

Department of Communication Science

Integrated Organisational
Communication

Only study guide for **COM2602**

Prof G Angelopulo
Ms N Thompson

Ms V Kabini
Ms C Swart

Mr T Mudzanani
Mr A Meyer

Department of Communication Science
University of South Africa, Pretoria

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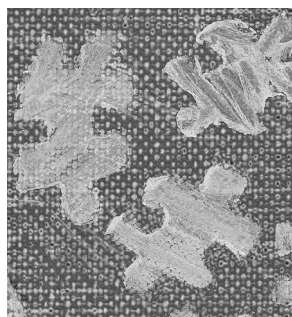
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Study Unit 1 — Norlé Thomson and Takalani Mudzanani

Communication in the organisation 1

- 1.1 Overview 1
- 1.2 Communication in the organisation 2
- 1.3 Fields of communication in the organisation 4
- 1.4 Relationships between fields 7
- 1.5 The strategic role of communication 12
- 1.6 Review 16



Study Unit 2 — George Angelopulo and Andrea Meyer

The rationale for integrating organisations' communication 18

- 2.1 Overview 18
- 2.2 A guide to the completion of the tasks 21
 - 2.2.1 Task #1: Define and describe communication integration 21
 - 2.2.1.1 Define communication integration 21
 - 2.2.1.2 Describe communication integration 22
 - 2.2.2 Task #2: Identify the benefits of communication integration 24
 - 2.2.2.1 Establish the benefits 24
 - 2.2.2.2 Relate the benefits directly to the situation at Talkative 25
 - 2.2.3 Task #3: Establish the reasons for integrating messages from all sources 25
- 2.3 Review 26



Study Unit 3 — George Angelopulo and Venile Kabini

Communication integration principles and processes 27

- 3.1 Overview 27
- 3.2 The principles of communication integration 29
 - 3.2.1 Market orientation 29
 - 3.2.2 Align messages from all sources 30
 - 3.2.3 Implement throughout the organisation 30

3.2.3.1	Strategic level: where the organisation's mission is translated into strategy	30
3.2.3.2	Managerial level: the location where the organisation's strategy is implemented	31
3.2.3.3	Technical level: the location where the organisation's external communications are planned and executed	31
3.2.3.4	The location where the service or product is provided	31
3.2.3.5	The location where the stakeholders' expectations of the organisation and its products and services are formed	32
3.2.4	Strategic positioning: the ten drives of integration	32
3.2.5	Recognise limitations and avoid pitfalls	34
3.3	The management of communication integration	35
3.4	The integration of corporate identity	35
3.5	Review	37



Study Unit 4 — Norlé Thomson and Christelle Swart

	Integrated communication measurement	38
4.1	Overview	38
4.2	Integrated communication models	40
4.3	Integrated communication research methods	42
4.4	Integrating traditional and online research	46
4.5	Measuring organisational communication integration	47
4.6	Review	48



	SOURCES CONSULTED	50
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Welcome to COM2602. The subject of this module is integrated organisational communication. This study guide is intended to give you an introductory insight into the theory and practice of communication integration in the context of organisations.

This study guide is divided into four study units:

- Study unit 1 discusses the various fields of communication in the organisation and the relationships between them.
- Study unit 2 deals with the rationale for integrating the communication of organisations.
- Study unit 3 explains the processes of communication integration.
- Study unit 4 focuses on the measurement of integrated communication.

Each study unit consists of

- an overview that includes key aspects and concepts
- one or more activities
- comments on solving the problem/s posed in the activities

We have designed the activities to guide you in applying the theory of communication integration to practice and in exploring the relevance of communication integration to the practical functioning of organisations.

This study guide is written with the prescribed book for COM2602 as its primary source. The prescribed book is as follows:

Angelopulo, G & Barker, R (eds). 2013. *Integrated organisational communication*. 2nd edition. Lansdowne: Juta.

Note that this book is also prescribed for the other modules that focus on organisational communication specialisation areas, including COM2601, COM3018, COM309G and COM3109.

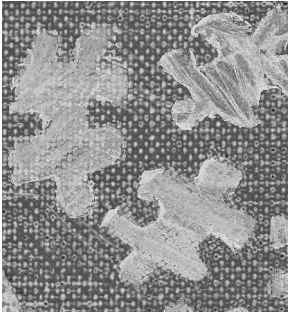
The following chapters in the prescribed book are relevant to COM2602:

- chapter 1
- chapter 2
- chapter 12

We wish you every success in the forthcoming year, and hope that you find COM2602 enjoyable and interesting.

The Com2602 Team.





Study unit 1 Communication in the organisation

Norlé Thomson and Takalani Mudzanani

1.1

Overview

In this study unit, you will learn about a number of communication issues. These include the role of communication in the organisation, the fields of communication and the strategic role of communication. Communication is often likened to the glue that binds an organisation together. Others consider communication to be the lifeblood of an organisation. Clearly, communication plays a vital role in an organisation's existence. In your view, what is communication and what is its role in an organisation? Share your views with someone at home or at your workplace. As you may be aware, communication has many dimensions. Without referring to the prescribed book, write down the meanings of the following communication dimensions:

- business communication
- management communication
- "academic" organisational communication
- "professional" organisational communication
- corporate communication
- public relations
- marketing communication
- strategy
- strategy extensions and levels
- strategy communication
- communication strategy
- communication of strategy

Discuss your views on the communication dimensions with your friend.

Activity

1.1

You are the communication manager of Coalmin Ltd, a coal mining company operating mainly in South Africa. The newly appointed chief executive officer (CEO) is a well-known engineer who does not know anything about communication in the organisation. During your first meeting with the new CEO, he says the following:

I see that your job description states that you are responsible for the effective functioning of all the company's communication processes and activities. What does this entail?

Write down your answer to the CEO's question. After writing to the CEO, look for a job description of a communication manager from any organisation.

Comments on activity 1.1

Do not despair if you cannot answer the CEO's question at this stage. What you need to realise right now, is that it will not be possible to answer his question in one or two sentences. As you work through this study unit, you will discover different aspects or dimensions of the concept that could form part of your answer to the CEO's question.



1.2 Communication in the organisation

In the first-level modules of Communication Science, you were introduced to the broad scope of Communication Science, including the different contexts of communication (intrapersonal communication, interpersonal communication, group communication, mass communication, etc). The focus of this module and study unit is specifically on communication in the context of the organisation. The question is: What is an organisation?

Activity

1.2

Organisations of varying types are an intrinsic part of our lives. Write down the names of organisations that play a role in your life.

Comments on activity 1.2

In your answer, did you only refer to businesses? Remember that there are different types of organisations – businesses, nonprofit organisations, governments and churches, to mention a few. South African examples of such organisations include the South African Government, the Society for the Prevention of Cruelty to Animals (SPCA), the United Cricket Board, the Nelson Mandela Children’s Fund, Unisa, Telkom, Absa and Sasol.

Activity

1.3

Choose one of the organisations that you referred to in activity 1.2. What does this organisation do? Where is it situated? Does the organisation have central headquarters, with divisions or branches in other places? Have you come into contact with different sections or divisions of this organisation?

Comments on activity 1.3

The term “organisation” implies a certain structure or arrangement of parts or sections. Take Unisa, for example. The institution consists of academic departments (such as the Department of Communication Science), as well as administrative departments (such as Assignments, Dispatch and Production). Academic departments are grouped together in different schools, while various schools form part of a particular college. For example, the Department of Communication Science is part of the School of Arts, which in turn forms part of the College of Human Sciences. Unisa has two main campuses, one in Pretoria and one in Florida. It also has a number of regional centres. While studying at Unisa, you will probably interact with various departments, academic and administrative.

The term “organisation” can also be interpreted as a collection of individuals who work together towards a common purpose. For example, the common purpose of individuals who work at Unisa is to provide comprehensive distance education for learners in South Africa, the African continent and all over the world.

Activity

1.4

Read section 1.1 in chapter 1 in the prescribed book. What do you think the role of communication is in an organisation such as Unisa?

Comments on activity 1.4

- Communication is the glue that holds the organisation together. For example, communication between an academic department and an administrative department such as Production is crucial to ensure that study guides and tutorial letters are available to students on time.
- Unisa needs to communicate with potential and existing clients (students) to encourage them to enrol at the University.
- Unisa also needs to communicate with other stakeholders, such as the Department of Higher Education and Training, which influences the functioning of the University.
- Can you think of any other roles that communication plays in an organisation such as Unisa?

Can you see that communication in the context of an organisation such as Unisa has **internal** dimensions (communication between individuals or departments in the organisation) as well as **external** dimensions (communication between the organisation and outside parties)? Also, the aim of communication in the organisational context is sometimes to achieve **short-term** effects (successful and timely completion and distribution of study material for a certain semester), and in other instances, **longer-term** effects (eg establishing and maintaining an effective working relationship with the Department of Higher Education and Training). Furthermore, communication in the organisational context forms part of the functioning of the organisation as a whole, but there are also departments or sections that are responsible for the planning and execution of specialised communication activities such as advertising or media liaison.

Activity 1.5



Read the scenario in activity 1.1 again. Then formulate the first section of your explanation of communication in the organisation to the CEO, based on what you have learnt thus far.

Now that you have an understanding of the concept “communication in the organisation”, it is time to turn your attention to the various fields of communication in the organisation.

