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The Evaluation of Stakeholder Relationship Marketing Information Systems

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1. Introduction

Modern business is evolving, the large profit driven organisations of the past have dissipated and responsible, triple bottom line, sustainability focused organisations are pioneering global business practices.

The new goal for modern businesses is to become more transparent to their stakeholders, compile triple bottom line reports, and to become a sustainable organisation. To do this an organisation needs to identify who its stakeholders are. Literature in this stakeholder area is vast and has been traced back to the 1930's. However in order to uncover how organisations may utilize stakeholder management to enhance their business practice, there is a clear definition of what a stakeholder actually is.

“those with a vital stake in the organisation without whose sanction and support would cease to exist.” (Murphy et al., 2004)

Stakeholders can have many different relationships with an organisation so there are multiple perceptions on how an organisation is performing through the eyes of its stakeholders. To gain a true understanding of how to communicate with stakeholders, there must be a suitable classification of stakeholder groups.

“It is commonsense to consider the five stakeholder groups as being indispensable in the functioning of a sustainable business. The business is financed by shareholders, is allowed to exist by the community, has suppliers providing materials and services, for employees to create goods and services, which customers purchase in preference to competitors' goods and services.” (Murphy et al., 2004)

Using these classifications a modern business manager can involve stakeholders in the decision making processes. All stakeholders must have the ability to have input into strategic decisions of an organisation. “Today's manager has to learn not only WHAT the right decision is, but also the process of HOW it is to be decided. The HOW it impacts on

the WHAT and involves the participation of stakeholders” (Freeman, Charan. 1997, p8)
Reviewing past case studies it is clearly evident that this process, albeit simple, has not always been followed. This has prompted the need for a tool that can divulge information from the stakeholders and can interpret stakeholder perceptions on aspects of the organisations performance.

This tool is the Stakeholder Performance Appraisal. The Stakeholder Performance Appraisal is a variation of the Slaughter (1995) Foresight Model where foresight has been defined by as a process of future sensemaking, “a human capacity that can be harnessed to facilitate desirable individual and social change”.

The Stakeholder Performance Appraisal is derived from earlier work on Attitudinal Management Planning Models by Murphy (1980)

(Murphy et al., 2004) postulates that The Stakeholder Performance Appraisal focuses on the measurement of present stakeholder attitudes (influenced by past and present marketing activity) as timely, early warning signals of future stakeholder behavior and concomitant future business performance.

There is still no measurement tool that can use stakeholder information to understand and manage stakeholders attitudes and behaviors. The need for such a working tool is clearly evident.

“For Companies, logically, the main attraction of employing the stakeholder concept is that they will outperform those that do not. As yet there is no compelling empirical evidence that stakeholding is the optimal strategy for maximizing a firms financial and market performance.” (Donaldson & Preston., 1995, p55)

This Stakeholder Performance Appraisal has been used to uncover the perceptions of stakeholders based on their experiences with the organisation with which they have a relationship. Information collection questions have been included to begin to provide

some statistical evidence that stakeholder management is the optimal strategy for firms to gain more control over triple bottom line performance.

The Stakeholder Performance Appraisal was conducted on six companies for the purpose of this thesis. The case study companies were: Wahine Malosi Charitable Trust, Phoenix Organics, Route 66, Marine Insurance Brokers Ltd, Serra Foods, and Urgent Couriers. The results have been displayed in such a way as to answer the research questions and to prove the hypothesis. All cases are analyzed individually and then a comparative analysis is shown.

I used the standard Stakeholder Performance Appraisal, and included my four research questions along with the SWOT analysis.

Three of the companies received their questionnaires in paper format and had to send their results through to me via mail.

Three of the companies conducted the survey online using the exact same questionnaire however built into a digital format.

This method was used to ensure a spread of data gained from two different methods and to maximize the best responses with the least amount of bias.

2. Purpose

The sampling method of both attracting the companies and the participants was done using the convenience sampling method.

2.1 Research Aims

There seems to be a gap in current literature in regard to information system management with stakeholder relationship marketing. The main aim is to conduct research which evaluates current stakeholder information systems to help identify where stakeholder involvement can enhance relationship marketing by efficiently managing information systems and information collection techniques.

2.2 Research Objectives

1. To identify an approach that successfully, and critically, analyses a company's information systems and information management.
2. To evaluate current information management techniques to uncover fundamental efficiency increases.
3. To create a link between information systems and information management with stakeholder relationship marketing.

2.3 Research Questions

1. Are businesses actively trying to get information about stakeholders and why?
2. What are businesses doing with stakeholder information once it has been collected?
3. What is the potential benefit of stakeholder information systems on improving stakeholder relationship marketing performance?
4. Does stakeholder information system management affect ROI?

2.4 Research Hypotheses.

1. All companies collect stakeholder information, but fail to manage this information effectively.
2. There is a significant quantitative correlation between the effectiveness of Stakeholder information systems and the Stakeholder Performance Index.
3. Information systems and information management has a significant effect on the stakeholder relationship marketing process.
4. There are seen to be co-relationships between the quantitative and qualitative results that show information systems and management affect organisational performance.

3. Literature Review

3.1 Stakeholder Literature:

There is a well respected introduction of the stakeholder concept into management literature which is given by (Dill 1958), whose Scandinavian field study identified four major sectors of the organisation:

1). "Task environment ... relevant to goal setting and goal attainment" 2). customers & suppliers 3). "Competitors for both markets and resources," 4). "regulatory groups, including governmental agencies, unions, and inter-firm associations."

According to Stoney & Winstanley (2001) the stakeholder concept emerged in the 1960's as a straightforward if highly controversial idea. Academics at the Stanford research institute are accredited with articulating the proposal that instead of focusing exclusively on stockholders (shareholders), a firm also needs to be responsible to a variety of stakeholders without whose support the organisation would cease to exist.

The term stakeholder was popularised by Freeman (1984, p46) who broadened the definition to include any group or individual who can affect or is affected by the achievement of the organisations objectives. This is where the first resonance of conflict occurs in how to serve the shareholders through dividend maximisation, while serving the needs of a wider constituency of stakeholders. Practitioners have found that there is great difficulty in finding equilibrium between all five stakeholders. The term that has been used in commercial applications of the stakeholder performance appraisal is, 'a focus on profit optimisation across all stakeholder needs, which in the long term equates to sustainable profit'. (Perceptive Insight Ltd., 2004)

There are academics who feel that the stakeholder concept is so broad that there are bound to be conflicts within the different stakeholder groups.

