COM2602 - Integrated Organisational Communication

Your Lecturers

- **Mrs Lienkie du Plessis (module coordinator)**
  Theo van Wijk Building, Room 7-85
  E-mail: dplesl1@unisa.ac.za
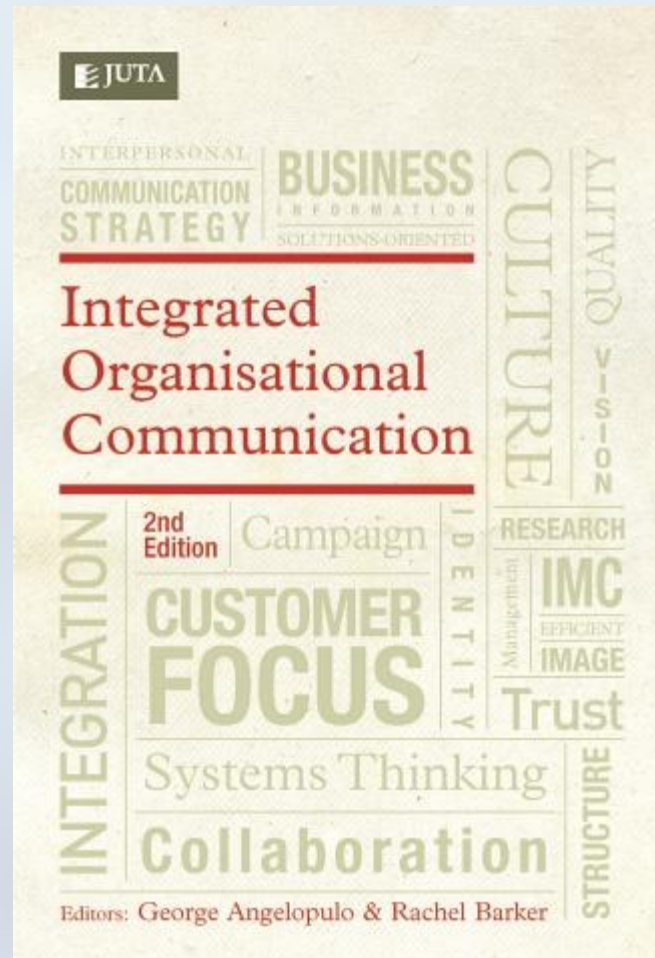 Tel: 012 429 4779

- **Mrs Therise Breet-van Niekerk**
  Theo van Wijk Building, Room 7-82
  E-mail: breett@unisa.ac.za
  Tel: 012 429 6287

Prescribed Material

- All Tutorial letters

- Prescribed book:

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

Prescribed Material

Examination Preparation

- Read through the prescribed chapters and study units. Complete all activities.

- Limited time – two hours in which to answer four 4 questions, (total of 100 marks).

- Consists of shorter and longer essay-type questions only.

- Answers must be short enough for the time allowed, but cover every aspect of the question.

Examination Preparation

- **Four compulsory questions.**
- STUDY UNIT 1 - COMMUNICATION IN THE ORGANISATION. **30 marks**
- STYDY UNIT 2 -THE RATIONALE FOR INTEGRATING ORGANISATIONS' COMMUNICATION. **30 marks**
- STUDY UNIT 3 - COMMUNICATION INTEGRATION PRINCIPLES AND PROCESSES. **30 marks**
- STUDY UNIT 4 - INTEGRATED COMMUNICATION MEASUREMENT. **10 marks**
- **Total: 100**

Overview

- Definitions
- Development
- Processes and pitfalls
- The strategic role of communication and levels of strategy
- Dimensions of integrated communication measurement

Communication

- Wide range of meanings
- Three pillars (levels of observation; intentionality; judgement)
- Littlejhon and Foss
- Two streams
- Read Pages 4-6

Organisational communication

- Difficulties
- International Communication Association – two attempts
- No coherent definition
- Different fields of organisational communication.
- Read Pages 13-14

Communication integration

- Communication integration is the cross-functional process of creating and nurturing strategically determined relationships with stakeholders by controlling or influencing all messages to these groups and engaging in purposeful dialogue with them

Historical development

- Basic principle has its origins in marketing communication.

- Expanded to include all organisational comm fields and all areas of business and marketing.