1.3 Fields of communication in the organisation

The various fields of communication in the organisation are discussed in sections 1.4.1 to 1.4.6 in chapter 1 in the prescribed book. While reading these sections, try to identify the origins and major emphasis of each of the fields. For example, business commu-

nication can be seen as one of the oldest recognised fields of communication and it focuses on skills such as writing, speaking, interviewing and making presentations.

Activity
1.6

(1) Complete the table below by identifying the origins and major emphasis of each of the fields of communication in the organisation, as discussed in chapter 1 in the prescribed book.

Field of communication	Origins	Major emphasis
Business communication		
Management communication		
Organisational communication		
Corporate communication		
Public relations		
Marketing communication		

(2) Explain on what basis each of the following fields of communication can be distinguished from the other:

- business communication and management communication
- academic organisational communication and professional organisational communication
- corporate communication and public relations

(3) Identify the overlaps that exist between the fields referred to above.

Comments on activity 1.6 _____

(1) To identify the origins of the fields of communication, focus on the following factors:

- where applicable, the historical background of the field (briefly)
- academic departments that typically offer courses in the particular field of communication
- where applicable, the approach to a particular field in practice (in the communication profession)

To identify the major emphasis of each field of communication in the organisation, ask the following questions:

- Is the emphasis on skills orientation, theoretical orientation, or a combination of the two?
- What message is communicated? How is this message communicated? What are the objectives, or purpose, of this field of communication?

(2) To answer this question, we suggest that you interpret the information that you included in the table in the previous question. You can do this by comparing the specified fields of communication in terms of their major emphasis.

(3) Again, use the information in the table you completed in the first question to answer this question.

A useful hint

How does one eat an elephant?

One bite at a time!

When you are confronted with large amounts of information on a particular topic, draw up tables to break down the information into more manageable chunks.

Activity
1.7

Under which field of communication in the organisational context can each of the following examples be classified?

- (1) a perfume advertisement in a women's magazine
- (2) a company's logo that appears on all stationery and company vehicles
- (3) a marketing manager presenting a proposed advertising campaign to the company's board of directors
- (4) a press conference during which a company announces the name of its new CEO
- (5) a disgruntled customer writing a letter to a company, complaining about poor service delivery
- (6) a press conference during which a company introduces a new product to the media
- (7) a manager writing a memo to her subordinates concerning deadlines that are not being met.

Comments on activity 1.7

Did you find it difficult to classify some of the examples under only one field of communication? This should come as no surprise. If you read the relevant sections in the prescribed book carefully, you will realise that there is considerable overlap between some of the fields of communication.

Consider, for instance, the sixth example (a press conference during which a company introduces a new product to the media). Do you agree that this can be classified as a public relations activity? But what about marketing communication? What is the relationship between public relations and marketing communication?

Also look at the seventh example (a manager writing a memo to her subordinates concerning deadlines that are not being met). The fact that writing skills are involved here points to business communication. However, by using her writing skills, the manager is also performing a management function, which points to management communication. Now think about the definition of professional organisational communication. Is it applicable to this example?

The purpose of this activity is not to confuse you, but to help you realise that the different fields of communication in the organisation are interlinked. Like so many other things in life, it is not possible to put different aspects of communication in the organisation into neat little boxes. This perspective leads to the next section of this study unit – relationships between the different fields of communication in the organisation.



1.4 Relationships between fields

In activity 1.6, you had to identify the origins and major emphases of, as well as the differences between the various fields of communication in the organisation. This theme of relationships between the fields is further discussed in tables 1.1, 1.2 and 1.3 in the prescribed book. The author assesses the different fields of communication by using a method which he adapted from the method used by Shelby (1993) to explain the nature of these relationships.

Twelve assessment criteria are used to compare the different fields of communication. In the process, these criteria are combined into six contrary pairs (eg dyad – collectivity; inside – outside). These pairs are furthermore clustered into three classifying groups, namely *scope criteria*, *means criteria* and *goal criteria*. In other words, the relationships between the fields of communication are highlighted by identifying similarities and differences in terms of three groups or clusters of criteria.

Activity 1.8



Complete the following table in order to clarify the process of assessment of the various fields of communication in the organisation.

Phase 1 Twelve assessment criteria	Phase 2 Six contrary pairs	Phase 3 Three clusters of criteria
1. Dyad	} 1.	} 1.
2.		
3.	} 2. Inside – outside	
4.		
5.	} 3.	} 2. Means criteria
6. Investigation		
7. Analysis	} 4.	
8.		
9.	} 5.	} 3.
10.		
11.	} 6.	
12. Discipline		

Now study figures 1.1, 1.2 and 1.3, and also look at tables 1.1, 1.2 and 1.3.

Activity 1.9



You decide to make a formal presentation to explain the concept “communication in the organisation”, as well as the various fields of communication and their relationships to the CEO of Coalmin Ltd (see activity 1.1). Use the following outline to prepare the slides that you will use during the presentation.

Remember that you should only include main ideas on the slides, not long sentences or paragraphs. The purpose of the slides is to help the listener (the CEO) to follow your train of thought. This activity should therefore help you briefly to summarise the contents of this study unit.

Slide 1

COMMUNICATION IN THE ORGANISATION – AN OVERVIEW

_____ (your name)

**Communication Manager
Coalmin Ltd**

_____ (date)

Slide 2

Introduction
(Write down the main points of the introduction to the presentation.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Slide 3

What is meant by “communication in the organisation”?
(Use your answer to activity 1.5 to complete this slide.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Slide 4

The various fields of communication in the organisation

- _____
- _____
- Academic _____
- _____
- _____
- _____
- _____

Slide 5

Relationships between fields of communication

(Use the table you completed in activity 1.8 to explain the assessment criteria used to compare the fields of communication.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Slide 6

Relationships between fields of communication (continued)

(Explain the similarities and differences between the fields of communication in terms of their **areas of interest or scope** – refer to table 1.1 in the prescribed book.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Slide 7

Relationships between fields of communication (continued)

(Explain the similarities and differences between the fields of communication in terms of their **methods** or **means** – refer to table 1.2 in the prescribed book.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Slide 8

Relationships between fields of communication (continued)

(Explain the similarities and differences between the fields of communication in terms of their **objectives** or **goals** – refer to table 1.3 in the prescribed book.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Slide 9

Conclusion

(Write down the main points of the conclusion to the presentation.)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

1.5

The strategic role of communication

As stated in the overview, the main theme of this study unit is communication in organisations. Thus far, we have focused on the individual fields of communication in the organisation and the relationships between them. In other words, the emphasis has been on communication itself, without taking the broader organisational context into consideration. It is also necessary to look at the “bigger picture” in terms of the strategic role of communication, namely how communication contributes to the effective functioning and continued existence of an organisation. Furthermore, understanding the strategic role of communication will help you grasp the importance and benefits of communication integration when you work through study units 2, 3 and 4.

Activity
1.10

Read section 1.4.1 in the prescribed book before you consider the following scenario and answer the questions that follow.

Tshepo has been working in the public relations department of a large company for three years. Until recently, he was a junior staff member working with three colleagues on the same job level.

During the first couple of months at the company, he quickly realised that opportunities for promotion were scarce and that he would have to do something to distinguish himself from his colleagues. One day he went to his immediate supervisor to find out

what the prerequisites for promotion were. He was informed that he would have to have at least three years' experience and that he would have to improve his academic qualifications.

After considering his options, Tshepo set himself a number of goals. He decided to enrol immediately for an honours degree in Communication Science and aimed to complete the degree in two years. He also decided to try and gain experience in as many areas of public relations as possible in the next two to three years. He realised that he would have to work extremely hard and that studying part time would demand extra resources in terms of time, energy and money. However, Tshepo felt so strongly about advancing his career that he was willing to invest these resources to accomplish his long-term goal of promotion.

Tshepo completed the honours degree in two years and obtained exposure to a wide variety of public relations activities and projects. He has just heard that his application for promotion has been successful and that he is now an assistant manager.

- (1) Which elements of the definition of the strategy concept are evident in the scenario?
- (2) What strategies do you have in place to achieve your goals in life?

Comments on activity 1.10

- (1) Tshepo had a goal – to be promoted to assistant manager. To realise this goal, he devised a strategy. First, he scanned his immediate working environment and determined that there were a number of prerequisites for promotion and that he had a number of competitors (colleagues on the same job level). He then matched his activities (studies and experience) to slot in with the environment and invested the necessary resources (time, energy and money) to achieve the goals he had set himself.
- (2) Only you know the answer to this question. At a personal level: It is essential to set yourself goals and take the necessary actions to achieve them. At a practical level: Can you see what the concept “strategy” entails by looking at the scenario and examples from your own life?

Let us turn our attention back to the concept of strategy in the organisational context. In section 1.5.2 in the prescribed book, four extensions of the strategic concept are discussed (strategic management, strategic planning, strategic thinking and strategic decision making). Section 1.5.3 in the prescribed book focuses on five levels of strategy (enterprise, corporate, business, operational and functional). It is possible that you have already encountered some or all of these terms in your working environment or while studying subjects such as business management.

Although strategy, its four extensions and five levels are not the main focus of this module, it is necessary to have a basic knowledge of these concepts. Why? Effective and successful communication practitioners do not function in their own little vacuum in an organisation. They are able (and expected) to participate in debates and conversations on the

organisation’s strategy, comfortably speaking the “language of strategy”. In study unit 2, you will learn more about the benefits of integrated communication and will have the opportunity to practise persuading senior management that the integrated approach is the way to go. You will make a highly compelling argument if you speak both the language of communication and of strategy!



