

**COMMUNICATION AT ICG: THE INTERNAL COMMUNICATION AUDIT AS
AN INTEGRATED MEASURING INSTRUMENT**

by

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SUMMARY	
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Summary	<p>Motivated and responsive employees ultimately translate into happy customers, impacting on the bottom line. Attracting and retaining employees is just as important as attracting and retaining customers. Organisations are realising that employees must be treated as internal customers and their needs must first be satisfied before the needs of external customers can be addressed. One way to retain employees is to continually evaluate and measure employee perceptions of integrated internal communication. While the Integrated Internal Communication (IIC) analysis proposed in this study in no way replaces traditional communication audits or integrated audits, it does propose a combination of the two. Adapting externally focused integrated audits to evaluate the extent to which integrated internal communication is practiced within an organisation, adds an additional dimension to traditional communication audits. The IIC analysis posits that before an organisation can be truly customer-focused, an employee-centric approach needs to be adopted.</p>
Key words	Internal communication, integrated communication, integrated internal communication, communication audit, and integrated measuring instruments.

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ABSTRACT

There is global agreement that in today's business environment an integrated approach to communication is a necessity. Although there is a need to evaluate the application and quality of integrated communication, after almost 20 years of existence, it is still viewed as a difficult concept to implement. Definitions of integrated communication still vary, with no universal consensus. Although the literature on communications does propose various implementation models for evaluating integrated communication, these models are predominantly marketing-related, with parameters pertaining to the customer-experience. As such, these models have serious shortcomings when it comes to measuring the employee-experience.

In this study, employee relationships are seen as the building blocks of the strategic management of communication between an organisation and its external publics. Recognising this significance of employee relationships two decades ago, Cutlip, Center, and Broom (1985) proposed that no organisational relationships are as important as those with employees. They advocated that the first step in promoting positive external relationships is achieving good internal communication. The central thrust is that employees who are truly customer-focused need to work within an employee-centric environment. Customarily, the traditional internal communication audit is used to evaluate the employee environment, employee perceptions of communication and employee attitudes. However, traditional audits have limitations when it comes to measuring integration. Traditional audits do not evaluate the role of the employee in building customer relationships, or the extent to which employees are integrated into an

organisation. There is, therefore, a need to extend the traditional internal communication audit, so as to evaluate integrated internal communication and its application and quality.

Duncan (2001) maintains that integrated communication must first exist internally if a company is to effectively communicate externally. Therefore, the primary research objective of this study was to develop a measuring instrument (using elements from existing audits and models) to evaluate integrated internal communication. This entailed a literature review to determine the theoretical status of the concept of integrated communication and internal communication. A measuring instrument was then developed to evaluate integrated internal communication. The second objective was to apply the developed instrument so as to measure employee perceptions of communication at the International Colleges Group (ICG). These perceptions were measured through a group administered perception survey and personal interviews. Research results were used to determine the extent of integrated internal communication at ICG in accordance with four identifiable stages. Findings signified some success in the first stage of integrated communication. However, there was no indication of integrated communication in the later stages. The final objective was to test the shortcomings of the proposed instrument.

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CHAPTER ONE

INTRODUCTION AND CONTEXT OF STUDY

1.1 INTRODUCTION

Experienced employees with specialised skills and knowledge are in demand, and retaining these employees is vital. Recognising the importance of human capital has led companies to change their paradigms about people management. Ho (2001:2) maintains that companies can no longer treat employees as a resource whose primary function is to produce goods. Instead, employees should be seen as important stakeholders who make valuable contributions that often impact on the bottom line. Many companies are realising that motivated and responsive employees might ultimately translate into happy customers. Attracting and retaining a company's internal stakeholders is just as important as attracting and retaining customers. The logical step is to treat employees as internal customers.

Scholes and Clutterbuck (1998:229) contend that employees are pivotal in the process of balancing the needs of different stakeholder audiences. They predict that internal and external communications will consequently become so closely aligned that they will be carried out by the same people, and that the internal dimension may even become the more significant. Managers are starting to realise that employees as internal customers must be satisfied before the needs of external customers can be addressed. In that regard, Duncan and Moriarty (1997a:10) recognise that every department and function within an organisation has a communication dimension, and that all messages, both internal and external, must be aligned with the corporate brand of the organisation. Everything an organisation communicates (or fails to communicate) sends a brand message to internal and external stakeholders.

According to a study cited in Ho (2001:2), closed communication ranked as one of the primary reasons for employees leaving the company and taking on new jobs. Employees cited feeling disempowered and not being listened to as major sources of dissatisfaction. In today's networked economy employees are used to receiving more information than in the past, and this extends to information expectations in the workplace. Ho (2001:3) thus suggests that organisations that want to survive need to re-evaluate the role of communication and to find ways of creating an emotional connection with employees through effective communication that is targeted, customised and integrated. Organisations then have the challenge of evaluating and measuring employee perceptions of these communication efforts.

1.2 MOTIVATION AND OBJECTIVES OF THE STUDY

Organisations are strongly affected by the changing environment and as they transform, communication strategies need to change so as to reflect the organisations' business objectives. This study is based on research undertaken at International Colleges Group (ICG), which has undergone a great deal of change over the past three years. Changes at the company include new acquisitions, expansion, structural changes, increased customer demands, new competition and the changing nature of their products. According to Duncan and Moriarty (1997:3a), change of this nature not only widens relationship gaps with stakeholders, but often results in problems with an organisation's internal and external communication when it comes to consistency and alignment with the corporate brand. In today's increasingly competitive marketplace, organisations are realising the importance of measuring and evaluating their integrated communication efforts. There is no generally accepted definition of integrated communication but at a minimum it refers to consistent messages. In the absence of a generally accepted definition, the concept of integrated marketing communication (IMC) is a useful starting point for a discussion of integrated communication (IC). The reason being that IMC (for example, advertising, sales promotion, product publicity, direct marketing and so on) according to Hanekom (2006:241), does play a role in centralising marketing communication messages. However,

IMC plays a limited role in determining and implementing truly integrated communication in an organisation.

According to Angelopulo and Barker (2005:107), there is global agreement that if organisations want to flourish in today's business environment, an integrated approach to marketing communication is a necessity. They argue that if IMC is indeed a necessity, it follows that there is a need to evaluate its application and quality.

Theorists and proponents of integrated marketing communication strive to implement the communication of an organisation as a seamless whole. The American Productivity and Quality Center Best-practice Report (1998) describes integrated marketing communication as a strategic-business process used to plan, develop, execute and evaluate coordinated and measurable brand communication programmes over time with customers, consumers, employees and other relevant stakeholders. According to this report, integrated marketing communication employs a variety of traditional and non-traditional communication tools and methods to deliver messages to customers, stakeholders and other important audiences in a coordinated way, so as to achieve synergy and consistency. The ultimate goal of integrated marketing communication is to institute customer-oriented sensibilities and business processes throughout the organisation and its operations, so as to add value for customers. The report, however, does not directly address the role of employees in the organisation.

According to Christensen and Cheney (2005:7) the term IMC refers to the notion that all parts of a successful organisation derive their identity and legitimacy from an orientation towards the external market. Accordingly, the term IMC tends to assume *a priori* that integration only takes place by way of marketing or that it is primarily marketing-related parameters that are integrated. Christensen and Cheney (2005:7) propose using the term IC rather than IMC. IC purports to address a broader audience than just customers. This study focuses on IC (Caywood 1997; Gronstedt 2000; Kitchen & Schultz 2000; Niemann 2005) and not IMC, which the literature

review of this study shows was the preferred term before the late 1990s. The term IC, as adopted in this study from this point forward, includes, but goes beyond, marketing parameters. IC is thereby seen as an extension of, and broader view of, IMC.

While Duncan and Moriarty's (1997a:64) model of integration with ten strategic drivers of brand value (relationship building, stakeholder focus, strategic consistency, interactivity, market mission, zero-based planning, cross-functionality, core competencies, data-driven, and integrated agency) offers significant benefits, a valuable conceptual framework and an implementable set of operational criteria, the model's primary focus is on marketing and building the brand process externally (Angelopulo & Barker 2005:108). There is no focus on employee communication, one of a number of important aspects of IC.

In this study the customer-centric focus of integrated communication shifts to the employee experience. The employee experience refers to the extent to which employees feel listened to, valued, informed and empowered. An employee-centric organisation facilitates the employee experience. However, in order to measure the extent of integrated internal communication, integrated concepts focusing on customer experience (Duncan 2001; Duncan & Moriarty 1997a, 1997b; Schultz & Schultz 1998) have been adapted and applied so as to measure employee experience. Integrated Internal Communication (IIC) is concerned with aligning the corporate brand with all of an organisation's internal communication efforts. This study maintains that there are a number of parallels between the concepts and drivers used to evaluate the customer experience and concepts used to manage the employee experience.

According to Du Plessis and Schoonraad (2006:374), a number of methods and techniques have been developed to measure and evaluate IMC, but there are few methods and techniques to measure and evaluate IC. In the case of ICG, a traditional internal communication audit might well provide the necessary data on employee attitudes and perceptions and also on actual communication behaviour. However, the traditional communication audit does

have shortcomings (as discussed in section 1.5 and 3.2.1.4) when it comes to measuring integrated internal communication and its alignment with the corporate brand.

In light of the above, the objectives of this study are to:

- develop a measuring instrument, using elements of existing audits, to evaluate integrated internal communication (IIC).
- use the developed instrument to evaluate and measure employee perceptions of communication efforts at ICG Cape Town over the period 1 September 2004 – 31 August 2005.
- use these research results to determine the extent to which integrated internal communication is practiced at ICG.
- to test the shortcomings of the proposed instrument.

1.3 BACKGROUND

Research for this study was undertaken at the International Colleges Group (ICG), which has experienced rapid growth over the past few years.

1.3.1 History of ICG

ICG is the largest private distance-learning provider in South Africa, servicing more than 300 000 learners a year. 90% of ICG learners are South African, serviced through the group's 12 brands. ICG is a Naspers subsidiary and part of Via Afrika. Some ICG brands include INTEC College, Success Career College, Lyceum Advancement College, Damelin Correspondence, the Academy for Maths and Science, The Michigan Ross School of Business and INTEC Mozambique. ICG's head office is located in Cape Town, with smaller sales offices in Johannesburg, Durban, Port Elizabeth and Pretoria. In total, ICG head office has a staff base of 320 employees.

International Correspondence School (ICS) began in the United States in 1896, opening a division in Cape Town in 1906. In 1988 ICS changed ownership and became locally incorporated. It was renamed INTEC College. The name of the holding company was later changed to the International Colleges Group (ICG), which owns the INTEC brand.

1.3.2 The impact of change

Recent growth into new markets and the move into new areas of operation have resulted in ICG expanding its workforce rapidly over the past two years in order to support a multi-disciplined, multi-branded organisation. Acquiring new brands and maintaining this upward pace of growth have risks attached. Rapid growth, for example, might result in a loss of focus, failure to communicate and a demotivated workforce.

In 2004 ICG expanded from three companies to 12, with a 19% increase in student numbers. As a result, new employees joined the group to manage these brands. A number of organisational shifts accompanied this expansion, including a number of senior employee resignations and new appointments company-wide.

1.3.3 The ICG mono-brand

In September 2004 management at ICG decided to unify individual brands and colleges internally under the ICG mono-brand. As a result an internal communication drive was piloted to Cape Town based employees, to explain the mono-brand. Sales offices based in Johannesburg, Durban, Port Elizabeth and other small towns have received limited exposure to the ICG mono-brand. Prior to the internal marketing drive, employees were loyal to individual colleges or brands, and functioned autonomously within the organisation. Employees, essentially, operated as separate colleges with no unified outlook. Internally, employees were committed to, and aligned themselves exclusively with, individual brands, functioning in silos, and often competed against one

another. Furthermore, within each college, departments operated in isolation, with little cross-functional knowledge or teamwork. The goal, therefore, was to unite all employees from the various colleges under the ICG brand. The brand promise made to employees included:

ICG's vision: Together, we make learning part of living!

ICG's mission: Leading the way in customising learning solutions.

ICG's values: Innovation; realness through integrity; respect; achievement and enjoyment.

ICG's rule: First think the impossible, then work back to reality, not the other way around.

Duncan and Moriarty (1997a:3) suggest that the increase in mergers and acquisitions, resulting in the assimilation of inherited employees into a new organisational environment. Together with expansions of the global marketplace and growing competition among internal departments, relationship gaps have never been greater than they are today. Recognising internal relationship gaps, the new Chief Executive Officer (CEO) of ICG, Rob Bartosch, earmarked internal communication as an area of priority for 2006. Formerly the marketing and operations director of ICG, Bartosch was appointed as CEO in January 2005. Bartosch believes that embracing change will lead to progress, ultimately ensuring that ICG plays a major role in the business of the future. To demonstrate the CEO's commitment to internal communication, the following quote has been cited. "However, amidst this change," says Bartosch (2005), "it is vital that our basis should be solid, clearly understood and truly lived within our organisation. Each ICG employee needs to understand how he/she fits into and contributes to the success of our organisation and makes a difference not only within ICG but to South African education as a whole. I believe that for ICG to become a truly great company, our students and all staff need to be really proud of being associated with ICG."

1.4 RELEVANCE OF THE TOPIC

According to Christensen and Cheney (2005:2), developing unified communication that transcends disciplinary demarcations has become a priority of most communication disciplines. Smith (1994:64) indicates that non-integrated or disintegrated communication sends out disjointed messages to both internal and external audiences. According to Christensen and Cheney (2005:4), corporate communication maps out all the internal and external communication dimensions relevant to the projection of a coherent image of the organisation in its surroundings.

Internal communication dimensions might include tools used to communicate with employees such as newsletters, the intranet, noticeboards, printed documents and face-to-face interactions. An organisations' brand values and culture thereby permeate through all aspects of an organisations internal communication. As internal communication is incorporated into organisational norms, each employee within an organisation needs to understand that the "brand" is not the responsibility of one department. From leaders to managers, back-office to receptionist, it works across the business and is every employee's responsibility. The different forms of corporate internal and external communication are brought into some unity or shared whole through IC (Christensen & Cheney 2005:1).

Brown (1996:245) argues that IC should answer the question of whether employees with a better understanding of brand values deliver better customer service. According to Duncan and Moriarty (1997a:66), auditing an organisation's internal processes can uncover major inefficiencies and integration gaps. Duncan (2001:30) maintains that IC must first exist internally if a company is to communicate effectively externally. To this end, Duncan and Moriarty (1997a:23) acknowledge the role of every employee as a corporate brand ambassador and the extent to which every employee needs to support the corporate brand in everything that is said and done.

To measure integrated internal communication at ICG an Integrated Internal Communication (IIC) analysis was developed and applied in this study. This IIC analysis is a multi-tiered audit, combining adapted elements from traditional internal communication audits, enhanced by aspects of Duncan and Moriarty's (1997a) ten strategic drivers and broader research in the field of integration (Angelopulo & Barker 2005; Duncan 2001; Duncan & Moriarty 1997a, 1997b). The IIC analysis was developed for internal use, so as to address the gaps in traditional auditing methods and explore the value of employees as communicators and supporters of the organisation's corporate brand.

1.5 RELATIONSHIP OF THE STUDY TO THE DISCIPLINE OF COMMUNICATION

According to Kopec (1982:24), a communication audit can be defined as a complete analysis of an organisation's internal and/or external communications. A communication audit is designed to 'take a picture' of communication needs, policies, practices and capabilities, and to uncover necessary data to allow top management to make informed, economical decisions about the future objectives of the organisation's communication.

Since the development of the International Communication Association (ICA) audit in 1976, traditional internal communication audits have been used extensively (Tourish & Hargie 1996:39). However, today, this audit and subsequent versions (DeWine & James 1988; Tourish & Hargie 1996) fall short in addressing the demands of the changing business environment. The ICA audit and other versions are difficult to understand, long-winded, costly and time consuming. The qualitative questions in adapted versions of the ICA audit are rigidly structured and intimidating. Quantitative questions with dual-column formatting are confusing and daunting. The length of the ICA audit and amended versions do not fit in with today's fast paced business environment. This study proposes, that surveys using language that is simple, easily accessible, with a clear layout (for example the layout found in an online communication survey) might result in better response rates.

The proposed IIC analysis perception survey draws from existing traditional communication audits and evaluation scales but aims to present a simplified, shorter, hard-copy version, with a fresh “online” look. In this study the term “audit” is replaced with the term “analysis”. DeWine and James (1988:147) describe the term “audit” as a misnomer indicating a financial assessment, often heightening employee resistance to partake in procedures. The integrated mini-audit and integrated in-depth audit presented in Duncan (2001:727) both evaluate a number of processes that do not specifically apply to internal communication. Duncan’s integrated mini-audit consists of 20 quantitative questions, and is considered to be a quick test to measure levels of integration. Duncan’s integrated in-depth audit is a lengthy procedure, consisting of open-ended questions, which take between 60 and 90 minutes per interview. The interview questions are qualitative, which can prove difficult to evaluate and measure.

What differentiates the personal interviews used in the proposed IIC analysis is that they combine Duncan’s integrated mini and in-depth audits, thereby allowing for some closed and some open-ended questions. The personal interview questions used in the proposed IIC analysis have been adapted to focus specifically on integrated internal communication criteria. Aspects of the two audits are combined with a specific focus on internal communication. Drawing from Duncan’s (2001:727) integrated mini-audit format, the length of personal interviews in the IIC analysis were considerably reduced to approximately 30 minutes per interview.

1.6 EVALUATION CRITERIA AND KEY RESEARCH QUESTIONS

Using the theoretical framework of Duncan and Moriarty’s (1997a:15) ten strategic drivers and broader research in the field of integration this study has developed a set of criteria for the evaluation of integrated internal communication (Angelopulo & Barker 2005; Caywood 1997; Gronstedt 2000; Kitchen & Schultz 2000; Niemann 2005 and Schultz & Schultz 1998).

In line with the study conducted by Angelopulo and Barker (2005:108), five internal integration criteria of evaluation have been identified, with assigned values. The values assigned to each of the criteria are: employee-centrism (20%); data-driven (20%); strategic consistency (20%); marketing the mission (20%) and cross-functional planning (20%). As pointed out by Angelopulo and Barker (2005:109), Duncan and Moriarty's model (1997a) does not give specific weightings or values to identified integration criteria. In this study, as in the Angelopulo and Barker (2005) study, the weightings allocated to each of the five key internal integration criteria are seen as equally important. This forms part of the foundational argument of IC, in that all communication is seen as contributing equally to the synergy of an organisation.

Each of the five integration internal criteria with related research questions:

Research question one: Cross-functional planning and monitoring

Does ICG's structure create functional divisions and departmentalisation?

Research question two: Mission marketing

Does ICG's internal mission develop a positive feeling of identity between employees and the company?

Research question three: Become data-driven

Does ICG's data-driven approach add to the employee experience and enhance communication?

Research question four: Employee-centrism

Does ICG apply employee-centric concepts by listening to, informing, valuing and empowering employees?

Research question five: Maintain strategic consistency

Does ICG communicate the same core values of the company through every aspect of the employee's experience, regardless of rapid growth?

1.7 RESEARCH METHODOLOGY

This objective of this study is exploratory in nature. According to Du Plooy (2001:48) an exploratory study allows for new insights, identifies consequences of communication problems, and confirms or denounces existing assumptions about communication. Research in this study used a combined quantitative and qualitative research paradigm, or what is known as a triangulated approach.

1.7.1 Research design

The research design of this study is qualitative. Mouton (2001:53) indicates that an empirical question asks something about the world, in this instance communication at ICG. Mouton (2001) indicates that in order to resolve an empirical question it is necessary to either collect new data or analyse existing data. An exploratory research design is appropriate to this study as it allows for flexibility and facilitates understanding of existing data or unknown areas of research. In order to meet the objectives of this study it is necessary to measure integrated internal communication at ICG. As this study is exploratory in nature, it allows for flexibility in generating new research questions and problems.

1.7.2 Data gathering

The first instrument in the proposed IIC analysis is a group administered communication perceptions survey broadly based on traditional internal communication audits with open and closed-ended questions. The group administered perception survey evaluates employee perceptions of internal communication efforts and the extent to which ICG is employee-centric. This is measured by evaluating the extent to which employees feel listened to, valued, informed and empowered. Qualitative questions focus on communication problem areas, such as internal efficiency and cultivating relationships.

The second instrument in the proposed IIC analysis is a series of personal interviews. The personal interviews are based on an adaptation of Duncan's (2001:727) mini-audit, which focuses on relevant internal drivers, as well as, new tools proposed by Ho (2001), so as to determine levels of integrated internal communication at ICG. The personal interviews are a series of on-site interviews consisting of closed-ended (quantitative) and open-ended (qualitative) questions. Specifically the instrument aims to measure levels of integration within the organisation pertaining to cross-functional planning, the existence of a data-driven approach, strategic consistency, mission marketing and employee-centricity.

1.7.3 Sampling

The unit of analysis for the purpose of this study is employees based at ICG's head office in Cape Town. Data was collected by conducting a series of group administered surveys. Employees who participated in the group administered surveys included all ICG employees at the Cape Town head office. As a result of growth and a number of new appointments, many of the employees who participated were not exposed to the internal communication drive which occurred in the period September, 2004 to August 31, 2005. The aim of the communication drive was to unify individual brands and colleges under the ICG mono-brand. Of the 320 employees at the Cape Town head office, 254 participated in the group administered surveys and these surveys were carried out over a two-week period. Approximately 30 employees attended each session.

Selection for personal interviews was guided by purposive sampling in an attempt to reach a cross sample of employees at middle to senior levels who had relevant exposure to the inner workings of the organisation. Fourteen personal interviews with employees took place over a two-day period.

1.7.4 Data analysis

Cooper and Schindler (2003:25) distinguish between rating scales, ranking scales and categorisation scales. In this study various types of quantitative rating scales, category scales, multiple choice response scales and rank order scales have been custom-designed. Qualitative answers were coded and electronically captured so as to identify process gaps and show common patterns.

1.8 LIMITATIONS OF THE STUDY

Selection and subsequent data-gathering was not extended to include ICG employees based in national sales offices and call centres across the country. In total, ICG's staff base consists of approximately 640 employees (many of which are contract workers), and approximately 50% of these employees are based in Cape Town. The exclusion of employee participation at national offices is a serious limitation, impacting on the validity of this study. The decision to exclude national employees was made by the CEO, who felt that national sales and call centres had not been sufficiently exposed to the internal marketing drive, so as to warrant a true reflection. This study is therefore limited to Cape Town based employees situated at the ICG head office. Another barrier was the absence of existing integrated communication measuring instruments on which to base this study.

1.9 DEMARCATION OF CHAPTERS

In Chapter 2, key concepts are defined and the theoretical assumptions of integration are related to internal communication. Chapter 3 consists of a literature review of the history, role, benefits and limitations of traditional internal communication audits and IC audits, as well as a discussion of them. In order to meet the first objective of this study, a measuring instrument is developed using elements of these existing audits. A combination of elements from traditional and IC audits gives birth to the Integrated Internal Communication (IIC) analysis, an evaluation instrument adapted for internal

use. In Chapter 4, the methodology surrounding the second and third objectives of this study is outlined. The research paradigm, strategy and methods used are discussed.

In Chapter 5, numerical and verbal data collected from the group administered perception survey and one-on-one mini interviews are statistically analysed and interpreted so as to identify meaningful patterns pertaining to integrated internal communication at ICG (objective two).

Finally, in Chapter 6, research results are measured against the four stages of IC evolution devised by Schultz and Schultz (1998) so as to assess the stage of integrated internal communication at ICG (objectives three and four). Concluding observations are made, including shortcomings and recommendations.

1.10 CONCLUSION

Organisations are realising that employees should not be seen primarily as resources. Rather, employees should be seen as important internal stakeholders with a direct impact on the bottom line. Creating an employee-centric environment enables employees to feel secure, motivated and empowered to understand and best serve customer and other stakeholder needs. One way to build an employee-centric environment and thus retain employees is to continually evaluate and measure employee perceptions of integrated internal communication.

In the next chapter the concepts of internal communication and integrated communication are discussed. Together these concepts give rise to integrated internal communication. In this study integrated internal communication is seen as an evolutionary process. The skills, processes and practices of integrated internal communication develop over a period of time and in step with an organisation's own transitions over time.

CHAPTER TWO

THEORETICAL PERSPECTIVES ON INTEGRATED AND INTERNAL COMMUNICATION

2.1 INTRODUCTION

Effective communication can be seen as the foundation of modern organisations (D'Aprix 1996; Grenier & Metes 1992; Witherspoon 1997). Organisations are strongly affected by their environments, and worldwide are in continual flux, exposed to a number of environmental changes, which over the past two decades have given rise to a new kind of organisation that is more brand aligned than ever before. In order to survive, modern brand aligned companies inspire employees to value the brand they work for in a way that is personally motivating for the individual and also results in bottom-line benefits for the organisation (Overman 2006).

According to Smit and Cronjè (2002: 461), some challenges faced by modern organisations include globalisation; technological advances; building relationships with internal and external stakeholders; new workforce structures; increased customer power and demands; the importance of continual learning and of intellectual capital; and the new roles and expectations of workers. Change has become an inherent part of business and in order to survive organisations need to somehow anticipate change and then respond to it. According to Lee (2005), the means by which an organisation copes with its external environment is through strategy. Individuals and teams in an organisation seeking to implement strategy must understand not only the strategy itself but the reasons for it, and must also be able to measure its success. Only an internal communication system anchored in the company's external environment can provide this information in a compelling and relevant way.

The scope of this chapter encapsulates the essence of systems and contingency theory in relation to organisations and the environment. Internal communication and integrated communication, as key concepts of this study, are defined and identified, with a historical account of how they came about, and what these concepts might mean in the future.

2.2 KEY CONCEPTS DEFINED

The total organisation is articulated from a systems approach, whereby members think of all organisational processes, activities, functions and interactions with the environment as part of a system of interrelationships (Robbins, Odendaal & Roodt 2001:418). This means unity of effort, unity of purpose, unity of process, unity of goal and unity of action (Duncan & Moriarty 1997a:23). Integration denotes the interrelationship of the whole system with its parts.

There are a number of overlapping definitions for integrated marketing communication (IMC) and integrated communication (IC). According to Swain, Zatepilina, Chmiola, Hua, Mocerri & Dev (2001), IMC is weak in terms of definition.

At the most basic level, IMC is a process for managing the customer relationships that drive brand value. More specifically, Duncan (2001:8) defines IMC as a cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven, purposeful dialogue with them.

Integrated communication (IC) can be thought of as the bringing together of different forms of internal and external communications into some unity or shared whole, within which differences are allowed to coexist to the extent that they do not challenge the identity of the integrating unit (Christensen & Cheney 2005:1). Hanekom (2006:242) emphasises the need for coordination, harmonisation and integration of all forms of internal and external

communication in any organisation. Integrated communication is the key process that influences the behaviour, attitudes, opinions and perceptions of the target audience.

Whereas proponents of IMC regard coordinating various aspects of the marketing mix as integrative, scholars of integrated communication envision integration as extending to all dimensions of an organisation's life. Table 2.1. lists the main differences between IMC and IC as identified in the literature review of this study.

Table 2.1: The differences between IMC and IC

IMC	IC
Focus is predominantly on the customer.	A more holistic perspective, including all stakeholders.
Focuses on messages sent out by the organisation.	Focuses on two-way communication, implying that all communication, not just sent messages, contribute to the brand of the organisation.
Focuses on external messages.	Focuses on internal and external messages in alignment with the corporate brand.
The marketing or communication department drives the messages of an organisation.	The strategic intent of the organisation as a whole drives all the communication of the organisation.
Contributes to the technical aspects of the organisation.	Contributes to the strategic thinking processes within the system of the organisation.

Source: adapted from Niemann (2005)

According to Niemann (2005), the concept of IC has been used since 1997, with more active use from 2000. Some authors, such as Schultz and Schultz

(2004), still prefer to use the term IMC. Kitchen and Schultz (2000:4) refer to IC as the umbrella term for all strategic organisational communication. Gronstedt (2000) and Caywood (1997) refined the specific characteristics of IMC, and developed the concept of IC.

In this study the concept of IC, rather than IMC, is employed. IC is regarded as the offspring of IMC and an evolution of it. Although IC retains some characteristics of IMC, IC is viewed as a separate discipline and discussed in terms of its relation to internal employee communication.

Katz and Kahn (1978) view internal communication as the flow of information, the exchange of information and the transmission of meaning within an organisation. Internal communication may thereby be defined as all kinds of formal or informal interactions that take place between members of an organisation (Skinner, von Essen & Mersham 1999:96).

For the purposes of this study, the concept of Integrated Internal Communication (IIC) is defined as the application of internal analysis, communication and evaluation so as to create integrated, multi-faced interventions (combining information, instruction, collaboration, business process design, feedback and incentive systems) in order to improve human performance and productivity in the workplace and achieve organisational communication goals and objectives which are aligned to the corporate brand and the organisation's internal communication efforts (adapted from Angelopulo & Barker 2005; Gayeski & Woodward 1996).

The Integrated Internal Communication (IIC) analysis therefore denotes a research procedure which assesses the effectiveness of an organisational communication system according to the standards of IIC. The analysis determines how well communication activity is carried out within an organisation (Goldhaber, Dennis, Richetto & Wiio 1984).

2.3 THEORETICAL UNDERPINNING

Although various models can be used to explain the changing environment that organisations have to cope with, two main approaches, namely general systems theory and contingency theory, have been selected for the purposes of this study. According to theorists, these two theories facilitate the view of an organisation for the purpose of understanding communication as a social system (Van der Walt 2006:118). Du Plessis (2006:201) maintains that both approaches are widely used and multidisciplinary. According to Van der Walt (2006:117), contingency theory and systems theory are premised on the idea that there is an interdependent relationship between an organisation, its subsystems and its environment. This implies, according to Van der Walt (2006:117), that an organisation, as a system, is in continual interaction with its environment(s). Should an organisation fail to adapt to changes in its environment, it tends to move towards a state of severe conflict among its internal subsystems.

Furthermore, these theories consider the bigger picture of the interrelationships of the members and the parts of the organisation. Cutlip et al (1985:2) maintains that organisations depend on their environments for everything they need to survive. Change is a constant occurrence, particularly in modern societies, where unstable environments continually impact on organisations. According to Van der Walt (2006:108), change in the organisation resides initially in its external environments. However, being an open system, the organisation is continually affected by change in the external environment and as a result often has to adapt. Change is reflected internally and organisation might have to adjust or realign internal communication messages, management structures and systems and processes accordingly.

2.3.1 General systems theory

According to Baker (2005), systems theory models are widespread in organisational theory. During the 1950s and 1960s systems theories were a popular framework for conducting analysis. Furthermore, Baker (2005) notes

that the systems theory model is still influential today and has informed relatively recent work. According to Niemann (2005:21), systems-thinking provides a model for seeing interrelationships, rather than just focusing on individual factors. Niemann (2005:22) argues that the general systems theory has been “an immensely useful tool in the study of communication”. Organisational behaviour, according to Clark (1998), is the study and application of knowledge about how people, individuals and groups act in organisations. It does this by taking a systems approach, interpreting people-organisational relationships in terms of the whole person, whole group, whole organisation and whole system.

Katz and Kahn (1978:32) define organisations as open systems which import energy from the environment. This energy is transformed into products or services, which are then released into the environment, re-energising the system. The writers maintain that the systems approach views an organisation as a group of interrelated parts with a single purpose of retaining balance. Katz and Kahn (1978:32) contend that in open systems, units within an organisation affect and are affected by other units and the organisation as a whole is responsive to environmental change. A primary aim of general systems theory, according to Niemann (2005:23), is to integrate accumulated knowledge into a clear and realistic framework. An organisation is thereby seen as an integrated whole, and all employees need to be aware that anything they say or do, as well as any decisions they make, will affect the other parts of the organisation. A balance therefore needs to be maintained between the different parts of an organisation, as well as between the organisation and its changing environment. Weick (1969) uses general systems theory to explain the interconnectedness of individuals in an organisation, contending that all positive actions taken by individuals in an organisation strengthen the organisation. In this perspective, more emphasis is placed on the actions taken individually than on the systematic planning and execution of actions. As such, systems theory demonstrates links with the concepts of “integrated communication” and “internal communication”, the two key concepts of this chapter. This study takes a general systems theory

approach in its examination of ICG in relation to its internal environment, and in its development of an instrument to evaluate integrated internal communication at ICG.

