



Baseline Transformation Audit
Marketing, Media and Communications Industry
Parliamentary Portfolio Committee on Communications

19 October 2004

Overview

- **Project Background and Scope**
- **Research Approach & Design**
- **Measurement Design Dimensions**
- **Data Collection Methodology**
- **Critical Success Factors**
- **Project Update**
- **Discussion**

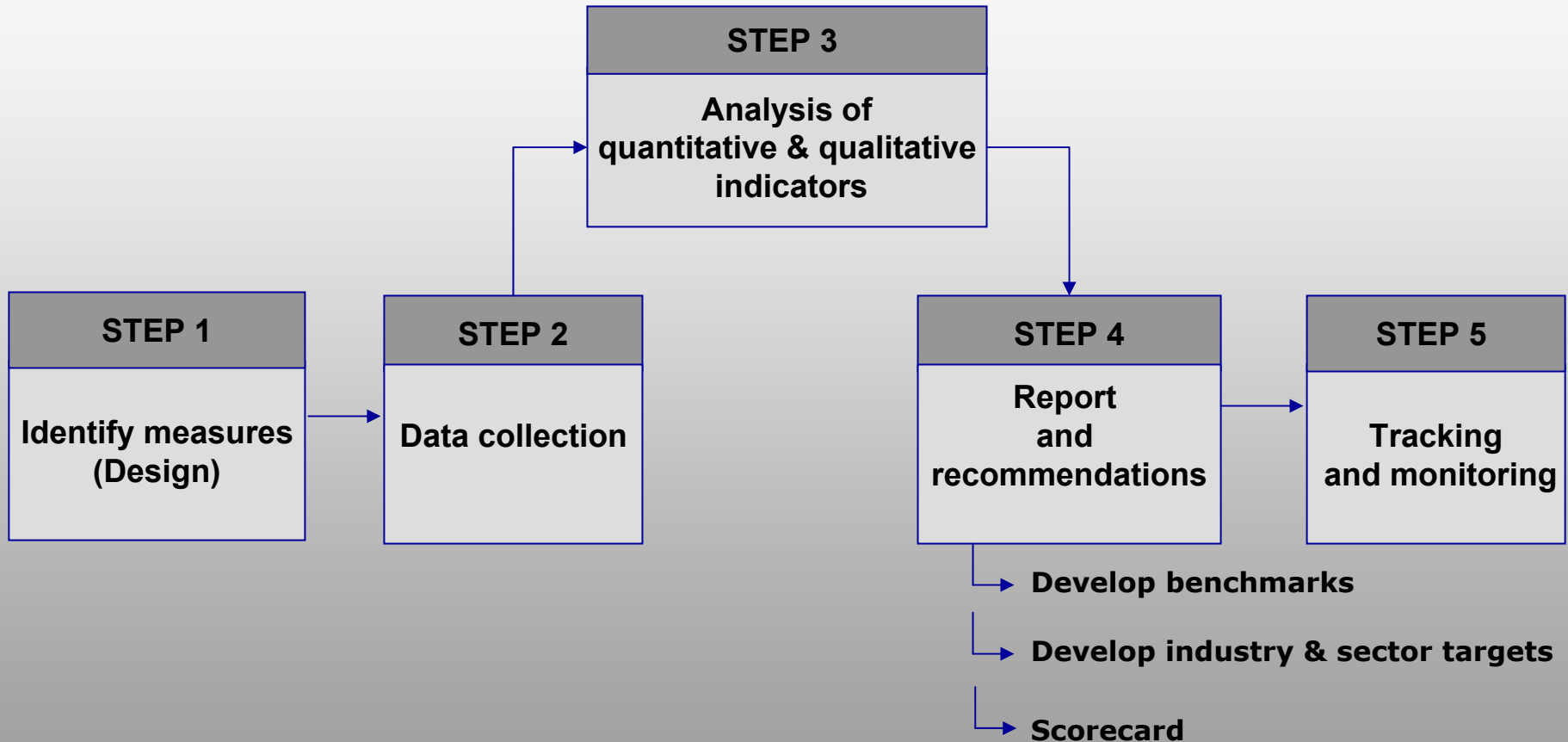


Project Background and Scope

- Project part of an initiative by government and the marketing, media and communications industry to accelerate transformation and BEE
- It was agreed to work within the framework set out by the National Strategy for Broad Based BEE, and to adopt the scorecard approach
- The research aims to develop a baseline evaluation, and to set up the methodology and systems for the ongoing monitoring and evaluation of transformation in the industry
- Inform a broad industry BEE scorecard



