

Country Reputation Management

Identifying the drivers of South Africa's reputation in German media

Desirée Christelis



Thesis presented in partial fulfilment of the requirements for the degree of Masters in Journalism at the
University of Stellenbosch

Supervisor: Professor Lizette Rabe

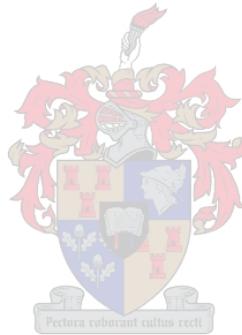
Date: April 2006

Declaration

I, the undersigned, hereby declare that the work contained in this thesis is my own original work and that I have not previously in its entirety or in part submitted it at any university for a degree.

Signature: 
(Désirée Christelis)

Date: _____



Abstract

Although reputation management has historically been restricted to companies or other organisational entities, countries are also increasingly concerned with their reputation relative to other countries and have started to actively measure and manage that reputation¹.

Over the past years, the Republic of South Africa has begun to professionally streamline its own reputation management activities, specifically by establishing the International Marketing Committee (IMC) in August 2000. South African Tourism, the media division of the South African diplomatic sector and even South African Airways are other reputation management vehicles that have been working toward emanating a comprehensive marketing and communication message from South Africa to other countries.

The basis of good reputation management is to first measure such reputation². It is also important to know what aspects are the main drivers of such reputation. Using the content of specific German newspapers as data body, this study determines the drivers of South Africa's media reputation in Germany.

In order to accurately set the scene for an analysis of South Africa's reputation, a thorough situation analysis on the country is conducted. This situation analysis forms the backbone for the methodology used further on to investigate the drivers of South Africa's reputation in specific German media.

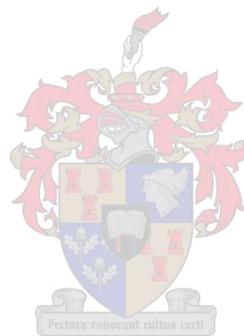
To this end, a large part of the situation analysis looks at South Africa in terms of Germany and a study is conducted on the relationship between Germany and South Africa as well as the potential stakeholders of South Africa's media reputation in Germany. It is also important to know what current efforts in terms of reputation management are.

¹ Fehlmann, Grahlow & Passow, 2005

² Peetz, Plauschinat & Stein, 2003:14
Fehlmann, Grahlow & Passow, 2003:2

After studying the history of South Africa's reputation management activities, members of today's reputation management vehicles are interviewed and an overview of South African reputation management efforts currently active in Germany is provided. The reputation management activities of other countries are briefly explored and specifically the lessons from other countries' efforts are highlighted.

Subsequently, the reputational dimensions that positively or negatively drive South Africa's reputation in specific German media are determined. To this end, a content analysis is conducted on the seven German national daily newspapers, *Börsen-Zeitung*, *Die Welt*, *Frankfurter Allgemeine Zeitung*, *Frankfurter Rundschau*, *Financial Times Deutschland*, *Handelsblatt* and *Süddeutsche Zeitung*³ over a period of 20 months. The findings made culminate in suggestions for South Africa's future reputation management activities in Germany.



³ LexisNexis, 2005. Frankfurt: Universitätsbibliothek Frankfurt am Main. See also Page 64 in this study.

Abstrak

In die verlede was die reputasiebestuur hoofsaaklik toegepas in sake-organisasies en ander organisasies. Tans groei die belangstelling van lande ook egter om meer kennis oor hul reputasies, relatief tot ander lande, in te win. Lande het spesifiek begin om strategieë te ontwikkel wat aktief hierdie reputasies bepaal en ook bestuur.

Die Republiek van Suid-Afrika het ook begin met die professionalisering en stroombelyning van reputasiebestuur met die stigting van die Internasionale Bemarkingskomitee in Augustus 2000. South African Tourism, die media afdeling van die Suid-Afrikaanse diplomatieke sektor en selfs die Suid-Afrikaanse Lugdiens is ook belangrike rolspelers wat daarna strewende om 'n omvattende bemarkings- en kommunikasieplan tussen Suid-Afrika en ander lande te bewerkstellig.

Die hoeksteen van goeie reputasiebestuur is om eerstens te beraam wat die entiteit se reputasie is. Dit is dan ook belangrik om vas te stel wat die drywers vir hierdie reputasie is. Die inhoud van spesifieke Duitse koerante is gebruik as databasis om te bepaal wat die drywers vir Suid-Afrika se reputasie in Duitsland is.

Om 'n akkurate agtergrond te skep vir die analise van Suid-Afrika se reputasie, is eers 'n deeglike situasie-analise van Suid-Afrika se huidige status onderneem. Hierdie analise vorm die ruggraat vir die metodologie wat ontwikkel is om die bronne van Suid-Afrika se reputasie in die Duitse media te ondersoek.

Die situasie-analise ondersoek hoofsaaklik die verhouding tussen Duitsland en Suid-Afrika, asook potensiële belanghebbers in die mediareputasie van Suid-Afrika in Duitsland. Dit is ook belangrik om vas te stel wat die huidige pogings ten opsigte van reputasiebestuur is.

Nadat die geskiedenis van Suid-Afrika se reputasiebestuur ondersoek is, is onderhoude met rolspelers gevoer en word 'n oorsig van Suid-Afrika se pogings tot reputasiekontrolle in Duitsland verskaf. Ander lande se pogings tot reputasiebestuur is ook kortliks ondersoek en die lesse wat spesifiek uit hierdie pogings geleer kan word, word uitgelig.

Voorts is die faktore wat 'n positiewe en negatiewe bydrae maak tot Suid-Afrika se reputasie in die Duitse media ook bepaal. 'n Inhoudsanalise is gedoen van sewe Duitse nasionale daaglikse koerante, *Börsen-Zeitung*, *Die Welt*, *Frankfurter Allgemeine Zeitung*, *Frankfurter Rundschau*, *Financial Times Deutschland*, *Handelsblatt* en *Süddeutsche Zeitung* oor 'n tydperk van 20 maande. Die bevindinge word weergegee en dra by tot opwindende moontlikhede vir toekomstige aktiwiteite rakende Suid-Afrika se reputasiebestuur.

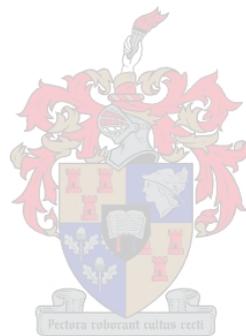
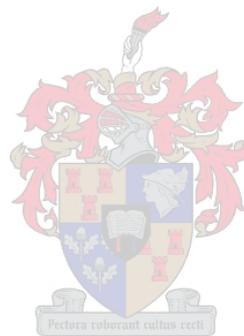


Table of Contents	Page
Abstract	I
Abstrak	III
1. Introduction	1
1.1 Rationale	1
1.2 Procedure of analysis	2
2. Literature Study	4
2.1 Images of Nations	4
2.2 Image versus Reputation	6
2.3 Corporate Reputation	8
2.3.1 Corporate Reputation Management	11
2.3.2 Corporate Reputation Measurement	12
2.4 Country Reputation	14
2.4.1 Country Reputation Management	14
2.4.2 Country Reputation Measurement.....	14
2.5 Conclusion	16
3. Situation Analysis of South Africa	17
3.1 General overview of South Africa	18
3.1.1 Health	19
3.1.2 Economy.....	20
3.1.3 Safety	21
3.1.4 Government.....	21
3.1.5 Strategic goals of South Africa	22
3.1.6 Foreign Affairs	23
3.1.7 Summary of overview of South Africa	24
3.2 South Africa's relationship with Germany	24
3.3 South Africa's stakeholders in Germany	28
3.4 Conclusion of Situation Analysis	31
4. South African Reputation Management in Germany	32
4.1 History	32
4.2 South Africa's reputation management today	36
4.2.1 International Marketing Council	37
4.2.1.1 Background.....	37
4.2.1.2 IMC Reputation Management Activities.....	41
4.2.2 South African Tourism	46



4.2.2.1	Background.....	46
4.2.2.2	South African Tourism Reputation Management Activities.....	47
4.2.3	South African Airways Media and Communications.....	50
4.2.3.1	Background.....	50
4.2.3.2	South African Airways reputation management activities.....	51
4.2.4	South African Government.....	52
4.2.4.1	Background.....	52
4.2.4.2	South African Government reputation management activities.....	54
4.3	Conclusion.....	56
5.	Lessons from other countries' reputation management.....	57
5.1	Introduction.....	57
5.2	Case study on the U.S.....	57
5.3	Case study on Spain.....	59
5.4	Case study on other countries.....	60
5.5	Conclusion.....	61
6.	Methodology.....	62
6. 1	Theoretical foundation: content analysis – a brief history.....	62
6.2	Current research in the context of content analysis.....	65
6.2.1	Introduction.....	65
6.2.2	Basic material utilised.....	67
6.2.2.1	The Newspapers.....	68
6.2.2.1.1	<i>Börsen-Zeitung</i>	69
6.2.2.1.2	<i>Die Welt</i>	70
6.2.2.1.3	<i>Financial Times Deutschland</i>	70
6.2.2.1.4	<i>Frankfurter Allgemeine Zeitung</i>	71
6.2.2.1.5	<i>Frankfurter Rundschau</i>	71
6.2.2.1.6	<i>Handelsblatt</i>	72
6.2.2.1.7	<i>Süddeutsche Zeitung</i>	72
6.2.3	Obtaining search terms.....	73
6.2.4	Tools used for the first steps in content analysis.....	74
6.2.5	Strengths and limitations.....	76
6.2.5.1	Sample.....	76
6.2.5.2	Method.....	77
6.2.5.3	Tools.....	79
6.2.6	Search Terms.....	79
6.3	Conclusion.....	83
7.	Content analysis of 7 German newspapers over 20 months.....	84
7.1	Coverage.....	84
7.1.1	Number of Articles.....	84
7.1.2	Search terms, cluster and reputational dimensions.....	84
7.1.2.1	<i>Börsen-Zeitung</i>	86
7.1.2.2	<i>Die Welt</i>	88
7.1.2.3	<i>Frankfurter Allgemeine Zeitung</i>	90

7.1.2.4 <i>Frankfurter Rundschau</i>	92
7.1.2.5 <i>Financial Times Deutschland</i>	95
7.1.2.6 <i>Handelsblatt</i>	97
7.1.2.7 <i>Süddeutsche Zeitung</i>	99
7.2 Conclusion of search terms, cluster and dimension frequency analysis.....	101
8. Conclusion.....	106
8.1 Implications for research.....	106
8.1.1 Unanswered questions and proposals for future research	106
8.2 Implications for practice	106
8.2.1 Conclusions	107
Bibliography	109
Appendices	119



List of illustrations

1. ILLUSTRATIONS FROM DER SPIEGEL	34
2. COMPARISON OF ALL NEWSPAPERS CLUSTER WEIGHTING	81
3. <i>BÖRSEN-ZEITUNG</i> REPUTATIONAL DIMENSIONS WEIGHTING	83
4. <i>DIE WELT</i> REPUTATIONAL DIMENSIONS WEIGHTING	85
5. <i>FRANKFURTER ALLGEMEINE ZEITUNG</i> REPUTATIONAL DIMENSIONS WEIGHTING	87
6. <i>FRANKFURTER RUNDSCHAU</i> REPUTATIONAL DIMENSIONS WEIGHTING	90
7. <i>FINANCIAL TIMES DEUTSCHLAND</i> REPUTATIONAL DIMENSIONS WEIGHTING	92
8. <i>HANDELSBLATT</i> REPUTATIONAL DIMENSIONS WEIGHTING	94
9. <i>SÜDDEUTSCHE ZEITUNG</i> REPUTATIONAL DIMENSIONS WEIGHTING	96
10. REPUTATIONAL DIMENSIONS PER NEWSPAPER	98
11. REPUTATION DIMENSION AVERAGE OF ALL NEWSPAPERS COMPARED TO AVERAGE OF NEWSPAPERS EXCLUDING FINANCIAL PUBLICATIONS	100



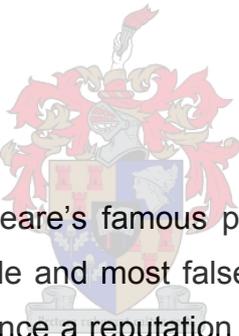
Cassio. Reputation, reputation, reputation! O! I have lost my reputation. I have lost the immortal part of myself, and what remains is bestial. My reputation, Iago, my reputation!

Iago. As I am an honest man, I thought you had received some bodily wound; there is more offence in that than in reputation. Reputation is an idle and most false imposition; oft got without merit, and lost without deserving: you have lost no reputation at all, unless you repute yourself such a loser. What! man; there are ways to recover the general again; you are but now cast in his mood, a punishment more in policy than in malice; even so as one would beat his offenceless dog to affright an imperious lion. Sue to him again, and he is yours.

(Shakespeare, Othello, the Moor of Venice Act II. Scene III, 225-226)

1. Introduction

1.1 Rationale



The above extract from Shakespeare's famous play, Othello, accurately describes the nature of reputation as "an idle and most false imposition; oft got without merit, and lost without deserving". Yet once a reputation is lost, "there are ways to recover the general again". This can be ascribed mainly to the notion of reputation management which, albeit being an ancient concept has increasingly shifted back into current thinking.

"The proliferation of media and information of the past two decades, the demands of investors for increased transparency, and the growing attention paid to social responsibility all speak for a greater focus on the part of organisations to building and maintaining strong reputations" (Argenti & Druckenmiller, 2004).

For an entity to achieve a certain desired reputational outcome, it has to manage as much of its exposure to various target groups. That would mean, for example, steering media coverage by closely supervising what information is made public.

These developments have led to a discipline that has become known as corporate reputation management.

Yet although reputation management has historically been restricted to companies or other organizational entities, countries are also increasingly concerned with their reputation relative to other countries and turn to actively measuring and managing that reputation (Fehlmann, Grahlow & Passow, 2005).

Over the past years, the Republic of South Africa has started to professionalize and streamline its own reputation management vehicles, specifically by founding the International Marketing Committee (IMC) in August 2000. South African Tourism and the Media Division of the South African diplomatic sector are other examples of organisations that have been trying to send a comprehensive marketing and communication message that emanates from South Africa to other countries.

This thesis will look at country reputation management and specifically study South Africa's reputation management activities in Germany. The study aims to provide an answer to the question of what the drivers of South Africa's reputation in German media are. It will subsequently attempt recommendations for the effective management of South African reputation in Germany.



1.2 Procedure of analysis

The structure of this thesis will follow a somewhat untraditional format as the methodology description is found much later in the study, rather than at the very beginning. The rationale for this was the fact that placing the chapter further on supported the logical order of the study and would assist the reader in better comprehending the chosen methodology. Much of the methodology used for the content analysis is based on the preliminary studies conducted in the first chapters of this thesis. The information for those chapters was obtained through literary studies, research and interviews. The search terms, for example, which form the basis for the content analysis were largely derived from a prior situation analysis on South Africa. In that light, this study rather starts with an examination of the ambit of Literature surrounding the discipline of reputation management. A comprehensive introduction

to corporate reputation measurement and management will be provided and the subsequently derived notion of country reputation management will be introduced.

Following this, a thorough situation analysis will be conducted on South Africa which aims to accurately set the scene for an analysis of South Africa's reputation. This situation analysis will provide the backbone for the methodology used to investigate South Africa's reputation in specific German media at a later stage of the study. To this end, a large part of the situation analysis will look at South Africa in terms of Germany. Therefore, a study will be conducted on the relationship between Germany and South Africa and those potential stakeholders in Germany to whom South Africa's reputation may be of essence.

Subsequently a thorough investigation will be made of previous and current reputation management efforts on behalf of South Africa will be conducted. Members of today's reputation management vehicles are interviewed and an overview of reputation management efforts currently underway both in South Africa and in Germany is provided.

A brief outing will be made to the reputation management activities of other countries, where specifically the lessons from other countries' efforts will be highlighted.

Subsequently, the reputational dimensions that drive South Africa's reputation in a positive or negative way will be determined. To this end, a content analysis will be conducted on the seven German national daily newspapers, *Börsen-Zeitung*, *Die Welt*, *Frankfurter Allgemeine Zeitung*, *Frankfurter Rundschau*, *Financial Times Deutschland*, *Handelsblatt* and *Süddeutsche Zeitung* over a period of 20 months. The findings made here will be outlined in a detailed manner and will eventually lead to attempt suggestions for South Africa's future reputation management activities in Germany.

2. Literature Study

Investigating the ambit of literature currently available on the fields of Country Reputation Measurement and Management has shown to be rather problematic, with both disciplines being still vastly understudied. While the empirical section of this study deals exclusively with those concepts, there are a few surrounding disciplines which at least fall into the margins of the relevant field and thus should also be discussed.

2.1 Images of Nations

One school of thought investigates a concept similar to country reputation, namely the images of nations, or countries. Perhaps the most exhaustive study conducted in this field is the book *Images of nations and international public relations* by Michael Kunczik written in 1990. Here, Kunczik discusses the idea that the world is a “large and complex communication network” (1990:17) in which the mass media cannot be treated in isolation. He points out that although “practically anything can contribute to forming an image of another nation” (Kunczik, 1990:18), there are ways for public relations to remove prejudices between peoples.

Quoting Von Studnitz (1950), he says “in the old days one could win over an empire by marrying, today you can win over peoples by a leading article.” This, according to Kunczik, is because the mass media is continuously feeding people “images of nations” (1990:20).

Another observation he makes (1990:21) is the large amount of money that is fed into international image cultivation. This, according to Kunczik, shows how important governments rate the kind of an image their country, government or policies project abroad. One of the first times the term *national public relations* was used explicitly was in 1978 when Herzog, Israel’s ambassador to the United Nations, commented that

“from the point of view of national public relations the Israeli policy of settling the occupied territories won in wars with the Arabs had done more damage than anything else” (Koschowitz 1984 as cited in Kunczik 1990:21).

For purposes of this literature study, it is important also to point out the observation Kunczik makes about the then-current state of research in the area of image cultivation by states. According to him, the book published in 1965, *International behaviour. A social-psychological analysis* by Kelman still ranked the definitive study in that field when Kunczik wrote his work in 1990. After pointing out very few other publications dealing with Image cultivation of nations, Kunczik concludes that

“Fundamentally...the literature situation on the subject area addressed here is poor [because] public relations activities tend to be especially successful the less they are recognisable as such. Very often, therefore, scientifically ‘non-serious’ sources have to be resorted to such as newspaper reports, personal statements etc.” (Kunczik, 1990:24).



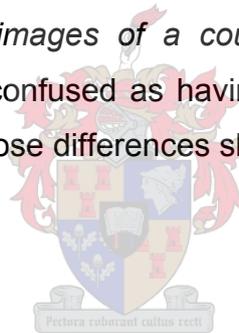
Since this publication, Kunczik has done a number of studies following up on his idea of images of nations, focussing often on the international image of crisis countries. In his most recent study, *Images of Nations and Transnational Public Relations of Governments with Special reference to the Kosovo*, presented at a symposium in 2004, Kunczik points out in the introduction that the mass media’s reality is not factual reality and very often does not correspond to real happenings.

“Mass media constructs a separate reality. That criteria used to construct this reality are the so called ‘news values’. But for the recipients, who have no primary access to most things reported on, this constructed world becomes ‘factual reality’.”

Even in this, Kunczik’s latest study, he points out “the relationship between news media and images of nations is not well researched”.

One study that could be particularly relevant to the topic of this thesis was conducted looking at *The Sub-Saharan Image in the German Elite Press 1979 – 1999* by Mawugbe in 2002. In this doctoral work it was found that the Sub-Saharan African image was still suffering under “*coups and earthquakes style of coverage*”, (Mawugbe, 2002:182) and that “*histographic cultural perceptions continued to affect the trend of international news coverage of the Sub-Saharan regions by the German press*” (Mawugbe, 2002:182). No reference is made in the entire thesis to the work of Kunczik. That clearly displays the fragmented nature of research that is still predominant in this academic field.

While the above-mentioned study and those laying the ground-work of images of nations appear to provide a foundation to a thesis on South Africa’s reputation in German media, it is of crucial importance to highlight that the theory to be followed is that of *country reputation*, not *images of a country*. While the two concepts of reputation and image are often confused as having the same meaning, they are in fact two distinguishable terms whose differences should be realised.



2.2 Image versus Reputation

Reputation, as opposed to image, is seen as a strategic concept developed around long-term impressions of an organisation built around a number of corporate images and actions (Fombrun & Shanley, 1990). Already then, the idea crystallised that there was a difference between the two concepts: while images were regarded as having a stationary nature, reputations were seen as dynamic.

In their recent book *Reputation in Artificial Societies: Social Beliefs for Social Order*, Conte and Paolucci develop the core of their reputation theory upon this difference between image and reputation. The authors point out that “reputation cannot be seen as a static attribute, rigidly codified as footprints of social hierarchy”. Reputation rather consists of dynamic properties because reputation attribution is a mental process that takes place within communication processes. According to the authors, “image” is conceived as a set of evaluative beliefs about a given target and “reputation” as the process and effect of transmission of the image. Image is seen as

an evaluative belief and is said to be a static system, while reputation is a “meta belief” that carries no reference to the acceptance of established beliefs (Conte & Paolucci, 2002).

The public relations practice also sees vast differences between *Image and Reputation – two misunderstood siblings that need better management* (PRinfluences, 2003). While image on the one hand is built, costs money, is fast and opportunistic, reputation is earned, is an asset, is careful and industrious. In the words of Brown in *A Sound Reputation*,

“Reputation...is a dynamic, not static, quality; it changes as individual opinions change. And there are two drivers of opinion change – direct experience and indirect experience (2005:1).”

Brown also points out that the most common form of indirect experience is media coverage, which is an important finding for this study (2003:1). In a paper titled *Reputation and the Corporate Brand* (Argenti & Druckemiller, 2004:369), image is defined as “a reflection of an organisation’s identity and its corporate brand,” or more specifically, the organisation as seen from one stakeholder group’s point of view. Depending on which stakeholder is involved, an organisation can have many different images. Reputation, on the other hand, is defined in that study as “the collective representation of multiple constituencies’ [stakeholder group’s] images of a company, built up over time and based on a company’s identity programmes, its performance and how constituencies have perceived its behaviour.”

In short, images are seen as multiple, stationary reflections of an organisation’s identity and its corporate brands while reputation is the dynamic, collective representation of the various images of a corporation as perceived by different stakeholders. While an image is a fixed set of beliefs about a corporation, reputation changes as individual opinions change.

Considering the large body of literature that highlights the differences between image and reputation, it is indeed questionable if the studies that fall under images of nations are in fact pertinent to a study on the reputation of South Africa. While image, as the above definitions point out, is indeed a part of reputation, it is not reputation per se. The above explanation of the two concepts also raises a question as to whether Mawugbe's study on *The Sub-Saharan Image in the German Elite Press 1979 – 1999* is indeed a study on image rather than reputation. Considering the extensive time-frame he took as well as the approach he took to conduct the analysis, a suggestion could be made that a more accurate title for the work could have been *The Sub-Saharan Reputation in the German Elite Press 1979 – 1999*.

Most literature dealing explicitly with the concepts of country reputation measurement and management today, are derived from the school of corporate reputation measurement and management, hence the body of literature that should next be discussed.

2.3 Corporate Reputation

About 10 years ago, Fombrun pointed out that, although reputations were ever-present, they were also relatively understudied (Fombrun, 1996). Responding to this and the “fragmenting nature of disciplines into ever-more specialized domains” (Fombrun & Van Riel, 1997:5), the international peer-reviewed journal, *Corporate Reputation Review*, published by the Reputation Institute (RI), was launched in 1997.

The RI is a private research and consulting organisation founded in 1997 by Fombrun, Professor Emeritus at the Stern School of Business (NYU), and Van Riel, Professor of Corporate Communication at Rotterdam School of Management (Erasmus University). The mission of the Reputation Institute is to “advance knowledge about corporate reputations, their management, measurement and valuation and to help organizations develop and implement cutting-edge practices in reputation management” (<http://www.reputationinstitute.com>).

The *Corporate Reputation Review* was the first journal to focus solely on the academic field of corporate reputations. An article titled *The Reputational Landscape* was published in the inaugural issue of this journal (1997), and provided a comprehensive overview of the various aspects on corporate reputation. According to this study, there are a number of different disciplines, each of which holds its own views on corporate reputation.

Economics, for example, views reputations from the game-theory perspective as traits, whereby “the reputation of a player is the perception others have of the player’s values...which determine his/her choice of strategies” (Weigelt & Camerer as cited in Fombrun & Van Riel, 1997:6). Signalling theorists within economics view reputation as signals:

“Since many features of a company and its products are hidden from view, reputations are information signals that increase an observer’s confidence in the firm’s products and services” (Fombrun & Van Riel, 1997:6).

Reputations to strategists, on the other hand, are both assets and mobility barriers (Caves & Porter as cited in Fombrun & Van Riel, 1997:7). Marketing often labels reputation as the “brand image” and looks at the processing of information that subsequently results in “pictures in the heads” (Lippmann as cited in Fombrun & Van Riel, 1997:7). According to the organisational view, corporate reputations are based on the “sense-making experiences of employees”, and sociologists point out that (reputational) rankings are social constructions that are formed through the relationships that a specific firm has “with its stakeholders in a shared institutional environment” (Ashforth & Gibbs as cited in Fombrun & Van Riel, 1997:9). Finally, the authors take a look at the accounting view of corporate reputations within which accounting researchers call for the development towards being able to better measure how investments in branding, training, and research build important stocks of intangible assets that are said to build higher reputation estimations among external observers (Barney as cited in Fombrun & Van Riel, 1997:10).

From this study, Fombrun and Van Riel then propose an integrative definition of reputation which states

“A corporate reputation is a collective representation of a firm’s past actions and results that describes the firm’s ability to deliver valued outcomes to multiple stakeholders. It gauges a firm’s relative standing both internally with employees and externally with its stakeholders, in both its competitive and institutional environments” (Fombrun & Van Riel, 1997:10).

This study and its corresponding definition will be referred to at a later stage of this thesis where it will be proposed that many of the disciplines and their definitions of corporate reputation can to some extent be used to define country reputation.

In 2000, Deephouse focused his study on *Media Reputation as a Strategic Resource: An Integration of Mass Communication and Resource-Based Theories*. Deephouse develops a variant to the reputation concept called media reputation defined as “the overall evaluation of a firm presented in the media”. His paper also provides support for the idea that “media reputation is a strategic resource leading to competitive advantage” (2000:1). In his paper, Deephouse uses *The American Heritage College Dictionary*’s definition according to which reputation is defined as the evaluation of a firm by its stakeholders in terms of their affect, esteem, and knowledge.

From his study of mass communication theories, Deephouse adopts a two-part assumption whereby “the media record public knowledge and opinions about firms and influence public knowledge and opinions about firms”. He also refers to the agenda-setting theory that “initially proposed that media coverage of certain issues raises the salience of these issues in the public’s agenda” (McCombs & Shaw as cited in Deephouse, 2000:5). Deephouse subsequently finds:

“The assumption that media coverage records and influences public knowledge and opinion is applicable to reputation because media coverage is a reasonable

indicator of the public's knowledge and opinions about firms within a few months of the publication date" (Deephouse, 2000:6).

This, in turn, determines the reputation that a firm has in the general public (Deephouse, 2000:6). Although some stakeholders may have direct knowledge or opinion of an event or an issue, and although the time lag between media reporting and public knowledge and opinion may vary, it is important to note that media reporting does indeed influence public perception.

2.3.1 Corporate Reputation Management

The above developments in the field of corporate reputation and their corresponding suggestions on what influences reputation and how it does so, have led to the emerging discipline of "reputation management" (Fombrun, 2003). In an article Fombrun wrote for Corporate Social Responsibility (CSR) Europe, he holds the main idea of this discipline being that "strong reputations result from the development of strategic communications and citizenship initiatives that consistently and openly convey the genuine, distinctive values and personality of a company".

Argenti and Druckemiller in a paper published in 2004 (:368) explicate:

"The proliferation of media and information of the past two decades, the demands of investors for increased transparency, and the growing attention paid to social responsibility all speak for a greater focus on the part of organizations to building and maintaining strong reputations."

This shows the extent to which large corporations have had to increasingly deal with acting as responsible, global citizens. Very often, negative behaviour on behalf of a company leads to a negative reputation which in turn causes negative turnover. Companies want to prevent this and thus have to manage their reputation in all possible aspects.

2.3.2 Corporate Reputation Measurement

Before addressing the developments of the above studies to the field of Country Reputation, it has to first be highlighted that the basis of good reputation management is to measure it first (Peetz, Plauschinat & Stein, 2003:14; Fehlmann, Grahlow & Passow, 2003:2).

In 2003, Carroll and McCombs take the idea of agenda-setting in the reputational landscape further and place it within the ambit of reputation measurement within the print media. The paper *Agenda-setting Effects of Business News on the Public's Images and Opinions about Major Corporations*, explains the “applicability of agenda-setting theory for explaining the influence of the media on corporate reputations among the public”.

The authors suggest a number of potential conditions that influence agenda-setting effects of corporate reputation. First, they propose that the size and age of a company affect which companies the media see as newsworthy (Schultz, Mouritsen & Gabrielsen as cited in Carroll & McCombs, 2003:44). Secondly, news coverage and public awareness can be influenced by the degree of segmentation of a firm's business. The authors also suggest that the proximity of a firm to a particular medium influences the coverage that firm receives by such medium. Another proposition that is made states that the placing of a story within a newspaper can influence its emotional tone and, finally, because “news and media have a fascination with elites and celebrity status” (Hayward & Hambrick, 1997; Meindl, Ehrlich & Dukerich as cited in Carroll & McCombs, 2003:44), a firm's reputation can largely be attributed to its respective CEO. The authors of this paper suggest that the above five propositions outline a blueprint for “empirical research describing and explaining the influence of business news on the reputations of individual firms” (Carroll & McCombs, 2003:45).

Berens and Van Riel in an article for the *Corporate Reputation Review* in 2004 provided an overview of the three main streams of thought in the corporate reputation measurement literature. The study identifies one stream that “distinguishes different *social expectations* that people have regarding companies”. Within this school fall concepts such as the Reputation Institute's *Reputation Quotient* (Fombrun &

Wiedmann, 2001; Fombrun et al. as cited in Berens & Van Riel, 2004:169) and reputation measures such as *Fortune's* annual *Most Admired Companies* survey (Stein as cited in Berens & Van Riel, 2004:169).

The second stream is based on the idea of *corporate personality* whereby people attribute personality traits to companies. Here, personality can be defined as “those characteristics of the person or of people generally that account for consistent patterns of behaviour” (Pervin as cited in Berens & Van Riel, 2004:169). The Corporate Personality Scale (Davies et al. as cited in Berens & Van Riel, 2004:169) is an example of a measurement instrument in this academic ambit.

The third reputation measurement stream of thought is based on *trust* and “distinguishes associations on the basis of different reasons that people have to trust or distrust a company. Here, the Corporate Credibility Scale by Newell and Goldsmith (as cited in Berens & Van Riel, 2004:172) is an example of a measurement tool. The authors also distinguish two smaller streams, one based on the needs that a company could satisfy and the other on the sources of information about a company.

While the preference for one of the main streams of thought “has to be determined by theoretical and practical considerations”, the authors point out that most researchers “seem to select the social expectations approach” when organizations are “interested to learn about the perceptions of publics regarding ‘socially desirable’ behaviours of companies on a (broad) benchmark context” (Berens & Van Riel, 2004:174). This is substantiated in an article for the Public Relations Forum, *Reputationsanalyse als Grundlage für ein erfolgreiches Kommunikationsmanagement*. This study investigates the Reputation Quotient tool as developed by Fombrun and find that it is a theoretically sound as well as practical tool to be used in the measurement of corporate reputations (Peetz et al., 2003:15).

2.4 Country Reputation

2.4.1 Country Reputation Management

Already in 1999, Olins compiled a pamphlet titled *Trading Identities: Why Countries and Companies are becoming more alike*. Here, Olins puts forward the idea:

“As countries develop their national brands to compete for investment, trade and tourism, mega-merged global companies are using nation-building techniques to achieve internal cohesion across cultures and are becoming ever more involved in providing public services like education and health” (1999:1).