"There is not and cannot be a plan for getting from exclusion to inclusion when the version rests on the political fantasy about general benefits for all stakeholders and their

economic analysis does not confront the structural reality of redistributive conflict between stakeholders. (Froud et al., 1996. p.120)” The development of a stakeholder relationship marketing planning tool is currently being undertaken by the Future Research Group (FRG) of the department of commerce, Massey University, Albany. This planning tool seeks to align all stakeholders through customised relationship marketing activities and information flows, through all stakeholders and management. This is the first step in this area of stakeholder management and hence will be developed, trailed, tested and modified over the next few years.

Following on the negative undertones of the stakeholderism critics is the concept of ownership. “Clearly, stakeholderism takes rights away from the owners, who can be assumed to constitute a single body with a common purpose, and give those rights to a plurality of groups, which would include shareholders but in a much diminished role. Stakeholder groups are unlikely to have a common purpose; more likely, they will display all the rivalry that interest groups exhibit in legislative assemblies.” (Norman, 2002)

This is a negative, but valid argument that has been present in modern stakeholder thinking, especially in practical based organisations. Individuals who are concerned with these issues mentioned are often afraid that if they adopt stakeholderism as a management style they will lose control of their organisation. This common misconception is often due to a lack of understanding as to what constitutes stakeholder management. The reality is that these people feel that they will sacrifice their own visions and possibly run the risk of their organisations growing into areas that they are unsure are the correct pathways for their directional strategies. The truth behind this phenomenon is that the needs of the organisation are directly correlating with the needs of the stakeholders. The stakeholders hold the same value/importance to the organisations successes as the owners/operators of the business. The methods to overcoming these boundaries are quite simple as has been shown by pioneering stakeholderism practitioners. The vision statements and strategies which are formulated by management must show the interactions and inter-dependencies of all stakeholder groups. This will

help the negative contingent to understand the concept of stakeholderism and its vital role in organisational management and survival.

Often this negative view is seen in senior management and stems from the control issues mentioned above. Management must be made aware that all stakeholders are vital in the businesses operation however only outline where control and management is needed as opposed to taking over control. This is certainly the case with shareholder/manager relations, as documented throughout the case studies in this report. The use of the Clarkson's 7 principles may be of assistance to managers in how to include stakeholderism into their management techniques.

The stakeholder discipline has often been further designed into principals for implementation into business practice. An example of such principles would be the Clarkson's (1988) "7 Principals of stakeholder management":

Principle 1: Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders, and should take their interests appropriately into account in decision-making and operations.

Principle 2: Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.

Principle 3: Managers should adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.

Principle 4: Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.

Principle 5: Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.

Principle 6: Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.

Principle 7: Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of all stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems and, where necessary, third party review. (Clarkson, 1995)

The stakeholder Performance appraisal is a tool that is used correctly address the Clarkson principles and provide managers with the information that they need for planning processes.

The stakeholder performance appraisal is continuously highlighted as being a tool for a business to really focus on stakeholder relationships, both inside and outside the immediate organisation.

It is imperative for organisations to understand the priorities of and deal with identifiable stakeholders - "any group that can affect, or is affected by, the achievement of an organization's objectives" (Freeman, 1984, p. 46).

3.2 Relationship Marketing Literature:

The evolution of relationship marketing began with the works of Arndt (1979), Bagozzi (1974, 1978), Day and Wensley (1983), Dwyer, Schurr, and Oh (1987), Levitt (1983), and Macneil (1978). Bagozzi (1978) was among the first to argue that the exchange relationships are the essence of marketing.

Similarly, Arndt (1979) introduced the notion of the long-term buyer-seller relationship in the context of domesticated markets. Arndt believed that the long-term buyer-seller relationship is an important factor in the growth of domesticated markets.(Bejou, 1997)

Another group of writers noted that buyer–seller relationships do not end after the initial sale is made; rather it is just the beginning (Dwyer, et al., 1987; Levitt, 1983).

The majority of previous studies treated the exchange relationship as a transactional rather than a long-term process, they have made significant contributions to our early understanding of relationship marketing.

Relationship marketing was first mentioned in 1983. Berry (1983) was among the first to introduce relationship marketing. Berry (1983, p.25) defined relationship marketing as “attracting, maintaining, and enhancing customer relationships.”

Gronroos (1991, p.8), on the other hand, defined the goal of relationship marketing as “to establish, maintain, and enhance relationships with customers and other parties at a profit so that the objectives of the parties involved are met. This is done by mutual exchange and fulfillment of promises.”

As Gummesson (1997) states, “much of what is currently written about RM is theoryless, a stack of fragmented philosophies, observations and claims which do not converge in the direction of an emerging RM theory.”

Relationship marketing is a blend of different schools of thinking from different academic backgrounds. Because of this blend the literature in this particular area has boasted some debate.

Ideas have been seen to be reinvented and redeveloped to capitalise on the increasing global marketplace. For example, “RM is often presented as a new promotional package to be sold to the customer, or a new type of marketing made possible thanks to information technology.”(Gummesson, 1997) This statement demonstrates the arguments that are being uncovered in the formulation of a relationship marketing paradigm.

Following Gummesson’s research it is evident that the term relationship marketing was used by Bund Jackson in her project on industrial marketing from the late 1970s, and

published in her book in 1985. Berry, in a paper in 1983 used the term for services. From this point relationship marketing took on another dimension with pioneering academics like Gronroos.

“A paradigm shift is clearly under way. In services marketing, especially in Europe and Australia but to some extent also in North America, and in industrial marketing, especially in Europe, this paradigm shift has already taken place.” (Gronroos 1997)

Gummesson highlighted other terms that have been used over the years which are now also causing paradigm shifts of their own. Network and interaction approach, marketing as long-term interactive relationships, and interactive marketing are increasing in importance.

The marketing mix management paradigm has dominated marketing thought, research and practice since it was introduced almost 40 years ago. (Sheth et al., 1988) postulate that today, this paradigm is beginning to lose its position

“New approaches have been emerging in marketing research. The globalization of business and the evolving recognition of the importance of customer retention and market economies and of customer relationship economics, among other trends, reinforce the change in mainstream marketing.” (Sheth et al., 1988)

Gronroos (1997) supports this statement explaining that for a firm applying a relationship strategy, the marketing mix often becomes too restrictive. The most important customer contacts from a marketing success point of view are the ones outside the realm of the marketing mix and the marketing specialists. The marketing impact of the customer's contacts with people, technology and systems of operations and other non-marketing functions determines whether he or she (or the organizational buyer as a unit) will continue doing business with a given firm or not. All these customer contacts are more or less interactive.

As mentioned in Fuan & Nicholls 2000 “transactional or relationship marketing” paper the focus on relationship and the cooperation characteristic associated with relationship marketing contrast sharply with transactional marketing, the traditional approach, characterized by the four P’s (Nickels and Wood, 1997 ; Brodie, Coviello, Brookes, and Little., 1997)

This reveals the increase importance of relationship marketing and the movement away from transactional relationships to more long term associations.

