Integrated marketing communication at Unisa: an evaluation of its publicity

by

THERESEA CHARMAINE SCRIVEN

submitted in fulfilment of the requirements for

the degree of

MASTER OF ARTS

in the subject

COMMUNICATION

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: DR D F DU PLESSIS

June 2000
I wish to thank the following people:

My supervisor, Dr Danie du Plessis, for his guidance and inspiration
Prof Magriet Pitout for her valuable inputs
Personnel of the Department of Archives
Moya Joubert for her professional editing
My family and close friends for their love and support
SUMMARY

This study is a qualitative evaluation of generated and nongenerated publicity using Unisa as a case study over a period of six months. The qualitative data were quantified through the use of content analysis.

The study takes as its point of departure the importance of an integrated marketing communication approach. It indicates how an integrated marketing communication approach can secure that an organisation's publicity efforts contribute effectively to its marketing objectives. In addition, it indicates that an organisation can also deal with nongenerated, negative publicity much more effectively within such an approach.

This study establishes that because Unisa did not adopt an integrated marketing communication approach, it had a detrimental effect on its efforts to generate publicity as well as on its efforts to deal with negative publicity. These findings are discussed in terms of specific criteria for generated and nongenerated publicity within an integrated marketing communication approach.
KEY CONCEPTS

Marketing
Marketing communication
Marketing communication tools
Integrated marketing communication (IMC)
Publicity as part of public relations
Generated publicity
Nongenerated publicity
Media release
CONTENTS

CHAPTER 1: BACKGROUND AND INTRODUCTION

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Introduction: Need for This Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Aim of This Study</td>
<td>3</td>
</tr>
<tr>
<td>1.3 Statement of the Problem</td>
<td>3</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>4</td>
</tr>
<tr>
<td>1.5 Assumptions</td>
<td>4</td>
</tr>
<tr>
<td>1.6 Definitions of Terms</td>
<td>5</td>
</tr>
<tr>
<td>1.7 Review of Related Literature</td>
<td>5</td>
</tr>
<tr>
<td>1.8 Theoretical Approach to the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.9 Research Methodology</td>
<td>6</td>
</tr>
<tr>
<td>1.9.1 Selection of a sample</td>
<td>7</td>
</tr>
<tr>
<td>1.9.2 Data collection</td>
<td>7</td>
</tr>
<tr>
<td>1.9.3 Population</td>
<td>8</td>
</tr>
<tr>
<td>1.9.4 Units of analysis</td>
<td>8</td>
</tr>
<tr>
<td>1.10 Possible Anticipated Findings</td>
<td>9</td>
</tr>
<tr>
<td>1.11 Structure of This Dissertation</td>
<td>9</td>
</tr>
</tbody>
</table>

CHAPTER 2: INTEGRATED MARKETING COMMUNICATION: A THEORETICAL EXPLORATION

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Introduction</td>
<td>10</td>
</tr>
<tr>
<td>2.2 Marketing and the Marketing Concept</td>
<td>10</td>
</tr>
<tr>
<td>2.2.1 Marketing</td>
<td>10</td>
</tr>
<tr>
<td>2.2.2 The Marketing Concept</td>
<td>13</td>
</tr>
<tr>
<td>2.2.3 Integrated Marketing</td>
<td>14</td>
</tr>
</tbody>
</table>
CHAPTER 3: INTEGRATED MARKETING COMMUNICATION AT UNISA

3.1 INTRODUCTION
3.2 UNIVERSITY OF SOUTH AFRICA (UNISA)
  3.2.1 Marketing at Unisa
  3.2.2 Unisa's marketing positioning
  3.2.3 Profile of Unisa students
3.3 EARLIER RESEARCH: MARKETING AT UNISA
  3.3.1 Marketing plan 1996
  3.3.2 Simeka Management Consulting
  3.3.3 Perry and Associates
3.4 MARKETING SITUATION ANALYSIS: UNISA
  3.4.1 Faculty executives' opinions of Unisa's marketing
  3.4.2 Nonfaculty executives' opinions of Unisa's marketing
  3.4.3 Student bodies' opinions of Unisa's marketing
  3.4.4 Companies' and stakeholders' opinions of Unisa's marketing
3.5 CURRENT ROLEPLAYERS IN UNISA'S MARKETING
  3.5.1 Unisa's Marketing Committee
  3.5.2 Department of Corporate Communication and Marketing
  3.5.3 Faculty representatives
3.6 SUMMARY

CHAPTER 4: METHODOLOGY AND OPERATIONALISATION

4.1 INTRODUCTION
4.2 METHODOLOGY
  4.2.1 Research method
4.2.1.1 Qualitative evaluation 115
4.2.1.2 Quantitative content analysis 116
4.2.3 Selection of a sample 116
4.2.4 Population 120
4.2.5 Selecting the unit of analysis 120
4.2.6 Data collection 121
4.2.7 Categories 121
4.2.8 Coding 126
4.2.9 Intracoder reliability 126
4.2.10 Validity 127
4.3 LIMITATIONS OF CONTENT ANALYSIS AND THIS STUDY 128
4.3.1 Limitations of content analysis 128
4.3.2 Limitations of this study 129
4.4 AN EVALUATION OF UNISA’S NEWSPAPER PUBLICITY 130
4.5 IMPLICATIONS OF THE LACK OF AN IMC APPROACH TO UNISA’S PUBLICITY 161
4.5.1 Nongenerated publicity 161
4.5.2 Generated publicity 173
4.6 SUMMARY 185

CHAPTER 5: FINDINGS AND RECOMMENDATIONS 186

5.1 DISCUSSION OF THE RESEARCH FINDINGS 186
5.1.1 IMC at Unisa 186
5.1.2 The implications of the lack of an IMC approach in terms of Unisa’s publicity 186
5.1.2.1 Generated publicity 187
5.1.2.2 Nongenerated publicity

5.2 RECOMMENDATIONS

5.3 AN IMC APPROACH FOR UNISA

5.4 RECOMMENDATIONS FOR FURTHER STUDIES

BIBLIOGRAPHY

ANNEXURE A: QUANTIFICATION OF THE QUALITATIVE DATA

ANNEXURE: B: A QUALITATIVE ANALYSIS OF THE NEWSPAPER ARTICLES

ANNEXURE C: A QUALITATIVE ANALYSIS OF THE MEDIA RELEASES

LIST OF TABLES

Table 2.1 Marketing communication messages
Table 3.1 Geographical distribution of 1998 Unisa students
Table 3.2 Population group and gender of 1998 Unisa students
Table 3.3 Age of Unisa students
Table 3.4 Internal interviewees’ comments on Unisa’s current marketing situation
Table 3.5 Nonfaculty executives comments on Unisa’s current marketing situation
Table 3.6 Student bodies representatives’ comments on Unisa’s current marketing situation
Table 3.7 Companies’ and stakeholders’ comments on
Unisa’s current marketing situation

Annexure

Table 1: Number and percentage of articles coded per newspaper

Table 2: Percentage of articles coded per category

Table 3: Number of media releases issued by Unisa during the period 1 July to 31 December 1998

Table 4: Number of media releases issued per category by Unisa during the period 1 July to 31 December 1998

Table 5: Number of articles coded (per category) for each newspaper

LIST OF FIGURES

Figure 3.1 Places at Unisa where marketing was done at the time of this study

Annexure

Figure 1: Percentage generated and nongenerated news
CHAPTER 1: BACKGROUND AND INTRODUCTION

1.1 INTRODUCTION: NEED FOR THE STUDY

The University of South Africa (Unisa) offers degrees via distance education from undergraduate to doctoral level in the following six faculties: Economic and Management Sciences, Arts, Education, Law, Science and Theology and Religious Studies. Unisa has a student body of approximately 117,000, including students from foreign countries (see chapter 3, 3.2.3). It also offers a variety of diploma and certificate programmes.

Tough local and foreign competition in the marketplace necessarily creates a need to manage and develop a skilful marketing plan to ensure survival. In addition, target audiences have also become more segmented and organisations need to develop marketing strategies that can best meet their needs. This entails, for instance, an understanding of the benefits which students are looking for to ensure a differential advantage in an organisation’s strategic marketing plan as well as better planning and management of all communication (see chapters 2 & 3).

The approach to marketing communication (see chapter 2, 2.3 & 2.4) has made a significant shift in the past two decades. Both academics and marketers have given credit to a relatively new holistic view known as integrated marketing communication (the broad view of marketing). The broad view of marketing has developed from a compartmentalised view of separate marketing communication and promotion functions, where elements are planned and managed separately with different budgets, different views of the market and different goals and objectives (the traditional view of marketing).
Schultz, Tannenbaum and Lauterborn (1992:46) state that marketing in the 1990s is about communication and “communication is marketing” - both of these are therefore closely intertwined. This emphasises the importance of proper integration of all marketing messages. An integrated marketing communication (IMC) approach therefore constitutes a new way of thinking which refers to “the practice of unifying all marketing communication tools - from advertising to packaging - to send target audiences a consistent, persuasive message that promotes organisational goals” (Burnett & Moriarty 1998:15) (see 1.6).

The purpose of the study is to indicate that Unisa does not follow an IMC approach and that mainly ad hoc, fragmented marketing attempts are made, including the generation of publicity (see chapter 3). In addition, it will be indicated that the lack of an IMC approach has various implications for its publicity (see chapter 4, 4.5.2).

This study not only evaluates Unisa's publicity to establish the effect of the lack of an IMC approach, but also provides recommendations on how to ensure that publicity effectively contributes to the marketing objectives of an organisation.

This study focuses on generated and nongenerated publicity in an IMC approach. Generated publicity is usually generated by an organisation's public relations office in the form of, for instance, a media release. The public relations office presents information to the media in order to promote the interests of a place, person, organisation or cause, which is published by the mass media free of charge when it is of interest to its readers (see chapter 2, 2.8.3.1). Publicity also has more credibility than advertising and is not always
generated by the organisation. Nongenerated publicity is news that is often generated by the mass media and can be negative (see chapter 2, 2.8.3.3). This can influence the organisation’s overall marketing objectives if it is not being handled in the right way (Engel, Warshaw & Kinnear 1983:526).

1.2 AIM OF THE STUDY

The aim of this study is twofold, namely exploratory and descriptive. The study is descriptive in that it provides an in-depth description of literature on an IMC approach, and why it is imperative for organisations to adopt this broader marketing approach in their marketing strategies, especially when it comes to generated and nongenerated publicity.

The study is also exploratory in that it explains new knowledge on how the lack of an IMC approach affects publicity.

1.3 STATEMENT OF THE PROBLEM

The purpose of this qualitative study is to indicate that the lack of an IMC approach at Unisa has a detrimental effect on its publicity (see chapters 3 & 4).

1.3.1 Subproblems

The main problem can be subdivided into the following subproblems:

1.3.1.1 The requirements of an IMC approach.
1.3.1.2 The current marketing situation at Unisa.
1.3.1.3 The kind of publicity Unisa has in seven regional daily
newspapers and one urban newspaper.

1.3.1.4 The implications of the lack of an IMC approach in terms of Unisa’s publicity.

1.4 RESEARCH QUESTIONS

As this is a qualitative study, this dissertation attempts to affirm the following four research questions:

1.4.1 What are the criteria to effectively deal with generated and nongenerated publicity in an IMC approach?
1.4.2 Does Unisa’s marketing support an IMC approach?
1.4.3 Does the lack of an IMC approach at Unisa affect its publicity?
1.4.4 What are the implications of the lack of an IMC approach in terms of Unisa’s publicity?

1.5 ASSUMPTIONS

This study makes the following assumptions:

1.5.1 The researcher assumes that Unisa does not follow an IMC approach and that its marketing efforts are mainly fragmented.

1.5.2 The researcher assumes that for publicity to contribute effectively to an organisation’s marketing objectives, it should intentionally form part of an IMC plan.
1.6 DEFINITIONS OF TERMS

It is important to define the following important terms in this study:

Marketing can be defined as “the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational objectives” (Belch & Belch 1995:6); (Skinner 1994:7).

Marketing communication refers to “the process of effectively communicating product information or ideas to target audiences” (Burnett & Moriarty 1998:3).

According to Burnett and Moriarty (1998:15), integrated marketing communication refers to “the practice of unifying all marketing communication tools - from advertising to packaging - to send target audiences a consistent, persuasive message that promotes organisational goals” (see 1.1).

Publicity refers to “the securing of free space in print media and free time broadcast media by the public relations officer and involves non-personal communication about an organisation, product, service or idea (Belch & Belch 1995:16).

1.7 REVIEW OF RELATED LITERATURE

This study demonstrates a more than adequate conceptual coverage of literature which is relevant to the problem area. It includes various South African and American academic literature on marketing, marketing communication and an integrated marketing communication approach. These
studies, however, do not focus on a specific South African educational setting as such, as is the case in this study. Various articles obtained from journals in an electronic database also deal with publicity (positive and negative).

This study highlights the gap in existing literature in that it demonstrates the effect of a lack of an IMC approach on publicity.

1.8 THEORETICAL APPROACH TO THE STUDY

The theoretical approach to this study consists of an explanation of marketing, the marketing concept, the strategic marketing plan and all the elements of the marketing mix (product, price, place and promotion) in an IMC approach.

Particular emphasis is afforded to generated and nongenerated publicity by establishing specific criteria for publicity in the IMC approach (see chapter 2, 2.8.3.1 - 2.8.3.4).

1.9 RESEARCH METHODOLOGY

The study includes a qualitative evaluation of generated and nongenerated publicity (newspaper articles and media releases). The qualitative data were quantified through content analysis (see chapter 4 for a detailed discussion).

The study was conducted in two phases:

• The qualitative data were ordered by structuring it according to a set of 18 categories (see chapter 4, 4.2.7). Content analysis was used to quantify all the qualitative data (see chapter 4, 4.2.1.2 & annexure A).
The study qualitatively evaluates Unisa’s publicity in eight newspapers according to various criteria for generated and nongenerated publicity (see chapter 2, 2.8.3.1, 2.8.3.2 & 2.8.3.4 & chapter 4, 4.2.1.1, 4.4 & 4.5).

1.9.1 Selection of a sample

The type of sample used for this study is a purposive (quota) sample (a nonprobability type of sample) since the parameters used to draw the sample were the circulation and geographic availability of the newspapers (Du Plooy 1997:62). Seven regional newspapers and one urban newspaper were selected to provide an overall picture of publicity on Unisa in South Africa (see chapter 4, 4.2.3.1).

In addition, all media releases issued by Unisa during the period of this study, were included (see chapter 4, 4.2.3.2).

1.9.2 Data collection

Data were collected through the South African Press Cutting Agency (a primary source), and were then double checked on the Unisa Library’s microfiche facility, as well as at the State Library in the case of Die Volksblad (which is not available in the Unisa Library), and telephonically at The Daily Dispatch library (in the case of The Daily Dispatch, which was not available at Unisa or the State Library at the time of this study). The media releases were obtained from the Internet and the various faculties at Unisa (see chapter 4, 4.3.2).
The time dimension for information collected in this sample was cross-sectional - in other words, the information was collected at one point in time as it was already available. The researcher did not need to collect the information over a period of time. The time dimension was relevant to the purpose of the research, that is to establish how the lack of an integrated marketing communication approach affected Unisa’s publicity (see chapter 4, 4.5.1 & 4.5.2).

1.9.3 Population

The accessible population for the content analysis and the evaluation includes all newspaper articles (104) on Unisa during the period 1 July to 31 December 1998 in seven regional daily Afrikaans and English newspapers and one urban newspaper, as well as all media releases (35) issued by Unisa during this period (see chapter 4).

1.9.4 Units of analysis

Units of analysis are the “people, groups (families), organisations or things (social artifacts such as films, books, newspapers) or anything else that has some social relevance, whose characteristics we wish to observe, describe and explain” (Du Plooy 1997:39).

The units of analysis in this study are social artifacts (newspapers and media releases) (see chapter 4, 4.2.5).
1.10 POSSIBLE ANTICIPATED FINDINGS

The aim of this study was to indicate that the lack of an IMC approach at Unisa had a detrimental effect on its publicity. An additional aim was to indicate what the implications of the lack of this approach were in terms of Unisa’s publicity.

1.11 STRUCTURE OF THIS DISSERTATION

The next chapter, chapter 2, provides a theoretical discussion of marketing, the marketing concept, the strategic marketing plan, the marketing mix, the marketing communication mix and the IMC approach. The chapter also discusses publicity in terms of an IMC approach.

Against the background of this theoretical discussion, the background to Unisa’s integrated marketing communication will be explained in chapter 3. Unisa will be used as a case study by explaining its IMC position.

Chapter 4 describes how the shortcomings in Unisa’s marketing approach - that is, the lack of an IMC approach - are reflected in its publicity (this study analyses Unisa’s publicity in seven regional newspapers and one urban newspaper). It will be shown that the lack of such an approach has a detrimental effect on Unisa’s publicity.

The last chapter, chapter 5, will discuss the findings of this study and make recommendations.
CHAPTER 2: INTEGRATED MARKETING COMMUNICATION: A THEORETICAL EXPLORATION

2.1 INTRODUCTION

The overall purpose of this chapter is to explain why and how an integrated marketing communication approach enhances an organisation's publicity initiatives. It also explains why publicity in this holistic approach contributes to the effectiveness of an organisation's marketing objectives.

It addresses the concepts of marketing, marketing communication, integrated marketing communication and the development of an integrated marketing communication plan. It also considers a strategic marketing plan and the four elements of the marketing mix in an integrated marketing communication approach. The chapter focuses on one of the communication tools in the promotional strategy, namely generated and nongenerated publicity.

2.2 MARKETING AND THE MARKETING CONCEPT

2.2.1 Marketing

There are various definitions of marketing. Marketing can be described as "the process of balancing the organisation's needs for profit against the benefits required by consumers, so as to maximise long-term earnings per share" (Hart 1990:1).
According to Belch and Belch (1995:6) and Skinner (1994:7), marketing is “the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational objectives”.

The above definition emphasises the facilitation of satisfying exchanges between buyers and sellers, that is, satisfying customer needs and wants. To this end, organisations must establish what people like about their product and also what prompts people to buy and use their product (Kotler 1994:7).

Another definition is that of Stanton (1992:7) who defines marketing as “a total system of business activities designed to plan, price, promote and distribute wantsatisfying goods, services and ideas to target markets in order to achieve organisational objectives”.

The success of marketing depends on whether an organisation can convince consumers that its product or service has a competitive advantage. A product or service has a competitive advantage when it satisfies consumers’ needs better than that of a competitor (Burnett & Moriarty 1998:31).

Belch and Belch (1998:48) state that an organisation can also distinguish itself from its competition through market positioning which is the “art and science of fitting the product or service to one or more segments of the broad market in such a way as to set it meaningfully apart from the competition”. This differentiation from the competition can be achieved through the sales message itself as well as the media strategy which the organisation implements to convey this message.
Positioning of an organisation's product or service determines the image of the organisation that comes to mind and all its attributes as consumers perceive them (Belch & Belch 1998:48).

According to Hart (1990: 1 - 2) various factors affect competitive advantage and organisations should therefore:

- develop strategies to meet the needs of target markets more effectively than those of its competitors
- integrate marketing into all organisational efforts to ensure that management know how their decisions will affect the customer as well as his or her perceptions of the organisation and its products or service
- ensure the distribution of resources for continuous profitability which are necessary for the future existence of an organisation
- operate in ways that are consistent with the legitimate fears of personnel, suppliers and the communities involved in organisational operations as well as with the well-being of the environment

For the purpose of this study, the process of marketing will be regarded as a planned and deliberate effort by an organisation not only to create an awareness of its products among its target audience by adopting various strategies (eg generating publicity in the media), but also to convince its target audience that its product or service is better than that of its competition. The overall perception or image that consumers have of an organisation's product or service will contribute to its success.
2.2.2 The marketing concept

According to Skinner (1994:14), the marketing concept is a management philosophy that states that an organisation should strive to satisfy the needs of consumers through a coordinated set of activities that also allows the organisation to achieve its objectives.

Friedman, Giladi and Lewis (1999) state that the marketing concept is among the most important philosophies that have influenced business today. It has enabled many marketers of consumer goods to survive in today's extremely competitive and difficult economic environment. An organisation should do all in its power to satisfy its customers' needs and thereby achieve its own goals. Focusing attention on the needs of customers will not only keep an organisation viable, but will also help management to create new opportunities for new products much more readily than if the focus were on current products.

The marketing concept is based on the following three beliefs (Stanton 1992:10):

- The planning and activities of an organisation should be customer-oriented, and aimed at determining and satisfying the needs of its customers.
- The marketing activities of an organisation should be coordinated. Marketing actions such as advertising, product planning and price, should be combined in a coherent and consistent way and managed centrally.
- Customer-oriented, coordinated marketing is essential for the organisation to achieve its objectives.

The marketing concept consists of four elements, namely the target market, customer needs, coordinated marketing and profitability. It starts with a well-
defined market, focuses on customer needs, coordinates all activities that affect customers and produces profits by creating customer satisfaction (Kotler 1994:19).

### 2.2.3 Integrated marketing

For this study to be comprehensive, it is also important to briefly touch on some principles of integrated marketing before discussing the integrated marketing communication approach (see 2.4).

According to Linton and Morley (1995:8), different techniques and media should be used to support each other in order to improve the effectiveness of overall marketing. However, traditional marketing methods tend to treat different elements separately while the programmes may be handled by separate departments (see 2.4). This may lead to fragmentation and impede the overall effectiveness of the marketing programme with regard to

- different messages
- different creative treatment
- deadlines
- weakening of visual standards.

In an integrated approach, all the elements support one another. For instance, an advertising campaign with a reply coupon is integrated with a direct mail programme which is followed up by telemarketing (Linton & Morley 1995:20). Other examples include the following:

- Direct marketing and telemarketing are used to support direct response advertising campaigns.
-15-

- Selected customer incentives are used to increase response to advertising or direct marketing campaigns.
- Relationship marketing programmes are used to increase customer retention.
- Sales training, targeted incentive programmes and direct marketing are used to improve direct sales performance.

By integrating the above activities it is possible to increase response rates and improve the overall effectiveness of marketing messages.

Integrated marketing improves the effectiveness of marketing programmes because all aspects of marketing are centrally managed, which also ensures a consistent, central message. According to Linton and Morley (1995:1) integrated marketing could include the centralised coordination of any of the following activities:

- advertising
- direct marketing
- telemarketing
- public relations/publicity
- internal communication
- incentives
- sales force communication
- distributor communication
- retail support
- product and technical information
- corporate identity and corporate communication
- presentations and exhibitions
- relationship marketing
2.3 MARKETING COMMUNICATION

At this point it is necessary to explain the concept marketing communication. Burnett and Moriarty (1998:3) define marketing communication as “the process of effectively communicating product information or ideas to target audiences”.

The overall role of marketing communication is to support the marketing plan by communicating to the organisation’s target audiences that its product or service has more advantages than that of its competition (Burnett 1993:241).

To communicate a marketing message effectively marketers need to realise that all organisational activities can send a message. The “three Ps” (product, price and place - channel) can communicate market information to target audiences. These three marketing elements together with “the fourth P” marketing communication (promotion), constitute the marketing mix (see 2.7).

Marketing communication is the element in the marketing mix which is used to highlight the important features of the other three elements to increase the chances of a consumer buying a product or making use of a service. If marketing communication is included in an organisation’s marketing plan, it has a better change of persuading the target audience to make use of the organisation’s service or product. In fact marketing communication and the other three marketing mix elements are the four categories of strategic decision making in a marketing plan (Burnett & Moriarty 1998:4).

Consumers’ perceptions of an organisation and/or its various brands are the result of the number of messages they receive (eg media advertisements, price, direct marketing efforts, publicity, sales promotion and even the type of store where a
product is being sold). A high price, for example, may signify quality to customers, while the shape or design, packaging and brand name of a product may signify the image of the stores in which it is sold (Belch & Belch 1995:8).

Marketing communication attempts to persuade consumers to change their attitudes or behaviour and provides information about the product or service. In addition, its objectives are the goals of the communication programme (to create brand awareness, deliver information, educate the market and advance a positive image for the brand of the organisation). The ultimate goal of the marketing communication strategy is to help sell the product and so keep the organisation in business (Burnett & Moriarty 1998:4).

According to these authors, marketing communication messages can be either planned or unplanned. Planned messages are delivered through marketing communication tools, such as publicity, whereas unplanned messages include all the other elements associated with the organisation or brand that are capable of delivering definite messages to consumers, for example, negative publicity. See table 2.1 below.
Table 2.1. Marketing communication messages

<table>
<thead>
<tr>
<th>TYPES OF MARKETING COMMUNICATION MESSAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sources of planned messages</td>
</tr>
<tr>
<td>Advertising</td>
</tr>
<tr>
<td>Sales promotion</td>
</tr>
<tr>
<td>Public relations</td>
</tr>
<tr>
<td>Direct marketing</td>
</tr>
<tr>
<td>Personal selling</td>
</tr>
<tr>
<td>Point-of-purchase</td>
</tr>
<tr>
<td>Packaging</td>
</tr>
<tr>
<td>Specialities</td>
</tr>
<tr>
<td>Sponsorships</td>
</tr>
<tr>
<td>Licensing</td>
</tr>
<tr>
<td>Customer service</td>
</tr>
</tbody>
</table>

MARKETING MIX
May be a source of planned or unplanned messages, depending on the organisation's planning strategy


2.4 THE INTEGRATED MARKETING COMMUNICATION (IMC) APPROACH

The approach to marketing communication (see 2.3) has made a significant shift in the past two decades. From a compartmentalised view of separate marketing communication and promotion functions, where elements are planned and managed separately with different budgets (the traditional view of marketing),...
different views of the market and different goals and objectives have developed. Both academics and marketers have given credit to a relatively new holistic view known as integrated marketing communication (the broad view of marketing).

Schultz et al (1992:46) state that marketing in the 1990s is about communication and “communication is marketing” - hence both are closely intertwined. Thus the proper integration of all marketing messages are very important. An IMC approach therefore constitutes a new way of thinking (see chapter 1, 1.1).

The American Association of Advertising Agencies (Belch & Belch 1995:7) defines integrated marketing communication as follows:

“a concept of marketing communication planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines, for example general advertising, direct response, sales promotion, and public relations, and combines these disciplines to provide clarity, consistency and maximum communication impact”.

Burnett and Moriarty (1998:15) define IMC as “the practice of unifying all marketing communication tools - from advertising to packaging - to send target audiences a consistent, persuasive message that promotes organisational goals”.

An IMC perspective comprises the view that every aspect of a customer’s contact with the organisation and its product, service or idea, is communication which should be carefully considered and planned. IMC requires the acceptable selection of communication tools for a particular marketing situation as well as its effective coordination, for instance, publicity (Belch & Belch 1998:10).
Runyon (1984:17) argues that the traditional view of marketing is inadequate and represents a restricted view of marketing communication because of its fragmented nature. Schultz et al (1992:56) state that a major difference between the new IMC planning approach and most traditional marketing communication planning programmes is that the new focus is on the consumer, customer or prospect, not on the organisation’s sales or profit goals.

According to Belch and Belch (1995:7), many organisations in the 1990s have been moving towards IMC, which (as already mentioned), involves the coordination of various promotional elements together with other marketing activities that communicate with an organisation’s customers in order to present a consistent message to the target audience.

According to Schultz et al (1992:47), the basic reason for IMC is that it will be the only sustainable competitive advantage of marketing organisations in the 1990s and the 21st century. It has become critical for marketers to have some control over the communication they initiate or influence.

Belch and Belch (1995:8) further state that there are various reasons why marketers today adopt an IMC approach. In addition to delivering a consistent and central marketing message, organisations also benefit from cost savings by eliminating duplication and coordinating human resource requirements with improved long-term results for the organisation.

Burnett and Moriarty (1998:23) point out that IMC is also beneficial in terms of the coordination of marketing communication tools which have a greater impact on the organisation’s marketing strategy. Integration leads to better efficiency, a greater impact and creates greater customer loyalty by focusing on long-term
relationships with customers and other stakeholders.

The purpose of any product or service is to meet the needs of the target audience. However, this cannot be achieved without a good product, a place or channel of distribution that delivers an accessible product to customers, a pricing strategy that clearly determines the product's worth and value to customers and a communication programme that informs consumers precisely how a product meets their needs. This linkage between the product, the distribution, the price and marketing communication is essential, and the management of an organisation should attempt to make the product, price and distribution decisions work together strategically to communicate the same message (see 2.7).

According to Schultz (1993), the development of IMC programmes in organisations can be hindered by six common internal obstacles:

- Personnel may feel that they are already integrated. The human relations department often manages internal communication. While there may be a limited degree of integration of some areas of the communication programme, few organisations are prepared to develop totally integrated communication programmes from the customer's perspective.

- The history, tradition and experience of the organisation may also be difficult to overcome. The way the organisation is structured can pose a problem in that personnel want to keep that structure in place because they are familiar with it and like it.

- Some personnel and managers may object to integration for fear that they will lose the power and prestige of their current jobs. Combining activities, positions, responsibilities and power which IMC commonly requires, is likely to pose the toughest challenge for integration.
• Specialisation requires a general view of the customer, marketplace, competition and communication and therefore counters integration. Most personnel have spent their lives learning to become specialists. Integration, however, requires a broad view of the customer, marketplace, competition and communication. IMC creates the need for a totally different way of thinking than the one to which most personnel are accustomed.

• Some organisations lack horizontal communication programmes. Integration requires more horizontal communication. Most organisations have great difficulty communicating across groups, divisions, units or functional specialties. Since each group operates separately, it is unnecessary for them to communicate with one another.

• Decentralisation can hinder efforts to integrate marketing communication. Some managers delegate decision making to the lowest possible level which hinders IMC.

2.5 DEVELOPING AN IMC PROGRAMME

The development of an IMC programme is the most detailed part of the promotional planning process and should be included in an organisation's strategic marketing plan (see 2.6). This entails determining objectives, the budget and strategies for each element in the promotional mix (see 2.8). In addition, creative materials for advertising, direct marketing, sales promotions, public relations and publicity will need to be created, tested and produced, including the purchase of media space and time and the distribution of promotional materials to the various media channels (Belch & Belch 1995:23). For the purpose of this study the emphasis will be on a central sales message as well as publicity.
Message development, which is often also referred to as the creative strategy, involves the establishment of the basic appeal and central message that the advertiser wishes to convey to the target audience. Once the selling idea has been determined, a media strategy needs to be developed which involves determining which communication channels will be used to deliver the advertising message to the target audience. This may involve a decision about which type of media to use (e.g. newspapers, magazines, radio, television and billboards), as well as specific media selections such as a particular magazine or television programme. Once the message and media strategies have been determined, they should be implemented (Belch & Belch 1995:24).

2.6 DEVELOPING A STRATEGIC MARKETING PLAN

According to Skinner (1994:37), a strategic marketing plan “is the continuous process of developing and implementing marketing strategies to achieve specific marketing objectives, which in turn lead to the achievement of an organisation’s overall objectives”. According to Belch and Belch (1998:32), an organisation should have a strategic marketing plan “if it wants to exchange its products or services in the marketplace successfully”.

However, marketers need to incorporate a more holistic approach into their marketing efforts (see 2.4).

2.6.1 The steps in a strategic marketing plan

According to Skinner (1994:37), a strategic marketing plan consists of the following six steps
2.6.1.1 **Defining the organisation's mission**

This step consists of a formal statement which describes what management want the organisation to be and provides guidelines on how to achieve this. The mission of an organisation provides the organisation with a sense of direction and will keep personnel and management committed to the future of the organisation.

An IMC approach should start at the top management level and filter down through the organisation. An organisation's mission should therefore also support and make provision for an IMC approach, for instance, better commitment to the customer.

2.6.1.2 **Establishing organisational objectives**

This step specifies what the organisation wishes to accomplish, for instance, Unisa's objective could be to recruit more students. An organisation may have several objectives which will contribute to its long-term success.

It is also important during this step to set objectives for the organisation's IMC plan, say, to promote a more customer-friendly and customer-active service.

2.6.1.3 **Developing an organisational strategy**

During this step the organisation defines how it will achieve its organisational objectives. For instance, if one of its objectives is to increase its profits, its strategy may include actions to generate more sales of its products.
In an IMC approach, the management and appropriate control of all communication should be recognised as a sustainable competitive advantage in that it can distinguish the organisation from its competition through, say, a central sales message. This requires new thinking and a new understanding of communication by all levels of management (Schultz et al 1992:178).

2.6.1.4 Establishing marketing objectives

This step explains in clear and simple terms what is to be accomplished through the marketing activities so that everybody in the organisation understands the objectives. This will also help to evaluate the organisation's success. Marketing objectives could include an increase in sales, developing better products than the organisation's competitors or generating publicity in the media to enhance an awareness of the organisation and its products.

In an IMC approach, however, marketing objectives should be more customer focused and not concentrated on greater profits and sales only.

2.6.1.5 Designing marketing strategies

This step entails an indication of how marketing objectives will be achieved, because it assesses customer needs and the organisation's potential for gaining a competitive advantage. To gain an advantage, the organisation must do things better than its competition. Its products must be of a higher quality, its prices must be consistent with its value, its distribution methods must be efficient and its promotion must be more effective in communicating with the target audience.
All communication should be centralised within an IMC approach in order to be competitive in today's marketplace (Schultz et al 1992: 178). Marketing communication should therefore not be fragmented, but coordinated and centralised. There must be a broad view of communication and well-defined and well-established strategies to build and protect the brands of company markets. In any organisation, the communication function must be retained by the corporate leadership and viewed as one of the major activities of that group (Schultz et al 1992: 179).

2.6.1.6 Developing the marketing plan

This final step entails preparing the formal and written document which provides details and sets out activities to accomplish the marketing objectives.

According to Sonnenberg and Mitchell (1987), implementation is the most important phase in any marketing campaign. They state that organisations tend to make typical marketing campaign mistakes such as building a new marketing campaign on a previous one, emphasising speedy production, emphasising cost considerations, giving a higher priority to quantity than to content which can result in inconsistent messages, encouraging a marketing approach to communication goals, failing to define their target audience and emphasising product features over product benefits.

Marketing consists of a mix of activities (product, price, promotion and distribution) which cannot be managed separately (see 2.7 for a detailed discussion of the marketing mix). If managed separately, the marketing effort will be less effective. All elements of the marketing mix provide the consumer with some information and should therefore all be included in an organisation's promotional

In developing a strategic marketing plan, organisational managers should realise that marketing activities such as sales and promotion, are interdependent and cannot be implemented in isolation (Belch & Belch 1995:6).

An organisation’s marketing plan should also include a well-considered IMC programme (see 2.5) to ensure coordinated and well-managed communication activities.

2.7 THE MARKETING MIX

As indicated above, the organisation should develop a marketing strategy which includes the four elements of the marketing mix (marketing tools) to align the organisation’s operations to satisfy the needs and wants of its target market (see 2.6.1.5 and 2.6.1.6). A target market is that specific section or group of consumers at whom the organisation will direct its marketing efforts (Skinner 1994:19).