Pharoah writes in *Building and Managing Reputation for Countries* that

“Countries are increasingly realising that reputation matters – and if reputation matters, then reputation needs to be managed.”



According to Pharoah, the governments of today are “increasingly becoming the brand managers of their country” (Pharoah, 2004:1). These findings lead to the idea that instruments used to manage and measure companies could be argued to apply to countries as well.

2.4.2 Country Reputation Measurement

Applying corporate reputation measurement theories to countries was first attempted when a research survey was conducted on behalf of the government of Liechtenstein, with the results being published in 2002. The study’s mission was “to establish a framework for Liechtenstein to effectively manage its reputation” and its vision to “enable Liechtenstein to take the lead in shaping its reputation”.

The authors, in cooperation with Fombrun, developed a tool according to which Liechtenstein's reputation was measured and the findings used to devise a framework for the active management of Liechtenstein's reputation. The tool applied was an adapted version of Fombrun's Reputation Quotient generally used to measure the reputation of companies. The Reputation Quotient is composed of 20 attributes which can be grouped in six dimensions for data analysis purposes (Fehlmann, Grahlow, Lutz, Passow & Schierscher, 2002:14) Along these lines, a questionnaire was designed, using Fombrun's reputation dimensions as a backbone, but adapting them to the situation of countries. "Workplace environment", for example was adapted to "Cultural Appeal" etc. After 6 700 respondents used this questionnaire to share their perceptions of Liechtenstein and its competitive set, the same questionnaire was used to determine the perception of Liechtenstein's residents. That allowed the researchers to identify the congruence between internal and external perceptions of the country, or, between identity and reputation. This allowed the team to make recommendations about Liechtenstein's future reputation management efforts. The results of the Liechtenstein study



"Encouraged the research team to suggest that its approach and the instrument developed could be used for the reputation measurement of any country" (Fehlmann et al., 2003:2).

They did however, highlight that in order to validate this, further research and more comparable studies would be needed. Unfortunately, the ambit of this study does not allow for a full-scale validation test which indeed is something future researchers should explore. Building on this idea, the team went on to develop a general tool that would be able to measure a country's reputation and benchmark it against its competitors. After dismissing the National Identity Scale and the Country of Origin Effect approach as advances for their study, Fehlmann et al. together with Charles Fombrun formulated the Country Reputation Index (Fehlmann et al., 2003). According to the authors, that tool allows governments to gain insights into which aspects in the perception of the general public drive the overall reputation of their country. Early 2005 another follow-up paper was published, whereby the same

authors outline the Country Reputation Cockpit, “a strategic framework for effective national reputation management”. The essence of the Country Reputation Cockpit is a three-step framework whereby the first step incorporates a diagnosis of the current state of the country’s reputation, the second designing a future state thereof and thirdly managing the transition to that future stage.

2.5 Conclusion

As can be derived from this Literature analysis, the academic discipline that has become known as country reputation management is one that still finds itself in its initial phases. Very little has thus far been written on it and the topic has not been widely explored. Because the above-mentioned academic developments and the corresponding studies represent the most current thinking of this topic, this thesis will draw much of its approach, theories and methodology from them. Hence, the advances that have lead to the creation of the Country Reputation Index and the corresponding Country Reputation Cockpit form the foundation for the research on South Africa’s driver’s of reputation in German media as explicated in this study.

Considering the scanty research that has been conducted on precisely the topics of country reputation measurement and management, this thesis hopes to act as a valuable contribution to the currently available field of research.

3. Situation Analysis of South Africa

In order for a hypothesis to be developed about the aspects that should be driving the South African reputation and therefore also reputation management abroad, it is important to first conduct a situation analysis of the country. The framework, according to which the situation analysis will be conducted, has, where appropriate, been based on that of the aforementioned study on the reputation of the principality of Liechtenstein, "Introducing the Global Village" (Fehlmann et al, 2002). That research work embarked on a situation analysis exploring the geographic, demographic, economic and political setting of Liechtenstein. It also looked at the strategic position of Liechtenstein and the internal and external stakeholders of Liechtenstein's reputation. The study was conducted by a number of communication professionals and subsequently was awarded the Silver Ruler Award for Excellence in Public Relations Measurement. It is thus regarded as a credible basis for research on the South African reputation.

However, the breadth of this thesis is limited to the extent that it does not measure South Africa's reputation in general terms and all over the world, as the Liechtenstein study did, but it specifically looks at the country's reputation within specific media, and this only in the central European country, the Republic of Germany. Even more specific, this study looks at the various drivers of South Africa's reputation in various German media. The goal of the Liechtenstein group was to identify a general reputation management strategy for the principality. It is out of this reason that the following situation analysis will not include a general study of South Africa's strategic position and its internal and external stakeholders. It will rather specifically focus on South Africa in terms of Germany. This implies a study of South Africa's relationship with Germany and an investigation of the stakeholders of South Africa's reputation that are prevalent in Germany.

While the first section aims to provide a general overview of South Africa, the subsequent sections are all slanted toward investigating the relationship between South Africa and Germany. First, a general overview will be provided, describing South Africa's general characteristics and the government's main policies and strategies. Next, the political, economic and cultural relationship between Germany and South Africa will be looked at, followed by a discussion surrounding a study

conducted in 2001 on the South African perception in Germany by the Association of Public Safety and Communication Officials. The chapter will conclude with an analysis of South Africa's stakeholders – the target audience for South African reputation management in Germany. The subsequent chapter will investigate South Africa's international communication policies both past and present. The joint findings of these two chapters will then provide all information required for the following chapter in which a tool will be designed to measure the drivers of South Africa's media reputation in Germany. This will form the basis for the subsequent content analysis of newspaper articles published in seven German daily newspapers (*Börsen-Zeitung*, *Frankfurter Allgemeine Zeitung*, *Frankfurter Rundschau*, *Financial Times Deutschland*, *Börsen-Zeitung*, *Handelsblatt*, *Süddeutsche Zeitung*, and *Die Welt*) on South Africa between 1 January 2004 and 1 September 2005.

3.1 General overview of South Africa

The following section is largely based on the South Africa Yearbook 2004/2005, as edited by Burger in 2005. This is a document deemed “the official authoritative reference work on the Republic of South Africa covering subjects such as tourism, government systems, agriculture, sport, etc” (GCIS, 2005). Other sources were consulted where deemed necessary. This section does not claim to be a comprehensive analysis of South Africa – the breadth and depth of such a study falls outside the ambit of this thesis. It does however aim to introduce various crucial aspects of South Africa and paint a picture of the country, particularly to those not entirely familiar with it.

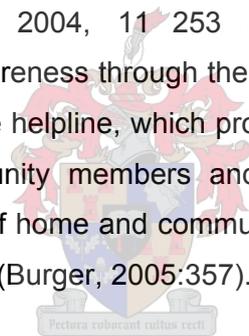
Situated at the southernmost tip of the African continent, South Africa borders six countries: Namibia, Botswana, Zimbabwe, Mozambique and the Kingdom of Swaziland. The Kingdom of Lesotho is entirely enclosed by South African land. South Africa has a coastline of approximately 3 000 kilometres, running along the Atlantic Ocean to its West, and the Indian Ocean, to its East. Geographically, the country is divided into nine provinces, “each with its own legislature, premier and executive councils” (Burger, 2005:2).

The country has a diverse mix of people with 46 429 823⁴ citizens and 11 official languages: Afrikaans, English, isiNdebele, isiXhosa, isiZulu, Sepedi, Sesotho, Setswana, siSwati, Tshivenda and Xitsonga.

3.1.1 Health

In terms of public health, HIV/Aids probably presents the most prominent issue. According to a UNAIDS estimation, 5.6 million people at the end of 2003 were living with HIV in South Africa. That makes up for just over 12% of the population. Yet, according to the South Africa Yearbook 2004/2005, the government of South Africa is greatly committed to solving this issue (Burger, 2005:356).

“By the end of September 2004, 11 253 people were receiving ARVs. Communication to promote awareness through the Khomanani Campaign has been intensified. A 24-hour telephone helpline, which provides information relating to HIV and AIDS to patients, community members and healthcare-providers, receives 5 000 calls daily. The number of home and community-based care programmes, as well as hospices, is expanding” (Burger, 2005:357).



According to a study conducted in 2001 by the Medical Research Council of South Africa, other areas that the government has identified as “most important aspects of public health” include the development of new tuberculosis and malaria drugs, food fortification, crime, violence and injury prevention, health promotion targeted at the youth, rehabilitation, cost-effective on-sight diagnosis, commercial application of indigenous knowledge and research into the effectiveness of alternative therapies (MRC, 2001). Yet despite these issues, HIV/AIDS remains the primary facet – particularly in the international arena, in which the South African president Thabo Mbeki received large-scale criticism for his initial lag in rolling out a national anti-retroviral programme.

⁴ Official Mid-Year Estimates, 2003 according to South Africa Yearbook 2004/2005, page 1

3.1.2 Economy

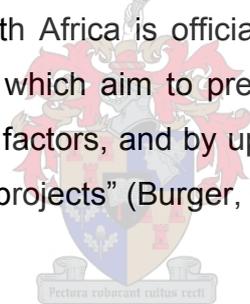
South Africa's economy is growing steadily, and in 2003 achieved a level of macro-economic stability "not seen in the country for 40 years" (Burger, 2005:153). While the country's budget deficit decreased from 9,5% of Gross Domestic Product (GDP) in 2003 to just over 1% in 2002/03, the total public sector debt fell from over 60% of GDP in 1994 to approximately 50% of GDP in 2002/03 (Burger, 2005:153). The government report highlights that this has created opportunities for increasing in expenditure on social services and reduced both the costs and risks for all investors, "laying the foundation for increased investment and growth". Key objectives for the Department of Trade and Industry (DTI) currently include, amongst others, the promotion of broad-based black economic empowerment (BEE), increasing market access opportunities for, and the export of, South African goods and services and contributing towards building skills, technology and infrastructure platforms from which enterprises can benefit (Burger, 2005:160).

The Department has also identified a number of key sectors as ripe for both internal and international investment. Research conducted by DTI has shown that those "sectors indicate a high South African competitive and comparative advantage". From these sectors, the following can be identified as most prominent: agro processing, automotive, banking and finance, chemicals, fishing, food and beverages, IT and electronics, mining and minerals, property, tourism, telecoms and textiles (SouthAfrica.Info, 2003).

International investors who decide to embark on such investment opportunities are assisted by DTI on a number of levels. For example, they are provided with information on sectors and industries and are consulted on the regulatory environment, they are facilitated along their investment missions, they are provided with links to joint venture partners and receive information on incentive packages, they are assisted with work permits and receive logistical support for their relocation (SouthAfrica.Info, 2003).

3.1.3 Safety

South Africa is a prime tourist destination, particularly for Germans. According to the Department of Finance, Economic Development & Tourism, Western Cape Provincial Government (SAGI, 2005), about 245 000 German tourists visited South Africa during 2004. Yet the aspect of large-scale crime committed in South Africa is regularly picked up by international media and seems to hamper a potentially even larger influx of tourists. In 1998, a survey found that excluding countries at war, South Africa had the highest per capita crime rate (Ross, 1998). In the country's second national victim survey, the Institute for Security Studies stated that there was little doubt that, even though crime had levelled off since 1998, violence remained the key challenge for the country (SouthAfrica.Info, 2004). The results of that study confirmed that crime had stabilised between 1998 and 2003, and in some cases decreased slightly. Official Crime statistics of 2003/2004 have shown a decrease of murder by 9,9%, attempted murder by 17,9% and carjacking by 8% (Nqakula, 2004:1). Security and crime prevention within South Africa is officially the responsibility of the South African Police Services (SAPS), which aim to prevent crime by addressing its root causes such as “socio-economic factors, and by uplifting the economy through rural-development and urban-renewal projects” (Burger, 2005:454).



3.1.4 Government

If the history of South Africa is in large part one of increasing racial divisiveness, today it can also be seen as the story of - eventually - a journey through massive obstacles towards the creation, from tremendous diversity, of a single nation whose dream of unity and common purpose is now capable of realisation (SouthAfrica.Info, 2004).

The above description recorded on a South African Information website poetically summarises what South Africa had undergone over the years of its existence. The most recent example of this racial divisiveness occurred during the years 1948 – 1994, after the radical right-winged Nationalist Party came to power in the 1948

elections (SouthAfrica.Info, 2004). Under this governmental system, the ideological system of oppression and racism known as Apartheid was followed. Government programmes maintained a strict hierarchy with the greatest allocation of rights, assets, education etc. going to whites, and Africans receiving the least (Towards a Ten Year Review, 2003:7). After a long struggle within and outside of the country, South Africans were freed from the oppressive regime when freedom-fighter Nelson Mandela was voted president during South Africa's first democratic election in 1994. For the past ten years, South Africa has been a democratic country in which the state has

“set out to systematically and deliberately dismantle Apartheid social relations and create a democratic society based on the principles of equity, non-racialism and non-sexism” (Towards a Ten Year Review, 2003:10).

South Africa's political environment has, since the 1994 elections enjoyed an increasingly positive reputation and has become known as a stable system (SouthAfrica.Info, 2003). Over the past year, this reputation has increasingly been in the limelight, with analysts speculating that South Africa's political stability is threatened (IRIN, 2005). This was mainly motivated with the so-called Zuma-crisis whereby South Africa's deputy-president, Jacob Zuma, was fired from office after his former financial advisor had been convicted of fraud. Zuma himself now faces charges of corruption (IRIN, 2005). While some media have critically investigated this issue, others have commended it to demonstrate South Africa's political will to fight corruption (Transparency International, 2005).

3.1.5 Strategic goals of South Africa

While the above points largely provide industry-specific insights on the situation of South Africa, it is also important to determine the country's overall strategic goals. A number of aspects extracted from a speech delivered to Parliament this year by South African president Thabo Mbeki, illustrate the main governmental goals of South Africa. Due to the position of a country's president, being able to decide on

large-scale strategy issues on behalf of a country, the following facets are regarded as a reliable source in determining current strategic governmental objectives:

“The further entrenchment of democracy in South Africa, transforming the country into a genuinely non-racial and non-sexist society, eradicating poverty and underdevelopment within the context of a thriving and growing First Economy and the successful transformation of the Second Economy, opening the vistas towards the spiritual and material fulfilment of each and every South African, securing the safety and security of all our people, building a strong and efficient democratic state that truly serves the interests of the people and contributing to the victory of the African Renaissance and the achievement of the goal of a better life for the peoples of Africa and the rest of the world” (Mbeki, 2005:1).

3.1.6 Foreign Affairs

Most of the above aspects are pertinent to internal South African affairs and indicate to a positive and confident vision emanating from South Africa. The last point of Mbeki’s list of governmental goals, however, explicitly concerns foreign affairs. That brings the discussion into an area in which South African governmental strategy has been under increasing international pressure over the past years.

Known as quiet, or discreet, diplomacy, South Africa’s controversial decision on how it has dealt with the atrocities in Zimbabwe has been vividly criticised in both national and international media (Herbst, 2005). And, although the South African government has been reconsidering its strategy toward Zimbabwe of late, that has not been picked up by foreign media and the years of quiet diplomacy seem to have done damage to the South African reputation internationally (Own observation).

Nevertheless, South Africa’s international profile, especially with respect to foreign affairs within the African continent has not been entirely negative. Mbeki was “the leading figure behind the creation of the New Partnership for Africa’s Development and the African Union” (Gowers, Reed & White, 2005:17). Mbeki himself is known to be press-shy and sensitive to criticism, he leads a tightly-scheduled life

“seeking to broker peace in conflicts around the continent, including Burundi, Congo and the Ivory Coast” (Gowers et al., 2005:17).

3.1.7 Summary of overview of South Africa

The above section describes those main issues that South Africa faces currently which are highlighted in its own country report and other official governmental sources. It can be derived that the issues most pertinent to the government include dealing with HIV/Aids, continuing with black economic empowerment, attracting international investors, crime-control, finding optimal ways of dealing with the Zuma-issue as well as the relationship with Zimbabwe versus the views of the international community. These aspects, together with those found in the following sections will form the basis upon which South Africa’s media reputation in Germany will be measured.

3.2 South Africa’s relationship with Germany

The political relations between South Africa and Europe have increasingly improved since South Africa’s first democratic elections in 1994. Particularly with Germany, these relations have developed enormously since the introduction of the German-South African Binational Commission (BNC) in 1996. A study of both countries’ foreign affairs pages on the internet shows that it is a bilateral partnership with much confidence invested in the future of this positive trend. According to Germany’s Department of Foreign Affairs website, almost all fields of intergovernmental cooperation are addressed in this relationship which results in it being intense and at a high level (Auswärtiges Amt, 2005). Germany calls the relationship a “Close and trustful cooperation” (Auswärtiges Amt, 2005), while South Africa points out that the BNC work continuously to enhance political, economic, scientific, cultural and environmental cooperation (Burger, 2005:307).

Economic relations between the two nations are also regarded as robust and expanding. Germany, followed by the U.S and China in second and third place, has been South Africa’s largest source of imports since 2001, particularly in capital goods

and technology (Auswärtiges Amt, 2005; Burger, 2005:163). In that year, South Africa's imports from Germany totalled R 32.35 billion (EUR 4.13 billion)⁵, they climbed to R 43 billion (EUR 5.49 billion) in 2002 and fell to R 38.45 billion (EUR 4.91 billion) in 2003 (Burger, 2005:163). According to information provided on the German foreign affairs webpage, trading between the two countries last year accounted for more than EUR 9.7 billion (R 76.03 billion).

Germany ranks number four as an importer of South African goods after the U.S., the United Kingdom and Japan (Auswärtiges Amt, 2005). Finally, the German foreign affairs webpage points out that Germany is also a major direct investor in South Africa with an investment volume of nearly EUR 3 billion. The main sectors concerning these investments include motor-vehicles, chemicals and mechanical and electrical engineering (Auswärtiges Amt, 2005). The International Marketing Council of South Africa points out that over 450 German companies provide around 60 000 jobs in South Africa (SouthAfrica.Info, 2003).

These positive relations are also carried out on a cultural level under the terms of an agreement closed between South Africa and Germany in 1998 (Auswärtiges Amt, 2005). The agreement came into force in 2000 and was supplemented by a deal on audiovisual productions in 2004 that took effect in 2005. As stipulated by the German foreign affairs department, this cooperation focuses on: higher education and science, cultural exchange (this culminates in 2004 with the German-South African culture weeks in October/November), cooperation in sports (training promotion; preparations for the World Cup 2006/2010), the four German schools, whose unique new secondary level programme aims at educating pupils from historically disadvantaged population groups (mostly from the townships), German-language promotion and media cooperation (in particular support for launching new media and training personnel) (Auswärtiges Amt, 2005).

According to Mveli, the Economic Consul of South Africa in Germany (2005), the near parallel developments of South Africa and Germany – Apartheid abolition and German reunification – there are a number of shared challenges between the two countries.

⁵ As per exchange rate on 11 September 2005 – this applies for all currency conversions provided in this research.

This has resulted in much interest from NGO's to participate in partnership between the two countries. These would include, for example church partnerships, donor organisations and university exchange programmes (Mweli, 2005). Politically, there are also a number of partnerships, so-called tweening arrangements, between German states and South African provinces. One example is Gauteng that has partnered up with the German state of Bavaria. Also on an economic level, "organisations are active in encouraging partnerships between the two countries" (Mweli, 2005).

The *Southern African Initiative of German Business (SAFRI)*, for example, is a DaimlerChrysler-lead organisation that promotes South Africa as an investment destination through partnerships. Various large German companies with activities in South Africa are part of this association, including Commerzbank, BMW, VW, Bosch etc. (<http://www.safri.de/>).

The *Afrika Verein*, or the *German-African Business Association* is a Hamburg-based organisation that aims at fostering partnerships between German and South African Small Enterprises in order to increase investments and trade between the two countries (<http://www.afrikaverein.de/>).



Another example is the South Africa-based SA German Chamber of Commerce and Industry. As an office of the *Deutsche Industrie- und Handelskammer*, it fosters cooperation between South Africa and German large and small business through various promotional and informative initiatives (<http://www.germanchamber.co.za>).

In terms of media reporting, the relationship between Germany and South Africa was last studied, and this was done in an overview style, in 2001 by the African division of APCO, the Association of Public-Safety Communications Officials. The political, media and opinion leader landscape report commissioned by the International Marketing Council of South Africa found that at the time, media reporting on South Africa was portraying a two-fold and in part rather negative picture:

“On the one hand the ‘new South Africa’ is still regarded as a successful model to overcome the division of the country and to provide the conditions for building a promising future for all South Africans, black and white. As a tourist place South Africa is regarded to be one of the most attractive countries around the world, although safety and security warnings for tourists are a normal part of travel information. On the other hand, the initial attraction and positive assessment of the new Government is fading away and seem to be replaced by a more critical view. This emphasizes economic instability, social conflicts – not only between the black majority and the white minority, but in particular within the black population – decline of the Rand, the crime rate and HIV-infection/AIDS death rate as major economic and social problems” (APCO, 2001:16).

The above discussion shows that although official relations between the two countries may be relatively strong, there exists an increasingly negative perception of South Africa among the German public. Although the above analysis was conducted in 2001, there seems to be no reason why the perception should have changed in the past three years, unless vigorous reputation management has been conducted to counter the development of a negative perception of the country. The question of government credibility appears to be pertinent to the ongoing reputation of South Africa, affected by a number of issues, mainly surrounding corruption. Similarly, as the above analysis shows, the crime rate, HIV/Aids issues and the financial standing of South Africa were also clear reputation drivers, causing the perception of the German community on South Africa to decline.

It is important to notice that a number of these aspects have changed over the past years – as the above “general and strategic overview” section of this chapter highlights, South Africa’s economy is now robust and strong. The anti-retroviral campaign has been launched, addressing the HIV/Aids issue. Also crime is being addressed, and the figures portrayed in the situation analysis prove that it has decreased.

These thoughts lead to the question that represents the heart of this thesis. To what extent have the above developments been communicated and what consequences have these communication efforts had thus far to the reputation of South Africa amongst the German public? The following chapters of the thesis aim to answer just

this question. With an investigation of current communication channels out of South Africa, particularly into Germany, the stage will be set for an analysis of the current German media reputation of South Africa.

Yet before the above question can be answered, it is important to determine “German Public”, as used in this thesis. The following section will outline those stakeholders of the South African reputation in Germany that are pertinent to this study.

3.3 South Africa’s stakeholders in Germany

As is the case with reputation management, stakeholder theory has also been derived from the corporate management school of thought, sparked by the notion of companies becoming increasingly large and dispersed. Through their augmented involvement in the global economy, companies’ “economic actions came to have increasing social consequences” (Minzberg as cited in Recklies, 2001:1). And while shareholding and owner control weakened, corporations had to progressively face the “interest and impact of different people and groupings”, such as “environmental organisations, strategic partners, journalists and public monitoring bodies” (Recklies, 2001:1). These groupings subsequently became known as stakeholders. Thomas (1999:3) simply states that stakeholder theory is about what, and who, corporations are for.

Generally, stakeholder groups are formed by individuals with similar interests and expectations and it is not uncommon for individuals to belong to more than one stakeholder group (Fehlman et al, 2002:12). Johnson and Scholes (cited in Fehlman et al, 2002:12) define stakeholders as

“those groups or individuals who depend on the organisation to fulfil their own goals and on whom, in turn, the organisation depends.”

In the same way that reputation management theory over the years has come to be applied to countries, it is also viable to adapt stakeholder theory in a similar way. As

companies seek to compete on the international market (Olins, 1999:1) they are forced to increasingly consider the interests of a variety of stakeholder groups. An adaptation of Johnson and Scholes' stakeholder definition could thus read:

those groups or individuals who depend on the country to fulfil their own goals and on whom, in turn, the country depends.

Stakeholder examples could include president or governmental organisation, inhabitants, neighbouring countries as well as investors and international political organisations. Countries have a large interest vested in keeping certain national and international stakeholders happy by, for example, remaining socially accountable. According to Recklies (2001:2), the true value of Stakeholder theory lies in "the evaluation of particular problems for businesses and organisations," which also makes it an appropriate tool for evaluating strategies. And this is also where the determination of South Africa's stakeholders becomes a valuable aspect of this present thesis.

In the Liechtenstein study (Fehlman et al, 2002) the internal and external stakeholders of the principality were determined, on a national and community level, in the economy and the population and in terms of individual countries, supranational organisations and others. Yet not all of the aforementioned categories are relevant for this study. As the media reputation of South Africa, in Germany only, will be investigated, it is relevant to determine who the stakeholders of South Africa are in Germany, specifically. This definition can again be concentrated on stakeholders of South Africa whose perception of the country is influenced by German media reporting on South Africa.

The 2001 APCO study mentioned earlier identified three main stakeholder groups, which they classified as the target audiences. The first stakeholder group, classified as the political audience, included Parliament, Government Administration and German Federal States. Second, the media audience was identified which consisted of journalists and third, the opinion formers in industry and business and the social multipliers, including German companies and churches. A fourth group that was not

mentioned here would be tourists. These are comparable to consumers in corporations who, in terms of traditional stakeholder theory, generally do not fall into the ambit of stakeholders (Windsor, 1998). Yet there is also another school of thought that does classify consumers, as well as employees and suppliers as stakeholders (Gelauff & Den Broeder, 1997:7). In terms of this thesis, the latter school will be followed and tourists are regarded as stakeholders of South Africa's reputation in Germany. In terms of Johnson and Scholes' definition, tourists depend on South Africa's media reputation in order to fulfil their own goals of deciding where to best spend a holiday. South Africa is also dependent on tourists for economic activity.

In terms of this thesis, journalists could then be classified as internal stakeholders, as they actively impact on the type of news reporting on South Africa in terms of its tone, style and content. The other stakeholder groups would then be regarded as external stakeholders. While tourists, social multipliers and similar groups clearly fall into this distinction, the political audience and the opinion formers in industry and business generally have a broader range of information sources than simply the media. These would include for example diplomatic alliances, direct experience and other personal contact. Nevertheless, they are consumers of the media, and their perception of South Africa is thus affected by German reporting on the country.

Another stakeholder group that indirectly impacts on the type of reporting conducted by journalists in Germany are the reputation management vehicles of South Africa. Examples of these are the International Marketing Council of South Africa, the organisation South African Tourism, the South African Embassy and Consulate in Germany as well as South African Airways. All of these vehicles will be discussed in detail in the following chapter. Through communication efforts to convey positive impressions of South Africa to German journalists, investors, tourists and even the government, these vehicles can affect the tone and slant, and sometimes even subject matter of reporting on South Africa. In terms of this thesis, these are very important stakeholders of South Africa's reputation in German media and will be discussed in greater detail in the following chapter.

3.4 Conclusion of Situation Analysis

The above chapter aimed to provide an overview of South Africa's primary issues and strategies. Main issues identified included HIV/Aids, Black Economic Empowerment, crime and general safety, political instability resulting from the Zuma-case and an unreliable attitude with regard to foreign affairs, specifically in connection with South Africa's method of dealing with the crisis in Zimbabwe. While some of these issues have been addressed by South Africa, the question that remains is to what extent the positive developments have left the borders of South Africa and entered the arena of international media.

It was also identified that South Africa and Germany foster a constructive relationship on a large number of levels, and both countries have vested interests in furthering the positive affiliation. The South African reputation in Germany is one aspect that can either positively or negatively influence this relationship. It seems to appear, from the above chapter that South Africa wishes to maintain this positive relationship in terms of trade and tourist traffic.

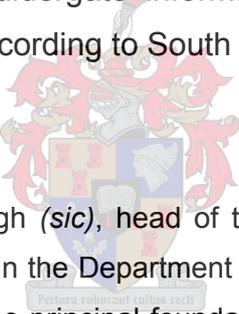
The media reputation of South Africa is directly affected by journalists who decide on a number of aspects when reporting on South Africa. Tourists, social multipliers, the political audience and opinion formers in industry and business depend on the media reputation of South Africa in Germany, all in different degrees, for the purpose of fulfilling their own goals. Finally, the reputation management vehicles of South Africa were identified as the most important stakeholders of the country's media reputation in Germany. They are able to steer information that reaches journalists and other stakeholder groups, and are the only direct tools out of South Africa with the intention of positively impacting South Africa's reputation abroad. The history of South Africa's reputation management in Germany in the next chapter will be followed by an analysis of South Africa's various reputation management vehicles currently active in Germany.

4. South African Reputation Management in Germany

4.1 History

Although it may seem as though South Africa's reputation management, with the recent formation of the International Marketing Committee or the developments in South African Tourism for example, is a rather recent development, it actually owns a long history both in the country and abroad. From the early 1970s, South Africa's government embarked on a large-scale attempt to influence international and local public opinion about the Apartheid government (The Information Scandal, 2005).

The then South African Minister of Information, Dr Connie Mulder, initiated a large-scale information campaign after the South African government believed that there was an ongoing international "hate South Africa crusade". Aimed at countering this "crusade" and improving South Africa's reputation abroad, a propaganda controversy, which became known as the Muldergate information scandal, was born. Central figures to this propaganda war, according to South African History Online, where



"General Hendricks van der Bergh (*sic*), head of the Bureau of State Security, Dr Eschel Rhodie, a senior official in the Department of Information and author of *The Papel Curtain*, a book that laid the principal foundation of the Propaganda War, the Minister of Finance Dr Nico Diederichs (*sic*) and the head of government Prime Minister John Vorster."

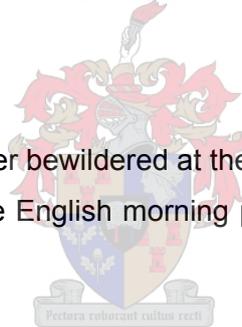
Rhodie later wrote another book, reporting on this secret information policy, "The Real Information Scandal". Kunczik used this book as his primary source to write his section on the Image Policy of South Africa (1990) in his aforementioned book "Images of nations and international public relations" – despite the fact that he pointed out that Rhodie's book was no "seriously researched scientific work" (1990:156). Therein, Kunczik cites South African politicians with their description of the background against which the secret propaganda activities started:

“The world-wide psychological and propaganda onslaught against South Africa reached its peak at the beginning of the seventies, and the government of Mr. John Vorster began to fear, for the first time, that isolation, political and economical isolation, was going to be forced on the country” (1990:157).

This led Vorster to launch a “secretly financed information offensive, a propaganda war, to help South Africa break out of the grip of growing isolation, and to reach and influence policy-makers and decisions-takers” (Rhodie as cited in Kunczik, 1990:157). By 1978, between 160 and 180 projects, costing up to R 72 million, had been initiated. According to Rhodie, the Department of Information spent roughly R 2.5 million between 1965 and 1975 to bring opinion formers from all over the world to South Africa (Rhodie as cited in Kunczik, 1990:157).

In his book, Rhodie describes this as an investment that paid off:

“Almost all of them were left rather bewildered at the contrast between what they saw and what they read in the hostile English morning press” (Rhodie cited in Kunczik, 1990:157).



He also states that the most important target areas were the U.S.A. and Western Europe. In Europe, this programme was concentrated on Holland, then-West Germany, France and Britain.

Since this study deals with South Africa’s reputation in Germany, the other European countries as well as the U.S.A. fall out of the ambit of this study, and the following section will look at South Africa’s communication policy developments in Germany. It is not easy to find original, reliable sources on this topic, as Kunczik pointed out (1990:156) and the following section is largely based on two articles published in a prestigious and widely read German weekly news magazine, *Der Spiegel*. The author of this study tracked down the two *Der Spiegel* articles in their original form and hence will use them as primary, reliable source for the following section.

Published in 1988 and 1989, these articles both crack down harshly on South Africa's information programme, comparing it, in one instance, to Hitler's propaganda policy during the Second World War, "Wie bei Hitler".

In this article, published on 30 May 1988, it states that the German government had been turning a blind eye to the politics of South Africa for a number of decades. Yet, at the time of the article, a climate change was underway and German politicians were starting to identify and acknowledge the truth of the matter. The article describes how the South African ambassador to Germany, Willem Rudolph Retief, tried to counter the negative feedback his country was receiving with "blatant advertisement for his country and its politics" (*Der Spiegel*, 1988:34):



(Figure 1; source: *Der Spiegel*, 1988:34)

Illustrated above are the front covers of two South African propaganda publications aimed at convincing the German public of the benefits of the Apartheid regime. The left publication is titled "Clear & True – a magazine for a better understanding" and the right publication "Bread for the world".

