

**Role of the Reflective (Communication) Strategist in obtaining
Social Intelligence as part of Environmental Assessment: A Case
Study of International Airport X**

by

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DECLARATION

I, **Deidre Lindsay Davids**, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

DDavids

Signed

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ABSTRACT

The case selected for this multidisciplinary research in the corporate communication and strategic management domains is International Airport X -- Africa's third largest, most award-winning airport that has consistently received global recognition for excellence. As an aerotropolis (airport city) it has a multitude of diverse stakeholder groups with differing concerns/expectations and also faces complex issues and challenges. The Airport has a senior management team consisting of eight senior managers – seven of the latter being the respondents in this descriptive survey (and the eighth being the author of this study).

The main problem of this **intrinsic** case study on International Airport X is that the stakeholder and issues landscape is shifting drastically, inter alia due to extensive land acquisitions and pending infrastructural developments. Although competitive intelligence is gathered as part of the *environmental assessment* process, the need for and importance of obtaining *social intelligence* as a tool to address stakeholder and societal expectations, values and norms as well as the early identification of concerns and issues do not appear to be fully understood by senior management. Organisations of today need to adopt a structured, formalised environmental assessment approach whereby senior management listens to, interacts with, and obtains feedback from their external (and internal) environment on a regular basis.

The secondary problem of this **instrumental** case study is theoretical, firstly to relook the *reflective strategist* role in the corporate communication domain and **explore** it in the context of obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level and then to **broaden** this role conceptually through an analysis of newer (strategic) roles. Secondly, to *reaffirm* this role empirically, according to the normative *expectations* and the *perceptions* of the Airport X senior management team as to how this role is currently being *performed* in their company.

The major research objective set to address the two-fold problem of the study is to **explore**, **describe** and **reconceptualise** the role of the *reflective (communication) strategist* in obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation, to be used as input into enterprise strategy development. The study has been divided into two phases: **Phase 1: Exploratory research** (conceptual/theoretical) is to achieve **Objectives 1 and 2**, while **Phase 2: Descriptive research** (empirical) is to achieve **Objectives 3 and 4**.

In **Phase 1: Exploratory research**, a literature review (secondary research) has been conducted with the objective to explore the relevant literature in the field of corporate communication to identify new activities to broaden the *reflective strategist* role conceptually and also to reaffirm its relevance two decades after conceptualisation and verification. Furthermore, to obtain an initial understanding of the concept *social intelligence* in the *environmental assessment* process by exploring the relevant literature on strategic management and related fields such as marketing. The approach in **Phase 2** of the study is quantitative, namely a descriptive survey (primary research).

A published framework has provided conceptual guidance for Phases 1 and 2, further assisted by the following guiding hypothesis: *Social intelligence* is to be obtained by the *reflective (communication) strategist* through **scanning the environment**, and interpreting and assessing the information gathered in the organisation's **stakeholder** and **issues** environment.

In **Chapter 2: Reflective Strategist role** (Phase 1), a conceptual analysis of the literature on the *reflective strategist* role in the corporate communication domain resulted in the development of a measuring instrument to operationalise the reflective strategist role for the descriptive survey (a theoretical contribution). **Research Objective 1** was achieved by identifying activities from more recent roles research during the last decade to broaden the reflective strategist role conceptually, making a contribution in addressing the *instrumental case* problem.

In **Chapter 3: Environmental Assessment and Social Intelligence** (Phase 1), through a conceptual analysis of the strategic management literature, *social intelligence* was conceptualised which achieved **Research Objective 2**. In addition, two more theoretical contributions emerged through the exploratory research:

- The metatheoretical framework in the strategic management domain was broadened by adding the reflective paradigm from the corporate communication domain to the three existing approaches, to form an overarching metatheoretical framework for this multidisciplinary study.
- Secondly, the situational theory from the corporate communication domain was added to the constructs *stakeholder assessment* and *issues assessment* (which are two of the three steps/phases in the process to obtain *social intelligence*) to provide conceptual clarity and direction as to how *passive* stakeholders turn into *activist/pressure* groups, with negative consequences for the organisation's reputation.

The above basic and introspective research findings contribute substantially towards addressing the *instrumental case problem* of this study.

Chapter 5: Discussion of Empirical Findings (Phase 2) provides the empirical findings that achieve **Research Objective 3** namely to investigate, by means of the descriptive survey, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein. These strategic and applied research findings contribute substantially towards addressing the ***intrinsic case problem*** of this study.

The foregoing empirical findings led to, and provided the foundation for, the reconceptualisation of the role of the *reflective strategist* in providing 'actionable' social intelligence and, in so doing, achieved **Research Objective 4** namely to **reconceptualise**, based on the findings of the descriptive survey, *the reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development). This reconceptualisation contributes substantially towards addressing the ***instrumental case problem*** of this study.

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DEDICATION

This thesis is dedicated to my late dad, Pastor Derek Hendricks.

You are my inspiration, always.

As you would say.... why walk with the Turkeys when you can fly with the Eagles.

But those who hope in the Lord will renew their strength. They will soar on wings like eagles; they run and not grow weary; they will walk and not be faint.

Isiah 40 verse 31.

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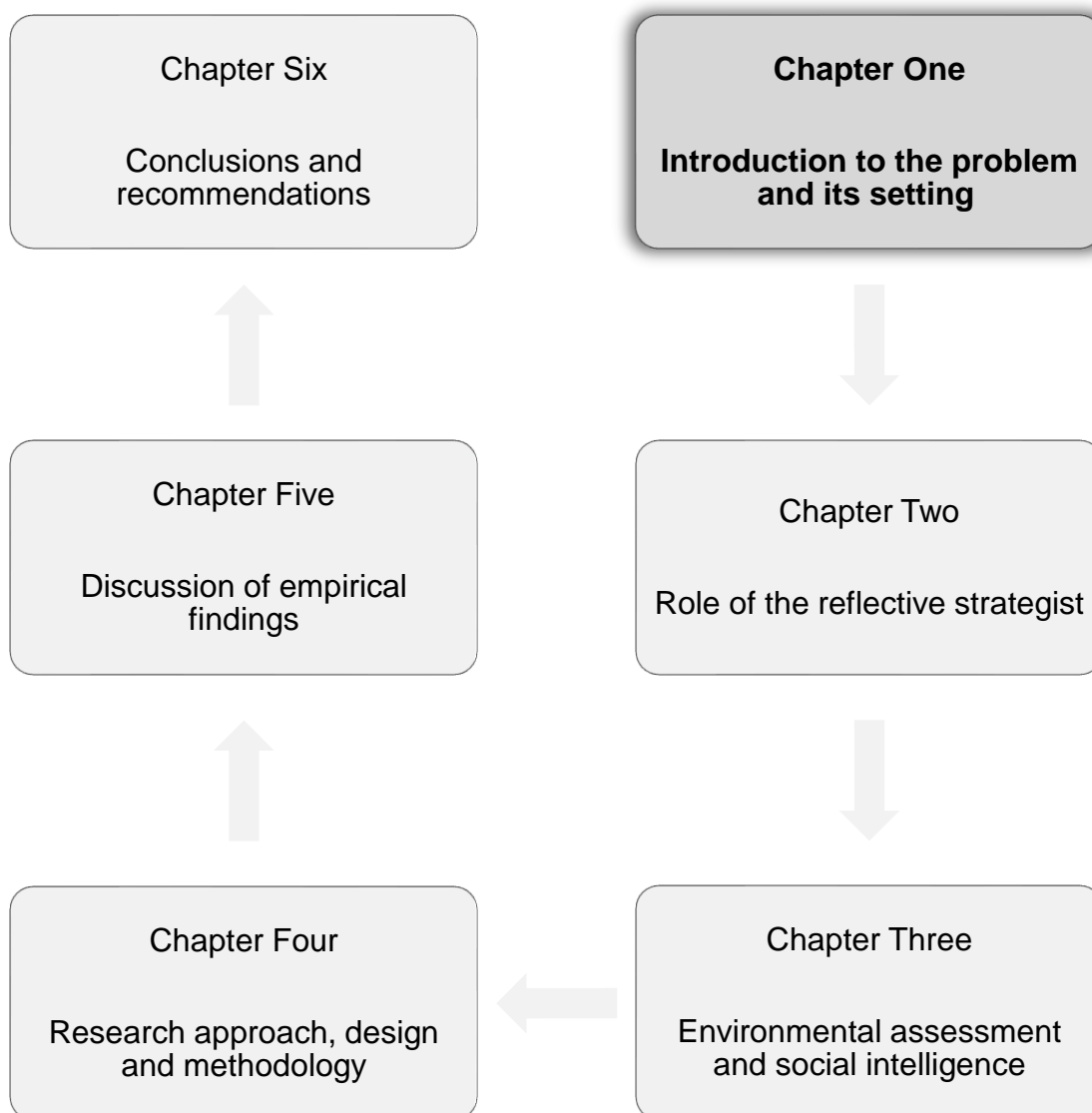
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OUTLINE OF THE RESEARCH REPORT



In this first chapter the intrinsic and instrumental case is introduced, the problem is stated, research objectives are set, a summary of the metatheoretical, theoretical and conceptual framework is provided, and the delineation and importance of the study are indicated.

CHAPTER ONE:

INTRODUCTION TO THE PROBLEM AND ITS SETTING

1.1. INTRODUCTION

The first chapter, together with the literature review (Chapters 2 and 3), form the conceptual framework for the study (the *what* and *why*). The research design and methodology section (Chapter 4) describes *how* the study is conducted. Chapter 5 provides the findings of the empirical research and Chapter 6 outlines overall findings, conclusions and recommendations.

1.2. THE INTRINSIC AND INSTRUMENTAL CASE: INTERNATIONAL AIRPORT X

The case selected for this research is International Airport X -- one airport in a stable of airports operated by a globally recognised airport authority. The vision of its mother company is to be the most sought-after partner in the world for the provision of sustainable airport solutions. In 2015, it adopted a sustainability framework recognising the importance of Business, People and Society, and the Environment in helping it achieve its relevance into the future and retain its 'licence to operate' from society.

On its website, the mother company speaks about entering a new phase with a focus on growth through international acquisitions and commercial activity – the key being performance, innovation and creativity. There is a strong focus on customer service which has led to numerous awards for the quality of passenger experience at its airports. It highlights aviation as a sector with interesting career opportunities (ranging from IT, retail and property development, to fire and rescue, to aviation security) and also offers learnership opportunities. In 2019, for the eighth consecutive year, it was awarded one of the *Top Employers in South Africa*. In line with the South African Government's objectives, it focuses on creating sustainable value that positively impacts its business, its people and society, and the environment over the short, medium and long term. This is obtained by managing its airports in an integrated manner.

International Airport X (that has to remain anonymous given the nature of this research and possible sensitivities relating to its stakeholders and issues) is Africa's third largest, most award-winning airport. It has consistently received global recognition for excellence, e.g. in 2019 the Skytrax World Airport Awards ranked it 22nd and in 2020 23rd *Best Airport in the World*. Also, in 2019, they nominated it 2nd *Best Airport in the World* in the category 10–20 million passengers. In 2020, World Travel Awards selected it as *Africa's Leading Airport* -- a title it has held for the last four years.

Becoming acutely aware of its strategic role in the region, Airport X is actively pursuing an aerotropolis strategy (where regions leverage off its airports to stimulate economic growth) and is positioning itself as a catalyst for socio economic growth. According to an economic impact study (ACSA, 2017), the Airport city (aerotropolis) contributed nearly R5 billion to the country's economy. At the beginning of 2020, it had a planned five-year capital investment programme of R7 billion. However, due to the Covid-19 pandemic (still ongoing in February 2021) and the economic devastation it is wreaking on companies (and the whole country), it is clear that major budget adjustments will have to be made to this programme.

Airport X is strategically placed within the economic activity of the metropolis in which it is located, with 85% of industrial areas located within a 20km radius. Recognised as a major socio-economic driver within its region, it has a macro-economic impact with a contribution of R2 billion to the income of the country's workers; supports just over 43 000 direct, indirect and induced jobs; and employs 600 direct staff as well as some 20 000 staff at a broader airport value chain level. The Airport's annual turnover is R1.5 billion and its EBIDTA (a measure of overall financial performance) is R900 million.

A contributing factor to Airport X's success is being located in an award-winning city with an emphasis on tourism growth as well as National, Provincial and Local Government collaboration focused on growing air access into the region. This growth manifests in ever increasing passenger numbers. During 2019, Airport X handled over 100 000 flight movements with nearly 11 million passenger arrivals and departures being recorded -- representing a year-on-year increase of about 2% when compared to 2018.

The Airport has a broad management group with a core team of eight senior managers, reflecting a high level of racial, gender and cultural diversity. They are responsible for leading and driving various areas of the business, inter alia overseeing the five-year capital investment programme aimed at relieving the pressure on infrastructure and facilities. The latter programme and many other strategies (as well as a multitude of issues it is currently facing and will be facing in the future) is bound to impact on the Airport's great many and highly diverse stakeholder and societal interest/pressure groups at different stages during the next few years.

Obtaining *social intelligence* as part of the *environmental assessment* process (i.e. gathering information and taking into consideration the expectations, values, norms, standards, concerns and needs of stakeholders as well as identifying and addressing the issues around which interest/activist groups emerge to prevent them from becoming reputation risks or even crises) leads to informed and timeous strategy development/adjustment (Steyn, in Heath & Johansen, 2018:591-596). It will also support the organisation with relational capital during times of

uncertainty (Zerfass & Viertman, 2017:69-73). This will assist and enable the senior management team to be proactive in protecting the Airport's reputation and relationships with stakeholders and interest groups in times of great change, exacerbated by the fallout of the unforeseen pandemic -- undoubtedly the biggest issue ever to be faced by the management teams of companies in modern times.

1.3. PROBLEM STATEMENT

1.3.1. The core of the problem

The main problem of this **intrinsic** case study (Stake, 1995) is the following: As an aerotropolis, International Airport X has a multitude of diverse stakeholder groups with differing concerns and expectations. It also faces complex issues and challenges from its varied interest and pressure groups. At present, the stakeholder and issues landscape are shifting drastically, inter alia due to extensive land acquisitions and pending infrastructural developments. While competitive intelligence is gathered by relevant divisions as part of the *environmental assessment* process, the need for and importance of obtaining *social intelligence* (Steyn, in Heath & Johansen, 2018:591-596) as a mechanism to address stakeholder and societal expectations, values and norms as well as the early identification of concerns and issues, does not appear to be fully understood by its senior management. Steyn and Niemann (2010:1) postulate that one might consider society as the most 'strategic' stakeholder and that organisational decision makers increasingly consider it key to include societal and stakeholder values, standards, norms and expectations in their strategy development processes. Environmental assessment enables top executives to perform better and improve their strategic decision making (Zerfass & Viertman, 2017:69-73).

It is of paramount importance in this day and age that organisations obtain social intelligence to be able to practice corporate social/societal responsibility and good corporate governance; be a good corporate citizen; obtain the licence to operate from society; and achieve the strategic organisational goal of sustainability. In order to do so, they need to adopt a structured, formalised environmental assessment approach whereby senior management listens to, interacts with, and obtains feedback from their external (and internal) environment on a regular basis (e.g. by actively listening and systematically monitoring public opinion through a variety of platforms). Brønn (2014:77) refers to a 'bridging' function (boundary spanning) which is strategic in nature because it requires scanning the environment and analysing stakeholder data of which the outcomes can be considered for an organisation's strategic decision making. According to Zerfass and Viertman (2017:69-73), this will enable senior management to perform better and improve their strategic decision making by creating a broader situational awareness amongst them. These views are in keeping with Sutton (1993:3) who make the

point that, in future, organisations would only be seen as legitimate if their actions (political, social or economic) are "consistent with the value-pattern of society".

The secondary problem of this **instrumental** case study (Stake, 1995) is *theoretical*. It is an assumption that, like Airport X, many other organisations in South Africa and abroad (whether in the private, public or non-profit sector) also face a most turbulent and complex stakeholder and issues environment. In a study conducted amongst 103 chief executives (Steyn, 2000a; 2000b), empirical findings indicated that they perceived their senior communication practitioners not to be playing a strategic role at the macro/societal level by interpreting the rapidly changing external environment to them in order to reduce uncertainty in strategic decision making with regard to stakeholders and issues. CEO expectations were inter alia that they should act as an advocate for key external stakeholders by explaining their views to CEOs and as an early warning system before issues erupt into crises and cause reputation damage. To address this problem, Steyn (2000a) conceptualised the *corporate communication (public relations) strategist* role and reconceptualised it in 2009 as the *reflective strategist*, after adding a societal dimension.

The theoretical problem to be addressed in this study is firstly, to relook the 'PR' strategist/reflectionist/reflective strategist role decades later and *explore* it in the context of obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of the organisation to be used as input into the enterprise strategy development – and then to *broaden* this role conceptually through an analysis of newer (strategic) roles. Secondly, to *reaffirm* this role empirically, according to the normative *expectations* and the *perceptions* of the Airport X senior management team as to how this role is currently being *performed* in their company.

1.3.2. Background of the intrinsic problem

In stark contrast to the thriving Airport are its immediate surroundings, consisting of many informal settlements. The people living here have historically been marginalised by apartheid legislation, based on race. These settlements consist of the lowest income level households; some of the least educated people in the City; and some of its most socially, economically and environmentally vulnerable citizens (ACSA, 2016).

The widening of the Airport's footprint through various strategic land acquisitions to secure its long-term growth and the planned five-year capital investment programme aimed at relieving the pressure on infrastructure and facilities (including a new runway), have major consequences for the surrounding settlements. As such, the Airport's stakeholder and issues landscape has changed and is still changing significantly. There is a growing stakeholder base,

with varying social issues and management challenges already surfacing. This is pointing to the need to interface with informal settlers already living on current Airport land (and possibly occupying future land as well); and to address the increasing interest from (activist) neighbouring communities (and opposition political parties) in the Airport's expansion projects.

The success of the abovementioned expansion programmes will depend on the Airport management's ability to proactively assess their environment since the land acquired is not without huge challenges. There is the constant threat of invasion and the need to work with the local municipality and the communities to avoid this. There is also reputational risk associated with current and potential land claims. In one instance some portions of acquired land is currently used for traditional initiation ceremonies of young boys; local farmers have expectations of using this same land for farming; and inhabitants of informal settlements expect houses to be build there, based on housing commitments made by the incumbent Minister at the time.

For senior management to fully understand the societal impact of its expanding business, it requires *social intelligence*—not the least with regards to the stakeholders and issues of the surrounding informal settlements.

1.3.2.1. Environmental scanning and monitoring

The objective of a comprehensive environmental scanning process is to identify early warning signals (Aguilar, 1967) in the organisation's macro environment so as to identify the stakeholders and interest groups that are affected by trends, emerging and current issues. The information gathered is interpreted and assessed, and risks to reputation pointed out. This social intelligence should inform mainly the enterprise (societal) strategy, but also the corporate, business, communication and other strategies so that arising problems are addressed and damage to reputation is mitigated or prevented.

If organisations proactively assess their environment, identify problem situations and put strategies in place to address them, the achievement of their goals and priorities are enhanced. Senior management will better understand the impact of their decisions and behaviour on the different stakeholder groups and also how the actions of these stakeholders impact the Airport. Keeping abreast of shifting environmental conditions will assist the Airport management to avoid any negative social impacts. Environmental assessment is a key activity helping to keep an organisation in harmony with its environment (Steyn, in Heath & Johansen, 2018:594-595). It serves the overall strategic goal of the organisation by ensuring cross sectional interaction and help to fulfil the organisation's mission in many different ways (Zerfass & Viertman, 2017:69-73).

1.3.2.2. Stakeholder assessment and monitoring

There is a growing appreciation that there is power in the collective views of society and that these views have a major impact on business. For Airport X to identify, understand, analyse and address the competing expectations, values and norms of a multitude of stakeholders, Grunig's (1997) situational theory provides direction. It proposes that stakeholders move along a continuum ranging from *passive* stakeholders (who have no issues with the relevant organisation) to *aware* and *active* publics (who do have issues with the organisation). Of utmost importance is to identify those stakeholders who become *aware* of emerging issues as early as possible. Once they are in the *active* or *activist* stage, it is nearly impossible to placate them and they engage the media with negative consequences for the company's reputation.

With multi-stakeholder needs and the increasingly encroaching societal requirements, business is under more pressure than ever before to obtain *social intelligence* and use it as input in its strategy development and decision making, so as to be able to navigate through ambiguity and uncertainty in the environment.

1.3.2.3. Issues assessment

While the Airport is keenly aware of its social responsibility and is driving various programmes to positively impact the lives of its neighbours in a sustainable way, it has endured several incidents that attracted negative media reporting for the Airport. The envisioned massive infrastructural programme has already caused issues when the stakeholders in one of the surrounding informal settlements heard of the Airport's plans to realign its runway. This was exacerbated when stakeholders became aware of the Airport's agreement with the City which included plans to relocate the community. They quickly became an activist group working with highly organised social justice groups, which resulted in major protests and extensive negative publicity. Since a good reputation is an "intangible asset of immense financial worth" (Murray, 2004:142), such incidents pose a reputation risk and adversely affected the Airport's reputation.

Had the Airport done a proper environmental assessment and conducted a stakeholder identification and mapping process, this emerging issue would have been identified and a proper plan set in motion to defuse the explosive situation. This situation provides a good case for how quickly passive stakeholders can become activist publics if and when a company does not pay attention to their issues.

During an ad hoc environmental scanning exercise conducted at the Airport by the Senior Manager: Corporate Affairs (Davids, 2016), several issues were identified -- some repeatedly logged across various platforms e.g. the mass media, social media, the risk register, and the

complaints deck. This scanning easily identified the problem areas affecting the various stakeholder groups. Considering the growing passenger numbers, the upcoming construction and recent land acquisitions, a multitude of social issues could be surfacing in the near future –ranging from the operational teams who need to manage the increased demands of growing traffic while delivering quality service amidst construction, to protecting the newly acquired land from invasion (which is an increasingly common occurrence in the City given the housing backlog). One issue that should be monitored in this respect is the Airport's ambitious plan for mixed land use for 500 hectares of land acquired in 2017. This land is situated between two vulnerable communities and is bound to cause issues that will have negative consequences for the Airport's reputation. The issues are concerning as many of them can quickly flare into crisis and so early warning signs will be invaluable to the management team. It is critical that these issues be appropriately classified and recorded, and the relevant response plans are put in place.

1.3.2.4. Conclusion to intrinsic problem

Given the concerns already expressed with regard to recent strategic land acquisitions and other issues, senior management needs to be proactive and know who the new stakeholders are; what their concerns and expectations are; what exactly the new issues entail; and how current stakeholders are affected by it. This will ensure that the final development plans will be socially accepted and aligned to the expectations of affected communities and business at large.

Negative publicity and loss of reputation is a constant threat and can be avoided (to a considerable extent) if the Airport does a proper environmental assessment; structured and continuous stakeholder identification and mapping; and issue identification, classification and recording (e.g. in an Issue Log, Strategic Issue Register, Reputation Risk Register and Crisis Inventory). This will produce *social intelligence* to proactively address stakeholder concerns/expectations and the issues of pressure/activists' groups, that will culminate in informed strategies and relevant response plans to avoid damage to reputation.

1.3.3. Background of the instrumental problem

The **theoretical** problem to be addressed is to reconceptualise the role of the *reflective (communication) strategist* aimed at obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level for the purpose of making inputs into an organisation's enterprise strategy development. As such, *social intelligence* is to be conceptualised so as to differentiate it from *competitive* intelligence that is gathered to develop corporate and marketing strategy.

In applying Pavlik's (1987) differentiation of research themes, this part of the case study can be classified as *basic* (pure) research in that it builds theory and aims to increase understanding (and awareness) in both the corporate communication and strategic management domains of the activities performed by the *reflective strategist* and its strategic contribution in gathering *social* intelligence on stakeholders and issues. Likewise, based on the literatures of both domains, to broaden these activities and differentiate competitive intelligence from social intelligence.

The study is also *introspective* research, described by Pavlik (1987) as representing a form of self-examination in that it looks inwardly at the field of corporate communication and related professions (stakeholder, issues and reputation management) as well as strategic management, to solve theoretical problems.

In building theory on the above, the study will touch on some of the most important problems in the corporate communication domain that need to be solved. Almost three decades ago, Grunig (in Grunig, 1992:6), the foremost scholar in corporate communication for over 40 years, regarded these problems to be the following: "*Defining the contribution that communication makes to an organisation, segmenting and targeting publics, gaining support of senior management for the communication function, understanding the roles and behaviours of public relations practitioners, identifying and managing issues.....*".

Fourteen years later, Grunig (2006) reiterated that the strategic role and contribution of corporate communication to organisational strategy development and decision making have not yet been 'institutionalised' – referring to not yet having been established as a strategic management function and/or regarded by senior management or other organisational functions as such. That is, it is not yet standard operating practice in organisations. "The greatest challenge for scholars now is to learn how to institutionalize strategic public relations as an ongoing, accepted practice in most organizations" (Grunig, 2006:151-176).

Grunig's opinion still holds true in recent times as attested to by the fact that four of the most well known international conferences in the field made the institutionalisation of the strategic role of corporate communication their themes, i.e. Euprera 2006 (UK); Euprera 2008 (Italy); Sinergie-Euprera 2011 (Italy); and the International Communication Association (ICA) 2017 (USA). This is supported by respected European academics Verčič and Zerfass (2016:271) who base their views on the findings of a longitudinal analysis of survey data across Europe over ten years (Verčič, Verhoeven & Zerfass, 2014; Zerfass, Verhoeven, Moreno, Tench & Verčič, 2016). These findings indicate that linking business strategy and communication continues to be the most important strategic issue for the profession. The **major objective** of this study namely to indicate that it is the role of the *reflective strategist* to focus on obtaining

social intelligence as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development) addresses these issues.

This research will also address problems encountered in the strategic management domain – for instance, there is a lack of agreement on what constitutes the environment. Although consensus exists that the environment creates great uncertainty for senior management, it is not clear what it is that must be studied. Furthermore, there is a need expressed in the strategic management literature for certain activities to be performed and certain processes to be put in place:

- Research findings on environmental scanning at the **macro level** points out that there is a problem as to whom (or which organisational function) should conduct it (Aaker, 1983; Albright, 2004). Some strategic management authors such as Freeman (1984), who conceptualised the stakeholder concept, suggest that corporate communication (or public affairs) managers should take the responsibility for scanning—they should scan the environment for both new *issues* and new *stakeholders*. For effective implementation, Freeman suggests that scanning should be linked to strategy development, needs internal champions, and should be conducted by people who have an ‘away from the system’ perspective.
- Research on scanning at the **micro level** found that senior managers are generally responsible for scanning, but they have limitations on their cognitive abilities in doing it. They experience ‘bounded rationality’ (Cyert & March, 1963), i.e. not being able to comprehensively understand or interpret the environment. They focus on information that is readily available to them, with which they are familiar and corresponds with their own short-term interests. Senior managers direct scanning to person-specific interests, are not open to new information or new ideas of doing and fail to share information with other managers (Ansoff & McDonnell, 1990).

As the Senior Manager: Corporate Affairs of International Airport X (which includes the reputation management and corporate communication portfolio), the author of this study has a special interest in understanding the role of the *reflective (communication) strategist* in gathering *social intelligence* (as part of the *environmental assessment* process) to be used as input in strategy development for the Airport. However, the findings of the study and the guidelines to be obtained will not only be useful to her but to any other senior corporate communication practitioners as well as stakeholder, issues and reputation managers in related fields and in strategic management. The study can therefore also be classified as *applied* research (Pavlik, 1987).

1.3.4. Conclusion

The overall sustainability of the Airport (as well as other organisations) is directly linked to senior management's ability to access, assess, and apply *social intelligence* in their strategy development processes -- relating firstly to stakeholder values, expectations and norms, and secondly to strategic issues (with reputational consequences) in the stakeholder and societal environment. Within its dynamic external and complex internal environment, International Airport X can no longer have an inward focus.

To survive and prosper, senior management has to timeously identify and monitor changes taking place in its uncertain environment and obtain intelligence that can inform their strategic decisions -- especially on enterprise strategy development (being its overall societal role/social/stakeholder oriented strategy). The Airport therefore needs a dedicated division to conduct environmental scanning in the stakeholder and issues environment on a regular basis. This will enable them to obtain the relevant social intelligence to adequately assess and respond to stakeholder, interest/advocacy groups and societal concerns/issues before they turn into crisis situations and cause grave reputational damage.

1.4. RESEARCH OBJECTIVES

MAJOR RESEARCH OBJECTIVE

To **explore**, **describe** and **reconceptualise** the role of the *reflective (communication) strategist* in obtaining social intelligence as part of the environmental assessment process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development).

The research objectives of the study have been divided into an exploratory phase (theoretical/conceptual) and a descriptive phase (empirical).

PHASE 1: EXPLORATORY RESEARCH

Research Objective 1: To **explore** the relevant literature in the field of corporate communication, inter alia with a view to **identify activities to broaden** the *reflective strategist* role conceptually (Chapter 2).

Research Objective 2: To **explore** and provide an **initial understanding**, by means of a **conceptual analysis** of the relevant literature on marketing and other fields, the concept of *social intelligence* (to be used as input into enterprise strategy development at the societal/macro level of an organisation) (Chapter 3).

PHASE 2: DESCRIPTIVE RESEARCH

Research Objective 3 (Empirical): To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein (Chapter 5).

Secondary Objectives:

Objective 3.1: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *environmental scanning* and *monitoring* -- and the potential role of the *reflective strategist* therein.

Objective 3.2: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *stakeholder assessment* -- and the potential role of the *reflective strategist* therein.

Objective 3.3: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *issues assessment*, and the potential role of the *reflective strategist* therein.

Research Objective 4: To **reconceptualise**, based on the findings of the **descriptive survey**, the *reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development) (Chapter 5).

1.5. GUIDING HYPOTHESIS

In the exploratory phase of this study, use will be made of a *guiding* hypothesis that indicates some possible directions to follow but allows the researcher the freedom to explore and generate other hypotheses. Marshall and Rossman (1995:37) describe guiding hypotheses as "*merely tools used to generate questions and to search for patterns and may be discarded when the researcher gets into the field and finds other exciting patterns of phenomena*".

Guiding Hypothesis 1: Social intelligence is to be obtained by the reflective (communication) strategist through **scanning the environment and** interpreting and assessing the information gathered in the organisation's **stakeholder** and **issues** environment (see Figure 1.1).

The guiding hypothesis in this study is based on the published framework of Steyn (in Heath & Johansen, 2018:594-595) – see Table 1.1.

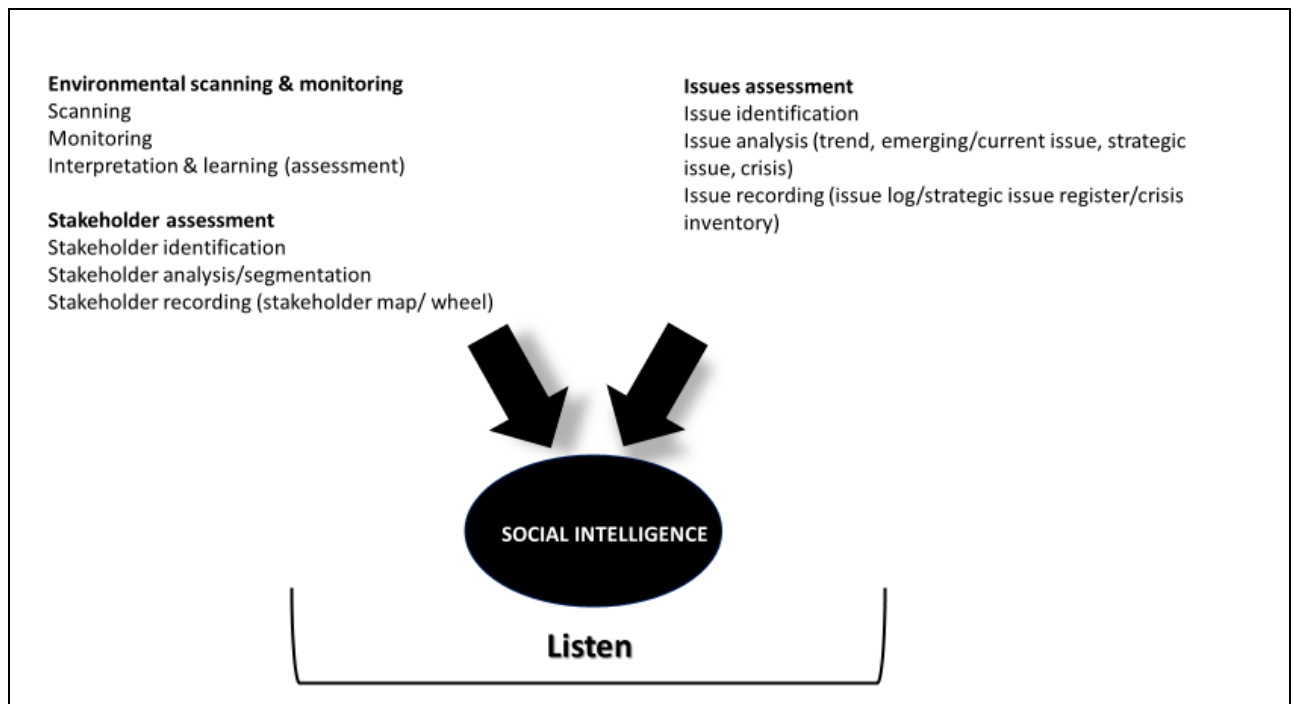


Figure 1-1: Guiding hypothesis (based on a published framework)

Source: Adapted from Steyn (in Heath & Johansen, 2018:594-595). Author’s permission obtained.

1.6. DEFINITION OF TERMS

In this section terms are defined operatively—that is, the definition interprets the term as it was employed in relation to this research project (Leedy, 1997:59).

While the terms Corporate Communication and Public Relations are often used interchangeably, in this study they are seen to be different. Corporate Communication will be used as it makes provision for a wider range of communication functions than Public Relations. Being anchored not only in the domain of Corporate Communication but also in the Strategic Management domain, this research is interdisciplinary, and its key concepts (e.g. *social intelligence* and *environmental scanning*) are multi-dimensional.

Public Relations (with its negative connotations) are restrictive, and its activities are generally not representative of the broader, strategic focus of this study.

1.6.1. Corporate communication

Toth and Trujillo (1987:42) define contemporary corporate communication as a “management function in the organisation which is responsible for presenting the organisation’s goals and character to its many diverse publics and also has a receiver role in obtaining and using information from the public environment”. This study is based on the adaptation of the above definition to **corporate communication as a strategic management function where the “receiver role” is regarded as the strategic role of communication**, a core activity performed by a communication practitioner in the role of the **reflective strategist** (Steyn, in Heath & Johansen, 2018:592-593).

1.6.2. Environment

This is seen as encompassing decisions of strategic stakeholders, interest/issue groups and the activists that arise around strategic issues (political, ethical, and societal) (Steyn, 2000a).

1.6.3. Stakeholders

Individuals or groups are stakeholders when they are affected by the decisions of an organisation or if their decisions affect an organisation (Freeman, 1984).

1.6.4. Publics

The term publics is used in public relations to describe what is known as stakeholders in strategic management literature. However, for the purpose of strategic communication management the terms are not used synonymously. Freeman (1984) regards stakeholders as generally being passive, but when they become aware of an event or incident that has negative consequences for them, they are described as aware or active/activist publics (Grunig & Repper, in Grunig 1992:125).

1.6.5. Issues management

The process used to close the gap between corporate action and stakeholder expectations (Chase, 1997).

1.6.6. Enterprise strategy

Also known as societal strategy, it focuses on the achievement of non-financial goals and considers the organisation’s role in society; its stakeholder and communication approach; and the standards and values for ethical social behaviour (Steyn, in Toth, 2007).

1.6.7. Competitive Intelligence

Actionable recommendations arising from a systematic process involving planning, gathering, analysing and disseminating information on the external environment for opportunities or developments that have the potential to affect a company's or country's competitive situation (Calof & Skinner, 1998:28).

1.7. METATHEORETICAL AND CONCEPTUAL FRAMEWORK

Miles and Huberman (1984) consider it advantageous to the exploratory study to have a conceptual framework -- identifying constructs, giving the constructs descriptive or inferential names, and getting some clarity about their interrelationships.

A conceptual framework explains, either graphically or in narrative form, the main dimensions to be studied—the key variables and the relationships amongst them. It specifies who and what will, and will not, be studied and also assumes some relationships. It is best presented graphically, and prior theorising and empirical research are important inputs.

This research is an interdisciplinary study in the corporate communication and strategic management domains. In **Table 1-1**, a summary is provided of its metatheoretical, theoretical and conceptual framework spanning these two domains.

Table 1-1: Metatheoretical, theoretical and conceptual framework

Domain	Communication	Strategic management	
Meta-theoretical approach	Reflective paradigm (Holmström, 1996)	Outside-in approach to scanning (Costa, 1995) Stakeholder approach (Freeman, 1984) (Broad) Issues approach (Fahey & Narayanan, 1986)	
Field of study	Strategic corporate communication	Strategy development	
Theories and Concepts	<p><i>Mutual reflection (Holmström, 1996)</i></p> <ul style="list-style-type: none"> • Reflective task • Expressive task <p><i>(Corporate) communication functions (Steyn, 2000a)</i></p> <ul style="list-style-type: none"> • Mirror function • Window function <p><i>Strategic communication (PR) roles (Steyn, 2009; Steyn & Niemann, 2014)</i></p> <ul style="list-style-type: none"> • Strategist • Manager • Technician <p><i>Contribution to strategy development (Steyn & Niemann, 2010; De Beer, Steyn & Rensburg, 2013)</i></p> <ul style="list-style-type: none"> • Enterprise strategy • Functional (communication) strategy • Deliberate communication strategy • Emergent communication strategy • Implementation strategy <p><i>Situational theory (Grunig, 1997)</i></p> <ul style="list-style-type: none"> • Non-public • Latent public • Aware public • Active public • Activist public 	<p><i>Strategy development (context, content, and process) (Lynch, 1997)</i></p> <p><u><i>Context of strategy development</i></u></p> <ul style="list-style-type: none"> • Societal (remote) environment • Industry (competitive) environment • Task (operating) environment • Internal environment <p><u><i>Content (levels) of strategy development:</i></u></p> <ul style="list-style-type: none"> • Enterprise strategy (societal level) • Corporate strategy (organisational level) • Business unit strategy (competitive level) • Functional strategy (departmental level) • Implementation strategy (operational level) <p><u><i>Processes of strategy development (continuous):</i></u></p> <ul style="list-style-type: none"> • Environmental scanning & monitoring <ul style="list-style-type: none"> • Scanning • Monitoring • Interpretation & learning (assessment) • Stakeholder assessment <ul style="list-style-type: none"> • Stakeholder identification • Stakeholder analysis/segmentation • Stakeholder recording (stakeholder map/wheel) • Issues assessment <ul style="list-style-type: none"> • Issue identification • Issue analysis (trend, emerging/current issue, strategic issue, crisis) • Issue recording (issue log/strategic issue register/crisis inventory) 	
Major Concept	Reflective strategist role (Steyn, 2009)	Environmental assessment	
		Social intelligence	
Constructs (Empirical)	Expectations and perceptions of performance of.....		
	Environmental scanning (and monitoring)	Stakeholder assessment	Issues assessment
Measurement Items	11 Statements	13 Statements	8 statements

Source: Adapted from Steyn (in Heath & Johansen, 2018:594-595). **Note:** The last two rows (shaded) are not part of the source but have been added subsequently for this study.

1.8. DELINEATION OF THE STUDY

1.8.1. Corporate communication domain

The study will focus on:

- The *strategic* role of corporate communication (not the managerial or technician role).
- The *reflective* task of corporate communication (not the expressive task).
- The *mirror* function of corporate communication (not the window function).
- The *enterprise* strategy (not the communication or implementation strategy).
- *Listening* on behalf of the organisation (not talking/speaking on behalf of the organisation).
- *Aware, active* and *activist* publics (not latent or non-publics).

1.8.2. Strategic management domain

The study will focus on:

- The societal/*macro* environment of the organisation (not the industry, task or internal environment).
- The *enterprise strategy* (not the corporate or business unit or functional or implementation strategy).
- The *processes* of strategy development (not the context or content).

1.9. IMPORTANCE OF THE STUDY

Research projects must ask important questions, lead to new ways of thinking and lay the foundation for further research in the field (Leedy, 1997:45).

This study touches on some of the most important problems that need to be solved in the corporate communication domain, as identified by Grunig (in Grunig, 1992:6), the foremost scholar in corporate communication. It outlines corporate communication's contribution on the strategic or macro level of an organisation (thus classified as being *strategic* research); obtains the support of senior managers for the corporate communication function by highlighting the value that can be brought to their respective environments (departments/divisions) and the business overall; increases understanding of the roles and behaviours of practitioners by providing the perspective of the senior management team at Airport X with regard to key activities to be performed by the reflective strategist – thereby addressing a major weakness of roles research over the last three decades, which has been focused on self-reports from the perspective of practitioners (*introspective research*); creates understanding of the importance

of environmental scanning in the process of obtaining social intelligence (*basic* research); and explains the identification and management of stakeholders and issues as an important activity of a practitioner in the role of the reflective (communication) *strategist* in the process of environmental assessment. Given the limited research in the field of corporate communication with regard to the strategic management constructs identified (Steyn, 2000a; Steyn, in Heath & Johansen, 2018); Strauss & Jonkman, 2017), this *instrumental* case study will make an important theoretical contribution in the field and enlarge the existing body of knowledge (*basic* research).

Also, as an *intrinsic* case, the research will be valuable as a solution to problems in practice (*applied* research). It will increase understanding amongst senior management at Airport X (as well as its corporate communication practitioners and related departments/divisions) of the importance of identifying and addressing the concerns and expectations of strategic stakeholders; the strategic issues that are facing Airport X; as well as the pressure and activist groups organising around them. By conceptualising *social intelligence*, it provides a mechanism and guidelines to find out who the stakeholders and what the issues are of Airport X. Furthermore, it also indicates how this intelligence could firstly be used by senior management as input into enterprise and corporate strategy development; and secondly, by corporate communication practitioners as input into communication strategy development (*strategic* research). It also provides direction to both groups on stakeholder, issues and reputation management.

1.10. STRUCTURE OF THE STUDY

***Chapter 1:* Introduction to the problem and its setting**

The first chapter introduces International Airport X as the case; states the problem and provides context to it. It also sets the research objectives and defines the key concepts to be studied. Furthermore, it provides a description of the adopted research approach, design and methodology, and outlines the importance of the study.

***Chapter 2:* Role of the reflective (communication) strategist**

In the second chapter, a literature review of the role of the reflective strategist (in the communication domain) is undertaken, with the aim of reaffirming and broadening it.

Chapter 3: Environmental assessment and social intelligence

In the third chapter, a literature review (in the strategic management domain) is undertaken to explicate the process of environmental assessment and to conceptualise social intelligence as input into enterprise strategy development and the role of the reflective strategist therein.

Chapter 4: Research approach, design and methodology

The fourth chapter presents the research approaches; the **intrinsic** and **instrumental** case study design; and mixed methods (triangulation) as the adopted methodology. The rationale for the exploratory and descriptive research approach is also provided.

Chapter 5: Discussion of empirical findings

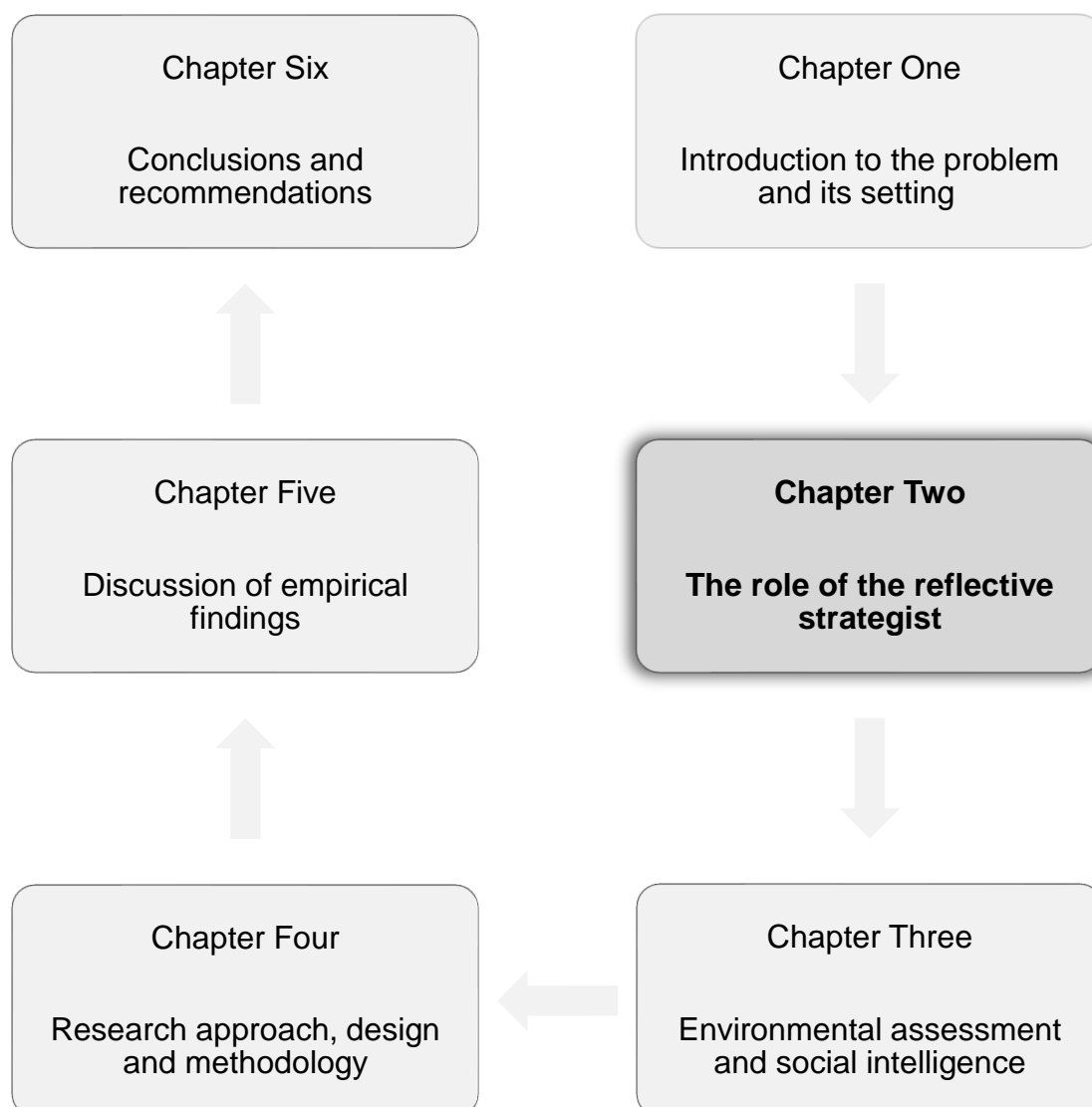
The fifth chapter provides the empirical findings of the descriptive survey that addresses the research problem and objectives of the study. The findings are presented in the form of descriptive and inferential statistics, and they also include a demographics section.

Chapter 6: Conclusions and recommendations

The final chapter presents the overall findings of the exploratory and quantitative research, as well as the conclusions reached with respect to the problem and the stated research objectives. The limitations of the study are outlined, and recommendations made – both for practice and further research.

In Chapter 1, the problem is introduced, and the study is placed into context. The next chapter is a literature review of the role of the reflective (communication) strategist.

OUTLINE OF THE RESEARCH REPORT



*The metatheoretical, theoretical and conceptual framework for the major concept in the corporate communication domain, the **reflective strategist role**, is explicated in this chapter. It forms part of **Phase 1 of the Exploratory Research** conducted through a literature review, firstly relooking the progression of the 'PR' strategist to the 'reflective' strategist role. Based on this review, measurement items are to be developed for the descriptive survey in Phase 2, possibly using some purified items from strategist role indices in previous research – thereby contributing towards achieving the empirical objectives to be introduced in Phase 2 (Chapters 4 and 5). Secondly, a conceptual analysis of more recent corporate communication roles with a strategic orientation is to achieve **Research Objective 1**: To explore the relevant literature in the field of corporate communication with a view to **identify activities to broaden the reflective strategist role conceptually** (for further research).*

*A guiding hypothesis provides direction for the exploration, namely: **Social intelligence** is to be obtained by the **reflective (communication) strategist** through **scanning** the environment, and interpreting and assessing the information gathered in the organisation's **stakeholder and issues** environment.*

CHAPTER TWO: ROLE OF THE REFLECTIVE STRATEGIST

“PR roles are at the nexus of a network of concepts affecting professional achievements of practitioners, structures and processes of the function in organisations, and organisational capacities to dominate or co-operate with their environments” (Dozier, in Grunig, 1992:327).

2.1. INTRODUCTION

In an organisational setting, the concept of role refers to the standardised patterns of behaviour required of individuals in specific functional relationships (Katz & Kahn, 1978: 189). Dozier and Broom (2006:137) describe roles as “conceptual maps that summarize the most salient features of day-to-day behaviors of organizational members”. It can thus be seen as the daily tasks of communication practitioners – the explicit, visible elements of practitioners’ activity and practice.

The implicit assumption in many roles studies is that roles reside within the individual (Johnson, 1989:244). This research however follows Katz and Kahn’s (1978) roles approach which proposes that roles are a function of a social system made up of *role senders* and *role receivers*. The role performed, at least in part, depends on others’ *expectations*. Roles thus consist of various activities or functions manifesting through behaviour that are shaped by the expectations of those with authority who define responsibilities and describe what must be done (Biddle, 1979:55). Since organisations delineate *expectations through roles*, a description of role behaviours should therefore include the *role sender’s* perspective (Sypher & Sypher, 1984).

Johnson (1989:244-245) is of the opinion that determining whether senior management (the *role sender*) perceives the same role for the corporate communication practitioner as the practitioner does (the *role receiver*) is an essential but neglected perspective in the study of corporate communication roles. The most obvious limitation of the vast majority of studies on practitioner roles is that they provide only a one-sided perspective of *role enactment*, namely that of the practitioner him or herself. Broom & Dozier already suggested in 1985 that examining the expectations that senior management has of corporate communication practitioners should be the next step in the stream of corporate communication roles research (VanSlyke Turk, 1989:39). This, however, does not seem to have materialised. Role research up to the present is still mostly focused on self-reports by corporate communication practitioners.

In the empirical phase of this study, the *expectations* and *perceptions of performance* of the senior management team of International Airport X are investigated with regard to the activities conceptualised as being the most important for a senior practitioner in the role of the *reflective strategist*, namely *environmental assessment* and the gathering of *social intelligence* – to be used as input into enterprise strategy development at the societal (macro) level of an organisation, in this case International Airport X.

2.2. METATHEORETICAL, THEORETICAL AND CONCEPTUAL FRAMEWORK

An exploration of the literature has led to the selection of a framework for the major concept in the corporate communication domain, being the **reflective (communication) strategist** role – see Table 2-1. (The full table for both the corporate communication and the strategic management domains can be viewed in **Chapter 1, Table 1-1**).

2.2.1. Metatheoretical approach for the corporate communication domain

The **reflective paradigm** from sociology is the approach selected for this domain. The reflective paradigm has been applied to corporate communication (public relations) by Holmström (1996). In this approach, corporate communication is seen as relations to the public communication system, with **social responsibility** being at the core of its practice – the lens through which to determine the boundaries of acceptable behaviour and the collective interest. Corporate communication's purpose is to solve or avoid conflict between organisational behaviour and the public perception of how socially responsible organisations should operate.

Reflection aims to understand differences and to respect these differences, with an emphasis on self-regulation and self-control – and thereby an improved consideration for differences. There is an awareness of a need for mutual consideration by forming partnerships and trying to find compromises. As a result of *reflection*, a self-understanding is created and consideration of a larger societal context is discovered (Holmström, 1996:68). There is a focus on longer term sustainability and the avoidance of creating issues for others as this could create issues for self later. *Reflection* is an enhanced capability which can identify potential conflicts between systems in advance and evaluate their impact and recommend behaviour for correction (Holmström, 1996:68, 69).

Table 2-1: Metatheoretical, theoretical and conceptual framework for the corporate communication domain

Domain	Communication		
Sub-domain	Corporate communication		
Metatheoretical Approach	Reflective paradigm (Holmström, 1996)		
Field of Study	(Strategic) corporate communication		
<i>Theories and Concepts</i>	<p><i>Mutual reflection</i> (Holmström, 1996, 1997)</p> <ul style="list-style-type: none"> • Reflective task • Expressive task <p><i>(Corporate) communication functions</i> (Steyn, 2000a)</p> <ul style="list-style-type: none"> • Mirror function • Window function <p><i>Strategic communication (PR) roles</i> (Steyn, 2009; Steyn & Niemann, 2014)</p> <ul style="list-style-type: none"> • Strategist • Manager • Technician <p><i>Contribution to strategy development</i> (Steyn & Niemann, 2010; De Beer, Steyn & Rensburg, 2013)</p> <ul style="list-style-type: none"> • Enterprise strategy • Functional (communication) strategy <ul style="list-style-type: none"> • Deliberate communication strategy • Emergent communication strategy • Implementation strategy <p><i>Situational theory</i> (Grunig & Repper, in Grunig, 1992)</p> <ul style="list-style-type: none"> • Nonpublic • Latent public • Aware public • Active public • Activist public 		
Major Concept	<i>Reflective strategist role</i> (Steyn, 2009)		
Constructs (empirical)	<i>Expectations and perceptions of performance of.....</i>		
	<i>Environmental scanning (and monitoring)</i>	<i>Stakeholder assessment</i>	<i>Issues Assessment</i>
Measurement Items	11 Statements	13 Statements	8 statements

Source: Extract from Table 1.1 (Chapter 1)

Luhmann (1995:144) describes *reflection* as the ability of a social system (e.g. organisation) to see itself in relation to other social systems and to act on the basis of this recognition in order to survive in the long term – developing restrictions and co-ordinating mechanisms in its decision-making processes with regard to other social systems. According to Holmström

(1996:34), one of the most important elements of *reflection* is its aim to create 'social trust' and, in turn, harmony between the organisation and its larger societal context. Mutual reflection is required for those social systems built on the concepts of social responsibility and trust.

In the social systems view, an organisational system enters the public sphere (society) representing its own interests. It is not considered unethical to practise corporate social responsibility with the organisational system's own long-term interest in mind – rather, it is considered functional behaviour. A business system therefore practises social responsibility (e.g. pays attention to pollution and environmental issues) to secure a profit and not because it is for the common good (Holmström, 1997).

2.2.2. Theoretical and conceptual framework

Five theories form the framework for the core concept of the study namely the *reflective strategist role* in the corporate communication domain: mutual reflection, mirror and window functions of corporate communication, strategic communication roles, corporate communication's contribution to strategy development and situational theory.

2.2.2.1. Mutual (reciprocal) reflection

In the social systems view, **reflection** is seen as an alternative form of regulation, effective only where social systems (e.g. organisations) continuously adapt to each other through negotiation and mutual control (Holmström, 1996:32). A prerequisite for self-regulatory behaviour is to take other systems in the environment into account. This is only possible through **reflection** within the system, referring to the ability of a system to understand itself as the environment for other systems.

Mutual reflection is not about reaching a shared perspective or mutual understanding between systems (in this research, organisations and their stakeholders). Instead, it is about understanding and appreciating their differences in perspectives/norms/values in order to prevent mistrust, by obtaining 'consent on dissent' – i.e. at the least to allow social systems to exist side by side if they cannot reach reconciliation (Holmström, 1997:35, 37). This is achieved through the theory of **mutual (reciprocal) reflection** that consists of performing the *reflective task* and the *expressive task* of corporate communication. (Holmström, 1996:115).

Relevant to this research is the **reflective task** which refers to furthering reflection within the organisation by means of **inward communication** – selecting and decoding information from the public communication system (the public sphere/society) and transmitting it to the organisation with the aim of strengthening its self-reflection. This helps the organisation to balance its behaviour in relation to opinions expressed in the environment so as to obtain an outside perspective of how it is being viewed. This necessitates boundary spanning to bridge

the divide between the organisation and its environment so that the organisation behaves in a manner which is aligned to the expectations, values and norms of organisational stakeholders and interest groups. In that way the organisation builds trust with the various stakeholders through being self-aware and behaving in a socially responsible manner. It recognises that public trust cannot be achieved by simply changing outward communication to signal a socially responsible frame of reference – an organisation has to behave accordingly and practice self-regulation/restriction if it wants to be seen as socially responsible and thereby gain the public trust and earn social acceptance. It is also about acting as a sensor to its environment which assists in avoiding legal action or sanctions. In order to survive in the long term, this motivates sacrifices in the short term (Holmström, 1996:97).

The *expressive task* refers to furthering reflection on the organisational system within social systems in the environment (e.g. stakeholders and societal interest groups), by means of **outward communication**. This deliberate outward expression is done through various means such as speeches, brochures, and media statements (Holmström, 1996:99). The expressive task is about the information which the organisation *wants* to share with its various stakeholders and the way in which the organisation wants them to view it. This is asymmetrical communication and this task is not relevant to the study.

2.2.2.2. Mirror and window function of public relations

A second theory that resides under the umbrella of the reflective paradigm for this study is the **mirror and window functions** of corporate communication. The **mirror function** is of relevance to the study, conceptualised by Steyn (2000a) as the **monitoring** of relevant environmental developments and the anticipation of their consequences for the organisation's policies and strategies, with regard to relationships with **stakeholders** and other **interest groups** in society. The mirror function is seen to be performed by the corporate communication strategist and its activities are to assess the external environment, influencing senior management to consider the social intelligence obtained and to adapt organisational strategies and behaviour accordingly. It thus focuses on **inward communication** and has to do with issues of organisational trust, legitimation and reputation at the societal level.

The **window** function is conceptualised as the preparation and execution of a communication policy and strategy, resulting in messages that portray all facets of the organisation. The window function is performed by the (communication) manager and technician at the functional level of the organisation and thus not of interest to this study since the focus is on **outward communication**.

2.2.2.3. Strategic communication roles

A third theory being placed under this umbrella is strategic corporate communication (public relations) roles, of which the **'PR' strategist** is the **major role**; the 'PR' manager contains some strategic activities; while the 'PR' technician is an implementation role (Steyn, 2000a). The 'PR' strategist is the foundation (origin) of the **reflective (communication) strategist role** (Steyn, 2009), the latter of interest as one of the three major concepts of this study (the other two being *environmental assessment* and *social intelligence*, to be discussed in Chapter 3).

Steyn (2000a) conceptualised the **strategist** as a role played at an organisation's top management (societal/macro) level: **scanning** the external environment to identify strategic organisational stakeholders and societal issues, as well as activists which may emerge due to these issues; ensuring that **strategic information** is gathered, interpreted and routed upwards within the organisation as input into its enterprise (societal-role) strategy development processes; and creating **understanding** amongst managers of how their behaviour, organisational strategies and policies affect stakeholders, public and activists, and vice versa.

An extended conceptualisation of the **'PR' strategist** role in Steyn (2003b) has been summarised below and also serves as a conceptual base for the explication of the contribution of corporate communication to strategy development (discussed further below as the fourth theory in the framework).

The role of the **'PR' strategist**:

- is regarded as a strategic role at the **top management/societal/environmental level**. (In the strategic management literature, this is referred to as the **macro** level).
- is based on the **outside-in** approach to strategic management, conducting environmental scanning to gather information on **stakeholders, publics and issues** from the environment.
- is the **information acquisition** role of the boundary scanner, being part of the strategic team that adapts the organisation to the future.
- is the **information processing** role of the boundary spanner, which entails **strategic thinking** by interpreting information gathered with regards to its consequences for organisational strategies/policies and stakeholders.
- is equated to the **mirror** function, consisting of scanning and monitoring relevant environmental developments/issues and anticipating their consequences for the organisation's policies and strategies, especially with regard to the **stakeholder and societal environment**.

With regards to the other two roles, Steyn (2000a) redefined the **'PR' manager** role as being concerned with the organisation's stakeholders and their issues/concerns. This role is performed at the organisation's functional (departmental) level, concerned with developing corporate communication strategy. The communication **technician** role is performed at the micro or implementation level of the organisation, implementing the communication strategy by developing communication plans and activities. The latter role is not of interest in this study.

2.2.2.4. Corporate communication's contribution to strategy development

The corporate communication function's contribution is seen to take place mainly on three strategy levels (Steyn, 2000a): A practitioner in the role of the **'PR' strategist** functions at the top management/macro or societal level of an organisation, making strategic inputs into **enterprise** (societal-role) strategy development by means of intelligence gained through interactions with the stakeholder and societal environment, as well as issues assessment. This intelligence is to be considered by senior managers in reviewing the organisation's vision, mission, and values; its approach to societal responsibility, sustainability and governance; and in selecting the organisation's strategic goals/key priorities and strategic issues to be addressed. If repositioning is required, the organisation has to adjust its strategies, policies and behaviour in order to conform to stakeholder and societal expectations, values and norms. It is the role of the **'PR' strategist** to facilitate this process and constitutes the corporate communication function's strategic contribution to the organisation.

A practitioner in the role of **'PR' manager** functions at the organisational/meso or functional level of an organisation, the most important activity being to develop corporate communication strategy – considering *what* must be communicated and to *whom*. The input required to take these decisions are received via the enterprise strategy and the **'PR' strategist**. It is reflected at the functional level in communication goals and themes (key messages) developed as part of the communication strategy process. Although the 'PR' manager is not a fully strategic role, there are strategic aspects in developing corporate communication strategy.

A practitioner in the role of **'PR' technician** functions at the operational/micro or implementation level of the organisation, implementing the communication strategy. The role is not relevant to this study.

2.2.2.5. Situational theory

A fifth foundational communication theory is the **situational theory** (Grunig & Repper, in Grunig, 1992:128) which differentiates between *stakeholders* (who are passive in their relationship with an organisation) and *publics* (who are aware, active or activist) and organise around **issues**, seeking out the organisations that create those issues. Stakeholders and publics can be seen as stages along a continuum, moving from the *passive stakeholder* stage (having no problem with the organisation) to the *public* stage, dependant on the issues they face with the organisation – i.e. moving from being an *aware* public, to an *actively* communicating public about an issue, to an *activist* public who involves the media.

The **situational theory** (Grunig & Repper, in Grunig, 1992:128) provides a link between the strategic management concepts *stakeholders* and *issues* and the strategic communication management concept *publics* (that emerge around issues). Corporate communication makes its “contribution to overall strategic management by diagnosing the environment to make the overall organization aware of stakeholders, publics, and issues as they evolve” (Grunig & Repper, in Grunig, 1992:124).

2.2.2.6. Role of the reflective strategist as major concept

The *reflective strategist* is the major concept in the corporate communication domain. The task of the reflective strategist is **strategic reflection** (Steyn, 2009:528). The *reflective strategist* provides organisational management with a **societal perspective** which allows the organisation to reflect on its position within a broader context – aiming to balance organisational goals with the interest of society and its wellbeing.

The *reflective strategist* spans the organisational boundary and gathers information by means of **environmental scanning and monitoring** of the stakeholder and issues environment so as to proactively identify any problems and facilitate interventions – thereby acting as an early detection system to management about potential issues or crisis. The *reflective strategist* interprets the information and distributes the resulting **intelligence** among management to be used as input into **enterprise strategy** development. The *reflective strategist* thereby enlightens management on **stakeholder and societal values/norms for environmentally and socially responsible behaviour**.

The *reflective strategist* acts as an **advocate for stakeholders and societal interest groups** by creating awareness and an understanding of their requirements/needs amongst management, so that this can be taken into consideration in organisational decision making. The *reflective strategist* informs management of the **consequences of organisational behaviour** on stakeholders and interest/pressure groups in society.

The *reflective strategist* creates awareness amidst management that public trust is important and that the organisation must actively work toward earning it. Management is influenced to practise **two-way communication** and to build **relationships of trust** with stakeholders, especially relating to issues of strategic importance.

This concludes the discussion on the metatheoretical and theoretical framework of the study.

2.3. EMERGENCE OF A THIRD, MORE STRATEGICALLY ORIENTED ROLE FOR THE FIELD

Roles research in corporate communication was pioneered in the United States in the early 1980s by Broom (1982) and Dozier (1984). Throughout the 1990s, the *manager* and *technician* roles were the cornerstones of research, teaching and practice in the field – not only in the US, but throughout the world. This role dichotomy was however increasingly criticised as being inadequate in its conceptual and methodological shortcomings, inter alia by Leichty and Springston (1996) as well as Porter and Sallot (2003).

A more comprehensive conceptualisation of the manager's role was suggested by Moss, Warnaby and Newman (2000), necessary to delineate the range of activities that senior practitioners are increasingly performing at higher levels in the modern organisation. Moss and Green (2001:112) as well as Grunig, Grunig, and Dozier (2002) saw a need to reinvent the role measures consistently used for over twenty years. Moss and Green (2001:120-123) suggested that the pattern of responsibilities associated with the manager's role may have changed in recent years. According to Moss *et al.* (2000:277-307), insufficient attention has been paid to examining the nature of managerial work in corporate communication context and also how the manager's role may vary at different organisational levels – differentiating between practitioners who play a senior executive role and those who manage operational practices (Moss & Green, 2001:123).

New conceptual roles for corporate communication started to emerge on different continents around the end of the 20th century. In the US, the corporate communication *executive* (focused on employee communication) was conceptualised by Wright (1995) and an *agency* profile with managerial (and no technical) activities was discovered by Toth, Serini, Wright and Emig (1998). In Europe, the *sales manager* and *intermediary* were conceptualised by Van Ruler (1997) in the Netherlands by splitting the manager role in two. While both are described in the literature as being strategic, the author of this study regards only the *intermediary* as being so, since it is based on symmetrical communication – it is strategically concerned with keeping the organisation and stakeholders in harmony with one another, reaching mutual understanding and building bridges.

In Denmark, Holmström (1996, 1997) applied the reflective paradigm from the field of sociology to public relations in her master's degree – its central concept being *reflection* and its *reflective task* for public relations considered to be a strategically oriented role by Steyn and Bütschi (2003). The European Body of Knowledge (EBOK)'s *reflective* role/dimension (Van Ruler, Verčič, Flodin & Bütschi, 2001) is also regarded by the author of this study as being a strategically oriented role.

2.4. DEVELOPMENT OF THE STRATEGIST ROLE IN SA AT THE TURN OF THE CENTURY

The need for a more strategically oriented third role for corporate communication/public relations practitioners had also been noticed in South Africa. The first traces emerged in the master's degree of Steyn (2000a). In a strategic approach to corporate communication, she conceptualised a third role namely the *strategist*, a strategic role at the top management or societal level. (The historic *manager* role was redefined as a middle management role at the functional level while the *technician* was relegated to the operational level as an implementation role).

