

COM2602

**INTEGRATED ORGANISATIONAL  
COMMUNICATION**

# LECTURERS

Prof. George Angelopulo

012 429 6073

[angelgc@unisa.ac.za](mailto:angelgc@unisa.ac.za)

Mrs Andrea Meyer

012 429 4779

[meyeral@unisa.ac.za](mailto:meyeral@unisa.ac.za)

Mrs Christelle Swart

012 429 2633

[cswart@unisa.ac.za](mailto:cswart@unisa.ac.za)

Mr Takalani Mudzanani

012 429 6025

[mudzate@unisa.ac.za](mailto:mudzate@unisa.ac.za)

Ms Venile Kabini

012 429 2937

[kabinvp@unisa.za.za](mailto:kabinvp@unisa.za.za)

# WHAT IS THIS MODULE ABOUT?

- The role of communication in organisations' operations & success
- Communication and strategy
- The individual fields of 'organisational communication'
- The integrated nature of the organisations' communication
- Integration's advantages, processes, management
- Evaluation of communication integration

# PRESCRIBED BOOK

- Barker, R & Angelopulo, GC. 2006. *Integrated Organisational Communication*. Juta: Cape Town.
- Compulsory - prescribed for all 2<sup>nd</sup> & 3<sup>rd</sup> year undergraduate 'organisational communication' modules.

## REQUIRED MATERIAL:

- PRESCRIBED BOOK  
(chapter 1, chapter 2 & chapter 12)
- STUDY GUIDE
- TUTORIAL LETTER

# FINAL MARK ALLOCATION

- ASSIGNMENT 1 : 10%
- ASSIGNMENT 2 : 10%
- EXAMINATION : 80%
- For exam entrance MUST hand in Assignment 01
- Must get at least 40% in exam to pass, despite assignments
- Combined final mark of at least 50% to pass

# ASSIGNMENT – TECHNICAL ASPECTS

Your assignment should have the following:

- Assignment number & Title
- Declaration that the assignment is your own work
- Table of contents & page numbers
- Question Number/s
- Introduction
- Body of your answer
- Conclusion
- List of Sources

# ASSIGNMENT TECHNICAL ASPECTS (CONTINUED)

- See CMNALLE/301/2012 for technical standards
- Check grammar & spelling
- Ten percent (10%) of assignment marks allocated to technical quality



# PLAGIARISM

- Using others' ideas without acknowledgement
- Passing off someone else's ideas as your own
- Must acknowledge work taken from another source
- Reference in text AND list of "sources consulted"

# Types of plagiarism

- No sources in text
- “Sources consulted” only
- No quotation marks (“ ”) when directly quoting
- Incorrect paraphrasing without sources in text
- Incomplete “sources consulted”
- Group work where none permitted

# EXAMINATION

- 13 November 2012 11h30-13h30
- Remember that the date might still change!
- One 2-hour paper of 100 marks including shorter and longer essay type questions only
- 4 compulsory questions – you must answer all 4
- Each question corresponds with one of the four study units of the module.

# EXAMINATION

Marks allocated as follows:

- Question 1 (based on study unit 1): 30 marks (30%)
- Question 2 (based on study unit 2): 30 marks (30%)
- Question 3 (based on study unit 3): 30 marks (30%)
- Question 4 (based on study unit 4): 10 marks (10%)

Total: 100 marks

# EXAMINATION

## EXAM PREPARATION

- Revise all assignments – 1 & 2!!!
- **Questions more extensive than the assignments!!!**
- Focus on the topics that are specified in Tutorial letter 102 / 2012 for your preparation
- Allocate your time in the exam according to the value of the questions (30 + 30 + 30 + 10)

# EXAMINATION

**In preparing for the examination you should first review this year's COM2602 curriculum in its entirety (study units 1-4) and then focus specifically on the following aspects of the module:**

Study unit 1 :

- The origins and main emphases of organisational communication
- The strategic role of communication, with particular emphasis on the variations – communication strategy, communication of strategy, etc.

# Fields of communication

- See Study guide pp4-12 and prescribed pp 11-27
- **Corporate communication:**
  - ✓ Addresses all communications inside and outside the organisation, from a management perspective.
  - ✓ Deals with internal and external communication
  - ✓ It is related to PR.
  - ✓ It is mainly offered in business faculties.

# Fields of communication

- **Public relations :**
  - ✓ Deals with the management and implementation of organisations' communication.
  - ✓ It is used to generate publicity
  - ✓ It was practised as one-way communication
  - ✓ It has also become more participative, and multidimensional communication
  - ✓ It is related to corporate communication
  - ✓ Taught in faculties of journalism and communication studies



# Fields of communication

- **Marketing communication:**
  - ✓ It has evolved in parallel with the marketing discipline
  - ✓ It is required for marketing transactions.
  - ✓ The marketing communication tools include advertising, personal selling, sales promotion and publicity.
  - ✓ It is important in building stakeholder and brand relationships.
  - ✓ It includes planned, unplanned, product and service messages.