Sinclair (1997:76) defines the marketing mix as “the schematic plan to guide analysis of marketing problems through the utilisation of: (a) a list of the important forces emanating from the market which bear upon the marketing operations of an organisation and (b) a list of the elements (procedures and policies) of marketing programmes”.

The marketing mix consists of everything the organisation can do to influence the demand for its product and these many possibilities can be collected into four groups of variables known as “the four Ps” (Kotler & Armstrong 1987:46).
These four variables are

- product
- price
- place
- promotion

A discussion of these four elements are important to this study since Kotler and Armstrong (1987:446) argue that the above marketing mix elements constitute one of the major concepts in modern marketing.

According to Wells, Burnett and Moriarty (1992:204) an organisation's marketing plan should include strategies that indicate how the various elements of the marketing mix contribute to the achievement of marketing objectives.

When a marketing plan is put together, consideration should be given to each of the above elements, while the focus should be on strategic issues based on the competitive differential advantage. The basic task of marketing is to combine these four elements into a marketing programme to enhance its effectiveness in dealings with customers.

Each of these four elements will now be explained. The elements of the marketing mix, from the viewpoint of an IMC approach, will be discussed in detail in 2.9.

2.7.1 Product

The term "product" refers to "the bundle of attributes and features (both tangible and intangible) offered by an organisation" (Burnett and Moriarty 1998:35). It
includes the elements supporting the physical product (packaging, warranty, colours) as well as its emotional components (brand loyalty, status, self-esteem, security and convenience).

According to Pitt, Bromfield and Nel (1994:155), the strategy an organisation adopts for its product will play a pivotal role in its long-term financial success. They therefore suggest that an organisation should adopt a product-market strategy. The organisation needs to establish which of the marketing mix elements will enhance the sale of its product. Other important considerations are customer needs, current markets, sales trends and the competitors' products (Pitt et al 1994:155).

If an organisation's product is to gain a competitive advantage, product planning should be managed by means of strategies to improve existing products and to develop new ones as well as a consideration of product elements such as branding, packaging and other product features (Stanton 1992:15).

A competitive advantage can also be achieved when the organisation's product is considered in terms of its range or variety, features, design or practical aspects (Hart 1990:6).

In addition, the following aspects of a product which will contribute to its competitive advantage should be considered (Hart 1990:9 - 10):

- the product lines, the range and variations (qualities, design, features and functions)
- product development policy (product ideas for future exploitation and research and development or technology search activity required to provide
them)

• range rationalisation (concentration on the most profitable mix, decisions on product lines that should be discontinued)
• the broad market at which the product or service is aimed
• the target market segments where the need for the organisation’s product exists
• policy relating to the use of the organisation’s name/individual brand names
• private label opportunities
• product protection
• product display
• promotional packs
• channels of distribution
• personal selling
• display in terms of the use of merchandising techniques, deployment of specialist merchandisers and display at point-of-sale

2.7.2 Price

Burnett and Moriarty (1998:55) define price as the “total value assigned to the product by the seller and the buyer”.

The price of a product, however, has different meanings for sellers and buyers. For the seller it is a series of cost components and related to profit, while for the buyer it is the historical price of the product, the competitive price, the expected price, risk and the perceived need for the product (Burnett & Moriarty 1998:54).

According to Pitt et al (1994:158), pricing decisions are important in the marketing strategy because the price of the product should always be related to the
achievement of corporate and marketing objectives and established in relation to factors such as the product life cycle, the requirements of the total product portfolio and sales as well as market share objectives.

Pitt et al (1994:158) further argue that the procedures and methods which an organisation uses to meet its pricing goals are dependent on the market and competitive circumstances as well as on costs. In fact, the right price has a direct effect on an organisation’s profits because it determines the difference between the cost of producing an item and the price at which it is eventually sold. However, a higher price can reduce demand, while a low price can often lead to increased sales. An organisation should always consider pricing objectives, prices charged by the competition, legal restrictions on pricing policies and the perceived relationship between the organisation’s prices and product quality (Pitt et al 1994:159).

The management of an organisation should determine the right base price for its products and then decide on strategies concerning discounts, freight payment and many other price-related factors (Stanton 1992:15).

According to Hart (1990:6), a competitive advantage can be achieved for the price of products when the following factors are taken into consideration:

- lower or higher prices
- payment terms
- trade-in allowances
- a lease/purchase scheme
- extended credit to customers
2.7.3 Place

The place or channel of distribution is “the marketing mechanism used to present, deliver, and service the product for customers” (Burnett & Moriarty 1998:53).

A channel of distribution includes all the institutions, processes and relationships that facilitate the product from the manufacturer to the buyer (Burnett & Moriarty 1998:49). The marketing channel (which is a network of institutions through which products move) also plays a vital role because decisions about the choice of the channel should be seen as an integral part of the organisation’s marketing strategy and can be adapted to changing circumstances.

The place at which customers buy their products is determined by the outlets at which these products are made available to them. The planning of the organisation’s distribution channel should be based on a careful assessment of the market requirements and the ability of the organisation to meet them. This is part of the organisation’s marketing plan (Pitt et al 1994:156).

Stanton (1992:15) argues that although marketing intermediaries such as wholesalers and retailers are an uncontrollable environmental factor, the management of an organisation management should still

- “select and manage the trade channels through which the products will reach the right market at the right time; and
- develop a distribution system for physically handling and transporting the products through these channels”.

According to Hart (1990:6), competitive advantage with regard to place can be achieved when the following factors are taken into consideration:

- "Using non-traditional outlets"
- Direct marketing
- More intensive distribution"

The organisation should always consider the types of intermediaries available for products similar to those of the organisation, market segmentation, channels of distribution and types of resellers used by the organisation's competition. Pitt et al (1994:157) mention the following other considerations relating to the role of the channel of distribution in the marketing mix:

- "Who has the power within the current distribution channels?"
- How are intermediaries motivated to cooperate with each other and with manufacturers for products similar to that of the organisation?
- Are there standard margins or pricing techniques for resellers of products similar to that of the organisation?
- What intensity of market exposure does the organisation want?
- Which factors will motivate intermediaries and how many does the organisation want in order to get adequate market coverage given the organisation's sales and market share goals?
- Who will be in charge of distribution?"

2.7.4 Promotion

Promotion is the component used to inform and persuade the target audience to buy or use an organisation's products. Advertising, personal selling, sales
promotion and publicity are the major promotional activities (Stanton 1992:15).

Sinclair (1997:82) identifies the following six elements of promotion (see 2.8):

- advertising
- merchandising
- sales promotion
- personal selling
- public relations
- direct marketing

Communication with customers can be either on a personal or impersonal basis - in other words, through direct selling by the salesperson or a mass advertising campaign. Pitt et al (1994:159) refer to the mix between the personal and impersonal approach as the communication mix.

With regard to advertising, persuasive appeals should be developed to understand how the target audience makes particular purchase decisions. Pitt et al (1994:159) identify five steps which can be used to analyse the process of persuasion:

- “Potential customer climbs;
- Awareness of the product or service;
- Interest in the product or service;
- Attitude formation toward the product or service; and
- The decision to buy the product or service”.

If the product or service complies with the needs of the customer, he or she should be persuaded to buy the product or make use of the service. This can be done by
developing a psychologically unique appeal for the product through, say, branding, setting an acceptable price and by making the product available to customers in a convenient way.

According to Pitt et al (1994:159), the organisation should consider the balance between personal and impersonal communication to its target audience, the behavioural effects it requires for advertising, its advertising objectives, and how it will ensure that its advertising strategy ties in well with the characteristics of each customer group.

According to Hart (1990:6), the following should be considered in the competitive advantage for promotion:

- A unique brand character should be developed.
- Warm and friendly familiarity by means of continued advertising should be created.
- Exceptional selling approaches should be developed.

2.7.5 Interrelation of the elements in the marketing mix

The four marketing tools in the marketing mix, which were discussed above, complement one another in the marketing plan, and an organisation may market one or several items which may be distributed through wholesalers or directly to retailers. The combination of elements that will best adapt to the environment, satisfy the target markets and still meet the organisational and marketing goals (Stanton 1992:16).
2.8 THE MARKETING COMMUNICATION MIX (THE PROMOTIONAL MIX)

The fourth element of the marketing mix (promotion) (see 2.7.4) is often also referred to as marketing communication which is the "process of communicating the product to the consumer" (Angelopulo 1997:155) (see 2.3). Marketing communication consists of a variety of tools used by marketers for communication with potential consumers. This is known as the promotional mix or communication mix. This mix includes the following (Engel et al 1987:7):

- advertising
- sales promotion
- publicity as part of public relations
- direct marketing/personal selling

The above authors define an organisation's promotional strategy as "a controlled integrated programme of communication methods and materials designed to present an organisation and its products to prospective customers; to communicate need-satisfying attributes of products to facilitate sales and thus contribute to long-run performance" (Engel et al 1987:7).

Different elements of the marketing communication mix accomplish different marketing objectives. Advertising, for instance, changes attitudes, increases levels of awareness and builds a long-term branding image. Sales promotion, on the other hand, can generate immediate increases in sales by motivating people to buy a product or service immediately (Engel et al 1987:214).
Each of the elements of the communication mix will now be discussed:

2.8.1 Advertising

According to Engel et al (1987:7), advertising is “any paid form of nonpersonal communication of ideas, goods or services by an identified sponsor, usually using the mass media (television, radio, magazines, newspapers)”. The nonpersonal nature of advertising means that there is generally no opportunity for immediate feedback from the message recipient (except in direct response advertising). It is therefore important to consider how the audience will interpret the message and respond to it before the message is sent (Belch & Belch 1995:11). The “paid” aspect refers to the fact that the advertiser must buy the space or time for an advertising message.

Belch and Belch (1995:11) argue that there are three reasons why advertising is such a critical part of a marketer’s promotional mix:

- It can be a very cost-effective method to communicate with large audiences.
- Advertising can also be used to create images and symbolic appeals for an organisation or brand.
- Consumers can be reached through advertising when other elements of the marketing programme are unsuccessful.

An advertising plan is needed to create an awareness of the organisation’s product or service. In this plan the management of an organisation should address the following issues: strategies for targeting the audience, how to present the advertising message and which media to use.
An advertising plan familiarises the target audience with the right message and presents it in the right medium to reach the right audience. It consists of the following elements (Wells et al 1992:215):

- the target audience (who the organisation is trying to reach)
- the message strategy (what the organisation wishes to say to the target audience)
- the media strategy (when and where the organisation will reach the target audience)

2.8.2 Sales promotion

The Institute of Marketing Management (IMM) defines sales promotion as “any activity that offers incentives for a limited time period to induce a desired response, such as trial or purchase, from those who are targeted” (Sinclair 1997:166).

Sales promotion refers to those marketing activities that complement sales activities and which frequently stimulate immediate sales. According to Belch and Belch (1995:12), sales promotion is generally divided into two main categories, namely consumer-oriented and trade-oriented activities.

2.8.2.1 Consumer-oriented sales promotion

In this form of sales promotion the user of a product or service is targeted and couponing, sampling, premiums, rebates, contests, sweepstakes and various point-of-purchase materials are used. The above examples encourage consumers to make an immediate purchase and this may stimulate short-term sales.
2.8.2.2 Trade-oriented sales promotion

This form of sales promotion is targeted towards marketing intermediaries such as wholesalers, distributors and retailers. Promotional and merchandising allowances, price deals, sales contests and trade shows are some of the promotional tools used to promote an organisation's products (Belch & Belch 1995:12).

2.8.3 Publicity as part of public relations

Publicity is part of a larger concept, namely public relations. When an organisation systematically plans and distributes information in an attempt to control and manage the nature of publicity and the organisation's image, this is known as public relations. Publicity, on the other hand, refers to the securing of free space in print media and free-time broadcast media by the public relations officer and involves nonpersonal communication about an organisation, product, service or idea (Belch & Belch 1995:16). To many marketers, publicity and public relations are synonymous. The difference, however, is that publicity is a short-term strategy, while public relations extends over a period of time (Belch & Belch 1999:528).

The IMM defines public relations as “communication to build and maintain a favourable image for an organisation, maintain the goodwill of its many publics and explain its goals and objectives in a credible way” (Sinclair 1997:176).

Belch and Belch (1995:16) define public relations as “the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organisation with the public interest and executes a program of action to earn public understanding and acceptance”.

The definition of public relations adopted by the Public Relations Institute of Southern Africa (PRISA) states that "public relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders (Koekemoer 1998:348).

People’s opinions about an organisation can have an important effect on the organisation’s success in the marketplace (Sinclair 1997:83). The purpose of public relations is therefore to establish and maintain a positive image of the organisation among its various publics by means of publicity and a variety of other tools. These include special publications, participation in community activities, fund-raising, sponsorship of special events, and various public affairs activities, such as the launching of a corporate image programme (Belch & Belch 1995:16).

Objectives can be attained in different ways. For instance, public relations officers with good press relations as a result of journalistic knowledge and contacts with the press will ensure good publicity for their organisations. Other public relations activities to generate publicity include the production of in-house newsletters, staging of promotions, special events, factory openings and running of seminars and gatherings (Sinclair 1997:84).

According to Sinclair (1997:176), a public relations programme usually consists of the following seven steps:

• defining the situation
• establishing objectives
• ascertaining who the target audience is
• developing the message(s)
• working out the strategy and action plan with an indication of deadlines
and responsibilities
• planning the budget
• setting up feedback and evaluation mechanisms

The most important functions and activities of the public relations officer, however, are the following (Sinclair 1997:176):

• advising and counselling clients on how best to handle sensitive communication
• designing and producing a variety of publications, from brochures to in-house newsletters and annual reports
• gaining publicity through media releases, press conferences and events
• liaising with members of the public or members of personnel on difficult matters
• developing a corporate image through advertising and other promotional items
• using opinion research and keeping a close watch on trends in both the private and public sectors

Public relations officers can use publicity as a convincing public relations and communication tool because it provides useful information to promote the interests of a place, person, organisation or cause. This information is published in the mass media free of charge because of the benefit enjoyed by its readers or listeners. It also has more credibility than advertising because it is not paid for by an organisation. However, publicity is not always generated by the organisation, but sometimes by the mass media which can have an effect on the organisation’s overall marketing objectives if it is not handled in the right manner (Engel et al 1983:526).
Publicity usually comes in the form of a news story, editorial or announcement about an organisation and/or its products and services. Publicity differs from advertising because it is free and is not paid for by the organisation, and it can be generated by the organisation itself. An advantage of publicity is its credibility. Consumers tend to be less sceptical about favourable information about a product or service when it comes from an unbiased source (Belch & Belch 1995:15).

This study will focus on generated and nongenerated publicity.

2.8.3.1 Generated publicity

In an IMC approach, generated publicity (see chapter 1, 1.1), as a powerful communication and public relations tool, should be carefully planned, managed and coordinated in order to give more direction and purpose to the organisation's publicity efforts. It should most importantly be incorporated into the IMC programme (see 2.5) of the organisation's strategic marketing plan (see 2.6). Also, publicity should not be dealt with in isolation, but integrated and centrally managed in order to ensure consistency (see 2.6).

Most public relations officers strive to have good media relations in an effort to generate good and free publicity for the organisation. The latter can be centrally managed, planned and generated by means of media releases, articles, press conferences (media announcements), editorial material, emergency publicity and promotional articles. Favourable publicity and public relations can be generated by positive relationships with three primary groups - the media themselves, the business community and the local public community served by the organisation. Generated publicity appears in print media as part of the news or feature sections of the newspaper or magazine. Any of these can be of value in promoting the
Publicity is considered to be positive whenever it promotes the image and reputation of an organisation by describing a favourable message about the organisation in the media (Belch & Belch 1998:528).

An organisation can improve its reputation considerably through the use of organisational publications which may also be a form of generating free publicity if they are sent to the media. These publications, if they have a proper layout and design strategy, can provide well-organised and valuable information to readers, thereby creating the perception that the organisation adheres to a specific quality standard. They will also familiarise readers with the organisation and its products (Young 1994).

Favourable publicity can, without high cost, increase the organisation’s sales or create a greater awareness of the organisation’s products or services (Davidoff 1985). It can also attract new customers. Well-generated publicity can even be more effective than an expensive advertising campaign provided that it is dealt with in the right way, for instance, within an IMC approach.

The great advantage of publicity over advertising is that most readers and listeners do not view publicity content with the same suspicion and scepticism as advertising. Advertising is usually regarded as paid content, showing only the advertiser’s point of view, while publicity is usually viewed as truth. Few realise the efforts of an organisation and its public relations personnel to place such information in the media (Davidoff 1985).
A public relations officer attempts to get the media to cover or run a story on an organisation’s product, service, cause or event to create public awareness, to change or form opinions and/or behaviour, or to inform, which may also include other tools such as news feature articles, photographs, films, videotapes and special events. All of these attempts, however, should be carefully managed, planned and coordinated to convey a central sales message. They should form part of an IMC programme and should be controlled and generated by the organisation’s public relations office only (Davidoff 1985).

As this study evaluates media releases as a tool to generate publicity, it is necessary to explain the purpose and contents of media releases as well as the criteria they should comply with.

a. The purpose of the media release

According to the National Research Bureau (1994), the media release can be used as a valuable and inexpensive publicity tool by public relations officers.

The purpose of a media release is to provide news or information to the media which an organisation wishes to have published and which will be of interest to the newspaper’s readers. However, an organisation’s news competes with information from many other sources. Correct presentation of news in the media release is therefore essential for it to be noticed and used by the news editor (Skinner & Von Essen 1996:152).

Editors and programme directors are always on the lookout for stories that can provide their readers, listeners and viewers with answers to their problems. Their function is to give their readers, listeners and viewers information that can help
them solve their problems. Once an editor chooses an organisation’s media release, it is published free of charge (National Research Bureau 1994).

*b. Contents of media releases*

The contents of the media release should comply with the following requirements (Skinner & Von Essen 1996:152):

- It should be brief and factual.
- It should separate technical data from the main news item.
- It should always include the following:
  - a title for the story (not a headline)
  - the date, preferably in the recommended style of the *Oxford Dictionary*, for example, 10 August 1999
  - a reference number, to make the release easily identifiable
  - the name and address of the organisation issuing the release
  - the name and telephone number (both during working hours and after hours), of a person from whom further information can be obtained

A variety of models are used in the construction of media releases, of which the most common are the “five Ws and H” and SOLAADS seven-point models (Skinner & Von Essen 1996:154).

*c. The “five Ws and H”*

When writing a media release, the writer should basically answer six important questions (Skinner & Von Essen 1996:154):
d. The SOLAADS seven-point model

When writing a media release, the information provided should also conform with requirements of the SOLAADS seven-point model (Skinner & Von Essen 1996: 154):

- **Subject:** What is the story about?
- **Organisation:** What is the name of the organisation?
- **Location:** What is the location of the organisation?
- **Advantages:** What is new, special or beneficial about the product or service?
- **Applications:** How or by whom can the product or service be used or enjoyed?
- **Details:** What are the specifications or details with regard to colour, prize, size?
- **Source:** Is this different from location?

In addition to contents requirements, the media release should also comply with various technical requirements (Skinner & Von Essen 1996: 152 - 153):

- The layout of the media release should be in A4 paper size.
-47-

• Headings: the media release should be clearly identifiable in order to
distinguish it from ordinary correspondence. A descriptive term such as
“media release” in bold in the heading should be included.

• Space between heading and title: A recommended space of 40 mm between
the heading and the title since the space is used by the news editor to
indicate where the story is to be used.

• Title: the title should be typed in capitals.

• Underlining: no part of the media release should be underlined.

• Margins: a margin of at least 40 mm at either edge of the paper should be
left which allows the subeditors to write instructions to compositors and
make-up departments on the release.

• Spacing: double spacing should be used.

• Typing: typing should be on only one side of the page.

• Subheadings: subheads should be used in lengthy stories.

• Carry over copy: copy should not be run over to the next page.

• Cues: the word “more” should be typed at the end of each page to show
that the story is continued on the next page. The word “end” should be
typed at the end of the media release.

• Continuation pages: each page should be numbered and the title should be
repeated at the top left of each continuation page.

• Names of people: the media release should include first names, but if these
are known, initials should be used.

• Full stops: full stops are not used in abbreviations consisting of capital
letters, for instance PRISA. Full stops are omitted in abbreviations ending
with the last letter of the abbreviated word, for example Mr, Mrs, Dr.

• Quotation marks: quotation marks should be confined to the use of quoted
speech, and not for product names, titles or anything else.

• Signs: the percentage sign “%”, for instance, should not be used but rather
spelled out as “percent”.

- Figures: except in dates, times, prices, street numbers, weights and measures and similar special uses of numbers, the numbers, one to nine should be spelled out.

- Embargo: an embargo should be included (if necessary). This requests the recipient of a media release to withhold publication until a stated date and time. However, embargoes should be avoided if possible.

2.8.3.2 A summary of the requirements of generated publicity

In an IMC approach, generated publicity should comply with the following criteria to make it contribute effectively to an organisation’s marketing objectives:

- As in all marketing efforts, a planned campaign for publicity will achieve better results than a “hit-or-miss” approach. Activities should be planned on a yearly or at least a quarterly basis as part of the organisation’s overall marketing plan and in line with the organisational objectives (Davidoff 1985).

Problems such as inconsistency occurs when the marketing communication function is broadly distributed throughout the organisation and placed in the hands of general personnel who are commonly inexperienced in communication planning or implementation. There must be some consistency in the message of publicity efforts, and it should be part of the IMC programme in an organisation’s strategic marketing plan (Schultz et al 1992:178) (see 2.6).
• The message that organisations deliver through publicity should be clear, consistent, concise and persuasive, and this can best be achieved through the integration of all marketing communication activities (see 2.4 and 2.5).

• The objectives of publicity should be clearly spelt out to give it purpose and direction. It should not be dealt with on an ad-hoc basis only.

• The right publicity messages and vehicles should be chosen. The media release, for example, has proved to be a valuable and inexpensive publicity tool. However, media releases must be presented in the right way because thousands of them compete for the attention of the news editor. The organisation should find interesting stories to tell about its product or service. If there are not enough stories, the organisation could sponsor newsworthy events and thereby create news rather than find it.

• Since most stories are not really that newsworthy, it is difficult to have them published - hence the importance of building good relationships with the media.

2.8.3.3 Nongenerated publicity

Publicity not generated by an organisation, which in some instances may be negative, is part of business life (see chapter 1, 1.1). The chances of receiving negative publicity from the media are much higher than the chances of receiving positive media attention because of their preference for bad news. An organisation's image is a valuable asset and can be as crucial as its financial performance. It is also partly determined by the media. A positive corporate image is crucial in gaining sales or contracts, personnel and shareholders. Cees, Van Riel and Balmer (1997) refer to Rossiter and Percy (1987) who state that an
organisation's perceived trustworthiness, competence and attractiveness all influence the organisation's reputation.

Publicity is considered to be negative whenever the organisation's reputation is affected as a result of an unfavourable message about it in the media (Belch & Belch 1998:531).

Marketers today have a fair amount of control over what customers and prospects hear or learn about their products, services or their organisation, which are managed through paid and nonpaid publicity. However, as information becomes more available, consumers have more opportunities to gather information about an organisation's products and services. Information may also come from a wide range of uncontrolled outside sources such as databases, newspaper articles or the Internet (Schultz et al 1992:38).

To be able to influence the consumer of the 21st century, there must be a clear, consistent message about the product or service, no matter what the source or system of that message is. Conflicting messages, delivered through a variety of sources, may confuse the consumer. An IMC approach, in which marketing communication activities such as publicity are controlled and centrally managed, can overcome this problem (Schultz et al 1992: 38).

For the purpose of this study, a number of case studies will be discussed to show how conflicting, uncontrolled messages can harm an organisation and its reputation.

In 1998, a case study addressed the influence of negative newspaper publicity on the reputation of an organisation in The Netherlands. This analysis was done after
the decision by the Dutch Public Prosecutor to enforce a new policy on its relationship with the media which called for the office to disseminate more actively information about charges made against companies. In the past, the office had been rather passive about informing the press about charges, while the new policy implied that the Public Prosecutor's office would spread such information actively. Dutch lawyers protested against this new policy, fearing that the general public would condemn the accused person or organisation regardless of the legal outcome. In the study, 448 readers of regional dailies were asked to read one of three versions of an article on an organisation, rate the organisation's image in terms of different dimensions and indicate their attitudes about the naturalness and objectivity of the article (Renkema & Hoeken 1998).

The findings revealed that negative publicity severely damaged the corporate image of the organisation and that the damage worsened as the accusations became more categorical. The damage still persisted two weeks after the initial reading of the article.

Krafft (1991) discusses a case study to show how badly organisations can be hurt by negative publicity. The Professional Golfers' Association (PGA) discovered this when the public learned that blacks were not allowed to become members of the Shoal Creek Country Club (Birmingham, AL). Many corporate sponsors of the club's PGA Championship reduced or discontinued their advertising campaigns during the tournament. The cost of negative publicity for the PGA was $5.4 million, and other organisations that designed promotions around the tournament were also affected. The Association failed to deal with the negative publicity properly and its corporate image was severely damaged in the process.
Nelson-Horchler (1990) states that in times of negative publicity it is important for an organisation to listen to the right people and communicate quickly and effectively. He discusses the cases of Ashland Oil Incorporation and Exxon Corporation which had different approaches to dealing with communication crises in separate traumatic incidents. Exxon Corporation and Ashland Oil caused a major crisis when, in separate disasters, they polluted water with 11 million gallons of crude oil (in Exxon's case) and four million gallons of diesel fuel (in Ashland's case) in January 1988.

One organisation chose to confess its mistake and, in effect, asked for public forgiveness. The other organisation did not deal with the crisis properly. As a result, one dramatically boosted its image, while the other did not. Ashland Oil Corporation is considered a textbook study on how to handle a crisis, while Exxon Corporation's damaged reputation persists even today, years after the spill and even after it spent $1.7 billion trying to clean it up.

However, for Ashland Oil, the damage lasted only a few days after the spill because its Chairperson dealt with the crisis properly. Not only did he and the rest of the management of Ashland Oil apologise in public and admit the organisation's role in the disaster, but he also communicated the effects of this incident to all personnel of Ashland Oil in detail, keeping them informed daily through electronic mail and bulletin board postings. Within hours of the spill, the corporate communications department was responding to every media request, monitoring media coverage and coordinating activities (Nelson-Horchler 1990).

While Exxon's Chairperson was held up by the media as the classic example of how not to handle a crisis, Ashland Oil was applauded in the national press.
By proactively admitting its mistake, Ashland Oil was able to convey "the genuine concern of Ashland's management", and as a result, much of the natural public anger and frustration disappeared (Nelson-Horchler 1990).

Literature on crisis communication has shown how much negative publicity can harm organisations. Renkema and Hoeken (1998) refer to Tyler's (1992) analysis of the Exxon Valdez disaster, in which she found that Exxon's communication strategies increased the damage to the organisation's image instead of minimising it. They also refer to a study by Benoit and Czerwinski (1997) that showed that USAir's responses to negative publicity in *The Times* were also less than adequate. Such findings have generated interest in the ways in which organisations handle crises. The assumption is that negative publicity not only severely damages the organisation's image, but the way in which it is being handled, also plays a crucial role.

Harrington (1996) suggests that organisations should be prepared to handle a crisis and bad publicity. The first step should be to assess the likelihood of different crises, while the second step should be to develop a specific plan. The last step should be to keep the plan updated. She discusses the case of a transport organisation, Cenex Incorporation, which had to deal with a crisis when one of its tankers was involved in a crash and posed a danger to society because of the escaping gas (anhydrous ammonia is an inhalation hazard). The organisation immediately started implementing its crisis management plan which involved putting its specially equipped emergency response team into action. The organisation also sent its public relations person to the scene to handle the media.

The only effective way to handle the crisis was to allow the gas to escape into the atmosphere, a process that took several hours. Families living nearby were
required to evacuate their homes as a precautionary measure. Cenex provided the families with hotel accommodation at its expense. Throughout the entire incident, Cenex held regular press conferences and was open and honest about the incident by providing the media with all the information they had. If they did not know answers, the answers were researched and provided at a next press conference. This open approach did wonders for the organisation’s image. The fact that Cenex had a well-devised crisis recovery plan made the difference (Harrington 1996).

Harrington (1996) also refers to a US Risk Management Survey of 2,200 corporate executives which was conducted by a risk brokerage firm Alexander and Alexander, in which 23 percent of the respondents reported that their organisations did not have a formal corporate disaster plan.

Kirkpatrick (1997) discusses the case of an American computer organisation, Micron Electronics, which decided to start selling computers overseas and to first explore the Japanese market before going into Europe. Micron was infamous in Japan but in the 1980s its “corporate parent” Micron Technology accused Japanese competitors of dumping memory chips in the USA.

Micron was therefore depicted in the Japanese media as “an American bully”. The average Japanese had a negative view of Micron, but thought of it as “that big American technology organisation”. Because of the bad publicity, Micron built a small but healthy computer business in Japan even without advertising. Their brand recognition in Japan is four or five times higher than in Europe, which is proof that a bad brand name is sometimes better than no brand at all.

Gelb and Kampschroeder (1994) emphasise that in times of bad publicity the media are more inclined to tell the public what to think about than how to think. A study
of hospitals in the Houston-area found no correlation between adverse media coverage of psychiatric hospitals and the public's perception of the institutions investigated. The authors believe that the findings of the study support the "limited effects" module of communication research. Houston's leading newspaper investigated local profit-making psychiatric hospitals and ran a series of negative to shocking stories. Instead of having a dramatic effect on public perceptions of the specific hospital, no such evidence could be found.

The authors' study dealt with the reactions of the general public by examining monthly responses in Houston to bad publicity on profit-making psychiatric hospitals. The purpose of the study was to explain two issues: whether a random sample of the public thought badly of individual providers when such publicity appeared, and whether, if negative impressions did occur, they would extend to an entire category of providers, even though only a few were accused of wrongdoing.

This study was undertaken to investigate the effects of an actual example of negative publicity. Gelb and Kampschroeder (1994) had the opportunity to compare a theory-based expectation of limited effects with a common-sense expectation of changes in public impressions of psychiatric hospitals as negative publicity concerning them unfolded.

The study tracked publicity week by week. Newspaper coverage was measured in terms of number of stories and total column inches. Television coverage was measured in terms of number of stories and total air time during early or late evening newscasts.

Because the negative publicity was unexpected, no measures of its effect were designed "before the fact." Therefore, in order to measure public impressions, the
authors decided to use a set of data gathered not for academic but unrelated commercial purposes, before and after the release of the publicity.

Since newspaper coverage began before the September data but after the July-August data were collected, the authors expected to see variations beginning in September. Alternatively, they also expected the variations to be most pronounced in November and December, after major television coverage. In almost every instance, however, no expected changes appeared, whether the variable of interest was awareness of individual psychiatric hospitals, degree of favourable impressions of hospitals of which a respondent was aware, or likelihood of choosing/recommending a psychiatric hospital (Gelb & Kampschroeder 1994).

In selecting newspaper and television coverage as measures of publicity, the authors were dealing with absolutes where it could be argued that relative data are more consequential. For example, five column inches on hospitals on the front page of a daily newspaper are one thing when the “banner” story is “Presidential candidate gives speech” and another when the “banner” story is “Gunman kills two infants in freeway shooting”. Even more questionable is measuring reaction to publicity by using HealthPoll data when there is no way to know what proportion of the respondents are even aware of the publicity. Gelb and Kampschroeder (1994) were forced to assume that either the respondents were not in significant numbers, and therefore this had no effect, or they were, and this had no effect.

In a policy document of the Reed Travel Group (1993) it is stated that whenever an organisation is the victim of bad publicity this should increase its promotional activities to counteract the effect of this form of publicity.
Nadler (1995) discusses how banks can manage risks to their good name. This can also be applied to other organisations. According to Nadler (1995), banks should manage their reputation and their relationship with the media in the same way as they conduct business. He suggests that banks should protect themselves against negative publicity by appointing only one media spokesperson and establishing clear policies on controversial issues such as discrimination and sexual harassment as well as evaluating the potential media reaction to planned business activities.

According to Nadler (1995), negative publicity could well be the most important part of risk management for any organisation. He suggests that superregional and community banks need system-wide and strict policies towards the media. He also emphasises that the first rule should be that no one speaks for a bank unless authorised to do so - no matter what the issue, and also that all calls should be transferred to the media spokesperson. In addition, risk management involves ensuring that the person delegated to handle reporters knows how to present both sides honestly.

Andrew (1994) states that organisations always run the risk of being victimised by the media even in the case of the organisation having good media relations. To date there is no standard approach to how to settle grievances with the media. He suggests instead that organisations should accept that negative publicity is part of business life and that the way an organisation deals with negative publicity will determine its long-term reputation with the media and the public. According to Andrew (1994), the organisation should immediately determine the long-term effect of negative publicity on the organisation's image. If it is decided that misrepresentation in the media should be corrected, the organisation's legal personnel should prepare an initial letter of complaint which should recommend a reasonable solution to the problem.
According to Overton (1994), who adopts the opposite approach to Andrew (1994), organisations in the past tended to ignore negative publicity and hoped that it would disappear. Organisations were of the opinion that it was impossible to fight the media and also that they were in fact helping the media to keep the story alive. She believes that this is no longer the case. To demonstrate this, she refers to the example of the fierce response of the Salisbury-based grocery chain in England, Food Lion, to damaging allegations by ABC's PrimeTime Live. The chain successfully sued the network, accusing it of fraudulently obtaining a videotape to support its claim that Food Lion personnel had doctored bad meat.

Another example was the allegation of ABC News that the tobacco industry had “spiked” cigarettes with extra nicotine which caused a $10 billion libel action from Philip Morris Corporation. However, ABC stood by its report. But a similar suit in 1993 by General Motors prompted NBC to offer a quick settlement as well as an on-air apology for faking a fire in a Dateline segment on truck safety. Dateline was also the target of an $8 million lawsuit filed in August by Greensboro's Southeastern Eye Clinic, which alleged that the programme had falsely accused its doctors of scheduling unnecessary cataract surgery.

Overton (1994) believes that by suing, organisations defend themselves against negative publicity or hope that the threat of expensive litigation may persuade a news organisation to retract an unfair or misleading report.

Paterson (1992) suggests another approach. He suggests that organisations should develop crisis management plans, paying particular attention to public relations techniques. He goes on to say that organisations should set up a team to specifically address crisis management issues which will provide the necessary structure to react quickly to any situation that might bring about negative publicity.
for the organisation. This team should have all information and the necessary authority to deal with negative publicity. These crisis management plans should also be thoroughly and regularly tested.