2.4.1. Conceptualisation of the strategist role

Steyn (2000a) conceptualised the role of the communication strategist as managing the organisation's interdependencies with the stakeholder environment, in being a liaison between the organisation and its stakeholders, reducing uncertainty and conflict, and stabilising relationships with strategic stakeholders. By having a senior practitioner playing this role, the corporate communication function's contribution towards organisational effectiveness is maximised.

Based on Freeman (1984), the strategist will be an 'external affairs' manager who will take the responsibility for strategically managing stakeholder groups – someone who understands stakeholder thinking and has the vision and insight to decipher a complex external environment and negotiate with a multiplicity of stakeholder groups. The strategist thinks broadly and is sensitive to changes in the stakeholder environment; will know who the stakeholders of the organisation really are, and will communicate this message internally to the managers responsible for developing the societal-role strategy. The strategist paints the 'bigger picture', decides how communication strategy is to be developed and practised while taking multiple stakeholders into account, and will explicitly develop a statement/position paper on how the organisation will deal with each stakeholder group. Managing only stakeholders, however, is no longer sufficient. The organisational environment is becoming increasingly turbulent—new and emerging issues *and* stakeholders must be identified. To be really effective, the strategist should manage the issue rather than deal with the crisis.

The strategist will have the ability to translate across communication boundaries, as well as the soft skills needed to interpret values, perceptions, expectations and feelings. He/she will possess excellent communication skills, will know how to *listen*, and will become an ‘ombudsperson’—providing a place where stakeholders could go to have disputes listened to, and possibly resolved.

2.4.2. Empirically verifying the strategist role amongst chief executives

Taking theory to practice, Steyn (2000b) measured the conceptualised **strategist, manager and technician** roles among 400 chief executives (CEOs) in South African organisations (public and private companies, as well as tertiary educational institutions) to determine which roles they expected of the *most senior* practitioner heading the corporate communication (public relations) function. A measurement index (statements/items) was developed to measure the new role of the strategist while existing and new items were used for the manager and technician role indices.

The most important findings were that the 103 CEOs who participated in the study (a response rate of 26%) *expected* the **strategist** role from their *most senior* corporate communication practitioner to assist them in understanding and adjusting to a fast changing stakeholder and societal environment. (CEO responses however indicated that their most senior corporate communication practitioner was *performing* the **technician** role). Furthermore, an important new activity for the **manager** on the functional level was conceptualised and empirically verified – namely to develop corporate communication strategy for the organisation that supports the corporate strategy. In responding to an open question, sixteen CEOs admitted that they were not trained or equipped to handle communication relationships with strategic and societal stakeholders, or to lead the corporate communication function to ‘excellence’.

In conceptualising and empirically verifying the role of the **strategist**, this study shifted the theoretical boundaries of the corporate communication domain. While the well-known Excellence Study pointed out that in order to be excellent, an organisation must have a practitioner playing the role of the manager (Grunig, in Grunting, 1992, p. 19), this study indicated that, to be excellent, an organisation should also have a practitioner playing the role of the strategist.

2.5. CONCEPTUALISATION OF THE EBOK ROLES IN EUROPE AT THE TURN OF THE CENTURY

At the 2002 BledCom Symposium in Slovenia, Van Ruler and Verçiç introduced the findings of the European Body of Knowledge project, the first being a **societal view** as the purpose of European public relations. In the European societal approach, public relations brings a distinct mode of explanation or way of thinking about organisations to the strategic decision making table namely “a special concern for broader societal issues and approaches any problem with a concern for implications of organisational behaviour towards and in the public sphere” (Verçiç, Van Ruler, Bütschi, & Flodin, 2001:373). Public relations is seen to be a strategic process of viewing an organisation from an outside perspective. Its primary concerns are identifying and adopting issues and values that are considered publicly relevant, the organisation’s inclusiveness, obtaining societal legitimacy – and thereby preserving its license to operate.

The second finding of the EBOK research was four public relations roles or dimensions (Van Ruler, Verçiç, Flodin & Bütschi, 2001:173) namely **reflective**, managerial, operational and educational. The roles were identified in the Delphi study conducted in 1998 – 2000 as part of the EBOK research project to identify how research and practice in public relations in Europe differ from that in the US. The **reflective role** is of interest to this study since it focuses on societal elements such as social standards, norms, values and viewpoints. These are reflected upon within the organisation, and organisational values and behaviours are adjusted where required so that the organisation is considered socially responsible and legitimacy (licence to operate) is obtained from society. The reflective role is directed toward developing the organisation’s mission and organisational strategies with a focus on the top management.

While the managerial and operational roles have been extensively discussed in public relations textbooks and traces of the educational role can be found in organisational communication, management and leadership textbooks, the EBOK researchers acknowledged that the reflective role lacks theoretical and methodological foundations. “The reflective dimension is yet to be developed and has only been discussed briefly in papers within communication and public relations science” (Van Ruler et al., 2001:173).

The primary question was how to understand reflective public relations and whether the four EBOK roles could be empirically verified.

2.6. COMPARATIVE ANALYSIS OF SA AND EUROPEAN ROLES

Upon sharing the findings of the EBOK research with regard to reflective public relations at the 2002 BledCom Symposium in Slovenia, Van Ruler and Verçiç suggested that the discussion on the fundamentals of public relations be globalised and a dialogue between continents

started in order to learn from one another. A year later, at the 2003 BledCom Symposium, Steyn and Bütschi (2003:1-30) joined the discussion between the US and Europe by providing insight into **reflective public relations** by sharing findings (based on the SA research on the strategist role) confined to national publications.

Steyn and Bütschi (2003) shared the findings of a comparative analysis between SA and European research, asserting that the European **social systems theory** (Luhmann, 1995), **social systemic public relations paradigm** (Holmström, 1996) and the **societal** approach (Verčič et al., 2001:373) are seen to enrich and clarify the approaches previously selected for the South African strategist study. Their assumptions “broaden the view on the phenomenon of public relations with regard to its purpose for the organisation/society, the environment in which it operates, and the organisational/societal role-players involved” (Steyn & Bütschi, 2003:18). The European approaches have thus been added to the meta-theoretical framework of the South African roles research ‘after the fact’, i.e. after the conceptualisation and measurement of the study in 2000.

Steyn’s (2000a) **mirror function** was also compared with the Danish academic Holmström’s (1996) **reflective** task of public relations and found to be conceptually similar – notable because the researchers worked in different domains and on different continents at the same time, but were unaware of each other. Both concepts regard corporate communication/public relations as:

- Operating at the macro or societal level, spanning the boundary between organisation and external environment in a *listening* capacity (the *outside-in* approach).
- Bringing in information from the external/societal environment that the top management structure in an organisational system should consider.
- Pointing out to top management the consequences of the information for the organisation.
- Influencing top management to adapt organisational strategies and behaviour according to the *social intelligence* obtained.
- Being involved in issues of organisational trust, legitimation and reputation.

The comparison between EBOK’s **reflective** role (Verçič et al., 2001:380; Van Ruler et al., 2001:173) and Steyn’s (2000a; 2000b) **strategist** role also indicate them to be conceptually and pragmatically similar although they are based on theories and approaches from different domains. This opinion is shared by Verçič (personal communication, 31 July 2001) who stated that the two roles “*are practically the same*” (see **Table 2-2 below**).

Table 2-2: Comparison of three SA roles with (three of) the EBOK roles

STEYN'S THREE ROLES (SA) (Steyn, 2000a, 2000b)	EBOK'S FOUR ROLES (Europe) (Van Ruler <i>et al.</i> , 2001; Verçiç <i>et al.</i> , 2001)
PR strategist: <ul style="list-style-type: none"> • strategic role at macro/ societal level • conducting environmental scanning to gather information on stakeholders, publics and issues • information acquisition/ processing role of the boundary scanner • outside-in approach to strategic management • strategic contribution towards enterprise strategy • equated to mirror function 	Reflective task: <ul style="list-style-type: none"> • analysing changing societal standards/ values/ viewpoints and discussing them with organisational members to adjust organisational values/ norms regarding social responsibility and legitimacy • inward communication • aimed at developing mission/ organisational strategies • directed at dominant coalition
PR manager: <ul style="list-style-type: none"> • role at the functional or meso level • information disposal/ external representation role of boundary spanner • developing PR strategy and strategic communication plan • inside-out approach to strategic management • part of the window function 	Managerial: <ul style="list-style-type: none"> • developing strategies/ plans to maintain relationships, manage communication processes with publics to gain public trust/ mutual understanding • outward communication • concerned with execution of organisational mission and strategies • aimed at commercial/ other (internal/ external) public groups.
PR technician: <ul style="list-style-type: none"> • implementation role at the micro or programme level • information disposal/ external representation role of the boundary spanner • developing communication plans and implementation strategy/ tactics • inside-out approach to strategic management • part of the window function 	Operational: <ul style="list-style-type: none"> • preparing means of communication for an organisation to help formulate its communication • outward communication • concerned with the communication plans developed by others • has to do with implementation • not a view on PR, but a common role.

Source: Extract from Steyn and Bütschi (2003:23)

In conclusion, Steyn and Bütschi (2003) suggested that the conceptualisation and verification of Steyn's roles (i) could provide a basis for further theoretical and methodological exploration of the 'undefined' (European) concepts; (ii) might be regarded as a verification of EBOK's reflective, managerial and operational roles; (iii) might even be regarded as an (indirect) measurement of the European reflective paradigm and its central concept of mutual reflection, consisting of the reflective and expressive task (albeit unintended and theoretically imperfect).

The significance of the SA and European role similarity is that the conceptualisation and measurement of the three SA roles provide a theoretical foundation from which to explore the 'undefined' (European) concepts.

2.7. CONCEPTUALISATION AND EMPIRICAL VERIFICATION OF FOUR EBOK ROLES IN SOUTH AFRICA

Based on the similarities between Steyn's three roles and three of EBOK's (four) roles (analysed in Steyn & Bütschi, 2003), Steyn and Green (2006) operationalised, measured and verified all four EBOK roles in a telecommunications service provider in SA, according to the *expectations* of the 140 most senior executives for the large public relations division (Steyn & Green, 2006:1-32). Only the reflective role will be discussed here, being of interest to this study.

The EBOK researchers themselves acknowledged that their four roles/dimensions lacked theoretical and methodological foundations. In order to ground EBOK's so-called 'undefined' **reflective** role (Van Ruler *et al.*, 2001; Verçiç *et al.*, 2001) in theory, Steyn and Green (2006) reconceptualised the original 'PR' **strategist** as a reflective role at the societal/ macro/strategic management level and labelled it the PR '**strategist/ reflectionist**'. An index was constructed to measure it quantitatively, expanding the 'PR' strategist role (Steyn, 2000b) with a *reflective* (Holmström, 1996, 1997) dimension – i.e., adding measurement items reflecting a societal perspective for public relations. The index consisted of four of the original reliable *strategist* items of Steyn (2000b:37) and developing six new items to reflect the *reflectionist/reflective* dimension. All 10 items were found to be reliable with a Cronbach Alpha of 0.91. It was suggested that these 10 items be seen as a first effort in the standardisation of the '**PR strategist/reflectionist**' role index (Steyn & Green, 2006:31).

The most important finding of the study was the empirical verification of the '**PR strategist/reflectionist**' – a role which conceptually broadened Steyn's (2000a, 2000b) role of the '**PR** **strategist** by also including a *reflective* dimension in this study (being the most important dimension identified by the EBOK research team in Europe).

The reliable items/statements are activities to be performed by a practitioner in the role of the '**PR strategist/reflectionist**'. As such, it provides an indication of the contribution of corporate communication/public relations to enterprise strategy development at the societal/ macro level of the organisation. It also reflects corporate communication's focus on the social and environmental components of the Triple Bottom Line, namely 'People' and 'Planet'.

2.8. STRATEGIST ROLE FOUND IN EAST AFRICA AND SOUTH AFRICA

Van Heerden's (2004) study in East Africa and South Africa was based on Steyn's strategist roles research (2000a; 2000b) and the comparative analysis of Steyn and Bütschi (2003). One of the aims of her study was to determine whether the role of the strategist in fact exists in the African context. She therefore measured the strategist (broadened with a reflective dimension) as well as the manager and technician roles in East Africa amongst PR practitioners from

Uganda, Nigeria, Kenya, Mauritius, Guinea and Tanzania (67% of the respondents) and in South Africa (34% of the respondents). Van Heerden (2004) used basically the same questionnaire as Steyn and Green (2006:1-32) and the same methods of data analysis.

Van Heerden's (2004) findings indicated two roles: the **strategist** (broadened with a reflective dimension) and a combined technician/manager role. The strategist was the strongest factor and retained all 10 original purified items of the strategist role index, indicating that the latter seems to be stable. This finding is notable for two reasons: the measurement has taken place five years after the 'PR' strategist was conceptualised and empirically verified, and mostly in different countries; and it was also measured among practitioners and not chief executives as in the original study. The combined technician/manager role elicited the following comment by Van Heerden (2004:244): "*it seems as though the role of the manager as conceptualised in theory does not exist in the African context*".

This study's findings indicate a high concern for gathering information about societal issues amongst the respondents—adapting organizational strategies and policies to societal values and norms, and deserving trust. Van Heerden (2004) concluded that the role of the **strategist** is present in Africa and that the purpose of corporate communication is centred around the importance of understanding societal values and expectations, as well as its influence on organisational behaviour and decision making. In the African context there is a concern for societal issues and therefore a continuous dialogue between the organisation and society is necessary. It is also clear that corporate communication is currently fulfilling a role on behalf of both the organisation and society. The success of an organisation depends on them practising social responsibility within the societies where it operates, the latter being critical for an organisation in order to gain public trust.

The '**PR strategist/reflectionist**', a consistently strong role in all the studies, points to the emergence of a new PR role in South and East Africa.

2.9. RENAMING 'PR STRATEGIST/REFLECTIONIST' TO REFLECTIVE STRATEGIST

The foregoing research led to Steyn (2009) selecting the **reflective paradigm** as strategic communication management's umbrella approach and renaming the 'PR' strategist role to the '**PR strategist/reflectionist**'.

Holmström's (1996) view that the purpose of public relations is *reciprocal strategic reflection* (consisting of both a reflective and expressive task) indicates how *reflection* considers differences between organisational systems with the aim of mutual consideration for forming partnerships, how reflection leads to self-understanding and a consideration of a larger societal context while focusing on sustainability. This formed the basis for Steyn's relabelling of the 'PR' strategist role to the **reflective strategist** role.

A further influence on Steyn's relabelling of the PR strategist role is the findings of the EBOK research. In the societal worldview, public relations is attributed as offering a distinct approach or way of thinking with a deep consideration for broader societal issues. It is a strategic process which views the organisation from an outside perspective. It is predominantly concerned with inclusiveness and obtaining social legitimacy and in turn ensuring its license to operate (Verçiç, et al., 2001). The EBOK research identified four public relations roles, one of which is the **reflective** role focusing on societal elements, ensuring that the organisation's behaviours and values are adjusted where required in order to ensure it is viewed as socially responsible and it secures its (social) license to operate. This role is strategic with a focus on the organisation's mission and organisational strategies.

Steyn and Bütschi (2003:18) undertook research to "broaden the view on the phenomenon of public relations with regard to its purpose for the organisation/society, the environment in which it operates, and the organisational/societal role-players involved". In comparing EBOK's **reflective** role (Verçiç et al., 2001:380; Van Ruler et al., 2001:173) with Steyn's (2000a; 2000b) **strategist** role they found the roles to share many similarities despite being based on theories and approaches from different domains.

Steyn and Green (2006) undertook research to operationalise, measure and verify the four EBOK roles in a SA corporate case study. Based on the similarities between Steyn's '**PR**' **strategist** and EBOK's '**reflective**' roles (analysed in Steyn & Bütschi, 2003), this research led to the empirical verification of the '**PR strategist/reflectionist**' – a role which conceptually broadened Steyn's (2000a, 2000b) role of the '**PR strategist**' by also having included a *reflective* dimension in this study (the most important dimension identified by the EBOK research team in Europe). The 10 items that measured this role were all found to be reliable in the factor analysis.

Based on all of these findings, Steyn (2009) reconceptualised the strategic role of the most senior corporate communication practitioner. Steyn (2009:16) reasoned that "if the purpose of public relations is reciprocal strategic reflection (Holmström, 1996), then the strategic role of public relations (as the reflective task/mirror function) is **strategic reflection**". Given this, she renamed her original '**PR**' strategist role, that became the '**PR strategist/reflectionist**' after the Steyn and Green (2006 study), to the reflective strategist.

2.10. MEASUREMENT ITEMS FOR REFLECTIVE STRATEGIST IN DESCRIPTIVE SURVEY OF THIS STUDY

Through the exploratory research and review of the literature, the author has been introduced to the measurement indices of previous research on the strategist role. Eight purified items have been selected for inclusion in the measurement instrument of this study – see Table 2-3 below. The studies in which they were employed have been provided (in brackets). These studies have been discussed in previous sections.

Table 2-3: Statements purified through factor analysis in previous research employed in this study

Statements to measure the construct Environmental Scanning to obtain Social Intelligence
Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society ('PR strategist/reflectionist' role activity verified by Steyn & Green, 2006:31).
Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly ('PR strategist/reflectionist' role activity verified by Steyn & Green, 2006:31).
Act as 'early warning system' to senior management before issues erupt into crises or reputation damage ('PR strategist' role activity verified by Steyn, 2000b:37).
Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns to be used as input in decision making ('PR strategist/reflectionist' role activity verified by Steyn & Green, 2006:31).
Statements to measure the construct Stakeholder Assessment
Act as an advocate for key stakeholders by explaining their (often competing) expectations/values to senior management ('PR strategist' role activity verified by Steyn, 2000b:37).
Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own ('PR strategist/reflectionist' role activity verified by Steyn & Green, 2006:31).
Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen by ensuring that its behaviour is in line with societal values and norms (PR strategist/reflectionist' role activity verified by Steyn & Green, 2006:31).
Statements to measure the construct Issues Assessment
Initiate dialogue with pressure groups in the societal environment that are limiting the Airport's autonomy ('PR strategist' role activity verified by Steyn, 2000b:37 . The same activity was also verified as a 'PR strategist/reflectionist' role activity by Steyn & Green, 2006:31).

Since the eight purified items of the original strategist role index make up 25% of the questionnaire statements for this research, the findings of the latter will give some indication whether the original role index is indeed stable – being measured two decades after conceptualisation and verification.

Besides the eight purified items from previous research, nine other items have been developed based on the publications of authors in Steyn's research programme on the strategist role (see Table 2-4 below).

Table 2-4: Own statements developed for this study based on the literature review

Statements to measure the construct Environmental Scanning to obtain Social Intelligence
Point out to senior management the difference between reality and management's internally constructed version of reality (Adapted from Steyn & De Beer, 2012).
Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans (Adapted from Steyn & Puth, 2000).
Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise (Steyn, in Şatir, 2011).
Statements to measure the construct Stakeholder Assessment
Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map. (Adapted from Steyn & Green, 2006:31).
Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests (Steyn & De Beer, 2012).
Ensure that senior management understands the PR/communication implications of strategic decisions for SH/interest groups (Steyn & Puth, 2000).
Statements to measure the construct Issues Assessment
Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable (Steyn, in Şatir, 2011).
Point out when a reputation risk becomes an issue that should be addressed in the issues management process (Steyn, in Şatir, 2011).
Identify company problems/issues that communication can solve (Steyn & Puth, 2000).

2.11. RESEARCH ON STRATEGIST ROLE USING OTHER MEASURING INSTRUMENTS

2.11.1. The 'strategic public relations manager' role found in SA with a UK measuring instrument

As part of an international research programme to address the theoretical problem of the reconceptualisation of the historic PR manager role, the academics Moss, Newman and DeSanto (2004) conceptualised and quantitatively measured eight roles for PR managers in the UK, but empirically verified only *five* roles. They have been labelled the Monitor & Evaluator; Key Policy & Strategy Advisor; Issue Management Expert; Trouble-Shooter/ Problem-Solver; and the Communications Technician.

The UK study was replicated in SA by Everett (2006) for her master's degree, using the same 40 measurement items developed for the UK questionnaire. (A screening question was however added to determine whether the respondents were indeed *managers*). The findings of the final factor analysis indicated only *two* empirical managerial public relations roles in the South African context (Steyn & Everett, 2009a). Based on the research of Steyn (2000a, 2000b, 2003a), Moss *et al.* (2004) and Mintzberg (1973), Everett labelled these two roles the **Strategic public relations manager** (a strategic role at the macro or societal level dealing with a range of external matters), and the **Operational public relations manager** (a functional role at the middle management level dealing with operational issues). The **Strategic public relations manager** is of interest to this research.

Based on the 17 reliable items that represent the **Strategic public relations manager** role, the core elements of public relations at the *strategic* organisational level have been summarised, as follows by Steyn and Everett, 2009a):

Environmental scanning: Constantly monitoring the internal and external environment to identify possible issues and threats, and report these to top management.

Boundary spanning: Building necessary networks (internally and externally) and 'spanning boundaries,' thereby minimising issues by creating enabling linkages for strengthened relationships.

Issues management: Identifying possible issues and gaps, developing and managing programmes to address the identified issues.

Reputation risk management: Advising management on the consequences of their behaviour for key organisational/ societal stakeholders, and how the media will view it.

Relationship management (external): Lobbying on behalf of external stakeholders, presenting their views to top management.

Strategic media relations: Engaging with the media, particularly when dealing with sensitive issues.

Strategic internal communication: Facilitating internal communication flows, thereby reducing uncertainty within the organisation.

Positioning of the PR department: Defining PR structure, policies, strategies and budgets.

Everett's (2006) findings of two managerial PR roles (splitting the historic PR manager role in two) support Steyn's findings (2000b; 2003a) of a '**PR** strategist' and '**PR** manager' role performed at different organisational levels in SA. It is significant that the same measuring instrument developed and employed in the UK found five roles while Everett in SA found two roles with the same instrument. Based on a comparative analysis of the role indices of these two studies, Steyn and Everett (2009b) recommend that Everett's extensive role indices be used to conceptually broaden Steyn's (original) '**PR** strategist' and '**PR** manager' roles. It is also recommended that concepts such as corporate social responsibility, reputation management, brand management and change management be operationalised and measured in future roles studies.

The international collaborative research programme (of which this study was part), indicates that significant roles research is being conducted outside the US – inter alia in the UK and in SA. As indicated by the findings, the traditional two-role typology of *manager-technician* (Dozier & Broom, 1995) no longer describes the varied activities required of – and indeed performed by – (some) public relations *managers* in different countries and at different organisational levels.

The most significant finding of the research in strategic corporate communication/public relations management that has been undertaken in South Africa so far (and one study in East Africa) is the consistently strong empirical strategist role that emerged in all the studies. It seems to indicate that strategic role playing by senior corporate communication practitioners in SA is indeed taking place. Initially called the role of the '**PR** strategist' by Steyn (2000a, 2000b, 2003a), it was relabelled the '**PR** strategist/reflectionist' by Steyn and Green (2006). Verified through a questionnaire developed in the UK, Everett (2006) called the strategic role she found the **Strategic public relations manager**.

2.11.2. The 'strategist' role found in SA by US academics with own measuring instrument

As in Everett's (2006) comparative study, other research using different measuring instruments also found an indication of the increasing importance of the *strategist* role played by corporate communication practitioners in SA, i.e. its institutionalisation. US researchers Tindall and Holtzhausen (2011) measured nine roles in SA: eight of the roles have previously been tested but the ninth, the role of the strategist, was conceptualised for the study based on Steyn (2002; in Toth, 2007). The *strategist* role emerged from the factor analysis as the most commonly used role in SA communication practice, despite the fact that this factor now includes nine items rather than only four as initially conceptualised.

Results further indicated that the *strategist* was the most unifying role in terms of practice and supported the approach that applying theories developed in one area of communication practice to another is a viable approach to building a body of strategic communication theory.

It is notable that in this study undertaken in SA, the *strategist* role performed stronger than in a previous study conducted by US academics Werder and Holtzhausen (2008) amongst corporate communication practitioners in the US. It once again indicates that the strategist role is being played in SA and is emerging regardless of the measuring instrument used. However, as with Everett's (2006) international comparative study with the UK, in that study the same measuring instrument was used in the UK and SA, but the strategist role did not emerge in the UK although some of the roles found there contained strategic activities.

2.12. RESEARCH ON ENTERPRISE STRATEGY AND THE STRATEGIST ROLE

2.12.1. Enterprise strategy explicates corporate communication's strategic contribution at the macro organisational level

According to Freeman (1984:88), two separate sets of questions need to be addressed when formulating a statement of mission for an organisation:

- The first level of analysis concerns a broad set of issues around values, social issues and stakeholder expectations. This is the level of the *enterprise* strategy.
- The second set of issues address the range of business opportunities available to the organisation and rests on an understanding of how the stakeholders can affect each business area. This level of analysis is usually called the *corporate* strategy.

Digman (1990:36-37) concurs with these views in stating that an enterprise needs a “*clear, unambiguous concept of its mission and purpose—its role in society—to guide formation of corporate policies and strategies in other areas. Thus, the enterprise strategy acts as a framework or envelope within which other, more specific types of strategies will operate.*”

Enterprise strategy stems from research on the social responsibility of business and answers the question of what the organisation *should* do. In part, enterprise strategy represents the moral/ethical component to strategic management. Developing enterprise strategy clearly articulates organisational values and helps to ensure that they are in touch with societal and stakeholder expectations and norms.

Steyn and Niemann (2010) suggest that enterprise strategy is a relevant strategy process for incorporating societal and stakeholder expectations, values, norms and standards into the organisation’s strategy development processes. They also posit that the strategic role of corporate communication in enterprise strategy development is to assist the organisation in determining its values, managing its reputation, adopting sound corporate governance principles and fulfilling its social and environmental responsibilities. This will ultimately lead to the organisation being trusted by its stakeholders as well as being regarded as sustainable, legitimate, and socially responsible by society at large – thereby achieving the organisation’s *non-financial* goals (Steyn & Niemann, 2010).

2.12.2. Strategic role of public relations in enterprise strategy, governance and sustainability

Based on empirical research, Steyn and Niemann (2014) suggest a *normative* framework for the development of an organisation’s *enterprise* (societal role/stakeholder) strategy, within the context of governance, sustainability, and corporate social responsibility (CSR). The normative framework contains two dimensions:

- **Enterprise** strategy is developed within the context of *enterprise* governance as well as *social and environmental* sustainability and responsibility, to achieve the organisation’s strategic *non-financial* goals (the **sustainability** dimension).
- **Corporate** strategy is developed within the context of *corporate* governance as well as *economic* sustainability and responsibility, to achieve strategic *financial/economic* goals (the **business** dimension).

Senior corporate communication/public relations practitioners play a **strategic** role in **enterprise** strategy development but a *support* role in *corporate* strategy development. The development of enterprise strategy necessitates a Triple Bottom Line approach to strategic management.

Based on the theoretical framework and findings/conclusions of the study, the strategic role of corporate communication/public relations is conceptualised as contributing **strategically** to **enterprise** strategy development by assisting with the achievement of the organisation's **non-financial** goals.

Steyn and Niemann (2014:12) assert that – in line with the King Report – governance, strategy and sustainability cannot be separated and that they are interlinked. Conclusions are that legitimate expectations and interests of stakeholders should be considered by the organisation and that its behaviour must be aligned to societal values if they are to be viewed as trustworthy and have a 'social license' to operate (Steyn & Niemann, 2014:13).

2.12.3. Social intelligence offers a complete stakeholder view as input into enterprise strategy development

In his master's degree, Prinsloo (2005) posits that theory on **enterprise** strategy development in the domain of strategic management is limited. He argues that there is a need for more research to clarify the concept of enterprise level strategy and differentiate it from corporate strategy. Prinsloo describes enterprise strategy as the grand architecture of the organisation that should be driven by the CEO and the Board of Directors of the organisation.

The development of enterprise strategy is not an exclusive process – it is reliant on input from the organisation's stakeholder (and societal) environment. Prinsloo (2005:23) refers to **social intelligence** as a key input to inform an organisation's enterprise strategy – offering a complete stakeholder view. However, to achieve the latter, it requires "special skills, the most profound being **reflection**, sensing and strategic vision".

Prinsloo (2005) is one of only two authors found in the corporate communication literature that refers to **social intelligence**, which is one of the two major concepts in the strategic management domain in this study.

2.12.4. Environmental assessment and social intelligence: Input into enterprise strategy

Environmental assessment (a core activity of the **reflective strategist**) and a major concept of this study in the strategic management domain, is a process in which an organisation learns about events and trends in the external (and internal) environment through the environmental scanning process; analyses and evaluates opportunities and threats as they arise out of the interaction and relationships with other organisations, social groupings or individuals (stakeholders, publics, activists); establishes relationships between them; and considers the implications for the organisation's strategies, policies, stakeholders and reputation (Steyn, in Heath & Johansen, 2018:591).

The strategic information that results from this process is key in informing the organisation's strategic decision and strategy development processes. It is critical input, especially in the overarching **enterprise/societal role** strategy so that it reflects the values, norms, standards, expectations, concerns, and needs of *stakeholders*; addresses the *issues* around which interest/activist groups emerge to prevent them from becoming *reputation risks* or even *crises*; and directs attention to the reputation risks that result when strategic, operational or other risks recorded on the organisation's (Reputation) Risk Register materialise and become issues.

This strategic information on stakeholders, societal issues and reputation risks is described by Steyn as **social intelligence** (the second major concept of this study in the strategic management domain, to be discussed in Chapter 3).

2.13. BROADENING REFLECTIVE STRATEGIST ROLE CONCEPTUALLY BY ADDING ACTIVITIES OF RECENT RESEARCH

Research Objective 1: To explore the relevant literature in the field of corporate communication, inter alia with a view to identify activities to broaden the reflective strategist role conceptually.

While exploring the literature (*after* the descriptive survey described in Chapter 5 had already been completed), the author noted that other **strategically oriented roles** have emerged during the last decade. The authors whose **roles** are deemed to be strategically oriented have been identified, their roles conceptually analysed and the (strategic) **activities** that represent these roles and that falls within the assumptions of the reflective paradigm and the reflective strategist roles theory, have been selected to conceptually broaden the *reflective strategist* role.

A conceptual analysis is a specialised area of research procedures which requires an expert approach to interpret the data (Struwig & Stead, 2003). The ideal result of a conceptual analysis is a definition or **analysis of the relevant concept**. A concept is a theoretical term which refers to a property or construct (often a complex entity or phenomenon) which suggests the role it plays in a theory, or in relation to other concepts. A theory cannot be developed unless it has established quite clearly the concepts (and the attributes of the concepts) with which it deals. As Thellefsen (2004:69-72) observes, "concepts correspond to ideas, and are conditional and provisional, rather than fixed". They are not neutral, as they correspond to and are motivated by **paradigms and ideologies**.

Conceptual analysis consists primarily in breaking down or analysing concepts (in this study the *reflective strategist* role theory is the foundation for the analysis) into their constituent parts (role activities) in order to gain **knowledge** or a better **understanding** of the particular concept (Beaney, 2003). In practice, conceptual analysis concerns **distinguishing terms, analysing the understandings they refer to, and representing this** (Thellefsen, 2004:69-72).

The authors whose recent roles research have been identified and conceptually analysed are the following: Zerfass and Viertman (2017); Wilson (2016); Brønn (2014:58); Mellado and Barría (2012:448-449); Siler (2012); Beurer-Züllig, Fieseler and Meckel (2009:165-172); and Johansson and Ottestig (2011:144). Based on the findings of the analysis, the author of this study identified specific activities to **broaden the *reflective strategist* role conceptually** – all sharing the assumptions of the reflective paradigm. These activities are outlined below.

Based on Zerfass and Viertmann (2017:69-73), the *reflective strategist*:

- Serves the overall strategic goal of the organisation by ensuring cross sectional interaction and fulfils the organisation's mission in many different ways.
- Secures intangible assets such as changing or influencing stakeholder behaviour for the benefit of the organisation.
- Enables top executives to perform better and improves their strategic decision making by creating a broader situational awareness amongst them.
- Supports the organisation with relational capital during times of uncertainty.
- Contributes to strategic decision making through thought leadership, innovation potential and crisis resilience by actively listening and systematically monitoring public opinion through a variety of platforms.

Based on Beurer-Züllig, et al. (2009:158, 165-172), the *reflective strategist*:

- Obtains an understanding of the public interest, attitudes and concerns of the community, consumers and employees, and establishes and maintains relationships.
- Spans boundaries to strategically listen, appreciate, interact and respond to different external stakeholder groups in the environment simultaneously.
- Offers informed advice at a senior level, participates in strategic planning, is involved in the decision-making processes of executive management and thus performs a strategic function.

Based on Molleda (2010:223-224, 233), the *reflective strategist*:

- Keeps his/her organisation and clients faithful to their true self and their values.
- Ensures consistency between the genuine nature of the organisation and its communication which is key to reaching its stakeholders, attending to challenges and ensuring society's confidence.

Based on Brønn's (2014:77), the *reflective strategist*:

- Has a 'bridging' function (boundary spanning) which is strategic in nature because it requires scanning the environment.
- Analyses stakeholder data of which the outcomes can be considered for an organisation's strategic decision making.
- Offers expertise, bridging skills, and knowledge of effective communication that can be used in strategic decision making.

Based on Johansson and Ottestig (2011:144), the *reflective strategist*:

- Will be more effective as part of top management and the strategic decision making processes of the organisation – particularly to assist with future external challenges such as globalisation and internal challenges such as organisational changes.

Finally, based on Mellado and Barría (2012:448-449), the *reflective strategist*:

- Acts and thinks while keeping the bigger/whole picture in mind (and not only its individual parts).
- Focuses on relationships with the aim of generating trust between the organisation and its different stakeholders.
- Places an emphasis on reputation as an intangible asset and does forward planning with the aim of anticipating challenges (issues and reputation risks).
- Brings to management's attention controversial topics that should be avoided if they alter the harmony between the organisation and its internal/external environment.

Based on the activities identified from the conceptual analysis of more recent strategically oriented corporate communication roles that emerged during the last decade, Steyn's (2009) *reflective strategist* role has been broadened conceptually. This conceptual analysis of more recent roles points to the fact that, more than a decade later, the *reflective strategist* role and the associated attributes indicated by newer strategic roles, are still a (key) factor to organisations today.

It needs to be noted that the foregoing activities have not been included in the measuring instrument of this study. The objective of the descriptive survey was to *reaffirm* the *original* 'PR' strategist/reflectionist/reflective strategist role two decades after it was first conceptualised and empirically verified. It is however suggested that the identified activities be considered as statements for measurement in further quantitative studies or as interview questions in qualitative research on the role of the *reflective strategist*.

To conclude this section, here follows a summary of the insights obtained from the conceptual analysis of the newer roles that could possibly be incorporated into the (existing) *reflective strategist* conceptualisation.

Being part of the strategic team that contributes to achieving the organisation's mission and vision, the reflective strategist serves the overall strategic goal of the organisation by ensuring cross sectional interaction to fulfil the organisation's mission in many different ways. Key to achieving this is to secure intangible assets for the organisation such as changing or influencing stakeholder behaviour for the benefit of the organisation; enabling top executives to perform better; improving their strategic decision making by broadening their situational awareness; offering relational capital during times of uncertainty; and supporting strategic decision making through thought leadership, innovation potential and crisis resilience. This is done by listening and systematically monitoring public opinion through a variety of platforms. Conducting environmental assessment will be critical to obtain the relevant information, interpret it and then use this *social intelligence* (the outcome of the assessment process) in the development of relevant organisational strategies.

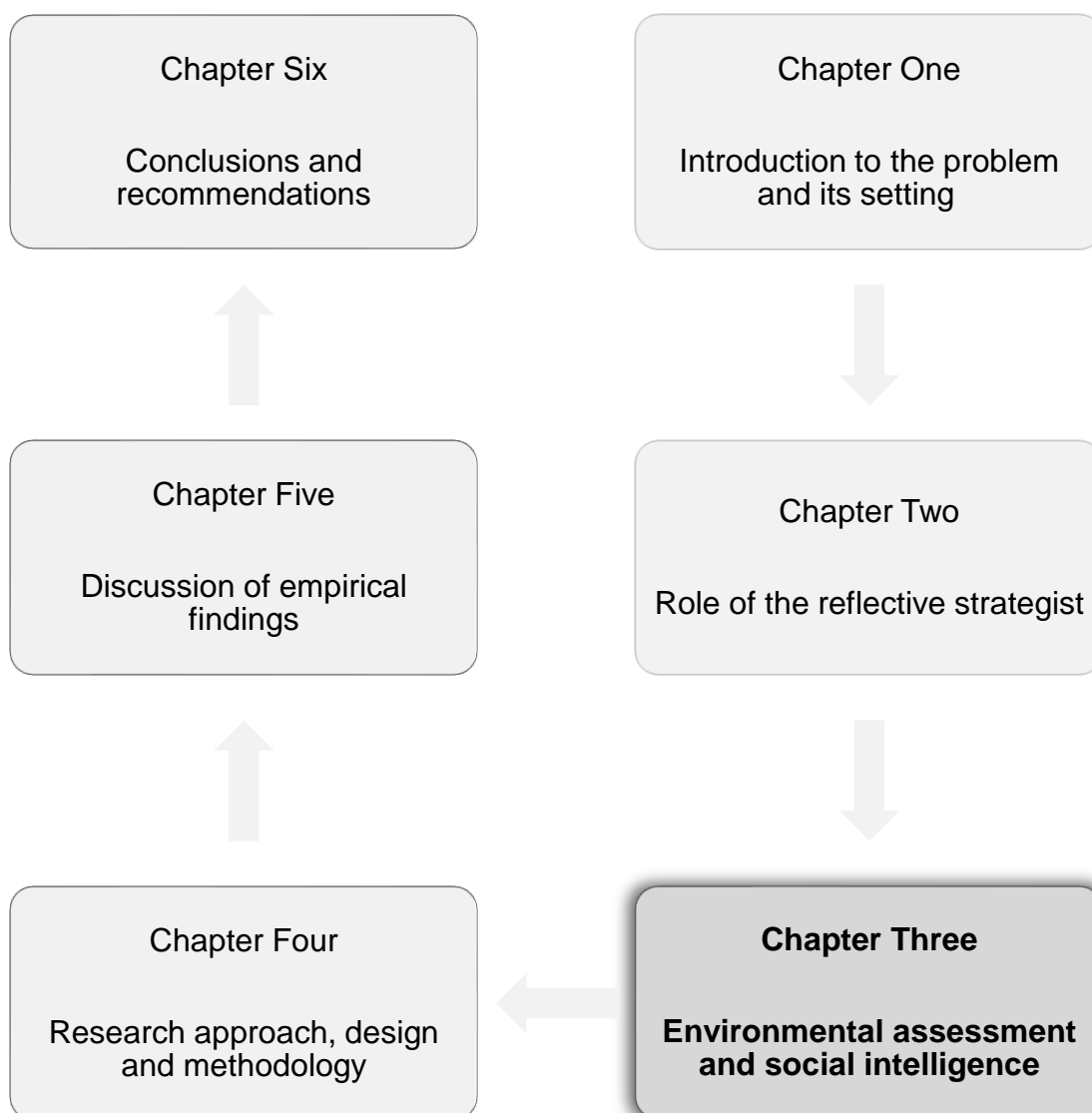
2.14. CONCLUSION

Any organisation has a variety of stakeholders with competing priorities. The **reflective strategist** helps the organisation take on a stakeholder perspective in all its decision making. Focusing on understanding and appreciating differences in perspectives/norms/ values between the organisation and its stakeholders, the reflective strategist aims to prevent mistrust by obtaining 'consent on dissent' and assists the organisation to exist side by side and in harmony with its environment. The reflective strategist's role is to create a 'fit' between the values of the organisation, the expectations of stakeholders; and the societal issues that might impact the sustainability of the organisation; in turn helping to obtain legitimacy (a licence to operate) from society. The reflective strategist makes its most strategic contribution to the **enterprise** strategy (which is the societal-role or bridging strategy). In understanding what is happening in the external (and internal) environment of the organisation and learning as much as possible about it, as soon as possible, the *reflective strategist* obtains valuable **social intelligence** for the benefit of the organisation.

*In Chapter 2, the reflective paradigm has been introduced as the framework in the corporate communication domain and the **reflective strategist** as the major concept. The literature review traced the development of the 'PR' strategist to the 'PR strategist/reflectionist' to the **reflective strategist**. A conceptual analysis broadened the **reflective strategist** role conceptually, thereby achieving **Research Objective 1**.*

*In the next chapter, the other two major concepts of the study in the strategic management domain is introduced namely **environmental assessment** and **social intelligence**.*

OUTLINE OF THE RESEARCH REPORT



*The metatheoretical, theoretical and conceptual framework for two major concepts in the strategic management domain, namely **environmental assessment** and **social intelligence**, is explicated in this chapter. It forms part of **Phase 1 of the Exploratory Research** conducted through a literature review, to achieve **Research Objective 2: To explore** and provide an **initial understanding**, by means of a **conceptual analysis** of the relevant literature on marketing and other fields, the concept of social intelligence (to be used as input into enterprise strategy development at the societal/macro level of an organisation).*

*A guiding hypothesis provides direction for the exploration, namely: **Social intelligence** is to be obtained by the **reflective (communication) strategist** through **scanning** the environment, and interpreting and assessing the information gathered in the organisation's **stakeholder and issues** environment.*

CHAPTER THREE: ENVIRONMENTAL ASSESSMENT AND SOCIAL INTELLIGENCE

“Success and indeed survival of every business depends on either obtaining the support or neutralising the attacks of key actors in its environment...we need a keen insight into the behaviour of those actors who affect our fate” (Sturdivant & Vernon-Wortzel, 1990:58).

3.1. INTRODUCTION

The strategic management process is an attempt to achieve a productive fit between the organisation's external or macro environment (economic, competitive, social, political/legal, technological factors) and its internal situation (structure, systems and procedures, climate and resources) (Digman, 1990:14). In this process, an organisation monitors its environment, incorporates the effects of environmental changes into strategic decision making, and develops new strategies (Jain, 1997:10). Viewing strategic management as a process has the implication that any change in one component will affect several or all of the other components. Since this process is very dynamic, it should be monitored constantly for significant shifts in any of its component parts.

During the last three decades, rapid changes in the environment seriously threatened many organisations, resulting in radical reengineering, restructuring or transformation for many. Organisations today are rooted in a broad set of stakeholder relationships as well as economic, legal and cultural constraints. There are multiple organisational touch points and interactions with the environment located within nearly every part of the organisation (Zerfass & Franke, 2012).

Senior management should therefore continually assess the impact of the organisation's implemented strategies on the external environment and take this into account in future decision making (Pearce & Robinson, 2009). Management should also scan for changes, trends, issues and risks of strategic significance in the environment. The more rapid and discontinuous the change, the greater is the need for environmental analysis (and forecasting).

Changes and trends are brought into and disseminated within the organisation by means of a strategic information system (Digman, 1990:51). Although some information may be within the organisation, much of it exists in unrelated, unevaluated 'bits and pieces' that are difficult for decision makers to use. As a result, much information goes unused. Strategic information is the information necessary to make strategic decisions at either the enterprise, corporate or business level of the organisation. While many rely on their management information systems

(MIS), the information that senior management really need must be separately collected and processed – it is different from information required for operations and marketing. MIS is almost exclusively concerned with the past, with the control function applied to the operational activities of the firm – few focus on the strategy development and planning function or the strategic decisions critical to the organisation’s future (Steyn & Puth, 2000).

What is therefore required is a separate strategic information system designed to obtain **social intelligence** to support development of the organisation’s stakeholder and societal strategies. This system should provide for scanning the stakeholder and societal environment to pick up new signals, e.g. changing expectations, concerns, values and norms. It should also provide for scanning for new, and monitoring previously identified, trends and issues that could be significant to the organisation. An important part of such a system is to establish the need for, and the responsibility for acquiring and handling of the social information within the organisation. A purpose of environmental scanning (and its outcome social intelligence) is to change the mental models of the key decision makers by broadening their perceptions and reframing their perspectives. In order to do this successfully, it is necessary to have a clear understanding of what is on the minds of the senior management team (Jansen van Vuuren, 2002).

While social intelligence is a major concept of this study, little has been found about it in the literature in the context in which it is being used in this study, with the exception of two authors in the field of corporate communication (Prinsloo, 2005; Steyn, in Heath & Johansen, 2018:591-596). Therefore, in this chapter, an initial understanding is to be gained of social intelligence as part of the environment assessment process, to be used as input in enterprise strategy development.

3.2. METATHEORETICAL, THEORETICAL AND CONCEPTUAL FRAMEWORK

An exploration of the literature has led to the selection of a framework for the major concepts in the strategic management domain, being *environmental assessment* and *social intelligence* (see **Table 3-1**). The full table for both the corporate communication and the strategic management domain can be viewed in **Chapter 1, Table 1-1**.

Table 3-1: Metatheoretical, theoretical and conceptual framework for strategic management domain

Domain	Strategic management		
Meta-theoretical approach	Outside-in approach to scanning (Costa, 1995) Stakeholder approach (Freeman, 1984) (Broad) Issues approach (Fahey & Narayanan, 1986)		
Field of study	Strategy development		
Theories and Concepts	<p><i>Strategy development (context, content, and process)</i> (Lynch, 1997)</p> <p><u><i>Context of strategy development</i></u></p> <ul style="list-style-type: none"> • Societal (remote) environment • Industry (competitive) environment • Task (operating) environment • Internal environment <p><u><i>Content (levels) of strategy development:</i></u></p> <ul style="list-style-type: none"> • Enterprise strategy (societal level) • Corporate strategy (organisational level) • Business unit strategy (competitive level) • Functional strategy (departmental level) • Implementation strategy (operational level) <p><u><i>Processes of strategy development (continuous):</i></u></p> <ul style="list-style-type: none"> • Environmental scanning & monitoring <ul style="list-style-type: none"> • Scanning • Monitoring • Interpretation & learning (assessment) • Stakeholder assessment <ul style="list-style-type: none"> • Stakeholder identification • Stakeholder analysis/segmentation • Stakeholder recording (stakeholder map/wheel) • Issues assessment <ul style="list-style-type: none"> • Issue identification • Issue analysis (trend, emerging/current issue, strategic issue, crisis) • Issue recording (issue log/strategic issue register/crisis inventory) 		
Major Concept	<i>Environmental assessment</i>		
	<i>Social intelligence</i>		
Constructs (empirical)	<i>Expectations and perceptions of performance of.....</i>		
	<i>Environmental scanning (and monitoring)</i>	<i>Stakeholder assessment</i>	<i>Issues assessment</i>
Measurement Items	11 Statements	13 Statements	8 statements

Source: Extract from Table 1.1 (Chapter 1)

3.2.1. Metatheoretical approaches for the strategic management domain

Since different theories apply to the problems addressed by this multidisciplinary study and each approach highlights only certain aspects of a phenomenon (Jansen & Steinberg, 1991:2-3), three approaches have been selected as the framework for the theories in the strategic management domain. They are the outside-in (macro) approach to *environmental scanning* (Costa, 1995); the *stakeholder* approach (Freeman, 1984); and the broad *issues* approach (Fahey & Narayanan, 1986).

According to Costa (1995:5-6), the **outside-in (macro)** approach to environmental scanning adopts a 'broad' view of the environment. It considers all the components in the external environment which the organisation faces such as the political, economic, social, technological and ecological factors (known as the PESTE analysis). This approach is particularly focused on longer term trends; the development of alternative views or scenarios of the future environment; and identifying implications for the industry within which the organisation operates and for the organisation itself. The assumptions of the outside-in approach to environmental scanning are summarised in Table 3-2 below.

Table 3-2: Costa's outside-in approach to environmental scanning

Focus and scope	Unconstrained view of the environment
Goal	Broad environmental analysis before considering the organisation
Time horizon	Typically, one to five years, sometimes five to ten years
Frequency	Periodic/ad hoc
Strengths	Avoids organisational blinkers

Source: Costa (1995:6)

The **outside-in approach** is in contrast to the inside-out approach, the latter having a 'narrow view' of the environment and looking at fewer factors in the outside environment, as its view is constrained by the internal influences within the organisation. While organisations can influence changes internally, it is far more difficult to do so when external issues arise. It is therefore important for the organisation to continuously gather *social* intelligence as input into strategy development processes.

The growth of the **stakeholder approach** (Freeman, 1984:5) parallels the evolution of business in the 1970s. In the *traditional production view* of the firm (the shareholder approach), owners thought of stakeholders as individuals or groups who supplied resources or bought products/services. In the *managerial view* of the firm (corporate social responsibility and

corporate social performance approaches), businesses began to see the need for interaction with major stakeholder groups if they were to be managed successfully. In the *stakeholder view* of the firm (Freeman, 1984:24-25), managers had to undergo a major conceptual shift in how they saw the organisation and its multilateral relationships with stakeholder groups – perceiving stakeholders not as those groups that *management* thinks have some stake in the organisation, but also those that *themselves* think they have a stake.

Freeman's (1984:24-25) **stakeholder** approach to strategic management posits that the organisation must of its own volition undertake to satisfy the wants and needs of its key stakeholders and recognise their legitimate rights. All of the stakeholder groups (not only the shareholders) must be identified and their relative rights and their ability to affect success, be weighed. This emphasis on the concept of stakeholders—who they are and what their stakes entail—requires thinking in terms which are broader than current strategic and operational problems. The role of top management is to ensure the continued co-operation and loyalty of all stakeholders, moving from recognising stakeholder influence towards their inclusion in organisational decision making.

The last metatheoretical approach refers to Fahey and Narayanan's (1986:85-96) issues approach which states that issues can be approached in two ways, namely 'broadly' or 'narrowly'. Of particular interest to this research is the **broad issues approach** where the focus is a strategic one – a proactive approach that seeks to identify potential/emerging, current or strategic issues that may impact the organisation, and to mobilise and co-ordinate organisational resources to strategically influence their development to the benefit of the organisation. When the broad approach to issues management is applied, it tends to be the responsibility of the strategy/strategic planning division or of the senior line management. All issues are considered (ranging from social, public policy to strategic issues) and it applies to both internal and external challenges. The narrow issues approach is a conventional approach, with issues assessment and management falling into the public affairs management or public policy domain. They tend to focus on issues which originate from the regulatory, political or social environments – and thus a focus on social or public issues.

Stakeholder and issue approaches provide a new way of thinking about strategic management and what the affairs of the organisation actually constitute (Freeman, 1984:vi). They propose a balanced treatment rather than a focus solely on financial interests. Not only will managers of the 21st century have to deal with new demands from stakeholders, but they will also have to handle difficult strategic, social, public and ethical issues in full view of interested stakeholders. The major challenge is to devise a means by which managers work toward a definition of their appropriate societal role while effectively managing social, public and ethical

issues in addition to the strategic issues facing organisations (Sturdivant & Vernon-Wortzel, 1990:4, 8).

3.2.2. Broadening the metatheoretical framework by adding the reflective paradigm

Dependability (an assumption of the qualitative paradigm): “Where a researcher accounts for changing conditions in the phenomenon studied as well as changes in the design created by increasing comprehension of the setting” (Lincoln & Guba, 1985:290).

In Chapter 2, the reflective paradigm has been selected and explicated as the metatheoretical framework for theories and concepts in the corporate communication domain. During and after the explication of the three metatheories for the strategic management domain, it became apparent to the author that a number of the **assumptions** of the **reflective paradigm** appeared **similar** to those of the **outside-in approach to scanning** (Costa, 1995); the **stakeholder approach** (Freeman, 1984); and the **(broad) issues approach** (Fahey & Narayanan, 1986). After a conceptual analysis affirmed this insight, the reflective paradigm has been added to the aforementioned approaches to **broaden the metatheoretical framework** of the strategic management theories and concepts. In doing so, the author accounts for changing conditions due to increasing comprehension of the setting. The findings of the conceptual analysis are set out below.

Holmström’s (1996) **reflective paradigm** provides a perspective of social responsibility as a lens used to determine the boundaries of acceptable organisational behaviour and the collective interest. The purpose is to solve or avoid conflict between the organisation’s behaviour and the public perception of how socially responsible organisations should operate. In this view, social systems (an organisation and its environment) have to continuously adapt to each other through negotiation. This is achieved through practising *reflection* (the core concept of the reflective paradigm) which consists of the reflective and expressive task. The *reflective task* (relevant to this research) consists of *strategic reflection*, namely to obtain strategic information in the external environment (known in social systems theory as the ‘public sphere’) and bringing it to the attention of the organisation. This purpose of the reflective task is also a core concept of Costa’s (1995:5) **outside-in approach to scanning** in that it takes a broad view of the external environment where all factors are considered. As such, the *reflective task* (performed by the *reflective strategist*) is complementary and similar to environmental scanning and its purpose of environmental assessment. It is therefore suggested that the reflective strategist is equipped to perform the task of environmental scanning in identifying and managing stakeholders and issues as part of environmental assessment.

The assumptions of Holmström's **reflective paradigm** (1996:68, 69) listed below aligns to Costa's (1995) **outside-in approach** and can thus also be viewed as the purpose of environment assessment:

- Assists social systems to continuously adapt to each other through negotiation and mutual control.
- Helps to understand differences between social systems and to respect them. There is an emphasis on self-regulation and self-control and thereby improved consideration for differences.
- Identifies a need for mutual consideration by forming partnerships and trying to find compromises.
- Creates a self-understanding and consideration of a larger societal context – there is a focus on longer term sustainability and the avoidance of creating issues for others as this could create issues for self later.
- Reflection is viewed as an enhanced capability which can identify potential conflicts between social systems in advance, evaluate their impact and recommend behaviour for correction.

One of the **reflective paradigm's** assumptions above (Holmström, 1996) is the need for mutual consideration by forming partnerships. This aligns with Freeman's (1984) **stakeholder approach**. The aforementioned approaches are also aligned to Freeman's stakeholder approach in which a stakeholder is described as an individual or group affected by the decisions of an organisation or whose decisions affect the organisation. In the **stakeholder approach**, the interests of these broad ranging stakeholders must be taken into account; differences should be understood; mutual consideration and the development of partnerships are key; and consideration should be given to a larger societal context which is also an assumption of the **reflective paradigm** (as described above).

Strategic reflection (the *reflective task*) is seen as an enhanced capability which can identify potential conflicts between systems in advance; evaluate their impact; and recommend behaviour for correction (Holmström, 1996). This is also the purpose of *environmental assessment* which, according to Chase (1995), is an early warning system. The latter is also aligned to Fahey and Narayanan's (1986) **broad issues approach** of which an assumption is that the widest context should be considered when identifying issues – taking a societal and political view and not only a (conventional) financial view. Holmström (1996:68) discusses the focus on longer term sustainability to avoid creating issues and that, as a result of strategic reflection (the reflective task), a self-understanding is created and consideration of a larger societal context is discovered. This is aligned to the principle of ensuring that **stakeholders**

and their issues, values and norms are seen as critical to business success which is also core to Freeman, Holmström and Costa's approaches.

Finally, the **assumptions** (principles) below are found in **most of the approaches**, as follows:

- Enlighten senior management on societal expectations for socially responsible behaviour so that the organisation's behaviour can be adjusted accordingly (Costa, 1995; Freeman, 1984; Holmström, 1996).
- The organisation sees itself in relation to society and to be socially responsible is core to Holmström's (1996) reflective approach. This aligns with Costa's (1995) approach which becomes critical in ensuring that the organisation is able to do so. As such the two approaches become interlinked. In doing so, it is key to create 'social trust' and, in turn, harmony between the organisation and its larger societal context (Costa, 1995; Fahey & Narayanan, 1986; Freeman, 1994; Holmström, 1996).
- In assessing the environment, the organisation enters the public sphere representing its own interests, but also finds a balance between its priorities and that of the broader society (Costa, 1995; Freeman, 1984; Holmström, 1996).
- Continuously adapt to other systems/organisations through negotiation and mutual control (all the approaches).

Based on the above analysis it is clear that **all four of these approaches share many of the assumptions**. It is therefore concluded that the metatheoretical approaches in the strategic management domain are enhanced by including the reflective paradigm from the corporate communication domain, thereby **synthesising an overarching metatheoretical framework** for the theories, concepts and constructs in this research.

3.2.3. Theoretical framework for the strategic management domain

In the strategy development process, an important distinction needs to be drawn between *context*, *content*, and *process* (see **Table 3.1** under heading 3.2) as these three elements are involved in every strategic decision (Lynch, 1997:21).

The **context** of strategy development refers to the **environment** within which the organisation operates and develops its strategies – the set of circumstances under which both the strategy *content* and strategy *processes* are determined (see **Table 3.1**). The context of the organisation takes account of all relevant factors and influences outside of the organisation's boundaries (Steyn, 2000a). There are different conceptualisations of the environment (to be further discussed in the literature review), of which the following two are of relevance to this research:

- The environment is a set of general components, i.e. consisting of the societal (macro) environment as well as the industry (competitive), task (operating or meso), and internal (micro) environment (Lynch, 1997; Pearce & Robinson, 1997). The focus of this study is the **societal (macro)** environment.
- In the context of the strategic management of corporate communication (Chapter 2), Steyn (2000a:110) conceptualises an organisation's environment as a collection of **stakeholders** and a patterning of **strategic, social, political and ethical issues** in the **societal (macro)** environment. The environment is therefore the product of the decisions of strategic stakeholders, issue groups and the activists that arise around strategic issues. (This is the context within which the *reflective strategist* role is performed).

The **content** of strategy development refers to the substantive issues tackled in strategy development, i.e. the focus areas/main actions of the strategy. The **different levels of strategy** development typically refer to the content of strategies, i.e. the enterprise, corporate, business unit, functional and implementation strategies, and how their goals are to be achieved (Steyn, 2000a). **Enterprise strategy**, called the societal role strategy by Freeman (1984), is the broadest, overarching level of strategy that addresses the political and social legitimacy of an organisation and its relationship with society. It is the most important level of strategy for the purpose of this study, as it is *stakeholder* oriented. (Referring back to Chapter 2, the *social intelligence* collected by the *reflective strategist* is interpreted and distributed among senior management as input into strategy development – its main focus being the enterprise/societal role strategy).

The third element involved in every strategic decision (Lynch, 1997:21) is the **process** of strategy development. While in most corporate situations, the content and context are quite clear, it is the *process* that presents problems (because it involves people). *Process* is the **method** by which strategies are derived, referring to specific steps or phases through which strategies are developed and implemented – how the actions link together or interact as the strategy unfolds against a (changing) environment. The phases are interactive – they do not occur in a strict order and are not necessarily the same in each organisation.

In strategic management theory, especially in previous decades, the phases through which most strategies have been developed are the following: environmental analysis (to obtain strategic information for strategy development); strategic thinking and strategic planning; and goal formulation, implementation and control. However, this study is not on strategic management and strategy development *per se* but on the strategic management of corporate communication. Therefore, the steps or phases of strategy development are not the same as mentioned above. (In Chapter 2, the *reflective strategist* role has been explicated as a pillar of

strategic communication management, one of its most important tasks being to gather *social intelligence* to be used as input into enterprise strategy development at the societal level).

In applying the **process** of strategy development theory to this study, the **method** through which strategies are developed and implemented refers to the concept **environmental assessment** and the phases/steps are its constructs *environmental scanning and monitoring*; *stakeholder assessment*; and *issues assessment*. (These are the three constructs that are being measured in the empirical research as the phases through which **social intelligence** is gathered).

3.2.4. Conceptual framework of the study

The three major concepts of this study are *environmental assessment*, *social intelligence* and the *reflective strategist* (the latter is from the corporate communication domain, having been explicated in Chapter 2).

3.2.4.1. Environmental assessment

This is one of the two core concepts in the strategic management domain in this study (see **Table 3.1**).

Environmental assessment is based on an outside-in approach to strategic management. Although an organisation cannot directly influence forces in the societal environment, it can collect information on stakeholders, events, and issues that are occurring, feed that information into the strategic management process, and anticipate issues/trends which will help it buffer threats and take advantage of opportunities. It can therefore be seen as the linking pin between the organisation and the stakeholder environment (Carroll, 1996:652).

According to Fahey and Narayanan (1986), environmental assessment consists of four analytical stages: *environmental scanning* to detect warning signals (a continuous 360-degree examination of the horizon); *monitoring* to track trends, issues and groups over time as the issue matures in order to discern patterns; *forecasting* future directions of changes; and *assessing* current/future changes with regard to their implications for the organisation. This is often referred to as assessing the corporate climate – i.e. research that helps to determine what problems exist.

The explication of environmental assessment that has been selected for the purpose of this study is from the corporate communication domain. Steyn (2000a) regards it as the ability of an organisation to see itself from the perspective of external (and internal) stakeholders and society at large. It is the process whereby strategic information on organisational

stakeholder/societal concerns and issues are gathered by means of *environmental scanning*. Stakeholders are constantly *monitored* to assess when passive stakeholders (with no problem) develop an issue with the organisation and change to aware/active/activist publics. Issues are also constantly *monitored* to assess when their classification changes, i.e. from being only *trends* to *emerging* issues to *current* issues to *strategic* issues (the latter threatening the survival of the organisation). Scanning and monitoring also include identifying reputation risks and assessing when they actually materialise and become issues or crises.

An assessment of the environment is critical in order that such strategic information be obtained, interpreted and used as **social intelligence** in the development of enterprise, corporate communication or other relevant organisational strategies. Through this assessment, the organisation can ensure early awareness of potential societal and stakeholder issues and address them appropriately.

With regards to **social intelligence**, at the core it is the outcome of the environmental scanning process – it is about learning and understanding what is happening externally to the organisation in order to improve its performance by having access to intelligence on the expectations, values, norms and concerns of stakeholders and the activist/pressure groups that could possibly emerge around issues. An exploration of the literature has however indicated a dearth of sources on this other major concept of the study. Therefore, in order to obtain a better understanding of it, there is a need for conceptualisation. The foundation for such a conceptualisation has been provided by a well-known concept in the marketing literature namely competitive intelligence).

3.2.4.2. Social Intelligence – a conceptualisation

“Text in italics” indicates insights gained from the literature exploration that are useful to understand social intelligence for the purposes of this research. Text in bold indicates the field where it originates.

Social intelligence is another core concept and the one to be measured empirically as the relevant outcome of the environmental assessment process for this study (see **Table 3.1**). Since it is a seemingly unknown concept in the field of strategic management, an initial understanding is to be gained here by exploring the literature of other fields.

There are various streams of research on the concept of ‘social intelligence’ (Boyatzis, Goleman & Rhee, 2000), the earliest (and most) being in **psychology** and **organisational behaviour** where it is seen as constituting intrapersonal and interpersonal intelligence. In **social intelligence theory**, Albrecht (n.d.) regards it as the ability to get along well with others

and to get them to co-operate, while Shaker (2017) sees it as a person's competence to understand his/her environment optimally and react appropriately for socially successful conduct.

In the field of **marketing**, managers *lean heavily on environmental assessment to obtain and interpret* customer and market information on the industry (competitive) environment as well as the operating/task environment (e.g. customers, suppliers) and then use the resulting competitive *intelligence in the development of marketing strategies*. According to Kahaner (1998), *competitive intelligence is a process of monitoring the competitive environment with the aim of providing 'actionable intelligence' resulting in a competitive edge for the organisation*. He distinguishes *intelligence from data and information because it requires some kind of analysis and interpretation, with the aim of deriving meaning from the piles of data*.

Calof and Wright's (2008) initial review of the competitive intelligence literature finds it to be a **marketing** discipline with a *core focus on gathering external intelligence* about the competition (and other value chain *stakeholders*, such as suppliers and distributors). These authors subsequently found that **business intelligence** (*about and within one's one company*) is also required to integrate the knowledge of various organisational elements. Furthermore, that there is a need for the *integration of additional, complementary fields of study* with competitive intelligence practice – the field is not yet well researched. McKinsey Quarterly states that the latest source of information to inform competitive strategy is **social intelligence**: *Marketers have been first movers in social media, tapping into it for insights on how consumers think and behave. As social technologies mature and organisations become convinced of their power, we believe they will take on a broader role namely informing competitive strategy* (Harrysson, Métayer & Sarrazin, 2012).

Saayman et al. (2008) as well as Calof and Wright (2008) describe competitive *intelligence as a system of environmental scanning to provide early warning to help predict the behaviour* of competitors in order to respond proactively. This will *avoid making costly business mistakes which should eventually lead to better performance*. *Its primary output is thus the ability to make forward-looking decisions to drive strategic planning and decision-making, which is arguably the essence of strategic business analysis*.

A **social intelligence approach for a (marketing focused) organisation** is centred on the belief that *there is more to gain by listening than talking* (Scholes & James, 1998); that it is a *capability to make informed, real-time decisions* to improve service to the community; that *harnessing social technologies improves understanding of public sentiment towards key issues, knowledge gaps and potential risk areas*; and that *having an integrated team provides*

a range of customer experience benefits and department efficiencies that could not be accessed through other means (Propel 200, 2015).

Moving towards **stakeholder theory**, the authors Ferrell, Fraedrich and Ferrell (2009) state that a **stakeholder orientation** (i.e. *understanding and addressing stakeholder demands*) comprises three sets of activities: *the organisation-wide generation of data about stakeholder groups and the assessment of organisational effects on them; communication of this information to all members of the organisation; and the responsiveness of every level of the organisation to this intelligence (including activities that address stakeholder issues).*

In the field of **corporate communication**, the following two sources on social intelligence have been encountered: Prinsloo (2005:23) refers to it as *key input to inform an organisation's enterprise strategy, offering a complete stakeholder view*. In order to achieve the latter, it requires "*special skills, the most profound being reflection, sensing and strategic vision*". Steyn (in Heath & Johansen, 2018:591-596) asserts that social intelligence is key firstly, *to inform the organisation's strategic decisions and strategies so that they reflect the values, norms, standards, expectations, concerns, and needs of stakeholders; and secondly, to identify and address the issues around which interest/activist groups emerge to prevent them from becoming reputation risks (or even crises)*. The reflective strategist *gathers social intelligence through the environmental scanning process, to be used as an input into the organisation's strategy development processes – especially the enterprise (societal strategy)*.

The exploration of other fields and the two corporate communication sources that addressed social intelligence have led to the conceptualisation of social intelligence presented below.

The assumptions of a **social intelligence approach** for a (corporate communication focused) organisation is centred on the belief that there is more to gain by *listening* to stakeholders and interest groups than by only talking to them; that it is a capability to make informed, real-time strategic decisions leading to organisational strategies and two-way communication exchanges that will benefit not only the organisation but also the stakeholders, societal interest groups and the community; that harnessing social technologies improves understanding of stakeholder and societal sentiment towards key issues, knowledge gaps and potential risk areas; and that having an integrated organisational team which spans boundaries, recognises that looking inward is as important as looking outward, is agile and politically astute, provides a range of stakeholder experience benefits and department efficiencies that could not be accessed through other means.