A PR-Agency situated within the South African embassy and owned by the South African government assisted its diplomats in:

“swamping the republic [of Germany] with brochures, letters and prospectuses – which, according to Gerhart Baum [of the political party] FDP-MdB, was ‘a concentrated load of propaganda’” (Der Spiegel, 1988:34).

The article further claims that tourism was one of the most pertinent tools used by the government to try and portray South Africa as a harmless, beautiful country to delegates, businesspeople, journalists, students and scholars alike.

Also South African Airways was playing along, and, according to the *Der Spiegel*-article, sending off request for further information was not replied by an SAA schedule, but instead by a letter from Retief, explaining the political situation in the Cape. This was important to Germans, many of whom had opened subsidiaries of their own companies in the coastal city (Der Spiegel, 1988:35). The article names a myriad of other initiatives intended to drive the South African reputation into glorified dimensions, before it closes on the same note it started off with: “Retief can on a professional level almost be pitied. He has to sell an unmarketable political concept – a job comparable to that of Hitler’s international representatives” (*Der Spiegel*, 1988:35).

An article published just over a year later, on 24 July 1989, describes how the South African government was trying to counter the increasing scepticism of the church in West Germany. “*Wirklich absolut vertraulich behandeln*” – “to be treated in absolute confidentiality” are the words of the story’s title as well as the gist of a deal closed on 27 February 1980 between ex-journalist and owner of a PR company, Gerd Hennenhofer, and the South African government. Comprising the details of a large-scale PR campaign aimed to buy over the West German church leaders, Hennenhofer received an annual compensation of 1.2 Million German Mark (*Der Spiegel*, 1989:48). The article describes how German delegates and journalists agreed to embark on luxury safari tours – at the cost of the South African government. All of these initiatives were organised by Hennenhofer.

Rhodie refers to the crusade of another, anonymous West German journalist in his book, and states that he had paid this journalist R 1 420 000 to cultivate South Africa's image and positively influence television and radio. He had apparently been responsible for more than 600 press reports on South Africa a year (Kunczik, 1990:161).

South Africa's propaganda war continued to be implemented and escalated with the South African government's ban on reporting by "photographic and sound recordings" of the racial unrest on 2 November 1985 (Kunczik, 1990:164). Yet the voice of protest grew exponentially, too, and the London rock concert given by top stars of the international pop scene, marking the 70th birthday of Nelson Mandela, 11 June 1988, "spread the message of resistance worldwide" (Kunczik, 1990:164). According to Kunczik, several television stations in West Germany ran the concert for 10 hours, after screening a film on Mandela's life and South African issues beforehand.

While the above developments led to the beginning of the end of the apartheid regime, South African reputation management continued to be of importance: years after the apartheid regime ended, large-scale efforts to internationally portray South Africa in a positive light were initiated. The following sections will describe some of these efforts and also describe the focus that South African reputation management has adopted today.

4.2 South Africa's reputation management today

South Africa today has a number of reputation vehicles that all operate in different regions with different target groups and different basic intentions. In Germany, reputation management activities for South Africa by both Germans and South Africans have multiplied. They range from South African Tourism's Germany office to the marketing and communications department of South African Airways in Germany. Also the International Marketing Council and the South African Embassy in Berlin all make contributions toward building and sustaining a positive reputation of South Africa within this continental European state.

There are also a vast number of individuals that contribute much toward a positive reputation in Germany. Stelkens, for example, the chief purchaser for one of the biggest department store chains in Germany, *Galeria Kaufhof*, has a personal affinity to South Africa and sees to regular “theme-weeks” within which South African products are sold and the country’s culture introduced to the store’s customers (Zieme, 2005; personal observation). Also Mayer, located in the German city of Baden Baden is a large-scale importer of South African Wine and does a lot of positive marketing for South Africa (Zieme, 2005). There are a countless number of such examples – a detailed introduction of each would fall out of the ambit of this study. Yet while the following section does not include those many individuals who act as ambassadors for South Africa in Germany, it does hope to provide a comprehensive cross-section of those reputation management activities within Germany that are initiated on a large-scale by South Africa-owned organisations.

4.2.1 International Marketing Council

4.2.1.1 Background

The International Marketing Council (IMC) of South Africa was founded in August 2000 following an Internal Perceptions Audit conducted by government and “the insistence by the President’s International Investment Council” that was aware of the country’s international possibilities (Johnston, 2003). After observations were made that messages emanating from South Africa at the time were varied and incoherent, the need to coordinate “the marketing initiatives in order to maximise their efficiency”, was identified (brandSouthAfrica, 2004).

The IMC is a public-private partnership⁶ “mandated to position South Africa as one of the highly considered, non-traditional markets in terms of world trade, investment and tourism by 2010” (brandSouthAfrica, 2004). It’s mission is three-pronged and includes establishing a brand for South Africa, which “positions the country in terms

⁶ Public-private partnership (PPP) is a variation of privatisation in which elements of a service previously run solely by the public sector are provided through a partnership between the government and one or more private sector companies. Unlike a full privatization scheme, in which the new venture is expected to function like any other private business, the government continues to participate in some way. These schemes are sometimes referred to as PPP or P3 for short. (Wikipedia search for “public-private partnership” en.wikipedia.org/wiki/Public-private_partnership)

of its investment and credit worthiness”, establishing an “integrated approach within government and the private sector towards the international marketing of South Africa” and finally to “build national support for the brand within South Africa itself” (brandSouthAfrica, 2004). Hence, the IMC cooperates with government departments, public entities, the private sector and non-governmental organisations.

After interacting with over 25 100 people from within and outside of South Africa, the IMC defined the Values and Personality of Brand South Africa and determined the so-called Unilever Brand Key. This name was chosen after the South African branch of the large, U.K.-based consumer goods company Unilever decided to commit itself to the branding South Africa process:

“With its internationally renowned expertise in marketing, Unilever provided its brand key process, which it uses to market all of its own brands, and seconded a senior Marketing Manager to South African Tourism, to help it to position South Africa as a brand in both the local and international markets” (Unilever South Africa, 2005).



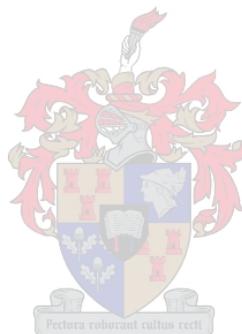
According to Unilever, South Africa’s brand vision is:

“to improve the quality of life of all South Africans by becoming the world's most competitive and admired emerging market” (Unilever South Africa, 2005).

The Unilever Brand Key, or desired brand positioning, stipulates how the world should “think and feel about South Africa relative to other countries as they review the competitive landscape before them” (Johnston, 2003).

The *values* of Brand South Africa as determined by the IMC are⁷:

- Ubuntu
- respect for others
- hospitality
- warmth
- welcoming
- a sense of perpetual optimism with a fervent belief in a better tomorrow
- open minded and positive
- honesty
- transparency
- approachable
- real



The *personality* of South Africa as determined by the IMC has the following traits:

- Energetic
- colourful and vibrant
- passionate
- embracing diversity
- vigorous
- responding readily
- a people with a "can do" attitude

⁷ Information obtained from the IMC website brandSouthAfrica
http://www.imc.org.za/2003/may26_briefing.stm

- open minded
- tenacious
- determined with a hunger to succeed
- a sense of continual learning and creative ingenuity
- innovative
- fresh
- different
- practical
- the country reflects a caring strength, female, nurturing and empathetic, a youthful spirit which is exploring and pioneering.

Taking all the above considerations into account, the IMC developed a Brand South Africa Differentiator.



“South Africa, a country at the southern tip of Africa, inspires the world to a new way of doing things, because our unique combinations create refreshing possibilities.”

The slogan “Alive With Possibility” forms the Brand South Africa Essence and it is the mission of the IMC to see this message inculcated into all communication emanating from the country (brandSouthAfrica, 2004).

IMC is run by Yvonne Johnston as the CEO, Kheephe Moremi as the Marketing Director, Kaamini Reddy as the Public Affairs Manager and two country managers, John Battersby and Simon Barber, based in the United Kingdom and United States of America, respectively.

4.2.1.2 IMC Reputation Management Activities

In short, the IMC conducts country reputation management for South Africa. As Johnston explained during a speech delivered to the Winter School at the Grahamstown Arts Festival on 1 July 2003 in South Africa:

“The IMC’S task is our country’s reputation, a natural extension of brand care – good reputation sells goods and services, poorly managed ones destroy shareholder value and register losses. Although the benefits of having a good reputation are many, they come down to one single element: a strong reputation will create a strategic advantage for our country in an increasingly competitive global marketplace” (Johnston, 2003).

In order to influence South Africa’s reputation both on a national and international level, a number of activities have been brought under way. These include an “Internal Mobilisation Programme”, an “Integrated Communications Plan”, a PR plan aimed at ensuring that the stories emanating from South Africa are told in a “simple honesty that builds credibility”, a “Brand Champion Conversion” process aimed at training individuals and companies as to how they can “fly the South African Flag in thought, word and deed” and finally a programme to engage the media (Johnston, 2003).

For purposes of this thesis, the “Integrated Communications Plan” as well as what the IMC does to engage the media in its reputation management efforts, are most relevant and will be discussed in greater detail. The information was obtained via an email-interview with the IMC’s marketing director, Moremi, on 24 August 2005.

The International Marketing Council’s Communication Resource Centre (CRC), based in Hatfield, Pretoria, provides “strategic communication support to the International Marketing Council’s overarching marketing plan”. Over the past three years, CRC services have been extensively marketed and made available to Government communicators (Moremi, 2005).

In practical terms, the CRC is responsible for monitoring and analysing international media coverage on South Africa on a daily basis, “to keep communicators abreast of world coverage and emerging issues that may have communication implications.” It compiles a range of analytical reports that reflect the international media coverage relating to South Africa in specific sectors, including governmental clusters and the tourism industry.

However, it is important to mention that this monitoring is only conducted on “influential, English-language media that have a presence on the internet”. Moremi explains:

“it is our experience that useful media intelligence can at least be sourced from international news agencies and media outlets that have English-language versions of their titles or websites” (2005).

Yet this is far from comprehensive and poses an enormous limitation as media from important, non-English-speaking countries such as Germany, France and China, to name only a few, is not covered in any serious analysis (Johnston, 2005). According to Johnston, this limitation can currently not be compensated by the IMC as it would pose a severe financial burden – one which the council currently cannot face.

This thesis, however, may offer a basis for the CRC to conduct its research in South Africa’s important trading partner, Germany.

The CRC also works closely with Government communicators and on an almost daily basis, conducts the “Rapid Response Teleconference”, bringing together GCIS, CRC and other departments that feature prominently in domestic and international media. Each day, the teleconference assesses the media environment – both nationally, and abroad – and, where necessary, develops responses or makes recommendations on how future scenarios will be dealt with. These responses can include communication proposals, draft media statements and Frequently Asked Questions on key issues.

To conduct international media research, the CRC is in continuous dialogue with the IMCs in-country managers in the U.K. and U.S. Battersby, based in London, and Barber, based in Washington, supplement the CRC operation with media monitoring and analysis and communication advisory services to various stakeholders. They also routinely advise the IMC of forthcoming opportunities or challenges in the media environment, and assist in or formulate the appropriate communication in their respective markets.

In terms of engaging with the media, the IMC fosters direct dialogue and interaction with international journalists, based both in South Africa and abroad.

“One of our objectives is to work with and provide communication guidance to influential stakeholders who are likely, or expected, to communicate internationally and whose voices are considered credible” (Moremi, 2005).

The CRC is also in a partnership with the GCIS which liaises directly with, amongst others, members of the Foreign Correspondents’ Association. Otherwise, the IMC also engages in the U.K. and U.S. media through their country managers who “have various contacts and relationships with key commentators in their respective markets” (Moremi, 2005).

Germany, together with the U.S., U.K., China, India, Japan, the Netherlands and France, is one of the focus countries within which the IMC aims to “heighten South Africa’s visibility as a potential destination for foreign investment” (Ensor, 2005:2; Brand SA Focus Shifts, 2005).

As was already mentioned above, mainly due to limited budgetary constraints, not much has been done in Germany itself to manage South Africa’s reputation. Monitoring of the media by or for the IMC does not currently take place and no working relationships have thus far been developed between the IMC and German journalists or members of the media (Johnston, 2005).

One event, however, initiated in mid-2005, was targeted at German and U.K. stakeholders, specifically for the purpose of raising investor interest in South Africa. “Germany and the United Kingdom have been selected because they are South Africa’s biggest trading partners,” Johnston said in a press release in South Africa prior to event.

“Our objective is to consolidate that position and explore the opportunities for further growth in two of the world’s biggest economies” (brandSouthAfrica, 2004).

The “Europe Branding and Marketing Mission” consisted of three investment conferences held in Frankfurt, Munich and London. IMC chairperson, Wendy Luhabe, hosted the three investment conferences together with a 20-strong team consisting of South Africa’s top business leaders and other members of the IMC. Next to the investment conference, the South African delegates also conducted “private meetings with senior figures in investment and banking circles” (brandSouthAfrica, 2004). Various large-scale businesses in the European cities also hosted the South African delegation, including the automobile producer DaimlerChrysler at its headquarters, the London Stock Exchange and the news magazine *The Economist*. At each occasion, the South African delegation got the opportunity to share their positive news on South Africa.

As part of the conference, three key messages were communicated to the potential investors, with the aim of improving South Africa’s reputation:

- 1) South Africa provides a solid business foundation with sound macro-economic policies
 - Here, South Africa’s first world infrastructure, its sound fiscal policy, its macro-economic stability and the unified vision of national government, business and labour policies were discussed.
- 2) South Africa offers a highly developed IT & Telecommunications Infrastructure

- The fact that South Africa is a leading call centre location was introduced and it was discussed that the country is well positioned to participate in and benefit from global developments in information and communication technology.

3) South Africa is politically and socially stable

- Factors discussed with the delegates included the Black Economic Empowerment charters, employment, HIV/Aids, education and Crime Management initiatives.⁸

According to Johnston, questions from delegates in Germany and the U.K. focused predominantly on Black Economic Empowerment and opportunities to do business with South African companies (brandSouthAfrica, 2004).

The mission was regarded as generally successful and, according to Feinberg, Head of Corporate Structured Finance at the Industrial Development Corporation, it "helped to shift perceptions about South Africa" among key European audiences. The direct interaction with top business people addressed most of the common misperceptions about South Africa (brandSouthAfrica, 2004). Yet no concrete measures were taken to empirically determine if the above statement is indeed valid.

Other than the above-mentioned mission, the IMC has done very little active reputation management in Germany.

It has published an English-language brochure titled "The South African Story" that includes a number of positive key facts on South Africa such as the country's achievements, its future perspectives and its strengths. This brochure is distributed to German citizens, upon request, through the South African embassy in Berlin (Grobler, 2005).

⁸ Information extracted from the "Programmes for Investment Conferences", 2005, obtained from the International Marketing Council

4.2.2 South African Tourism

4.2.2.1 Background

Although South African Tourism (SAT) was initially mandated to augment the volume of tourism to South Africa, much, if not all of its international activity today can be classified as reputation management. The organisation was established with the goal of “developing and implementing a world-class international tourism marketing strategy for South Africa” and the vision of the country being “the preferred tourist destination in the world in order to maximize the economic potential of tourism for the country and its people” (South African Tourism, 2005). Yet over the past years, SAT came to increasingly boost its investments into the front end of its marketing businesses by making South Africa as a destination attractive to consumers (South African Tourism, 2005). Through the close contact fostered with journalists and businesses, SAT works toward improving the perception of South Africa, making it a top travel, trade and even conference destination.

The organisation’s activities are far-ranging, and, with offices in over 11 countries worldwide, it achieves great things for South Africa’s reputation with the specific target groups: tourists, members of the trade and media. In terms of the organisation’s structure, the South African Tourism Board reports directly to the South African Minister of Tourism. It cooperates with other reputation management vehicles on various degrees.

The IMC’s CEO, Johnston, for example, sits on the South African Tourism Board. SAT and IMC also cooperate during joint campaigns conducted in various countries. Yet according to South African Tourism Marketing and Communications manager, Wendy Tlou, this has not been the case very often in Germany (2005). SAT cooperates on a much larger scale with the airliner South African Airways. Underlined by a barter agreement, the two organisations publish joint newsletters and conduct a number of joint media trips, consumer related marketing initiatives as well as joint marketing campaigns, including the recent WOZA bus campaign (explained below). SAT also interacts on a regular basis with the South African embassy in Berlin and the South African consulate in Munich who hosts events for SAT and also sits on their advisory board.

4.2.2.2 South African Tourism Reputation Management Activities

South African Tourism has positioned an established 8-person team in Germany that aims to promote South Africa to the consumer and to the travel trade in Germany. According to Tlou, South Africa is marketed as a value-for-money, warm and welcoming holiday destination with friendly people (2005). The investment into the German market is justified, to an extent by the trade relations between the two countries, and even more so by the German tourist behaviour:

“Germany is the world’s largest travelling nation, so it is very important for South Africa on a number of levels. The Germans visit South Africa and often end up investing. They stay for a minimum of two weeks, spend hard-earned Euros there and are a large repeat visit market source for South Africa. They are also interested in travelling to other parts of South Africa, other than the popular spots like Cape Town once they’ve been there” (Tlou, 2005).

SAT is involved in a large variety of activities and, in terms of media, these would include media supplements on South Africa, a bi-monthly newsletter and radio promotions. In addition to hosting journalists in South Africa, SAT, in cooperation with South African Airways, the South African Consulate-General and the South African Embassy, also receives journalists in large German cities for media round tables where they are briefed on new developments and routes that South African Airways operates (Tlou, 2005). According to Tlou, this face-to-face contact with journalists is a particularly valuable tool in managing journalist’s perception of South Africa.

The SAT Public Relations Communications Plan for 2005 included as its main goals (Tlou, 2005):

- Publicity and leverage around consumer events that create demand
- Maintain and support strategic media relationships

- Encourage continued positive media coverage of South Africa among the target markets
- Entrench the message of South Africa being a value-for-money, all year round destination
- Continued communication around the brand pillars using functional and emotional benefits relevant to the German market

Most of the above communication efforts were carried out through the WOZA bus campaign which South African Tourism Country Manager for Germany, Ferns, says received much media attention in Germany.

“The WOZA bus is a branded and personalised single-decker bus designed by SAT and in partnership with South African Airways to promote South Africa as the travel destination of choice from Germany, attracting more than 100 000 potential tourists, as well as a great deal of media attention” (South African Tourism Annual Report 2004/2005, 2005:89; South African Tourism, 2005).



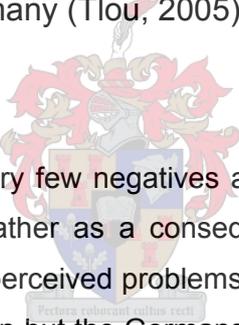
Woza is an originally Zulu word which means as much as “come and look” (Batho Pele, 2004). So-called WOZA villages were established adjacent to the WOZA bus on different occasions in German key cities including Berlin, Hamburg, Oberhausen, Wertheim, Frankfurt and Munich. This allowed for visitors to look into and experience various cultural aspects of South Africa, such as playing marimbas, a traditional South African band and the display and sale of arts and crafts made in South Africa. Visitors also received the opportunity to subscribe to the SAT newsletter and win a trip to South Africa (South African Tourism, 2005).

Apart from the WOZA bus campaign, amongst others, SAT took part in the world’s biggest trade and consumer travel show, the *Internationale Tourismus Börse* (ITB) and participated in the Imex exhibition in Frankfurt, the international exhibition for Meetings, Incentives, Travel and Events promoting business tourism, and targeted over 250 000 consumers through various activities and promotions (South African

Tourism Annual Report 2004/2005, 2005:90). Reporting on the success of these campaigns over the past year, Ferns stated in her country report:

“Media exposure generated through South African Tourism during the year [2004/2005] amounted to an impressive R1.45 billion. Journalists were hosted on Press Trips to the Cape Town International Jazz Festival and the Indaba, while six television crews visited and showcased the country” (South African Tourism Annual Report 2004/2005, 2005:90).

Generally SAT is very positive about South Africa’s reputation in Germany. Whereas the IMC has as its target group in Germany mainly investors and business people, SAT only considers tourists and members of the trade. Tlou identifies the following perception of South Africa in Germany (Tlou, 2005):



“There are some positive and very few negatives about SA. The negatives are not really tourism related, but are rather as a consequence of disease in Africa and HIV/Aids as well as some of the perceived problems resulting from Zimbabwe. Crime does crop up every now and again but the Germans seem to have an understanding that its mostly a reaction of the past social imbalances and that with time and the efforts of the provincial and national governments, it will be minimal. Media are very supportive of South Africa and all its efforts. They are always interested in travelling to South Africa to cover any new tourism stories or angles, and we have very positive coverage from the German tourism and lifestyle media about South Africa as a holiday destination. I cannot, however, comment on other types of media such as political or business as that is not our area of focus.”

4.2.3 South African Airways Media and Communications

It was a challenge to obtain information on the media activities of South African Airways (SAA) and hence much of the following information was extracted from a personal interview on 13 October 2005 with South African Airways Marketing Communications Manager in Frankfurt, Barbara Zieme.

4.2.3.1 Background

Due to the sanctions during the Apartheid era, South African Airways was not permitted to fly over Africa, which resulted in its Europe – South Africa flights lasting up to one and a half hours longer than the flights of its competitors. This factor resulted in the development of a robust marketing department that aimed to make the airline more attractive to its customers despite the travelling-time-factor. Already then, South African Airways portrayed itself as the “South Africa Experts” who could really add value to each visitors stay in South Africa (Zieme, 2005)

During the early 1970s, the travel catalogue titled *SAA Tours* was born. This catalogue, which still today forms an integral part of South African Airways’ communication on South Africa with its customers, includes information on car rentals, hotels, travel destinations and other interesting information for tourists to South Africa. The claim “there is no better way to South Africa” was established and has accompanied SAA’s marketing and communication efforts over the past 30 years (Zieme, 2005).

The SAA team in Germany consists of roughly 90 employees, with three people, Zieme, Biemuller and Jobs, overseeing the marketing and PR operations. As already mentioned in the section on South African Tourism, the two organisations have a barter agreement that allows them to co-publish brochures, do road shows and organise functions (Zieme, 2005; Tlou, 2005). Germany ranks second, and at times third, highest in terms of number of tourists flying to South Africa with SAA, after the U.K. and, sometimes the U.S. According to Zieme, this does not reflect the importance of the German market to South Africa. Germans, as opposed to British tourists, tend to spend a much higher quantity of money in the country on each given trip.

4.2.3.2 South African Airways reputation management activities

A very important aspect for South Africa's reputation, according to Zieme, is the first impression tourists or visitors have of the country. Usually, when they fly with SAA, this first point of contact with the country is the airline. Out of this reason, SAA tries to portray itself as both a serious business partner and a colourful body alike, while advocating the idea of the rainbow nation.

In terms of reputation management in Germany itself, the SAA marketing and communications department conduct both in-house and outdoor activities.

For example, the team publishes the travel catalogue, *SAA Tours*, which is sent out to "anyone who requests information on South Africa" (Zieme, 2005). The catalogue is also disseminated via South African Tourism and the South African Embassy in Berlin as well as the South African Consulate in Munich.

A very large part of the activities of the SAA marketing and communications department concerns media work in terms of dealing with the press. Together with South African Tourism, the South African Consulate-General and the South African Embassy, press round tables are held on a regular basis in all the important cities of Germany (see above, under South African Tourism section). Here, general issues on South Africa are discussed and plans of action are mapped out. Usually, 80 to 100 media people attend such a round table. Media tours also form a large part of activities, whereby five to six journalists are taken on a tour to South Africa and introduced to everything from wine and dine experiences in the Western Cape, to the Small and Medium and Micro enterprises (SMME's) in Gauteng and Safari tours in other parts of the country. During the annual South African tourism event, Indaba, SAA takes a crowd of up to 23 journalists through a substantial introduction to the country. Journalists are also supported by South Africa in ways other than only guided tours. The possession of a German press pass allows for a vastly discounted private flight ticket for each applicant. This, says Zieme, has always had extremely good resonance within the media, which is why, she adds, South Africa has such an excellent media reputation in Germany, in terms of tourism.

Future plans of SAA in terms of its marketing and communications in Germany, according to Zieme, include sponsorship activities for golfers travelling to South Africa as well as initiatives surrounding the Soccer World Cup in 2010. Yet none of these plans have been fully discussed or mapped out yet.

According to Zieme, South Africa's media reputation in Germany should be clearly divided into three, distinct categories. First, there is the tourism press which is generally very positive about South Africa. Zieme says that "while criticism may come up every now and then, South Africa is mostly portrayed as a tourist destination of choice in terms of long-distance travelling" (Zieme, 2005). Second, there is the financial, or economic press which Zieme says also currently portrays South Africa in a very positive light. Johannesburg is a booming city which should be picked up by media more, but generally, the media reports on good investments opportunities and favourable real estate conditions in South Africa. Finally, Zieme points out the political press, which, according to her, draws the most criticism and negative reporting about South Africa. Aspects surrounding the choices that South African president Mbeki makes on HIV/Aids or Zimbabwe have caused much damage to South Africa's media reputation in Germany (Zieme, 2005).



4.2.4 South African Government

The following information was obtained from a joint email interview held on 13 October 2005 with Vusi Mveli, Economic Consul of South Africa for Germany, based in Munich, Germany, and the consulates' Vice-Consul (political), Johannes Olivier. The South African Embassy in Berlin proved uncooperative and decided not to assist in providing information for this study.

4.2.4.1 Background

The media work at the South African Consulate-General in Munich has been part of the Consulate's functions for the past 10 years. The objective of this division is to monitor those media stories on political, macroeconomic and social developments in Germany that may have an influence in the general political and economic relations

with South Africa (Mweli, 2005). The media sector that operates in the South African embassy in Berlin is aimed at monitoring media coverage of South Africa and Southern Africa in general.

“Monitoring such media coverage also assists in the formulation of a foreign policy for South Africa and in ensuring progressive bilateral relations with Germany” (Mweli, 2005).

The team operating in Munich is headed by Olivier with two locally recruited staff who assists in collating data for analysis and eventual report compilation. This team operates very closely with the media division of the South African Embassy in Berlin that also consists of a three-person team. The South African Embassy is the leading South Africa office in Germany. The South African Consulate-General and the Embassy operate closely on all matters concerning political, economic and social activities. The Consulate has political autonomy in the States of Bavaria and Baden-Württemberg. The economic section is lead from Munich and has autonomy for the whole country. Due to the importance of Germany to South Africa’s development, a strong partnership exists between the two missions for coordinated efforts and joint marketing of the country.

According to Mweli, Germany is an important market for South Africa and it is thus vitally necessary to uphold South Africa’s reputation in this country:

“Germany is South Africa’s largest trading partner globally with SA exports to Germany at more than EUR 2.5 billion (R 21.25 billion) and imports from Germany at over Euro 3 billion (R 25.5 billion). Through the EU-SA Free Trade Agreement, Germany and South Africa have bilateral agreements in the areas of investments, research & development, technology transfer, and development funding amongst others” (Mweli, 2005).

This underlines what has already been mentioned in the above section on South Africa's relationship with Germany. It is a positive affiliation and it seems to be the intention of both parties to maintain such connections.

4.2.4.2 South African Government reputation management activities

One major step that the South African Embassy, the Consulate-General and South African Tourism jointly did to monitor South Africa's reputation in Germany was to appoint a PR agency, Kleber PR Network, tasked at assisting the vehicles in providing appropriate responses to damaging media articles about the country and to generally keep the country in the media.

As already mentioned above, quarterly meetings are held with regional media by the South Africa Embassy, the Consulate, South African Airways and South African Tourism. These meetings are targeted at business, tourism and general media. All parties involved develop clearly defined communication channels with each other through these frequent meetings and also have clear allocation of handling news media issues that come up.

The South African Government channels in Germany have a number of different target groups and according to Mweli (2005), different groups are targeted in different ways:

“Due to good diplomatic relations between Germany and South Africa, politicians are mainly addressed through the diplomatic channels and the general positive attitude towards South Africa has helped to make this process easier.

“Business people are targeted through specific seminars for their various industries and also to address general issues like economic and labour policies. On average between two and five seminars are held annually with specifically invited business people. At these conferences new developments in South African policies, and policies which the economic section has picked up as a threat to investment promotion are addressed.

“Tourists are targeted in general through the various tourism agencies and frequent media channels. The strategy employed is to partner with South African Airways and South African Tourism to maximise resources for this” (Mweli, 2005).

Similar to the way that South African Airways takes journalists on image-building trips through South Africa, the consulate sends on average 50 business people to South Africa annually. These are always transported with South African Airways in order to maximise the marketing effort.

According to Mweli, the fact that the IMC is tasked with branding the country implies that it does not have to work through the diplomatic channels of the South African Embassy or the Consulate. This results in less cooperating between the two bodies than is the case with, for example, South African Tourism. Currently, the Consulate receives support from the IMC in the form of marketing materials and provides them with the infrastructure where necessary for them to perform their duties.

Assessing the current South African reputation in Germany, Mweli holds that the general public perception of South Africa in Germany is good. This has largely been assisted by the exponential growth in German tourists to South Africa. There are, however, according to Mweli, still a few challenges which are perpetually highlighted in the German media. These include:

1. BEE: There is a recognised, negative misperception of the BEE policy in the media. An attempt has been made to address this through the communication of small and medium sized businesses.
2. Zimbabwe: Even though Germans seem to understand the situation better than the U.S., there is still a perception that SA condones the situation in Zimbabwe.

3. HIV/ AIDS: Again this is another thorny issue for the country's imaging which the South African Government bodies are trying to address (Mweli, 2005).

4.3 Conclusion

The above analysis shows that South Africa has over the past been continuously dealing with the issue of reputation management in Germany. While during the 1970s, reputation management activities were largely directed at curbing the rising international pressure against the Apartheid government, reputation management today owns positive motivations. Aimed at breaking away the stereotypical ideas that media producers have on South Africa, much work is conducted with journalists and reporters on various levels. They are called in for regular roundtables and a number of journalists are invited on image-building trips to South Africa during each respected year. The South African Government bodies such as the South African Embassy in Berlin and the South African Consulate-General in Munich also conduct similar tours with business people and potential investors, thus managing the South African reputation from an economic perspective.

The assessments of the current South African media reputation in Germany by each of the above interviewed people are largely in line with the findings made from the situation analysis of South Africa. While both the tourism media and the financial media are said to be generally positive of South Africa, political media covering issues on HIV/Aids, Zimbabwe and black economic empowerment still seem to be the main causes of negative aspects to South Africa's reputation in Germany.

It is one aim of this thesis to determine which of the above aspects are of particular concern in terms of South Africa's media reputation, which aspects are reported on most frequently, and where reputation management efforts should focus.

Yet before such analysis is conducted, a short analysis should be made on country reputation and nation branding efforts by countries other than South Africa.

5. Lessons from other countries' reputation management

5.1 Introduction

The list of countries that have set out to develop a national brand and manage their country's reputation over time is immense, and continuously expanding. As Lodge stated in 2003:

“Branding countries seems suddenly to have become very fashionable... Countries have the same need as commercial organisations to develop competitive edge, but a country's brand equity is considerably more interesting, and the challenges of persuading governments and populations to adopt the strategy is exhilarating” (Lodge, 2003:1).

Examples of countries that have recognised how inward investment and tourism can benefit from the country's overall reputation (Lodge, 2003:1) range from France to Spain, Turkey and Australia. While a thorough discussion of all countries that have embarked on such missions would expand this piece of work beyond its available parameters, a look at a few examples should add another perspective to this current study. This chapter includes only a few examples of how different countries have embarked on their individual reputation management campaigns around the world. The information is largely comprised of excerpts from studies conducted on the various reputation management and branding initiatives.

5.2 Case study on the U.S.

A very well-known, yet failure of an example of the above, is that initiated by the U.S. government shortly after 11 September 2001. As Under Secretary for Public Diplomacy and Public Affairs, Beers went out with a mission to “rebrand American foreign policy” and oversaw the launch of everything from

“a monthly pro-American, Arabic-language newsmagazine called Hi, to be distributed around the Middle East, to a series of TV spots featuring smiling Muslim Americans” (Risen, 2005:1).