Slahor (1989) emphasises that it is imperative to have good media relations during a crisis and that any organisation should therefore have a good working plan for handling a crisis. She also emphasises that the groundwork should already have been laid to establish a working relationship with the media before the crisis. This can be achieved by building a good working relationship with the media through periodic media releases, media conferences and interviews that will be of interest to the community. Because an organisation’s activities are of interest to the community, the crisis will be news and generate negative publicity. During a crisis there is no time to build relations with the media. Reporters will use all the information they have gathered (positive or negative) about the organisation and the crisis it faces.

An organisation should therefore have a good working plan in writing on how to handle a crisis. The people involved in the media relations of an organisation should know everybody’s responsibility in this regard, and the organisation's members should also know where and how an operations centre is established for dealings with the media during the crisis. Slahor (1989) emphasises that opinions and hunches have no place in an organisation’s communications with the press and that media personnel should always admit the facts and the truth.

Slahor (1989) emphasises that there may be a situation when the organisation's administrators decide that all the information on the crisis cannot be given in order to protect a legitimate concern (such as hostage negotiations, the safety of law enforcement teams or whatever else might be a threatening situation). In such a
case, the media spokesperson may not provide all the information on the crisis but may release only part of the information which should also be the true facts.

According to Slahor (1989), an organisation's media spokesperson should remain professional, representing the organisation with a professional image, and place his or her personal feelings in a secondary position. Although a crisis may create a highly emotional situation, the spokesperson should always remain "detached".

Slahor (1989) also recommends proper training for all personnel who may be involved in a crisis so that they know how to deal with the media to present a professional image of the organisation despite the crisis.

Andrew (1994) states that any organisation stands a chance of receiving bad publicity regardless of how well it communicates with the media. He further states that there is at present no standard methodology on how to deal with grievances with the media except for several field-tested procedures which include the following:

• The decision whether to act on negative publicity should involve an objective appraisal of the damage's potential for a long-term effect.
• Silence, on the other hand, can be viewed as approval of what has been reported. Electronic data retrieval systems, which store nearly every piece of print or broadcast information, now ensure that a news story, regardless of its accuracy, will have a life of its own. Most reporters research current story assignments by reviewing what has been previously reported.
• Once the decision has been made to correct a misrepresentation in the media, an organisation should act quickly to document and state its case. A letter sent to an appropriate editor, instead of the reporter involved, should
present extremely specific objections and clarifications. If warranted, an initial letter of complaint may be prepared by legal counsel. This letter should propose a reasonable solution to the problem, ranging from a mention in “a corrections column” to a full-scale retraction. But unless an error or bias can be proven, an editor will stand by the story and consider the case closed. This is when more sophisticated methods to deal with negative publicity may become appropriate.

One very effective means of counteracting negative media exposure is to address the matter by taking opposing viewpoints directly to target audiences. For instance, in a response to a consumer reports article on home water filters which it considered incorrect and misleading, National Safety Associates distributed to its salesforce a copy of its president's letter to the editor of that publication; thereby helping organisation representatives to handle the negative publicity about their products. Direct communication with personnel, shareholders and customers can be of value.

Display ads with a message can also be used to counteract negative editorial coverage. More often, however, organisations withhold or withdraw advertising to punish “unfriendly” newspapers. Boycotting relationships with the media, however, is not the solution. The traditional “letter to the Editor” is often the least effective means to complain about an article. Although this is a well-read section, most letters are boring, overly self-serving and assume that readers remember the original article, which may confuse the matter further.

According to Lukaszewski (1997), the media love to report about organisations being targeted by government investigators. He suggests that to counter publicity, organisations involved in such investigations should carefully
Lukaszewski (1997) strongly recommends that the predictable should be managed. Organisations, for instance, should focus on the goal and try to handle the situation with as much dignity and control as possible by being responsive but humble, by commenting but using the script in their approach and by being brief and positive.

2.8.3.4 A summary of the requirements of nongenerated publicity

Based on the above discussion, it can be argued that an IMC approach will assist in preventing or ameliorating conflicting or damaging messages in the media as communication is centrally managed and planned. In an IMC approach, it is essential to deal with negative, nongenerated publicity in the following ways:

- An organisation should have a formal, written plan to deal with crises such as negative publicity, and this plan should be updated regularly. This plan should be part of an organisation's IMC programme in the organisation's strategic marketing plan (see 2.5 and 2.6).

- All communication should be centrally managed and planned. The organisation should therefore appoint only one media spokesperson to ensure a consistent message in the media and avoid conflicting messages. The media spokesperson(s) should be trained, coached and rehearsed. The written plan should be widely distributed, especially among key personnel inside the organisation.

- The organisation's mistakes should be acknowledged and not denied because this may be a source of conflicting messages.

- The organisation should always be open and honest about any negative incident. The truth should always be told.
The organisation should establish a good working relationship with the media through periodic media releases, media conferences and interviews that will be of interest to the community.

Communication should be fast, effective and proactive.

Whenever an organisation is the victim of negative publicity it should increase its promotional activities to counteract the effect of this form of publicity.

2.8.4 Direct marketing/personal selling

According to Sinclair (1997:83), this is the ultimate form of promotion because the marketer comes face to face with the target audience. Direct marketing is "an interactive system of marketing that uses one or more advertising media to effect a measurable response or transaction at any location". In direct marketing, organisations communicate directly with target audiences.

Belch and Belch (1995:11) state that direct marketing is much more than direct mail and mail-order catalogues, but involves a variety of activities such as direct selling, telemarketing (eg using lists of people in telephone directories, etc) and direct-response advertisements (using direct mail and various broadcast and print media). Sinclair (1997:180) also states that tools in direct marketing also include public relations and internal communication.

Organisations use direct marketing tools to distribute their products through traditional channels or have their own salespeople. Marketers send out direct mail ranging from simple letters and fliers to detailed brochures and videotapes to
provide potential customers with information about their products or services. Direct-marketing techniques are also used to distribute product samples to target users of a competing brand of a product or service (Belch & Belch 1995:12). The American Direct Marketing Association identified three ways in which consumers generally respond to direct marketing:

**Direct order.** The recipient responds by buying the product in cash.

**Lead generation.** People respond with their names and contact details which are used in future direct marketing activities. Marketers feed all the information on customers into databases and customers can therefore be contacted regularly to make another sale.

**Traffic generation.** A store may wish to promote a sale. The response to the sale may be measured according to the number of people who visited the store during the time of the sale (Sinclair 1997:180).

Personal selling is linked to direct marketing because of the direct communication with the target audience. The IMM defines personal selling as “a person-to-person process by which the seller learns about the prospective buyer’s wants and seeks to satisfy them by offering a suitable good or service, and making a sale” (Sinclair 1997:173).

Selling takes place in most industries and areas of commerce. Sinclair (1997:173) classifies selling according to the following types:

**Creative selling.** Through creative selling, appointments and sales presentations can be made to close a deal.

**Missionary selling.** This kind of selling is used mainly in the pharmaceutical industry, where medical detail representatives promote drugs and medical products
to doctors and pharmacists without taking orders. Their main task is to convince the medical society to prescribe the product for their patients.

**Order takers.** This is a passive form of selling where the supplier has personnel who take orders from satisfied buyers wishing to use a specific product again.

**Technical selling.** Modern technology has increased to the extent that experienced and trained salespeople who are able to sell today's technical products are needed.

The next section will explain how the above marketing communication activities can be integrated within the elements of the marketing mix (see 2.7).

### 2.9 MARKETING COMMUNICATION IN EACH OF THE ELEMENTS OF THE MARKETING MIX

When an IMC programme is being developed as part of an organisation's strategic marketing plan, marketers should constantly consider the importance of marketing communication within the elements of the marketing mix. This will not only contribute to the overall success of the organisation's marketing plan but also to better management of a central sales message (see 2.5 and 2.6).

#### 2.9.1 The product

According to Burnett and Moriarty (1998:35), a product should meet the needs of target markets - hence the purpose of communication is to communicate the product to those target markets. New products need not necessarily be better than any other product on the market, although a good product is at the heart of marketing. The difference can be established by the development of the image or
personality. This is referred to as branding. The product should be able to compare with that of competitors in all respects. No marketing effort can sell a bad product.

The message of a product is effectively managed within an IMC approach, and marketing communication managers are involved with the product from the very beginning and stay involved throughout the process of product design and delivery. They also need to assess how the types of products they market affect their marketing communication strategies. They must then examine the product’s life cycle and plan the strategic components of the product mix (Burnett & Moriarty 1998:35).

Advertising practitioners should also know the product. A good campaign will help create awareness and initial sales, but its long-term success depends on the customer being satisfied with the performance of the product.

Many different types of products exist. To plan a successful marketing communication programme, marketers and advertisers must know what type of product they will be marketing because a specific type of product often requires very different communication strategies (Burnett & Moriarty 1998:36).

The link between communication and the product is thus vital in the organisation’s IMC plan. Burnett (1993:80) states that the nature of this link changes depending on the type of product, where it is in its life cycle and the strategic components of the product. He further states that the two most common ways to categorise products in industry are as consumer versus industrial products and as goods products versus service products as well as the product life cycle.
2.9.1.1 Consumer and industrial products

Products which are purchased for personal or family consumption with no intention of resale are known as consumer products, while industrial products are purchased by an organisation or an individual that will be changed for or distributed to an ultimate consumer in order to make a profit or meet some other business objective.

Communication with regard to consumer products will mainly emphasise mass selling via television and print advertising, sales promotion and public relations to reinforce the message whereas with regard to industrial products more emphasis will be put on sales promotion and personal selling (Burnett 1993:80).

2.9.1.2 Goods and service products

Service products are “intangible activities which provide want satisfaction when marketed to consumer and/or industrial users and which are not necessarily tied to the sale of a product or another service”, for instance, insurance, repair service and entertainment (Burnett 1993:81). Goods products, on the other hand, refer to credit, delivery and packaging services which exist only when there is a sale of an article. According to Burnett (1993:81), service products are distinguished from goods products by four characteristics, each of which has its own communication elements. The characteristics are as follows:

a. Intangibility

Service products cannot be tested, felt, seen, heard or smelled before the purchase of the product. Hence the role of communication as far as service products is
concerned is to describe the benefits of the product service via personal selling and advertising. Mass advertising can stimulate demand through the use of testimonials and other techniques (Burnett 1993:86).

b. Inseparability

Many services are created and consumed at the same time, for instance, haircuts and medical care. Thus intermediaries such as insurance brokers and travel agents often promote services (Burnett 1993:86).

c. Heterogeneity

It is virtually impossible to standardise the service product, nor is it easy to assess the quality a service claims to deliver. Heterogeneity is partly due to the intangibility of the service product. "The intangibility and the labour-intensive quality of service products are offset by attempts at creating continuity and standardisation" (Burnett 1993:86).

d. Perishability

Service products cannot be stored and it is difficult to determine the demand for them. Communication in this regard is therefore aimed at convincing more consumers to use the product, and to use it according to a more predictable pattern (Burnett 1993:86).
2.9.3 Product life cycle

A product, like a person, usually has a predictable pattern of development. From its development it exists in different stages and different competitive environments. Its adjustment to these environments determines how successful its life will be. Communication with regard to the product life cycle will be focused on budget planning for mass advertising during a specific stage of the product’s life cycle. The product’s life cycle can also be divided into the following four stages:

a. Introduction

During this stage, a newly developed good or service is first presented to its market. This stage is the most risky and expensive. Communication during this phase emphasises primary rather than secondary demand, which means that the type of product rather than the seller’s brand is emphasised. It may also take an enormous amount of mass advertising and personal selling to convince the market of the product’s merits at the (premium) level. If the product is truly an innovation and people who wishing to buy it expect to pay a high price, then communication may be limited to informative advertising that tells the consumer where to purchase the product (Burnett 1993:86).

b. Growth

By the time the good or service has reached the beginning of the growth stage, its market acceptance is assured. The aim of communication in the form of advertising often shifts from building product awareness to creating brand conviction and purchase. As more competitors enter the market, the role of personal selling changes because the salesperson has to deal with distributors more aggressively.
Consumers have so many products to choose from that sales promotion tools such as discounts, coupons, rebates and sampling become extremely important (Burnett 1993:87).

c. Maturity

During the maturity stage, the organisation shares the market with successful competitors. During this stage, communication is mainly directed at the retailer because the consumer has become brand loyal and promotion is no longer necessary, or the consumer views the various brand choices as equivalent and is therefore affected by how the retailer promotes the brand at the point of purchase. A new communication strategy should now be considered, for instance, searching for a new advertising appeal (Burnett 1993:87).

d. Decline

The product enters the decline stage when there is severe competition from many other organisations. Sometimes marketers are able to rescue a dying product and engage in strategies which include redesigning the product, improving its features, quality or value, or directing it at a new market. Communication used during this stage is television and print ads that emphasise the new design. Public relations can also be effective through publicity in the printed media (Burnett 1993:88).

2.9.1.4 Strategic components of the product

For every product, regardless of what stage it is in its life cycle, strategic decisions should be made which include specifying product features and package design, branding and establishing support services (Burnett 1993:88).
Product features of goods products include form, colour, size, weight, odour, texture and material, and for service products reputation, image, expertise and physical surroundings.

Communication should be based on consideration of these features, the best way to communicate them to the target audiences and the most effective methods. In addition, the complexity of the product may also require a combination of methods such as personal selling and sales promotion which includes printed brochures, demonstrations and point-of-purchase displays (Burnett 1993:89).

According to Deruyte (1994), marketers should methodologically communicate with their customers about a product to gain greater market share. Instead of using the conventional media release, public relations officers should use “heavyweight” communication to support marketing requirements. Strategic marketing demands the right tools to build product and organisational credibility and to create a perceived competitive edge in the marketplace. To support an organisation’s marketing objectives, public relations officers should focus on industry trends and issues, instead of product characteristics.

Deruyte (1994) believes that aggressive marketing-oriented media communication as well as information projects that support marketing plans, will create a leadership image and create a substantial competitive advantage over time. By being assertive with the media, an organisation can improve its perception among its various publics.

Deruyte (1994) suggests that most organisations focus on new-product or product-enhancement in their media releases but that, in this strategy, the message will be interpreted and presented by the editors as they wish. A time gap between
product announcements results in reduced press coverage and a subsequent loss of market awareness. A traditional media programme usually leads to poor communication with the market and may result in loss of market share.

Deruyte (1994) suggests that a well-planned and professional media relations programme should be integrated into an organisation's marketing plan. This should include carefully written media stories which combine industry issues with technical strengths and competitors' weaknesses. This plan should also be executed carefully through the trade and business press thereby ensuring self-developed stories that have value for the editorial community.

Since editors receive hundreds of product releases daily, proper preparation and packaging of announcements will increase the chances of them being read and accepted. Deruyte (1994) provides the following examples:

- A new product can be associated with a hotly debated industry standard.
- A new product announcement can be linked to a system requirement that has plagued design management for a long time.
- Effective media relations strategies include “keying off the editorial calendar” and proactively planning and contributing bylined articles.
- An additional strategy is tracking competitors and focusing on their product, technology or design flaws.

When a new product is launched, public relations strategies should:

- be marketing-oriented
- be proactive
- create own story opportunities
• maintain a message embedded in stories
• aim at building image based on earlier presented information

Public relations strategies should, however, not

• be product-oriented
• be reactive
• wait until the editor is ready to publish a story
• let the editor control the information about the organisation
• lose control of the marketing message
• be perceived as the industry leader

2.9.2 The price

Organisations use a pricing strategy to stay competitive, to shape customers' attitudes and to differentiate the brand.

Pricing information is often a key factor in motivating consumers to buy, and is communicated by organisations through packaging, coupons, signage, price copy advertising, price concessions and price bundling (Burnett & Moriarty 1998:54).

In addition to the discussion in 2.7.2 it can be mentioned that the price of a product or service has a different meaning for sellers and buyers. For sellers it is a source of expected income and therefore a competitive tool, while for buyers it reflects value and the organisation's image (Burnett 1993:106).

According to Burnett (1993:103), information about pricing is probably the most important message that can be transmitted to users, purchasers and those who
influence purchases. The package, signage, point-of-purchase materials and coupons are all used to deliver pricing information. Communication about pricing information is often crucial in speeding up consumer conviction. Three communication tactics are normally used:

- An advertisement or a salesperson may emphasise a coming event related to price.
- Special price concessions may persuade the consumer to buy immediately.
- A technique known as price bundling may be used. This refers to a special price (usually lower) charged when certain products are bundled together. The bundling may include items that are difficult to sell alone (Burnett 1993:104).

The subject of pricing is so important in advertising that the term “price copy” has been created to define message content aimed at pricing. Most local advertising involves the transmission of pricing information while food retailers, discount stores, furniture and appliance merchandisers and department stores all use promotional media to announce pricing decisions (Burnett 1993:104).

2.9.3 The place

The place or channel of distribution is the marketing instrument used to present, deliver and service the product for customers. This includes all the institutions, processes and relationships that facilitate the distribution of the product. Wholesalers and retailers are referred to as resellers (Burnett 1993:95).

A marketer must constantly consider how its channel of distribution conveys a specific message to the consumer. For instance, a store’s image depends on the
consumer's attitude to the retailer's communication strategy, services, convenience, layout, design, exterior and interior appearance, location and personnel (Burnett & Moriarty 1998:50).

Marketing communication managers should have a basic understanding of the promotional needs and capabilities of the two primary types of resellers, namely wholesalers and retailers. Wholesalers use promotion to communicate the benefits of the manufacturer's product to retailers. This is done through personal selling and sales promotion, especially trade deals. Retailers, on the other hand, use promotion to communicate product features and store services to users (Burnett 1993:107).

According to Burnett (1995:96), consumers tend to buy at stores that fit their self-images. Successful retailers therefore project store images to attract their target customers. Marketers who make use of resellers should gain their support for the promotional strategy, and should:

- design specific promotional activities that can be performed effectively and efficiently by resellers
- communicate this information accurately to resellers
- motivate resellers to implement these promotional activities as suggested

Promotional strategies (with regard to the channel of distribution) can largely be classified as push or pull strategies, depending on how much is required of the reseller. A pull strategy directs marketing efforts at the consumer and emphasises large advertising expenditures. It may also include additional incentives to get the consumer to buy through the use of coupons, rebates, free samples, or sweepstakes. If the demand for the product is high, a pull strategy is likely.
A push strategy, on the other hand, directs marketing efforts at resellers and depends more on their personal selling abilities. This means that the manufacturer "pushes" the product through the channels; the resellers are asked to demonstrate products, distribute sales promotion devices and actively sell the product. If the product is relatively new and many acceptable substitutes exist, a push strategy is appropriate (Burnett 1993:96).

2.10 THE NEWSPAPER MEDIUM

Since this study analyses newspaper publicity (see chapter 4), it is also necessary to take note of the newspaper medium and its various encoding media conventions (ie how the newspaper articles that are being analysed in this study, are finally presented to the world).

According to Skinner and Von Essen (1996:145), South Africa has a highly complex media industry consisting of several television stations, newspapers, consumer magazines, together with hundreds of trade, technical and professional journals and directories.

According to Jenkins (Skinner & Von Essen 1996:147), the advantages of the press as a publicity medium are that it can firstly, provide information in greater depth than broadcast media, and secondly, it can be read anywhere. Newspapers also have an extended life because they are kept in binders or reference files. In addition, items can be cut out and retained.

The disadvantages, however, are that the time frame for printing a daily newspaper, say, two to three hours, sometimes leads to error, while the rapid turnover of daily newspapers means that they have relatively short lives. In
addition, false claims are sometimes made by publications with a large circulation and readership figures. There could also be some bias or selectiveness in news reporting (Skinner & Von Essen 1996:148).

Newspapers can be divided into different categories, according to circulation or frequency, for instance daily, weekly, morning or afternoon papers. One can distinguish between mass newspapers and local or speciality newspapers. Mass newspapers are circulated nationally and are aimed at the public in general. Local and speciality newspapers, on the other hand, are aimed at special publics and their circulation may be limited (Skinner & Von Essen 1996:145). The sample of this study consists of seven regional newspapers and one urban newspaper, that is Beeld, Die Burger, The Cape Times, The Daily Dispatch, The Natal Mercury, The Star, Die Volksblad and The Pretoria News (see chapter 4).

A newspaper story is often not used because of a lack of space or when it has to make way for a more important story. Deadlines are crucial to every newspaper. If an organisation fails to meet the deadline of a newspaper, the story can be developed without the organisation's input. Every editorial department in a newspaper has different wants and needs (Skinner & Von Essen 1996:149).

Once the reporter has written his or her news story, it goes through several sections and stages before it is finally being published. For instance, the subeditor edits the story, writes a headline for it and then sends it to the works department where it is being made up with all the other news stories of the day. During this stage, the layout of the page, selection of typefaces and sizing of pictures are seen to (Skinner & Von Essen 1996:150).
Although this study does not concern writing styles, layout, or the page on which a specific newspaper article was published, some of the above elements will be discussed and included in this study to make it more comprehensive. According to Hartley (1982:7), "news is a discourse generated by a general sign-system in relation to a social structure. It transforms its raw materials into a recognisable product, which we accept as familiar".

2.10.1 News writing styles

Several news writing styles can be applied to a news article which depends on the purpose of the news story.

2.10.1.1 News reports

A news report is a report on a news event. Reporters are expected to look, listen, question and to recount the information they find. They are not expected to discuss themselves or how they felt about looking, listening or questioning (Nel 1998:43).

2.10.1.2 Feature articles

Also referred to as "human interest stories" or "people news", features usually allow the writer more space, not only words, but also give him or her some latitude to experiment with language (Nel 1998:44).

2.10.1.3 Analysis stories

The analysis story, which is also referred to as a "think piece", interpretive story or
explainer, normally takes up some pressing issue and attempts to make people understand (Nel 1998:44).

2.10.1.4 Investigative reports

Investigative reports investigate negative issues. When a person or institution is portrayed negatively it must be backed by facts, otherwise the target may claim defamation and sue the newspaper (Nel 1998:45).

2.10.1.5 Editorials

On the editorial pages, writers are allowed to be exactly what critics often accuse them of being, namely: biased, subjective, one-sided and opinionated, which is how it should be. The editorial pages, which are normally separate from the news pages, usually carry three types of copy: the unsigned editorial (which reflects the opinion of the editorial board), the editorial column, which has bylines and "mug shots" identifying the writers, and the letter to the editor, which affords readers an opportunity to be biased, opinionated, one-sided and subjective (Nel 1998:46).

2.10.1.6 Feature columns

This is where experienced (and talented) writers have the opportunity to think aloud about life. Such columnists usually deal with human, rather than cosmic problems. The tone is sometimes humorous, sometimes sentimental, sometimes gossipy - and almost always personal (Nel 1998:46).
2.1.0.7 Reviews and criticism

Critics and reviewers basically write editorials about the arts, and some are really harsh (Nel 1998:47).

2.1.0.8 Business reports

Business reports concern writing about the South African economy and business news. Editors and journalists have taken up the challenge of making their business reports more thorough and more accessible to ordinary people (Nel 1998:48).

2.1.0.9 Sports writing

Sports writing essentially involves news, features and reviews about different sports. Sports offer a reporter all the elements that make up good stories (Nel 1998:48).

2.1.0.10 Advertorials

An advertorial is a print or broadcast advertisement presented in the style of an article. It is therefore editorial comment ("a write-up") which is paid for together with the advertisement which is presented in the form of a story (Nel 1998:12).

2.1.0.2 The layout and design of an article

2.1.0.2.1 Using photographs

Certain types of pictures are necessary to illustrate a particular story. A story can
either be photographed anew or assembled from old stock. Photographs can be
classified according to the information they convey and the effect they have on
developing a story. However, not every story requires a picture (Nel 1998:237).

2.10.2.2 Newspaper layout or pagination

According to Fitzgerald (1992), most newspapers today have total automation of
newspaper layout or pagination.

Thailing (1993) argues that several newspapers in America have changed their
design in pursuit of readers and advertisers and made their newspapers more user­
friendly. Newspapers are competing with each other and need to distinguish
themselves from other newspapers visually to attract more readers.

McNay (1994) argues that the new technology adopted by Rupert Murdoch's
newspapers in 1986 was rapidly introduced by other British newspapers and
prompted a design revolution. In addition, the remark of the former editor of The
Sunday Times in England, Harold Evans, (McNay 1994) that the front page of a
newspaper is as much an act of marketing as an act of publishing still holds true
after 20 years. Improved design throughout the mass media has made newspaper
design increasingly important. Technology is particularly important for daily
newspapers where compiling the paper is mainly the task of journalists rather than
professional departments.

According to Garneau (1991), page one of the newspaper features a prominent
digest of news and sports stories and indicates their location in the paper. The
more important the news story, the earlier in the newspaper it will be covered,
unless it is a specific story that needs to be covered in a specific section, say, the
business section. Top cover stories are normally accompanied by graphics and include important news or breaking stories. In addition, inside pages concern columns and news items whereas the centre page covers the newspaper’s editorial comments as well as letters to the editor. Sport stories are normally covered on the last pages of the newspaper.

2.10.3 Typography

Although this study does not concern the use of typography by newspapers, it is briefly discussed and included to make the study more comprehensive.

According to Nel (1998:228), choice of typeface greatly affects the appearance of a news story. There are literally hundreds of different typefaces available and choosing the right one can be a time-consuming process. For most designers, however (especially those working on desk-top publishing systems), their choice is limited by what is available. Fonts are divided into several main categories: serif, square or slab serif, sans serif, text, cursive and ornamental fonts (Nel 1998:230-232). Typographic communication concentrates on legibility and readability. Legibility is the quality that affects the ease with which one letter can be distinguished from another, while readability is the quality that affects the degree of ease with which typography can be read (Nel 1998:233).

2.11 SUMMARY

For the purpose of this study, the process of marketing was regarded as a planned and deliberate effort by an organisation to not only create an awareness of its products among its target audience by adopting various strategies, say, generating publicity in the media, but also to convince its target audience that its product or
service is better than that of its competition. The overall perception or image that consumers have of an organisation's product or service will contribute to an organisation's success.

This theoretical chapter explained why it has become so important for an organisation to adopt an IMC approach because it improves the effectiveness of its marketing strategy. It was pointed out that sending confusing messages through marketing efforts can eventually alienate the organisation from its target audience. It also explained where the IMC approach fits into an organisation's marketing strategy by addressing the concepts of marketing, a strategic marketing plan and the four elements of the marketing mix. It was argued that these four elements (of which promotion or marketing communication is one) constitute one of the major concepts in modern marketing. This chapter also explained that there are various reasons why marketers today prefer to adopt an IMC approach. In addition to delivering a consistent and central marketing message, organisations also benefit from cost savings by eliminating duplication and coordinating human resource requirements with improved long-term results for the organisation.

In fact it was argued that the approach to marketing communication has made a significant shift in the past two decades, and moved from a fragmented view of marketing communication to a relatively new holistic view known as IMC (the broad view of marketing).

IMC requires the acceptable selection of communication tools for a particular marketing situation as well as its centralised coordination to ensure a consistent marketing message. This study considered the purpose of generated publicity and focused on the media release as well as the various criteria with which generated publicity should comply to make it contribute more effectively to an organisation's
marketing objectives.

An IMC approach becomes vitally important when an organisation is exposed to nongenerated publicity. Publicity in the media during, say, a period of bad publicity can influence the organisation’s marketing strategy. This chapter consequently considered various criteria for nongenerated publicity in an IMC approach.

This chapter briefly touched on the various encoding media conventions that should be noted whenever newspaper publicity is analysed.

Against the background of this theoretical discussion, Unisa’s marketing situation will be discussed in chapter 3. Unisa will be used as a case study by explaining its IMC position.
CHAPTER 3: INTEGRATED MARKETING COMMUNICATION AT UNISA

3.1 INTRODUCTION

Chapter 2 explained what an IMC approach is and also why it is imperative for organisations to adopt this broader marketing approach in their marketing strategies, especially when it comes to generated and nongenerated publicity. This chapter will explore Unisa as a case study to establish the importance of IMC in practice.

3.2 THE UNIVERSITY OF SOUTH AFRICA (UNISA)

The University of South Africa (Unisa) offers degrees by means of distance education from undergraduate to doctoral level in six faculties: Economic and Management Sciences, Arts, Education, Law, Science and Theology and Religious Studies. It also offers a variety of diploma and certificate programmes and courses.

Unisa is the largest university in South Africa and one of the world's 12 mega-universities. It is undeniably one of South Africa's major national assets. Its qualifications are recognised worldwide, and of the approximately 117,046 students who enrolled in 1998, 7,049 were foreign (Bureau for Management Information 1999).
3.2.1 Marketing at Unisa

At the time of this study all six faculties (see 3.2) were involved in their own marketing actions such as exhibitions and the writing of promotional material, for instance, faculty brochures, posters and advertisements. Of these six faculties, only the Faculty of Education appointed a full-time marketing officer. The other five faculties make use of part-time academics or administrative personnel to assist in their marketing actions. At the time of this study, two faculties were earmarked to appoint full-time marketing officers in the near future, namely the Faculty of Arts and Economic and the Faculty of Economic and Management Sciences (the faculty’s post became vacant in March 1999) (Interview with Marketing Officer, Faculty of Education, 10 February 2000).

The Department of Corporate Communication and Marketing also has one personnel member who participates in exhibitions for secondary schools throughout South Africa every year as part of Unisa’s Outreach Programme to schools. The Department is also actively involved in retaining contact with Unisa’s alumni students. The Bureau for Student Counselling also plays an active role in counselling students about Unisa’s various undergraduate and postgraduate degrees and career opportunities. Some academic departments also make use of the expertise of its own academic personnel to promote its degrees and certificate programmes and courses (see 3.5.3).

The Faculties of Economic and Management Sciences and Education work closely together in their marketing actions. These two faculties have engaged in several attempts to integrate Unisa’s marketing actions by involving other faculties in their marketing initiatives, for instance, the unique Road Show to all the regional offices from 24 January to 2 February 2000 as well as various
outreach programmes in African countries in 1999. All the faculties also participated (as a first for Unisa) in an Education Options Exhibition at Gallagher Estate from 18 to 20 February 2000 (Interview with Marketing Officer, Faculty of Education, 10 February 2000).

In the year 2000, the faculties also started paying attention to branding, in particular the uniform layout of their advertisements. Unisa consequently (after recommendations by the Faculties of Economic and Management Sciences and Education) hired an advertising agency to redesign all the faculties' advertisements (see chapter 2, 2.9.1). The faculties, however, still compile their own marketing messages which do not support a central sales message for Unisa (Interview with Marketing Officer, Faculty of Education, 10 February 2000).

Figure 3.1: Places at Unisa where marketing was done at the time of this study

Source: Marketing Officer, Faculty of Education (2000).
3.2.2 Unisa's marketing positioning

According to a study (see 3.4) conducted by Perry and Associates (1999), Unisa's current marketing positioning focuses more on price than on attracting its students. For instance, in its marketing initiatives, marketers at Unisa emphasise:

- inexpensive degrees
- internationally recognised courses
- progress in studies that can match students' unique lifestyles
- studying while earning an income
- no interruption of studies
- the wide choice of careers

Whenever Unisa's courses are marketed, marketers tend to emphasise its distance education infrastructure, in particular its sophisticated equipment, experienced lecturers, easy access to a well-equipped library, study groups, learning centres and tutors. Unisa's bridging courses, certificate programmes, degrees, research and contribution to community service also feature in marketing efforts (Perry & Associates 1999).

3.2.3 Profile of Unisa students

A total of 117 046 students registered at Unisa in 1998. Unisa's student profile for this year can be depicted as follows:
Table 3.1: Geographical distribution of 1998 Unisa students

<table>
<thead>
<tr>
<th>GEOGRAPHICAL REGION</th>
<th>NUMBER</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>All students</td>
<td>117 046</td>
<td>100</td>
</tr>
<tr>
<td>Outside Africa</td>
<td>2 332</td>
<td>1,99</td>
</tr>
<tr>
<td>Rest of Africa</td>
<td>4 717</td>
<td>4,03</td>
</tr>
<tr>
<td>RSA: provinces</td>
<td>109 997</td>
<td>93,98</td>
</tr>
<tr>
<td>Western Cape</td>
<td>10 011</td>
<td>8,55</td>
</tr>
<tr>
<td>Northern Cape</td>
<td>903</td>
<td>0,77</td>
</tr>
<tr>
<td>Eastern Cape</td>
<td>6 804</td>
<td>5,81</td>
</tr>
<tr>
<td>KwaZulu Natal</td>
<td>22 744</td>
<td>19,43</td>
</tr>
<tr>
<td>Mpumalanga</td>
<td>6 202</td>
<td>5,30</td>
</tr>
<tr>
<td>Northern Province</td>
<td>11 672</td>
<td>9,97</td>
</tr>
<tr>
<td>Gauteng</td>
<td>44 402</td>
<td>37,94</td>
</tr>
<tr>
<td>Northwest</td>
<td>4 290</td>
<td>3,67</td>
</tr>
<tr>
<td>Free State</td>
<td>2 969</td>
<td>2,54</td>
</tr>
</tbody>
</table>


Table 3.2: Population group and gender of 1998 Unisa students

<table>
<thead>
<tr>
<th>Gender</th>
<th>White</th>
<th></th>
<th>Coloured</th>
<th></th>
<th>Black</th>
<th></th>
<th>Asian</th>
<th></th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td></td>
<td>%</td>
</tr>
<tr>
<td>Male/</td>
<td>21334</td>
<td>47,8</td>
<td>2225</td>
<td>48,3</td>
<td>22902</td>
<td>41,4</td>
<td>5349</td>
<td>43,0</td>
<td>51810</td>
<td>44,3</td>
</tr>
<tr>
<td>Female</td>
<td>23282</td>
<td>52,2</td>
<td>2378</td>
<td>51,7</td>
<td>32482</td>
<td>58,6</td>
<td>7094</td>
<td>57,0</td>
<td>65236</td>
<td>55,7</td>
</tr>
<tr>
<td>Total</td>
<td>44616</td>
<td>100</td>
<td>4603</td>
<td>100</td>
<td>55384</td>
<td>100</td>
<td>12443</td>
<td>100</td>
<td>117046</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 3.3: Age of 1998 Unisa students

<table>
<thead>
<tr>
<th>Age</th>
<th>White</th>
<th>Coloured</th>
<th>Black</th>
<th>Asian</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>&gt;19</td>
<td>1402</td>
<td>3,1</td>
<td>139</td>
<td>3,0</td>
<td>591</td>
</tr>
<tr>
<td>19-20</td>
<td>4273</td>
<td>9,6</td>
<td>372</td>
<td>8,1</td>
<td>1934</td>
</tr>
<tr>
<td>21-22</td>
<td>5307</td>
<td>11,9</td>
<td>386</td>
<td>8,4</td>
<td>2832</td>
</tr>
<tr>
<td>23-24</td>
<td>5844</td>
<td>13,1</td>
<td>486</td>
<td>10,6</td>
<td>3997</td>
</tr>
<tr>
<td>25-29</td>
<td>11593</td>
<td>26,0</td>
<td>1296</td>
<td>27,6</td>
<td>14206</td>
</tr>
<tr>
<td>30-34</td>
<td>6436</td>
<td>14,4</td>
<td>836</td>
<td>18,2</td>
<td>14432</td>
</tr>
<tr>
<td>35-39</td>
<td>4213</td>
<td>9,4</td>
<td>626</td>
<td>13,6</td>
<td>9610</td>
</tr>
<tr>
<td>40-44</td>
<td>2530</td>
<td>5,7</td>
<td>293</td>
<td>6,4</td>
<td>4738</td>
</tr>
<tr>
<td>45-49</td>
<td>1491</td>
<td>3,3</td>
<td>127</td>
<td>2,8</td>
<td>2011</td>
</tr>
<tr>
<td>50-54</td>
<td>839</td>
<td>1,9</td>
<td>43</td>
<td>0,9</td>
<td>725</td>
</tr>
<tr>
<td>55-59</td>
<td>404</td>
<td>0,9</td>
<td>20</td>
<td>0,4</td>
<td>227</td>
</tr>
<tr>
<td>60-64</td>
<td>166</td>
<td>0,4</td>
<td>3</td>
<td>0,1</td>
<td>54</td>
</tr>
<tr>
<td>&lt;65</td>
<td>118</td>
<td>0,3</td>
<td>3</td>
<td>0,1</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>44616</td>
<td>100</td>
<td>4603</td>
<td>100</td>
<td>55384</td>
</tr>
</tbody>
</table>


3.3 EARLIER RESEARCH: MARKETING AT UNISA

Over the years, various individuals and organisations were appointed to
conduct research on Unisa’s marketing needs. To obtain a perspective on what
has happened at Unisa during the last couple of years with regard to its
marketing efforts, this study will briefly touch on some of this research.
3.3.1 Marketing plan 1996

In March 1996 Professors JW Strydom and PJ du Plessis of the Department of Business Management of the Faculty of Economic and Management Sciences developed a marketing plan for Unisa after conducting a study based on secondary sources at Unisa.