Research Approach and Design



Project Scope

- Project Deliverables:
 1. An empowerment index for the industry to inform the status quo, industry benchmarks and transformation targets:
 - **Equity Ownership (Direct)**
 - **Management control**
 - **Employment equity**
 - **Skills development**
 - **Affirmative procurement**
 - **Enterprise development**
 - **CSI**
 - **Industry characteristics: transformation**
 2. A system and process allowing industry bodies to track progress over time



Measurement Design Dimensions



Data Collection Methodology

- Deploy and manage this research campaign electronically using an on-line survey system
- Establish a website to:
 - ❖ Supply relevant background information
 - ❖ Distribute the survey
 - ❖ Provide the entry point to complete the questionnaire
 - ❖ Act as the centralised information collection point
 - ❖ Provide dynamic feedback on results
- The website as a data repository and not the driving force behind the research campaign. Also provides background information



Critical Success Factors: Agreed Pre Conditions

- Industry bodies & other stakeholders:
 - ❖ High level of commitment to the research
 - ❖ Sustained effort to encourage participation
- Research co–design
- A high profile public campaign to energise participation & reposition transformation in the industry
- Timeous and accurate contact lists
- Sufficient resources to manage the research
- Data integrity
- Time frames



Project Update

- Research Design:
Two Iterations

- ❖ Private Sector
- ❖ Government
Departments

[Open Web Site](#)

- Target Population:

❖ MFSA	679
❖ ACA	90
❖ Government	57
❖ AMF	45
❖ NABSA	36
❖ SAMRA	20
❖ <u>TOTAL</u>	927

- ❖ **Print Media South Africa
(PMSA)**



Project Update

- NABSA

- ❖ Managed own survey distribution and have also sent out reminders
- ❖ Deadline moved to 15 October
- ❖ Survey returns directly to BEE Monitor

- ACA:

- ❖ Own survey (X2)
- ❖ Have aligned to the broader survey but not perfectly matched
- ❖ Sent out survey 27/9
- ❖ Key financial indicators not reported in the sector
- ❖ Not sure if we will get discrete data points or aggregated data
- ❖ Integration of results: challenge



Project Update

- MFSA:

- ❖ Follow up by MBA students
- ❖ Support and assistance with completing the survey
- ❖ 110 Companies with email addresses
- ❖ Initial participation rate slow

- GCIS:

- ❖ Appointed a research support team
- ❖ 57 Departments
- ❖ Telephonic and on-site support
- ❖ Initial report back pending



Project Update: Response Rates

- Very poor response rates
- Reasons given for non-participation:
 - ❖ Marketing departments not see themselves as part of the industry
 - ❖ Too small to participate
 - ❖ Not achieved enough to report progress
 - ❖ Mandate for the survey questioned
 - ❖ Who is the BEE Monitor?
 - ❖ Have already been rated on BEE
 - ❖ Wrong contact person
 - ❖ Not enough time to complete the survey
 - ❖ Will not participate



Project Update: Survey to Check Participation

	YES	NO
Did You Receive the Survey?	39%	61%
Did you Receive Prior Notification of Survey?	22%	78%
Have you Reviewed the Content of the Survey?	36%	64%
Will you be Participating in the Survey?	68%	32%



Way Forward

- Need to revisit the basic critical success factors
- The challenge is that we are not dealing with a single industry: value chain
- Re-launch a coherent public campaign: purpose and positioning of the research
- Industry bodies need to get behind this initiative
- Set up call centre
- Resources to be made available
- Revisit timelines: report in first quarter next year
- Understand the role of the research team: design, data collation and analysis



Discussion