Prior to the Industrial Revolution

- Most manufacturing and trade was undertaken by **individuals** who dealt **directly** with one another at their own premises or at markets.

- Relationships were direct, and personal communication was invariably **interpersonal** – only rarely was it mediated.

The Industrial Revolution

The process of production was significantly changed from **custom** manufacture to **mass** production. Communication was increasingly standardised and directed at a **mass audience**. Marketing comm lost its interpersonal nature as manufacturers and customers became separated. Communication was increasingly **mediated** through agents, distributors, retailers and the mass media.

1920s

- The first consistent attempt to coordinate communication was through the widespread implementation of "house style manuals".

- These offered clear and consistent guidelines on corporate design and corporate identity.

After the Second World War

■ Consumption increased. Companies focused on <u>selling and promotion</u>. While personal selling remained extremely important, marketing communication budgets swung strongly towards <u>advertising</u>. The rationale behind this shift was the fact that advertising, through the media of the time, could <u>reach large percentages of the market</u> and was perceived to be extremely powerful.

1950s

- Despite the dominance of advertising and personal selling, many organisations focused on <u>implementing marketing communication programmes in a harmonised manner</u>. The 4Ps paradigm (product, price, place and promotion) dominated marketing practice. Organisations realised that if they were to function effectively, their <u>marketing elements had to be coordinated</u>.

1970s

- Companies demanded more value for the money spent on marketing comm. Many companies cut back on advertising and increased expenditure on other areas of marketing comm. Many companies noticed that the messages delivered through the <u>various elements of their communication mix were often different, and sometimes contradictory</u>. Methods of <u>consolidating</u> diverse marketing messages were sought.

1980s

- Integration was seen as the process of including and <u>aligning a variety of forms of communication.</u>

- More disciplines, and not only advertising, were included in the marketing communication plan to make it effective and achieve a greater impact.

1990s

- Many organisations saw marketing as the establishment of a relationship between brand and customer.

- Communication was understood to embrace all sources of information, including those not originating in the organisation itself.

2000s

- The concept of communication integration extended from product brands to the organisations that market products. Organisations attempted to <u>integrate all facets of their operations</u>, with the communication and <u>technology</u> that facilitated these processes becoming more important. Greater efforts were made to manage the corporate brand in <u>all relations</u> with customers and other stakeholders.

Currently

- Information technology has become central to most relationships and communication, both internal and external.

Currently

- The power balance continues to tilt away from the organisation towards its stakeholders, with ever-increasing access to information and more opportunity for anyone to initiate communication about the organisation.

- Fragmentation characterises all forms of media.

Currently

- Communication type, time and place are increasingly determined by consumers and less by communicators. Great media diversity, but also global consolidation in ownership and control of hardware and software platforms, search engines, digital, traditional and social media.

Currently

- Audiences' selective perception and cynicism about planned communication increases as they select, ignore, interpret, reformulate or reject messages in ways that are increasingly difficult to predict.

Currently

- Society increasingly demands ethical norms and open scrutiny into what organisations say and do. Organisations might initiate the conversation in everything they are, say and do, but are rarely able to control it.

Currently

- Communication is only one part messaging; the remainder is interaction with any stakeholders on an equal footing, on communication platforms chosen by them and not by the organisation. Organisations have "to integrate everything and everyone".

Strategy and integrated organisational communication

- Defining strategy.
- Extensions of the strategic concept.
- Levels of strategy.
- The relationship between strategy and communication.

Levels of strategy

- Hierarchical structure – layers of people with different degrees of seniority, managerial responsibilities, different departments.

- Different strategies are developed and implemented at various levels.

- Different stakeholders are addressed according to different levels of strategy.

- Five levels of strategy…

1) Enterprise strategy

- Enterprise strategy is the broadest in scope and is not always formally or explicitly articulated.

- Enterprise strategy identifies the organisation's relationship with society.

- It is concerned with the organisation's mission and role in society and is therefore primarily stakeholder oriented.

- Identifies the organisation's relationship with society (mission and role).
- Concerned with the organisation's social and environmental impact (non-financial).
- Corporate governance, socially responsible
- Aimed at building trust.

2) Corporate strategy

- Corporate strategy defines either the business domain in which an organisation operates at a certain point in time, or the range of business opportunities that are available to the organisation.