They came to the following main conclusions (Du Plessis & Strydom 1996:1):

- Unisa was losing its market share because of local and international competition as well as the clever repositioning of technikons.
- There was a drastic increase in the number of black students.
- Younger white and Indian students were registering.
- More full-time and unemployed students were studying at Unisa.
- Postgraduate products should generate increases in the registration numbers.
- There were shortcomings in the marketing information system.
- Integrated image building should be promoted.
- There was a lack of marketing orientation among Unisa personnel.
- There was a lack of integrated marketing at Unisa.
- Student support systems needed attention.

The most important recommendations in this study were the following (Du Plessis & Strydom 1996:1):

- the appointment of a marketing director at Unisa with his/her own support personnel
- the establishment of a market-oriented culture at Unisa
• a systems and procedure analysis of administrative systems at Unisa
• commencement of marketing research
• the penetration of geographical markets
• the extension of marketing among schools
• the marketing of postgraduate studies to alumni and other universities
• the improvement of student-friendly systems
• the establishment of learning centres
• the establishment of differentiated student registration fees
• priority to electronic delivery systems

The report also touched on aspects of marketing communication which should receive attention in the short- and medium-term. These included the following (Du Plessis & Strydom 1996:36):

• more direct marketing efforts, that is personal marketing
• more postal marketing efforts
• image building, for instance the creation of a greater awareness of the degrees offered by Unisa
• advertisements as part of Unisa’s marketing strategy
• internal marketing such as circulars, publications, workshops which should inform and motivate Unisa’s personnel
• a name change for the Department of Corporate Communication and Marketing

The above research was valuable in that it covered various problem areas such as the importance of better student support and also included vital communication considerations.
3.3.2 Simeka Management Consulting

In 1998, Unisa appointed Simeka Management Consulting to assist Unisa to navigate itself as the biggest distance teaching University in Africa. Part of this process was to provide services and interventions in the process of fundamental change and transformation, including a comprehensive institutional marketing strategy.

After two months of interviews with members of the Unisa community and perusal of existing documentation, Simeka reported the following findings (Comserv electronic e-mail: 19 August 1998):

- the need to integrate the existing human resource departments and functions into one manageable structure
- the need for Unisa to clearly express its core activity
- the need for an integration of Unisa's key functions rather than having fragmented and uncoordinated activities
- the need to integrate management information systems
- the need to commit to implementing recommendations and decisions within a reasonable period of time

Simeka also agreed to assist Unisa in monitoring the implementation of its plans and strategies. During this process, the consultants also conducted interviews with the marketing officers of the various faculties as well as with the role players in the Department of Corporate Communication and Marketing.
3.3.3 Perry and Associates

After the failure of various individuals and organisations to develop a viable marketing plan for Unisa, it appointed another organisation in 1999 to submit proposals on Unisa’s marketing actions as well as on the role of the Department of Corporate Communication and Marketing. Perry and Associates, a firm of marketing consultants, was commissioned to convert a new corporate strategy and vision of Unisa into a focused marketing strategy.

The organisation submitted its proposals on what their study would entail on 31 March 1999. These proposals were accepted by Unisa and a marketing expert of the Faculty of Economic and Management Sciences was subsequently seconded to the Office of the Vice-Principal: Research (and Chairperson of the Marketing Committee) to act as project coordinator to oversee and drive the various phases of these proposals which started in May 1999.

The proposals by this organisation were based on the development of a plan for the Department of Corporate Communication and Marketing’s new role, strategy and structure to reposition the "New Unisa".

Chapter 3 will be based mainly on the market research and marketing situation analysis which this firm conducted for Unisa in 1999.
3.4 MARKETING SITUATION ANALYSIS: UNISA

3.4.1 Faculty executives' attitudes to Unisa's marketing

During their study, Perry and Associates (1999) conducted various interviews with Deans and Chairs of Marketing to establish their perceptions of Unisa's current marketing efforts. During these interviews it was established that there was broad consensus on the need for marketing change, but not specific target markets. The interviewees were asked to comment on several issues which can be summarised as follows:
Table 3.4: Internal interviewees' comments on Unisa's current marketing situation

<table>
<thead>
<tr>
<th>Issue</th>
<th>Summary of interviewees' comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background of marketing</td>
<td>Most interviewees observed a decline in student numbers which is more prevalent in some faculties. Unisa had not really experienced the need to market itself in the past. Several interviewees mentioned increased competition, including competition from foreign universities.</td>
</tr>
<tr>
<td>Target markets</td>
<td>Broadly defined as postmatric, school leavers, while a minority of interviewees mentioned black students. Other comments included: mature, working, part-time, cheap, affordable education, school teachers. Some saw each faculty as having different targets. Some noted the possibility of marketing to school teachers as a promotional channel.</td>
</tr>
<tr>
<td>Current position</td>
<td>Leading and positive.</td>
</tr>
<tr>
<td>Targeted positioning</td>
<td>Several interviewees mentioned: more face-to-face contact, better image, especially in schools, greater accessibility, “best” students.</td>
</tr>
<tr>
<td>Current marketing approach</td>
<td>No strategy, policy or coordination. Ad hoc, inconsistent, fragmented. Competition between faculties.</td>
</tr>
<tr>
<td>Overall perceptions of the Department of Corporate Communication and Marketing</td>
<td>Leaderless (for some time). Internal politics. Lack of focus.</td>
</tr>
<tr>
<td>Functions the Department should be performing</td>
<td>Formulating marketing policy/plan Actively selling Unisa and distance education.</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Communication</td>
<td>Poor internal communication and not enough external communication to enhance Unisa’s positive qualities.</td>
</tr>
<tr>
<td>Promotional activities that should be run</td>
<td>A number of interviewees saw activities revolving around graduations. Some interviewees believed that advertising and “school careering” should be emphasised.</td>
</tr>
<tr>
<td>Most significant competitors</td>
<td>Residential universities and limited private commercial colleges. Electronic/telematic, technikons and limited overseas universities.</td>
</tr>
<tr>
<td>Effective competitor marketing approach that Unisa could learn from</td>
<td>More professional marketing and spending on advertisements. Use of electronic media. Greater contact.</td>
</tr>
<tr>
<td>Competitor weaknesses that could be exploited</td>
<td>Expensive nature of their products. Lack of infrastructure, reach and experience.</td>
</tr>
<tr>
<td>Unisa’s marketing and promotion activities might be fragmented and parochial</td>
<td>All interviewees subscribed.</td>
</tr>
<tr>
<td>Solution</td>
<td>Restructuring the Department of Corporate Communication and Marketing. Professional and practical marketing. Coordinated centralised and decentralised functions. Targeting schools and school leavers.</td>
</tr>
</tbody>
</table>

3.4.1.1 Faculty executives' opinions of Unisa’s marketing mix

During their study Perry and Associates (1999) also conducted interviews to establish the perceptions of the Deans and Chairs of Marketing of Unisa’s marketing mix. During these interviews it was established that product and pricing were regarded as holding key competitive edges.

a. Product

Unisa’s products were regarded as being of a high quality, while the new modular system and the accessibility of courses (any place, any time) were also pinpointed as an enormous strength. Other considerations pertaining to Unisa’s product were: well-disciplined students, access and bridging courses, community relevance and outcomes-based education and the well-equipped library available to Unisa students.

However, during the interviews it became apparent that there was little consensus about commoditised knowledge, archaic methods, little contact and poor service and turnaround time. Some also agreed to a hypotheses that Unisa might have a too broad a product range and that the brand/product should be more forcefully franchised. In addition, some interviewees also agreed that “products” should be sourced more aggressively (Perry & Associates 1999).

b. Price

The majority of interviewees believed that Unisa has a competitive edge because of the low price and affordability of its products.
3.4.2 Nonfaculty executives' opinions of Unisa's marketing

In their study Perry and Associates (1999) conducted various interviews with nonfaculty executives to establish their perceptions of Unisa's current marketing efforts. During these interviews it was established that in the past, Unisa, had not been marketed but that increased competition had made marketing essential. The interviewees were asked to comment on several issues which can be summarised as follows:

Table 3.5: Nonfaculty executives' comments on Unisa's current marketing situation

<table>
<thead>
<tr>
<th>Issue</th>
<th>Summary of interviewees' comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background of marketing</td>
<td>Most interviewees indicated that Unisa had not needed to market itself in the past. Student numbers had been decreasing. Unisa needed to be more thoroughly marketed.</td>
</tr>
<tr>
<td>Target markets</td>
<td>Traditional target markets were adult students who wanted to obtain a degree through distance education. Current target markets, however, are younger and more interested in &quot;full-time&quot; study. Target markets concentrate on black students and those lacking financial resources.</td>
</tr>
<tr>
<td>Current position</td>
<td>Most students were from Gauteng. Unisa had few students located in the Western Cape.</td>
</tr>
<tr>
<td>Targeted positioning</td>
<td>Several interviewees mentioned: Unisa needed to be more research oriented. Unisa should be an open access university, targeting at national level.</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Current marketing approach</td>
<td>Nonexistent, chaotic or fragmented.</td>
</tr>
<tr>
<td>Overall perceptions of the Department of</td>
<td>Not proactive. Internal conflicts within the Department. The Department was proficient in PR activities, but inefficient at marketing.</td>
</tr>
<tr>
<td>Corporate Communication and Marketing</td>
<td></td>
</tr>
<tr>
<td>Functions the Department should be</td>
<td>The Department should also be involved in marketing and not only public relations activities.</td>
</tr>
<tr>
<td>performing</td>
<td></td>
</tr>
<tr>
<td>Present nature and effectiveness of</td>
<td>A lack of internal communication. A need for a communication and strategy plan.</td>
</tr>
<tr>
<td>communication</td>
<td></td>
</tr>
<tr>
<td>Promotional activities that should be</td>
<td>Prices should differ between courses. Unisa should be promoted more actively. Promotional activities were reactive and needed to be proactive. The Department of Corporate Communication and Marketing should concentrate on using more media types.</td>
</tr>
<tr>
<td>run</td>
<td></td>
</tr>
<tr>
<td>Most significant competitors</td>
<td>Local and international competition.</td>
</tr>
<tr>
<td>Effective competitor marketing approach</td>
<td>Other universities were better at promotion.</td>
</tr>
<tr>
<td>from which Unisa could learn.</td>
<td></td>
</tr>
</tbody>
</table>
### Competitor weaknesses that could be exploited

<table>
<thead>
<tr>
<th>Description</th>
<th>Unisa has a better infrastructure and regional representation than other universities. Competition (residential universities) can only register a limited number of students.</th>
</tr>
</thead>
</table>

### Unisa's marketing and promotion activities were fragmented and parochial

<table>
<thead>
<tr>
<th></th>
<th>All interviewees subscribed.</th>
</tr>
</thead>
</table>

### Solution

<table>
<thead>
<tr>
<th></th>
<th>Unisa should be more flexible and respond to individual needs. Marketing and promotional issues need to be given a higher priority. Marketing should be more centralised.</th>
</tr>
</thead>
</table>


### 3.4.2.1 Nonfaculty executives' opinions of Unisa's marketing mix

In their study Perry and Associates (1999) also conducted interviews to establish nonfaculty executives’ perceptions of Unisa’s marketing mix.

#### a. Product

Unisa’s products were regarded as highly esteemed degrees with a good infrastructure and a well-equipped library.

However, more than half of the interviewees mentioned that there were some good and bad courses, and that Unisa has a bad "research image". Another weakness mentioned was the number of costly courses and too many courses (Perry & Associates 1999: PPR No 1:18).
**b. Price**

The majority of interviewees believed that people were becoming more price sensitive because of the current economic situation. Almost all interviewees indicated that Unisa has a good low-pricing strategy and that the student receives value for his or her money.

### 3.4.3 Student bodies’ opinions of Unisa’s marketing

In their study Perry and Associates (1999) conducted various interviews with the representatives of student bodies to establish their perceptions of Unisa’s current marketing efforts. The opinions expressed were those of two student council representatives after consulting with other student council members. The interviewees were asked to comment on several issues which can be summarised as follows:
Table 3.6: Student bodies representatives' comments on Unisa's current marketing situation

<table>
<thead>
<tr>
<th>Issue</th>
<th>Summary of interviewees' comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background of marketing</td>
<td>The representatives indicated that fewer students can afford to come to Unisa because of increases in fees. Students feel that Unisa's courses are no longer beneficial to society. There is an increase in distance education competition.</td>
</tr>
<tr>
<td>Target markets</td>
<td>Fewer working students. More &quot;full-time&quot; students who require more facilities. The age group is becoming younger.</td>
</tr>
<tr>
<td>Current positioning</td>
<td>A good university for studying at one's own pace. Flexible course selection. Unisa is a last resort. Unisa has nothing unique to offer.</td>
</tr>
<tr>
<td>Targeted positioning</td>
<td>Exclusive. Appeal to individual needs.</td>
</tr>
<tr>
<td>Current marketing approach</td>
<td>There is little marketing at Unisa. The student representatives regard newspaper advertisements as effective.</td>
</tr>
<tr>
<td>Overall perceptions of the Department of Corporate Communication and Marketing</td>
<td>Problematic. People lack confidence in the Department. Too much dynamism within the department. Students are under the impression that the department communicates positive events only, and not negative events, and they consequently feel misinformed</td>
</tr>
<tr>
<td>Functions the Department should be performing</td>
<td>Communication to external and internal stakeholders. The Department should ensure that publications are aimed at the correct target markets. The Department should publish the facts (positive and negative).</td>
</tr>
<tr>
<td>Present nature and effectiveness of communication</td>
<td>Advertising does not reach potential students. Ineffective communication with schools. There is a need for better communication about individual opinions.</td>
</tr>
<tr>
<td>Promotional activities that should be run</td>
<td>Students consider the promotion of student projects as important. Other universities have good images because of their community work and the publication of activities.</td>
</tr>
<tr>
<td>Most significant competitors</td>
<td>Full-time institutions that are becoming more involved in distance learning. Some international universities.</td>
</tr>
<tr>
<td>Effective competitor marketing approach from which Unisa could learn</td>
<td>Unisa should become more involved in advertising. The following issues should be emphasised in advertisements: affordability programmes facilities support systems</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Competition compared to Unisa</td>
<td>One university assists scholars while they are at school by helping them cope with material they use at school, allowing the university name to be “top-of-mind” when selecting tertiary education.</td>
</tr>
<tr>
<td>Unisa’s marketing and promotion activities might be fragmented and parochial</td>
<td>This is the perception all over the campus.</td>
</tr>
<tr>
<td>Solution</td>
<td>It is important to restructure the Department of Corporate Communication and Marketing. Unisa should be positioned as the best in the world.</td>
</tr>
</tbody>
</table>


3.4.3.1 Student bodies representatives' opinions of Unisa's marketing mix

In their study, Perry and Associates (1999) also conducted interviews to establish student representatives' perceptions of Unisa’s marketing mix.
a. Product

Unisa's products were regarded as "too much of a mixed bag of courses" and that to a certain extent, the study material appears to be irrelevant. Students also perceive a bias in the course material and study guides, in that there is little flexibility in the material offered. Students feel that a restructuring of the curriculum should be a priority (Perry & Associates 1999: PPR No 1:37).

b. Price

Students feel that Unisa's fees are too expensive and that bursaries are mainly granted to whites, which is negating the transformation process (Perry & Associates 1999: PPR No 1:37).

3.4.4 Companies' and stakeholders' opinions of Unisa's marketing

In their study Perry and Associates (1999) also conducted various interviews with representatives of companies and stakeholders to establish their perceptions of Unisa's current marketing efforts. These companies and stakeholders were asked to comment on several issues which can be summarised as follows:
Table 3.7: Companies' and stakeholders' comments on Unisa's current marketing situation

<table>
<thead>
<tr>
<th>Issue</th>
<th>Summary of interviewees’ comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Corporate Communication and Marketing</td>
<td>This Department has a very low profile and does not initiate contact.</td>
</tr>
<tr>
<td>Needs</td>
<td>Communication with Unisa’s researchers takes place in a structured manner.</td>
</tr>
<tr>
<td>Current markets</td>
<td>Unisa’s current market consists of anyone, although in recent years it has focused more on school-leavers.</td>
</tr>
<tr>
<td>Key success factors</td>
<td>No factors were identified by more than one person.</td>
</tr>
<tr>
<td>Marketing - the current situation</td>
<td>The interviewees believe that there is very little marketing, and no coherent common theme across faculties.</td>
</tr>
<tr>
<td>Why do students choose Unisa?</td>
<td>Affordability.</td>
</tr>
<tr>
<td>Strengths</td>
<td>Unisa’s leadership in distance education. Unisa’s history and its prominent alumni.</td>
</tr>
<tr>
<td>Weaknesses</td>
<td>Declining marketing image.</td>
</tr>
<tr>
<td>Opportunities</td>
<td>On-line, media-based education.</td>
</tr>
<tr>
<td>Competitors</td>
<td>South African residential universities, with Pretoria and Stellenbosch standing out.</td>
</tr>
<tr>
<td>Competitors’ strengths</td>
<td>Competitors have stayed more up to date in terms of quality and shredding historical baggage.</td>
</tr>
<tr>
<td>The future</td>
<td>Teaching is getting closer to the student by using, for instance, remote study centres. On-line teaching has become crucial. Distance education is becoming more important in South Africa. In future, adult basic education will become more important. Bridging courses will become more in demand. Courses will need to include practical applications and skills. There will be an increasing need for more practical courses. More joint ventures, such as contract research, will be concluded with business and government. Unisa’s future markets should remain undifferentiated.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>The solution</td>
<td>Much more marketing and promotion should be done. Continue to be essentially South African, but should increase its role in Africa. Unisa should become more socially involved. Base a promotional campaign on prominent alumni models.</td>
</tr>
</tbody>
</table>


### 3.5 CURRENT ROLE PLAYERS IN UNISA’S MARKETING

The various role players in Unisa’s marketing at the time of this study are discussed below (see 3.2.1).
3.5.1 Unisa's Marketing Committee

Unisa's Marketing Committee has regular meetings and its members include the deans of the various faculties, the faculties' marketing officers, a member of the Department of Corporate Communication and Marketing and various academic experts.

In 1999, Unisa's Marketing Committee started looking anew at processes to effect an effective marketing strategy for Unisa (Unisa 1999:1).

Unisa's Marketing Committee's perceived role in marketing at Unisa is that of strategic decision making and approval of expenses only (Interview with the Marketing Officer, Faculty of Education, 10 February 2000).

3.5.2 Department of Corporate Communication and Marketing

In a study conducted by Perry and Associates (1999), personnel in this Department were interviewed about this Department's role in marketing at Unisa. The comments by personnel in this Department included the following (Perry & Associates 1999: PPR 1:24):

- a lack of marketing skills in the Department, but that marketing was not traditionally its function
- unrealistic expectations by the University community
- a lack of leadership

Interviews with faculty executives and nonfaculty executives revealed that this Department has an extremely low profile in marketing and that it should
restructure to also include more centralised marketing activities. In addition, representatives of student bodies felt that this Department communicates only positive news and not necessarily negative news and therefore does not provide all the facts (Perry & Associates 1999: PPR I:24).

3.5.2.1 Generation of publicity

One of the functions of the Department of Corporate Communication and Marketing is to generate publicity for Unisa in the media. According to Unisa’s media spokesperson, publicity is not regarded as part of marketing (advertising) by the Department and therefore certain events are preplanned, while others are treated in an ad hoc way when they happen. For example, graduations, examinations and the registration period are regarded as preplanned actions, while other events are treated in an ad hoc fashion (E-mail interview with Ms Doreen Gough, Media Spokesperson, 19 October 1999).

News on Unisa personnel is sent to both regular columns in *Beeld* and *The Pretoria News*, or to the regional offices depending on the locality of the news, for example if a personnel member comes from that area or has worked there. The media spokesperson feeds the media weekly with information on Unisa. The Department in particular issues media releases in cooperation with Unisa Management, if required (E-mail interview with Ms Doreen Gough, Media Spokesperson, 19 October 1999).
3.5.3 Faculty representatives

At the time of this study, all faculties were involved in their own marketing actions (see 3.2.1) and consequently made use of their own personnel to assist with marketing. Various academic departments are also to some extent involved in their own marketing actions. In the course of this study, it was discovered that media releases are issued at various points at Unisa, for instance the Faculty of Economic and Management Sciences, the Music Foundation, Investor’s Relations on behalf of the Graduate School of Business Leadership, the Faculty of Education, the Bureau of Market Research and the Department of Library Services, to name but a few (see chapter 4, 4.3.2 and annexure C).

3.6 SUMMARY

This chapter discussed the integrated marketing situation at Unisa and consequently revealed the following shortcomings in Unisa’s marketing and marketing communication (this study focuses on publicity):

- There is a need for marketing change at Unisa, but not specific target markets.
- Unisa does not follow an IMC approach and its marketing and promotional activities are fragmented and limiting, with no coordination of marketing activities.
- Faculties are competing for increased student numbers and act in isolation.
- Unisa’s publicity efforts seem to have no strategy, policy or coordination.
The Department of Corporate Communication and Marketing does not play a prominent role in marketing at Unisa. Representatives of student bodies also feel that this Department communicates only positive news and not necessarily negative news and therefore does not provide all the facts.

The next chapter, chapter 4, will indicate how the lack of an IMC approach affects Unisa's publicity.
CHAPTER 4: METHODOLOGY AND OPERATIONALISATION

4.1 INTRODUCTION

The objective of this chapter is to explain how the lack of an IMC approach is reflected in Unisa’s publicity (see chapters 2 & 3). It was indicated in the theoretical discussion in chapter 2 how the new holistic approach to marketing, that is the IMC approach, can make publicity contribute more effectively to an organisation’s marketing objectives (see chapter 2, 2.4, 2.8.3.1-2.8.3.4). This chapter will now indicate and explain that the lack of an IMC approach has a definite effect on publicity. Unisa was used as a case study.

4.2 METHODOLOGY

The study includes a qualitative evaluation of generated and nongenerated publicity (newspaper articles and media releases). The qualitative data were quantified through content analysis. The methodology that was used in this study can be explained as follows:

4.2.1 Research method

The study was conducted in two phases:

- The qualitative data were ordered by structuring it according to a set of 18 categories (see 4.2.7). Content analysis was used to quantify all the qualitative data (see 4.2.1.2 & annexure A).
- The study qualitatively evaluates Unisa’s publicity in eight newspapers according to various criteria for generated and nongenerated publicity,
4.2.1.1 Qualitative evaluation

The evaluation of Unisa's publicity was conducted qualitatively, since it was necessary for the researcher to draw conclusions about newspaper publicity for Unisa against the background of the various criteria for generated and nongenerated publicity, which were discussed and explained in chapter 2 of this study (see 2.8.3.1, 2.8.3.2 & 2.8.3.4).

Qualitative research allows for an in-depth study of the units of analysis with the researcher as the instrument (Patton 1990:14). This increases understanding of the contents of the unit of analysis, but reduces generalisability. The human factor involved in the analysis will be the study's great strength, but unfortunately, also its fundamental weakness (Patton 1990:14).

Because each qualitative study is unique, the analytical approach used in this study was unique. The first step in the qualitative analysis of this study was the classification of data into various categories to facilitate the search for patterns and themes in a particular setting (see 4.2.7). The next step was a description of data in such a way that people reading the results can understand and make their own interpretations. Question-focusing with the study's research questions in mind, followed the description phase. During the interpretation phase, the findings were explained answering "why" and "how" questions (Patton 1990:14).
4.2.1.2 Quantitative content analysis

This study was supported by a quantitative content analysis in terms of categories and numbers, that is "a systematic procedure devised to examine the content of recorded information" (Wimmer & Dominick 1991:163) (see annexure A).

Content analysis is "a research technique for making replicable and valid references from data to context. Content analysis is also systematic and the content to be analysed is selected according to consistently applied rules: sample selection must follow proper procedures and each item must have an equal chance of being included in the analysis" (Wimmer & Dominick 1991:163).

Content analysis is also objective. The researcher's personal feelings should not enter into the findings, and if replicated by another researcher, the analysis should have the same results. Operational definitions and rules for classification of variables should be explicit and comprehensive enough that other researchers who repeat the process will arrive at the same decisions. Content analysis is also quantitative. The goal of content analysis is the accurate representation of a body of messages. Quantification is important in fulfilling that objective, since it helps researchers to be more accurate and precise (Wimmer & Dominick 1991:164).

4.2.3 Selection of a sample

The type of sample used for this study is a purposive (quota) sample (a nonprobability type of sample) since the parameters used to draw the sample
were circulation figures and the geographic availability of the newspapers (Du Plooy 1997:62). Seven regional newspapers and one urban newspaper were selected in order to provide an overall picture of publicity on Unisa in South Africa. In addition, all media releases which were issued by Unisa during the period of time of this study, were included (see 4.2.3.1 & 4.2.3.2).

The period of time was selected for the study because the events that are included are recent, it represents some momentous events, and it includes the important preregistration period for publicity efforts. The period of six months is also considered to be sufficient to describe the effect of the lack of an IMC approach on publicity.

4.2.3.1 Choice of newspapers

The following newspapers were included in this study:

- *The Star*

*The Star* is the largest and financially most successful daily morning English newspaper in Gauteng, both in terms of circulation and its area of distribution. This newspaper is widely available throughout Gauteng, as well as in the major urban areas of Botswana, Lesotho and Swaziland. *The Star* is published by Independent Newspapers Gauteng six times per week, which includes a special Saturday edition known as *The Saturday Star* (GCIS Media Directory 1998:1-32).
b. Beeld

*Beeld* is the largest Afrikaans daily morning newspaper in Gauteng, both in terms of circulation as well as in terms of area of distribution. This newspaper is published in Afrikaans and is widely available throughout Gauteng and the Northern Province. *Beeld* is published by Nasionale Media six times per week which includes a special Saturday edition known as *Naweek-Beeld* (*GCIS Media Directory* 1998:1-15).

c. The Pretoria News

*The Pretoria News* (an urban newspaper) was also included in this study because of its geographical proximity to the subject of this study as well as the fact that the largest percentage of Unisa students (37.94 percent) live in Gauteng (see chapter 3, 3.2.3). *The Pretoria News* is published by Independent Newspapers Gauteng six times per week (*GCIS Media Directory* 1998:1-30).

d. Die Volksblad

*Die Volksblad* is the largest Afrikaans daily morning newspaper in the Free State, both in terms of circulation and area of distribution. It is the only daily morning newspaper available in the Free State and is widely available throughout this province. *Die Volksblad* is published by Nasionale Media six times per week (*GCIS Media Directory* 1998:1-37).
e. Die Burger

Die Burger is the largest Afrikaans daily morning newspaper in the Western Cape, both in terms of circulation and area of distribution. It is widely available throughout the Western Cape and is published by Nasionale Media Bpk six times per week (GCIS Media Directory 1998:1-17).

f. The Cape Times

The Cape Times is the largest English daily morning newspaper in the Western Cape, both in terms of circulation and area of distribution. It is widely available throughout the Western Cape. The Cape Times is published by Independent Newspapers Cape six times per week (GCIS Media Directory 1998:1-15).

g. The Natal Mercury

The Natal Mercury is the largest English daily morning newspaper in KwaZulu Natal, both in terms of circulation and area of distribution. It is widely available throughout KwaZulu Natal. The Natal Mercury is published by Independent Newspapers KwaZulu Natal six times per week (GCIS Media Directory 1998:1-27).

h. The Daily Dispatch

The Daily Dispatch is the largest English morning daily newspaper in the Eastern Cape, both in terms of circulation and area of distribution. It is published in English and is widely available throughout the Eastern Province and in some areas of the Western Cape. The Daily Dispatch is published by

4.2.3.2 Choice of media releases

The media releases included in this study were issued by the Department of Corporate Communication and Marketing, the Faculty of Economic and Management Sciences, Investor’s Relations on behalf of the Graduate School of Business Leadership, the Bureau of Market Research and the Music Foundation respectively, during the period 1 July to 31 December 1998 and include all media releases issued during this period.

4.2.4 Population

The accessible population of this study consists of all newspaper articles on Unisa reported in the largest daily morning Afrikaans and English regional newspapers as well as one urban newspaper (see 4.2.3.1) in South Africa during the period 1 July to 31 December 1998, as well as all the media releases issued by Unisa during this period (see 4.2.3.2).

4.2.5 Selecting the units of analysis

Units of analysis are the “people, groups (families), organisations or things (social artifacts such as films, books, newspapers) or anything else that has some social relevance, whose characteristics we wish to observe, describe and explain” (Du Plooy 1997:39). The units of analysis in this study are social artifacts (newspapers and media releases).
The unit of analysis in quantitative content analysis is what is actually categorised and counted and is a measurable unit which provides the researcher with a standard method of analysing the data (Du Plooy 1997:158). For the purpose of this study themes were used as units of analysis. The researcher counted themes in 104 articles and 35 media releases according to 18 and 10 categories respectively (see 4.2.7 and 4.2.9).

4.2.6 Data collection

Data were collected through the South African Press Cutting Agency (a primary source), and were then double checked on the Unisa Library’s microfiche facility, as well as at the State Library in the case of Die Volksblad (which is not available in the Unisa Library), and telephonically at The Daily Dispatch library (in the case of The Daily Dispatch, which was not available at Unisa or the State Library at the time of this study). The media releases were obtained from the Internet and the various faculties at Unisa (see 4.3.2).

The time dimension for information collected in this sample was cross-sectional - in other words, the information was collected at one point in time as it was already available. The researcher did not need to collect the information over a period of time. The time dimension was relevant to the purpose of the research, that is to establish how the lack of an IMC approach affected Unisa’s publicity (see chapter 4, 4.5.1 & 4.5.2).

4.2.7 Categories

After conducting a thematic analysis of the 104 newspaper articles and the 35 media releases, the following 18 categories were identified (see 4.5.1):
(1) Election of a new Principal
(2) Internal promotion of personnel
(3) Rationalisation of Afrikaans and courses
(4) Student debts
(5) Student news
(6) Personnel news
(7) Examination matters
(8) Fraudulent stickers
(9) Election of a new student council
(10) Transformation
(11) Facilities
(12) Community service
(13) Marketing of degrees, courses and programmes
(14) Awards
(15) Surveys and research
(16) Arts (music)
(17) Seminars, lectures and conferences
(18) Previous articles, books and comments by Unisa personnel in the media

These 18 categories can be defined as follows:

4.2.7.1 Election of a new Principal

This category refers to all the articles on the difficulties surrounding the election of Unisa's newPrincipal when the Vice-Principal: Tuition threatened legal action when his name was not shortlisted. Various student bodies also threatened to withdraw from the selection process because they were not satisfied with the shortlist of candidates.
4.2.7.2  *Internal promotion of personnel*

This category refers to all newspaper articles on Unisa's exclusion of white academics during the promotion of internal personnel.

4.2.7.3  *Rationalisation of Afrikaans and courses*

This category refers to all newspaper articles on Unisa's decision to make English its official internal language and to rationalise some of its undergraduate and postgraduate courses.

4.2.7.4  *Student debts*

This category refers to all newspaper articles which reflect news about the nonpayment of fees by Unisa students and the amount of these outstanding debts.

4.2.7.5  *Student news*

This category refers to all newspaper articles which reflect news about current or former Unisa students.

4.2.7.6  *Personnel news*

This category refers to all newspaper articles which reflect news about current or former Unisa personnel.
4.2.7.7 Examination matters

This category refers to all newspaper articles on Unisa examinations.

4.2.7.8 Fraudulent stickers

This category refers to all newspaper articles on Unisa's denial of being involved in the selling of stickers to promote the death penalty.

4.2.7.9 Election of a new student council

This category refers to all newspaper articles on the outcome and results of the election of the new student council.

4.2.7.10 Transformation

This category refers to all newspaper articles on the state of transformation at Unisa, that is its affirmative action programmes.

4.2.7.11 Facilities

This category refers to all newspaper articles on Unisa facilities for students.

4.2.7.12 Community service

This category refers to all newspaper articles which enhance the image of Unisa through its participation in community projects or its contribution to the community or donations to Unisa.
4.2.7.13 *Marketing of degrees, courses and programmes*

This category refers to all newspaper articles in which Unisa degrees, courses and programmes are promoted.

4.2.7.14 *Awards*

This category refers to all newspaper articles on awards presented to Unisa or awards presented by Unisa.

4.2.7.15 *Surveys and research*

This category refers to research and surveys conducted by Unisa’s Bureau of Market Research or academic departments at Unisa.

4.2.7.16 *Arts (music)*

This category refers to articles and short announcements on music competitions and/or performances held by or at Unisa.

4.2.7.17 *Seminars, lectures and conferences*

This category refers to all newspaper articles on congresses, lectures, presentations and workshops attended or held by Unisa personnel or presented to Unisa students or personnel by people from the private and government sectors.
4.2.7.18 *Articles, books and comments by Unisa personnel in the media*

This category refers to all newspaper articles in which reference is made to books, reviews and comments by Unisa personnel.