A way in which to perceive how change can be effected throughout an organisation is to study change using organisational development (OD). Van der Walt (2006:108) defines OD as a planned attempt to use what is known about organisations and employee behaviour in order to facilitate organisational change. Tushman and Nadler (1999:47) indicate that the Congruence Model of Organisational Behaviour views the organisation as an open system that transforms input from the external environment into output of various types. In this model the organisation is seen to consist of formal and informal arrangements and the people and core work are seen to be driven by an articulated strategy. The more closely each component of the organisation is aligned with the others and with the strategy, the more effective the overall performance. Furthermore, Tushman and Nadler (1999:45) contend that the relationship between strategy and organisational design is reciprocal, for the way in which an organisation is organised might encourage employees to restrict or develop their creative strategies. Duncan and Moriarty (1997a:5) propose that information sharing can also strengthen brand relationships and help integrate organisational strategies. This idea is based on the systems theory view that every interaction with and experience of the organisation, its products and services, communicates something. Constant change in the environment continually elevates the role and significance of integrated internal communication in the management of information, problem solving, decision making, and the establishment and pursuit of common goals.

2.3.2 Limitations of systems theory

According to Baker (2005), a systems theory approach argues that organisations can be seen as discrete units that conduct interorganisational relations for the purposes of exchange. Fiol (1989), however, argues that the systems theory approach seems to preclude the formation of

interorganisational hybrids, as it demands the establishment of strong organisational boundaries. Organisations with strong boundaries are unlikely to engage in the joint decision-making processes that hybrid development requires, as managers within these organisations are likely to fear loss of control.

A second implication of the systems theory approach, according to Baker (2005), is that boundary-spanning individuals are not necessarily seen as organisational managers and as involved in hybrid formation. Rather, their organisational function is seen as one of facilitating exchange between the organisation and the environment. Barker (2006:76) defines boundary spanners as network members who communicate with people or organisations outside the organisation. Furthermore, if an organisational hybrid was studied under a systems theory approach, the theory would require that the organisation should be seen as a new system, a distinct organisational entity that would, in the pursuit of efficiency, employ its own dedicated boundary spanners.

Lastly, the increasing interdependence between the organisation, the environment and the system in which an organisation functions, emphasises the vital role of communication for an organisation's survival (Niemann 2005). It is argued that IC is the new role of communication within such a changed environment. Communication creates and maintains relationships with internal (employees) and external stakeholders and it is driven by the strategic intent of an organisation. An organisation cannot build relationships externally until it builds them internally (Cutlip et al 1985).

2.3.3 Contingency theory

Baker (2005) indicates that as a theory of the organisation, the contingency theory holds that organisations interact with and are dependent upon their environment. The contingency theory is based on the systems approach to management, which suggests, according to Smit and Cronjè (2002:232) that organisations tend to be more effective when they are structured to meet the

demands of the environment. However, the contingency theory developed from a need to address certain shortcomings in systems theory, particularly the view that an organisation's relationship with the external environment is based on an uncomplicated exchange and that an organisation's structure can be determined independently of its environment.

According to Donaldson (2001), organisational structure is determined by external pressures on the organisation. He maintains that the pressures an organisation faces may vary depending on the size of the organisation, its strategy for operation and the external environment itself. Under a contingency theory approach, the successful organisation is able to match its form and strategy to the contingency pressures facing it. Furthermore, Burrell and Morgan (1979:168) point out that in contingency theory, the environment is seen as the defining force upon the organisation, and the organisation as involved in a process of "mutual influence and interdependence". In other words, organisations are shaped by the environment, but as the environment is composed of other organisations, organisations themselves shape the environment through their actions (Baker 2005).

In terms of their relationship with the external environment, organisations are, in the first instance, required to interact with the environment in order to secure the resources necessary for continued operation (Kickert, Klijn & Koppenjan 1997). These resources are controlled by other organisations and the prevailing uncertainty regarding the continued stability of supply forms a major contingency pressure upon the organisation.

Van der Walt (2006:117) maintains that there is no best way to shape or manage all organisations. Rather, each organisation needs to find its own "best way". Van der Walt stipulates that each organisation must adapt its internal structure to its environment(s). A highly structured organisation, for example, in a stable environment, might function effectively; however, in turbulent, changing environments, a less structured organisation might be more effective. Cutlip et al (1985:2) maintain that if organisations want to

survive, they must achieve integration with the internal and external communities which they were created to serve.

Van der Walt (2006:117) points out that the humanistic approach to contingency and systems theories allows for communication to take place within the organisation as a whole, as well as with stakeholders and the environment. She maintains that proponents of the humanistic approach argue that organisations need employees more than employees need organisations. Van der Walt maintains that the dictum “a satisfied worker is a happier worker” should encourage managers and organisations to improve the internal organisational climate, which, in turn, includes the internal communication climate and employee satisfaction. These concepts are discussed in more detail in section 2.5 of this chapter.

Theorists and practitioners of integrated communication have begun to envisage and implement the communication of an organisation as a seamless whole. In the next section, the first key concept, integrated communication, is discussed.

2.4 INTEGRATED COMMUNICATION

Kitchen (1999:235) contends that the raising of a corporate umbrella over all communication activities makes sense. In this way the same look and feel, identity, organisational culture and values permeate into all internal and external organisational touch points. Overman (2003) maintains that integrated communication messages need to be aligned with an organisation’s corporate brand promise, which should be embedded consistently throughout the organisation and across every touch point (including performance measures, internal and external environment and communication). According to Schultz and Kitchen (2000), all the communication activities of today’s business corporation need to be integrated in order for the business to survive and prosper in a globalised world. Duncan and Moriarty (1997a:23) indicate that for integrated communication messages to have maximum impact, an organisation must integrate employees,

customers, and other stakeholders with corporate learning, brand positioning and “a big creative idea”. Overman (2003) maintains that integrated communication is the lifeblood of an organisation, incorporating the corporate brand code which determines how a product, service or employees should act, look and evolve.

According to Christensen and Cheney (2005:12), although communication literature points to a strong drive towards integrated communication, not all writers agree with this direction. Christensen and Cheney (2005:12) argue that attempts to construct, project and preserve an integrated communication approach tend to overlook the fact that organisations are complex and dynamic systems with several, often competing, goals and agendas. The same authors propose that integrated communication can become oppressive to employees who are forced to labour under an aligned brand promise with associated images and values that may have little meaning for employees working in the organisation.

In the next section the concepts IC and IMC are defined, together with a historical account of how they came about, and what these concepts might mean in the future.

2.4.1 The emergence of integrated communication

Duncan (2001) maintains that a number of trends within organisations have increased the need for integrated communication. Over the last decade there has been a proliferation of publications on the concepts of integrated communication and IMC. According to Cornelissen (2001:7), the concept of IMC was originally advanced as a corrective to the view that the techniques of the disciplines of marketing communications, including advertising, promotions, public relations and selling, are employed in isolation and should be organised into functional departments. According to Angelopulo (2006:43), in many organisations communication is seen as a specialised function, undertaken only by the marketing communication or public relations

departments. However, communication is not limited to specific departments but plays an active role in all areas of the modern organisation.

According to Schultz and Schultz (2004:3), in the past, few organisations entertained the idea of integrating business functional areas. Organisations were divided into departments operating as independent silos. Gronstedt (2000:7) indicates that few organisations felt there was any need to integrate the marketing and communication functions. When the four Ps of marketing (product, price, place and promotion) were expanded and adapted in the 1980s as a result of a shift in focus to a “market share” orientation, similar factors were driving change in communications (Niemann 2005). In place of the promotional mix of the early 1980s emerged a new type of communication strategy. The shift was from the four Ps to the four Cs (customer solution, customer cost, convenience and communication) in the 1990’s, a more customer-focused approach (Schwartz 2005).

According to Duncan (2001:14), this meant moving from using inside-out thinking, which focused on the needs of the organisation, to using outside-in thinking, where the focus was external, on the needs and wants of the customer. This gave rise to the concept of “Relationship Marketing”, which, according to McKenna (1995:2), challenged the marketing industry to become more customer-focused. Kitchen (1999:406) defines relationship marketing as the mutual exchange and fulfilment of promises achieved by establishing, maintaining and enhancing relationships with customers and other partners at a profit, so that the objectives of the parties involved are met. Barker (2006:181) predicts that the relationship marketing movement, with its acknowledgment of the significant role of the customer, will have a powerful impact on IMC, turning it into an “integrative function” which could provide other departments with the market-related input that they need to function in a coordinated way. Barker (2006:181) further maintain that relationship marketing and IMC are interconnected, as the purpose of marketing is to build relationships.

In the next section it is necessary to discuss the debate around the definition and implementation of IMC in more detail, so as to further differentiate between the concepts IC and IMC.

2.4.2 The role of IMC

The literature on IMC in the latter half of the 1990s offers evidence that the debate over the definition of the concept remains unresolved (Cornelissen & Lock 2000; Percy, Rossiter & Elliott 2001; Swain et al 2001). Insofar as organisational communication is concerned, IMC is undoubtedly the major communications development of the last decade of the 20th century (Kitchen & Schultz 1999, 2000). This is despite, according to Kitchen, Brignell, Li and Jones (2004), the fact that most of the history of IMC approaches, theories and contribution is very recent in nature. Swain et al (2001:1) challenge IMC, calling it a “management fashion” rather than a theoretical concept. These charges are defended against by Don E Schultz who admits that IMC is “not yet a theory”. Schultz argues that “IMC’s progression as a concept and discipline is entirely appropriate and in accordance with scientific theory, insofar as a new emergent paradigm is concerned” (Swain et al 2001:1).

Schultz and Kitchen (2000, 2004) acknowledge that they are currently unable to measure IMC and that it might be some time before they are able to do so. Swain et al (2001:1) indicate that much of the literature of IMC over the last decade identifies a substantial but far less than universally accepted application for IMC. Cornelissen and Lock (2000) argue that because there is no established academic or professional definition of IMC, or recognised measurement system in place to gauge the influence and bearing of the various IMC concepts, it must be a managerial fad. Percy et al (2001) go so far as to say that although some view IMC as a valuable concept, there is a large amount of evidence to suggest that “truly integrated marketing communication is the exception, rather than the rule”. IMC is then considered to be nothing more than the use of several means of delivering a message. It is widely acknowledged, though, that using a range of different marketing communication tools does not necessarily constitute an IMC programme.

In a study by Kitchen and Schultz (1999) they redefine IMC as a hierarchical process with four development stages, namely: communication coordination; redefining marketing communication through consumer research and feedback; building databases to refine customer communication; and financial and strategic integration. Schultz, Tannenbaum and Lauterborn (1992) state that the essence of IMC is in building positive relationships by placing consumers first. Swain et al (2001:2) maintain that this notion remains the element that most consistently distinguishes IMC from established inside-out marketing principles. Kitchen and Schultz (1999) advocate an outside-in, customer-oriented market planning approach rather than the product push-pull inside-out approach that focuses on the promoter's welfare and on the audience as a means to an end. They further propose that all potential contacts an organisation or brand may have with current or potential customers are part of the marketing communication impact.

Lastly, Kitchen and Schultz (1999) support the application of information technology to build consumer relationships. Kitchen et al (2004:23) summarise this as follows: the IMC process starts with the customer or prospect and then works back to determine and define the forms and methods through which persuasive communication programmes should be developed.

Duncan (2001:7) offers a revised definition of IMC, as a process for managing relationships that drive brand value. More specifically, it is a cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven, purposeful dialogue with them.

Kaye (1999:13) argues that the generally accepted definitions of IMC (Duncan 2001; Kitchen & Schultz 1999) are self-limiting because these definitions focus on external, non-personal communications. Kitchen et al (2004) maintain that there are so many different definitions and ideas of what IMC is that perceptions of IMC are tainted by what people believe to be the true definition. Kitchen et al (2004) indicate that the value of formal definitions of

IMC has been continually underlined by academic authors, but little has been done to resolve the fact that the theoretical concept of IMC remains vague and uncertain. Although there has been some scepticism surrounding the value of IMC campaigns, Kitchen et al (2004) advocate that there can be little doubt that IMC is an emergent concept whose time seems to have arrived.

Another criticism of IMC centres on the lack of measurement of the effectiveness of IMC programs. Swain et al (2001) maintain that there is a continuing need for research towards the development of IMC theoretical propositions and models, as well as towards the advancement of the professional practice of integrated marketing communication. Furthermore, Swain et al (2001:12) advocate research of the kind that identifies ways of overcoming barriers to the adoption of IMC and tracks the impacts of developing technologies of IMC as a concept. According to Kitchen et al (2004), IMC is becoming more widely accepted and recognised, but there are still many conceptual issues that need further exploration and analysis. Further critical discussion is also needed from a conceptual perspective. There are clear distinctions between the concepts IC and IMC, which are pointed out in the next section.

2.4.3 The role of integrated communication

According to Niemann (2005), there are conflicting views as to when IC was first devised and put into practice. Although Niemann (2005) verifies the evolution of IC from IMC, Gayeski and Woodward (1996) maintain that it is important to note that IC is different from IMC. Du Plessis and Schoonraad (2006:374), clearly distinguish between IMC and integrated communication. The authors maintain that, whereas integrated communication is concerned with the corporate brand – that is, what the organisation is and stands for, IMC is concerned with individual products or service brands.

Drobis (1997:2), Duncan (2001:11) and Schultz and Schultz (1998:1), indicate that the basic concepts of IC have been practiced since the 1970s, when the role and impact of advertising in the marketplace started shifting. According to

Niemann (2005), other scholars contend that the idea behind IC emerged and gained importance in the early 1980s. According to this view, the term IC first emerged in the public relations and corporate literature of the 1980s. Kitchen and Schultz (1999:21) disagree with this view and trace IC's origins to the Medill School of Journalism at North Western University in the United States (Niemann 2005).

Gayeski and Woodward (1996), explain the differences between IMC and IC as follows: IMC establishes a model for coordinating marketing, advertising and public relations efforts, all of which are promotional and external in nature, whereas IC is a model that encompasses both internal and external communications and their joint application to information dissemination, collaboration, learning and performance support. Gayeski and Woodward (1996) maintain that IC is the application of analysis, communication and evaluation techniques to create and manage integrated, multifaceted interventions (combining information, instruction, collaboration, business process design, feedback and incentive schemes to improve human performance in the workplace) in order to achieve an organisation's mission, vision and goals.

Because they are confined to the area of marketing, most discussions of IMC tend to limit the scope of integration to brand-related communication programs. Schultz and Kitchen (2000), for example, suggest that all marketing communication should be integrated around and in consonance with the brand identity. Christensen and Cheney (2005) explain that IMC refers to the notion that all parts of a successful organisation derive their identity and legitimacy from an orientation to the market. Following this perspective, some marketing theorists argue that IC comprises not only of the marketing parameters but the whole organisation, including the internal dimension. IC is typically conceived of as a broader effort to unify communication practices, beyond the arena of marketing (Christensen & Cheney 2005).

Whereas marketing has always regarded itself as an integrative practice, coordinating the various aspects of the marketing mix, scholars of IC have a

more expansive view. Gronstedt (1996:201) describes IC as equivalent to total quality management in its focus on optimisation of the whole synergy. Gronstedt suggests that IC, essentially, is about the management of long-term relationships between an organisation and its various internal and external stakeholders. Gronstedt (1996:201) defines total quality management as holistically managing the entire business organisation to ensure customer quality at every stage of the value chain.

Pettegrew (2000:1) argues that despite the appeal of integrated communication, since introduced, most major organisations have yet to fully implement the foundational ideas contained in IC. Pettegrew (2000:2) stresses that for IC to be properly implemented, the CEO must voice direct support for IC. IC should start at the top management level and filter down. Pettegrew (2000:34) stresses that senior management commitment is vital for IC to succeed. In the next section the second key concept of this chapter, internal communication is discussed.

2.5 INTERNAL COMMUNICATION AS A MULTI-DIMENSIONAL CONSTRUCT

Internal communication is a multi-dimensional construct. Employees are not merely satisfied or dissatisfied with communication in general, but they can experience varying degrees of satisfaction about aspects of communication (Clampitt & Downs 1993).

Of the many possible distinctions between types of internal communication, one is that between horizontal and vertical communication (Postmes, Tanis & de Wit 2001). Horizontal communication refers to the informal interpersonal and socio-emotional interaction with close colleagues at the same level. In contrast, vertical communication refers to work-related communications up and down the organisational hierarchy and may range from employees receiving information about the organisation strategy to the ability for giving bottom-up feedback and advice to management (Postmes et al 2001).

Although definitions of internal communication vary greatly, the following common strands can be detected in many of the wide variety of viewpoints, which define internal communication (Goldhaber 1993):

- Internal communication involves messages, their flow, purpose, direction, and media;
- Internal communication involves people, their attitudes, feelings, relationships, and skills; and
- Internal communication occurs within a complex open system that is influenced by and influences its environment.

Kitchen (2005) maintains that firms need to develop soundly based internal communication strategies, primarily because of the primacy of the brand. According to Kitchen (2005), if an organisation cannot convince its own staff of the benefits and virtues of the brand, whether corporate or product, they could not possibly persuade, remind and inform consumers, customers, constituencies and stakeholders. According to Kitchen (2005), a major study in the United States distinguishing strongly successful brands from “wannabees”, determined that a major differentiating factor in successful branded companies was a strong belief by both the organisation and its employees that the brand would deliver on its brand promises. Furthermore, such companies had stronger internal communication strategies and brand relationship networks, which they analysed and communicated more regularly than other companies. Organisations need to identify the means by which they can affect corporate culture. Some examples of communication tools to consider might include internal newsletters, the Intranet, notice boards, staff bulletins, face-to-face communication, and team meetings.

Overman (2003) maintains that brand aligned companies inspire employees to value the brand they work for in a way that is both personally motivating for the individual and a bottom-line benefit for the company itself. By virtue of being the medium by which organisational work is accomplished, internal

communication is related to internal organisational climate, communication climate and employee satisfaction.

In the next section, internal organisational climate, which has been identified as a critical link between the members of an organisation and the organisation itself, is discussed in more detail.

2.5.1 Internal organisational climate

The concept of internal organisational climate has received considerable attention over the past 40 years. Much effort has been made to isolate, explain and determine its place in organisational theory and numerous definitions are suggested in the literature (Falcione, Herden & Sussman 1987:197). According to Tilev (1994:16), internal organisational climate refers to the collective views and interpretations that employees have towards the present practises of the organisation and their satisfaction towards their own situation in the organisation.

Welsch and La Van's (1981) research directly associates internal organisational climate with organisational commitment. Specifically, they identify five internal organisational climate variables (communication, decision making, leadership, motivation and goal-setting) as significant predictors of employee commitment. Rytönen (2003) identifies an interesting circular relationship between organisational climate and organisational communication, whereby communication behaviour leads to the development of a climate, and organisational climate, in turn, is a major influence on the way in which organisational members behave and communicate. Kreps (1990) too maintains that communication influences and is influenced by organisational climate. This circular relationship between the communication and organisational climate is discussed in the next chapter.

2.5.2 Communication climate

Rytkonen (2003) maintains that communication climate is a difficult concept to define. According to Timm (1986:74), communication climate can be viewed as a psychological condition established by, firstly, the employees' understanding and their commitment to organisational values and, secondly, the employees' interpersonal relationships with other organisational members. According to Tilev (1994:17), communication climate refers to the collective views, interpretations and satisfaction of organisation members towards organisational communication. Kreps (1990:193) defines communication climate as the emotional tone of the organisation, based on how comfortable employees feel with one another and with the organisation.

Clampitt and Downs (1993) maintain that communication climate reflects communication on both the organisational and personal level. On the one hand, the communication climate of an organisation provides a gauge of the extent to which communication in the organisation motivates employees to meet organisational goals and identify with the organisation. On the other hand, communication climate reflects people's attitudes toward communication in the organisation.

According to DeWine and James (1988), supportive organisational communication can lead to supportive organisational communication climate and can increase employee satisfaction. The final outcome is evident in employee performance, individual satisfaction, personal growth and development. For employees, these factors constitute quality of work life, which in turn directs their motivation. For this reason, communication climate is bound up with employee satisfaction. A supportive internal communication climate is necessary to an employee-centric organisation in which employees feel listened to, valued, informed and empowered.

2.5.3 Employee satisfaction

Bennis and Nanus (1985:151) and Peters (1994:7) state that employee satisfaction is linked to employee empowerment. In this study employee empowerment is fostered through decision-making. In this way, empowered employees are sanctioned to make decisions in an employee-centric environment. Employee satisfaction is achieved through a shared vision of the future and can only be implemented in an organisation where all staff influences internal communication principles and values and where there is a culture of sharing, openness, fairness, honesty and trust.

Employee satisfaction is also bound up with job motivation. According to Tilev (1994:18), job motivation is a changing, psychological state that is connected to a certain employee situation. It determines the level of employee performance and what an employee's interests are directed towards.

Ho (2001) maintains that in today's knowledge based society, an employee's currency is the knowledge that they possess. The intellectual capital of people within an organisation is often just as valuable as the physical assets or products produced. Peters (1994:5) declares that valuable employees give organisations a competitive edge. Ho (2001) maintains that retaining talent is paramount, as this knowledge is easily transferable from company to company. Employees often act as free agents, choosing to give their time and energy to the company of their choice.

Denton and Vloeberghs (2003:88) claim that there is a move towards a greater degree of employee empowerment and a tendency towards a more humane and employee-centred, as opposed to task-centred management style. Belasco and Stayer (1993:7) indicate that if managers want employees to perform as if a business belongs to them, they have to make it their business. Buckingham (1997:6) concurs, indicating that managers should spend less time "managing" and more time "mentoring".

According to Eisenberg, Huntington, Hutchison and Sowa (1986:501), perceived organisational support by employees, reflects the quality of the employee-organisation relationship, by measuring the extent to which employees believe that their organisation values their contributions and is concerned about their welfare. Perceived organisational support develops through employee assessment of their treatment by organisations, and they subsequently use their judgments of perceived organisational support to estimate their effort-outcome expectancy. Employee-centric organisations who treat employees well and value their efforts, can expect to have employees devoted to greater effort toward helping the organisation achieve its goals (Setton, Bennett and Liden 1996; Wayne, Shore and Liden 1997).

Hyo-Sook (2003) maintains that excellent organisations have management structures that empower employees through internal communication and participation in decision-making. The importance of internal communication and participation in decision-making has been recognised by organisational scholars. Participatory management practices diminish the hierarchical structure of the organisation and involve employees in information processing, decision making, or problem solving endeavours. According to Heller, Drenth, Koopman and Rus (1988), increased participation in decision-making by lower-level members of the organisation has been found to have a positive effect on the efficiency of the decision-making process. Research has shown that employees who participate in decision-making have higher levels of organisational commitment and employee satisfaction (Boshoff & Mels 1995). In an extensive review of the effect of participation on performance, Hyo-Sook (2003) concluded that participation could have a statistically significant effect on both performance and satisfaction.

An example of the impact of employee satisfaction on the bottom line is illustrated in the following case study in Conradie (2005b:37). In the first quarter of 2005, Deloitte Human Capital conducted its annual *Best Company to Work for Survey*. This survey is a rigorous process of various dimensions. One organisational element which consistently stood out for all the companies involved was that of the “values and culture” of an organisation. According to

Conradie (2005a:23), values and culture essentially refers to the extent to which employees experience a sense of belonging within their employer organisations and identify strongly with the organisational values. This dimension contributes significantly towards quality relationships between employees and the organisation and is the result of constant, clear, relevant communication. Pretoria Portland Cement (PPC), the organisation which ranked highest in the 2005 Best Company to Work for Survey, earmarks nurturing their employee relationships and maintaining two-way communication channels, as crucial for all organisations.

Conradie (2005a:23) cites PPC's "Kambuku" programme, as a key contributor to the company's success. In this programme, employees at PPC were invited to submit innovative ideas for cheaper, better and faster ways of doing things. The organisation focuses on taking a personal interest in the well-being and satisfaction of every employee, by providing all employees with a clear purpose, an inspiring climate, the opportunity to engage in dialogue and an appropriate reward and recognition system. An employee-centric culture has its financial rewards. After being named best company to work for in 2005, the PPC share price reached its highest level ever. While share price is influenced by many internal and external factors, there is little doubt that satisfied employees also influence the bottom line of any organisation (Conradie 2005a:23).

Another element impacting on employee satisfaction according to Clark (1998) is organisational culture. Culture is the conventional behaviour of a society that encompasses beliefs, customs, knowledge and practices. An established culture provides people with a sense of stability, security and understanding. Clark (1998) indicates that this is why employees fear change. They fear that the system will become unstable, their security will be lost and they will not understand the new process or respond in the right way to the new situation.

Conradie (2005a:24) maintains that the environment in which employees work contributes significantly to the extent to which employees feel valued and

cared about. A negative atmosphere can send discontent throughout the company whereas a positive environment of open two-way communication, empowering all employees with a voice, creates trust and confidence in management and the organisation. Bennis and Nanus (1985) maintain that trust is the emotional glue that binds followers and leaders. Trust is seen as the basic ingredient of all organisations, and leaders should aim to establish organisational cultures where trust exists in all directions.

According to Ho (2001), a study conducted by the National Study of the Changing Workplace to determine causes of employee dissatisfaction indicated that lack of “open two-way communication,” ranked higher than work-life balance and meaningful work, as reasons to leave an organisation’s employ. Other reasons were not being listened to and ignoring employee views, ideas and opinions.

Bernstein (2000:2) proposes that the more employees feel part of the organisation and the better informed they are about its business strategies, the higher their morale will be. Research in Duncan (2001:23) indicates that organisations with higher employee morale and employee satisfaction lead to higher levels of customer satisfaction. According to Ho (2001), organisations strive to gain customer loyalty because it increases bottom-line profitability and leads to long-term valuable relationships. Ho (2001) maintains that organisations need to strive to gain employee loyalty in the same way. Employee-centric organisations that value employee input and gain employee loyalty, ultimately reduce employee turnover, and also reap increased bottom-line results.

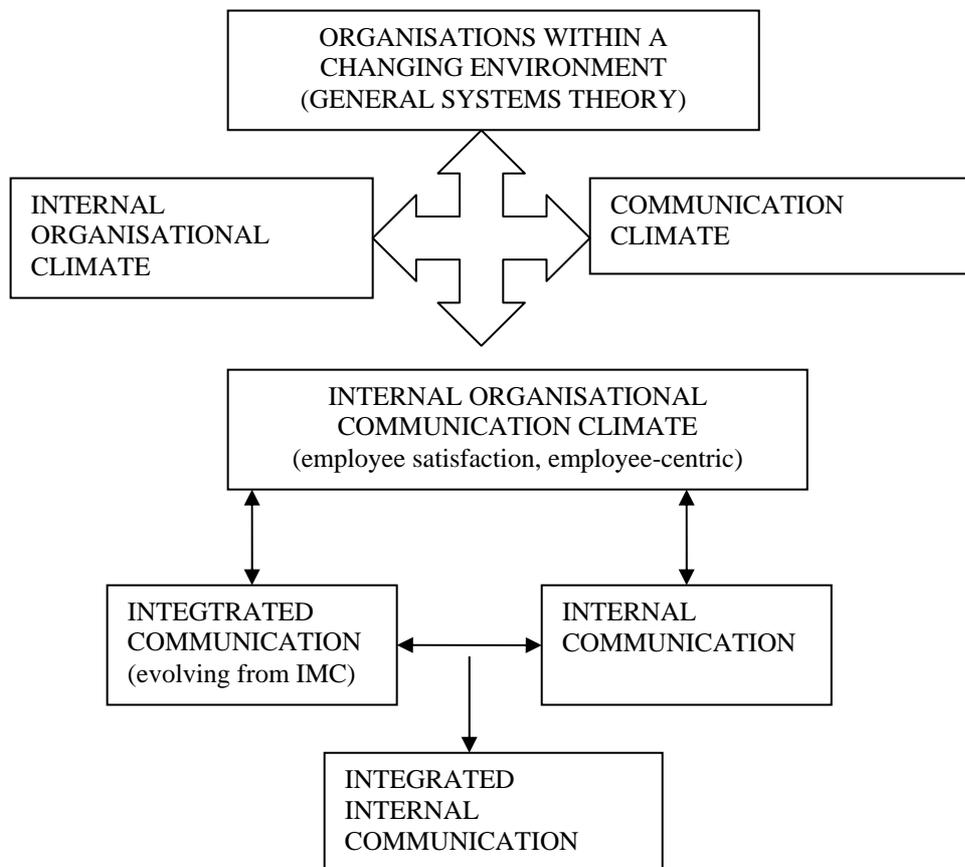
In the next section the two key concepts of this chapter, integrated communication and internal communication, are brought together in a discussion of integrated internal communication (IIC).

2.6 INTEGRATED INTERNAL COMMUNICATION (IIC)

According to Angelopulo (2000:14), the brand equity of an organisation exists as the accumulated experiences of every interaction with it. In this way brand equity is the value both tangible and intangible that a brand adds to a product or service. The implication is that IIC originates within the organisation and then moves to all interactions within and then outside of the organisation, including employee satisfaction, customer services and product delivery, the management of expectations and creation of integrated internal and external messages. IIC represents a fundamental shift from manipulating employees to genuine organisational involvement, from telling employees, to rather asking, listening, empowering and sharing information. To achieve this, an organisation needs to create a continuous and purposeful dialogue with employees (Duncan 1995).

Integrated communication and internal communication combine to form integrated internal communication. This concept is defined as the application of internal analysis, communication and evaluation techniques so as to create and manage integrated, multi-faced interventions, in order to achieve organisational communication goals and objectives which are aligned to the corporate brand and internal communication efforts (adapted from Angelopulo & Barker 2005, Gayeski & Woodward 1996).

Figure 2.1: The role of IIC within a changing environment



Source: own conceptualisation

Figure 2.1 depicts the changing environment in which organisations exist. Within this open system, inputs from the external environment impact on an organisation's survival. Every organisation has a unique internal organisational and communication climate. These climates combine to form the internal organisation communication climate referring to the collective views and interpretations of employees towards organisational practices, as well as employee satisfaction towards their own situation within the organisation.

Within this internal organisational communication climate, the role of integrated communication is a key factor in recognising that every department and function within an organisation has a communication dimension, and that all messages, systems and processes must be aligned with the corporate brand of the organisation. Internal communication is the medium by which integrated internal communication is accomplished within an internal organisational communication climate.

An example of IIC is illustrated in a case study presented by The Forum for People Performance Management and Measurement (2005). This case study chronicles the transformation of British utility company SEEBOARD Energy. In this case study it was found that part of the reason for the company's turnaround was due to the implementation of comprehensive integrated internal communication processes and systems, designed to convey integrated brand information, but also change the culture of the company, with a new, unified vision and strategy. The study maintains that the most powerful incentives for integrated internal communication, was having it mandated by senior management. Energising the internal force behind the corporate brand played a crucial role in getting and keeping employee attention, loyalty and increased job longevity. An integrated internal communication approach ultimately leads to better customer service as employees understood the brand promise. Furthermore, it encouraged employees to believe in and live the brand. However, for integrated internal communication to succeed it is necessary for organisations to implement a number of changes, some of which include restructuring the organisation into cross-functional teams, with proper employee incentives, motivation and training.

According to a study by the American Productivity and Quality Center (APQC) (1998) organisations do not simply decide to implement integrated communication practices but rather evolve into integrated organisations over a period of time. The APQC study is based on the hypothesis that integrated communication transitions through four identifiable stages and that the skills, processes and practices developed at one level, lays the groundwork for the organisation to move on to the next stage. The underlying constructs for these

four stages of integrated communication (namely tactical coordination, redefining scope of marketing communication, application of information technology and financial and strategic integration) are discussed in Kitchen et al (2004) and Schultz and Schultz (1998). These constructs are adapted in this study thereby outlining the parameters of integrated internal communication (see section 3.4.2).

Briefly, in this study, the parameters for integrated internal communication are seen as a “concord of endeavours” (Niemann 2005). The four stages in IC development (see section 3.3.3.) are adapted for internal use and applied to integrated internal communication as follows (see section 3.4.2):

- In the first stage, integrated internal communication refers to tactical coordination or integrated message consistency – the “one look, one voice” approach.
- At the second stage of integrated internal communication, employees start living the corporate mission. Organisations begin to examine integrated internal communication from the employee’s point of view, asking if the same internal brand message is communicated at every employee contact point.
- At the third stage, organisations make use of empirical data, behavioural data and web technology to enhance integrated internal communication on multiple fronts.
- Finally, at the fourth stage, organisations apply employee-centric concepts by listening to, informing, valuing and empowering employees.