In order to strengthen these relationships there needs to be a focus on the satisfaction that the customer receives from the relationship. “Customer satisfaction is supposed to be one of the most important criteria for customer loyalty” (Heskett et al., 1994) Developing the loyalty is what has been seen in the RM literature to solidify the long term aspect of the relationship. Extending this view beyond simply the customer, and focusing on all five stakeholders would suggest relationships that are stronger with all five stakeholders.

A satisfied customer will remain loyal to the company for a long period of time and to buy more and more often than other, not so loyal, customers do. But the issue here is what the underlying construct of customer satisfaction is. In traditional quality models (Parasuraman et al., 1988) quality is supposed to precede customer satisfaction. This is a debatable topic with valid arguments from both sides. Customer satisfaction would not exist with out the customer having received a quality good or service. The same could be said about an employee of a company. The employee would not be satisfied with their employee if there was no employment quality. For example, a salary that is fair, a working environmental that is suitable, and an opportunity to provide opinions to managerial decisions. This is the scenario for all five stakeholders. If they feel there is quality in there treatment by an organisation, they will value this relationship and enhance the performance of any organisation.

Perceived service quality has been defined by several researchers, but one of the most accepted definitions explains perceived quality as the difference between expectations and actual performance (Gronroos, 1982). This again is evident through the five

stakeholder groups. This highlights the importance of organisations focusing on stakeholder service quality as well as traditional service quality.

By providing quality goods and services, an organisation is not only strengthening its long term relationship with its customers. Competitiveness is often closely linked with added value and quality. The literature in this area suggests that service quality has a direct relationship with both long term relationship loyalty and competitive advantage.

Ravald & Gronroos (1996) addressed these issues and explain that the objective of becoming differentiated from the competitors, by providing more value has come to nothing, and the resources spent in product development will not yield any returns. The ultimate aim of adding more value to the core product, i.e. to enhance customer loyalty, will hardly be reached if the value added is not customer oriented.

In a long-term relationship with the supplier the benefit concept takes on a deeper meaning. Ravald & Gronroos (1996) talk about safety, credibility, security, continuity, etc, that together increase the trust for the supplier and thereby support and encourage customer loyalty. After a few successful transactions (the customer is satisfied) the customer starts to feel safe with the supplier -- a trust is developing. This is seen to be the best example of the differentiation between simple added value and actual customer loyalty focus in relationship marketing.

The view of relationship marketing was traditionally focused on the relationships between the organisation and its customers. Gummesson's '30Rs' suggests 30 relationships of importance to the firm which extend beyond that of the consumer. Among these, emphasis may be placed on: relationships with suppliers; government and its agencies; not for profit organizations; internal relationships within the firm including functional areas and employees; relationships with buyers, incorporating sales intermediaries; and, finally, lateral relationships that extend to working with competitors. (Morris et al. 1999) This illustrates the scope of relationship marketing as a science and as an integral part of an organisations systems and processes. Palmer & Mayer (1996)

mention that to some, relationship marketing is seen as little more than a tactical program of database management, while to others it is seen as an integral part of a customer care strategy which goes to the core of the marketing concept.

Relationship marketing as an underlying business philosophy is nothing new. Owners of small business have been able to through personal contact, know the needs of their customers very well, so that they could suggest appropriate offers to them individually, or could assess what level credit to trust them with. As the size of organisation has grown, relationship building based on personal contacts has become more difficult to achieve. (Palmer, 1994) This process has simply been formalized and is now able to be used by much larger organisations in many more ways. The use of new technology to customize marketing efforts to specific consumers has also added to the growth of relationship marketing.

3.3 Stakeholder Relationship Marketing:

Relationship Marketing is evolving from a strong customer orientation to a stakeholder orientation including employees, suppliers, shareholders, the community, as well as customers. (Murphy et al., 2004)

This statement has been evident the Relationship Marketing literature, which hold consistent to the evolution theory of RM with stakeholderism to blend and create Stakeholder Relationship Marketing. Relationships between stakeholders ultimately determine the success of the business and the optimization of the businesses performances capabilities. The management of these relationships is crucial to the success of the organization.

Stakeholder Relationship Marketing involves creating, maintaining, and enhancing strong relationships with customer, employee, supplier, community, and shareholder stakeholders with the goal of delivering long-term economic, social, and environmental value to all stakeholders in order to enhance sustainable business profitability. (Murphy et al, 2004)

The stakeholder concept is deceptively simple. It is “simple” because it is easy to identify those groups and individuals who can affect, or are affected by, the achievement of an organization’s purpose. It is “deceptive,” because once stakeholders are identified, the task of managing the relationships with them is enormous (Freeman, 1984, p. 246)

“To date, the core focus of most of the relationship marketing literature has been on the nature of value from the perspective of the organisation and its customers – the customer-supplier relationship. However, it is argued that the relationship marketing paradigm has emphasized the role of other stakeholders in building relationships” (Payne, 2001).

(Blois et al., 2000) recognized that it is not only the relationships between sellers and buyers that are important, but also a network of other relationships both within the

organization and external to the organization. For example, Buttle (1996) Identifies four such groups of partnerships or relationships:

- supplier partnerships (with goods and services suppliers)
- lateral partnerships (with competitors, government, and other organizations);
- internal partnerships (between business units, employees, and departments);
- buyer partnerships (with intermediate and final customers).

The relationship marketing perspective provides a broader and a longer-term view of the role of marketing in an organization. In doing so, it leads to integration of other aspects of management, so that the division between what is 'relationship marketing' and what is 'relationship management' becomes somewhat arbitrary.

Stakeholder theory is based on relationships. "It suggests that if organisations want to be effective, they will pay attention to all and only those relationships that can affect or be affected by the achievement of the organisation's purposes" (Freeman, 1999, p.233). Dervitsiotis (2003, p.517) outlines the need for trust in relationship building and has developed a model which is based on stakeholder relationships.