According to Risen, “Beer’s PR campaign turned out to be a PR disaster”, mainly because she set out to change people’s minds without changing the actual product, America. A recently published book *Brand America: The Mother of All Brands* co-authored by Anholt and Hildreth says

“What she and her team were doing resulted, and I’m tempted to use the word degenerated, far too quickly into communications” (Anholt & Hildreth as cited in Risen, 2005:1).

Risen explains that



“countries looking to manage their image have to go deeper, aligning their foreign and domestic policies with a well-researched set of national images, much as a successful marketing campaign requires a company to ‘live the brand’” (Risen, 2005:1)

According to El-Gindy (2005), exactly that was one of the factors that caused the American public diplomacy, or branding, campaign to fail. While wholeheartedly adopting and promoting American policy, Beers failed to identify that exactly those political actions were “at the heart of the growing gap between the West and the Muslim world” (El-Gindy, 2005). Hence, a successful reputation mission for the U.S. would have required an internal examination of the country and its values prior to initiating a campaign that even compared to “the propaganda efforts of Nazi Germany and other authoritarian regimes” (Risen, 2005). The Beers campaign in fact had such bad resonance, that the March 2004 Pew Global Attitudes Project report pointed out:

“An important factor in world opinion about America is the perception that the U.S. acts internationally without taking account of the interests of other nations. Large majorities in every nation surveyed (except the U.S.) believe that America pays little or no attention to their country’s interests in making its foreign policy decisions” (www.people-press.org as cited in Goodman, 2004:1).

Beers remained in her position for 17 months after resigning, apparently for “health reasons” (El-Gindy, 2005). In March 2005, U.S. President, George W. Bush appointed his advisor Karen Hughes, who is known to be a relentless *spinmeister* and who does not sympathise with journalists (Pein, 2005), to take on the role of Undersecretary of State for Public Diplomacy. The results of her efforts are yet to be investigated.

5.3 Case study on Spain

According to Johnston, CEO of South Africa’s International Marketing Council, country branding can only be successful if three major stakeholders are fully engaged: the public sector, the private sector and the civil society (Johnston, 2003). Johnston highlights Spain as an example of a country that succeeded in doing this. Risen points out that Spain is often cited as the most successful nation-branding effort to date. After taking advantage of, and leveraging on, its international exposure during the 1992 Barcelona Olympics, Spain launched a marketing campaign “that promoted everything from newly privatized utilities to the films of Pedro Almodovar to Ibiza, a Mediterranean party island” (Risen, 2005:1). Using the artist Joan Miro’s bright and lively *Espana* painting as “a national logo and a symbol of the nation’s post-Franco optimism” (Pink, 1999:173), the organisers of Spain’s campaign “created a believable, creative dynamic strategy – coordinated between all role-players and country communicators” (Johnston, 2003).

This last factor is highlighted by Anholt (as cited in Risen, 2005) who says that true nation-branding means “harmonizing” the brand message across the government and communicating the message internally as well as externally. In other words, all stakeholders of a country’s reputation should be included in the creation and execution of the campaign.

5.4 Case study on other countries

Another aspect to the success of country reputation building is highlighted by the initiator of the U.K. brand *Cool Britannia*, Mulgan:

“You can’t fool people with glossy brochures or new buildings. You cannot sustainably change and identity unless it fits with reality” (Pink, 1999:174).

That raises the question of whether Russia’s planned launch of an International English-language television station will indeed be able to improve its image as it is hoped to (newsroom.de, 2005). The news channel, titled *Kanal Russia Today*, which should be on-air by the end of 2005, is targeted at Asian, American and European viewers. According to the editor-to be Simonjan, the project was motivated by the fact that Russia was increasingly portrayed in a different way to what it really was. The goal, she says, is to produce international news from a Russian point of view. Media experts from Moscow have expressed concern that such a propaganda-driven television channel would alienate western viewers (newsroom.de, 2005).

The recently launched reputation management effort of Germany that aims to leverage on the increasing international media attention due to the 2006 Soccer World Cup, seems to include most of the above discussed parameters for a successful nation-branding campaign. The goal of the campaign *Deutschland – Land der Ideen* (Germany – Land of ideas), is to portray Germany as an innovative nation and should ideally result in a long-term improvement of the perception of Germany, both internally as well as internationally (Engelmann, 2005). The official website of the campaign, www.land-der-ideen.com provides users the opportunity to register

and become an “official Germany fan”. Responsible for the implementation is a company called FC Deutschland GmbH. Its CEO, De Vries, states that the Soccer World Cup is a once-off chance to internationally improve the reputation of Germany and that of the German economy. A competition for ideas and an exhibition of sculptures in Berlin that each represent an invention from Germany’s history form part of this campaign (Dalan & Michle, 2005). The initiative is backed by the German government, the country’s president, Köhler and the Deutsche Industrie Holding (land-der-ideen.de, 2005).

5.5 Conclusion

The few examples that explicate country reputation management and nation branding in countries other than South Africa, show that for a country’s reputation management effort to be successful, it is important to ensure congruence of this campaign, within and outside of each country. While the focus on nation branding is often on a country’s international reputation, it is the reality within that makes the difference. But while a reputation campaign should always agree with reality, it should also be sensitive to the countries within which it is conducted. America’s reputation campaign following 9/11 is an example where the Arab nation’s sensitivities were disregarded entirely, resulting in the failure of a reputation campaign.

Countries also need to be able to identify good opportunities to embark on such campaigns. The 1992 Olympic Games in Barcelona proved to be excellent timing for Spain to embark on a highly successful branding mission. Germany is using the 2006 Soccer World Cup as an opportunity to improve its reputation both within, and outside of the country. With the Soccer World Cup coming to South Africa in 2010, that may also be perfect timing to crown all the reputation management efforts that are already underway in and for South Africa.

6. Methodology

As much of the methodology was derived from the previous chapters, particularly the situation analysis on South Africa, it was decided to address the methodology after those analyses were conducted and just prior to the content analysis, where the methodology will be applied. This is aimed to assist the flow of the study as well as the reader in better comprehending the methodology in the context of this thesis.

6. 1 Theoretical foundation: content analysis – a brief history

The first adequately documented case of quantitative content analysis was conducted roughly 200 years ago, in the 18th century (Krippendorf, 1980). A Swede content analysed 90 hymns from anonymous authors entitled *Songs of Zion* and opened the door for a wave of large-scale methodological debates on content analysis methods (Krippendorf, 1980:13; Dovring 1954-55:394). After the debates had also started in Germany and the U.S., *quantitative newspaper analysis* was born as a separate discipline (Krippendorf as cited in Mawugbe, 2002:128). While the 1903-developed scheme for analysing the 'inner structure' of newspaper content and Max Weber's 1911 proposition of a large-scale content analysis of the press contributed to this development, neither ever really took ground, thus leaving real academic progress in the hands of latter researchers (Krippendorf, 1980:13; Mawugbe, 2002; Mitchell, 1998:35).

The development of content analysis in the field of social sciences took place in the 1920s and can be best exemplified by Lippmann's 1922 study in which he aimed to "examine how the newspaper assisted in creating social stereotypes" (Mawugbe, 2002:127). After World War II, content analysis started to spread to disciplines other than the "exclusively empirical domain" (Krippendorf as cited in Mawugbe 2002:128). Lasswell, for example, studied "political symbols in French, German, British, Russian, and U.S. elite press editorials and key policy speeches" in order to "test the hypothesis that the world revolution" had already been suggested by the printed material (Lasswell, Lerner, de Sola Pool and Krippendorf as cited in Mawugbe 2002:128).

Over time, general content analysis became a “scientific method that promised to yield inferences from essentially verbal, symbolic or communicative data” (Krippendorf as cited in Mawugbe, 2002:128). As other mass media became more prominent, the approach of “measuring volumes of print in subject matter categories” extended to radio, movies and television (Mitchell, 1998). In 1952, Berelson (as cited in Du Plooy, 1995:152) highlighted the uses that had developed for content analysis as “a research method for the objective, systematic and quantitative description of the manifest content of communication.” That was roughly the time when computer text analysis started to develop. The first “computer-aided content analysis was reported by Seboek and Zeps [in 1958] in their analysis of 4,000 Cheremis folktales” (Krippendorf, 1980:19).

Content analysis has become a valuable tool in communication research as it “enables researchers to sift through large volumes of data with relative ease in a systematic fashion” (U.S. General Accounting Office as cited in Stemler, 2001). Over the years, quantitative and qualitative Content Analysis methods have developed as two distinct disciplines. Although initially much debate surrounded the two research methods, these “disparities between and arguments about qualitative and quantitative content analysis has greatly diminished over the last few years” (De Beer, 1998:414).

According to De Beer,

“most researchers now realise that both methods are needed to understand and explain the fast and disparate field that has become known as mass communication...the aim of both methods is to utilise sound research methods (albeit with different departure points) to arrive at scientifically accepted results and conclusions” (1998:414).

According to Du Plooy (1995:152), quantitative content analysis, as opposed to qualitative content analysis, is more useful when examining manifest messages. Qualitative content analysis is generally useful for analysing latent, or the deeper

meaning of, messages. Manifest content analysis is a more subjective approach that considers the actual physical count of certain pre-determined elements that are physically present within a message (Du Plooy, 1995:159). In other words, it focuses on what is said in a message and investigates the surface structure of that message (Du Plooy, 1995:159).

One example that pertains to this study, in which quantitative content analysis was applied in history in terms of the study on international news, was Galtung and Ruge's study in the 1960s (Jensen, 2002). *The structure of Foreign News* put forward a hypothesis in which 12 factors determined the structure of international news. The importance of these factors, including lack of ambiguity and reference to elite nations, were tested in a quantitative content analysis. Although Galtung and Ruge found "partial confirmation" of their hypothesis, they insisted that much empirical research was to be done, and subsequently a number of scholars, such as Hur (1984), Schulz (1976) and Wilke (1984) followed that path of quantitative content analysis (Jensen, 2002:94).

To attempt to find a comprehensive definition of content analysis for this study, Gerbner (as cited in Mawugbe, 2002:129) might be a good starting point. He defines content analysis in mass media analysis as an approach aimed

"to scientifically gather and test inferences about content that may involve generally unrecognised or unanticipated consequences, to isolate and investigate consequential properties of content which escape ordinary awareness or casual scrutiny".

Although the above definition is an accurate description of what content analysis should entail, it lacks the two very distinct characteristics that are highlighted in Krippendorff's definition of content analysis as "research technique for making *replicable* and *valid* inferences from data to their context" (as cited in Mawugbe, 2002:129, own italics).

Riffe (as cited in Mawugbe 2002:130) summarised the above developments in the definition of content analysis and states that:

“Quantitative content analysis is the systematic and replicable examination of symbols of communication, which have been assigned numeric values according to valid measurement rules, and the analysis of relationships involving those values using statistical methods, in order to describe communication, draw inferences about its meaning, or infer from the communication to its context, both in production and consumption” (Riffe as cited in Mawugbe 2002:130).

This is a comprehensive definition of content analysis as it is understood for this thesis. It will thus form the underlying idea of the following research as stipulated below.



6.2 Current research in the context of content analysis

6.2.1 Introduction

The empirical approach that will be used in this study on South Africa’s reputation in German media largely falls into the above definition of Riffe. It is based in the scientific methodological aspect of mass communication research in the form of quantitative newspaper content analysis. The rationale followed is similar to that of Mawugbe in his study on *The Sub-Saharan African Image in the German Elite Press 1979 – 1999* (2002). A thematic analysis of the “symbols of communication” could depict the “trend of the direction” (Bud et al. as cited in Mawugbe 2002:131) of South Africa’s reputation. One way of determining this trend of direction would be to systematically count and measure the occurrences of specific, reputation-related themes in news contents.

A similar underlying principle was applied in the methodology used for the study on Liechtenstein’s reputation. After discarding Mayring’s approach for quantitative content analysis to determine reputation, the team decided to follow Fombrun’s Qualitative Analysis approach and apply a modified version of Fombrun’s generally

accepted Reputation Quotient tool (Fehlman et al., 2002:14) The team adapted the six dimensions that typically make up a company's reputation, so that they were suitable for measuring a country's reputation (Fehlmann et al. 2002:14). The new tool was called Country Reputation Index (CRI) and consisted of the following dimensions:

- Emotional Appeal
- Physical Appeal
- Financial Appeal
- Leadership Appeal
- Cultural Appeal
- Social Appeal



A total of 20 attributes were assigned to these dimensions from which a questionnaire was designed. The information obtained via this questionnaire was used to measure Liechtenstein's reputation and to determine those aspects of the principality's reputation that were the most prominent drivers or those that needed the most attention. As part of this larger study of Liechtenstein's reputation, the communication experts also conducted a media audit aimed at determining the media identity of Liechtenstein (Fehlmann et al., 2002:143-153). The following content analysis is largely based on the idea perpetuated and the methodology followed in that media audit.

The information derived from the previous chapters will be applied to develop a tool, or symbols of communication, according to which a specific body of content will be manifestly analysed. Subsequently, however, and to a limited degree, a qualitative content analysis will also be conducted for this study. Once the quantitative analysis has provided a general overview, selected published articles will be qualitatively

analysed for purposes of attempting to make more concrete suggestions on the findings.

However, as this study on South Africa's reputation in German media cannot be as extensive, a simpler approach had to be designed. After consulting with Fombrun and receiving personal guidance from Fehlmann on how a content analysis for this study should best be conducted and how to include the reputational dimensions as developed by Fombrun in the findings, an adapted methodology was designed.

6.2.2 Basic material utilised

The material used to conduct the content analysis in this study were South Africa related press articles from national, daily newspapers published in Germany between 1 January 2004 and 1 September 2005.

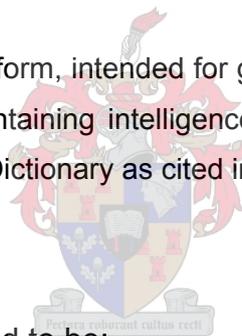
Articles from the selected newspapers were all obtained via a search conducted on LexisNexis, a searchable archive of content from newspapers, magazines, legal documents and other printed sources. Access to this database was obtained at the library of the university of Frankfurt, Universitätsbibliothek Frankfurt am Main. Within the ambit of "German News", the search terms "Südafrika", "Südafrikas" and "Südafrikanische", all different forms of South Africa, were limited to the headline as search criteria. This approach limited the scope of articles to a manageable amount. The time frame covered was limited to 1 January 2004 – 1 September 2005. This time frame of 20 months was regarded acceptable as it was not too far in the past to include outdated views that may skew the results – yet long enough to present a balanced indication of South Africa's current media reputation.

As *Handelsblatt* was not available on LexisNexis, data from that newspaper was obtained via a search in the newspaper's own, online database, using exactly the same criteria as were applied to the LexisNexis search. All the articles were obtained electronically and subsequently formatted into Microsoft Word in a plain text format.

6.2.2.1 The Newspapers

Roughly three quarters of the German population above the age of 14 regularly read a daily newspaper – that makes up for 48.5 million readers (Pasquay, 2005). That translates into importance primarily because of the many attributes that have been bestowed on newspapers. According to Guirguis (as cited in Mawugbe, 2002:133), newspapers are “an indispensable source of information about the world”. It is also a source for “interpretation of the serious world of public affairs” (Berelson as cited in Mawugbe, 2002:133). Hopple went further to say that newspapers are “the key sources of information about the world for publics as well as leaders” (as cited in Mawugbe 2002:133). Much debate has surrounded defining what a newspaper is and a number of different definitions abound. For example, the newspaper has been defined as:

“a publication, usually in sheet form, intended for general circulation, and published regularly at short intervals, containing intelligence of current events and news of general interest” (Black’s Law Dictionary as cited in Picard & Brody, 1997:7).



On a different occasion, it was said to be:

“a publication produced on newsprint which is published in one or more issues weekly...and in which a substantial portion of the content is devoted to the dissemination of news and editorial opinion” (Newspaper Preservation Act 1970 as cited in Picard & Brody, 1997:7).

In general, for a newspaper to be defined as such, it should contain news, it should be produced using a printing press, it should appear regularly and it should be available to the general public (Picard & Brody, 1997:8). All newspapers used for the research conducted in this study fulfil these requirements.

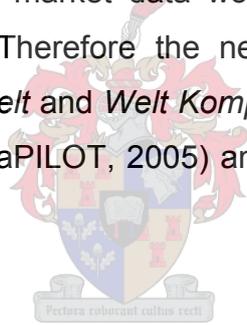
The newspapers chosen for this analysis were all German-language national daily newspapers published in Germany that are also regarded as public opinion newspapers. These include *Börsen-Zeitung*, *Die Welt*, *Financial Times Deutschland*, *Frankfurter Allgemeine Zeitung*, *Frankfurter Rundschau*, *Handelsblatt* and *Süddeutsche Zeitung*, excluding the nation's tabloid newspaper *Bild*. This was mainly decided on the basis that *Bild* does not follow the same distribution channels as the other national daily newspapers which are all available both in retail and per subscription. *Bild* is the only newspaper not available per subscription. It also does not publish exactly the same copy all over Germany, and such regional disparities would not allow for a comprehensive study to be conducted similar to that of the other national daily newspapers. Additionally, all selected newspapers are regarded as sources of serious, hard news (see below) while the content of *Bild* carries boulevard journalism content.

6.2.2.1.1 *Börsen-Zeitung*

The Frankfurt-based *Börsen-Zeitung* is the only daily newspaper in Germany that focuses solely on financial news. Since its launch of more than 50 years ago, it has published articles on the German and international financial markets, on companies and the credit services sector (Boersen-Zeitung.online, 2005). The reporting generally appears in the form of news, analysis, commentary and background features (Own analysis). *Börsen-Zeitung* is seen as the flagship opinion leader for market participants and observers alike. The niche publication thus targets experts and decision makers and aims to always deliver “news you can use” (Boersen-Zeitung.online, 2005). The publishing company is Herausbergemeinschaft Wertpapiermitteilungen, Keppler, Lehmann GmbH & Co. KG and the newspaper's publisher is Ernst Padberg (Wikipedia.de, 2005). With offices in Berlin, Düsseldorf, Hamburg, Munich and Stuttgart as well as New York, London, Brussels, Paris, Milan, Tokyo, The Hague, Madrid and Zurich, the newspaper managed to move away from its originally German focus to becoming a provider of international news. The current circulation of the *Börsen-Zeitung* is not known, as, according to the newspaper's editorial office, an editorial decision was made 50 years ago to not release such figures (Boersen-Zeitung.online, 2005; Wikipedia.de, 2005).

6.2.2.1.2 *Die Welt*

Die Welt is a German-language national daily newspaper that was founded in 1946 by the British occupants of Hamburg. In 1953, the media company Axel Springer took over the newspaper and it has since become the third most read newspaper in Germany (AWA, 2005). The newspaper covers so-called quality reporting and deals with news stories, analysis, commentary and in-depth feature articles of anything newsworthy happenings in the world. Although *Die Welt* is based in Berlin, it is sold in roughly 130 countries (Wikipedia.de, 2005; MediaPILOT, 2005). It co-founded the European Dailies Alliance (EDA) within which newspapers such as *Daily Telegraph*, *Le Figaro* and *ABC* in Spain cooperate on an editorial basis. At the beginning of 2004, *Die Welt* launched an “offspring” newspaper titled *Welt Kompakt*, which aims to reach the younger readers (welt-kompakt.de, 2005). After market research found that the latter, tabloid format newspaper did not consolidate established readership from *Die Welt*, it was agreed that all market data would be a combination of the two newspapers (welt-kompakt.de). Therefore the newspaper sample under analysis includes articles from both *Die Welt* and *Welt Kompakt*. Their joint readership ranges from 14 years and upward (MediaPILOT, 2005) and 2005 circulation equals roughly 620,000 (AWA, 2005).



6.2.2.1.3 *Financial Times Deutschland*

Financial Times Deutschland is a national German-language newspaper that is published on each trading day and covers financial, political, company and economy-related issues in a precise, concise and understandable manner (FTD-media.de, 2005). “Wissen, was wichtig ist” – “To know what is important” is the slogan according to which the Hamburg-based newspaper operates. It is co-published by a Bertelsmann AG subsidiary, Gruner + Jahr AG & Co and the publishing house Pearson which also publishes the newspaper’s English counterpart and mother newspaper, *Financial Times*. Although *Financial Times Deutschland* has a small readership compared to its national daily competitors, it is said to have the fastest readership growth in its sector (FTD-media.de, 2005). As the newspaper was only launched in 2000, it is still a relatively young newspaper that has been under sharp criticism because it tends to follow the Anglo-Saxon custom of publishing election

preferences – something that German newspapers usually avoid (Wikipedia.de, 2005). The newspaper's circulation in 2005 amounts to roughly 260,000 (AWA, 2005).

6.2.2.1.4 *Frankfurter Allgemeine Zeitung*

The first edition of the *Frankfurter Allgemeine Zeitung* was published in November 1949 and intended from its outset to be a “newspaper for Germany”. It is an entirely independent newspaper whose alignment is decided on by a five-person committee who cooperate on a basis of collegiality (FAZ.net, 2005; Dahinter steckt immer ein kluger Kopf, 2003). This is less common in the German newspaper landscape where most newspapers are either co-owned or sponsored by one of the nation's political parties. Another one of its unique characteristics is that the newspaper is published without a front-page picture. It has deviated from this principle only 31 times in its entire history of existence (Dahinter steckt immer ein kluger Kopf, 2003). The *Frankfurter Allgemeine Zeitung* is delivered to 148 countries daily which makes it the German newspaper with the furthest international reach. The newspaper's circulation in 2005 amounts to roughly 910,000 (AWA, 2005).

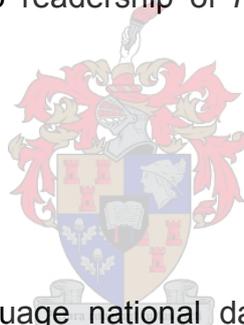


6.2.2.1.5 *Frankfurter Rundschau*

As the second post-war newspaper to be established in Germany, in 1945, *Frankfurter Rundschau* is regarded a left-liberal newspaper that covers general contemporary issues, politics, economics, sports, art and culture – comparable to *Süddeutsche Zeitung* and *Frankfurter Allgemeine Zeitung*. The newspaper is owned by the publishing house Druck- und Verlagshaus Frankfurt. Early 2003, the newspaper faced severe financial difficulties and, after sponsors were urgently sought, the German Social Democratic Party (SPD) took over a 90% share of Druck- und Verlagshaus Frankfurt. According to SPD politicians, the newspaper retains its editorial independence and is guaranteed no political influence (Wikipedia.de, 2005; SPD holding schnappt, 2004). The aim is for SPD to reduce its share in the publishing house to below 50% by 2006. *Frankfurt Rundschau* currently has a readership of 530,000 (AWA, 2005).

6.2.2.1.6 Handelsblatt

Handelsblatt is a national, German-language newspaper that was first launched in Düsseldorf in 1949. It sees itself as a liberal European/International that supports the idea of a social market economy. It publishes under the Motto of “Substanz entscheidet” – “substance decides” – and covers financial, company, investor and political news. For the past 7 years, since 1999, it has entered into cooperation with the publisher Dow Jones who is responsible for, among others, *The Wall Street Journal* and *The Wall Street Journal Europe*. This provides the *Handelsblatt* journalists with the opportunity to tap into a huge number of news material on a daily basis (Wikipedia.de, 2005). The newspaper itself is one of the biggest economic and financial newspapers in Germany with roughly 200 editors, journalists, correspondents and other employees all over the world. The newspaper is published by Verlagsgruppe Handelsblatt which, in turn, is owned by the publishing house Georg von Holtzbrink. The 2005 readership of *Handelsblatt* amounted to roughly 370,000 (AWA, 2005).



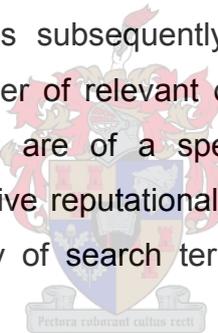
6.2.2.1.7 Süddeutsche Zeitung

The 1945-founded German-language national daily newspaper is the most read subscription newspaper in Germany. *Süddeutsche Zeitung* covers issues such as contemporary issues, politics, economics, media, sports, science and, most prominently art and culture. This latter feature section on arts and culture has become increasingly dominant over the last years and today, in terms of newspaper placing directly follows the section on politics (Süddeutscher Verlag, 2005). Another unique characteristic of Munich-based *Süddeutsche Zeitung* is the so-called “Streiflicht” on page 3 – where a topic is covered in an in-depth feature style. Each Monday, readers receive a supplement of selected stories from the English-language newspaper *New York Times*. The *Süddeutsche Zeitung* is the flagship production of the media group Süddeutscher Verlag. With its roughly 10,000 freelance journalists and correspondents on either its payroll or its remuneration list, *Süddeutsche Zeitung* follows the principles of liberality, tolerance and editorial independence (Süddeutscher Verlag, 2005; Wikipedia.de, 2005). During 2005, its readership reached a total of roughly 1 360 000 (AWA, 2005).

6.2.3 Obtaining search terms

The search terms were obtained primarily via three methods. The six distinct reputation dimensions are based on the Country Reputation Index as developed by the Liechtenstein team (Fehlmann et al., 2002). The team derived the set of so-called dimensions from the established *Harris-Fombrun Reputation Quotient*, jointly developed in 1998 by the Reputation Institute and Harris Interactive (MRA Media Reputation Analysis, 2005). In May 2005, the study titled *Introducing the Global Village: linking identity, reputation, and communication* subsequently was awarded the International Association of Business Communicators' Gold Quill Award (MSCOM, 2005). Because this study sets out to make an assessment of the drivers of South Africa's reputation in German media, it was concluded to be viable to use the already developed, tested and proven reputation dimensions, rather than developing a new set of dimensions.

Each reputational dimension was subsequently assigned one, or a number of, clusters, depending on the number of relevant clusters that could be identified for each dimension. These clusters are of a specific thematic nature that further describes or explains the respective reputational dimension. In turn, each cluster is represented by a collective body of search terms that falls under the respective theme of the cluster.



The clusters that fall under each of these dimensions were mainly obtained from an *a priori* study of the situation analysis on South Africa conducted for this study – that means factors identified during the situation analysis were used as foundations for the clusters – as well as from the information obtained from the interviews conducted with members of the various reputation management vehicles. Some were also obtained from a preliminary study conducted on the available material. The individual search terms were derived in part from the situation analysis. Mainly, however, they were derived via *emergent coding*, following preliminary examination of the data.

Whereas the earlier research in this study shed light on the issues of HIV/Aids, Safety, Politics and black economic empowerment, a preliminary study of the sample units showed that issues on strikes, mines and companies also received much news coverage. These issues also had to be included as factors in the subsequent content

analysis. Guidance was drawn at all times from the Liechtenstein study and many similarities between the two media audit tools can be identified.

6.2.4 Tools used for the first steps in content analysis

One aspect that was deemed important to this study was to keep all tools used and all calculations made as simple and understandable as is theoretically possible. While this may result in criticism by some readers, it was decided that the nature of this study ought to be, according to Krippendorf's definition of content analysis, "replicable and valid" (as cited in Mawugbe, 2002:129).

After the articles were briefly scanned over in order to assess search terms that could be used for the content analysis in addition to those drawn from the situation analysis, all newspaper articles were formatted into Microsoft Word as plain text documents. Each newspaper under analysis was formatted onto a separate document.

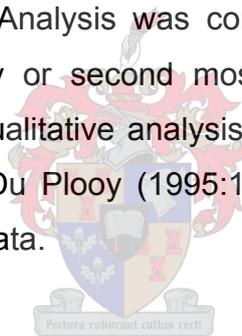
A free online text analysis programme, *TextSTAT 2.6 for Windows* was downloaded from the following website: <http://www.niederlandistik.fu-berlin.de/textstat/software-en.html>, and subsequently applied for all statistical exercises that had to be conducted with the articles. *TextSTAT* is a multilingual tool that operates in English, German and Dutch. It uses a simple programming method whereby Microsoft Word documents can be easily added to a "corpus" and subsequently analysed. It is possible to conduct word frequency searches, concordance and search terms in context. For this study, the word frequency search option, "Wortformen" of *TextSTAT* was mainly used. At times where validity of the search terms were questioned, the "Konkordanz" option was made use of, which allowed the coder to see the word analysed in its context. If it was found to be inapplicable, e.g. because it was found to be the name of a person instead of the actual noun searched, it was ignored in the counting. While great care was taken to conduct the analysis in an accurate manner, a certain margin of error cannot be excluded. It was decided that the margin of error with each newspaper would be roughly the same and would even out each other. Therefore, it was decided against the use of regression analysis.

The initial analysis only considered the frequency of such search terms, which were all entered into a Microsoft Excel Sheet for further analysis. Once all search terms for each newspaper had been counted, a simple formula was developed in order to consider the different number of words that were used under each cluster. Each cluster value for each newspaper was calculated as a percentage, indexed to the number of terms used:

$$\text{Cluster value} = (\text{word count of all search terms added up}) \div (\text{number of search terms})$$

All the above findings were subsequently formatted into graphic images in the form of charts and graphs. This allowed for easier interpretation of the figures obtained.

Once this Quantitative Content Analysis was concluded, those search terms that appeared either most frequently or second most in each respective newspaper analysis were identified and a qualitative analysis was undertaken with each of the respective terms. According to Du Plooy (1995:152), qualitative analysis does not involve the physical counting of data.



“It tends to be more critical in nature and can be used when we need to penetrate the deeper layers of a message, such as in a semiological or narrative analysis.”

Rather than simply counting search terms, and identifying the most frequently published clusters as well as the reputational drivers in each newspaper, it was decided valuable to identify the tonality of the most frequently published terms. The approach used here was that of contextualisation (De Beer, 1998:415) whereby the individual search term was placed into its respective context.

“Contextualisation is used in qualitative analysis to bring to the fore all the characteristic elements of the case available through the identification of the

particular context. ... A stone which can be weighed and measured reflects different meanings in the hand of an attacker or as a milestone along a road” (De Beer as cited in De Beer, 1998:416).

This contextual analysis was conducted as follows: The Microsoft Word document of the newspaper under analysis was opened and the search function was used to highlight each article in which that search term appears. That article was subsequently scanned for tonality and rated as being more positive, more negative or neutral, based on the (positive, negative, neutral) phrases used in headline and text. Tonality in the context of this research refers to the nature of a specific theme, which can be positive (such as “South Africa’s economy is booming”), negative (such as “Goldmines undergo large-scale losses as workers strike) or neutral (such as “introducing South African cartoonist, Zapiro”). The frequency of positive, negative or neutral articles referring to the search term under analysis was counted and used to explain the positive, negative or neutral context within which the frequently used search term tends to appear. These findings were subsequently included in the newspaper specific discussion on search terms, cluster and dimension frequency findings.

As highlighted by De Beer, “objectivity in this sense is difficult, if not impossible, to achieve” (De Beer, 1998:417). Hence, while all care was taken to accurately and objectively determine the positive, negative or neutral nature of a specific theme, the applied approach is only a suggestion to being able to evaluate the findings in this thesis. As this study sets out to determine the drivers of South Africa’s media reputation in Germany, the above-mentioned content analysis merely aims to add a further dimension to answering the research question.

6.2.5 Strengths and limitations

6.2.5.1 Sample

The sample unit consisted of all articles that contain “Südafrika”, "Südafrikas" or “Südafrikanische” in the headline and that are published in German national daily newspapers from 1 January 2004 to 1 September 2005

Strengths

The sample unit allows for a good cross-section of articles published on South Africa in influential German daily newspapers. Also, roughly three quarters of the German population older than 14 years of age regularly reads newspapers (Pasquay, 2005). The time-frame chosen provides enough articles for a balanced assessment of the type of stories and topics on South Africa that feature most prominently in German news.