# Fields of communication

- **Organisational communication:**
  - ✓ The all- encompassing description for all communication of the organisation , including the separate fields, as a separate a separate academic discipline and as the practical field that looks at internal communication.
  - ✓ Originated in speech communication and communication studies
  - ✓ Strongly influenced by psychology and sociology
  - ✓ Became a distinct field after World War II
  - ✓ Originally looked at applied aspects of communication in organisations such as writing, speaking , persuasion, et cetera

# Fields of communication

- **Organisational communication:**
  - ✓ In the 1960s, the focus shifted to the broader role of communication in the organisation, for example, forms of organisational structure , and technology
  - ✓ Focuses equally on functionalist and interpretive perspectives
  - ✓ Incorporates multidisciplinary approaches
  - ✓ Academics –both internal and external communication
  - ✓ practitioners-primarily internal communication

# Fields of communication

- **Management communication:**
  - ✓ It has its roots in rhetoric
  - ✓ It focuses on effective use of communication by managers to improve the profitable management of the corporate enterprise
  - ✓ It is a mix between business communication , organisational communication and management
  - ✓ It deals largely with speaking and writing
  - ✓ Communication is seen as a means to an end and the field is largely practical

# Fields of communication

- **Business communication:**
  - ✓ Reaches back to the earliest times of commercial activity through the middle Ages to today.
  - ✓ It has its roots in rhetoric.
  - ✓ Became formalised at the land grant colleges in the USA
  - ✓ It is studied as part of business studies
  - ✓ It is communication used to achieve a business objective
  - ✓ Its skills orientation emphasises business writing, speaking and technical communication.

# Strategic role of communication

- **Strategy communication :**
  - ✓ Refers to the role of communication in facilitating the strategy-making process
  - ✓ Defining organisational identity-functions such as internal branding and management of stakeholder relationships
  - ✓ Info for the evaluation of internal and external environment
  - ✓ A focus on the 'big picture' –the boundary-spanning role of communication can point out cause and effect relationships

# Strategic role of communication

- **Strategy communication :**
  - ✓ Acting as change agent during execution
  - ✓ Acting as an early warning system of changes in the environment
  - ✓ Identifying and illuminating emergent strategy- emergent strategy is formulated and implemented from bottom up and info about these changes is required to implement alterations at higher levels.
  - ✓ Providing info for the evaluation of actual realised strategy-the communication's boundary-spanning role helps to assess the achievement of strategic objectives.

# Strategic role of communication

- **Communication strategy:**
  - ✓ It is a functional strategy –strategy developed by the communication function
  - ✓ It is derived from the enterprise and corporate strategies and provides the framework within which communication programmes and campaigns are developed
  - ✓ It fulfils one of the strategic roles of communication as it contributes to the overall success of the organisation



# Strategic role of communication

- **Communication of strategy:**
  - ✓ Communication of strategy is the communication that occurs in order to ensure that people in the organisation are aware of the strategy and direct their endeavours in the attainment of that strategy.
  - ✓ Communication of strategy can be seen as the dissemination of existing strategy , but also as the process that occurs in its formulation . Information is needed to formulate, implement and measure strategy and its attainment.
  - ✓ During the formulation of strategy , communication is mainly top-down.

# EXAM - STUDY UNIT 2

- Definition of communication integration
- The market orientation.
- Reasons for the move towards integration
- The four message sources that determine customers' perceptions of an organisation
- **Note:** Read up on the timeline and five junctures on your own.

# Definition of communication integration

- Communication integration is the cross-functional process of creating and nourishing strategically determined relationships with stakeholders by controlling or influencing all messages to these groups and engaging in purposeful dialogue with them.
- ✓ *Cross-functional process* – involves the organization as a whole, not restricted to one department (such as communication or marketing) only
- ✓ *Creating and nourishing strategically determined relationships* – entails nurturing relationships with entities that are determined as being necessary to the long-term success of the organization

# Definition of communication integration

- ✓ *Stakeholders* – communication integration has moved away from the traditional marketing focus on customers only, to including a broader spectrum of interest groups
- ✓ *Controlling or influencing all messages* – entails actively managing messages not only originating within the organization but also those without
- ✓ *Engaging in purposeful dialogue* – entails a relational approach, where organization and stakeholder work together for mutual benefit

# What is the market orientation?

- The market orientation is a way of thinking and organizing in which the needs of the organisation's customers are held as the starting point of all decisions and actions.
- The market orientation is most commonly associated with businesses that produce and sell products, but its principles are applicable to organizations of all kinds.
- Organisations that offer services or ideas may also have a market orientation, and in this context their customers may better be described as clients, stakeholders or audiences.