A stakeholder approach assumes a **stakeholder orientation** for the organisation (i.e. understanding and addressing stakeholder demands) which comprises four sets of activities: the organisation-wide generation of *data* about the expectations and issues of stakeholder and interest groups; the assessment of *organisational effects* on them and the interpretation thereof; the internal communication of this *information* to relevant organisational members; and the responsiveness of every level of the organisation to this actionable *social intelligence* (i.e. developing and implementing activities that address stakeholder and societal expectations and issues).

This approach to social intelligence focuses attention on the difference between the dissemination of widely available factual information (such as stakeholder statistics, financial reports, newspaper clippings) that are performed by functions such as libraries and information centres, and social intelligence which is a *perspective* on developments and events aimed at yielding a *social edge* for the organisation. While social intelligence is sometimes seen to be synonymous with stakeholder or issues analysis, it is much more than that. It embraces the entire stakeholder, issues and risk environment – active and passive stakeholders; latent, aware, active and activist publics; and reputation risks, whether identified or not (yet).

Based on the literature explored, the author of this study **defines** social intelligence as a systematic and ethical process for defining, gathering, analysing, interpreting and distributing external (and internal) information obtained through environmental scanning in the macro/societal environment. It is an *early warning system* of *stakeholder* expectations, concerns, needs, values, norms and standards as well as the trends, emerging and current *issues* around which interest/activist groups develop, to prevent them from becoming *reputation risks* (or even *crises*) that can affect the organisation's values, strategies, strategic decisions, reputation and legitimacy. This strategic information is converted into 'actionable' intelligence to be used by senior management as input into the organisation's enterprise and other relevant strategies. These activities are seen to be the responsibility of a senior communication practitioner in the role of the reflective strategist, positioned in any (or all) strategic communication functions.

An **operational definition** of social intelligence thus means understanding and learning as much as possible, as soon as possible, about what is happening in the world outside the organisation – providing senior management with an 'outside-in' perspective and early warning signals about potential problems or issues. As boundary spanners, the organisation's strategic communication functions (e.g. corporate communication, public affairs, public diplomacy, corporate affairs, investor relations, media relations and marketing communication) should contribute to 'outside-in' thinking and be involved in the process of gathering social intelligence as key input to inform an organisation's enterprise strategy, offering a complete stakeholder

view. This requires special skills, the most profound being reflection, sensing and strategic vision.

*In providing this conceptualisation of social intelligence resulting from a conceptual analysis of the relevant literature, **Research Objective 2 has been achieved.***

3.2.4.3. Reflective strategist

From the communication domain, the role of the **reflective (communication) strategist** – performed at the top management (macro/societal level) of the organisation – is the third major concept of this study. Important activities of the reflective strategist are **environmental scanning** and **monitoring** to identify and assess **stakeholders** and **issues** (i.e. to obtain **social intelligence** for the purpose of developing enterprise and other organisational strategies).

3.2.4.4. Constructs operationalising social intelligence

The three constructs *environmental scanning and monitoring*, *stakeholder assessment* and *issues assessment* are the empirical constructs to be measured in this study. For the purpose of this study, they are regarded as the phases or steps in the *process* of strategy development.

► **Environmental scanning (and monitoring)**

“Extinction is the fate of most species, usually because they fail to adapt rapidly enough to changing conditions of climate or competition. Social organisations often behave in ways similar to biological organisms” (Gould, 1977:90).

Aguilar (1967) first conceptualised environmental scanning as scanning for **information** about events and relationships in an organisation’s external environment, the knowledge of which would assist top management in its task of charting its future course of action. Environmental scanning can also be regarded as the first step in the chain of perceptions and actions leading to an organisation adapting to its environment (Hambrick, 1981:299). It is a process in which an organisation **learns** about events and trends in the external environment, **establishes relationships** between them, and **considers** the main implications for problem definition and decision making. Environmental scanning could therefore be seen as part of the **interpretation** process in an organisation (Daft & Weick, 1984; Milenkovic, 2001).

- *Scanning and monitoring* is the data collection.
- *Interpretation* is translating events and developing shared understanding amongst senior managers.
- *Learning* is the process by which knowledge about outcome relationships is developed.

The human element is key to the scanning process, especially as it relates to how the information is assessed, presented and distributed within the organisation (Pashiadaris, 1996:5).

The importance of environmental scanning is that it focuses on identifying emerging issues, situations and potential pitfalls that could affect the future of the organisation (Albright, 2004; Jaques, 2006:410). The ability to adapt as a result of scanning is key to business sustainability (Heide, 2008).

► **Stakeholder assessment**

A process “through which organisations analyse and learn from the stakeholders inside and outside of the organisation, establish strategic direction, and create strategies that are intended to help achieve established goals..... all in an effort to satisfy key stakeholders” (Harrison & St John, 1998:4).

An analysis of the values and expectations of stakeholders is the start of the strategic management process (Digman, 1990:46; Hayes, 2008; Jain, 1997:46). To assess stakeholders means **knowing** who they are and what their concerns and those of the organisation are; **understanding** the concerns of stakeholders and the organisation; and coherently **responding** to stakeholders about their and the organisation’s concerns (Steyn, in Şatir, 2011).

Stakeholder identification and recording is the *rational* level, where key stakeholders and issue/activist/pressure groups are identified, recorded and described in the organisation’s **Stakeholder Map/Wheel** and management seeks to become familiar with them (Freeman, 1984). Useful here is the strategic linkages model of Grunig and Hunt (1984) that identifies those stakeholders that are critical for an organisation to survive.

Stakeholder analysis/segmentation: Various stakeholder groups have competing priorities (Donaldson & Preston, 1995; Goodpaster, 1991). Once organisations have identified their stakeholders, there is a struggle for attention: who to give it to, who to give more to, and who to not give it to at all (Rawlins, 2006). Sacrificing the needs of one stakeholder for the needs of the other is a dilemma with which many organisations must deal.

This necessitates *prioritising* key stakeholders; assessing their needs; recognising differences; collecting ideas; enlisting powerful stakeholders as active partners; sharing business knowledge; solving problems collectively (Hayes, 2008:38); and integrating this knowledge into strategic management processes (Harrison & St John, 1998:14). Stakeholders can be classified/segmented as follows:

Based on their *stake* in the organisation (ownership, economic or social stake) or their *influence* (formal, economic or political power) (Harrison & St John, 1998:16-17).

Classified as *primary* (those that have formal, official, or contractual relationships with the organisation) or *secondary* (all others) (Carroll, 1996:76).

Can be thought of as *core* (a specific subset of strategic stakeholders that are essential for the survival of the organisation); *strategic* (those groups that are vital to the organisation and the particular set of threats and opportunities it faces at a particular point in time); and *environmental* (all others in the organisation's environment) (Clarkson, 1994).

Organisations need to take a stakeholder perspective into account in all their decision making if they want to obtain legitimacy (a licence to operate) from society (Brønn & Brønn, 2003:292; Freeman, 1984; Sachs & Rühli, 2005:89).

► Issues assessment

Similar to strategy development and strategic planning, issues management is a continuous adaptation to change. If environmental analysis is a starting point for strategy development, then issue identification and analysis is its control focus (Murphy, 1989).

Issues assessment is a proactive process used to close the gap between the expectations of stakeholder groups and organisational performance (Chase, 1977). It seeks to identify trends, emerging/current issues or strategic issues that may impact on the organisation (Taylor, Vasquez & Doorley, 2003:257) and then mobilise and co-ordinate organisational resources to strategically influence their development to the benefit of the organisation (Seitel, 1995).

In a turbulent environment, the list of issues facing organisations is vast – issues could be perceptual, political, social, commercial, physical, cultural, moral, ethical, strategic or a mixture of all of these. However, organisations cannot attend to all issues and all stakeholders do not care equally about specific issues. It is therefore important to identify, classify and prioritise issues to make them more manageable and to be able to evaluate performance in this regard (Heath, 1990).

Issue identification is the *rational* level, where identified issues are to be recorded as the first outcome in the issues assessment process.

Issue analysis – four broad categories of issues are to be considered (Sadie, in Lubbe & Puth, 1994):

- *Social trends* that may have political or economic effects should be monitored to detect a change of importance to the organisation.
- *Emerging issues* should be closely monitored since they are likely to be important in two to five years, will become the subject of legislation, or the government position has not yet been formulated.
- *Current issues* are those currently being debated, often in government circles and within political parties, and are covered by the media. They need immediate attention and should be analysed in depth to decide whether they are strategic issues.
- Strategic issues are developments, events and trends viewed by decision makers as consequential because of the *potential* to impact an organisation's strategy. Not all issues will have a negative impact – it depends on the organisation's particular situation and its competencies to be able to deal with it (Steyn & Puth, 2000).

Issue recording (Steyn, in Şatir, 2011):

- *Trends, emerging and current* issues are to be recorded in the **Issues Log**.
- When *current* issues become *strategic* issues, they should be transferred from the **Issues Log** to the **Strategic Issue Register** (which also includes Reputation Risks) since top management interventions are now required.
- When a *strategic issue* or *reputation risk* becomes a **crisis** (Milenkovic, 2001), it should be transferred to the crisis management process and logged in the **Crisis Inventory**.

When issues or reputational risks are not timeously identified and appropriately classified, the organisation can be adversely impacted. Most concerning is that these can quickly escalate into crises (Jaques, 2008; Strauß & Jonkman, 2017:34). While the (proactive) issues assessment process attempts to identify and correctly interpret (and manage) problems prior to their becoming crises, the (reactive) *crisis management* process attempts to respond to crises (such as disasters) in as favourable a climate as possible (Steyn & Puth, 2000).

“Know thy-self, know thy stakeholders, issues, risks, and get it right almost every time. Know thy-self, not know thy stakeholders, issues, risks, and get it right about half the time. Not know thy-self, not know thy stakeholders, issues, risks, and get it wrong almost every time”. Adapted from De Havilland (2008).

► Broadening the constructs (phases) in obtaining social intelligence by adding situational theory

In Chapter 2, the situational theory (Grunig & Repper, in Grunig, 1992) forms part of the theoretical framework for the *reflective strategist* role in the corporate communication domain. After explicating the constructs *stakeholder assessment* and *issues assessment* in Chapter 3, it has become apparent to the author that the situational theory could strengthen *stakeholder assessment* as well as *issues assessment* (which are two of the three steps/ phases in the process to obtain *social intelligence*).

The situational theory differentiates between *stakeholders* and *publics* which can be seen as stages along a continuum, moving from the *passive stakeholder* stage (having no problem/issue with the organisation) to the *public* stage (where there is a potential problem/issue). A public can be classified as follows: *latent* public (impacted person/group not aware of the potential issue yet); *aware* public (impacted person becomes aware of the potential issue); *active* public (impacted person takes action in response to the issue); *activist* group (impacted person/ group actively starts protesting and involves the media and government).

This theory addresses both the *stakeholder assessment* and *issues assessment* constructs (as discussed in Chapter 3) and provides conceptual clarity for how a person/group progresses from being a *passive stakeholder* without a problem/issue to a vocal *activist* involving the media. As such, it is added to the sub constructs *stakeholder analysis/segmentation* and *issue analysis/categorisation* to provide direction in classifying/categorising/prioritising *passive* stakeholders who turn into *publics* that emerge around *issues*. It is thus preferable for any organisation to identify *latent* or *aware publics* who have (potential) issues with the organisation before they reach the *active* or *activist* stages.

The broadening of the constructs *stakeholder assessment* and *issues assessment* is not a research objective of the study, but emerged through the exploratory research and became apparent through the conceptual analysis of the literature and the construction of the theoretical and conceptual framework for Chapter 2 and Chapter 3. By building theory, it contributes to **addressing the instrumental case problem** of this study, as set out in Chapter 1.

Corporate communication makes its “contribution to overall strategic management by diagnosing the environment to make the overall organization aware of stakeholders, publics, and issues as they evolve” (Grunig & Repper, in Grunig, 1992:124).

3.2.4.5. Constructs measuring social intelligence

Expectations and *perceptions of performance* are the empirical constructs that are to measure *social intelligence*, the latter operationalised through its three constructs *environmental scanning*, *stakeholder assessment* and *issues assessment*.

Theoretically, *expectations* and *perceptions of performance* are borrowed and adapted from the gap theory model in marketing where *customer satisfaction* is measured by analysing the gap between the *customer's expectations* of a product/service and the *customer's perceptions of performance* of the product/service.

As further explicated in the introduction to Chapter 4 Research Approach, Design and Methodology, these constructs will not measure satisfaction *per se* but will (only) measure the gap between Airport X senior management's (normative) *expectations* and their *perceptions of performance* of the 32 activities operationalising the two major concepts of this study, namely the *reflective strategist* role and *social intelligence* (the latter to be used as input into enterprise strategy development).

This concludes the discussion on the metatheoretical, theoretical and conceptual framework for the strategic management domain. A literature review on concepts related to those measured in the study now follows.

3.3. STRATEGY DEVELOPMENT

"Without a strategy, an organisation is like a ship without a rudder, going around in circles"
(Anonymous).

In the strategic management domain, the theoretical foundation of this study is the *context*, *content*, and *process* of strategy development – these three elements being involved in every strategic decision (see **Table 3.1** under heading 3.2). In the theoretical framework, the *process* of strategy development was explicated as the *specific steps or phases* (methods) through which strategies are developed and implemented (Lynch, 1997). Applied to this study, these phases are *environmental scanning*, *stakeholder assessment* and *issues assessment* with the aim of gathering *social intelligence* – the outcome of the latter to be used as input in the *enterprise strategy development process*.

To be elaborated upon in this literature review are the other two elements of strategy development (*context* and *content*). Although they are not being measured, they are inextricably linked to the *process* in that they provide the *context* and *content* of strategy development.

3.3.1. The concept of strategy

Strategy is an indication of an organisation's future positioning with a focus on *what* should be done rather than *how*; on doing the right thing (improving *effectiveness*), rather than doing things right (improving *efficiency*) (Drucker, 1954). It is the *thinking*, the logic behind the actions (Robert, 1997:22).

According to Steyn and Puth (2000:29), strategy can be seen as a **proactive** capability to adapt to environmental changes – the strategic option an organisation chooses to **move** it from point A (where it is now) to point B (where it wants to be at some time in the future). It **directs** the course of action in a specific situation by doing the *right* thing to achieve organisational **effectiveness**. It is a **pattern** in a stream of actions (the result of strategic decisions taken by organisational members) that provides a unified sense of **purpose** to which all organisational members can relate. And lastly, it provides a **framework** for efficient and effective tactics to carry out the strategy.

Gregory, Invernizzi and Romenti (2011:5) describe strategy as an iterative process where the senior leaders of an organisation take part in strategic conversations about *strategy development* and *strategic decision making*. Strategy requires constant discipline and clear communication. The fundamental truth regarding strategy is that an organisation cannot be all things to all people. Strategy requires choices—deciding what particular kind of value an organisation wants to deliver to whom.

3.3.2. Environment as the *context* of strategy development

According to Lynch (1997:21), the **environment** is the set of circumstances under which both the strategy *content* and *processes* are determined (see **Table 3.1**). The environment, perhaps more than any other factor, affects organisational strategy. The more rapid and discontinuous the change, the greater the need is for environmental assessment and forecasting (Goodman, Holihan & Willis, 1996).

Organisations are operating in an increasingly unpredictable and sometimes hostile environment. Donald and Preston (1995) describe the environment as being dynamic and complex, given the multitude of stakeholders and their competing expectations, values and norms. To keep up with the external environment, management must watch for changes and trends of strategic significance. Pashiadaris (1996:5) is of the opinion that an organisation must be agile and strategically flexible to adapt to turbulent external conditions – its survival is dependent on it. Steyn (in Heath & Johansen, 2018) suggests that the consequences of changes in the environment depend on an organisation's speed, accuracy and interpretation of relevant information; its communication relating to the changes; and the rapid reorientation

of the organisation – thereby asserting the ever-important role of a structured approach to environmental assessment.

When managers make decisions, they do so based on a set of shared perceptions of the organisation and its environment. However, there seems to be no consensus on its exact nature. According to Steyn and Puth (2000:59), the process of the organisation constructing an environment is “often largely unreflective, disorderly, incremental, and strongly influenced by social norms and customs”. While some authors see it as the stakeholder environment (that the legitimate right of stakeholders should be recognised), others regard it as the shared perceptions held among an organisation’s leadership when making decisions. There is also a view of the environment as the source of information flowing into the organisation and the meanings that organisational members perceive in these messages and create in response – paying attention to some information while ignoring others. A different view is expressed by Lenz and Engledow (1986), who regard the environment as a patterning of strategic issues.

A well-known conceptualisation is that of Pearce and Robinson (2009) and Lynch (1997), who see the environment as a set of general components. Of relevance to this study is the **macro** or **societal** environment, which refers to sectors that affect organisations indirectly by influencing its long-term decisions. It originates beyond any organisation’s operating situation and seldom does an organisation have meaningful influence in the macro environment. The latter includes the following components:

- **Social factors** – ever changing values, attitudes and beliefs of individuals developed from their cultural, ecological or religious condition.
- **Economic factors** – consider national and international factors and focus on the impact of monetary or financial variables.
- **Political factors** – include the legal and regulatory elements within which the organisation must operate.
- **Technological factors** – linked to rapid change in the technology space.
- **Ecological factors** – about the relationships between all living organisms, including human beings.

The *industry* (competitive) environment (global and domestic) is a collection of organisations that offer similar products or services, i.e. perceived by customers to be substitutable for one another. The *task* (operating or meso) environment includes sectors that have direct transactions with the organisation and influences day-to-day operations. An organisation can be much more proactive in dealing with it. The *internal* (functional or micro) *environment* refers to areas of specialisation such as finance, human resources, operations, marketing, corporate communication, and research and development. The internal environment is important in

detecting internal issues and in tapping employees' knowledge about issues in the external environment.

For the purpose of this research, the environment is seen as a collection of **stakeholders** and a patterning of strategic, social, political and ethical **issues** in the organisation's **macro (societal)** environment (Steyn, 2000a).

3.3.3. Different levels of strategy as the *content* of strategy development

According to Lynch (1997:21), the **different levels** of strategy development refer to the issues addressed, i.e. the focus areas/main actions of the strategy (see **Table 3.1**). These strategy levels are the enterprise, corporate, business unit, functional and implementation strategies (Steyn, 2000a). Different stakeholders are addressed by different levels of strategy (Narayanan & Nath, 1993:298).

Enterprise strategy is the highest level of strategy and of relevance for the purpose of this study, given its reliance on *social intelligence* gained through the process of strategy development. It is the level of strategy that addresses the values of the organisation; its societal responsibilities and their implications for the organisation (Steyn & Niemann, 2010). Strategies at this level are oriented towards legitimising the organisation's role in society and building trust in its relationships with stakeholders/other interest groups in order to safeguard its reputation. In the corporate communication literature, Steyn (2000a) introduced enterprise strategy as the organisational strategy level at which practitioners can and should make a strategic contribution/play a strategic role (Prinsloo, 2005; Steyn, in Toth, 2007; Steyn & Niemann, 2010; 2014).

In part, enterprise strategy represents the social and moral/ethical component of strategic management (Freeman, 1984). It can be seen as a social strategy (Hemphill, 1996); bridging strategy (Mezner & Nigh, 1995); and the strategy level that achieves the organisation's non-financial goals (Steyn & Puth, 2000). It addresses questions such as why the organisation exists; what it attempts to provide to society; which sectors of the economy it forms part of; and how it functions in society, i.e. profit or non-profit (Dill, 1979:49).

Enterprise strategy plays an important role in shaping the organisational relationships with its environment, especially in instances relating to relationships where there is a direct interest in the organisation and its behaviour. It has a clear focus on the relationship of business with society and a strong stakeholder orientation, including the identification and analyses of stakeholder values and expectations. It is important because corporate survival depends in part on some 'fit' between the values of the organisation and its managers; the expectations of stakeholders; and the societal concerns and issues that will determine the ability of the

organisation to protect its reputation and sell its products or services (Steyn, 2000a). Societal expectations, values, standards and norms are easily recognisable, expressed through concepts such as corporate social responsibility, corporate governance, good corporate citizenship, sustainability, and the Triple Bottom Line (Steyn & Niemann, 2010).

Each organisation has a societal-role or enterprise strategy, whether stated or not (Ansoff, 1977). Enterprise strategy exists within organisations if/where they respond to societal needs and expectations—it describes the organisation's strategic response to its multi-faceted dynamic environment. It manifests, for example, in how an organisation responds when faced with public crises. Whether it responds to stakeholders in a positive, constructive, and sensitive way reveals the presence or absence of soundly developed enterprise-level strategy. Mission and vision statements, codes of conduct and/or ethics are also indications of enterprise strategy, as are committees on social audits, corporate philanthropy, ethics and public issues (Carroll, 1996:638).

Societal expectations, values, norms and standards become clear to organisations that scan the environment to gather social intelligence. They first manifest through **voluntary codes** (of which the Cadbury Report in the UK and the King Reports in South Africa are good examples); and then in **non-legislative measures** such as the Global Reporting Initiative, the Global Sullivan Principles of corporate social responsibility, and the Social Responsibility Investment Index of the JSE. If business still does not pay attention to societal and stakeholder expectations, they are addressed through **legislative measures** such as the Sarbanes Oxley Act (US); the Employment Equity, Broad-based Black Economic Empowerment and Financial Intelligence Centre Acts (SA), to name a few of the most well-known examples (Steyn & Niemann, 2010).

While guidelines on mechanisms for incorporating societal and stakeholder expectations, values, norms and standards into strategy development processes are in short supply, the concept of **enterprise strategy** provides one option to consider (Steyn & Niemann, 2010; 2014). More explicit attention needs to be given to this level of strategy in the future.

As the highest level of strategy, the enterprise strategy acts as a framework to guide the development of lower level strategies and corporate policies (Digman, 1990:37). The other levels of strategy are shortly described below, according to Steyn and Puth (2000).

Corporate strategy (organisational level) tends to be *financially* oriented and considers which portfolio of businesses the organisation should compete in and how they should be integrated. It is often the responsibility of the board and top management. Most authors do not differentiate this strategy from the enterprise strategy.

Business unit strategy (competitive level) focuses on a product or a group of products and how to compete in the marketplace. It considers its uniqueness and how to integrate functional business areas with the aim of gaining a competitive edge. This strategy tends to be *marketing oriented*.

Functional strategy (departmental level) prioritises/focuses on the enhancement of the *productivity of resources* by the leveraging of possible synergies and unique competencies within the organisation. Each functional area develops and provides its own input into the strategy process. This strategy level considers what is required from each functional area as an input into the enterprise, corporate and business unit strategies.

Operational strategy (implementation level) is largely based on action plans. It considers short term objectives and implementation strategies. It is geared toward ensuring *cost effective performance outputs*.

The functional and operational strategy levels are also relevant to this study since the *social intelligence* that is received, considered and used at the enterprise strategy level filters down through the corporate communication, corporate affairs, public affairs, stakeholder/issues/reputation management departments as communication strategies and goals – to be shaped into messages for stakeholders and societal interest groups at the implementation level.

3.4. CONCLUSION

In considering the value of, and the need for, gathering *social intelligence* as part of the environmental assessment process in strategic management, the bigger picture enlightens and provides (some) substantiation. The social intelligence gained through an organisation's societal and stakeholder interactions as well as issues assessment is to be incorporated at the highest strategy level namely the **enterprise strategy**, and considered in reviewing its *vision, mission, and values*; and its approach to *societal responsibility, sustainability and governance*. This intelligence also directs strategic decision making in selecting the organisation's *strategic goals/key priorities* and *strategic issues* (and resulting *reputation risks*) to be addressed. If repositioning is required, the organisation has to adjust its strategies, policies and behaviour in order to conform to stakeholder and societal expectations, values and norms. It is the role of the *reflective strategist* to facilitate this process.

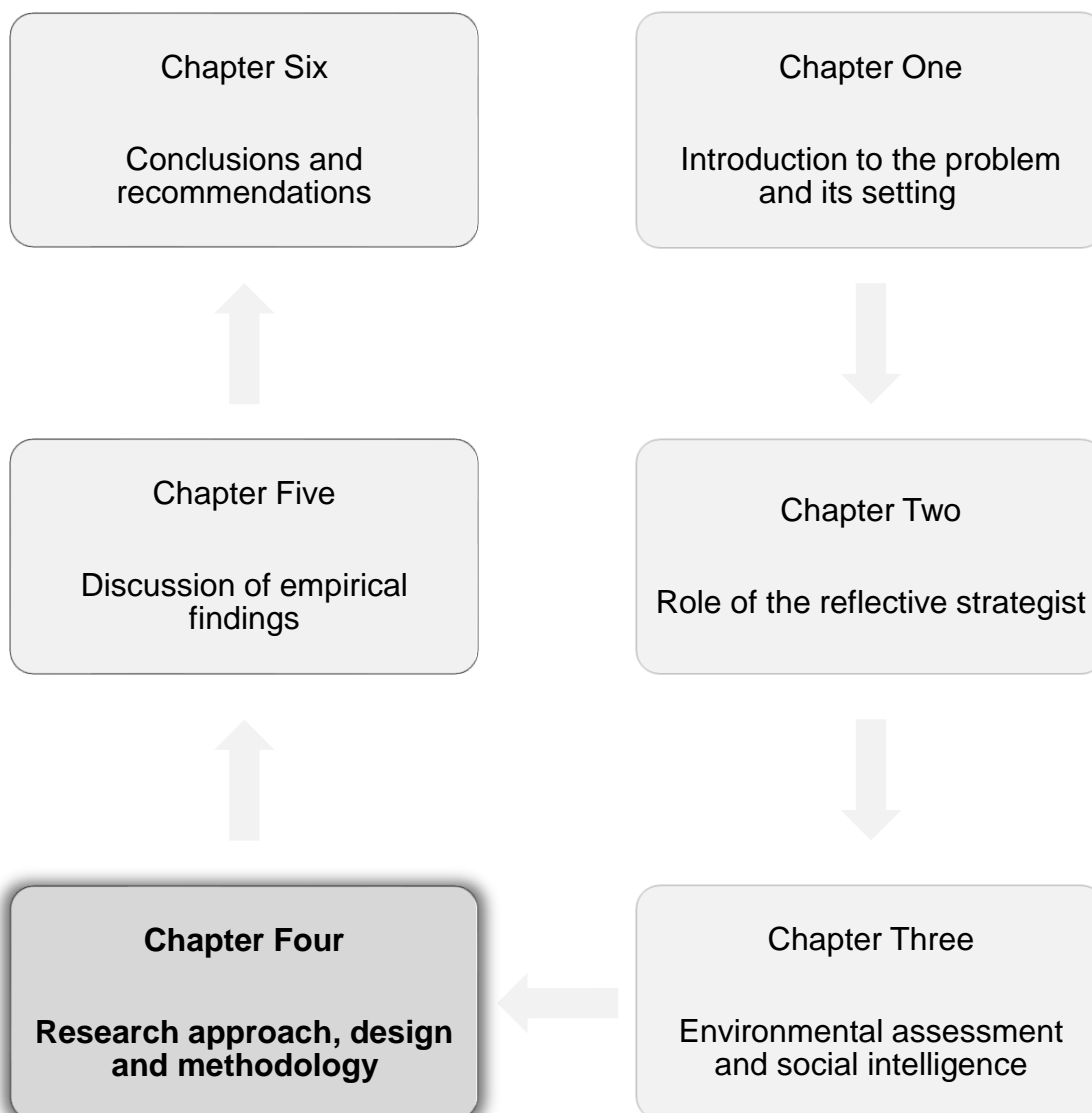
At the **functional strategy** level, each functional area develops and provides its own input into the strategy process. Of relevance to this study is the input of the corporate communication, corporate affairs, public affairs, stakeholder/issues/reputation management departments or functions, seen to be the following: The societal and stakeholder expectations, values and

norms that inform the organisation's *strategic goals/key priorities* and decisions with regard to *strategic issues/reputation risks* to be addressed, are reflected in *communication goals and themes (key messages)* developed as part of the communication strategy process. At the **operational (tactical)** level, *communication goals and themes* developed at the functional strategy level are implemented in the *communication planning* process (overseen by the *reflective strategist*).

In this manner, the *social intelligence* gathered as part of the *environmental assessment* process is considered and used in the *enterprise strategy* development process and filters through the lower strategy levels to where the messages are sent by the organisation and received in the stakeholder and societal environment. Whether these messages address the expectations and concerns of stakeholders and society depends on the quality of the social intelligence gathered; on whether it changes the mental models of the key decision makers by broadening their perceptions and reframing their perspectives; and ultimately whether the organisation adapts rapidly enough to changing environmental conditions and the resulting societal and stakeholder values, norms and expectations for organisational behaviour.

*In this chapter, Research Objective 2 has been achieved, namely: To **explore** and provide an **initial understanding**, by means of a **conceptual analysis** of the relevant literature on marketing and other fields, the concept of social intelligence (to be used as input into enterprise strategy development at the societal/macro level of an organisation).
In Chapter 4, the research approach, design and methodology of the study are discussed.*

OUTLINE OF THE RESEARCH REPORT



This chapter discusses the research approach, design and methodology of the study. It also provides details of the population, research element, sampling procedures, measuring instrument, as well as data collection and analysis. The reliability, validity and generalisability of the study are also discussed.

CHAPTER FOUR: RESEARCH APPROACH, DESIGN AND METHODOLOGY

A researcher should be willing to change his/her direction subject to the revelation of new data or insight (Saunders, Lewis & Thornhill, 2012).

4.1. INTRODUCTION

In **Phase 1** of this study (Chapters 2 and 3) the major concepts have been explored. **Chapter 2** have relooked the role of the *reflective strategist*, from its initial conceptualisation and empirical verification as the 'PR' strategist two decades ago (Steyn, 2000a; 2000b) to its relabelling as the 'reflective' strategist (Steyn, 2009). Further research has been based on the original strategist role questionnaire, with Steyn and Green (2006) adding a reflective dimension to the role indices and Van Heerden (2004) utilising the latter. There has also been further research on its concepts (Steyn & Everett, 2009a, 2009b; Steyn & Niemann, 2010, 2014; Werder & Holtzhausen 2008; Tindall & Holtzhausen, 2011).

This secondary research by means of a literature review has led to various insights, demonstrating the value of exploratory research. The original intention was to use elite interviews as a data collection method, but it has been a concern from the start whether the senior management team of Airport X would have the time for it and also the scheduling difficulties experienced with elite interviewees. Exposure to the role indices of the questionnaires mentioned above has piqued the author's interest for this method – further strengthened during a personal conversation with Steyn (2000a; 2000b), the researcher who has conducted the original research. It has brought to light that the 103 respondents in the initial strategist role study (chief executives of major SA companies) have shown substantial interest in the research during and after completing the questionnaires, some even requesting appointments with the researcher for further discussions on the topic of the 'PR' strategist.

The author has thus decided in midstream to conduct mixed method research (triangulation) by including a (quantitative) descriptive survey in this study – replicating eight measurement items (25% of this study's items) from the early research in order to reaffirm the original 'PR strategist/reflectionist' role. The rest of the items have been based on Chapters 2 and 3 literature review. By switching to a descriptive survey, the valuable time of senior executives are maximised by obtaining as much information as possible from them in a limited time period – the questionnaire being regarded as an excellent means of establishing the **purpose** of the research through the statements provided; of providing a **common framework** amongst the respondents (which will increase validity); and as an **educational tool** to 'inform' the senior

management team of Airport X about the latest thinking on *environmental assessment* and the *reflective strategist* focused on obtaining *social intelligence*. For the author, the questionnaire responses provides an initial understanding of the meaning which the seven members of the senior management team in Airport X attribute to the process of *environmental assessment* and more specifically, the *social intelligence* which is to be gathered in this process.

Additional insights have been obtained during Phase 1 through the conceptual analysis of the literature on newer (more strategic) communication roles that have emerged during the last decade. This has led to setting and achieving **Research Objective 1 in Chapter 2**, namely 'To **explore** the relevant literature in the field of corporate communication, inter alia with a view to **identify activities to broaden** the *reflective strategist* role conceptually'.

Chapter 3 on Environmental Assessment and Social Intelligence have also provided a number of insights through the exploratory research. It has emerged that the reflective paradigm assumptions in Chapter 2 are similar to those of the three approaches selected for Chapter 3, namely the outside-in approach to scanning; the stakeholder approach; and the (broad) issues approach. Due to this revelation, the Chapter 3 framework was broadened by synthesising it with the reflective paradigm, forming an overall metatheoretical framework in Phase 1 for the role of the *reflective strategist* in gathering *social intelligence* as part of the *environmental assessment* process.

It has also emerged that there was hardly any literature on the concept of *social intelligence*. It has therefore become necessary to conceptualise this concept, which led to setting and achieving Research Objective 2 in Chapter 3, namely 'To **explore** and provide an **initial understanding**, by means of a **conceptual analysis** of the relevant literature on marketing and other fields, the concept of *social intelligence* (to be used as input into enterprise strategy development at the societal/macro level of an organisation)'.

Having set the scene with the explication of the major concepts of the study in Chapter 2 (*reflective strategist* role) and Chapter 3 (*environmental assessment* and *social intelligence*), attention turns to the **constructs** to be addressed in **Chapter 4** and measured in **Chapter 5**. The concept of *social intelligence* is operationalised as consisting of the empirical constructs ***environmental scanning*** (to obtain social intelligence); ***stakeholder assessment***; and ***issues assessment*** – measured through 32 statements. (The *reflective strategist* role is measured through the same 32 statements). Leaning on the original questionnaire that measured the 'PR' strategist role, ***expectations*** and ***perceptions of performance*** have (unexpectedly) become empirical constructs of this study. Theoretically, they are borrowed and adapted from the gap theory model in marketing where *customer satisfaction* is measured by

analysing the gap between the *customer's expectations* of a product/service and the *customer's perceptions of performance* of the product/service.

In theory it could thus be said that the questionnaire employed in this study actually measures senior management **satisfaction**, being the gap between their *expectations* for the activities to gather social intelligence in the process of environmental assessment and their *perceptions of the performance* thereof. However, it is regarded as being premature to do so – the reason being that there are as yet no formal processes at Airport X for gathering social intelligence in the environmental assessment process (and thus there could be no satisfaction with the process).

Being the Senior Manager: Corporate Affairs at Airport X, the author's portfolio is reputation and communication management which includes stakeholder and issues management. *If* it is found that senior management members do indeed *expect* the role of the *reflective strategist*, the ultimate aim *with* (not for) this **intrinsic case** study of Airport X is for the author to create awareness of its findings as a preliminary step to initiate the development of a process for obtaining *social intelligence* as part of *environmental assessment* (to be used in strategy development by senior management). Should this process be put in place at Airport X, further research can be conducted at a later stage to determine senior management's **satisfaction** with the way it is being performed.

4.2. PURPOSE OF RESEARCH

This study employs *descriptive* research which does not fit neatly into the definition of either the qualitative or quantitative paradigm but utilises elements of both. It identifies basic facts, patterns of relationships and trends, and attempts to discover answers to the questions *who*, *what*, *where*, and *how*. Descriptive research tells *what is* – for such studies survey methods are frequently used to collect descriptive data (Jonassen, 2004). The purpose of this study is therefore not to answer the question *why*, but it only explores and then describes senior management's (normative) *expectations* and *perceptions of performance* with regard to gathering *social intelligence* in the environmental assessment process at Airport X and the potential role of the *reflective strategist* therein.

While some researchers say that descriptive research does not yield the same level of results as quantitative research and, as a result, is not as 'pure' as traditional experimental quantitative designs, there are advantages to using descriptive research in specific circumstances such as the following (Jonassen, 2004):

- It is a both qualitative and quantitative methodology that allows it to describe events to the extent required, whether in greater or lesser depths.
- It allows a focus on different elements of various research techniques.
- The information and quantitative statistics can be arranged in meaningful ways.
- Descriptive studies can lead to important recommendations as it yields rich data.

There are limitations to descriptive research if a researcher does not understand the purpose of the study, but the aim here is not to show cause and effect, nor to generalise findings to the *target* population (due to the small number of respondents). However, as an ***intrinsic case*** study, the findings are of direct interest and can provide *the* understanding of International Airport X (the *accessible* population). As an ***instrumental*** case study, the aim is theoretical – to do introspective research in the field of corporate communication and strategic management; to build theory on little known concepts; and thereby provide insight and obtain guidelines for practice and teaching which is of value to the target population.

The purpose of this study is thus creative **exploration in Phase 1**, to be followed by **description in Phase 2**. The latter often illuminates knowledge that might not otherwise be noticed or even encountered.

4.2.1. Exploratory research – Phase 1

Qualitative researchers are in the business of producing social explanations, or addressing intellectual puzzles (Mason, 1996).

Exploratory research is a particular type of descriptive research through which concepts can be developed more clearly, priorities are established, and the final research design can improve. Its advantage is that the subject of exploration does not need to be precisely determined but is left open for adjustment (Bless & Higson-Smith, 1995:41). In **Phase 1** of this study, exploration is used to gain background information, define terms, explicate/conceptualise central concepts and constructs, and clarify uncertainties (Babbie & Mouton, 2001:80). The purpose is to gain insight into the substantive issue of *environmental assessment* and the concept of *social intelligence*, and to advance theory on the role of the *reflective strategist* in this process of gathering social intelligence for enterprise strategy development.

Secondary research (by means of a literature review) is to be conducted to **explore** the relevant literature in the field of corporate communication to identify new activities to broaden the *reflective strategist* role conceptually and also to reaffirm its relevance two decades after conceptualisation and verification. Furthermore, to obtain an **initial understanding** of the

concept *social intelligence* in the *environmental assessment* process by exploring the relevant literature on strategic management and related fields such as marketing.

4.2.2. Descriptive research – Phase 2

The approach in Phase 2 of the study is *quantitative (scientific or positive)*, indicating a formal investigation that concentrates on the direct observable relations between phenomena and precise/accurate measurements (Babbie & Mouton, 2001:22). Specifically, it is descriptive research which differs from exploratory research in that there are different aims which arise from different levels of understanding of the area of interest. This requires different degrees of precision in the data and particular forms of data collection.

In applying the above principles to Phase 2, the aim is not to identify causal linkages or to predict, but to *explain* and *demonstrate* the variables underlying the phenomenon of senior management's normative *expectations* as well as their *perceptions of performance* with regard to the *social intelligence* to be obtained in the process of *environmental assessment*. The research is meant to provide a snapshot in time – **the** understanding of the situation is gained.

In **Phase 2**, there is strict adherence to scientific protocol and a fixed research design is followed – not influencing the respondents (Airport X senior management team), but remaining independent from them. Primary data is collected by means of a self-administered electronic questionnaire in a formal descriptive survey, which allows for accurate answers to the (empirical) research questions (Leedy, 1997). Problems are clarified and research priorities for future research are determined (Babbie & Mouton, 2001:80).

4.3. GUIDING HYPOTHESIS

Guiding principles or hypotheses can be formulated at the beginning of the research (Babbie & Mouton, 2001:281-282). **A guiding hypothesis is** defined by Marshall and Rossman (1995:37) as indicating some possible directions to follow but allowing the researcher the freedom to explore and generate other hypotheses. They describe guiding hypotheses as “merely tools used to generate questions and to search for patterns and may be discarded when the researcher gets into the field and finds other exciting patterns of phenomena”.

Guiding Hypothesis 1: Social intelligence is to be obtained by the reflective (communication) strategist through **scanning the environment, and** interpreting and assessing the information gathered in the organisation's **stakeholder** and **issues** environment to be used as input into strategy development (see Figure 4.1)

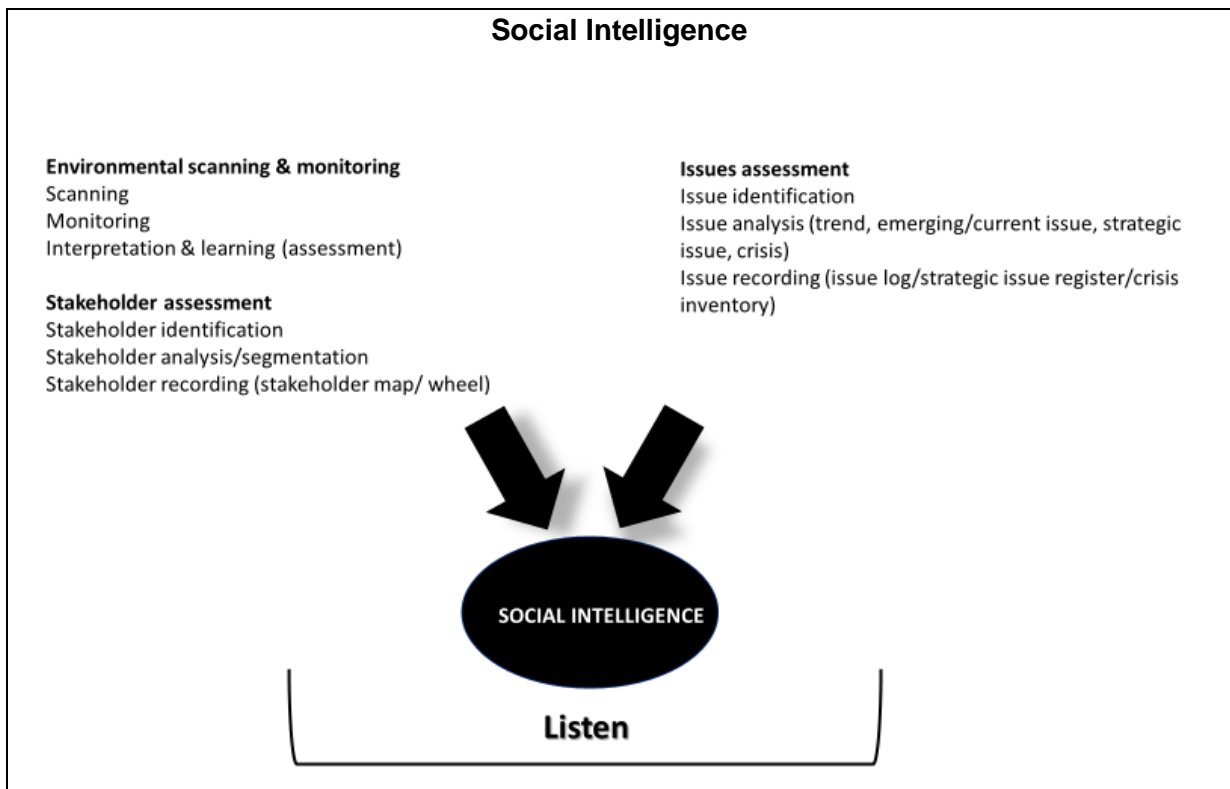


Figure 4-1: Guiding hypothesis (based on a published framework)

Source: Adapted from Steyn (in Heath & Johansen, 2018:594-595). Author's permission obtained.

4.4. RESEARCH OBJECTIVES

MAJOR RESEARCH OBJECTIVE

*To **explore, describe and reconceptualise** the role of the reflective (communication) strategist in obtaining social intelligence as part of the environmental assessment process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development).*

The research objectives of the study have been divided into an exploratory phase (theoretical/conceptual) and a descriptive phase (empirical).

PHASE 1: EXPLORATORY RESEARCH

Research Objective 1: To **explore** the relevant literature in the field of corporate communication, inter alia with a view to **identify activities to broaden** the *reflective strategist* role conceptually (Chapter 2).

Research Objective 2: To **explore** and provide an **initial understanding**, by means of a **conceptual analysis** of the relevant literature on marketing and other fields, the concept of

social intelligence (to be used as input into enterprise strategy development at the societal/macro level of an organisation) (Chapter 3).

In the Exploratory Research in **Phase 1**, Research Objectives 1 and 2 have been achieved in Chapters 2 and 3 respectively, by means of a literature exploration.

PHASE 2: DESCRIPTIVE RESEARCH

In **Phase 2**, Research Objectives 3 and 4 are to be achieved in Chapter 5 through the descriptive (empirical) research. This chapter outlines the procedures used to achieve them.

Research Objective 3 (Empirical): To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein (Chapter 5)..

Secondary Objectives:

Objective 3.1: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* – specifically referring to *environmental scanning* and *monitoring* – and the potential role of the *reflective strategist* therein.

Objective 3.2: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* – specifically referring to *stakeholder assessment* – and the potential role of the *reflective strategist* therein.

Objective 3.3: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* – specifically referring to *issues assessment*, and the potential role of the *reflective strategist* therein.

Research Objective 4: To reconceptualise, based on the findings of the **descriptive survey**, the *reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development).

4.5. RESEARCH DESIGN AND METHODOLOGY

The design and methodology of the study are summarised in Table 4-1 below .

Table 4-1: Research design and methodology

DEFINITION	APPLICATION TO THE STUDY
<p>Research design</p> <ul style="list-style-type: none"> • A research design is the logic that links the data to be collected (and the conclusions to be drawn) to the initial questions of the study (Yin, 2009). • It is the blueprint for the collection, measurement and analysis of data – the planning from first to last step (Cooper & Emory, 1995:114). <p>Case study (Babbie & Mouton, 2001:281-282).</p> <ul style="list-style-type: none"> • Intensive investigation of few cases (individuals/ group/unit e.g. an organisation). • Takes multiple perspectives into account and attempts to understand the influences of multi-level social systems on subjects' perspectives and behaviour. • Multiple sources of data used (qualitative and quantitative), involving more than one method. • Can formulate guiding principles or hypotheses at the beginning of the research. 	<p>Case study design:</p> <ul style="list-style-type: none"> • Intrinsic case study (Stake, 1995): To understand an organisation (Airport X) and its senior management's expectations and perceptions of performance re social intelligence to be obtained in the environmental assessment process and also the potential role of the reflective strategist therein. • Instrumental case study (Stake, 1995): Airport X has been selected because of its potential to provide insight into a substantive issue and advance theory building on environmental assessment, its outcome social intelligence and the reflective strategist role therein. • A guiding hypothesis based on a published framework has been set at the beginning of the study (see Fig 4.1).
<p>Research Methodology</p> <p>Mixed methods – Triangulation by methodology (DePoy & Gitlin, 1993).</p> <ul style="list-style-type: none"> • Triangulation is the process by which several methods are used in the study of one phenomenon (Denzin, 1989:236), selected for pragmatic reasons as well as to increase validity. • Between-method (aka across-method or inter-method) triangulation is used to confirm findings generated through one particular method by another method in a different paradigm. • DePoy and Gitlin (1993) describe 3 basic techniques for mixing methods: nested, sequential (most common) and parallel strategies. 	<p>Sequential strategy is employed, as follows:</p> <p>Phase 1 Exploratory: Based on a literature review, the constructs to be tested are conceptualised.</p> <p>Phase 2 Descriptive survey – Empirical constructs are:</p> <ul style="list-style-type: none"> • Expectations and perceptions of performance of Airport X senior management re obtaining social intelligence. • Environmental scanning, stakeholder assessment and issues assessment operationalise social intelligence. <p>Between-method triangulation:</p> <ul style="list-style-type: none"> • One method is to retest 8 pure items from Steyn (2000b) that verified the original 'PR' strategist role. • Another is to develop statements based on the literature from which the strategist role was originally conceptualised (Steyn, 2000a).
<p>Target Population</p> <ul style="list-style-type: none"> • The theoretically specified aggregation of study elements (Babbie & Mouton, 2001:173). • The idealised group representing the totality of target elements of interest (Du Plooy, 1995). 	<ul style="list-style-type: none"> • As an intrinsic case study, the senior management team at Airport X (regardless of the 'environment' (field or divisions) within which they work) are of interest. • As an instrumental case study, all senior management teams of companies are of interest.
<p>Accessible population (Smith, 1988) The population which the researcher has access to. (It is not always possible for the researcher to access the target population).</p>	<p>Airport X Senior management team: As the Senior Manager Corporate Affairs, the author of this study obtained approval from the General Manager to conduct this research amongst her peers (Senior Managers).</p>
<p>Sampling frame (Smith, 1988). List of sampling units—usually target elements— roster of accessible population members.</p>	<p>A list of the Senior Management team at Airport X.</p>
<p>Sample size Sample size helps to understand the process and does not statistically represent the population in the study (Mason, 1996).</p>	<p>While the Senior Management team has 8 members, the accessible population is 7 (the author is the 8th senior manager). A census will thus be taken (i.e. all available senior managers will complete the questionnaire).</p>

DEFINITION	APPLICATION TO THE STUDY
<p>Element <i>This is the basic unit or 'thing' about which information is collected (Smith, 1988).</i></p>	<p>The social intelligence that the Airport X Senior Managers expect to be obtained in the process of environmental assessment and also their <i>perceptions of the actual performance</i> at the Airport in this regard.</p>
<p>Sampling unit (Smith, 1988)</p> <ul style="list-style-type: none"> • <i>That element or set of elements considered for selection in some stage of sampling.</i> • <i>Sampling units may include elements other than those forming the basis of the study.</i> 	<ul style="list-style-type: none"> • Primary: Airport X – It is the most accessible to the author as employee/ senior management member. • Secondary: Airport X senior management team. • Tertiary: <i>Expectations</i> of Airport X senior managers re social intelligence to be obtained (as input into strategy development) and also their <i>perceptions of the performance</i> (behaviour) of the environment (department/ division) currently tasked with doing so, if any. • Final sampling unit: The social intelligence that Airport X senior managers expect to be obtained in the process of environmental assessment and their perceptions of performance of the environment (dept/division) currently tasked with the relevant activities, if any.
<p>Data collection (Struwig & Stead, 2003). <i>The way in which information is gathered.</i></p> <ul style="list-style-type: none"> • Primary data: <i>Collected by researchers directly from main sources (e.g. surveys, interviews, etc).</i> • Secondary data: <i>Has already been collected through primary sources – readily available for researchers to use for their own research.</i> 	<ul style="list-style-type: none"> • Phase 1: Secondary data – existing and textual. It will be collected through a literature review to broaden the reflective strategist role conceptually and to conceptualise social intelligence. • Phase 2: Primary data will be collected in a descriptive survey from 7 senior managers through a questionnaire.
<p>Measuring instrument <i>'Instrument' is the generic term that researchers use for a measurement device (survey, test, questionnaire, etc. (Research Rundowns, n.d.)</i></p>	<p>Phase 2:</p> <ul style="list-style-type: none"> • A structured, self-administered, electronic questionnaire – using a 5-point Likert scale to measure 32 statements. • A published framework found during the literature review (see Fig 4.1) will guide the development of the measuring instrument.
<p>Data analysis <i>A specialised area of research procedures which requires an expert approach to interpret the data collected (Struwig & Stead, 2003).</i></p> <ul style="list-style-type: none"> • Conceptual analysis <i>of the meaning of concepts through clarification and elaboration of the different dimensions of meaning (Babbie & Mouton, 2001:175).</i> • Descriptive statistics <i>in the form of tables, figures, graphs (Bless & Higson-Smith, 1995).</i> • Inferential statistics <i>infer from the sample to the population of interest.</i> 	<p>Phase 1: Conceptual analysis (Exploratory research).</p> <p>Phase 2:</p> <ul style="list-style-type: none"> • Descriptive statistics (tables, figures, graphs) to present and summarise quantitative aspects of the data. • Inferential statistics (paired samples t-tests) to test hypotheses with regard to statistically significant differences between senior management <i>expectations</i> for social intelligence to be obtained at Airport X and their <i>perceptions of performance</i> of the 'environments' (departments/ divisions) that are/should be tasked with obtaining social intelligence.

Source: Own research

4.6. DATA COLLECTION

Data collection is the way in which information is gathered (Struwig & Stead, 2003). In this case study, **secondary data** are collected by means of a literature review for purposes of broadening the role of the *reflective strategist* conceptually (Chapter 2) as well as conceptualising *social intelligence* (Chapter 3). **Primary data** are collected by means of a questionnaire, which will be based on the empirical constructs *expectations* and *perceptions of performance* (of the senior management members of Airport X) of the key constructs of the study namely *environmental assessment to obtain social intelligence*, *stakeholder assessment* and *issues assessment*.

In this study, the recommendations of Bless and Higson-Smith (1995:107) have been followed by using a very structured questionnaire to get information directly from the senior managers of Airport X. The set of questions has fixed wording and sequence of presentation, and very precise indications of how to answer each question. A questionnaire will be presented to each respondent in exactly the same way to minimize the role and influence of the researcher and to enable an objective comparison of the results. The type of information gathered in this study is what the respondents *know*, i.e. *knowledge and factual information*, as well as what they *have experienced/happens at present*.

The following **basic conditions to assure objectivity** will be followed:

- *Respondents must co-operate (be willing and motivated to share knowledge)*. In this instance, approval has already been gained from the General Manager of International Airport X to conduct the research amidst the senior management team. The respondents have already been approached informally and have all signalled their willingness to participate and, in some cases, expressed their interest in the objectives of the research.
- *Express what they perceive as their reality rather than what they wish their reality to be, what it ought to be or what they think the right answer must be*. The senior managers will be asked to provide responses based on the empirical constructs of this study, namely their *normative expectations* as well as their *perceptions of performance* with regards to each statement.
- *They must be aware of their expectations for the activities mentioned in the statements and have perceptions of the performance thereof and be able to express it*. Given that the respondents are experts in their fields and experienced senior managers, it is reasonable to expect that they will be able to articulate their expectations as well as their perceptions of the performance re each statement with a reasonable degree of certainty.

4.7. DEVELOPMENT AND CONTENT OF THE MEASURING INSTRUMENT

Instrument is the generic term that researchers use for a measurement 'device', while instrumentation is the 'course of action' – the process of testing, developing and using the actual device (Research Rundowns, n.d.).

The questionnaire, as data collection technique of choice, is to be completed by the senior management team of Airport X who have diverse portfolios and are not necessarily familiar with strategic communication management concepts. Among the reasons for selecting a questionnaire (for so few respondents) are to provide a common framework amongst respondents and to use the statements on the questionnaire to 'educate' the senior management team of Airport X about the latest thinking in the field.

A questionnaire, being one of the most common instruments in observing data, is an impersonal probe and has **four practical guidelines** which govern its use as a tool in survey research – these will be adhered to in this study (Leedy, 1997:191-192):

- *The language must be unmistakably clear:* Underlying assumptions will be inspected, and each question will be meticulously and precisely phased. To increase clarity, definitions are provided in a glossary for terms/concepts with which the respondents might not be familiar. Questions are phrased as simply and succinctly as possible. Given the small population (seven people), a pre-test is not possible. (The top management team of Airport X consists of only eight members, with the researcher being one of them).
- *Questionnaires should be designed to fulfil a specific research objective:* The statements are based on the relevant literature and operationalise two major concepts of the study namely the *reflective strategist* role and *social intelligence*. The questionnaire directly addresses **Research Objective 3** of the study (and its secondary objectives), namely: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein.
- *Questionnaires succeed when their success is planned:* In this study, the research is made relevant to the respondents as follows: Statements directly address activities related to environmental assessment, which is (or should be) of importance to any senior management team. Senior managers are asked to indicate their normative *expectations* for these activities as well as their *perceptions* of the *performance* of those 'environments' (company speak for departments/divisions) that are/should be tasked with such activities.
- *Cover letter is all-important – it should consider the recipient instead of (only) the sender's needs. It should be carefully thought through and be well structured – simplicity is key.* In

this study, a cover letter is to be carefully crafted and thought through, will be well structured and provide a brief description of the research. The author of this study will respectfully ask her colleagues on the senior management team for their support of the research that will benefit the organisation.

The measuring instrument is a self-administered, 8-page questionnaire measuring the *expectations* and *perceptions of performance* of the respondents with regard to the three constructs *environmental scanning to obtain social intelligence*; *stakeholder assessment*; and *issues assessment*, operationalised by means of 32 statements. There are multiple aims with the questionnaire. Firstly, to introduce the senior management team to the activities that have been conceptualised as representing *social intelligence* (and also form part of the *reflective strategist* role). Secondly, to obtain their *expectations* for such activities. Thirdly, to obtain their *perceptions* of whether such activities are actually currently *performed* at the airport. Fourthly, to find out *which environment* (department/division) at the Airport they perceive as performing it, if at all (to be obtained through the demographics section of the questionnaire).

The guiding hypothesis (framework for social intelligence), found during the literature review (see Fig 4.1), serves as a guide in the development of the questionnaire. As such, the key constructs of the study are measured in three categories: eleven statements address the construct of *environmental scanning to obtain social intelligence*; thirteen statements address *stakeholder assessment*; and a further *eight* statements address issues assessment. Since all the items that represent a particular construct have been grouped together on the questionnaire, it becomes a reliable measurement of the particular construct. (The last page of the questionnaire contains the demographic questions).

The questionnaire will be distributed via email to the accessible population, consisting of all seven senior managers at Airport X. While Struwig and Stead (2003) identify a number of challenges related to response rates, it is not anticipated in this study. The target population is small and, as the eighth senior manager on the team, the author of the study has direct access to her colleagues. The questionnaires will be emailed to each respondent together with the cover letter. The instructions are on page one of the questionnaire and the glossary on page 2.

Eight (25%) of the statements to be used in this questionnaire have previously been verified as activities of the 'PR strategist/reflectionist' role in the questionnaires of Steyn and Green (2006:31) and Steyn (2000b:37). While the original wording will be used, these verified statements will be adapted where necessary to provide the Airport X context. Further statements have been developed specifically for this study, based on literature encountered during exploration namely Steyn (2009) as well as Steyn and Niemann (2014); Kahaner (1998); Scholes and James (1998); and Hayes (2008). Initially 150 statements were developed, but

these have since been narrowed down systematically and reduced to 32 statements for the final questionnaire. These statements, which are to measure the activities of the *reflective strategist* in gathering *social intelligence*, can be viewed in the table below (together with their sources).

Table 4-2: Questionnaire statements with sources attributed

QUESTIONNAIRE STATEMENTS WITH SOURCES
Statements to measure the construct Environmental Scanning to obtain Social Intelligence
Provide 'actionable social intelligence' as a necessary activity for business success (Kahaner, 1998).
Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society ('PR strategist/reflectionist' role activities verified through the questionnaire used in Steyn & Green, 2006:31).
Point out to senior management the difference between reality and management's internally constructed version of reality (Adapted from Steyn & De Beer, 2012).
Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly ('PR strategist/reflectionist' role activities verified through the questionnaire used in Steyn & Green, 2006:31).
Act as 'early warning system' to senior management before issues erupt into crises or reputation damage ('PR strategist' role activities verified through questionnaire used in Steyn, 2000b:37).
Maintain a comprehensive environmental scanning system for gathering social intelligence (Steyn, in Heath & Johansen, 2018:591).
Obtain social intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues (Steyn, in Heath & Johansen, 2018:591).
Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns to be used as input in decision making ('PR strategist/reflectionist' role activities verified through the questionnaire used in Steyn & Green, 2006:31).
Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans (Adapted from Steyn & Puth, 2000:161).
Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies (Brønn & Brønn, 2003).
Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise (Steyn, in Şatir, 2011).
Statements to measure the construct Stakeholder Assessment
Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map (Adapted from Steyn & Green, 2006:31).
Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholders (Brønn & Brønn, 2003).
Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests (Steyn & De Beer, 2012).

Actively listen to stakeholders, and not only communicate the Airport's position to them (Scholes & James, 1998) .
Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively (Hayes, 2008:38) .
Regularly invite stakeholders to provide inputs on the Airport's performance (Scholes & James, 1998) .
Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof (Scholes & James, 1998) .
Attend relevant industry association or other key stakeholder events to understand stakeholder expectations/concerns (Own statement) .
Act as an advocate for key stakeholders by explaining their (often competing) expectations/values to senior management (‘PR strategist’ role activities verified through questionnaire used in Steyn, 2000b:37) .
Ensure that senior management understands the PR/communication implications of strategic decisions for stakeholder/interest groups (Steyn & Puth, 2000) .
Advise senior management on how to present their strategies/policies to stakeholders (internal or external) (Own statement) .
Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own (‘PR strategist/reflectionist’ role activities verified through questionnaire used in Steyn & Green, 2006:31) .
Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen by ensuring that its behaviour is in line with societal values and norms (‘PR strategist/reflectionist’ role activities verified through questionnaire used in Steyn & Green, 2006:31) .
Statements to measure the construct Issues Assessment
Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable (Steyn, in Şatir, 2011) .
Co-ordinate resources to strategically influence the development of issues to the Airport's benefit (Fahey & Narayanan, 1986:85-96) .
Recommend how the Airport should respond to the threat of major trends/issues/reputation risks (Heath, 1990) .
Monitor important trends/ issues at specified intervals (Own statement) .
Point out when a reputation risk becomes an issue that should be addressed in the issues management process (Steyn, in Şatir, 2011) .
Initiate dialogue with pressure groups in the societal environment that are limiting the Airport's autonomy (‘PR strategist’ role verified through questionnaire used in Steyn, 2000b:37) . (‘Reflectionist’ role activities verified through questionnaire used in Steyn & Green, 2006:31) .
Identify company problems/issues that communication can solve (Steyn & Puth, 2000:68) .
Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation) (Own statement) .

4.8. SCALING TECHNIQUES

Scaling is a procedure for the “assignment of numbers (or other symbols) to a property of objects in order to impart some of the characteristics of numbers to the properties in question” (Phillips, 1971:205). A scale is a continuum from highest to lowest points and has intermediate points in-between these two extremities. The most commonly used scale is the 5-point Likert scale (Leedy, 1997:179), sometimes referred to as a *satisfaction* scale. (In marketing theory), satisfaction is measured by calculating the gap between respondents’ *expectations* and their *perceptions of performance* (Parasuraman, Zeithaml & Berry, 1985). The Likert scale is therefore most suitable for use in this study because it can measure the extent to which the respondents (the senior management team of International Airport X) *expect* certain activities in the environmental assessment process (whether performed or not) as well as their *perceptions* of the extent to which they are indeed being *performed*, if at all.

A Likert scale is the *sum of responses* to the Likert items (and not the ‘1’ to ‘5’ range associated with each item). Likert items are the statements (survey questions) that respondents are asked to evaluate in the survey by giving it a quantitative value on any kind of objective dimension. In this research there are 32 statements that operationalised activities conceptualised as being part of the *reflective strategist role* (one of three major concepts of the study) and, at the same time, these activities have also been conceptualised as operationalising the three major constructs of the study namely *environmental scanning* (to obtain social intelligence), *stakeholder assessment* and *issues assessment*.

In the measurement instrument of this study (questionnaire), respondents are required to indicate their responses on a scale ranging from ‘1’ to ‘5’ – the Likert Scale Response Anchors being ‘1’ = **lowest** and ‘5’ = **highest** range on the scale. In-between are the following scale points: ‘2’ = **low**; ‘3’ = **medium**; and ‘4’ = **high**. By using numbers as the response anchors (instead of words like ‘agree/disagree’ as is customary with the Likert scale), the intervals between values can be presumed equal and therefore interval data will be produced (McLeod, 2019).

4.9. DATA ANALYSIS

Marshall and Rossman (1995:111) see data analysis as the process of bringing order, structure, and meaning to the data generated (in Phase 1) and collected (in Phase 2).

The study of statistics can be categorised into two main branches, namely descriptive statistics and inferential statistics. Being a descriptive study, this research collects descriptive data (through the survey method) and reports summary data (such as measures of central tendency and variance). It however goes beyond the descriptive statistics and tests hypotheses by means of paired samples t-tests (the findings of which cannot be generalised to the target population, but only to the *accessible* population in this case study namely International Airport X).

4.9.1. Descriptive statistics

Descriptive statistics is the transformation of raw data into a manageable form that can easily be understood and interpreted. They are numerical measures that are used to provide information about the features of a data set, the goal being to describe and summarise the quantitative aspects of the data. This allows researchers to see patterns among the data and make sense of that data (Babbie & Mouton, 2001). This is usually the first form of data analysis where averages are calculated, frequency distributions given, and percentage distributions provided. In this study, the author initially uses simple tabulation of the responses on an item to item basis, presented in the form of summary tables/simple statistics, bar graphs and doughnut charts (Bless & Higson-Smith, 1995).

Descriptive statistics are typically observed in mixed method research (triangulation), such as this study. The data is to be summarised and a mean score (measure of central tendency) indicates the average score of respondents. The standard deviation (measure of variance) is a number that measures how far data values are from their mean and thus provides a numerical measure of the overall amount of variation in a data set. A standard deviation score that is closer to one ('1') indicates that the responses are concentrated around the mean, which in turn indicates uniform responses – i.e. responses tend to be more positive. The mean scores closer to five ('5') indicate that the respondents had more divergence in their degree of conviction, i.e. these responses have a tendency towards being more 'negative'.

Descriptive statistics can only be used to describe the population or data set under study – measurements such as the mean and standard deviation are stated as exact numbers and the results cannot be generalised to any other group or population (Taylor, 2020).

4.9.2. Inferential statistics

According to Leedy (1997:262), inferential statistics have two principal functions: to test hypotheses which are statistically based (which applies to this study); and to estimate or predict a population parameter from a random sample (which does not apply here since there are only seven respondents in the study).

Tests of significance or hypothesis testing is a major division of inferential statistics where a claim about the population is made by analysing a statistical sample. By design, there is some uncertainty in this process which can be expressed in terms of a level of significance. Common tests of significance include the paired samples t-test, which is employed in this research. The purpose of the test is to determine whether there is statistical evidence that the mean difference between paired observations on a particular outcome is significantly different from zero (Taylor, 2020).

A paired samples t-test (also called a correlated pairs t-test or dependent samples t-test) is used to compare two population means (averages) where there are two samples in which observations in one sample can be paired with observations in the other sample. That is, a t-test is run on dependent samples which are essentially connected – there being two measurements on the same item, person or thing. The variable of interest thus becomes the *difference* between the values of the observations rather than the observations themselves (Data Science Central, n.d.).

The author considers it valid to use the paired samples t-test in this study as the data meets the requirements for such tests, as stated by Data Science Central (n.d.):

- The dependent variable is continuous, namely at the interval level.
- The paired measurements are recorded in two separate variables, namely *expectations* and *perceptions of performance*.
- There are related samples/groups (i.e. dependent observations) since the subjects in the first group – the senior management team of Airport X - are also in the second group.
- There is normal distribution (approximately) of the difference between the paired values. Responses in this study are mostly centred around the mean.
- There are no outliers in the difference between the two related groups.
- Although random sampling was not done in this case study, a census was taken and as such the data is applicable.
- While some may question the fact that t-tests are to be used for only seven respondents, the results of various studies suggest that applying t-tests to very small samples is feasible when the within-pair correlation is high (De Winter, 2013). This was confirmed by the two statisticians consulted by the author. While **classic statistics** is the hypothesis testing

approach used to analyse the data in this study, from a **Bayesian** perspective small sample sizes may however still be problematic and may contribute to false positives.

The null hypothesis to be tested in this study is as follows: There is no significant difference between senior management's *expectations* of a specific activity and their *perceptions of the performance* of this activity. The alternative hypothesis H_A is as follows: There is a significant difference between senior management's *expectations* of a specific activity and their *perceptions of the performance* of this activity. If the null hypothesis cannot be rejected, there is no evidence of a significant difference between senior management's *expectations* of a specific activity and their *perceptions of the performance* of this activity.