Limitations

One limitation with choosing only newspapers is that neither internet, nor radio nor is television included in the analysis. In Germany, television is the most popular media, particularly in terms of entertainment (Patalong, 2005), and hence a future study on the South Africa media reputation in German television may generate valuable results. While the newspapers utilised for the study were carefully chosen, possibly including some of the regional newspapers, of which Germany has over 300 regional subscription newspapers (BDZV, 2005), would have also provided results that can be more generally interpreted and have a wider field of application. Another limitation that becomes evident from a closer study of the sample under analysis is that many stories published by the newspapers are also bought from newswires such as dpa (Deutsche Presse Agentur), Bloomberg, Reuters and AP (Associated Press). A separate analysis of the coverage on South Africa that is produced by such news agencies would provide an even more accurate picture of the reporting on the country.

6.2.5.2 Method

A content analysis of specific newspaper articles published on South Africa was conducted to assess the current media reputation of South Africa in Germany.

Strengths

Within the ambit of studies on media effects, the accumulation theory proposes that

“if the media focus repeatedly and in a relatively consistent way on an issue(s), this can over a long period of time change people’s attitudes and behaviour. If the various media corroborate each other by presenting the same interpretations, significant changes can take place in people’s beliefs, attitudes and behaviour” (Fourie, 2001:298).

The above substantiates the fact that if media reporting on South Africa in Germany is generally positive, or, respectively, slanted toward a specific issue, the German public’s opinion should be aligned to that.

Limitations

To properly determine the reputation of South Africa in Germany, one would have to conduct a large-scale survey using a questionnaire similar to that used in the Liechtenstein study (Fehlmann et al., 2002). This would paint a far more accurate picture of the German public’s opinion on South Africa. Yet the resources and time frame available to conduct this present research did not provide for such a survey and such a study in the future would be recommendable.

Additionally, this study did not look at the media reputation of those countries found in South Africa’s competitive set. According to Olins (1999), countries, similar to companies, are in competition with each other. Nations compete with each other mainly in terms of inward investment, tourism and export of goods and services. Having a “competitive edge is closely linked with questions of reputation, image, identity, as well as marketing and branding” (Olins as cited in Fehlmann et al., 2002:15). Hence, comparing South Africa’s reputation in Germany with the reputation of countries found in its competitive set would provide a holistic view of the assessed reputation.

6.2.5.3 Tools

A word frequency search based on a previously developed tool consisting of dimensions, clusters and search terms was conducted using the text analysis programme *TextSTAT*.

Strengths

The tool consisting the dimensions, clusters and search terms was largely based on a previously used, tested and award-winning tool. The computer programme *TextSTAT* was easy to use and ensures the replicability of the study.

Limitations

Although guidance was obtained from various people on developing the content analysis tool, it was largely thought up by a single person, a factor that may have lead to limited scope and comprehensiveness.



6.2.6 Search Terms

The following list stipulates the dimensions, clusters and search terms that were utilised in the subsequent content analysis. The search terms are all either German words or forms (parts) of German words. The English definition of each search terms was inserted in brackets next to the German search term. Those search terms that only represent a part of a word were translated as if they were full words. The asterisk implies “and all characters before the part of the word”, respectively “and all characters after the part of the word”.

1. Dimension: Emotional Appeal

Only one cluster

- Ubuntu
- Anerk* (recognition)
- *lob* (word forms of praise)
- Respekt* (respect)
- sympath* (sympathy)
- vertrau* (trust)
- Zusammenarbeit* (cooperation)
- Mandela

2. Dimension: Physical Appeal / Products and services

Cluster: Tourism

- Wohlstand* (wealth)
- Billig* (inexpensive)
- *Klima (climate)
- Wetter (weather)
- Sonne (sun)
- Urlaub (holiday)
- Touris* (tourism)
- Wein* (Wine)
- *Nationalpark (nature reserve)



Cluster: Sport

- Golf*
- Fussball (soccer)
- WM (initials for world cup, commonly used in German as synonym for the soccer world cup)
- Aktivsport* (action sports)
- sport*
- Extremsport* (extreme sports)
- Abseiling

3. Dimension: Financial Appeal / State of the Economy

Cluster: Mines/Minerals

- Platin* (platinum)
- Mine*
- Edelmetall* (precious metal)
- Streik* (strike)
- Gold*
- Diamant* (diamond)

Cluster: General Economy

- Immob* (real estate)
- Wirtschaft* (economy)
- Wachstum* (growth)
- Nettogläubig* (net creditor)
- Stabil* (stable)
- Umbruch (change in a positive sense)
- Schuld* (debt)

Cluster: Banking Industry

- Bank*
- Finanz* (finance)
- Börse* (stock exchange)
- Mzansi
- Aktien (shares)



4. Dimension: Leadership Appeal / Vision & Leadership

Cluster: Political Stability

- Vize-Präsident/Vizepräsident (vice president)
- Zuma
- Parlament
- Cosatu
- Tutu
- PetroSA
- Korruption* (corruption)
- Skorpion

Cluster: Zimbabwe Issue

- Mugabe
- Zimbabwe*/Simbabwe
- Aussenpoliti* (foreign affairs)
- Diplomatie (diplomacy)
- Harare

Cluster: History

- Apartheid*
- Verwoerd
- Rasse* (race)

5. Dimension: Cultural Appeal / Quality of Life

Cluster: HIV/Aids

- HIV-*/Aids-*
- Sterben (dying/death)
- Immun* (immune)
- *virus*
- Nevirapin
- Gesundheit* (health)
- Medikament (medication)

Cluster: Security

- kriminalität* (crime)
- Sicherheit* (safety)
- Wohlfahrt (welfare)
- Poliz* (police)
- Gangster
- *gewalt* (violence)

Cluster: employment

- BEE/Black-Empowerment/empowerment
- Gleichberecht* (equality)
- Arbeit* (work/employment)
- Ausbildung (education)
- Fachhochschul* (higher education)
- sozial* (social)
- Universität* (university)



6. Dimension: Social Appeal / Social Responsibility

Cluster: General

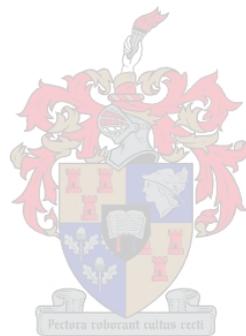
- Nepad
- "Afrikanische Union"/Africa-Union (african union)
- "Europäische Union" (european union)

Cluster: Art & Culture

- *konzert*
- Kultur* (culture)
- *kunst* (art)
- Musik* (music)
- Kwaito-*
- Tradition (tradition)
- Film*
- Jazz

6.3 Conclusion

After a brief analysis on the literature surrounding quantitative content analysis, a methodology was derived for this study which aims to determine the drivers of South Africa's reputation in German media. A detailed description has also been provided of all approaches used to arrive at the findings that were made and that will be discussed in the following chapter.



7. Content analysis of 7 German newspapers over 20 months

7.1 Coverage

7.1.1 Number of Articles

South Africa was most covered in the national daily German newspaper, *Die Welt* (and *Welt Kompakt*), with 111 articles, followed by the *Frankfurter Rundschau* with 108 articles and the *Frankfurter Allgemeine Zeitung* with 98 pieces containing “Südafrika”, “Südafrikas” or “Südafrikanische” in the headline between 1 January 2004 and 1 September 2005 (see figure B.1 in the Appendix). *Börsen-Zeitung*, *Handelsblatt* and *Süddeutsche Zeitung* all had less, but similar coverage with 65, 73 and 73 articles respectively. *Financial Times Deutschland*, on the other hand, covered South Africa on a very limited basis, with only 35 stories fulfilling the search criteria within the period under analysis, resulting to roughly one article every two and a half working-day weeks⁹.

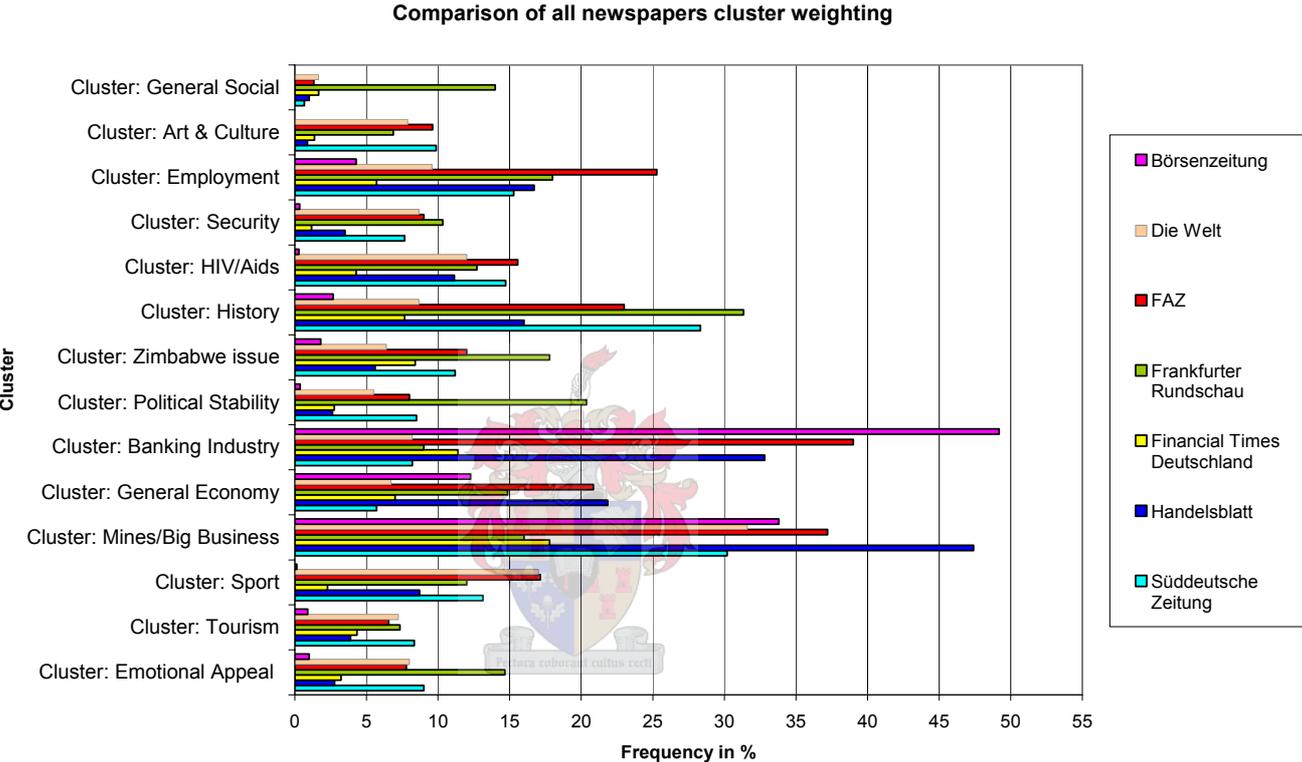
After telephone calls were made on 28 October 2005 to the editorial offices of all newspapers under analysis, it was found that all newspapers, except for *Financial Times Deutschland*, have either fixed employees or freelance correspondents based in South Africa. *Financial Times Deutschland* explained that it's English-language sister newspaper; *Financial Times* had someone based in South Africa and that they would purchase most of its international content from that editorial office (FTD editorial office, 2005).

7.1.2 Search terms, cluster and reputational dimensions

After the initial analysis was conducted, certain trends were identified in terms of search terms frequency (see appendix B for search terms frequency graphs of each newspaper), and cluster frequency. Through this analysis it was also possible to determine which reputational dimensions played the biggest role in each specific newspaper. The findings proved to be vastly different, depending on which

⁹ Calculations are based on 20 months with four weeks each, whereby every week has five working days. Weekends were not included in calculations as weekend editions of newspapers were not considered in the analysis.

newspaper was analysed, which is why the following section will first discuss the results of each newspaper separately, before identifying and discussing an overall trend for reporting on South Africa in the German media that was analysed. After that, implications of the findings will be discussed and recommendations for the future of South African reputation management will be made.



(Figure 2)

The above graph jointly displays the indexed clusters of the seven newspapers under analysis. It is possible to identify which newspaper has what thematic focal points in its reporting on South Africa.

7.1.2.1 *Börsen-Zeitung*

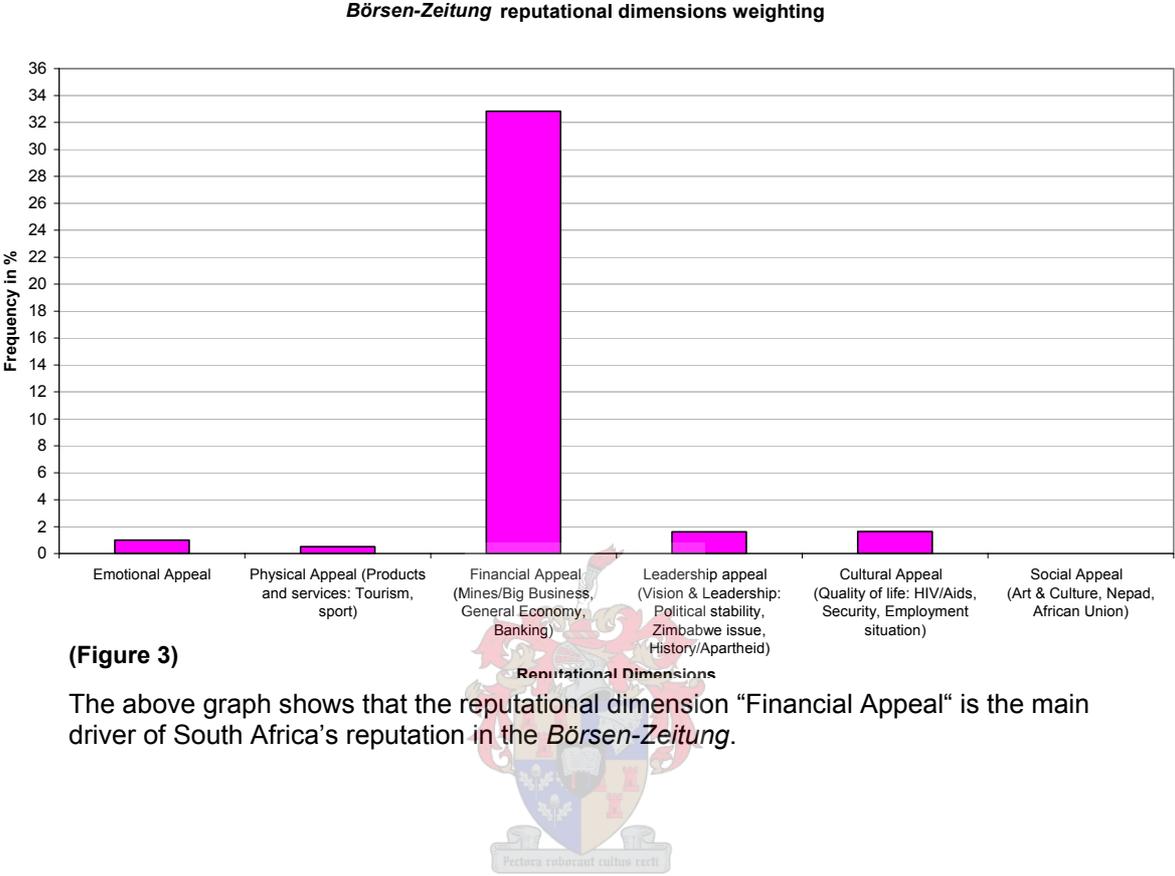
Börsen-Zeitung's coverage of South Africa compared to the other national daily newspapers is average, with 65 articles being published within the 20 months under analysis. That equates to roughly one article each week. In line with the fact that *Börsen-Zeitung* is the only pure financial newspaper in Germany (see above), the search terms used most frequently in its reporting include word forms of “Gold”, “Bank”, “Börse” (stock exchange), “Aktien” (shares), “Finanz” (finance), “Mine” (mine), “platin” (platinum) and “Wirtschaft” (economy). Of these, word forms of gold and banking appear most (see Appendix B.1 for graphical illustration).

Interestingly, *Börsen-Zeitung* has a freelance correspondent, Frank Räther, based in Johannesburg who is simultaneously an expert on the gold industry (personal conversation with editorial office, 28 October 2005). A more detailed, qualitative analysis of the articles dealing with gold in *Börsen-Zeitung* shows that 15% of all articles published on South Africa in the *Börsen-Zeitung* deal with gold. Of these, 60% report negatively about the gold industry. Expressions such as “Goldminen unter Druck” (Goldmines under pressure), “Goldproduktion rückläufig” (Goldproduktion is regressive) and “Goldminen melden schwache Resultate” (Goldmines report weak results), come up frequently.

A similar analysis conducted on the reporting about South Africa's banking sector proved the opposite. Almost double the amount of articles reported on the banking industry compared to those that dealt with the gold sector, and most of these articles had a positive tone. Much of the reporting concerned the attractiveness of South African banks to other, multinational banks as well as their generally strong quarterly results.

The cluster weighting of *Börsen-Zeitung* thus ranks “Banking Industry” at the highest position, “Mines/Big Business” at second place and “General Economy” at third position (see above graph). The other clusters that featured to a very slight extent were “Employment”, “History” and “Zimbabwe Issue”. All other clusters either hardly featured or did not feature at all. This finding can be explained to a large extent by the fact that *Börsen-Zeitung* is the only newspaper under analysis that reports solely on financial and economic issues. It is a niche market publication that aims to cater for the financially savvy reader. Aspects such as tourism or culture do not fall into the

ambit of this newspaper’s reporting and therefore no negative judgement can be made for the lack of coverage on these issues.



(Figure 3)
 The above graph shows that the reputational dimension “Financial Appeal“ is the main driver of South Africa’s reputation in the *Börsen-Zeitung*.

The above results proved that the greatest driver of South African reputation for the *Börsen-Zeitung*’s readership was the “Financial Appeal” aspect. This included aspects such as “Mines/Big Business”, “Banking Industry” and the “General Economy” of South Africa. As the qualitative analysis showed, this picture seems to be both positive and negative, depending on which aspect of South Africa’s economy is deemed important to the reader. Reporting on the gold sector of the South African economy affected South Africa’s reputation negatively, while reporting on South Africa’s Banking sector did the opposite.

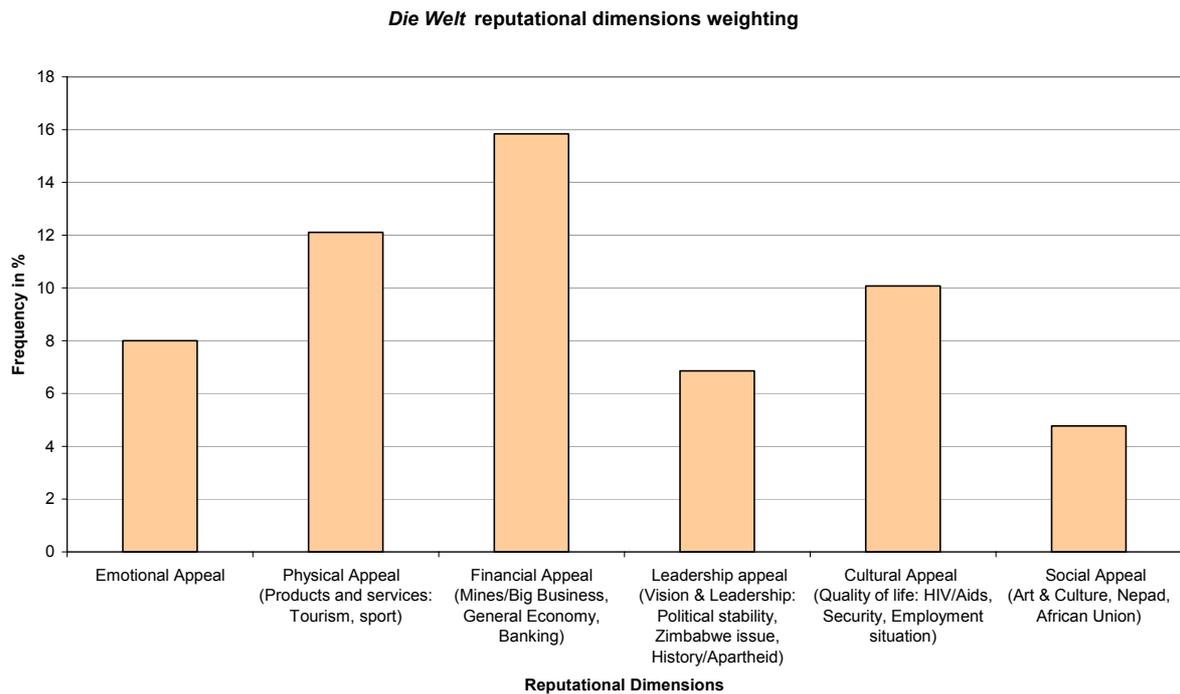
7.1.2.2 *Die Welt*

Die Welt had both the highest amount of coverage on South Africa compared to all newspapers as well as the most balanced coverage of the various aspects pertaining to South Africa. Search terms appearing most in its reporting included word forms of “Gold”, “HIV/Aids”, “Mandela”, “Arbeit” (work/employment) and “WM” (soccer world cup). Gold and HIV/Aids were reported on mostly.

A qualitative analysis of *Die Welt* pieces covering Gold proved that while they reported on similar issues that *Börsen-Zeitung* reported on, their coverage was not as critical and had equal numbers of negative and neutral (but no positive) toned articles. A similar trend was identified with HIV/Aids coverage which had 60% negative coverage and 40% neutral coverage. Most negative reporting was in the form of scepticism toward the South African president Mbeki’s Aids policies. Many, but not all, articles on South Africa published in *Die Welt* were written by the newspaper’s South Africa-based freelance journalist Thomas Knemeyer.

In terms of clusters, “Mines/Big Business” was most prominent in the reporting of *Die Welt*, followed by “Sport” and “HIV/Aids” in second and third position. Yet as mentioned above, *Die Welt* seems to have a very balanced reporting on South Africa and also covers “Employment”, “Security”, “Banking”, “History”, “Tourism” and “Emotional Appeal” in less, but similar measures. The only aspects that are not covered sufficiently by *Die Welt* include the political aspects “Zimbabwe Issue” and “Political Stability” while “General”, which deals with aspects such as Nepad and the African Union, hardly features at all.

The very broad spectrum of coverage *Die Welt* has on South Africa could be explained by the European Dailies Alliance according to which the newspaper cooperates on an editorial basis with the *Daily Telegraph*, *Le Figaro* and *ABC* in Spain. These newspapers could all be contributing to various aspects of South African news. But these are mere speculations and a proper answer would require further studies into the political standing of *Die Welt*’s editorial concept.



(Figure 4)

The above graph shows that the reputational dimension “Financial Appeal” is the main driver of South Africa’s reputation in the *Die Welt*.

The above search terms and cluster findings resulted in the overarching notion that while “Financial Appeal” was an important driver of South African reputation to readers of *Die Welt*, “Physical Appeal”, “Cultural Appeal” and “Emotional Appeal” were also of great importance. These latter aspects include aspects such as tourism and sport in “Physical Appeal”, HIV/Aids, Black Economic Empowerment and safety and security in “Cultural Appeal” and Nelson Mandela, rainbow nation and Ubuntu in “Emotional Appeal”.

Referring back to the qualitative analysis, it can be said that South Africa’s reputation to *Die Welt* readers also depends on what they are interested in. In terms of “Financial Appeal”, South Africa is portrayed in a more negative light and the same applies to “Cultural Appeal”. “Physical Appeal”, by nature is a more positive reputational dimension, referring to sport, tourism and wine. The fact that it has a relatively high rating is a positive finding for South Africa’s reputation.

7.1.2.3 *Frankfurter Allgemeine Zeitung*

The coverage on South Africa in the *Frankfurter Allgemeine Zeitung* is not as high as that of *Die Welt*, but at 98 articles between 1 January 2004 and 1 September 2005, it still has above-average coverage. A search terms analysis also proved that “Gold” again was the most frequently used word in reporting on South Africa. This was followed by “Wirtschaft” (economy), “Arbeit” (work/employment), “Bank” and “HIV/Aids”. “Finanz” (finance) and “Apartheid” also featured more prominently in this analysis. “Gold” and “Wirtschaft” had the highest occurrence as search terms.

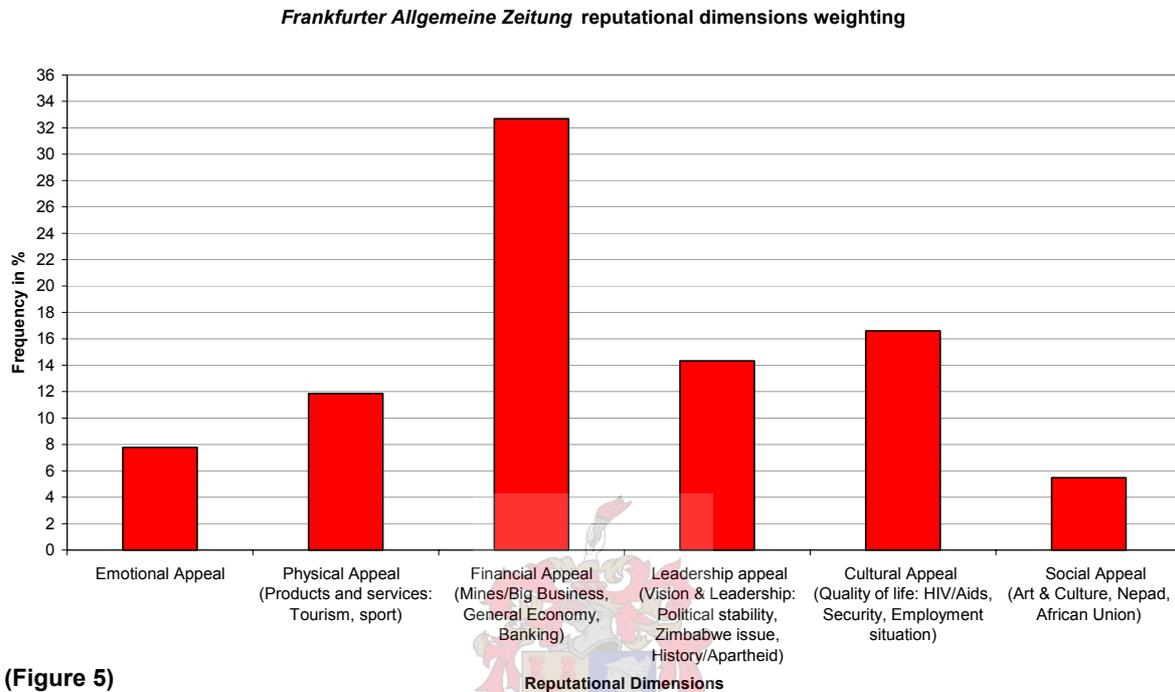
A qualitative analysis of those articles in *Frankfurter Allgemeine Zeitung* that dealt with “Gold” or “Wirtschaft” had the following results: reporting on the gold industry was very similar to that of the *Börsen-Zeitung*, highlighting the crisis that South Africa’s gold sector is experiencing. Almost 80% of all stories in the *Frankfurter Allgemeine Zeitung* that dealt with the gold sector were negatively toned, reporting on strikes and the low level of profitability of goldmines.

Of the stories dealing with the South African economy, 50% turned out to be positive and the other half proved negative reporting on the economy. Articles that referred to the South African economy in a positive way spoke about the economy in connection mainly with the soccer world cup in 2010, the economic isolation during the Apartheid era, the law that was passed in South Africa on money laundering or in connection with economic growth over the past two years.

Articles that referred to the South African economy with a negative undertone were primarily referring to the South African economy in terms of the negative effect on export due to a strong Rand and in terms of HIV/Aids. An example would be: “Mit Sorge blicken die Skeptiker vor allem auf den Südafrikanischen Rand, der wegen des Zuflusses ausländischer Gelder so teuer geworden ist, dass er die Exporte behindert und die Wirtschaft des Landes zunehmend dämpft” (Sceptics are worried about the South African Rand, which as a result of the inflow of foreign money, has become so expensive that it prevents export and increasingly dampens the economy).

In terms of cluster weighting, the *Frankfurter Allgemeine Zeitung* closely follows the trend of *Börsen-Zeitung*, being very heavily focused on the economic or financial aspects of South Africa. The cluster with the highest weighting is “Banking Industry”,

very closely followed by “Mines/Big Business”. “Employment” and “History” also seem to be important clusters to the coverage of South Africa in the *Frankfurter Allgemeine Zeitung*.



(Figure 5)

The above graph shows that the reputational dimension “Financial Appeal” is the main driver of South Africa’s reputation in the *Frankfurter Allgemeine Zeitung*.

As the above graph shows, the most important driver of South African reputation to *Frankfurter Allgemeine Zeitung* readers is the “Financial Appeal” aspect of the country. Similar to what was found in the analysis of *Börsen-Zeitung*, this translates into a dual picture of South Africa with a similar number of stories referring to the country’s “Financial Appeal” dimension in a positive and in a negative way.

7.1.2.4 Frankfurter Rundschau

With 108 articles on South Africa within the period of analysis, *Frankfurter Rundschau's* coverage is second highest of all national daily newspapers in Germany. A search terms analysis did not result in as obviously predominant search terms compared to most other analysed newspapers. "Wirtschaft" (economy), "Arbeit" (work/employment), "Mandela" and "Apartheid" all proved to have the highest but also very similar frequency of usage values. The second set of words that also appeared frequently in Frankfurter Rundschau, includes "Zimbabwe/Simbabwe", "HIV/Aids", "Zuma", "Gold" and "Nepad". Of all these search terms, however, "Arbeit" and "Wirtschaft" are most frequent and have been chosen for the qualitative analysis.

An investigation of articles referring to work/employment proves that, depending on the context it is used in, it can have either a positive or a negative connotation. There were, however, double as many stories with a negative connotation than those that referred to work/employment in a positive manner. Most articles referring to work/employment positively, dealt with the potential job creation that the soccer world cup in 2010 will result in. Other positively toned articles looked at German people importing South African ceramics, thereby creating jobs for people in South Africa or referred to South Africans coming to do work-programmes in South Africa where they are educated on healthcare or social skills. The many negatively toned articles referring to work/employment dealt with the high unemployment levels in South Africa, the resulting crime and the large amount of strikes that have led to a very tense relationship between the South African government and the local labour unions.

In terms of references to the South African economy, *Frankfurter Rundschau* seems to represent a predominantly positive view. Almost double the amount of stories were positively toned and mainly spoke about the strengths of South Africa's economy in general and with respect to the rest of Africa. References were made to the good economic relations between Germany and South Africa and the contribution the automobile industry in South Africa made to its robust economy. A few references were also made to the potentially positive impact the soccer world cup would have on the country's economy. Articles that dealt with the economy in relation to Black Economic Empowerment tended to be, in the same article, both positive and negative. A positive attitude was detected when it came to speaking about the

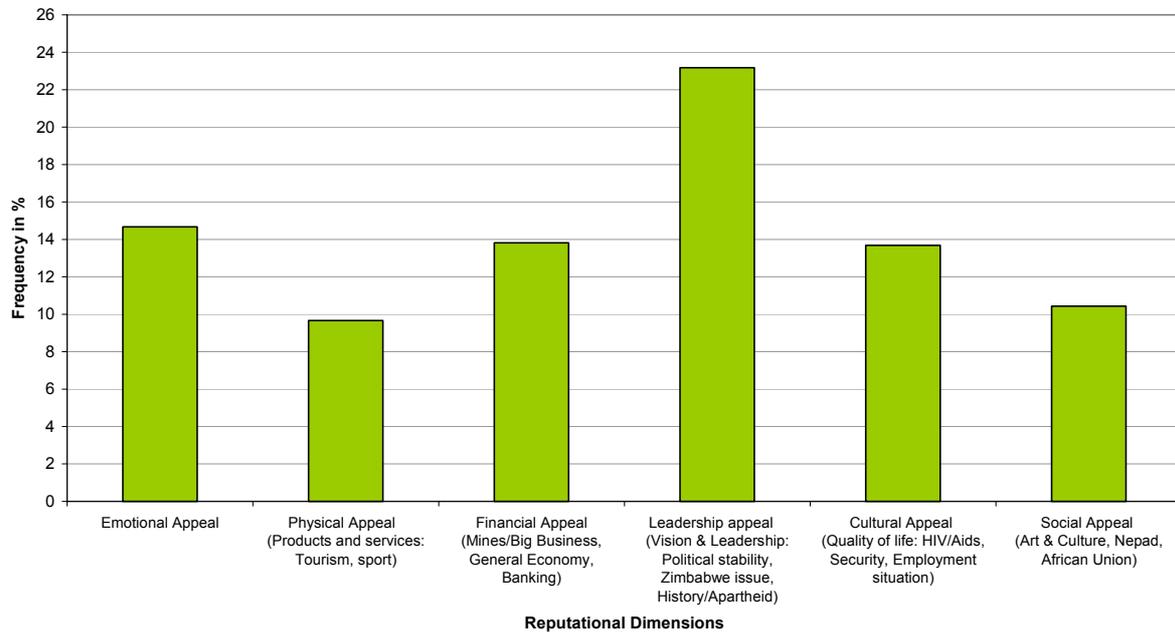
equality that Black Economic Empowerment was meant to bring, while the tone was very critical and negative when talking about the disparities that had resulted within the black community. Mainly negative references to South Africa's economy were made in connection with the strikes and labour unions as well as each time Mbeki's neoliberal approach to dealing with the economy was mentioned. A negative tone was also detected when an article spoke about South Africa's very strong Rand which was dampening the economy. Articles such as these, however, only appeared very seldom in *Frankfurter Rundschau* during the period under analysis.