Read section 1.5.2 in the prescribed book and answer the questions below.

(1) Match the term in column A with the appropriate description in column B.

Column A	Column B
(1) Strategic planning	(a) ... relies on information about the organisation’s environment, resources, culture and stakeholder expectations.
(2) Strategic management	(b) ... deals with establishment and maintenance of competitive advantage in a specific market segment.
(3) Strategic thinking	(c) ... emphasises the cost-effectiveness of different departments or units.
(4) Strategic decision-making	(d) ... involves decisions on strategy implementation by various functions or departments.
	(e) ... deals with the coordination and monitoring of the development and implementation of an organisation’s strategy.
	(f) ... refers to the articulation of the vision and direction of the organisation by top management.

- (2) At which level of strategy would each of the following decisions typically be taken?
- whether or not the organisation should merge with another organisation
 - what changes should be made to the way in which a particular product is marketed
 - how to lower production costs to make a specific unit more cost-effective
 - what the organisation’s mission should be
 - what public relations projects should be undertaken to support the business and corporate strategies

Comments on activity 1.11

- (1) This is a straightforward question which requires that you look up the definitions of each of the concepts. Consult section 1.5.2 of the prescribed book in this regard.
 - (2) The first decision is an example of the issues dealt with in corporate strategy, while the second decision relates to business strategy. If you read section 1.5.3 in the prescribed book carefully, you should have no trouble identifying the levels of strategy to which the other three decisions relate. You must know the definitions of the different levels of strategy so that you can easily distinguish between them and apply them to practical examples.
-

If you were asked to explain the concept “strategy” to one of your fellow students, would you be able to? If not, revise sections 1.5.1, and 1.5.2 in the prescribed book. It is vital that you understand the concept before you continue with section 1.4.4 in the prescribed book, which specifically deals with the relationship between strategy and communication.

Consider the following three terms:

- strategy communication
- communication strategy
- communication of strategy

No, this is not a word game or a semantic question! There are distinct differences between these three terms. Read the whole of section 1.5.4 in the prescribed book for more information in this regard.

Activity 1.12



Refer back to activity 1.9 in which you had to prepare a presentation explaining the concept “communication in the organisation” to the CEO of Coalmin Ltd.

You have just concluded your presentation and the CEO is suitably impressed. He tells you that he now has a much better idea of what communication in the organisation entails. He wishes you the best of luck with the huge responsibility you have as communication manager. Just when you are about to leave his office, he suddenly asks another question:

What is the role of communication in the organisation in strategic terms?

Based on what you have read in section 1.5.4 in the prescribed book, what would you tell him?

Comments on activity 1.12

The CEO's question is extremely relevant. Communication, like any other function in an organisation, has to prove its right to existence. Everything that happens in an organisation must ultimately lead to the realisation of the organisation's strategies. With this in mind, you will have to answer the CEO's question by explaining the concepts "strategy communication", "communication strategy" and "communication of strategy" in detail.



1.6 Self-assessment

In this study unit you were afforded an opportunity to familiarise yourself with the concept "communication in the organisation", the various fields of communication in the organisation, the relationships between the fields and the strategic role of communication. Answer the following self-assessment questions. Discuss your answers with your friend or colleague.

1.6.1 What are the origins and major emphases of the following fields of communication?

- organisational communication (5)
- business communication (5)
- management communication (5)
- corporate communication (5)
- public relations (5)
- marketing communication (5)

1.6.2 Explain the differences and similarities between the following fields of communication in terms of their goals:

- "academic" and "professional" organisational communication (5)
- business and management communication (5)

1.6.3 The strategic concept is applied in a number of contexts

In your own words, explain each of the following concepts:

- strategic management (2)

- strategic planning (2)
- strategic thinking (2)
- strategic decision making (2)

1.6.4 Explain the following concepts to your colleague or friend:

- corporate strategy (2)
- business strategy (2)
- functional strategy (2)
- strategy communication (2)
- communication strategy (2)
- communication of strategy (2)

TOTAL = 60

1.7
Reference material

Primary

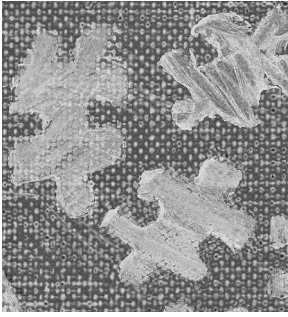
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Secondary

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Study unit 2

The rationale for integrating organisations' communication

George Angelopulo and Andrea Meyer

2.1

Overview

You will have noticed in study unit 1 that communication in the environment of the organisation is conceptualised and practised in different ways. There are many reasons for this. The fields of academic and practical communication have many disciplinary origins; there is a range of communication fields practised in and by organisations to interact with external stakeholders, and each of these has developed its own specialisation. The outcome of this phenomenon is that communication is often practised in an uncoordinated way, with extremely negative effects.

There has thus been a growing need to harmonise both the organisation's different communication fields and communication with all other processes of the organisation.

This study unit addresses three aspects of communication integration, which you should bear in mind as you work through the material:

- definitions and descriptions of communication integration
- the nature of communication integration
- the scope of communication integration

Key concepts include

- communication integration
- intranet
- integrated marketing communication
- IMC
- cross-functional planning
- strategies of integration
- corporate identity

Talkative is a company that produces and markets cutting-edge mobile phones for the retail market. It has a range of products that are all sold under the brand name “Talkative”. These include mobile phones and a variety of mobile accessories.

Talkative is located in Sandton, South Africa. The company also has a small number of offices elsewhere that deal primarily with distribution of the company’s products. In South Africa, these are located in Cape Town, Durban and Nelspruit. In Namibia, there is one office in Windhoek, and in Zimbabwe, an office in Harare.

Talkative has a large marketing division that deals with product development, sales, marketing communication and distribution. The company manufactures its own products in a factory adjacent to its Sandton offices. It has a small laboratory for product research and development, and it manages its own fleet of vehicles for distribution. In addition, there are a number of specialised units in the company such as finance, human resources and building maintenance. Talkative employs a work force of over 550 people. Employment is extremely diverse, ranging from relatively unskilled work such as cleaning and packing to highly skilled work such as engineering and financial management.

Thus far, Talkative has managed its communications in an uncoordinated way, leaving it up to individual managers, and in some cases their personnel, to decide how to communicate. Communication by the marketing, public relations and human resources departments, as well as every other unit of the organisation, has always been undertaken separately from other units. For example, the marketing department has undertaken the company’s advertising and other promotions. The public relations department has focused on liaison with the industrial media, maintaining the company’s website and organising the company’s corporate functions. The human resources department has two communications officers who produce a monthly newsletter and distribute information from top management to the personnel of the company as and when requested to do so. Communication between managers and their personnel has never received careful attention, and managers have been free to communicate very much as they please. Aspects of communication such as interdepartmental communication or communication between personnel has never been given much thought. All of this communication has been undertaken independently by each department, unit or individual, without much thought being given to the impact of the communication on other parts of the company or to the company as a whole. Although the company’s communication appears to be fairly effective, the CEO has been convinced by a management consulting company that Talkative’s communication must be integrated. The CEO has decided to employ a communication manager whose task it is to integrate the company’s communication.

Talkative has recruited you as the company’s communication manager, a new position in the company. Your primary task is to integrate the company’s communication. You will not take over

the individual communication tasks that currently exist in the different parts of the company, but you have been given the authority to ensure that all of the organisation's communication is integrated.

You have decided to begin your work by performing three related tasks. Combined, these tasks are intended to inform everyone at Talkative about communication integration and convince them of its benefits for the company. The tasks will ultimately be written up as documents that will be posted on Talkative's intranet (the company website that is only accessible to people working in the company) so that anyone in the company who is interested in learning more about communication integration may read up on it.

- *Task #1 – You have decided to develop a presentation in which you define and describe communication integration to Talkative's managers and the people responsible for the company's planned communications (advertising, the company newsletter, press releases, etc). Once you have completed and delivered the presentation, you will post it on the company's intranet for the attention of anyone working at Talkative who wishes to know what communication integration is.*
- *Task #2 – Secondly, you have decided to write a persuasive document to convince the managers and other personnel at Talkative that an integrated approach to communication is preferable to the approaches adopted thus far. This document will be posted directly on the company's intranet for anyone interested in finding out why integrated communication is an improvement on communication that is not integrated. This must be a convincing document that persuades the reader that Talkative should integrate its communication.*
- *Task #3 – Thirdly, you have decided to write a document that concisely explains that communication integration includes messages from all sources. This document will also provide the main reasons for including all such communication in an integrated communication programme, and illustrate how such integration applies to Talkative's communication. This document must be written in a way that can be read and discussed by managers and their staff, in addition to being separately posted on Talkative's intranet.*

Activity 2.1 sketches a hypothetical scenario in which you have to complete the tasks set out as if you were doing so in a real situation. This is the only activity in study unit 2, but it is extensive, covering all of the work that makes up the study unit, and it should be completed in three sections, as identified in points 2.2.1, 2.2.2 and 2.2.3.