2.7 CONCLUSION

In this chapter the following aspects were highlighted:

The organisation was defined as an open system, which imports energy from and releases energy back into an ever changing environment. The interdependence between the organisation, the changing environment and the system in which an organisation functions, emphasised the vital role of communication for an organisation's survival.

Organisational climate was identified as a critical link between employees of an organisation and the organisation itself. In turn communication influenced and was influenced by organisational climate. By virtue of being the medium by which organisational work is accomplished, internal communication was related to organisational climate. The parameters of employee satisfaction within an organisational and communication climate were discussed in relation to the concepts internal communication, empowerment and trust within a culture of sharing, openness, fairness and honesty. Customer satisfaction although intrinsically linked from employee satisfaction was seen as the ultimate objective of every organisation

This was followed by a discussion around integration in the organisation and the evolution of organisational integration. The role of IMC and IC concepts with conflicting and associated debates around implementation, measurement and universal definitions of the terms were discussed.

Finally, integrated internal communication with reference to the SEEBBOARD Energy case study was outlined. The four stages of IC (Kitchen et al 2004; Schultz & Kitchen 2000; Schultz & Schultz 1998) as adapted for internal use were briefly outlined (these parameters are discussed in more detail in section 3.4.2 of this study).

The next chapter outlines the benefits and shortcomings of existing IC and traditional internal communication audit measuring instruments. Elements of these measuring instruments are then adapted to develop the IIC analysis.

CHAPTER THREE

COMMUNICATION MEASURING INSTRUMENTS: AN INTEGRATED APPROACH

3.1 INTRODUCTION

Various IC measuring instruments are described in IC literature. In this chapter a number of these instruments are discussed, paying particular attention to the extent to which they are internally, externally or dually focused. The literature review traces the rise of integrated communication and the history of internal communication audits.

Existing measuring instruments are adapted and amended so as to meet the first objective of this study, namely to develop a measuring instrument to evaluate integrated internal communication (IIC).

In this chapter, existing IC measuring instruments and traditional internal communication audits are reviewed so as to identify concepts that can be used as criteria for measuring integrated internal communication. A new measuring instrument, namely the Integrated Internal Communication (IIC) analysis, is developed. While the proposed IIC analysis in no way replaces existing measuring instruments such as traditional internal communication audits or IC audits, criteria from these measuring instruments form the basic building blocks of the proposed IIC analysis.

The next section provides an overview and historical account of traditional internal communication audits.

3.2 TRADITIONAL INTERNAL COMMUNICATION AUDITS

According to Opyt, Stewart and Soy (2001), an internal communication audit can be described as an organisational communication measurement system. Traditionally, internal communication audits have been used to measure and address areas such as an organisation's flow of formal and informal messages; the communication role of individuals in an organisational communication system; employee perceptions of information adequacy; and employees' identification with an organisation and sense of belonging (Goldhaber 1993).

Fogelman-Beyer (1999:19) contends that internal communication audits help companies to define the relationship between their objectives and the communication methods used to promote these objectives. According to Tourish and Wilson (2002), the ability of the internal communication audit to improve organisational performance is well documented. However, little is known about the actual impact that internal communication audits have on organisations. Research by Tourish and Wilson (2002) indicates that effective internal communication audits can reduce uncertainty, increase trust, and help facilitate important management objectives.

According to Downs and Adrian (2004), a 1983 survey of Fortune 500 companies revealed that 45% of these organisations had conducted an internal communication audit. An internal communication audit is often used as a benchmark against which to later compare assessments and watch the development of an organisation's culture. Where cultural adjustments are made, assessments can provide unique insights into managing in an era of globalisation and constant change. Downs and Adrian (2004) contend that the internal communication audit adopts a communication perspective on organisations. The authors observe that the role of communication is often oversimplified and they highlight the importance of the total environmental context, noting that the internal communication audit provides a framework for getting things done and should not be a side concern. Internal communication audits are identified as valuable because they enable repair of

communication, thus preventing a breakdown before it occurs; generate new information that can ascertain employee perceptions and help the organisation strategically; forecast problems; identify strengths to be reinforced; and contribute to the development of communication systems within the organisation (Downs & Adrian 2004). Lee (2005) maintains that the best measurement processes address not only formal communication but also semi-formal and informal communication, and focus on outcomes, not outputs or inputs. In order to contextualise the role of the internal communication audit as a measuring instrument which assists organisations in determining employee's perceptions of internal communication efforts, it is necessary to first provide a historical overview.

3.2.1 Historical overview of internal communication audits

According to Tourish and Hargie (1996:39), the practice of surveying employees has been widespread since the 1920s and by 1981 45% of manufacturing firms in the United States of America were conducting employee attitude surveys. The term communication audit did not emerge until the 1950s. In the 1970s Greenbaum pioneered the first large-scale development effort to address the lack of standardised procedures for assessing organisational communication systems. The project aimed to develop a large sample size, use measurements that could be replicated, provide predictive value to those interested in communication effectiveness in organisations, and to build data stores that could be studied over time to provide a basis for comparative analysis (Goldhaber et al 1984). According to Tourish and Hargie (1996:39), results from these early communication audits found that employees: (a) wanted to receive more information, (b) wanted a greater opportunity to voice complaints and evaluate superiors, (c) wanted more involvement with decision-making, including more follow-up from information sent to top management, and (d) wanted more job related information from immediate supervisors. Research revealed that employees tended to get most of their information from the grapevine, which was seen as a fast and informal way of finding out what was happening in an organisation, albeit that the source of information was often unreliable. No general

relationship between demographic variables and communication variables was found (Goldhaber et al 1984).

Although there are a number of internal communication audit instruments available. Tourish and Hargie (1996:39) maintain that the most widely used internal communication audit tool originated from the work of the International Communication Association (ICA) in the 1970s. The next section looks in greater detail at the ICA audit and at more recent audits, including the Survey of Organisational Communication (SOC) and Information Systems Analysis (ISA). Although there are a number of measuring instruments used to measure employee perceptions of communication, the three audits discussed in the next section provide a progressive overview of some of the concepts that form the basic building blocks of internal communication audits.

3.2.1.1 *The International Communication Association (ICA) audit*

The International Communication Association (ICA) is a professional organisation dedicated to the study of communication processes in a variety of contexts. According to DeWine and James (1988:144), the ICA devoted more than five years (1971-1976) to the development of the ICA audit. This audit includes five measurement tools: 1) questionnaire survey, 2) interviews, 3) network analysis, 4) communication experience analysis, and 5) communication diaries (Goldhaber 1993).

The ICA audit requires respondents to identify the amount of information currently received on key topics, against the amount of information they would like to receive. The differences between such scores are then tested for significance (Tourish & Hargie 1996:39). The results provide a comprehensive picture, quantifying the nature of communication and information flow within broad sections of an organisation. According to DeWine and James (1988:144), the advantages of the ICA audit are well documented and include overcoming the use of single instruments, limited situationalism, small unrepresentative samples, lack of standardisation and norms, and limited measurement of actual behaviours.

Tourish and Hargie (1996:39) assert that one of the main limitations of the ICA audit is that it does not provide managers with qualitative as well as quantitative data on communication functioning. The authors suggest expanding the questionnaire format to include focused open-ended questions which enable respondents to express their views at length, using first person descriptions. They argue that surveys should register the actual voices of research subjects, rather than reduce their responses to quantitative categories. They maintain that quantitative data should be strengthened by providing a check for convergent validity. This can be achieved by adding a qualitative dimension, which provides accessible accounts of how employees interact with one another within the wider organisational system. Burnett (1991:121) concurs with the idea of an added qualitative dimension, indicating that an outsider's commentary is never a substitute for a story told by employees in their own words. Other advantages of adding a qualitative dimension to traditional internal communication audits include the encouragement of freedom of speech, expression and opinion.

This qualitative dimension as a way of supplementing quantitative data is built into the IIC measuring instrument proposed in section 3.5. In this way, qualitative dialogue complements quantitative data with lively vignettes of how employees interact.

DeWine and James (1988:145) identified seven main criticisms of the ICA audit: 1) lack of centralised control over the data collection process, 2) inability to compare local organisations to national norms, 3) lack of follow-up procedures to test for impact, 4) the limitations of an essentially perception-based measurement tool, 5) problems with the audit's present structure, 6) methods of analysis are not well-documented, and 7) procedures of developing recommendations for the client-organisation based on the interpretation of the results.

Additional limitations of the ICA audit, according to DeWine and James (1988), include high costs and lengthy administration. They argue that the five point Likert scales restrict the opportunity to measure the finer changes in an organisation's communication patterns. Despite obvious problems though,

follow-up interviews assessing the usefulness of the ICA audit revealed that the audit had the ability to identify communication problems and potential solutions within an organisation. However, research showed that managers very often did not make use of this data, preferring their own version of organisational reality, regardless of recommendations. To address the shortcomings of the ICA audit, DeWine and James (1988:159) proposed an alternative internal communication audit, namely the Survey of Organisational Communication, which is discussed in the next section.

3.2.1.2 Survey of Organisational Communication (SOC)

As an internal communication audit, the Survey of Organisational Communication (SOC) presents a series of modifications, designed to shorten and improve on the utility of the ICA audit. The SOC enhances the instruments and procedures of the ICA audit and streamlines its administration

According to DeWine and James (1988:157) a primary goal of the SOC was to reduce costs by shortening the length of time needed to administer the instrument. They also added a qualitative dimension with three open-ended questions. Qualitative questions aimed to collect data on the quality of information relating to decisions affecting employees, organisational decisions and how employees related to organisational goals.

Despite attempts to revise the ICA audit, the SOC has a number of shortcomings. Although slightly reduced, it is still long, time consuming and overly complicated. Like the ICA audit, the SOC also requires respondents to fill in dual columns rating the amount of communication currently received against the amount of communication they would like to receive. This rating system is confusing and difficult to follow. A shortcoming of rating communication in this way, according to Gayeski (2000), is that employees often say what is expected of them and not what they really think or feel. This is described as the demand effect, in that organisations often rely on opinions that are influenced by pre-ordained positive expectations.

Gayeski (2000) contends that while the internal communication audit has benefits as a measure of employee perceptions or the quality of interaction between employee and manager, there are a number of shortcomings. In today's ever-changing career market and with continual job-hopping, Gayeski (2000) suggests that it might be more productive to focus on the communication "tools and rules" of an organisation, rather than the behaviour of employees. The next section looks at Gayeski's Information System Analysis (ISA) as a modern alternative to the many shortcomings of traditional internal communication audits (ICA communication audit and SOC).

3.2.1.3 Information Systems Analysis (ISA)

An ISA includes a review of the systems, tools and templates that are used to exchange information within an organisation. According to Gayeski (2000), the ISA is an all-encompassing measure of an organisation's employee-centricity. Key evaluation areas include the means available for communication, infrastructure paths and channels, network flexibility, initiation of messages, communication overload, communication budgets and efficiency, communication integrity, effectiveness and communication appropriateness. Gayeski (2000) defines the principal output of an ISA as a set of recommendations that influences performance. The analysis finds wasted effort, resulting from gaps in the information structure. This translates into huge savings and improvements to an organisation's bottom line. The ISA also identifies missed opportunities as a result of weak communication systems.

The ISA consists of a number of qualitative and quantitative components:

- An initial meeting with executives to determine overall goals and organisational culture.
- A systematic content analysis to determine consistency of messages and voice.
- A behaviour-setting analysis of key staff to determine and observe how they use information and communication channels.

- An audit of communication tools (such as the intranet, newsletters, internal emails) and rules (templates used, or standards used to produce the information).
- Focus groups or small group interviews to determine the needs and issues of key employee groups.

Gayeski (2000) further points out that, increasingly, communication and learning constitute the critical infrastructure for becoming a high-performance organisation. To achieve this excellence, employees need to understand the organisation's goals and culture; know what is expected of them; have appropriate tools to perform their jobs; have the right environment in which to perform; have the required knowledge and skills to perform as ambassadors for the company; receive regular and clear feedback on performance; and perceive and receive rewards for good performance.

The ISA does not attempt to replace traditional internal communication audits. Rather, Gayeski (2000) suggests that once an organisation has undertaken a traditional internal communication audit, this information can be taken to the next stage through the implementation of an ISA. The next section offers a critical evaluation of traditional internal communication audits.

3.2.1.4 *Critical evaluation of traditional internal communication audits*

The internal communication audit is used to help management understand the communication environment better, to provide management with increased awareness of current communication behaviour, and to help them remove or prevent communication barriers. Internal communication audits can be particularly useful for assessing an organisation's communication patterns in the case of restructuring. In addition, internal communication audits address communication between management and employees; interpersonal communication; public relations activities; and overall internal communication effectiveness (Ellis, Barker, Potter & Pridgeon 1993). Research results from an internal communication audit can be used to assess the impact of ongoing programmes; identify key communication groupings; target new

communication training programmes; and determine what environmental factors affect the organisation's communication system (Clampitt & Downs 1993; Goldhaber 1993).

The benefits of conducting an internal communication audit may be gauged by reviewing some of the changes and improvements made by organisations as a result of findings. According to Goldhaber (1993), clients implemented the following recommendations as a result of internal communication audit findings: 1) adding new formal channels of communication (including communication technology); 2) development and disclosure of communication goals, policies, and objectives; 3) developing methods to improve informal communication; 4) changing the amount of information communicated about human resources, opportunities, and training; 5) improving upward input solicited by top management; 6) adding or shifting staff resources, and 7) periodic monitoring and evaluation of the company's external image as perceived by significant publics.

According to Downs and Adrian (2004), terms used in audits have a profound effect on people's perceptions. The word audit, for example, remains threatening to many people, despite efforts to explain that it should not be seen as either a threatening term or process. The term audit remains linked to accountancy and possible unfavourable financial outcomes.

Gayeski and Woodward (1996) argue that traditional internal communication audits assume that if the sender sends a well-designed message, it will automatically be understood by the "receiver". Traditional internal communication audits are thereby reactive rather than proactive. Gayeski and Woodward (1996) indicate that traditional internal communication audits measure outcomes of communication projects by satisfaction indicators. For example, employees are asked how much they like a particular medium, such as the newsletter. These statements of satisfaction are assumed to relate to the effectiveness of an intervention in terms of organisational goals. However, Gayeski and Woodward (1996) maintain that traditional internal communication audits do not link intervention to the bottom line.

Traditional internal communication audits such as the ICA audit and the SOC presented by De Wine and James (1998) are long, overly complicated and not suited to today's fast-paced work environment. The ICA audit and other traditional internal communication audits are academic in feel and language and inaccessible to the average blue-collar worker often called upon to fill in surveys. Other barriers leading to non-completion of audits include increased work pressures and time constraints, waning concentration spans and information load.

In light of these constraints, the average employee faced with the challenge of filling in a traditional internal communication audit may very well try to avoid the experience. Another shortcoming of the traditional internal communications audit, according to Gayeski (2000), is that it relies on employees supplying an honest account. This means that the benefits of the audit are lost if employees are not entirely honest. More specifically, the traditional internal communication audit as it stands is not an integrated measuring instrument.

A traditional internal communication audit might evaluate employee perceptions and knowledge of an organisation's vision, mission and values, but it does not gauge whether the vision is understood and lived at all employee contact points. There are clearly integration gaps and shortcomings in traditional internal communication audits. For example, a traditional internal communication audit might address communication networks between departments within an organisation, but it does not measure shortcomings and gaps in cross-functional planning and monitoring. The next section proposes and evaluates various IC models and instruments, so as to elucidate the issue of implementing IC effectively within an organisation.

3.3 IC MODELS AND MEASURING INSTRUMENTS

Christensen and Cheney (2005:5) point out that directions on how to implement integrated communication in practice, or to measure its successful implementation, are often absent in the relevant literature. Several

approaches have been proposed in literature on how to measure integrated communication in the organisation, including: the Renaissance Communicator (Gayeski & Woodward 1996); the Stakeholder Relations Model (Gronstedt 1996; Murphy, Murphy, Woodall & O'Hare 1999); the four stages in IC development (Kitchen et al 2004; Schultz & Kitchen 2000; Schultz & Schultz 1998); ten strategic drivers (Duncan and Moriarty 1997a:15); and the integration audit and mini-audit (Duncan 2001; Duncan & Moriarty 1997a, 1997b). These approaches which are discussed in more detail later in this chapter, have shortcomings when it comes to the "what and how" of aligning and measuring integrated internal communication in the organisation.

Ho (2001), however, maintains that while marketing communication concepts have traditionally focused more on external stakeholders, they can be powerful tools in managing internal stakeholders (employees). Many of the key concepts used to measure customer experience, as identified by Duncan and Moriarty's (1997a:15) ten strategic drivers, can be used just as effectively to measure internal communication. The four stages of IC development, as identified by Schultz and Kitchen (2004), can also be adapted to measure integrated internal communication. The next section discusses five models of IC implementation.

3.3.1 The Renaissance Communicator

As business and management styles changed, Gayeski and Woodward (1996) proposed a new model for IC management in response to these changes. They maintained that the model should be based on strategic communication, human performance, technology, business process re-engineering and a systematic method for the analysis and development of communication interventions. Gayeski and Woodward (1996) call this model the Renaissance Communicator. The writers note, though, that there are not yet many real-life examples of Renaissance Communicators.

The IC model proposed examines customer and market needs and centres on identifying and solving "performance gaps", defined as discrepancies between

an organisation's expectations and its actual performance. The model consists of five phases: 1) initiating, 2) descriptive, 3) conceptual, 4) prototype and 5) actual and continuous improvement (Gayeski & Woodward 1996). Questions focus on the identification of performance goals and gaps, and the systematic identification, implementation and evaluation of a coordinated set of communication solutions.

The IC model consists of twenty-one questions or "development steps". A team, or a multi-disciplinary person, poses these questions to "the client" and a "representative constituency" of the target audience. The team then analyses the situation and evaluates interventions. The analysis and development steps from an integrated approach are as follows: problem identification; determine what cause(s) the gaps and identify potential solutions; and select, prototype, implement and evaluate interventions. Results are then measured against the bottom-line result in performance.

According to Gayeski and Woodward (1996:7), one limitation is that despite interest in, and the successful application of IC models, this approach is still not widely accepted. The writers maintain that the use of qualitative and quantitative research techniques to plan and evaluate communication programmes is still something new to most practitioners. The IC model proposed by Gayeski and Woodward (1996:4) essentially aims to examine customer and market needs. Although human performance plays a key role, the needs of employees are only considered insofar as they impact on external organisational goals and objectives and the bottom line.

3.3.2 Stakeholder Relations Model

Gronstedt's (1996:287) proposed Stakeholder Relations Model explains and unites the main dimensions of public relations and marketing communication. Identifying an overlap between the tools used by marketing and public relations, Gronstedt maintains that public relations' publics tend to merge with the markets of marketing. Gronstedt (1996:292) views good relationships with customers as the ultimate measure of the successful functioning of an

organisation. Ehlers (2002:155) points out that in this model all stakeholders (including customers, government, trade stakeholders, suppliers and distributors, the community, employees, financial stakeholders, the media and scholars, opinion leaders and interest groups) function interdependently in that changes in one group are likely to have consequences for other group.

Gronstedt (1996:302) summarises the need for an integrative approach to communication as follows:

“The theory of integrated communication recognises that organisational communication is too complex and interactive to be fractionalised into insular disciplines. The interdisciplinary theory inserts various communication disciplines into a holistic perspective, drawing from the concepts, methodologies, crafts, experiences and artistries of marketing communication and public relations. Specialists in certain communication tools will still be in demand, but instead of being solo customers, they will find themselves being instrumentalists in an orchestra, under the conductorship of the integrated communicator.”

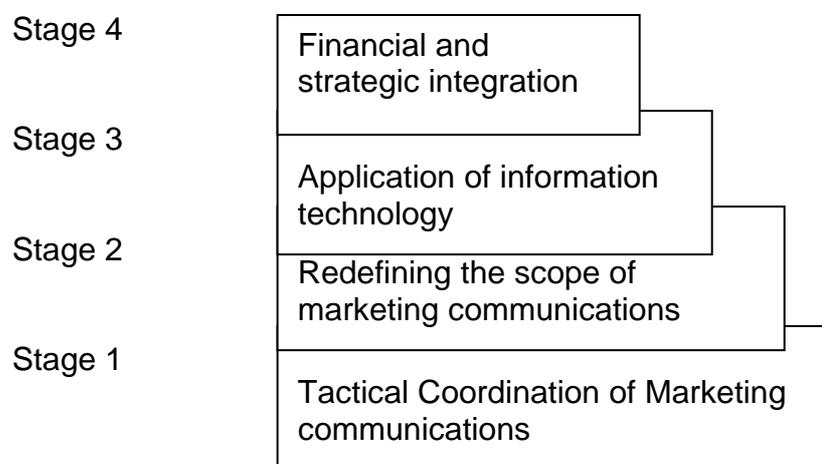
The main limitation of this model, according to Niemann (2005), is that the model makes no reference to the organisation itself and to the relationships between stakeholders within the organisation. In this way all emphasis is placed on stakeholders and none on how the organisation should position and organise itself to build relationships with stakeholders. Niemann (2005) further contends that the model focuses predominately on external messages to stakeholders without placing sufficient emphasis on the internal messages to internal stakeholders. Although employees are mentioned in the model, there is no mention of communicating with employees.

3.3.3 Four stages of IC development

Schultz and Kitchen (2000) define four stages of integrated communication evolution. The four stages are: 1) tactical coordination of promotional elements, 2) redefining the scope of marketing communication, 3) the

application of information technology and 4) financial and strategic integration. They maintain that most organisations are anchored in either stage one or two. Some organisations are moving into stage three, but only a handful of organisations have moved to stage four. IC is about much more than the alignment of tactics. In Figure 3.1 Schultz and Schultz (1998), in a study for the Best-Practice Report for the American Productivity and Quality Centre (APQC), define four stages of IC evolution within an organisation.

Figure 3.1: Four stages of IC evolution within organisations



Source: adapted from Kitchen et al (2004)

According to the APQC study, organisations go through four identifiable stages of integration. The stages are not sharply defined; rather, organisations might address different concerns at each stage and gradually develop the skills and tools appropriate for each.

Schultz and Schultz (1998) identify the following as key milestones measuring communication integration:

Stage 1: Tactical coordination of marketing communication

The emphasis at this stage is on developing overall communication policies and practices and delivering “one sight, one sound” through marketing communication. There is an attempt to achieve greater consistency and synergy among all programme elements. Kitchen et al (2004:27) argue,

however, that a stage one focus is inside-out marketing, as there is little focus on customers, consumers or their needs. Rather, the focus at this stage is on bundling the promotional mix elements together, so that they speak with one voice. Kitchen et al (2004:27) declare that research has shown that most organisations and their agencies operate at this level and that this could be detrimental to organisational development and growth.

Stage 2: Redefining the scope of marketing communication

Organisations start to examine communication from the customer's point of view. Consideration is given to all brand and company contacts that a customer has with the product or service. Additionally, management broadens the scope of communication activities to encompass internal marketing to employees, suppliers and other business partners, and to align these with the existing external communication programme. Kitchen et al (2004:27) believe that stage two is at least an attempt by businesses to actively consider what customers and consumers want to see and hear. This stage represents outside-in marketing and, being driven by customers and their needs, is a major step in IC.

Stage 3: Application of information technology

At this stage empirical data is consolidated and stored in a central database. Behavioural data on customers provides a basis for identifying and monitoring the impact of integrated internal and external communication programmes on key customer segments.

Stage 4: Financial and strategic Integration

This is the highest level of integration, where the emphasis shifts to using the skills and data generated in the earlier stages so as to drive corporate strategic planning by using customer information and insight. Organisations commonly re-evaluate their financial information infrastructure in order to foster creation of "closed-loop" planning and capabilities. This helps them to evaluate marketing expenditures based on return-on-customer investment measures. Kitchen et al (2004:37) indicate that it is only in stages three and four that businesses have to invest significant resources in building

segmented databases and organisational restructuring to become customer-focused and customer-driven.

The most significant contribution of this model is that it proposes a clear understanding of the value of customers; however, this is also a point of criticism. By focusing predominately on customers it excludes a broader stakeholder approach and thus does not place sufficient emphasis on employees or internal communication. This model is adapted in section 3.4.2 of this study so as to include an internal communication dimension.

3.3.4 Duncan and Moriarty's integration audit and mini-audit

Moriarty (1994:49) maintains that all IC planning should begin with a communication audit, as well as opinion and consumer behaviour research. These findings should then be used in conjunction with an integration audit. According to Moriarty (1994:49), the Colorado Integration audit identifies communication contact points as well as the activities of all the various communication functions. The integration audit maps the message objectives as well as the messages sent to various stakeholders and evaluates consistency through content analysis. The audit also investigates the communication network within a company, using a knowledge and attitude assessment to identify integrative and specialist attitudes and practices. The integration audit can be seen as an added dimension to the communication audit. Duncan and Moriarty (1997a) point out that although the integration audit was designed to be an evaluation tool, it also provides a road map showing how a company can become more integrated. The integration audit provides an objective, well-documented list of what must be changed in order to strengthen brand relationships. Duncan and Moriarty (1997a:265) point out that although the integration audit incorporates elements of traditional communication audits, it differs in focus because the basic tenet is that all elements of marketing and communication should be integrated and work towards a common goal.

Duncan and Moriarty (1997a:65) maintain that the integration audit should be undertaken by an outside, objective team and should be a census, not a sample of the managers of all departments impacting on the brand relationships. They also indicate that the objectives and benefits of the integration audit are self-evident. According to Duncan and Moriarty (1997a:275), personal interviews should be undertaken by trained interviewers, onsite and should take about 90 minutes. The audit consists of three basic interviewing instruments and additional optional in-depth tools. The three basic interviewing tools are:

- Knowledge, Attitude and Practices Questionnaire - determines the respondents' knowledge of the marketing and marketing communication plans and the targeted audience. Answers to these questions are then compared to what employees are actually working to accomplish.
- Communication Network Survey – a matrix of closed-ended questions to pinpoint who talks to whom, how often, and about what.
- Content Analysis – of all marketing communications or planned messages used by the company over the past 12 months to determine whether the messages are consistent with marketing communication objectives.

The complete audit is complex and can take a research team anywhere between six and eight weeks to complete. For this reason, Duncan and Moriarty (1997a:26) developed a shortened integrated mini-audit for use in workshops and seminars. The integrated mini-audit is a greatly simplified version with 20 questions aimed at providing a rough idea of where an organisation stands on the integration scale. The integrated mini-audit focuses on the following areas: organisational infrastructure, interactivity, mission marketing, strategic consistency and planning and evaluation.

A limitation of the integration audits proposed by Duncan and Moriarty is that they focus on measuring the effectiveness of the brand message in improving customer awareness with little focus on the role of employees in building corporate brand equity.

3.3.5 Ten strategic drivers of integration

Duncan and Moriarty (1997a:15) identified ten strategic drivers used by organisations benefiting from integration. They maintain that not all ten drivers need to be fully in place before an organisation can benefit from integration, because integration is a continuum. The drivers identified by Duncan and Moriarty (1997a:15) can be divided into three categories:

Category one: Corporate focus

This category of drivers necessitates that top management focuses on building relationships with customers and other stakeholders and not just focus on making sales or transactions. Organisations need to get to know their customers and build up customer information databases.

Category two: Corporate processes

This category of drivers focuses on strategic consistency of brand messages. This includes purposeful interactivity rather than mass media monologue, marketing a corporate mission rather than just product claims, and using zero-based planning rather than just tweaking last year's plan.

Category three: Cross-functional planning and monitoring

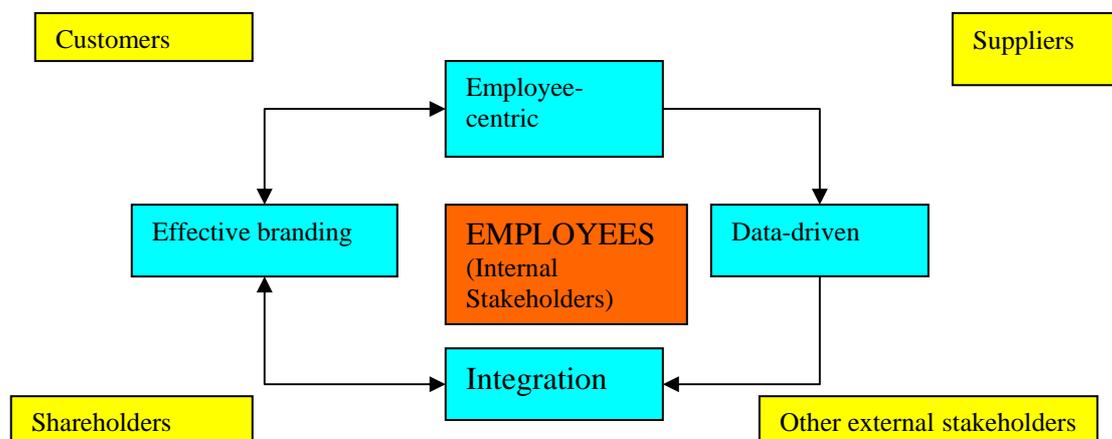
This category of drivers focuses on cross-functional, as opposed to departmental, planning and monitoring. Cross-functional planning and monitoring facilitates shared expertise and customer information so as to enhance consistency. The aim is to create core competencies rather than just communication specialisation and expertise. Using an integrated agency, rather than a traditional, full-service agency is recommended and so too is building and managing databases so as to retain customers, rather than simply acquiring new customers.

According to Niemann (2005:85), with these ten strategic drivers IC moves beyond the “one voice, one look” idea and focuses on building long-term, profitable brand relationships with customers. The main limitation of these drivers is that there is little focus on the role of employees. In the next section Duncan and Moriarty’s ten strategic drivers and the four stages of IC development (as discussed in section 3.3.3) are adapted so as to develop an instrument to evaluate integrated internal communication.

3.4 EVALUATING INTEGRATED INTERNAL COMMUNICATION

Ho (2001:3) maintains that while marketing communication concepts have traditionally focused on customers, they can be powerful tools when adapted to focus on employees. In Figure 3.2 the writer presents a framework demonstrating the parallel between integrated marketing communication concepts as applied internally and as applied externally, and discusses the parallel between the customer and employee experience by focusing on four key areas: employee centricism, data-driven systems, integration and effective branding.

Figure 3.2: Parallel between marketing concepts as applied to managing employees as internal customers



Source: adapted from Ho (2001:3)

Figure 3.2 illustrates the parallel between the customer and employee experience through four key concepts. In order to achieve this, Ho (2004) proposes that organisations adopt best practices. The first concept, employee-centric, applies customer-centric concepts to employees as follows:

- In the same way that organisations listen to customers, organisations need to listen to their employees and incorporate their feedback;
- Communication should be targeted to both internal and external audiences; and
- The most effective medium should be used to communicate to employees and customers.

The second concept in the framework relates to how the use of data to personalise and mass customise products and services to create a better customer experience can be applied to improve the employee experience. The third concept in the framework relates to integration. The writer maintains that integrating all touch points of customer contact is key to creating a consistent brand image. The concept of integrating all employee touch points should then be applied internally so as to ensure alignment with the corporate brand. The last concept in the framework relates to effective branding. Here the writer maintains that just as customers can demonstrate loyalty to a company's products, services and corporate brands, employees who feel connected to their company tend to be more motivated and loyal.

The next section applies this framework to five strategic internal drivers based on Duncan and Moriarty's (1997a:15) ten strategic drivers.

3.4.1 Five strategic internal drivers for integrated internal communication

Although Duncan and Moriarty (1997a:15) ten strategic drivers apply predominantly to the customer experience, Ho (2001) maintains that these strategic drivers can be adapted and applied internally (see Figure 3.3).

In this study five of the ten strategic drivers identified by Duncan and Moriarty have been selected and adapted to reflect the internal dimension. These five strategic drivers have been selected because they are directly linked to the five internal integration evaluation criteria (cross-functional planning and monitoring, mission marketing, data-driven, employee-centric and maintaining strategic consistency) and are appropriate to related research questions identified in section 1.6 of this study. For integrated internal communication to be realised, an organisation needs to focus on the following key areas:

1) People focus

- Employee-centric - creating and nourishing internal relationships with employees by listening to, informing, valuing and empowering employees. According to Ho (2001:3), companies that are employee-centric have evaluated the role of communication within their organisations and found ways to create an emotional connection with employees through effective communication that is targeted, customised and integrated. Ho (2001:1) maintains that companies can no longer view employees as a resource whose primary function is to produce goods. Rather, organisations are realising that IC starts with motivated and responsive employees, which translates into happy customers through customer-centric employee attitudes.