4.9.3. Steps to be followed in hypotheses testing

Classic statistics is the hypothesis testing approach to be used to analyse the data in this study. It has been selected since it represents an objective view of probability where the decision is based on the analysis of the available sampling data. That is, a hypothesis is established, and it is rejected or fails to be rejected, based on the sample data collected (Cooper & Emory, 1995:433). For the purpose of testing hypotheses in this study, steps to be followed are outlined below, as suggested by Diamantopoulos and Schlegelmilch (1997:124, 136-147) as well as Cooper and Emory (1995:496).

Step 1: Formulation of a null and alternative hypothesis

The basic assumption is that the null hypothesis (H_0) is true unless rejected as a result of the testing procedure (Diamantopoulos & Schlegelmilch, 1997:136). Therefore, if H_0 is rejected, this is interpreted as signifying **support** for the alternative hypothesis (H_A). Since the alternative hypothesis does not state the direction of difference, it refers to a two-tailed test of significance.

Step 2: Specification of significance and confidence level in advance

In this step, the circumstances under which the null hypothesis will be rejected or fail to be rejected, are specified.

- The **significance level** is the probability of rejecting the null hypothesis when it is true. A 5% significance level (0.05) has been selected for the hypotheses tests in this study.
- The **confidence level** defines the distance for how close the **confidence** limits are to the sample mean. In this study, a 95% level of confidence has been selected.

Step 3: Selection of appropriate statistical test

A statistical test is a technique used to test a particular hypothesis. For this study, a two-tailed paired samples t-test has been selected to test for significant differences between the means of two groups.

Step 4: Identification of the probability distribution of the test statistic and definition of the region of rejection

The decision on the rejection region (or significant region) depends on the significance level that has been set namely a 95% level of confidence – hence, the alpha statistic is 0.05. When the t-test is run, the resulting probability value will be compared to the predetermined alpha (0.05). If the probability is less than 0.05, the null hypotheses will be rejected.

Step 5: Computation of the test statistic and rejection or non-rejection of the null hypothesis

In this study, the probability value (P-value) will be reported instead of the critical value since the P-value represents a common currency across which the results of different tests/studies can be compared. The lower the P-value, the stronger is the evidence against the null hypothesis.

4.10. HYPOTHESES TO BE TESTED

The hypotheses have been divided into three groups, according to the three empirical constructs of the study namely *environmental scanning to obtain social intelligence*, *stakeholder assessment* and *issues assessment*.

4.10.1. Environmental scanning to obtain social intelligence

Hypotheses **H₁-H₁₁** that test the first construct *environmental scanning to obtain social intelligence* are listed below (see Table 4-3).

Table 4-3: Hypotheses H1-H11 test the construct Environmental Scanning to obtain Social Intelligence

<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Provide 'actionable social intelligence' as a necessary activity for business success.</i></p>
<p>H₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Provide 'actionable social intelligence' as a necessary activity for business success.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society.</i></p>
<p>H₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out to senior management the difference between reality and management's internally constructed version of reality.</i></p>
<p>H₃ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out to senior management the difference between reality and management's internally constructed version of reality.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly.</i></p>
<p>H₄ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.</i></p>
<p>H₅ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Maintain a comprehensive environmental scanning system for gathering social intelligence.</i></p>
<p>H₆ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Maintain a comprehensive environmental scanning system for gathering social intelligence.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues.</i></p>
<p>H₇ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues.</i></p>

<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making.</i></p>
<p>H₈ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans.</i></p>
<p>H₉ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Conduct social audits to identify societal/stakeholders values or expectations to be considered in developing strategies/plans.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.</i></p>
<p>H₁₀ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise.</i></p>
<p>H₁₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise.</i></p>

4.10.2. Stakeholder assessment

Hypotheses **H₁₂-H₂₄** that test the second construct *stakeholder assessment* are listed below (see Table 4-4).

Table 4-4: Hypotheses H12-H24 test the construct Stakeholder Assessment

<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record identified stakeholders on the Airport's Stakeholder Map.</i></p>
<p>H₁₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record identified stakeholders on the Airport's Stakeholder Map..</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholders.</i></p>
<p>H₁₃ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholders.</i></p>

<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests.</i></p>
<p>H₁₄ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).</i></p>
<p>H₁₅ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively.</i></p>
<p>H₁₆ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly invite stakeholders to provide inputs on the Airport's performance.</i></p>
<p>H₁₇ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly invite stakeholders to provide inputs on the Airport's performance.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.</i></p>
<p>H₁₈ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns.</i></p>
<p>H₁₉ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.</i></p>
<p>H₂₀ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Ensure that senior management understands the PR/communication implications of strategic decisions for stakeholder/interest groups.</i></p>

<p>H₂₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Ensure that senior management understands the PR/communication implications of strategic decisions for stakeholder/interest groups.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Advise senior management on how to present their strategies/policies to stakeholders (internal or external).</i></p>
<p>H₂₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Advise senior management on how to present their strategies/policies to stakeholders (internal or external).</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own.</i></p>
<p>H₂₃ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.</i></p>
<p>H₂₄ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.</i></p>

4.10.3. Issues assessment

Hypotheses **H₂₅-H₃₂** that test the third construct *issues assessment* are listed below (see Table 4-5).

Table 4-5: Hypotheses H25-H32 test the construct Issues Assessment

<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable.</i></p>
<p>H₂₅ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Co-ordinate resources to strategically influence the development of issues to the Airport's benefit.</i></p>
<p>H₂₆ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Co-ordinate resources to strategically influence the development of issues to the Airport's benefit.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Recommend how the Airport should respond to the threat of major trends/issues/reputation risks.</i></p>

<p>H₂₇ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Recommend how the Airport should respond to the threat of major trends/issues/reputation risks.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly).</i></p>
<p>H₂₈ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly).</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out when a reputation risk becomes an issue that should be addressed in the issues management process.</i></p>
<p>H₂₉ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out when a reputation risk becomes an issue that should be addressed in the issues management process.</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists).</i></p>
<p>H₃₀ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists).</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Identify company problems/issues that communication can solve or explain (e.g. share info with passengers on pending Airport infrastructural changes/allay fears of or give factual info/support to employees during downsizing).</i></p>
<p>H₃₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Identify company problems/issues that communication can solve or explain (e.g. share info with passengers on pending Airport infrastructural changes/allay fears of or give factual info/support to employees during downsizing).</i></p>
<p>H₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation).</i></p>
<p>H₃₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation).</i></p>

4.11. RELIABILITY AND VALIDITY

These concepts are described separately for Phase 1: Exploratory research and Phase 2: Descriptive research.

4.11.1. Phase 1: Alternative criteria for exploratory research

Validity is a more meaningful concept to qualitative research than reliability. The validity of the qualitative research approach lies in the skills of the enquirer -- it is more personal and

interpersonal, rather than methodological (McNiff, 1988). A judgement about whether qualitative data analysis is valid is a judgement about whether or not it explicates whatever it claims to do, namely it concerns the **conceptual clarity of the study** (Mason, 1996).

Lincoln and Guba (1985:290) also find the constructs of internal and external validity, reliability and objectivity inappropriate for qualitative inquiry. They propose four alternative constructs that more accurately reflect the assumptions of the qualitative paradigm:

- **Credibility**, in which the goal is to demonstrate that the inquiry was conducted in such a manner as to ensure that the subject was accurately identified and described. Within the parameters of the theoretical framework of this study, the research is deemed credible.
- **Transferability**, in which demonstrating applicability of one set of findings to another context rests more with the researcher who makes the transfer than with the original researcher. In this study, the author has established the theoretical parameters of the research by constantly referring back to the original metatheoretical, theoretical and conceptual framework; the guiding hypothesis; and the published framework of Steyn (in Heath & Johansen, 2018:594-595) to show how data generation, analysis and interpretation are guided by the theoretical concepts as well as the constructs on the published framework.
- **Dependability**, where a researcher accounts for changing conditions in the phenomenon studied as well as changes in the design created by increasing comprehension of the setting (this is in sharp contrast to the concept of reliability). In this research, a decision has been taken halfway through to change the method of data collection from elite interviews to a self-administered electronic questionnaire. The reason is the limited time of senior managers (interviews necessitate at least an hour's duration) and the difficulty of scheduling an interview for a specific time. An account of this situation has been given in the introduction of this chapter.
- **Confirmability** refers to the traditional concept of objectivity, i.e. whether the findings of the study could be confirmed by another. The preliminary findings indicate that the guiding hypothesis and published framework seem to be effective tools to satisfactorily explain the process of gathering social intelligence in the environmental assessment process. Furthermore, that there is no reason to believe that these tools cannot be successfully applied to other studies.

Although the traditional view is that the conceptual framework should emerge from the field, a lack of bounding and focusing would have led to indiscriminate data collection and data overload in this study (Miles & Huberman, 1984). The more loose the initial design, the less selective the collection of data. Setting a guiding hypothesis and using a published theoretical framework has assisted the author to decide in advance which dimensions of the study are

more important, which relationships the most meaningful, and what kinds of information should be collected and analysed. (The concepts and constructs of the study are core to the two fields and hence the available literature on the topics is huge).

Validity of interpretation is dependent on validity of method, since interpretation cannot be valid unless the methods and sources have enabled researchers to get at the concepts that they say they are getting at (Mason, 1996). The fact that a guiding hypothesis and published framework have been used for understanding the concepts, as well as for recording, structuring and interpreting the data according to the theoretical concepts and constructs is a major factor in increasing the validity of the study since the conclusions are deemed more valid.

4.11.2. Phase 2: Reliability and validity for the quantitative research

Reliability and validity of data is key for any research and should always be considered. In quantitative research, **reliability** is the degree to which test scores are consistent, accurate or stable (Struwig & Stead, 2003:130-133). In this study, the statements that operationalised each construct (the latter being *environmental scanning to obtain social intelligence*; *stakeholder assessment*; and *issues assessment*) have been grouped together on the questionnaire so that they are categorically similar and therefore become a reliable measurement of the particular construct.

Reliability and validity are interlinked. **Validity** refers to the extent to which a research design is scientifically sound or appropriately conducted (Struwig & Stead, 2003:134). Two major forms of validity exist, namely **external validity** (which refers to the ability to generalise across persons, settings and times) and **internal validity** (limited to the ability of a measuring instrument measuring what it is supposed to measure) (Van Heerden, 2004:161). An important factor in obtaining valid data in this study is the fact that the senior managers have been willing and eager to participate in the project and have been prepared to provide total co-operation and access to relevant information.

According to Mason (1996), an **empirical generalisation** is based on a logic whereby the researcher makes generalisations from an analysis of one empirical population (e.g. the senior management team of Airport X) to another wider population (e.g. all senior management teams of companies). However, since there are only seven respondents in this study, this kind of generalisation cannot be made to the *target* population, but the findings can be generalised to Airport X, the *accessible* population and the **intrinsic case**. However, a **theoretical generalisation** can be made in this instance since there is no reason to believe that the sample (census in this case) and therefore the analysis is *atypical*. Furthermore, the analysis of the process of gathering *social intelligence* for *environmental assessment* at Airport X demonstrates that it is indeed possible for such processes to work in the way specified by the

guiding hypothesis and published framework. Therefore, one can derive theoretical as well as practical **guidelines** for all senior management teams from other organisations based on the findings of this study.

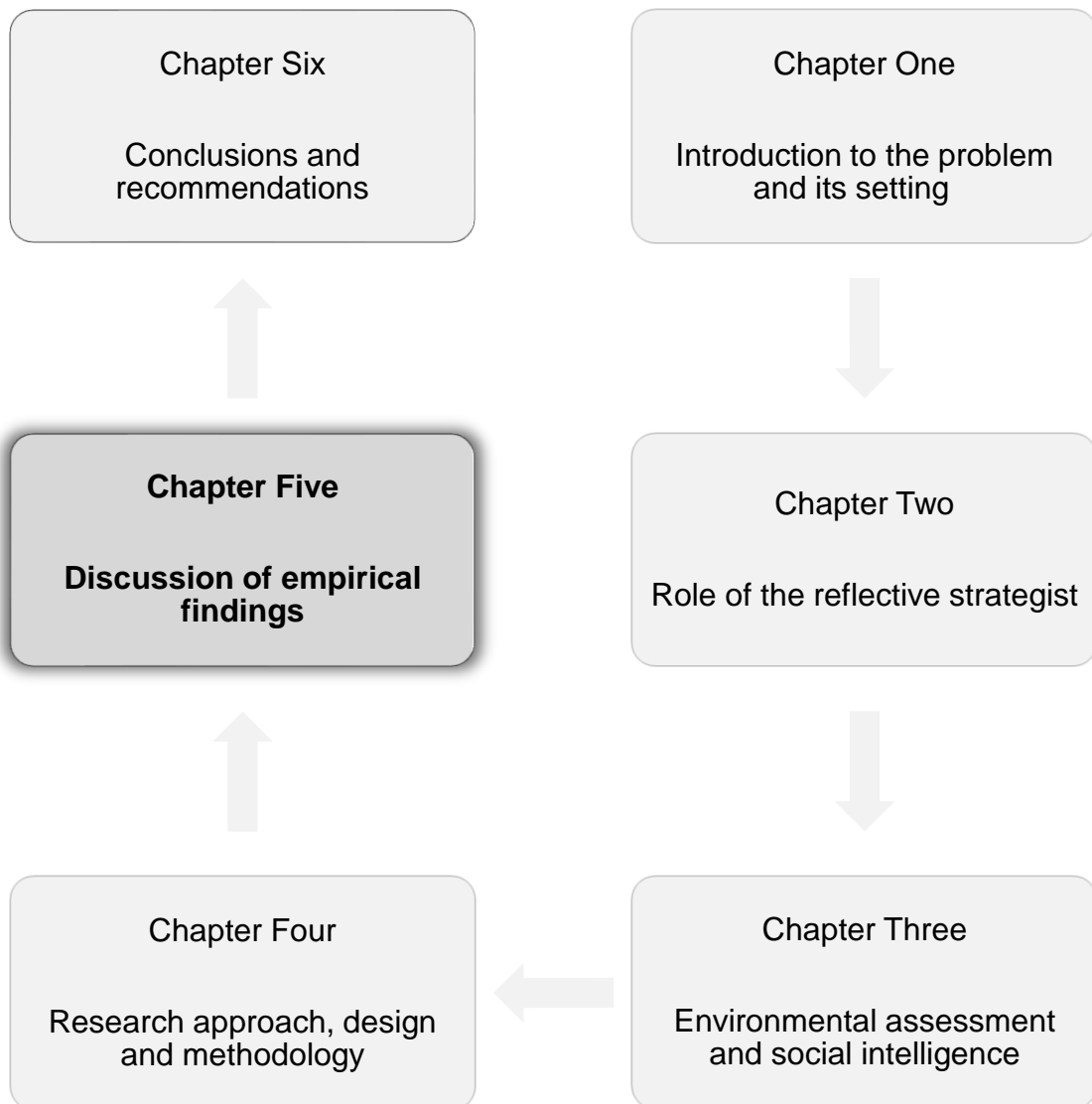
4.12. CONCLUSION

This chapter provides the roadmap for this exploratory and quantitative study that explores and describes the role of the *reflective strategist* in gathering *social intelligence* as part of the *environmental assessment* process. It outlines the case study design as well as the mixed methods research methodology. It explicates in detail the element of the study, being the *social intelligence* that the senior managers of International Airport X expect to be gathered and their perceptions of how these activities are indeed performed by the different environments (departments/divisions) of International Airport X.

The data analysis in **Phase 1: Exploratory research** is a conceptual analysis of the relevant literature in the fields of corporate communication and strategic management. In **Phase 2: Descriptive research** it consists firstly of descriptive statistics (frequencies displayed as summary tables/simple statistics; bar graphs; and doughnut charts) and secondly, of inferential statistics that employ paired samples t-tests for hypothesis testing. Finally, the reliability and validity of the descriptive research in Phase 2 has been demonstrated, while for the exploratory research the alternative constructs of credibility, transferability, dependability and confirmability have been selected as more accurately reflecting the assumptions of the qualitative paradigm.

In the next chapter, the findings of the empirical study will be presented and discussed.

OUTLINE OF THE RESEARCH REPORT



This chapter describes the empirical findings of the descriptive survey, based on the questionnaire responses of the senior management team at International Airport X. No sampling was done as the seven respondents represented a census. (The eighth senior manager is the author of the study herself, assigned the portfolio of Corporate Affairs). The data analysis consists of both descriptive and inferential statistics.

CHAPTER FIVE: DISCUSSION OF EMPIRICAL FINDINGS

5.1. RESEARCH OBJECTIVES FOR PHASE 2

In Chapter 5, the following research objectives are to be achieved:

PHASE 2: DESCRIPTIVE RESEARCH

Research Objective 3 (Empirical): To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein.

Secondary Objectives:

Objective 3.1: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *environmental scanning* and *monitoring* -- and the potential role of the *reflective strategist* therein.

Objective 3.2: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *stakeholder assessment* -- and the potential role of the *reflective strategist* therein.

Objective 3.3: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *issues' assessment*, and the potential role of the *reflective strategist* therein.

Research Objective 4: To **reconceptualise**, based on the findings of the **descriptive survey**, the *reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the senior management level of an organisation (to be used as input into enterprise strategy development).

5.2. PRESENTATION OF FINDINGS

The questionnaire consisted of a demographics section as well as 32 statements measuring senior managers' *expectations* and *perceptions of performance* regarding possible activities to be performed at Airport X in the process of *environmental assessment*, with the aim of obtaining *social intelligence* for strategy development. The sample size is seven.

- In Column A, respondents were requested to rate their normative *expectations* on a scale of '1' to '5' with regard to *ideal* activities they thought should generally be performed in this process (whether currently being performed or not).
- In Column B, respondents were to rate their *perceptions* of the extent to which the specific activity is *indeed being performed* by the stakeholder/reputation/communication management function or any related/other environment.

The findings of the Likert-scale items are presented in terms of the actual number of respondents per category of the questionnaire and in two main sections (Diamantopoulos & Schlegelmilch, 1997:64-65):

- An analysis by means of *descriptive statistics*, which is an initial examination of the data that provides preliminary insights as to the nature of the responses obtained. The data is presented in the form of summary tables, bar graphs and doughnut charts to make it more digestible. The summary tables indicate the frequencies and simple statistics, while the bar graphs show the ratings and frequencies for senior management's *expectations* and *perceptions of performance*. The outer layer of the doughnut charts represents senior management's *perceptions of performance* and the inner layer their normative *expectations*, indicated in percentages. To round off the descriptive statistics findings, conclusions on the simple statistics and a gap analysis are also presented.
- An analysis by means of *inferential statistics*, where the focus is on using the sample to make inferences about the accessible population. Paired t-tests have been used to test hypotheses concerning the variables of interest.

Each measurement item's findings are presented item-by-item on the following pages. Statistics have been rounded to two decimal points except for p-values which have been rounded to three decimal points. Percentages have been rounded to one decimal point. Questionnaire ratings are described as interval measurements using a 5-point Likert scale, with '1' equalling '**Lowest**' and '5' equalling '**Highest**'. The scale is described in Table 5-1.

Table 5-1: Five-point Likert-scale

Lowest	Low	Medium	High	Highest
1	2	3	4	5

5.3. DESCRIPTIVE STATISTICS

This section presents the findings of the descriptive statistics on all the measurement items in the questionnaire.

The findings are presented according to the empirical constructs of the study namely senior management *expectations* regarding the statements as well as senior management *perceptions of performance* regarding the statements. The page numbers of sub-sections of the descriptive statistics are provided here for easy reference (due to the size of the file):

Subsections of descriptive statistics	Page
5.3.2. Demographics: The biographical profile of respondents.....	107
5.3.3. Summary table of frequencies and simple statistics for senior management expectations and perceptions of performance.....	114
5.3.4. Review of the simple statistics	122
5.3.5. Findings of the gap analysis.....	124
5.3.6. Conclusion of the descriptive statistics	129

5.3.1. Demographics: Biographical profile of the senior management team of International Airport X

The demographics of senior managers are classified according to their gender, length of service at Airport X, and how and where they received stakeholder/ communication/ reputation management training.

As recorded in Table 5-2, five (of the seven) respondents on the senior management team of Airport X are male with an experience level of more than 10 years. None of them received stakeholder, communication, or reputation management training through undergraduate or post graduate education. Rather, they received it through individual subjects that formed part of undergraduate or postgraduate studies, certificate or short courses, or other means. It is

therefore posited that these senior managers received limited formal training in stakeholder, communication, or reputation management, but obtained it through work experience.

Table 5-2: Demographics of the senior management team

	Classification	Frequency	Percentage
Gender	Male	5	71,40%
	Female	2	28,60%
Length of service as senior manager	1-6 months	0	0,00%
	7-11 months	0	0,00%
	12-23 months	0	0,00%
	2-3 years	1	14,30%
	4-5 years	0	0,00%
	6-10 years	1	14,30%
	More than 10 years	5	71,40%
Stakeholder, communication or reputation management training received	As undergraduate subject	1	12,50%
	As post-graduate subject	2	25,00%
	Certificate course	1	12,50%
	Short course	2	25,00%
	An undergraduate degree	0	0,00%
	A post-graduate degree	0	0,00%
	None of the above	1	12,50%
	Other - specify	1	12,50%

As part of the demographics section, senior managers were also requested to indicate the 'environment(s)' to which the ratings of their perceptions of performance of the activities, as stated in Questions 1- 32, refer to (at Airport X, the term *environment* refers to a department, division or a unit).

It should be noted that the author of this study is the senior manager of the Corporate Affairs environment. In Airport X, this department is responsible for many activities that have historically been managed by the Public Relations/ Communication/ Public Affairs/ Stakeholder/ Reputation Management departments in organisations. It is therefore of specific

interest to her to obtain the perceptions of her fellow senior managers as to how they rate the performance of the activities described in Questions 1-32 in the questionnaire. Furthermore, to find out which department(s) her colleagues perceive to be responsible for performing these activities. This discovery will in turn provide a perspective on where the gaps in the Corporate Affairs environment might be.

Table 5-3 below indicates that three senior managers selected only one environment in answering the question as to which environment the ratings of their perceptions of performance refer to; two senior managers selected all environments; one of the senior managers selected three environments and the remaining senior manager selected four environments. Table 5-3 below thus indicates that 3 senior managers based their perceptions of activities performed on only one environment; 2 based it on all environments that were provided as options in the questionnaire; 4 based it on three environments and another 4 based it on four environments.

Table 5-3: Frequency table of the number of environments to which each senior manager's ratings of his/her perceptions of performance of activities (stated in Questions 1-32) refer to

Number of environment(s) to which each senior manager's ratings of his/her perceptions of performance of activities referred to	Frequency	Percentage
Only 1 Environment indicated	3	42,86%
2 Environments indicated	0	0,00%
3 Environments indicated	1	14,29%
4 Environments indicated	1	14,29%
5 Environments indicated	0	0,00%
All Environments indicated	2	28,57%

In Table 5-4 below, the portfolio of each senior manager is stated as well as the specific environment(s) to which the ratings of his/her perceptions of performance of the activities stated in Questions 1-32, refer to.

Table 5-4: Each senior manager's portfolio and the environment(s) (divisions/ departments) to which his/her ratings of the perceptions of performance of activities (stated in Questions 1-32), refer to

Environment	Senior Mgr 1: <i>Finance</i>	Senior Mgr 2: <i>AGM: Client & Passenger Services</i>	Senior Mgr 3: <i>General Manager</i>	Senior Mgr 4: <i>Human Resources</i>	Senior Mgr 5: <i>Security</i>	Senior Mgr 6: <i>Operational Governance</i>	Senior Mgr 7: <i>AGM: Operations</i>	Total
Corporate Affairs	✓		✓	✓	✓	✓	✓	6
Client & Passenger Services	✓			✓	✓	✓		4
General Manager's Office	✓			✓	✓	✓		4
Own environment		✓		✓	✓	✓		4
Any other environment				✓	✓			2
Environment additional to previous				✓	✓			2

With regards to the two empirical concepts being measured in the questionnaire namely *expectations* and *perceptions of performance*, the following must be noted: i) *expectations* is normative, meaning that senior managers were not to think of a specific environment (department, division, unit or person at the Airport) but rather what the 'ideal' situation would be with regards to an activity; ii) however, with regards to *perceptions of performance*, respondents were to consider a specific environment (department, division, unit or person) at the Airport in rating the activities provided in the statements.

Table 5-4 thus provides a description of the responses to the following question in the questionnaire: *Please indicate which **environment** at the airport you based your **perception of performance/current behaviour** on.* Respondents were provided with the option to select from four environments at the Airport or they could mention any other environment they based their perceptions on. Six of the seven respondents based their *perceptions of performance* on the Corporate Affairs environment; four considered the Client and Passenger Services environment; four based it on the General Manager's Office; four selected their own environment; two selected 'any other environment'; and two more selected an 'environment additional to the previous'.

This question in the demographics section is particularly important, not only with regards to its contribution to the validity of the research but also the implications in practice. Without these responses, the researcher would not know to which environments the senior managers' *perceptions of performance* referred to, which would have made the results invalid as well as impossible to act on and address/rectify problem areas.

5.3.1.1. Senior Manager 1: Finance portfolio

This respondent indicated the environments of Corporate Affairs, Client and Passenger Services and the General Manager's Office as the departments/ divisions/ units to which his ratings of perceptions of performance for each activity in the questionnaire refer to. Based on the researcher's insider knowledge, she would posit that given this respondent's portfolio relating to insurance claims, he would have a broad stakeholder outlook. This respondent also takes a keen interest in understanding all of the environments and is often an active participant in solutioning stakeholder challenges.

5.3.1.2. Senior Manager 2: Assistant General Manager: Client and Passenger Services portfolio

This respondent selected Client and Passenger Service, the environment for which he is responsible himself. This might be because of this manager's intimate knowledge of his own environment and the activities that occur in it, since many of the statements in the questionnaire refer to activities that take place in, or are linked to, his environment.

It is notable that this senior manager did not select the Corporate Affairs department, being the only senior manager not to have done so. This manager's perceptions are therefore in stark contrast to the rest of the senior management team. If based on a lack of understanding and awareness of the activities performed by the Corporate Affairs department, this is problematic. Whatever the reasons, this is an important finding and a situation that needs to be addressed by the researcher as the Senior Manager: Corporate Affairs. These two environments both work closely with stakeholders, albeit that the focus of Client and Passenger Services is narrower than Corporate Affairs – the latter carrying ultimate responsibility for all the airport's stakeholders. The Client and Passenger Services environment assumes direct responsibility for stakeholder relationships for 'on airport' role-players (entities that directly make up the airport value-chain). These are the core environments for which there are 'account managers' namely Airline and Government Agencies; Retailers and Concessionaires; Ground Transportation and Remote Sites; and Client and Passenger Services. The Corporate Affairs environment deals with airport stakeholders in its broadest frame, ranging from 'on airport' stakeholders to societal stakeholders (such as neighbouring communities or activist groups),

or its key regional stakeholders (such as tourism entities and organised business) - to name a few.

Besides the General Manager (respondent 3) and the Assistant General Manager: Operations (respondent 7), this senior manager (respondent 2) is the only one who selected only one environment. Also noteworthy is the fact that the General Manager as well as the Assistant General Manager: Operations were the only ones who did **not** select Client and Passenger Services as an environment on which to base their perceptions of performance of activities. This could be based on the activities that were described in the questionnaire since they are, for the most part, performed by the current Corporate Affairs environment. Given their intimate knowledge of the Corporate Affairs environment, respondents 3 and 7 might not at first glance have considered any other environment. This situation therefore needs further investigation to pinpoint the reasons and address any misconceptions.

5.3.1.3. Senior Manager 3: General Manager

The Corporate Affairs department works the closest with the office of the General Manager. Given this, the General Manager is very much aware of the activities performed by Corporate Affairs. Based on the researcher's insider knowledge as Senior Manager: Corporate Affairs, the General Manager of the Airport is bound to have recognised many of the statements as activities currently performed by the Corporate Affairs department.

Since the General Manager's office works with all the other environments, it would be this overall view that could have led the General Manager to select only the Corporate Affairs department. Given his broad exposure to the business, he is arguably the most knowledgeable about the activities described in the questionnaire statements.

5.3.1.4. Senior Manager 4: Human Resources

This female respondent selected all seven environments. This might be the case given the length of time (nearly 20 years) this senior manager has been a part of the management team at Airport X. But it could also be because of the nature of the HR department that, due to their core function, closely interact with all the environments across Airport X. This would result in her having a broad perspective of all the activities at the airport mentioned in the questionnaire. This interpretation is based on the researcher's inside knowledge of Airport X and its HR Department but needs to be further investigated.

5.3.1.5. Senior Manager 5: Security

This respondent also selected all seven environments. Security and Human Resources are the only two senior managers to have made such a selection. Based on the researcher's inside knowledge, it might be as a result of the wide-ranging exposure and interface which this senior manager has to the broader business. The researcher would also make the point that this respondent, based on his role, has a keen understanding of how each environment's action can impact on stakeholder relationships and perceptions.

5.3.1.6. Senior Manager 6: Operational Governance

This respondent selected Corporate Affairs, Client and Passenger Services, General Managers Office and her own environment. Within her portfolio, she manages the airport's Risk Register. Within this context she has a good understanding not only of airport risks, but also of stakeholder issues and challenges. As a result, the respondent also has a good grasp of the importance of listening to stakeholders and how stakeholder actions can impact the organisation. This does bring into question why this respondent did not select other environments as well (like respondents 4 and 5 did), given her extensive exposure to a broad range of stakeholders. This also needs further investigation.

5.3.1.7. Senior Manager 7: Assistant General Manager: Operations

This respondent, like Senior Manager 3 (General Manager), selected only Corporate Affairs as the environment considered when responding to the perceptions of performance section of the questionnaire. This might be based on the senior manager's understanding and close links to the Corporate Affairs department.

However, the Operations environment also works closely with Client and Passenger Services and it is notable that the latter environment was not selected. Based on the author of this study's interaction with Operations, she is of the view that this senior manager should also have selected his own environment as it actively contributes to some of the statements in the questionnaire. Therefore, his reasons also need to be further investigated.

5.3.1.8. Overview of demographics

In an era in which employees, and especially managers, do not remain with companies for most of their careers, it is noticeable that five of the seven senior managers have been with Airport X for more than 10 years. None of the senior managers received stakeholder, communication, or reputation management training through undergraduate or post graduate education and it is posited that they obtained it mostly through work experience. No noticeable differences between the male and female respondents' responses were detected.

The most important finding is that most senior managers (six of the seven respondents) identified Corporate Affairs as the environment they considered when rating their perceptions of performance of the activities described in the questionnaire statements. It is thus concluded that most of them perceive Corporate Affairs to be performing the activities related to environmental assessment, gathering social intelligence on stakeholders and issues.

There are however responses that raise flags for further investigation. Most important here are the responses of the Assistant General Manager: Client and Passenger Services environment, who selected only his own environment. This is concerning given that this is a stakeholder focused environment and highlights a blind spot in that area. Also noteworthy is the fact that the General Manager as well as the Assistant General Manager: Operations were the only ones who did **not** select Client and Passenger Services as an environment on which to base their perceptions of performance of activities, which is a gap to be explored. Another is the fact that the Senior Managers: Human Resources as well as Security selected all seven environments while the Assistant General Manager: Operations (who works closely with Client and Passenger Services) did **not** select the latter nor his own environment which actively contributes to some of the activities mentioned in the questionnaire.

In summary, while the responses provide a signal that the Corporate Affairs environment at Airport X is perceived by most of the senior management team as performing many of the activities listed in the questionnaire (which is one of the main aims of this study), there are other gaps that have been laid bare by the findings of the demographics section.

In the section that follows the findings of the summary tables of frequencies will be discussed in detail.

5.3.2. Frequencies

Summary tables of frequencies and simple statistics as well as bar graphs and doughnut charts have been prepared for each of the 32 questionnaire statements -- illustrating the senior managers' *expectations* and *perceptions of performance* for each activity. However, for reasons of brevity, only the frequencies tables and charts for Question 1 are presented here in the main document, while those for Questions 2 – 32 can be viewed in APPENDIX A.1, on page 247. The major findings of all 32 questions will however be provided here after Question 1.

5.3.2.1. Frequencies tables and charts

Question 1: Provide ‘actionable social intelligence’ as a necessary activity for business success

The summary table (Table 5-5 **below**) indicates that four senior management members have the **highest** and two have **high** expectations for this activity (with no **low** scores encountered). In comparison, four members rate their perceptions of performance as being **medium** and two as **low**. Only one member has **high** perceptions of performance of this activity.

Table 5-5: Question 1 summary table of frequencies and simple statistics for senior management’s expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	2	1	0	0	7	4,43	0,79
	Percentage	57,1%	28,6%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	1	4	2	0	7	2,86	0,69
	Percentage	0,0%	14,3%	57,1%	28,6%	0,0%			

On average, senior management’s perceptions of performance are **medium** ($M = 2,86 \approx 3$) and, as such, do not meet their mean expectations which are **high** ($M = 4,43 \approx 4$).

The standard deviations for both their expectations ($SD = 0.79$) and perceptions of performance ($SD = 0.69$) for this activity indicate that the spread of the ratings is concentrated around the mean, pointing to uniform responses. The ratings for expectations are slightly more uniform around the mean than the ratings for perceptions of performance.

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Here one sees that 85,7% of senior management have **high** expectations for the *Provision of actionable social intelligence for business success*. On the other hand, a mere 14,3% have **high** perceptions while 28,6% have given a **low** rating for their perceptions of performance of this activity. The majority (57,1%) rate their perceptions of performance as **medium**.

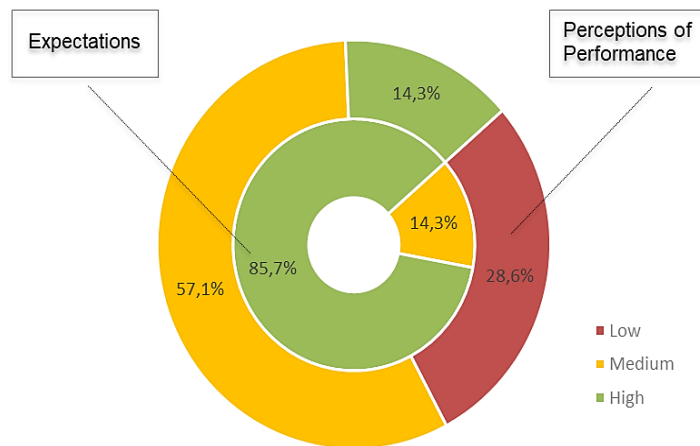


Figure 5-1: Question 1 doughnut chart of expectations and perceptions of performance

Question 2 – 32: Frequencies tables and charts can be viewed in APPENDIX A.1, on page 247.

5.3.2.2. Overview of the frequencies findings Questions 1 - 32

With regards to the **frequencies**, a number of important findings have emerged from presenting the data in the form of **summary tables and simple statistics** as well as **bar graphs**, representing senior management's expectations and perceptions of performance for each of the activities described in **Questions 1 – 32**.

Senior management members mostly selected a **highest '5'** or **high '4'** rating on the five-point Likert scale in relation to their *expectations* for the 32 statements (activities). It is notable that every statement received a **highest** rating from two or more of the seven respondents as an expectation for the activity.

In 22 of the 32 statements, the majority of respondents (four and more) selected **highest '5'** as their expectations rating for the activities listed in the questionnaire. (There are only two questions where one respondent selected **low '2'**).

► **Environmental scanning/monitoring to obtain social intelligence (Question 1 to Question 11)**

Of the 11 questions, there are seven questions where the majority of respondents (4 and more) selected **highest '5'** on the Likert scale for their expectations, pointing to the *extent* to which senior managers expect these activities.

Six (86%) of the 7 respondents selected highest '5' as their expectations rating for the following questions:

Question 3: *Point out to senior management the difference between reality and management's internally constructed version of reality.*

Question 5: *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.*

Five (71%) of the respondents selected highest '5' as their expectations rating for the following question:

Question 10: *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.*

Four (57%) of the respondents selected highest '5' as their expectations rating for the following questions:

Question 1: *Provide 'actionable social intelligence' as a necessary activity for business success.*

Question 7: *Obtain intelligence re interest groups/activist who seek to influence public policy due to their vested interest in identified airport issues.*

Question 11: *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise.*

For the remainder of the questions, three (43%) of the respondents selected highest '5' as their expectations rating, with the exception of the following question where only two of the respondents selected the highest rating:

Question 9: *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans.*

None of the respondents selected low '2' or lowest '1' for their expectations rating of an activity within this construct.

► Stakeholder assessment

For this construct, 10 of the 13 questions received **highest '5'** as the expectations rating from the majority of respondents (4 and more). The questions which received **highest '5'** as expectations rating clearly point to the *extent* to which senior managers expect these activities to be performed. They are the following:

Six (86%) of the 7 respondents selected highest '5' as their expectations rating for the following questions:

Question 15: *Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).*

Question 17: *Regularly invite stakeholder to provide inputs on the Airport's performance.*

Question 18: *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.*

Five (71%) of the respondents selected highest '5' as their expectations rating for the following questions:

Question 13: *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder.*

Question 20: *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.*

Question 24: *Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.*

Four (57%) of the respondents selected highest '5' as their expectations rating for the following questions:

Question 12: *Classify/prioritise/record identified stakeholders on the airport's stakeholder map.*

Question 14: *Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests.*

Question 21: *Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholders/interest groups.*

Question 22: *Advise senior management on how to present their strategies/policies to stakeholders (internal or external).*

For the remainder of the questions, three (43%) of the respondents selected **highest '5'** as their expectations rating of the activities. This is the only construct where one of the respondents selected **low '2'** as a rating for expectations. This was for the following questions:

Question 20: *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.*

Question 23: *Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own.*

► Issues Assessment

Of the eight questions, there are five questions where the majority of respondents (4 and more) selected **highest '5'** on the Likert scale for their expectations.

This construct had five respondents who selected **highest '5'** as their expectations rating, namely for the following question:

Question 31: *Identify company problems/issues that communication can solve or explain (e.g. share information with passengers on pending airport infrastructural changes/allay fears of, or give factual information/support to, employees during downsizing).*

In summary, it can be said that the **summary tables of frequencies and simple statistics** as well as the **bar graphs** present a good perspective of the *extent* to which senior managers expect to have the activities, listed in the questionnaire, performed within the organisation -- nearly all of the activities have **high** expectations ratings.

An additional, but different perspective on the **frequencies** is provided by presenting the ratings by means of **doughnut charts**. In interpreting the doughnut chart findings, it is important to note that while the summary tables/simple statistics and bar graphs employed a rating scale of *five* (**highest '5', high '4', medium '3', low '2', lowest '1'**), the doughnut charts order the activity ratings into *three* groups only (**high, medium and low**). The ratings for the **doughnut charts** are thus defined as follows:

High = the activities which received a **highest '5'** and **high '4'** rating.

Medium = the activities which received a **medium '3'** rating.

Low = the activities which received a **low '2'** and **lowest '1'** rating.

When reviewing the information displayed in the **doughnut charts**, one can see that seven of the 32 statements are rated as **high** ('5' and '4') by *all* (100%) of the respondents as it relates to their expectations for the activities described. This is an indication that the senior managers have **high** ('5' and '4') expectations for these activities to be performed in an organisation.

- Four of these seven statements are directly linked to the environmental scanning/monitoring to obtain social intelligence construct and relate to the questionnaire statements regarding activities such as 'act as an early warning system' to help avoid issues turning into crises; maintaining an environmental scanning system to help gather social intelligence; obtaining intelligence about key interest groups; and monitoring the stakeholder environment in order to address unanticipated consequences for the organisation.

- One question which forms part of the stakeholder assessment construct relates to helping senior management understand the communication implications of their strategic decisions on stakeholder groups.
- The two remaining statements are part of the issues assessment construct and relates to ensuring that issues are classified and logged so that they are better managed and ensure that reputation risks are pointed out before they become issues.

These findings support the **reconceptualisation of the reflective strategist** by clearly indicating senior management expectations for these activities to be performed by the reflective strategist.

The **high** ('5' and '4') level of senior management expectations ascribed to these activities in the doughnut charts is a key finding as it offers direction relating to the types of activities expected to be performed by the reflective strategist. This is supported by the finding of the **simple statistics** that *all* means (averages) for senior management *expectations* are **higher** than four.

The seven statements referenced above that are rated as **high** ('5' and '4') in the **doughnut charts** by *all the* senior managers can be viewed in the table below.

Table 5-6: Questions rated as high ('5' and '4') in the doughnut charts by all (100%) of respondents

Question number	Statement
Question 5	Scanning: Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.
Question 6	Scanning: Maintain a comprehensive environmental scanning system for gathering social intelligence.
Question 7	Scanning: Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues.
Question 10	Scanning: Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.
Question 21	Stakeholders: Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholder/interest groups.
Question 25	Issues: Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable.
Question 29	Issues: Point out when a reputation risk becomes an issue that should be addressed in the issues management process.

In addition to the above findings, the **doughnut charts** also indicate that just over half of the activities (18 questions in total) have received an expectations rating of **high** ('5' and '4') by 86% of senior management (See APPENDIX A.2, on page 305) This represents a significant finding and points to the **high** expectations that senior management have of these activities to be performed in Airport X.

Another important finding presented in the doughnut charts is that there are only two questions where one (14%) of the senior managers rates expectations of the activity as **low** ('2' and '1'). This is a further indication that the expectations of most senior managers for these activities are **high** ('5' and '4'). The two questions are listed in the table below.

Table 5-7: The two doughnut chart questions where one senior manager rates his/her expectations of the activity as low ('2' and '1')

Question number	Statement
Question 20	Act as an advocate for key stakeholders by explaining their <i>(often competing) expectations/priorities to senior management.</i>
Question 23	Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own.

Furthermore, the **doughnut charts** show that senior management perceptions of performance are mostly rated as **high** ('5' and '4'), but there is also a mix of **medium** ('3') and **low** ('2' and '1') ratings of perceptions of performance in some instances.

The activity which achieved the worst score for perceptions of performance, having been rated low ('2' and '1') by 57% of senior managers is the following:

Question 9: *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans.*

To conclude: The findings of the **frequencies**, as displayed by the **summary tables/simple statistics, bar graphs and doughnut chats** (of which **Question 1** is presented in the main document and **Question 2 - 32** can be viewed in the Appendices), present valuable insights for this **intrinsic** and **instrumental** case. The core of the **intrinsic case problem** is described as Airport X, an aerotropolis, with a multitude of diverse stakeholder groups all with differing concerns and expectations, faces complex issues and challenges of various interest and pressure groups. It seems that the importance of the *environmental assessment* process focused on obtaining *social intelligence* as a mechanism to deal with and manage this ambiguity (and thereby protect reputation) is not fully understood, structured or formalised within Airport X. The findings of the frequencies point to this.

While perceptions of performance are mostly being rated **high**, there is also a mix of **medium** as well as **low** ratings, pointing to areas where senior management interventions are required. However, most important are the insights provided by the consistently **high** expectations that senior management have for all activities, as indicated inter alia by the means (averages) of expectations being higher than '4' for *all* activities. It provides a clear indication of the activities that can ensure that the organisation takes an outward-in approach in their environmental assessment processes -- from highlighting how important it is to provide *social intelligence* in order to improve decision making in the organisation, to gaining an understanding of *stakeholder* expectations and having a comprehensive *environmental scanning* system in place to pick up early warning signals and timeously identify emergent trends and *issues*. This intelligence helps to inform the role the reflective strategist should play in obtaining *social intelligence*. This also points to the importance and reliance on social intelligence and thus, given the **intrinsic case problem**, highlights that it is somewhat understood.

The findings for the **frequencies** discussed in this section partially achieves **Research Objective 3** and its secondary objectives, in that they **empirically investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* in the environmental assessment process at Airport X. In addition to achieving Research Objective 3, the findings also address the **intrinsic case problem** and offers valuable insights in this respect.

Furthermore, the findings of the frequencies also support **Research Objective 4** namely to **reconceptualise**, based on the findings of the **descriptive survey**, the *reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development). This reconceptualisation also addresses the **instrumental case problem**.

The findings of the simple statistics will be discussed in the section that follows.

5.3.3. Simple statistics findings

The most important finding of the simple statistics analysis is that the means (averages) for the **expectations** of senior management are four or higher for *all* 32 measurement questions (with '4' equalling '**High**' and '5' equalling '**Highest**' on the 5-point Likert scale used). In Column A of the questionnaire, respondents were requested to rate their normative *expectations* on a scale of '1' to '5' with regard to *ideal* activities they thought should generally be performed in the process of **environmental assessment** to obtain **social intelligence** (whether currently being performed or not). Since the 32 statements in the questionnaire have been

conceptualised as being activities of the reflective strategist role, it is concluded that senior management have **high** expectations for the role of the *reflective strategist*, operationalised by means of these 32 activities. This empirically reaffirms the role of the strategist and in so doing addresses the **instrumental case problem**, of which the core is to relook the role of the 'PR' (communication) strategist with regards to its relevance two decades after conceptualisation and verification. The high ratings for the **means** point to the high expectations that senior managers have for the activities described in the questionnaire, it also addresses the **intrinsic case problem** in that it is an indication that while environmental assessment might not be formalised or fully understood, there are clear expectations for the 32 activities.

Below are the six **highest** means indicated by senior managers for their **expectations** for these activities (equalling '**Highest**' on the 5-point Likert scale).

Question 5: *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.* This activity has the **highest** mean for expectations namely **4.857**.

The following five questions all have means of **4,714**, the second **highest** means indicated:

Question 3: *Point out to senior management the difference between reality and management's internally constructed view of reality*

Question 10: *Monitor the stakeholder environment so that management can address unanticipated effects of consequences of company strategies/policies*

Question 15: *Actively listen to stakeholder, not only communicate the Airport's position to them (i.e. practise 2-way communication)*

Question 17: *Regularly invite stakeholders to provide inputs on the Airport's performance*

Question 18: *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.*

These six questions thus represent the activities most expected by Airport X senior management team for a practitioner in the role of the reflective strategist.

The details of the rest of the analysis of the simple statistics can be viewed in APPENDIX B on page 307, together with a table indicating the ratings. Included here are findings on the **lowest** means for expectations as well as the **highest** and lowest means for perceptions of performance. (When compared to the means for expectations, the means for perceptions of performance are relatively **low**). Also included in the appendix are the findings on the **highest**

and **lowest** standard deviations for activities linked to senior management expectations as well as their perceptions of performance.

In the section that follows the findings of the gap analysis will be discussed in detail.

5.3.4. Gap analysis

The expectations ratings given by senior management is an indication of the extent to which they expect that an activity should *ideally* be performed. The gap analysis can be used to identify priorities for improvement. The greater the gap is between the respondents' expectations and their perceptions of performance, the greater the concern/need for improvement. Activities with lower or smaller gaps generally indicate a lesser need for improvement.

The gaps between senior management's expectations and their perceptions of performance for all 32 questions are indicated in APPENDIX C on page 315. The (big) gaps indicate the activities with a need for intervention to change/improve current behaviour so as to improve senior management's perceptions of performance ratings with regard to those specific activities, in order to satisfy their expectations.

The graph below (Figure 5-2) highlights the gaps between respondent expectations and perceptions of performance, grouped according to the constructs of the study namely environmental scanning and monitoring to obtain social intelligence; stakeholder assessment; and issues assessment.

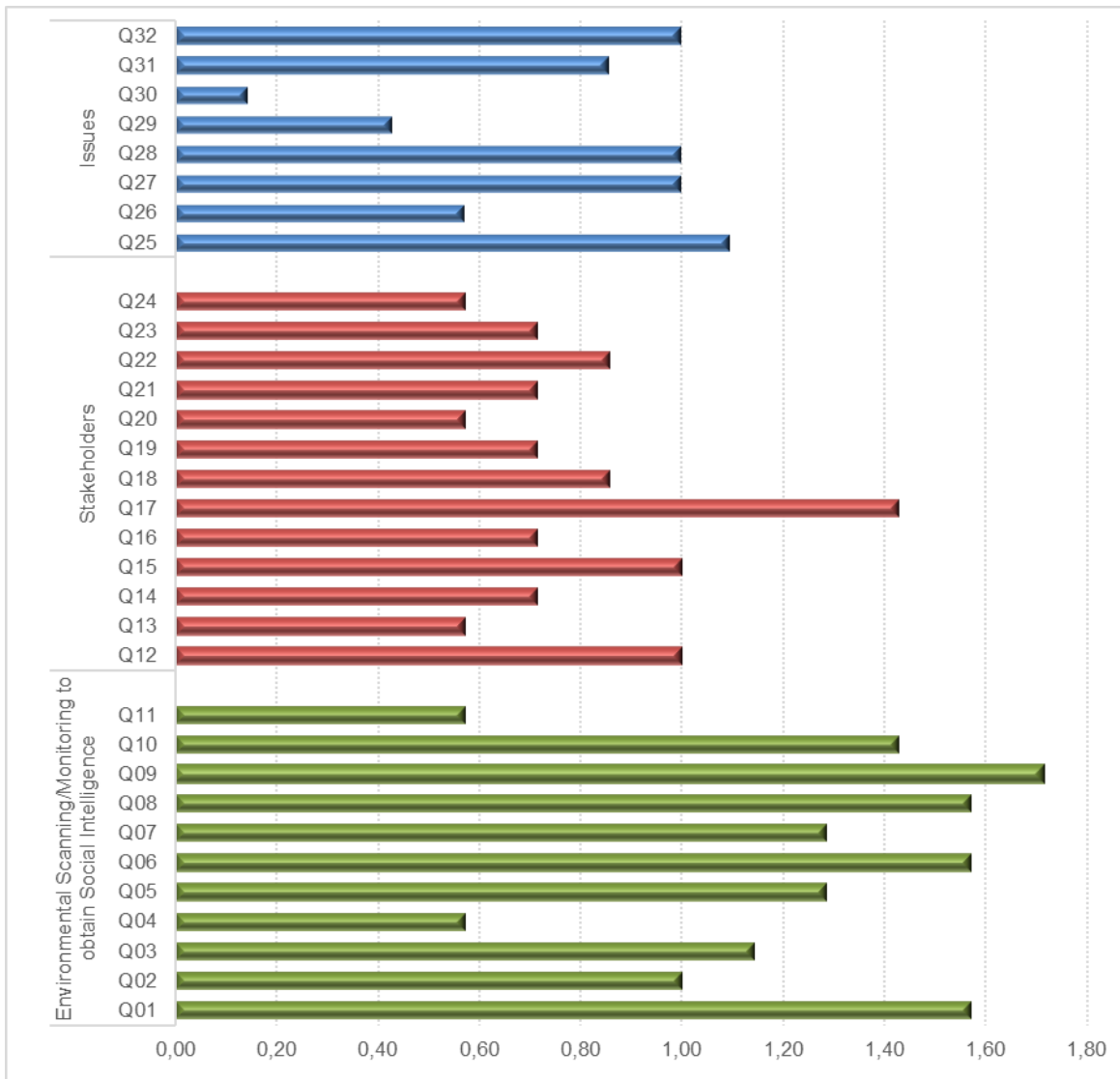


Figure 5-2: Clustered bar graphs showing gap analyses between expectations and perceptions of performance for each question by section

For the construct Environmental scanning/monitoring to obtain social intelligence there are eight questions with gaps greater than one, whereas the other two constructs have only one question each with a gap greater than one. It is thus clear that this construct contains the activities where there is the greatest need for interventions to change current behaviour so as to improve senior management's perceptions of performance ratings with regard to the environmental scanning/monitoring activities, in order to satisfy their expectations.

► **Highest and lowest gaps for environmental scanning/monitoring for social intelligence**

Question 9: *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans* represents the question with the **highest** gap namely **1,71**.

The following two questions each have the **lowest** gap with a rating of **0,57**:

Question 4: *Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly.*

Question 11: *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise together.*

Senior management perceptions of performance are relatively close to matching the expectations. There are no specific interventions required.

► **Highest and lowest gaps for stakeholder assessment**

Question 17: *Regularly invite stakeholders to provide inputs on the Airport's performance* has the **highest** performance gap namely **1,43**.

The three questions with the **lowest** gaps have the same satisfactory rating namely **0,57**. They are the following:

Question 20: *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.*

Question 13: *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder.*

Question 24: *Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.*

Senior management perceive the performance of the activity as being sufficient in meeting the expectations.

► **Highest and lowest gaps for issues assessment**

Question 25: *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable* has the **highest** gap namely **1,10** and thus needs an intervention to improve performance in order to meet expectations.

Question 30: *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)* has the **lowest** gap of all the activities namely **0,14**. This rating is particularly good and it is clear that management's expectations are close to the perceptions of performance of this activity.

Senior management perceive the performance of these activities as being sufficient in meeting their expectations.

5.3.4.1. Gaps between expectations and perceptions of performance in ascending order

Questions 3, 5, 7, 10, 17, 8, 1, 6 and 9 have the largest gaps. Questions 30, 29, 4, 11, 13, 20, 24 and 26 have the **lowest** gaps. Figure C-1 (see APPENDIX C, on page 316) displays the gaps between the expectations and perceptions of performance of senior management from **highest to lowest**.

5.3.4.2. Review of the highest gaps

Figure 5-3 below illustrates the questions which have the **highest** gaps between senior management expectations and their perceptions of performance of particular activities. These questions have a gap rating which is **1,43** or higher.



Figure 5-3: Questions with the highest gaps between expectations and perceptions of performance

The questions, in order of the highest gaps (read from bottom to top):

Question 9 has the biggest gap of all namely **1,71** (see figure 5.72 for the relevant activity).

Question 6, 1 and 8 have the same gap (second biggest) namely **1,57**.

Questions 17 and 10 have the same gap (third biggest) namely **1,43**.

These six questions represent the areas which **require the most improvement** as it relates to senior management's expectations of activities not being met, as manifested by the gap between their expectations and perceptions of the performance of the above-mentioned activities.

5.3.4.3. Review of the smallest gaps

Figure 5.73 below indicates the questions which have the smallest gaps between senior management expectations and their perceptions of performance of the particular activities. These questions have a gap rating which is smaller than **0,57**.

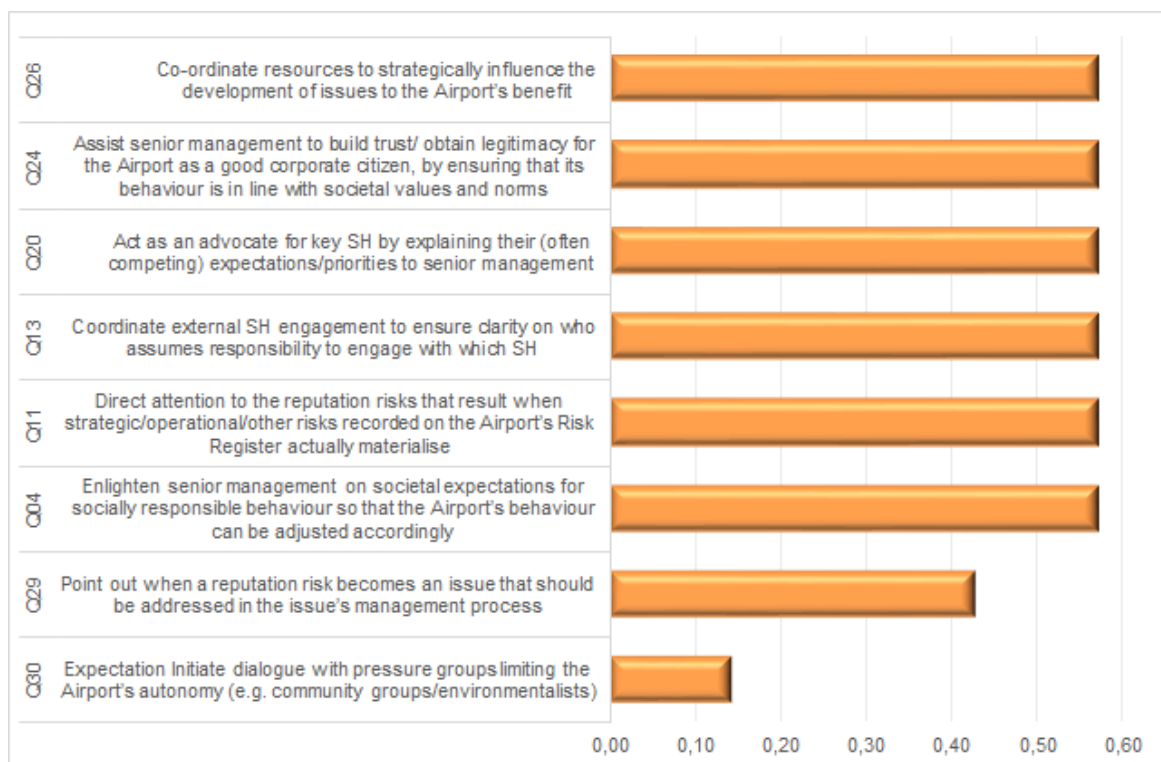


Figure 5-4: Questions with smallest gaps between expectations and perceptions of performance

The questions, in order of the smallest gaps (read from bottom to top):

Question 30 has the smallest gap (of all 32 activities) namely **0.14** between the expectations and perceptions of performance of senior management for this activity.

Question 29 has a gap of **0.43** which indicates the second smallest gap between expectations and perceptions of performance of senior management for this activity.

Questions 4, 11, 13, 20, 24 and 26 all have a gap of **0,57** which indicate the third smallest gap between senior management expectations and their perceptions of performance.

These questions with the smallest gaps indicate the activities where management's perceptions of performance are closest to their expectations.

5.3.5. Conclusions of descriptive statistics

This section discusses the most important findings of the descriptive statistics relating to the 32 measurement items of the questionnaire.

With regards to **demographics**, it is notable that 42.9% (nearly half) of the respondents selected *only* the Corporate Affairs environment as the environment which they considered when responding to the questionnaire. (This question was asked in order to increase the validity of the research). In addition, most respondents (86%) selected the Corporate Affairs environment as *one* of the environments considered when answering the questionnaire. It is however noteworthy that the Assistant General Manager: Client and Passenger Services environment is the only respondent who did *not* select Corporate Affairs. This respondent is also the only one who selected his own environment and no other. Another important related finding is that neither the General Manager nor the Assistant General Manager: Operations has selected the Client and Passenger Services as an environment which they considered while answering the questionnaire, signalling that they did not see this environment as performing the activities in the statements. They both selected *only* the Corporate Affairs environment, pointing to the fact that they perceive only the Corporate Affairs environment to be conducting such activities.

The responses in the **demographics** section point to the fact that senior management perceive the Corporate Affairs environment at Airport X to be performing the activities listed in the questionnaire (although they do not know that these activities represent the theoretical role of the reflective communication strategist).

In the above regard, the **simple statistics** findings are to be considered namely that the means (averages) for senior management expectations are four or higher for *all* 32 measurement questions (with '4' equalling '**High**' and '5' equalling '**Highest**' on the 5-point Likert scale used). It is thus concluded that senior managers expect these activities (that have been conceptualised as activities of the reflective role for the measuring instrument) and perceive that specifically Corporate Affairs are the ones performing (some/most of) them.

The results of the **frequencies** clearly indicate the **high** expectations that senior managers of Airport X have of the activities listed in the questionnaire. The frequencies provide a clear perspective of the activities that will positively enhance the role of the reflective strategist in an organisation.

Insights have been obtained from the frequencies **summary tables/simple statistics** as well as **bar graphs** and **doughnut charts** regarding the constructs of the study which are *environmental scanning/monitoring to obtain social intelligence* (Question 1 to Question 11); *stakeholder assessment* (Question 12 - 24); and *issues assessment* (Question 25 - 32). These point to senior manager expectations with regard to obtaining early warning signals to help avoid issues turning into crises; maintaining environmental scanning systems to help gather social intelligence; monitoring the stakeholder and societal environment to obtain intelligence about key interest groups in order to address unanticipated consequences for Airport X.

It is notable that the findings of the frequencies **summary tables and bar graphs** indicate that every statement received a **highest** ('5') rating from two or more respondents as an expectation for the activity. In 22 of the 32 statements, the majority of respondents (four and more) selected **highest** ('5') as their expectations rating for the activities listed in the questionnaire. (There are only two questions where one respondent selected **low** '2').

This is well aligned to the **doughnut charts** which reveal that seven of the 32 statements are rated as **high** ('5' and '4') by all (100%) of the respondents as it relates to their expectations for the activities described. This confirms that the senior managers have **high** expectations for these activities to be performed in an organisation.

In prioritising the activities which have received the **highest** and **high** expectations ratings from the senior managers, the outcomes of this part of the descriptive statistics provide guidelines for the reflective strategist to play a strategic role in the organisation and assist in achieving organisational goals.

With regards to the **gap analysis**, it is notable that the construct *Environmental scanning/monitoring to obtain social intelligence* contains the eight activities with the biggest gaps (all greater than one). This includes the activity with the **highest** gap in the study (**1,71**) that most needs an intervention to improve performance namely *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans*. This construct thus contains the activities with the greatest need for interventions to change current behaviour, so as to improve senior management's perceptions of performance ratings in order to satisfy their expectations.

The construct *Stakeholder assessment* has only one activity with a gap greater than one (**1,43**) namely *Regularly invite stakeholders to provide inputs on the Airport's performance*. The construct *issues assessment* also has only one activity with a gap greater than one (**1,10**) namely *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable*. These two activities thus need interventions to improve performance in order to increase senior management's perceptions of performance.

The construct *Issues management* contains the two smallest gaps of all the questions. The activity *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)* has the **lowest** gap of all the activities (**0,14**). This rating is particularly good compared to the others and it is clear that management has a favourable outlook of the performance of this activity. The second **lowest** gap (**0,42**) is for the activity *Point out when a reputation risk becomes an issue that should be addressed in the issues management process*.

Having presented the findings of the different sections of the descriptive statistics, **Research Objective 3** and its secondary objectives described earlier in the chapter have been partly achieved. They are to be fully achieved in the inferential statistics section which now follows. It will provide a further perspective on the findings of the empirical investigation conducted in addressing the hypotheses and presenting the findings of the paired samples T-Tests.

5.4. INFERENCEAL STATISTICS

This section presents the findings of the inferential statistics (paired sample statistics and t-tests) on all 32 measurement items in the questionnaire. Inferential statistics are procedures which allow researchers to infer or generalise observations made with samples to the larger population from which they were selected. In this study, the 'larger population' is not the target population but only the *accessible* population, consisting of the seven senior managers of Airport X. As these managers represent a census, no sample was thus drawn. But, because of the small number of managers, no generalisation to the target population is possible -- only to the accessible population. However, guidelines and recommendations for the 'larger population' will be provided.

The sub-sections of this section are listed in the table below:

Subsections of inferential statistics	Page
5.4.1. Hypothesis testing.....	132
5.4.2. Findings of the paired t-tests.....	132
5.4.3. Conclustions of inferential statistics.....	183

5.4.1. Hypothesis testing

The results of the testing of the 32 hypotheses formulated in Chapter 1 are discussed below.

The constructs that each hypothesis tests are the following:

H₁ – H₁₁ test the construct of Environmental Scanning to obtain Social Intelligence (SI).

H₁₂ - H₂₄ test the construct of *Stakeholder Assessment*.

H₂₅ - H₃₂ test the construct of *Issues Assessment*.

When testing hypotheses, the objective is to examine whether a particular proposition regarding the population has truth to it. A hypothesis can be described as a statement regarding a population that might or might not be true (Diamantopoulos & Schlegelmilch, 1997: 130). Paired samples t-tests have been conducted to determine whether the hypotheses set for this study can be accepted or not. The section that follows provides the findings of the paired samples t-tests.

5.4.2. Findings of the paired samples t-tests

H₁ – H₁₁ test the construct of Environmental Scanning to obtain Social Intelligence (SI).

Question 1: *Provide ‘actionable social intelligence’ as a necessary activity for business success.*

The findings of H₁ are presented and discussed below:

Table 5-8: Question 1 hypothesis testing results

Hypothesis	Findings
H0 There is no significant difference between senior management’s expectations and their perceptions of performance with regard to <i>Provide ‘actionable social intelligence’ as a necessary activity for business success.</i>	Rejected
H1 There is a significant difference between senior management’s expectations and their perceptions of performance with regard to <i>Provide ‘actionable social intelligence’ as a necessary activity for business success.</i>	Supported

The mean difference between senior management’s expectations and their perceptions of performance regarding *Provide ‘actionable social intelligence’ as a necessary activity for business success* is -1.57 with a standard deviation of 0.98. The 95% confidence interval of

the mean difference ranges from -2.47 to -0.67. This range excludes zero which suggests that the mean difference could be significant.

A paired samples t-test (see Table 5-9 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis (H_0) of equal means is rejected since $t(6) = -4.26$ and $p = .005$.

Table 5-9: Question 1 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (minus) Expectations	-1.57	0.98	0.37	-2.47	-0.67	-4.26	6	0.005

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations ($M = 4.43$, $SD = 0.79$) and their perceptions of performance ($M = 2.86$, $SD = 0.69$); $t(6) = -4.26$, $p = .005$ regarding *Provide 'actionable social intelligence' as a necessary activity for business success* (see Table 5.45 below).

Table 5-10: Question 1 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	2.86	7	0.69	0.26
	Expectations	4.43	7	0.79	0.30

Conclusion: Since the difference between senior management's expectations and their perceptions of performance should be as small as possible (ideally zero), an intervention is required to decrease this significant difference between expectations and perceptions of performance of this activity. This could for instance be to expose management in person to stakeholder forums/government leaders and also provide formal/informal research on contentious issues or stakeholder expectations. Employees could also be a valuable source of intelligence in this regard. Intelligence gained at stakeholder forums should be formally shared with the relevant managers or the full senior management team.

Question 2: *Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society.*

The findings of H₂ are presented and discussed below:

Table 5-11: Question 2 hypothesis testing results

Hypothesis	Findings
H0 There is no significant difference between senior management’s expectations and their perceptions of performance with regard to <i>Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society.</i>	Fails to be rejected
H2 There is a significant difference between senior management’s expectations and their perceptions of performance with regard to <i>Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society.</i>	Not supported

The mean difference between senior management’s expectations and their perceptions of performance regarding *Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society* is -1.00 with a standard deviation of 1.16. The 95% confidence interval for the mean difference ranges from -2.07 to 0.07. This range includes zero which suggests that there could be no difference between senior management’s expectations and their perceptions of performance for this activity.

The paired samples t-test conducted (see Table 5-12 below) to determine whether there is a statistically significant mean difference between senior management’s expectations and perceptions of performance produced $t(6) = -2.29$ and $p = .062$. Thus, the null hypothesis that the mean difference between senior management’s expectations and perceptions of performance is zero, fails to be rejected.

Table 5-12: Question 2 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.16	0.44	-2.07	0.07	-2.29	6	0.062

It can therefore be concluded that there is not a significant mean difference between senior management’s expectations ($M = 4.29$, $SD = 0.95$) and their perceptions of performance ($M = 3.29$, $SD = 0.76$); $t(6) = -2.29$, $p = .062$ regarding *Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society* (see Table 5.48 below).