Comments on activity 2.1 _____

As the communication manager of the fictitious company described in the scenario, you have undertaken the three

tasks that are described in order to achieve two objectives. The first is to inform everyone in the company about the nature of communication integration. The second is to persuade the same people about the benefits of communication integration so that they will participate enthusiastically in the process of communication integration that is to (hypothetically) follow at a later stage.

To complete the activity successfully, you are required to write each of the three documents that are described in the scenario concisely and persuasively, exactly as you would if you were the communication manager described in the scenario.

To be able to do this activity properly, you must have completed study unit 1, because the tasks you will now undertake require a comprehensive understanding of the different fields of communication.

Your primary source in study unit 2 is chapter 2 in the prescribed book. The guidelines for the completion of each of the tasks are provided in the sections directly below.

2.2

A guide to the completion of the tasks

2.2.1 Task #1: Define and describe communication integration

The objective of this task is to develop a presentation in which you, the communication manager, define and describe communication integration. The presentation is for Talkative's managers and the people responsible for the company's planned communications such as advertising, the company newsletter, press releases and so forth.

The presentation will also be posted as a document on the company's intranet for the attention of anyone working at Talkative who would like to know what communication integration is.

To complete this task, you first need to gather the information described in sections 2.2.1.1 and 2.2.1.2 below; and finally you need to write out the presentation in the form that you would (hypothetically) present it to Talkative's managers and professional communicators.

2.2.1.1 Define communication integration

The first part of this task is relatively easy, because the definition is provided in the

prescribed book. But before searching for this definition, in your own words (on a separate) page, write down what you think communication integration means.

You should then quickly read once through chapter 2 in the prescribed book for an overview of the topic of communication integration. Do not study the chapter at this stage. While reading chapter 2, you will come across the definition of communication integration that is used in the prescribed book. Write down this definition below your own. Once you have completed your reading of chapter 2, compare the two definitions to see if and how the definition in the prescribed book differs from your own. The definition of communication integration that is used in chapter 2 in the prescribed book is the one that is used in this module, and it is the one that you should use in the first section of this task.

Spend a few minutes studying the definition. It is quite probable that in your own definition you may only have identified one or two of the characteristics mentioned in the prescribed book. You will notice that the definition suggests that communication integration is more than only the “harmonisation” of communication. Make a list of all the individual characteristics of communication integration that are identified in the definition because the second part of this task – the description of communication integration – will develop from these characteristics.

Depending upon your interpretation of the definition, you should identify between five and nine separate characteristics.

You will become aware that the concepts “communication” and “integration” are used in a number of contexts, including *integrated marketing communication* (IMC) and *integrated communication*. Very briefly, identify ways in which the concept of communication integration differs from the related concepts of IMC and integrated communication. You will find numerous references to these concepts in the prescribed book, and specifically in chapters 2 and 5, as well as 6, which deals exclusively with IMC.

At this point, you are ready to complete the first part of the task of defining communication integration. Write down the definition on a clean sheet of paper. In addition, give a brief discussion of the definition, the characteristics and elements of the definition, and the similarities and differences between communication integration and related concepts such as IMC and integrated communication.

2.2.1.2 Describe communication integration

To complete this section of the task, you should describe communication integration by

describing each of the characteristics (or concepts) contained in its definition. You could also embellish the presentation in a number of ways, always bearing in mind that you do not want to make the presentation too long. You could, for example, describe communication integration as the outcome of a historical process, as one of the dominant approaches to organisations' communication, or as a set of activities. You should be guided in the selection of content for your presentation by your objective: to describe communication integration to two distinct groups of people at Talkative.

The first group comprises the company's managers, almost none of whom are communication professionals. The majority will know little of the communication discipline's jargon, the fields that comprise the discipline or the role of communication in their success as managers or in the company's success.

The second group consists of communication professionals who do know the jargon of communication and the fields of the discipline, and they would probably be aware of the role that their specific communication field plays in their organisation's success. There are, however, two reasons for most communication professionals not having a comprehensive understanding of communication integration. The first is that the concept of integration is not emphasised in a lot of professional training. The second is that even today most communication professionals are trained within the strict parameters of their field, with little attention to the relationship of their field of communication (such as public relations or advertising) to the broader success of organisations.

Your description of communication integration must therefore be understood by people who know nothing about communication as it relates to organisations, but still be interesting enough to retain the attention of the most knowledgeable communication professional in the company. One of the best ways of doing this is by illustrating your presentation with examples that apply to one area of interest to everyone – Talkative.

Once you have identified the elements that comprise the definition of communication integration (numbering between five and nine), name and explain each one, illustrating it with an example relating to Talkative. You should discuss communication integration at least in terms of *cross-functioning*, its existence as a *process*, the nature of the *relationships* that it intends to establish, the *people* with whom these relationships are to be established and the *nature* of the communication that is to be the outcome of the process.

To be able to complete this task you will have to read chapter 2 with closer attention to the detail than the first time you read it, because you will be searching for material that will help you compile the content of your presentation. A practical example of communication integration, and one that will help you to apply the theoretical discussion in

chapter 2 to the practical situation at Talkative, is the Barloworld case study at the end of chapter 2 in the prescribed book.

The description of communication integration, once complete, should be written below the first section of the presentation.

Once you are satisfied with the content of the presentation, ensure that it is concise, interesting and easy to understand.

2.2.2 Task #2: Identify the benefits of communication integration

The objective of this task is to write a persuasive document as the communication manager of Talkative, in order to convince everyone who reads it that an integrated approach to communication is superior to the approaches to communication that Talkative has thus far adopted.

This document will be posted directly on Talkative's intranet for anyone interested in finding out why integrated communication is an improvement on communication that is not integrated. This must be a persuasive and convincing document that effectively persuades the reader that Talkative must integrate its communication.

2.2.2.1 Establish the benefits

To compile this document successfully, you first need to establish the benefits of communication integration that have been identified by other writers and researchers. Much of chapter 2 in the prescribed book explores the benefits of communication integration. You will need to identify and categorise the benefits in a way that is most logical to you. To assist you in completing this process, think of the following:

- The timeline given in table 2.1 in chapter 2 and section 2.3 identifies events that have marked the evolution of communication integration. If you look at a number of the events at the end of the time line, they describe not only events, but also benefits that you can include in your list.
- Section 2.4.3 in chapter 2 in the prescribed book is a discussion of five locations in and around an organisation in which it is possible to intervene in order to integrate its communication. Read this section and identify the benefits that can be derived from integration and proper communication at each of the locations described. These can be added to your list of benefits.
- In section 2.4.4 in chapter 2 in the prescribed book, ten strategies of integration are listed and described. The benefits to be derived by implementing each one of the

strategies are described in the section. Since each of these is an outcome of integration, you can consider including it in the content of your document.

- Section 2.4.5 describes potential pitfalls to the integration of communication. You need to be aware of these in order to make the most of communication integration in the organisation.
- You may also include the benefits that you identify in the integration of corporate identity and any others that you may glean from the case study.

Initially, list all of the benefits you have identified, and include a short description of each. You should then look for possibly overlapping items and try to consolidate the list into one in which there is no duplication. Your final list should then comprise a list of benefits, each of which is briefly explained.

2.2.2.2 Relate the benefits directly to the situation at Talkative

For your final document to be effective, it will need to highlight the specific benefits of communication integration at Talkative. It is unlikely that a document that contains an abstract list of theoretical benefits will have the effect you are seeking. You should therefore illustrate every benefit that you identify with a practical example at Talkative.

2.2.3 Task #3: Establish the reasons for integrating messages from all sources

The objective of your task, as the communication manager of Talkative, is to write a document that concisely explains that communication integration must include messages from all sources in the organisation. The document must also give the principal reasons for the integration of all such communication, and illustrate how such integration applies to Talkative's communication.

This document must be written in a way that can be read and discussed by managers and their staff in addition to being separately posted on Talkative's intranet.

When people speak about communication integration they often mean only the integration of planned communication, such as Talkative's press liaison, advertising, sales promotions and staff newsletter – the kind of communication that is the work of communication professionals. You will note in chapter 2, however, that communication which is not planned in this way (eg the messages conveyed through an organisation's products and service) should also be considered as communication that should be integrated. This type of communication is the communication undertaken by everyone in the company in the normal course of their work. Discussions between workers,

interaction with clients, telephone enquiries from consumers and all forms of training are types of communication that also need to be integrated so that a company can enjoy the full benefit of communication integration.

You will obtain most of the information that you require in section 2.4 in chapter 2 in the prescribed book, but also have a look at the case study at the end of the chapter for a practical example of messages from a number of sources being integrated.

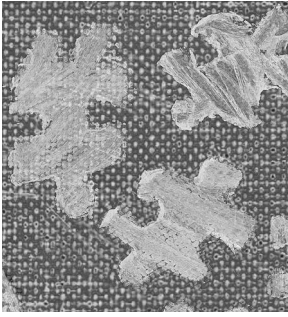
As in the previous tasks, it is best to illustrate your discussion with examples drawn from Talkative, because the target audience of this document is again management and staff at Talkative. This one, unlike the previous documents, is to be used as a discussion document by Talkative's managers and their staff. The document must therefore be concise and relatively short, providing room for discussion and exploration by managers and staff.



2.3 Review

This study unit covered the definition and discussion of communication integration. It also considered the benefits of and reasons for using an integrated approach to the communication of organisations.