- Strategy at this level is seen as the responsibility of top management and the board of directors, and involves decisions such as the addition of new businesses (through mergers, acquisitions, internal development or strategic alliances) or the discarding of existing businesses
- Corporate strategy is primarily financially oriented.

3) Business strategy

- Business strategy guides an organisation's efforts in establishing and maintaining a competitive advantage in a specific product, market or industry segment. In other words, business strategy is primarily marketing-oriented.

■ Some organisations might have more than one business strategy because they compete with different products in various markets and industries. It is therefore important that the relationships between these business strategies and the priority accorded to each are clearly set out.

- Maintaining a competitive advantage
- Primarily marketing orientated
- More than one business strategy (compete with different products in different markets and industries)
- Relationships between strategies and priority accorded – clearly set out

4) Functional strategy

- Functional strategies are developed for each functional area in an organisation, for example marketing, public relations, human resources and finance. The purpose of functional strategies is to indicate what each functional area must do to support the business and corporate strategies. The emphasis is on optimal utilisation of resources and coordination between functional areas.

- Developed for each functional area in the organisation (marketing, public relations, human resources, finance).

- Purpose: to indicate what each functional area must do support business and corporate strategies.

- Emphasis: optimal utilisation of resources and coordination between functional areas.

5) Operational strategy

- Operational strategy is concerned with short-term objectives and implementations strategies (tactics) for a particular function.

- The emphasis is on the cost effectiveness of functions and operating units.

Nature of these levels

- *Levels of strategy are more conceptual than real in nature. In practice, the distinctions between the levels might not always be clear.*

- *It is sometimes also difficult to determine at which level a particular issue should be addressed.*

- *Levels of strategy development and implementation depend on an organisation's structure.*

Processes and pitfalls

- Communication integration has become the a central concern of academics and practitioners in the field of organisational communication.

- Principles

- Successful implementation

- Strategic importance

- Effective management

Recognise and avoid pitfalls

- Communication integration has its limitations, to achieve all that is possible through integration it is necessary to consider these.

1) The illusion of control

- Limited: some of the time and in part.
- Incomplete "view" (can never view the organisation in its complexity)
- Limited control of range.
- Ability to co-ordinate all messages will always be limited

2) Integration lies with the receiver, not the organisation

- Perception: integrated in the mind of recipients (picture: subjective and unique).
- Several sources; array of messages about the organisation may differ. Receiver: not passive.
- Globalised world: consumers swamped.
- Relationship between organisation and consumers/ stakeholder groups.

3) Absence of communication

- Problems, emergencies, crises – Communicate!

- Silence can have serious and immediate negative consequences that may negatively affect the organisation.

- View an organisation that avoids communication as untrustworthy, uncaring about its public, or lacking respect.

4) The time perspective of various types of communication

- Short-term campaigns – long-term campaigns.
- Objectives over a period of time.
- Marketing communication: short term. Marketing: medium term. Image= accumulated long term.
- Same message may not be effective.

5) The impact of unplanned communication

- Planned communication is intended to yield certain results. Unforeseen outcomes.
- Unplanned messages must be considered when planning communication
- It is important that organisations assess all their messages.

Dimensions of integrated communication evaluation

- Three ways: evaluating the *process*, the *output* and evaluating the *effects* or *outcomes* of integrated communication.

1) Evaluating the *process* of integration

- Monitoring cross-functional teamwork (internal communication between functions, core competencies and views of people).

- Message consistency, process behind developing brand messages.

- Feedback from customers and other stakeholders.

2) Evaluating the *output* of integration

- Output: product of integrated communication (brand messages).

- Outcomes: effects of messages on stakeholders

- Emphasis of output evaluation: consistency of the actual brand messages rather than on the process behind developing them.

3) Evaluating the *outcomes* or *effects* of integration

- Integrated communication is concerned with the management of stakeholder relationships.

- Have to evaluate the nature and quality of the organisation's relationships with various stakeholders.

- The impact can be understood in terms of changes in stakeholder and/or behaviour.

Always…

- Take mark allocation into consideration.
- Carefully read question, answer what is asked.
- Give examples when asked.
- Use ALL your time. Write as much as possible – 2 hour to pass!

And finally...