# What is the market orientation?

- Communication integration is the process of thinking and organizing in which the objectives and outcomes of a market integration can be realized.
- Such integration makes a customer orientation (or market orientation) the responsibility of everyone in the organization.
- It is a practical method of identifying customer needs,
- aligning the organisation's offerings to these needs, and
- maintaining a dialogue with customers and other stakeholders throughout the process.

# What is the market orientation?

- Communication integration is not a complete marketing solution but it does contribute powerfully to the attainment and maintenance of the optimal relationship with the organisation's customers, clients or audiences and other primary stakeholders.
- In addition, this integration contributes to the coordination of many of the activities within the organization that make such a relationship possible.

# Reasons for the move towards integration

- External market trends:
- The modern marketplace is characterised by the availability of products and services, creating a sense of product overload.
- Consumers are less loyal to the brand, more sophisticated in their knowledge of products and less trusting of companies' claims.



# Reasons for the move towards integration

- *Trends within the organisation:*
- Growing organisations require improved coordination.
- The possibility of conflicting messages enhances when numerous functions deal with communication in an organisation
- Hence the move to integrate all internal and external organisational communication efforts.

# Reasons for the move towards integration

- *Societies' demands for organisational integrity:*
- There is a growing social demand for integrity in organisations.
- Each organisation is a brand and all interaction between the organisation and stakeholders contribute to brand image.
- An integrated communication approach could contribute to project a brand message of integrity.
- Relevant examples need to be provided.

# The four message sources

- Planned messages:
- Delivered through the traditional communication mix (marketing communication, PR and marketing PR, sales promotion, direct marketing and personal selling), and are delivered exactly as the organization intends.
- May be directed at customers as well as internal and other stakeholder audiences
- Have the least impact because they are perceived as biased.

# The four message sources

- Product messages:
- Inferred from and comprise everything embedded in the product itself – design, functionality, problems it may give, satisfaction from owning it, perceived value, and the means of its acquisition and disposal.
- Service messages:
- These exist in the experience of dealing with the organization and its staff, agents and products
- The behavior of staff, its service environment, and the systems and technology that are in place to support the service all send messages about the organization.
- Both product and service messages have greater impact because they are perceived as actual experiences.

# The four message sources

- Unplanned messages:
- These are generated beyond the reach of the organization – such as rumours, word-of-mouth snippets from other customers and the content of media messages.
- The most believable because their sources are perceived to be unbiased.
- Integration exists when planned messages (what the organisation says) are confirmed by service and product messages (what the organisation does), and are further confirmed by unplanned messages (what unbiased observers say) about the organisation, its services and its products.
- For the organisation's communication to be integrated, messages from all four sources must be coordinated, positive and strong. Communication integration at the corporate level deals with the problem of ensuring that the organisation generates such messages.

# Communication integration processes

## Study unit 3 :

- The 10 “drivers” of integration. You must be able to explain how you would implement each one. You should know these well, as the question may relate to all 10 drivers or to only one of these. If you are asked to describe one of the strategies (drivers), then it will be written out – you do not need to remember the drivers by number.
- The models of integrating corporate identity developed by Van Riel (1995)

# Communication integration processes

- **Duncan and Moriarty's ten 'drivers' (strategies) of integration**

The first two strategies have a *corporate* focus.

- **1. *Create and nourish relationships rather than just make transactions:***
  - ✓ Maintaining existing customers is less expensive than acquiring new customers.
  - ✓ To maintain a customer, it is essential to know this customer well, to use the knowledge when communicating with the customer and, through credible communication, to strengthen the relationship.
- **2. *Focus on all stakeholders rather than simply customers or shareholders:***
  - ✓ A good relationship with all stakeholders, not only shareholders and customers, determines the long-term value of a brand, and it affects

# Communication integration processes

profitability positively.

- ✓ To achieve this, the stakeholder perspective of public relations should be incorporated more fundamentally in the objectives of the organisation.

The next four strategies address *operational processes*.

- **3. *Maintain strategic consistency rather than independent brand messages:***

- ✓ There is a communication dimension to all contact with a brand, and each area of brand contact should be infused with the 'big idea' behind the brand to ensure consistency and integrity.



# Communication integration processes

- **4. *Generate purposeful interactivity rather than merely a mass media monologue:***
  - ✓ While it is important to speak to customers, it is just as important to listen to them.
  - ✓ The greater the possibilities of feedback from customers, the greater the possibility of integrating their needs into the organisation's planning and operations.
- **5. *Market the corporate mission rather than simply product claims:***
  - ✓ An organisation's mission contributes to the organisation only if it is integrated into every function of the organisation.
  - ✓ Philanthropic and sponsorship activity that is centralised around the mission of the organisation contributes to strong stakeholder commitment.