Although the study unit examined communication integration as a theoretical concept, it also emphasised the practical application of communication integration.



Study unit 3

Communication integration processes

George Angelopoulos and Venile Kabini

3.1 Overview

After completing the tasks set out in study unit 2, you must have described what communication integration entails, explained the benefits of communication integration and also discussed the reasons for integrating messages from all sources. This means you now understand the nature of communication integration and the rationale behind it. In other words, you have answered two questions: WHAT is communication integration and WHY should communication be integrated? At this point you should be ready to consider the processes of integrating communication. The key question you are dealing with in this study unit is: HOW should communication be integrated?

This study unit reviews a number of processes of organisational communication integration. Communication integration is, as you now know, conceptualised, approached and practised in a number of ways. As a result there are many approaches and processes to communication integration. We will focus on three of these, each of which will be explored in a separate section in this study unit. In the first section, an approach to integration is discussed that looks at the organisation as a whole. This approach entails five principles of integration that cover the different facets of an organisation. The second section discusses a narrower focus on communication integration that is restricted to corporate identity. The third section explores a range of methods for practical communication management, irrespective of the level at which communication integration is applied in the organisation.

The key factors you need to consider while working through this study unit, are

- the principles for managing the integration of communication in the operations of the organisation as a whole
- the integration of corporate identity
- methods for the management of communication integration

Key concepts include:

- market orientation
- message alignment
- strategic positioning
- strategic consistency
- purposeful dialogue
- zero-based planning
- databases
- uniformity model
- endorsement model
- variety model
- rules
- directives
- sequencing
- routines
- group problem solving
- common house styles
- common starting points
- operational guidelines

Activity 3.1

The management of Talkative have discussed the document explaining the concept of communication integration that you wrote in study unit 2. They unanimously agreed that the company will benefit from this integrated approach to communication. As such they have granted you, the communication manager, approval to go ahead and apply this new concept. The responsibility is yours to ensure that this process of integration is correctly applied and all necessary factors are taken into consideration. Write down a plan for applying communication integration by identifying and explaining in your plan the main factors that you will need to look at. Explain how each factor will contribute to communication integration. Let this key question be your guide: how should communication integration be applied?

Comments on activity 3.1 _____

The purpose of the exercise above was to help you think about how the process of integration can be applied in a real-life organisational milieu. Once you have completed the exercise, examine the concepts below and see if you can match them to any of the actions that you have identified above.

- market orientation
- message alignment from all sources

- implementation of integration throughout the organisation
 - positioning as a strategic imperative
 - limitations of communication integration and avoiding its pitfalls
-

3.2

The principles of communication integration

The concepts mentioned in activity 3.1 are the principles of communication integration. They are discussed in detail in section 2.4 in the prescribed book.

Based on the definition of communication integration that you learnt in study unit 2, you will recall that communication integration is not only about creating consistency between planned messages, but that it also embraces communication that exists in all facets of the organisation – both planned and unplanned – and how this communication shapes the nature of relationships between internal and external stakeholders.

Against this background, the process of communication integration can be based on the five principles discussed in section 2.4 in your prescribed book. Basically, these principles deal with the question of how to integrate communication. We will now examine the central ideas of each principle.

3.2.1 Market orientation

Market-oriented organisations apply a method of thinking and organising in which the needs of its major stakeholders are the starting point of all decisions and actions. In other words, the organisation's plans are based on how they will best represent the interests of the organisation's market.

You would remember from the definition of communication integration that one of the main focuses of communication integration is to create dialogue between an organisation and its stakeholders. Market orientation is thus possible through interaction with stakeholders, which permeates dialogue. Communication integration fulfils the role of facilitating the dialogue or interactivity to enable the organisation to be market oriented because it helps to identify customer needs and align the organisation's processes to satisfy those needs.

3.2.2 Align messages from all sources

This second principle is based on the premise that an organisation's stakeholders form their own opinions of the organisation on the basis of the different messages that accumulate from a variety of sources. These messages form dominant perceptions that affect the stakeholder's relationship with the organisation. There are four types of message – planned, product, service and unplanned.

For integration to exist, the four types of message need to complement or reinforce each other in a manner that each type of message does not contradict the other. In other words, what the organisation says (planned message), what it does (product and service messages) and what other people say about the organisation (unplanned messages), should be in agreement or coincide. Hence the messages from all sources must be similar, positive and strong.

3.2.3 Implement throughout the organisation

As most of the messages discussed above emanate from different sources in the organisation, there is a potential for conflicting messages or contradiction that could compromise the process of integration. This principle therefore requires communication integration to be implemented throughout the organisation. The prescribed book identifies five areas in the organisation that play a pivotal role in the process of integrating communication. The processes and interventions that occur in each of these areas have an effect on the nature of the organisation's communication, how it is implemented and the stakeholders' ultimate perception of the organisation.

3.2.3.1 Strategic level: location where the organisation's mission is translated into strategy

The organisation's strategic decisions on its goals and mission are taken at strategic level. At this level, communication takes place between decision makers and senior management such as directors, chief executives and managers.

Implementing integration at this level requires knowledge of management, business and organisational communication. This is because it is vital for management to fully understand the mission of the organisation, the customers' and other stakeholders' needs, the wants and requirements of the organisation and its products and services, and to develop strategy accordingly.

3.2.3.2 Managerial level: the location where the organisation's strategy is implemented

At managerial level, managers implement the strategy that was defined at strategic level, by specifying goals according to the divisions of the organisation that create, maintain and support its products and services. Such divisions may include production, systems and operations management and supervisor support, finance, human resources and training.

3.2.3.3 Technical level: the location where the organisation's external communications are planned and executed

External communication such as public relations, advertising and direct marketing is planned and executed at technical level. The organisation can employ specialist communicators such as agencies, consultants and freelancers to plan and execute external communication programmes. These specialists need to have insight into the organisation's communication aims and strategy. They also need to understand customers' and external stakeholders' broad expectations of the product or service provided by the organisation. Only then can communication integration proceed at this location.

3.2.3.4 The location where the service or product is provided

This is the location where the organisation's service or product is provided to the consumer, customer or client. Service provision occurs at every point of contact between the customer and the organisation, its product or service. These include all points of contact before, during and after the sale; all interaction with the organisation's representatives; actual experience of the organisation's service, product and routines; and all experience of the organisation's equipment and resources. Everything that happens inside the organisation that the customer or client does not directly experience is either unknown or mere speculation. All contacts here are "moments of truth" – moments where the "truth" of the organisation is experienced. Each contact here is a message in itself and constitutes the reality of the organisation and its product in the customer's mind.

At this point, communication and its messages are largely embodied in the organisation's product and service. Service is rendered from many sources both inside and outside the organisation, and some of these may be external suppliers or agents who are not in fact part of the organisation. Despite this, customers and other external stakeholders perceive the organisation, its service or product as a single entity, irrespective of the internal or external position of the people who represent it. It is therefore imperative

that all elements in the supply chain operate as an integrated whole. For communication to succeed at this location, it must meet or exceed the customers' and other external stakeholders' expectations and present the product or service offering as a seamless entity.

3.2.3.5 The location where the stakeholders' expectations of the organisation, its products and services are formed

Stakeholders have certain expectations of the organisation. These expectations emanate from various sources including what they want and need; their experiences with the organisation; the communication they are exposed to through both unsolicited sources and the organisation's planned communication such as public relations and advertising; and the organisation's portrayed image.

However, it is often not possible for an organisation to have influence over every element that leads to the formation of these expectations. Only planned communication such as advertising and other marketing communication messages can influence some of the expectations, and these promises must be kept in order to sustain a level of expectations that will persuade customers to return. Furthermore, for a successful communication integration process, communication must be supported by the messages conveyed in unplanned communication, over which the organisation has little or no control. These must be sustained by a strong and positive organisational reputation that can only be achieved through ongoing, satisfactory interaction with stakeholders.

This principle is discussed further in section in 2.4 of the prescribed book. You will notice from the discussion that each of the locations mentioned above requires specific competencies and expertise in the various areas of organisational communication.

3.2.4 Strategic positioning: the ten "drivers" of integration

Duncan and Moriarty (1997) believe that organisations that align all of their operations to profitably deliver their products and services to their customers and clients have the greatest potential for success. They suggest that there are ten "drivers" of integration that ultimately contribute to such alignment.

The first two drivers relate to corporate focus.

- *Create and nourish relationships rather than just making transactions.* Maintaining existing clients and customers is less expensive than acquiring new ones. To maintain a customer, it is essential to know that customer well, use this knowledge

when communicating with the customer and, through credible communication, strengthen the relationship.

- *Focus on all stakeholders rather than only customers or shareholders.* A sound relationship with all stakeholders – not only shareholders and customers – in the short and long term determines the long-term value of a company and of its products and services to its clients and customers.

The following four drivers focus on operational processes.

- *Maintain strategic consistency rather than independent brand messages.* All contacts with clients and customers are a form of communication, not only those that can be described as planned communications. All contacts with clients and customers therefore need to be consistent and reflect integrity.
- *Generate purposeful interactivity rather than only a mass media monologue.* It is necessary to speak to clients and customers, but it is equally important to *listen* to them. The greater the feedback generated from clients and customers, the greater the possibility is of incorporating their needs into the organisation's planning and operations.
- *Market the corporate mission rather than only product claims.* An organisation's mission contributes to the company only if it is integrated into everything the company does. Philanthropic and sponsorship activity that is centralised around the mission of the organisation and is not fragmented also contributes to strong stakeholder commitment.
- *Use zero-based planning rather than adjusting previous plans.* Analysis and prioritisation of the strengths, weaknesses, opportunities and threats of the company, its products and services should precede all communication efforts. The type of communication that will serve the organisation's objectives best can then be selected. All communication strategies must be justified in terms of the degree to which they attain the communication objectives of the organisation. Merely adjusting previous plans should be avoided.