Table 5-13: Question 2 paired Samples Statistics Output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.76	0.29
	Expectations	4.29	7	0.95	0.36

Conclusion: Senior management’s expectations have therefore been met concerning this activity and no interventions are necessary at this stage. It is however advisable to stay up to date with governance standards such as the King Reports and frameworks like AccountAbility’s Stakeholder Engagement Standard (AA1000SES).

Question 3: *Point out to senior management the difference between reality and management's internally constructed version of reality.*

The findings of H₃ are presented and discussed below:

Table 5-14: Question 3 hypothesis testing results

Hypothesis	Findings
H0 There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out to senior management the difference between reality and management's internally constructed version of reality.</i>	Rejected
H3 There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out to senior management the difference between reality and management's internally constructed version of reality.</i>	Supported

The mean difference between senior management's expectations and their perceptions of performance regarding *Point out to senior management the difference between reality and management's internally constructed version of reality* is -1.14 with a standard deviation of 0.90. The 95% confidence interval for the mean difference (-1.98, -0.31) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (see Table 5-15 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -3.36$, $p = .015$.

Table 5-15: Question 3 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.14	0.90	0.34	-1.98	-0.31	-3.36	6	0.015

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations (M = 4.71, SD = 0.76) and their perceptions of performance (M = 3.57, SD = 0.79); $t(6) = -3.36$, $p = .015$ regarding *Point out to senior management the difference between reality and management's internally constructed version of reality* (see Table 5-16 below).

Table 5-16: Question 3 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.57	7	0.79	0.30
	Expectations	4.71	7	0.76	0.29

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, a concerted effort is required to bring an 'outside' perspective to senior management so that they can stay in harmony with their environment and obtain a 'licence to operate' from society. They need to be informed of current stakeholder and societal expectations, values and norms, for instance by being exposed to strategic stakeholders and/or opinion leaders in person, or through mass media analyses. Assisting senior management to adopt a stakeholder perspective will also aid in them considering views different from their own.

Question 4: *Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly.*

The findings of H₄ are presented and discussed below:

Table 5-17: Question 4 hypothesis testing results

Hypothesis	Findings
H0 There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly.</i>	Fails to be rejected
H4 There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly* is -0.57 with a standard deviation of 1.13. The 95% confidence interval for the mean difference (-.62, 0.48) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test conducted (see Table 5-18 below) to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance produced $t(6) = -1.33$ and $p = .231$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-18: Question 4 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.57	1.13	0.43	-1.62	0.48	-1.33	6	0.231

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 0.76$) and their perceptions of performance ($M = 3.71$, $SD = 0.76$); $t(6) = -1.33$, $p = .231$ regarding *Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly* (see Table 5-19 below).

Table 5-19: Question 4 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.71	7	0.76	0.29
	Expectations	4.29	7	0.76	0.29

Conclusion: Senior management's expectations have therefore been met concerning this activity and no interventions for adjustment are necessary at this stage. It is however advisable to stay up to date with frameworks such as the ISO 26000 Guidance on Social Responsibility and the King Reports on Governance.

Question 5: *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.*

The findings of H₅ are presented and discussed below:

Table 5-20: Question 5 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.</i>	Rejected
H ₅ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage* is -1.29 with a standard deviation of 0.95. The 95% confidence interval for the mean difference (-2.17, -0.41) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test was conducted (see Table 5-21 below) to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -3.58$, $p = .012$.

Table 5-21: Question 5 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.29	0.95	0.36	-2.17	-0.41	-3.58	6	0.012

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations (M = 4.86, SD = 0.38) and their perceptions of performance (M = 3.57, SD = 0.98); $t(6) = -3.58$, $p = .012$ regarding *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage* (see Table 5-22 below)

Table 5-22: Question 5 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.57	7	0.98	0.37
	Expectations	4.86	7	0.38	0.14

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, there should be systems in place for the early identification of trends, emerging and current issues before they turn into strategic issues with possible reputation consequences for the company. Maintaining an Issues Log and a Risk Register is of utmost importance in this regard. This will help to ensure that these are presented in a formal and structured way, for further consideration.

Question 6: *Maintain a comprehensive environmental scanning system for gathering social intelligence.*

The findings of H₆ are presented and discussed below:

Table 5-23: Question 6 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Maintain a comprehensive environmental scanning system for gathering social intelligence.</i>	Rejected
H ₆ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Maintain a comprehensive environmental scanning system for gathering social intelligence.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Maintain a comprehensive environmental scanning system for gathering social intelligence* is -1.57 with a standard deviation of 1.13. The 95% confidence interval for the mean difference (-2.62, -0.52) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test was conducted (see Table 5-24 below) to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -3.67$, $p = .010$.

Table 5-24: Question 6 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.57	1.13	0.43	-2.62	-0.52	-3.67	6	0.010

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations (M = 4.43, SD = 0.54) and their perceptions of performance (M = 2.86, SD = 0.90); $t(6) = -3.67$, $p = .010$ regarding *Maintain a comprehensive environmental scanning system for gathering social intelligence* (see Table 5-25 below).

Table 5-25: Question 6 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	2.86	7	0.90	0.34
	Expectations	4.43	7	0.54	0.20

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, consideration should be given to either starting a comprehensive scanning and monitoring system (if not in place) or improving the current system. This will assist in assessing the corporate climate and timeously identifying opportunities and threats as they arise out of the interaction and relationships with other organisations, social groupings or individuals.

Question 7: *Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues.*

The findings of H₇ are presented and discussed below:

Table 5-26: Question 7 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues.</i>	Rejected
H ₇ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues* is -1.29 with a standard deviation of 1.11. The 95% confidence interval for the mean difference (-2.32, -0.26) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test was conducted (see Table 5-27 below) to determine whether there is a statistically significant mean difference between senior management’s expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -3.06$, $p = .022$.

Table 5-27: Question 7 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.29	1.11	0.42	-2.32	-0.26	-3.06	6	0.022

Thus the paired samples t-test indicate that there is a significant mean difference between senior management’s expectations (M = 4.57, SD = 0.54) and their perceptions of performance (M = 3.29, SD = 0.76); $t(6) = -3.06$, $p = .022$ regarding *Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues* (see Table 5-28 below).

Table 5-28: Question 7 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.76	0.29
	Expectations	4.57	7	0.54	0.20

Conclusion: Since there is sufficient evidence of a significant difference between senior management’s expectations and their perceptions of performance regarding this activity, consideration should be given to improving/expanding the current environmental scanning processes with regard to such interest/pressure groups to learn about their causes and consider the implications thereof for the Airport’s reputation, strategies and stakeholders. Media monitoring services can be used as an important tool to identify issues which might adversely impact the airport and the related interest/activist groups.

Question 8: *Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making.*

The findings of H_a are presented and discussed below:

Table 5-29: Question 8 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making.</i>	Rejected
H _a There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making* is -1.57 with a standard deviation of 1.40. The 95% confidence interval for the mean difference (-2.86, -0.28) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (see Table 5-30 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -2.98$, $p = .025$.

Table 5-30: Question 8 paired samples test output

	Paired Differences							
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
				Lower	Upper			
Pair 1 Perceptions of Performance - (<i>minus</i>) Expectations	-1.57	1.40	0.53	-2.86	-0.28	-2.98	6	0.025

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 0.76$) and their perceptions of performance ($M = 2.71$, $SD = 1.25$); $t(6) = -2.98$, $p = .025$ regarding *Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making* (see Table 5-31 below).

Table 5-31: Question 8 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	2.71	7	1.25	0.47
	Expectations	4.29	7	0.76	0.29

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, consideration should be given to improve/expand the current mass media analysis processes. For example, scan and assess Internet websites, chat-rooms, blogs, Twitter, Facebook pages as well as relevant databases, speeches by top business people and government leaders, and research results. It would be important to share the outcomes of thereof consistently. The results can be grouped per media platform and themes can be created to provide added insight.

Question 9: *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans.*

The findings of H₉ are presented and discussed below:

Table 5-32: Question 9 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans.</i>	Rejected
H ₉ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans* is -1.71 with a standard deviation

of 1.25. The 95% confidence interval for the mean difference (-2.87, -0.56) does not contain zero, which suggests that the mean difference between senior management’s expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (see Table 5-33 below) was conducted to determine whether there is a statistically significant mean difference between senior management’s expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -3.62$, $p = .011$.

Table 5-33: Question 9 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.71	1.25	0.47	-2.87	-0.56	-3.62	6	0.011

Thus the paired samples t-test indicate that there is a significant mean difference between senior management’s expectations ($M = 4.00$, $SD = 0.82$) and their perceptions of performance ($M = 2.29$, $SD = 0.76$); $t(6) = -3.62$, $p = .011$ regarding *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans* (see Table 5-34 below).

Table 5-34: Question 9 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	2.29	7	0.76	0.29
	Expectations	4.00	7	0.82	0.31

Conclusion: Since there is sufficient evidence of a significant difference between senior management’s expectations and their perceptions of performance regarding this activity, consideration should be given to revise/expand the current formal and informal research processes in place. These processes should be implemented routinely so that senior management knows when to expect inputs and can ultimately become an important contributor to decision making.

Question 10: *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.*

The findings of H₁₀ are presented and discussed below:

Table 5-35: Question 10 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.</i>	Rejected
H ₁₀ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies* is -1.43 with a standard deviation of 0.98. The 95% confidence interval for the mean difference (-2.33, -0.53) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (see Table 5-36 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -3.87$, $p = .008$.

Table 5-36: Question 10 paired samples test output

	Paired Differences							
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
				Lower	Upper			
Pair 1 Perceptions of Performance - (<i>minus</i>) Expectations	-1.43	0.98	0.37	-2.33	-0.53	-3.87	6	0.008

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations ($M = 4.71$, $SD = 0.49$) and their perceptions of performance ($M = 3.29$, $SD = 0.76$); $t(6) = -3.87$, $p = .008$ regarding *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies* (see Table 5-37 below).

Table 5-37: Question 10 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.76	0.29
	Expectations	4.71	7	0.49	0.18

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, consideration should be given to revise the current scanning and monitoring processes. Research methods that are useful here, are for instance: *corporate communication audits* (to determine how stakeholders perceive and evaluate the company); *corporate image studies* (to determine the attitudes of stakeholders towards the company); *social audits* (to determine the effects the company has had on its stakeholders and the extent to which the effects must be corrected); and *longitudinal studies* (to track opinions, values, norms, standards and expectations of internal/ external stakeholders over time, e.g. employees, communities, customers).

Question 11: *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise.*

The findings of H₁₁ are presented and discussed below:

Table 5-38: Question 11 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise.</i>	Fails to be rejected
H ₁₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise* is -0.57 with a standard deviation of 1.62. The 95% confidence interval for the mean difference (-2.07, 0.93) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (please see Table 5-39 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -0.93$ and $p = .386$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-39: Question 11 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.57	1.62	0.61	-2.07	0.93	-0.93	6	0.386

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 0.95$) and their perceptions of performance ($M = 3.71$, $SD = 1.25$); $t(6) = -0.93$, $p = .386$ regarding *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise* (see Table 5-40 below).

Table 5-40: Question 11 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.71	7	1.25	0.47
	Expectations	4.29	7	0.95	0.36

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions to adjust processes are necessary at this stage. It should however always be front of mind that reputation risk -- any stakeholder or public perception that threatens to damage or contradict the Airport's reputation -- could be seen as the 'meta-risk', since all other risks can become reputation risks.

H₁₂ - H₂₄ test the construct of Stakeholder Assessment.

Question 12: *Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map.*

The findings of H₁₂ are presented and discussed below:

Table 5-41: Question 12 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record identified stakeholders on the Airport's Stakeholder Map.</i>	Rejected
H ₁₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record identified stakeholders on the Airport's Stakeholder Map.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map* is -1.00 with a standard deviation of 1.00. The 95% confidence interval for the mean difference (-1.93, -0.08) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (please see Table 5-42 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance.

Table 5-42: Question 12 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.00	0.38	-1.93	-0.08	-2.65	6	0.038

The null hypothesis of equal means is rejected since $t(6) = -2.65$, $p = .038$. Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations ($M = 4.43$, $SD = 0.79$) and their perceptions of performance ($M = 3.43$, $SD = 0.54$); $t(6) = -2.65$, $p = .038$ regarding *Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map* (see Table 5-43 below).

Table 5-43: Question 12 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.43	7	0.54	0.20
	Expectations	4.43	7	0.79	0.30

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, responsibility should be allocated for establishing/improving systematic processes to identify and map Airport stakeholders. To ensure that this is value yielding for each senior manager and his/her environment (and ultimately the business), stakeholders for each of their environments can be mapped and prioritised. A stakeholder engagement plan, which takes into account stakeholder values and concerns, can be jointly developed. This engagement plan should be closely monitored and updated with the relevant results.

Question 13: *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder.*

The findings of H₁₃ are presented and discussed below:

Table 5-44: Question 13 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder.</i>	Fails to be rejected
H ₁₃ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder* is -0.57 with a standard deviation of 1.27. The 95% confidence interval for the mean difference (-1.75, 0.61) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (please see Table 5-45 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.19$ and $p = .280$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-45: Question 13 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.57	1.27	0.48	-1.75	0.61	-1.19	6	0.280

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.57$, $SD = 0.79$) and their perceptions of performance ($M = 4.00$, $SD = 0.82$); $t(6) = -1.19$, $p = .280$ regarding *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder* (see Table 5-46 below).

Table 5-46: Question 13 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	4.00	7	0.82	0.31
	Expectations	4.57	7	0.79	0.30

Conclusion: Senior management's expectations have therefore been met concerning this activity and no adjustments in current processes are necessary at this stage. Those that are responsible should however *know* and *understand* the stakeholders' as well as the Airport's concerns; *coherently respond* to stakeholders about both; and *manage* the relationships with them in ways that build accountability to stakeholders.

Question 14: *Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests.*

The findings of H₁₄ are presented and discussed below:

Table 5-47: Question 14 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests.</i>	Fails to be rejected
H ₁₄ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests* is -0.71 with a standard deviation of 1.38. The 95% confidence interval for the mean difference (-1.99, 0.56) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (please see Table 5-48 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.37$ and $p = .220$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-48: Question 14 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.71	1.38	0.52	-1.99	0.56	-1.37	6	0.220

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.43$, $SD = 0.79$) and their perceptions of performance ($M = 3.71$, $SD = 0.76$); $t(6) = -1.37$, $p = .220$ regarding *Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests* (see Table 5-49 below).

Table 5-49: Question 14 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.71	7	0.76	0.29
	Expectations	4.43	7	0.79	0.30

Conclusion: Senior management's expectations have therefore been met concerning this activity and no adjustments to current processes are absolutely necessary at this stage. It is good practice however to make sure that a strategy, context, objectives and scope for stakeholder engagement are always in place.

Question 15: *Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).*

The findings of H₁₅ are presented and discussed below:

Table 5-50: Question 15 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).</i>	Fails to be rejected
H ₁₅ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication)* is -1.00 with a standard deviation of 1.29. The 95% confidence interval for the mean difference (-2.19, 0.19) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (please see Table 5-51 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -2.05$ and $p = .086$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-51: Question 15 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.29	0.49	-2.19	0.19	-2.05	6	0.086

It can therefore be concluded that there is a significant mean difference between senior management's expectations ($M = 4.71$, $SD = 0.76$) and their perceptions of performance ($M = 3.71$, $SD = 0.95$); $t(6) = -2.05$, $p = .086$ regarding *Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practice 2-way communication)* (see Table 5-52 below).

Table 5-52: Question 15 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.71	7	0.95	0.36
	Expectations	4.71	7	0.76	0.29

Conclusion: Senior management's expectations have therefore been met concerning this activity and no interventions to adjust current processes are absolutely necessary at this stage. However, it is good practice to entrench an interactive approach and design/implement two-way communication processes with multiple stakeholders; to actively negotiate on critical issues and seek voluntary agreements; to draw on members of management who are knowledgeable about stakeholders when developing strategy; and thinks in terms of serving stakeholders. Stakeholder satisfaction surveys will also provide direction on the extent of the airport's performance in this regard.

Question 16: *Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively.*

The findings of H₁₆ are presented and discussed below:

Table 5-53: Question 16 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively.</i>	Fails to be rejected
H ₁₆ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively* is -0.71 with a standard deviation of 1.25. The 95% confidence interval for the mean difference (-1.87, 0.45) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (please see Table 5-54 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.51$ and $p = .182$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-54: Question 16 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.71	1.25	0.47	-1.87	0.45	-1.51	6	0.182

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 0.76$) and their perceptions of performance ($M = 3.57$, $SD = 0.98$); $t(6) = -1.51$, $p = .182$ regarding *Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively* (see Table 5-55 below).

Table 5-55: Question 16 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.57	7	0.98	0.37
	Expectations	4.29	7	0.76	0.29

Conclusion: Senior management's expectations have therefore been met concerning this activity and no interventions to adjust processes are necessary at this stage. It should always be kept in mind that a partnership approach entails that the Airport is viewed as a socio-economic system where stakeholders are recognised as partners who create value through collaborative problem solving. It requires active involvement with the stakeholder groups that can influence the Airport's reputation. Regular sessions (if not already in existence) should be scheduled for sharing business plans and planning priorities.

Question 17: *Regularly invite stakeholders to provide inputs on the Airport's performance.*

The findings of H₁₇ are presented and discussed below:

Table 5-56: Question 17 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly invite stakeholders to provide inputs on the Airport's performance.</i>	Rejected
H ₁₇ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Regularly invite stakeholders to provide inputs on the Airport's performance.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Regularly invite stakeholders to provide inputs on the Airport's performance* is -1.43 with a standard deviation of 1.27. The 95% confidence interval for the mean difference (-2.61, -0.25) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (please see Table 5-57 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -2.97, p = .025$.

Table 5-57: Question 17 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.43	1.27	0.48	-2.61	-0.25	-2.97	6	0.025

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations ($M = 4.71$, $SD = 0.76$) and their perceptions of performance ($M = 3.29$, $SD = 0.76$); $t(6) = -2.97$, $p = .025$ regarding *Regularly invite stakeholders to provide inputs on the Airport's performance* (see Table 5-58 below).

Table 5-58: Question 17 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.76	0.29
	Expectations	4.71	7	0.76	0.29

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, consideration should be given to focus on strategies for two-way communication in order to obtain input from stakeholders. This can, for example, include quarterly stakeholder forums where each environment provides an update on the performance for the quarter, as well as the opportunities waiting, and the challenges faced.

Question 18: *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.*

The findings of H₁₈ are presented and discussed below:

Table 5-59: Question 18 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.</i>	Rejected
H ₁₈ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof* is -0.86 with a standard deviation of 0.90. The 95% confidence interval for the mean difference (-1.69, -0.03) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (please see Table 5-60 below) was conducted to determine whether there is a statistically significant mean difference between senior management's expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -2.52$, $p = .045$.

Table 5-60: Question 18 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.86	0.90	0.34	-1.69	-0.03	-2.52	6	0.045

Thus the paired samples t-test indicate that there is a significant mean difference between senior management's expectations ($M = 4.71$, $SD = 0.76$) and their perceptions of performance ($M = 3.86$, $SD = 0.38$); $t(6) = -2.52$, $p = .045$ regarding *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof* (see Table 5-61 below).

Table 5-61: Question 18 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.86	7	0.38	0.14
	Expectations	4.71	7	0.76	0.29

Conclusion: Since there is sufficient evidence of a significant difference between senior management's expectations and their perceptions of performance regarding this activity, the point of departure should be that modern stakeholders work with managers to improve their own benefits while also enhancing corporate profitability.

Question 19: *Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns.*

The findings of H₁₉ are presented and discussed below:

Table 5-62: Question 19 hypothesis testing results

Hypothesis	Findings
H0 There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns.</i>	Fails to be rejected
H19 There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns* is -0.71 with a standard deviation of 1.38. The 95% confidence interval for the mean difference (-1.99, 0.56) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-63 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.37$ and $p = .220$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-63: Question 19 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.71	1.38	0.52	-1.99	0.56	-1.37	6	0.220

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.00$, $SD = 1.00$) and their perceptions of performance ($M = 3.29$, $SD = 0.76$); $t(6) = -1.37$, $p = .220$ regarding *Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns* (see Table 5-64 below).

Table 5-64: Question 19 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.76	0.29
	Expectations	4.00	7	1.00	0.38

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions to adjust strategy are necessary at this stage. It will remain key to continue to attend industry and stakeholder events, and to continue to find means of keeping abreast of stakeholder expectations.

Question 20: *Act as an advocate for key stakeholder by explaining their (often competing) expectations/priorities to senior management.*

The findings of H₂₀ are presented and discussed below:

Table 5-65: Question 20 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.</i>	Fails to be rejected
H ₂₀ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management* is -0.57 with a standard deviation of 1.51. The 95% confidence interval for the mean difference (-1.97, 0.83) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-66 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.00$ and $p = .356$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-66: Question 20 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.57	1.51	0.57	-1.97	0.83	-1.00	6	0.356

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 1.25$) and their perceptions of performance ($M = 3.71$, $SD = 0.49$); $t(6) = -1.00$, $p = .356$ regarding *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management* (see Table 5-67 below).

Table 5-67: Question 20 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.71	7	0.49	0.18
	Expectations	4.29	7	1.25	0.47

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions to adjust strategy are necessary at this stage. It is recommended that in order to continue to fulfil the role of being the 'stakeholder proxy,' considerable time must be spent with, and attention given to stakeholders, to know and understand their values and concerns in order to translate those back into the business.

Question 21: *Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholders/interest groups.*

The findings of H₂₁ are presented and discussed below:

Table 5-68: Question 21 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholder/interest groups.</i>	Fails to be rejected
H ₂₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholder/interest groups.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholder/interest groups* is -0.71 with a standard deviation of 1.25. The 95% confidence interval for the mean difference

(-1.87, 0.45) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-69 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.51$ and $p = .182$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-69: Question 21 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (minus) Expectations	-0.71	1.25	0.47	-1.87	0.45	-1.51	6	0.182

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.57$, $SD = 0.54$) and their perceptions of performance ($M = 3.86$, $SD = 1.07$); $t(6) = -1.51$, $p = .182$ regarding *Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholder/interest groups* (see Table 5-70 below).

Table 5-70: Question 21 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.86	7	1.07	0.40
	Expectations	4.57	7	0.54	0.20

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. In order to continue to ensure that senior managers *understand the public relations/communication implications of strategic decisions for stakeholders/interest groups*, these should be routinely highlighted at key business sessions such as risk meetings, management meetings or quarterly review sessions. These implications can also be formalised via reports and shared weekly in order to ensure a common situational awareness amongst all.

Question 22: Advise senior management on how to present their strategies/policies to stakeholders (internal or external).

The findings of H₂₂ are presented and discussed below:

Table 5-71: Question 22 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to Advise senior management on how to present their strategies/policies to stakeholders (internal or external).	Fails to be rejected
H ₂₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to Advise senior management on how to present their strategies/policies to stakeholders (internal or external).	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding Advise senior management on how to present their strategies/policies to stakeholders (internal or external) is -0.86 with a standard deviation of 1.35. The 95% confidence interval for the mean difference (-2.10, 0.39) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-72 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.69$ and $p = .143$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-72: Question 22 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (minus) Expectations	-0.86	1.35	0.51	-2.10	0.39	-1.69	6	0.143

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 0.95$) and their perceptions of performance ($M = 3.43$, $SD = 0.98$); $t(6) = -1.69$, $p = .143$ regarding *Advise senior management on how to present their strategies/policies to stakeholders (internal or external)* (see Table 5-73 below).

Table 5-73: Question 22 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.43	7	0.98	0.37
	Expectations	4.29	7	0.95	0.36

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. In order to maintain this positive rating, one-on-one support can be provided to the senior managers in preparation for any of their stakeholder sessions -- particularly as it relates to simplifying complex concepts and discussions. Preparatory sessions can include working through possible questions and answers where necessary and ensuring clear position statements around critical matters.

Question 23: *Make senior management aware of the importance of accommodating stakeholders/societal perspectives different from their own.*

The findings of H₂₃ are presented and discussed below:

Table 5-74: Question 23 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own.</i>	Fails to be rejected
H ₂₃ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own* is -0.71 with a standard deviation of 1.60. The 95% confidence interval for the mean difference (-2.20, 0.77) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-75 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.18$ and $p = .283$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-75: Question 23 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.71	1.60	0.61	-2.20	0.77	-1.18	6	0.283

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.00$, $SD = 1.16$) and their perceptions of performance ($M = 3.29$, $SD = 0.76$); $t(6) = -1.18$, $p = .283$ regarding *Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own* (see Table 5-76 below).

Table 5-76: Question 23 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.76	0.29
	Expectations	4.00	7	1.16	0.44

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. Consistently providing the stakeholder perspective will however remain key to ensuring that this positive rating remains. This can be achieved by sharing stakeholder views on critical matters with senior management and considering various scenarios in the event that stakeholder views are not adopted or considered. Solutions should be sought with a 'win-win' approach.

Question 24: *Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.*

The findings of H₂₄ are presented and discussed below:

Table 5-77: Question 24 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.</i>	Fails to be rejected
H ₂₄ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms* is -0.57 with a standard deviation of 0.98. The 95% confidence interval for the mean difference (-1.47, 0.33) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-78 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.55$ and $p = .172$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-78: Question 24 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.57	0.98	0.37	-1.47	0.33	-1.55	6	0.172

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.57$, $SD = 0.79$) and their perceptions of performance ($M = 4.00$, $SD = 0.58$); $t(6) = -1.55$, $p = .172$ regarding *Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms* (see Table 5-79 below).

Table 5-79: Question 24 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	4.00	7	0.58	0.22
	Expectations	4.57	7	0.79	0.30

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. To continue with the positive trend, it is recommended that senior management is routinely kept abreast of the proactive work done from a corporate citizenship perspective, particularly amongst communities, e.g. invite members of the team to various stakeholder meetings. Help the management team to ensure that, when commitments are made, they are upheld, e.g. by creating a commitment register and tracking the progress thereof to help increase trust. Adopt an approach of open and transparent communication.

H₂₅ - H₃₂ test the construct of Issues Assessment.

Question 25: *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable.*

The findings of H₂₅ are presented and discussed below:

Table 5-80: Question 25 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable.</i>	Fails to be rejected
H ₂₅ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable* is -1.00 with a standard deviation of 1.55. The 95% confidence interval for the mean difference (-2.63, 0.63) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-81 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.58$ and $p = .175$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-81: Question 25 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.55	0.63	-2.63	0.63	-1.58	5	0.175

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.33$, $SD = 0.52$) and their perceptions of performance ($M = 3.33$, $SD = 1.21$); $t(6) = -1.58$, $p = .175$ regarding *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable* (see Table 5-82 below).

Table 5-82: Question 25 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.33	7	1.21	0.49
	Expectations	4.33	7	0.52	0.21

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. Issues should however be monitored continuously according to their potential for reputation risk -- the more serious they are, the more immediate interventions should be sought. Issues which are linked to stakeholder concerns should be addressed proactively with an aspiration toward mutual agreement between Airport X and the stakeholders concerned. The Issues Log should be reviewed weekly by the environment directly impacted and monthly by the full senior management team. Progress should be tracked for improvement and interventions crafted where this does not materialise.

Question 26: *Co-ordinate resources to strategically influence the development of issues to the Airport's benefit.*

The findings of H₂₆ are presented and discussed below:

Table 5-83: Question 26 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Co-ordinate resources to strategically influence the development of issues to the Airport's benefit.</i>	Fails to be rejected
H ₂₆ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Co-ordinate resources to strategically influence the development of issues to the Airport's benefit.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Co-ordinate resources to strategically influence the development of issues to the Airport's benefit* is -0.57 with a standard deviation of 1.27. The 95% confidence interval for the mean difference (-1.75, 0.61) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-84 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.19$ and $p = .280$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-84: Question 26 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.57	1.27	0.48	-1.75	0.61	-1.19	6	0.280

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.14$, $SD = 1.07$) and their perceptions of performance ($M = 3.57$, $SD = 0.54$); $t(6) = -1.19$, $p = .280$ regarding *Co-ordinate resources to strategically influence the development of issues to the Airport's benefit* (see Table 5-85 below).

Table 5-85: Question 26 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.57	7	0.54	0.20
	Expectations	4.14	7	1.07	0.40

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. Members of the team should be assigned to issues based on their strengths and their ability to make a positive contribution. The company should not shy away from relying also on the team members who have built rapport with the relevant stakeholders to assist with dealing with difficult issues. Where possible linkages should always be made throughout the company in order to deal with issues.

Question 27: *Recommend how the Airport should respond to the threat of major trends/issues/reputation risks.*

The findings of H₂₇ are presented and discussed below:

Table 5-86: Question 27 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Recommend how the Airport should respond to the threat of major trends/issues/reputation risks.</i>	Fails to be rejected
H ₂₇ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Recommend how the Airport should respond to the threat of major trends/issues/reputation risks.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Recommend how the Airport should respond to the threat of major trends/issues/reputation risks* is -1.00 with a standard deviation of 1.16. The 95% confidence interval for the mean difference (-2.07, 0.07) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-87 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -2.29$ and $p = .062$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-87: Question 27 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.16	0.44	-2.07	0.07	-2.29	6	0.062

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.43$, $SD = 0.79$) and their perceptions of performance ($M = 3.43$, $SD = 0.79$); $t(6) = -2.29$, $p = .062$ regarding *Recommend how the Airport should respond to the threat of major trends/issues/reputation risks* (see Table 5-88 below).

Table 5-88: Question 27 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.43	7	0.79	0.30
	Expectations	4.43	7	0.79	0.30

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions to adjust strategy are necessary at this stage. By regularly reporting industry trends or threats and monitoring issues via the Issues Log, it will be easier to ensure relevant preventative or response measures regarding the *threat of major trends/issues/reputation risks*.

Question 28: *Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly).*

The findings of H₂₈ are presented and discussed below:

Table 5-89: Question 28 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly).</i>	Rejected
H ₂₈ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly).</i>	Supported

The mean difference between senior management's expectations and perceptions of performance regarding *Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)* is -1.00 with a standard deviation of 1.00. The 95% confidence interval for the mean difference (-1.93, -0.08) does not contain zero, which suggests that the mean difference between senior management's expectations and perceptions of performance could be significant for this activity.

A paired samples t-test (see Table 5-90 below) was conducted to determine whether there is a statistically significant mean difference between senior management’s expectations and perceptions of performance. The null hypothesis of equal means is rejected since $t(6) = -2.65$, $p = .038$.

Table 5-90: Question 28 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.00	0.38	-1.93	-0.08	-2.65	6	0.038

Thus the paired samples t-test indicate that there is a significant mean difference between senior management’s expectations ($M = 4.43$, $SD = 0.79$) and their perceptions of performance ($M = 3.43$, $SD = 0.54$); $t(6) = -2.65$, $p = .038$ regarding *Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)* (see Table 5-91 below).

Table 5-91: Question 28 paired samples statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.43	7	0.54	0.20
	Expectations	4.43	7	0.79	0.30

Conclusion: Since there is sufficient evidence of a significant difference between senior management’s expectations and their perceptions of performance regarding this activity, consideration should be given to improve the processes around scanning and monitoring. The monitoring of trends and issues should be done over scheduled periods and be routinely reported on, e.g. on a quarterly basis via a quarterly report. Consistent tracking and the reporting thereof will help to identify trends and possible risks easier and more proactively. Continuing to make this information available to senior management will act as an important tool to proactively manage the company’s reputation.

Question 29: *Point out when a reputation risk becomes an issue that should be addressed in the issues management process.*

The findings of H₂₉ are presented and discussed below:

Table 5-92: Question 29 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out when a reputation risk becomes an issue that should be addressed in the issues management process.</i>	Fails to be rejected
H ₂₉ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Point out when a reputation risk becomes an issue that should be addressed in the issues management process.</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Point out when a reputation risk becomes an issue that should be addressed in the issues management process* is -0.43 with a standard deviation of 0.79. The 95% confidence interval for the mean difference (-1.16, 0.30) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-93 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -1.44$ and $p = .200$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-93: Question 29 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.57	0.98	0.37	-2.47	-0.67	-4.26	6	0.005

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.43$, $SD = 0.54$) and their perceptions of performance ($M = 4.00$, $SD = 0.58$); $t(6) = -1.44$, $p = .200$ regarding *Point out when a reputation risk becomes an issue that should be addressed in the issues management process* (see Table 5-94 below).

Table 5-94: Question 29 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	4.00	7	0.58	0.22
	Expectations	4.43	7	0.54	0.20

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. It is advisable to stay abreast of how the company and others are reporting reputation risks as well as the tracking tools and technology being used in this regard. If there is no formal logging process in place, it is advisable that this be implemented and be reported routinely in the relevant forums (risk meetings, issue meetings, monthly management meeting and strategy sessions).

Question 30: *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists).*

The findings of H₃₀ are presented and discussed below:

Table 5-95: Question 30 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists).</i>	Fails to be rejected
H ₃₀ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists).</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)* is -0.14 with a standard deviation of 0.90. The 95% confidence interval for the mean difference (-0.98, 0.69) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-96 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -0.42$ and $p = .689$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-96: Question 30 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.14	0.90	0.34	-0.98	0.69	-0.42	6	0.689

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.43$, $SD = 0.79$) and their perceptions of performance ($M = 4.29$, $SD = 0.49$); $t(6) = -0.42$, $p = .689$ regarding *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)* (see Table 5-97 below).

Table 5-97: Question 30 paired samples statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	4.29	7	0.49	0.18
	Expectations	4.43	7	0.79	0.30

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. It is recommended though that, through the scanning processes, a constant look out is kept for new pressure groups – especially those that might arise as a result of the pending construction or even due to social issues linked to the informal settlements that exist on airport land. A preventative measure in this regard will be to maintain open and transparent relations with these community members with a view to avoid opportunistic pressure groups surfacing. With the growing 'green movement' (where people are more and more conscious of their impact on the environment), it would be key to ensure best practise relating to environmental matters and to ascribe to ISO practices, e.g. ISO 14001.

Question 31: *Identify company problems/issues that communication can solve or explain.*

The findings of H₃₁ are presented and discussed below:

Table 5-98: Question 31 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Identify company problems/issues that communication can solve or explain (e.g. share info with passengers on pending Airport infrastructural changes/allay fears of or give factual info/support to employees during downsizing).</i>	Fails to be rejected
H ₃₁ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Identify company problems/issues that communication can solve or explain (e.g. share info with passengers on pending Airport infrastructural changes/allay fears of or give factual info/support to employees during downsizing).</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Identify company problems/issues that communication can solve or explain* is -0.86 with a standard deviation of 1.07. The 95% confidence interval for the mean difference (-1.85, 0.13) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-99 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -2.12$ and $p = .078$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-99: Question 31 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-0.86	1.07	0.40	-1.85	0.13	-2.12	6	0.078

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.57$, $SD = 0.79$) and their perceptions of performance ($M = 3.71$, $SD = 0.95$); $t(6) = -2.12$, $p = .078$ regarding *Identify company problems/issues that communication can solve or explain* (see Table 5-100 below).

Table 5-100: Question 31 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.71	7	0.95	0.36
	Expectations	4.57	7	0.79	0.30

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. However, the communication function which forms part of the senior management team at Airport X, should be an asset which helps to ensure that the environment is able to proactively *identify company problems/issues that communication can solve or explain*.

Question 32: *Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation).*

The findings of H₃₂ are presented and discussed below:

Table 5-101: Question 32 hypothesis testing results

Hypothesis	Findings
H ₀ There is no significant difference between senior management's expectations and their perceptions of performance with regard to <i>Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation).</i>	Fails to be rejected
H ₃₂ There is a significant difference between senior management's expectations and their perceptions of performance with regard to <i>Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation).</i>	Not supported

The mean difference between senior management's expectations and perceptions of performance regarding *Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation)* is -1.00 with a standard deviation of 1.16. The 95% confidence interval for the mean difference (-2.07, 0.07) contains zero which suggests that there could be no difference between senior management's expectations and perceptions of performance for this activity.

The paired samples t-test (see Table 5-102 below) conducted to determine whether there is a statistically significant mean difference between expectations and perceptions of performance produced $t(6) = -2.29$ and $p = .062$. Thus, the null hypothesis that the mean difference between senior management's expectations and perceptions of performance is zero, fails to be rejected.

Table 5-102: Question 32 paired samples test output

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	p-value (2-tailed)
					Lower	Upper			
Pair 1	Perceptions of Performance - (<i>minus</i>) Expectations	-1.00	1.16	0.44	-2.07	0.07	-2.29	6	0.062

It can therefore be concluded that there is not a significant mean difference between senior management's expectations ($M = 4.29$, $SD = 0.76$) and their perceptions of performance ($M = 3.29$, $SD = 0.95$); $t(6) = -2.29$, $p = .062$ regarding *Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation)* (see Table 5-103 below).

Table 5-103: Question 32 paired samples statistics output

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceptions of Performance	3.29	7	0.95	0.36
	Expectations	4.29	7	0.76	0.29

Conclusion: Senior management's expectations have therefore been met concerning this activity and no further interventions are necessary at this stage. It is however recommended that communication activities be shared regularly (by means of the corporate communication strategy) so as to ensure that they are aligned to business priorities. The outcomes of the said activities should be measured so that the contribution made to business success is well articulated and formally recorded. This will assist in highlighting the important strategic contribution that the communication/corporate affairs environment can make.

5.4.3. Conclusions of the inferential statistics

A descriptive survey undertaken amongst the senior management team of Airport X investigated the three main concepts of this study, namely the process of *environmental assessment* to obtain *social intelligence* (to be used as input into enterprise strategy development at the senior management level at Airport X) and the potential role of the *reflective strategist* therein. Hypotheses were set with regard to each of the activities represented in the 32 statements of the measuring instrument and tested by means of paired samples t-tests. Based on these findings, conclusions and recommendations for each activity are stated at the end of each question in the previous section.

Based on a guiding hypothesis set in Chapter 1, social intelligence consists of three constructs: *environmental scanning (to obtain social intelligence)*; *stakeholder assessment*; and *issues assessment*. Following are summary conclusions for the hypothesis testing for the three constructs (each constituted by a number of activities).

H₁-H₁₁ test the construct Environmental Scanning to obtain Social Intelligence. Notable findings are the following:

- Of the 11 hypotheses that test this construct, eight indicate a significant difference between senior management expectations of these activities and their perceptions of performance.
- The extent of the mean differences for these eight hypotheses points to the large gaps that exist between senior management expectations and their perceptions of the performance for the majority of the activities of the *environmental scanning to obtain social intelligence* construct.
- Because of the large gaps, it can be inferred that the extent to which senior managers expect these activities is relatively high in comparison with their perceptions of the performance of the 11 activities that form the construct *environmental scanning to obtain social intelligence*

H₁₂-H₂₄ tested the construct of Stakeholder Assessment. Notable findings are the following:

- Of the 13 hypotheses that tested this construct, only three indicate a significant difference between senior management expectations of these activities and their perceptions of performance.
- Senior management's perceptions of performance for the activities that make up the *stakeholder assessment* construct are positive.
- The three activities with a significant difference between senior management expectations and their perceptions of performance are the following:

- Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map.
- Regularly invite stakeholders to provide inputs on the Airport's performance.
- Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.

H₂₅-H₃₂ tested the construct of Issues Assessment. Notable findings are the following:

- Of the eight hypotheses that test this construct, seven indicate no significant difference.
- Senior management's perceptions of performance for the activities that make up the *issues assessment* construct are positive.
- Also, compared to the other two constructs, the activities of the construct *issues assessment* have the most positive outlook amongst senior management members.

The hypotheses tests thus indicate that the activities of the construct *environmental scanning to obtain social intelligence* have far more significant differences between senior management expectations and their perceptions of performance than the activities of the constructs *stakeholder assessment* and *issues assessment*. Table 5-104 below presents a **summary** of the activities (indicating the constructs they form part of) with a significant difference between expectations and perceptions of performance, as indicated by the paired samples t-test analysis.

Table 5-104: Activities (and constructs) where expectations and perceptions of performance of senior management have been shown to be significantly different

Question	Question Description
Question 1	Scanning: <i>Provide 'actionable social intelligence' as a necessary activity for business success.</i>
Question 3	Scanning: <i>Point out to senior management the difference between reality and management's internally constructed version of reality.</i>
Question 5	Scanning: <i>Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.</i>
Question 6	Scanning: <i>Maintain a comprehensive environmental scanning system for gathering social intelligence.</i>
Question 7	Scanning: <i>Obtain intelligence re interest groups/activists who seek to influence public policy due to vested interest in identified Airport issues</i>

Question 8	Scanning: <i>Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making</i>
Question 9	Scanning: <i>Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans</i>
Question 10	Scanning: <i>Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies</i>
Question 12	Stakeholders: <i>Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map</i>
Question 17	Stakeholders: <i>Regularly invite stakeholders to provide inputs on the Airport's performance</i>
Question 18	Stakeholders: <i>Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof</i>
Question 28	Issues: <i>Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)</i>

The core of the **intrinsic case problem** is that Airport X, an aerotropolis, has a multitude of diverse stakeholder groups with differing concerns and expectations --it faces multiple and complex issues and challenges from the various stakeholders and interest groups. It appears that the Airport management does not fully appreciate the importance of the environmental assessment process. It also appears that the process is not fully understood or well-structured and that it is not used as a mechanism to obtain social intelligence to help deal with ambiguity and manage its reputation.

The findings of the hypothesis tests address the **intrinsic case problem**. In view of the findings of the hypothesis tests, it is a priority for the senior management team of International Airport X to intervene and improve the processes around environmental scanning and monitoring (being the first step in the strategy development process) -- an ongoing chain of perceptions and actions leading to an organisation's adaptation to its environment. While assessing the environment used to be an informal endeavour based on intuitive judgements, today it has

become one of the most challenging aspects of the strategic management process. Organisational leaders have to understand the organisation's environment and, in order to survive and prosper, change along with. It is important to monitor the relevant changes taking place since an organisation can only respond to parts of the environment of which it is aware. Whether environmental changes have positive or negative consequences, depends almost entirely on the speed, accuracy and interpretation of the information, the communication regarding changes and the rapid internal reorientation of the organisation.

The inferential statistics present important findings relating to the concept of *social intelligence* (and its three constructs) and the potential role of the *reflective strategist* therein. This is further discussed in Section 5.5. which follows. This section completes the achievement of Research Objective 3 and its secondary objectives.

Based on the findings of the descriptive survey already presented, the role of the reflective strategist will be reconceptualised in the next section (and will thereby achieve Research Objective 4).

5.5. ROLE OF THE REFLECTIVE STRATEGIST IN PROVIDING 'ACTIONABLE' SOCIAL INTELLIGENCE: A RECONCEPTUALISATION BASED ON EMPIRICAL FINDINGS

In this section, Research Objective 4 is achieved: **To reconceptualise**, based on the findings of the **descriptive survey**, the *reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the senior management level of an organisation (to be used as input into enterprise strategy development).

The following findings of the **demographics** section support this reconceptualisation:

- Six of the seven senior managers selected the Corporate Affairs environment as *one* of the environments (departments) considered whilst rating the activities in the questionnaire.
- Forty three percent of senior managers selected *only* the Corporate Affairs environment as the environment which they considered whilst rating the activities in the questionnaire.
- The General Manager, who has a bird's eye view of the organisation and the activities performed by each environment, selected *only* Corporate Affairs as the environment he considered whilst rating the activities on the questionnaire.
- This is noteworthy in relation to the role of Client and Passenger Services (the only manager to have selected his own environment only) as the General Manager is indicating that he does not see this environment responsible for *any* of the activities described in the questionnaire.
- Five of the seven senior managers have been with the airport for 10 or more years, which points to them having a firm understanding of their environments. This finding therefore

indicates the significance of their ratings with regard to Corporate Affairs being responsible for the activities described in the questionnaire.

Conclusion: The responses in the demographics section thus point to the fact that the senior management team perceives the Corporate Affairs environment at Airport X to be **performing** the activities listed in the questionnaire.

The following findings of the **descriptive statistics** support this reconceptualisation:

- The simple statistics means (averages) for senior management **expectations** for every one of the 32 statements are higher than '4' on a scale of '1' to '5'.
- With regards to the frequencies scores of the 32 statements, respondents mostly selected **highest '5' or high '4'** on the five-point Likert scale in relation to their expectations.
- In 22 of the 32 statements, the majority of respondents (4 and up) selected **highest (5)** as their rating for expectations as it relates to these activities listed in the questionnaire. It is notable that every statement received a **highest** rating from two or more respondents as an expectation.
- The **high** level of management expectations ascribed to these activities is a key finding as it offers direction relating to the types of activities to be performed by the reflective strategist.
- There are only two questions where 14% (one) of the senior managers rated his/her expectations of the two activities as **low**.

Conclusion: The descriptive statistics point to the **high** expectation levels of the majority of respondents with regard to the activities in the questionnaire and provide clear direction relating to the types of activities to be performed in gathering social intelligence in the environmental assessment process.

The following findings of the **hypothesis testing** support this reconceptualisation:

- Of the 11 hypotheses that test the construct *environmental scanning to obtain social intelligence*, eight indicate a significant difference between senior management expectations of these activities and their perceptions of performance.
- The extent of the mean differences for these eight hypotheses points to the large gaps that exist between senior management expectations and their perceptions of the performance for the majority of the activities of the *environmental scanning to obtain social intelligence* construct.

- Because of the large gaps, it can be inferred that the extent to which senior managers expect these activities to be performed is relatively high in comparison with their perceptions of the performance of the 11 activities that form the construct *environmental scanning to obtain social intelligence*.

Conclusion: The evidence points to making it a priority for the senior management team of International Airport X to intervene and improve the processes around environmental scanning and monitoring. It is noted in the problem statement that the Airport “needs a dedicated division to conduct environmental scanning in the stakeholder and issues environment on a regular basis”.

The following **frequencies findings** with regard to **eight items that received high ratings** in this study and were previously verified in existing roles indices that operationalised the strategist role support this reconceptualisation.

- Eight (25%) of the 32 statements employed in this descriptive survey have previously been empirically verified by Steyn (2000b:37) as activities of the ‘PR’ strategist role and also by Steyn and Green (2006:31) as the ‘PR strategist/reflectionist’ role (and subsequently relabelled *reflective strategist*).
- With regard to the frequencies scores in this study, seven of these eight statements either received a rating of **highest** (‘5’) or **high** (‘4’). The exception was Question 20 which received frequencies scores of **medium** and **low** in addition to **highest**.
- It is notable that these eight statements have now again achieved high expectations ratings nearly two decades later (also by senior managers). In general terms, this is another indication of the **items** (statements) seemingly being reliable in measuring the reflective strategist role (but cannot be said to verify it empirically because of there being only seven respondents). However, for the intrinsic case study it however has additional meaning in that it assists in (partly) validating the *reflective strategist* role itself according to the expectations of the senior management of Airport X. This conclusion is drawn based on all 32 measurement questions in this study having been *conceptualised* as being activities of the reflective strategist, eight of them previously verified by 103 CEOs in a study measuring the *strategist role* (Steyn, 2000b:37).

Conclusion: The **high** frequency ratings for the previously verified statements affirm those eight activities as being core to the role of the *reflective strategist*, according to the expectations of the seven senior management members of Airport X. In so doing, these findings address the aims of the **instrumental case problem**.

This reconceptualisation is **basic** research as it builds theory and aims to increase awareness (and understanding) of the activities performed by the reflective strategist and its strategic contribution in gathering social intelligence on stakeholders and issues in the domains of corporate communication and strategic management. Similarly, based on the literatures of both domains, to broaden these activities and differentiate competitive intelligence from social intelligence. This reconceptualisation also presents a self-examination and looks inwardly at corporate communication and strategic management to solve theoretical problems and is thus also based on **introspective** research.

The reconceptualisation relooks Steyn's role of the 'PR' (communication) strategist in the context of obtaining social intelligence as part of the environmental assessment process, based on the empirical findings of this study. The role of the reflective strategist, which has been reaffirmed according to the normative expectations, as well as the perceptions of the Airport X senior management team as to current performance at the Airport, helps to provide a theoretical understanding of the core concept of social intelligence. As such, its conceptual/theoretical contribution addresses the **instrumental case problem**.

The reconceptualisation also addresses the **intrinsic case problem** in that it provides a structured and formalised approach for scanning. It articulates the relevant activities to be executed in order to obtain and provide actionable social intelligence.

A reconceptualisation of the role of the *reflective strategist* in obtaining *social intelligence* as part of the *environmental assessment* process at the senior management level of an organisation (to be used as input into enterprise strategy development) now follows:

Social intelligence is an outcome of the process of environmental assessment. It is a systematic and ethical process of defining, gathering, analysing, interpreting and distributing intelligence about stakeholders and issues to be used by senior management as input into enterprise strategy development, thereby assisting with the achievement of the organisation's strategic goals.

Through a comprehensive environmental scanning (and monitoring) system to gather social intelligence in the macro/societal environment, the reflective strategist provides an 'outside-in' view to senior management to enlighten them about societal/stakeholder expectations for socially responsible behaviour and brings to their attention the importance of ensuring that their behaviour is in line with societal values and norms, so that the organisation's behaviour can be adjusted accordingly. The reflective strategist advises senior management on how to present their strategies/policies to stakeholders (internal or external) and acts as an advocate for key stakeholders by explaining their (often competing) expectations/values to senior management. This creates clarity regarding the difference between reality and management's

internally constructed version of reality, ensuring a balance between organisational goals and the well-being of society. This builds trust with stakeholders and obtains legitimacy for the organisation as a good corporate citizen.

The reflective strategist conducts social audits to obtain societal and stakeholder values, expectations and norms so that they can be considered and adjustments be made when developing organisational strategies. By regularly conducting advanced mass media analysis to understand societal views and concerns, key inputs are obtained that can be used in strategic decision making. Valuable intelligence is hereby gained on interest groups/activists who seek to influence public policy with a direct bearing on the organisation, which allows for a proactive response and thereby aids the sustainability of the organisation.

The reflective strategist assists senior management to understand the public relations/communication implications of strategic decisions for stakeholder/interest groups by actively listening to stakeholders (e.g. by attending key stakeholder events) and not only communicating to them (i.e. practising 2-way communication). Social intelligence thereby enables an understanding of the importance of the stakeholder inclusive model in gaining information which assists senior management to enlist powerful stakeholders as active partners by regularly inviting them to provide inputs on the business performance at stakeholder forums so that they share their business knowledge to solve problems collectively. This obtains stakeholder buy-in for business priorities and makes them co-creators thereof.

In applying a coordinated approach to external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder, social intelligence is gained which assists senior management in considering the legitimate interests and expectations of stakeholders. This enables a stakeholder inclusive model which is in the best interests of the organisation.

Social intelligence offers a means of identifying organisational problems/issues that communication can solve or explain. It assists to prioritise communication activities (ensuring integration/co-operation) by leaning on issues/risk management reviews. Having a broad ranging perspective, the reflective strategist classifies/prioritises/records issues in the organisation's Issue Log to make them more manageable and recommends how the business should respond to the threat of major trends/issues/reputation risks -- pointing out when a reputation risk actually materialises and becomes an issue that should be addressed in the issues management process.

By monitoring the stakeholder and issues environment at specified intervals (e.g. identifying reputation risks monthly), the reflective strategist acts as an 'early warning system' to senior management before issues erupt into crises or reputation damage. This valuable social

intelligence assists management to co-ordinate resources to strategically influence the development of issues to the organisation's benefit and to address unanticipated effects or consequences of organisational strategies and policies. It also provides information about the interest groups/activists who seek to influence public policy due to their vested interest in the organisation. This provides the opportunity to timeously initiate dialogue with pressure groups limiting the organisation's autonomy (e.g. community groups/environmentalists) and thereby enable business sustainability.

All of these activities translate into the reflective strategist being in a position to provide 'actionable social intelligence' as a necessary activity for business success.

This reconceptualisation substantially supports the instrumental case.

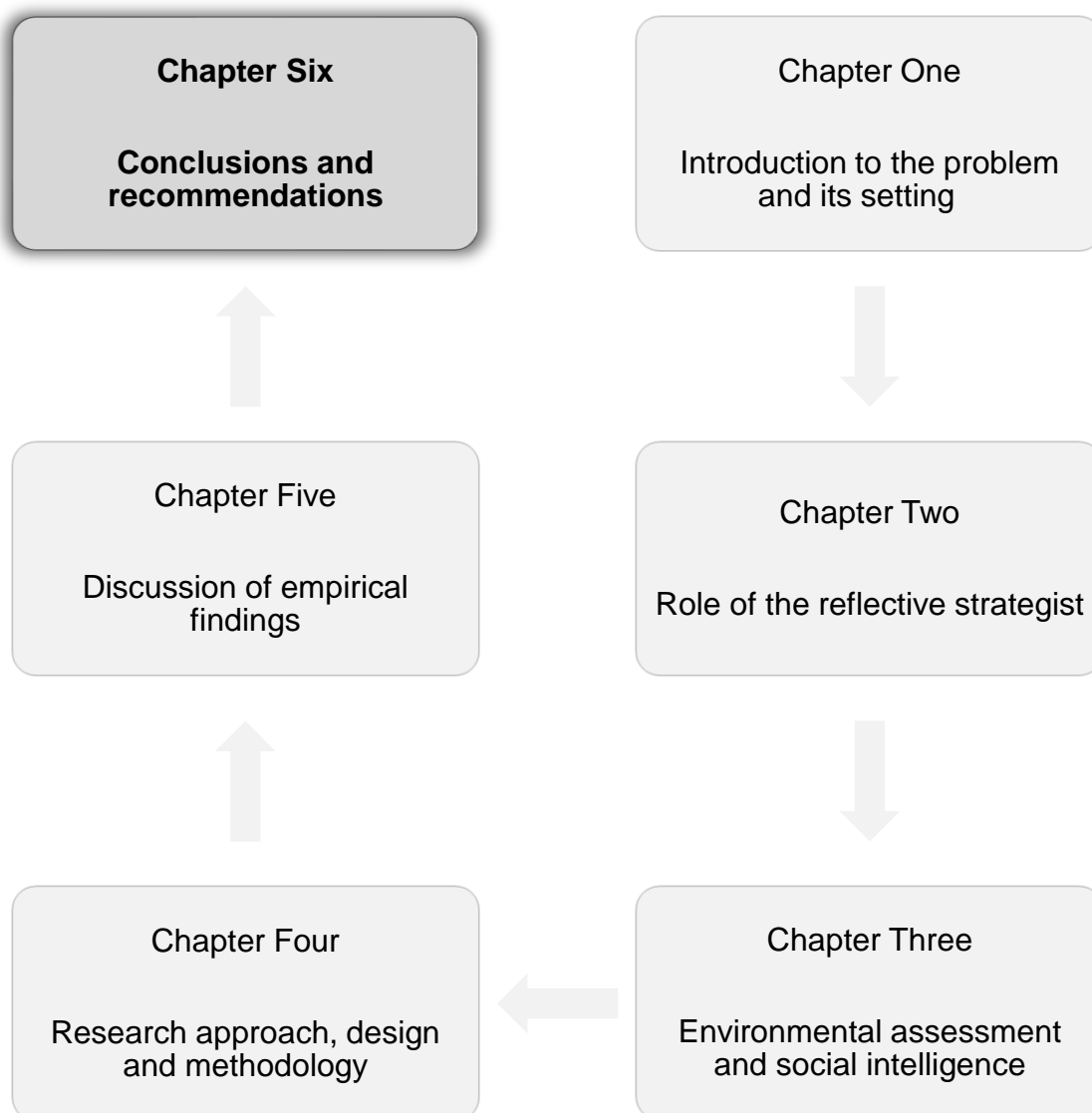
5.6. CHAPTER CONCLUSION

This chapter empirically outlines the activities for which the senior management team of International Airport X has **high** expectations. These activities have been conceptualised for the measuring instrument as operationalising the reflective strategist role, hence it is concluded that senior management have high expectations for the reflective strategist role. These findings will serve as valuable intelligence for Airport X as well as other professionals in the communication/public relations/reputation management portfolios.

*In this chapter, **Research Objective 3** has been achieved, namely: To **investigate**, by means of the **descriptive survey**, senior management's expectations and perceptions of performance with regard to gathering social intelligence as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the reflective strategist therein and, in addition **Research Objective 4: To reconceptualise**, based on the findings of the **descriptive survey**, the reflective strategist as a role that focuses on obtaining social intelligence as part of the environmental assessment process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development).*

The following chapter, Chapter 6, will discuss overall conclusions and recommendations.

OUTLINE OF THE RESEARCH REPORT



*The conclusions and recommendations with respect to the **problem** and **research objectives** are stated in this chapter. The study's limitations are explicated and recommendations for further research are made.*

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1. INTRODUCTION TO THE PROBLEM AND ITS SETTING

In Chapter 1, International Airport X was introduced as the case selected for this intrinsic and instrumental case study. The core of the **intrinsic problem** is that Airport X, as an aerotropolis, has a multitude of diverse stakeholder groups with differing concerns and expectations. It also faces complex issues and challenges of various interest and pressure groups. It however appears that the importance of the *environmental assessment* process focused on obtaining *social intelligence* as a mechanism to deal with and manage this ambiguity (and thereby protect reputation) is not fully understood, structured or formalised within Airport X.

The core of the **instrumental** problem is theoretical, namely to relook the role of the '*PR*' (*communication*) *strategist* – conceptualised and verified in Steyn (2000a; 2000b:37); referred to as '*PR strategist/reflectionist*' in Steyn and Green (2006:31); and relabelled the *reflective strategist* in Steyn (2009:528-529) -- in the context of obtaining *social intelligence* as part of the *environmental assessment* process (to be used as input in enterprise strategy development at the societal/macro level). That is, firstly to **identify activities to explore** and *broaden* the reflective strategist role conceptually and secondly, based on the empirical findings of this study, to possibly **reaffirm this role** empirically according to the normative expectations and perceptions of the Airport X senior management team as to current performance at the Airport. In addition, to obtain a theoretical understanding of the core concept of **social intelligence** as employed in this study -- and, should there not be sufficient literature available on the topic, to conceptualise it based on marketing, strategic management and other relevant literature.

The major research objective set to address the two-fold problem of this study is to **explore, describe** and **reconceptualise** the role of the *reflective (communication) strategist* in obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation, to be used as input into enterprise strategy development (at International Airport X). The research has been divided into two phases: **Phase 1** (conceptual/theoretical) to achieve **Objectives 1 and 2**, while **Phase 2** (descriptive/empirical) is to achieve **Objectives 3 and 4**.

In this study, use is made of a guiding hypothesis that indicates some possible directions to follow but allows the freedom to explore and generate other hypotheses.

Guiding hypothesis 1: *Social intelligence* is to be obtained by the *reflective (communication) strategist* through **scanning the environment**, and interpreting and assessing the information gathered in the organisation's **stakeholder** and **issues** environment.

This multidisciplinary study is set firstly in the corporate communication domain with the reflective paradigm as its overarching metatheoretical approach and the **reflective strategist** role its core concept. It is also set in the strategic management domain, its metatheoretical approach having been constructed for the purpose of this study as a synthesis of the outside-in (macro) approach to **environmental scanning**; the (inclusive) **stakeholder** approach; and the (broad) **issues** approach (based on the guiding hypothesis). The core concepts for this domain are **environmental assessment** and **social intelligence**.

6.2. THE ROLE OF THE REFLECTIVE STRATEGIST

*Chapter 2 is part of **Phase 1: Exploratory research**, which addresses the theoretical/conceptual problem in the **instrumental case study**. In this chapter, **Research Objective 1 was achieved**: To explore the relevant literature in the field of corporate communication, inter alia with a view to identify activities to broaden the reflective strategist role conceptually.*

6.2.1. Overview

The selected metatheoretical framework for the corporate communication domain is the **reflective paradigm** which places **social responsibility** at the core of corporate communication practice -- the lens through which to determine the boundaries of acceptable behaviour and the collective interest. In this perspective, the purpose of corporate communication is to solve or avoid conflict between organisational behaviour and the public perception of how socially responsible organisations should operate.

The theories under the umbrella of the reflective paradigm and their concepts relevant to this study have 'listening' and 'societal' values, norms and concerns in common at the core – they are mutual reflection with its **reflective task**; strategic roles with the **strategist** and **mirror** function; contribution to **enterprise** and corporate communication strategy development; and situational theory with passive stakeholders and **active publics**. Behaving in a socially responsible manner, being **stakeholder** centric and practising two-way communication – not only with organisational stakeholders but also with the aware, active and activist **pressure groups** by identifying early warning signals, paying attention to and addressing their concerns and **issues** -- are organisational values that protect reputation, provide legitimacy and earn the 'licence to operate' from society.

The literature review traced the concept of corporate communication **role** from the historical communication technician to its development into a managerial role in the US in the 1980s. In the late 1990s different conceptualisations of a more 'senior' managerial/executive role started to emerge in the US and Europe -- the European Body of Knowledge (EBOK's) **reflective role** being notable with reference to strategic communication management in South Africa in general and this study in particular.

In South Africa, a milestone was reached with the conceptualisation of the '**PR strategist**' role (based on strategic management theory) and its empirical verification amongst 103 CEOs (Steyn, 2000a; 2000b) as a strategic role for the most senior corporate communication (public relations) practitioner at the top management (societal/macro) level of an organisation -- providing the springboard for this research. The strategist role has subsequently been verified in various academic studies in SA and East Africa, using mostly the role indices of Steyn (2000b:37) and Steyn and Green (2006:31).

An important theoretical contribution has been Steyn and Bütschi's (2003:18) analysis of conceptual and empirical similarities and differences between the three South African roles ('PR' strategist, manager and technician) and three of the four EBOK roles (reflective, managerial and operational), finding them to be conceptually similar for the most part. This research led to Steyn selecting the **reflective paradigm** as strategic communication management's umbrella approach and renaming the 'PR' strategist role to the 'PR strategist/reflectionist'. This renaming was based on the findings of a study amongst 120 senior executives of Telkom where the 'PR strategist/reflectionist' was measured by a role index consisting of 10 items -- four were reliable items from the previously verified 'PR strategist' role index (Steyn, 2000b) while six items were newly developed specifically to operationalise the reflective dimension. All 10 items were found to be reliable with a Cronbach Alpha of 0.91. It was suggested that these 10 items be seen as a first effort in the standardisation of the 'PR strategist/reflectionist' role index (Steyn & Green, 2006:31).

Almost a decade after first conceptualising and verifying the 'PR' strategist role, Steyn (2009:528-529) reconceptualised it as the **reflective strategist** -- based on a stream of research and Holmström's (1996) perspective that the strategic role of corporate communication is **strategic reflection**.

In the first *International Encyclopedia of Strategic Communication*, Steyn (in Heath & Johansen, 2018:591-615) describes the *reflective strategist* as a top management role being of a strategic nature, played at the societal (macro) level of an organisation. The main activity of this role is seen to be *environmental assessment* – to gather strategic information about the organisation's *stakeholders* and *issues* by means of *environmental scanning*; to analyse and

interpret this information; and feed the resulting *social intelligence* into the organisation's highest level of the strategy development process, namely the *enterprise* strategy.

Steyn's latest definition (in the previous paragraph) of the *reflective strategist's* main activity being environmental assessment is the foundation of this study, which has been undertaken 10 years after the birth of the *reflective strategist* -- inter alia to explore whether this role is still relevant to academia and the profession in a world where civil society has taken on an even more active role than ever before. Based on the literature review in the exploratory research phase, it seems that this might be the case. In order to obtain (some) empirical direction in this regard, a role index has been formed for this study to measure the *reflective strategist* and its main activity of obtaining *social intelligence* in the *environmental assessment* process. The index includes eight reliable items from Steyn's (2000b:37) purified 'PR' strategist role index as well as Steyn and Green's (2006) purified 'PR strategist/reflectionist' role index. (Findings in this regard are to be reported together with the other empirical findings under heading 6.5 of this final chapter).

Following are the reliable items from the aforementioned role indices and the constructs they are measuring in this study (the latter indicated in *italics*):

Environmental scanning/monitoring to obtain social intelligence:

- "Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage" (**'PR' Strategist:** Steyn, 2000b:37).
- "Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society" (**'PR strategist/reflectionist':** Steyn & Green, 2006:31).
- "Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly" (**'PR strategist/reflectionist':** Steyn & Green, 2006:31). *The statement was made relevant to this study by replacing "the organisation" with "Airport".*
- "Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns to be used as input in decision making" (**'PR strategist/reflectionist':** Steyn & Green, 2006:31).

Stakeholder assessment:

- “Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management” (**‘PR’ Strategist:** Steyn, 2000b:37).
- “Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own” (**‘PR strategist/reflectionist’:** Steyn & Green, 2006:31).
- “Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen by ensuring that its behaviour is in line with societal values and norms” (**‘PR strategist/reflectionist’:** Steyn & Green, 2006:31). *The statement was made relevant to this study by replacing “the organisation” with “Airport”.*

Issues assessment:

- “Initiate dialogue with pressure groups limiting the Airport’s autonomy (e.g. community groups/environmentalists)” (**‘PR’ strategist:** Steyn, 2000b:37; **‘PR strategist/reflectionist’:** Steyn & Green, 2006:31). *The statement was made relevant to this study by replacing “the organisation” with “Airport”.*
- “Identify company problems/issues that communication can solve or explain (e.g. share information with passengers on pending airport infrastructural changes/allay fears or give factual information/support to employees during downsizing)” (**‘PR’ strategist:** Based on Steyn & Puth, 2000:67-68). – It must be noted that while this item was included in the original questionnaire, it was not found to be reliable and hence is not mentioned on the list of purified items in Steyn, 2000b:37). *The example was adapted for Airport X.*

6.2.2. Findings

Further exploration of more recent literature in the corporate communication domain undertaken for this study indicates that other **strategically oriented roles** have emerged during the last decade – notably Zerfass and Viertman (2017); Wilson (2016); Brønn (2014:58); Mellado and Barría (2012:448-449); Siler (2012); Beurer-Züllig et al. (2009:165-172); and Johansson and Ottestig (2011:144). Based on a conceptual analysis of these roles, the author of this study identified activities to **broaden the reflective strategist role conceptually** – all sharing the assumptions of the reflective paradigm. These activities are outlined below.

Based on Zerfass and Viertmann (2017:69-73), the *reflective strategist* enables senior management to perform better by creating a broad situational awareness. This serves the overall strategic goals of the organisation by ensuring cross sectional interaction; using relational capital during times of uncertainty; and securing ‘intangible assets’ for the organisation.

Based on Beurer-Züllig et al. (2009:158, 165-172), the *reflective strategist* spans boundaries to listen strategically and thereby enables senior management to understand the public interest, attitudes and concerns. By establishing and maintaining relationships on behalf of the organisation, the reflective strategist offers informed advice at a senior level -- enabling participation in strategic planning and decision making, thereby performing a strategic function.

Based on Molleda (2010:223-224), the *reflective strategist* ensures that the organisation remains true to its values and identity; attends to challenges; and ensures consistency in the organisation's behaviour relating to its stakeholders.