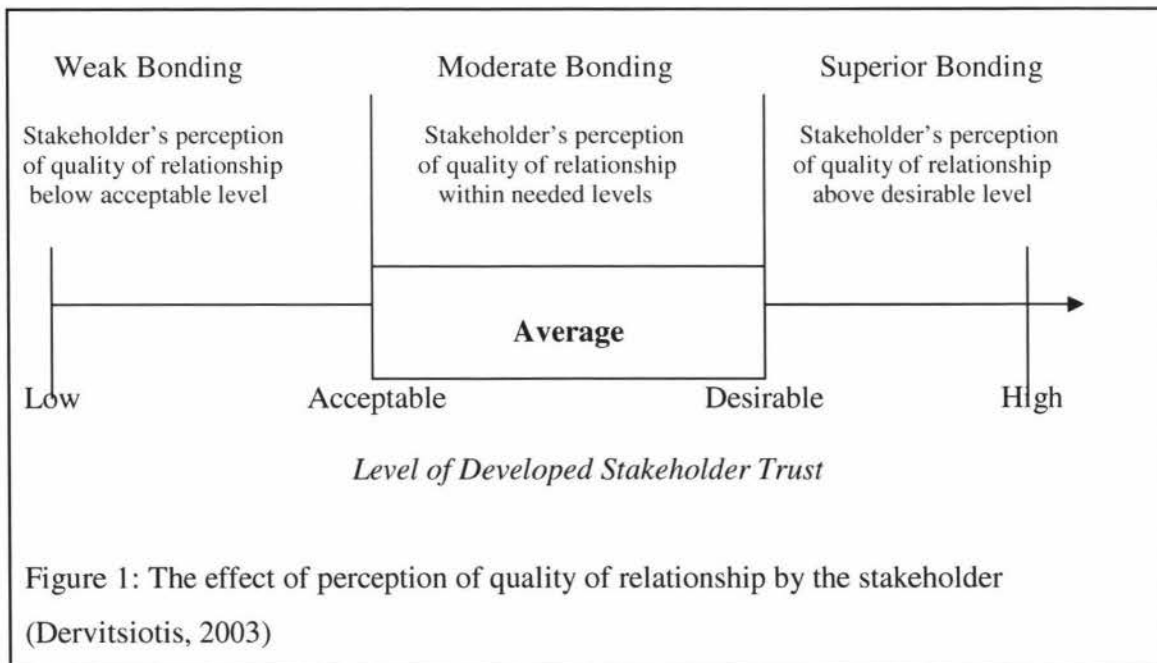


Figure 1 illustrates “the type of commitment that creates sustainable trust and extends the performance envelope beyond what is possible by simply satisfying the customer” (Dervitsiotis, 2003, p.517). As the model demonstrates, superior bonding and a high level of developed stakeholder trust are only achieved when the stakeholders perception of his or her relationship with the business exceeds their own expectations.

This philosophy has past through from the relationship marketing school of thought and it is clearly evident that a future area of research would involve developing stakeholder loyalty programs.

3.4 Information Systems Literature:

Knowledge management (KM) and relationship marketing (RM) are two of the current buzz words invading management practice and theory. Business strategists and organisational theorists have embraced the value of knowledge in creating competitive advantage. Over a similar period, marketers have developed the sub discipline of RM and management, which supersedes the traditional transaction-based model of marketing with one that places the relationship at the heart of the marketing exchange. Under this paradigm, marketing is viewed as the management and development of relationships between the organisation and its customers or stakeholders. The pursuit of the interrelationship between concepts, such as KM and RM that emerge from distinct business sub-disciplines has an important contribution to make to the refinement of the conceptual base for management science. (Rowley, 2004, p149)

Information systems and information management can affect the operation and corporate vision of an organisation. Information speed, flow and accuracy are all variables which must be enhanced by efficient management techniques, in order to ensure information availability and information quality.

Knowledge in an organisational context must be current in order to conduct planning and strategy sessions. The stakeholderism concepts provide five clear information pathways, the five stakeholder groups outline the five channels that information should flow from. This categorical information can be used to include stakeholders in planning, decision making, and provide a holistic information framework to formulate strategy and to meet the needs of all stakeholders.

One of the smartest information systems that was uncovered in the information systems literature was GIS.

Geographic Information Systems (GIS) are a powerful technology for displaying spatially related information for many disparate uses. (Hall, 2004, p2) The key benefit that is that GIS enables the integration of information from multiple sources. This type of

information system would be acceptable for gathering and managing stakeholder information.

Huxhold and Levinsohn (1995) defined GIS as "a collection of information technology, data and procedures for collecting, storing, manipulating, analyzing, and presenting maps and descriptive information about features that can be represented on maps." This system can also be manipulated to draw perceptual maps which greatly assist managers in manipulating and understanding stakeholders perceptions. This highlights the importance of the information being useable by management.

The questionnaires used within this study ask stakeholders to rate the usability of stakeholder information in managerial decision making. The question is asked to identify whether stakeholder feel they are actually being listened to or whether stakeholders feel the organisation is simply asking them for feedback as a relationship building exercise only.

Chan and Williamson (1999) described the unique features that distinguish GIS from other types of information systems as (1) data of entities and relationships managed within a spatial framework and (2) ability to perform spatial analyses. This is key for the objectives of this particular study into how stakeholder relationship marketing can be enhance by the use of information systems and correct information management.

Nedovic-Budic and Godschalk (1996) identified three reasons why local governments find GIS technology attractive: "(1) spatially referenced data represent a large proportion of data processing in local government agencies, (2) information is considered a fundamental resource of government and (3) pressure for improving government performance has prompted governments to look for more efficient ways of doing their work." This example can be carried across to the private sector and used by organisations to develop and manage stakeholder information systems.

Above all, the goal is to plan development of a functional GIS that will be integrated into ongoing Lincoln County operations to improve organizational efficiencies and to increase services to various stakeholder groups. (Hall, 2004, p1)This excerpt highlights the current

views around why information systems are vital in maintaining satisfactory stakeholder relationships.

Another piece of literature that had direct relation to information management and stakeholder relationship marketing was found in the Harvard Management Communication Letter. "Another thing that the company promoted is respect for the employees. With this, the authorities brought the employees' trust to them." In the study of the experience of Impact Innovation Group on information management, the author of this article came up with a bottom line that the clarity of mission and the ease of collaboration that strong internal communication increases the value an organization delivers and enhance its ability to communicate the value to outside stakeholders. (Bielaszka-DuVernay., 2004. p1)

"Two phenomena are becoming more and more commonplace in today's business environment: outsourcing (virtual organizations) and temping (virtual workers). Outsourcing, as defined by Quinn and Hilmer (1994), is "the purchase of a good or service that was previously provided internally." It involves entrusting elements of a firm's value chain to an external corporate entity." (Kavan et al., 1999. p2) This highlights the increasing need for efficient information systems and information management with regards to organisations stakeholders. If stakeholders are increasingly transient through an organisation, then the frequency of performing information collection processes like the stakeholder performance appraisal needs to increase. The information managed by the organisation must be relevant to the organisations current stakeholders.

"The use of temporary workers in outsourcing arrangements involves a number of stakeholders: the provider itself, the clients, the clients' customers, the provider's temporary and permanent employees, and the staffer. Delivering outsourced services by temps may create many points of tension among these diverse stakeholders. This tension between the provider and the stakeholders, and the provider's attempt to manage it,

greatly influenced the orientations of people occupying different positions in the firm's structure.” (Kavan et al., 1999. p2) This is where information management must be fully utilized to understand how to minimize the effects of this tension on the organisations performance. Stakeholders are to managed in a way as to minimize conflict between different stakeholder groups, whether transient or permanent staff.