The last four drivers relate to organisational infrastructure.

- *Use cross-functional rather than departmental planning and monitoring.* A key concept in integration is the linking of expertise, knowledge and information across the organisation. One way of sharing expertise and customer information and ensuring consistent treatment of customers, is management planning and monitoring across functions such as sales, marketing and customer service, without actually merging these functions.
- *Create core competencies rather than only communication specialisation and*

expertise. Communication managers require a sound understanding of the strengths and weaknesses of the individual communication functions and methods to be able to select and apply them in the most appropriate mix. Expertise in the individual fields is less important for communication managers than generalised expertise and the ability to plan and integrate comprehensive communication programmes. From the perspective of the organisation, it is often better to outsource specialised communication functions to dedicated communication professionals in the respective fields of communication.

- *Use an integrated agency rather than a traditional agency.* This point is disputed by a number of commentators who believe that integration should be managed inside the organisation and not by external agencies. Duncan and Moriarty (1997) believe, however, that a communication agency that understands integration should be selected to implement and, where necessary, oversee communication functions such as advertising or sales promotions, as opposed to a traditional advertising agency.
- *Build and manage databases to retain customers rather than merely acquiring new customers.* Information on customers' characteristics and their transactions and other interactions with the organisation form the basis of a developed relationship between the organisation and the customer. This information must be collected, organised and shared in the organisation. Given the opportunities offered by modern technology, this has become far easier than was previously the case.

3.2.5 Recognise limitations and avoid pitfalls

The last principle that should be considered in communication integration is to be cautious of its limitations that could inhibit its successful application. Specifically, the issues that need to be addressed include the following: the illusion of control; the misconception that integration lies with the receiver, not the organisation; the absence of communication; the time perspective of various types of communication; and the impact unplanned communication can have on the whole process. These issues are discussed in detail in section 2.4.5 in the prescribed book.



The management of communication integration

This section explores a range of methods for practical communication integration management, irrespective of the level at which communication integration is applied in the organisation.

Section 2.5 in chapter 2 in the prescribed book describes four methods and processes for the management of communication integration: *rules or directives, sequencing, routines and group problem solving*.



The integration of corporate identity

In this section we pay attention to an area of communication integration that is more limited than that discussed in point 3.2 above – that of integrating corporate identity. Corporate identity is the set of symbols that an organisation uses to present itself to the world, and it is an area of communication that organisations have more control over than most other areas. The organisation can control with relative ease many of the aspects of its identity such as its logos, architecture, the uniforms of its staff, or the slogans that it uses in its advertising.

The benefits of presenting an integrated identity include the ability to differentiate itself from its competitors, make its services and products easily identifiable, and to present to the world an ideal picture of itself. Van Riel (1995) has identified three main approaches that organisations use to integrate their corporate identity, which he terms the “uniformity”, “endorsement” and “variety” models. The “uniformity” model describes the use by an organisation of one, uniform identity. The “endorsement” model of corporate identity describes an organisation in which subsidiaries have their own identities, with the identity of the parent company present in the background. The “variety” model describes organisations whose subsidiaries have their own identities, and these differ from those of the parent company or its other subsidiaries.

Corporate identity and its integration is discussed under point 2.6.4 in Chapter 2 of the prescribed book. Before attempting the next activity, read this section in the prescribed book to get a clear understanding of the concept of corporate identity, its value to organisations, and the methods by which it is most commonly applied.

Activity 3.2

Three predominant approaches to the application and integration of corporate identity are termed “uniformity”, “endorsement” and “variety”. How does each of these approaches conform to or differ from Barloworld’s approaches of “corporate branding”, “company branding”, “endorsed branding” and “exceptional endorsed branding”?

Comments on activity 3.2

To successfully complete this activity, identify the characteristics of the “uniformity”, “endorsement” and “variety” models of corporate identity application and integration.

Once you have done so, read the Barloworld case study at the end of chapter 2 in the prescribed book and identify the characteristics of Barloworld’s “corporate branding”, “company branding”, “endorsed branding” and “exceptional endorsed branding” models of corporate identity application and integration.

You can now compare each of Van Riel’s (1995) corporate identity models of application with those used by Barloworld. First identify the theoretical differences and similarities between the two sets of models, and then describe their differences and similarities.

Activity 3.3

You are the corporate communication director of a national bank. The bank has three major divisions, each with its own communication director. The directors, in turn, have a number of communication staff who report to them, and a larger number of staff members who do not report directly to them, but who share a number of communication tasks as a part of their overall responsibilities. You and the communication directors need to coordinate the communication of the entire organisation. How would you implement communication integration using rules and directives, sequencing, routines and coordinating groups to achieve your objective?

Comments on activity 3.3

To complete this activity you must ensure that you have a sound understanding of rules and directives, sequencing, routines and coordinating groups, and the way each can be used to integrate communication.

Rules and directives are specified procedures, rules of communication practice, standardised information and standardised communication systems that are used to ensure standardisation in any area of communication practice. Examples of rules and directives are *common house styles* (specified styles of presentation that are common throughout

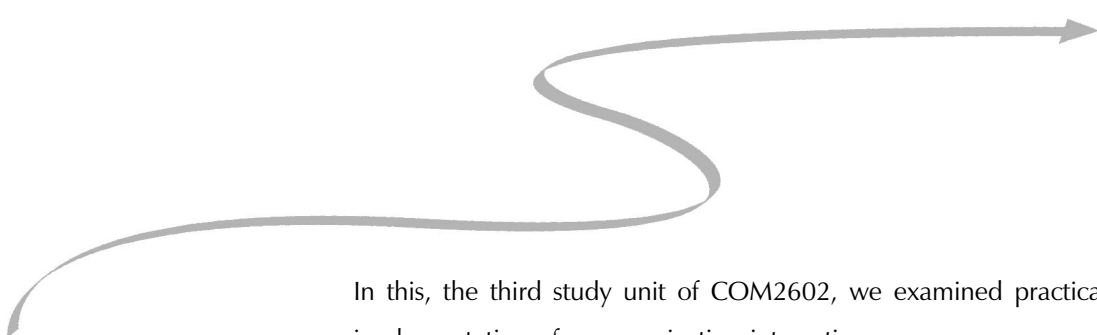
the organisation), *common starting points* (directives or central values that guide communication integration) and *operational guidelines* (guidelines that specify any aspects of a communication project).

Sequencing is the planning of communication processes in which each element of the process is given a specific “time slot”. *Routines* are structured protocols that guide communication processes and tasks. Routines are not specified – they are “common practice”.

The *establishment of a coordinating group* is another way of managing integration that is particularly effective in complex processes of integration. Coordinating groups could take on the form of a *steering committee*, could be constituted as a body undertaking *annual or quarterly reviews* or as a body that makes up *ad hoc meetings*.

Section 2.7 in chapter 2 in the prescribed book provides more detail on each of these methods. In completing the activity, it is not enough to simply provide a theoretical overview of each method. You should describe each method and also demonstrate how it would be applied in the case of the bank described in the activity.

3.5 Review

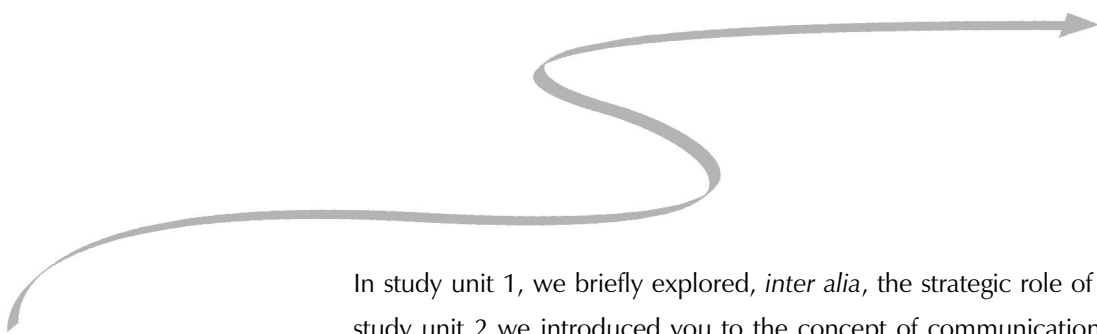


In this, the third study unit of COM2602, we examined practical processes for the implementation of communication integration.

The first method of integration that we considered was the model that included the ten “drivers” that Duncan and Moriarty (1997) suggest will lead to greater integration. We then looked at the integration of corporate identity. Finally, we considered a number of practical processes that can be used to manage the communication integration of an organisation. As in the previous study units, this one focuses not only on the theory of communication integration, but also on its practical application.