4.2.8 Coding

Coding refers to the process of transforming raw data (in this case, all 104 newspaper articles and 35 media releases in the sample) into a form that is suitable for analysis (Du Plooy 1997:159). For the purpose of this study coding was done to quantify the qualitative data. The units of analysis were placed into a content category (Wimmer & Dominick 1997:124) (see 4.2.7).

4.2.8.2 *Quantitative content analysis*

The coding was done at manifest level because the researcher physically counted the newspaper articles and the 35 media releases according to the themes of the 18 categories (see 4.2.7). The coding was done objectively, because the 18 categories were specific indicators in the message (Du Plooy 1997:159).

4.2.9 Intracoder reliability

To quantify the qualitative data, the study also includes a content analysis of all 104 newspaper articles and 35 media releases in terms of 18 and 10 categories respectively (see 4.2.3). Only one coder was used to categorise the newspaper articles and the media releases (see 4.2.7). Intracoder reliability was
established because the same researcher coded the set of data twice, at different times. In this case a period of 14 days elapsed between the two coding sessions.

According to Wimmer and Dominick (1997:180), statistics are computed using the two set of results to test intracoder reliability. The coder first categorised the 104 newspaper articles according to 20 themes (see 4.2.5). After a period of 14 days elapsed, the same coder categorised the same 104 newspaper articles according to 18 themes, as the coder decided to rather code the contents of two of the themes under one theme. This means that the same coder differed in opinion on two themes, which represents an error of 2/20 or 10 percent, giving an accuracy of 90 percent. The themes were then used as categories.

With regard to the media releases, little coder judgment was needed to place them into categories which mainly constituted a mechanical task (Wimmer & Dominick 1997:125). The media releases were placed into 10 of the 18 categories (see annexure C).

The method that was used was consistent and replicable (Wimmer & Dominick 1997:130).

4.2.10 Validity

The findings are valid since publicity was measured as the researcher intended. She constantly worked within the boundaries of 18 categories (see 4.2.7).
Threats to internal validity were controlled by means of intracoder reliability (see 4.2.9), while threats to external validity were controlled by staying within the boundaries of the 18 categories (see 4.2.7). This means that this research can be replicated by another researcher who will achieve the same findings.

4.3 LIMITATIONS OF CONTENT ANALYSIS AND THIS STUDY

4.3.1 Limitations of content analysis

Berger (1998:27) points out the following limitations of content analysis:

(1) There is always a problem with sampling, for instance, how representative the material that one studies is in relation to all the material that could be studied, and also whether the right amount of material is studied.

(2) Researchers may assume too much when the findings are analysed. For instance, the meaning researchers come up with is not necessarily what the writers intended.

(3) Validity in qualitative studies depends largely on the researcher’s skills and competence.

(4) Items are selectively deposited and retained - hence the surviving data are therefore not a representative sample of the originally created data.

(5) In addition, according to Goldenberg (1992:246), the content that is being examined is “physical trace”, an unobtrusive measure of accretion and also subject to the problems of such measures.
4.3.2 Limitations of this study

(1) One limitation of this study is the fact that no hard or electronic copies of the media releases issued by the Department of Corporate Communication and Marketing during the period 1 July to 31 December 1998 could be found. The researcher was referred by the media spokesperson of this Department to the Department of Archives which then referred her back to the Department in question because no copies could be found. The researcher then also attempted to obtain copies on disc, but the media releases had apparently been deleted from the computer. The researcher, however, managed to find a couple of media releases on the Internet, but these may not reflect all media releases that were issued during this specific period.

(2) Another limitation of this study is the fact that apart from media releases, publicity is also generated through various other actions such as press conferences, sponsoring of events, speeches, exhibitions or publications.

(3) Media releases issued during the period of this study could have been published in newspapers other than the eight newspapers in the sample.

(4) More media releases could have been issued by other faculties and departments, of which the researcher was not aware owing to the fact that the issuing of media releases is not centrally managed (see chapter 3 & annexure C).

(5) The researcher also experienced problems with media announcements of music concerts which were issued to the media by the Music Foundation. She could obtain only one copy of the 11 announcements, and a list of the names of concerts organised by the Music Foundation during the period of study. The announcements, however, are in the
format of an advertisement and not an official media release. However, the researcher decided to include these announcements in the study, to make it more comprehensive (see annexure C).

4.4 AN EVALUATION OF UNISA'S NEWSPAPER PUBLICITY

Unisa's newspaper publicity will now be evaluated according to the following categories (see 4.2.1.1 & 4.2.7):

4.4.1 Category: election of a new Principal

This category represents a newsworthy and controversial period in Unisa's history during 1998. In this category, 13 articles were published in newspapers in the sample, of which Beeld carried five articles, The Pretoria News, seven articles and The Star, one (see table 5, annexure A).

The themes of these articles were mainly about the possible abolition of the election process, the inclusion of the Vice-Principal: Tuition's name on the shortlist of candidates and political claims surrounding the debate on the election of a new Principal.

The Pretoria News regarded the coverage of the election of the new Principal as important. This assumption is made because it published these articles on important pages in the newspaper (see chapter 2, 2.10). Four of its seven articles on this topic were published on page 3, and one on page 2. Beeld and The Star mostly published these articles on later pages, that is pages 10, 22, 17 (Beeld) and page 5 (The Star).
4.4.1.1 Discussion

In this category, 12 articles represent news that was not generated by Unisa, while one represents news that was. The first newspaper article in this category was published on 14 July 1998, while the last newspaper article was published on 7 October 1998 (in the newspapers in this sample) (see annexure B).

During the coverage of these events (four months), Unisa responded three times with media releases. The first media release was issued on 20 July 1998 by the Department of Corporate Communication and Marketing, but since the media release dealt mainly with the appointment of the new Chairperson of the Unisa Council (see annexure C), the message about the inclusion of the Vice-Principal: Tuition’s name on the shortlist of candidates, after the withdrawal of another candidate from the process, was not very conspicuous. However, the media release was published, probably because it constituted important and newsworthy news.

Another media release, which was not published, was issued on 29 July 1998 by the Department of Corporate Communication and Marketing on behalf of the Chairperson of the Selection Committee in an attempt to put on record various facts about the debate surrounding the Vice-Principal: Tuition’s name which had initially been excluded from the shortlist.

The third media release was issued on 3 August 1998 by the Department of Corporate Communication and Marketing on behalf of the Chairperson of the Selection Committee, to inform the media that the Selection Committee had decided to postpone the interviews until a new date had been set.
Only one media release was published, possibly because the media releases did not comply with the "five Ws and H" model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.2 & annexure C). However, an article on the postponement of the interviews was published on 1 September in *The Pretoria News* (which, however, cannot be ascribed to the media release since it represented important news which would not be published only one month after the issuing of a media release) (see chapter 2, 2.10).

In the 13 newspaper articles in this category, Unisa was portrayed as being in a crisis and did not know how to deal with it. For instance, *Beeld* referred to the process as "omstrede", and "kontroversieel" (*Beeld*, 21 July 1999:5). *The Pretoria News*, on the other hand, was more negative than *Beeld* and referred to the process as "a dilemma" and "a crisis", "Minister might intervene" and "public concern" (*The Pretoria News*, 21 July 1998:3).

The portrayal of Unisa's handling of the election process in the media was reiterated by several Unisa personnel members. *The Pretoria News* in particular approached various unofficial media spokespersons, who not only provided subjective views about the election process, but in one case also provided contradictory statements. For instance, in an article in *The Pretoria News*, referring to the University Council's decision to postpone all interviews (*The Pretoria News*, 1 September 1998:5), the Chairperson of the Selection Committee stated that the University Council would be guided by the BTF's decision because all stakeholders were represented. But in the same article, the Chairperson of the University Council stated that to "scrap the process the decision won't be automatically endorsed by the selection committee" (see annexure B). These two contradictory statements sent a confusing message to
the newspaper's readers.

One of the candidates in the election (who was in the middle of the debate), the Vice-Principal: Tuition, was approached several times by *The Pretoria News* and *Beeld*. For instance, in an article in *The Pretoria News* (23 July 1998:3), he was quoted as having said the following: “A member of the Council said my legal action minimised my chances of getting the post.” He also referred to the process as “prejudicial” and “unfair.”

In an article in *Beeld* (22 July 1998:22), he was quoted as having said: “die situasie word ‘n verskriklike verleentheid”.

*The Pretoria News* also quoted several anonymous personnel members. In an article in *The Pretoria News* (21 September 1998:3), one senior academic was quoted as having said that all shortlisted candidates, except the Vice-Principal: Tuition had links with the ANC. In another article in *The Pretoria News* (23 October 1998:2), a University Council member (who was not identified) was quoted as having said: “the process to appoint a Principal is being protracted by individuals within the Broader Transformation Forum (BTF). This is costing the University a fortune”. In an article in *The Pretoria News* (1 September 1998:5), some comments were referred to as being from “a well-placed source”.

In another article in *The Pretoria News* (27 July 1998:3), the Chairperson of the Selection Committee did not wish to comment on the contents of a letter submitted by the Vice-Principal: Tuition to the Selection Committee. He promised the media a statement later that day. According to the student’s records no statement on the contents of the letter was ever made.
4.4.1.2 Evaluation

Based on the above discussion, it can be assumed that Unisa dealt with the publicity on the process of the election of a new Principal in an ad hoc, and inconsistent way. Also, it did not comply with the criteria set in chapter 2 on how to deal with nongenerated publicity (see 2.8.3.4). When the publicity was generated in this category, it did not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.1 & annexure C) and was therefore not published, except for one media release which constituted very newsworthy news. The 13 articles in the newspapers reflected mainly subjective views and contradictory statements.

According to the criteria for nongenerated publicity in an IMC approach (see chapter 2, 2.8.3.4), an organisation should have a formal, written plan (incorporated into its IMC plan) to deal with crises such as negative publicity (in this case the election process), and this plan should be updated regularly and be part of the organisation’s strategic marketing plan. The media spokesperson(s) should be trained to speak to the media without harming the organisation through conflicting messages. This written plan should be distributed widely to all key personnel. In addition, the organisation should appoint only one media spokesperson to ensure a consistent message in the media who should always tell the truth.

It is apparent from the discussion that Unisa did not have a formal written plan to deal with crises and that too many people spoke to the media, thereby sending confusing messages to readers. Unisa would have dealt with negative publicity in this category more effectively if the newspapers (which approached
various personnel members) had been referred to personnel members who were trained to talk to the media and if it had acted according to a written plan (see 4.5 for a discussion of the implications for publicity).

4.4.2 Category: internal promotion of personnel

Two newspapers in this sample, namely Beeld and The Pretoria News, published one article on the internal promotion of personnel respectively. The theme of these two articles was that whites were excluded from the promotion of Unisa academic personnel in September 1998, and that personnel members were outraged at this decision.

Both of these articles represent news that was not generated by Unisa. The Pretoria News regarded this as important news because it published its story on page 1, whereas Beeld published its story on page 5.

4.4.2.1 Discussion

The Pretoria News evidently got hold of an internal e-mail message sent by Comserv (an electronic internal communication channel) to Unisa personnel. It mentioned in the article, that “the university’s plan to boost the seniority of its black personnel members was announced to personnel in an internal e-mail this month which read: ‘All permanent black academic employees of Unisa (ie including all race groups except white) are invited to apply for promotion’” (The Pretoria News, 24 July 1998:1).
The Pretoria News approached various personnel members for comment. It quoted several anonymous personnel members' subjective and emotional views, for instance “it is terrible” and “I’m black and racist and I don’t like the way it feels” (The Pretoria News, 24 July 1998:1), while it also referred to the Personnel Department’s comments that several complaints had been received from white personnel. Unisa’s official media spokesperson was not approached for comment, but instead comments from the reconstruction and development manager were published who justified the decision in terms of the moratorium on appointments and a lack of funds to promote everyone.

Beeld carried this story only almost two months later and approached the official media spokesperson for comment. She explained that 80 applications for promotion had been received which represented about 20 percent of the black academics at Unisa. Beeld, however, referred to the promotion of black academics as a lifting of a moratorium in favour of affirmative action (Beeld, 7 October 1998:5).

The article in The Pretoria News depicted Unisa’s decision to promote only black academics as “reverse discrimination”.

4.4.2.2 Evaluation

Based on the above discussion, it can be assumed that Unisa did not deal satisfactorily with the negative publicity on the internal promotion of personnel because, for instance, it did not respond officially with a media release to put the facts straight or attempt to generate more favourable publicity at the time.
According to the criteria for nongenerated publicity in an IMC approach (see chapter 2, 2.8.3.4), an organisation should have only media spokesperson, and the written plan (incorporated into its IMC programme) to effectively deal with, say, negative publicity, should be widely distributed. In Unisa’s case, too many personnel members spoke to The Pretoria News, thereby reiterating Unisa’s image in the media as discriminating against whites. Unisa’s lack of response also enforced its image in the media as an institution that discriminates.

Whenever a personnel member is approached by the media, the reporter should be referred to the appointed media spokespersons of the organisation who are trained according to a written plan (see 4.5 for a discussion of the implications for publicity).

4.4.3 Category: rationalisation of Afrikaans and courses

In this category, three Afrikaans newspapers in the sample published five articles. Beeld published two articles, Die Volksblad, one article and Die Burger two. The themes of this category were Unisa’s decision to use only English for internal communication and the Freedom Front Party’s fierce reaction to it and Unisa’s decision to rationalise some of its undergraduate and postgraduate courses. Four articles represent news not generated by Unisa, while one represents generated news.

4.4.3.1 Discussion

Three Afrikaans newspapers published comments by Unisa’s Media Spokesperson on Unisa’s decision to rationalise Afrikaans, who in this case,
was the Acting Head of the Department of Corporate Communication and Marketing. The latter responded in *Beeld* that correspondence could be conducted in any official language, while the Committee was still deciding on the language policy (*Beeld*, 5 October 1998:4) and in *Die Burger* and *Die Volksblad*, that Unisa was aware of the Freedom Front Party’s criticism and that the Principal would react to this criticism as soon as he returned from leave (*Die Burger*, 5 October 1998:8, *Die Volksblad*, 3 October 1998:6).

No formal statement to the media was ever issued by Unisa on the Principal’s reaction to this criticism.

All the articles of this theme published in these three newspapers (which belong to the same news group), have more or less the same contents. They, for instance, referred to the Freedom Front Party as being “op die oorlogspad” and quoted the Freedom Front’s spokesperson for Education as having said: “Ek neem met ontsteltenis, wrewel en afkeer kennis van die afskaling van Afrikaans by Unisa. Dié optrede deur Afrikaans-onvriendelike groeperings vind plaas terwyl byna 20% van studente en die meerderheid van personeellede by Unisa Afrikaanssprekend is”.

*Beeld* (31 August 1998:6) also carried one article, which was generated by Unisa, on Unisa’s rationalisation of courses. The media release was issued by Unisa on the state of transformation at Unisa, but was used negatively and focused on Unisa’s rationalisation of courses and some other negative issues instead. It published this article on page 6 and gave this article the most prominent headline on the page. The article also referred to Unisa’s financial problems and the moratorium on the promotion of internal personnel (due to financial problems) which was lifted in favour of affirmative action. *Beeld*, for
instance, reports the following: “Die moratorium het groot teenkanting uitgelok toe die universiteitsraad vanjaar net swart personeellede uitgenooi het om om bevorderings aansoek te doen as deel van sy regstellende-aksieprogram...” and “Na verneem word, heers ongelukkigheid ook in van die taaldepartemente oor die uittasering van spesiale kursusse omdat die inkorporering daarvan op eerstejaarsvlak blybaar tot ‘n verlaging van standaarde sal lei...” (Beeld, 31 August 1998:6).

4.4.3.2 Evaluation

Owing to Unisa’s lack of a formal statement, Unisa’s image in the media as an Institution that is not in favour of Afrikaans, was reiterated. The fact that no formal statement (as promised) was ever made by the Principal, might have given the impression that Unisa was disguising something. According to the criteria for nongenerated publicity in an IMC approach (see chapter 2, 2.8.3.4), the truth should always be told, no matter how bad it is.

Because of Unisa’s lack of response in the media on its viewpoint about its decision to rationalise Afrikaans, the institution was perceived as a prototype. For example, in an article in Die Burger (5 October 1998:8), reference is made to Unisa while discussing the Road Accident Fund’s decision to use only English in internal communication.

Beeld gave a media release, which was issued on 25 August 1998 by the Department of Corporate Communication and Marketing on transformation at Unisa (see annexure C), a new perspective by focusing on Unisa’s rationalisation of undergraduate and postgraduate courses and several other negative issues. Unisa’s media release, which supposedly should have
generated good publicity, was turned around negatively, possibly because of the shortcomings in the media release in terms of the "five Ws and H" model, the SOLAADS seven-point model and the technical criteria for media releases (see annexure C) (see 4.5 for a discussion of the implications for publicity).

4.4.4 Category: student debts

Three newspapers in this sample published an article in this category, namely Die Volksblad, Beeld, and The Star. The theme of this category was that Unisa was also one of the universities in South Africa whose students still had outstanding tuition fees. All three articles represent news not generated by Unisa, while two articles reflect investigative reporting (see chapter 2, 2.8.3.3, 2.10.1.4 & annexure B).

4.4.4.1 Discussion

The Star and Beeld both approached Unisa’s media spokesperson to comment on Unisa’s student debts. In the article in Beeld, the spokesperson was referring to the registration procedures and cancellation of studies in the case of nonpayment only. In the article in The Star, however, the spokesperson also referred to Unisa’s declining student numbers, thereby contributing to the underlying negative tone in the article.

The article in The Star, for instance, starts with the following words: "...the University of South Africa has cut some of the fat which threatened its existence" (The Star, 20 August 1998:9). Some of the comments by the media spokesperson were the following: “We are not sure of all the reasons why enrolment has dropped. Since students can study at their own pace at Unisa,
usually inflation means they simply register for fewer courses". Contrary to the media spokespersons of other universities, Unisa’s media spokesperson revealed the amount received in subsidies in 1998, which perhaps is indicative of a more open approach than other universities.

It is interesting to note that the amount still owed by Unisa students differs in two of the articles. The Star, for instance, refers to an amount of R13 million, whereas Die Volksblad refers to an amount of only R1,2 million.

4.4.4.2 Evaluation

According to the criteria for nongenerated publicity in an IMC approach (see chapter 2, 2.8.3.4), there should be a consistent message to all media. Unisa should have communicated the same message to both reporters. It can therefore be concluded that Unisa did not deal adequately with the publicity in the category "student debts" (see 4.5 for a discussion of the implications for publicity).

4.4.5 Category: student news

Unisa’s students were in the news three times during the time period of this study in three newspapers, that is in Beeld, The Star, and Die Burger. The themes in this category differed: news of a former Unisa student who is now the new business editor of Die Volksblad (Sake-Beeld, 19 October 1998:1), a letter by a former LLB student to The Star on a political issue (The Star, 30 November 1998:9) and Die Burger which published a story on a Unisa student who had received the first prize in the PPC Competition for a sculpture (Die Burger, 8 October 1998:6). All four articles represent news not generated by
4.4.5.1 Discussion

In this sample, Unisa students are portrayed as being achievers both academically and in the workplace. For instance, *Die Burger* (8 October 1998:6) states the following: “Carien Quiroga, ‘n tweedejaarstudent van Unisa, het vandeesweek in Pretoria die eerste prys van R5 000 in vanjaar se PPC kompetisie vir betonbeeldbouwerk gewen. Haar werk *The Houses that we build* is eenparig deur die beoordelaars as die wenner aangewys”.

However, only four articles were coded in this category.

4.4.5.2 Evaluation

It is unfortunate that Unisa is not using this perception of its students to better position itself in the market, say, by generating more publicity in this category as part of its IMC approach. According to the criteria for generated publicity in an IMC approach (see chapter 2, 2.8.3.2), an organisation should find interesting stories to tell about its product or service (see 4.5 for a discussion of the implications for publicity).

4.4.6 Category: personnel news

Unisa’s personnel were in the news nine times in four newspapers in the sample during the period of study. *The Pretoria News* published two articles, *Beeld* five articles, *Die Burger* one, and *Die Volksblad* also one. All nine articles constitute news generated by Unisa (see table 5, annexure A).
4.5.6.1 Discussion

The themes in this category differed. One theme was the reinstatement of the former Director of Public Relations in the Department of Corporate Communication and Marketing after he was fired by the former Principal of Unisa. He was, however, still to sue Unisa for this decision. The Pretoria News published one article, Beeld one and Die Burger one, all of which constituted generated news. Unfortunately, no record of this media release, which was issued by the Department of Corporate Communication and Marketing on behalf of the Chairperson of the Unisa Council, was available for analysis (see 4.3.2).

It was regarded as important news by The Pretoria News which published it on page 3. Beeld published it on page 4. Die Burger considered it less important news, publishing it on page 11. Only The Pretoria News approached Unisa’s media spokesperson for further comment, while all three newspapers also quoted the personnel member involved.

Other themes in this category constituted the promotion, achievements, graduation or news events surrounding personnel. According to the media spokesperson for Unisa, information on personnel’s promotions or achievements are regularly sent through to The Pretoria News and Beeld, and if necessary to the specific regional office where a personnel member is employed (see chapter 3, 3.5.2.1). Four of the articles in Beeld in this category were published in a regular column on page 4 of this newspaper entitled “Het jy gehoor?”. One article in The Pretoria News was also published on the graduation of two lecturers at a graduation ceremony at the University of Potchefstroom.
4.4.6.2 Evaluation

The publicity efforts with regard to Unisa’s personnel seem to be mainly concentrated on two newspapers in the Gauteng area, although Unisa is represented in various provinces (see chapter 3, 3.2.3). It is therefore unfortunate that Unisa is not using the quality of its personnel to better position itself in the market, say, by generating more publicity in this category throughout South Africa as part of its integrated marketing approach. According to the criteria for generated publicity in an IMC approach (see chapter 2, 2.8.3.2), an organisation should find interesting stories to tell about its product or service. In such an approach publicity is centrally managed and the media office is aware of all newsworthy events.

According to the criteria for nongenerated publicity in an IMC approach (see chapter 2, 2.8.3.4), an organisation should have only media spokesperson. In addition, no record of the media release, that was issued by Unisa in this category on the reinstatement of a personnel member after he was dismissed, could be traced (see 4.3.2 & 4.5 for a discussion of the implications for publicity).

4.4.7 Category: examination matters

Six articles in this category were published. The Pretoria News, The Cape Times, Die Volksblad and The Star published one article respectively, while Beeld published two articles. The themes in this category mainly constituted the hijacking of a van transporting Unisa examination papers, students who refused to write an examination paper in English because they were not informed that it would be an open-book examination, as well as news on when
Unisa students would receive their examination results.

4.4.7.1 Discussion

Three of the articles were published as a result of news generated by Unisa. Unisa issued two media releases on the hijacking of the van transporting Unisa examination scripts of which only one was published in *The Pretoria News*, *The Cape Times* and *The Star*. All three of these newspapers regarded it as important news because *The Pretoria News* published a small article on page 1, *The Cape Times* a small article on page 2 and *The Star* a small article on page 1 in the “PS” column (see annexures B & C).

The first media release was issued on 23 October 1998 (three days after the event which happened on 20 October 1998), while the second media release was issued on 30 October 1998 explaining which papers were involved as well as the measures taken in this regard. The latter media release is not completely compliant with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases, which probably contributed to it not being published by any of the newspapers in the sample (see chapter 2, 2.8.3.1 & annexure C).

The media release on 30 October 1998 was not published by any newspaper in the sample, despite speculation by *The Star* in its article on 27 October 1998 about what would happen to the students who wrote these papers. *The Pretoria News* also approached an unofficial media spokesperson from the Examinations Department for comment who said that “any claims of examination tampering or wrongdoing” would be investigated, thereby probably contributing to a perception that the hijacking of the examination van
had been a preplanned event (*The Pretoria News*, 27 October 1998:1).

Another theme dealt with students who refused to write an examination paper in English because they had not been informed that it would be an open-book examination. *Beeld* published one article in this regard on page 4. The course coordinator of this course (English II) was approached for comment, and he placed the blame on Unisa and referred to the incident as ""n ongelukkige verwarring" (*Beeld*, 5 November 1998:4). Apart from these empathetic comments by the course coordinator, there was no official reaction or statement by Unisa, although the events were an embarrassment to the University administration.

Two articles were published on the official release date of Unisa’s examination results for the October/November 1998 examinations (one in *Beeld* and *Die Volksblad* respectively), which also commented on the availability of these results on a cellphone number.

**4.4.7.2 Evaluation**

According to the criteria for nongenerated publicity in an integrated marketing approach (see chapter 2, 2.8.3.4), an organisation should only have one media spokesperson. In Unisa’s case, too many personnel members spoke to the media, thereby reiterating Unisa’s image in the media as having no security in terms of examination papers and the lack of administration skills. In addition, it should also have acted immediately and not three days after the event (in the case of the hijacking of the van transporting examination papers) (see 4.5 for a discussion of the implications for publicity).
The articles on the availability of Unisa's examination results on a cellphone number, on the other hand, supposedly created a positive image of Unisa's available technology in the media.

4.4.8 Category: fraudulent stickers

Two newspapers in the sample, namely Beeld and The Pretoria News published a small article in this category of which the theme was that Unisa put the facts straight after allegedly being involved in the issuing of a petition for the death penalty in the Port Elizabeth area. Unisa generated this news with a media release. The Pretoria News published the media release on page 2, while Beeld published it on page 5.

4.4.8.1 Discussion

Unfortunately there is no record of this media release available for analysis (see 4.3.2). Unisa acted proactively in this regard which definitely counted in its favour.

4.4.8.2 Evaluation

The fact that Unisa reacted in this way is commendable. However, it is unfortunate that it did not react proactively with regard to more negative and damaging events (see 4.4.1- 4.4.7). According to the criteria for nongenerated publicity in an integrated marketing approach (see chapter 2, 2.8.3.4), the organisation should have a written plan to deal with all negative issues and not just some (see 4.5 for a discussion of the implications for publicity).
4.4.9 Category: election of a new student council

The election of Unisa’s new student council received ample coverage. A total of four newspapers in the sample published one article respectively, namely Die Burger, Die Volksblad, The Pretoria News and The Daily Dispatch. This category’s theme constituted the victory of the Freedom Front which won the most seats in Unisa’s student council.

4.4.9.1 Discussion

The leader of the Freedom Front attributed this victory to Unisa’s affirmative action and language policies (see 4.4.3) and was quoted as having said: “It also sends a clear message to Unisa’s management and the Unisa Broad Transformation Forum that a large number of Unisa students are unhappy with the university’s autocratic and racist transformation process and the lack of multilingualism...” (The Daily Dispatch, 3 December 1998:21, The Pretoria News, 3 December 1998:4).

Unisa’s Chairperson of the Electoral Commission commented on the small percentage of votes which were cast: “...only 4 percent out of 118 000 eligible voting students...” (The Pretoria News, 3 December 1998:4). However, although this category received negative publicity in several provinces, no formal statement was issued by Unisa to oppose the statements of the Freedom Front Party that a large number of students were unhappy with several issues at Unisa (in this case only four percent students voted), thereby reinforcing the perception in the media of large numbers of unhappy students at Unisa.
4.4.9.2 Evaluation

Owing to Unisa’s lack of a formal statement, its image in the media as an Institution whose students were unhappy with the University’s “autocratic and racist transformation process and the lack of multilingualism”, was reiterated (The Pretoria News, 3 December 1998:4). In an IMC approach, publicity is monitored more carefully to identify publicity which will affect an organisation’s marketing objectives (see 4.5 for a discussion of the implications for publicity).

4.4.10 Category: transformation

One newspaper, (The Pretoria News), published an article in this category which constitutes news generated by Unisa.

4.4.10.1 Discussion

A media release was issued on 25 August 1998 by the Department of Corporate Communication and Marketing and was published on 1 September 1998 in The Pretoria News. The Pretoria News (1 September 1998:8) makes the following positive comment: “While other universities lag behind in the number of women registered or employed at their institutions, Unisa has made strides in effecting gender equality in its ranks. Fifty-six percent of students, 65 234, are women and more than half of its staff are women”.

The media release, however, does not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.1 & annexure C). It was also published in Beeld (30
August 1998:6), but from a different and negative perspective (see 4.4.3).

4.4.10.2 Evaluation

Although Beeld used the media release in this category negatively, the article in The Pretoria News could be regarded as positive (see chapter 2, 2.8.3.1), and paints a picture of an institution which looks after its female personnel members in particular.

In an IMC approach, a media office will take more care in writing a media release with only one sales message and therefore secure more publicity in more newspapers in the sample (see 4.5 for a discussion of the implications for publicity).

4.4.11 Category: facilities

A total of four articles were published in this category: one in The Pretoria News and three in Beeld. The themes of this category differed, namely the opening of a new conference centre (The Pretoria News), Unisa’s impressive buildings, as well as a man who was attacked on the Sunnyside Campus (Beeld). All the articles represent news not generated by Unisa.

4.4.11.1 Discussion

Three very positive articles (see chapter 2, 2.8.3.1) were published on Unisa’s facilities, which could all have been neutralised by a fourth, negative article (see chapter 2, 2.8.3.3).
The Pretoria News reported on 15 September 1998 that Unisa had opened a new conference centre at its North Campus. The conference centre was opened by the Chairperson of the Unisa Council who was positively quoted in the media as having said: “The contribution Unisa has made to the education of our people has been large. However, the potential for contributing to South Africa’s transformation on a variety of fronts is enormous” (The Pretoria News, 15 September 1998:8).

In an article in Beeld on 8 October 1998 on the renovation of various Unisa buildings on its Sunnyside Campus, Unisa’s Head of Building Administration was approached for comment and explained the process of the renovation which had apparently cost R40 million (Beeld, 8 October 1998:9). This article positively reiterated an article in the Pretoria City Council’s supplement in Beeld (29 July 1998:7). However, a few days later in an article in Beeld (13 October 1998:9), it was reported that a man had been attacked on the Sunnyside Campus and badly injured. Beeld reported as follows: “n Jong man gaan waarskynlik sy oog verloor nadat motordiewe hom op die kampus van Unisa in Sunnyside, Pretoria, twaalfkeer met ‘n mes in die gesig, rug en been gesteek het (Beeld, 13 October 1998:9).

4.4.11.2 Evaluation

Owing to the fact that there was no formal reaction from Unisa on the brutal attack of a man on one of its campuses, the flattering articles on the excellent facilities at Unisa’s Sunnyside Campus could have been neutralised by the latter article since it could have created a perception that this Campus could be unsafe to students. In an IMC approach, an organisation’s publicity is monitored more closely to identify publicity that would affect its marketing
objectives (see 4.5 for a discussion of the implications for publicity).

4.4.12 Category: community service

A total of two articles and one picture with a caption were published in this category in *The Pretoria News*. The themes in this category differed: Venezuela’s Foreign Minister donated 400 books to Unisa’s Latin American Studies department, Unisa raised R6 500 for the disabled on Casual Day and Unisa donated books to three community libraries as part of its programme to become involved in underprivileged areas. Of these three articles, one reflects generated news, that is the money raised for the disabled on Casual Day.

4.4.12.1 Discussion

The picture with the caption in *The Pretoria News* (15 September 1998) on the money raised for Casual Day was printed on page 4, the second article from the left over three columns which gave it a rather prominent position on the page. The picture shows Unisa’s media spokesperson handing the cheque to the national project organiser of the Casual Day Fund.

The article on the donation of the redundant books also has a picture with a representative of the Department of Land Affairs, a representative of one of the community libraries and a representative of the Unisa Library. The article is a very positive reflection of a partnership by three organisations at Unisa and was published in the middle of page 6 over four columns. It is apparent from the article that the news was generated by the Department of Land Affairs.
The article in *The Pretoria News* (1 September 1998:6) on the donation of books by Venezuela to Unisa shows that Unisa is highly regarded abroad. Eight boxes of books were flown from Venezuela to be presented to Unisa by its Foreign Minister. The article also shows a picture of the Foreign Minister with some of the books donated to Unisa.

4.4.12.2 *Evaluation*

Perhaps much more could have been made by Unisa's media office of the charitable gesture by Venezuela in terms of positive publicity. According to the criteria for generated publicity within an IMC approach (see chapter 2, 2.8.3.2), an organisation should find interesting stories to tell about its product or service. Because publicity is centrally managed in such an approach, the media office is aware of all newsworthy events (see 4.5 for a discussion of the implications for publicity).

4.4.13 *Category: marketing of degrees, courses and programmes*

A total of eight advertorials (this study does not evaluate advertisements and the researcher will therefore not include a discussion of advertisements) (see chapter 2, 2.10.1.10) were published in this category in three newspapers: *Beeld* (5), *The Star* (2) and *The Pretoria News* (1). All of these advertorials were generated by different departments: the Department of Economics, the Department of Information Sciences, the Unit for Basic Legal Education, the Department of Corporate Communication and Marketing, the Department of Anthropology, the Faculty of Economic and Management Sciences, and the Institute for Continuing Education. Five of these advertorials were published in a career supplement in *Beeld* (28 October 1998:4-9) (see annexure B).
4.4.13.1 Discussion

It is interesting to note that all these advertorials focus on the specific department or faculty's expertise and benefits, without actually supporting a central sales message for Unisa, thereby making the publicity partly directionless and fragmented. The only article that focused on the benefits of Unisa as such was the advertorial by the Department of Corporate Communication and Marketing, also in the career supplement in Beeld (28 October 1998:6).

In this category, a total of five media releases were issued: one by the Faculty of Economic and Management Sciences and four by Investor's Relations on behalf of Unisa's Graduate School of Business Leadership. None of these media releases was published, probably because they did not comply with the "five Ws and H" model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.1 & annexure C).

4.4.13.2 Evaluation

Five advertorials were published in an Afrikaans daily, even though most of Unisa's students are English speaking (see chapter 3, 3.2.3). Taking into consideration that the study also covers the important preregistration period, generation of publicity in this category was not appropriate or sufficient.

According to the criteria for generated publicity in an IMC approach, an organisation should use a central sales message to make its publicity contribute more effectively to its marketing objectives (see 4.5 for a discussion of the implications for publicity).
4.4.14 Category: awards

Five articles were published in this category as follows: Beeld (2), The Pretoria News (2) and Die Volksblad (1). All five articles represent news generated by Unisa (see annexure B & C).

4.4.14.1 Discussion

The themes in this category differed slightly, namely Unisa wins awards for business courses, Unisa’s Department of Business Management honours one of South Africa's top businessmen, as well as Unisa's Graduate School of Business Leadership, which honours one of its alumni business students.

Unisa issued four media releases in this category: two by the Faculty of Economic and Management Sciences and two by Investor's Relations on behalf of Unisa’s Graduate School of Business Leadership. Only two media releases on awards awarded by Unisa were published in Die Volksblad and Beeld respectively. However, none of these media releases complied with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.1 & annexure C).