2) Processes

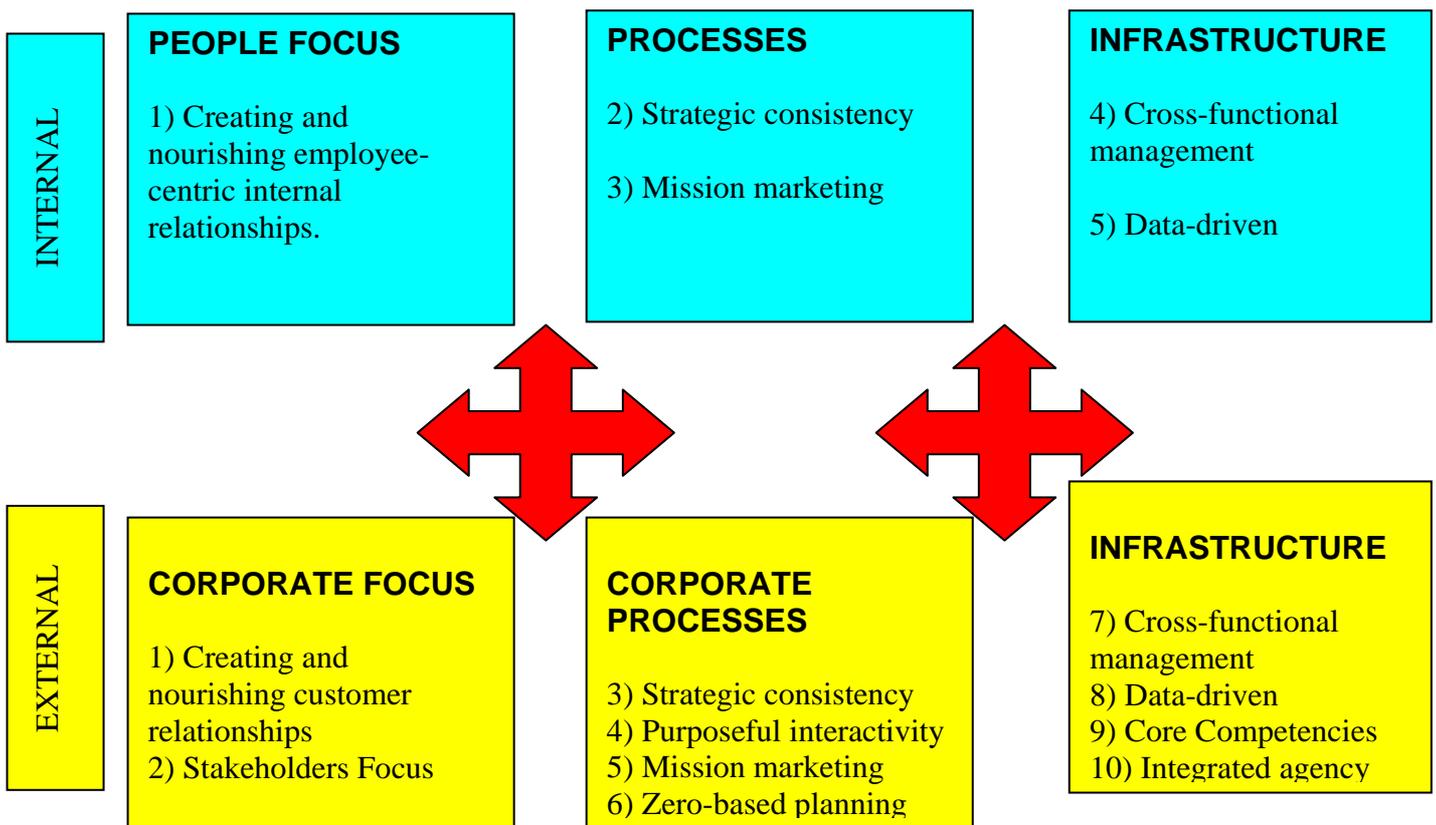
- Strategic consistency – communicating the same core values of the company through every aspect of the employee's experience, even at times of crisis or during rapid growth periods. According to Ho (2001:6), strategic consistency means that the same internal brand message is communicated at all times, through every employee contact point, including initial recruitment, through training, when compensated, and incentivised, to information sharing and two-way communication channels.
- Mission marketing – Internal mission marketing should develop a positive feeling of identity between an employee and the company. Ho

(2001:6) maintains that employees that feel connected to their company tend to be more motivated and loyal. This higher motivation translates into improved productivity and higher employee retention, which ultimately contributes to overall company performance. Successful internal marketing can help employees understand that they make a difference and create a sense of belonging to the organisation.

3) Infrastructure

- Cross-functional management – the way in which an organisation is structured can create functional divisions, silos and departmentalisation. Many organisations are realising that creating cross-functional teams, rather than working in isolated silos, allows for enhanced internal performance, which ultimately impacts on service delivery.
- Data-driven – the extent to which employee information and behaviour is captured and can be utilised as a strategic tool to enhance internal communication within an organisation. Duncan and Moriarty (1997a:19) maintain that information is a fundamental part of integration. How employee data is collected, organised and shared determines the extent to which an organisation takes advantage of internal communication on multiple fronts. For example, employee access to customer databases on the Intranet allows customer-facing employees to establish personalised communication with outside customers. Ho (2001:6) maintains that data can be captured and used to improve the employee experience by creating a web-based knowledge base that plays a role on multiple fronts including: recruitment, measuring high performance, succession planning, information sharing and keeping track of employee concerns and major issues.

Figure 3.3: Strategic drivers of integrated communication



Source: adapted from Duncan and Moriarty (1997a:16)

3.4.2 The four stages of integrated internal communication

The four stages of IC development as discussed in section 3.3.3 have been adapted so as to reflect four stages of integrated internal communication.

A White Paper developed for the Forum of People Performance Management and Measurement (FPPMM) entitled: *Motivating employees to embrace integrated marketing* (2005) focuses predominantly on the first two stages of Schultz and Shultz's four stage development model. Drawing from Schultz and Schultz (1998), this paper, referred to from here on as the FPPMM (2005), looks at ways of motivating employees to think and cooperate beyond their functional silos. Elements from the FPPMM (2005) have been applied to Shultz and Schultz's (1998) four stages of IC development in developing the four stages of integrated internal communication.

Stage one: Tactical coordination. Organisations need to communicate the same, strategically consistent vision, core values and brand message of the company through every aspect of the employee experience. The emphasis at this stage is on the development of overall internal communication policies and practices and delivering “one sight, one sound” messages. IC at this stage refers to consistent messages – the “one look, one voice” approach.

Stage two: Redefining the scope of integrated internal communication.

According to the FPPMM (2005:4), the goal at this stage is to ensure that every employee lives the brand mission and is not just following the dictates of senior management. Organisations begin to examine communication from the employee’s point of view, asking if the same internal brand message is communicated at every employee contact point. An organisation’s internal mission marketing needs to go a step further at this stage and develop positive feelings of identity between employees and the company. According to the FPPMM (2005:4), a full-scale internal marketing campaign energises employees by not only underscoring senior management’s commitment to ensuring a customer-focused organisation, but by enabling employees to participate in and own the brand mission. According to the FPPMM (2005), rewards and incentives need to be aligned with meeting customer-centric objectives and employees need to be actively motivated to live the brand mission. IC goes further than the “one look, one voice” approach, to include a concord of organisational procedures, purpose and achievements.

Stage three: The application of information technology. Employee information and behaviour is captured and used as a strategic tool to enhance internal communication. Organisations make use of empirical data, behavioural data and web technology (intranet for information sharing) to enhance internal communication on multiple fronts.

Stage four: Financial and strategic integration. According to the FPPMM (2005:7), a relatively new and important finding is that organisations that place a high emphasis on employees and connect them to strategy will perform

better financially. At this level organisations need to apply employee-centric concepts by listening to, informing, valuing and empowering employees.

Furthermore, the FPPMM (2005:8) indicates that the adoption of an integrated approach runs counter to ingrained processes within most organisations, where functional silos are the norm. According to Kitchen et al (2004:27), the way in which a firm is put together is the most challenging problem of integration. According to the results of a survey in the FPPMM (2005:8), over 50% of respondents listed organisational structure as a key factor that hindered integration. At this stage organisations ensure that internal structures do not create functional divisions and departmentalisation. Furthermore, the most powerful incentive for integration within an organisation is having it mandated by senior management (FPPMM 2005:8). Senior management sponsorships of integration require an overall structural change: specifically, an orientation towards employees, who in turn need to be motivated and incentivised to adopt a customer-centric orientation.

According to Schultz and Schultz (1998:351) organisations with a consumer focus create cross-functional teams to concentrate on the needs of the consumer or customers. By creating an employee-centric environment, employees feel secure, motivated and empowered to understand and best serve consumer needs and perspectives. Ho (2001:2) maintains that companies should not see employees as a resource whose primary function is to produce goods. Rather, employees should be seen as important stakeholders with a direct impact on the bottom line. Attracting and retaining a company's internal stakeholders should be just as important as attracting and retaining customers.

Organisations with a customer-centric approach focus on acquiring, retaining and upgrading consumers. This is expressed as customer lifetime value (CLV). Effectively an employee-centric approach would start with the employee, building employee lifetime value (ELV). An ELV approach underscored by management's commitment to driving integration internally and externally would relate directly to the bottom line. It is as important to

acquire, retain, and maintain quality employees as it is to acquire, retain and maintain customers and consumers (FPPMM 2005:11).

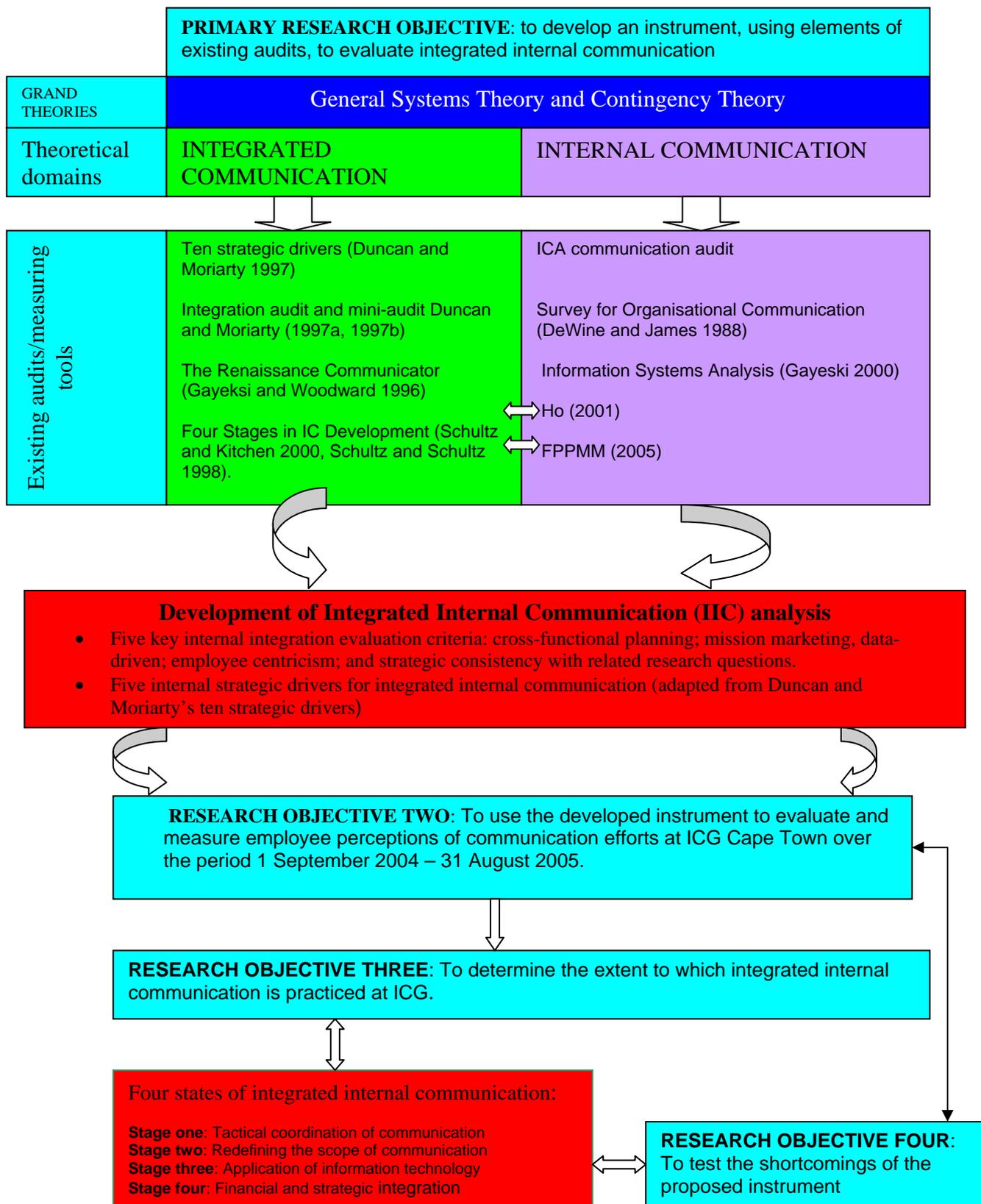
3.5 PROPOSED INTEGRATED INTERNAL COMMUNICATION (IIC) ANALYSIS

To meet the first objective of this study, elements of Ho's (2001) framework (see Figure 3.2), together with Duncan and Moriarty's (1997a:15) ten strategic drivers, adapted for internal use in section 3.4.1 and linked to the five key research questions of this study, were used to develop an instrument for evaluating integrated internal communication.

The four stages of IC development as identified by Schulz and Schultz (1998) are also adapted so as to reflect four stages of integrated internal communication. In meeting the third objective of this study the key internal integration evaluation criteria with related research questions in section 1.6 are measured against the four stages of integrated internal communication so as to evaluate the extent to which integrated internal communication is practiced at ICG.

This is represented in Figure 3.4.

Figure 3.4: Instrument for evaluating integrated internal communication



3.5.1 Applying the five evaluation criteria to IIC

The key evaluation criteria with related research questions as discussed in section 1.6 are explained in more detail in this section. The aim is to apply and demonstrate the relevance of the five evaluation criteria in relation to the practice of IIC.

3.5.1.1 *Cross-functional planning and monitoring*

In a study by Rodney (2000:6) despite efforts, cross-functional or departmental communication was found to be extremely poor. According to Rodney (2000), modern organisational structures, that facilitate cross-functional teams, forced employees to understand consumer needs and the customer perspective, because ultimately each team serviced the customer. With a customer end-point in mind, employees who ordinarily did not have any contact with customers were put into contact with the customer perspective.

Creating cross-functional teams at ICG for example, might empower employees to feel a part of the greater whole and understand how they touch student's lives. Rather than departments working in structural silos, with little or no contact with students, cross-functional teams could enhance employee performance, ultimately impacting on service delivery.

3.5.1.2 *Mission marketing*

For successful mission marketing, senior management needs to provide visible leadership and vision, as well as articulate an organisation's purpose. Lower level managers are required to interpret the mission and values and communicate these practically to their teams. According to a survey by Right Management Consultants and the International Association of Business Communicators (2005), 48% out of 472 organisations surveyed worldwide maintained that management had not effectively communicated their business strategies to employees. As a result, only about one-third, or 37% of organisations reported that their employees were effectively aligned to the missions and visions of their businesses. According to the survey, effective leadership communication means that an organisation's leaders have taken

the time to clearly and succinctly articulate the vision of the business. This would entail management demonstrating how the vision can be 'lived' in their daily jobs. At the senior leadership level, ongoing, consistent communication is critical, even when there is nothing new or vital to communicate. Continual communication from senior management builds trust and credibility.

3.5.1.3 *Data-driven*

Ho (2001) gives examples of how organisations can take advantage of web technology to enhance communication on multiple fronts. In 1998 at a large energy company, a Total Rewards intranet site was built, allowing employees to create a personalised career plan, based on individual interests and goals. The data for each individual was stored in a central database allowing employees to revisit and track their goals and keep track of their careers. The company blended high-touch with high-technology by allowing employees to contact career counsellors telephonically so as to discuss their career paths.

A "talent database" capturing key employee skills was seen as an invaluable resource for employees to share knowledge as well as for managers staffing projects. At this company, for example, every employee profile included the language they spoke and their areas of expertise. Employees looking for peers, as well as management looking for specific expertise to staff projects, could easily access this information through a "people search" function on the intranet.

Ho (2001) cites employee service centers as another example of how the use of data can improve the employee experience. Creating a knowledge base of all possible employee benefits and compensation-related questions and answers, enables companies to keep track of major employee issues and concerns.

Similar to a customer database which tracks customer billings information and allows a company to analyze who their most profitable customers are, a data-driven approach can be used to help identify an organisations most valued or high-performing employees. With information such knowledge, skills and

interests, the company can track career paths. A talent database can be extended for succession planning where the most valued employees are identified and matched with potential opening positions.

3.5.1.4 Employee-centric

According to Bizcommunity (2005), internal communication is vital for the success of every organisation. There is now incontrovertible evidence that good communication within organisations improves employee performance. Well-informed employees are happier and work more productively. Ho (2001) maintains that listening to employees is the first step towards open communication. According to Ho (2001) for communication to be effective it must be targeted appropriately. Although there is no ideal or best way to communicate with employees, there are advantages in finding out how employees prefer to be communicated with. The effectiveness of internal communication tools, such as ICG's internal newsletter, should be continually monitored so as to determine whether or not the tool in questions is effective (see Figure 5.8 and 5.9). The employee perception survey in this study asks participants to indicate how they preferred to receive information (see Figure 5.7). However, Ho (2001) maintains that different communication tools and strategies can be used at different times depending on the nature of the communication.

3.5.1.5 Strategic consistency

According to Bizcommunity (2005), leadership alignment needs to take place for brand participation to filter down to all levels of an organisation. Strategic consistency entails the aligned of all processes and supporting systems, within an employee focused environment. This is summed up by Richard Branson. When asked who his customers were, he replied that his customers were his staff (Bizcommunity 2005).

Ho (2001) maintains that to retain key talent within an organisation and meet the changing expectations of employees, companies must find a way to manage all the touch points employees have with the company. Integration

means that the same core values of the company must be clearly communicated into every aspect of the organisation from initial recruitment and training, to compensation and information sharing. Ho (2001) provides examples of organisations recruiting potential employees based on cultural fit and attitude, rather than skills base. In this instance, management contended, that skills could be learned. The organisation's primary was living the brand values which were worked into every aspect of the employee's experience.

3.6 CONCLUSION

This chapter discussed various IC and traditional internal communication audits. The literature review traced the evolution of integrated communication and the history of internal communication audits. It was argued that the existing instruments consulted and evaluated under the literature review did not sufficiently combine and measure communication integration and internal communication.

Elements of existing integration instruments and traditional internal audits were combined and adapted so as to develop a new measuring instrument, namely the Integrated Internal Communication (IIC) analysis, which is aimed at evaluating integrated internal communication and thereby meets the first objective of this study.

In meeting the second objective of this study, the IIC analysis is used to evaluate and measure employee perceptions of communication efforts at ICG Cape Town over the period 1 September 2004 – 31 August 2005. The next chapter discusses the research methodology.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

This chapter describes the research methodology used in this study. The IIC analysis which was developed to evaluate integrated internal communication is a multi-tiered measuring instrument. This new measuring instrument was developed by adapting and combining elements from traditional internal communication audits and IC audits and measuring instruments. The IIC analysis has been developed for internal use, as a way of addressing the gaps in traditional internal communication audits and IC measuring instruments. The IIC analysis consists of two data gathering methods: a group administered perception survey and personal interviews. This chapter demonstrates the appropriateness of these methods, the research design, measurement items and the data analysis methods. Lastly, ethical considerations are explored.

4.2 RESEARCH OBJECTIVES

According to Mouton (2001), the choice of methodology depends on the research objectives. It is therefore appropriate to restate the research objectives of this study.

The primary research objective of this study was to develop an integrated internal communication instrument to evaluate IIC. The achievement of this objective was described in Chapter 3, which explained how the IIC analysis was developed by combining and adapting elements of traditional internal communication audits and existing IC audits and measuring instruments.

The second research objective was to use the IIC analysis so as to evaluate and measure employee perceptions of communication efforts at ICG Cape Town over the period 1 September 2004 – 31 August 2005. The research results are presented in Chapter 5.

In meeting the third objective of this study, research results are measured against the four stages of integrated internal communication as discussed in section 3.4.2, so as to determine the extent to which IIC is practiced at ICG.

The final research objective is to test the shortcomings of the IIC analysis.

4.3 RESEARCH STRATEGY

The main function of a research strategy is to enable the researcher to anticipate what the appropriate research decisions should be, so as to maximise the validity of the eventual results (Niemann 2005). According to Cooper and Schindler (2003:146), research studies can be classified as exploratory or formal, depending on the degree of research development. Exploratory studies are often used when little research has been conducted on a specific topic. This study is explorative in nature as the primary research objective is to develop a new measuring instrument so as to measure IIC. Babbie and Mouton (2001:80) state that exploratory studies are essential whenever a researcher is breaking new ground or developing new hypotheses about an existing phenomenon.

Du Plooy (1995:32) maintains that exploration is an attempt to develop an initial, rough understanding of some phenomenon. Using an exploratory research strategy enables the researcher to generate new research questions and problems. According to Niemann (2005), the most important research design consideration that applies to exploratory research is the necessity of following an open and flexible research strategy. Methods such as literature reviews, interviews and case studies should lead to insight and comprehension.

Baker (1999:204) asserts that a shortcoming of exploratory studies is that they seldom provide satisfactory answers to research questions. Baker claims, however, that exploratory studies do give insights into the research methods that could provide definitive answers.

4.3.1 Research paradigm

Mouton (2001:37) argues that the highest level of complexity in research is referred to as methodological paradigms, including qualitative and quantitative paradigms. Niemann (2005) describes qualitative research as a paradigm that allows the researcher to obtain an “insider perspective on social action”.

Research in this study used a combined quantitative and qualitative research paradigm, or what is known as a triangulated approach. The views of Du Plooy (2001:82-84), Leedy (1993), Matveev (2002) and Mouton (2001:161) all inform the identification of the differing characteristics of qualitative and quantitative in Table 4.1, below.

Table 4.1: Key differences between quantitative and qualitative research

Quantitative research	Qualitative research
Largely empirical or experimental	Analytical and interpretative
Measures quantity or amount	Examines phenomena in a holistic manner
Process oriented	Outcome oriented
Unknown variables	Known variables
Flexible guidelines	Established guidelines
Usually inductive analysis	Usually deductive analysis
Manipulates variables and attempts to control natural phenomena	No attempt is made to control events or extraneous variables
Constructs research questions or hypotheses and “tests” them against the facts of “reality	Researchers prefer to conduct their studies in the field in an attempt to capture the normal flow of events

Data is numerical	Data is verbal
Linear research path, following a fixed straight sequence of steps	Grounded or nonlinear research path, often moving backward and sideways, gaining new insights along the way

Source: Du Plooy (2001:82-84), Leedy (1993), Matveev (2002) and Mouton (2001:161).

The advantage of using qualitative research methods is that the researcher can view behaviour in natural surroundings, rather than in a laboratory or artificial surroundings (Mouton 2001:161; Wimmer & Dominick 1983:49). Qualitative methods are flexible, thus allowing researchers to explore new ideas and concerns and to increase their depth of understanding throughout the process. Such flexibility is important for this study, which is exploratory in nature. Qualitative research can intensify a researcher's depth of understanding of the occurrence under investigation, enabling participants the freedom to voice their opinions without restriction (Du Plooy 2001:82; Mouton 2001:161).

Shortcomings of qualitative research methods are often linked to a restricted sample size. Niemann (2005:185) maintains that in qualitative research, sample sizes are commonly too small to allow the researcher to generalise the data beyond the sample selected for the specific study. To counter this limitation, in this study qualitative research is conducted together with quantitative research so as to enable a large sample size and allow for generalisations. Furthermore, reliability of data can be difficult in qualitative research, as single observations describe once-off events. Also, the researcher is in close contact with respondents, which may result in a loss of objectivity (Du Plooy 2001:32; Niemann 2005:185; Wimmer & Dominick 1983:49). In this study qualitative results do not replace objective quantitative data; rather, a qualitative dialogue complements objective quantitative data which eliminates or minimises subjectivity of judgment.

Another area of concern is that poor planning of qualitative research can result in unconvincing results. This is, however, seldom the case when qualitative research is complimented with quantitative data, as all variables under investigation are specified clearly and precisely (Du Plooy 2001:32; Matveev 2002).

4.3.2 Triangulation

An exploratory research study warrants a qualitative approach, as qualitative research enables the gathering of in-depth information. Cooper and Schindler (2003:151) note, however, that exploratory studies can use both qualitative and quantitative studies. Recent debates on the relative strengths and weaknesses of qualitative and quantitative research have shown that there is a trend towards combining the approaches in a single study. This is known as triangulation. Du Plooy (1995:33) describes triangulation as an attempt to include multiple sources of data collection in a single research project, in order to increase the reliability of the results and to compensate for the limitation of each method. Van der Walt and Breet-van Niekerk (2006:348) describe triangulation as a multi-method approach used to present a more complete picture of the phenomenon than would be the case if only one method of enquiry were used. In this study qualitative and quantitative strategies are combined so as to enhance understanding of data gathered and to increase the credibility of conclusions (Van der Walt & Breet-van Niekerk 2006:348).

In this study, data was collected via a triangulated approach, using qualitative and quantitative methods of inquiry. During the research phase, a triangulated approach yielded a number of benefits. For example, quantitative research results from the group administered perception survey were overall very positive. An added qualitative perspective, however, enabled participants to input answers unrestricted by pre-determined quantitative categories and this revealed an entirely different perspective. Matveev (2002) highly recommends using both methods of inquiry so as to ensure high reliability of data, understanding of the contextual aspects of the research, flexibility and openness of the data collection, and a more holistic interpretation of the research problem.

4.3.3 Pilot study

The purpose of a pilot study is to improve the success and effectiveness of the questionnaire: modifications can be made after the pilot study and before the questionnaires are given to other respondents (De Vos 1998:183). According to Cooper and Schindler (2003:86), a pilot test can be conducted to detect weaknesses in research design and instrumentation. During the research for this study, a pilot test was conducted in August 2005.

In the first phase the opinions of the Chief Executive Officer (CEO) and Advertising and Communications Manager of ICG regarding the content and format of the questionnaire were obtained. Minor structural changes were made and some wording revised.

In the second phase, under the guidance of the CEO and Advertising and Communications Manager of ICG, five employees at various levels of the organisation were selected from the sample to pilot the group administered perception survey. The group met in the boardroom on Tuesday, August 30, at 10:00 am. The purpose of the pilot test was to pre-test the readability, flow and clarity of questions, as well as to establish the length of time necessary to complete the survey and spot potential problem areas before “going live” with the survey at group sessions. Participants took between 10 minutes and 30 minutes to complete the survey. The average mean was 14 minutes, depending on the extent to which qualitative questions were answered. The one participant who completed the survey in ten minutes offered very little by way of qualitative comment. Based on the results of the pilot test, it was decided to include a further open-ended question, inviting participants to input their ideas about the future of the organisation. Question 24 was added (see Appendix 1). The question asks “if you were made CEO of ICG for one day, what changes would you make?” Other small cosmetic changes were made. In question 15 the words “number 1 being your TOP choice” was added for additional clarity (see question 15 – Appendix 1). The sentence “please tick the appropriate circle” was added to relevant questions for added clarity.

In the third phase, personal interview questions were sent via e-mail to the CEO and Advertising and Communications Manager of ICG on October 20 2005. The CEO and Advertising and Communications Manager were asked to comment and provide suggestions for improvement. Both parties indicated that the questions were adequate (see personal interview questions – Appendix 2).

4.4 SAMPLING DESIGN

Du Plooy (2001:100) describes sampling as a rigorous procedure of selecting units of analysis from a larger population. The choice of a specific sampling technique is guided by the research objectives. The unit of analysis for the purpose of this study is employees based at ICG's head office. According to Wimmer and Dominick (1983:69), the chances of investigating an entire population are remote, if not non-existent. Therefore, a sample is drawn from the population for research purposes. For the first method, the group administered questionnaires; all employees based at the Cape Town head office were invited to attend sessions at which the questionnaires were administered. The CEO's personal assistant was instrumental in dividing Cape Town based employees into groups of 30 participants per session.

For the second method, personal interviews, 17 interviewees were selected via purposive (judgmental) sampling. Niemann (2005:195) maintains that purposive sampling is an acceptable type of sampling for special situations in that it uses the judgement of an expert in selecting samples with a specific purpose in mind. The CEO and Advertising and Communications Manager were instrumental in selecting participants thought to be representative of the organisation's management team. This expert judgement was based on insightful knowledge gained through many years experience within the organisation. Selection was purposive as in order to qualify participants needed to fulfil certain requirements, such as: working for the organisation for at least one year; understanding the organisation's systems and processes; and exposure to the internal branding campaign in the period September 2004 (section 1.3.3).

4.5 RESEARCH METHOD

Primary data was collected through two methods, a group administered communication perceptions survey and personal interviews.

4.5.1 Group administered communication perception survey

Du Plooy (1995) maintains that the main advantage of using a group administered method of collecting data is the high rate of response. All respondents are present and complete the questionnaire at the same time. The data-collection time is thereby also shorter. This method enables the researcher to explain the purpose of the survey to groups and to answer any questions that may arise.

Du Plooy (1995:131) notes that one disadvantage to this method is that often it is not easy to assemble in one place and at one time a sample that represents a diverse population. As a result, the researcher might be tempted to use a convenience sample.

The CEO of ICG decided to change the method of his regular quarterly review and update information session. Rather than have one large en masse session or send a lengthy e-mail update, the CEO opted to hold a number of one-hour personalised small group sessions. The aim of the sessions was to explain and communicate to all employees ICG's success strategy and to indicate to each employee how they fitted into the bigger picture and contributed to the organisation. The CEO agreed that this was an ideal opportunity to administer group administered surveys.

4.5.1.1 Selection

The group administered communication perception survey at ICG's head office in Cape Town was carried out over ten sessions, in the period 1 September - 9 September 2005. Of 320 employees based at the Cape Town head office, 254 (80.3%) attended sessions and completed the survey. The

CEO of ICG addressed approximately 30 employees per session in the ICG boardroom, over a two-week period.

4.5.1.2 Method followed

At each session the CEO discussed ICG's performance over the past year. The organisation's strategic direction, goals for the remainder of 2005 and 2006, and problem areas and concerns were discussed. Employees were invited to ask questions or make recommendations. At the end of each session, the CEO encouraged employees to complete a survey within the group situation before leaving the boardroom. The CEO explained the purpose of the survey and answered questions. Of employees who attended sessions 98% readily agreed to complete the survey, which took between ten and fifteen minutes to complete. Once all questions had been answered, the CEO left the boardroom so as not to put undue pressure on employees, and the rest of the session was monitored by the researcher, who attended all sessions and was available to answer any queries.

According to Sinickas (2004), if a CEO or senior management want to see high response rates they need to show support for the process by giving employees time to complete the audit. Sinickas (2004) believes that incentives are always well received and group administered surveys in small meetings get the best response rates. Once the surveys had been completed and placed in a box, employees were thanked and received a chocolate in appreciation.

All employees based at the Cape Town head office were invited to attend sessions in their clusters. Depending on size, some departments were grouped together as follows:

Session	Department
Session one	Enrolments; enquiries and mail room
Session two	Finance, IT, HR and quality assurance
Session three	Call centre
Session four	Call centre
Session five	Stores
Session six	education publishing, copywriters, editors, proof readers
Session seven	Maintenance, drivers, reception and tea ladies
Session eight	Tutorial and academic heads
Session nine	Learning solutions, call centre, credit and Xoanon, (the advertising and marketing department at ICG is known internally as Xoanon).
Session ten	Marketing and commercial

4.5.1.3 *Group administered perception survey format*

The group administered perception survey (see Appendix 1) included both closed (quantitative) and open-ended (qualitative) questions. Perception survey questions ran in line with Tourish and Hargie's (1996:38) reasoning that internal communication audits are suitable for evaluating information flow between managers and staff; providing a comprehensive picture of how much information key sections of the organisation are receiving and sending; and establishing through which channels such information flows, as well as what the preferred channels are, and what the level of interpersonal trust is. The survey evaluated the extent to which ICG is an employee-centric organisation by measuring and evaluating whether employees felt listened to, valued, informed and empowered. The inclusion of a number of open-ended questions enabled respondents to express their views about the kind and quality of relationships experienced at ICG, thereby securing employee feedback. According to Tourish and Hargie (1996:39), it is often difficult to secure employee feedback from subordinates, and especially so when it comes to rating superiors. For this reason the perceptions survey was anonymous. Open-ended questions were coded and linked to the five key internal integration evaluation criteria and research questions as identified in section 1.6. Key internal integrated evaluation criteria, namely cross-functional

planning and monitoring; mission marketing; data-driven; employee-centric; and maintaining strategic consistency were linked to the internal strategic drivers for integrated internal communication (see section 3.4.1).