Based on Brønn (2014:77), the *reflective strategist* plays a strategic 'bridging' function by scanning the environment and analysing stakeholder data as input into strategic decision making. The reflective strategist offers bridging skills, expertise and knowledge of communication, thereby aiding the strategic decision making process.

Based on Johansson and Ottestig (2011:144), the *reflective strategist* is well positioned to assist with future external challenges such as globalisation and internal challenges such as organisational changes.

Finally, based on Mellado and Barría (2012:448-449), the *reflective strategist* always retains the full picture; is relational focused with the aim of building trust amongst stakeholders; is mindful to avoid controversies which could negatively impact the organisation and the state of harmony between its internal and external environment; focuses on reputation as an intangible asset; and is forward looking with the aim of anticipating challenges and reputation risks.

This conceptual analysis of more recent roles points to the fact that, more than a decade later, the *reflective strategist* role and the associated attributes indicated by newer strategic roles, are still a (key) factor to organisations today. Furthermore, this analysis of newer roles that expands Steyn's (2009) conceptualisation of the *reflective strategist* role makes a substantial theoretical contribution in addressing the aims of the **instrumental case study**. However, these theoretical findings are also relevant to practitioners operating in the field as they provide direction for the strategic contribution to be made to organisations by practitioners performing these activities. As such, these findings also contribute to addressing the aims of the **intrinsic case study**, not only for Airport X but also for senior practitioners in general.

*The conceptual analysis of more recent strategically oriented corporate communication roles achieves **Research Objective 1** of this study: To explore the relevant literature in the field of corporate communication, inter alia with a view to identify activities to **broaden the reflective strategist role conceptually.***

In conclusion, Chapter 2 indicates that in keeping with Holmström's (1996) **reflective paradigm**, being socially responsible and aligned to societal values, norms, priorities and concerns are relevant for organisations today who want to ensure their future sustainability and a 'licence to operate' from society.

6.3. ENVIRONMENTAL ASSESSMENT AND SOCIAL INTELLIGENCE

Chapter 3 is part of **Phase 1: Exploratory research**, which addresses the theoretical/conceptual problem in the **instrumental case study**. In this chapter, **Research Objective 2** was achieved: To **explore** and provide an **initial understanding**, by means of a **conceptual analysis** of the relevant literature on marketing and other fields, the concept of social intelligence (to be used as input into enterprise strategy development at the societal/macro level of an organisation).

6.3.1. Overview

In this chapter, the theoretical underpinnings of *environmental assessment* as a major concept in the study are provided and the concept of *social intelligence* is explored.

Three **approaches** have been selected as the framework for the theories and concepts in the strategic management domain, as each approach highlights only certain aspects of a phenomenon and different theories are applied to the problems addressed by this multidisciplinary study. These are the *outside-in (macro)* approach to *scanning* (Costa, 1995); the *(inclusive) stakeholder* approach (Freeman, 1984); and the *(broad) issues* approach (Fahey & Narayanan, 1986). These approaches posit that an organisation is to take a proactive, broad and societal approach to scanning the environment, as well as assessing stakeholders and issues. The exploratory research led to a *broadening* of the metatheoretical framework by including the *reflective paradigm* from the corporate communication domain.

The **major theory** in the strategic management domain is strategy development, differentiating between the three elements involved in every strategic decision namely **context**, **content** and **process** (Lynch, 1997). The **context** refers to the **environment** within which the organisation operates and develops its strategies -- the set of circumstances under which both the strategy *content* and *processes* are determined. The context of interest is the societal or macro environment, conceptualised for this study as a **collection of stakeholders** and a **patterning of strategic, social, political and ethical issues** (Steyn, 2000a).

The **content** of strategy development refers to the **different levels of strategy** development and the substantive issues handled in each. The most important level for this study is the broadest, overarching **enterprise** or societal role strategy which is stakeholder oriented (Steyn

& Niemann, 2010). It addresses the political and social legitimacy of an organisation and its relationship with society -- providing direction for the corporate, business unit, functional and operational strategies at lower levels.

The **process** of strategy development refers to the **method** and the **phases** or **steps** through which strategies are developed and implemented. Applied to this study, the **method** refers to the concept **environmental assessment** and the phases/steps are its constructs namely *environmental scanning and monitoring*; *stakeholder assessment*; and *issues assessment*. (These three constructs are being measured in the empirical research as the phases through which **social intelligence** is gathered). The two major **concepts** of this study in the strategic management domain are **environmental assessment** and **social intelligence**. (The third is from the corporate communication domain, namely the **reflective strategist**).

Environmental assessment is based on an outside-in approach to strategic management. (From the corporate communication domain), Steyn's (2000a) explication of environmental assessment has been selected for the purpose of this study. It is regarded as the ability of an organisation to see itself from the perspective of external (and internal) stakeholders and society at large. It is the process whereby strategic information on organisational *stakeholder/societal concerns* and *issues* are gathered by means of *environmental scanning*. Stakeholders are constantly *monitored* to assess when passive stakeholders (with no problem) develop an issue with the organisation and change to aware/active/ activist publics. Issues are also constantly *monitored* to assess when their classification changes, i.e. from being only *trends* to *emerging* issues to *current* issues to *strategic* issues (the latter threatening the survival of the organisation). Scanning and monitoring also include identifying reputation risks and assessing when they actually materialise and become issues or crises.

An assessment of the environment is critical in order that such strategic information be obtained, interpreted and used as **social intelligence** in the development of enterprise, corporate communication or other relevant organisational strategies. Through this assessment, the organisation can ensure early awareness of potential societal and stakeholder issues and address them appropriately.

With regards to **social intelligence**, at the core it is the outcome of the environmental assessment process – it is about learning and understanding what is happening externally to the organisation in order to improve its performance by having access to intelligence on the expectations, values, norms and concerns of stakeholders and the activist/pressure groups that could possibly emerge around issues. An exploration of the literature has however indicated a dearth of sources on this third major concept of the study. Therefore, in order to obtain a better understanding of it, there is a need for conceptualisation. The foundation for

such a conceptualisation has been provided by a well-known concept in the marketing literature namely **competitive intelligence**).

6.3.2. Findings

In the sections below, the conceptual/theoretical findings of Chapter 3 are reported. While the conceptualisation of *social intelligence* is an objective of this study, both the broadening of the metatheoretical framework as well as the broadening of the constructs that obtain social intelligence are insights that emerged through the exploratory research.

6.3.2.1. Broadening the metatheoretical framework by adding the reflective paradigm

In Chapter 2, the reflective paradigm has been selected and explicated as the metatheoretical framework for theories and concepts in the corporate communication domain. During and after the explication of the three metatheories for the strategic management domain, it became apparent to the author that a number of the assumptions of the reflective paradigm appeared similar to those of the outside-in approach to scanning (Costa, 1995); the stakeholder approach (Freeman, 1984); and the (broad) issues approach (Fahey & Narayanan, 1986). After a conceptual analysis affirmed this insight, the reflective paradigm has been added to the aforementioned approaches to broaden the metatheoretical framework of the strategic management theories and concepts. In doing so, the author accounts for changing conditions due to increasing comprehension of the setting. The findings of the conceptual analysis are set out below.

Holmström's (1996) **reflective paradigm** provides a perspective of social responsibility as a lens used to determine the boundaries of acceptable organisational behaviour and the collective interest. The purpose is to solve or avoid conflict between the organisation's behaviour and the public perception of how socially responsible organisations should operate. In this view, social systems (an organisation and its environment) have to continuously adapt to each other through negotiation. This is achieved through practising *reflection* (the core concept of the reflective paradigm) which consists of the reflective and expressive task. The *reflective task* (relevant to this research) consists of *strategic reflection*, namely to obtain strategic information in the external environment (known in social systems theory as the 'public sphere') and bringing it to the attention of the organisation. This purpose of the reflective task is also a core concept of Costa's (1995:5) **outside-in approach to scanning** in that it takes a broad view of the external environment where all factors are considered. As such, the *reflective task* (performed by the *reflective strategist*) is complementary and similar to environmental scanning and its purpose of environmental assessment. It is therefore suggested that the reflective strategist is equipped to perform the task of environmental scanning in identifying and managing stakeholders and issues as part of environmental assessment.

The assumptions of Holmström's **reflective paradigm** (1996:68, 69) listed below aligns to Costa's (1995) **outside-in approach** and can thus also be viewed as the purpose of environment assessment:

- Assists social systems to continuously adapt to each other through negotiation and mutual control.
- Helps to understand differences between social systems and to respect them. There is an emphasis on self-regulation and self-control and thereby improved consideration for differences.
- Identifies a need for mutual consideration by forming partnerships and trying to find compromises.
- Creates a self-understanding and consideration of a larger societal context -- there is a focus on longer term sustainability and the avoidance of creating issues for others as this could create issues for self later.
- Reflection is viewed as an enhanced capability which can identify potential conflicts between social systems in advance, evaluate their impact and recommend behaviour for correction.

One of the **reflective paradigm's** assumptions above (Holmström, 1996) is the need for mutual consideration by forming partnerships. This aligns with Freeman's (1984) **stakeholder approach**. The aforementioned approaches are also aligned to Freeman's stakeholder approach in which a stakeholder is described as an individual or group affected by the decisions of an organisation or whose decisions affect the organisation. In the **stakeholder approach**, the interests of these broad ranging stakeholders must be taken into account; differences should be understood; mutual consideration and the development of partnerships are key; and consideration should be given to a larger societal context which is also an assumption of the **reflective paradigm** (as described above).

Strategic reflection (the *reflective task*) is seen as an enhanced capability which can identify potential conflicts between systems in advance; evaluate their impact; and recommend behaviour for correction (Holmström, 1996). This is also the purpose of *environmental assessment* which, according to Chase (1995), is an early warning system. The latter is also aligned to Fahey and Narayanan's (1986) **broad issues approach** of which an assumption is that the widest context should be considered when identifying issues -- taking a societal and political view and not only a (conventional) financial view. Holmström (1996:68) points out the focus on longer term sustainability to avoid creating issues and, as a result of strategic reflection (the reflective task), a self-understanding is created and consideration of a larger societal context is discovered. This is aligned to the principle of ensuring that **stakeholders**

and their issues, values and norms are seen as critical to business success which is also core to Freeman, Holmström and Costa's approaches.

Finally, the **assumptions** (principles) below are found in **most of the approaches**, as follows:

- Enlighten senior management on societal expectations for socially responsible behaviour so that the organisation's behaviour can be adjusted accordingly (Costa, 1995; Freeman, 1984; Holmström, 1996).
- For an organisation to see itself in relation to society and be socially responsible are core to Holmström's (1996) reflective approach. This aligns with Costa's (1995) approach which becomes critical in ensuring that the organisation is able to do so. As such the two approaches become interlinked. In doing so, it is key to create 'social trust' and, in turn, harmony between the organisation and its larger societal context (Costa, 1995; Fahey & Narayanan, 1986; Freeman, 1994; Holmström, 1996).
- In assessing the environment, the organisation enters the public sphere representing its own interests but also finds a balance between its priorities and that of the broader society (Costa, 1995; Freeman, 1984; Holmström, 1996).
- Continuously adapt to other systems/organisations through negotiation and mutual control (all the approaches).

Based on the above analysis it is clear that **all four of these approaches share many of the assumptions**. It is therefore concluded that the metatheoretical approaches in the strategic management domain are enhanced by including the *reflective paradigm* from the corporate communication domain, thereby **synthesising an overarching metatheoretical framework** for the theories, concepts and constructs in this research. This is not a research objective of the study, but emerged through the exploratory research and thereby contributes to **addressing the instrumental case problem** of this study, as set out in Chapter 1.

6.3.2.2. A conceptualisation of social intelligence

Social intelligence, another core concept, is to be measured empirically in this study as the relevant outcome of the *environmental assessment* process (see **Table 3.1**). Since it is a seemingly unknown concept in the field of strategic management, an initial understanding has been gained by exploring the literature of other fields, especially competitive intelligence in marketing and strategic corporate communication. A conceptualisation of *social intelligence* by the author of this study that resulted from a conceptual analysis of relevant literature from other fields is presented below. (The literature review itself with all the sources can be perused in Chapter 3).

The assumptions of a **social intelligence approach** for a (corporate communication focused) organisation is centred on the belief that there is more to gain by *listening* to stakeholders and interest groups than by only talking to them; that it is a capability to make informed, real-time strategic decisions leading to organisational strategies and two-way communication exchanges that will benefit not only the organisation but also the stakeholders, societal interest groups and the community; that harnessing social technologies improves understanding of stakeholder and societal sentiment towards key issues, knowledge gaps and potential risk areas; and that having an integrated organisational team which spans boundaries, recognises that looking inward is as important as looking outward, is agile and politically astute, provides a range of stakeholder experience benefits and department efficiencies that could not be accessed through other means.

A stakeholder approach assumes a **stakeholder orientation** for the organisation (i.e. understanding and addressing stakeholder demands) which comprises four sets of activities: the organisation-wide generation of *data* about the expectations and issues of stakeholder and interest groups; the assessment of *organisational effects* on them and the interpretation thereof; the internal communication of this *information* to relevant organisational members; and the responsiveness of every level of the organisation to this actionable *social intelligence* (i.e. developing and implementing activities that address stakeholder and societal expectations and issues).

This approach to social intelligence focuses attention on the difference between the dissemination of widely available factual information (such as stakeholder statistics, financial reports, newspaper clippings) that are performed by functions such as libraries and information centres, and social intelligence which is a *perspective* on developments and events aimed at yielding a *social edge* for the organisation. While social intelligence is sometimes seen to be synonymous with stakeholder or issues analysis, it is much more than that. It embraces the entire stakeholder, issues and risk environment - active and passive stakeholders; latent, aware, active and activist publics; and reputation risks, whether identified or not (yet).

Based on the literature explored, the author of this study **defines** social intelligence as a systematic and ethical process for defining, gathering, analysing, interpreting and distributing external (and internal) information obtained through environmental scanning in the macro/societal environment. It is an *early warning system* of stakeholder expectations, concerns, needs, values, norms and standards as well as the trends, emerging and current *issues* around which interest/activist groups develop, to prevent them from becoming *reputation risks* (or even *crises*) that can affect the organisation's values, strategies, strategic decisions, reputation and legitimacy. This strategic information is converted into 'actionable' intelligence to be used by senior management as input into the organisation's enterprise and

other relevant strategies. These activities are seen to be the responsibility of a senior communication practitioner in the role of the *reflective strategist*, positioned in any (or all) strategic communication functions.

An **operational definition** of *social intelligence* thus means understanding and learning as much as possible, as soon as possible, about what is happening in the world outside the organisation – providing senior management with an ‘outside-in’ perspective and early warning signals about potential problems or issues. As boundary spanners, the organisation’s strategic communication functions (e.g. corporate communication, public affairs, public diplomacy, corporate affairs, investor relations, media relations and marketing communication) should contribute to ‘outside-in’ thinking and be involved in the process of gathering social intelligence as key input to inform an organisation’s enterprise strategy, offering a complete stakeholder view. This requires special skills, the most profound being reflection, sensing and strategic vision.

In providing this conceptualisation of social intelligence resulting from a conceptual analysis of the relevant literature, Research Objective 2 has been achieved and thereby contributes towards addressing the instrumental case problem of this study.

Airport X (and other organisations) can improve strategic decision making by following the theoretical guidelines provided by this conceptualisation of *social intelligence* -- timeously addressing *stakeholder* priorities, expectations and concerns, as well as identified issues (before they become reputation risks or turn into crises). Gathering social intelligence can be a tool for business organisations that improves and enhances business decision making and its competitiveness. It allows organisations to sketch future scenarios and to plan for the unknown.

6.3.2.3. Broadening the constructs (phases) in obtaining social intelligence by adding situational theory

In Chapter 2, the situational theory (Grunig & Repper, in Grunig, 1992) forms part of the theoretical framework for the *reflective strategist* role in the corporate communication domain. After explicating the constructs *stakeholder assessment* and *issues assessment* in Chapter 3, it has become apparent to the author that the situational theory could strengthen *stakeholder assessment* as well as *issues assessment* (which are two of the three steps/phases in the *process to obtain social intelligence*).

The situational theory differentiates between *stakeholders* and *publics* which can be seen as stages along a continuum, moving from the *passive stakeholder* stage (having no

problem/issue with the organisation) to the *public* stage (where there is a problem/ issue). A public can be classified as follows: *latent* public (impacted person/group not aware of the potential issue yet); *aware* public (impacted person becomes aware of the potential issue); *active* public (impacted person takes action in response to the issue); *activist* group (impacted person/ group actively starts protesting and involves the media and government).

This theory addresses both the *stakeholder assessment* and *issues assessment* constructs (as discussed in Chapter 3) and provides conceptual clarity for how a person/group progresses from being a *passive* stakeholder without a problem/issue to a vocal *activist* involving the media. As such, it is added to the sub constructs *stakeholder analysis/segmentation* and *issue analysis/categorisation* to provide direction in classifying/categorising/prioritising *passive* stakeholders who turn into *publics* that emerge around *issues*. It is thus preferable for any organisation to identify *latent* or *aware publics* who have (potential) issues with the organisation before they reach the *active* or *activist* stages.

The broadening of the constructs stakeholder assessment and issues assessment is not a research objective of the study, but emerged through the exploratory research and became apparent through the conceptual analysis of the literature and the construction of the theoretical and conceptual framework for Chapters 2 and 3. By building theory, it contributes to addressing the instrumental case problem of this study, as set out in Chapter 1.

Overall Chapter 3 demonstrates how a proactive and inclusive stakeholder approach, a strategic issues approach, and consistently and proactively scanning the environment leads to obtaining the kind of *social intelligence* that improves organisational decision making. As Albright (2004) put it, success in today's world requires a keen strategic awareness and knowledge of external influences to respond in ways that will ensure the organisation's survival and success.

Environmental assessment is one tool in an organisation's arsenal that can be used to gain this understanding. It focuses on identifying strategic stakeholders and their expectations and concerns, as well as emerging issues, potential pitfalls, events and trends that impact the organisation – creating a direct correlation between environmental assessment and strategy development for the organisation and its future sustainability. It assists the organisation to respond to unexpected changes and be better prepared during turbulent times.

6.4. RESEARCH APPROACH, DESIGN AND METHODOLOGY

*In achieving **Research Objectives 1 and 2** in the **Exploratory Research Phase** (addressing the **instrumental case problem**), **inductive** reasoning was used -- theory was the **outcome** of the conceptual analyses of the literature explorations.*

*In achieving **Research Objective 3** in the **Descriptive Research Phase** (addressing the **intrinsic case problem**), **deductive** reasoning was used—**theory was the input** in that the guiding hypothesis and the published framework were generated in advance of the research process (and confirmed through the descriptive survey).*

*In achieving **Research Objective 4** (addressing the **instrumental case problem**), **inductive** reasoning was again used since theory was the **outcome**, in the form of a reconceptualisation of the *reflective strategist* as a role that focuses on obtaining social intelligence as part of the environmental assessment process (based on the findings of the descriptive survey).*

The *instrumental* case design of this multidisciplinary study facilitated the **basic** and **introspective** research conducted that led to insight into two substantive theoretical issues: firstly, in the field of strategic management, the gathering of *social intelligence* as one outcome of the environmental assessment process -- to be used as input into enterprise strategy development at the societal (macro) level of an organisation. In addition, in the field of corporate communication, it advanced theory development on the role of the *reflective strategist* in the environmental assessment process. The conceptual objectives of the instrumental case were achieved in Phase 1 by means of exploratory research.

The *intrinsic* case design of the study facilitated the **applied** and **strategic** research conducted that succeeded in obtaining an improved understanding of Airport X and its senior management's challenges. Insight was obtained with regard to the senior management team's perceptions of performance with the gathering of *social intelligence* in the environmental assessment process being relatively close to fulfilling their expectations. Senior management's normative *expectations* of the activities that should be performed in this process as well as their *perceptions* of which 'environment' (department/division) at Airport X was actually performing these activities were investigated, as well as their ratings of the level of this performance (using a Likert scale where '5' = **highest** and '1' = **lowest**). The empirical objectives of the intrinsic case were achieved in Phase 2 by means of a descriptive survey.

6.5. DISCUSSION OF EMPIRICAL FINDINGS

*In Chapter 5 which is part of **Phase 2: Descriptive research**, an empirical problem in the **intrinsic case study** is addressed, achieving **Research Objective 3**. Based on the empirical findings of the descriptive survey, a theoretical/conceptual problem in the **instrumental case study** -- with regards to the reconceptualisation of the reflective strategist role -- is also addressed, thereby **achieving Research Objective 4**.*

In Chapter 5, the following objectives were achieved:

Research Objective 3 (Empirical): To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the environmental assessment process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein (Chapter 5).

Secondary Objectives:

Objective 3.1: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *environmental scanning* and *monitoring* -- and the potential role of the *reflective strategist* therein.

Objective 3.2: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *stakeholder assessment* -- and the potential role of the *reflective strategist* therein.

Objective 3.3: To **investigate**, by means of the **descriptive survey**, senior management's *expectations* and *perceptions of performance* with regard to gathering *social intelligence* -- specifically referring to *issues assessment*, and the potential role of the *reflective strategist* therein.

Research Objective 4: To **reconceptualise**, based on the findings of the **descriptive survey**, the *reflective strategist* as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development).

Chapter 5 presents an in-depth look at the findings of the **biographics**, **descriptive** and **inferential statistics** generated in a descriptive survey through 32 measurement questions. Employing a Likert scale where '5' = **highest** and '1' = **lowest**, the statements rate the

expectations of the seven senior managers of International Airport X with regard to *ideal* activities that they think should generally be performed in the process of environmental assessment to obtain *social* intelligence (whether currently being performed or not). It also rates their **perceptions** of the extent to which a specific activity is indeed being **performed** by the 'environment' (company speak for department or division) that they have indicated as performing the activity at Airport X.

As a result, the chapter reveals senior management's **high** expectations for the *reflective strategist* role as well as its continued relevance in business today (without the senior managers being aware of the fact that the activities they rated in the survey operationalise the reflective strategist role). Based on the findings of the descriptive and inferential statistics, Chapter 5 has presented the opportunity for a reconceptualisation based on the **empirical** findings of this study, to broaden the *reflective strategist* role in obtaining social intelligence as part of the environmental assessment process, to be used as input into enterprise strategy development – and based on its theoretical guidelines, not only at Airport X but also at any other profit, non-profit or governmental organisation.

6.5.1. Conclusions of the descriptive statistics

The most important finding of the **demographics** is that most senior managers (six of the seven respondents) identified Corporate Affairs as the environment that they considered when rating their perceptions of performance of the activities described in the questionnaire. It is thus concluded that most of them perceive Corporate Affairs (the portfolio that includes corporate communication) to be performing these activities that are part of environmental assessment, gathering social intelligence on stakeholders and issues -- the significance being that these activities have been conceptualised as operationalising the role of the *reflective strategist*.

There is however responses that point to the need for further investigation. Most important here are the responses of the Assistant General Manager: Client and Passenger Services who has selected only his own environment. This is concerning, given that this is a stakeholder focused environment and thus highlights a blind spot in that area. In contrast, the General Manager as well as the Assistant General Manager: Operations are the only ones who did **not** select Client and Passenger Services as an environment on which to base their perceptions of performance of activities. This is a gap to be explored, indicating that they do not see this environment as performing the activities in the statements. They have both selected *only* the Corporate Affairs environment, pointing to the fact that they perceive only the Corporate Affairs environment to be conducting such activities.

The findings of the **frequencies** as displayed by the **summary tables/simple statistics, bar graphs and doughnut charts** present valuable insights for this **intrinsic and instrumental**

case. While perceptions of performance are mostly being rated **high**, there is also a mix of **medium** as well as **low** ratings, pointing to areas where senior management interventions are required. However, most important are the insights provided by the consistently **high expectations** that senior management have for all activities, as indicated inter alia by the means (averages) of expectations being higher than '4' (on a scale of '1' to '5') for *all* activities. It provides a clear indication of the activities that, if performed, could ensure that the organisation takes an outward-in approach in their environmental assessment processes -- from highlighting how important it is to provide *social intelligence* in order to improve decision making in the organisation, to gaining an understanding of *stakeholder* expectations; having a comprehensive *environmental scanning* system in place to pick up early warning signals; and timeously identifying emergent trends and *issues*. These findings assist in informing the role the reflective strategist should play in obtaining *social intelligence*.

When interpreting the **doughnut chart** findings, it is important to note that while the summary tables/simple statistics and bar graphs employed a rating scale of *five* (**highest** '5', **high** '4', **medium** '3', **low** '2', **lowest** '1'), the doughnut charts order the **activity ratings into three** summary groups only (**high**, **medium** and **low**). The data in the **doughnut charts** reveal that seven of the 32 statements are rated as **high** ('5' and '4') by *all* (100%) of the respondents as it relates to their *expectations* for the activities described. This is an indication that the senior managers have **high** ('5' and '4') expectations for these activities to be performed in an organisation.

- It is notable that four of these seven statements are directly linked to the construct *environmental scanning/monitoring to obtain social intelligence* and relate to activities such as 'act as an early warning system' to help avoid issues turning into crises; maintaining an environmental scanning system to help gather social intelligence; obtaining intelligence about key interest groups; and monitoring the stakeholder environment in order to address unanticipated consequences for the organisation.
- One question which forms part of the *stakeholder assessment* construct relates to assisting senior management in understanding the communication implications of their strategic decisions on stakeholder groups.
- The two remaining statements are part of the *issues assessment* construct and relate to ensuring that issues are classified and logged so that they are better managed and that reputation risks are pointed out before they become issues.
- These responses provide a clear perspective of the activities that will positively enhance the role of the reflective strategist in an organisation. The activities which have received the **high** expectations ratings from 100% (all seven) of the senior managers become a guide for the reflective strategist to play a strategic role in the organisation and assist in achieving organisational goals.

- The high expectations ratings obtained from Airport X senior managers in this empirical study with regard to understanding stakeholders; encouraging stakeholder forums to obtain their buy-in; identifying reputational risks; and enlisting powerful stakeholders as partners point to a foundation theory of this study (and also of strategic communication management), namely Grunig's situational theory (Grunig & Repper, in Grunig, 1992:128), still being relevant to organisations of today and providing guidelines on how they should behave toward their stakeholders. This theory which posits that stakeholders move along a continuum from being *passive* to *active* publics as soon as they perceive a problem in the relationship with an organisation, can still be applied by organisations today (whether in the private, public, or non-profit sector).

With regards to the **simple statistics**, the most important finding is that the means (averages) for senior management **expectations** are four or higher for *all* 32 measurement questions (with '4' equalling **high** and '5' equalling **highest**) on the 5-point Likert scale used. With all the activities in the questionnaire having been conceptualised as representing the role of the reflective strategist, it is concluded that the Airport X senior management team have **high** expectations for the role of the *reflective strategist* (in gathering *social intelligence* as part of the environmental assessment process) and, as such, contributes to the (partial) achievement of Research Objective 3. The six questions below represent the activities most expected by Airport X senior management team (for a practitioner in the role of the reflective strategist).

- **Question 5:** Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage. This activity has the **highest** mean for expectations namely **4.857**.
- The following five questions all have means of **4,714**, the second **highest** means indicated:
- **Question 3:** Point out to senior management the difference between reality and management's internally constructed view of reality.
- **Question 10:** Monitor the stakeholder environment so that management can address unanticipated effects of consequences of company strategies/policies.
- **Question 15:** Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication).
- **Question 17:** Regularly invite stakeholders to provide inputs on the Airport's performance.
- **Question 18:** Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof.

Furthermore, the findings of the **simple statistics** affirm the findings of the **demographics** – the conclusion being that senior managers not only expect the activities (that have been conceptualised as activities of the reflective role for the measuring instrument), but also that they perceive that specifically Corporate Affairs are the ones performing (some/most of) them.

It points to senior management's expectations of Corporate Affairs and their perceptions of the contribution that environment makes to the business.

The **gap analysis** can be used to identify priorities for improvement. The greater the gap between the respondents' normative expectations (the extent to which they expect that an activity should *ideally* be performed) and their perceptions of performance (the extent to which an activity actually is performed in Airport X), the greater is the concern/need for improvement. Activities with lower or smaller gaps generally indicate more satisfactory performance.

The **gap analysis** reveals that the construct *Environmental scanning/monitoring to obtain social intelligence* contains the eight activities with the biggest gaps (all greater than one). The activity with the **highest** gap in the study (**1,71**) and thus the one that most needs an intervention to improve performance is: *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans*. The only activity in the *Stakeholder assessment* construct with a gap greater than one (**1,43**) is: *Regularly invite stakeholders to provide inputs on the Airport's performance*. Similarly, the construct *Issues assessment* also has only one activity with a gap greater than one (**1,10**) namely *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable*. These two activities thus need interventions to improve performance in order to fulfil senior management expectations.

The construct *Environmental scanning/monitoring to obtain social intelligence* thus contains the activities with the greatest need for interventions to change current behaviour, so as to improve senior management's perceptions of performance ratings in order to satisfy their expectations. The construct *Issues Management* contains the two smallest gaps of all the activities.

6.5.2. Conclusions of the inferential statistics

Paired sample t-tests have been employed to analyse the data generated by the descriptive survey. While inferential statistics allows inferences to be made and observations to be generalised, in this research (because there were only seven respondents), observations cannot be generalised to the population but only to the senior management team of International Airport X.

The guiding hypothesis set at the onset of the study has played an important role to inform this **intrinsic** and **instrumental case**. The inferential statistics present important findings relating to the concept of *social intelligence* (and its three constructs) and the potential role of the *reflective strategist* therein.

The majority of the hypotheses (eight out of 11) for the **construct *Environmental scanning to obtain social intelligence*** indicate a significant difference between senior management expectations and their perceptions of performance of these activities. Because of the significant difference, it can be inferred that the extent to which senior managers expect these activities is relatively high in comparison with their perceptions of the performance of the 11 activities that form this construct.

A number of recommendations have been made in Chapter 5 to decrease the gap between the expectations and perceptions of performance for the activities in the construct *Environmental scanning to obtain social intelligence* such as putting systems in place for the early identification of trends, emerging and current issues before they turn into strategic issues with possible reputation consequences for the company; always keeping *reputation* risk front of mind (referring to any stakeholder or public perception that threatens to damage or contradict the Airport's reputation -- since all other risks can become reputation risks, the latter is seen as the 'meta-risk'); implementing research methods such as corporate communication audits, corporate image studies, social audits and longitudinal studies; and giving consideration to revise/expand the current formal and informal research processes in place.

Other recommendations to lower the gap between expectations and perceptions of performance for the activities in the *Environmental scanning* construct include the following: to give consideration to improving/expanding the current environmental scanning processes with regard to interest/pressure groups to learn about their causes; to use media monitoring services as an important tool to identify issues which might adversely impact the airport and the related interest/activist groups; to routinely assess the corporate climate and timeously identify opportunities and threats as they arise out of the interaction and relationships with other groupings or individuals.

For the activities where expectations and perceptions are performance are aligned, recommendations to improve or maintain performance have also been made, e.g. to stay up to date with frameworks such as the ISO 26000 **Guidance on Social Responsibility and the King Reports on Governance**; adopting an **approach** to bring an 'outside' perspective to senior management so they can stay in harmony with their environment and obtain a 'licence to operate' from society; and remaining informed about current stakeholder and societal expectations, values and norms -- for instance by being exposed to strategic stakeholders and/or opinion leaders in person, or through mass media analyses.

Ten of the 13 hypotheses that test the ***Stakeholder assessment*** construct indicate no significant difference between senior management expectations of these activities and their perceptions of performance. These findings point to senior management having a positive view

of performance for the activities making up the *Stakeholder assessment* construct. Recommendations have however also been made for further improvement such as consistently sharing stakeholder views on critical matters with senior management, thereby providing them with the stakeholder perspective as well as considering various scenarios in the event that stakeholder views are not adopted or considered. Solutions should be sought with a 'win-win' approach, e.g. provide one-on-one support to the senior managers in preparation for any of their stakeholder sessions -- particularly as it relates to simplifying complex concepts and discussions. Preparatory sessions can include working through possible questions and answers and, where necessary, ensure clear position statements around critical matters.

Other recommendations include for the reflective strategist to be the 'stakeholder proxy' – spending considerable time with, and giving attention to stakeholders so as to know and understand their values and concerns in order to translate those back into the business; recognising stakeholders as partners who create value through collaborative problem solving; and putting in place regular sessions (if not already in existence) to share business plans and align planning priorities. It remains good practice to make sure that a strategy, context, objectives and scope for stakeholder engagement are always in place.

When compared to the other two constructs, the activities of *Issues assessment* have the least differences between senior management expectations and perceptions of performance. Of the eight hypotheses that test this construct, seven indicates no significant difference. It can thus be inferred that expectations and perceptions of performance are closely aligned for the activities that make up the *Issues assessment* construct. A number of recommendations have been made to ensure that this positive outlook remains, such as the following: ensure that communication priorities are aligned to business priorities; measure the outcomes so that the contribution made to business success is well articulated and formally recorded, highlighting the important strategic contribution that the communication/corporate affairs environment can make; monitor trends and issues over scheduled periods and routinely report them to assist with identifying trends and potential risks earlier. Continuously making this information available to senior management is an important tool to proactively manage the company's reputation and leverage the skills and expertise of the team when dealing with the various stakeholder issues. A matter of importance in this regard is to maintain an Issues Log, a Strategic Issues Register and a (Reputation) Risk Register, which will assist in ensuring that issues are presented in a formal and structured way, for further consideration.

The hypotheses tests thus indicate that the activities of the construct *Environmental scanning to obtain social intelligence* have far more significant differences between senior management expectations and their perceptions of performance than the activities of the constructs

Stakeholder assessment and *Issues assessment*. This evidence points to making it a priority for the senior management team of International Airport X to intervene and improve the processes around *Environmental scanning and monitoring*. It is noted in the problem statement that the Airport “needs a dedicated division to conduct environmental scanning in the stakeholder and issues environment on a regular basis” which is thus supported. The findings reported above address the **intrinsic case problem** and substantial recommendations and solutions have been provided in this respect.

6.5.3. The role of the *reflective strategist* in providing ‘actionable’ *social intelligence*: A reconceptualisation

In Chapter 5, the author of this study reconceptualised the role of the *reflective strategist* based on the findings of both the descriptive and the inferential statistics. The foundations of that reconceptualisation (which is presented below) are the 32 activities in the measuring instrument for which the senior management of International Airport X consistently had high expectations.

Social intelligence is an outcome of the process of *environmental assessment*. It is a systematic and ethical process of defining, gathering, analysing, interpreting and distributing intelligence about stakeholders and issues to be used by senior management as input into enterprise strategy development, thereby assisting with the achievement of the organisation’s strategic goals.

Through a comprehensive environmental scanning (and monitoring) system to gather *social intelligence* in the macro/societal environment, the *reflective strategist* provides an ‘outside- in’ view to senior management to enlighten them about societal/stakeholder expectations for socially responsible behaviour and brings to their attention the importance of ensuring that their behaviour is in line with societal values and norms, so that the organisation’s behaviour can be adjusted accordingly. The *reflective strategist* advises senior management on how to present their strategies/policies to stakeholders (internal or external) and acts as an advocate for key stakeholders by explaining their (often competing) expectations/values to senior management. This creates clarity regarding the difference between reality and management’s internally constructed version of reality, ensuring a balance between organisational goals and the well-being of society. This builds trust with stakeholders and obtains legitimacy for the organisation as a good corporate citizen.

The *reflective strategist* conducts social audits to obtain societal and stakeholder values, expectations and norms to be considered and make adjustments when developing organisational strategies. By regularly conducting advanced mass media analysis to understand societal views and concerns, key inputs are obtained that can be used in strategic

decision making. Valuable *social intelligence* is hereby gained on interest groups/activists who seek to influence public policy with a direct bearing on the organisation, which allows for a proactive response and thereby aids the sustainability of the organisation.

The *reflective strategist* assists senior management to understand the public relations/communication implications of strategic decisions for stakeholder/interest groups by actively listening to stakeholders (e.g. by attending key stakeholder events) and not only communicating to them (i.e. practising 2-way communication). *Social intelligence* thereby enables an understanding of the importance of the stakeholder inclusive model in gaining information which assists senior management to enlist powerful stakeholders as active partners by regularly inviting them to provide inputs on the business performance at stakeholder forums so that they share their business knowledge to solve problems collectively. This obtains stakeholder buy-in for business priorities and makes them co-creators thereof.

In applying a coordinated approach to external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder, *social intelligence* is gained which assists senior management in considering the legitimate interests and expectations of stakeholders. This enables a stakeholder inclusive model which is in the best interests of the organisation.

Social intelligence offers a means of identifying organisational problems/issues that communication can solve or explain. It assists to prioritise communication activities (ensuring integration/co-operation) by leaning on issues/risk management reviews. Having a broad ranging perspective, the *reflective strategist* classifies/prioritises/records issues in the organisation's Issues Log to make them more manageable and recommends how the business should respond to the threat of major trends/issues/reputation risks -- pointing out when a reputation risk actually materialises and becomes an issue that should be addressed in the issues management process.

By monitoring the stakeholder and issues environment at specified intervals (e.g. identifying reputation risks monthly), the *reflective strategist* acts as an 'early warning system' to senior management before issues erupt into crises or reputation damage. This valuable *social intelligence* assists management to co-ordinate resources to strategically influence the development of issues to the organisation's benefit and to address unanticipated effects or consequences of organisational strategies and policies. It also provides information about the interest groups/activists who seek to influence public policy due to their vested interest in the organisation. This provides the opportunity to timeously initiate dialogue with pressure groups limiting the organisation's autonomy (e.g. community groups/environmentalists) and thereby enable business sustainability.

All of these activities translate into the *reflective strategist* being in a position to provide 'actionable *social intelligence*' as a necessary activity for business success.

6.5.4. Conclusion

The discussion of the empirical findings in Chapter 5 is an indication of the high expectations of the senior management team of Airport X for the role of the *reflective strategist*. With regard to the questionnaire with 32 statements, research results indicate that senior management find the activities that operationalise the three constructs *Environmental scanning to obtain social intelligence*, *Stakeholder assessment* and *Issues assessment* as relevant. It clearly points to processes that should be put in place and activities that should be performed at the Airport. The results also show that most of the respondents expect the activities to be performed and undertaken by the communication environment (Corporate Affairs). In so doing it addresses the **intrinsic case problem**.

The highest gaps between *expectations* and *perceptions of performance* were within the environmental scanning construct. This indicates senior management expectations associated with social intelligence and the business needs it addresses. The expectations levels for this construct were particularly high, while perceptions of the performance were not. The study findings also point to the expectations for social intelligence as input into enterprise strategy development.

This research provided evidence of the role that the reflective strategist can play in an organisation. Senior managers want early triggers about potential issues: they want to know and understand stakeholder priorities; how issues can turn into reputational risks; and they see the communication environment playing the leading role in this regard. The findings empirically verified the extent to which the senior managers of International Airport X expect that boundaries be spanned so as to bring much needed *social intelligence* into the business -- namely that the values, norms and expectations of stakeholders be shared within the organisation so that a real situational awareness is created; that 'early warning' triggers are critical to prevent issues turning into crises; and that 'speaking' on behalf of the organisation is as important as 'listening'.

6.6. OVERALL RECOMMENDATIONS

Based on the problem stated and the achievement of the research objectives, recommendations are made with regard to the theoretical and empirical findings of this study.

6.6.1. Recommendations for Airport X to address the findings of the *intrinsic* and *instrumental* case problems

In Chapter 1, the problems for this *intrinsic* and *instrumental* case study are (inter alia) stated as follows:

Intrinsic case problem: *The importance of the environmental assessment process focused on obtaining social intelligence does not seem to be fully understood, structured or formalised within Airport X.*

Instrumental case problem: *To gain a theoretical understanding of the reflective strategist role at the present time and an initial understanding of social intelligence.*

Recommendations are the following:

- That the findings that address the *intrinsic and instrumental case problems* be reviewed by senior management and be shared with the next level of management in order to create broader awareness.
- That these findings are also shared with sister airports for the learning to be adopted.
- That the process for environmental assessment is formalised.
- That scanning domains are assigned to the different divisions.
- That the *social intelligence* gathered be reviewed on a monthly basis with relevant plans put in place to address the areas for improvement.
- That stakeholder engagement plans are developed with consideration for the *social intelligence* gained.
- That responsibility for which environment assumes responsibility for which stakeholder is formalised.
- That the gaps in perceptions are addressed with regard to which environment is to lead the activities conceptualised as being the responsibility of the *reflective strategist*. (It is one of the findings of the research that the Assistant General Manager: Client and Services is the only one who selected only his *own* environment as being responsible for the rated activities, pointing to a gap that should be addressed).
- That a series of workshops is held for staff responsible for implementation to explain the findings of the research and its relevance to the business.

6.6.2. Recommendations for creating awareness of the findings in academia and industry

- That the findings are presented at international and national academic conferences.
- That the findings of the research are published in academic journals and also in the form of a textbook/management reader.
- That a contribution towards theory building on the little-known subject of *social intelligence* will have been achieved in the event that an international academic journal accepts the manuscript that is to be submitted on this topic.
- That the empirical data are made available to institutions of learning who teach corporate communication (both academic and industry).
- That the findings are presented at PRISA, the IABC as well as other relevant local practitioner conferences.
- That the findings of the research are published in industry publications.
- That a series of workshops is held to introduce the research findings and its practical relevance to practitioners, possibly in co-operation with professional associations such as PRISA and the IABC (as well as in-house for large companies, if interested).
- That a short course be developed to introduce the research findings, its theory and practical relevance to senior practitioners, possibly through the PRISA Education and Training Centre, other training institutions or in-house at companies.

6.6.3. Industry recommendations for practitioners (and their managements)

- That it should be decided by the management of an organisation which function/department/division should lead and/or implement the activities conceptualised as being the responsibility of the *reflective strategist*.
- That the *reflective strategist* and senior practitioners demonstrate the strategic contribution they make to the organisation in a structured way.
- That the *reflective strategist* and senior practitioners should not 'be afraid' to have their voices heard and actively make contributions to senior management.
- That the *reflective strategist* and other senior communication practitioners actively help the organisation to understand the societal context within which they operate.
- That the *reflective strategist* and other senior practitioners formalise and lead the process of *environmental assessment* and assist business with formally creating domains for scanning which can be assigned to relevant function/departments.
- That the *reflective strategist* and senior practitioners consider *environmental scanning* as an important research tool and recognise the importance and value it can bring to the organisation.

- That the *reflective strategist* and senior practitioners formalise the way in which *social intelligence* is shared within the organisation so that it is clearly identifiable as such by senior management.

6.6.4. Further research

Recommendations are made for basic and introspective research, as well as for strategic and applied research.

6.6.4.1. Basic and introspective research

Basic (pure) research builds theory and aims to increase the body of knowledge and understanding in the field. It focuses on the processes underlying the field of corporate communication. Introspective research looks inwardly at the profession.

- That further exploratory and empirical research is conducted to provide a clearer understanding of the interrelationship of the concepts *reflective strategist* role, *social intelligence* and *environmental assessment*.
- That an empirical study be conducted to determine the extent to which organisations that are well aligned to their societal context perform better than those who are not.
- That further research is conducted on the role of the *reflective strategist* in the process of environmental assessment.
- While this study focused on the ‘what’ that needs to be investigated in environmental assessment, that further research is conducted on the ‘how’ it is to be done.
- That research is conducted on how organisations implement environmental scanning so that others can learn from it.
- That the activities identified to broaden the *reflective strategist* role conceptually be further explored or measured as statements in future quantitative research.
- That the conceptualisation of *social intelligence* in Chapter 3 (an important contribution of this study) be further researched.
- Further research into the concept of *social intelligence* will make a meaningful contribution to both the corporate communication and strategic management domains.
- That further research is conducted on the concept of *social intelligence* and its contribution toward the organisation’s ‘social license to operate’.
- With the inputs obtained through the questionnaire statements there will be value (especially for practitioners in the field) should a further defined framework for obtaining *social intelligence*, reflecting the role of the *reflective strategist*, be developed. This will give practitioners a clear roadmap on the approach and process to be followed. These inputs also offer a clear indication regarding the ‘what’ that is expected from senior managers and ‘how’ to obtain it.

- That the identification, classification and prioritising of stakeholders (by the *reflective strategist*) as an integral part of the strategic management of corporate communication be investigated, both qualitatively and quantitatively.
- That the identification and categorisation of publics and activists by senior managers in organisations be investigated, both qualitatively and quantitatively, as an integral part of the strategic management of corporate communication.
- That the process of issues management, as an integral part of the strategic role of the *reflective strategist* be investigated, both qualitatively and quantitatively.

6.6.4.2. Strategic and applied research

Strategic research is used in strategy formulation and planning. **Applied** research helps decision makers make practical decisions. Results are applied to practical problems.

- That the influence of senior management's world-views on playing the role of the *reflective strategist* in their organisations be investigated.
- Research on which function/department/division in the organisation is responsible for the activities of the *reflective strategist*, i.e. whether it is to be performed by the strategy division, the corporate affairs division, from the office of the CEO or another division.
- Research into the extent to which the *reflective strategist* role is currently being performed in organisations and which activities are being implemented (or not).
- Explore the extent to which the *reflective strategist* role exists in organisations (regardless of which department/division is performing it) in relation to the financial performance of the organisation.
- That research is conducted on organisations that actively scan the environment and compare their competitiveness to those that don't -- thereby exploring the value proposition of environmental assessment.
- Explore the extent to which a *reflective strategist* impacts the culture of the organisations where this role is being performed.
- That the quantitative study described in Chapter 5 be followed by a qualitative study— further exploring those statements which received low (and high) responses from the senior managers.
- Explore the extent to which the seven activities that are rated **high**, according to the expectations of 100% of the seven senior management members of Airport X, are indeed being performed by corporate communication practitioners.

6.7. LIMITATIONS OF THE STUDY

The following are regarded as the most important limitations of the study:

- When the questionnaire was developed, it was done so based on the secondary research (the literature review) and prior to any of the conceptualisations in Chapters 2 and 3. Given this, the questionnaire and thus the results of the empirical research in Chapter 5 do not include the activities of the newer roles that conceptually broadened the *reflective strategist* role. To address this limitation, Chapter 5 does conclude with a further broadening of the conceptualisation of the *reflective strategist* role in the process of environmental assessment focused on obtaining social intelligence as an input into strategy development. However, this broadening of the conceptualisation is based on the 32 activities in the questionnaire (for which senior management had high expectations).
- There is limited information available in the literature on *social intelligence* which has necessitated that this research leans on the literature of competitive intelligence in marketing to conceptualise social intelligence, pointing to the need for further research to be done in this regard.
- Given the small sample size, the findings of this study cannot be generalised to the population. This is due to the fact that there are only eight senior managers at Airport X and the seventh was excluded from the research, being the author of this study.
- Senior management's world-views and the communication approach practised by the organisation can have a significant influence on the role played by the *reflective strategist*. These factors were not taken into consideration in this study.

6.8. CONCLUSION

This multidisciplinary intrinsic and instrumental case study on International Airport X spans the domains of corporate communication and strategic management. It addressed the **intrinsic and instrumental case problems** by **achieving its major research objective** namely to **explore, describe** and **reconceptualise** the role of the *reflective (communication) strategist* in obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation, to be used as input into enterprise strategy development.

In **Chapter 2** in the exploratory research phase, a **conceptual analysis** of the literature on the *reflective strategist* role in the corporate communication domain resulted in the **development of a measuring instrument** to operationalise the reflective strategist role for the descriptive survey (a theoretical contribution). It included eight purified items from the original research in the beginning of the century (all of which were reaffirmed in the descriptive survey). **Research Objective 1** was achieved by identifying activities from more recent roles

research during the last decade to broaden the reflective strategist role conceptually, making a contribution in addressing the *instrumental* case problem.

Through the conceptual analysis of the strategic management literature in Chapter 3, **social intelligence was conceptualised** which achieved **Research Objective 2**. In addition, two more theoretical contributions emerged through the exploratory research:

- The first was a **broadening of the metatheoretical framework of Chapter 3**, which originally consisted of the outside-in (macro) approach to *environmental scanning*; the (inclusive) *stakeholder* approach; and the (broad) *issues* approach. Because it was noticed that their assumptions were similar to those of the *reflective paradigm* from the corporate communication domain, the four approaches were synthesised to form an overarching metatheoretical framework for this multidisciplinary study.
- The second contribution was the following: After explicating the constructs *stakeholder assessment* and *issues assessment* in Chapter 3, it became apparent to the author that the **situational theory** from the corporate communication domain could **strengthen stakeholder assessment and issues assessment** (which are two of the three steps/phases in the process to obtain *social intelligence*). It was added specifically to their sub constructs *stakeholder analysis/segmentation* and *issue analysis/categorisation* to provide conceptual clarity and direction in classifying/categorising/prioritising *passive* stakeholders who turn into *aware/active/activist* publics that emerge around *issues* (and cause reputation damage in the process).

The above basic and introspective research findings contribute substantially towards addressing the *instrumental* case problem of this study. It also contributes to the body of knowledge in corporate communication and strategic management with regards to providing some conceptual clarity on the *reflective strategist* role, *social intelligence* and *environmental assessment*. Furthermore, the various theoretical insights obtained by means of the exploratory research demonstrate not only the value of exploratory research, but also of using a guiding hypotheses and an existing framework to provide conceptual and theoretical direction.

Both Chapters 2 and are focused on finding a deeper understanding through the relevant literature of the role of the *reflective strategist* in gathering *social intelligence* in the process of *environmental assessment*. These chapters point to the requisite behaviours the organisation must adapt to ensure it is aligned to its societal context; and how understanding stakeholder priorities, values and norms, and a broad issues approach can lead to organisations not only securing its operating license, but also its social license to operate. This is especially relevant in the context of Airport X, where an operating license is required (based on safety and security

measures), but the social license to operate is obtained from its neighbouring communities, some of the most vulnerable in the Province.

The insights obtained in Chapters 2 and 3 point to the fact that an organisation that adopts these characteristics -- an inclusive stakeholder approach, a broad issues approach, and a strategic (listening) approach to communication -- is able to adapt easier to complexities in its environment, grow organically into the future, and can prevent being in discord with its environment. The results of the literature reviews in the two domains reveal how interrelated the role of the strategist is to the process of environmental assessment while obtaining social intelligence as an input into enterprise strategy development – the latter an overarching societal/stakeholder oriented strategy that addresses the political and social legitimacy of an organisation and its relationship with society.

While Phase 1 of this study is exploratory research, the **focus of Phase 2 is a descriptive survey**. The major reason for using a questionnaire for such a small sample was the difficulties experienced in surveying top management teams because of their time constraints. Also, it is a means of establishing the purpose of the research through the statements provided; of providing a common framework amongst the respondents; and as an educational tool to ‘inform’ the senior management team of Airport X about the latest thinking on *environmental assessment* and the *reflective strategist* focused on obtaining *social intelligence*.

Chapter 5 provides the empirical findings of the study which **address the *intrinsic case problem***. As strategic and applied research, the findings are of interest and relevance for the senior management team of Airport X. They also address **Research Objective 3** namely: To investigate, by means of the descriptive survey, senior management’s *expectations* and *perceptions of performance* with regard to gathering *social intelligence* as part of the *environmental assessment* process at Airport X (to be used as input into enterprise strategy development at the societal/macro level of the organisation) and the potential role of the *reflective strategist* therein.

The descriptive statistics point to the **high** expectations levels of the majority of respondents with regard to the activities in the questionnaire and provide clear direction relating to the types of activities to be performed in gathering social intelligence in the environmental assessment process. The means (averages) for senior management **expectations** for **every one** of the 32 statements are higher than ‘4’ (on a scale of ‘1’ to ‘5’). As these statements have been developed to operationalise the *reflective strategist* role, it also indicates an expectation for this role *per se*. With regards to the eight statements from the 2000 and 2006 role indices (that verified the strategist role *initially*) that have been included here, the **high** frequency ratings for

these eight statements contribute towards affirming the activities as being core to the role of the *reflective strategist*.

The findings of the hypotheses tests indicate that the senior management team of International Airport X are to intervene and improve the processes around environmental scanning and monitoring (eight of the 11 hypotheses show significant differences on this construct). This finding confirms the *intrinsic* problem statement that the Airport “needs a dedicated division to conduct environmental scanning in the stakeholder and issues environment on a regular basis”.

The empirical findings led to the reconceptualisation of the role of the *reflective strategist* in providing ‘actionable’ social intelligence *based specifically on the empirical findings of the descriptive survey*. This addressed the **intrinsic case problem** of the study and also achieved **Research Objective 4: To reconceptualise the *reflective strategist*** as a role that focuses on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation (to be used as input into enterprise strategy development).

Organisations need to obtain *social* intelligence through the *reflective strategist* to be able to practice corporate social/societal responsibility and good corporate governance; be a good corporate citizen; obtain the licence to operate from society; and achieve the strategic organisational goal of sustainability. In order to do so, they need to adopt a structured, formalised environmental assessment approach where senior management *listens* to, interacts with, and obtains feedback from their external (and internal) environment on a regular basis. Failing which, their future sustainability will be under threat.

In conclusion, it needs to be mentioned that this study touched on some of the most important problems in the corporate communication domain, as identified by Grunig (in Grunig, 1992:6) and still remain at present to a considerable extent. They have been addressed by this study as follows: It outlines corporate communication’s contribution on the strategic or macro level of an organisation; obtains the support of senior management (of Airport X) for the corporate communication function by highlighting the value that can be brought to their respective portfolios (departments/divisions) and the business overall; increases understanding of the roles and behaviours of corporate communication practitioners by providing the perspective of senior management (at Airport X) with regard to key activities to be performed by the reflective strategist -- thereby addressing a major weakness of roles research over the last three decades, which has been focused on self-reports from the perspective of practitioners (*introspective research*); creates understanding of the importance of environmental scanning in the process of obtaining social intelligence and provides basic guidelines for it (*basic research*); and explains the identification and management of stakeholders and issues as an

important activity of a practitioner in the role of the *reflective (communication) strategist* in the process of *environmental assessment*.

Grunig (2006:151-176) has since reiterated these problems, stating that the strategic role and contribution of corporate communication to organisational strategy development and decision making are, in many instances, still not understood by senior management or other organisational functions, or even by corporate communication practitioners themselves. In recent years this view has been repeated by European academics such as Verčič and Zerfass (2016:271) in stating that the most important strategic issue for the corporate communication profession continues to be that many practitioners are not able to link business strategy and communication. This study made a contribution towards improving the aforementioned situation by achieving its major objective, its findings being that it is the role of the *reflective strategist* to focus on obtaining *social intelligence* as part of the *environmental assessment* process at the societal (macro) level of an organisation, to be used as input into its enterprise strategy development processes.

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APPENDIX A FREQUENCIES

APPENDIX A.1: Frequency tables and charts for Question 2 - 32

Question 2: *Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society*

The summary table (Table A-1 below) shows that four senior management members have the **highest** and one has **high** expectations for this activity, while two have **medium expectations** (with no **low** scores recorded). Three members have **high** and three have **medium** perceptions of performance, while there is only one member with a **low** score.

Table A-1: Question 2 summary table of frequencies and simple statistics for senior management's expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	1	2	0	0	7	4,29	0,95
	Percentage	57,1%	14,3%	28,6%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	3	1	0	7	3,29	0,76
	Percentage	0,0%	42,9%	42,9%	14,3%	0,0%			

This activity has a mean for senior management expectations of $M = 4.29 \approx 4$ (**high**) and a mean of $M = 3.29 \approx 3$ (**medium**) for their perceptions of performance.

The standard deviation for expectations ($SD = 0.95$) is bigger than the standard deviation for perceptions of performance ($SD = 0.76$). Although both standard deviations are small and clustered around the mean, the ratings for perceptions of performance are more clustered around the mean since the standard deviation of perceptions of performance is smaller.

The bar graphs clearly indicate that the majority, namely four senior management members, expect this activity to the **highest** extent, while three of them perceive the extent to which it is being performed to be **high** and three as being average (**medium**).

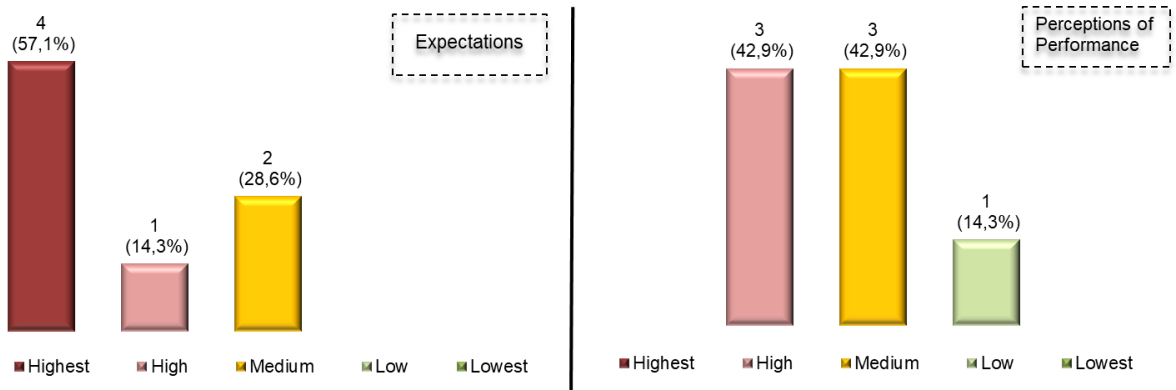


Figure A-1: Question 2 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

According to the doughnut chart, 71,4% of respondents have **high** expectations that *An outside-in view will be provided to senior management by representing social intelligence to ensure a balance between company goals and the well-being of society*. Precisely 28,6% of respondents have **low** expectations for this activity. Of all the respondents, 42,9% have **high** perceptions of performance and 42,9% have **medium** perceptions of the performance of this activity.

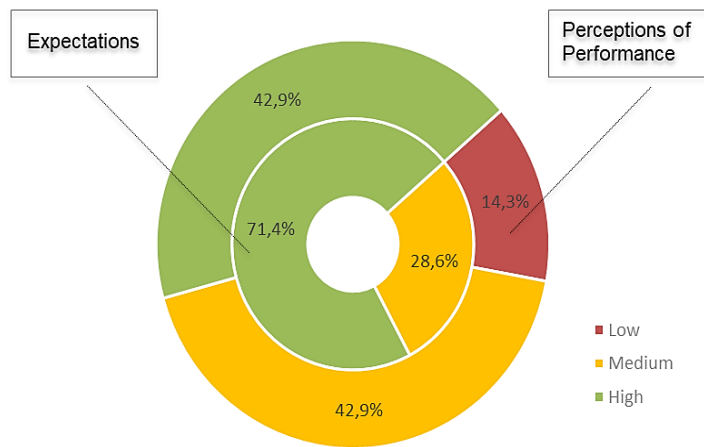


Figure A-2: Question 2 doughnut chart of expectations and perceptions of performance

Question 3: *Point out to senior management the difference between reality and management's internally constructed version of reality*

The summary table (Table A-2 below) shows that six members of senior management have rated the **highest** and one **medium** for their expectations of this activity, with no **low** scores selected. In comparison, four members have **medium** perceptions while two have **high** perceptions of performance. Only one senior manager has the **highest** perceptions of performance for this activity.

Table A-2: Question 3 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	6	0	1	0	0	7	4,71	0,76
	Percentage	85,7%	0,0%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	2	4	0	0	7	3,57	0,79
	Percentage	14,3%	28,6%	57,1%	0,0%	0,0%			

On average, senior management expectations are $M = 4,71 \approx 5$ (**highest**) and their perceptions of performance are $M = 3,57 \approx 4$ (**high**).

The standard deviation for expectations (SD = 0.76) and perceptions of performance (SD = 0.79) are almost equal, indicating that the dispersion around the mean for expectations and perceptions of performance are almost the same – the responses for both therefore being uniform or consistent.

The bar graph shows that senior management's normative expectations for this activity are **high** with six respondents selecting the **highest** ranking and one selecting **medium**. There are no **low** scores. Four respondents rate their perceptions of performance as **medium**, two as **high** and only one has given the **highest** rating.

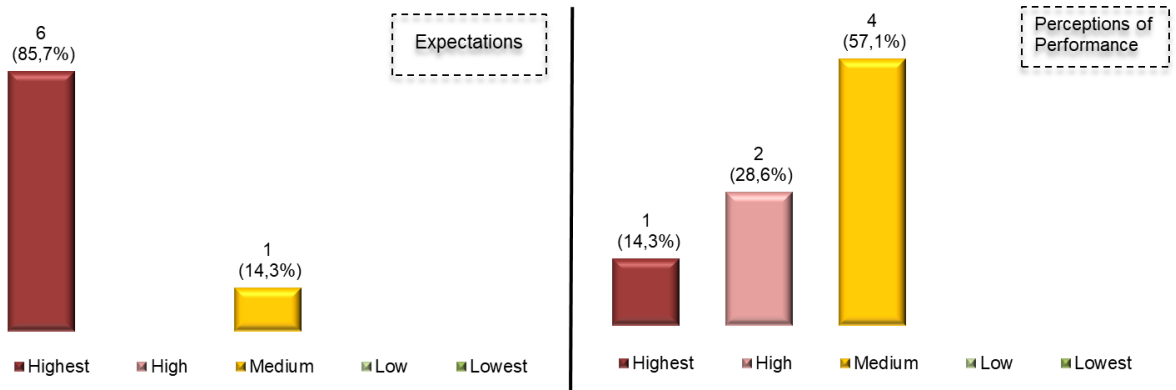


Figure A-3: Question 3 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Here one sees that 85,7%% of senior management have **high** expectations for the activity *Point out to senior management the difference between reality and management's internally constructed version of reality*. On the other hand, 57,1% of respondents rate their perceptions of performance for this activity as **medium** while the remainder (42,9%) rate them as **high**. There are no **low** ratings for perceptions of performance for this activity.

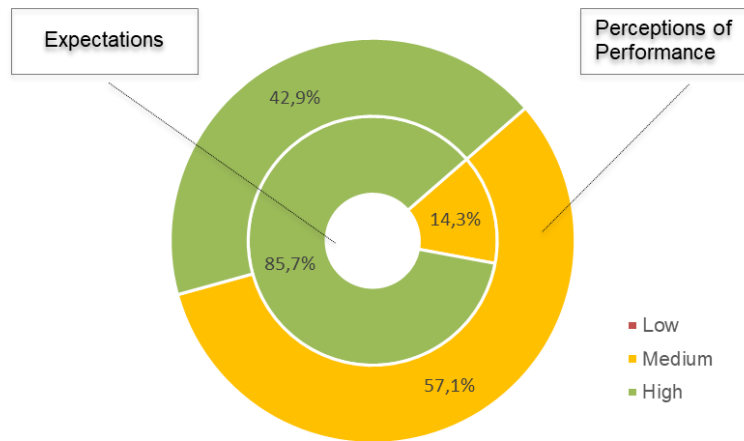


Figure A-4: Question 3 doughnut chart of expectations and perceptions of performance

Question 4: *Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly*

The summary table (Table A-3 below) indicates that senior management have **high** expectations of this activity with three members rating **highest** and three rating **high**. There are no **low** scores encountered for this activity. The perceptions of performance are also **high** with three senior managers rating **high**, three rating **medium** and one senior manager selecting the **highest** rating.

Table A-3: Question 4 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	3	1	0	0	7	4,29	0,76
	Percentage	42,9%	42,9%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	3	3	0	0	7	3,71	0,76
	Percentage	14,3%	42,9%	42,9%	0,0%	0,0%			

On average, senior management rate their expectations $M = 4,29 \approx 4$ (**high**) and their perceptions of performance $M = 3,71 \approx 4$ (**high**).

The standard deviation for expectations ($SD = 0.76$) and perceptions of performance ($SD = 0.76$) are identical. This shows that the responses for both expectations and perceptions of performance are identically dispersed around the mean, indicating uniform or consistent ratings.

The bar graphs show that senior management's normative expectations for this activity are **high**, with three respondents selecting the **highest** rating and three others **high**. There is one **medium** rating and no **low** rating. Three respondents rate their perceptions of performance as **high** and one as **highest**, while three respondents rate their perceptions of performance for this activity as **medium**.

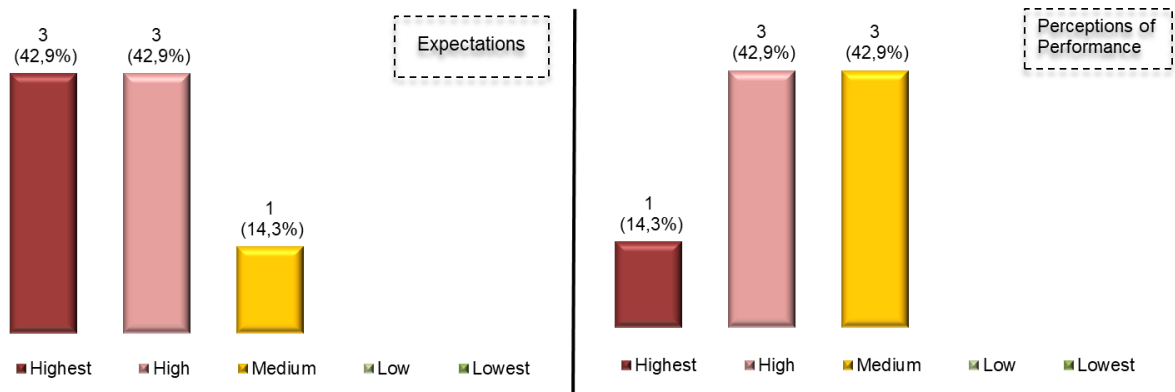


Figure A-5: Question 4 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Here one sees that slightly 85,8% of senior management has **high** expectations for the activity and there are no **low** expectations for *Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly*. Precisely 57,2% of respondents have **high** and 42,9% have **medium** perceptions of performance, with no **low** scores recorded.

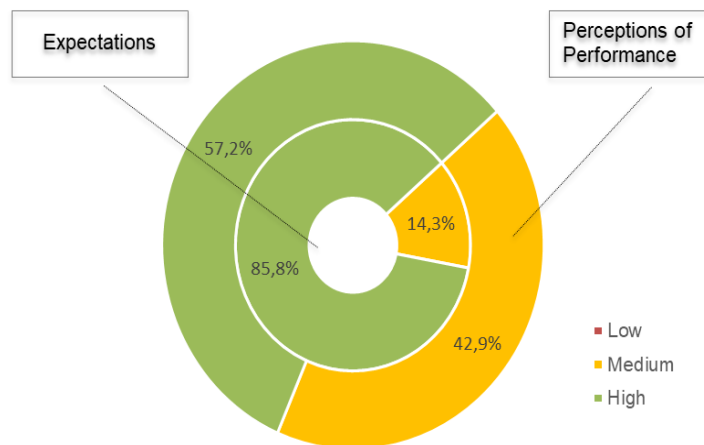


Figure A-6: Question 4 doughnut chart of expectations and perceptions of performance

Question 5: *Act as an ‘early warning system’ to senior management before issues erupt into crises or reputation damage.*

The summary table (Table A-4 below) shows that senior management’s expectations for this activity are **high** with six senior managers selecting the **highest** rating and one selecting **high**. There are no **low** ratings for this activity. This is in contrast to the ratings for the perceptions of performance where there is one **highest** and three **high** ratings, but also two **medium** and one **low** score for perceptions of performance for this activity.