Publicity in The Pretoria News on awards awarded to Unisa was generated by means of face to face communication with a reporter during an event hosted by Unisa on 19 October 1998, while publicity in Beeld was generated by the Faculty of Economics and Management Sciences (see annexure B).

The positive publicity in this category to some extent drew away the readers' attention from the controversy surrounding the election of a new Principal.
The Pretoria News (20 October 1998:4), for instance, states the following: “Despite controversies at the hilltop campus, Unisa has emerged as the second best university when it comes to providing business courses - winning eight awards in the Professional Management Review (PMR) magazine survey”.

4.4.14.2 Evaluation

It is evident that Unisa attempted to generate much publicity in this category, since it reflects Unisa’s degrees as one of the two best in the country, and demarcates Unisa as an institution which honours achievements in the business world. However, the media releases issued in this category do not support a central sales message, thereby making the contents of the media releases less effectively contributing to Unisa’s marketing objectives (see annexure C & 4.5 for a discussion of the implications for publicity).

4.4.15 Category: surveys and research

Four articles were published in this category, three of which were generated by Unisa’s Bureau of Market Research. These articles were published as follows: Die Volksblad (1), The Natal Mercury (2) and The Star (1).

4.4.15.1 Discussion

The themes in this category differed as follows: Unisa’s development of a useful business register for the business sector, the Bureau of Market Research’s latest survey on employment and the former Minister of Safety and Security’s reference to Unisa’s involvement in crime-related research.
Unisa's Bureau of Market Research issued four media releases during the period 1 July to 31 December 1998, of which only one was published in three newspapers in this sample.

4.4.15.2 Evaluation

Since the Bureau of Market Research's media releases generally do not comply with the "five Ws and H" model, the SOLAADS seven-point model or the technical criteria for media releases (see annexure C & chapter 2, 2.8.3.1), this may have contributed to the media releases not being published. In an IMC approach the issuing of media releases is centrally managed, while all communication and the sales message are better planned, which make media releases contribute more effectively to an organisation's marketing objectives (see 4.5 for a discussion of the implications for publicity).

4.4.16 Category: arts (music)

In this category, 20 articles were published in five newspapers as follows: *Beeld* (7), *The Pretoria News* (6), *The Star* (4), *Die Volksblad* (2) and *The Daily Dispatch* (1). Of these 20 articles, four were generated by Unisa's Music Foundation.

4.4.16.1 Discussion

The themes in this category differed and were mostly announcements of music performances at Unisa, its piano competition, its scholarship competitions or references to Unisa's music examinations. These announcements or short articles were all published in the entertainment supplements of these
newspapers, for instance, the Calendar (Beeld), Interval (The Pretoria News), Tonight (The Star) or the Entertainment column in Die Volksblad.

Unisa’s Music Foundation issued 11 announcements to the media, of which only four were published.

4.4.16.2 Evaluation

It is apparent from the articles in the sample that Unisa’s music tuition is highly regarded, both locally and internationally. Various distinguished performances, for instance, are frequently held at Unisa’s facilities. This category therefore offers ample opportunities for Unisa in terms of generating more positive publicity. Only four articles, generated by Unisa in this category, were published, even though the Music Foundation issued 11 announcements to the media, possibly because these announcements do not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.1, 4.3.2 & annexure C). In an IMC approach, the generation of all publicity is centrally managed and planned which makes it contribute more effectively to an organisation’s marketing objectives (see 4.5 for a discussion of the implications for publicity).

4.4.17 Category: seminars, lectures and conferences

Seven articles were published in this category as follows: Beeld (2), The Natal Mercury (2), The Pretoria News (1), Die Burger (1) and The Star (1) (see table 5, annexure A).
4.4.17.1 Discussion

Of the themes in this category, four referred to seminars, lectures and conferences by people from the government or private sectors in collaboration with Unisa or addressing Unisa students, whereas two themes refer to the involvement of lecturers at Unisa. However, Unisa did not generate any news in this category.

4.4.17.2 Evaluation

Only two lecturers received publicity in terms of this category, although numerous lecturers participate in congresses and seminars annually, both locally and internationally. This category therefore also offers ample opportunities for Unisa in terms of generating more positive publicity. According to the criteria for generated publicity in an IMC approach (see chapter 2, 2.8.3.2), an organisation should find interesting stories about its products or services. In such an approach publicity is centrally managed and the media office is therefore aware of all newsworthy events (see 4.5 for a discussion of the implications for publicity).

4.4.18 Category: reviews, articles, books and comments by Unisa personnel in the media

A total of five articles were published in this category as follows: Beeld (3), The Natal Mercury (1) and Die Volksblad (1) (see table 5, annexure A).
4.4.18.1 Discussion

Of the themes in this category, one referred to a review by a personnel member, one to a book written by a personnel member, one to an article written by a personnel member, while two referred to comments by Unisa personnel in the media. However, Unisa did not generate any news in this category.

4.4.18.2 Evaluation

It is apparent from the articles in this sample that Unisa's lecturers are considered to be experts and academically well qualified. Their comments, articles or reviews in the media add more credibility to a news story. For instance, *Beeld* (21 December 1998:2), quotes two Unisa personnel members' views on President Bill Clinton's declarations that his country launched a successful air attack on Iraq. It refers to Unisa's personnel members as "kenners".

More news can also be generated in terms of academic books written by academic personnel. This category therefore also offers ample opportunities for Unisa in terms of generating more positive publicity. According to the criteria for generated publicity in an IMC approach (see chapter 2, 2.8.3.2), an organisation should find interesting stories about its products or services. In such an approach publicity is centrally managed and the media office is therefore aware of all newsworthy events (see 4.5 for a discussion of the implications for publicity).
4.5 IMPLICATIONS OF THE LACK OF AN IMC APPROACH TO UNISA'S PUBLICITY

The following discussion will indicate the implications of the lack of an IMC approach to Unisa's publicity. The way in which the lack of an IMC approach is reflected in Unisa's publicity will be discussed in terms of non-generated as well as generated publicity. With regard to publicity generated by Unisa, only those categories in which media releases were published in newspapers in the sample, will be discussed, since media releases were also issued in categories which are not covered in this study (see annexure C).

4.5.1 Non-generated publicity

Of the 104 newspaper articles in the sample, 64 percent represent news not generated by Unisa (see annexure A). The following publicity, not generated by Unisa, was evaluated in this study (see chapter 2, 2.8.3.3):

4.5.1.1 Category: election of a new Principal

The most controversial negative news coverage during the period of this study was that of the election of a new Principal for Unisa, which was covered from the period July to October 1998 (see 4.4.1 & annexure B).

The controversy started when the process was almost abolished because of pressure from organisations at Unisa such as the Progressive Alliance, which was not satisfied with the shortlist of candidates, as well as pressure from the Broader Transformation Forum (BTF). The situation worsened when one of the applicants (the Vice-Principal: Tuition) wanted to sue Unisa for not
including his name on the shortlist. When his name was shortlisted after much deliberation, he did not accept it. The Selection Committee, however, made it clear that it would not act upon threats of legal action by candidates and that it would continue for the search of a new Principal.

The Selection Committee then postponed all interviews for the position following a recommendation by Unisa’s Broader Transformation Forum (BTF). It then included a fifth candidate on the shortlist of names after which student bodies at Unisa protested about the election procedure for the new Principal and requested that the search for a replacement for a new Principal be started again.

- Throughout the coverage of the election of a new Principal, Unisa was depicted in the media as an institution that did not know how to elect a new Principal in an orderly way, and as an institution which is ruled and manipulated by student bodies, organisations and politics. This perception was created as a result of the following:
  - Comments were made by unofficial media spokespersons who were not trained to communicate with the media. Subjective comments were also made by an anonymous University Council member and other “well-placed sources”, and by one of the candidates who was in the middle of the controversy.
  - The media apparently preferred to approach personnel members instead of the official media spokesperson, possibly because they were able to obtain their information more quickly than if they had followed the right channels. Possibly they did not know who to contact at Unisa for an official statement.
  - Conflicting messages in the media, for instance, comments by the
Chairperson of the BTF and the Unisa Council differed in *The Pretoria News* of 1 September 1998 on Unisa’s decision to postpone all interviews following a recommendation by the BTF (see 4.4.1 and annexure B).

- A promise was made to the media by an unofficial media spokesperson that a statement would be issued on the details of the contents of a letter submitted to the Selection Committee by the Vice-Principal: Tuition. The statement was never issued.
- Unisa’s Department of Corporate Communication and Marketing issued three media releases, of which only one was published. Neither of the media releases, however, complied with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see annexure C).
- Subjective and harmful statements were issued to the media by the Progressive Alliance Party.

If Unisa had adopted an IMC approach, it would have been able to plan, manage and centralise all communication to the media thereby avoiding conflicting, subjective statements in the media. It would also have been able to counteract negative publicity as stipulated in its formal written plan (see chapter 2, 2.8.3.4).

### 4.5.1.2 Category: internal promotion of personnel

Unisa also received negative news coverage in *Beeld* and *The Pretoria News* when it promoted only blacks during an internal promotion process (see 4.4.2).
Unisa personnel members were informed in a Comserv e-mail message that applicants for internal promotion were invited to apply, but the message made it clear that whites were excluded from the process. Many personnel members were outraged at this decision. Unisa was depicted in the media as an institution that discriminates against whites because of the following:

- Subjective comments were made by numerous personnel members who were approached by the media and who were not trained to communicate with the media, including Unisa's Reconstruction and Development Manager and the Personnel Department.
- Although the media spokesperson was approached in the case of Beeld, Unisa did not issue a formal statement to explain Unisa's stand on the issue, thereby not acting proactively.
- Once again the media apparently preferred to also approach unofficial media spokespersons since they were able to obtain more subjective news than if they had contacted the official media spokesperson only. Both newspapers have frequent contact with Unisa's media spokesperson (see chapter 3, 3.5.2.1).
- The media managed to obtain an internal Comserv e-mail message, which implies that a personnel member at Unisa must have leaked it to the media.

If Unisa had adopted an IMC approach, it would have been able to plan, manage and centralise all communication to the media, thereby avoiding subjective and harmful statements in the media. It would also have been able to counteract negative publicity as stipulated in its formal written plan (see chapter 2, 2.8.3.4).
4.5.1.3 Category: rationalisation of Afrikaans and courses

Unisa once again received negative news coverage after its decision to use only English as the language for internal communication (see 4.4.3 & annexure B). The Freedom Front Party attacked Unisa in the media accusing it of discriminating against Afrikaans students. Unisa’s media spokesperson was approached for comment, and the explanation was that correspondence could be conducted in any official language, while the Committee was still deciding on Unisa’s language policy. However, Unisa’s image in the media as an institution that is not in favour in Afrikaans was reiterated because of the following:

- According to the students’ records, no formal statement was ever issued by Unisa to explain and justify its decision to use only English as a communication medium.
- The lack of a formal statement by Unisa has created an image in the media that Unisa should be regarded as a prototype with regard to its language policy to use only English as a communication medium.
- The media spokesperson indicated to the media that the Principal would react to the criticism of the Freedom Front Party as soon as he returned from leave. According to the researcher’s records no formal statement was ever issued (see 4.3.2).

In addition, Unisa received publicity because of its decision to rationalise several of its undergraduate and postgraduate courses. This decision was communicated to the media in a media release on the state of transformation at Unisa, which was issued on 25 August 1998 by the Department of Corporate Communication and Marketing. *Beeld* used this media release negatively
focusing on Unisa's rationalisation of courses and implying that this decision could be the result of financial problems at Unisa.

If Unisa had adopted an IMC approach, it would have been able to generate more positive publicity to counteract the negative publicity. It would also have been able to react proactively to prevent further damaging publicity in this regard by implementing relevant aspects of its IMC programme (see chapter 2, 2.8.3.4). In addition, it would have taken care not to provide the media with scope for negative publicity by having too many messages in one media release.

4.5.1.4 Category: student debts

Unisa also received news coverage in Die Volksblad, Beeld and The Star about students who still owed Unisa millions in student fees (see 4.4.4 & annexure B). Unisa was mentioned as one of the universities in South Africa whose students had outstanding tuition fees. Unisa's media spokesperson was approached for comment. An inconsistent message, however, was depicted in the media because of the following:

- Unisa's media spokesperson's comments in Beeld differed from comments made in The Star. Comments in Beeld concerned registration procedures and cancellation of studies in the case of nonpayment. However, comments to The Star also referred to Unisa's declining student numbers, thereby contributing to the underlying negative tone in the article (see 4.4.4).

- The exact amount Unisa students owed was reported differently. For instance, it was reported as R1,2 million in Die Volksblad and R13 million in The Star and Beeld.
If Unisa had adopted an IMC approach, it would have been able to provide a consistent message to the media (see chapter 2, 2.8.3.4) and not provided the media with scope for negative news coverage.

4.5.1.5 Category: student news

Three articles referring to Unisa’s students were published in Beeld, The Star and Die Burger (see 4.4.5). All three articles gave the impression that graduates from Unisa are achievers. The lack of an IMC approach is apparent because of the following:

- A total of 117 046 students registered at Unisa in 1998 (see chapter 3, 3.2.3). However, only three articles in the sample were published on achievements of Unisa students during a period of six months.
- Unisa did not identify this category as an opportunity to generate news on the achievements of its alumni students to better position itself in the market.

If Unisa had adopted an integrated marketing approach, it would have been able to better position itself in the market, for instance, by generating more publicity in this category as part of the IMC approach in its strategic marketing plan (see chapter 2, 2.2.1 & chapter 3, 3.2.2).

4.5.1.6 Category: examination matters

Unisa received negative news coverage in Beeld when students refused to write an examination paper in English II because they had not been informed that it would be an open-book examination. Unisa was depicted in the media as being
incompetent in the administration of its examinations as a result of the following:

- The course coordinator was approached for comment and rightfully placed the blame on Unisa. However, he was not trained to communicate with the media and his subjective comments supported a negative image of Unisa's administration.
- *Beeld* apparently preferred to contact the department concerned directly and not the media spokesperson, even though there is frequent contact between *Beeld* and the media spokesperson (see chapter 3, 3.5.2.1).
- No official reaction or explanation was forthcoming from Unisa, even though the events were an embarrassment to its administration.

If Unisa had adopted an IMC approach, it would have been able to plan, manage and centralise all communication to the media, thereby avoiding subjective and harmful statements in the media. It would also have had better relations with the media in that the media would have contacted the media office for comment (see chapter 2, 2.8.3.4).

### 4.5.1.7 Category: election of a new student council

The election of Unisa's new student council received ample newspaper coverage (see 4.4.9). Unfortunately, Unisa received only negative news coverage in this regard because the Freedom Front Party used its victory to attack Unisa's affirmative action and language policies. The Freedom Front Party's statements were especially harmful to Unisa because of the following:
• Unisa did not issue a formal statement to oppose the negative statements of the Freedom Front Party in various newspapers in the sample (that a large number of students were unhappy with several issues at Unisa even though only four percent students had voted).

• The lack of a formal response by Unisa on the Freedom Front Party’s fierce attack reinforced the perception that a large number of students at Unisa are unhappy with its affirmative action and language policies, which could have led to several students’ decision not to register at Unisa.

If Unisa had adopted an IMC approach, it would have been able to react immediately by means of a formal statement to compensate for harmful statements in the media. It would also have been able to identify publicity which would affect its marketing objectives (see chapter 2, 2.8.3.4).

4.5.1.8 **Category: facilities**

Unisa also received nongenerated publicity on its facilities (see 4.4.11). Positive publicity was received on the opening of a new conference centre and Unisa’s impressive buildings, but could have been neutralised by a fourth, negative article on a man who was attacked on the Unisa Sunnyside Campus. The lack of an IMC approach is apparent because of the following:

• There was no formal reaction from Unisa to assure its current or prospective students that its campuses were safe and that the attack was an exceptional case.

• Unisa did not monitor its publicity closely enough to be able to identify publicity which would affect its marketing objectives.
If Unisa had adopted an IMC approach, it would have been able to react immediately to neutralise potential harmful news and to generate more positive news in this category by, say, implementing aspects of its formal, written plan most suitable for this category (see chapter 2, 2.8.3.4).

4.5.1.9 Category: community service

Unisa also received news coverage in this category (see 4.4.12), not generated by itself, on its donation of redundant books to three community libraries, which is an extremely positive reflection of a partnership by three organisations at Unisa. It also received news coverage on the donation of books by Venezuela to Unisa which indicates that Unisa is highly regarded abroad. From the newspaper articles it is apparent that the news was generated by the Department of Land Affairs, in the case of the donation of the books by Unisa to the community libraries, and by the Embassy of Venezuela in the latter case.

The lack of an IMC approach is apparent, because of the following:

• Both articles were extremely positive and depicted Unisa, firstly, as an institution that cares for the community, and secondly, as an institution that has a positive image abroad. However, Unisa’s media office was not approached to make more of these events or to be involved, possibly, because of a lack of knowledge of either the existence of the media office or its function in this regard.
• Unisa’s media office apparently was unaware of these newsworthy events possibly because publicity at Unisa is not centrally managed.
If Unisa had adopted an IMC approach, it would have been able to plan and manage more communication to the media in this category since the media office would have fulfilled a more visible media function (see chapter 2, 2.8.3.2).

4.5.1.10 Category: seminars, lectures and conferences

Seven articles were published in this category in five newspapers in this sample, none of which was generated by Unisa (see 4.4.17).

This category offers ample opportunities for Unisa in terms of generating more publicity because numerous lecturers participate in congresses and seminars annually. The lack of an IMC approach is apparent, because of the following:

- A lack of news coverage in this category. The opportunity for positive publicity in this category is currently being disregarded, possibly because of the fragmented approach in the generation of publicity at Unisa (see chapter 3, 3.5.2.1 & 3.5.3).
- Unisa's media office is not informed of congresses and seminars in which Unisa lecturers are involved.

In an IMC approach Unisa would have been able to realise the importance of the generation of publicity in this category, and to manage and plan all communication to the media effectively (see chapter 2, 2.8.3.2).
4.5.1.11 Category: reviews, articles, books and comments by Unisa personnel in the media

Six articles were published in three newspapers in the sample, all of which were not generated by Unisa's media office (see 4.4.18 & annexure B).

This category offers ample opportunities for Unisa in terms of generating more publicity since Unisa lecturers are considered to be experts and academically well qualified (see chapter 3).

The lack of an IMC approach is apparent, because of the following:

- A lack of news coverage in this category. The opportunity for positive publicity in this category is currently being disregarded, possibly because of the fragmented approach in the generation of publicity at Unisa (see chapter 3, 3.5.2.1 & 3.5.3).
- Unisa's media office is not informed of articles and books written by Unisa lecturers.

In an IMC approach, Unisa would have been able to centralise the generation of publicity in this regard, and to manage and plan all communication to the media more effectively (see chapter 2, 2.8.3.2). This would have ensured that the media office is aware of all academic books and articles written by Unisa lecturers, which would have guaranteed essential publicity in this category.
4.5.1.12  Category: arts (music)

In this category, 16 announcements or articles, not generated by Unisa, were published in five newspapers in this sample (see 4.4.16 & annexure B).

This category offers ample opportunities for Unisa in terms of generating more publicity as various distinguished performances are frequently held at Unisa’s facilities. During a consultation with a personnel member of the Music Foundation (2 December 1999), it was pointed out that Unisa generates publicity for all concerts organised by the Music Foundation. However, publicity for concerts held at Unisa, but not organised by it, is dealt with by outside organisations.

The lack of an IMC approach is apparent, because of the following:

• A lack of news coverage generated by Unisa in this category.
• The opportunity for more positive publicity in this category is currently being disregarded, possibly because of the fragmented approach in the generation of publicity at Unisa (see chapter 3, 3.5.2.1 & 3.5.3).

In an IMC approach, Unisa would have been able to recognise the opportunity to make more of this category (see chapter 2, 2.8.3.2). This would have added to the prestige of Unisa’s facilities being used for so many distinguished concerts and therefore contributed to Unisa’s marketing objectives.

4.5.2 Generated publicity

Of the 104 newspaper articles in the sample, 36 percent represent generated
news (see annexure A). The following generated publicity was evaluated in this study (see chapter 2, 2.8.3.1):

4.5.2.1 **Category: personnel news**

Personnel news was published in five newspapers in the sample (see 4.4.5). Most news in this category referred to personnel’s performances such as promotions, achievements or graduations.

According to Unisa’s media spokesperson, information on personnel’s achievements is regularly sent through to *The Pretoria News* and *Beeld*, and if necessary, to the particular regional office where a personnel member is employed (see chapter 3, 3.5.2.1). Another theme in this category was the reinstatement of the former Director of Public Relations of the Department of Corporate Communication and Marketing after he was fired by the former Principal of Unisa. Unisa made an official announcement to the media to inform them that the personnel member had been reinstated and that Unisa had had no right to dismiss him.

The lack of an IMC approach is reflected in newspaper articles in this category in the following way:

- No record of the media release on the reinstatement of the former Director of Public Relations of the Department of Corporate Communication and Marketing, which was issued by the Department of Corporate Communication and Marketing on behalf of the Chairperson of the Unisa Council, could be traced at Unisa (see 4.3.2).
- All three newspapers also quoted the personnel member involved (see
4.4.6).  
• It is apparent that personnel news to the media was handled on an ad hoc basis (see chapter 3, 3.5.2.1), which did not form part of an IMC approach and therefore made all efforts in this regard directionless without any sales message.  
• The publicity efforts with regard to Unisa’s personnel seemed to be mainly concentrated on two newspapers in Gauteng, although Unisa is represented in various provinces (see chapter 3, 3.2.3).

In an IMC approach Unisa would have been able to position itself better in the market by using the quality of its personnel as a sales message and by generating more publicity in this category throughout South Africa. It would also have been able to generate publicity in this category to effectively contribute to its marketing objectives (see chapter 2, 2.8.3.2).

4.5.2.2 Category: examination matters

The hijacking of a van transporting Unisa examination papers received a great deal of news coverage. Unisa’s Department of Corporate Communication and Marketing issued two media releases to explain what had happened (see annexure C & 4.4.7).

The lack of an IMC approach is reflected in this category in the following ways:

• The first media release to inform the public about what had happened was issued only three days after the event.
• The second media release which explained what would happen to the
students and which papers were involved does not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases, and was probably therefore not published by newspapers in the sample, even though newspapers such as The Star speculated about what would happen to the students (see annexure C).

- An unofficial media spokesperson was approached by the media, namely someone in the Examinations Department, who was not trained to communicate with the media and whose comments could have created the perception that the hijacking of the van carrying the examination papers had been preplanned (see 4.4.7).

In an IMC approach Unisa would have been able to act immediately to inform the public what had happened. It would also have taken more care to write a publishable media release. In addition, it would have been able to prevent harmful statements to the media by not allowing untrained personnel members to communicate with the media as stipulated in its written plan (see chapter 2, 2.8.3.4).

4.5.2.3 Category: fraudulent stickers

Unisa’s Department of Corporate Communication and Marketing issued a media release after it became aware that a petition for the death penalty had been circulated in the Port Elizabeth area with Unisa’s name on it. The media release made it clear that Unisa was not involved in this petition (see 4.4.8).

The lack of an IMC approach is reflected in this category in the following ways:
• No record of the media release, which was issued by the Department of Corporate Communication and Marketing, could be traced at Unisa (see 4.3.2).

• Unisa does not always act on negative news coverage. For instance, it did not react according to the criteria in chapter 2, 2.8.3.4, dealing with other more negative and damaging events (see 4.4.1-4.4.7).

In an IMC approach Unisa would have been able to act proactively on all negative publicity according to its written plan and also be able to identify publicity that will affect its marketing objectives.

4.5.2.4 Category: transformation

Unisa’s Department of Corporate Communication and Marketing also generated news on the state of transformation at Unisa which was published in one newspaper (The Pretoria News) (see 4.4.10, annexure B & C).

The media release explained that women are taking the lead in numbers at Unisa (both as students and as female personnel members). The lack of an IMC approach, however, had the following implications in terms of publicity:

• The media release was published seven days after being issued in The Pretoria News and painted an extremely positive picture of Unisa. However, Beeld also published the media release five days later, but adopted a more negative slant by focusing only on Unisa’s rationalisation of several courses, and in also referring to Unisa’s financial problems and the moratorium on the promotion of internal personnel which had been lifted in favour of affirmative action (see
4.4.3).

- The fact that *Beeld* used the media release negatively could be attributed to too many messages in one media release, instead of focusing on only one sales message, in this case the state of transformation of Unisa female personnel members (see annexure C).

- The media release does not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see chapter 2, 2.8.3.1 & annexure C).

In an IMC approach Unisa would have been able to focus on only one sales message in its media release. It would also have taken more care to write a media release in such a way that it complies with the “five Ws and H’ model, the SOLAADS seven-point model and the technical criteria for media releases and by not providing the media with scope to use information negatively (see chapter 2, 2.8.3.1).

4.5.2.5 *Category: community service*

Unisa’s media spokesperson in the Department of Corporate Communication and Marketing also generated news when Unisa raised an amount of R6 500 for the disabled on Casual Day. A picture of Unisa’s media spokesperson and the organiser of Casual Day was published in *The Pretoria News*. The picture shows Unisa’s media spokesperson handing the cheque to the national project organiser of the Casual Day Fund.

The lack of an IMC approach, however, had the following implications in terms of publicity:
Only *The Pretoria News* was approached for publicity. It seems that the importance of news in this category for Unisa throughout South Africa was disregarded (see chapter 2, 2.8.3.1 & chapter 3, 3.2.3).

Owing to the above, the picture was not published by any other newspaper in this sample even though it depicts an extremely favourable picture of Unisa’s contribution to charity.

In an IMC approach Unisa would have been able to realise the importance of the generation of publicity in this category to newspapers throughout South Africa.

**4.5.2.6 Category: marketing of degrees, courses and programmes**

A total of eight advertorials (this study does not evaluate advertisements and the student researcher will therefore not include a discussion of advertisements) was published in this category and generated by the Department of Economics, the Department of Information Sciences, the Unit for Basic Legal Education, the Department of Corporate Communication and Marketing, the Department of Anthropology, the Faculty of Economic and Management Sciences and the Institute for Continuing Education. Five of these advertorials were published in a career supplement in *Beeld* on 28 October 1998 (see 4.4.13).

The lack of an IMC approach is reflected in publicity in this category as follows:

- Generation of publicity in this category is fragmented and not centrally managed. Too many departments are involved in sending marketing communication messages to the media. For instance, all these
advertorials focus on the specific Department or Faculty’s expertise and benefits without actually supporting a central sales message, thereby making the publicity somewhat directionless, fragmented and detached from Unisa.

• In this category, a total of four media releases were issued: one by the Faculty of Economic and Management Sciences and three by Investor’s Relations on behalf of Unisa’s Graduate School of Business Leadership. None of these media releases was, however, published in the newspapers in this sample, probably because they do not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases and probably also because there were too many messages in one media release instead of focusing on only one central sales message (see annexure C).

• Five advertorials were published in an Afrikaans daily newspaper, even though most of Unisa’s students are English speaking (see chapter 3, 3.2.3 and 4.3.2).

• Generation of publicity in this category was inappropriate and insufficient, especially because of the important preregistration period when frequent publicity to the right target audience is needed to recruit potential students.

In an IMC approach Unisa would have been able to centralise the generation of publicity in this regard, and to manage and plan all communication to the media more effectively (see chapter 2, 2.8.3.1). Unisa would have been able to focus on only one sales message, thereby preventing fragmented and detached messages.
It would also have taken more care to compile media releases in such a way that they comply with the “five Ws and H” model, the SOLAADS seven-point model and the technical criteria for media releases, which would have provided them not only with a greater chance of being published, but also of using them as effective publicity tools contributing to the marketing objectives of Unisa. In addition, it would also have been able to send effective messages to appropriate target audiences and generate more publicity during the important preregistration period (see chapter 2, 2.8.3.2 & chapter 3).

4.5.2.7 Category: awards

Unisa generated much news in this category. It issued four media releases of which two were published in two newspapers in this sample (see 4.4.14). The Faculty of Economic and Management Sciences issued two media releases, while Investor’s Relations also issued two on behalf of Unisa’s Graduate School of Business Leadership (see annexure C).

The publicity in this regard reflects Unisa’s business degrees as one of the two best in the county, and also demarcates Unisa as an institution that honours achievements in the business world.

The lack of an IMC approach is, however, apparent in this category because of the following:

- Media releases in this category were not centrally managed, but issued by the Faculty of Economic and Management Sciences and Investor’s Relations on behalf of Unisa’s School of Business Leadership respectively.
The media releases, especially those that were issued by Investor’s Relations on behalf of Unisa’s School of Business Leadership, do not comply with the “five Ws and H” model, the SOLAADS seven-point model or the technical criteria for media releases (see annexure C & chapter 2, 2.8.3.1).

Media releases issued in this category do not support a central sales message, thereby making the contents of the media releases less effectively contributing to Unisa’s marketing objectives.

In an IMC approach Unisa would have been able to centralise the generation of publicity in this regard, and to manage and plan all communication to the media more effectively (see chapter 2. 2.8.3.2), thereby making this category a more powerful publicity instrument.

4.5.2.8 Category: surveys and research

Unisa issued three media releases in this category of which only one was published. All media releases in this category were issued by Unisa’s Bureau of Market Research and consisted of different themes on surveys and research conducted by the Bureau (see 4.4.15). Neither of these media releases complies with the contents and technical criteria for media releases whereas all consist of very technical, monotonous information.

The lack of an IMC approach in this category is apparent due to the following:

The Bureau of Market Research operates in isolation and does not involve Unisa’s media office to assist with the generation of publicity in this category.
A great deal of effort is put into the generation of publicity in this regard, but because the media releases are not well or interestingly written, they are not used by the media (see chapter 2, 2.8.3.1 & annexure C).

Because the Bureau of Market Research's media releases do not comply with the "five Ws and H" model, the SOLAADS seven-point model or the technical criteria for media releases, they are not published and therefore not effectively contributing to the marketing objectives of Unisa.

This category offers ample opportunities for positive publicity for Unisa which is currently being disregarded, possibly because of its fragmented approach.

In an IMC approach Unisa would have been able to centralise the generation of publicity in this regard, and to manage and plan all communication to the media more effectively (see chapter 2, 2.8.3.2), thereby ensuring that more media releases are published which would make this category an advantageous publicity instrument.

4.5.2.9  **Category: arts (music)**

Unisa's Music Foundation issued 11 announcements of concerts under the heading "Press Release" to the media. Four of these announcements were published in the newspapers in the sample (see 4.4.16). However, the researcher could only obtain one copy of these announcements for the purpose of analysis, as well as a list of concerts organised by the Music Foundation during the period of study for which these announcements were issued.
The announcements (according to the one example obtained), are not in the format of an official media release, but in the form of an advertisement. The researcher decided to include these announcements in the study in order to make it more comprehensive (see 4.3.2 and annexure C). The lack of an IMC approach in this category is apparent due to the following:

- The Music Foundation operates in isolation and does not involve Unisa's media office to assist with the generation of publicity in this category.
- A great deal of effort is put into the generation of publicity in this category, but because the announcements are not issued to the media in an appealing writing style, many of them are not published or simply overlooked (see annexure C).
- Announcements to the media by Unisa's Music Foundation do not comply with the "five Ws and H" model, the SOLAADS seven-point model or the technical criteria for media releases and are therefore also not published (see annexure C).
- This category offers ample opportunities for positive publicity for Unisa which is currently being disregarded, possibly because of its fragmented approach.

In an IMC approach Unisa would have been able to centralise the generation of publicity in this regard, and to manage and plan all communication to the media more effectively (see chapter 2, 2.8.3.2), thereby ensuring that all concerts organised by Unisa receive added and positive publicity.
4.6 SUMMARY

In this chapter, chapter 4, the researcher used Unisa as a case study to explain how the lack of an IMC approach is reflected in its publicity in the largest daily morning Afrikaans and English regional newspapers, as well as one urban newspaper (see 4.2.2.1).

This chapter explained that the lack of an integrated marketing approach made Unisa's publicity ad hoc, inconsistent, directionless, contradictory, damaging and ineffective because it does not support a central sales message and is not centrally managed and planned. Publicity is also not contributing effectively to Unisa's marketing objectives (see chapter 2, 2.8.3.2 & 2.8.3.4). The qualitative evaluation was conducted according to specific criteria for generated and nongenerated publicity (see chapter 2, 2.8.3.2 & 2.8.3.4). In addition, the qualitative data were quantified with a content analysis in terms of categories and numbers (see 4.2.1, 4.2.2 & 4.2.5).

The next chapter will discuss the findings of the study and make recommendations.
CHAPTER 5: FINDINGS AND RECOMMENDATIONS

This study found that Unisa dealt with publicity without using an IMC approach. The lack of such an approach had a detrimental effect on its efforts to generate publicity. As a result Unisa also dealt with negative publicity ineffectively, thereby reinforcing several negative messages about Unisa in the media.

5.1 DISCUSSION OF THE RESEARCH FINDINGS

The findings of this study are as follows:

5.1.1 IMC at Unisa

Chapter 3 indicated that Unisa’s marketing and promotion activities are mainly fragmented and limiting with no coordination of marketing activities - hence the lack of an IMC approach. In addition, Unisa’s publicity efforts seem to have no strategy, policy or coordination making them ad hoc, inconsistent and fragmented. The Department of Corporate Communication and Marketing in particular has a low profile at its internal and external markets, especially its media function.

5.1.2 The implications of the lack of an IMC approach in terms of Unisa’s publicity

Unisa received publicity in 104 newspaper articles in seven regional daily Afrikaans and English newspapers and one urban newspaper (see chapter 4, 4.4 & 4.5). Of
these 104 articles, 64 percent were not generated by Unisa, while 36 percent were, mostly through media releases and advertorials (see annexures A & C).

Based on the evaluation and discussion of the 104 articles in chapter 4 of this study, it can be concluded that Unisa dealt with publicity in an ad hoc and inconsistent manner. The lack of an IMC approach made Unisa’s publicity inconsistent, directionless, contradictory, damaging and ineffective, mainly because it did not support a centrally managed and planned sales message.

The above conclusion can be elucidated as follows:

5.1.2.1 Generated publicity

- Unisa’s approach did not comply with the criteria in chapter 2 in terms of generated publicity in an IMC approach (see chapter 2, 2.8.3.2).
- Whenever publicity was generated by Unisa, most media releases did not comply with the “five Ws and H” model, the SOLAADS seven-point model or to the technical criteria for media releases (see chapter 2, 2.8.3.1 & annexure C). Hence the releases were not published or used according to the original intention (see chapter 4, 4.4.10.1 & 4.5.2.4).
- The generation of publicity at Unisa, for example media releases, is not centrally coordinated or managed. Too many personnel members in various departments, who lack training in communication planning and implementation, are involved in issuing media releases. The result is media releases with too many messages instead of a central sales message, which make them less effective (see chapter 3, 3.5, chapter 4, 4.5.1 & 4.5.2,
annexure A & C).