Table 4.2 lists group administered perception survey questions (see Appendix 1) according to their quantitative or qualitative status. In the first column of Table 4.2 the survey question appears. In the second column the purpose or reasoning behind the question is detailed. In the third column the question is linked to the five integrated internal evaluation criteria.

Table 4.2: Aim of survey questions linked to evaluation criteria

Question	Aim	Linked to which evaluation criteria
QUANTITATIVE QUESTIONS		
Question 1 Overall how satisfied are you with communication at ICG?	To gauge overall employee satisfaction with the organisation.	Employee-centric
Question 3 Which best describes your impression of communication at ICG?	To evaluate quantity and quality of information received.	Employee-centric
Question 4 How do you feel about the information you receive from management?	To ascertain levels of trust in the organisation. Do employees believe the information they receive?	Employee-centric Strategic consistency Mission marketing
Questions 5 and 6 How satisfied are you with communication received from the CEO, EXCO, senior managers, middle managers, direct supervisors?	An attempt to pinpoint communication performance gaps. Participants ranked performance in order of preference.	Employee-centric and Strategic consistency
Question 7 How well do you know the company?	To ascertain if employees have developed a personal identity with the company?	Mission marketing and employee-centric
Question 8 Compared to last year this time, do you feel more or less informed about the company's strategic goals	Has the internal communication drive helped employees in feeling more included, valued and informed	Mission marketing, strategic consistency and employee-centric

and objectives?	about the company's strategies.	
Question 10 From the list below, tick which information you would like to receive information about.	An effort to reduce information overload and ensure that employees receive relevant and necessary information.	Employee-centric, mission marketing and strategic consistency
Question 14 Tick top three information sources.	To ascertain how employees receive most of their information.	Employee-centric and strategic consistency, data-driven
Question 15 How would you prefer to receive information?	To ascertain how employees would prefer to receive information.	Employee-centric and strategic consistency, data-driven
Question 18 How well do you know ICG's vision, mission and brand code and all that it stands for?	To determine if employees live the values and the success of the internal values communication drive.	Mission marketing, strategic consistency and employee-centric
Question 19 Do you contribute to the overall success of ICG?	To determine if employees feel valued and a part of the mono-brand.	Mission marketing, employee-centric and strategic consistency
Question 21 "ICG cares about its employees". Do you agree?	To ascertain employee perceptions of company loyalty and commitment	Employee-centric and mission marketing
QUALITATIVE QUESTIONS		
Question 6 What problems do you see when it comes to communication at ICG?	Unstructured so as to allow participants to input their ideas and opinions on any communication issues.	Relates to all five evaluation criteria
Questions 11,12 and 13 Questions pertained to the newsletter news@icg	To determine employee perceptions of the in-house newsletter as a credible news source	Employee-centric, mission marketing and strategic consistency
Question 9 What is the best thing about communication at ICG?	To determine which communication aspects employees believe are being delivered.	Answers related to all five evaluation criteria
Question 17 Do you have any suggestions for the company that might help improve performance and efficiency?	Unstructured so as to allow participants to input their ideas and opinions on how to improve the organisation.	Relates to all five evaluation criteria
Question 20 How do you as an	To determine if employees understand	Mission marketing, strategic

employee of ICG contribute to our country?	and believe in the vision: Together, we make learning part of living!	consistency
Question 24 If made CEO for the day what would you do?	Open-ended question to invite participant ideas, innovations and opinions.	Relates to all five evaluation criteria
DEMOGRAPHIC INFORMATION		
Questions 2 What position do you hold at ICG?	To determine if perception gaps are prevalent between employee hierarchies.	All
Question 22 How long have you worked at ICG?	To determine differences in opinion/perception between older and newer staff	All
Question 23 What gender are you?	To determine differences in opinion/perception between male and female staff	All

4.5.1.4 Measurement levels

Du Plooy (2001:117) defines measurement as the assignment of numerals to variables that are being studied. Cooper and Schindler (2003:221) maintain that these numbers are dispensed in accordance with a set of rules. The authors identify four levels of measurement. Nominal is the most basic level, classifying data according to discrete mutually exclusive categories. Nominal measurement is used in questions 1, 2, 4,7,10, 11, 12, 18, 22 and 23. Ordinal measurement is used in questions 3, 5, 8, 15, 16, 19 and 21. In the quantitative questions, participants have to indicate degrees of importance or extent (Cooper & Schindler 2003:223). Questions 6, 9,13,17,20 and 24 are open-ended questions.

4.5.1.5 Measurement rating, ranking and categorisation scales

Cooper and Schindler (2003:251) differentiate between rating scales, ranking scales and categorisation scales. In this study, various types of rating scales have been used in the building of questionnaire items. Multiple choice, single response scales were used in questions 1, 2, 4, 7, 11, 12 and 22. A checklist

or multiple choice, multi-response scale is used in questions 10 and 14. A simple category scale is used in question 23, where participants could specify either “male” or “female”.

Multiple rating list scales are used in questions 5 and 15. According to Cooper and Schindler (2003:252), these scales acknowledge that an object or occurrence can be depicted in terms of multiple dimensions. Questions 3, 8, 16, 19 and 21 used uni-dimensional scaling with five-scale points. Question 10, a close-ended question, provided the option to choose “other” and then specify.

Questions 6, 9,13,17,20 and 24 were open-ended questions.

4.5.1.6 Data analysis

A dissimilar type of data analysis is required for open-ended and close-ended questions.

Various types of measurement scales were used in the close-ended questions. Questions that used multiple choice single-response scales (questions 1, 2, 4, 7, 11, 12 and 22) and multiple choice multi-response scales (questions 10 and 14) provided nominal data. Statistical analysis for nominal data was presented visually with bar and pie charts using Microsoft Excel.

Descriptive statistics were used to calculate the mean and standard deviation values for each variable for questions 5 and 15, which used multiple rating scales. The measurement scale used in question five consisted of 5 points. The measurement scale used in question 15 consisted of 9 points. The mean variables in each question are presented graphically by means of bar charts.

According to Cooper and Schindler (2003:460), various content analyses can be used to code and analyse responses to open-ended questions. According to Barker and Angelopulo (2004:251), data investigated by content analysis consist of collections of encoded symbols or messages used in

communication. The writers maintain that as a research tool, content analysis is used to determine the significance of certain words or concepts within texts. The meanings and relationships of words and concepts are then quantified and analysed by the researcher, who makes inferences about the messages. They maintain that in the field of organisational communication research, content analysis can be used to identify the intentions, focus or communication trends of an individual, group or organisation, or to describe attitudinal and behavioural responses to communication within an organisation.

Raw data was transformed into a form suitable for analysis through a process called coding. Following the pattern of analysis and coding that is suggested by Strauss and Corbin (1990), open coding was used to scrutinise the data. Labels were used to identify a range of phenomena and create specific categories (see Appendix 3).

Specific categories were divided into meaningful groups, into which units of analysis could be placed. Du Plooy (2001:191) differentiates between syntactical, thematic, referential and propositional units of analysis. Syntactical units are words, phrases, sentences or paragraphs; referential units are objects, events or persons referred to in the text; propositional units include questions, answers, statements, assertions, and arguments; and thematic units are repeating patterns of ideas or issues (Cooper & Schindler 2003:461; Du Plooy 2001:191). Content analysis was used to code and analyse responses to questions 6, 9,13,17,20 and 24. Various syntactical units or phrases were identified in the responses (see Appendix 4).

Clear directions on how to complete the questionnaire were stated at the top of the questionnaire, with clear instruction above each question. A brief thank you note appeared at the end of the survey.

4.5.1.7. *Validity*

As a result of illness, work pressures or for other reasons, not all employees attended the allotted sessions. Approximately 5% of employees left sessions without filling in surveys. Some surveys were not completed correctly, with unanswered questions or sections. Some surveys were handed in without any answers. Other factors that limited evaluation were illegible handwriting, incorrectly filled in questions (especially for rank order questions), and answers that were misdirected or off the mark. In total, 80.3% of employees attended the sessions and completed the surveys (254 out of 320 employees). Of the remaining 19.7% of employees who did not fill in surveys - 12% did not attend sessions and 2% opted to leave the boardroom without filling in surveys. Of surveys received 5% were either handed in without any data, or were illegible to the extent that no information could be accurately captured.

Prior consultation with the CEO and the Advertising and Marketing Manager of ICG regarding questionnaire content helped to improve the validity of the perceptions survey. A major limitation of this study was the CEO advising against the distribution of survey questionnaires to all employees within the ICG stable. The survey is therefore representative of only 40.1% of total staff at ICG.

The survey did not successfully measure inter-departmental communication and whether or not participants felt as if they worked in a silo environment. The majority of questions used five scale points; however, seven or more points might have produced greater sensitivity of measurement.

4.5.1.8 *Reliability*

To enhance reliability the perception survey was piloted. The high number of new staff members impacted on reliability. Almost 50% of respondents who completed surveys had been with the organisation for less than one year. As a result, they were unable to answer questions pertaining to the values rollout

in 2004, as well as the question pertaining to whether or not they felt more or less informed about ICG's goals and strategies compared to a year ago.

4.5.2 Personal interviews

The second research tool determined levels of integrated internal communication using the IIC analysis. Van Vuuren, Maree and De Beer (1998:406) maintain that, because of the personal contact with respondents, there is a high question completion and response rate during face-to-face personal interviews. Respondents are less likely to ignore a person sitting in their office than a written questionnaire with no-one administering responses. Another advantage is interviewers can use follow-up questions, which invite participants to talk more about the topic from their own point of view. Participants can be asked to expand or explain answers. In this study interview questions were drawn up in advance. Although the interviews were "semi-structured", qualitative data collection was relatively relaxed, often resulting in emotive discussion.

Semi-structured personal interviews were scheduled over a full two-day period with 17 ICG employees. Interviews were held at the ICG head office in Cape Town. Interviews commenced at 09h00 on 31 October 2005 and ran at half an hour intervals for the duration of the day, ending at 16h30. Interviews were concluded on 2 November 2005. Each interview lasted approximately 30 minutes. Extensive notes were made during all interviews in an attempt to closely record precise comments made by participants.

The interview questions formulated were based on Duncan's (2001:728) integrated mini-audit format, to which a qualitative dimension was added, and also on broader research in the field of integration (see Appendix 2). Interviews were semi-structured, consisting of nine questions, each pertaining to one of the five key internal integration evaluation criteria identified in this study (see section 1.6) and to one of the five identified strategic internal drivers for integration internal communication (see section 3.4.1).

Interviewees were each asked nine questions. Four of the key internal integration evaluation criteria (mission marketing, strategic consistency, cross-functional planning and monitoring) listed in Table 4.3 have one open-ended and one closed-ended question. A final open-ended question is linked to one of the key internal integration evaluation criteria: employee-centric.

Table 4.3 Personal interview questions linked to key criteria/drivers

Questions	Five key internal integration evaluation criteria/strategic drivers	Data analysis
Question one To what extent is employee information and behaviour captured and used as a strategic tool to enhance communication at ICG?	DATA-DRIVEN	Quantitative Measurement scales
Question two How does ICG take advantage of web technology to enhance internal communication on multiple fronts?	DATA-DRIVEN	Qualitative Idiosyncratic insights supported by textual analysis (verbal)
Question three Does ICG's internal mission marketing develop a positive feeling of identity between employees and the company?	MISSION MARKETING	Quantitative Measurement scales
Question four ICG recently communicated its vision, mission and values to Cape Town based employees. In your opinion, how successful was this campaign and why?	MISSION MARKETING	Qualitative Idiosyncratic insights supported by textual analysis (verbal)
Question five Does ICG communicate the same core values and brand messages of the company through every aspect of the employee experience?	STRATEGIC CONSISTENCY	Quantitative Measurement scales

<p>Question six How does ICG communicate the same internal brand message at every employee touch point in the organisation? (Touch points include initial recruitment, training, on-going training, compensation, incentive programmes, information sharing and two-way communication channels).</p>	<p>STRATEGIC CONSISTENCY</p>	<p>Qualitative Idiosyncratic insights supported by textual analysis (verbal)</p>
<p>Question seven Does ICG's internal structure create functional divisions and departmentalisation?</p>	<p>CROSS-FUNCTIONAL PLANNING AND MONITORING</p>	<p>Quantitative Measurement scales</p>
<p>Question eight How would creating cross-functional teams, rather than working in silos, benefit ICG?</p>	<p>CROSS-FUNCTIONAL PLANNING AND MONITORING</p>	<p>Qualitative Idiosyncratic insights supported by textual analysis (verbal)</p>
<p>Questions nine Provide examples that suggest that ICG wants to or does not want to maintain a long-term committed relationship with employees.</p>	<p>EMPLOYEE-CENTRIC</p>	<p>Qualitative Idiosyncratic insights supported by textual analysis (verbal)</p>

4.5.2.1 Selection

Selection was guided by purposive sampling in an attempt to reach a cross sample of employees at middle to senior levels who had relevant exposure to the inner workings of the organisation. An expert uses his judgement to select a sample that is appropriate for the specific purposes of the study. Niemann (2005) maintains that this method of sampling is chosen with the knowledge that it represents a specific portion of the population. Duncan and Moriarty's (1997a) audits specify a census (not a sample) of all employees within an organisation with managerial responsibility for marketing and marketing communication activities.

While a broad census of this nature would suffice for measuring the marketing of the brand externally, it does not serve the purposes of this study. Duncan

and Moriarty (1997b) stipulate that externally the audit should include creative directors in key marketing communication agencies, as well as other relevant stakeholders with direct involvement in, or impact on, marketing communication. In this study no appropriate external agencies were identified as having a direct bearing on internal communication at ICG. Rather, selection for interviews was guided by purposive sampling. The CEO and the Advertising and Communication Manager of ICG provided a list from a cross-section of employees in different departments. The list included employees from the advertising and human resources departments, as well as divisional managers and marketing and business managers.

4.5.2.2 *Personal interview format*

Pre-planning meeting: September 2005

An orientation meeting took place with the CEO and the Advertising and Communication Manager of ICG to discuss the relevance of the proposed personal interview questions. Questions were reviewed and customised. A list of employees to be interviewed was agreed upon. Timetables for interviews were determined and the CEO's personal assistant was assigned to set up the interview schedule. The CEO sent out a letter explaining the process to all participants.

Personal interviews: October 31 and November 3, 2006

Personal interviews were carried out on site, with identified employees seated at their desks in the Cape Town head office. Each interview took approximately 30 minutes. Detailed notes of interviewee comments were taken at each session.

Table 4.4: Personal interview schedule

Position	Time of interview
MONDAY, OCTOBER 31, 2005	
Procurement Manager	09h00-09h30
Financial Manager	09h30-10h00
Colleges Manager	10h00-10h30
HR Executive	10h30-11h00
Learning Solutions Manager	13h00-13h30
IT Senior Manager	14h30-15h00
Publishing Operations Manager	15h00-15h30
Senior Manager	15h30-16h00
WEDNESDAY, NOVEMBER 2, 2005	
Creative and Vocational School Business Manager	09h00-09h30
Business School Manager	09h30-10h00
Creative Director	10h00-10h30
Technical School Business Manager	11h30-12h00
Media Planner	13h00- 13h30
Below the Line Direct Response Planner	14h00-14h30
Product Marketing Manager	Missed Interview
Advertising and Communication Manager	Missed interview
Commercial Executive	On maternity leave

4.5.2.3 Data analysis

Quantitative mode of analysis

To add depth to the data collected, ordinal interval measurement is used. In these questions, participants have to indicate degrees of importance or extent (Cooper & Schindler 2003:223). Ordinal interval measurement (see section 4.5.1.4) was used for questions 1, 3, 5 and 7, where participants were asked to indicate degrees of importance or extent using uni-dimensional scaling (see

section 4.5.1.5), with five scale points (don't know; very little; some; almost always; always). The mean values for each variable indicated whether most responses were located to the left or right of the centre of the scale.

Qualitative mode of analysis and coding

Myers (1997) argues that the goal of understanding a phenomenon from the point of view of participants or within a particular context is largely lost when textual data is quantified. In this study, extensive notes taken during interviews formed the raw data. The method for analysing the qualitative data consisted in looking for patterns in the results and noting the idiosyncratic insights of individual participants (see section 4.5.1.6). The quotations and evidence were then organised in support of identified patterns, which were informed by the five key internal integration evaluation criteria (see section 1.6) and five strategic drivers in this study (see section 3.4.1)

4.5.2.4 *Validity*

According to Du Plooy (1995:31), validity refers to the problem of establishing whether the data collected presents a true picture of what is being studied. Validity in research therefore deals with the accurate interpretation of the results (internal validity) and the general application of the results (external validity).

Although 17 interviews were scheduled to take place over a two-day period, only 14 of these interviews took place. Two candidates did not turn up for interviews, although the interviews were clearly marked in their calendars, and the third candidate took leave on the scheduled day.

4.5.2.5 *Reliability*

According to Du Plooy (1995:31), the reliability of research concerns the consistency of the methods, conditions and results. If the method of data collection is reliable, the research would yield the same results if repeated.

Interviews took place at a highly volatile time and this impacted on the reliability of this study. Year-end pressures and job insecurity (as a result of new senior management) put many interviewees under strain. As a result, many interviewees were very emotive and possibly not as reliable or focused as they might have been if questioned at a less difficult time. To increase reliability, questions were first approved at an orientation meeting with the CEO and the Advertising and Communication Manager of ICG. Methods used for analysing qualitative data are often subjective in nature, impacting on reliability. In this case, analysis consisted of looking for patterns in the results as well as noting the idiosyncratic insights of individual participants. Quotations were then organised as evidence of existing patterns based on the five internal integration evaluation criteria (see section 1.6) and five strategic drivers (see section 3.4.1).

4.6 ETHICAL CONSIDERATIONS

Couchman and Dawson (1995) state that the rights of any individual involved in research study are confidentiality, anonymity, voluntary participation, informed consent, immunity from harm, dignity and self-respect. This study employed several methods to ensure confidentiality and anonymity. Group administered surveys were anonymous and discussions during personal interviews were confidential. Data and verbal analysis was presented as a generalised whole, with no reference to specific participants. Participants that partook in the group administered survey were fully informed by the CEO, of the nature and purpose of the research. Interviewee participants were fully informed by the CEO, in writing, prior to the interview process.

4.7 CONCLUSION

This chapter introduced the empirical component of the study. In Chapter 3, the first objective of this study, to develop an instrument to evaluate integrated internal communication, resulted in the development of the IIC analysis. In meeting the second objective of this study, the developed measuring instrument was applied at ICG.

The next chapter discusses research findings. However, prior to discussing these research results it is first necessary to acquaint the reader with the research strategy, design, methods and techniques used to obtain these results. Numerical and verbal data collected from the group administered perception survey and personal interviews are statistically analysed and interpreted so as to identify meaningful patterns pertaining to integrated internal communication at ICG.

CHAPTER FIVE:

DATA ANALYSIS AND RESEARCH RESULTS

5.1 INTRODUCTION

This chapter bridges the gap between theory and practice. Research findings of the group administered perception survey and personal interviews are presented. Various types of measurement scales, as explained in the previous chapter, are used to analyse quantitative, closed-ended questions (see section 4.5.1.6). The results of these closed-ended questions are represented visually in this chapter, using tables, bar and pie-charts. Qualitative open-ended questions are coded and analysed using content analysis, as explained in the previous chapter (section 4.5.2.3). Specific categories were divided into meaningful groups into which units of analysis could be placed (see Appendix 4).

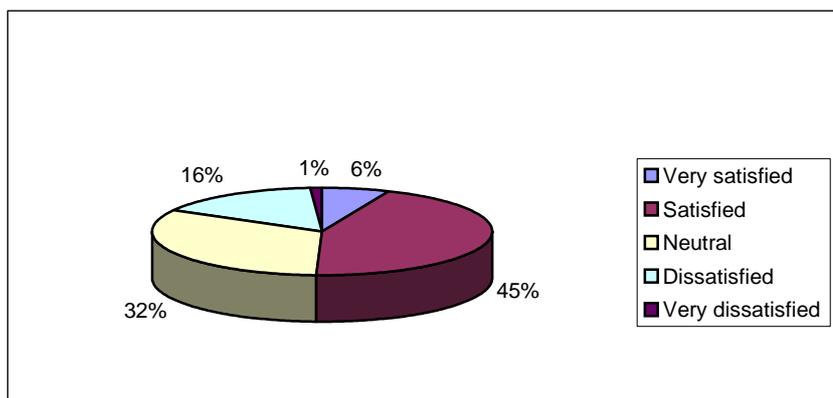
5.2 RESEARCH RESULTS: GROUP ADMINISTERED PERCEPTION SURVEY

Responses from the group administered perception survey (see Appendix 1) were recorded into a database compiled in Microsoft Excel. Each question is discussed separately and linked to one of the five integration evaluation criteria and research questions as identified in section 1.6. Key internal integrated evaluation criteria, namely: cross-functional planning and monitoring; mission marketing; data-driven; employee-centric and maintaining strategic consistency, are linked to the internal strategic drivers for integrated internal communication (see section 3.4.2). For the purposes of clarity, research findings for closed-ended questions appear first, followed by open-ended questions.

Question one: Links to employee-centric evaluation criteria

This question evaluated how satisfied employees were with overall communication received. The question was broad-based aimed at obtaining an overall view of employee perceptions of communication at ICG. In Figure 5.1, it is clear from the results presented, that respondents' perceptions of communication are moderately positive. While 45% of respondents were "satisfied" and 6% "very satisfied" with overall communication, 32% of respondents took a "neutral" middle ground. The remaining negative responses indicate a clear need for improved overall communication at ICG.

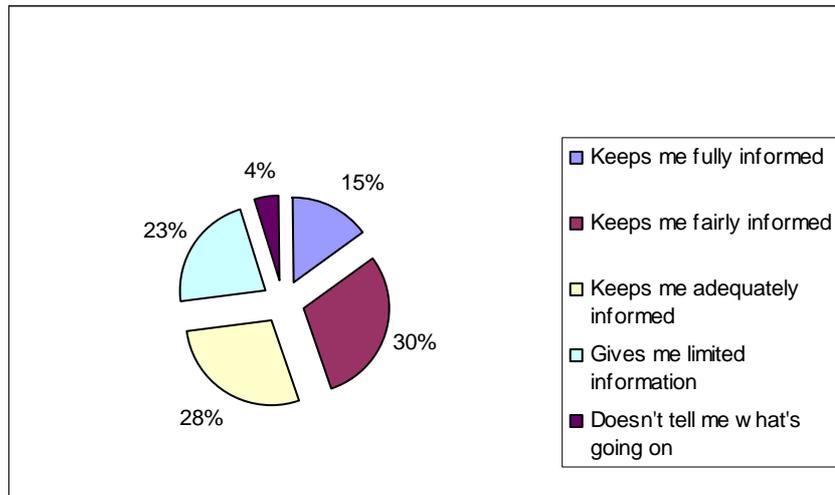
Figure 5.1: Overall how satisfied are you with communication at ICG?



Question three: Links to employee-centric evaluation criteria

The results of this question indicate that employees in general do believe (to varying degrees) that communication at ICG keeps them informed. In Figure 5.2, 15% of respondents indicated that communication at ICG kept them "fully informed". The largest grouping of respondents, 30%, indicated that communication at ICG kept them "fairly informed". The second largest group of respondents, 28%, indicated that communication kept them "adequately informed". Just under a quarter of respondents, 23%, responded negatively, indicating that communication at ICG provided "limited information". Only 4% of respondents indicated that communication at ICG "did not tell them what was going on".

Figure 5.2: Which best describes your impressions of communication at ICG?



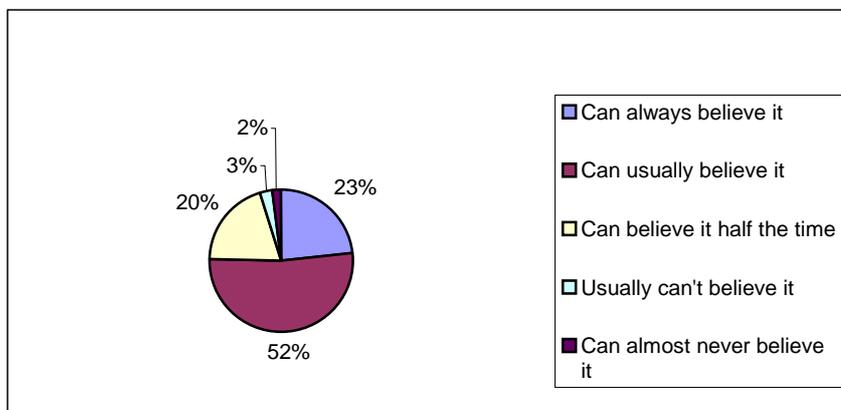
Questions four and 16: Link to mission marketing, employee-centric and maintains strategic consistency evaluation criteria

Question four measured whether respondents felt they could trust information received from management. Trust is an important factor in any organisation. Employees who trust information received from the top feel more valued and secure, often resulting in a desire to live the corporate brand. The response to this question was very positive. Figure 5.3 shows that a quarter of respondents (23%) could “always trust” information received from management. A further 52% indicated that they “usually believed” information received from management. The remaining respondents (23%) believed information “half of the time” and only 3% of respondents said that they “usually could not believe” information from management. Information was “almost never believed” by 2% of respondents. Overall, the response was positive and respondents indicated that they mostly trusted or believed information received from management.

Question 16, which asked respondents to rate their immediate manager or supervisor’s communication skills, is included under this section as these two questions are directly related. The aim was to find out whether there was a link between levels of trust (measured in question four) and communication skills. It could be speculated that better communication from management

results in higher levels of employee trust. The results of question 16 seemed to indicate that this was so. Management or supervisor communication skills were rated as “excellent” by 20% of respondents. A further 29% rated these skills as “very good” and 28% as “good”. The remaining 17% said skills were “fair” and only 6% rated information received from management as “poor”. The implication from these results is that, in the main, respondents thought highly of the information received from management.

Figure 5.3: How do you feel about the information you receive from your manager or supervisor?

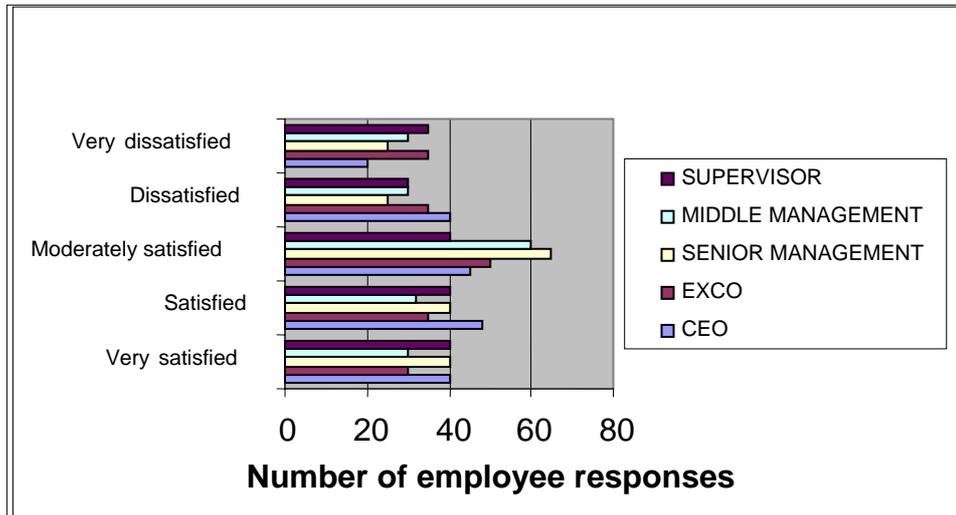


Question five: Links to employee-centric and maintains strategic consistency evaluation criteria

The aim of question five was to try and pin-point performance gaps. By asking respondents to rate communication received from management, there was an attempt to pin-point communication skills at varying management levels. The Y axis in Figure 5.4 indicates the number of employees who selected a specific option, not the percentage. It is clear that under the option “very satisfied” with communication received, supervisors, senior management and the CEO faired best. Middle management and EXCO rated less favourably. Under the “very dissatisfied” option, EXCO members faired worst. Although there are clear differences depicted in Figure 5.4, no one grouping was more prominent. Clearly respondents were dissatisfied with communication received from EXCO and middle management. The CEO ranks best, followed

very closely by senior management, supervisors, middle management and lastly EXCO.

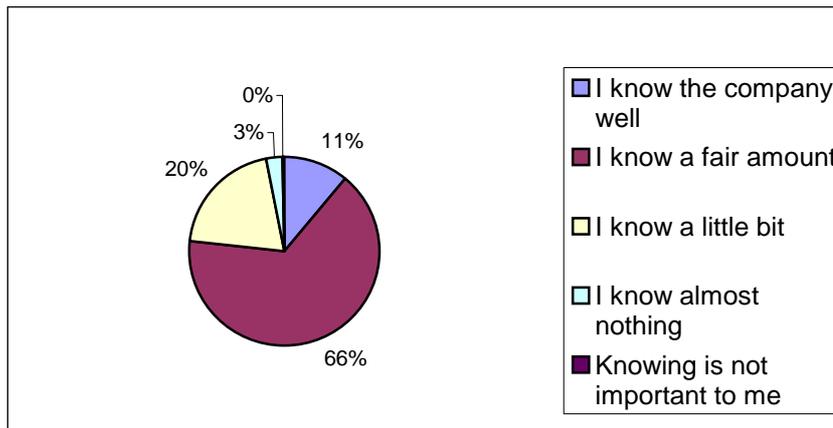
Figure 5.4: How satisfied are you with communication received from management?



Question seven: Links to mission marketing and employee-centric criteria

Respondents were asked how well they felt they knew the company. Figure 5.5 reveals a very positive response. Only 11% of respondents indicated that they knew the company “well”. A massive 66% maintained that they knew a “fair amount” about the company and 20% of respondents said they knew “a little bit”. No respondents indicated “that knowing the company was not important to them” although 3% admitted that they knew “almost nothing” about the company. Bearing in mind the large number of new employees, this response was very favourable (see question 22).

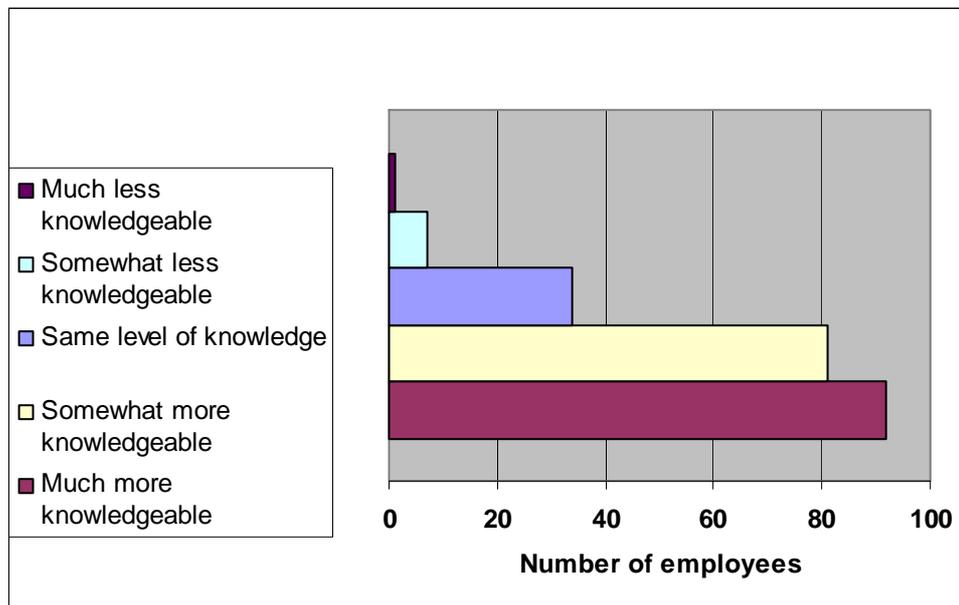
Figure 5.5: How well do you know the company?