Table A-4: Question 5 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	6	1	0	0	0	7	4,86	0,38
	Percentage	85,7%	14,3%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	3	2	1	0	7	3,57	0,98
	Percentage	14,3%	42,9%	28,6%	14,3%	0,0%			

On average, senior management rate their expectations $M = 4,86 \approx 5$ (**highest**) and their perceptions of performance $M = 3,57 \approx 4$ (**high**).

The standard deviation for expectations is 0.38 and the standard deviation for perceptions of performance is 0.98. Although both standard deviations are relatively small and concentrated around the mean, the ratings for expectations are much more tightly concentrated around the mean than the perceptions of performance ratings.

The bar graphs clearly indicate that the majority, namely six senior management members expect this activity to the **highest** extent, and one expects it to be **high**. While three of them perceive the extent to which it is being performed to be **high** and one to be the **highest**, there are two who perceive perceptions of performance to be average (**medium**) and one as **low** for this activity.

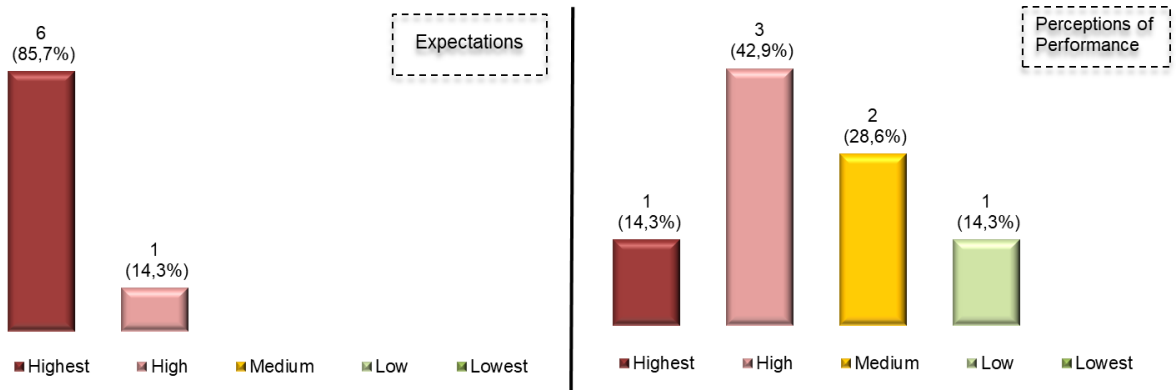


Figure A-7: Question 5 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Here one sees that 100% of senior management have **high** expectations for the activity *Act as an ‘early warning system’ to senior management before issues erupt into crises or reputation damage*. Precisely 57,2% of respondents have **high** perceptions of performance for this activity, with 14,3% having **low** perceptions of performance. The remainder of respondents (28,6%) have **medium** perceptions of performance.

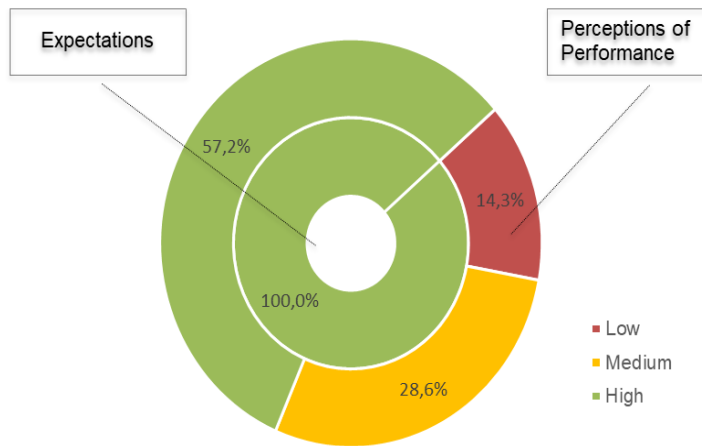


Figure A-8: Question 5 doughnut chart of expectations and perceptions of performance

Question 6: *Maintain a comprehensive environmental scanning system for gathering social intelligence*

The summary table (Table A-5 below) shows that senior management’s expectations for this activity are **high** with three respondents selecting the **highest** rating and three respondents selecting **high**. There are no **low** scores. This is in contrast to the ratings for the perceptions of performance which are spread across the rating scale between **high**, **medium** and **low**. Only two senior managers select **high** as a rating, while the remainder of responses are split with three selecting a **low** score and two selecting a **medium** score.

Table A-5: Question 6 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	4	0	0	0	7	4,43	0,54
	Percentage	42,9%	57,1%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	2	2	3	0	7	2,86	0,90
	Percentage	0,0%	28,6%	28,6%	42,9%	0,0%			

On average, senior management rate their expectations $M = 4.43 \approx 4$ (**high**) and their perceptions of performance $M = 2,86 \approx 3$ (**medium**).

The standard deviation for expectations is small ($SD = 0,54$) indicating uniform responses around the mean, while the standard deviation for the perceptions of performance is bigger but still below 1 ($SD = 0.90$). This means that the ratings are concentrated around the mean.

The bar graphs clearly indicate that senior management members have **high** expectations of this activity, with three members selecting the **highest** ranking. On the contrary, three of them perceive the extent to which it is being performed to be **low**, while two perceive them as average (**medium**) and two perceive them as **high**.

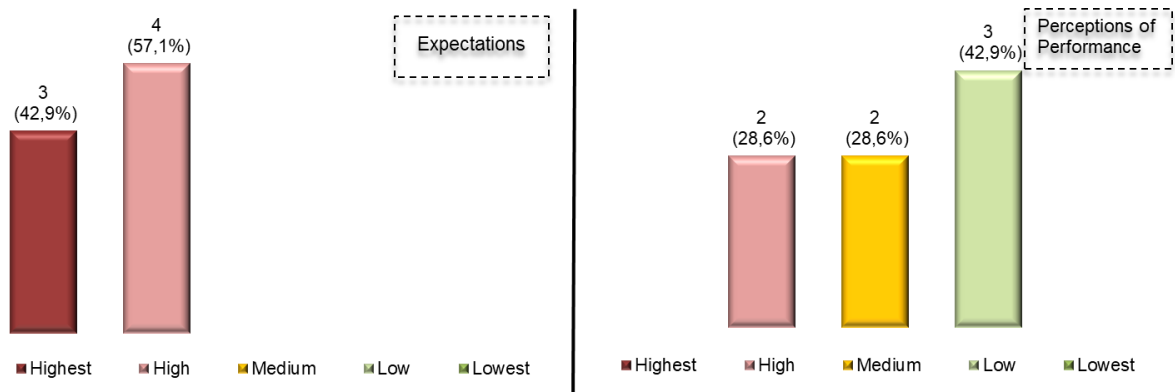


Figure A-9: Question 6 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Here one sees that all of senior management have **high** expectations for the activity *Maintain a comprehensive environmental scanning system for gathering social intelligence*. In contrast 42,9% of respondents have **low** perceptions of performance for this activity, with an even split of 28,6% ratings of **medium** and **high** perceptions of performance.

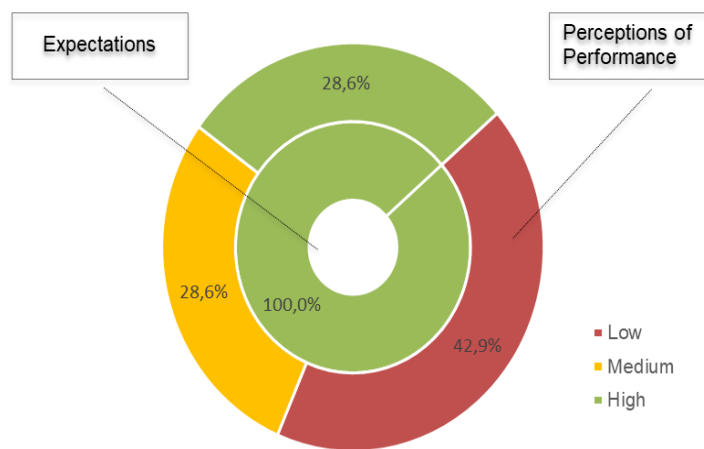


Figure A-10: Question 6 doughnut chart of expectations and perceptions of performance

Question 7: Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues

The summary table (Table A-6 below) shows that senior management’s expectations for this activity are **highest** with the majority, namely four, selecting this rating. The remainder indicate that their expectations are **high**. There is no **low** rating. Three senior managers have **high** perceptions of performance for this activity and three have **medium** perceptions of performance. There is one **low** rating.

Table A-6: Question 7 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	3	0	0	0	7	4,57	0,54
	Percentage	57,1%	42,9%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	3	1	0	7	3,29	0,76
	Percentage	0,0%	42,9%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations $M = 4,57 \approx 5$ (**highest**) and their perceptions of performance $M = 3,29 \approx 3$ (**medium**). The standard deviation for both expectations ($SD\ 0,54$) and perceptions of performance ($SD\ 0,76$) are small. This indicates that all ratings are concentrated around the mean, indicating uniform responses. The ratings for expectations are more tightly concentrated around the mean than the ratings for perceptions of performance.

The bar graphs clearly indicate that the majority of senior management members, namely four, expect this activity to the **highest** extent. On the other hand, three of them perceive the extent to which it is being performed to be **high** and three of them perceive it to be average (**medium**).

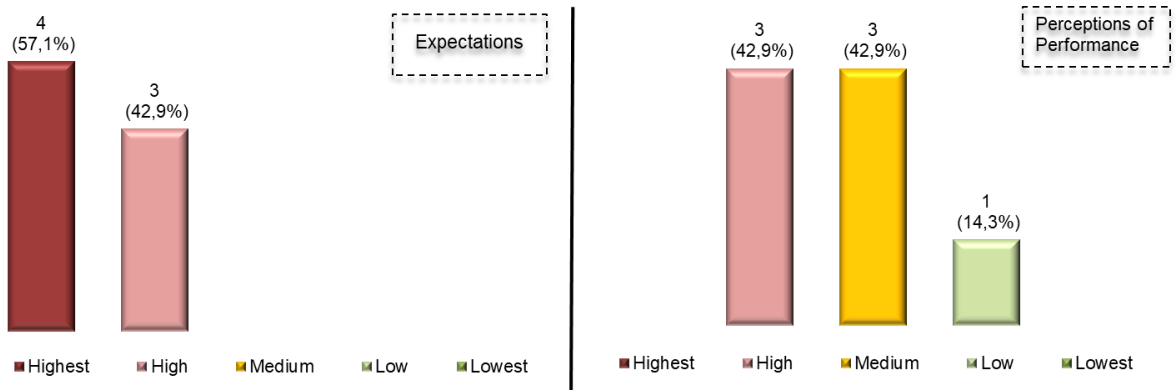


Figure A-11: Question 7 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Here one sees that all of senior management have **high** expectations for the activity *Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues*. The perceptions of performance for this activity are split evenly between **medium** and **high** with a rating of 42,9%. Precisely 14,3% of respondents have **low** perceptions of performance.

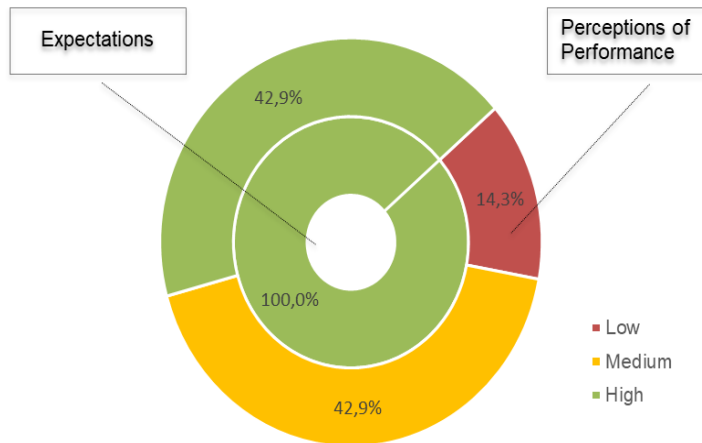


Figure A-12: Question 7 doughnut chart of expectations and perceptions of performance

Question 8: Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making

The summary table (Table A-7 below) shows that senior management’s expectations for this activity are **high**. Three respondents select the **highest** rating, and three respondents select a **high** rating. There is one respondent who selects a **medium** rating. This is unlike the ratings for the perceptions of performance where only one respondent selects the **highest** ranking while three senior managers select **medium**. There are two **low** scores and one respondent selects the **lowest** score.

Table A-7: Question 8 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	3	1	0	0	7	4,27	0,76
	Percentage	42,9%	42,9%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	0	3	2	1	7	2,71	1,25
	Percentage	14,3%	0,0%	42,9%	28,6%	14,3%			

On average, senior management rate their expectations $M = 4,29 \approx 4$ (**high**) and their perceptions of performance $M = 2,71 \approx 3$ (**medium**).

The standard deviation for expectations is small ($SD = 0,76$), indicating uniform responses around the mean, while the standard deviation for the perceptions of performance is bigger ($SD = 1,25$). This means that the ratings for perceptions of performance are much more dispersed around the mean, indicating a more polarised response for perceptions of performance.

The bar graphs clearly indicate that three senior management members expect this activity to the **highest** extent and three more to a **high** extent, while three of them perceive the extent to which it is being performed to be average (**medium**).

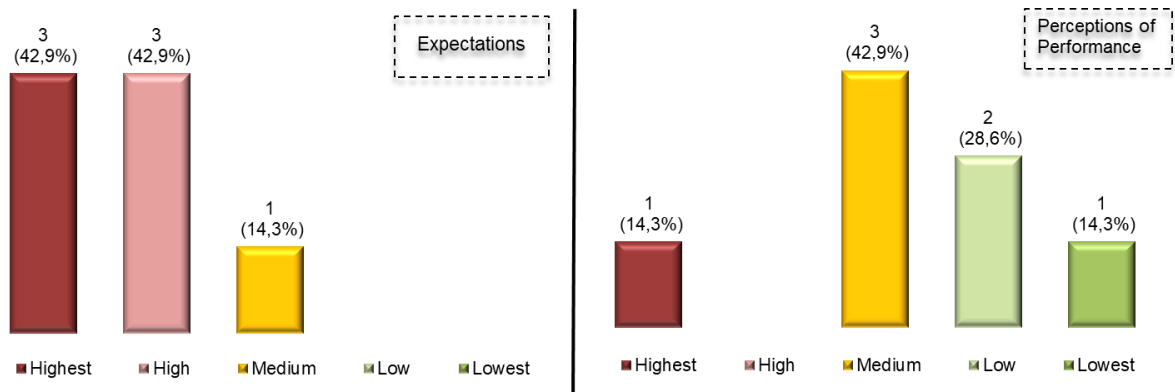


Figure A-13: Question 8 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Of senior management, 85,8% have high expectations for the activity *Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making*. Precisely 14,3% of respondents have **high** perceptions of performance for this activity while the remainder are split evenly between **medium** and **low** with a rating of 42,9%.

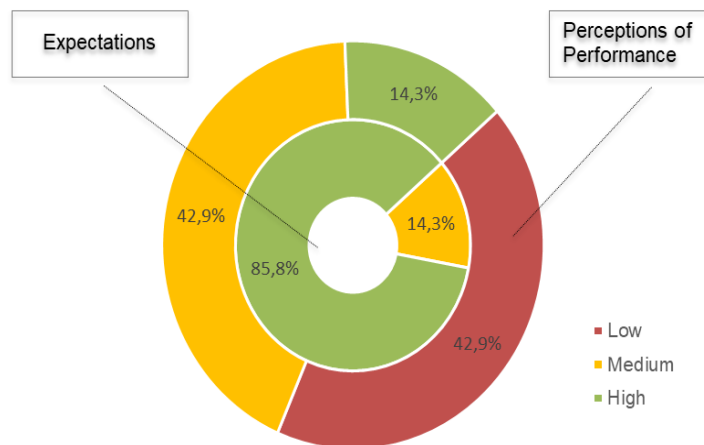


Figure A-14: Question 8 doughnut chart of expectations and perceptions of performance

Question 9: *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans*

The summary table (Table A-8 below) shows that senior management’s expectations for this activity are **high** with no **low** rating. Two senior managers select the **highest** rating while three senior managers select a **high** rating and two a **medium** rating. This is unlike the ratings for the perceptions of performance which have no **high** rating. Three senior managers select a **medium** (average) rating while another three select a **low** rating and the last one the **lowest** rating.

Table A-8: Question 9 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	2	3	2	0	0	7	4,00	0,82
	Percentage	28,6%	42,9%	28,6%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	0	3	3	1	7	2,29	0,76
	Percentage	0,0%	0,0%	42,9%	42,9%	14,3%			

On average, senior management rate their expectations $M = 4,00 \approx 4$ (**high**) and their perceptions of performance $M = 2,29 \approx 2$ (**low**). The standard deviation for expectations ($SD = 0,82$) and the perceptions of performance ($SD = 0,76$) are small. This means that ratings are concentrated around the mean and responses are uniform. The ratings for perceptions of performance are more compactly concentrated around the mean than the ratings for expectations.

The bar graphs clearly indicate that two senior management members expect this activity to the **highest** and three to a **high** extent. On the contrary, three of them perceive the extent to which it is being performed to be average (**medium**) and three perceive it to be **low**.

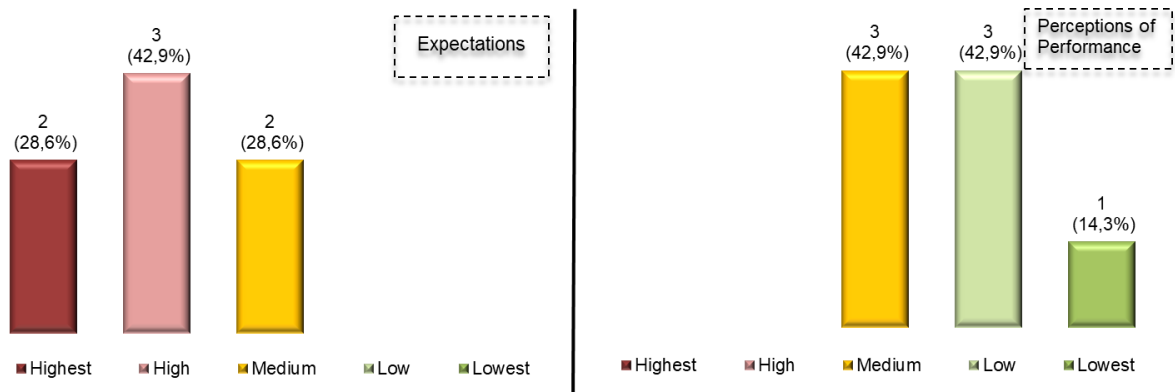


Figure A-15: Question 9 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Here one sees that 71,5% of senior management have **high** expectations for the activity *Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans*. On the contrary, the perceptions of performance for this activity is **low** with 57,2% of respondents selecting the **low** rating and the remainder (42,9%) selecting the **medium** rating.

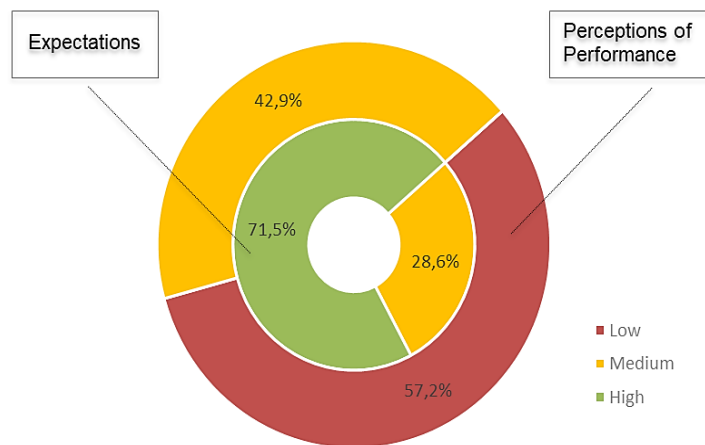


Figure A-16: Question 9 doughnut chart of expectations and perceptions of performance

Question 10: *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies*

The summary table (Table A-9 below) indicates that five senior management members have the **highest** and two have **high** expectations for this activity (with no **low** scores encountered). In comparison, three members rate their perceptions of performance as being **high** and three as **medium**. There is one **low** score.

Table A-9: Question 10 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	5	2	0	0	0	7	4,71	0,49
	Percentage	71,4%	28,6%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	3	1	0	7	3,29	0,76
	Percentage	0,0%	42,9%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations $M = 4,71 \approx 5$ (**highest**) and their perceptions of performance $M = 3,29 \approx 3$ (**medium**). The standard deviation for both expectations ($SD\ 0,49$) and perceptions of performance ($SD\ 0,76$) are small. This means that all ratings are concentrated around the mean, indicating uniform responses. The ratings for expectations are much more tightly concentrated around the mean than the perceptions of performance ratings.

The bar graphs clearly indicate that five senior management members expect this activity to the **highest** degree and two to a **high** extent. Three senior managers perceive the performance of this activity as **high**, three as **medium** and one perceives it to be **low**.

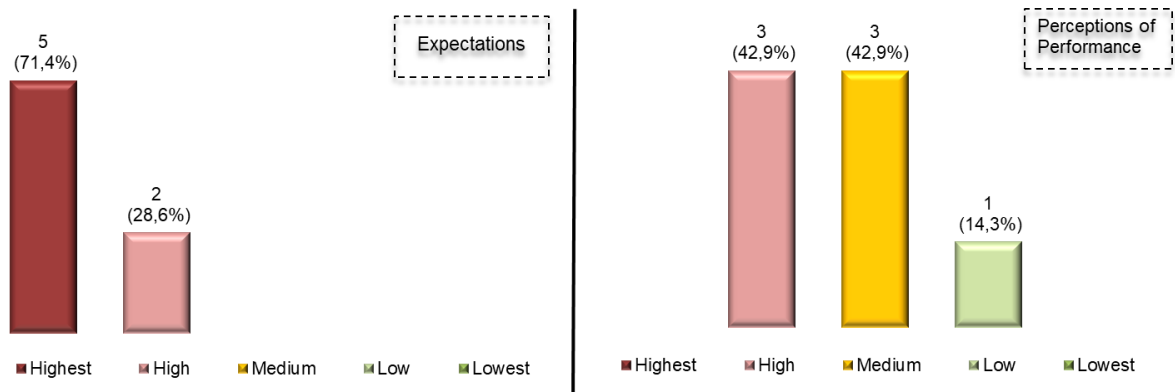


Figure A-17: Question 10 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Here one sees that all of senior management have **high** expectations for the activity *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies*. On the contrary, the perceptions of performance for this activity is split evenly between **medium** and **high** with a rating of 42,9%, while the perceptions of performance of the activity of just over 14,3% of the respondents are **low**.

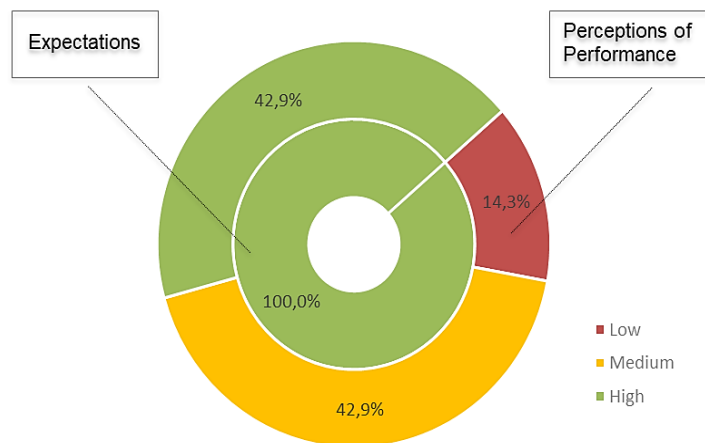


Figure A-18: Question 10 doughnut chart of expectations and perceptions of performance

Question 11: *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise*

The summary table (Table A-10 below) shows that the expectations of four senior management members for this activity are **highest**, while **high** for one senior manager. There is no **low** rating. For perceptions of performance, three respondents select the **highest** rating and three select **medium**. There is one **low** rating.

Table A-10: Question 11 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	1	2	0	0	7	4,29	0,95
	Percentage	57,1%	14,3%	28,6%	0,0%	0,0%			
Perceptions of Performance	Frequency	3	0	3	1	0	7	3,71	1,25
	Percentage	42,9%	0,0%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations $M = 4,29 \approx 4$ (**high**) and their perceptions of performance $M = 3,71 \approx 4$ (**high**). The standard deviation for expectations is small ($SD = 0,95$) meaning uniform responses around the mean. The standard deviation for the perceptions of performance is big ($SD = 1,25$) indicating that the ratings for perceptions of performance are more polarised and widely dispersed around the mean.

The bar graphs clearly indicate that the majority, namely four senior management members, expect this activity to the **highest** extent, one member as **high** and two as **medium**. Three senior managers perceive the performance of this activity to be **highest**, three to be **medium** and one as being **low**.

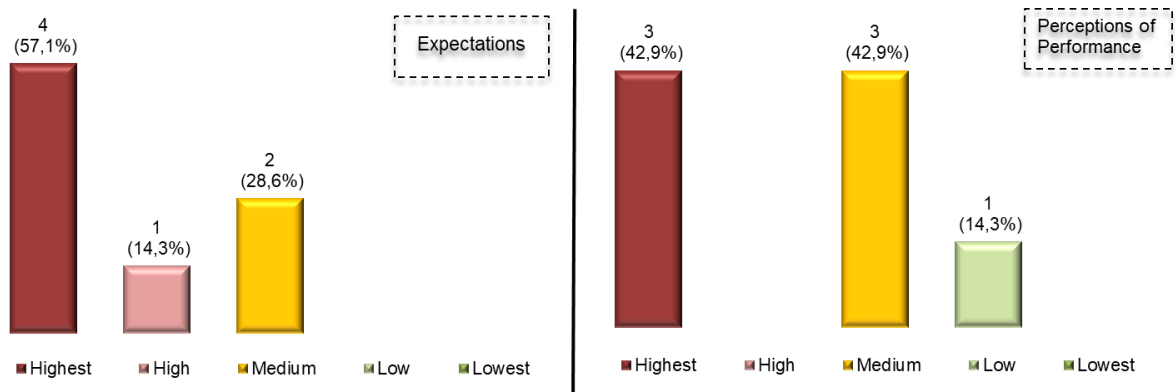


Figure A-19: Question 11 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Here one sees that 71,4% of senior management have **high** expectations for the activity *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise* while the remainder of the respondents (28,6%) rate their expectations as **medium**. The perceptions of performance for this activity is split evenly between **medium** and **high** with a rating of 42,9% while 14,3% of respondents see the performance of this activity as **low**.

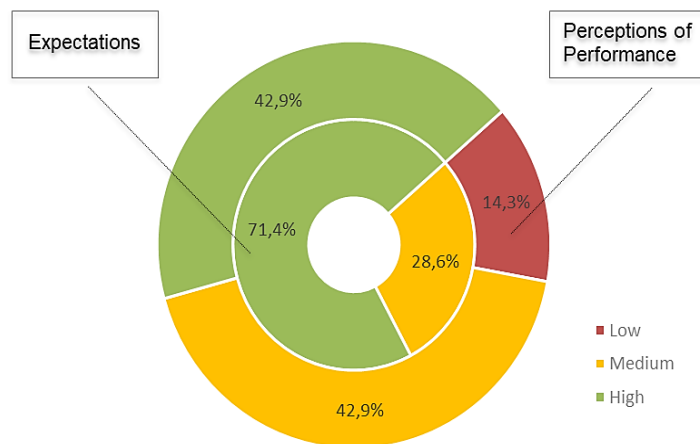


Figure A-20: Question 11 doughnut chart of expectations and perceptions of performance

Question 12: *Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map*

The summary table (Table A-11 below) indicate that four members of senior management have the **highest** and two members have **high** expectations for this activity (with no **low** scores encountered). In comparison, for perceptions of performance three members rate them **high** while four members rate **medium**.

Table A-11: Question 12 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	2	1	0	0	7	4,43	0,79
	Percentage	57,1%	28,6%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	4	0	0	7	3,43	0,54
	Percentage	0,0%	42,9%	57,1%	0,0%	0,0%			

On average, senior management rate their expectations $M = 4,43 \approx 4$ (**high**) and their perceptions of performance $M = 3,43 \approx 3$ (**medium**). The standard deviations for both their expectations ($SD = 0.79$) and perceptions of performance ($SD = 0.54$) for this activity indicate that the spread of the ratings is concentrated around the mean, pointing to uniform responses. The ratings for perceptions of performance are slightly more uniform around the mean than the ratings for expectations.

The bar graphs clearly indicate that the majority of senior management members, namely four, expects this activity to the **highest** extent and two as **high**. On the other hand, while three perceive the extent to which it is being performed to be **high**, four of them perceive it to be average (**medium**).

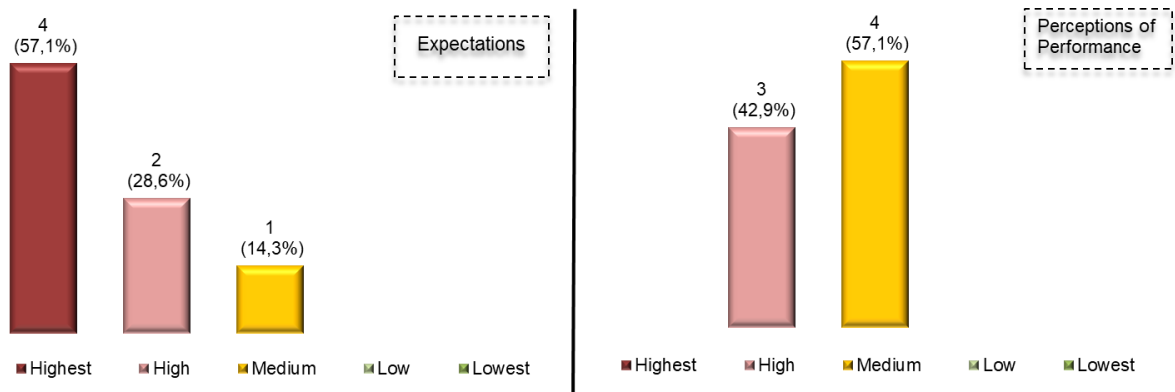


Figure A-21: Question 12 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Of senior management, 85,7% have **high** expectations for the activity *Classify/prioritise/record identified stakeholder on the airport’s Stakeholder Map* while the remainder rate their expectations as **medium**. The perceptions of performance for this activity is split with 42,9% rating it as **high** and 57,1% respondents rating it as **medium**.

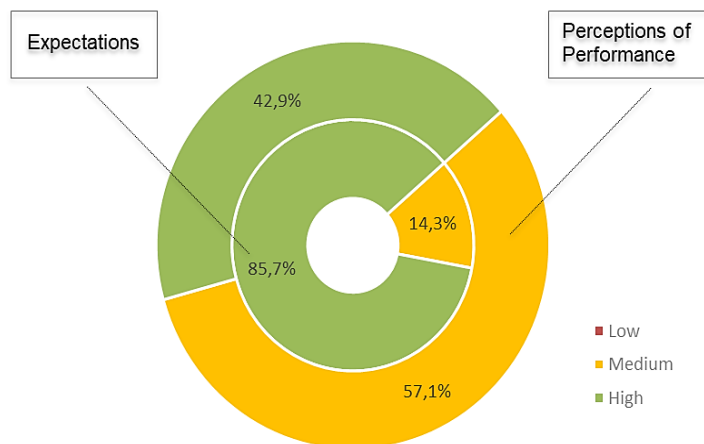


Figure A-22: Question 12 doughnut chart of expectations and perceptions of performance

Question 13: *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder*

The summary table (Table A-12 below) below indicate that the majority (five members) of senior management have the **highest** expectations for this activity, while one member have **high** expectations and another **medium** expectations (with no **low** scores encountered). In

comparison, two members rate their perceptions of performance as **highest** while three members rate it as **high**. There are no **low** scores.

Table A-12: Question 13 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	5	1	1	0	0	7	4,57	0,79
	Percentage	71,4%	14,3%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	2	3	2	0	0	7	4,00	0,82
	Percentage	28,6%	42,9%	28,6%	0,0%	0,0%			

On average, senior management rate their expectations $M = 4,57 \approx 5$ (**highest**) and their perceptions of performance $M = 4,00 \approx 4$ (**high**). The standard deviations for both their expectations (SD = 0.79) and perceptions of performance (SD = 0.82) for this activity indicate that the spread of the ratings is concentrated around the mean, pointing to uniform responses. The ratings for expectations are slightly more uniform around the mean than the ratings for perceptions of performance.

The bar graphs clearly indicate that the majority of senior management members, namely five, expect this activity to the **highest** extent. With regards to perceptions of performance, two of them perceive the extent to which it is being performed to be **highest** while three perceive it to be **high**.

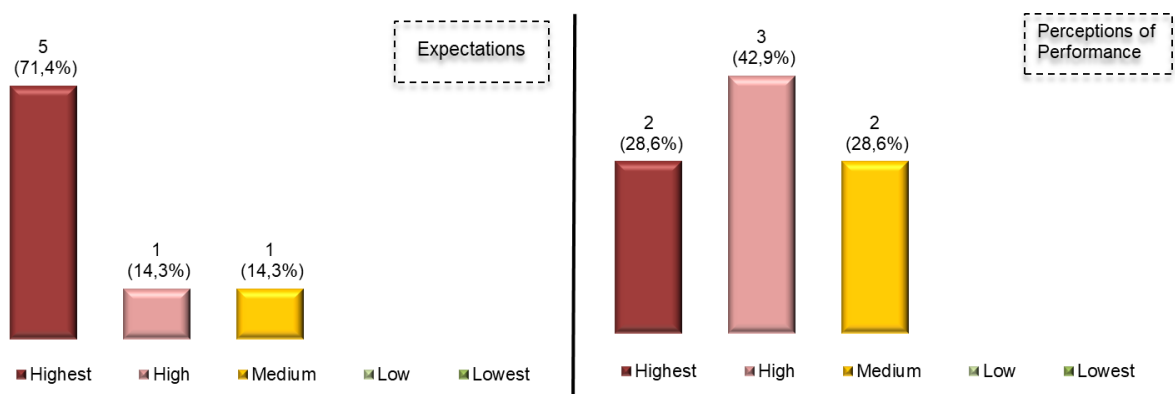


Figure A-23: Question 13 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 85,7% of senior management

have **high** expectations for the activity *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder* while the remainder of the respondents rate their expectations as **medium**. The perceptions of performance for this activity is rated as **high** by 71,5% and as **medium** by 28,6% of respondents. There are no **low** scores.

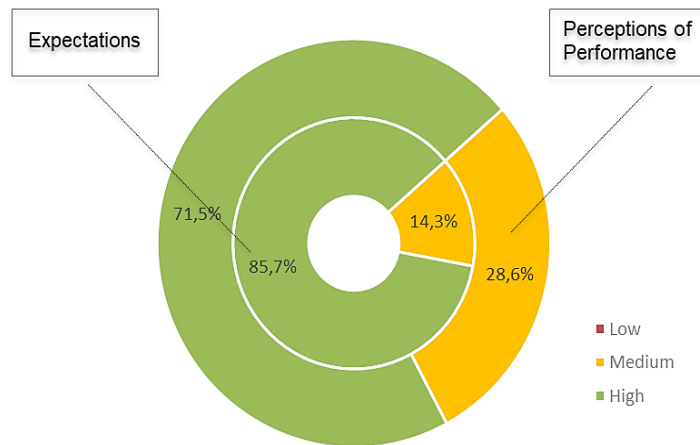


Figure A-24: Question 13 doughnut chart of expectations and perceptions of performance

Question 14: *Consider/point out legitimate interests/expectations of stakeholder, as a stakeholder inclusive model is in the Airport's best interests*

The summary table (Table A-13 below) indicate that four members of senior management have the **highest** and two have **high** expectations for this activity (with no **low** scores encountered). In comparison, one-member rate perceptions of performance as **highest** while three members rate them as **high** and three as being **medium**.

Table A-13: Question 14 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	2	1	0	0	7	4,43	0,79
	Percentage	57,1%	28,6%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	3	3	0	0	7	3,71	0,76
	Percentage	14,3%	42,9%	42,9%	0,0%	0,0%			

On average, senior management rate their expectations $M = 4,43 \approx 4$ (**high**) and their perceptions of performance $M = 3,71 \approx 4$ (**high**). The standard deviations for expectations ($SD = 0.79$) and perceptions of performance ($SD = 0.76$) are almost equal, indicating that the dispersion around the mean for expectations and perceptions of performance are almost the same. It can be said that the responses for both expectations and perceptions of performance are uniform or consistent.

The bar graphs clearly indicate that the majority of senior management members, namely four, expect this activity to the **highest** extent and two expect it as **high**. On the other hand, three of them perceive the extent to which it is being performed to be **high** and three perceive them to be average (**medium**).

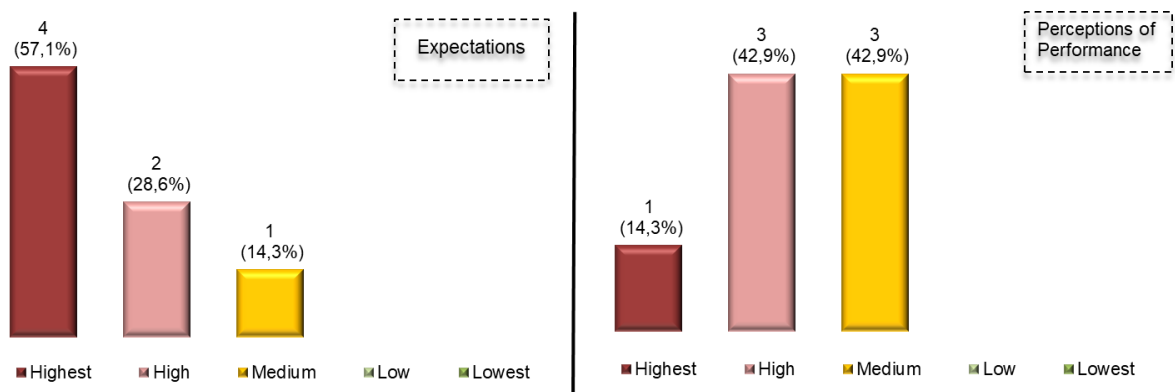


Figure A-25: Question 14 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. 85,7% of senior management have **high** expectations for the activity *Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport’s best interests* while the

remainder of the respondents rate their expectations as **medium**. The perceptions of performance for this activity are rated as **high** by 57,2% and by 42,9% as being **medium**.

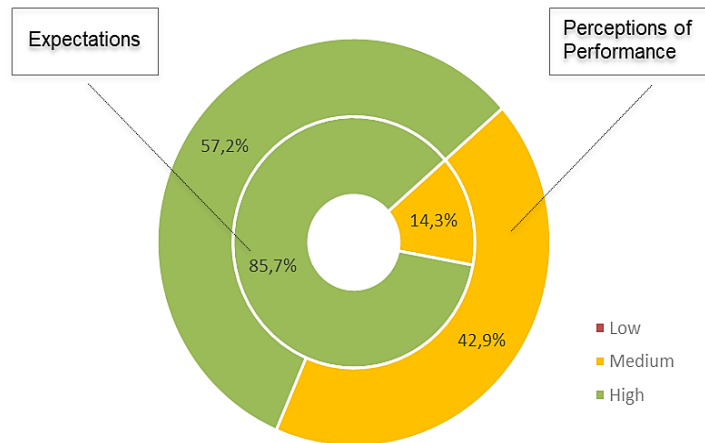


Figure A-26: Question 14 doughnut chart of expectations and perceptions of performance

Question 15: *Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication)*

The summary table (Table A-14 below) indicates six members of senior management have the **highest** expectations for it, while the seventh rates it **medium** (with no **low** scores encountered). In stark contrast are the frequencies of perceptions of performance, where only one member has given the **highest** rating. However, four members did have **high** perceptions of performance for this activity (with the remaining two rating it **medium** and **low** respectively).

Table A-14: Question 15 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	6	0	1	0	0	7	4,71	0,76
	Percentage	85,7%	0,0%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	4	1	1	0	7	3,71	0,95
	Percentage	14,3%	57,1%	14,3%	14,3%	0,0%			

On average, senior management expectations have achieved the **highest** score ($M = 4,71 \approx 5$) and their perceptions of performance are **high** ($M = 3.71 \approx 4$). The standard deviation for expectations is small ($SD = 0,76$) indicating uniform responses around the mean, while the standard deviation for the perceptions of performance is bigger but still below 1 ($SD = 0.95$). This means that the ratings are concentrated around the mean.

The bar graphs clearly indicate the **highest** extent to which almost all (six) members of senior management expect this activity. It also shows that their perceptions of the extent to which it is being performed is relatively **high** (having been rated as such by four members).

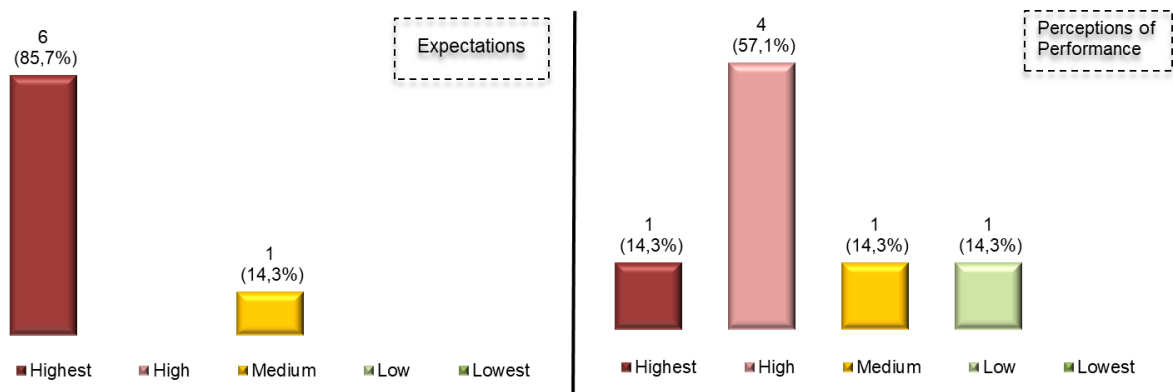


Figure A-27: Question 15 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. **High** expectations for the activity have been indicated by 85,7% of respondents while 14,3% rate it as **medium**. The perceptions of performance have been rated **high** by 71,4% of respondents, **medium** by 14,3% and **low** by the remainder of the respondents for the activity *Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication)*.

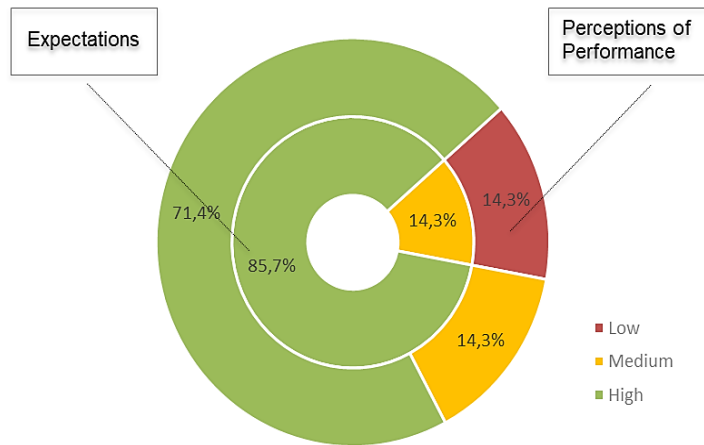


Figure A-28: Question 15 doughnut chart of expectations and perceptions of performance

Question 16: *Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively*

The summary table (Table A-15 below) indicates that three members of senior management have the **highest** expectations for this activity while a further three have **high** expectations (with no **low** scores encountered). In comparison, one member has given the **highest** rating to his/her perceptions of performance while three members rate it as **high**, two as **medium** and one as **low**.

Table A-15: Question 16 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	3	1	0	0	7	4,29	0,76
	Percentage	42,9%	42,9%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	3	2	1	0	7	3,57	0,98
	Percentage	14,3%	42,9%	28,6%	14,3%	0,0%			

On average, senior management rate their expectations $4,29 \approx 4$ (**high**) and their perceptions of performance $3,57 \approx 4$ (**high**). The standard deviation for expectations is small ($SD = 0,76$) indicating uniform responses around the mean, while the standard deviation for the

perceptions of performance is bigger but still below 1 ($SD = 0.98$). This means that the ratings are concentrated around the mean.

The bar graphs clearly indicate the **high** extent to which almost all senior management members expect this activity (three rating **highest** and three **high**). Also, that their perceptions of the extent to which it is being performed is rated **high** by three members and **highest** by one member, while two rated it as being **medium**.

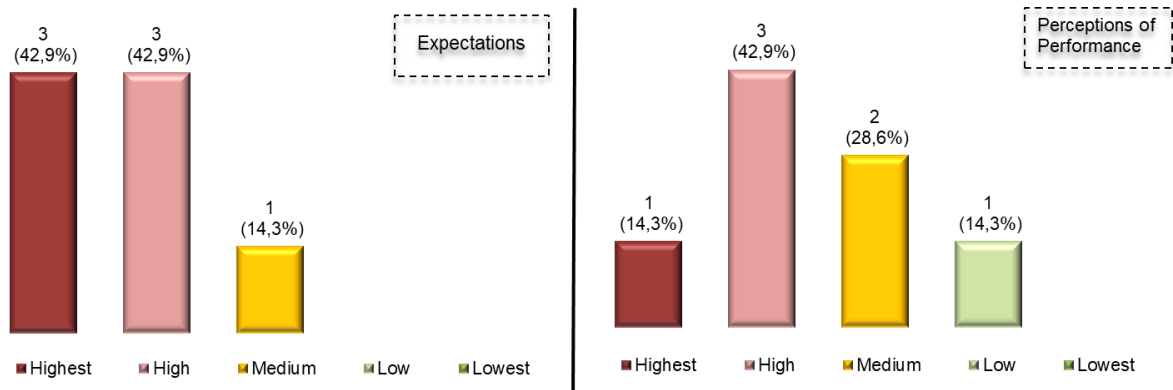


Figure A-29: Question 16 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 85,8% of senior management have **high** expectations for the activity *Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively*, while the remainder of the respondents rate their expectations as **medium**. The perceptions of performance for this activity are rated as **high** by 57,2% of respondents, as **medium** by 28,6% and **low** by the remainder of respondents.

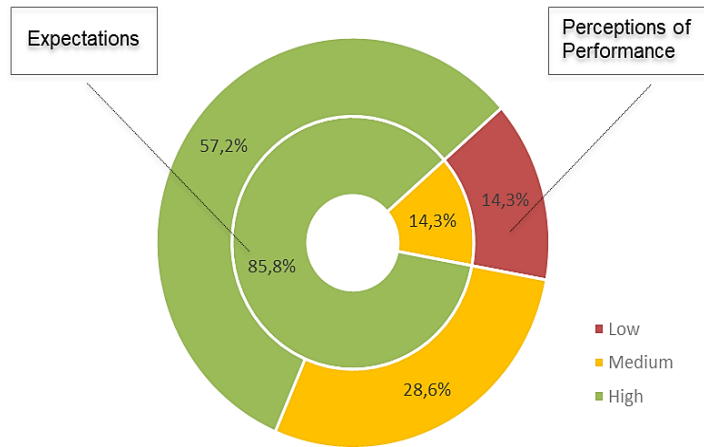


Figure A-30: Question 16 doughnut chart of expectations and perceptions of performance

Question 17: Regularly invite stakeholders to provide inputs on the Airport's performance

The summary table (Table A-16 below) indicates that six members of senior management have the **highest** expectations for this activity while one member has **medium** expectations (no **low** scores are encountered). In comparison, three members rate their perceptions of performance as **high**, three as **medium** and one respondent as being **low**.

Table A-16: Question 17 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	6	0	1	0	0	7	4,71	0,76
	Percentage	85,7%	0,0%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	3	1	0	7	3,29	0,76
	Percentage	0,0%	42,9%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations $4,71 \approx 5$ (**highest**) and their perceptions of performance $3,29 \approx 3$ (**medium**). The standard deviation for expectations ($SD = 0,76$) and perceptions of performance ($SD = 0,76$) are identical, showing that the responses for both expectations and perceptions of performance are identically dispersed around the mean. This indicates that ratings for both expectations and perceptions of performance are uniform or consistent.

The bar graphs clearly indicate that senior management expect this activity to the **highest** extent. Their perceptions of the extent to which it is being performed is split evenly between **high** and **medium** (three members each).

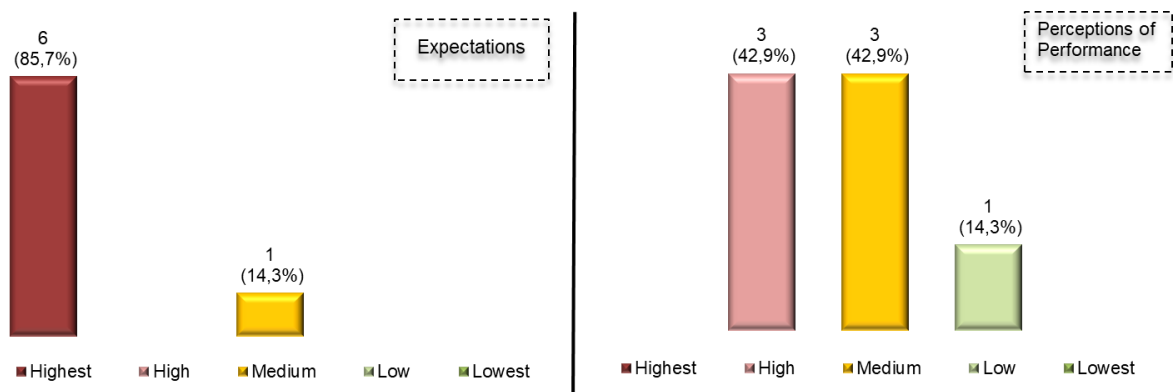


Figure A-31: Question 17 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 85,7% of senior management have **high** expectations for the activity *Regularly invite stakeholders to provide inputs on the Airport's performance* while the remainder of the respondents rate their expectations as **medium**. The perceptions of performance for this activity are rated as **high** by 42,9% of respondents, **medium** by 42,9% and **low** by 14,3% of respondents.

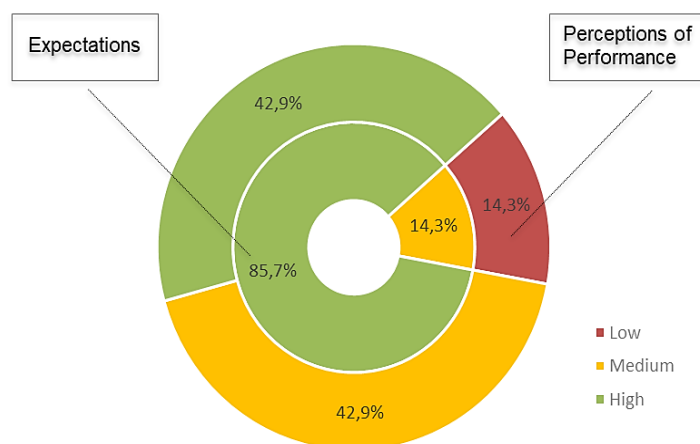


Figure A-32: Question 17 doughnut chart of expectations and perceptions of performance

Question 18: *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof*

The summary table (Table A-17 below) indicates that six members of senior management have the **highest** expectations for this activity while one member has **medium** expectations (there are no **low** scores encountered). In comparison, six members rate their perceptions of performance as **high** and one senior manager rates it as **medium**.

Table A-17: Question 18 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	6	0	1	0	0	7	4,71	0,76
	Percentage	85,7%	0,0%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	6	1	0	0	7	3,86	0,38
	Percentage	0,0%	85,7%	14,3%	0,0%	0,0%			

On average, senior management rate their expectations $4,71 \approx 5$ (**highest**) and their perceptions of performance $3,86 \approx 3$ (**medium**). The standard deviation for expectations ($SD = 0.76$) is larger than the standard deviation for perceptions of performance ($SD = 0.38$). Although both standard deviations are small and clustered around the mean, the ratings for perceptions of performance are clustered more tightly around the mean being smaller.

The bar graphs clearly indicate the **highest** extent to which senior management expects this activity, but also that their perceptions of the extent to which it is being performed is also relatively **high**.

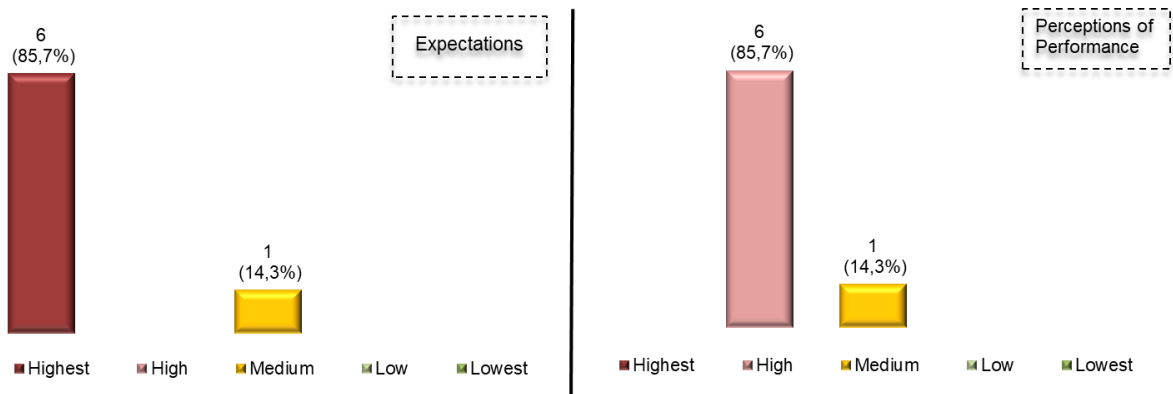


Figure A-33: Question 18 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. 85,7% of senior management has high expectations for the activity *Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof* while the remainder of the respondents rate their expectations as medium. The perceptions of performance for this activity are rated as **high** by 85,7% of respondents and **medium** by 14,3% of respondents.

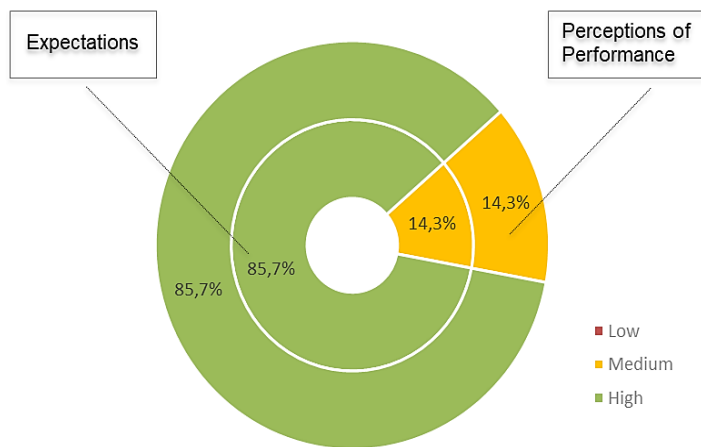


Figure A-34: Question 18 doughnut chart of expectations and perceptions of performance

Question 19: *Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns*

The summary table (Table A-18 below) indicates that three members of senior management have the **highest** expectations for this activity while one member has **high** expectations and

the rest **medium** (there are no **low** scores encountered). In comparison, three members rate their perceptions of performance as **high**, three members as **medium** and one as **low**.

Table A-18: Question 19 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	1	3	0	0	7	4,00	1,00
	Percentage	42,9%	14,3%	42,9%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	3	1	0	7	3,29	0,76
	Percentage	0,0%	42,9%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations 4,00 \approx 4 (**high**) and their perceptions of performance 3,29 \approx 3 (**medium**). The standard deviation for expectations (SD = 1,00) is big, indicating that the ratings for expectations are polarised and widely dispersed around the mean. The standard deviation for perceptions of performance (SD = 0,76) is small, meaning uniform responses around the mean.

The bar graphs clearly indicate that the expectations of senior management for this activity range from **highest** to **medium**, but their perceptions of performance range from **high** to **low**.

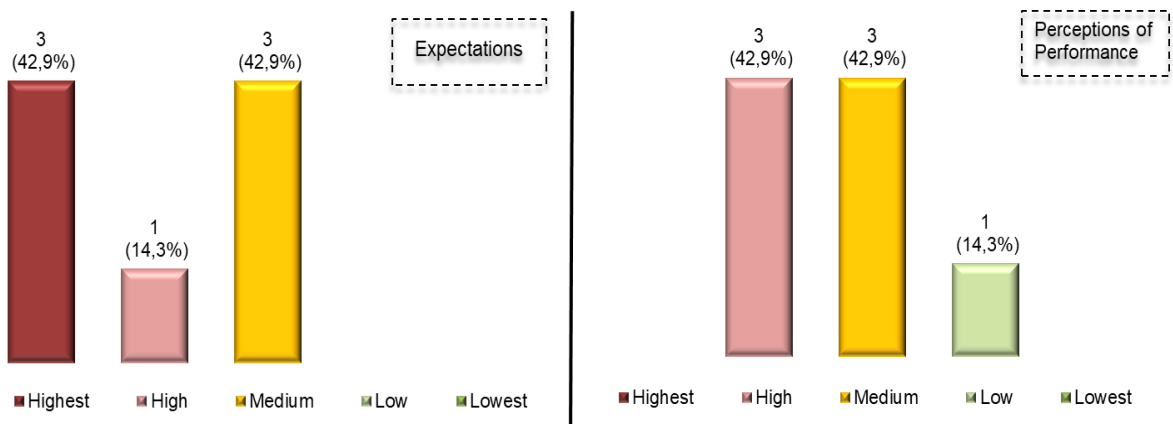


Figure A-35: Question 19 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 57,2% of senior management has **high** expectations for the activity *Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns* while the remainder of

the respondents rate their expectations as **medium**. The perceptions of performance for this activity are split evenly as **high** (42,9%) and **medium** (42,9%) by respondents and **low** by 14,3%.

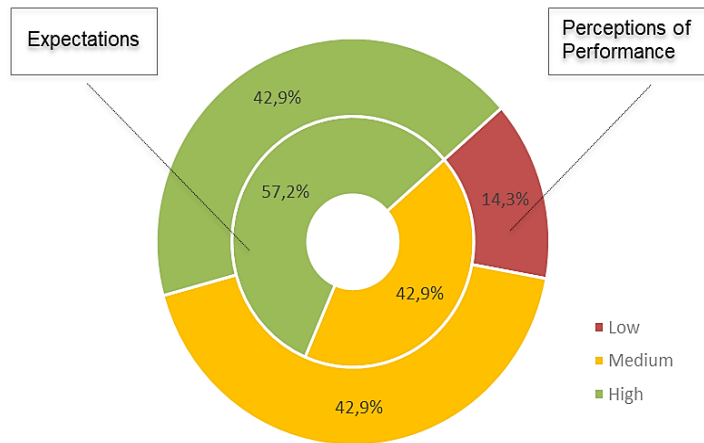


Figure A-36: Question 19 donut chart of expectations and perceptions of performance

Question 20: *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management*

The summary table (Table A-19 below) indicates that five members of senior management have the **highest** expectations for this activity, while one member has **medium** and the other **low** expectations. In comparison, five members rate their perceptions of performance as **high** and two members rate it as **medium**.

Table A-19: Question 20 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	5	0	1	1	0	7	4,29	1,25
	Percentage	71,4%	0,0%	14,3%	14,3%	0,0%			
Perceptions of Performance	Frequency	0	5	2	0	0	7	3,71	0,49
	Percentage	0,0%	71,4%	28,6%	0,0%	0,0%			

On average, senior management rate their expectations $4,29 \approx 4$ (**high**) and their perceptions of performance $3,71 \approx 4$ (**high**). The standard deviation for expectations (SD = 1,25) is **high** which means that ratings are not concentrated around the mean and are more polarised. On the contrary, the standard deviation for perceptions of performance (SD = 0,49) is small, indicating uniform responses.

The bar graphs clearly indicate the **highest** extent to which senior management expects this activity, but also that their perceptions of the extent to which it is being performed is also **high**.

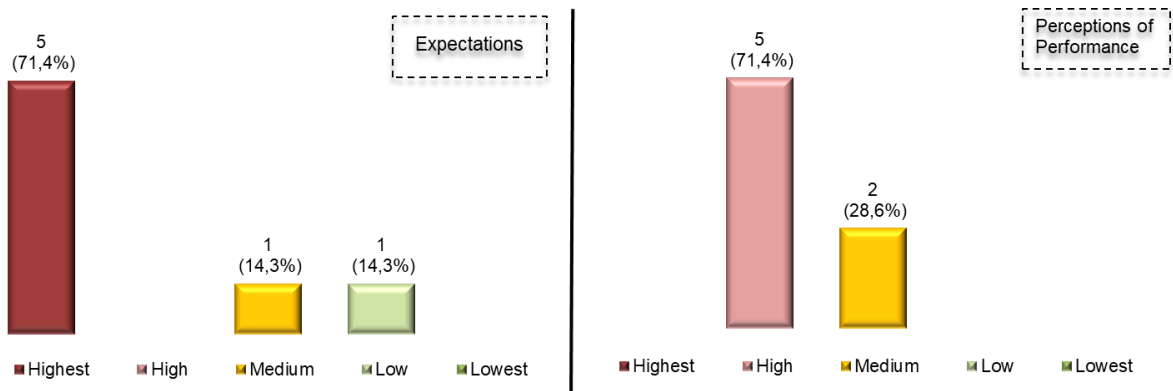


Figure A-37: Question 20 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 71,4% of senior management have **high** expectations for the activity *Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management* while the remainder of the respondents' ratings are split evenly with 14,3% between **medium** and **low** expectations. The perceptions of performance for this activity are rated as **high** by 71,4% respondents and **medium** by 28,6% of respondents.

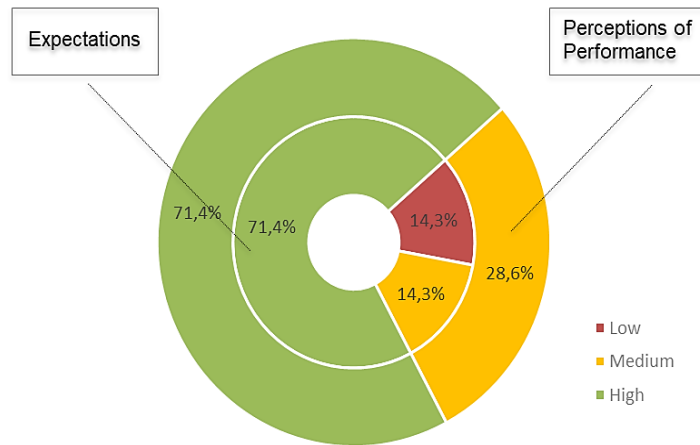


Figure A-38: Question 20 doughnut chart of expectations and perceptions of performance

Question 21: *Ensure that senior management understands the PR/communication implications of strategic decisions for stakeholder/interest groups*

The summary table (Table A-20 below) indicates that four members of senior management have the **highest** expectations for this activity while the remainder have **high** expectations (notably there are no **medium** or **low** scores encountered). In comparison, two members have the **highest** perceptions of performance, three rate them as **high** and the ratings of the remaining two members are split between **medium** and **low**.

Table A-20: Question 21 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	3	0	0	0	7	4,57	0,54
	Percentage	57,1%	42,9%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	2	3	1	1	0	7	3,86	1,07
	Percentage	28,6%	42,9%	14,3%	14,3%	0,0%			

On average, senior management rate their expectations $4,57 \approx 5$ (**highest**) and their perceptions of performance $3,86 \approx 4$ (**high**). The standard deviation for expectations (SD = 0,54) is small, indicating that the ratings for expectations are concentrated around the mean

and thus are more uniform. On the contrary, the standard deviation for the perceptions of performance (SD = 1,07) is high and indicates that the responses are more polarised.

The bar graphs clearly indicate that four members of senior management expect this activity to the **highest** extent and three to a **high** extent. Their perceptions of the extent to which it is being performed range from **highest** (two members) to **high** (three members) and the remaining two members are evenly split between **medium and low**.

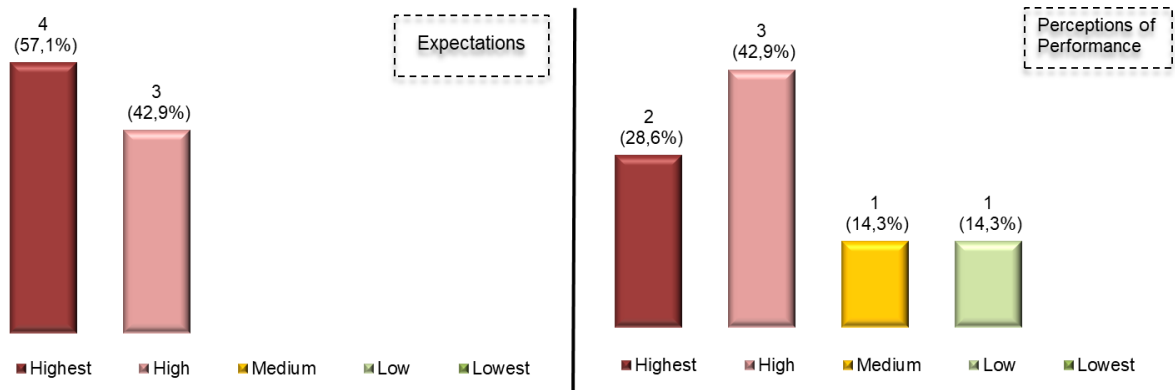


Figure A-39: Question 21 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. It is notable that all of senior management have **high** expectations for the activity *Ensure that senior management understands the PR/communication implications of strategic decisions for stakeholder/interest groups*. With regards to perceptions of performance, 71,5% of the respondents have rated it **high**, while 14,3% have rated **medium** and 14.3% **low**.

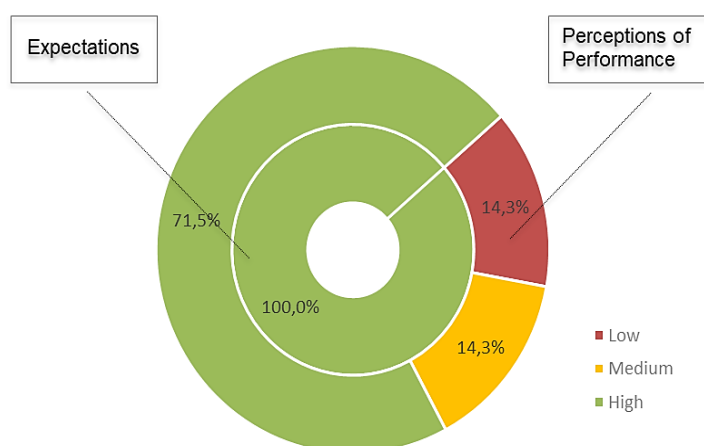


Figure A-40: Question 21 doughnut chart of expectations and perceptions of performance

Question 22: Advise senior management on how to present their strategies/policies to stakeholders (internal or external)

The summary table (Table A-21 below) indicates that four members of senior management have the **highest** expectations for this activity while the one has **high** expectations and the remainder **medium** (there are no **low** expectations). In comparison, one member has the **highest** perceptions of performance, two have **high** perceptions of performance, three have medium and one with **low** perceptions of performance.