- Unisa does not make the most of opportunities to generate publicity (see chapter 4, 4.4.5, 4.4.6, 4.4.10, 4.4.12, 4.4.13, 4.4.14, 4.4.15 & 4.4.16).
- Unisa’s publicity does not intentionally form part of Unisa’s strategic marketing plan and hence does not contribute to its marketing objectives (see chapter 3, chapter 4, 4.4, 4.5.1 & 4.5.2).

5.1.2.2 Nongenerated publicity

- Unisa’s approach to publicity was not in compliance with the criteria given in chapter 2 (see 2.8.3.4), in terms of nongenerated publicity in an IMC approach.
- Negative articles in the newspapers in this sample reflect mainly subjective views and contradictory statements since too many untrained personnel members spoke to the media, thereby sending confusing, inconsistent and at times harmful messages to readers (see chapter 4, 4.4.1, 4.4.2, 4.4.7, 4.5.1.1, 4.5.1.2, 4.5.1.6 & 4.5.1.7).
- The lack of a formal response by Unisa to several negative articles may have reinforced these negative messages in the media (see chapter 4, 4.5.1.1, 4.5.1.2, 4.5.1.6, & 4.5.2.2).
- It is also apparent from the evaluation that Unisa did not have a formal written plan to deal with negative publicity (see chapter 4, 4.5.1).
- Unisa provides the media with scope for negative publicity by dealing with it ineffectively (see chapter 4, 4.5.1).
- On two occasions, when Unisa promised to make a formal statement (a media release), it never materialised and this could have created adverse feelings
towards Unisa (see chapter 4, 4.4.1.1, 4.4.3.1 & 4.5.1.3).

- Unisa does not seem to have satisfactory media relations, because on several occasions, the media preferred to contact personnel members directly and not the media office (see chapter 4, 4.5.1.1, 4.5.1.2, 4.5.1.6 & 4.5.2.2).
- Unisa did not make use of several opportunities to generate more publicity, possibly because of its general fragmented approach (see chapter 2, 2.8.3, chapter 3, 3.5 & chapter 4, 4.5.1 & 4.5.2 on the categories of community service, personnel news, student news, seminars and conferences, articles, books and comments by lecturers in the media and arts (music).

5.2 RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made:

- Unisa should adopt a new way of thinking in its marketing endeavours, namely that of an IMC approach in which marketing communication is not dealt with in isolation, but centrally managed and planned, for instance the generation of publicity by means of media releases to effectively contribute to its marketing objectives.
- Unisa should include this IMC approach in its strategic marketing plan.
- Unisa should make the most of publicity as an effective marketing communication tool in an IMC approach, and not in an ad hoc or fragmented way.
- Unisa should generate more publicity according to a carefully considered IMC approach.
• The generation of publicity should be the responsibility of trained communication people only who will be better able to plan and manage communication messages to the media.

• Unisa should adopt a crisis communication plan to deal with negative publicity effectively.

• The media should be more closely monitored and the media office should act immediately to counteract any harmful statements in the media.

5.3 AN IMC APPROACH FOR UNISA

In chapter 3, the IMC position at Unisa was discussed by primarily focusing on the interviews by independent consultants Perry and Associates (1999) (see 5.1.1).

Unisa should build on these findings by adopting a new holistic approach to all its marketing efforts. As indicated earlier, too many departments or personnel members are currently involved in communicating marketing communication messages and this tends to make these efforts less effective or affects the message to the target audience.

The development of an IMC plan for Unisa (see chapter 2, 2.5) should focus on the following:

• Unisa’s Management should initiate discussions to establish an IMC plan for Unisa, particularly with regard to its holistic approach in the University.

• There is a need for better market positioning through careful message development which should concentrate on a central sales message for Unisa. This message should be reflected in all marketing communication. Once the
idea of a sales message for Unisa has been determined, a media strategy should be developed. This involves determining which communication channels should be used to deliver the advertising message to the target audience, and who should be responsible for managing and planning all communication.

- Unisa needs a carefully developed integrated media plan, stipulating detailed actions to achieve optimum media exposure using various marketing communication tools, including publicity.
- Only personnel trained in communication should communicate any messages to the media, and measures should be developed to channel all media enquiries within Unisa back to the official media spokesperson.
- As a matter of urgency measures should be put in place to effectively deal with any negative publicity in the form of a written plan as part of the IMC plan.

5.4 RECOMMENDATIONS FOR FURTHER STUDIES

Recommendations for further studies in this topic include the following:

- The inclusion of additional marketing communication tools besides publicity.
- The inclusion of additional publicity tools besides the media release.
- The expansion of the sample to include national newspapers such as *The Sunday Times*, *The Sunday Independent*, *City Press*, *The Sowetan* and *Rapport*. 
BIBLIOGRAPHY


Du Plooy, GM. 1997. *Introduction to Communication. Course Book 2* 
*Communication Research.* 3rd edition. Kenwyn: Juta & Co Ltd.


**Articles obtained from a database**


**Newspaper articles**

*The Pretoria News*

The Star


Beeld


Die Burger


The Natal Mercury

The Cape Times


Die Volksblad


The Daily Dispatch


Other sources


Comserv electronic e-mail: 19 August 1998.

Bureau for Management Information.
Interviews

E-mail interview with Ms Doreen Gough, media spokesperson, 19 October 1999.

Consultation with Mr W H Steyn, Unisa Music Foundation, 3 December 1999.

Interview with Mrs VV Broodryk, Marketing Officer, Faculty of Education, 10 February 2000.
ANNEXURE A: QUANTIFICATION OF THE QUALITATIVE DATA

Table 1: Number and percentage of articles coded per newspaper

<table>
<thead>
<tr>
<th>Newspaper</th>
<th>Number and percentage of articles coded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beeld</td>
<td>40 (38,46)</td>
</tr>
<tr>
<td>The Pretoria News</td>
<td>28 (26,92)</td>
</tr>
<tr>
<td>The Star</td>
<td>12 (11,53)</td>
</tr>
<tr>
<td>The Natal Mercury</td>
<td>5 (4,80)</td>
</tr>
<tr>
<td>The Daily Dispatch</td>
<td>2 (1,92)</td>
</tr>
<tr>
<td>The Cape Times</td>
<td>1 (0,96)</td>
</tr>
<tr>
<td>Die Volksblad</td>
<td>10 (9,61)</td>
</tr>
<tr>
<td>Die Burger</td>
<td>6 (5,76)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>104 (100)</strong></td>
</tr>
</tbody>
</table>

Table 1 explains the number and percentage of articles coded per newspaper. In this sample the most newspaper articles were coded for Beeld (40), followed by The Pretoria News (28). The Cape Times represents the newspaper with the lowest number and percentage articles coded (1).
Figure 1: Percentage generated and nongenerated news

Figure 1 explains the percentage generated news (news that had its origin from Unisa in the form of a media release, announcement or face to face communication), and the percentage nongenerated news (news generated by the newspapers in the sample). Only 36 percent of the news in the articles in this sample was generated by Unisa whereas 64 percent was not.
Table 2: Percentage of articles coded per category

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage of articles coded per category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Election of a new Principal</td>
<td>12.5</td>
</tr>
<tr>
<td>2 Internal promotion of personnel</td>
<td>1.92</td>
</tr>
<tr>
<td>3 Rationalisation of Afrikaans and courses</td>
<td>4.80</td>
</tr>
<tr>
<td>4 Student debts</td>
<td>2.88</td>
</tr>
<tr>
<td>5 Student news</td>
<td>2.88</td>
</tr>
<tr>
<td>6 Personnel news</td>
<td>8.65</td>
</tr>
<tr>
<td>7 Examination matters</td>
<td>5.76</td>
</tr>
<tr>
<td>8 Fraudulent stickers</td>
<td>1.92</td>
</tr>
<tr>
<td>9 Election of a new student council</td>
<td>3.84</td>
</tr>
<tr>
<td>10 Transformation</td>
<td>0.96</td>
</tr>
<tr>
<td>11 Facilities</td>
<td>3.84</td>
</tr>
<tr>
<td>12 Community service</td>
<td>2.88</td>
</tr>
<tr>
<td>13 Marketing of degrees, courses and programmes</td>
<td>7.69</td>
</tr>
<tr>
<td>14 Awards</td>
<td>4.80</td>
</tr>
<tr>
<td>15 Surveys and research</td>
<td>3.84</td>
</tr>
<tr>
<td>16 Arts (music)</td>
<td>19.2</td>
</tr>
<tr>
<td>17 Seminars, lectures and conferences</td>
<td>6.73</td>
</tr>
<tr>
<td>18 Reviews, articles, books and comments by Unisa personnel in the media</td>
<td>4.80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>104</strong></td>
</tr>
</tbody>
</table>
Table 2 explains the percentage articles that were coded per category. In this sample the most articles were coded in the category "arts (music)" (9.2 percent). The category with the lowest number of articles coded is that of "transformation" (only 0.96 percent).

Table 3: Number of media releases issued by Unisa during the period 1 July to 31 December 1998

<table>
<thead>
<tr>
<th>Department/Faculty</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Communication and Marketing</td>
<td>7</td>
</tr>
<tr>
<td>Bureau of Market Research</td>
<td>4</td>
</tr>
<tr>
<td>Graduate School of Business Leadership (issued by an organisation Investor's Relations)</td>
<td>10</td>
</tr>
<tr>
<td>Faculty of Economic and Management Sciences</td>
<td>3</td>
</tr>
<tr>
<td>Music Foundation (announcements of concerts)</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35</strong></td>
</tr>
</tbody>
</table>

Table 3 explains the number of media releases issued by Unisa during the period 1 July to 31 December 1998. In this sample the company Investor's Relations issued the most media releases on behalf of the Graduate School of Business Leadership (10), followed by the Department of Corporate Communication and Marketing (7).
Table 4: Number of media releases issued per category by Unisa during the period 1 July to 31 December 1998

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Election of a new Principal</td>
<td>3</td>
</tr>
<tr>
<td>Surveys and research</td>
<td>4</td>
</tr>
<tr>
<td>Awards</td>
<td>4</td>
</tr>
<tr>
<td>Transformation</td>
<td>1</td>
</tr>
<tr>
<td>Marketing of degrees, courses and programmes</td>
<td>4</td>
</tr>
<tr>
<td>Examination matters</td>
<td>2</td>
</tr>
<tr>
<td>Reviews, articles, books and comments by Unisa personnel in the media</td>
<td>1</td>
</tr>
<tr>
<td>Personnel news</td>
<td>2</td>
</tr>
<tr>
<td>Arts (music)</td>
<td>11</td>
</tr>
<tr>
<td>Media releases in categories not covered in this study</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35</strong></td>
</tr>
</tbody>
</table>

Table 4 explains the number of media releases issued by Unisa per category during the period 1 July to 31 December 1998. In this sample the most media releases were issued in the category “Arts (music)” (11).
Table 5: Number of articles coded (per category) for each newspaper

Table 5 explains the number of articles coded per category for each newspaper. In this sample the most articles per newspaper were coded in the category “Arts (music)” for Beeld (7), and The Pretoria News (6), followed by the category “Election of a new Principal” where the number of articles coded were as follows: Beeld (5) and The Pretoria News (7).
ANNEXURE B: QUALITATIVE ANALYSIS OF THE NEWSPAPER ARTICLES

1. Category: election of a new Principal

1.1 Beeld

Date: 14/7/98
Page: 10
Position on page: Second column from the bottom, left
Publicity: Nongenerated
Writing style: news report
Headline: “Soektog na rektor vir Unisa begin dalk oor”
Theme: The possible abolishment of the current process to elect a new Principal for Unisa
Comment: An unofficial spokesperson of Unisa, the Chairperson of the Selection Committee commented

Date: 21/7/98
Page: 5
Position on page: Middle of page with bigger headline than other articles on the page
Publicity: Generated by the Department of Corporate Communication and Marketing
Writing style: news report
Headline: “Maimela op Unisa se kortlys - prokureurs se brief het ‘niks daarmeet doen’”
Theme: The inclusion of the Vice-Principal: Tuition's name on the shortlist of candidates

Comment: An unofficial spokesperson of Unisa, namely the Chairperson of the Selection Committee commented

Date: 22/7/98
Page: 22
Position on page: Second article from the bottom of page, small headline
Publicity: Nongenerated
Writing style: news report
Headline: "Geskil by Unisa kan dalk lank sloer"

Theme: Although the Vice-Principal: Tuition's name was short-listed, he was unaware of it

Comment: An unofficial spokesperson of Unisa, the Vice-Principal: Tuition, one of the candidates, commented as well as the Chairperson of the Selection Committee

Date: 24/7/98
Page: 6
Position on page: Second most important article on page, left hand side, second from the top
Publicity: Nongenerated
Writing style: news report
Headline: "Rektorkrisis by Unisa vandag op spits gedryf"

Theme: The question was raised whether the Vice-Principal: Tuition will accept his name on the shortlist of candidates after it was initially omitted

Comment: An unofficial spokesperson of Unisa, the Chairperson of the Selection Committee commented
Date: 15/8/98
Page: 17
Position on page: Third story on left hand side, story in small panel
Publicity: Nongenerated
Writing style: news report
Headline: "Unisa söek steeds rektor"
Theme: The Selection Committee will not act upon threats of legal action by candidates and will continue with the search for a new Principal
Comment: None

1.2 The Pretoria News

Date: 13/7/98
Page: 3
Position on page: top left, running over six columns
Publicity: Nongenerated
Writing style: news report
Headline: "Unisa selection process threatened"
Theme: Possible legal action by the short-listed candidates
Comment: None

Date: 21/7/98
Page: 3
Position on page: left top, biggest headline on page
Writing style: news report
Publicity: Nongenerated and generated by Unisa's Progressive Alliance
Headline: "Unisa is on the brink of another crisis"
Theme: The Vice-Principal: Tuition is under pressure from the Progressive
Alliance to refuse to be included as a candidate for the principalship

**Comment:** The Vice-Principal: Tuition commented and a statement was issued by the Progressive Alliance (National Education, Health and Allied Workers Union, Black Academic Forum and student representatives) that they may discontinue their participation in the selection process. A senior academic (who did not want to be named) also made some comments

**Date:** 23/7/98

**Page:** 3

**Position on page:** left bottom

**Writing style:** news report

**Publicity:** Nongenerated

**Headline:** “Maimela to decide on post today”

**Theme:** The Vice-Principal: Tuition may decide not to accept his name on the short-list of candidates for the Principalship and that he will consult with his wife about a decision

**Comment:** The Vice-Principal: Tuition, who is not the official media spokesperson, commented in a very subjective way

**Date:** 27/7/98

**Page:** 3

**Position on page:** left bottom

**Writing style:** news report

**Publicity:** Nongenerated

**Headline:** “Maimela’s decision still under wraps”

**Theme:** There was still speculation in the media whether the Vice-Principal: Tuition would accept his name on the short-list of candidates for the Principalship. He submitted a letter to the Selection Committee
Comment: The Chairperson of the Selection Committee did not want to give details on the contents of the letter, but promised to make a statement. According to the records no media release was issued. The comments by the unofficial media spokesperson did not comply with the criteria for nongenerated publicity to always be honest and open about all negative incidents.

Date: 1/9/98
Page: 5
Position on page: Top left
Writing style: news report
Publicity: Nongenerated
Headline: “Unisa selection process hits snag”
Theme: The Selection Committee postponed all interviews for the position of a new Principal following a recommendation by Unisa’s Broader Transformation Forum (BTF)
Comment: Comments were made by a “well-placed” source. There were also conflicting comments by the Chairperson of the Selection Committee and the Chairperson of Unisa Council.

Date: 7/10/98
Page: 7
Position on page: Second article from top, left
Writing style: news report
Publicity: Nongenerated
Headline: “Top Unisa post: fifth candidate now proposed”
Theme: The inclusion of a new fifth candidate on the shortlist of names
Comment: An unofficial media spokesperson commented and is now being
referred to as the Chairperson of the BTF and not the Chairperson of the Selection Committee

**Date:** 23/10/98  
**Page:** 2  
**Position on page:** Bottom  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** “Political claims in Unisa debate”  
**Theme:** The fact that no Principal has been appointed yet can be attributed to political reasons  
**Comment:** Subjective comments by a university council member who was not named

1.3  *The Star*

**Date:** 22/7/98  
**Page:** 5  
**Position on page:** Second from top, middle  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** “Unisa student bodies ask for new vice-chancellor shortlist”  
**Theme:** Student bodies at Unisa protest about the election procedure for the new Principal and requested the restart of the search for a new Principal  
**Comment:** Comments from an unofficial media spokesperson, the Chairperson of the BTF
2. Category: internal promotion of personnel

2.1 Beeld

Date: 10/9/98
Page: 5
Position on page: Third column left from top, very small headline
Publicity: Nongenerated
Writing style: news report
Headline: “20% swart academici aan Unisa bevorder”
Theme: Whites were excluded during the promotion of academic personnel
Comment: The official media spokesperson for Unisa was approached for comment, who provided statistics on the number of applicants for promotion (80 candidates applied who constitute 20 percent black academics). No formal media release was issued to explain Unisa’s decision

2.2 The Pretoria News

Date: 24/7/98
Page: 1
Position on page: Bottom, left
Writing style: News report
Publicity: Nongenerated
Headline: “Unisa’s block on white academics ‘legal and fair’”
Theme: Discrimination against white academics at Unisa as only black personnel were promoted
Comment: Several personnel members, whose identities were not revealed, provided subjective comments. Unisa’s Reconstruction and Development Manager, as well as the personnel department also commented. No formal
media release was issued to put the facts straight

3. **Category: rationalisation of Afrikaans and courses**

3.1 *Die Volksblad*

Date: 3/10/98  
Page: 6  
Position on page: Right, third from top  
Writing style: news report  
Publicity: Nongenerated  
Headline: “VF op oorlogspad oor beweerde afskaling van Afrikaans by Unisa”  
Theme: The University decided to use only English for its internal communication  
Comment: Unisa did not explain its decision by means of a formal reaction

3.2 *Die Burger*

Date: 5/10/98  
Page: 8  
Position on page: Bottom right  
Writing style: news report  
Publicity: Nongenerated  
Headline: “VF op oorlogspad oor beweerde afskaling van Afrikaans by Unisa”  
Theme: The University decided to only use English for internal communication  
Comment: The Acting Head (Department of Corporate Communication and Marketing) was approached for comment during which he explained that correspondence could be conducted in any official language while the Committee was still deciding on Unisa’s language policy. No media release
was issued to provide the objective facts to the media

Date: 7/10/98  
Page: 9  
Position on page: Right, second from top  
Writing style: news report  
Publicity: Nongenerated  
Headline: “Padongelukkefonds gaan net Engels gebruik”  
Theme: Reference is made to Unisa’s decision to use only English for its internal communication in a news report on the above Fund’s decision to use only English  
Comment: Unisa is referred to as an example in the media, possibly due to a lack of response

3.3 Beeld

Date: 5/10/98  
Page: 4  
Position on page: Bottom right, small headline  
Publicity: Nongenerated  
Writing style: news report  
Headline: “VF op oorlogspad oor Unisa taalbeleid”  
Theme: The University decided to only use English for internal communication  
Comment: The Acting Head (Department of Corporate Communication and Marketing) was approached for comment during which he explained that correspondence could be conducted in any official language while the Committee was still deciding on Unisa’s language policy. No media release was issued to provide the objective facts to the media
Date: 31/8/98
Page: 6

Position on page: Top left. Article with biggest headline on the page
Writing style: News report
Publicity: Generated by the Department of Corporate Communication and Marketing

Headline: "Taalkursusse gesnoei in Unisa se rasionalisasie"
Theme: Unisa will rationalise some of its undergraduate and postgraduate courses due to financial problems
Comment: This news report is based on a media release on progress made by Unisa with transformation. The media release was, however, used in a negative way, and not positively as originally intended

4. Category: student debts

4.1  *Die Volksblad*

Date: 6/10/98
Page: 7

Position on page: Second from top, biggest headline on page
Writing style: news report
Publicity: Nongenerated

Headline: "SA studente se skuld bedra miljoene rande"
Theme: Unisa is also one of the Universities that is owed tuition fees by its students
Comment: Amount owed by students differs from that in *The Star* and *Beeld*
4.2 *Beeld*

**Date:** 6/10/98  
**Page:** 13  
**Position on page:** Top, left  
**Writing style:** investigative reporting  
**Publicity:** Nongenerated  
**Headline:** “Studenteskuld: die meulsteun wat inrigtings nie kan afskud”  
**Theme:** Unisa is also one of the Universities in South Africa that is being owed outstanding tuition fees by its students  
**Comment:** Unisa’s media spokesperson was approached for comment. Her comments to *Beeld*, however, differ from her comments to *The Star*

4.3 *The Star*

**Date:** 20/8/98  
**Page:** 9  
**Position on page:** Top left, biggest headline on page  
**Writing style:** investigative reporting  
**Publicity:** Nongenerated  
**Headline:** “Fewer students force cutbacks”  
**Theme:** Unisa has been trying to reduce its debts, but is owed millions in unpaid fees  
**Comment:** Unisa’s media spokesperson was approached for comment. Her comments to *The Star*, however, differ from her comments to *Beeld*
5. Category: student news

5.1 Beeld

Date: 19/10/98
Page: 1 in Sake-Beeld
Position on page: Bottom middle
Publicity: Nongenerated
Writing style: news report
Headline: "Oor 'n week is nuwe sakeblad hier"
Theme: A former Unisa student who obtained a Postgraduate Diploma in Marketing Management is Die Volksblad's new business editor
Comment: Unisa does not use this category in its marketing efforts

5.2 The Star

Date: 30/11/98
Page: 9
Position on page: Left top in Letter's column
Publicity: Nongenerated
Writing style: letter to the Editor
Headline: “Mickey better than Mugabe”
Theme: A letter by a former LLB Unisa student to The Star
Comment: Unisa does not use this category in its marketing efforts

5.3 Die Burger

Date: 8/10/98
Page: 6
Position on page: Small panel, second from bottom
Publicity: Nongenerated
Writing style: news report
Headline: “Sementkuns vereer”
Theme: Unisa student received the first prize in the PPC competition for sculpture
Comment: Unisa does not use this category in its marketing efforts

6. Category: personnel news

6.1 The Pretoria News

Date: 15/12/98
Page: 3
Position on page: Bottom left
Writing style: news report
Publicity: Generated by the Department of Corporate Communication and Marketing
Headline: “Diescho still to sue Unisa”
Theme: Unisa had to reinstate the former director of public relations of the Department of Corporate Communication and Marketing after he was fired by the former Principal of Unisa
Comment: No record of the media release could be found and an analysis of this media release could therefore not be included in annexure C

Date: 30/9/98
Page: 11
Position on page: Middle top in column “City Scene”
Writing style: news report with two pictures
224

**Publicity:** Generated by the Department of Corporate Communication and Marketing

**Headline:** “Lecturers graduate”

**Theme:** Two Unisa lecturers received doctorates at a graduation ceremony at the University of Potchefstroom

**Comment:** Regular information from Unisa’s media spokesperson to *The Pretoria News*

### 6.2 Beeld

**Date:** 1/9/98

**Page:** 4

**Position on page:** Bottom in panel

**Publicity:** Generated by the Department of Corporate Communication and Marketing

**Writing style:** Column

**Headline:** “Het jy gehoor?”

**Theme:** Promotion of Unisa personnel member

**Comment:** Regular information from Unisa’s media spokesperson to *Beeld*

**Date:** 13/10/98

**Page:** 4

**Position on page:** Bottom middle

**Publicity:** Generated by the Department of Corporate Communication and Marketing

**Writing style:** Column

**Headline:** “Het jy gehoor?”

**Theme:** Two lecturers at Unisa received their Doctorates

**Comment:** Regular information from Unisa’s media spokesperson to *Beeld*
Date: 15/10/98
Page: 4
Position on page: Bottom middle
Publicity: Generated by the Department of Corporate Communication and Marketing
Writing style: Column
Headline: “Het jy gehoor?”
Theme: Recipients of research prizes at Unisa
Comment: Regular information from Unisa’s media spokesperson to Beeld

Date: 6/11/98
Page: 4
Position on page: Bottom
Publicity: Generated by the Department of Corporate Communication and Marketing
Writing style: Column
Headline: “Het jy gehoor?”
Theme: Graduation of Unisa personnel
Comment: Regular information from Unisa’s media spokesperson to Beeld

Date: 15/12/98
Page: 4
Position on page: left top, first article
Publicity: Generated by the Department of Corporate Communication and Marketing
Writing style: news report
Headline: “Diescho aanvaar Unisa se apologie”
Theme: Unisa had to reinstate the former director of public relations of the Department of Corporate Communication and Marketing after he was fired by
the former Principal of Unisa

**Comment**: No record of the media release could be found and an analysis of this media release could therefore not be included in annexure C

### 6.3 *Die Burger*

**Date**: 15/12/98  
**Page**: 11  
**Position on page**: Left, third from top in column called “Aktueel”  
**Writing style**: news report  
**Publicity**: Generated by the Department of Corporate Communication and Marketing  
**Headline**: “Unisa skakelman herstel in pos na Wiechers hom afdank”  
**Theme**: Unisa had to reinstate the former director of public relations of the Department of Corporate Communication and Marketing after he was fired by the former Principal of Unisa  
**Comment**: No record of the media release could be found and an analysis of this media release could therefore not be included in annexure C

### 6.4 *Die Volksblad*

**Date**: 10/12/98  
**Page**: 3  
**Position on page**: Left, one single column, bottom  
**Publicity**: Nongenerated  
**Writing style**: news report  
**Headline**: “Vinnige optrede red oog”  
**Theme**: A retired professor at Unisa received medical treatment in Mexico which saved his eye
Comment: None

7. Category: examination matters

7.1 *The Pretoria News*

*Date:* 27/10/98  
*Page:* 1  
*Position on page:* Bottom, small panel  
*Writing style:* news report  
*Publicity:* Generated by the Department of Corporate Communication and Marketing  
*Headline:* “Exam paper truck hijacked”  
*Theme:* The hijacking of a van transporting Unisa examination papers. The Sun Couriers truck was transporting the papers from Unisa’s Durban campus to Pretoria when it was hijacked on the N3 between Villiers and Ladysmith  
*Comment:* A media release was issued by Unisa’s media spokesperson three days after the event. An unofficial spokesperson from the Examinations Department was approached for comment

7.2 *The Cape Times*

*Date:* 27/10/98  
*Page:* 2  
*Position on page:* right, third from top  
*Writing style:* news report  
*Publicity:* Generated by the Department of Corporate Communication and Marketing  
*Headline:* “Exam paper truck hijacked”
Theme: The hijacking of a van transporting Unisa examination papers. The Sun Couriers truck was transporting the papers from Unisa's Durban campus to Pretoria when it was hijacked on the N3 between Villiers and Ladysmith

Comment: A media release was issued by Unisa's media spokesperson three days after the event

7.3 The Star

Date: 27/10/98
Page: 1
Position on page: Bottom left in “PS” column
Publicity: Generated by the Department of Corporate Communication and Marketing
Writing style: news report
Headline: “Hijackers take Unisa exam scripts”
Theme: The hijacking of a van transporting Unisa examination papers. The Sun Couriers truck was transporting the papers from Unisa's Durban campus to Pretoria when it was hijacked on the N3 between Villiers and Ladysmith
Comment: A media release was issued by Unisa’s media spokesperson three days after the event

7.4 Beeld

Date: 5/11/98
Page: 4
Position on page: bottom corner, left, small headline
Writing style: news report
Publicity: Nongenerated
Headline: “Unisa vra verskoning oor vraestel”
Theme: Some of the English II students refused to write the examination as they were not informed that it would be an open-book examination

Comment: The course coordinator was approached for comment. No media spokesperson was involved and no media release was issued to repair the damage to Unisa’s image

Date: 2/12/98
Page: 2
Position on page: Second article from the top, left, small headline
Writing style: news report
Publicity: Nongenerated
Headline: “Unisa-studente kry uitslae op 17 Desember”
Theme: Unisa’s examination results will also be available much faster because it uses new cellphone technology
Comment: Positive reflection of Unisa technology

7.5 Die Volksblad

Date: 8/12/98
Page: 7
Position on page: left, second from top
Writing style: news report
Publicity: Nongenerated
Headline: “Tersiëre studente kan maklik uitvind of hulle geslaag het”
Theme: Unisa’s examination results will also be available much faster because it uses new cellphone technology
Comment: Positive reflection of Unisa technology
8. Category: fraudulent stickers

8.1 The Pretoria News

Date: 3/7/98
Page: 2
Position on page: left, middle, in the column “News watch”
Writing style: news report
Publicity: Generated by the Department of Corporate Communication and Marketing
Headline: “Fraudulent stickers”
Theme: Unisa was perceived as being involved in a petition in the Port Elizabeth area calling for the death penalty. Unisa then provided the right facts in a media release that it issued
Comment: A media release was issued by Unisa’s official media spokesperson but as no record of this media release could be found, it could not be included in the analysis in annexure C

82 Beeld

Date: 3/7/98
Page: 5
Position on paper: Small column to the left
Writing style: news report
Publicity: Generated by the Department of Corporate Communication and Marketing
Headline: “Plakkers wat doodstraf vra ‘g’n van Unisa’”
Theme: Unisa was perceived as being involved in a petition in the Port Elizabeth area calling for the death penalty. Unisa then provided the right facts in a media release that it issued.

Comment: A media release was issued by Unisa's official media spokesperson but as no record of this media release could be found, it could not be included in the analysis in annexure C.

9. Category: election of a student council

9.1 Die Burger

Date: 3/12/98
Page: 7
Position on page: Right, third from top, small panel
Writing style: news report
Publicity: Nongenerated

Headline: “VF wen 3 van 6 setels in Unisa studenteraad”

Theme: The Freedom Front is not surprised that it won the most seats in the student council and criticises Unisa’s language and affirmative action policies.

Comment: There was no formal reaction from Unisa’s side.

9.2 Die Volksblad

Date: 3/12/98
Page: 10
Position on page: Right bottom
Writing style: news report
Publicity: Nongenerated

Headline: “VF verras met seges in stemming by Unisa”
Theme: The Freedom Front is not surprised that it won the most seats in the student council and blames Unisa’s new language and affirmative action policies.

Comment: There was no formal reaction from Unisa’s side.

9.3 The Daily Dispatch

Date: 3/12/98
Page: 21
Position on page: Bottom, left
Writing style: News report
Publicity: Nongenerated
Headline: “FF wins 3 seats on Unisa student council”
Theme: The Freedom Front is not surprised that it won the most seats in the student council and blames Unisa’s new language and affirmative action policies.
Comment: There was no formal reaction from Unisa’s side.