Question eight: Links to mission marketing, employee-centric and strategic consistency evaluation criteria

The better-informed employees are about business strategies and organisational goals, the higher employee morale should be. A number of respondents were unable to answer question eight, as they had not been with the company for over a year. However, of the respondents that answered (215 respondents out of 254 answered this question), 92 of them (42.7%) maintained that they were “much more” knowledgeable” about the company’s goals and strategies than they were a year ago. In Figure 5.6, 81 respondents (37.6%) indicated that they were “somewhat more knowledgeable”. Only 31 respondents (14.4%) felt they were on the “same level of knowledge as the year before. Very positively, only seven respondents (3.2%) believed that they “were less knowledgeable” than the year before and only one respondent (or 0.4%) felt “much less knowledgeable”. Overall, the results of this question were very favourable.

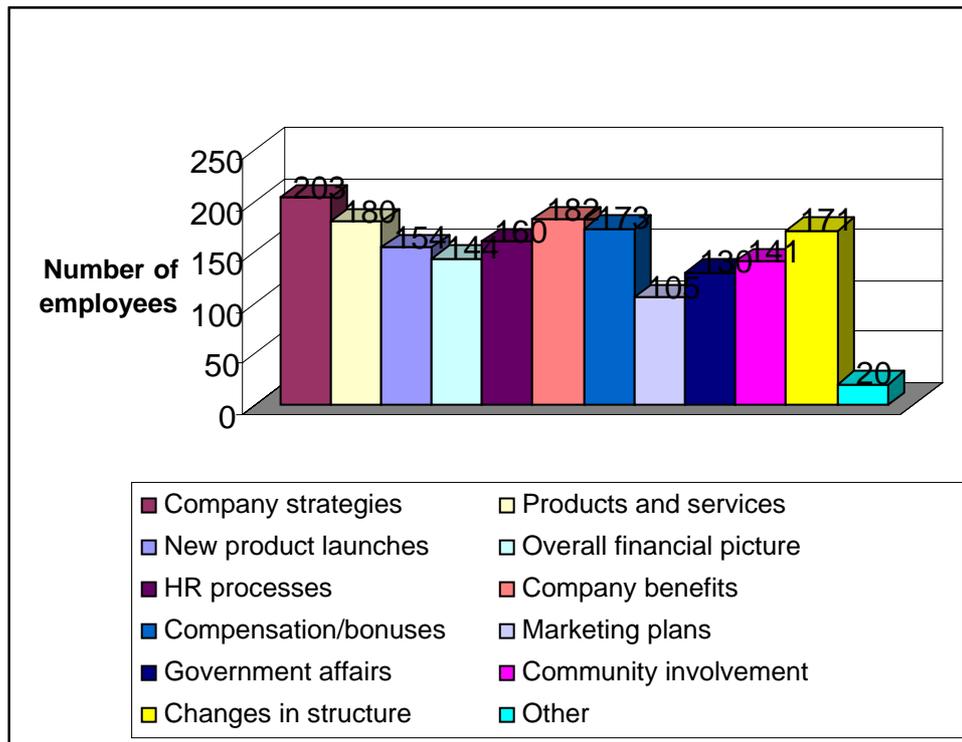
Figure 5.6: Compared to last time this year are you more or less informed about ICG’s strategic goals and direction?



Question 10: Links to mission marketing, employee-centric and maintaining strategic consistency

Respondents were very keen to receive information pertaining to company strategy and changes. As shown in Figure 5.7, almost all respondents, 203 out of 254 (79.9%), indicated that they wanted to receive information about company strategy. This is significant, as it indicates employee interest in company direction and future plans. Respondents were also keen to receive information about changes in organisational structure (171 out of 254, or 67.3%); products and services (180 out of 254, or 70.8%); human resources processes (180 out of 254, or 70.8%); company benefits (182 out of 254, or 71.6%), and compensation and bonuses (173 out of 254, or 68%). Employees seemed least interested in receiving information about marketing plans (105 out 254, or 41.3%). This could relate to the erroneous perception that marketing is a “soft” contribution to an organisation and does not impact on the bottom line.

Figure 5.7: Information wanted by employees



Questions 11 and 12: Links to mission marketing and employee-centric and maintain strategic consistency evaluation criteria

The internal newsletter can be an important communication tool when used correctly. Results indicated that the newsletter is well read (at least in part) by the majority of employees, whose overall evaluation was predominantly favourable. Figure 5.8 shows that 41% of respondents read “all” or the entire newsletter; 28% read “most “of it; and 21% read “some” of it. Only 9% of respondents “skimmed” through the content. Encouragingly only 1% indicated that they did not read the newsletter. Overall, research indicates that a large part of the newsletter is read.

In question 12 respondents were asked to evaluate the newsletter as a communication tool. As shown in Figure 5.9, 13% of respondents regarded the newsletter as “excellent”; 36% as “very good”; 34% as “good” and 17% as “fair”. None of the respondents evaluated the newsletter as “poor”.

Figure 5.8: How much of news@ICG do you read?

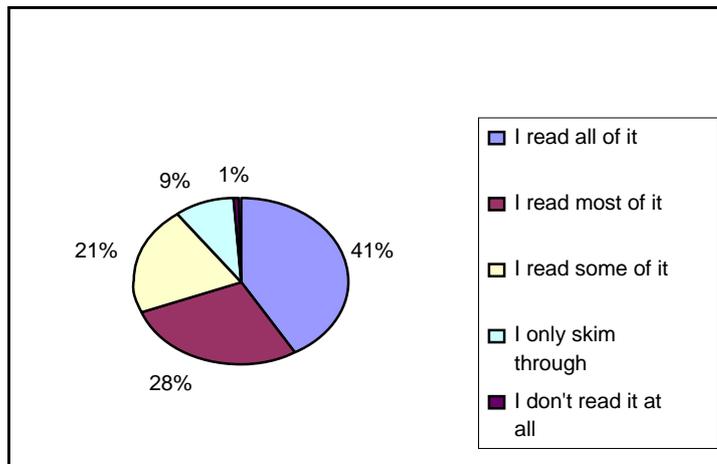
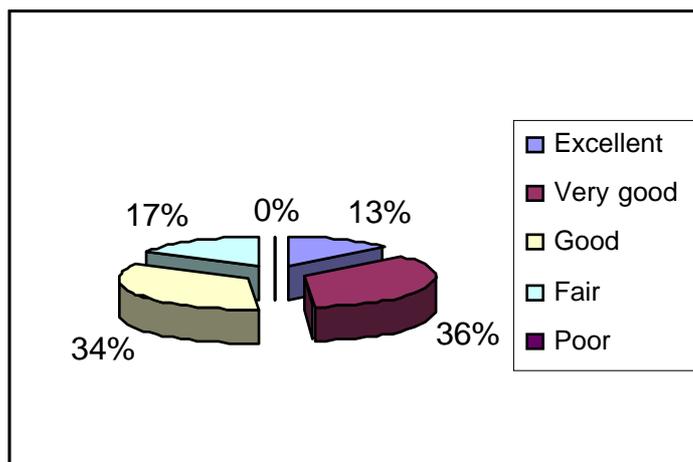


Figure 5.9: Overall evaluation of news@ICG

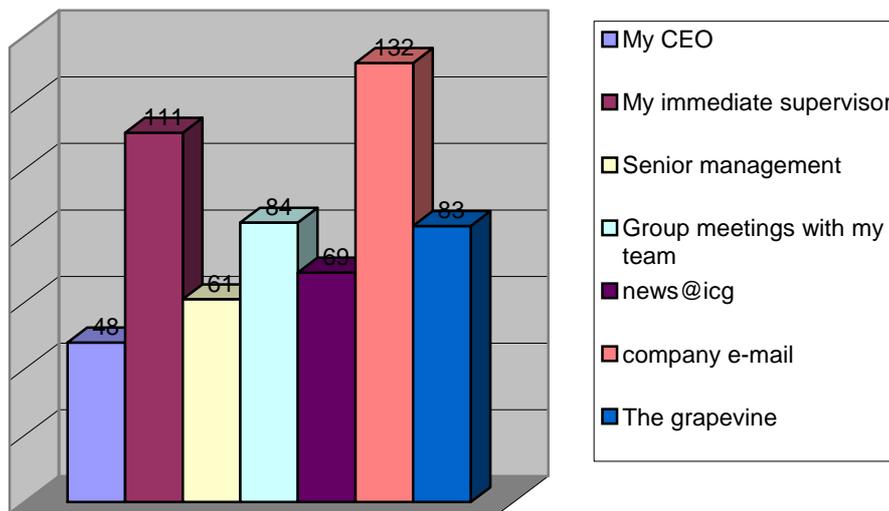


Question 14: Links to data-driven, employee-centric and maintains strategic consistency evaluation criteria

Question 14 asked respondents how they received most of their information. Respondents were presented with a list of seven choices and asked to select three. As Figure 5.10 shows, the top information sources were company e-mail and immediate supervisors. Out of 254 respondents, 132 (51.9%) chose the former and 111 (43.7%) the latter. Another top information source was group team meetings, which 84 out of 254 respondents (33%) chose. Somewhat negatively, "via the grapevine" was also a popular choice, with 83 out of 254 respondents (32.6%) selecting this option. Results from this

question were compared with those from question 15, which asks respondents how they would prefer to receive information.

Figure 5.10: Current top employee information sources

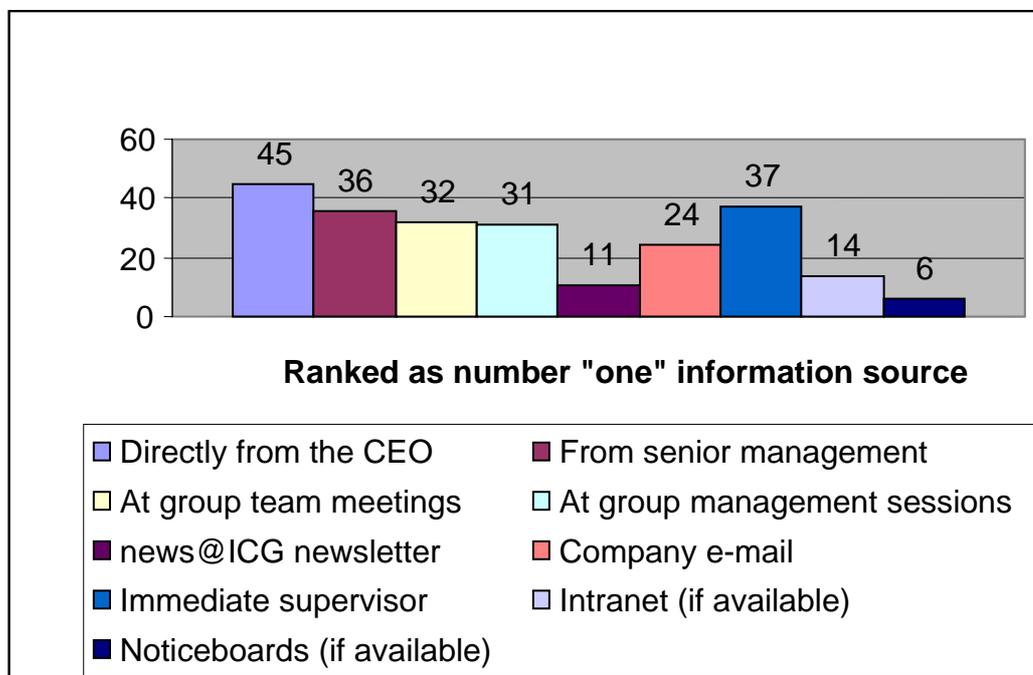


Question 15: Links to data-driven, employee-centric and maintain strategic consistency evaluation criteria

In this question respondents indicated how they wanted to receive information, as opposed to how they currently received information (as evaluated in Figure 5.10). A shortcoming was that only 236 out of 254 respondents (93%) answered this question correctly. The most preferred information source, with 45 number “one” rankings, was the option “directly from the CEO”. The information source which ranked second highest, with 37 number “one” rankings, was “from my immediate supervisor”. Other options which received a high rate of number “one” rankings included: “from senior management” (36); “at group team meetings” (32); and “at group management sessions” (31). Table 5.11 clearly indicates that respondents ranked the least popular information sources as company e-mail (24); the Intranet (14); the company newsletter, news@ICG, (11) and noticeboards (6).

When these results are compared with question 14 (Figure 5.10), some gaps become evident. Currently employees receive information via company e-mail (51.9%); from their immediate supervisors (43.1%); at group team meetings (33%); and via the grapevine. A discrepancy arises between the roles of the CEO and of company e-mails. In Figure 5.10 the CEO is ranked as the preferred information channel, with 45 number one ratings. However, Figure 5.11 clearly shows that only 48 out of 254 respondents (18.8%) currently receive most information from the CEO. Company e-mails are ranked as the primary source of employee information (51.9%), as shown in Figure 5.10. However, only 24 out of 254 respondents ranked company e-mails as their preferred source. A shortcoming was that the option “via the grapevine” was not included in the list of information source options for this question, making it difficult to evaluate whether or not respondents might have chosen this option as a desirable information source.

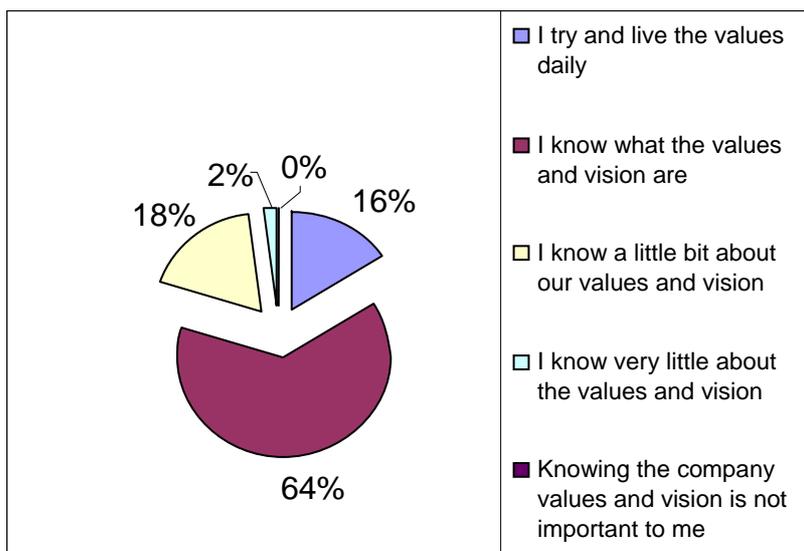
Figure 5.11: Preferred source of information



Question 18: Links to mission marketing, employee-centric and maintain strategic consistency evaluation criteria

As Figure 5.12 shows, 64% of respondents indicated that “they knew what the values and vision [of ICG] were”. Although respondents were not asked to list the five values, making it difficult to judge the extent of respondent knowledge, the very high response rate seems to indicate that the internal “values” marketing drive in 2004 was successful. Some 16% of respondents went even further, indicating that they actually lived these values every day. A further 18% said they knew a little bit about the vision, mission and values and only 2% indicated that they knew almost nothing about the company vision and values. No respondents said that the vision, mission and values were of no importance.

Figure 5.12: How well do you know ICG’s vision, mission and values?

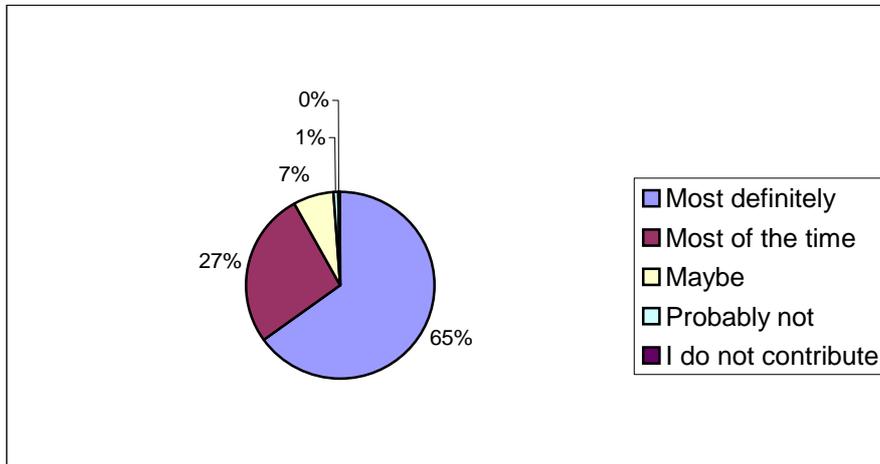


Question 19: Links to mission marketing, employee-centric and maintain strategic consistency evaluation criteria

Employees feel empowered and valuable in terms of their output identifying with the goals and objectives of the company. In Figure 5.13, 65% of respondents believed that they “most definitely” contributed to the success of ICG. A further 27% said that they contributed most of the time and 7%

indicated that they “maybe” contributed. Encouragingly, no respondents indicated that they did not contribute at all.

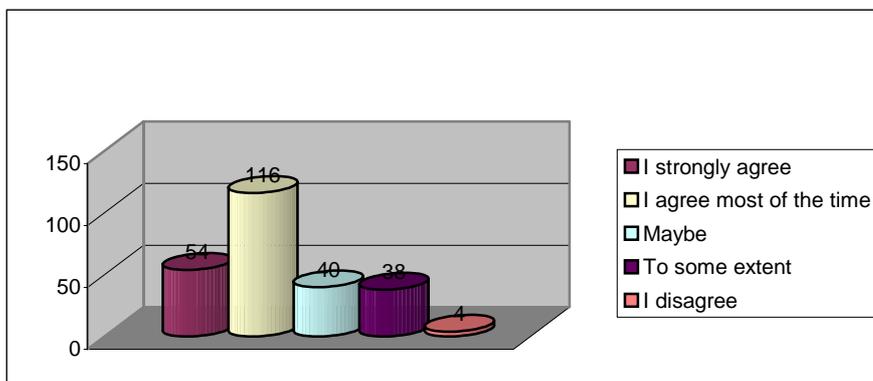
Figure 5.13: Do you contribute to the overall success of ICG?



Question 21: Links to mission marketing, employee-centric and maintain strategic consistency evaluation criteria

Figure 5.14 indicates that (54 out of 254) or 21% of respondents believe that ICG cares about its employees. A further 116 respondents (45.6%) maintained that they “agreed most of the time”. The remaining 15% (40 out of 254) indicated that ICG “maybe” cared and 14% indicated that the company cared “to some extent”. Encouragingly, only four respondents (1.5%) maintained that ICG did not care about its employees.

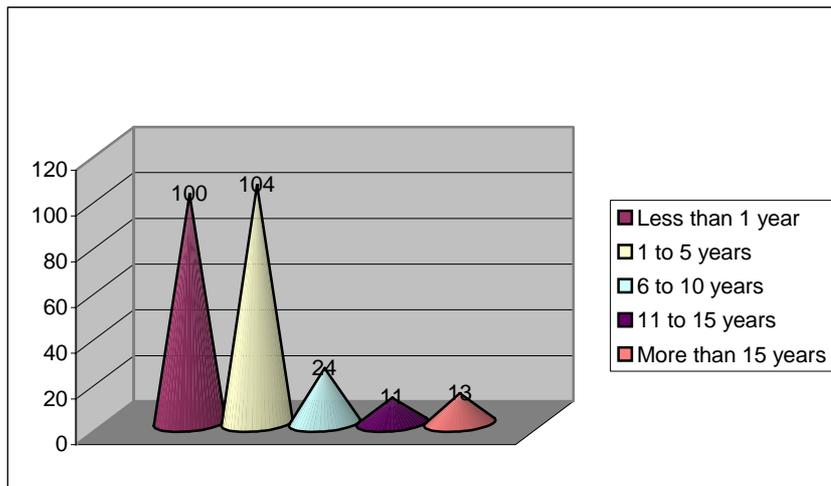
Figure 5.14: ICG cares about its employees



Question 22: How long have you worked at ICG?

Of great significance is the large percentage of new Cape Town staff (worked at ICG for less than one year or under five years). As Figure 5.15 reveals, demographically, almost 79% of respondents has been with the company for five years or less. Of those who had worked for five years or less, 39% had been with the company for less than one year. This increased staff base occurred as a result of a number of changes, including expansion, structural changes, increased customer demands, and new competition. This is significant because change of this nature, according to Duncan and Moriarty (1997:3a), not only widens relationship gaps with stakeholders but often results in problems with an organisation's internal and external communication when it comes to consistency and alignment with the corporate brand.

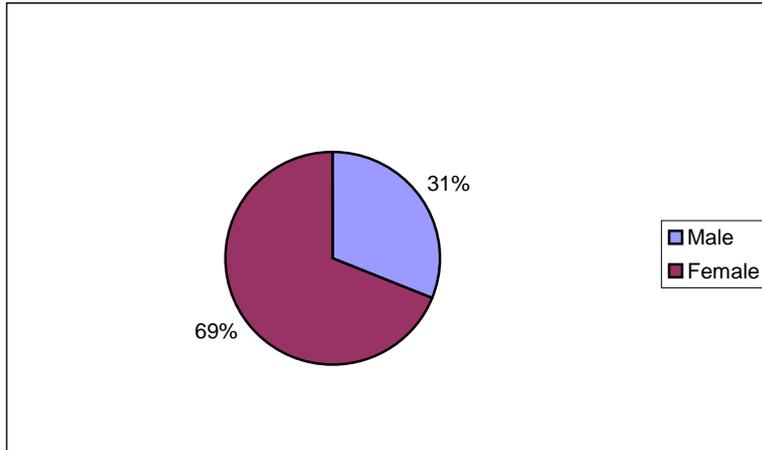
Figure 5.15: How long have you worked at ICG?



Question 23: What is your gender?

Results in Figure 5.16 indicated that 69% of respondents were female.

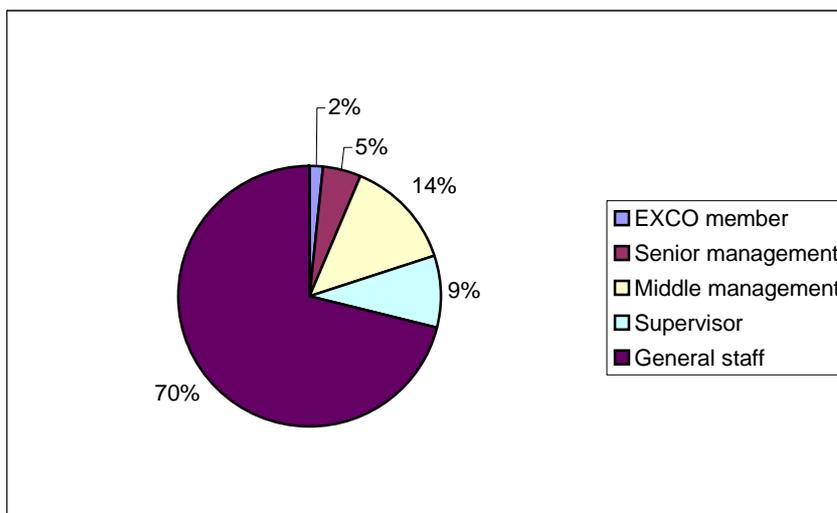
Figure 5.16: What is your gender?



Question 2: What position do you hold at ICG?

General staff represented 70% of respondents. Of the remaining respondents 14% were middle managers, 9% were supervisors, 5% were senior managers and 5% were EXCO members.

Figure 5.17: Who participated in the survey?



5.2.1 Summary of quantitative results

Overall, the quantitative data seemed to paint a favourable picture of employee perceptions of communication at ICG. Table 5.1 briefly summarises some positive and negative results. Only nominal results of relevant questions that used multiple choice single-response scale measurements (questions 1, 4, 7, 18 and 23) have been included (see section 4.5.1.6). Table 5.1 does not include questions pertaining to the newsletter (questions 11 and 12) or to demographic information (questions 2, 21 and 22) or information lists (question 10), as these results were self-evident. Questions 3, 8 and 19, which use ordinal uni-dimensional scaling with five scale points, have been included.

Results with multiple-choice, multi-ranked measurement and questions with multi-dimensional scaling were too complex to include in Table 5.1, which condenses information into single percentages. Percentages depicted in Table 5.1 were arrived at by consolidating the two positive aspects together and the two negative aspects together. The neutral option was not included. The aim was to combine the positive results together so as to highlight favourable aspects. When negative results were evident (over 15%), they too were consolidated, so as to show areas of concern. Where negative results were of a minor nature (under 15%), they were not included. Negative responses are marked in red. The purpose of Table 5.1 is to provide a brief overview of some negative and positive results.

Table 5.1: Summary of quantitative data

Question	Percentage	Results indicate that...
ONE	51%	employees are very satisfied (6%) or satisfied (45%) with communication
ONE	17%	employees are dissatisfied (16%) or very dissatisfied (1%) with communication
THREE	45%	communication keeps employees fully (15%) or fairly (30%) informed

THREE	27%	employees feel they only receive limited information (23%) or are not told what is going on (4%)
FOUR	75%	employees could always (23%) or usually (52%) believe the information they received
SEVEN	71%	employees knew the company well (11%) or knew a fair amount (66%) about the company
EIGHT	80%	employees were more knowledgeable (42.7%) or somewhat (37.6%) more knowledgeable about the company's goals and strategies than one year ago
EIGHTEEN	80%	employees tried to live the values daily (16%) or knew what the values were (64%)
NINETEEN	92%	employees felt that they most definitely (65%) contributed to ICG's success, or contributed to ICG's success most of the time (27%)
TWENTY-THREE	65.6%	respondents believed that ICG cared about its employees all of the time (20%) or most of the time (45.6%)
TWENTY-THREE	15.5%	employees said that ICG only cared about its employees to some extent (14%) or believed ICG did not care (1.5%)

5.2.2 Qualitative analysis of employee perception survey

The open-ended questions in this survey allowed for an added depth of understanding. Respondents were afforded the freedom to voice their own opinions, without being restricted to quantitative categories. Open coding was used to scrutinise the data. Section 4.4.1.6 explains how labels were used to identify a range of phenomena and create specific categories (see Appendix 3). Specific categories were then divided into meaningful groups into which units of analysis could be placed. Content analysis was used to code and

analyse responses to open-ended questions. Various syntactical units or phrases were identified (see Appendix 4) and the frequency of phrases/words calculated and depicted graphically.

Question 6: What problems do you see when it comes to communication at ICG?

The first qualitative question asked respondents to identify what communication problems they detected at ICG. Communication problems linking to evaluation criteria one, which focuses on the extent to which cross-functional planning and monitoring creates departmental silos at ICG were identified by 17% of respondents. This percentage is obtained by combining relevant identified problem areas. As shown in Figure 5.18 problem areas pertaining to evaluation criteria one include: no integrated processes and systems (2%), no cross-departmental communication (8%), and departments working in isolation (7%). This suggests that there is clearly a perception that departments work in isolation and know little about what happens in other areas of the organisation. Information is not shared between departments, and systems and processes are not integrated across the organisation.

Communication problems linked to evaluation criteria two were identified by 2% of respondents. This evaluation criteria links to the corporate values and the extent to which internal mission marketing develops a positive feeling of identity between employees and the company. Effective internal marketing efforts help to develop a positive feeling of personal identity between employees and the company. These respondents felt the company was not living the corporate values and that communication was often an afterthought, not frequent enough or timeously distributed to all departments in unison.

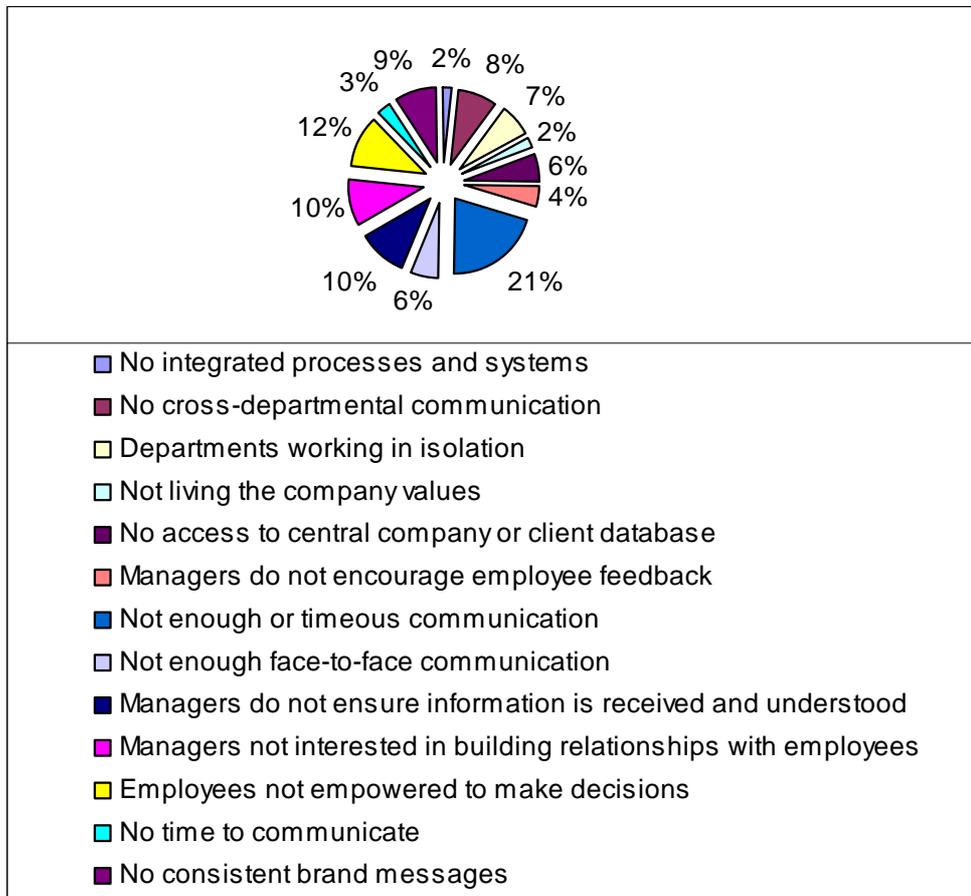
Respondents (6%) identified communication problems linked to evaluation criteria three, maintaining that having no integrated data-driven communication was a problem. There was concern that there were no central employee, student or client databases or integrated information sources. There was also no intranet with centralised information available to

employees. There was no central source for employees requiring resources, information, insight or support.

A large percentage (61%) of respondents identified communication problems linked to evaluation criteria four, namely that ICG does not apply employee-centric concepts by listening to, informing, valuing and empowering employees. Respondents felt that there was a perception gap when it came to what was actually being done and what managers and executives said was being done. This percentage (61%) was derived by combining a number of problem areas in Figure 5.18, pertaining to evaluation criteria four including: employee feedback not encouraged or facilitated (4%); communication insufficient or enough or not timeous (20%); not enough face-to-face communication (6%); managers don't ensure messages or information is received and understood (10%); managers not interested in building relationships with employees (10%); and employees not included in decision-making (11%). There was dissatisfaction with low levels of face-to-face communication and employees felt that feedback channels were not accessible. Managers did not encourage any input from staff, even on important issues that directly impacted on them. Respondents maintained that they were not included, consulted or given any say in decision-making processes.

Only 12% of recipients identified communication problems linked to evaluation criteria five. This percentage is reached by combining relevant problem areas pertaining to evaluation criteria five. Employees believed that because of rapid growth there was never enough time for the organisation to communicate or make communication a priority (3%). As a result, the same core values of the organisation were not communicated through every aspect of the employee's experience. Respondents also identified a lack of integrated messages as a problem area (9%).

Figure 5.18: Perceived communication problem areas



Question 17: Do you have any suggestions for the company that might improve our performance and efficiency?

When asked what needed to change in order for organisational performance and efficiency to improve, respondents focused on the following areas:

A quarter of respondents (25%) earmarked problems relating to evaluation criteria one, namely the lack of integrated systems and processes, as a primary hindrance when it came to efficiency. This percentage, depicted in Figure 5.19, was derived by combining the following factors: “no integrated processes and systems” (12%); no cross-departmental communication” (5%) and “departments working in isolation” (8%). This is explained in more detail as follows:

There was a feeling that all systems and processes needed to be revisited and redefined, especially in the service department. Respondents felt that processes and procedures were not formally defined and that a formal paper audit was necessary to ensure that important information about new processes and systems was communicated. There was a strong feeling that all processes needed to be clearly defined and communicated, ensuring that all employees understood exactly what was expected. A lack of cross-departmental communication and departments working in isolation was another area of employee concern. Respondents suggested that creating cross-departmental teams might help improve communication and increase information sharing between departments.