Table A-21: Question 22 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	1	2	0	0	7	4,29	0,95
	Percentage	57,1%	14,3%	28,6%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	2	3	1	0	7	3,43	0,98
	Percentage	14,3%	28,6%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations $4,29 \approx 4$ (**high**) and their perceptions of performance $3,43 \approx 3$ (**medium**). The standard deviation for expectations (SD = 0,95) and perceptions of performance (0,98) is small, almost identical. This means that all ratings are concentrated around the mean, indicating uniform responses.

The bar graphs show that the expectations of senior management range from **highest** (four members) to **medium** (two members), with no **low** scores for this activity. With regards to perceptions of performance, only one senior management member gave the **highest** rating while two gave **high** ratings. Scores peaked at **medium** ratings (given by three members).

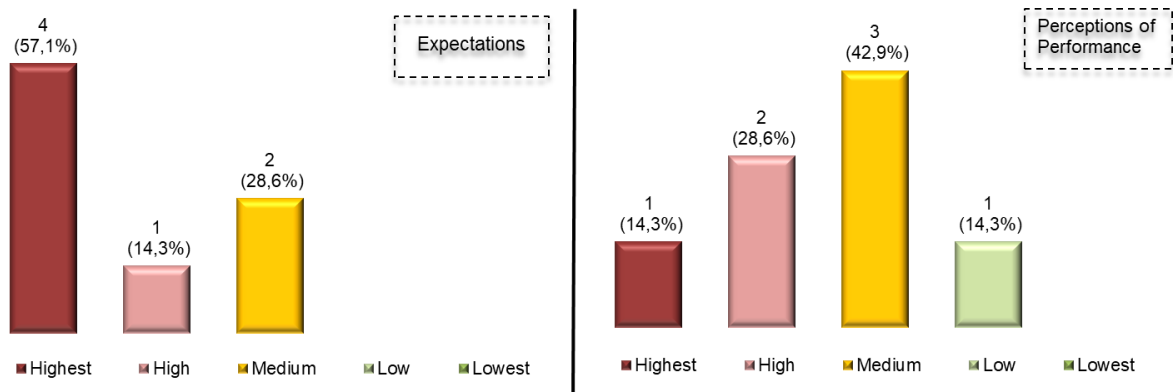


Figure A-41: Question 22 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 71,4% of senior management have **high** expectations and 28,6% have **medium** expectations for the activity *Advise senior management on how to present their strategies/policies to stakeholders (internal or external)*. Of the respondents, 14,3% have **low** perceptions of performance while the remainder of respondents are split evenly (42,9% each) between **high** and **medium** perceptions of performance.

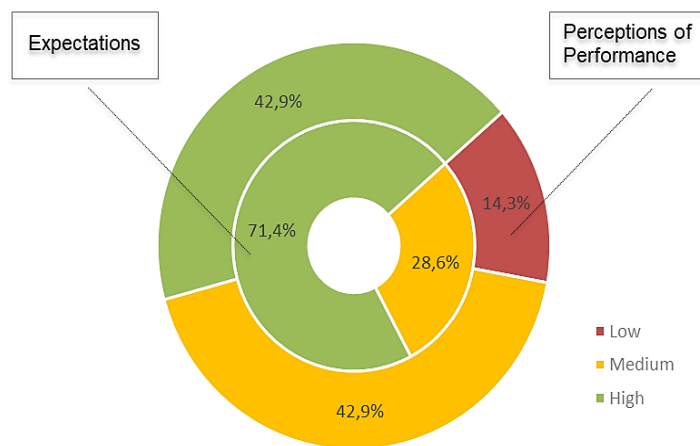


Figure A-42: Question 22 doughnut chart of expectations and perceptions of performance

Question 23: *Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own*

The summary table (Table A-22 below) indicates that three members of senior management have the **highest** and two members have **high** expectations for this activity, while one has **medium** expectations and another one **low** expectations. In comparison, three members rate

their perceptions of performance as **high** while three members rate it as **medium** and one as **low**.

Table A-22: Question 23 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	2	1	1	0	7	4,00	1,16
	Percentage	42,9%	28,6%	14,3%	14,3%	0,0%			
Perceptions of Performance	Frequency	0	3	3	1	0	7	3,29	0,76
	Percentage	0,0%	42,9%	42,9%	14,3%	0,0%			

On average, senior management rate their expectations $4,00 \approx 4$ (**high**) and their perceptions of performance $3,29 \approx 3$ (**medium**). The standard deviation for expectations (SD = 1,16) is **high**, indicating that the ratings for expectations are polarised and widely dispersed around the mean. On the contrary, the standard deviation of the perceptions of performance (SD = 0,76) is small, meaning that these ratings are concentrated around the mean, indicating uniform responses.

The bar graphs clearly indicate the expectations of senior management ranging from **highest** (three members) to **high** (two members) while the remaining two have rated **medium** and **low** for this activity. With regards to their perceptions of performance, three members have rated **high** and another three average (**medium**) with one has rated a **low** perception of performance.

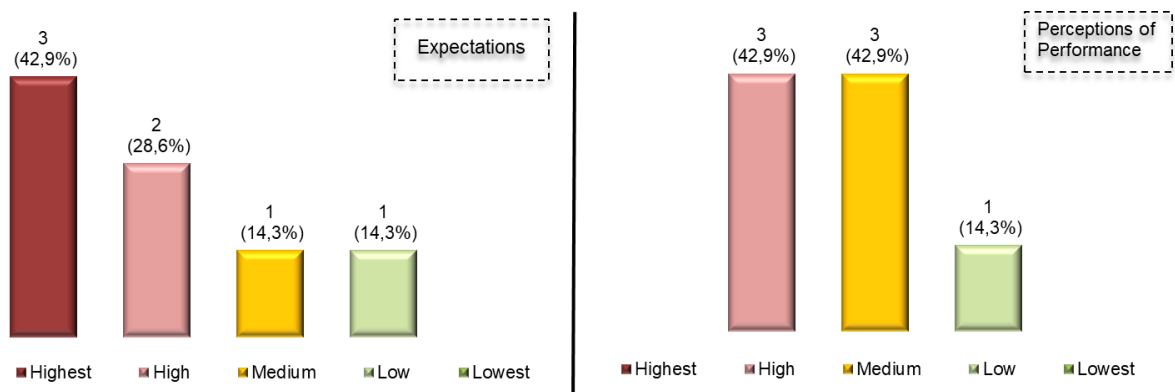


Figure A-43: Question 23 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 71,5% of senior management have **high** expectations for the activity *Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own* while the remainder of the respondents' views are split evenly between **medium** and **low** with 14,3%. The perceptions of performance for this activity is rated as **high** by 42,9% of respondents and **medium** by 42,9% of respondents. 14,3% of respondents rate their perceptions of performance as **low**.

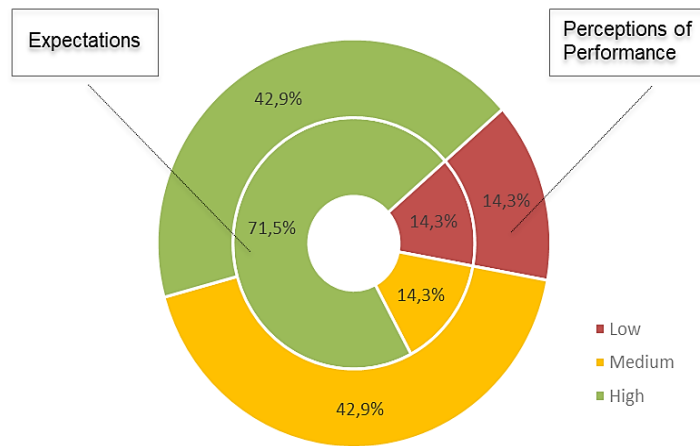


Figure A-44: Question 23 doughnut chart of expectations and perceptions of performance

Question 24: *Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms*

The summary table (Table A-23 below) indicates that five members of senior management have the **highest** and one member has **high** expectations for this activity. Another one has **medium** expectations, with no **low** scores encountered. In comparison, one member rates their perceptions of performance as **highest** while five members rate it as **high** and one member rates it as **medium** (no **low** scores encountered).

Table A-23: Question 24 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	5	1	1	0	0	7	4,57	0,79
	Percentage	71,4%	14,3%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	5	1	0	0	7	4,00	0,58
	Percentage	14,3%	71,4%	14,3%	0,0%	0,0%			

On average, senior management rated their expectations $4,57 \approx 5$ (**highest**) and their perceptions of performance $4,00 \approx 4$ (**high**). The standard deviation for expectations ($SD = 0.79$) is larger than the standard deviation for perceptions of performance ($SD = 0.58$). Although both standard deviations are small and clustered around the mean, the ratings for perceptions of performance are clustered more tightly around the mean since the standard deviation of perceptions of performance is smaller.

The bar graphs clearly indicate the very **highest** extent to which five senior management members expect this activity. Their perceptions of the extent to which it is being performed is also **high**, as indicated by five members.

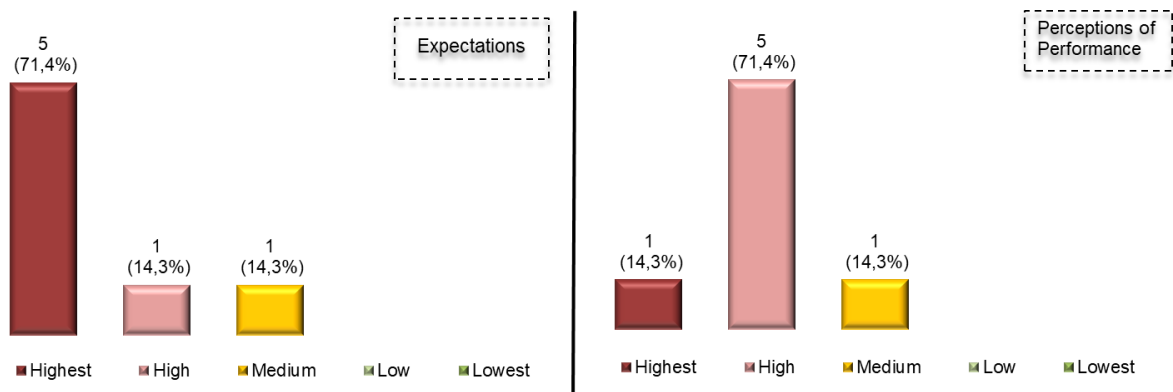


Figure A-45: Question 24 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. 85,7% of senior management has **high** expectations for the activity *Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms*, while 14,3% of senior management rate it **medium**. The perceptions of

performance for this activity is also rated as **high** by 85,7% of respondents and as **medium** by the remainder. Notably there are no **low** scores for this activity.

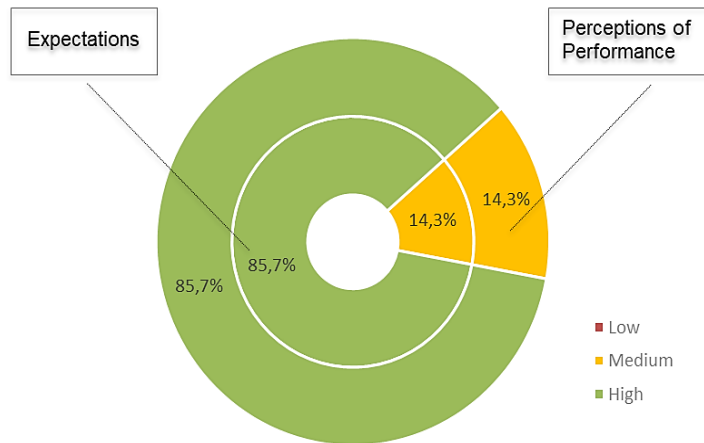


Figure A-46: Question 24 doughnut chart of expectations and perceptions of performance

Question 25: *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable*

The summary table (Table A-24 below) indicates that two members of senior management have the **highest** and four have **high** expectations for this activity (with no **low** score encountered). In comparison, four members rate their perceptions of performance as **high** while one member rates it as **medium** and another one as **lowest**. It needs to be noted that, for this activity, the scores of only six management members have been recorded for Question 25. The seventh senior management member marked "Don't Know" for perceptions of performance on the questionnaire and hence his/her rating for expectations was also not taken into consideration.

Table A-24: Question 25 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	2	4	0	0	0	6	4,33	0,52
	Percentage	33,3%	66,7%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	4	1	0	1	6	3,33	1,21
	Percentage	0,0%	66,7%	16,7%	0,0%	16,7%			

On average, senior management have rated their expectations $4,33 \approx 4$ (**high**) and their perceptions of performance $3,33 \approx 3$ (**medium**). The standard deviation for expectations is low ($SD = 0,52$) meaning uniform responses around the mean. The standard deviation for the perceptions of performance is high ($SD = 1,21$), indicating that the ratings for perceptions of performance are more polarised and widely dispersed around the mean. This finding is in accordance with one respondent having marked “Don’t Know”, probably indicating that more members are not sure about the performance of this activity (as it would be executed by more than one department in practice).

The bar graphs clearly indicate the **high** extent to which senior management expects this activity as manifested by two members having given the **highest** rating and four having given a **high** rating. With regards to their perceptions of the extent to which it is being performed, four members have given a rating of **high** while one has indicated **medium** and another one has given the **lowest** rating.

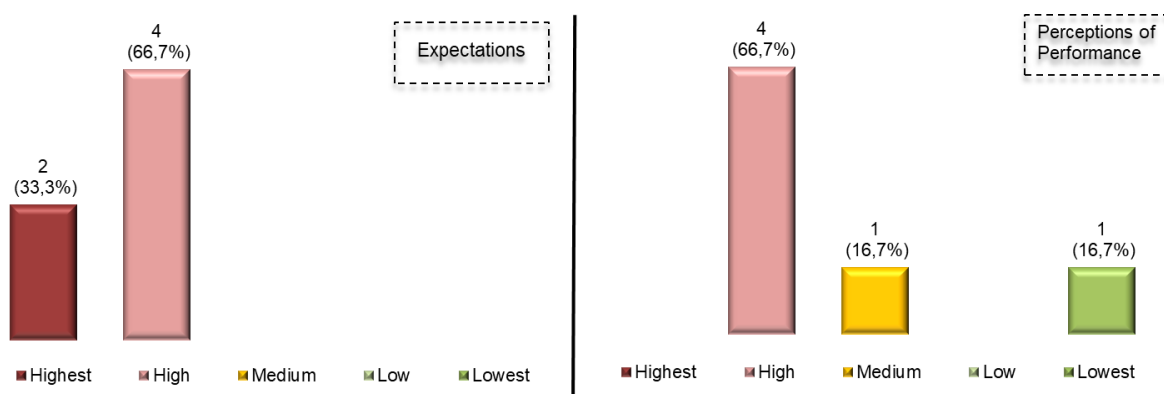


Figure A-47: Question 25 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. It is notable that all of senior management have **high** expectations for the activity *Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable*. The perceptions of performance for this activity are rated **high** by 66,7% of respondents, **medium** by 16,7% of respondents and **low** by the remaining 16,7%.

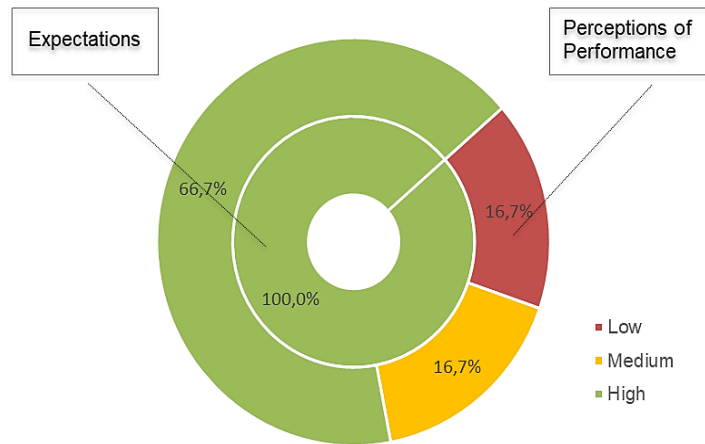


Figure A-48: Question 25 doughnut chart of expectations and perceptions of performance

Question 26: *Co-ordinate resources to strategically influence the development of issues to the Airport's benefit*

The summary table (Table A-25 below) indicates that four members of senior management have the **highest** and the remaining three have **medium** expectations for this activity (with no **low** scores encountered). In comparison, four members rate their perceptions of performance as **high** while three members rate it as **medium**.

Table A-25: Question 26 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	0	3	0	0	7	4,14	1,07
	Percentage	57,1%	0,0%	42,9%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	4	3	0	0	7	3,57	0,54
	Percentage	0,0%	57,1%	42,9%	0,0%	0,0%			

On average, senior management rate their expectations $4,14 \approx 4$ (**high**) and their perceptions of performance $3,57 \approx 4$ (**high**). The standard deviation for expectations ($SD = 1,07$) is **high** indicating that ratings for expectations are polarised and widely spread around the mean. On the contrary, the standard deviation for the perceptions of performance ($SD = 0,54$) is **low**, meaning that all ratings are concentrated around the mean and responses are uniform.

The bar graphs clearly indicate the expectations of senior management for this activity, ranging only between the **highest** rating (given by four members) and **medium** (given by three members). Likewise, their perceptions of the extent to which it is being performed ranges only between the **high** rating (by four members) and **medium** (by three members).

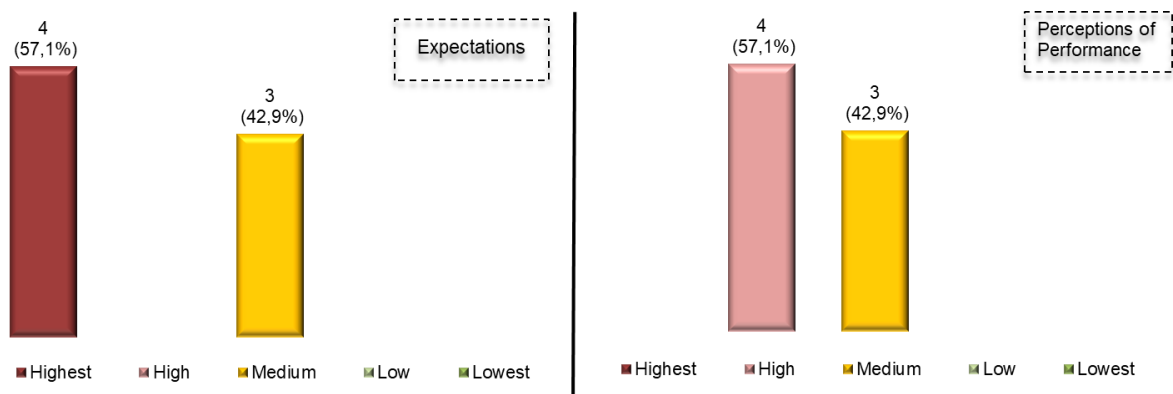


Figure A-49: Question 26 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Of senior management, 57,1 % has **high** expectations for the activity *Co-ordinate resources to strategically influence the development of issues to the Airport's benefit* while the remainder (42,9%) have **medium** expectations. The perceptions of performance for this activity are equally divided as above, namely also rated as **high** by 57,1% of respondents and **medium** by 42,9% of respondents.

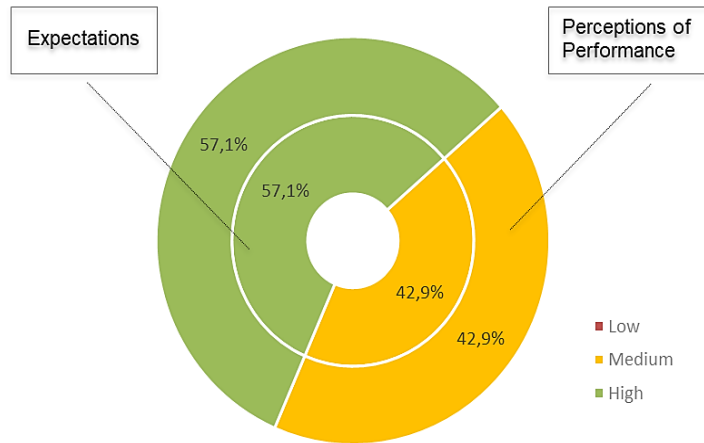


Figure A-50: Question 26 doughnut chart of expectations and perceptions of performance

Question 27: *Recommend how the Airport should respond to the threat of major trends/issues/reputation risks*

The summary table (Table A-26 below) indicates that four members of senior management have the **highest** expectations for this activity while two members have **high** expectations. One member has **medium** expectations for this activity, with no **low** scores encountered. In comparison, one member rates his/her perceptions of performance as **highest**, one member as **high** while five members rate it as **medium**.

Table A-26: Question 27 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	2	1	0	0	7	4,43	0,79
	Percentage	57,1%	28,6%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	1	5	0	0	7	3,43	0,79
	Percentage	14,3%	14,3%	71,4%	0,0%	0,0%			

On average, senior management rate their expectations $4,43 \approx 4$ (**high**) and their perceptions of performance $3,43 \approx 3$ (**medium**). The standard deviation for expectations ($SD = 0,79$) and the perceptions of performance ($SD = 0,79$) are low. This means that all ratings are concentrated around the mean, indicating uniform responses.

The bar graphs indicate that four senior management members expect this activity at the **highest** level and two more have rated it **high**. Their perceptions of the extent to which it is being performed have been rated by five senior management members as **medium**.

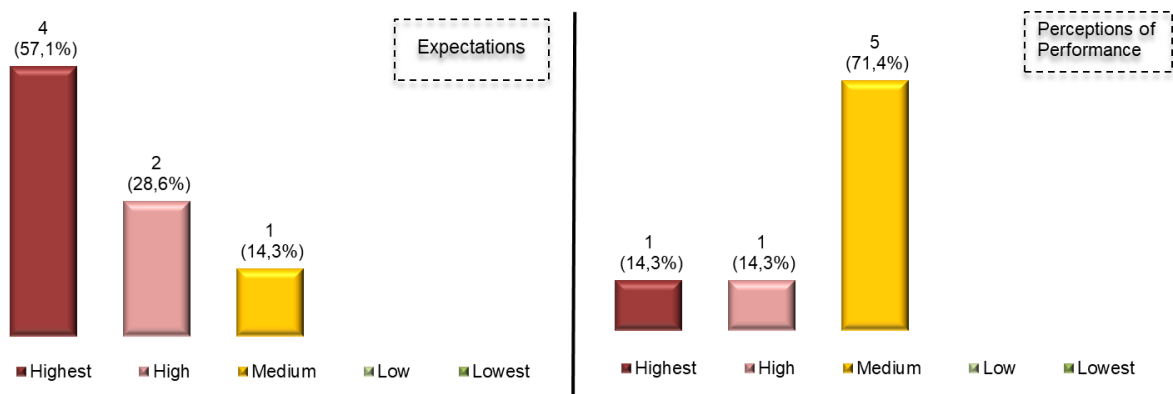


Figure A-51: Question 27 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Of senior management, 85,7 % have **high** expectations for the activity *Recommend how the Airport should respond to the threat of major trends/issues/reputation risks* while the remaining 14,3% have **medium** expectations. The perceptions of performance for this activity are rated **high** by 28,6% of respondents and as **medium** by 71,4% of the respondents.

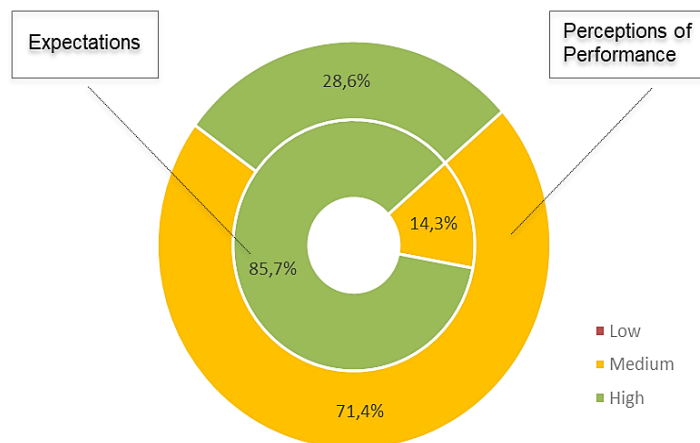


Figure A-52: Question 27 doughnut chart of expectations and perceptions of performance

Question 28: *Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)*

The summary table (Table A-27 below) indicates that four members of senior management have the **highest** expectations for this activity, while two members have **high** expectations and one member **medium** expectations for this activity (with no **low** scores encountered). In comparison, three members rate their perceptions of performance as **high** while four members rate it as **medium**.

Table A-27: Question 28 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	2	1	0	0	7	4,43	0,79
	Percentage	57,1%	28,6%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	0	3	4	0	0	7	3,43	0,54
	Percentage	0,0%	42,9%	57,1%	0,0%	0,0%			

On average, senior management rate their expectations $4,43 \approx 4$ (**high**) and their perceptions of performance $3,43 \approx 3$ (**medium**). The standard deviation for expectations ($SD = 0.79$) is larger than the standard deviation for perceptions of performance ($SD = 0.54$). Although both standard deviations are small and clustered around the mean, the ratings for perceptions of performance are clustered more tightly around the mean than the ratings for expectations, since the standard deviation of perceptions of performance is smaller.

The bar graphs clearly indicate that four members of senior management have given the **highest** rating for their expectations for this activity and a further two members a **high** rating. One member has **medium** expectations while there are no **low** ratings. The perceptions of four members of the extent to which it is being performed peaks at average (**medium**), while a further three have rated it **high**.

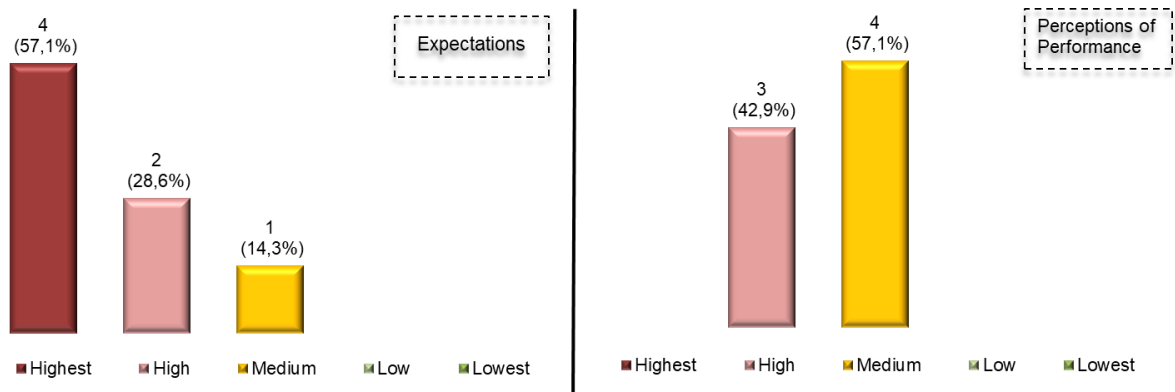


Figure A-53: Question 28 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Of senior management, 85,7 % have **high** expectations for the activity *Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)* and the remaining 14,3% have **medium** expectations. The perceptions of performance for this activity are rated as **medium** by 57,1 % of respondents and **high** by 42,9% of respondents.

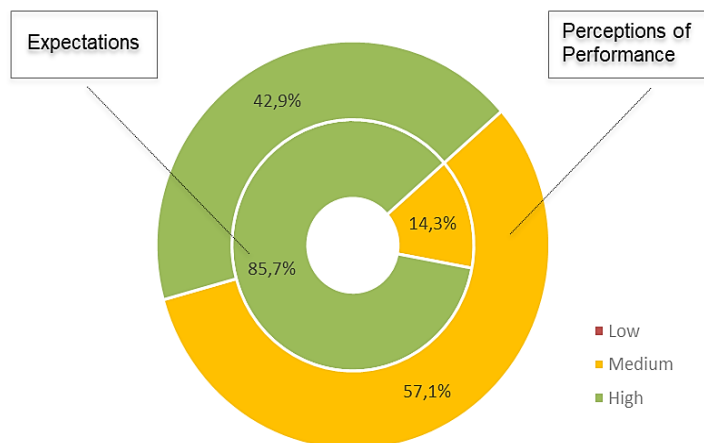


Figure A-54: Question 28 doughnut chart of expectations and perceptions of performance

Question 29: *Point out when a reputation risk becomes an issue that should be addressed in the issues management process*

The summary table (Table A-28 below) indicates that three members of senior management have the **highest** expectations for this activity while four members have **high** expectations (with no **low** scores encountered). In comparison, one member rates his/her perceptions of performance as **highest** while five members rate it as **high**. The remaining one member rates it as **medium**.

Table A-28: Question 29 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	4	0	0	0	7	4,44	0,54
	Percentage	42,9%	57,1%	0,0%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	5	1	0	0	7	4,00	0,56
	Percentage	14,3%	71,4%	14,3%	0,0%	0,0%			

On average, senior management rate their expectations $4,43 \approx 4$ (**high**) and their perceptions of performance $4,00 \approx 4$ (**high**). The standard deviation for expectations ($SD = 0.54$) and perceptions of performance ($SD = 0.56$) are almost equal, indicating that the dispersion around the mean for expectations and perceptions of performance are almost the same. It can be said that the responses for both expectations and perceptions of performance are uniform or consistent.

The bar graphs clearly indicate the **high** extent to which senior management expect this activity, but also that their perceptions of the extent to which it is being performed peaks at **high** (five members), with the remaining two members indicating a **highest** and **medium** score each.

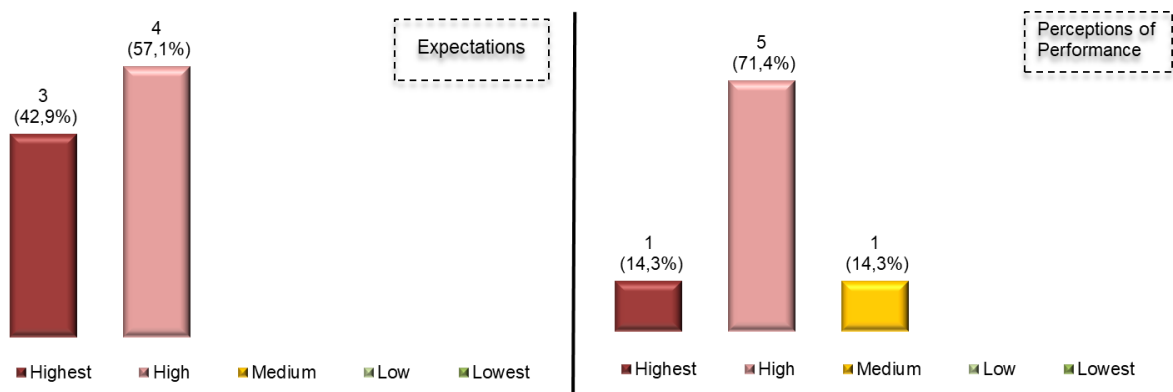


Figure A-55: Question 29 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. It is notable that all of senior management (100%) have high expectations for the activity *Point out when a reputation risk becomes an issue that should be addressed in the issues management process*. The

perceptions of performance for this activity are given a **high** rating by 85,7% of respondents and **medium** by 14,3% of respondents.

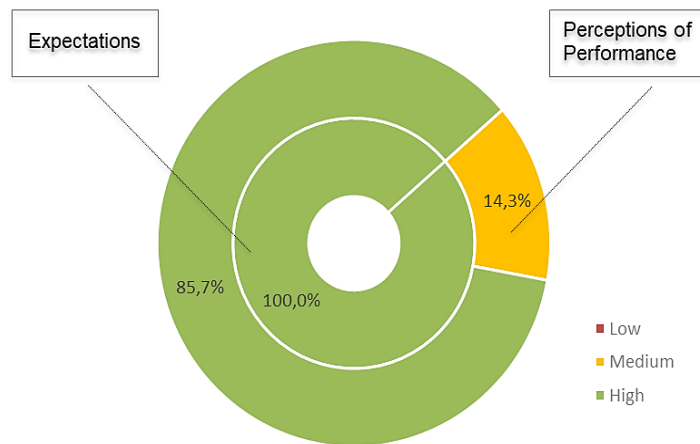


Figure A-56: Question 29 doughnut chart of expectations and perceptions of performance

Question 30: *Initiate dialogue with pressure groups limiting the Airport’s autonomy (e.g. community groups/environmentalists)*

The summary table (Table A-29 below) indicates that four members of senior management have the **highest** expectations for this activity while two members have **high** expectations and one has **medium** expectations (with no **low** scores encountered). In comparison, two members rate their perceptions of performance as **highest** while five members rate it as **high** (also no low scores encountered).

Table A-29: Question 30 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	4	2	1	0	0	7	4,43	0,79
	Percentage	57,1%	28,6%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	2	5	0	0	0	7	4,29	0,49
	Percentage	28,6%	71,4%	0,0%	0,0%	0,0%			

On average, senior management rate their expectations $4,43 \approx 4$ (**high**) and their perceptions of performance $4,29 \approx 4$ (**high**). The standard deviation for expectations ($SD = 0.79$) is larger than the standard deviation for perceptions of performance ($SD = 0.49$). Although both standard deviations are small and clustered around the mean, the ratings for perceptions of performance are clustered more tightly around the mean than the ratings for expectations since the standard deviation of perceptions of performance is smaller.

The bar graphs clearly indicate that the majority of senior management (four members) expect this activity to the **highest** extent while two members expect it to a **high** extent (only one indicated **medium**). The majority of the perceptions of performance are **high** (five members) while two members have given the **highest** rating. No **low** or **lowest** ratings have been encountered for either expectations or perceptions of performance.

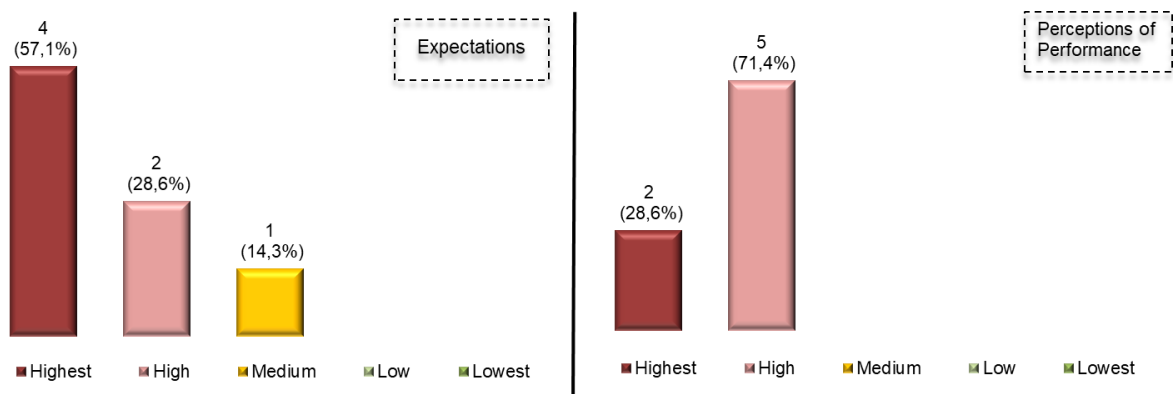


Figure A-57: Question 30 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. Of senior management, 85,7% have **high** expectations while 14,3% have **medium** expectations for the activity *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)*. It is notable that the perceptions of performance for this activity are rated as being **high** by 100% of respondents. Since the Corporate Affairs environment/division is mainly responsible for dialogue with the Airport's pressure groups, this is an important finding. It indicates that senior management members are satisfied with the performance of the Corporate Affairs department as far as this activity is concerned, since their expectations have been met or exceeded.

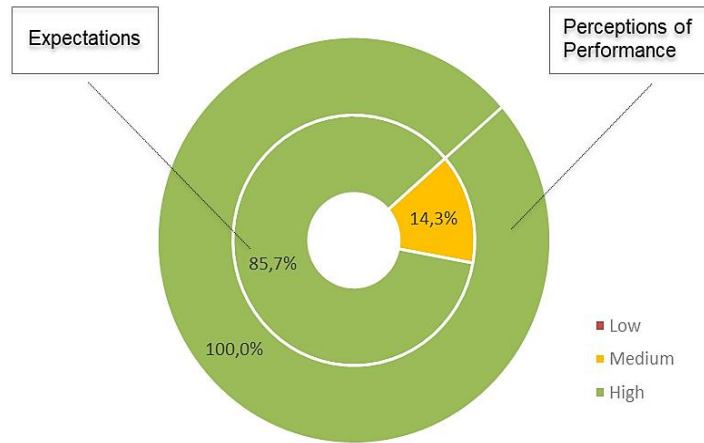


Figure A-58: Question 30 donut chart of expectations and perceptions of performance

Question 31: *Identify company problems/issues that communication can solve or explain*

The summary table (Table A-30 below) indicates that five members of senior management have the **highest** expectations for this activity while one member has **high** expectations and another one **low** expectations. In comparison, one member rates his/her perceptions of performance as **highest** while four members rate it as **high**. The two remaining scores are split evenly between **medium** and **low**.

Table A-30: Question 31 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	5	1	1	0	0	7	4,57	0,79
	Percentage	71,4%	14,3%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	4	1	1	0	7	3,71	0,95
	Percentage	14,3%	57,1%	14,3%	14,3%	0,0%			

On average, senior management rate their expectations $4,57 \approx 5$ (**highest**) and their perceptions of performance $3,71 \approx 4$ (**high**). The standard deviation for expectations is small ($SD = 0,79$) indicating uniform responses around the mean, while the standard deviation for the perceptions of performance is bigger but still below 1 ($SD = 0,95$). This means that the ratings are concentrated around the mean.

The bar graphs show that the expectations of five senior management members for this activity peaks at **highest**. Their perceptions of the extent to which it is being performed ranges between **highest** and **low**, peaking at **high** (indicated by four members).

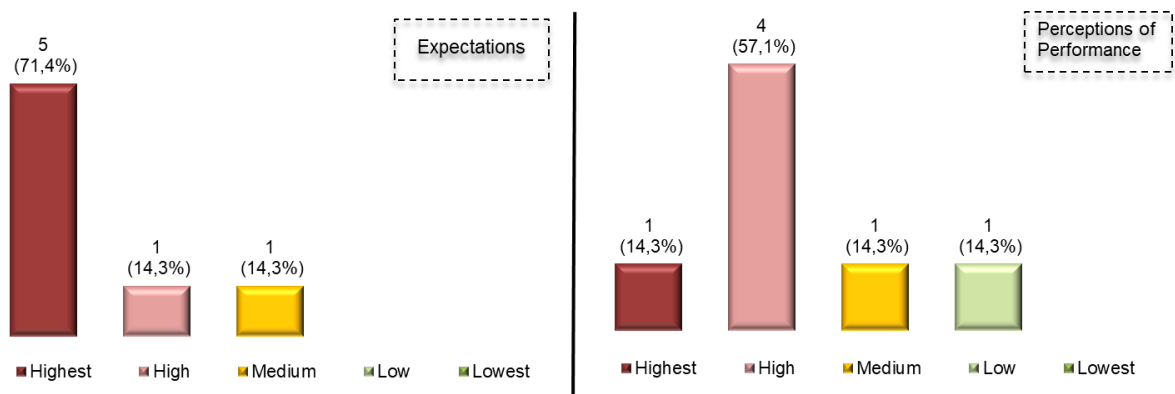


Figure A-59: Question 31 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management's perceptions of performance and the inner layer their normative expectations. 85,7% of senior management have **high** expectations for the activity *Identify company problems/issues that communication can solve or explain*, while 14,3% have **medium** expectations. The perceptions of performance for this activity are rated **high** by 71,4% of respondents, **medium** by 14,3% and low also by 14,3% of respondents.

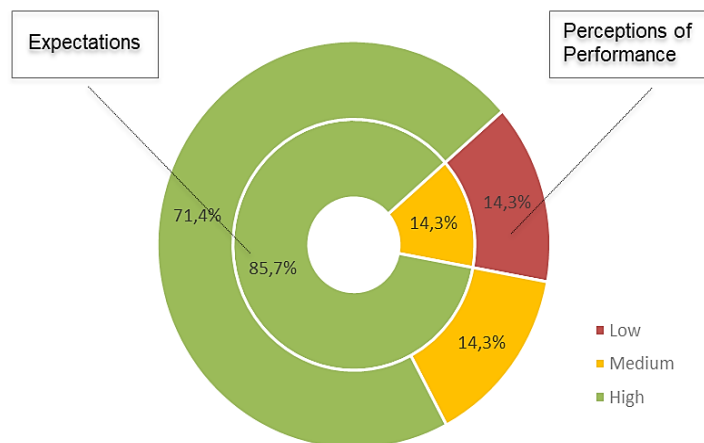


Figure A-60: Question 31 doughnut chart of expectations and perceptions of performance

Question 32: *Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation)*

The summary table (Table A-31 below) indicates that three members of senior management have the **highest** expectations for this activity while another three have **high** expectations and one member has **medium** expectations. In comparison, one member rates his/her perceptions of performance as **highest** while one member rates it as **high**. Four members rate their perceptions of performance as **medium** and one member rates it as **low**.

Table A-31: Question 32 summary table of frequencies and simple statistics for senior management expectations and perceptions of performance

		Ratings					Simple Statistics		
		Highest	High	Medium	Low	Lowest	Sample Size	Mean	Standard Deviation
Expectations	Frequency	3	3	1	0	0	7	4,29	0,76
	Percentage	42,9%	42,9%	14,3%	0,0%	0,0%			
Perceptions of Performance	Frequency	1	1	4	1	0	7	3,29	0,95
	Percentage	14,3%	14,3%	57,1%	14,3%	0,0%			

On average, senior management rate their expectations $4,29 \approx 4$ (**high**) and their perceptions of performance $3,29 \approx 3$ (**medium**). The standard deviation for expectations is 0.76 and the standard deviation for perceptions of performance is 0.95. Although both standard deviations are relatively small and concentrated around the mean, the ratings for expectations is concentrated much more tightly around the mean than the perceptions of performance ratings.

The bar graphs clearly indicate that the expectations of senior management for this activity are concentrated in **highest** and **high** (three members each) while there is one **medium** rating. Their perceptions of the extent to which it is being performed ranges from **highest** to **low**, peaking at **medium**.

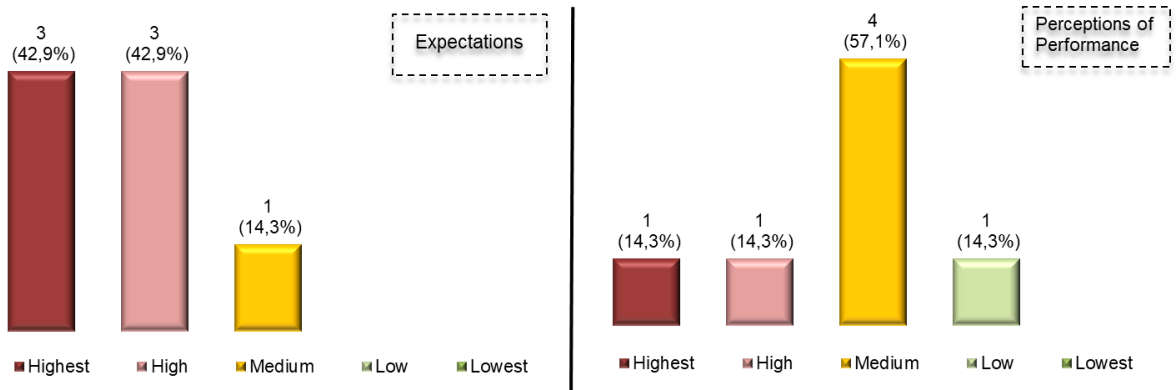


Figure A-61: Question 32 bar graphs of ratings and frequencies for senior management expectations and perceptions of performance

The outer layer of the doughnut chart represents senior management’s perceptions of performance and the inner layer their normative expectations. Of senior management, 85,7% have **high** expectations for the activity *Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation)* and 14,3% have **medium** expectations. The perceptions of performance for this activity are rated **high** by 28,6% of respondents; **medium** by 57,1%; and **low** by 14,3% of respondents.

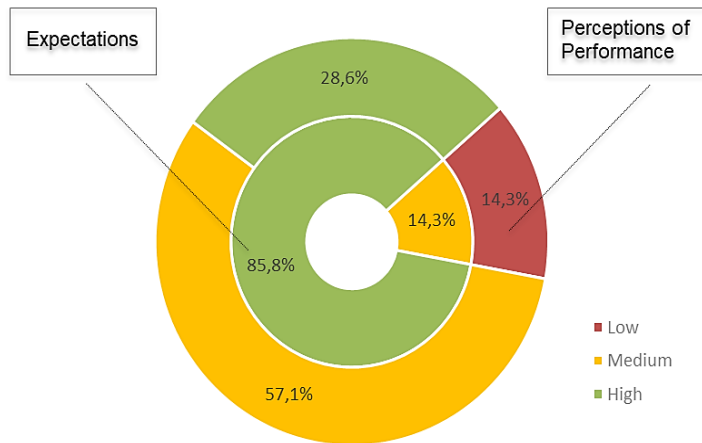


Figure A-62: Question 32 doughnut chart of expectations and perceptions of performance

APPENDIX A.2: The 18 questions for which 86% of senior managers select high ('5' and '4') for their expectations rating

Question number	Statement
Question 1	Provide 'actionable social intelligence' as a necessary activity for business success
Question 3	Point out to senior management the difference between reality and management's internally constructed version of reality
Question 4	Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly
Question 8	Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making
Question 12	Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map
Question 13	Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholders
Question 14	Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests
Question 15	Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication)
Question 16	Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively
Question 17	Regularly invite stakeholders to provide inputs on the Airport's performance
Question 18	Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof
Question 24	Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms
Question 27	Recommend how the Airport should respond to the threat of major trends /issues/ reputation risks
Question 28	Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)
Question 30	Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)
Question 12	Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map
Question 31	Identify company problems/issues that communication can solve or explain
Question 32:	Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation)

APPENDIX A.3: Overview of the frequencies findings

This section can be viewed in the main Chapter 5 file, at the end of Question 1.

APPENDIX B: SIMPLE STATISTICS ANALYSIS

Below is the output table obtained from the simple statistics analysis.

Question	N	Mean	Standard Deviation	Minimum	Maximum
Q01 E	7,00	4,43	0,79	3,00	5,00
Q01 P	7,00	2,86	0,69	2,00	4,00
Q02 E	7,00	4,29	0,95	3,00	5,00
Q02 P	7,00	3,29	0,76	2,00	4,00
Q03 E	7,00	4,71	0,76	3,00	5,00
Q03 P	7,00	3,57	0,79	3,00	5,00
Q04 E	7,00	4,29	0,76	3,00	5,00
Q04 P	7,00	3,71	0,76	3,00	5,00
Q05 E	7,00	4,86	0,38	4,00	5,00
Q05 P	7,00	3,57	0,98	2,00	5,00
Q06 E	7,00	4,43	0,53	4,00	5,00
Q06 P	7,00	2,86	0,90	2,00	4,00
Q07 E	7,00	4,57	0,53	4,00	5,00
Q07 P	7,00	3,29	0,76	2,00	4,00
Q08 E	7,00	4,29	0,76	3,00	5,00
Q08 P	7,00	2,71	1,25	1,00	5,00
Q09 E	7,00	4,00	0,82	3,00	5,00
Q09 P	7,00	2,29	0,76	1,00	3,00
Q10 E	7,00	4,71	0,49	4,00	5,00
Q10 P	7,00	3,29	0,76	2,00	4,00
Q11 E	7,00	4,29	0,95	3,00	5,00
Q11 P	7,00	3,71	1,25	2,00	5,00
Q12 E	7,00	4,43	0,79	3,00	5,00
Q12 P	7,00	3,43	0,53	3,00	4,00
Q13 E	7,00	4,57	0,79	3,00	5,00

Question	N	Mean	Standard Deviation	Minimum	Maximum
Q13 P	7,00	4,00	0,82	3,00	5,00
Q14 E	7,00	4,43	0,79	3,00	5,00
Q14 P	7,00	3,71	0,76	3,00	5,00
Q15 E	7,00	4,71	0,76	3,00	5,00
Q15 P	7,00	3,71	0,95	2,00	5,00
Q16 E	7,00	4,29	0,76	3,00	5,00
Q16 P	7,00	3,57	0,98	2,00	5,00
Q17 E	7,00	4,71	0,76	3,00	5,00
Q17 P	7,00	3,29	0,76	2,00	4,00
Q18 E	7,00	4,71	0,76	3,00	5,00
Q18 P	7,00	3,86	0,38	3,00	4,00
Q19 E	7,00	4,00	1,00	3,00	5,00
Q19 P	7,00	3,29	0,76	2,00	4,00
Q20 E	7,00	4,29	1,25	2,00	5,00
Q20 P	7,00	3,71	0,49	3,00	4,00
Q21 E	7,00	4,57	0,53	4,00	5,00
Q21 P	7,00	3,86	1,07	2,00	5,00
Q22 E	7,00	4,29	0,95	3,00	5,00
Q22 P	7,00	3,43	0,98	2,00	5,00
Q23 E	7,00	4,00	1,15	2,00	5,00
Q23 P	7,00	3,29	0,76	2,00	4,00
Q24 E	7,00	4,57	0,79	3,00	5,00
Q24 P	7,00	4,00	0,58	3,00	5,00
Q25 E	6,00	4,33	0,52	4,00	5,00
Q25 P	6,00	3,33	1,21	1,00	4,00
Q26 E	7,00	4,14	1,07	3,00	5,00
Q26 P	7,00	3,57	0,53	3,00	4,00
Q27 E	7,00	4,43	0,79	3,00	5,00

Question	N	Mean	Standard Deviation	Minimum	Maximum
Q27 P	7,00	3,43	0,79	3,00	5,00
Q28 E	7,00	4,43	0,79	3,00	5,00
Q28 P	7,00	3,43	0,53	3,00	4,00
Q29 E	7,00	4,43	0,53	4,00	5,00
Q29 P	7,00	4,00	0,58	3,00	5,00
Q30 E	7,00	4,43	0,79	3,00	5,00
Q30 P	7,00	4,29	0,49	4,00	5,00
Q31 E	7,00	4,57	0,79	3,00	5,00
Q31 P	7,00	3,71	0,95	2,00	5,00
Q32 E	7,00	4,29	0,76	3,00	5,00
Q32 P	7,00	3,29	0,95	2,00	5,00

APPENDIX B.1: Highest means for expectations

A key finding is that all means (averages) for expectations are higher than four. This is a strong signal that senior management have high expectations for the activities reported as part of the role of the reflective strategist.

APPENDIX B.2: Smallest means for expectations

As reported earlier, the means of all 32 questions for expectations are four or above. As such there are arguably no 'low' means in relation to the expectations of the said activities. Following are the three questions with the 'smallest' means for expectations, i.e. a mean of 4 (the rest are all above 4):

Question 9: *Conduct social audits to identify societal/SH values or expectations to be considered in developing strategies/plans.*

Question 23: *Make senior management aware of the importance of accommodating SH/societal perspectives different from their own*

Question 19: *Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns.*

APPENDIX B.3: Highest means for perceptions of performance

The following six questions have the **highest** means for the perceptions of performance, the top one being the following:

Question 30: *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalist) has a mean of 4,286.*

The next three questions all have a mean of 4:

Question 13: *Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage which stakeholder.*

Question 24: *Assist senior management to build trust/obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms.*

Question 29: *Point out when a reputation risk becomes an issue that should be addressed in the issues management process.*

Finally, the fifth and sixth **highest** both have a mean of 3,857. They are the following:

Question 18: *Encourage SH forums so as to obtain their buy-in for business priorities/make them co-creators thereof.*

Question 21: *Ensure that senior management understands PR/communication implications of strategic decisions for stakeholder/interest groups.*

When compared to the means for expectations, the means for perceptions of performance are relatively low.

The graph below is a two-part bar graph of perceptions of performance indicating the best four and the worst four perceptions of performance:

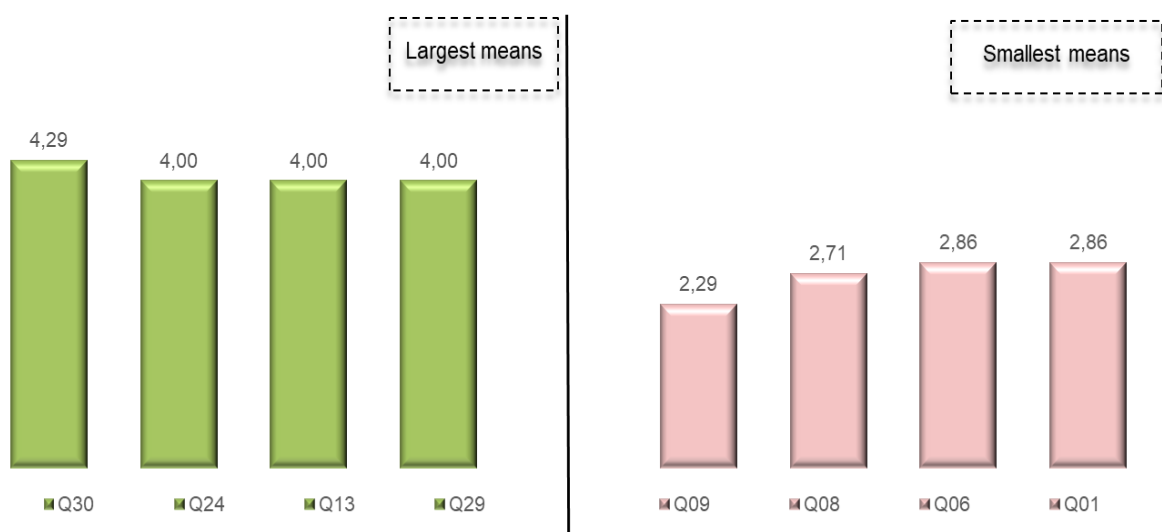


Figure B-1: Largest means vs. smallest means of perceptions of performance

APPENDIX B.4: Smallest means for perceptions of performance

Below ranked in order, from low to high, are the four questions with the **lowest** means for the perceptions of performance:

Question 9: *“Conduct social audits to identify societal/SH values or expectations to be considered in developing strategies/plans* has a mean of 2,286.

Question 8: *Regularly conduct advanced mass media analysis (including social media) to understand SH/societal views or concerns, to be used as input in decision making* has a mean of 2,714.

Question 1: *Provide ‘actionable social intelligence’ as a necessary activity for business success* and **Question 6:** *Maintain a comprehensive environmental scanning system for gathering social intelligence* both have a mean of 2,857.

Question 9 has a particularly low mean of 2,286. Other means when rounded are closer to the medium ranking. It should be noted that there is no mean of 1.

APPENDIX B.5: Standard deviations

If the standard deviation (SD) is small, it means ratings are concentrated around the mean, indicating uniform responses. If the SD is big, it indicates ratings are concentrated far from the mean, with responses not being uniform.

APPENDIX B.6: Highest standard deviations for activities linked to perceptions of performance

The following two questions both have a standard deviation of 1,254:

Question 8: *Regularly conduct advanced mass media analysis (including social media) to understand SH/societal views or concerns, to be used as input in decision making.*

Question 11: *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport’s Risk Register actually materialise.*

This is followed by question 25 and 21 which have the following outcomes:

Question 25: *Classify/prioritise/record issues in the Airport’s Issues Log to make them more manageable* has a standard deviation of 1,106.

Question 21: *Ensure that senior management understands the PR/communication implications of strategic decisions for stakeholder/interest groups* has a standard deviation of 1,069.

The three questions below all have a standard deviation of 0,976:

Question 5: *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage.*

Question 16: *Assist senior management to enlist powerful SH as active partners, so that they share their business knowledge to solve problems collectively.*

Question 22: *Advise senior management on how to present their strategies/policies to stakeholders (internal or external).*

Three further questions below all have a standard deviation of 0,951:

Question 31: *Identify company problems/issues that communication can solve or explain (e.g. share info with passengers on pending airport infrastructural changes/ allay fears of or give factual info/support to employees during downsizing).*

Question 15: *Actively listen to SH, not only communicate the Airport's position to them (i.e. practise 2-way communication).*

Question 32: *Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation).*

Finally, **Question 6:** *Maintain a comprehensive environmental scanning system for gathering social intelligence* has a standard deviation of 0,900.

The above questions indicate that ratings are concentrated far from the mean, with responses not being uniform.

APPENDIX B.7: Lowest standard deviations for activities linked to perceptions of performance

Question 18: *Encourage SH forums so as to obtain their buy-in for business priorities/make them co-creators thereof* has a standard deviation of 0,378.

Question 20: *Act as an advocate for key SH by explaining their (often competing) expectations/priorities to senior management* has a standard deviation of 0,488.

Question 30: *Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/environmentalists)* has a standard deviation of 0,488.

The above questions indicate that ratings are concentrated around the mean, with responses being uniform.

APPENDIX B.8: Highest standard deviations for activities linked to expectations of the senior managers

Question 20: *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage* has a standard deviation of 1,254.

Question 23: *Make senior management aware of the importance of accommodating SH/societal perspectives different from their own* has a standard deviation of 1,155.

Question 26: *Co-ordinate resources to strategically influence the development of issues to the Airport's benefit* has a standard deviation of 1,069.

Question 19: *Attend relevant industry association (or other key SH) events to understand SH expectations/concerns* has a standard deviation of 1,000.

Question 11: *Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise* has a standard deviation of 0,951.

Question 2: *Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society* has a standard deviation of 0,951.

Question 22: *Advise senior management on how to present their strategies/policies to SH (internal or external)* has a standard deviation of 0,951.

The seven questions above indicate that ratings are concentrated far from the mean, with responses not being uniform.

APPENDIX B.9: Lowest standard deviations for activities linked to expectations of senior managers:

Question 5: *Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage* has a standard deviation of 0,378.

Question 10: *Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies* has a standard deviation of 0,488.

The above questions indicate that ratings are concentrated around the mean, with responses being uniform.

In conclusion: The most significant finding of the simple statistics is that all the means (averages) for **expectations** are four or higher for ALL 32 questions. This is a clear indication that senior management have **high expectations** for the activities reported and thus for the **role of the reflective strategist**. However, when compared to the means for expectations, the means for perceptions of performance are relatively **low**.

Having first reported the demographics, the frequencies and simple statistics, the section that follows describes the data in the gap analysis as the last part of the descriptive statistics to be presented.

APPENDIX C: GAP ANALYSIS

Table C-1: Gap analysis output for Question 2 - 32

Question Number	Activity	Expectations Mean	Perceptions of Performance Mean	Gap
Q01	Provide 'actionable social intelligence' as a necessary activity for business success	4,43	2,86	1,57
Q02	Provide an outside-in view to senior management by presenting social intelligence to ensure a balance between company goals and the well-being of society	4,29	3,29	1,00
Q03	Point out to senior management the difference between reality and management's internally constructed version of reality	4,71	3,57	1,14
Q04	Enlighten senior management on societal expectations for socially responsible behaviour so that the Airport's behaviour can be adjusted accordingly	4,29	3,71	0,57
Q05	Act as an 'early warning system' to senior management before issues erupt into crises or reputation damage	4,86	3,57	1,29
Q06	Maintain a comprehensive environmental scanning system for gathering social intelligence	4,43	2,86	1,57
Q07	Obtain intelligence re interest groups/activists who seek to influence public policy due to their vested interest in identified Airport issues	4,57	3,29	1,29
Q08	Regularly conduct advanced mass media analysis (including social media) to understand stakeholder/societal views or concerns, to be used as input in decision making	4,29	2,71	1,57
Q09	Conduct social audits to identify societal/stakeholder values or expectations to be considered in developing strategies/plans	4,00	2,29	1,71
Q10	Monitor the stakeholder environment so that management can address unanticipated effects or consequences of company strategies/policies	4,71	3,29	1,43
Q11	Direct attention to the reputation risks that result when strategic/operational/other risks recorded on the Airport's Risk Register actually materialise	4,29	3,71	0,57
Q12	Classify/prioritise/record identified stakeholders on the airport's Stakeholder Map	4,43	3,43	1,00
Q13	Coordinate external stakeholder engagement to ensure clarity on who assumes responsibility to engage with which stakeholder	4,57	4,00	0,57

Question Number	Activity	Expectations Mean	Perceptions of Performance Mean	Gap
Q14	Consider/point out legitimate interests/expectations of stakeholders, as a stakeholder inclusive model is in the Airport's best interests	4,43	3,71	0,71
Q15	Actively listen to stakeholders, not only communicate the Airport's position to them (i.e. practise 2-way communication)	4,71	3,71	1,00
Q16	Assist senior management to enlist powerful stakeholders as active partners, so that they share their business knowledge to solve problems collectively	4,29	3,57	0,71
Q17	Regularly invite stakeholders to provide inputs on the Airport's performance	4,71	3,29	1,43
Q18	Encourage stakeholder forums so as to obtain their buy-in for business priorities/make them co-creators thereof	4,71	3,86	0,86
Q19	Attend relevant industry association (or other key stakeholder) events to understand stakeholder expectations/concerns	4,00	3,29	0,71
Q20	Act as an advocate for key stakeholders by explaining their (often competing) expectations/priorities to senior management	4,29	3,71	0,57
Q21	Ensure that senior management understands the public relations/communication implications of strategic decisions for stakeholder/interest groups	4,57	3,86	0,71
Q22	Advise senior management on how to present their strategies/policies to stakeholders (internal or external)	4,29	3,43	0,86
Q23	Make senior management aware of the importance of accommodating stakeholder/societal perspectives different from their own	4,00	3,29	0,71
Q24	Assist senior management to build trust/ obtain legitimacy for the Airport as a good corporate citizen, by ensuring that its behaviour is in line with societal values and norms	4,57	4,00	0,57
Q25	Classify/prioritise/record issues in the Airport's Issues Log to make them more manageable	4,43	3,33	1,10
Q26	Co-ordinate resources to strategically influence the development of issues to the Airport's benefit	4,14	3,57	0,57
Q27	Recommend how the Airport should respond to the threat of major trends/issues/reputation risks	4,43	3,43	1,00
Q28	Monitor important trends/issues at specified intervals (e.g. identify reputation risks monthly)	4,43	3,43	1,00

Question Number	Activity	Expectations Mean	Perceptions of Performance Mean	Gap
Q29	Point out when a reputation risk becomes an issue that should be addressed in the issues management process	4,43	4,00	0,43
Q30	Initiate dialogue with pressure groups limiting the Airport's autonomy (e.g. community groups/ environmentalists)	4,43	4,29	0,14
Q31	Identify company problems/issues that communication can solve or explain	4,57	3,71	0,86
Q32	Lean on issues/risk management reviews to prioritise communication activities (ensuring integration/co-operation)	4,29	3,29	1,00

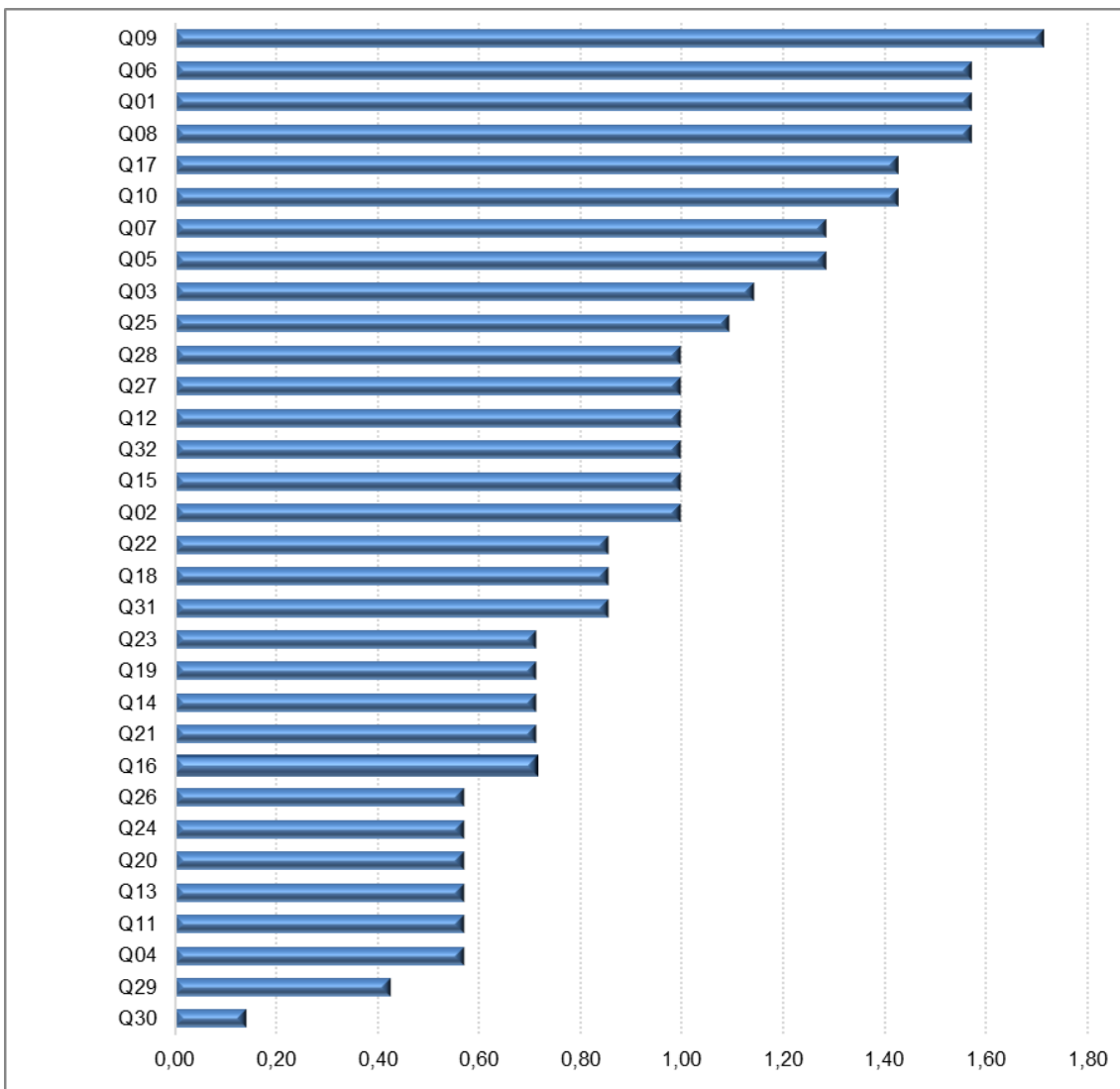


Figure C-1: Cluster bar graph of gaps between expectations and perceptions of performance in ascending order