Norlé Thomson and Christelle Swart

4.1
Overview



In study unit 1, we briefly explored, *inter alia*, the strategic role of communication. In study unit 2 we introduced you to the concept of communication integration and its benefits, and in study unit 3 we looked at various communication integration processes. If we try to construct a “bigger picture” of all that you have learnt thus far, we can say that, for communication to fulfil its strategic role in the organisation, it should be integrated. In other words, communication in its totality should contribute to the process of strategy formulation, implementation and realisation. Now, if you refer back to section 1.4 in the prescribed book, you will see that both the traditional and dynamic approaches to strategic management acknowledge the importance of evaluation. In the context of the dynamic approach, this means that the actual realised strategy must be measured against the intended strategy to determine whether the organisation is still on the right track in terms of its vision and mission. In similar fashion, evaluation should be a major part of all communication efforts in an organisation.

The emphasis in this study unit is specifically on the measurement and evaluation of integrated communication.

Reflective activity

Reflect on any activity or process you were involved in to determine success or failure, such as a school or university examination.

- What are your thoughts on the importance of this particular activity or process?
 - Do you think your thoughts are relevant to the measurement and evaluation of integrated communication? Can you substantiate your answer?
-

To measure integrated communication, one first has to know what it entails and what criteria can be applied in such measurement. In other words, one first has to be able to

recognise something before one can measure it. The key questions that you need to consider while working through this study unit are therefore as follows:

- What models of integrated communication already exist and how do these models contribute to our understanding of integrated communication?
- What concepts in the existing models can be used as criteria for the evaluation of integrated communication?
- What integrated communication research methods already exist and what are their contributions and shortcomings?
- How can traditional and online research be integrated?
- What should a comprehensive model for the measurement of integrated communication entail?

Key concepts include

- Duncan and Moriarty's model
- Van Riel's model
- Ehlers's model
- dimensions of integrated communication evaluation: process, output and outcomes
- the IM audit
- the stakeholder relationship audit
- traditional and online research
- measuring integrated communication

Activity

4.1

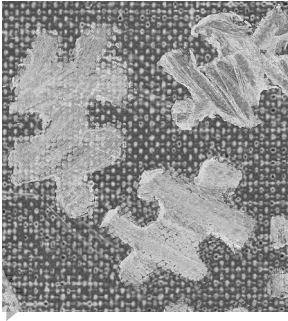
Consider the following scenario:

You are the communication executive of a large security company. During the preceding 12 months, you launched a communication integration initiative in the organisation and invested a lot of resources (financial and otherwise) in this initiative. You are required to report back to the board of directors on the successes and failures of the initiative.

- (1) How would you obtain the information you need to report back to the board?
- (2) List the points/steps that should form the starting point of determining the successes and failures of your initiative.

Comments on activity 4.1

If you can answer the question, write it down and constantly compare it with what you read in this study unit. If you could not answer the question, do not be concerned about it. The purpose of the activity is actually to set your mind to work, so that you remain aware of this question while you work through the study unit.



Integrated communication models

Chapter 12 in the prescribed book refers to three integrated communication models, namely Duncan and Moriarty's brand equity model, Van Riel's model for organising and coordinating the communication process and Ehlers's model for structuring integrated communication.

When you read section 12.2.1 in the prescribed book dealing with **Duncan and Moriarty's** model, you should not be surprised if the content sounds familiar. Actually, the model was discussed in study unit 3 under the heading "Ten 'drivers' of integration". Remember that the focus of study unit 3 is on communication integration processes, or simply stated: how to integrate communication. In this study unit, the emphasis is on integrated communication measurement. The argument is therefore that the very "tools" used to ensure that all communication is integrated can also be used to determine whether communication *is actually integrated*.

An apt example of the use of Duncan and Moriarty's brand equity model to evaluate integrated communication is summarised in the case study at the end of chapter 12. Please read the explanation that follows in conjunction with this case study.

Comments on the case study in chapter 12 of the prescribed book

Barker and Angelopulo (2004) used the ten "drivers of integration" in Duncan and Moriarty's brand equity model to evaluate Unisa's integrated, web-based marketing communication. It is stated in the case study that the authors **operationalised** the ten drivers. Now what on earth does the word "operationalised" mean? It sounds like a medical procedure!

It simply means that Barker and Angelopulo (2004) identified factors in the academic literature that describe or directly relate to each of the ten drivers of integration. For example, for the first driver (stakeholder focus), they identified elements that can help organisations to identify and describe (or define) their stakeholders. In other words, if a company wants to define its stakeholders, it needs to give each stakeholder a name or assign it to a generic group (eg the government, investors or the media) and look at each stakeholder group's profile (say, in terms of demographics and psychographics). Hence, in order to evaluate Unisa's stakeholder focus in the context of its web-based marketing communication, Barker and

Angelopulo (2004) analysed relevant strategic documents to determine whether Unisa actually defined its stakeholders and how much information was available about each stakeholder group. Similar procedures were followed for each of the remaining nine drivers.

Each of the ten drivers was weighted (assigned a value out of 100 – the weights of all the drivers added up to a 100). For example, “stakeholder focus” was assigned a weight of ten, while “market the mission” was assigned a weight of five. Each driver was then evaluated and allocated a score out of their respective weights. For example, “stakeholder focus” received a score of 5.2 out of ten, while “market the mission” received a score of two out of five. A score of 5.2 out of ten therefore implies that Unisa fared reasonably well in terms of “stakeholder focus”, while a score of two out of five implies that there was room for improvement in terms of “marketing its mission”. If one looks at the scores of all ten drivers relative to their weights (section 12.6 in the prescribed book), it becomes evident that Unisa still had some work to do to improve the integration of its web-based marketing communication.

Do you see how theoretical concepts such as the ten drivers can be “brought to life” in the process of research? At second-year level, we do not expect you to do complicated research in order to measure integrated communication – we merely want you to grasp the principles of integrated communication measurement. Put differently, you will not be expected to actually measure integrated communication, only to describe how you would do it. At third-year level, you will be exposed to the more practical side of communication research.

The prescribed book refers to two other models that can also be used to identify criteria for the measurement (evaluation) of integrated communication, namely Van Riel’s model and Ehlers’s model.

The key ideas included in **Van Riel’s** model that you have to understand are the three phases in the communication process (and the degree of organisational control in each) and the three key issues in corporate communication policy (see section 12.2.2 in the prescribed book).

Ehlers’s model is the most recent one of the three models and is specifically developed with the South African context in mind. The emphasis of the model is on the organisational structure needed to make integrated communication possible. Try to identify the key elements of this model while reading section 12.2.3 in the prescribed book.

Activity 4.2

Refer back to activity 4.1. You have to report back to the company's board of directors about the successes and failures of the integration initiative launched 12 months ago.

Consider the key aspects of the models of Duncan and Moriarty, Van Riel and Ehlers that were used to measure the extent to which communication was integrated and practised. Write down these key aspects.

Compare the criteria of the three integrated communication models and identify in which areas they overlap.

Comments on activity 4.2

It would have been easy to merely repeat the content of sections 12.2.1, 12.2.2 and 12.2.3 in the prescribed book. However, this is not the purpose of this activity. Try to base your answer on what you have learnt in this module thus far. In other words, try to form a holistic picture of the processes of integration and the three integrated communication models.

After you have read the case study at the end of chapter 12 in the prescribed book and the additional comments provided above, you should have no trouble identifying criteria from Duncan and Moriarty's model. The question is: What criteria did you derive from Van Riel's and Ehlers's models, and in which areas do the criteria that you derived from each of the three models overlap?

It is essential that you identify these overlaps, because in doing so you are using an essential academic skill, namely synthesis. Synthesis is a process in which one identifies connections between ideas and then combines these ideas into one coherent whole. The outcome of this exercise should be one list of criteria which incorporates elements of all three models, without any repetition or duplication.

It would totally defeat the purpose if we were to give you a model answer to this activity. The following clue may help you: The starting point of Ehlers's model is also listed as one of the drivers in Duncan and Moriarty's model.

4.3

Integrated communication research methods

A number of existing research methods exist for measuring facets of integrated communication. You will notice in the discussion in section 12.3 in the prescribed book that these methods focus primarily on integrated marketing communication (IMC), not on

integrated communication. However, it is possible to expand these methods to include all fields of communication in the organisation, not only marketing communication.

(Make a mental note of Kitchen and Schultz's [2003] distinction between integrated communication and IMC.)

Before learning more about two research methods, you need to note three dimensions of integrated communication evaluation and measurement. Consult section 12.3.1 in the prescribed book in this regard.

Activity
4.3

Complete the following table after reading section 12.3.1 in the prescribed book.

Dimensions of integrated communication evaluation	Emphasis is on ...
Process	<ul style="list-style-type: none"> • • processes to ensure message consistency •
	<ul style="list-style-type: none"> •
Outcomes or _____	<ul style="list-style-type: none"> •

Comments on activity 4.3 _____

This easy activity requires you merely to summarise three short sections in the prescribed book.

The prescribed book refers to two existing research methods that measure certain facets of integrated communication, namely the integrated marketing (IM) audit (sec 12.3.2) and the stakeholder relationship audit (sec 12.3.3). For examination purposes, you must be able to describe each of these methods in detail and indicate which dimensions (process, output or outcomes) are measured by each.

The section in the prescribed book that deals with the IM audit is relatively straightforward and easy to understand. Bear in mind that, despite the fact that the IM audit focuses on an organisation's marketing (and specifically marketing communication) efforts, it can be expanded to cover all aspects of an organisation's communication.