One aspect that became very apparent during the course of the content analysis was that most articles written on pertinent South African issues in *Frankfurter Rundschau* were in fact written by one person. The newspaper's correspondent, Johannes Dieterich, is based in Johannesburg and appears to deliver stories for South Africa on a weekly basis. This phenomenon, which comes up with a number of newspapers will be discussed at a later stage.

In terms of cluster weighting, *Frankfurter Rundschau* proved to have very different cluster weightings to the general trend identified in other newspapers. "History", for example achieved the highest rating, which implies that *Frankfurter Rundschau* still covers the previous Apartheid regime to a large extent. "Political Stability" had the second highest frequency, closely followed by "Zimbabwe issue" and "Employment". Another cluster which does not rank in the *Frankfurter Rundschau's* most frequent clusters, but which is worth mentioning in terms of it's comparison to other newspapers is "General Social". This cluster, which includes issues such as Nepal or the African Union featured almost four times stronger in the *Frankfurter Rundschau* as compared to all other newspapers.

These findings also result in the fact that "Leadership Appeal" is the most important reputational dimension to *Frankfurter Rundschau* readers. This dimension seems to be driven primarily by the high amount of coverage on the Zimbabwe issue, on apartheid as well as the parliamentary crisis surrounding the Zuma debacle.

Frankfurter Rundschau reputational dimensions weighting



(Figure 6)

The above graph shows that the reputational dimension “Leadership Appeal” is the main driver of South Africa’s reputation in the *Frankfurter Rundschau*.

The dimension “Emotional Appeal” also ranked high as a driver of South Africa’s reputation with this newspaper and is mainly carried by the large amount of coverage space that is still granted to Nelson Mandela. Closely following these two dimensions are “Cultural Appeal” that deals with HIV/Aids, security and employment and “Financial Appeal”. But one very important observation here would be the distinction of the *Frankfurter Rundschau* to focus primarily on political aspects of South Africa.

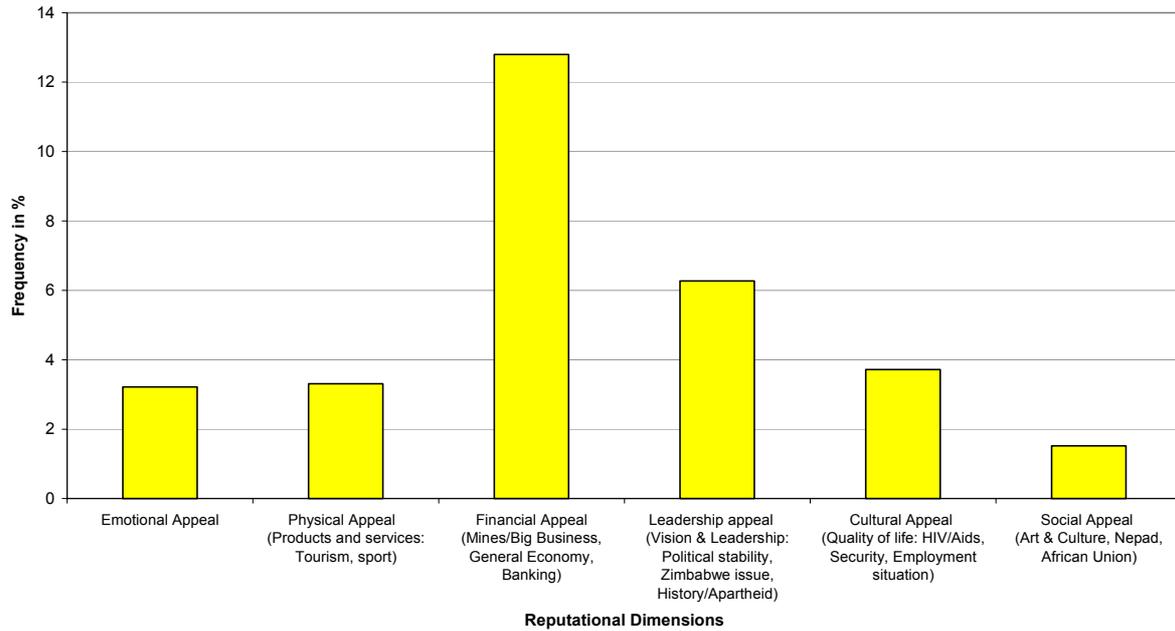
7.1.2.5 *Financial Times Deutschland*

As was already mentioned above, *Financial Times Deutschland* had the smallest amount of coverage on South Africa with only 35 articles in the period under analysis. This can mainly be explained by the fact that this is the only national daily German newspaper that does not have a correspondent or employee based in South Africa. It hence has to rely to a large extent on the English-language *Financial Times* or on contacts within Germany to obtain news on South Africa. A search terms analysis showed that, in line with the fact that *Financial Times Deutschland* is a financial and economic niche publication, “Gold” and “Wirtschaft” (economy) appeared most frequently in its reporting on South Africa. Other terms that were also present included “Arbeit” (work/employment), “Bank”, “Wein” (wine), “HIV/Aids” and “Mandela”. The qualitative analysis was conducted with the two most frequent search terms, “Gold” and “Wirtschaft”.

The stories dealing with the gold industry were slightly more negative than neutral and dealt with strike-issues and the quarrels between the two merging goldmines, Gold Fields and Harmony. References to the negative consequences that a strong Rand would have on the gold industry and hence the general economy, were reported on with a neutral tone. Articles focusing on South Africa’s economy were predominantly positive with a large number of articles expanding on the economic success of the 10 post-Apartheid years that South Africa has gone through. Positive references were also made to the strong economic relations between the German and the South African economy. The only article dealing with South Africa’s economy in a negative manner was in connection with Black Economic Empowerment which is said to have failed and only benefited a few selected black elite people.

In terms of cluster weighting, “Mines/Big Business” was most heavily weighted. This was followed by the clusters “Banking Industry”, “Zimbabwe Issue” and “History”. The fact that Apartheid, within the “History” cluster, was covered so frequently is explainable by the number of 10 year anniversary stories that *Financial Times Deutschland* featured during the period under analysis.

Financial Times Deutschland reputational dimensions weighting



(Figure 7)

The above graph shows that the reputational dimension “Financial Appeal” is the main driver of South Africa’s reputation in the *Financial Times Deutschland*.

The reputational dimensions also proved to be rather consistent with the financially interested target market that *Financial Times Deutschland* has. “Financial Appeal” was the most important driver of South Africa’s reputation in this newspaper. “Leadership Appeal” referring to issues such as Zimbabwe, Zuma and Apartheid are also reasonably predominant, while “Emotional Appeal”, “Physical Appeal” and “Cultural Appeal” all have a similarly low level of importance.

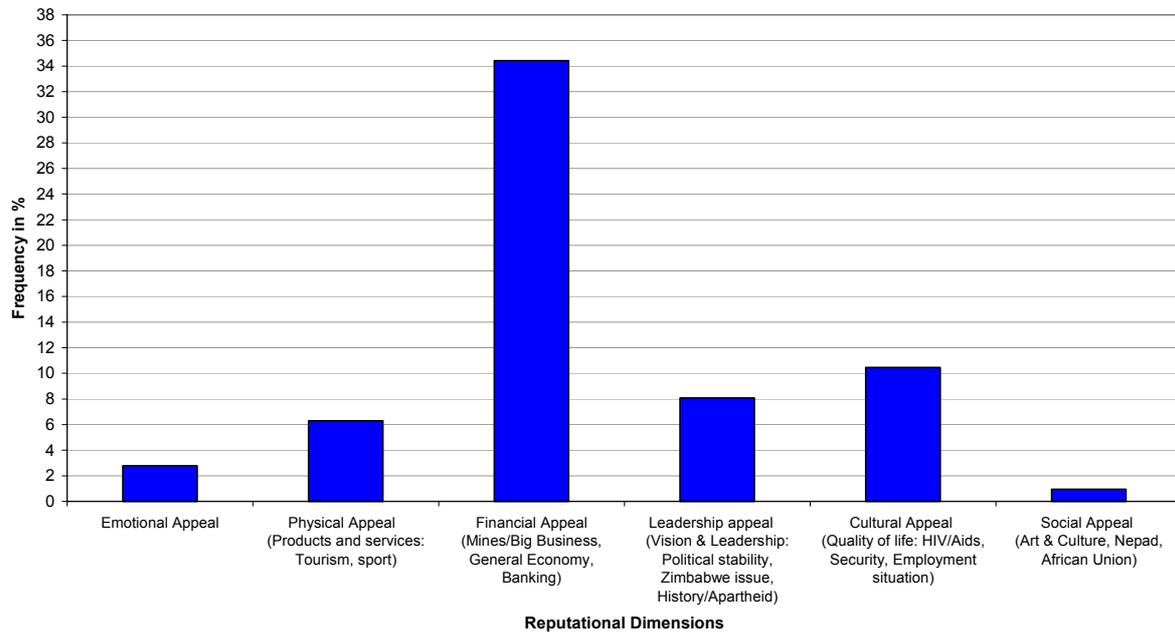
7.1.2.6 *Handelsblatt*

The financial and economically focused newspaper, *Handelsblatt*, had reasonably high coverage of South Africa with 73 articles in period under analysis. The most frequently used search terms proved to be “Gold”, “Wirtschaft” (economy) and “Arbeit”. “HIV/Aids” and “Apartheid” also featured a little more predominantly than all the rest of the search terms. “Gold” and “Wirtschaft” were used for the qualitative analysis.

Most stories dealing with the South African gold industry spoke about the negative aspects, referring to the goldmine strikes and the costs that were incurred through this and the Rand which is too strong and thus prevents export and results in large-scale losses for the gold industry. Scepticism was also uttered toward new laws that were implemented in South Africa which stipulated that raw materials have to in future be processed inside the country. This prevented international investors from entering the country and caused South African gold companies to look outward. Articles with a neutral tone primarily covered the large mergers & acquisition movement amongst the South African gold companies.

The articles referring to South Africa's economy were also loaded with negative connotations and only a few references were made to positive aspects of the South African economy. Examples of the latter included the strong banking industry in South Africa, the property boom due to the affordable prices and the positive affect that the Soccer World Cup would have on the South African economy. A number of pieces dealt with the negative affects of Aids, strikes and the too strong Rand on the South African economy. It was also often highlighted that South Africa's economy had not grown as strongly as was initially expected and that it did not compare to the growth of other emerging markets over the past 10 years. The unpredictability of South Africa's political stability also translated, in a number of articles, in scepticism of South Africa's long-term economic stability. The qualitative analysis also showed that almost all articles written for *Handelsblatt* on South Africa were covered by their Cape-Town-based correspondent Wolfgang Drechsler.

Handelsblatt reputational dimension weighting



(Figure 8)

The above graph shows that the reputational dimension “Financial Appeal” is the main driver of South Africa’s reputation in the *Handelsblatt*.

In terms of cluster weighting, reporting in *Handelsblatt* most frequently dealt with “Mines/Big Business” and “Banking Industry”. These clusters were followed by “General Economy”, “Employment” and “History”. Not surprisingly, this also translates into the fact that that “Financial Appeal” is the most important reputational dimension for *Handelsblatt* readers. This again is very much in line with the economically and financially savvy readership that *Handelsblatt* aims to reach through its reporting.

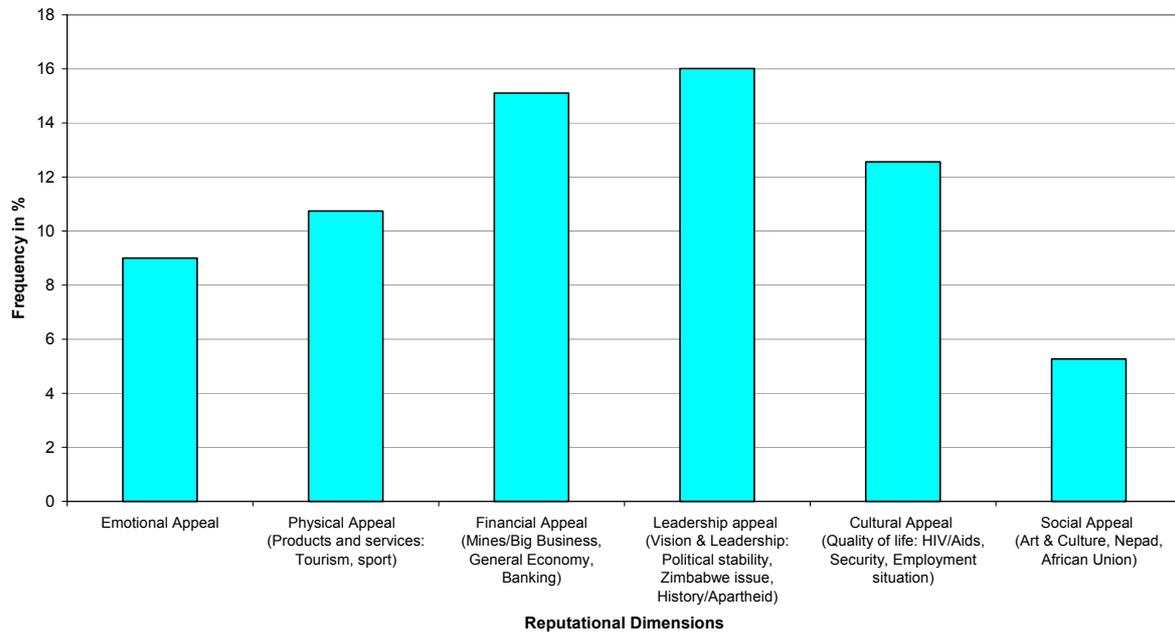
7.1.2.7 *Süddeutsche Zeitung*

Süddeutsche Zeitung had the same amount of coverage on South Africa as *Handelsblatt* did with 73 articles during the 20 months that are under analysis. The most frequent search terms in *Süddeutsche Zeitung* proved to be “Gold” and “Arbeit” (work/employment). These were closely followed by word forms of “Apartheid”, “HIV/Aids”, “Mine”, “Mandela” and “Zimbabwe”. “Gold” and “Arbeit” were used for the qualitative analysis.

References made to the gold industry of South Africa proved to be similar to the reporting of other newspapers, predominantly focused on the negative aspects. A lot of coverage was given to the strikes in the goldmines and the high losses and unprofitable business that gold mines in South Africa faced. Reporting was also conducted on the plight of mineworkers and the fact that gold production in general had increasingly gone back over the past few years. Although coverage on work/employment also had a few positive stories to tell, the general tone was once again negative. Many articles dealt with the negative impact that HIV/Aids had on the job market and the general presence of poverty and unemployment in South Africa. References were also made to the large amount of job cuts resulting from the strong Rand and the correspondingly unprofitable mines. The positive references to work/employment were only selected stories about job creation through increasing winter tourism, the automobile industry’s contribution to job creation and the potential job creation resulting from the South African film industry.

In terms of cluster weighting, *Süddeutsche Zeitung* covers “Mines/Big Business” most, and “History” to almost the same degree. This is because the combined, indexed amount that “Apartheid” and “Rasse” (race) appear in the articles is far greater than the combined, indexed amount of all seven aspects under the “Employment” cluster. This latter cluster features at third highest position and is followed by “HIV/Aids” and “Sport”.

Süddeutsche Zeitung reputational dimensions weighting



(Figure 9)

The above graph shows that the reputational dimension “Leadership Appeal” is the main driver of South Africa’s reputation in the *Süddeutsche Zeitung*.



Despite the fact that the search terms gave “Gold” as the most frequently used word, the combined reputational dimension that plays the biggest role to *Süddeutsche Zeitung*, as the above graph portrays, is “Leadership Appeal”. This may be particularly boosted by the large amount of reporting on Apartheid and racial issues but also takes into account the above-average amount of reporting, compared to most other newspapers, on the “Zimbabwe Issue” and on “Political Stability”. “Financial Appeal” is the second most important reputational dimension and it is closely followed by “Cultural Appeal”, the dimension that refers to a specific quality of life.

7.2 Conclusion of search terms, cluster and dimension frequency analysis

The above analysis has outlined the general findings for each of the seven newspapers that were analysed. The results highlighted a number of aspects concerning newspaper coverage on South Africa, and the dimensions that seem to drive South Africa's reputation in Germany. The following section aims to provide an overview and summary of the findings made above.

It has become clear that while there is a certain degree of similarity between the newspaper's coverage on South Africa, the type of story, the tone it adopts as well as the actual topic that is dealt with does differ from newspaper to newspaper. There are two main factors that could explain this and it is suggested that, to a certain degree, both have their part to play.

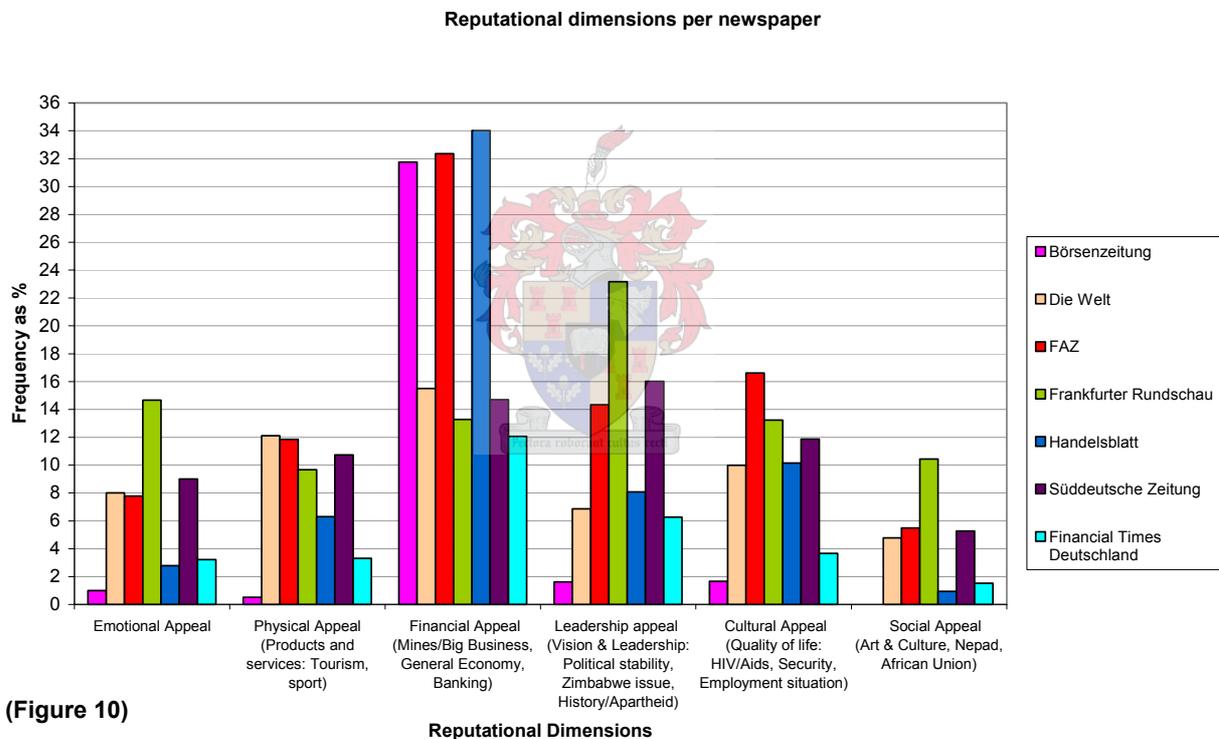
First, each newspaper has its specific readership which is, in turn, determined by the publication's editorial concept as well as, specifically in Germany, its political alignment. The other factor that influences the above aspects of coverage on South Africa are the actual contributors that write up the articles. As became evident through the qualitative analysis, at least four of the seven newspapers analysed had correspondents based in South Africa who also wrote the large majority of pieces published on South Africa in these newspapers. "News is primarily the events that are selected as newsworthy by journalists," (Fourie, 2001:453) and, although it is generally selected according to the criteria of newsworthiness, this process leaves room for subjectivity (Taflinger, 1996).

It was found that the main driver of South Africa's reputation in the *Börsen-Zeitung* was that of "Financial Appeal". This was both positively and negatively toned, depending on the focal point of this dimension. In terms of Mines and Big Business, this reputational dimension seemed to affect South Africa's reputation negatively while the banking sector seemed to reflect positively on South Africa's financial appeal.

Although *Die Welt* proved to have a very broad range of coverage on South African issues, "Financial Appeal" was also the dimension that had the most influence on the South African reputation. Generally, *Die Welt* had a less negative approach to, for example the gold industry and, while it portrayed the fact that the industry in South

Africa was not doing well, it was not as heavily weighted as *Börsen-Zeitung*, for example.

In line with the findings of *Börsen-Zeitung* and *Die Welt*, “Financial Appeal” was also the most prominent dimension in the *Frankfurter Allgemeine Zeitung*.” While articles referring to South Africa’s gold industry primarily had a negative tone, the general state of South Africa’s economy was reported on both in a positive and negative manner.



(Figure 10)

The above graph jointly displays all the indexed values according to which each newspaper weighs the reputational dimensions. This graph allows for a comparative analysis of the drivers of South Africa’s media reputation in the respective newspapers.

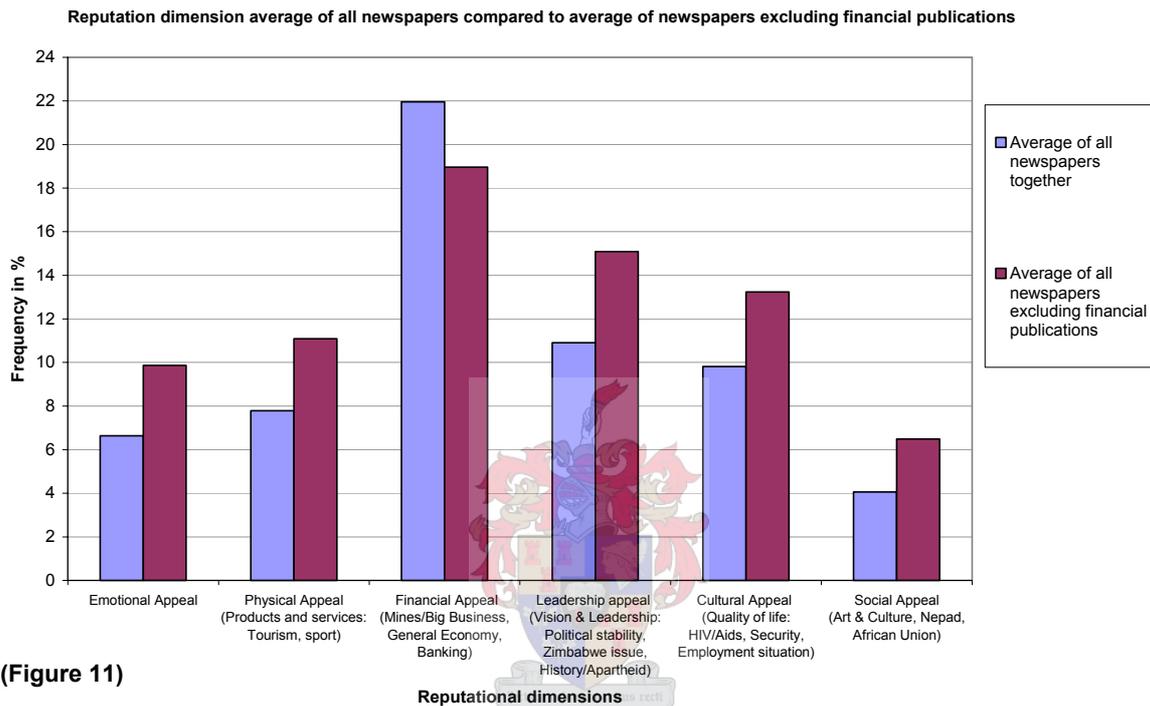
Frankfurter Rundschau and *Süddeutsche Zeitung* were the only two newspapers where “Leadership Appeal” proved a bigger driver of South Africa’s reputation than “Financial Appeal”. “Leadership Appeal” deals with issues such as South Africa’s approach to dealing with Zimbabwe, the parliamentary crisis that erupted from the Zuma debacle as well as any issues pertaining to the former Apartheid regime. As was found in the situation analysis of South Africa, these aspects generally have negative connotations and it would prove better for South Africa’s reputation to either not have them feature much in the news or only under a larger amount of coaching and guidance in order for an appropriate, non-reputation-damaging tone to be used.

Handelsblatt also had the “Financial Appeal” dimension as the important driver of South Africa’s reputation, which similar to *Börsen-Zeitung*, comes as no surprise as the newspaper is targeted to stakeholders of the financial world. Reporting on South Africa’s financial appeal in *Handelsblatt* proved to be very negative, reporting on hardly any positive aspects of South Africa’s economy.

Financial Times Deutschland’s overall coverage of South Africa was very low, but it nevertheless also had “Financial Appeal” as South Africa’s main driver of reputation. Most articles covering the state of South Africa’s economy were positively positioned, praising the progress the South African economy has made over the past 10 years.

The above summary tends toward creating the picture that “Financial Appeal” is the overarching driver of South Africa’s reputation. But it is important to note that this, too, could be a slightly skewed assumption, considering that three of the seven newspapers under analysis are niche market newspapers that report solely on financial and economic issues.

Leaving these newspapers out of a summary-analysis of the reputational dimensions would obtain the following graph:



(Figure 11)

The above graph displays the combined percentage value of all the newspapers for each cluster. The left bar consists of all the newspapers under analysis. The right bar is calculated from the dimensions of all newspapers, excluding the purely financial newspapers, *Börsen-Zeitung*, *Financial Times Deutschland* and *Handelsblatt*.

The graph comparing reputational dimensions with and without the financial publications shows that while “Leadership Appeal” and “Cultural Appeal” do gain in importance, it is still the “Financial Appeal” dimension that drives the overall media reputation of South Africa most. These findings can be summarised as follows:

“Leadership Appeal” and “Cultural Appeal” are important drivers of South Africa’s media reputation in Germany, specifically with regards to certain newspapers, such as *Frankfurter Rundschau* and *Süddeutsche Zeitung*. “Financial Appeal”, however, is

the most important driver of South Africa's reputation to the various stakeholders of South Africa's media reputation in Germany. This aspect can be divided into a number of clusters pertaining to the "Mines/Big Business" of South Africa, and specifically, its gold mines, to the "Banking Industry" as well as to the "General Economy" of South Africa. While a few aspects were reported on in a positive manner, particularly in terms of the strong banking industry in South Africa and the country's relatively strong economic growth, a majority of reporting turned out to be negatively loaded. This, in turn, negatively affects South Africa's overall media reputation which is driven primarily by reporting in the "Financial Appeal" dimension.

The other two dimensions, as mentioned above, that also appear to drive South Africa's reputation to a large extent are by nature more negatively loaded aspects. Dealing with the "Zimbabwe Issue", "Political Stability", particularly with reference to the Zuma crisis in South Africa as well as issues surrounding South Africa's history of "Apartheid", an above-average focus on the "Leadership Appeal" dimension would result in a negative influence on South Africa's overall reputation. "Cultural Appeal" deals with the various aspects in South Africa that affect the quality of life of people there. Main issues are "HIV/Aids", "Security" and "Employment" which also tended to be reported on in a negative manner.



8. Conclusion

8.1 Implications for research

This study aimed to determine the drivers of South Africa's reputation by looking at articles that were published on South Africa in certain German national daily newspapers over the time frame 1 January 2004 to 1 September 2005. It also hoped to add to the rather under populated body of research on country reputation measurement and management. While the author of this thesis at all times tried to be accurate and theoretically sound, there will no doubt be room for improvement on the methods and theoretical tools utilised here.

8.1.1 Unanswered questions and proposals for future research

This study was not able to accurately rate South Africa's reputation, mainly because that would have required a study of the countries that are found in South Africa's so-called competitive set. Such a study, which would possibly be carried out on a similar level to the Liechtenstein study that has been referred to on a number of occasions in this thesis, would probably be able to offer valuable findings.

Conducting a study similar to the present work, but using material obtained from German television as raw data would also prove interesting – mainly because the German nation regards television as their most popular media, particularly in terms of entertainment (Patalong, 2005).

Finally, conducting the exact same study for the next period of 20 months would allow a comparative analysis. Findings from such a study, compared with the activities conducted by South African reputation management vehicles over the same period, would be able to determine the effect that reputation management work effectively has on South African media reputation in Germany.

8.2 Implications for practice

A thesis without any implication for practice would be of no value. The following suggestions intend to be nothing more than suggestions. This study does not claim to

hold the only answer to South African reputation management in German media, but it does aim to provide a few useful guidelines derived from the findings throughout the research process.

8.2.1 Conclusions

One finding that is very important to South Africa's reputation management in German media is the fact that most articles that deal with South Africa in daily newspapers are produced in South Africa by South African-based correspondents of the newspapers. This implies that a very important aspect of South African reputation management starts at home. While holding round tables with journalists in Germany, and flying media experts down to South Africa for informational tours is also important, in terms of national daily German media, the correspondents in South Africa have to be identified. The International Marketing Council, for example, should feed these journalists with good news stories on South Africa and cater tours for them to see the country in a positive light. This is particularly important when it comes to aspects dealing with South Africa's financial appeal, which is the primary driver of the country's reputation in German media.

When dealing with the various media in Germany, care should also be taken to understand the different approach that each newspaper has. Depending on its readership, its editorial concept and its political standing, different newspapers are interested in different information. *Frankfurter Rundschau* and *Süddeutsche Zeitung*, for example, seem to be very interested in the political aspects surrounding South Africa. *Frankfurter Allgemeine Zeitung*, on the other hand, seems to focus more on the economic and financial aspects surrounding South Africa. *Börsen-Zeitung* and *Handelsblatt* evidently are also interested in the economic and financial aspect of South Africa. Each of these newspapers should be fed with tailor-made information. Being content sensitive in this manner increases the possibility of actually getting specific content into newspapers.

With regard to *Financial Times Deutschland*, special care should be taken. As the newspaper does not have a correspondent in South Africa, it should be made aware of the fact that there are contact persons within Germany who will be able to provide

them with any information, or further, specialised contact persons, pertaining to a specific story.

Of course the above suggestion also implies that such tools are established in Germany. Perhaps this is somewhat the approach that the International Marketing Council has taken in the United Kingdom and the United States with the two offices that have been opened in both countries. In Germany, it is only South African Tourism and the South African Government institutions that come close to fulfilling such a position. However, both these reputation vehicles mainly focus on the “Physical Appeal” driver of South Africa’s reputation. But since this is not one of the drivers that negatively affect the country’s reputation, these vehicles are not sufficient for South African reputation management efforts in Germany.

Considering the importance of the economic relations between Germany and South Africa, it is suggested that more focused reputation management activities are initiated both in Germany and in South Africa with those people providing information to German media.

At all times, however, it is important to remember the lessons learnt from other country’s reputation management efforts. It is important to ensure congruence of this campaign, within and outside of each country. As the initiator of the U.K. brand *Cool Britannia*, Mulgan said (Pink, 1999:174): “You can’t fool people with glossy brochures or new buildings. You cannot sustainably change and identity unless it fits with reality.”