The key to ensure meaningful consultation and participation of stakeholders is to provide information in an understandable manner to stakeholders so they are aware of all the issues prior to engagement.

Modern business has identified the value in collecting and managing stakeholder information. The major advantage of collecting managing and using this information is that organisations can implement the correct strategies correctly the first time. Using stakeholder information to build strategies that will be supported by all stakeholders.

Information dissemination to and feedback from stakeholders early in the process can avoid costly changes later on (Republic of the Philippines, 1997; White, 1994; World Bank, 1993). Therefore, it is seen to be in the proponent’s best interest to engage a broad segment of stakeholders early in the process for early identification of likely problems and issues (Republic of the Philippines, 1997). The EIS system further advocates the importance of involving affected communities so that they are informed of proposed changes, and are able to effectively participate in decisions that will ultimately affect their lives (Republic of the Philippines, 1997: Section 4.1.1). (Fisher & Urich, 1999)

The findings of the research done by Fisher & Urich suggest that Philippine legislation has the potential for facilitating stakeholder participation and promoting transformative participation through a decentralised government system, and legislative requirements which mandate stakeholder participation. However, in the case of the BCWSP, participation was more closely aligned with the instrumental model of participation, where a hierarchy of actors involved in the process was identified, and unequal communication and information dissemination amongst stakeholders was observed. Philippine legislation has the potential for involving stakeholders in development strategies, and promoting transformative participation,

there is also the potential for participation to be instrumental if the proponent lacks the good intentions to comply with the recommendations, and the government does not adequately enforce legislative requirements. (Fisher & Urich, 1999)

There are only a small number of examples of government actually regulating stakeholder information collection, however there are countries that have regulations surrounding stakeholder involvement in business reporting. These regulations are seen to be more common in Asian countries.

There is a need for some authoritative stands towards ensuring stakeholders are able to contribute to the decision making processes, especially in cases where they are directly influenced by the strategic decisions being made. Outlined in this report is the need for organisations to not only collect stakeholder information but to manage it effectively in order for management to consider all stakeholder views when strategizing.

3.5 Integration

The four areas of literature are being brought together in this thesis to uncover the use of correct information management, through efficient information systems, and the ensuing effect on stakeholder relationship marketing.

In the corporate environment there is a new focus on stakeholder relations. Evidence of this is observed through the inclusion of stakeholder relations sections to organisational reports. Matheson (2004) states that comprehensive reporting of what the organisation has done in the areas of social and environmental matters is becoming a feature of best practice annual reporting. This information is best gathered from the stakeholders as they are the organisations lifeblood and they have the insight into the organisations true performance.

Information management and information systems have been shown to increase the efficiency of organisations across the board. Real world examples of automation, mass customization, and other efficiency related advances have proven the worth of implementing correct information systems into organisations processes. Stakeholder Relationship Marketing as a paradigm is no different. There is a need for organisations to adopt the information collection, management and utilization elements which are outlined in this research as being fundamental in stakeholder relationship marketing.

Stakeholder theory has shown that organisations are made up of many stakeholders. These stakeholders have differing perceptions on the diverse range of organisational activities. These perceptions must be recorded, managed and used in managerial decision making in order to create the best practice strategies which will be adopted across all stakeholder groups. This process cannot be conducted correctly, and these relationships with the stakeholders cannot be enhanced without the adoption of a stakeholder relationship marketing information management system. Such a system is alluded to in this research however there have been no recorded studies into this area. This highlights the originality and innovation that this report brings to the body of literature in all four areas.

4. Stakeholder Performance Appraisal Case Analysis

4.1 Stakeholder Performance Appraisal Methodology

A full description of the stakeholder performance appraisal can be found in Murphy et al., 2004. An excerpt from this working paper (p.3) describes the methodology as:

In each Appraisal a survey of a representative sample of customers, employees, suppliers, community, and shareholders of a business has been undertaken to measure current perceptual business performance in terms of the following economic, social and environmental indicators on a 0 – 10 numerical rating scale:

Economic: provision of value for money products; profitability; return on investment

Social: customer, employee, supplier, community, shareholder relationships; ethical standards

Environmental: environmental preservation; sustainable resource use

These indicators have been chosen to reflect core business performance issues underpinning an holistic, Triple Bottom Line business orientation.

The perceived overall performance of the business is also rated on a 0 – 10 numerical rating scale, and the CEO of the business is asked to rate the business's future ROI (next 12 months) in relation to the average percentage return in the financial market on a 0 – 10 numerical rating scale, which provides a standardised measure of perceptual business performance.

The perceptual performance data are analysed by stakeholder group which are averaged to give total sample results. The performance data are also averaged into Social, Environmental, Economic Performance, which are averaged into the Stakeholder Performance Index (SPI). The SPI incorporates TBL philosophy and stakeholder management philosophy by equally weighting Social, Environmental, and Economic

Performance, and equally weighting each stakeholder group. The SPI is benchmarkable over time and against other businesses.

The Future Research Group (FRG) of the Department of Commerce of Massey University Albany in Auckland New Zealand has established the FRG Stakeholder Performance Appraisal (SPA) Benchmark Project to enable businesses to benchmark their stakeholder perceptions of business performance against other businesses, by comparing perceptual SPI and ROI ratings by business size and type. There are 59 businesses in the FRG SPA benchmark project database to date (including the six in this study) comprising 56 New Zealand businesses, two Chinese businesses and one Australian business. The benchmark norms for the 59 businesses in the database to date are shown in table 1.

There are six stakeholder performance appraisals within this thesis which have been conducted using the above methodology with the inclusion of four information related questions. The respondents were asked to rate these four questions using the same 0 – 10 scale as the other SPA questions. The four areas to be rated were as follows: Information Utilization, Formal Information Collection, Stakeholder Information and Information Accessibility.

The stakeholder performance appraisal case studies were conducted upon Urgent Couriers (medium service provider) which comprised of a sample of 27 stakeholders, Marine Insurance Brokers Ltd (small service provider) with 21 stakeholders, Wahine Malosi (small service provider) with 27 stakeholders, Serra Foods (small goods producer) with 32 stakeholders, Phoenix Organics (medium goods producer) with 29 stakeholders, and Route 66 (medium goods producer) with 37 stakeholders.