9.4 The Pretoria News

Date: 3/12/98
Page: 4
Position on page: Right top, single column
Writing style: news report
Publicity: Nongenerated
Headline: “FF scores top marks in Unisa SRC poll”
Theme: The Freedom Front is not surprised that it won the most seats in the student council and blames Unisa’s new language and affirmative action policies.
Comment: Comments were made by Unisa’s Chairperson of the Independent Electoral Commission. There was no formal reaction from Unisa’s side

10. Category: transformation

10.1 The Pretoria News

Date: 1/9/98
Page: 8
Position on page: Top right
Publicity: Generated by the Department of Corporate Communication and Marketing
Headline: Transformation in progress at Unisa
Theme: Unisa is doing something about transformation, which is not the case at all Universities
Comment: A media release was issued by Unisa’s media spokesperson. The media release does not comply with the “five W and H” model, the SOLAADS seven-point model or the technical criteria for media releases

11. Category: facilities

11.1 The Pretoria News

Date: 15/9/98
Page: 8
Position on page: Bottom left
Writing style: news report
Publicity: Nongenerated
Headline: “Unisa conference centre opens”
Theme: The Chairperson of the Unisa Council delivered a speech at the opening of Unisa’s conference facilities

Comment: Positive comments on Unisa’s facilities and contribution towards education

11.2 Beeld

Date: 29/7/98
Page: 7, Pretoria Council’s supplement in Beeld
Position on page: Top with picture of Unisa buildings at night
Writing style: news report
Publicity: Nongenerated
Headline: “Unisa nadat die son gesak het”
Theme: Unisa looks impressive at night
Comment: Positive comments on Unisa’s facilities

Date: 8/10/98
Page: 9
Position on page: Top left over 6 columns. Two pictures of Unisa buildings.
Largest headline on page
Writing style: news report
Publicity: Nongenerated
Headline: “Sprankel terug op Unisa-kampus”
Theme: Unisa puts in a lot of effort to renovate its buildings
Comment: Comments by Unisa’s Head of Building Administration. Positive article on Unisa’s facilities
Date: 13/10/98
Page: 9
Position on page: Second article from the bottom, left
Publicity: Nongenerated
Writing style: news report
Headline: “Man kan oog verloor na aanval op kampus”
Theme: A man was attacked on the Sunnyside campus of Unisa
Comment: There was no formal reaction from Unisa on the attack. The negative article could have neutralised the positive articles in this category

12. Category: community service

12.1 The Pretoria News

Date: 1/9/98
Page: 6
Position on page: Right, third from top
Writing style: news report with picture and caption
Publicity: Nongenerated
Headline: “Venezuela donates 400 books to Unisa”
Theme: On a brief visit to Pretoria, before attending the Non-Aligned Movement summit in Durban, Venezuela’s Foreign Minister donated 400 books to Unisa’s Latin American studies department, as he has been involved with Unisa for some years
Comment: More could have been done by Unisa in terms of publicity
Date: 15/9/98
Page: 4
Position on page: Second article from left, running over three columns
Writing style: caption with picture
Publicity: Generated by the Department of Corporate Communication and Marketing
Headline: Only picture with caption
Theme: Unisa raised R6500 for the disabled on Casual Day
Comment: Face to face communication with a reporter from The Pretoria News

Date: 13/10/98
Page: 6
Position on page: Middle, running over 4 columns with picture and caption
Writing style: news report with picture and caption
Publicity: Nongenerated
Headline: “Redundant books for community libraries”
Theme: Unisa donated books to three community libraries as part of its programme to become involved in underprivileged areas. The University was asked by the Department of Land Affairs to collect books for the community libraries in Stinkwater and Tembisa and for Klipspruit West High School in Soweto
Comment: Face to face communication with a reporter from The Pretoria News. The publicity was generated by the Department of Land Affairs
13. Category: marketing of courses, degrees and programmes

13.1 Beeld

Date: 31/8/98
Page: 5 in Sake-Beeld
Position on page: Top left, article with largest headline on page
Writing style: Advertorial
Publicity: Generated by Unisa’s Department of Economics
Headline: “Unisa lei amptenare op in die ekonomie”
Theme: A Certificate programme in Economics that is being offered by the Department of Economics
Comment: Provided and generated by Unisa’s Department of Economics

Date: 30/9/98
Page: 4 in Beroepskeuse
Position on page: Top corner and picture with students studying in the library with caption
Writing style: Advertorial
Publicity: Generated by Unisa’s Department of Information Sciences
Headline: “Unisa se inligkunde voorloper”
Theme: The Department of Information Sciences offers a course in Information Sciences that is of a very high standard
Comment: Provided and generated by Unisa’s Department of Information Sciences
Date: 28/10/98

Page: 9 in Beroepskeuse supplement on distance education

Position on page: left, top with picture of person in law

Writing style: Advertorial

Publicity: Generated by Unisa’s Unit for Basic Legal Education

Headline: “Programme gives a basic knowledge of law”

Theme: A Certificate Programme in Law is offered by Unisa’s Unit for Basic Legal Education

Comment: Provided and generated by Unisa’s Unit for Basic Legal Education

---

Date: 28/10/98

Page: 6 in Beroepskeuse supplement on distance education

Position on page: Top, running over five columns with picture of Unisa buildings

Writing style: Advertorial

Publicity: Generated Unisa’s Department of Corporate Communication and Marketing

Headline: “Die onderrig het voordele maar verg dissipline”

Theme: Unisa’s expertise in the field of distance education and seven advantages to enrol at Unisa

Comment: Provided and generated by Unisa’s Department of Corporate Communication and Marketing

---

Date: 28/10/98

Page: 8 in Beroepskeuse supplement on distance education

Position on page: Left top with picture of people from a different culture

Writing style: advertisement editorial

Publicity: Generated by Unisa’s Department of Anthropology

Headline: “Bestudeer leefwyse, kultuur van mens aan Unisa”
Theme: Anthropology as a career
Comment: Provided and generated by Unisa’s Department of Anthropology

13.2 The Star

Date: 28/9/98
Page: 20 in Career Guide
Position on page: Right top
Writing style: advertisement editorial
Publicity: Generated by Unisa’s Faculty of Economic and Management Sciences
Headline: “Non-matric students get a degree entry”
Theme: The quality of the lecturers and degrees offered by Unisa’s Faculty of Economic and Management Sciences as well as its efforts to accommodate its students
Comment: Provided and generated by Unisa’s Faculty of Economic and Management Sciences

Date: 14/10/98
Page: 2 in workplace
Position on page: Right top
Writing style: brief listing
Publicity: Generated by unknown source
Headline: “Courses”
Theme: Unisa is also listed as an institution where students can study operations research
Comment: Provided and generated by unknown source
13.3 *The Pretoria News*

**Date:** 27/10/98  
**Page:** 23  
**Position on page:** Second from bottom, left in “Living and Learning” column  
**Writing style:** news report  
**Publicity:** Generated by Unisa’s Institute for Continuing Education  
**Headline:** “Skills workshop at Unisa”  
**Theme:** A workshop aimed at helping professionals to encourage individuals and groups to accept responsibility for their lives entitled “Facilitating skills”, to be presented by Unisa’s Institute for Continuing Education  
**Comment:** Provided and generated by Unisa’s Institute for Continuing Education

14. Category: awards

14.1 *The Pretoria News*

**Date:** 24/8/98  
**Page:** 4  
**Position on page:** middle column  
**Writing style:** news report with a picture and caption  
**Publicity:** Generated by Unisa’s Faculty of Economic and Management Sciences  
**Headline:** “Ncube receives top business award”  
**Theme:** One of South Africa’s top businessmen, Don Ncube, has been honoured by Unisa’s Department of Business Management. The award is aimed at honouring a South African entrepreneur who, through his or her talents, efforts and achievements, is playing a leading role in creating economic growth
and empowerment

**Comment:** A media release was issued by the Faculty of Economic and Management Sciences on 19 August 1998. There was also face to face communication with a reporter from *The Pretoria News* at a prestigious function by the Department of Business Management

**Date:** 20/10/98

**Page:** 4

**Position on page:** top right

**Writing style:** news report with a picture and a caption

**Publicity:** Generated by the Department of Corporate Communication and Marketing

**Headline:** Unisa wins awards for business courses

**Theme:** Unisa has emerged as the second best university when it comes to providing business courses - winning eight awards in the Professional Management Review (PMR) magazine. The university got a golden arrow for coming first in the field of labour law and industrial and organisational psychology. The institution also received seven awards - silver arrows - in the categories economics and management sciences”

**Comment:** Face to face communication with a reporter from *The Pretoria News* during an event hosted by Unisa to announce the awards to its personnel on 19 October 1998

14.2 *Beeld*

**Date:** 25/8/98

**Page:** 3

**Position on page:** Top left, only picture

**Headline:** No headline
Writing style: picture with caption
Publicity: Generated by the Faculty of Economic and Management Sciences
Theme: Annual presentation of Leading Emerging Industrialist Award by the Department of Business Management
Comment: A media release was issued by the Faculty of Economic and Management Sciences on 19 August 1998. There was also face to face communication with a reporter from Beeld at a prestigious function by the Department of Business Management

Date: 28/10/98
Page: 10 in Beroepskeuse supplement
Position on page: Left top, running over three columns
Writing style: caption with picture
Publicity: Generated by the Faculty of Economic and Management Sciences
Headline: Only a picture with caption
Theme: The Faculty of Economic and Management Sciences was the recipient of nine Professional Management Review (PMR) Awards
Comment: The picture was sent to Beeld by the Faculty of Economic and Management Sciences

14.3 Die Volksblad

Date: 26/10/98
Page: 7 in Sake-Volksblad
Writing style: news report
Publicity: Generated by Investor’s Relations on behalf of the Graduate School of Business Leadership
Headline: “Unisa se sakeskoolalumni vereer dr Motlana”
Theme: Leadership in Practice Award by the Alumni Association of the
School of Business Leadership (SBL) at Unisa to the businessman Dr Nthato Motlana

Comment: Media release issued by Investor’s Relations on behalf of the Graduate School of Business Leadership

15. Category: surveys and research

15.1 Die Volksblad

Date: 7/12/98
Page: 2 in Sake-Volksblad
Position on page: Left, second from top, running over four columns
Writing style: business report
Publicity: Generated by Unisa’s Bureau of Market Research
Headline: "Adresseklikes, ‘n instrument in industriële bemarkingsnavorsing en direkte bemarking"
Theme: Unisa has developed a useful business register for the business sector to assist them with direct marketing.
Comment: Media release by Unisa’s Bureau of Market Research

15.2 The Natal Mercury

Date: 3/12/98
Page: 5 in Mercury Business Report
Position on page: Bottom right with graph
Writing style: news report
Publicity: Generated by Unisa’s Bureau of Market Research
Headline: “Survey says 350 000 manufacturing jobs have been lost”
Theme: The Bureau of Market Research’s latest survey showed that
employment in the sector fell from 1.5 million jobs in 1988 to 1.1 million in 1997

Comment: Media release issued by Unisa's Bureau of Market Research

Date: 16/10/98
Page: 4
Position on page: Top right, second article from top, biggest headline on page
Writing style: news report
Publicity: Nongenerated
Headline: "Police 'winning against heist gangs'"
Theme: Mr Mufamadi, Minister of Safety and Security said the police's crime information analysis centre and the University of South Africa's criminology department were researching bank-related crime and cash heists
Comment: More can be done by Unisa in terms of publicity on personnel's involvement in this category

15.3 The Star

Date: 3/12/98
Page: 6 in Business Report
Position on page: Right, third from top with graph
Writing style: news report
Publicity: Generated by Unisa's Bureau of Market Research
Headline: "350 000 manufacturing jobs sacrificed, survey said"
Theme: The Bureau of Market Research's latest survey showed that employment in the sector fell from 1.5 million jobs in 1988 to 1.1 million in 1997
Comment: Media release issued by Unisa's Bureau of Market Research
16. Category: arts (music)

16.1 Beeld

Date: 28/8/98
Page: 9 of the Calendar
Position on page: Second column from the top
Writing style: short announcement
Publicity: Nongenerated
Headline: “Amerikaanse orkes moreaand by Unisa”
Theme: Announcement of performance of American orchestra at Unisa
Comment: More can be done in terms of publicity for this category

Date: 15/9/98
Page: 4
Position on page: Bottom left in panel
Publicity: Nongenerated
Writing style: Column
Headline: “Het jy gehoor?”
Theme: The presence of Ms Helena van Heerden, who was in Pretoria for the examination of practical music examinations, at a general meeting
Comment: More can be done in terms of publicity for this category

Date: 21/10/98
Page: 12 of the Calendar
Position on page: Second article from top, middle
Writing style: short announcement
Publicity: Generated by Unisa’s Music Foundation
Headline: “Stephen Pierce van Pta wen Unisa studiebeurs”
Theme: Announcement of finalists of Unisa piano competition for bursaries

Comment: More can be done in terms of publicity for this category. The announcement is in the form of an advertisement and not a media release.

Date: 23/10/98
Page: 21 of the Calendar
Position on page: Second article from top, left
Writing style: news report
Publicity: Nongenerated

Headline: "Petru Grabe groet, en hierdie Tukkie-koor klink goed"

Theme: Performance of choir of University of Pretoria at Old Mutual Hall, Unisa

Comment: More can be done in terms of publicity for this category

Date: 23/10/98
Page: 17 of the Calendar
Position on page: Bottom left
Writing style: news report
Publicity: Classified as nongenerated as no announcement is on record

Headline: "Musici ding vanaand mee om oorsese studiebeurse"

Theme: Final phase of Unisa piano competition for bursaries

Comment: More can be done in terms of publicity for this category

Date: 6/12/98
Page: 9 of the Calendar
Position on page: Fourth small article from top
Writing style: short announcement
Publicity: Nongenerated

Headline: "Charl van Heyningen sing in Pta"
Theme: Announcement of performance at Unisa Small Theatre

Comment: More can be done in terms of publicity for this category

Date: 7/12/98
Page: 1 of the Calendar
Position on page: Small article, second from top, right
Writing style: short announcement
Publicity: Generated by Unisa’s Music Foundation
Headline: “Pianis Sodi Bradé vanaand in Pretoria
Theme: Announcement of solo performance of finalist in Unisa piano competition
Comment: More can be done in terms of publicity for this category. The announcement is in the format of an advertisement and not a media release

16.2 The Pretoria News

Date: 30/9/98
Page: 6 in The Pretoria News Interval
Position on page: Top left
Writing style: short announcement
Publicity: Generated by Unisa’s Music Foundation
Headline: “Mimi shines”
Theme: Soprano Mimi Coetzer to perform a Song Recital at Unisa Sunnyside Campus
Comment: More can be done in terms of publicity for this category. The announcement is in the format of an advertisement and not a media release
Date: 19/10/98
Page: 2 top in *The Pretoria News Interval*
Position on page: Top left
Writing style: short announcement
Publicity: Nongenerated
Headline: “Johannes pays gracious tribute to Koos Doep”
Theme: The singer Johannes (Kerkorrel) paid tribute to the music of the late Koos du Plessis in the Unisa’s Little Theatre
Comment: More can be done in terms of publicity for this category

Date: 21/10/98
Page: 2 in *The Pretoria News Interval*
Position on page: Top, running over five columns
Writing style: news report
Publicity: Classified as nongenerated as no announcement is on record
Headline: “Contestants delight with seldom-heard music”
Theme: Unisa South African Music Scholarship
Comment: More can be done in terms of publicity for this category

Date: 28/10/98
Page: 10 in *The Pretoria News Interval*
Position on page: Middle, second from top
Writing style: short announcement
Publicity: Classified as nongenerated as no announcement is on record
Headline: “Beautifully rendered music”
Theme: Unisa Overseas Music Scholarship Concert at Old Mutual Hall, Unisa
Comment: More can be done in terms of publicity for this category
Date: 1/12/98
Page: 2 in *The Pretoria News Interval*
Position on page: Top left
Writing style: short announcement
Publicity: Generated by Unisa’s Music Foundation
Headline: “Top pianist to play at Unisa”
Theme: Sodi Braide who won the Transnet Unisa International Competition in 1996, will be performing in the Unisa Sunnyside Hall
Comment: More can be done in terms of publicity for this category. The announcement is in the format of an advertisement and not a media release.

Date: 10/12/98
Page: 2 in *The Pretoria News Interval*
Position on page: Right top, single column
Writing style: short announcement
Publicity: Nongenerated
Headline: “Vodacom puts up R1,2 m for piano competition”
Theme: Vodacom sponsored Unisa’s First International Organ Competition
Comment: More can be done in terms of publicity for this category.

16.3 *The Star*

Date: 28/10/98
Page: 5 in Tonight
Position on page: left, middle, as part of diary for the week
Writing style: short announcement
Publicity: Nongenerated
Headline: None
Theme: An announcement of Annual SACEE Song Festival at Old Mutual
Hall, Unisa

Comment: More can be done in terms of publicity for this category

Date: 25/11/98
Page: 19 in Tonight
Position on page: left, second from top
Writing style: short announcement
Publicity: Nongenerated
Headline: None
Theme: An announcement of Obelisk music concert at Old Mutual Hall, Unisa
Comment: More can be done in terms of publicity for this category

Date: 4/12/98
Page: 2 in Tonight
Position on page: Bottom, running over four columns
Writing style: short announcement
Publicity: Nongenerated
Headline: “Display window for composers”
Theme: An announcement of Obelisk music concert at Old Mutual Hall, Unisa
Comment: More can be done in terms of publicity for this category

Date: 27/11/98
Page: 2 in Tonight
Position on page: Top right
Writing style: short announcement
Publicity: Nongenerated
Headline: None
Theme: Obelisk final concert at Old Mutual Hall, Unisa
Comment: More can be done in terms of publicity for this category

16.4 Die Volksblad

Date: 31/10/98
Page: 4 (Entertainment)
Position on page: Middle in panel
Writing style: news report
Publicity: Nongenerated
Headline: "Bfn pianis wen oorsese beurs"
Theme: Mr Charl du Plessis from Bloemfontein won the DJ Roode Foreign Study bursary from Unisa
Comment: More can be done in terms of publicity for this category

Date: 31/10/98
Page: 4 (Entertainment)
Position on page: Left, second from bottom, hairline panel
Writing style: news report
Publicity: Nongenerated
Headline: "Kort kursus by UV in kamermusiek"
Theme: All students between the ages 10 and 20 who passed the music examinations from Unisa and the Royal Schools can attend this course
Comment: More can be done in terms of publicity for this category
16.5 *The Daily Dispatch*

**Date:** 25/08/98  
**Page:** 14  
**Position on page:** left hand, top corner, running over five columns  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** “Youth Music finalists shine”  
**Theme:** Eastern Cape Youth Music competition finalists’ concert at the Guilt Theatre and comments by Unisa Music Foundation  
**Comment:** More can be done in terms of publicity for this category. The Director of the Music Foundation was approached for comment.

17. **Category: seminars, lectures and conferences**

17.1 *Beeld*

**Date:** 21/8/98  
**Page:** 1 of the *Calendar*  
**Position on page:** Small article top  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** “Jacques Derrida praat in Pta”  
**Theme:** Announcement of French philosopher’s lecture at Unisa  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category
Date: 24/9/98
Page: 4
Position on page: First column left bottom
Publicity: Nongenerated
Writing style: news report
Headline: “SAPD’s ‘trots om van diens te wees’”
Theme: Lecture by a professor of the Department of Criminology at the World Congress on criminal investigations, organised crime and human rights at Sun City
Comment: More can be done by Unisa in terms of publicity on personnel’s involvement in this category

17.2 The Natal Mercury

Date: 5/8/98
Page: 4
Position on page: Bottom right
Writing style: news report
Publicity: Nongenerated
Headline: “Zuma calls for student role in pole”
Theme: Mr Jacob Zuma, former provincial minister of economic affairs and tourism pledged for a greater role by students in the elections during an address at the University of South Africa
Comment: More can be done by Unisa in terms of publicity on personnel’s involvement in this category
"Advocates ready to stand down"

The ANC provincial chairman and MEC for transport, Mr S'bu Nedebele addressed students at Unisa in Durban and made a revelation about some advocates who are ready to stand down in the interests of democratic transformation and representativeness.

Comment: More can be done by Unisa in terms of publicity on personnel's involvement in this category.

17.3 *The Pretoria News*

"Discussion on Africa and Spanish America"

The ambassadors of Argentina, Chile, Colombia, Cuba, Mexico, Paraguay, Peru, Spain, Uruguay and Venezuela in collaboration with the University of South Africa, hosted a round table discussion on Africa and Spanish America in the 21st century.

Comment: More can be done by Unisa in terms of publicity on personnel's involvement in this category.
17.4 *Die Burger*

**Date:** 12/10/98  
**Page:** 6  
**Position on page:** Top, running over five columns  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** "Nuwe ruimtes in SA poësie leef ook in die vreemde"  
**Theme:** A lecturer at Unisa participated with a lecture in a poetry seminar in Rotterdam  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category

17.5 *The Star*

**Date:** 16/09/98  
**Page:** 12  
**Position on page:** Bottom right on Opinion page  
**Writing style:** analysis  
**Publicity:** Nongenerated  
**Headline:** "African academics ignore the call of the poor"  
**Theme:** Various academic institutions will participate in the "African Renaissance" seminar, including Unisa  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category
18. Category: reviews, articles, books and comments by Unisa personnel in the media

18.1 *The Natal Mercury*

**Date:** 30/12/98  
**Page:** 6 on editorial page  
**Position on page:** Middle, running over three columns  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** “Land of dispossession and hope”  
**Theme:** Article by a lecturer in the political science department at Unisa on South Africa’s land issue  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category

18.2 *Die Volksblad*

**Date:** 17/12/98  
**Page:** 6  
**Position on page:** Top left, biggest headline  
**Writing style:** news report  
**Publicity:** Nongenerated  
**Headline:** “Werk vir matrikulante wat arbeidsmark wil betree, skaars”  
**Theme:** The Head of Department of the Department of Industrial Psychology, commented on work opportunities for matric pupils  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category
18.3  *Beeld*

**Date:** 8/7/98  
**Page:** 6 in *Beroepskeuse* supplement  
**Position on page:** Top, two columns  
**Publicity:** Nongenerated  
**Writing style:** news report  
**Headline:** “Bemark jou vaardighede in jou soektog na ‘n beroep”  
**Theme:** Discussion of a Professor at the Faculty of Education’s new book  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category

**Date:** 14/9/98  
**Page:** 10  
**Position on page:** Middle  
**Publicity:** Nongenerated  
**Writing style:** Column on books  
**Headline:** “SA geskiedenis bondig saamgevat in nuttige boek?”  
**Theme:** Discussion of a book by a professor of the Department of History  
**Comment:** More can be done by Unisa in terms of publicity on personnel’s involvement in this category

**Date:** 21/12/98  
**Page:** 2  
**Position on page:** left top, first article  
**Publicity:** Nongenerated  
**Writing style:** news report  
**Headline:** “Benader Clinton se verklarings omsigtig sê kenners”  
**Theme:** Professors at the Departments of Political Studies and Semiotics at
Unisa respectively were approached for comment on America's involvement in the air attacks on Iraq.

**Comment:** More can be done by Unisa in terms of publicity on personnel's involvement in this category.
ANNEXURE C: QUALITATIVE ANALYSIS OF MEDIA RELEASES

1. Category: election of a new Principal

Date: 20/07/98
Published in newspapers in the sample of this study? Yes
Heading of media release: “None”
Theme: The appointment of a new Chairperson for Unisa (see category 10 in this annexure)
Implicit impression: An announcement of the new Chairperson of the Unisa Council stating her credentials, including a reference to former Chairpersons of the Unisa Council. Reference is also made to the Unisa Council which needs to study a full report of the procedures which the Selection Committee followed to select five candidates for the short-list. A statement that a fifth candidate withdrew from the process and that a new name (that of the Vice-Principal: Tuition) was included on the shortlist
Issued by: The Acting Head, Department of Corporate Communication and Marketing
Technical criteria: The media release has no heading and no after hours contact number
Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

Date: 29/07/98
Published in newspapers in the sample of this study? No
Heading of media release: “Prof Simon Maimela”
Theme: Chairperson Unisa Council put on record various facts with regard to the issue surrounding the Vice-Principal: Tuition
Implicit impression: Three facts were erroneously reported on

Issued by: The Head Media Liaison on behalf of Chairperson Selection Committee

Technical criteria: The media release has no indication of an ending. There is also no name of the organisation which is issuing the release or an after hours contact number.

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

Date: 03/08/98

Published in newspapers in the sample of this study? Yes

Heading of media release: “Selection Committee: Principal”

Theme: The Selection Committee decided to postpone the interviews until a new date has been set

Implicit impression: The Selection Committee wishes to seek legal opinion on matters raised in the submissions

Issued by: The Department of Corporate Communication and Marketing on behalf of the Chairperson Selection Committee

Technical criteria: The contact name and number is not that of the media spokesperson and also does not include an after hours contact number. The content does not include the first name of the person concerned while the name of the organisation which is issuing the media release is not indicated on the release. In addition, the figures in the media release are not written out

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model
2. **Category: transformation**

**Date:** 25/8/98  
**Published in newspapers in the sample of this study?** Yes  
**Heading of media release:** “Unisa - the changing profile”  
**Theme:** Women are taking the lead in numbers at Unisa - both as students and as personnel members - which is one of the exciting developments in the transformation of the University of South Africa  
**Implicit impression:** Transformation of Unisa’s governing bodies, student registrations, registrations per Faculty, pass rates, fees, outstanding debts, subsidies, rationalisation of courses, new semester courses, tutorial classes, language policy  
**Issued by:** The Head Media Liaison, Department of Corporate Communication and Marketing  
**Technical criteria:** Compliant to some extent, but the title is not repeated on the other pages of the media release, there is no after hours contact number, no subheadings for the lengthy release, while the copy runs to the next page. In addition there is also a spelling mistake  
**Content criteria:** It is not completely compliant with the “five Ws and H” model and SOLAADS seven point-model and is a bit unstructured  

3. **Category: awards**

**Date:** 20/08/98  
**Published in newspapers in the sample of this study?** Yes  
**Heading of media release:** “Emerging Leading Industrialist Award: 1998”  
**Theme:** Mr Don Ncube Executive Chairperson of Real Africa Holdings Ltd received the Emerging Leading Industrialist Award from Unisa’s Department of Business Management during a gala event on 20 August 1998  
**Implicit impression:** The prestige of the Award, purpose of the Award,
various high profile business people were former recipients

**Issued by:** The Faculty of Economic and Management Sciences

**Technical criteria:** There is no after hours contact number

**Content criteria:** Compliant

**Date:** 06/108/98

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “Unisa’s management Education highly rated”

**Theme:** Unisa’s Faculty of Economic and Management Sciences received nine Silver and one Golden Arrow Award for its business education

**Implicit impression:** Description of the Awards, a description of the various degrees of the Faculty and its expertise, explanation of research which was conducted by the Faculty, discussion of various new degrees

**Issued by:** The Faculty of Economic and Management Sciences

**Technical criteria:** Compliant

**Content criteria:** The content is not completely compliant with the “five Ws and H” model (it does not answer the when question)

**Date:** Not indicated on media release, although within period of study

**Published in newspapers in the sample of this study?** Yes

**Heading of media release:** “Unisa Business School Alumni Honours Dr Ntatho Motlana”

**Theme:** The Alumni Association of the Unisa Graduate School of Business Leadership (SBL) has presented its 1998 Leadership in Practice Award to prominent community leader, businessman and physician, Dr Ntatho Motlana

**Implicit impression:** A discussion of the purpose of the Award, reasons why Dr Motlana received this Award, purpose of the Alumni Association

**Issued by:** Investors Relations on behalf of Unisa’s Graduate School of Business Leadership (SBL)
Technical criteria: No indication that this is a media release, no after hours contact number, no indication of embargo, no indication of date or place or organisation which issued the release

Content criteria: Compliant

Date: Not indicated on media release, although within period of study

Published in newspapers in the sample of this study? No

Heading of media release: “SBL wins two PMR Silver Arrow Awards for Excellence”

Implicit impression: The MBL of Unisa’s SBL was rated second after Wits’ MBA degree, a discussion of the MBL’s qualities

Theme: The Unisa Graduate School of Business Leadership (SBL) won two PMR Silver Arrow Awards in the ratings of top business schools in South Africa

Issued by: Investors Relations on behalf of Unisa Graduate School of Business Leadership (SBL)

Technical criteria: There is no indication that it is a media release, no after hours contact number, no indication of embargo, no indication of date or place or organisation which issued the release

Content criteria: The content is not completely compliant with the “five Ws and H” model (it does not answer the when or where questions)

4. Category: personnel news

Date: Not indicated on media release, although within period of study

Published in newspapers in the sample of this study? No

Heading of media release: “Leadership with a feminine touch the key to future corporate Success - Unisa: SBL”

Theme: A lecturer at Unisa at the Unisa Graduate School of Business Leadership (SBL) is in the final phase of a doctorate in Business Leadership at
the SBL, based on “An examination of the influence of Race and Gender on Leadership behaviour”

**Implicit impression:** Reasons, based on research, why females will be the future managers of South Africa

**Issued by:** Investors Relations on behalf of Unisa Graduate School of Business Leadership (SBL)

**Technical criteria:** No indication that this is a media release, no after hours contact number, no indication of an embargo, no indication of the date or place or the organisation which issued the release (except in the heading), no indication that more pages will follow

**Content criteria:** It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

**Date:** Not indicated on media release, although within period of study

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “SA managers have become more negative says Unisa Business School Prof”

**Theme:** Research by a Professor at the Unisa Graduate School of Business Leadership (SBL)

**Implicit impression:** Reasons why South African managers have become more negative which are based on research findings

**Issued by:** Investors’ Relations on behalf of Unisa Graduate School of Business Leadership (SBL)

**Technical criteria:** There is no indication that it is a media release, no after hours contact number, no indication of embargo, no indication of date or place or organisation which issued the release, no indication of more pages, heading is not repeated on other pages of this lengthy media release

**Content criteria:** It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model
5. **Category: examination matters**

**Date:** 23/10/98

**Published in newspapers in the sample of this study?** Yes

**Heading of media release:** “Hijacked examination answer scripts”

**Theme:** An explanation that examination answer scripts were in a courier van that was hijacked on 21 October 1998 and that exam papers were missing

**Implicit impression:** An explanation of what happened to the driver of the van and Unisa’s examination papers

**Issued by:** The Head Media Liaison, Department of Corporate Communication and Marketing

**Technical criteria:** Compliant

**Content criteria:** Compliant

---

**Date:** 30/10/98

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “Hijacked examination answer scripts”

**Theme:** An explanation of what students could expect with regard to their examination answer scripts (and marks) and also which papers were affected

**Implicit impression:** A list of all papers as well as the number of students involved

**Issued by:** The Head Media Liaison, Department of Corporate Communication and Marketing

**Technical criteria:** Compliant

**Content criteria:** It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model
6. Category: marketing of degrees, courses and programmes

Date: 30/10/98
Published in newspapers in the sample of this study? No

Heading of media release: “Unisa now offers BCom (Banking) degree”
Theme: Unisa’s Faculty of Economic and Management Sciences will be offering a four year BCom (Banking) degree in 1999 - the first BCom degree of this kind in South Africa via distance education
Implicit impression: A lot of research was done for this degree, first degree of this kind via distance education, new tuition model
Issued by: The Faculty of Economic and Management Sciences
Technical criteria: The title is not repeated on the other pages of the media release, there is no after hours contact number
Content criteria: Compliant with both the “five Ws and H” model and the SOLAADS seven point-model

Date: Not indicated on media release, although within period of study
Published in newspapers in the sample of this study? No

Heading of media release: “Leadership makes the difference”
Theme: The Unisa Graduate School of Business Leadership (SBL) offers qualifications in business which commands strong credibility among decision makers
Implicit impression: The SBL has a different focus to other business schools, the MBL is no flamboyant crash course, comments by lecturers, comments by external professionals
Issued by: Investors Relations on behalf of Unisa Graduate School of Business Leadership (SBL)
Technical criteria: No indication that it is a media release, no after hours contact number, no indication of embargo, no indication of date or place or organisation which issued the release, text runs to next page, heading is not
repeated on lengthy media release, no contact numbers, no indication of end

**Content criteria:** It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

**Date:** Not indicated on media release, although within period of study

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “Black women hold the short straw in management ranks and training: Unisa SBL”

**Theme:** The Unisa Graduate School of Business Leadership (SBL) offers qualifications to empower black women in managerial positions

**Implicit impression:** Discussion of research findings by a SBL lecturer for her Doctorate

**Issued by:** Investors Relations on behalf of Unisa Graduate School of Business Leadership (SBL)

**Technical criteria:** No indication that it is a media release, no after hours contact number, no indication of embargo, no indication of date or place or organisation which issued the release

**Content criteria:** It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

**Date:** Not indicated on media release, although within period of study

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “MBL is Unisa Business School’s Flagship Product”

**Theme:** Unisa Graduate School of Business Leadership (SBL) offers leadership education in South Africa

**Implicit impression:** History of the SBL, its aim, its focus, its unique app Programme

**Issued by:** Investors’ roach, a new Relations on behalf of Unisa Graduate School of Business Leadership (SBL)
Technical criteria: No indication that this is a media release, no after hours contact number, no indication of an embargo, no indication of date or place or organisation which issued the release

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

7. Category: surveys and research

Date: 08/07/98

Published in newspapers in the sample of this study? No

Heading of media release: “Expenditure of households in the Cape Peninsula according to outlet”

Theme: Results of a survey on the expenditure of households in the Cape Peninsula was conducted by Unisa’s Bureau of Market Research

Implicit impression: Very technical information on the total of household expenditure in the Cape Peninsula, an analysis of the total expenditure, expenditure according to outlet (formal and informal), items according to population group and type of outlet

Issued by: Unisa’s Bureau of Market Research

Technical criteria: There is no indication that this is a media release and no indication that the release consists of more than one page. There are also no subheadings for the lengthy release nor any after hours contact number. The title of the media release is not repeated on the following pages

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven point-model
Date: 23/07/98
Published in newspapers in the sample of this study? No

Heading of media release: “Income and Expenditure patterns of black households in selected areas of the Mpumalanga Province”

Theme: An income and expenditure survey among black households in the Mpumalanga Province, commissioned by the Mpumalanga Development Corporation (MDC), was conducted by Unisa’s Bureau of Market Research

Implicit impression: Very technical information on an analysis of total cash expenditure to area, household expenditure by type of outlet (formal and informal), as well as expenditure by locality

Issued by: Unisa’s Bureau of Market Research

Technical criteria: There is no indication that this is a media release or any indication that the release consists of more than one page. There are also no subheadings for the lengthy release, no technical indication of an ending nor any after hours contact number. The title of the media release is not repeated on the following pages

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven point-model

Date: 06/11/98
Published in newspapers in the sample of this study? Yes

Heading of media release: “Address Registers as a tool in Industrial Marketing Research and Direct Marketing”

Theme: The availability of an address register from Unisa’s Bureau of Market Research

Implicit impression: There is a need to know the number of formal businesses in South Africa for direct marketing purposes

Issued by: Unisa’s Bureau of Market Research

Technical criteria: There are no subheadings for this lengthy media release

Content criteria: Compliant to some extent, but not to all of the “five Ws and
Date: 25/11/98

Published in newspapers in the sample of this study? No

Heading of media release: “Guide to Associations and Employee/Employer Organisations”

Theme: The availability of a Guide from Unisa’s Bureau of Market Research

Implicit impression: An explanation of the purpose of the guide, a list of the particulars about the organisations contained in the Guide

Issued by: Unisa’s Bureau of Market Research

Technical criteria: There is no indication that this is a media release and the organisation’s name is not indicated. In addition there is no after hours contact number

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

8. Category: arts (music)

To make this study complete, the 11 announcements by the Music Foundation with regard to concerts at Unisa will also be included in this study (see 4.3.2, chapter 4). The announcements do not have the format of an official media release but rather that of an advertisement, and could not be found by the Music Foundation. The student therefore has no record of the specific dates when these announcements were issued. The Music Foundation, however, had a list of concerts it organised during the period of study which included the following:

- Simonsig
- Gauteng Concertofees
- Odeion
New England Recorder Ensemble
Flufsa
Flanders Recorder Ensemble
Mimi Coertse
Stepan Rak
Rheinland Pfatz
Eddie Davey
Sodie Braide

9. Category: reviews, books, articles and comments by Unisa personnel in the media

Date: Not indicated on media release, although within period of study
Published in newspapers in the sample of this study? No
Heading of media release: “Unisa Business School study shows brain drain is bleeding SA economy”
Theme: A paper by two lecturers at the Unisa Graduate School of Business Leadership (SBL) provide statistics with regards to emigration
Implicit impression: Statistics on emigration and its effect on the economy, reasons why professional people are leaving the country
Issued by: Investors Relations on behalf of Unisa Graduate School of Business Leadership (SBL)
Technical criteria: No indication that it is a media release, no indication of embargo, no indication of date or place or organisation which issued the release, not referring to names of lecturers involved
Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model
10. **Category:** not covered in this study

**Date:** 20/07/98

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “None”

**Theme:** The appointment of a new Chairperson for Unisa

**Implicit impression:** An announcement of the new Chairperson of the Unisa Council and her credentials, mentioning of former Chairpersons of the Unisa Council. Reference is also made to the Unisa Council which needs to study a full report of the procedures which the Selection Committee followed to select five candidates for the short-list, mentioning of the withdrawal of a fifth candidate and the inclusion of a new name (that of the Vice-Principal: Tuition)

**Issued by:** Acting Head, Department of Corporate Communication and Marketing

**Technical criteria:** The media release has no heading and no after hours contact number

**Content criteria:** It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

**Date:** Not indicated on media release, although within period of study

**Published in newspapers in the sample of this study?** No

**Heading of media release:** “Unisa Business School honours SADC countries by hoisting their flags”

**Theme:** The Unisa Graduate School of Business Leadership (SBL) hoisted SADC country flags at its buildings in Midrand

**Implicit impression:** The SBL provides learning opportunities to students in SADC countries. The SBL has an African perspective in its learning opportunities, a list of attendants of the flag raising ceremony, the SBL recently received a Silver Arrow Award
Issued by: Investors Relations on behalf of Unisa Graduate School of Business Leadership (SBL)

Technical criteria: No indication that it is a media release, no after hours contact number, no indication of embargo, no indication of date or place or organisation which issued the release

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model

Date: Not indicated on media release, although within period of study

Published in newspapers in the sample of this study? No

Heading of media release: “Unisa Business School’s UK Alliance a key step in SA Management Development”

Theme: A joint initiative between the Unisa Graduate School of Business Leadership (SBL) and the Open University Business School in the United Kingdom

Implicit impression: Various organisations are sponsoring management-level employees on the Programme, benefits of the Open University Business School

Issued by: Investors’ Relations on behalf of Unisa Graduate School of Business Leadership (SBL)

Technical criteria: No indication that it is a media release, no after hours contact number

Content criteria: It is not completely compliant with the “five Ws and H” model and the SOLAADS seven-point model