No respondents identified evaluation criteria two (mission marketing) or improve internal brand marketing as a solution for improved performance and efficiency.

A small 2% of respondents felt that they were not kept informed. Respondents indicated that a lack of data-driven information about business strategies, goals and objectives impacted on their ability to perform in a customer-centric manner and feel valuable. This links to evaluation criteria three, which relates to a data-driven approach to the employee experience and enhanced performance. Respondents believed that not having access to an integrated customer database, with easily accessible information available to all departments, posed a serious problem as feedback from students could not be shared and corrected. Not having an intranet with a central information base available to all employees was regarded as decreasing efficiency. There was also concern that existing technological structures were slow and unreliable.

Figure 5.19 shows that 53% of respondents believed that poor management contributed to a lack of efficiency. These issues link to evaluation criteria four which focuses on employee-centrism. This percentage is derived by combining the following factors: “employees not empowered to make decisions” (9%); “managers are not interested in building relationships with

employees” (7%); “not empowered to service students/customers” (15%); “not enough face-to-face communication” (5%); “communication insufficient or not timeous” (8%); “managers do not listen to employee ideas” (7%); and “not informed or included in strategy formulation” (2%). This is discussed in more detail as follows:

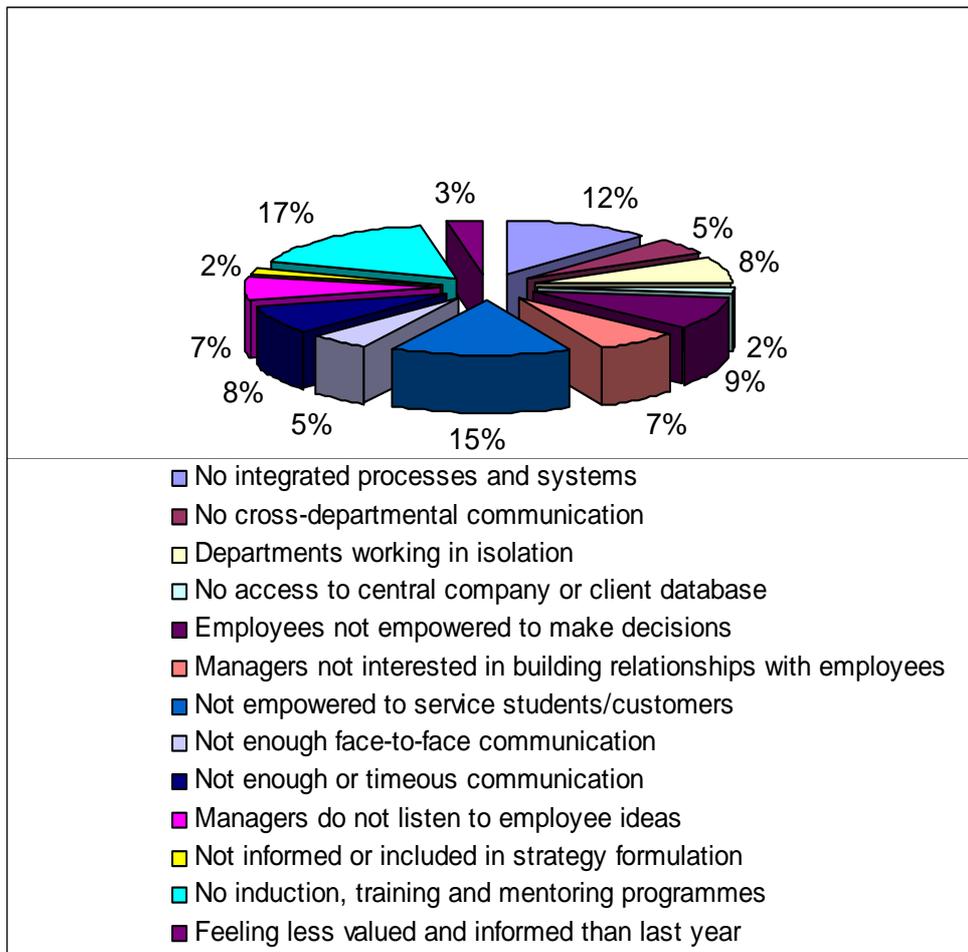
Respondents believed that introducing empowerment programmes would increase employee morale and empower employees in their day-to-day functions and in their decision-making capacity when dealing with customers. Respondents indicated that managers were not interested in relationship building with staff. There was a perception that managers did not really care about staff or treat them well. Communication was one-sided and managers did not encourage employee ideas or knowledge sharing or learning. The attitude of some middle managers was criticised as negative, tedious or “can’t do”. These employees believed that regular report back meetings on current tasks or projects would be more useful in viewing progress than lengthy e-mails. Respondents felt that they were not empowered to meet student and customer needs. Customer-centric needs were not a priority or prime focus and many respondents complained that employees were not properly empowered to handle customer needs. Customer contact employees felt ill-equipped when it came to dealing with student complaints and disempowered when making decisions. Respondents believed that a major contributing factor to decreased morale was the lack of face-to-face interaction. Respondents maintained that they did not feel as if they received enough communication and that they were usually informed about changes after they had happened. There was a feeling that managers did not listen to employee ideas or encourage feedback. Employees believed they were not informed about, or included in, strategy formulation.

Overall, 20% of respondents (see Figure 5.19) believed that, as a result of rapid growth, the employee experience was not strategically consistent. These issues link to evaluation criteria five, which focuses on maintaining strategic consistency, regardless of rapid growth. This percentage is derived by

combining “no induction, training and mentoring programmes” (17%) and “feeling less valued and informed than last year” (3%).

Respondents maintained that induction programmes were poor or not properly initiated and that training for new employees was inadequate, as were on-the-job training and on-going training. Respondents cited no mentoring or proper incentive/reward programmes as a contributing factor to strategic inconsistency. Respondents indicated that as a result of rapid growth they felt side-lined and less valuable and informed than the previous year and that this had contributed to decreased efficiency.

Figure 5.19: What needs to change for improved performance and efficiency?



Question 24: If you were made CEO for one day, what changes would you make?

As shown in Figure 5.20, 33% of respondents indicated that they would improve integration linked issues, which focus on evaluation criteria one, cross-functional planning and monitoring. This percentage was obtained by combining “ensure departments work together” (6%); “improve cross-departmental communication” (13%); and “improve integrated systems and processes” (14%). This is explained as follows:

There was a sense that ICG operated in isolated silos with little teamwork or knowledge sharing. Respondents indicated that they worked in isolated departments, with little knowledge about their colleagues or the roles and functions of other departments. Respondents maintained that they would ensure departments worked together and would improve cross-departmental communication. Ideas included making job rotation compulsory; setting up different business units with cross-functional teams; re-defining the notion of teamwork; and making employees accountable by linking teamwork efforts to performance levels. Other ideas included getting departments to talk about and explain what they do, so that each employee knows how they contribute to the bigger picture; letting non-customer facing staff work with customers; and educating staff to give the best customer service (internally and externally, irrespective of their department). It was felt that departmental systems and processes needed to be improved, so as to ensure that the correct tools, policies and procedures were available and were aligned so as to meet service demands.

Of respondents represented in Figure 5.20, 4% said they would focus on evaluation criteria two, seeking to align internal marketing efforts so that employees developed a positive view of the company and their role within it. Respondents maintained that they were unsure how they fitted in, or contributed to, the greater whole. Ideas to redress this included communicating how each employee fits into the organisation and contributes to its overall performance. Respondents indicated that job titles were often

unknown and that there was a lack of knowledge regarding exactly what each person did. As a result, it was difficult to know who to approach about job related issues.

A quarter of respondents (25%) in Figure 5.20 focused on evaluation criteria three, which indicates that the employee-experience is better among better informed employees operating in a data-driven environment. This percentage was obtained by combining “upgrade integrated data-driven communication” (12%) and “become technologically empowered to meet customer needs” (13%). This is discussed in more detail:

Respondents would focus on upgrading IT systems and data-driven communication. Ideas included improving all technology; reducing paper by scanning and linking student letters and information; ensuring all departments shared and inputted data correctly (as incorrectly inputted data impacted on students); reviewing the information technology department and ensuring its integration with the rest of the organisation; and improving customer service levels by implementing a centralised intelligent database accessible to all employees. Respondents believed that customer contact employees were not empowered to best meet students needs and were not taken care of or seen as adding value. There was a need to speak to students, record their complaints on a central database and empower contact employees to best deal with criticism from students. One idea was to set up a strict follow-up data system to track students’ needs and follow up on them. Another idea was to introduce an intranet bulletin board so as to improve internal communication by centralising information from different departments.

Figure 5.20 shows that 18% of employees would focus on evaluation criteria four, which asks if ICG applies employee-centric concepts. There is a performance gap between what managers and executives say is being done and what in actual fact has been done within the organisation. This percentage was obtained by combining “ensure managers focus on employee relationship building” (4%), “ensure managers listen and encourage feedback”

(4%) and “introduce more face-to-face communication” (10%). This is elaborated on below:

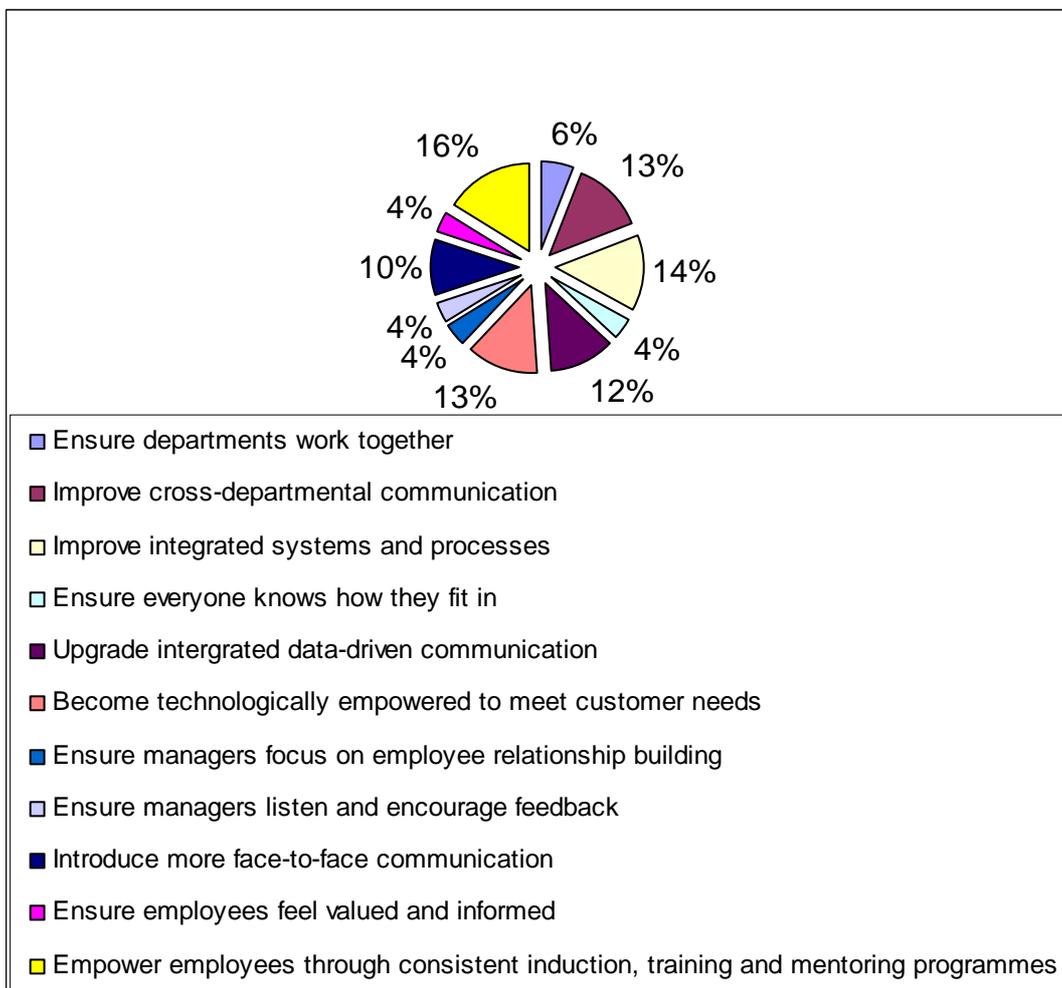
Employees believed that managers seriously needed to focus on building relationships with employees. Managers and supervisors needed to be accountable to staff and to really care about them. Managers needed to be more people-oriented and spend time with general staff at all levels. Respondents felt that managers should listen to employee ideas and encourage feedback. Respondents believed that there was not enough face-to-face communication or interaction. Ideas included speaking to the most informed people in each department and finding out the real issues. Respondents suggested more CEO update sessions rather than long e-mails. Also, CEO and senior managers should walk around at least once a month to meet and talk to staff about everyday things and get work input. Respondents believed that more face-to-face contact with employees increased trust and productivity. Another idea was for all senior people to get onto the “shop floor”, walk around, and greet people.

The final 20% of respondents believed that evaluation criteria five, which focuses on maintaining strategic consistency through every aspect of the employee experience, even during a period of rapid change, was a problem area. This percentage in Figure 5.20 was derived by combining “ensure employees feel valued and informed” (4%) and “empower employees through consistent induction, training and mentoring programmes” (16%). This is explained as follows:

Respondents said that as a result of rapid growth, acquisitions and expansion, employees felt less valued and informed. Suggestions included giving retrenchment packages to older staff, as they were resistant to change and held back new staff. There was no time for consistent and valuable induction for new staff and there was a real need for consistency when it came to employee rewards, incentives and mentoring systems. Morale was down as people were unsure what the future held for them. There was a feeling that the company did not communicate the same core values through every aspect

of the employee- experience. For example, the values “innovation and achievement” were ignored as staff were not empowered through training or encouraged to share new ideas. Respondents believed that employee empowerment would allow for more diverse role players to get involved in decision-making. Empowering employees through proper customer service training and increased product knowledge would lead to improved performance. In-house training was suggested for all departments, as well as instilling employee self-motivation and providing assertion skills courses.

Figure 5.20: If made CEO for one day, what changes would you make?



5.2.3 Summary of qualitative survey results

In order to ascertain which evaluation criteria were identified as having the most shortcomings, answers to open-ended questions were consolidated in Table 5.2.

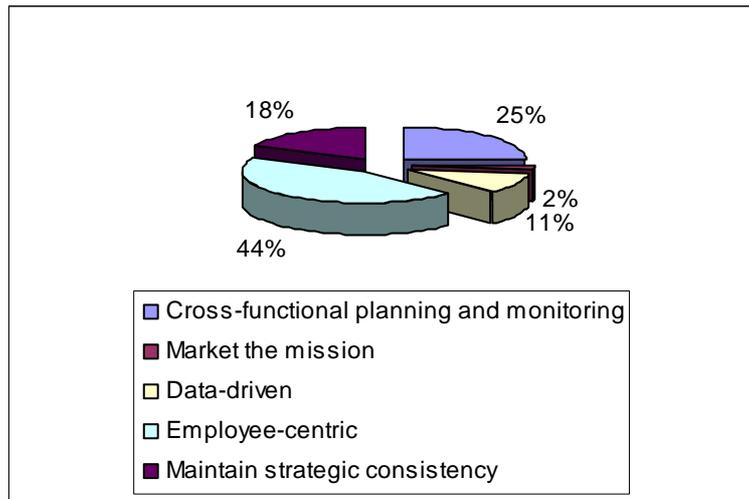
Table 5.2: Summary of qualitative survey results

Question	Cross-functional planning and monitoring	Mission marketing	Data-driven	Employee-centric	Maintain strategic consistency
6	17%	2%	6%	61%	12%
17	25%	0%	2%	53%	20%
24	33%	4%	25%	18%	20%
TOTAL	25%	2%	11%	44%	18

To reach the total, columns were added up and then divided by 300 to receive a percentage.

Results in Figure 5.21 clearly indicated that respondents identified evaluation criteria four (a need for improved employee-centricity) as the area requiring the most attention (44%). This was followed by evaluation criteria two, which identifies a need for improved internal brand marketing so as to ensure that employees start “living the brand” (18%). These qualitative results add an additional dimension to the quantitative results in section 5.2.1, which, in the main, painted a favourable picture of employee communication perceptions. Open-ended questions enabled respondents to freely express their concerns and pinpoint the shortcomings of internal communication at ICG without being restricted to quantitative categories.

Figure 5.21: Summary of qualitative analysis



The next section presents the research findings of the second instrument, personal interviews.

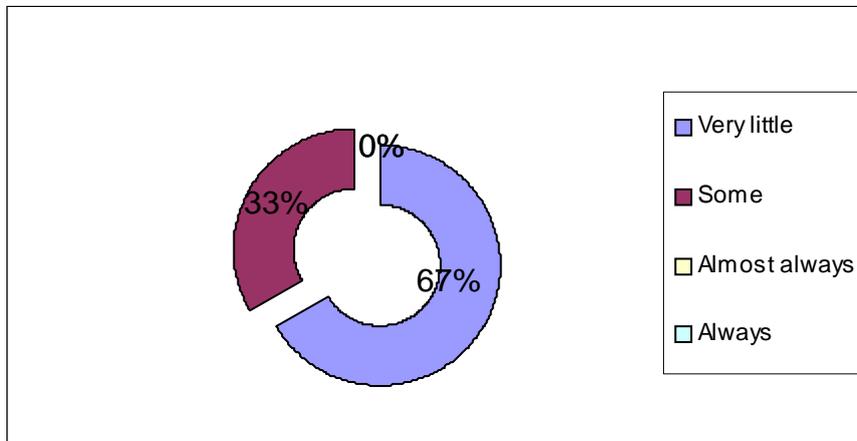
5.3 PERSONAL INTERVIEWS

Nine interview questions were asked in total (see Appendix 2), four of which were quantitative and five of which were qualitative. Fourteen interviews took place over a two day period.

Question 1: Evaluation of data-driven criteria

Ho (2001) maintains that in today's networked economy, management and human resources professionals have access to more employee information than ever before. The challenge is how to use this information as a strategic tool and thereby enhance internal communication. As can be seen in Figure 5.22, 67% of respondents interviewed felt that employee information and behaviour was captured and used as a strategic tool "very little" of the time. 33% of the respondents felt that this information was used, but only "some" of the time. None of the respondents believed that this information was used "almost always" or "always".

Figure 5.22: To what extent is employee information and behaviour captured and used as a strategic tool to enhance internal communication at ICG?



Question 2: Evaluation of data-driven criteria ¹

According to Ho (2001), companies are taking advantage of web technology to enhance communication on multiple fronts, including recruitment, performance and career planning. This question pertains to web technology and the extent to which it is used to enhance internal communication. From the comments contained in Table 5.3, it is clear that interviewees were unimpressed with existing web technology. Disappointingly, ICG’s use of web technology was perceived by some respondents to be barely existent. One person indicated that it was too soon to see the full effects of the newly installed Intranet. All respondents, however, felt that the Intranet needed to be improved. The respondents’ criticisms are listed below.

Table 5.3: Criticism of web-based technology

“People should be trained and empowered to use it.”
“The intranet was never launched properly; there was no excitement around it.”
“Our intranet is a disaster as it is not user-friendly and is difficult to navigate”
“The look and feel is awful, it doesn’t make one want to have a look.”

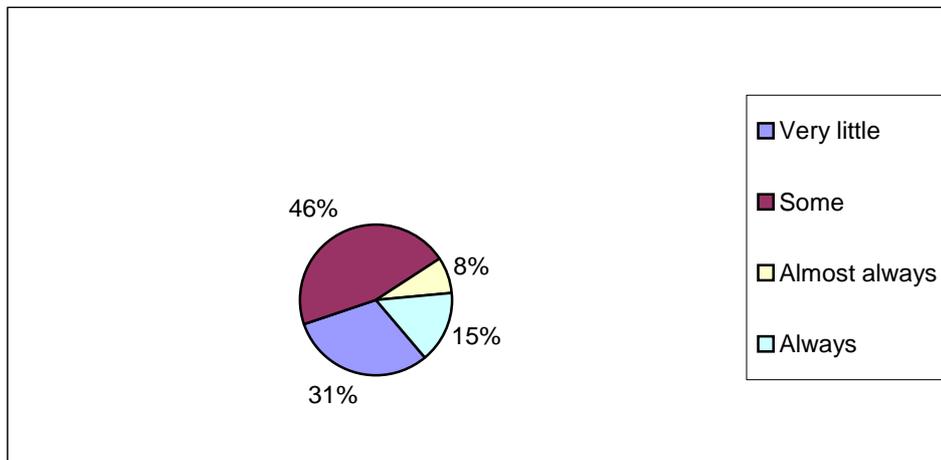
¹ When the perception audit was undertaken the intranet was not yet installed. When one-on-one mini interviews took place, the intranet had been up and running for three weeks.

“Some departmental processes are there, but it’s all haphazard.”
“We need a new program and someone to write interesting content.”
“It’s not used as well as it could be. Good intranets add immense value, but there is no reason to use ours.”
“It feels as if information was just dumped on without any logic behind it or definition.”
“No-one owns it and it shows.”
“Very few people use it. I only use it for the phone book.”
“It’s got job opportunities and surface information but its not interactive or a communication tool like Outlook.”
“No business plans on the intranet or strategies and information about business direction.”
“We have so much information all over the place and the intranet could be an excellent way of consolidating information and resources formally, as a working tool, but it is certainly not doing that.”

Question 3: Evaluation of mission marketing criteria

Figure 5.23 clearly shows that, to a large extent, the vision, mission and values have not developed positive feelings of identity between employees and the company. Ho (2001) maintains that employees who feel connected to their companies tend to be more motivated and loyal. Engaging employees with a strong vision is one way of building a strong internal brand. Creative internal mission marketing can help employees understand that they can make a difference and create a sense of belonging to the organisation. At ICG, however, interviewees felt that the vision, mission and values developed a positive feeling of identity between employees and the company only “some” (46%) or “very little” (31%) of the time. However, 23% of interviewees felt that ICG’s mission marketing “almost always” (8%) or always (15%) instilled identification with the organisation.

Figure 5.23: Does ICG’s internal mission marketing develop a positive feeling of identity between employees and the company?



Question 4: Evaluation of mission marketing criteria

When asked in question four to qualify how successfully ICG had launched the 2004 vision campaign, most respondents agreed that the launch had been relatively successful in that most ICG people were now aware of the vision and mission and knew what most of the individual values were. Some positive comments are given in Table 5.4.

Table 5.4: Positive comments pertaining to values launch

“The poster campaign and snapper frames placed in toilets were well executed and very visible.”
“It was very well incorporated into the organisation. We even had workshops to explain everything, almost painfully so.”
“Well communicated and part of performance appraisals, so you have to know the values.”
“There was a degree of input from employees, which was great, and it was communicated to all tiers.”
“It was launched well.”
“Nice to know what the company is all about, but it is just words to me -- nothing more.”
“I live these values anyway in my personal capacity.”

However, many interviewees believed that although employees knew what the values were, they did not necessarily agree with them or incorporate them into their daily lives. Some negative comments are given in Table 5.5.

Table 5.5: Negative comments pertaining to values launch

“The campaign lifted morale last year, but now morale is very low.”
“The snappers on the toilet doors are telling us to be positive – that is a contradiction.”
“We are not dealing with clear structures; there is no clear vision of what we are meant to be doing.”
“It was successful but the momentum has dropped and needs to be relived and reawakened.”
“Values mean very little if they do not link to the strategy and tie in somehow.”
“EXCO and the CEO are not living the values. They always get thrown in your face but they also have to live them, there can’t be double standards.”
“It is just stuff on a wall that looks pretty.”
“It is very in your face and does not feel real or sincere any more.”
“It does make people feel positive, but I wonder if the company really stands for those things? In the communication we get, I don’t feel it does.”
“The company has relentlessly marketed the values with staff family days, sports functions, parties but staff do not want that, they’ve become suspicious. They want to feel acknowledged and appreciated. Rather pay them more or give incentives.”
“The strategies and goals of the organisation are not filtered down to me. I do not feel informed. Everything is always found out through the grapevine. Nothing is communicated properly: it is just do-do-do. I should be informed about things.”

Further criticisms were voiced by a number of interviewees who objected to the linking of performance appraisals (PAs) to the values. Some comments included:

“PAs make values negative; the two should not be linked.”

“Employee bonuses should not be linked to the values.”

“The values are forced; we’ve got values fatigue.”

“The 360° appraisal is totally subjective.”

“The values are not entrenched in our behaviour so when it comes to PA time people don’t know how to appraise the use of values.”

“If employees don’t like someone they use the 360° appraisal as a way of getting back at someone.”

“We need a transparent values measuring tool with real strategy to check against.”

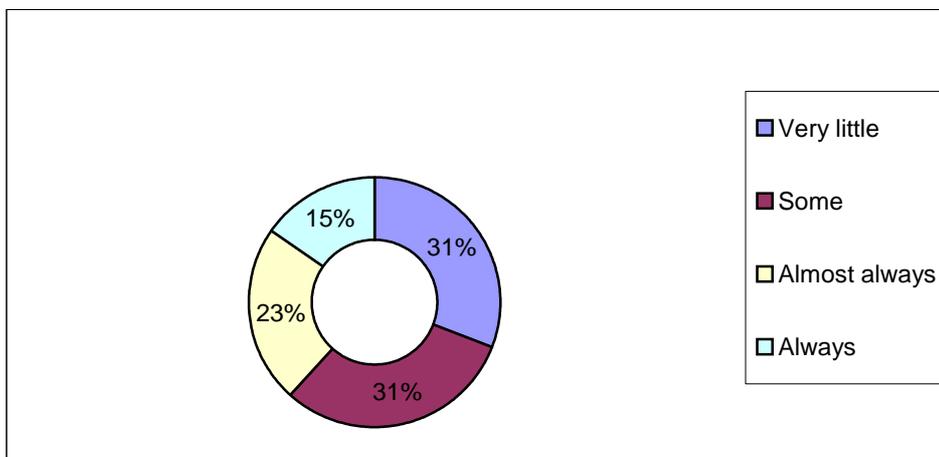
“Not everyone does PAs and I wonder how many of the top 20/30 senior managers have formal Pas.”

“I don’t feel managers are living the values.”

Question 5: Evaluation of strategic consistency criteria

According to Ho (2001), to retain key talent within an organisation and meet the changing expectations of employees, organisations must find ways to manage all the touch points employees have with the company. This question measured strategic consistency pertaining to the communication of ICG core values and brand messages of the company. According to Table 5.24, on a superficial level, namely when it came to uniformity of the look and feel of posters, snapper boards and the newsletter, interviewees felt that ICG was “always” (13%) consistent. Some interviewees indicated that internal branding was “almost always” (23%) consistent. Disappointingly, however, a number of interviewees disagreed, maintaining that brand consistency happened only “some” (31%) or “very little” (31%) of the time.

Figure 5.24: Does ICG communicate the same core values and brand messages of the company through every aspect of the employee experience?



Question 6: Evaluation of strategic consistency criteria

When asked to evaluate how ICG communicates brand message consistency at every touch point (including induction, training, on-going training, compensation and incentives, information sharing, empowerment, environment and surroundings and two-way communication) interviewees maintained that, although they knew what the values were and found communication messages to be fairly consistent, the core values were not lived at a deeper level. Key shortcomings, identified by 8% of interviewees, included: lack of information sharing; no two-way communication; and no acknowledgement for work well done. Some comments are listed in Table 5.6. below.

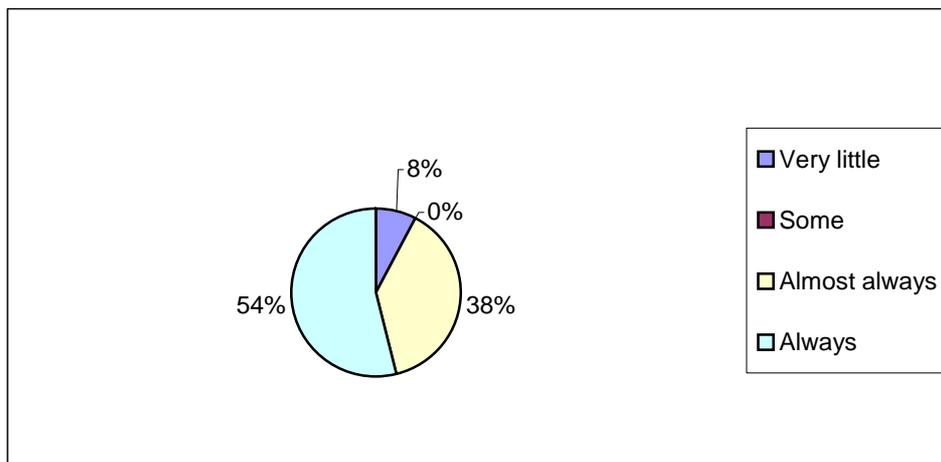
Table 5.6: Qualitative comments pertaining to strategic consistency

“There are no career plans and growth plans for all employees, only some”.
“We should be communicating our strategy but we seem to focus on the hard issues first (figures/profits) and not staff issues and communication.”
“The downstairs reception area is an embarrassment – it looks awful, staff at reception are not trained. It’s an awful first impression – do something”.
“There is no consistent application of Pas. Every employee should have one, regardless of seniority.”
“The induction programme is full of information that’s not even relevant to ICG, it relates more to Media24 and not us. It should be tailored properly.”
“There is no training, incentives or any acknowledgement of work well done.”
“People are not empowered. Systems and processes are not clearly defined and no one makes decisions, everyone is too scared to take responsibility.”
“Times are tough at the moment, so we are not living the values right now but it will happen in the future.”
“Not acknowledging achievements leaves people demotivated.”
“The department of finance went through an audit but nobody from EXCO even said thank you for the audit or even acknowledged that it had happened.”
“EXCO and senior management are never aware of the huge effort that some staff members go to”.
“I never feel my contribution is valued. I’m not included in lots of meetings, which makes me feel unworthy.’
“I always tag the values onto projects at the end because there isn’t a smooth gel, they did not really link to the practicalities of my job.”
“The CEO and senior managers don’t live the values; maybe the “enjoyment” value but “respect” and “realness with integrity” never feature in the way they behave.”

Question 7: Evaluation of cross-functional planning and monitoring criteria

Figure 5.25 clearly indicates that ICG’s internal structure creates silos or departmentalisation. Interviewees maintained that ICG’s internal structure “always” (54%) or “almost always (38%) created silos or departmentalisation.

Figure 5.25: Does ICG’s internal structure create silos or departmentalisation?



Question 8: Evaluation of cross-functional planning and monitoring criteria

When asked to qualify how the creation of cross-functional teams might benefit ICG, interviewees indicated that there was a value chain process whereby new products went through each department, but it was more like a conveyer belt, with separate input from each department and little teamwork required. Strategies not communicated or aligned to organisational goals and objectives were identified as a major concern by 70% of interviewees. Additional comments are listed in Table 5.7.

Table 5.7: Qualitative comments pertaining to organisational structure

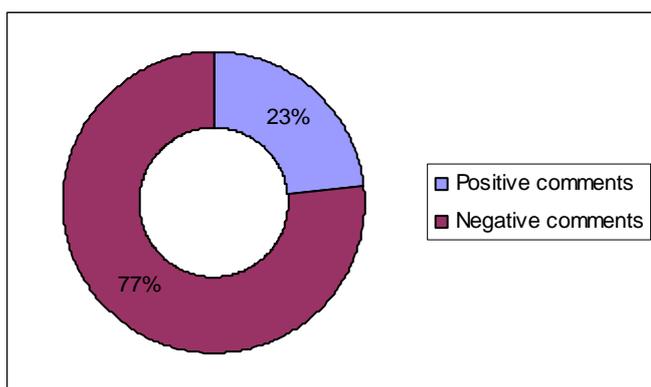
“There are no silos at senior level but they exist everywhere else.”
“Inter-departmental meetings don’t happen. If “lesser” people set meetings, people don’t come on time or most of the time don’t show up at all, which is

disempowering.”
“There is no consistency, if you are part of the A-team today you might wake up tomorrow and find that you’re no longer popular. Today you might be hot and celebrated but tomorrow it can change.”
“Break-downs are caused by communication breaks, not structural make-up. The kind of product we develop demands wide communication.”
“Plans are afoot for project managing projects and more teamwork, which is very positive.”
“If not properly initiated, project management might not work, especially if teams start making decisions on behalf of departments without consulting them – which could cause a power struggle.”
“Proper training is needed to ensure teams understand how to project manage and work in teams.”
“Training needs to be more constant and there is no focus on career paths and development for staff.”
“Cross-functional teams could supplement departments but not replace them.”
“Business managers are never involved or included in creative processes. There is no cross-functional management of the brand.”