4.2 Table 1:
Stakeholder Performance Appraisal Benchmark Table November 2004

| Business Size/Type | | Goods Provider | Services Provider | Total |
|---|-----|------------------|-------------------|------------------|
| Small | No | 6 | 22 | 28 |
| | SPI | 6.9 (6.0 - 7.7) | 6.5 (5.3 - 7.8) | 6.6 (5.3 - 7.8) |
| | ROI | 7.4 (6.0 - 8.0) | 6.5 (4.0 - 10.0) | 6.7 (4.0 - 10.0) |
| Medium | No | 9 | 14 | 23 |
| | SPI | 7.4 (5.6 - 8.4) | 7.2 (5.3 - 8.2) | 7.3 (5.3 - 8.4) |
| | ROI | 7.4 (5.0 - 10.0) | 6.8 (3.0 - 10.0) | 7.0 (3.0 - 10.0) |
| Large | No | - | 8 | 8 |
| | SPI | - | 6.7 (6.0 - 7.7) | 6.7 (6.0 - 7.7) |
| | ROI | - | 6.7 (5.0 - 8.0) | 6.7 (5.0 - 8.0) |
| Total | No | 15 | 44 | 59 |
| | SPI | 7.2 (5.6 - 8.4) | 6.8 (5.3 - 8.2) | 6.9 (5.3 - 8.4) |
| | ROI | 7.4 (5.0 - 10.0) | 6.6 (3.0 - 10.0) | 6.8 (3.0 - 10.0) |
| No is the number of businesses in the category; () is the range of the scores | | | | |
| Correlation between ROI and SPI: $r = 0.50$ (significant at the .001 level) | | | | |
| Regression between ROI and SPI: $ROI = -1.16 + 1.15 \text{ SPI}$ ($r^2 = 0.25$, significant at the .001 level; ROI is 0 when SPI is 1.0, ROI is 10 when SPI is 9.7) | | | | |
| These results indicate that SPI is significantly correlated with ROI, and that present SPI is a significant explainer of future ROI. | | | | |

Source: Future Research Group (2004)

The six business cases have been benchmarked against the above table in order to draw comparisons with regards to the SPI, ROI and information management results.

4.3 Case Results

4.3.1 Marine Insurance Brokers Ltd.

Table 2. Stakeholder Performance Appraisal

| <i>21 Stakeholders</i> | (8)Customers | (1)Employees | (7)Suppliers | (4)Community | (1)Shareholders | Total |
|---------------------------------------|--------------|--------------|--------------|--------------|-----------------|-------|
| Customer relationships | 7.9 | 6.0 | 7.3 | 8.0 | 8.0 | 7.4 |
| Employee relationships | 8.5 | 8.0 | 8.1 | 8.8 | 10.0 | 8.7 |
| Supplier relationships | 7.7 | 5.0 | 7.7 | 8.0 | 8.0 | 7.3 |
| Community relationships | 7.6 | 8.0 | 7.1 | 7.8 | 9.0 | 7.9 |
| Shareholder relationships | 6.7 | 5.0 | 8.0 | 8.5 | 10.0 | 7.6 |
| Ethical standards | 6.4 | 5.0 | 6.1 | 7.0 | 8.0 | 6.5 |
| Preservation of the environment | 6.8 | 7.0 | 5.4 | 6.8 | 8.0 | 6.8 |
| Sustainable use of natural resources | 6.4 | 7.0 | 5.1 | 6.8 | 6.0 | 6.3 |
| Provision of value for money products | 6.0 | 5.0 | 5.4 | 6.3 | 7.0 | 5.9 |
| Profitability | 6.0 | 6.0 | 5.4 | 6.8 | 7.0 | 6.2 |
| Return on Investment | 7.0 | 7.0 | 7.0 | 6.5 | 7.0 | 6.9 |
| Formal Information Collection | 7.9 | 6.0 | 7.3 | 7.3 | 9.0 | 7.5 |
| Stakeholder Information | 6.9 | 2.0 | 6.4 | 6.3 | 8.0 | 5.9 |
| Information Accessibility | 6.7 | 4.0 | 6.9 | 6.8 | 9.0 | 6.7 |
| Information Utilization | 7.0 | 2.0 | 7.0 | 6.0 | 9.0 | 6.2 |
| Overall Performance | 6.7 | 2.0 | 6.6 | 6.3 | 9.0 | 6.1 |
| Social performance | 7.4 | 6.2 | 7.4 | 8.0 | 8.8 | 7.6 |
| Environmental performance | 6.6 | 7.0 | 5.3 | 6.8 | 7.0 | 6.5 |
| Economic performance | 6.3 | 6.0 | 5.9 | 6.5 | 7.0 | 6.3 |
| Information collection performance | 7.4 | 4.0 | 6.9 | 6.8 | 8.5 | 6.7 |
| Information management performance | 6.9 | 3.0 | 6.9 | 6.4 | 9.0 | 6.4 |
| Stakeholder Performance Index | 6.8 | 6.4 | 6.2 | 7.1 | 7.6 | 6.8 |
| Future ROI Rating | | | | | | 7.0 |

0.0 – 1.9 extremely poor performance

2.0 – 2.9 very poor performance

3.0 – 3.9 poor performance

4.0 – 4.9 fairly poor performance

5.0 – 5.9 adequate performance

6.0 – 6.9 fairly good performance

7.0 – 7.9 good performance

8.0 – 8.9 very good performance

9.0 – 10 excellent performance

SPA Analysis

The total SPI of 6.8 indicates that stakeholders perceive the performance of the business to be fairly good. The Employees, Suppliers and customers perceive the business performance to be fairly good, the Shareholders perceive the business performance to be good, and The Community representatives share this view.

With reference to the benchmark database (table 1) it is clear that Marine Insurance Brokers Ltd, is performing in keeping with other organisations in its size and product classification. Marine Insurance Brokers is a small service provider and has scored an SPI of 6.8 and an ROI of 7. The benchmark data of 22 small service providers shows ratings that fall between 5.3 - 7.8 (SPI) and between 4.0 -10.0 (ROI). Information collection performance and information management performance both have similar ratings to SPI and thus would herby suggest a correlation with SPI and ROI.

The CEO ROI figure is 7 and we can compare this with the Stakeholders derived ROI using the equation - $ROI = -1.16 + 1.15 SPI$

The Stakeholders derived $ROI = (1.15 \times 6.8 - 1.16) = 6.7$

Therefore we can conclude that the stakeholders expect the business to have a slightly lower future ROI than the CEO has predicted.

Looking at the benchmark norms for a small service provider we can see that the SPI and ROI for Marine Insurance Brokers Ltd. are above the norm. The norm SPI for a small service provider is 6.5 and the norm ROI is also 6.5.

Social performance is rated as good, while *Economic performance* and *environmental performance* are perceived to be adequate to fairly good across the board. Amongst the stakeholder groups, the highest performance rating is 8.8 from the Shareholders for *perceived social performance* which is a very positive result; however the lowest rating is 5.3 from the shareholders for *perceived environmental performance*.

