



<b><u>FACULTY</u></b>	: HUMANITIES
<b><u>DEPARTMENT</u></b>	: STRATEGIC COMMUNICATION
<b><u>CAMPUS</u></b>	: APB
<b><u>MODULE</u></b>	: COM3AA3 COMMUNICATION MANAGEMENT 3A
<b><u>SEMESTER</u></b>	: FIRST
<b><u>EXAM</u></b>	: AVAILABLE FROM 4 JUNE 2020 AT 16:00 DEADLINE 8 JUNE 2020 BEFORE 16:00

<b><u>DATE</u></b>	: 8 JUNE 2020		
<b><u>ASSESSOR(S)</u></b>	: MRS M JOUBERT PROF L HOLTZHAUSEN NWU -		
<b><u>MODERATOR</u></b>	: POTCHEFSTROOM		
<b><u>DEADLINE</u></b>	: 8 JUNE 2020 16:00	<b><u>MARKS</u></b>	: 50

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NUMBER OF PAGES: 7 PAGES

INSTRUCTIONS:

1. Answer ALL THE QUESTIONS.
2. Write full sentences and include examples where relevant.
3. In your discussions, do not repeat any of the statements which form part of the questions.
4. Make sure you clearly number your answers. Answers that are not numbered

cannot be marked.

5. You have 4 days to prepare, answer and complete this exam from 4 June 2020 (16:00) till 8 June 2020 (16:00).
6. All submissions, except if you made a prior arrangement with your lecturer, will be done via BlackBoard in Word document format.
7. Please note that this is an exam, thus copying and pasting of class notes, lecturer's slides or prescribed reading will result in poor performance (as it is plagiarism). We are examining your understanding of the content learned, not the regurgitation or repeating of prescribed readings, lecturer's slides or class notes.
8. All submissions must include an assignment cover page with your student details included. Make sure you include your name, surname and student number.
9. The exam link will be shared via a Blackboard announcement on 4 June 2020 at the start time of the exam session/period (16:00).
10. You may not email lecturers about the exam questions to get assistance, nor may you collaborate with other students on your exam.
11. Be aware that similarity reports (TurnItIn) will be used to check the originality of your answers and your answers against those of other students. This means that you cannot copy and paste your answers from the Internet or from other students. Make sure you familiarise yourself with the university's plagiarism policies.
12. Ensure that you have adequate data and a reliable Internet connection so that you make sure that you can successfully submit your exam on Blackboard. Apologies such as 'my Internet dropped the connection' will not be accepted.
13. When uploading exams or completing assessments online, make sure that everything is completed and uploaded before closing your computer. Apologies such as 'my document did not upload properly' will not be valid. It is your responsibility to make double sure that the assessment is completed and everything is completely uploaded for your exam to be marked.
14. Make sure you meet the deadline and build in enough extra time to complete the exam on time. Build in extra hours in case something goes wrong, such as loadshedding. Therefore, do not try to submit your exam at the last minute. Online submissions are programmed to close after the deadline, after which it may no longer be possible to complete your exam online.
15. Always keep a back-up copy of all exams submitted, even uncompleted answers that you are working on. Use sites like Google Drive or One Drive to back up your

completed exam in the cloud. This is to protect yourself from losing your work due to your computer getting stolen, breaking down or getting hacked. Losing documents for one or other reason is not a legitimate excuse for not completing assessments on time.

16. By using the Blackboard platform, any work submitted is subject to UJ's policy on Plagiarism and UJ's Online (Academic) rules and regulations, confirming that the work being submitted conforms and complies with these policies as well as any other policy that might be applicable. In the event that it is found that you have contravened these policies, you will be subject to disciplinary action in terms of UJ's policies in this regard.
  17. Students will not receive one mark for each fact provided. Students will receive marks based on the holistic answer and the insight shown in their answers.
  - 18. Read the Absa case study before answering the questions.**
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## **ABSA CASE STUDY**

### **Behind the brand: Absa repositions as brave, passionate, ready**



Say hello to the new Absa. The much hyped rebranding of the banking giant has officially been launched, changing the look and feel of the company. At an exclusive preview event, held on 29 June 2018 at The Capital On The Park hotel in Sandton, Absa revealed its brand's new logo, new vision, and new look and feel. Dressed in the bank's new corporate uniform for employees, Bobby Malabie, group executive of brand and corporate relations at Absa, explained the complex history behind the rebranding, going back to March 2016. "A lot of thought went into what is it we want to do going forward... We had to deal with the divorce between us and Barclays Africa... For us as a business, for the first time in 15 years or so, we can chart our own story," he explained.

#### **A thoroughly inclusive process**

For two and a half years, Absa revisited all aspects of the business. Firstly, the bank made the decision to make the rebranding an inclusive process, consulting with over 130 000 employees, clients, customers, consumers and stakeholders and asking them to share their ideas, rather than simply having a small team of top executives deciding on the direction and strategy. The second decision was making the brand integral to the business; making sure that the brand's work informed part of the strategy, structure and how people felt about the business. All mention of and branding related to Barclays Africa has been removed from the Absa business, a process that had to be completed by 5 June 2018 in South Africa, and by 5 June 2020 in other African markets (as the Barclays Africa name is entrenched deeper in those territories, so the removal process takes longer). At the time of the event, this unbundling process was still on-going as it is was very complicated and expensive.