Question 9: Evaluation of employee-centric criteria

In Figure 5.26 interviewees were asked to provide examples that showed that ICG “wants to”, or “does not” want to, build long-term committed relationships with its employees. In total, interviewees made 21 comments, five (23%) of which were positive and 16 (76.1%) of which were negative.

Figure 5.26: Does ICG build long-term relationships with its employees?



There is a clear indication from the comments below that ICG did not demonstrate commitment to building long-term relationships with employees.

Positive comments included:

“A high number of employees have been here for 10 years and more, which means that people do stick with us.”

“New people don’t know our journey, we come from a one-man show and in just 20 years we have grown into a Naspers shareholder..”

“I felt extremely supported by my boss when I started five years ago. The pressure is high in our department but I’ve always felt management support helps.”

“We participated in best companies to work for which means we recognise the need to improve.”

“We know how to celebrate and have a great sense of community and lots of personal relationships flourish here.”

Negative comments included:

“We don’t have succession planning.”

“Ultimately senior managers make the decisions, our input is not valued.”

“People never respect scheduled meetings, they just don’t show up or show up very late, senior management included.”

“I feel I have to watch my back all the time, things have changed since 2003.”

“I don’t think ICG is committed to building long-term relationship with employees”

“People are not driven they need a vision to feel secure.”

“There is a feeling that ICG is not committed to its employees.”

“If ICG was really committed then training and investing in people would be paramount.”

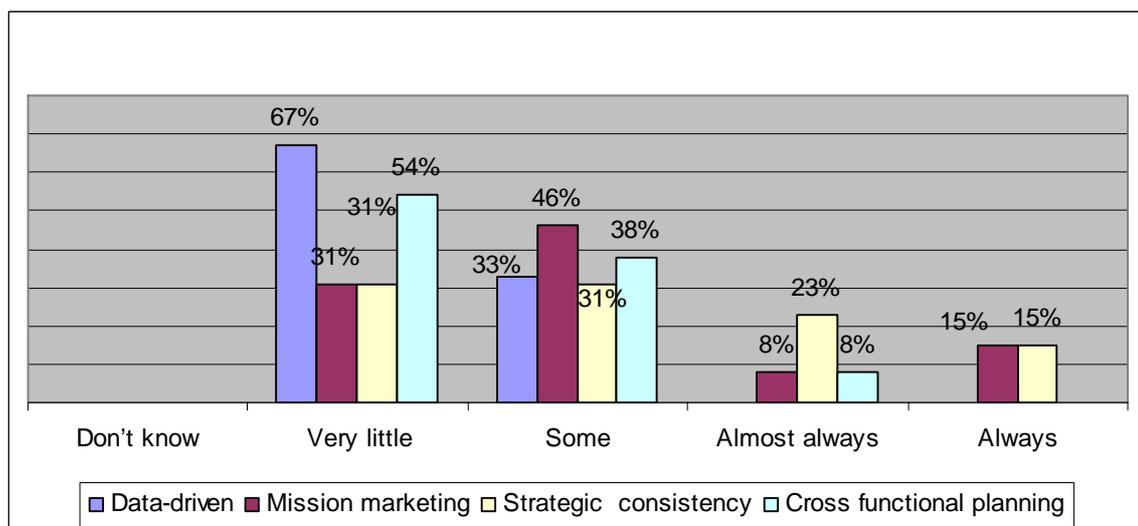
“Everything is going to cave in because the old/good people are being treated so badly.”

5.3.1 Summary of quantitative results: Personal interviews

Figure 5.27 clearly shows a number of shortcomings. In Figure 5.22, 67% of interviewees indicated that ICG had achieved “very little” when it came to

being a data-driven organisation. However, 33% of interviewees felt that ICG was “somewhat” data-driven. In Figure 5.23, 31% of respondents indicated that the mission marketing had succeeded in developing a positive feeling of identity between themselves and the company to “very little” extent. However, 46% said these feelings were developed “some” of the time. Regarding strategic consistency when it came to communicating the same core values and brand messages of the company through every aspect of the employee experience, 31% of interviewees said that ICG displayed “very little” strategic consistency, and another 31% said that ICG displayed “some” strategic consistency. As shown in Figure 5.24, cross-functional planning occurred “very little” of the time according to 54% of interviewees. However, according to 38% of interviewees there was “some” cross-functional planning and monitoring. However, it was encouraging to note that 23% of interviewees maintained that messages were “almost always” strategically consistent and 15% went as far as saying that they were “always” strategically consistent (Figure 5.24). When it came to mission marketing, 15% maintained that ICG “always” developed a positive feeling of identity between employees and the company, and 8% indicated that it “almost always” did so (Figure 5.23).

Figure 5.27: Summary of quantitative personal interview results



In Figure 5.27 the shortcoming of the “don’t know” variable becomes very visible when placed against the other variables. The variable was not selected

as an option by any of the interviewees. Possibly, by having an alternative variable, results could have been more focused. Another shortcoming was not having a quantitative interview question pertaining to the employee-centric evaluation criteria.

5.4 CONCLUSION

This chapter presented the triangulated research results of the internal perception survey and personal interviews. In the use of the first research tool, quantitative research, results from the group administered perception survey (see section 5.2.1) seemed to be favourable. However, by adding open-ended, qualitative questions which enabled respondents to “go deeper” and voice their opinions, an added dimension emerged, revealing hidden problem areas (see section 5.2.3).

The second research tool determined levels of integrated internal communication using the IIC analysis. Research results from personal interviews highlighted a number of performance gaps pertaining to integrated internal communication (see section 5.3.1).

In this chapter the second objective of this study was achieved. The IIC analysis was applied to the organisation ICG in order to evaluate and measure employee perceptions of communication.

The third objective of this study, to use these research results so as to determine the extent to which integrated internal communication is practiced at ICG, is discussed in the next chapter.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The preceding discussions argued that organisations had to apply the five strategic internal drivers (see section 3.4.1) in order to achieve integrated internal communication. These strategic internal drivers were identified because they directly link to the internal integration evaluation criteria (cross-functional planning and monitoring, mission marketing, data-driven, employee-centric and maintaining strategic consistency) with related research questions as indicated in the first chapter (see section 1.6). Research results from the IIC analysis, together with these five strategic internal drivers with related internal integration evaluation criteria, were measured against the four stages of IC evolution devised by Schultz and Schultz (1998) and adapted in section 3.4.2 of this study to measure integrated internal communication.

This chapter discusses integrated internal communication at ICG in relation to the four stages of integrated internal communication, so as to assess at which stage of integration ICG currently rests. Recommendations are made for improved integrated internal communication at ICG. The advantages and shortcomings of the application of the IIC analysis at ICG are discussed, and the chapter ends with final conclusions and findings.

6.2 INTEGRATED INTERNAL COMMUNICATION AT ICG

In Table 6.1 the research findings for each of the five research questions (see section 1.6) and strategic internal drivers (see section 3.4.1) at ICG are compared against the four stages of integrated internal communication (see

section 3.4.2). Table 5.1 should be read from left to right. Subheadings are comprised of the five integrated internal evaluation criteria. The first column indicates what actions an organisation needs to put in place so as to achieve the four stages of integrated internal communication. Next to each action, the level of integrated internal communication is specified in brackets. The second column, based on research findings, discusses current levels of integrated internal communication at ICG. The third column provides recommendations as to how ICG could close the gap between current and aspired levels of integrated internal communication.

Table 6.1: Four stages of integrated internal communication linked to five strategic drivers

Four stages of integrated internal communication	Current level of internal communication at ICG	Recommendations for ICG
INTEGRATED INTERNAL COMMUNICATION EVALUATION CRITERIA ONE: CROSS-FUNCTIONAL PLANNING AND MONITORING		
Systems in place to allow for cross-departmental integration (stage four) .	Currently ICG has silos and functional divisions. Departments work in isolation with little knowledge of what each does. There is little or no knowledge sharing across departments	Recommendation: To review internal structures so as to reduce functional divisions and departmentalisation. Introduce cross-functional teams and a culture of knowledge sharing and learning.
Processes for distributing accurate cross-departmental information and facilitating meaningful feedback systems so as to best serve the	ICG has few consistent strategic processes to distribute information. Employee feedback is not encouraged. Processes and systems are not aligned and	Recommendation: Instill two-way communication channels and formalised procedures for cross-organisational communication and information

customer's needs and add to the bottom line (stage four) .	streamlined so as to best serve customers.	dissemination.
INTEGRATED INTERNAL COMMUNICATION EVALUATION CRITERIA TWO: MISSION MARKETING		
Every employee needs to know what the values and vision are (stage one) .	The majority of ICG employees know what the values are, predominantly because it is a performance appraisal requirement.	Achieved
Employees understand and live the brand mission daily; not just by following the dictates of management (stage two) .	At ICG only 8% of respondents indicated that they actively lived the values.	Recommendation: ICG management need to set an example by living the values in everything that they do and say, so as to actively motivate and demonstrate how employees can live the values.
Develops a positive feeling of identity between employees and an organisation (stage two) .	ICG employees do not have a sense of personal identity as they are unsure how they fit in or contribute to the greater whole.	Recommendation: Although implementation of the values in 2004 was well received, internal marketing needs to be ongoing, not sporadic.
INTEGRATED INTERNAL COMMUNICATION EVALUATION CRITERIA THREE: DATA-DRIVEN		
Employee information and web-technology are used as a strategic tool on multiple fronts to enhance communication and improve performance (stage three) .	ICG employee information and behaviour is not captured and used strategically.	Recommendation: Every employee should have a unique profile captured on a central database which would allow employees to create career plans, revisit goals, and advertise their areas of expertise.
A fluid team-based environment with easily	At ICG, information is not centrally stored.	Recommendation: To review the look and feel

<p>accessible central databases for knowledge sharing, data-tracking and two-way communication (stage three).</p>	<p>Knowledge is not shared but guarded aggressively. The intranet, which should provide an invaluable centralised knowledge source, is one-dimensional, difficult to navigate and has little useful information.</p>	<p>of the intranet and ensure that someone takes ownership of it. Also, to create an environment of knowledge sharing by setting up accessible employee and customer databases, and in this way improving the employee experience.</p>
<p>INTEGRATED INTERNAL COMMUNICATION EVALUATION CRITERIA FOUR: EMPLOYEE-CENTRIC</p>		
<p>Creates an employee-centric environment so that employees feel secure, valued, motivated, listened to and empowered to best serve the customer (stage four).</p>	<p>Many employees at ICG are insecure, they feel managers do not listen to them or value their input, that they are not empowered to make decisions and best serve the customer, and that information is not shared but selfishly clung on to.</p>	<p>Recommendation: senior managers need to embrace communication and help employees adopt the attitude that every employee is a communicator and represents the ICG brand. This employee-centric attitude will empower employees to serve all customers both internal and external.</p>
<p>Effective, enlivening, two-way communication serving employee information needs so as to meet the organisation's aims, strategies and goals. Retaining employees is seen as equally significant to retaining customers, both impact on the bottom line (stage four).</p>	<p>At ICG communication is often an afterthought or, when provided, is insufficient. There are few channels for two-way communication and little clear linkage of ICG's goals and aims to daily employee life.</p>	<p>Recommendation: To instill a culture of knowledge sharing, and open up two-way communication channels. This will encourage employee ideas, opinions and inputs. There should be continual sharing of information about where the organisation is going and what each employee's role is. An employee lifetime value (ELV) approach should be fostered.</p>

INTEGRATED INTERNAL COMMUNICATION EVALUATION CRITERIA FIVE: STRATEGIC CONSISTENCY		
Overall internal communication policies and practices are in place with consistent “one look, one voice” messages that are aligned to the corporate brand (stage one) .	ICG does deliver one sight, one sound internal messages with a consistent look and feel but they are not aligned to the corporate brand.	Achieved in part. Recommendation: ICG should continue to ensure that the look and feel of messages are consistent. They should also ensure that content is strategically relevant and consistent.
A concord of rational for the organisation, a concord of organisational procedures, a concord of purpose and a concord of achievements within an organisation (stage two) .	At ICG the same internal brand message is not communicated through every employee touch point.	Recommendation: Introduce consistent employee incentive and motivation programmes; develop consistent induction programmes for all new employees, as well as training for new staff and on-going continuous training and learning.

The third objective of this study was to determine the extent to which internal communication is integrated at ICG. According to an extract from the American Productivity and Quality Centre (APQC) Report (1998:111), organisations evolve towards integration over a period of several years, moving through the four identifiable stages detailed in section 3.3.3 of this study.

According to this report, many companies have achieved success in the early stages of integrated communication but few have fully attained integrated communication in the later stages. With reference to Table 6.1, ICG has achieved integrated internal communication in two areas only:

- Under the second evaluation criteria, mission marketing, ICG has achieved the first stage of integration, which is to ensure that its employees know what the five organisational values are.

- Under the fifth evaluation criteria, strategic consistency, ICG has partly achieved the first stage of integration in that it does deliver “one sight, one sound” internal messages with a consistent look and feel.

In accordance with the four stages of integrated internal communication identified in section 3.4.2, ICG falls into the first stage, namely tactical coordination of communication.

The fourth objective was to test the shortcomings of the IIC analysis. However, because this study is limited to one case study, it is difficult to evaluate the general application and shortcomings of the IIC analysis. In order to test the shortcomings of the IIC analysis, further research is necessary.

The application of the IIC analysis at ICG has resulted in a number of advantages, some of which include:

- The IIC analysis provided the CEO and senior management with in-depth research on employee perceptions of internal communication.
- Perceptions of the CEO and other senior management were put into perspective against employee perceptions, revealing communication gaps.
- The IIC analysis helped to pinpoint specific shortcomings relating to integrated internal communication, such as the lack of cross-functional planning and monitoring, which was resulting in functional silos and departmentalisation at ICG. As a direct result of research emanating from the IIC analysis, ICG are currently in the process of putting into place cross-functional teams and inter/cross-departmental skills and knowledge sharing. Another shortcoming revealed by the IIC analysis was ICG’s need for a central database with easily accessible customer and employee information. ICG are currently looking at upgrading their intranet to become “data-driven”.
- The IIC analysis evaluated and measured ICG employee perceptions of integrated internal communication. Continual evaluation is seen as one way in which an organisation such as ICG can retain employees.

- The IIC analysis enabled employees to express real concerns and partake in a two-way flow of communication.

However, application of the IIC analysis at ICG also revealed a number of limitations, which are discussed in the next section.

6.3 LIMITATIONS OF THIS STUDY

Any study has inherent and specific limitations, and for this study the following limitations were identified:

- There is a lack of case studies and examples within the sphere of integrated communication, specifically in the sphere of internal communication and the implementation thereof. The result is the use of integrated marketing communication examples, which generally are applied almost exclusively to the customer or external environment, and which for this reason do not serve as a good benchmark for this study. The lack of significant case studies can be attributed to the fact that the traditional internal communication audit is still widely used in organisations as an all encompassing “integrated” measuring instrument.
- The five categories of integrated internal evaluation used in this study were only identified as necessary categories for evaluation during content analysis of the group administered perception survey. Only after interpreting qualitative data, were these categories with associated criteria identified. As a result, the group administered perceptions survey has a number of shortcomings when it comes to questions about integration. For example, the survey does not specifically ask participants to comment on cross-functional planning and monitoring and the prevalence of silos and departmentalisation at ICG; nor does it go into specific detail about employee perceptions of technology and the need for a central database. However, these shortcomings were addressed in the personal interviews, which included specific questions about these areas.

- A number of quantitative questions used five-point scales, which possibly should be increased to seven-point scales to allow for more structured answers.
- As indicated previously (see section 1.8), the exclusion of employee participation at national offices is seen as one of the limitations of this study.

6.4 RECOMMENDATIONS FOR FUTURE RESEARCH

In order to measure the reliability and validity of the IIC analysis as a measure of integrated internal communication, it is recommended that formal and extensive future testing is undertaken. The new proposed IIC analysis, which has been applied to ICG in this study, can be used as a benchmark for future studies. It is therefore recommended that the IIC analysis be extended to test internal integrated communication in other organisations as well. A comparative analysis of case studies in different organisations will test the strengths and/or weaknesses as well as the advantages and limitations of the IIC analysis. It is recommended that identified limitations and shortcomings of existing IIC analysis tools are taken into account and applied to these tools to improve reliability and validity. Future research will help to establish if the proposed IIC analysis is a truthful measure of integrated internal communication.

6.5 CONCLUSIONS AND FINDINGS

ICG's rapid growth over the past two years has resulted in a vastly increased employee base. Essentially, the organisational profile has changed dramatically since its first inception into the market. The organisation has grown from a small operation into a multi-national company. At the outset of this study, the CEO maintained that internal communication efforts at the company were solid and functioning well, despite rapid growth. The CEO seemed confident that internal communication efforts implemented over the past year at ICG, and aimed at integrating employees under the ICG mono-brand, had been well executed and had impacted positively on employees.

This study shows that while the 2004 “values campaign” was successfully implemented in accordance with stage one tactical requirements, (see Table 6.1), the organisation has a number of challenges to overcome before meeting the requirements of stage two integration. This is evident in the perception gap at management level in terms of the real role of values. A good poster campaign with a “one look, one voice” feel, a requirement of stage one strategic consistency, was achieved at ICG; however this is only one of the many employee contact points. In order to achieve stage two integration, ICG management would need to set an example for employees by living the values. This needs to be demonstrated in everything that management do and say, as a way of motivating employees to follow their example. The values need to be intrinsically aligned with ICG’s corporate brand, the company’s culture and the strategic goals of the organisation.

6.6 INTEGRATED INTERNAL COMMUNICATION (IIC) ANALYSIS AS AN INTEGRATED MEASURING INSTRUMENT

The many limitations of traditional communication audits have been thoroughly discussed in this study. Although largely successful when it comes to evaluating employee communication perceptions, these traditional communication audits have various limitations when it comes to measuring issues of integration. The level at which traditional communication audits evaluate integration is predominantly at the tactical stage, which looks at the tactical coordination of communication messages. In terms of the criteria of Schultz and Schultz’s (1998) four levels of IC evolution, the traditional internal communication audit only addresses the first stage of integration.

It can therefore be argued that for an internal communication audit to be seen as an integrated measuring instrument, it would need to go beyond the evaluation of the successful coordination of “one sight, one sound” messages, to include all aspects of integrated internal communication. The IIC analysis included these aspects and combined elements from the traditional communication audits and integration audits and was proposed as an integrated measuring instrument. The IIC analysis as an integrated measuring

instrument was measured against the four stages of IC evolution as identified by Schultz and Schultz (1998). To go beyond the measurement of the tactical coordination of communication, the IIC analysis also measured the scope of communication, the application of information technology, and financial and strategic integration.

6.7 CONCLUSION

While the IIC analysis, as proposed in this study, in no way replaces traditional communication audits or integrated audits, it does suggest that a combination of the two measuring instruments might be effective. By evaluating integrated internal communication, an additional dimension is added to the traditional internal communication audit. Using elements of externally focused integrated audits to measure integrated internal communication takes integration communication to the next dimension. The IIC analysis posits that before an organisation can be truly customer-focused, an employee-centric approach needs to be adopted.

Companies need to realise that motivated and responsive employees are satisfied employees, and that employee satisfaction is reflected in employee output and service to customers. Ultimately, employees functioning within an employee-centric environment provide better service both inwardly and externally, resulting in happier customers, which impacts on the bottom line. Attracting and retaining employees is just as important as attracting and retaining customers. Organisations are realising that employee needs as internal customers must first be satisfied before the needs of external customers can be addressed. One way to retain employees is to continually evaluate and measure employee perceptions of integrated internal communication. Hopefully, this study will be the first step in achieving integrated internal communication.

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APPENDIX 1

GROUP ADMINISTERED PERCEPTION SURVEY

Hello and thank you for taking the time to fill in this survey. Please read each question carefully and tick the appropriate circle or fill in your answers in the space provided. This survey is anonymous, so we do not need to know your name, but would appreciate your honest response. It won't take more than 15 minutes.

<p>1. Overall, how satisfied are you with communication at ICG? Please tick the appropriate circle</p>	<p>2. What position do you hold at ICG? Please tick the appropriate circle</p>
<ul style="list-style-type: none"> <input type="radio"/> Very satisfied <input type="radio"/> Satisfied <input type="radio"/> Neutral <input type="radio"/> Dissatisfied <input type="radio"/> Very dissatisfied 	<ul style="list-style-type: none"> <input type="radio"/> EXCO member <input type="radio"/> Senior Management <input type="radio"/> Middle Management <input type="radio"/> Supervisor <input type="radio"/> General staff
<p>3. Which best describes your impression of communication at ICG? Please tick the appropriate circle</p>	<p>4. How do you feel about the information you receive from management? Please tick the appropriate circle</p>
<ul style="list-style-type: none"> <input type="radio"/> Keeps me fully informed <input type="radio"/> Keeps me fairly informed <input type="radio"/> Keeps me adequately informed <input type="radio"/> Gives us only a limited amount of information <input type="radio"/> Doesn't tell us much 	<ul style="list-style-type: none"> <input type="radio"/> I can always believe it <input type="radio"/> I can usually believe it <input type="radio"/> I can believe it about half the time <input type="radio"/> I usually can't believe it <input type="radio"/> I can almost never believe it
<p>5. Overall how satisfied are you with communication received from management? Please rank in order of preference from 1-5. Write your answers in the boxes below, indicating 1 for most satisfied and 5 for least satisfied.</p>	
<p>CEO <input type="checkbox"/></p>	<p>EXCO <input type="checkbox"/></p>
<p>Senior Management <input type="checkbox"/></p>	<p>Middle management <input type="checkbox"/></p>
<p>Your direct Supervisors <input type="checkbox"/></p>	
<p>6. What problems do you see when it comes to communication at ICG? Add your</p>	

comments/suggestions for improving communication below.	
<p>7. How well do you feel you know the company? Please tick the appropriate circle below</p>	<p>8. Compared to last year this time, do you feel more or less informed about ICG's goals and strategies? Please tick the appropriate circle below</p>
<ul style="list-style-type: none"> <input type="radio"/> I know the company very well <input type="radio"/> I know a fair amount about the company <input type="radio"/> I know a little bit about the company <input type="radio"/> I know almost nothing about the company <input type="radio"/> Knowing about the company is not important to me 	<ul style="list-style-type: none"> <input type="radio"/> Much more knowledgeable <input type="radio"/> Somewhat more knowledgeable <input type="radio"/> Same level of knowledge <input type="radio"/> Somewhat less knowledgeable <input type="radio"/> Much less knowledgeable
<p>9. What is the best thing about communication at ICG? Please write you answer in the space provided below.</p>	
<p>10. Look at the list below and indicate which information you feel is important for you to receive. Please tick all applicable boxes and add your own suggestions.</p>	
<ul style="list-style-type: none"> <input type="checkbox"/> The company's strategies for the future <input type="checkbox"/> Products and services of the company <input type="checkbox"/> The overall financial picture of the company <input type="checkbox"/> Human resource processes <input type="checkbox"/> Company benefits <input type="checkbox"/> Compensation and bonus programmes <input type="checkbox"/> Marketing programmes <input type="checkbox"/> Government affairs affecting the company <input type="checkbox"/> Our community involvement <input type="checkbox"/> Changes in structure or management <input type="checkbox"/> Other (please list) _____ 	
<p>11. How much of our newsletter</p>	<p>12. What is your overall evaluation of</p>

<p><u>news@ICG</u> do you read? Please tick the applicable circle below.</p>	<p>the newsletter? Please tick a circle.</p>
<ul style="list-style-type: none"> <input type="radio"/> I generally read all of it <input type="radio"/> I read most of it <input type="radio"/> I read some of it <input type="radio"/> I only skim through it <input type="radio"/> I don't read it at all 	<ul style="list-style-type: none"> <input type="radio"/> Excellent <input type="radio"/> Very good <input type="radio"/> Good <input type="radio"/> Fair <input type="radio"/> Poor
<p>13. What changes or improvements would you make to your newsletter <u>news@ICG</u>? Please write your answer in the space provided below.</p>	
<p>14. From which of the following sources do you currently receive most of your information about what's going on in the company? Please tick <u>three</u> most common sources only.</p>	<p>15. How would you prefer to receive information about what's going on in the company? Please rank your top choices from 1-9. Number 1 being your top choice.</p>
<ul style="list-style-type: none"> <input type="checkbox"/> My CEO <input type="checkbox"/> My immediate supervisor <input type="checkbox"/> Senior Management <input type="checkbox"/> Group meetings with my team <input type="checkbox"/> news@ICG <input type="checkbox"/> Company e-mail <input type="checkbox"/> The grapevine 	<ul style="list-style-type: none"> <input type="checkbox"/> Directly from Rob Bartosch <input type="checkbox"/> From senior management <input type="checkbox"/> At group meetings with my team <input type="checkbox"/> At group sessions with management <input type="checkbox"/> From our newsletter news@ICG <input type="checkbox"/> Company e-mail <input type="checkbox"/> From my immediate supervisor <input type="checkbox"/> From the Intranet (if this channel was available) <input type="checkbox"/> From Notice boards (if this channel was available)
<p>16. How would you rate your manager or immediate supervisor's communication skills? Please tick the applicable circle.</p>	
<ul style="list-style-type: none"> <input type="radio"/> Excellent <input type="radio"/> Very good <input type="radio"/> Good <input type="radio"/> Fair <input type="radio"/> Poor 	

<p>17. Do you have any suggestions for the company that might help to improve our performance and efficiency? Please write you answer in the space provided</p>	
<p>18. How well do you know ICG's vision, mission, brand code and all that it stands for? Please tick the appropriate circle below.</p>	
<p>19. Do you contribute to the overall success of ICG? Please tick the appropriate circle.</p>	
<ul style="list-style-type: none"> <input type="radio"/> I try and live the values daily <input type="radio"/> I know what the values are <input type="radio"/> I know a little about the values <input type="radio"/> I know almost nothing the values <input type="radio"/> Knowing about the values is not important to me 	<ul style="list-style-type: none"> <input type="radio"/> Most definitely <input type="radio"/> Most of the time <input type="radio"/> Maybe <input type="radio"/> Probably not <input type="radio"/> I do not contribute in anyway
<p>20. How do you as an employee of ICG contribute to our country?</p>	
<p>21. ICG cares about its employees, do you agree? Please tick the appropriate circle</p>	<p>22. How long have you have you worked at ICG? Please tick the appropriate circle</p>
<ul style="list-style-type: none"> <input type="radio"/> I strongly agree <input type="radio"/> I agree most of the time <input type="radio"/> Maybe <input type="radio"/> To some extent <input type="radio"/> I disagree 	<ul style="list-style-type: none"> <input type="radio"/> Less than 1 year <input type="radio"/> 1 to 5 years <input type="radio"/> 6 to 10 years <input type="radio"/> 11 to 15 years <input type="radio"/> More than 15 years
<p>23. What is your gender? Please tick the appropriate circle below</p>	
<ul style="list-style-type: none"> <input type="radio"/> Male 	<ul style="list-style-type: none"> <input type="radio"/> Female

APPENDIX 2

INTERVIEW QUESTIONS

Name	<input type="text"/>
Title	<input type="text"/>
DATA-DRIVEN	
1. To what extent is employee information and behaviour captured and used as a strategic tool to enhance internal communication at ICG?	
<input type="radio"/>	Don't know
<input type="radio"/>	Very little
<input type="radio"/>	Some
<input type="radio"/>	Almost always
<input type="radio"/>	Always
2. How does ICG take advantage of web technology to enhance internal communication on multiple fronts? (For example does it play a role in recruitment, measuring high performance, in succession planning, information sharing and keeping track of employee concerns and major issues?)	
MISSION MARKETING	
3. Does ICG's internal mission marketing develop a positive feeling of personal identity between employees and the company?	
<input type="radio"/>	Don't know
<input type="radio"/>	Very little
<input type="radio"/>	Some
<input type="radio"/>	Almost always
<input type="radio"/>	Always
4. ICG recently communicated its vision, mission and values to Cape Town based employees, in your opinion how successful was this campaign and why?	

STRATEGIC CONSISTENCY
5. Does ICG communicate the same core values and brand messages of the company through every aspect of the employee experience?
<input type="radio"/> Don't know <input type="radio"/> Very little <input type="radio"/> Some <input type="radio"/> Almost always <input type="radio"/> Always
6. How does ICG communicate the same internal brand message at every employee touch point in the organisation? (Touch points include initial recruitment and training, on-going training, to compensation and incentives programmes, to information sharing and two-way communication channels?)
CROSS-FUNCTIONAL PLANNING AND MONITORING
7. Does ICG's internal structure create functional divisions and departmentalisation?
<input type="radio"/> Don't know <input type="radio"/> Very little <input type="radio"/> Some <input type="radio"/> Almost always <input type="radio"/> Always
8. How would creating cross-functional teams, rather than departmental planning and monitoring benefit ICG?

EMPLOYEE-CENTRIC
9. Provide examples that show that ICG wants to, or does not want to build long-term committed relationships with its employees.

APPENDIX 3

SPECIFIC CATEGORIES FOR OPEN-ENDED QUESTIONS

Evaluation criteria one: Cross-functional planning and monitoring

Research question: Does ICG's structure create functional divisions and departmentalisation?

Specific categories

- 1.1 No integrated systems and processes
- 1.2 No cross-departmental communication
- 1.3 Departments work in isolation
- 1.4 Physical working environment unsuitable

Evaluation criteria two: Mission marketing

Research question: Does ICG's internal mission marketing develop a positive feeling of identity between employees and the company?

Specific categories

- 2.1 Unsure how everyone fits in
- 2.2 Unknown company policies or how they tie in with the values
- 2.3 Not living the company values

Evaluation criteria three: Become data-driven

Research question: Does ICG's data-driven approach improve the employee experience and enhance communication?

Specific categories

- 3.1 Not technologically empowered to meet customer needs
- 3.2 No access to customer or company databases
- 3.3 No intranet or central database for sharing information
- 3.4 No integrated data-driven communication

Evaluation criteria four: Employee-centrism

Research question: Does ICG apply employee-centric concepts by listening to, informing, valuing and empowering employees?

Specific categories

- 4.1 Managers do not ensure messages are understood and that employees are adequately informed
- 4.2 Managers do not encourage employee feedback
- 4.3 Managers are not interested in building employee relationship or ensuring employees feel valued
- 4.4 Employee ideas are not listened to
- 4.5 Employees not included in decision-making or empowered to make decisions
- 4.6 There is no knowledge or information sharing
- 4.7 Not enough or timeous communication
- 4.8 Not enough face-to-face communication
- 4.9 Not empowered to service students/customers
- 4.10 Employees not informed or included in strategy formulation

Evaluation criteria five: Maintain strategic consistency

Research question: Does ICG communicate the same core values of the company through every aspect of the employee's experience, regardless of rapid growth?

Specific categories

- 5.1 No consistent induction, training, mentorship, incentive programmes in place
- 5.2 Some employees are change resistant
- 5.3 No time for communication due to rapid growth
- 5.4 Feeling less valued and informed than a year ago
- 5.5 No consistent brand messages
- 5.6 Do not feel I have job security

APPENDIX 4

CONTENT ANALYSIS EXAMPLE: SPECIFIC CATEGORIES AND SYNTACTICAL UNITS

Identified syntactical units	Positive (P) Negative (N) or Neutral (Neu)	Specific category	Specific categories
It's on a need to know/selective basis and not frequent enough. General staff always the last to find things out ² (25)	N	4.7	Insufficient communication, or communication not timeous
Not communicating with us about changes and future plans makes us demotivated (6)	N	4.7	Insufficient communication, or communication not timeous
Managers should let staff know about important changes like being moved to another area (5)	N	4.5	Employees not included in decision-making
Management never look at people on lower levels or even greet us (4)	N	4.3	Management not interested in employee relationship building
Major changes should come from the CEO, not supervisors or managers	Neu	4.5	Employees not included in decision-making
Sometimes not understood with a spiral effect and mis-communication throughout the company (7)	N	4.1	Managers do not ensure messages are understood
Rapid company growth might result in some people not getting necessary information (3)	N	5.3	No time to communicate
Confusion with internal	N	5.5	No integrated messages

² Brackets indicates number of participants who made similar comments.

branding – identities of different brands inconsistent			
No transparency and openness. Empty promises (16)	N	4.3	Management not interested in employee relationship building
Have to work hard to get information. Some information does not reach everyone (6)	N	4.7	Communication insufficient, or communication not timeous