For the individual indicators, the highest rating was 10 (indicating extremely good performance) from Shareholders for *employee and shareholder relationships*. The lowest rating was 2.0 (indicating very poor performance) from employees for *stakeholder information collection, stakeholder information utilisation and overall performance*. Followed by 4 (fairly poor performance) from employees for *information accessibility*. Overall however, the greatest perceived strength of the business after is *employee relationships*, and the greatest perceived weakness is *provision for value for money products*. This weakness is something that will need to be improved through increased awareness and promotion of services being better than competitors. Employees gave the lowest score (5) which would suggest that their behavior towards the products would be negative or un-confident. This is not a productive attitude towards a product and should be acted upon through product training and attribute awareness.

The overall (un-weighted) performance was rated as fairly good by Suppliers, Community and Customers. *Overall performance* was rated as good by Shareholders and very poor by employees. This indicates a large gap between the perceptions of the shareholders and the employees.

Quantitative vs. Qualitative Co-relationships:

A comparison of the quantitative data with the qualitative responses shows a number of significant trends which strengthen the validity of the results.

The quantitative data suggest that the employee relationships are the highest scoring performance variable for Marine Insurance Brokers Ltd. This is supported by the employee SWOT which suggests that the employees look up to Brian (Director). This also suggests that there is strong social bond within the organisation which is highlighted in the quantitative data through the high social performance variable. The quantitative data shows that profitability and overall performance are low in relation to the other performance variables. This is further explained in the qualitative responses, with the comments on limited resources/systems, lack of staff to carry through with ideas and critical mass. Employees and suppliers had very low scores for “value for money

products” which was of concern. Analysis of the qualitative responses from these two stakeholder groups shows that they want Marine Insurance Brokers to focus more on niche markets and overseas markets. They also want Marine Insurance Brokers to apply more knowledge to key accounts and to make themselves stand out more from competitors. If Marine Insurance Brokers was to adopt these strategies it is evident that the economic performance would improve, thus improving triple bottom line performance and the stakeholder performance index.

Employees rated the stakeholder information collection and information management lower than the other stakeholders and based on their qualitative response this would be due to the lack of resources and systems.

Overall Summary SWOT

| | |
|---|--|
| <p>Strengths</p> <ul style="list-style-type: none"> • The staff – as they provide great customer service, are approachable & knowledgeable. Respond to any issue in a timely fashion. • Online Access 24/7 to raising insurance cover • Brian’s knowledge and extensive experience in particular in the specialist area of marine insurance | <p>Weaknesses</p> <ul style="list-style-type: none"> • Distance to overseas clients • Limited resources / systems • Lack of staff to carry through with ideas, and new business • relationships are personal to Owner/Operator not to the business |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Developing business with new and bigger companies – specialist schemes forwarding freight • Knowledge in their field to assist in a niche market • Insurez | <p>Threats</p> <ul style="list-style-type: none"> • Conglomeration of business to multi-national broking houses • Other broker’s ability to leverage on the non-marine side to take marine. This can happen even though they have a lesser understanding of the marine sector |

The above table shows the key areas from this study highlighted by the stakeholders in their qualitative response. The stakeholders’ individual comments are to follow.

Break Down of Verbatim Comments by Stakeholder Group

Community

Strengths

- Honest team

Weaknesses

- small size offering big service

Opportunities

- International expansion

Threats

- competition

Customers

Strengths

- The staff - as they provide great customer service, are approachable & knowledgeable. Respond to any issue in a timely fashion.
- great service to the customer, responding quickly, & providing key information in a timely fashion, also Knowledge in their field to assist in a niche market
- Online Access 24/7 to raising insurance cover
- Management & relationships with customers

Weaknesses

- cost
- Distance to overseas clients

Opportunities

- Knowledge in their field to assist in a niche market

Threats

- cost

Employees

Strengths

- Directors Knowledge of the industry

Weaknesses

- Limited resources / systems

Opportunities

- Acquiring more underwriter business relationships, particularly overseas

Threats

- Conglomeration of business to multi-national broking houses

Shareholder

Strengths

- Brian\'s knowledge and extensive experience in particular in the specialist area of marine insurance

Weaknesses

- Lack of staff to carry through with ideas, and new business

Opportunities

- Developing business with new and bigger companies - specialist schemes forwarding freight

Threats

- Bigger insurance co's, computer problems and ill health of either staff or Brian.

Suppliers

Strengths

- Owner/Operator with high ethical standards
- Customer relations & Ethical standards
- Experience & knowledge
- good knowledge of marine insurance industry

Weaknesses

- relationships are personal to Owner/Operator not to the business
- Resources
- Critical mass
- need more people with Brian's experience

Opportunities

- Niche Market
- Insurez
- Personal professional service & advice
- application of knowledge to key accounts, unmatched by competitors

Threats

- How the insurance underwriters may not want to do business in the future.
- External competition - bigger fish
- Multi-line Brokers

- Other broker's ability to leverage on the non-marine side to take marine. This can happen even though they have a lesser understanding of the marine sector

4.3.2. Phoenix Organics

Table 3. Stakeholder Performance Appraisal

| 29 Stakeholders | (4)Customers | (6)Employees | (13)Suppliers | (5)Community | (1)Shareholders | Total |
|---------------------------------------|--------------|--------------|---------------|--------------|-----------------|-------|
| Customer relationships | 9.5 | 7.9 | 7.8 | 8.0 | 8 | 8.2 |
| Employee relationships | 9.8 | 8 | 8.2 | 8.0 | 8 | 8.4 |
| Supplier relationships | 9.3 | 8.1 | 8.3 | 8.0 | 8 | 8.3 |
| Community relationships | 9.0 | 8.1 | 8.3 | 9.3 | 7 | 8.3 |
| Shareholder relationships | 9.3 | 8 | 7.3 | 7.5 | 9 | 8.2 |
| Ethical standards | 9.8 | 8.8 | 8.9 | 9.5 | 9 | 9.2 |
| Preservation of the environment | 9.8 | 8.6 | 8.8 | 9.5 | 9 | 9.1 |
| Sustainable use of natural resources | 9.5 | 8.2 | 8.9 | 9.0 | 9 | 8.9 |
| Provision of value for money products | 8.0 | 8 | 7.8 | 9.5 | 9 | 8.5 |
| Profitability | 7.8 | 6.3 | 7.3 | 8.0 | 7 | 7.3 |
| Return on Investment | 8.0 | 6.5 | 7.4 | 8.0 | 7 | 7.4 |
| Formal Information Collection | 9.0 | 7.4 | 8 | 8.3 | 8 | 8.1 |
| Stakeholder Information | 8.0 | 5.9 | 6.7 | 9.0 | 7 | 7.3 |
| Information Accessibility | 7.8 | 6.9 | 7.5 | 8.5 | 7 | 7.5 |
| Information Utilization | 7.5 | 6.1 | 7.1 | 8.5 | 6 | 7.0 |
| Overall Performance | 8.0 | 6.7 | 8 | 8.5 | 7 | 7.6 |
| Social performance | 9.4 | 8.2 | 8.1 | 8.4 | 8.2 | 8.4 |
| Environmental performance | 9.6 | 8.4 | 8.9 | 9.3 | 9.0 | 9.0 |
| Economic performance | 7.9 | 6.9 | 7.5 | 8.5 | 7.7 | 7.7 |
| Information collection performance | 8.5 | 6.7 | 7.4 | 8.6 | 7.5 | 7.7 |
| Information management performance | 7.6 | 6.5 | 7.3 | 8.5 | 6.5 | 7.3 |
| Stakeholder Performance Index | 9.0 | 7.8 | 8.2 | 8.7 | 8.3 | 8.4 |
| Future ROI Rating | | | | | | 7.0 |