The section (12.3.3) that deals with the stakeholder relationship audit is more complex and warrants further explanation. Consider the following hypothetical example:

XYZ Company has just completed the process of measuring the impact of its integrated communication efforts and used the stakeholder relationship audit to do this.

Phase 1

In this phase of the research process, XYZ identified five key stakeholder groups, namely employees, investors, customers, suppliers and the media. They conducted questionnaire surveys to determine which issues were important to employees, private investors and customers. They also conducted personal interviews with key institutional investors, suppliers and media representatives.

Phase 2

In this phase, XYZ drew a representative sample from each stakeholder group. For example, 20% of the organisation’s 2 500 employees were given short questionnaires in which they were asked to answer four questions relating to the employee-specific issues that were identified in phase 1. One such employee-specific issue was internal communication about XYZ’s branding process.

Hence the first question that focused on this particular issue read as follows:

How important is internal communication about the branding process in an excellent or ideal organisation?

Extremely unimportant					Extremely important				
1	2	3	4	5	6	7	8	9	10

The average score for this question was 8,53. (The average was calculated by recording the numerical value that each employee chose, adding them all up and dividing the total by the number of employees who answered the question.)

The second question related to the aforementioned issue read as follows:

How effective is internal communication about the branding process in XYZ?

Extremely ineffective					Extremely effective				
1	2	3	4	5	6	7	8	9	10

The average score in this question was 5,92.

The third question in phase 2 of the stakeholder relationship audit investigates the performance of the best competing organisation (benchmark organisation) on a particular issue highlighted by a stakeholder group. XYZ

realised that its employees might not be able to accurately assess the effectiveness of internal communication about the branding process in another company. They therefore decided to focus on employees' **perceptions** of this, and to take this factor into account when analysing the results.

The third question read as follows:

How effective do you think internal communication about the branding process is in ABC, one of the other companies operating in our industry?

Extremely ineffective					Extremely effective				
1	2	3	4	5	6	7	8	9	10

The average score for this question was 7,46.

The fourth question was an open-ended question in which the sample of XYZ employees was asked to indicate how XYZ could improve the effectiveness of its internal communication about the branding process.

Phase 3

During the third phase of the audit, the results of the first three questions were analysed by calculating two gaps:

$$\begin{aligned}
 \text{Performance gap} &= \text{organisation performance} - \text{Importance of performance} \\
 &= 5,92 - 8,53 \\
 &= -2,61
 \end{aligned}$$

The negative value meant that XYZ underperformed in terms of employee expectations of performance in an "excellent" or ideal organisation.

$$\begin{aligned}
 \text{Best practice gap} &= \text{organisation performance} - \text{best other organisation performance} \\
 &= 5,92 - 7,46 \\
 &= -1,54
 \end{aligned}$$

The negative value meant that XYZ also underperformed compared with the benchmark organisation in the industry. However, question 3 was based entirely on perceptions, which might not have been accurate. It would therefore have been a better idea if XYZ had obtained the results of independent research conducted about internal brand-related communication in the industry and had compared the company's performance with the industry average.

By analysing the responses to question 4, XYZ would have been able to obtain a good indication of why both gaps that were calculated yielded negative values. Based on the above, XYZ would have been able to deduce that they were not achieving the desired effects or outcomes with their integrated communication efforts.

So, what is your opinion of the stakeholder relationship audit? Do you think it is a useful research method? Keep in mind that the example above is somewhat limited in scope and that the audit entails an extremely comprehensive process in

real life. Also remember that it will not always be difficult for stakeholder groups to answer the third question accurately and objectively.



Complete the following sentence by filling in the missing words:

The audit focuses on the measurement of the processes and output of integrated communication, while the audit focuses on the outcomes or effects of integrated communication.

Comments on activity 4.4

This should not be a difficult activity to complete, but it is still important. Recognising that each audit focuses on a particular dimension or dimensions of evaluation will make you aware of the strengths and weaknesses of each and how they can actually complement each other. Another possibility is to develop an entirely new measuring instrument which builds on the strengths of each method and eliminates the weaknesses.

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4.4
Integrating traditional and online research

Section 12.4 in the prescribed book discusses the possibility of combining traditional and online research methods to evaluate integrated communication. As in the IM and stakeholder relationship audits, the argument here is that traditional and online methods can complement each other and be used to overcome each other's weaknesses. If you are not sure what online research methods entail, refer back to section 12.3.2 in the prescribed book. For examination purposes, you must be able to discuss the strengths and weaknesses of each as well as the opportunities and challenges that the integration of traditional and online research methods presents.

Measuring organisational communication integration

In the last section (12.5) in chapter 12 in the prescribed book, there is an example of a measuring instrument for evaluating communication integration. This instrument was developed to evaluate to what extent integrated communication is practised and implemented from a managerial point of view. This means that it can be a useful tool for top management to form a holistic perspective of an organisation's integrated communication efforts. It incorporates elements from the models of Duncan and Moriarty, Van Riel and Ehlers.

Each item included in the instrument has to be rated on a five-point scale. The exact descriptions of each point on the scale depend on the category of items that needs to be evaluated. See, for example, the descriptions of each scale point in section 12.5 under the category "Infrastructure for integration" and section 12.5 under the category "Coordination".

You should not regard this instrument as a replacement for the IM and stakeholder relationship audits, or other measuring instruments that may exist. Also bear in mind that this instrument is not cast in stone – it can be refined or adapted to suit a particular organisation's specific needs. For example, one organisation may decide to use this instrument exactly as it is, while another may decide to adapt it to better suit its unique situation and needs.

Activity 4.5

Refer back to the scenarios in activities 4.1 and 4.2. You are now in a position to consider the methods that you used to evaluate the organisation's integrated communication efforts.

- (1) Based on the knowledge you have acquired in this study unit, clearly indicate which research methods you used and how the criteria you described in activity 4.2 of the report were incorporated into these methods.
- (2) Lastly, use the information in activities 4.1, 4.2 and 4.5 (1) to write a report in which you explain how you evaluated integrated communication in your organisation.

Comments on activity 4.5

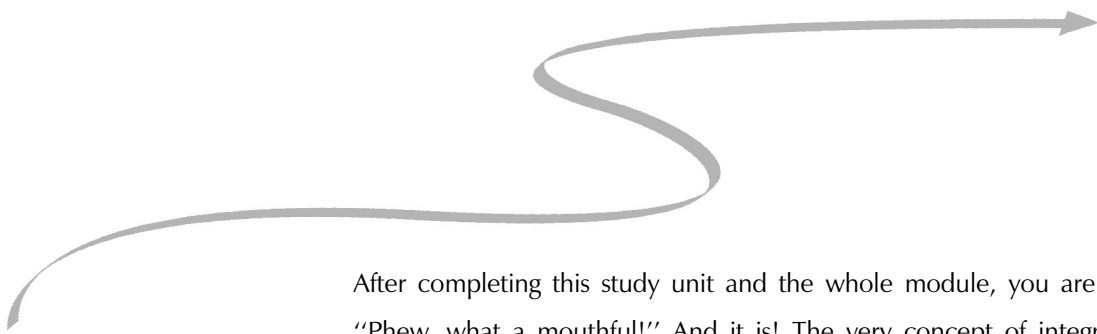
This is quite a challenging activity because it requires an in-depth knowledge of and insight into the material in the entire

study unit. There is no right or wrong answer, and although it is time-consuming, it is an extremely valuable exercise. You will probably have to answer similar questions in assignments and the examination. In both cases, you will be provided with a case study and be expected to explain how you would evaluate a real or fictitious organisation's integrated communication.

Essentially, such assignment and examination questions will consist of the following components:

- identification of criteria for the measurement and evaluation of integrated communication (as addressed in activity 4.2)
- identification and/or design of appropriate research methods/measuring instruments
- explanation of the choice and/or design of research methods/measuring instruments in the context of the case study and the identified measurement criteria

4.6 Review



After completing this study unit and the whole module, you are probably thinking: “Phew, what a mouthful!” And it is! The very concept of integrated organisational communication implies an extensive knowledge of the fields of communication in the organisation, the relationships between these fields, the integration processes and procedures and measurement and evaluation criteria and methods. The key elements that have been emphasised in this study unit include integrated communication models, integrated communication measurement criteria, existing integrated communication research methods and a comprehensive integrated communication measuring instrument.

Integrated organisational communication is a much-debated topic, both in academic and professional circles. If you are already working as a communication practitioner, you might attest to this. A sound knowledge of integrated organisational communication is essential for two reasons:

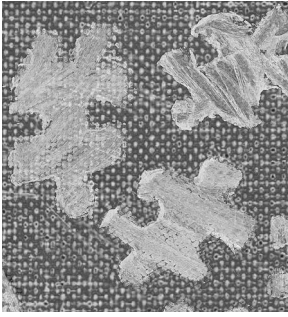
- At an academic level, it provides you with a solid foundation to which specialised knowledge of various fields of communication in the organisation can be added at third-year level.
- At a professional level, it can give you a competitive advantage, because there is still great uncertainty about the “what”, “why” and “how” of integrated communication. Armed with your knowledge and understanding of integrated organisational

communication, you will be able to make a valuable contribution to the integration processes of the organisation you work for or may soon work for.

The quotation at the beginning of chapter 13 in the prescribed book says it all:

“The game is over: integration wins!”

(Schultz 1996)



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