# Communication integration processes

- **6. *Use zero-based planning rather than adjust previous plans:***
  - ✓ Analysis and prioritisation of the brand's strengths, weaknesses, opportunities and threats (that is, a SWOT analysis) should precede all communication campaigns.
  - ✓ Communication functions that serve the campaign objectives best and most cost-effectively are then selected.
  - ✓ All communication strategies must be justified in terms of the degree to which they attain communication objectives and contribute to a favourable relationship with customers.
  - ✓ The mere adjustment of previous plans should be avoided.

# Communication integration processes

The last four strategies relate to ***organisational infrastructure***.

- ***7. 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.
  - ✓ Expertise and customer information can be shared, and customers can be treated consistently, through management planning and monitoring across functions such as sales, marketing and customer service, without these functions actually being merged.

# Communication integration processes

- **8. *Create core competencies rather than merely communication specialisation and expertise:***
  - ✓ Communication managers must thoroughly understand the strengths and weaknesses of individual communication functions and methods to be able to select and apply them in the most appropriate way.
  - ✓ Expertise in the individual fields of communication is less valuable than a generalised expertise and the ability to plan and integrate comprehensive communication programmes.
  - ✓ Specialised skills can always be outsourced.

# Communication integration processes

- **9. *Use an integrated agency rather than a traditional agency:***
  - ✓ A communication agency that understands integration should be selected to carry out implementation and, where necessary, even to oversee communication functions such as advertising or sales promotion.
- **10. *Build and manage databases to retain customers rather than simply acquire new customers:***
  - ✓ Information on customers' characteristics, 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 within the organisation.
  - ✓ Given the opportunities offered by modern technology, this has become far easier than was the case previously.

# Communication integration processes

The **three models** that organisations use to integrate identity are; 'uniformity', 'endorsement' and 'variety' Van Riel's (1995). These models must be demonstrated with relevant examples.

- **'Uniformity' model**

- ✓ The whole company, its subsidiaries and brands use one identity.
- ✓ This model is generally applied in two situations.
- ✓ The first is where subsidiaries with degrees of autonomy are portrayed with the same identity to convey the size of the entire organisation.
- ✓ The second situation is where subsidiaries are operated and portrayed as parts of a unitary whole, are strongly interlinked, and where the subsidiaries are partly or wholly managed by the parent company.

- **'Endorsement' model**

- ✓ Subsidiaries have their own identities but the parent company's identity is present in the background.
- ✓ This model is generally applied where the parent company has a strong influence over the management and operation of subsidiaries.
- ✓ Internal stakeholders may be aware of this relationship, but it may not be evident to external stakeholders.
- ✓ The limited evidence of a link between the subsidiary and its parent company is established primarily to endorse the subsidiary by association with the parent company.

# Communication integration processes

- **'Variety' model**
  - ✓ In this model subsidiaries have their own identities with no evident connection with each other or the parent company.
  - ✓ Companies, their service and products tend to be presented as a multitude of brands with different identities.
  - ✓ This model is applied where subsidiaries are viewed primarily as financial assets and where there is little managerial involvement by the parent company.

Do not forget to illustrate with examples!



# EXAMINATION

## Study unit 4:

- The necessity of integrated communication measurement (Duncan and Moriarty's brand equity model of communication integration evaluation)
- The research methods to measure the success and/or failure of integrating communication in the organisation

AND

What do these methods evaluate?

# The necessity of integrated communication measurement

## √ The necessity of integrated communication measurement

- to determine the way in which the organisation has integrated its total communication
- to investigate the degree of integration
- to assist the organisation to integrate its communication – HOW to integrate
- use the ‘tools’ of integration for evaluation - a focus on Duncan & Moriarty’s ten drivers (case study in Barker et al, 2006:380)

## The research methods to measure the success and/or failure of integrating communication in the organisation

- √ Know and understand the two types of formal research methods - integrated marketing (IM) audit and the stakeholder relationship audit AND what both measure:
  - **IM audit:**
  - an organisation's relationship building efforts
  - The elements and structure of the integration process
  - internal and external communication networks
  - people's knowledge and awareness of / and concurrence with marketing communication objectives
  - stakeholder groups (identify and prioritise)
  - the organisation's customer database
  - all marketing communication messages of the last year
  - marketing managers'/top management's/agency managers' knowledge of and attitude towards IMC

- √ Know and understand the two types of methods - integrated marketing (IM) audit and the stakeholder relationship audit AND what both measure:
  - **Stakeholder relationship audit:**
  - the effects or outcomes of IMC on stakeholder relationships (e.g. customers, employees, the community, shareholders, etc.).
  - the efficiency of IMC
  - the effect of overall integrated communication
  - all relevant stakeholder groups (not only those affected by IMC)

END

*GOOD LUCK!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!*

*YOUR COM2602 LECTURERS*