#### **Funding the rebranding**

Absa was given R12 billion to facilitate the changes that were a vital part of the unbundling from Barclays Africa. "We have corralled all of our marketing

resources behind this for the next few years, so we are using current spend plus the money we got from Barclays Africa, so focusing on this and taking the new Absa to market and to our people,” added David Wingfield, group marketing head of Absa. He went deeper into the logistics of the rebranding, explaining firstly that an assessment was done of where the banking brand was starting from. The inclusive consultation process then started. The decision was made to retain the Absa brand, rather than launch a brand new one, as consumer recognition of the name and its associated qualities (a financial institution, the colour red etc.) is quite high across the continent.

### **Strategic imperatives**

Seven strategic imperatives will guide everything that Absa does. These are:

- Be bold
- Be a brand with heart
- Be a brand with purpose
- Put people back at the centre of everything we do (both employees and customers)
- Provide accountability and autonomy
- Be agile
- The strength of the stuff that we have

Out of the engagements with employees, a brand purpose emerged: Brave, Passionate, Ready. “Absa feels like an old brand, but it was only launched in 1998, 20 years ago. It’s not that old, but it feels a bit tired,” Wingfield commented.

### **Reinventing an established acronym**

Four further priorities were explored. Firstly, adding stretch and meaning with the brand was a priority. Secondly, for those who don’t know, Absa is an acronym standing for Amalgamated Banks of South Africa. With the rebranding this had to change as it no longer really stands for that. The name was switched from upper case to lower case to solve this. A review of the colour red was the third focus area, as apart from the name the bank is associated with red. “The problem with Absa, is that everyone knows it as red, but no one knows what it means anymore, as we haven’t given it meaning,” Wingfield explained. Finally, a look at how the brand fits into the digital world was assessed. Creating a logo that fits

into the app logo space was the direction the brand went in.

### **Africanacity**

The rebranding campaign included two newly-created, unique features, a brand new word font and a new term, 'Africanacity', described as "the distinctly African ability to always find ways to get things done". This is what the new Absa brand ascribes to. "Africanacity is an idea of how we pitch up and how the people around us pitch up, and how we do things," Wingfield explained. This new term ties in with Absa's new brand positioning, which is 'Bringing your possibilities to life'.

### **All talk, but action as well**

While all the rebranding elements were very impressive, all the Absa representatives at the preview event were cognisant of the fact that the new image of the group needs to be backed up by quality, efficient customer service. There's no point in making a brand look good, if consumers flock in droves away from it because they experience poor or non-existent service, which leaves them frustrated.

### **Rebranding everything**

Going big, instead of going home, Absa has rebranded everything during this process, from employee uniforms (which will be on sale to the public as well) and corporate stationary to employee cards, and branch and ATM design. "Hopefully the Absa that we knew then, and the Absa that we are going to be are very different. We made sure to take all the good things that came with the old Absa and infuse that with the new Absa and new things we are going to do," Malabie added. A drone light show will take place tonight, 19:30 in the skies over the Johannesburg CBD to officially introduce the new Absa brand. Business Insider SA yesterday posted this video of a sneak peek of the rehearsal for tonight's drone event.

**Source:** Bratt, M. (2018, July 11). Behind the brand: Absa repositions as Brave, Passionate, Ready. *The Media Online*. Retrieved from <https://themediainline.co.za/2018/07/absa-gives-itself-a-new-look-and-feel-brave-passionate-ready/>

**QUESTION 1****(15 Marks)**

There are several important leadership traits, however research points to six key traits. Discuss the six key leadership traits and explain how each trait will help the leaders in Absa to manage and guide their employees through the rebranding process.

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**QUESTION 2****(15 Marks)**

Absa is a diverse organisation with more than 40 000 employees. Use the information that you learned in the COM3AA3 module to mention and provide examples of the primary or secondary dimensions of diversity that managers can expect in an organisation like Absa.

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**QUESTION 3****(20 Marks)**

Absa mentions that they consulted with employees, however as a strategic communication expert, you know that some employees might not voice their concerns about the rebranding during the consultation process. You are invited to a meeting with Bobby Malabie, group executive of brand and corporate relations at Absa.

**Part 1:** You want Mr Malabie to understand the difference between deferred and implicit resistance to change. Explain these two concepts to Mr Malabie and provide practical application examples relating to the Absa case study as part of your explanation.

**Part 2:** After explaining deferred and implicit resistance to change Mr Malabie asked you how he could assist the Absa employees with the change process. Recommend Lewin's three-step model of change to Mr Malabie by discussing the model and thereafter explaining how Mr Malabie and other managers at Absa can implement the model. **Note: Your answer to Part 2 of this question should have significantly more detail than Part 1.**

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**TOTAL = 50 MARKS**