If South Africa’s reputation suffers from accurate, but negative coverage on circumstances that truly prevail in the country and examples here could be the strikes, HIV/Aids or criticism toward Thabo Mbeki’s approach to dealing with Zimbabwe, then there is only a limited amount that reputation management can do before it would transform to “propaganda management”. In such cases, it is really the country that needs to change certain aspects within itself and make them so presentable, that reputation management vehicles can carry an accurate as well as positive message into the world.

Bibliography

APCO Africa. 2001. *Political, Media and Opinion Leader Landscape Report Germany*. Report Commissioned by the International Marketing Council of South Africa.

Argenti, P.A. and Druckemiller, B. 2004. *Reputation and the Corporate Brand*. *Corporate Reputation Review*. Volume 6, No. 4. London: Henry Stewart Publications.

Auswärtiges Amt. 2005. Relations between South Africa and Germany.
http://www.auswaertiges-amt.de/www/en/laenderinfos/laender/laender_ausgabe_html?type_id=14&land_id=162. Viewed on 2 September 2005.

AWA. 2005. *Allensbacher Markt- und Werbeträger Analyse*. <http://www.awa-online.de/>. Viewed on 13 October 2005.

Batho Pele. 2005. Bulletin der Botschaft der Republik Südafrika. 25 Oktober 2005.
<http://www.suedafrika.org/sae/download/newsletter/2004/1004.pdf>. Viewed on 23 October 2005.

BDZV. 2005. *Bundesverband Deutscher Zeitungsverleger e. V.*
<http://www.bdzv.de/home1.html>. Viewed on 14 October 2005.

Berens, G. and Van Riel, C.B.M. 2004. Corporate Associations in the Academic Literature: Main Streams of Thought in the Reputation Measurement Literature. *Corporate Reputation Review*. Volume 7, No. 2. London: Henry Stewart Publications.

Boersen-Zeitung.online. 2005. *Information ist Vertrauenssache*.
Herausbergemeinschaft Wertpapier-Mitteilungen Keppler, Lehmann GmbH & Co. KG. <http://www.boersen-zeitung.com/online/service/main/index.html>. Viewed on 12 October 2005.

Brand SA Focus Shifts – Greater emphasis on the international image-building. 2005. *Finance Week*, 21 February 2005:85.

brandSouthAfrica. 2004. The International Marketing Council.
<http://www.imc.org.za/main/whoweare.stm>. Viewed on 6 April 2005.

Brown, K.C. 2003. *Laying Down the Law: Implications of reputation management for the C-Suite*. The Gauge: Delahaye Medialink's Newsletter of Worldwide Communication Research. <http://www.thegauge.com>. Viewed on 13 April 2005.

Brown, K.C. 2005. *A Sound Reputation*. The Gauge: Delahaye Medialink's Newsletter of Worldwide Communication Research. <http://www.thegauge.com>. Viewed on 8 June 2005.

Burger, D. (Ed.) 2005. *South Africa Yearbook 2004/2005*. 12th ed. Pretoria: Government Communication and Information System.

Carroll, C.E. and McCombs, M. 2003. *Agenda-setting Effects of Business news on the Public's Images and Opinions about Major Corporations*. Corporate Reputation Review. Volume 6, No. 1. London: Henry Stewart Publications.

Conte, R. and Paolucci, M. 2002. *Reputation in Artificial Societies: Social Beliefs for Social Order*. : Dordrecht: Kluwer Academic Publishers.

Dahinter steckt immer ein kluger Kopf. 2003. *Die Frankfurter Allgemeine Zeitung stellt sich vor*. Frankfurt: Boschen Druck GmbH.

Dalan, M. and Michler, I. 2005. *Image-Kampagne zur Fußball-WM ohne Beteiligung der Autobranche*. 16 June 2005. <http://www.welt.de/data/2005/06/16/732582.html>. Viewed on 20 October 2005.

De Beer, A.S. (Ed.). 1998. *Mass Media towards the millennium – The South Africa handbook of mass communication*. Pretoria: Van Schaik.

Deephouse, D.L. 2000. Media Reputation as a strategic resource: An integration of Mass Communication and Resource-Based theories. *Journal of Management*. Volume 26, No. 6. Louisiana: Elsevier Science Inc.

Der Spiegel. 1988. *Wie bei Hitler*. 30 May 1988: 34-35.

Der Spiegel. 1989. „*Wirklich absolut vertraulich behandeln*“. 24 July 1989: 48-52.

Dovring, K. 1954-55. *Quantitative Semantics in 18th century Sweden*. Public Opinion Quarterly, Winter:389:384.

Du Plooy G. M. (Ed.). 1995. Communication research. Course book 2. Juta & Company: Kenwyn, Cape.

El-Gindy, N. 2005. *Why U.S. Public Diplomacy failed in the Arab World*. 3 August 2005. <http://www.amin.org/eng/uncat/2005/aug/aug3-0.html>. Viewed on 23 October 2005.

Engelmann, T. 2005. *Deutsche Bank unterstützt "land der Ideen"*. 15 June 2005. <http://dbnetwork.intranet.db.com>. Viewed on 16 June 2005.

Ensor, L. 2005. SA's marketers air list of target countries. *Business Day*. 9 March 2005:2.

FAZ.net. 2005. Frankfurter Allgemeine Zeitung. <http://www.faz.net/>. Viewed on 13 October 2005.

Fehlman, R., Grahlow, H., Lutz, A., Passow, T. and Schierscher, R. 2002. *Liechtenstein: Introducing the Global Village. Linking Identity, Reputation, and Communication*. MPR4 Research Project Report. Lugano: Master of Science in Communications Management, University of Lugano.

Fehlmann, R., Grahlow, H. and Passow, T. 2003. *From Reputation Quotient to Country Reputation Index: Adapting a Tested Tool to Measure a Country's Reputation*. Paper submitted to the 7th International Conference on Corporate Reputation, Identity and Competitiveness. May 2003. , Manchester: Manchester Business School.

Fehlmann, R., Grahlow, H. & Passow, T. 2005. Country Reputation – From Measurement to Management: The Case of Lichtenstein. *Corporate Reputation Review*. Volume 7, No. 4. London: Henry Stewart Publications.

Fombrun, C.J. 1996. *Reputation: Realizing Value from the Corporate Image*. Cambridge: Harvard Business School Press.

Fombrun, C.J. 2003. Corporate reputations can be measured and managed. *Corporate Social Responsibility Europe*. September 2003. <http://www.csreurope.org/ourpublications/CSRMagazine/CSRmagazineseptember2003/>. Viewed on 20 July 2005.

Fombrun, C.J. and Shanley, M. 1990. What's in a name? Reputation building and corporate strategy, *Academy of Management Journal*, 33(2). New York: Academy of Management, Pace University.

Fombrun, C.J. and Van Riel, C. 1997. The Reputational Landscape. *Corporate Reputation Review*. Volume 1, No's. 1 and 2. London: Henry Stewart Publications.

Fombrun, C.J. and Wiedmann K.-P. 2001. *Unternehmensreputation auf dem Pruefstand; Welche Unternehmen haben die beste Reputation in Deutschland?* <http://www.reputationinstitute.com>. Viewed on 11 April 2005.

Fourie, P.J. (Ed).2001. *Media Studies*. Volume One. Institutions, Theories and Issues. Landsdowne: Juta.

FTD-media.de. 2005. Financial Times Deutschland. <http://www.ftd-media.de/de/Inhalt/>. Viewed on 13 October 2005.

GCIS. 2005. *Government Communication and Information System*. South Africa Yearbook. <http://www.gcis.gov.za/docs/publications/yearbook.htm>. Viewed on 10 September 2005.

Gelauff, G.M.M. and Den Broeder, C. 1997. Governance of Stakeholder relationships. The German and Dutch experience. The Hague: CPB Netherlands Bureau for Economic Policy Analysis.

Goodman, M.B. 2004. Restore America's reputation abroad. *Media Tenor Quarterly Journal*. No1/2004. New York: Media Tenor Ltd.

Gowers, A., Reed, J. and White, D. 2005. South Africa's president has raised his country's diplomatic profile but faces tests over Congo and Zimbabwe. *Financial Times*. 22 February 2005: 17.

Grobler, C. 2005. *Employee of the Media department, South African embassy, Berlin*. Personal Communication. 30 August 2005.

Herbst, J. 2005. Mbeki's big mistake. *International Herald Tribune*. 27 October 2005:6.

<http://www.afrikaverein.de/>. German-African Business Association homepage. Viewed on 15 October 2005.

<http://www.germanchamber.co.za>. South African German Chamber of Commerce and Industry homepage. Viewed on 15 October 2005.

<http://www.reputationinstitute.com>. Reputation Institute homepage.

http://www.reputationinstitute.com/main/home_base.php. Viewed on 10 June 2005.

<http://www.safri.de/>. Southern African Initiative of German Business homepage. Viewed on 15 October 2005.

IRIN. 2005. Zuman Controversy may threaten Stability. Business in Africa online. 30 August 2005. http://www.businessin africa.net/news_features/politics/477569.htm. Viewed on 27 October 2005.

Jensen, K.B. (Ed.). 2002. *A Handbook of Media and Communication Research: Qualitative and Quantitative Methodologies*. Oxford: Routledge.

Johnston, Y. 2003. Briefing by Yvonne Johnston describing the IMC's key projects, made to the Portfolio Committee on Communications on 25 March 2003. http://www.imc.org.za/2003/may26_briefing.stm. Viewed on 6 April 2005.

Johnston, Y. 2003. Presentation by International Marketing Council CEO, Yvonne Johnston to the Winter School at the Grahamstown Arts Festival, 1 July 2003. http://www.imc.org.za/2003/jul11_winter_school.stm. Viewed on 9 May 2005.

Johnston, Y. 2005. *International Marketing Council Chief Executive Officer*. Personal communication. 21 July 2005.

Krippendorff, K. 1980. *Content Analysis: An Introduction to Its Methodology*. Newbury Park, CA: Sage.

Kunczik, M. 1990. *Images of nations and international public relations*. Bonn:the Media and Communication Department of Friederich-Ebert-Stiftung.

Kunczik, M. 2004. *Images of Nations and Transnational Public relations of Governments with Special Reference to the Kosovo*. Paper presented at the

Symposium Final Status for Kosovo, Untying the Gordian Knot. April 2004. Chicago: Chicago-Kent College of Law.

land-der-ideen.de. Deutschland Land der Ideen. <http://www.land-der-ideen.de/>. Viewed on 23 October 2005.

LexisNexis, 2005. Frankfurt: Universitätsbibliothek Frankfurt am Main.

Lodge, C. 2003. *Branding Countries: A new field for Branding or an ancient truth?*. http://www.britishdesign.co.uk/index.php?page=newsswevice/view&news_id=3438. Viewed on 8 April 2005.

Mawugbe. M. 2002. The Sub-Saharan African Image in the German Elite Press 1979 – 1999. A Case Study of the Frankfurter Allgemeine Zeitung, Süddeutsche Zeitung, Die Welt and Neues Deutschland. Siegen: Universitätsverlag Siegen.

Mbeki, T.M. 2005. *Address of the President of South Africa, Thabo Mbeki, at the Second Joint sitting of the third Democratic Parliament, Cape Town*. South African Government Information.

MediaPILOT. 2005. Axel Springer Medienplanungstool. <http://www.mediapilot.de/cda/index.php?cn=3381&np=14&nt=3>. Viewed on 12 October 2005.



Mitchell, J.I. 1998. *Management Discourse and Practice in Australia*. University of New South Wales: School of Sociology.

Moremi, K. 2005. *International Marketing Council Marketing Director*. Personal Communication. 24 August 2005.

MRA Media Reputation Analysis. 2005. http://www.reputationinstitute.com/research/mri_sample-1.pdf. Viewed on 2 June 2005.

MRC. 2001. *Medical Research Council of South Africa*. Research and the Public: What areas has the Government identified as most important to the public? <http://www.mrc.ac.za/public/government.htm>. Viewed on 5 September 2005.

MSCOM. 2005. *International Award for University of Lugano Master's project*. 17 May 2005.

http://www.mscom.unisi.ch/media/press_release_2005/Press%20Release%20Gold%20Quill%20Award_17052005_E.pdf. Viewed on 14 October 2005.

Mweli, V. 2005. *Economic Consul of South Africa in Germany*. Personal communication. 15 October 2005.

Newsroom.de. 2005. *Kreml plant englischsprachiges Auslandsfernsehen zur Imageverbesserung*. 7 June 2005.

[http://www.newsroom.de/news/display/index.cfm?pid=\\$CQKWEOHPEKMQ](http://www.newsroom.de/news/display/index.cfm?pid=$CQKWEOHPEKMQ). Viewed on 8 June 2005.

Nqakula, C. 2004. *Crime in the RSA for the period April to March 1994/1995 to 2003/2004*. Crime Information Analysis Centre (CIAC). South African Police Service (SAPS). http://www.saps.gov.za/statistics/reports/crimestats/2004/_pdf/crimes/rsa_totals03_04_new.pdf. Viewed on 19 September 2005.

Olins, W. 1999. *Trading Identities: Why Countries and Companies Are Becoming More Alike*. London: Foreign Policy Centre.

Pasquay, A. 2005. *Zur Lage der Zeitungen in Deutschland 2005*.

http://www.bdzv.de/wirtschaftliche_lage+M50ffa70f43c.html. Viewed on 14 October 2005.

Patalong, F. 2005. *Angriff auf die alte Medienwelt*. Spiegel Online. 27 September 2005. <http://www.spiegel.de/netzwelt/netzkultur/0,1518,376859,00.html>. Viewed on 14 October 2005.

Peetz, S., Plauschinat, O. and Stein, T. 2003. *Reputationsanalyse als Grundlage für ein erfolgreiches Kommunikationsmanagement*. Public Relations Forum. Volume 1/03. Nürnberg: antim Verlag GmbH.

Pein, C. 2005. *The New Wave*. Columbia Journalism Review. May/June 2005:28-30. Columbia: Columbia University Graduate School of Journalism.

Pharoah, A. 2004. *Building and Managing Reputation for Countries*. *All things corporate newsletter*. <http://atc.netcomsus.com>. Viewed on 5 April 2005.

Picard, R.G. and Brody, J.H. 1997. *The Newspaper Publishing Industry*. Needham Heights: Allyn & Bacon.

Pink, D.H. 1999. *The Brand Called UK*. Fast Company. Issue 22. February 1999:172-175. New York: Gruner + Jahr USA Publishing.

PRinfluences. 2003. *Image and Reputation – two misunderstood siblings that need better management*. July 2003. <http://www.compad.com.au>. Viewed on 19 July 2005.

Programmes for Investment Conference. 2005. Programmes for Investment Conferences. Obtained from the International Marketing Council.

Recklies, D. 2001. Stakeholder Management. *Recklies Management Project GmbH*.

Risen, C. 2005. *Re-branding America. Marketing gurus think they can help reposition the United States – and save American foreign policy*. 13 March 2005. http://www.boston.com/news/globe/ideas/articles/2005/03/13/re_branding_america/. Viewed on 8 April 2005.

Ross, J. 1998. *Memoriscapes of Fear and Violence*. Crime in South Africa. <http://people.brandeis.edu/~mausland/memoriscapes/crime.html>. Viewed on 27 October 2005.



SAGI. 2005. South African Government and Information System. *Cape Town hosts prestigious German tour operator convention*. <http://www.info.gov.za/speeches/2005/05091508151001.htm>. Viewed on 10 September 2005.

Shakespeare, W. 1603. *Othello, the Moor of Venice Act II. Scene III, 225-226*. <http://en.wikipedia.org/wiki/Reputation>. Viewed on 29 October 2005.

South African Tourism Annual Report 2004/2005. 2005. *South African Tourism*. http://www.southafrica.net/satourism/about/annual_reports.html. Viewed on various days during September 2005.

South African Tourism. 2005. Official South Africa Tourism Website. <http://www.southafrica.net>. Viewed on various days during September 2005.

SouthAfrica.Info. 2003. The Official Gateway. *International Marketing Council*.
http://www.safrica.info/doing_business/investment/oppurtunities/sectors.htm. Viewed on various days during September 2005.

SouthAfrica.Info. 2004. The Official Gateway. International Marketing Council.
http://www.southafrica.info/ess_info/sa_glance/constitution/crimestats-040304.htm.
and http://www.southafrica.info/ess_info/sa_glance/history/919550.htm. Viewed on various days during October 2005.

SPD-Holding schnappt sich "Frankfurter Rundschau". 2004. *Handelsblatt.com*. 4 May 2004.

http://www.handelsblatt.de/pshb?fn=relhbi&sfn=buildhbi&GoPage=205550,205551&bmc=biz_cn_detailsuche&bmc=biz_cn_archiv_artikel&SH=340622dd7f0dd2d80632d2840458a5&ArtShowId=2. Viewed on 14 October 2005.

Stemler, S. 2001. *An overview of content analysis*. Practical Assessment, Research & Evaluation. A peer-reviewed electronic journal.

<http://pareonline.net/getvn.asp?v=7&n=17>. Viewed on 12 October 2005.

Süddeutscher Verlag. 2005. Süddeutscher Verlag Mediengruppe.

<http://www.sueddeutscher-verlag.de/index.php?idcat=3>. Viewed on 13 October 2005.

Taflinger, R.F. 1996. The Myth of Objectivity in Journalism: A Commentary.

<http://www.wsu.edu:8080/~taflinge/mythobj.html>. Viewed on 29 October 2005.

The Information Scandal. 2005. *South African History Online*.

<http://www.sahistory.org.za/pages/sources/docs/information-scandal.htm>. Viewed on 24 August 2005.

Thomas, P. 1999. *Stakeholders and Strategic Management: The Misappropriation of Discourse*. Department of Management. Preston:University of Central Lancashire.

Tlou, W. 2005. South African Tourism Marketing and Communications Manager, Germany. Personal communication. 15 September 2005.

Towards a Ten Year Review: Complete Report. 2003. *Synthesis Report on Implementation of Government Programmes*. Discussion Document. Policy Co-ordination and Advisory Services. The Presidency October 2003.

Transparency International. 2005. Sacking of scandal-tainted deputy demonstrates South Africa's political will to fight corruption, says TI. Transparency International – the coalition against corruption. 14 June 2005.

http://www.transparency.org/pressreleases_archive/2005/2005.06.14.south_afric._deputy_jacob_zuma.html. Viewed on 27 October 2005.

Unilever South Africa. 2005. *Brand SA*.

http://www.unilever.co.za/environment_brandSA.asp. Viewed on 11 October 2005.

Welt-kompakt.de. 2005. <http://www.welt-kompakt.de/lnk/info.html>. Viewed on 28 October 2005.

Wikipedia.de. <http://www.wikipedia.de>. Viewed on various days during October 2005.

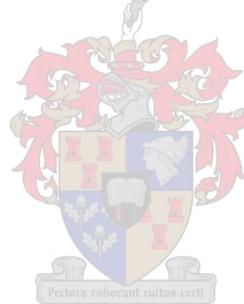
Windsor, D. 1998. *The Definition of Stakeholder Status*. Paper presented at the International Association for Business and Society (IABS) annual conference in Kona-Kailua, Hawaii. June 1998. pg. 537-542.

Zieme, B. 2005. *South African Airways Marketing and Communications Manager*. Personal communication. 13 October 2005.



Appendices

Table of Appendices	Page
APPENDIX A	116
A.1 SEARCH RESULTS	116
APPENDIX B	126
B.1 OVERALL NEWSPAPER COVERAGE OF SOUTH AFRICA	126
B.2 GRAPHS – INDIVIDUAL SEARCH TERMS FREQUENCY PER NEWSPAPER	127



Appendix A

A.1 Search results

Search terms	findings
Dimension: Emotional Appeal	
<i>Only one cluster: Emotional Appeal</i>	
Ubuntu	Ubuntu; Ubuntu
Anerk*	Anerkannt; anerkannten; anerkennen; anerkennend; Anerkennung; annerkannte; Annerkennen; Annerkennend
lob (Wortformen von loben)	Gelobt; gelobten; Lob; Lobt; Lobte; lobte; lobten
Respekt*	Respekt; Respektable; respektables; respektieren; respektiert; respektierten; Respekts
sympath*	Sympathie; Sympathien; Sympathiewert; Sympathisanten; sympathischen; sympathischer; sympathisieren; sympatisch; sympatische
vertrau*	Vertrauen; Vertrauen; Vertrauens; Vertrauensbeweis; vertrauensbildende; Vertrauensindex; Vertrauenskrise; vertrauensvoll; Vertrauensvolle; VERTRAULICH; vertraulich(e); vertraulichen; vertraut; vertraute; Vertraute
Regenbogen*	Regenbogen; Regenbogengesellschaft; Regenbogennation; Regenbogen-Nation; Regenbogenparlaments; Regenbogenpartei; Regenbogenrevolution; Regenbogenstaat
Zusammenarbeit*	Zusammenarbeit; zusammenarbeiten
Mandela	Mandela; Mandela; Mandela-Bilder; Mandela-Bonus; Mandela-Freund; Mandela-Nachfolgers; Mandela-Oeuvres ; Mandela-Rhodes-Place ; Mandelas ; Mandelas; Mandela-Stiftung; Mandela-Werkes
Dimension: Physical Appeal / Products and services	
<i>Cluster: Tourism</i>	
Wohlstand*	Wohlstand; Wohlstandsgefälle; Wohlstandskinder; Wohlstandskörper
Billig*	Billig; billig; billige; billigem; Billigem; Billigen; billigen; Billiger; billiger; Billigere; billigeren; billiges; Billighäuser; Billigkonten; Billiglohnland; Billignahrung; Billigstandorte; Billigsten; billigt; Billigwein-Image; Billigwein-Region
*Klima (Ohne akklimatisieren)	Ifo-Geschäftsklimaindex; Klima; klimafreundliche; klimatischen; klimatisierten; Konsumklima; Outdoor-Klima
Wetter	Wetter; Wetterau; Wetterbedingungen; Wetterbericht; Wetterlage; wetterte; Wettervorhersage; Wetterzermürbten
Sonne*	Sonne; Sonnenaufgang; Sonnenschein; Sonnenstuhl; Sonnenterasse;

	Sonnenlicht; Sonnenuntergänge; Sonnenblumenfeld; Sonnenverbrannten; Sonnenverwöhnten; sonnenhungriger; Sonnenland; Sonneneinstrahlung
Urlaub*	Urlaub; Urlauber; Urlaubsdestination; Urlaubsvergnügen; Urlaubsziel; Urlaubsgrüße; Urlaubsort
Touris*	Tourism; Tourismus; Tourismusbranche; Tourismus-Chefin; Tourismusexperten; Tourismusfunktionären; Tourismusindustrie; Tourismus-Markt; Tourismusmetropole; Tourismusminister; Tourismusprojekt; Tourismusressort; Tourismussektor; Tourismusverband; Tourismuswerte; Tourist; Touristen; Touristenbüro; Touristenbusse; Touristen-Busse; Touristen-Camps; Touristenführerin; Touristenhotel; Touristensafari; Touristenziel; Touristikunternehmen; Touristin; Touristisch; touristische; touristischen; touristisches; Touristisches; Touris-Verängstigen
Wein* (as in Wine)	Warzenschwein; Wein; Weinbau; Weinbauern; Weinbaus; Weinberg; Weinbergen; Weinbranche; Weindreieck; Weine; Weinen; weinen; Weines; Weinfarm; Weinfarmen; Weinfest(es); Weingegend; Weingut; Weingüter; Weinindustrie; Weinkeller; Weinkellers; Weinland; Weinlese; Weinliebhaber; Weinlohn; Weinreben; Weinregion; Weinreich; Weinstraße; Weinszene; Wein-Verköstigungen; Weißwein
*Nationalpark	Krüger-Nationalpark; Limpopo-TransfrontierNationalpark; Marakele-Nationalpark; Nationalpark; Nationalparkbehörde; Nationalpark-Manager; Nationalparks; Selou-Nationalpark; Tsavo-Nationalpark
Cluster: Sport	
Golf*	Golf; Golf-Anlage; Golf-Areal; Golfball; Golfclub; Golfclubpräsident; Golfclubs; Golfelite; Golfer; Golferin; Golfern; Golf-Estate; Golf-Hölle; Golf-Kenner; Golfpaket; Golfpakete; Golfparadies; Golfplatz; Golfplätze; Golfplätzen; Golfprofi; Golf-Profi; Golfprofis; Golfreise; Golfs; Golf-Schnupperreise; Golf-Shirt; Golfspiel; Golfspieler; Golfstar; Golf-Touristen; Golfturniere; Golfurlaub
Fussball	Fussball; fussball; Fußball; fußballbegeisterte; Fußballbund; Fußball-Bund; Fußballbundes; Fußball-Bundes; Fußball-Bundesliga; Fußballclub; Fußballclubs; Fußballer; Fußball-Europameisterschaft; Fußball-Fans; Fußballfestival; Fußballiga; Fußballklubs; Fußball-Länderspiel; Fußballmeisterschaft; Fußball-Nationalmannschaft; Fußballpapst; Fußballprofis; Fußballs; Fußballspiel; Fußballspielen; Fußballspiels; Fußballstadion; Fußball-Stammtisch; Fußballstars; Fußballteams; Fußball-Tempel; Fußballverband; Fußball-Verband; Fußballverbandes; Fußball-Verbandes; Fußballvereine; Fußballvereinigung; Fußballvereinigungen; Fußballvereinslandschaft; Fußballweltmeisterschaft; Fußball-Weltmeisterschaft; Fußball-Weltverband; Fußball-Weltverbandes; Fußball-WM
WM	WM; WM-Achtelfinale; WM-Anforderungen; WM-Ausrichter; WM-Ausrichtung; WM-Besucher; WM-Bewerbung; WM-Bewerbungen; WM-Botschafter; WM-Endrunde; WM-Endspiels; WM-Finale; WM-Gastgeber; WM-Guru; WM-Kampagne; WM-Methode; WM-Monaten; WM-OK; WM-Organisators; WM-Pokal; WM-Preiskategorien; WM-Rotationsprinzip; WM-Städten; WM-tauglich; WM-Teilnahme; WM-Teilnehmer; WM-Ticketpreisen; WM-Touristen; WM-

	Veranstaltungskalender; WM-Vergabe; WM-Vorgaben; WM-Wahl; WM-Zusage; WM-Zuschlag; WM-Zuschlags
Aktivsport*	Aktivsportler
Sport	Sport; Sportarenen; Sportart; Sportarten; sportbegeistert; sportbegeisterten; Sportbegeisterung; Sportboykotts; Sportdirektor; Sportees; Sportereignis; Sportereignissen; Sportes; Sportfernsehen; Sport-Funktionäre; Sportfunktionären; Sportgericht; Sportjagd; Sportjournalisten; Sportkamerad; Sportkommentator; Sportler; Sportlern, sportlich, Sportlich; Sportliche; sportliche; sportlichen; sportlichen; sportlicher; Sportmanager; Sportminister; Sportministerin; Sportministerium; Sportministeriums; Sportmöglichkeiten; Sportpolitik; Sportpolitische; sportpolitische; Sports; Sportschuhe; Sportsoldat; Sportspektakel; Sportstadien; Sportstätten; Sportveranstaltungen; sportverrückt; Sportwart; Sportwelt; Sportwette
Extremsport*	Extremsportler
Abseiling	Abseiling; Abseiling-Fangemeinde
Dimension: Financial Appeal / State of the Economy	
<i>Cluster: Mines/Minerals</i>	
Platin*	Platin; Platin-Aktien; Platinbergbau; Platinbergwerken; Platinbranche; Platinförderer; Platinförderung; Platinhändler; Platin-Hausse; Platini; Platinindustrie; Platinmenge; Platinmetalle(n); Platinminen; Platinpreis(e); Platinpreises; Platinproduktion; Platinproduzent; Platinproduzenten; Platinreserven; Platins; Platinstätten; Platinum; Platinunternehmen; Platinvorkommen
Mine*	Mine; Minen; Minenaktien; Minenanteile, Minenarbeiter; Minenarbeitergewerkschaft; Minenarbeitern; Minenbaron; Minenbeschäftigten; Minenbesitzer; Minenbetreiber; Minenbetreiber(n); Minenbetriebe; Minenexperte; Minengesellschaften; Minengesetzgebung; Minenhaus; Minenhäusern; Minenkammer; Minenkonzern; Minenkonzerne; Minenkonzernen; Minenkonzerns; Minenmanager; Minenprojekte; Minenrechten; Minensektor; Minenstreifen; Minenstreik; Minenunternehmen; Minenwerte; Mineral, Mineralien; Mineralöl; Mineralölkonzern; Mineralölkonzerne; Mineralreichtum; Minerals; Mines; Mineworkers
Edelmetall*	Edelmetall; Edelmetalle; Edelmetallen; Edelmetallerzeugung; Edelmetall-Forschungsgruppen; Edelmetallgehalt; Edelmetallgewinnung; Edemetalls
Streik*	Bestreikt; Gestreikt; gestreikt; Streik; Streikaktion; Streikankündigung; Streikaufruf; Streikbereitschaft; Streik-Beteiligung; Streikdrohung(en); Streiken; Streikende; Streikenden; Streiks; Streiktag; Streikten; streikten; Streikwelle
Gold* (Ohne Goldman/n, Goldblatt) – Nur Grossgeschrieben	Gold; Goldabkommens; Goldadern; Goldaktien; Goldanalyst; Goldanalysten; Goldanalytiker; Goldanteil; Goldarbeiter; Gold-Aufarbeitungsanlage; Goldausstoßes; Goldbegwerke; Gold-Bereichs; Goldbergbau; Goldbergbaugebiet; Goldbergbau-Gebiet; Goldbergbaus; Gold-Bergwerke; Goldbergwerken; Goldblatt; Goldbranche; Goldbroker; Golden; Goldene; Goldenem; Goldenen; goldenen; Goldener; Goldes; Goldexperte; Goldexport;

