.
- Corporate communication practitioners practising in the field are the most likely to understand and apply the model much better, than the practitioners who have no experience in the corporate communication field.

8.4 Importance or value of the study

The study is viewed by the researcher as important to the development of the corporate communication field. The model for the strategic management of corporate communication will not only contribute in the field, but will assist corporate communication practitioners to strategically manage corporate communication. The model will serve as a framework in dealing with corporate communication related activities. According to the researcher corporate communication practitioners will be having the opportunity to use theory together with the developed model.

The researcher is of the opinion that the model's contributions therefore be two fold: theoretical and practical. Since a model of its nature is currently not available to corporate communication practitioners, the model developed will prove to be of great usefulness in its application. In conclusion the study is of importance because corporate communication is a growing field that is constantly evolving to the latest trends and technologies. This study will ultimately prove that corporate communication practitioners are in need of a model for the strategic management of corporate communication.

CHAPTER NINE

REFERENCES

- Arredondo, L. 2000. *Communicating effectively*. United States of America.
- Bennett, R. 1999. *Corporate Strategy* (2nd ed.). Great Britain. Pitman.
- Book, C.L. 1980. *Human communication: Principle, contexts and skills*. United State of America.
- Budd, J. 1995. Contemporary: Communication doesn't define PR, it diminishes it. *Public Relations Review*. 21 (3).
- Blum, P. 1997. The CEO and the communicator: Paper presented by the President of the Southern African Chapter of the IABC at the International Association of Business Communicator's International Conference. Los Angeles.
- Bovee, C.L. & Thill, J.V. 1992. *Business Communication Today*. (3rd ed.). United States of America.
- Cantor, B. 1989. *Experts in Action: Inside public relations*. (2nd ed.). United States of America.
- Certo, S.C. & Peter, J.P. 1990. *Strategic management: A focus on process*. Singapore. McGraw-Hill.
- Cole, R.A. 1982. *The practical handbook of public relations*. New Jersey.
- Comerford, R.A. & Callaghan, D.W. 1988. *Strategic management: Text, Tools and Cases for Business policy*. United States of America.

- Coulter, M. 2002. *Strategic Management in Action*. (2nd ed.). New Jersey.
- Cowley, M. & Domb, E. 1997. *Beyond strategic vision: effective corporate action with Hoshin planning*. United States of America.
- Deal, T.E. & Kennedy, A.E. 1982. *Corporate culture: The rites and rituals of corporate life*. Massachusetts.
- Deutsch, K. 1952. On communication models in the social sciences. *Public Opinion Quarterly* 16: 356 – 380.
- Dubno, P. 1985. Attitudes towards women executives: A longitudinal approach. *Academy of management Journal*. March. pp. 235 – 239.
- Esler, D.R. 1996. *Communications measurement: An oxymoron bites the dust*. Internal Communication Focus. United States of America.
- Flood, D. & Dromgoole, T. 2002. *Managing strategy implementation: An Organizational Behaviour Perspective*. Great Britain.
- Gibson, J.W. & Hodgett, R.M. 1987.1992. *Organizational communication: A managerial perspective* (2nd ed.). New York.
- Gordon, J.C. 1997. Interpreting definitions of public relations: Self assessment and a symbolic interactionism-based alternative. *Public Relations Review*. 23 (1).
- Goss, B. 1984. *Communication in everyday life*. Belmont, CA: Wadsworth.
- Groenewald, J.M. 1998. Unpublished research script in partial fulfillment of the requirements for a lectured masters degree in communication management. University of Pretoria.

Grunig, J.E. 1989. Teaching public relations in the future. *Public relations review*, 15(1): 18-20.

Grunig, J.E. & Hunt, T. 1984. *Managing public relations*. New York.

Hammermesh, R.G. 1983. *Strategic management*. United States of America.

Hawes, L.C. 1975. *Pragmatics of analoguing: Theory and model construction in communication*. United States of America.

Hussey, D. 1999. *Strategy & Planning: A manager's guide*. England.

Jackson, P.C. 1987. *Corporate communication for managers*. Great Britain: Pitman.

Jandt, F.E. 1998. *Intercultural communication: An introduction*. (2nd ed.). United Kingdom.

Jefkins, F. 1992. *Public relations*. (4th ed.). London: Pitman.

Jonkheid, T. 1999. *Communicate to change behaviour*. Productivity.

Kroon, J. 1997. *General Management*. Pretoria.

Katz, D. & Kahn, R.L. 1978. *The social psychology of organizations*. (2nd ed.). New York.

Kefalas, A.G. 1990. *Global business strategy: a systems approach*. Ohio.

Kreps, G.L. 1990. *Organizational Communication*. (2nd ed.). New York.

Lane, L.L. 1987. *By all means communicate: An introduction to basic speech*. United states of America.

Reuss, C. & Silvis, D. 1985. *Inside Organizational Communication*. (2nd ed.). New York.

Rogers, E.V. & Agarwala-Rogers, R. 1976. *Communication in Organizations*. New York.

Samovar, L.A. & Porter, R.E. 1982. *Understanding intercultural communication*. Belmont, CA: Wadsworth.

Shockley-Zalabak, P. 1991. *Fundamentals of Organizational Communication*. (2nd ed.). New York.

Stacey, R.D. 1993. *Strategic management and Organizational Dynamics*. London. Pitman.

Severin, W.J. & Tankard, J.W. 1992. *Communication theories: Origins, methods, and uses in the mass media* (3rd ed.). N.Y.: Longman.

Smith, G.D. & Arnold, D.R. 1985. *Strategy and Business policy*. United States of America.

Steyn, B. 1999. CEO Expectations in terms of PR roles. *Communicare*, 19(1): 20 – 31.

Steyn, B. & Puth, G. 2000. *Corporate communication strategy*. Johannesburg: Heinemann.

Thompson, J.L. 1990. *Strategic management: Awareness and change*. (1st ed.). New York.

Vaghefi, M.R & Huellmantell, A.B. 1999. *Managing strategic management for the XX1st century*. United States of America.

Van Deventer, A. 2002. Strategic corporate communication. University of the Free State.

Van Riel, C.B.M. 1995. Principles of corporate communication. United Kingdom.

Volberda, H.W. & Elfring, T. 2001. Rethinking strategy. Great Britain.

Wartofsky, M.W. 1981. Models: Representation and the scientific understanding. Vol. 129. Boston.

Wheelen, T. & Hunger, J.D. 1990. Strategic management. (3rd ed.). United States of America.

Wilcox, D.L. & Nolte, L.W. 1994. Public relations. (2nd ed.). United States of America.

Winokur, D. & Kinkead, R.W. 1993. How public relations fits into corporate strategy. Public relations Journal 49 (5).