	<p>Wirtschaftshochschulen; Wirtschaftsinteressen; Wirtschaftsinteressierte; Wirtschafts-isolation; Wirtschaftskapitäne; Wirtschaftskraft; Wirtschaftskreisen; Wirtschaftskriminalität; Wirtschaftskrise; Wirtschaftskurs; Wirtschaftslage; Wirtschaftsleben; Wirtschaftsleute; wirtschaftsliberale; Wirtschaftsmacht; Wirtschaftsmagazin; Wirtschaftsmagazins; Wirtschaftsmetropole; Wirtschaftsminister; Wirtschaftsnationen; Wirtschaftsnot; Wirtschaftsordnung; wirtschaftsorientierten; Wirtschaftspädagogik; Wirtschaftsparadigmas; Wirtschaftspartner; Wirtschaftspolitik; wirtschaftspolitische; wirtschaftspolitischen; wirtschaftspolitischer; Wirtschaftspolitisches; Wirtschaftspresse; Wirtschaftsprogramms; Wirtschaftsredakteur; Wirtschaftsreformen; Wirtschaftssanktionen; Wirtschaftsschwäche; wirtschaftsstärksten; Wirtschaftsstruktur; Wirtschaftssystem; Wirtschaftsverbände; Wirtschaftsverhältnisse; Wirtschaftsvertreter; Wirtschaftswachstum; Wirtschaftswachstums; Wirtschaftswegen; Wirtschaftswissenschaftler; Wirtschaftswunder; Wirtschaftswunder-Idyll; Wirtschaftszeitung; Wirtschaftszweige; Wirtschaftszweigen</p>
Wachstum*	<p>Wachstum; Wachstums; Wachstumsaussichten; Wachstumsdynamik; Wachstumsfinanzierung; Wachstumskräftigen; Wachstumskurs; Wachstumsmärkte; Wachstumsmärkten; Wachstumsmöglichkeiten; Wachstumsperiode; Wachstumspotential; Wachstumspotenzial; Wachstumsrate; Wachstumsraten; Wachstumsschub; Wachstumsziele; Wirtschaftswachstum; Wirtschaftswachstums</p>
Nettogläubig*	Nettogläubiger
Stabil*	<p>S/stabiles; Stabil; stabile; stabilen; stabiler; stabilisieren; stabilisiert; Stabilisierung; Stabilisierungsphase; Stabilität; Stabilitätspakt-Werte</p>
Umbruch	Umbruchs; Umbruchs-jahr
Schuld* (nicht Schuldirektor)	<p>Schuld; schuld; Schulden; Schuldenbasis; Schuldenberg(e); Schuldendienst; Schuldenerlaß; Schuldenerlass; Schuldenlasten; schuldig; Schuldner; Schuldspruch; Staatsverschuldung</p>
Cluster: Banking Industry	
Bank* (Ohne Bankkettreden)	<p>Bank; Bankaktien; Bankautomaten; Bankbeteiligung; Bankcharta; Bankdienste; Bankeinlage; Banken; Bankenaufsicht; Bankenbranche; Bankengruppe; Bankenindex; Bankenkreisen; Bankensektor; Bankensystem; Bankentitel; Bankenwelt; Bankfiliale; Bankgebäude; Bankgeschäft; Bankgeschäfte; Bankhaus; Bankhauses; Bankierssohn ; Bankkonten; Bankkonto; Bankkredit; Bankkredite; Bankkunde; Bankkunden; Bankleitzahl; Banklizenz; Bankmanager; Bankmärkten; Bankretailmarkt; bankrott; Bankrott; bankrotten; Bankrotts; Banks; Banksektor; Banksektors; Banktitel; Banktochter; Banktransfers; Bankverbindung; Bankwerten; Bankwesen</p>
Finanz*	<p>Fields-Finanzchef; Finanz; Finanzagenturen; Finanzaktivitäten; Finanzanalyst; Finanzaufsicht; Finanzberater; Finanzberaters; Finanzcharta; Finanzdienstleister; Finanzdienstleisters; Finanzdienstleistungen; Finanzdienstleistungssektor; Finanzdisziplin; Finanzen; Finanzexperten; Finanzgebaren; Finanzgruppe; Finanzhäuser; Finanzhilfe; Finanzhilfen; finanziell; finanzielle; Finanziellen;</p>

	finanziellen; finanzieller; Finanzieren; finanzieren; Finanziers; finanziert; Finanziert; finanziert; Finanziert; finanzierte; finanzierten; Finanziertes; Finanzierung; Finanzierungen; Finanzierungsfrage; Finanzierungskosten; Finanzierungsmöglichkeiten; Finanzierungsprojekte; Finanzinstitut; Finanzinstitute; Finanzinstitution; Finanzinstitutionen; Finanzinstituts; Finanzinvestition; Finanzjahr; Finanzkonzern; Finanzkonzerns; Finanzkreise; Finanzkreisen; Finanzmanagerin; Finanzmärkte; Finanzmärkten; Finanzminister; Finanzministerin; Finanzministerium; Finanzmittel; Finanznöten; Finanzparkett; Finanzpolitik; Finanzschwachen; Finanzsektor; Finanzspritze; Finanzsystem; Finanztechnokrat; Finanztitel; Finanzvorstand; Finanzwelt; Finanzwesen; Finanzzeitschriften; Finanzzeitung; Finanzzentrum; Finanzzentrum; Fnanzielle
Börse* (und nicht Börsen-Zeitung)	Börse; Börsen; Börsenbarometer; Börsenbewertung; Börsencrash; Börsengang; Börsengewinne; Börsenkapitalisierung; Börsenkurs; Börsennotierte; börsennotierten; Börsennotierung; Börsen-Schwergewichte; Börsensituation; Börsensitzung; Börsenumsatzes; Börsenverordnung; Börsenwert
Mzansi	Mzansi; Mzansi-Konten; Mzansi-Konto; Mzansi-Kozepts; Mzansi-Kunden
Aktien	Aktien; Aktienanalyse; Aktienanteil; Aktienaussage; Aktienbesitz; Aktienbörse; Aktiengesellschaften; Aktienhändlerin; Aktienhausse; Aktienindex; Aktienkapital; Aktienkapitals; Aktienkurs; Aktienkurse; Aktienkursen; Aktienmarkt; Aktienmärkten; Aktienmehrheit; Aktienoption; Aktienpaket; Aktienpakt; Aktienrallye; Aktientausch(s); Aktienverkauf; Aktienverkäufe
Dimension: Leadership Appeal / Vision & Leadership	
<i>Cluster: Political Stability</i>	
Vize-Präsident	Vizepräsident; Vize-; räsident; Vizepräsidenten; Vize-Präsidenten; Vize-Präsidentin
Zuma	Zuma
Parlament	Parlament; Parlament(s); Parlamentarier; Parlamentarischen; Parlamentarischer; Parlamenten; Parlamentes; Parlamentsabgeordnete; Parlamentseröffnung; Parlamentskammern; Parlamentsmitglied; Parlamentspräsidentin; Parlamentssitz; Parlamentssitze; Parlamentswahl; Parlamentswahlen; Parlamentarierin
Cosatu	Cosatu ; Cosatu-Chef ; Cosatu-Delegation ; Cosatu-Generalsekretär ; Cosatu-Sprecher ; Cosatu-Zahlen
Tutu	Tutu
PetroSA	
Korruption	Korruption; Korruptions; Korruptionsaffäre; Korruptionsfall; Korruptionsfälle; Korruptionsgelder; korruptionsgewohnte; Korruptionsproblem; Korruptionsrepertoire; Korruptionsskandal; Korruptionsskandal; Korruptionsskandale; Korruptionsverdacht; Korruptionsverdachts; Korruptionsvorwürfe; Korruptionsvorwürfen
Skorpion	Skorpione; Skorpionen

<i>Cluster: Zimbabwe Issue</i>	
Mugabe	Mugabe; Mugabe-freundliche; Mugabe-Regime; Mugabes
Zimbabwe*	Zimbabwe; Zimbabwe-Dollar; Zimbabwepolitik; Zimbabwe-Politik; Zimbabwe; Zimbabwe
Simbabwe	Simbabwe; Simbabwe-Frage; Simbabwe-Kenner; Simbabwe-Konflikt; Simbabwe-Politik; Simbabwer; Simbabwern; Simbabwes
Aussenpoliti* /Außenpoliti*	Aussenpolitik; Außenpolitik; außenpolitisch; außenpolitischen; außenpolitischer
Diplomatie	Diplomatie
Harare	Harare; HARARE
<i>Cluster: History</i>	
Apartheid*	Anti-Apartheid; Anti-Apartheidskampf; Apartheid; Apartheid-Ära; Apartheid-Architekten; Apartheidgegner; Apartheidgesetz; Apartheidisolation; Apartheid-Land; Apartheid-Opfern; Apartheid-Partei; Apartheidpolitik; Apartheid-Politik; Apartheid-Politikern; Apartheidregierung; Apartheid-Regierung; Apartheidregime; Apartheid-Regime; Apartheidregimes; Apartheid-Regimes; Apartheidsapologeten; Apartheidschergen; Apartheids-Erinnerungen; Apartheids-Gesetze; Apartheidsherrschaft; Apartheidsherrschern; Apartheids-Klagen; Apartheids-Opfern; Apartheidspartei; Apartheidspräsidenten; Apartheidsregierung; Apartheidsregime; Apartheidsrichter; Apartheids-Richter; Apartheidssanktionen; Apartheidsstaat; Apartheids-Staat; Apartheid-Staat; Apartheidstaates; Apartheidstaats; Apartheidsystem; Apartheidszeit; Apartheidszeiten; Apartheid-Vergangenheit; Apartheidzeit; Apartheidzeiten; Apartheid-Zeiten
Verwoerd	Verwoerd; Verwoerd-Statue; Verwoerds
Rassen (Nur Grossgeschrieben)	Rassen; Rassenautokratie; Rassenbewusstsein; Rassenbeziehungen; Rassendiskriminierung; Rassendünkels; Rassenfrage; Rassengesellschaft; Rassenhass; RASSENHASS; Rassenkrieg; Rassenkriterien; Rassenproporz; Rassen-Regime; Rassenschande; Rassenstaat; Rassentrennung; Rassentrennungspolitik; Rassenunruhen
Dimension: Cultural Appeal / Quality of Life	
<i>Cluster: HIV/Aids</i>	
HIV-*	HIV; HIV-infiziert; HIV-infizierte; HIV-Infizierte; HIV-Infizierten; HIV-positiv; HIV-positive; HIV-Programm; HIV-relevanten; HIV-Tests; HIV-Übertragung; HIV-Virus
Aids*	Aids; Aids-Aktivisten; Aids-Ausbruch; Aids-Bekämpfung; Aids-Budget; Aids-Debatte; Aids-Desaster; Aids-Epidemie; Aids-Erkrankung; Aidserkrankungen; Aids-Eskapaden; Aids-Forschung; Aids-Hilfestelle; Aids-Hilfe-Stelle; Aids-Infektionsrate; Aidsinfizierten; Aids-Infizierten; Aids-Informationskampagnen; Aids-Initiativen; Aids-Kampagnen; Aids-Katastrophe; aidskrank; AIDS-Kranke; Aidskranken; Aids-Kranken; Aids-Krankheit; Aids-Medikamente; Aids-Medikamenten; Aids-Medikamentencocktails; Aids-Meetings; Aids-Opfer; Aids-Organisation; Aids-Pandemie; Aids-Patienten; Aids-Politik; Aids-Präparaten; Aidsproblem; Aids-Problem; Aids-Programm; Aids-Programme; Aids-

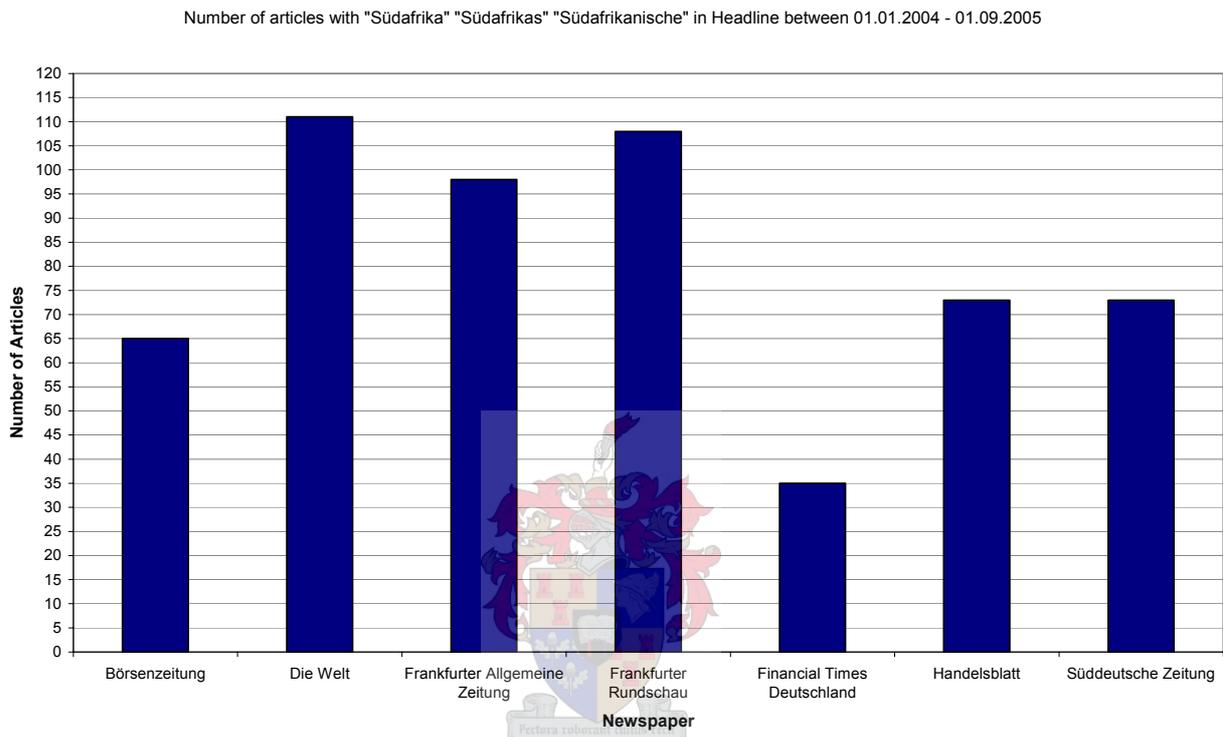
	Programmen; Aids-Programms; Aids-Rate; Aids-Seuche; Aids-Station; Aids-Sterbefälle; Aidstest; Aids-Tests; Aids-Tod; Aidstote; Aids-Virus; Aidswaisen; Aids-Waisen; Aids-Zeichen; Anti-Aidspolitik; Anti-Aids-Präparaten; Anti-Aids-Programm
Sterben	Sterben; sterben
Immun*	Immunschwäche; Immunschwächekrankheit; Immunschwäche-Krankheit
virus	HI-Virus; Virus; Virus-Krankheit; Virusträger; Virus-Übertragung
Nevirapin	Nevirapin
Gesundheit*	Gesundheit; Gesundheitlich; gesundheitlichen; Gesundheits; Gesundheitsbehörde; Gesundheitsbereich; Gesundheitsdienst; Gesundheitsfirma; Gesundheitsfragen, Gesundheitsfürsorge; Gesundheitsgründen; Gesundheitsshelfer; Gesundheitsminister; Gesundheitsministerin; Gesundheitsministerium; Gesundheitsministeriums; Gesundheitsprobleme; Gesundheitsprodukte; Gesundheitsreform; Gesundheitsrisiko; Gesundheitsschutz; Gesundheitssektor; Gesundheitsstandards; Gesundheitssystem; Gesundheitssysteme; Gesundheitsversicherung; Gesundheitsversorgung; Gesundheitsvorsorge; Gesundheits-Waggon; Gesundheitswesen; Gesundheitszustand
Medikament	Medikament; Medikamente; Medikamenten; Medikamententests; Medikaments
<i>Cluster: Security</i>	
Kriminalität*	Kriminalität; Kriminalitätsgeplagten; Kriminalitätskapitale; Kriminalitätsrate(n)
gewalt	Fernsehgewaltigen; Gewalt; Gewaltbereitschaft; Gewalteinwirkung; Gewaltforscher; Gewaltherrscher; gewaltig; gewaltige; gewaltigen; gewaltiger; gewaltiges; Gewaltkriminalität; Gewaltprävention; gewaltsam; Gewaltstatistik; Gewalttaten; gewalttätig; gewalttätigen; gewalttätiger; Gewalttätigkeit; Gewaltverbrechen; Urgewalten; Vergewaltiger; vergewaltigt; vergewaltigt; Vergewaltigung; Vergewaltigungen; Vergewaltigungsraten; Waffengewalt; wortgewaltiger;
sicherheit (und nicht sicherheitsrat)	Sicherheit; Sicherheits-Argument; Sicherheitsbeamte; Sicherheitsbehörden; Sicherheitsbranche; Sicherheitsdienste; Sicherheitsexperten; Sicherheitsfachleuten; Sicherheitsfirma; Sicherheitsfirmen; Sicherheitskräften; sicherheitspolitisch; Sicherheitspolizei; Sicherheitspolizisten; Sicherheitsprobleme; Sicherheitsstudien; Sicherheitssysteme
Wohlfahrt	Wohlfahrtsstaat
Poliz*	Polizaifahrzeuge; Polizei; Polizeiaufgebots; Polizeibeamten; Polizeifahrzeug; Polizeifunktionäre; Polizeigeneräle; Polizeigewahrsam; Polizeihubschrauber; Polizeikommissar; Polizeisprecher; Polizeistation; Polizeistationen; Polizei; Polizist; Polizisten; Polizistenpaar
Gangster	Gangster
<i>Cluster: employment</i>	
BEE /Black-Empowerment/ empowerment	BEE; BEE-Anteil; BEE-Besitz; BEE-Firma; BEE-Forderungen; BEE-Gesellschaften; BEE-Programm; BEE-Programme; BEE-Transaktionen; BEE-Unternehmen; Black-Empowerment; Black-Empowerment-Gruppen;

	Empowerment; empowerment; Empowerment-Deals; Empowerment-Führer; Empowerment-Initiative; Empowerment-Partner
Gleichheit*	Gleichheit; Gleichheitsprinzip
Arbeit* (NUR Grossschreibung)	Arbeit; Arbeiten; Arbeiter; Arbeiter; Arbeitern; Arbeitern; Arbeiter-Overall; Arbeiterpartei; Arbeitervertretung; Arbeitgeber; Arbeitgebern; Arbeitgebers'; Arbeitgeberseite; Arbeitgeberverbandes; Arbeitnehmer; Arbeitnehmerbank; Arbeitnehmerflügel; Arbeitnehmern; Arbeitnehmerrechte; Arbeitnehmerrechte; Arbeitnehmerverbänden; Arbeitnehmervertretung; Arbeitsabläufe; Arbeitsanteile Arbeitsaufnahme; Arbeitsbedingungen; Arbeitsbeginn; Arbeitsbeschaffungsmaßnahmen; Arbeitsbeschaffungsprogramm; Arbeitsbesuche; Arbeiterurlaub; Arbeitsforscher; Arbeitsgemeinschaft; Arbeitsgesetze; Arbeitsgesetzen; Arbeitsgruppe; Arbeitsgruppen; Arbeitskampf; Arbeitskämpfe; Arbeitskämpfen; Arbeitskosten; Arbeitskraft; Arbeitskräfte; Arbeitskräften; Arbeitslohn; Arbeitslose; Arbeitslosen; Arbeitslosenquote; Arbeitslosenrate; Arbeitslosenzahl; Arbeitslosenziffer; Arbeitsloser; Arbeitslosigkeit; Arbeitsmarkt; Arbeitsmarktes; Arbeitsmöglichkeiten; Arbeitsniederlegung; Arbeitsniederlegungen; Arbeitsplatz; Arbeitsplatzabbau; Arbeitsplätze; Arbeitsplätzen; Arbeitsplatzes; Arbeitsplatzgewinn; Arbeitsplatzprogramm; Arbeitsplatzsicherheit; Arbeitsproduktivität; Arbeitsprogramme; Arbeitsräume'; Arbeitsstunde; Arbeitssuche; Arbeitstiere; Arbeitsunfähigkeitsprogramm; Arbeitsunfalls; Arbeitsvertrag; Arbeitsvorgänge; Arbeitszeit; Arbeitszeiten; Aufarbeitung; Aufbauarbeit
Ausbildung	Ausbildung; Ausbildungsangebote; Ausbildungsfahrten; Ausbildungsgang; Ausbildungshilfe; Ausbildungsmöglichkeiten; Ausbildungsstand; Ausbildungszentrum; Ausbildungszentrums; Ausbildungszuschuss
Fachhochschul*	Fachhochschule
sozial*	Sozial; Sozialarbeiterin; Sozialarbeiterinnen; Sozialarbeiterinnen; Sozialausgaben; Sozialbeihilfe; sozialdemokratische; sozialdemokratischer; Soziale; soziale; sozialem; Sozialen; sozialen; Sozialer; sozialer; soziales; Soziales; Sozialhilfe; Sozialhilfeempfänger; Sozialismus; sozialistische; sozialistischen; sozialistischer; Sozialkassen; Sozialkosten; Sozialeleistungen; Sozialprodukt; Sozialprodukts; Sozialschiene; Sozialstaat; Sozialstaaten; Sozialstruktur; Sozialsystem; Sozialsysteme; sozialverträgliche; Sozialwissenschaftler
Universität*	Christian-Albrecht-Universität Tsinghua-Universität Universität Universitäten Universitätshalle Universitätskolleg US-Universitäten Volksuniversität Witwatersrand-Universität

Dimension: Social Appeal / Social Responsibility	
<i>Cluster: Art & Culture</i>	
konzert	Benefiz-Konzert; Hupkonzert; Konzert; Konzertauftritten; Konzertes; Konzertveranstalter; Konzertveranstalters; Mega-Konzert; Sonntagsnachmittagskonzert
kultur*	Kultur; Kulturbrauerei; Kulturdorf; Kulturell; kulturelle; kulturellen; kultureller; Kulturen; Kulturerbe; Kulturrevolution; Kulturszene; Kulturteil; Kulturzentren
kunst	Kunst; Kunsterziehung; Kunstfestival; Kunstform; Kunstgeschehen; Kunstgewerbler; Kunsthandwerk; Kunsthandwerksverkäufer; Kunstlehrer; Kunstlehrern; Kunstmarkt; Kunstmäzen; Kunstmuseen; Kunstmuseum; kunstpädagogisch; kunstpädagogischen; Kunstpalast; Kunstpreis; Kunststrat; Kunstsammlung; Kunstschlags; Kunststoff; Kunststück; Kunstverstand; Kunstwelt; Kunstwerk; Kunstwerke
Kwaito	Kwaito; Kwaito-Band; Kwaito-CD; Kwaito-Acts; Kwaito-Fans; Kwaito-Sänger; Kwaito-Stars; Kwaito-Zweizeiler
Tradition* (NUR GROSS)	Tradition; Traditionalisten; Traditionell; Traditionen; Traditionskonzern; Traditionsmarke; Traditionsschulen; Traditionswerft
Musik*	Musik; musikalische; musikalischen; musikalischer; Musikbusiness; Musiker; Musik-Fachmesse; Musikfans; Musikinstrumentenbauer; Musikjournalist; Musikkultur; Musiklehrerin; Musikliebhaber; Musikmesse; Musiknummern; Musikshow; Musikszene
Film*	Film; Filmaufnahmen; Film-Auszeichnung; Filmbüros; Filmbusiness; Filme; Filmemacher; Filmemacherin; Filmen; Filmfestival; Filmfestivals; Filmforum; Film-Handlung; Filmindustrie; Filmkritiker; Filmmuseum; Filmmuseums; Film-Produzent; Films; Filmstar; filmt; Filmteams
Jazz	Jazz; Jazzfestival
<i>Cluster: General</i>	
Nepad	NEPAD; Nepad; NEPAD-Apostel; NEPAD-Architekten; Nepad-Dokument; NEPAD-Initiative; NEPAD-kritischen; NEPAD-Sekretariat; NEPAD-Staaten; NEPAD-Strategiepapier
„Afrikanische Union“/Africa-Union	africa-union; Afrikanische Union ; Afrikanischen Union
„Europäische Union“	Europäischen Union; Europäische Union

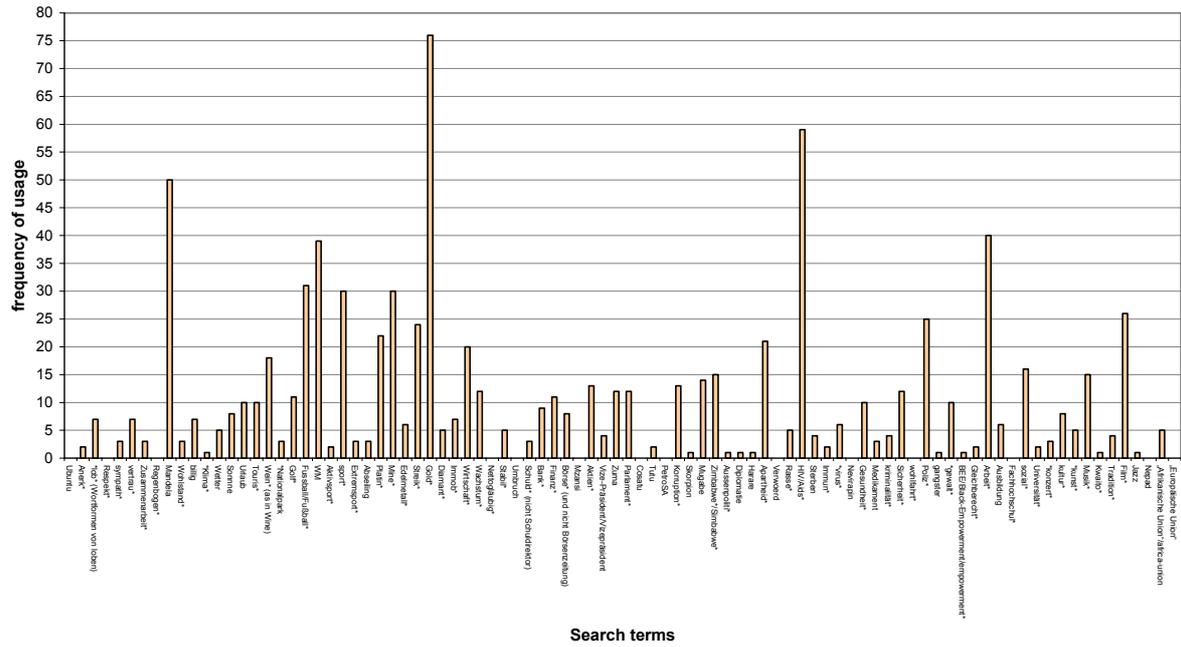
Appendix B

B.1 Overall newspaper coverage of South Africa

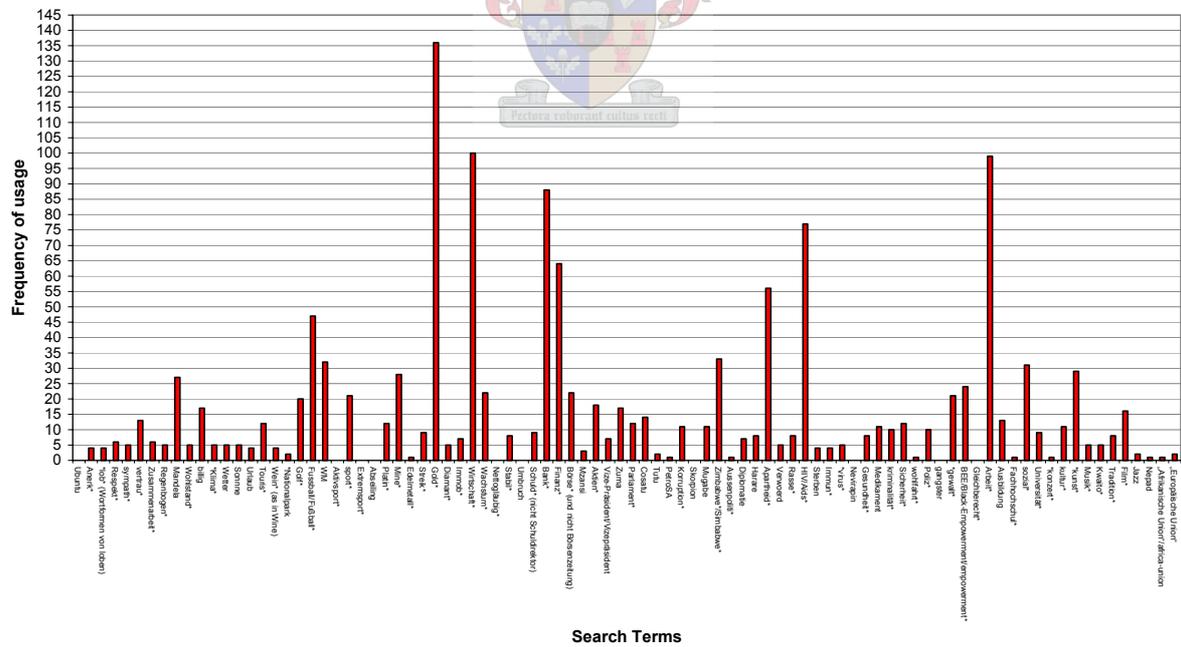


This graph shows the number of newspaper articles that each newspaper published during the 20 months starting 1 January 2004 to 1 September 2005. The criteria for articles to have been included in this research was that they should contain “Südafrika”, “Südafrikas” or “Südafrikanische” in their headline. As can be seen, *Die Welt* and *Frankfurter Rundschau* published the highest number of articles on South Africa, while *Financial Times Deutschland* had a very low coverage.

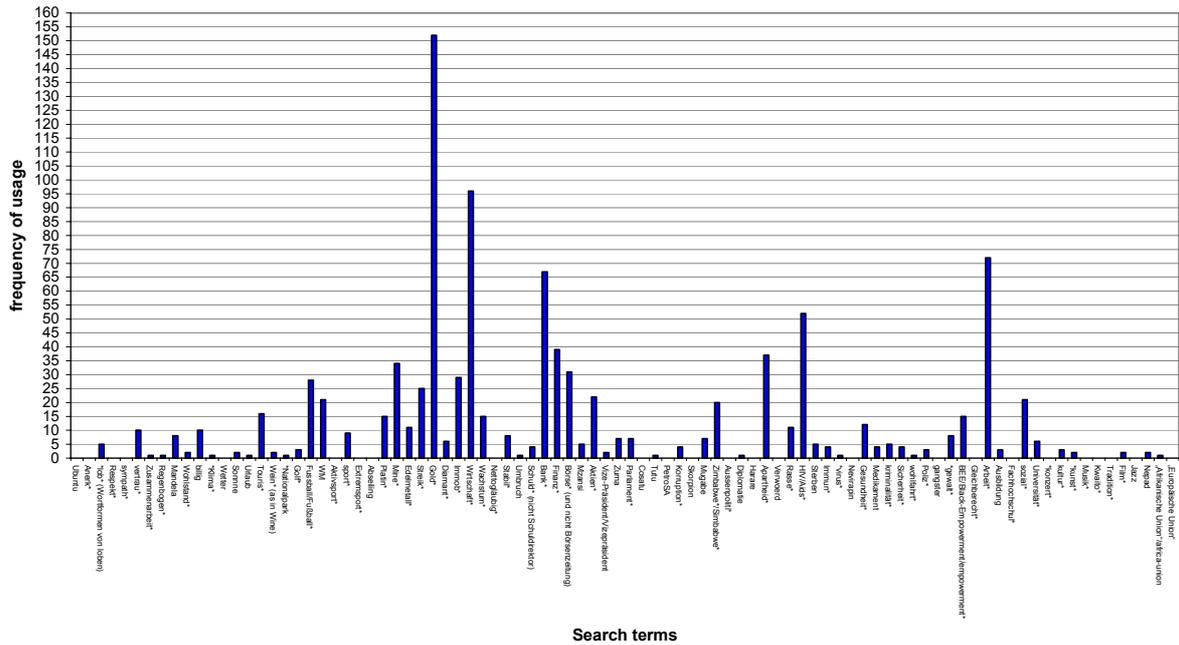
Die Welt search terms frequency



Frankfurter Allgemeine Zeitung search terms frequency



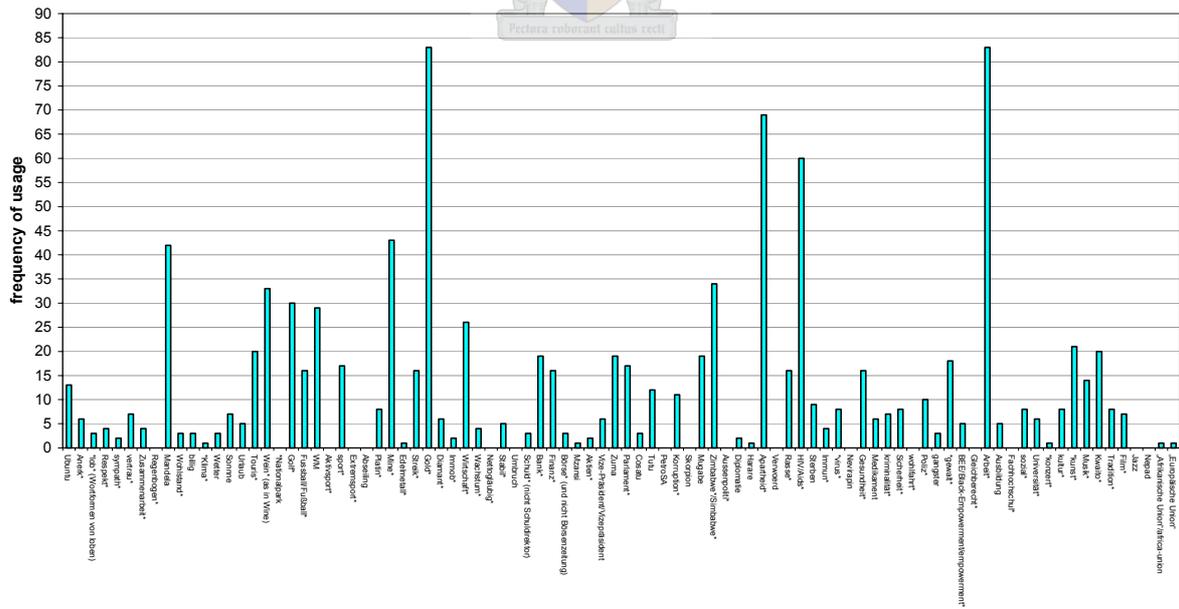
Handelsblatt search terms frequency



Search terms



Süddeutsche Zeitung search terms frequency



Search terms