0.0 – 1.9 extremely poor performance

2.0 – 2.9 very poor performance

3.0 – 3.9 poor performance

4.0 – 4.9 fairly poor performance

5.0 – 5.9 adequate performance

6.0 – 6.9 fairly good performance

7.0 – 7.9 good performance

8.0 – 8.9 very good performance

9.0 – 10 excellent performance

SPA Analysis

The total SPI of 8.4 indicates that stakeholders perceive the performance of the business to be very good. The Shareholders, Suppliers and community perceive the business performance to be very good, the Customers perceive the business performance to be extremely good, and Employees perceive the business to be a good performing organisation.

With reference to the benchmark database it is evident that Phoenix Organics is performing at the highest level compared with other organisations in its size and classification. Phoenix Organics is a medium goods provider and has scored an SPI of 8.4 and an ROI of 7. The benchmark data of 9 medium goods providers shows ratings that fall between 5.6 – 8.4 (SPI) and between 5.0 -10.0 (ROI). Information collection performance and information management performance both have slightly lower ratings to SPI but are still quite close and thus would hereby suggest a medium correlation with SPI and ROI.

The CEO ROI figure is 7 and we can compare this with the Stakeholders derived ROI using the equation - $ROI = -1.16 + 1.15 SPI$

The Stakeholders derived $ROI = (1.15 \times 8.4 - 1.16) = 8.5$

Therefore we can conclude that the stakeholders foresee that the business will have a significantly higher future ROI than the CEO's prediction.

Looking at the benchmark norms for a medium goods provider we can see that the SPI and ROI for Phoenix Organics are above the norm. The norm SPI for a medium goods provider is 7.4 and the norm ROI is also 7.4.

Economic performance is rated as good, *social performance* is given a very good rating while *environmental performance* is perceived to be extremely good across the board. Amongst the stakeholder groups, the highest performance rating is 9.6 from the

customers for *perceived environmental performance* which is a very positive result; the lowest rating is 7.5 from the suppliers for *perceived economic performance*.

For the individual indicators, the highest rating was 9.8 (indicating extremely good performance) from Customers for *ethical standards, employee relationships and preservation of the environment*. The lowest rating was 5.9 (indicating fairly poor to adequate performance) from employees for *stakeholder information* Followed by 6.1 (indicating adequate- fairly good performance) from employees for *information utilisation*. Overall however, the greatest perceived strength of the business after is *ethical standards*, and the greatest perceived weakness is *information utilisation*.

The overall (un-weighted) performance was rated as good by the shareholders and very good by Suppliers, Community and Customers. *Overall performance* was rated as fairly good by employees. This indicates a gap between the perceptions of the shareholders and the employees.

Perceived information collection scores and *Perceived Information management* scores are similar to *perceived economic performance* with a small difference of 0.4. This is a difference between the information related figures and *perceived environmental* and *perceived social performance*. This is more than likely due to a low score by the employees and suppliers on utilisation of information. Finding the average of these information related figures gives us 7.5 which is still close to the overall SPI of 8.4.

Quantitative vs. Qualitative Co-relationships:

A comparison of the quantitative data with the qualitative responses shows a number of significant trends which strengthen the validity of the results.

There are a number of significant co-relationships between the quantitative data and the qualitative responses for Phoenix Organics. Ethical standards was shown to be the highest rated performance variable in the quantitative data. This is endorsed by the amount of positive stakeholder feedback. The community was impressed with the fact that Phoenix Organics have a sustainability director. The employees were proud of the

sustainable use of natural resources and the employee morale. The customers believe that Phoenix Organics is committed to people and the environment. The suppliers feel that Phoenix Organics operates with integrity, and is impressed with the management & shareholders commitment to sustainability of resources and the environment.

There was a large amount of qualitative support for the environmental indicators in the quantitative data. The high environmental performance was resonated through the strengths and opportunities section of the SWOT analysis.

The employees had the lowest SPI in the quantitative data which was affected by the low economic performance variables. Analysis of the employees qualitative responses shows that the employees believe Phoenix Organics is have to spend too much money on maintaining its production facilities. The employees also mention the fact that there is often a shortage of organics raw materials due to seasonal produce. Another aspect that may have influenced their quantitative scores was that they visualize a threat as the New Zealand dollar strengthens against export market currencies.

Customers scored the highest SPI and feel that Phoenix Organics is a market leader. They would like to see Phoenix Organics enter the supermarkets and increase awareness of ethical consumption.

Overall Summary SWOT

| | |
|---|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • Commitment to people and the environment • People skills • Sustainable use of resources • Good product development & good employee relationships • Staff personality/ knowledge and will to succeed • Flexibility due to size. directors involvement • High quality products, employee pride in products | <p>Weaknesses</p> <ul style="list-style-type: none"> • Cost of raw materials, small margins • Taking cheap shortcuts on the plant and having to pay more in upgrades and repairs than if new plant was purchased in the beginning • Seasonal business • Smaller player in a large corporate driven market • Conformance to policy • Information collection |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Export of organic drinks made in NZ will increase as the rest of the world looks for a healthier option • Innovation in growing the product range of the business • High pricing for products • Expansion into more chains | <p>Threats</p> <ul style="list-style-type: none"> • NZ government with its lack of vision and its stance on organics and GE. • Competition, consumer lack of awareness or support for organic products. • Being able to find continuity, quantity and quality of ingredients for production • Lack of organic ingredients • Competitive pressure from existing and new beverage manufacturers that see Organics as a market opportunity for volume but not quality |

The above table shows the key areas from this study highlighted by the stakeholders in their qualitative response. The stakeholders' individual comments are to follow.

Break Down of Verbatim Comments by Stakeholder Group

Community

Strengths

- Having a sustainability director

Opportunities

- Increase demand for 'safe' food and beverages

Threats

- Increased undermining of the safe food message by bigger players losing their market share

Customers

Strengths

- The shared vision of the founders/owners
- Commitment to people and the environment
- Good communication, market leader

Weaknesses

- The rapid growth, is it being managed, is it sustainable?
- Cost of raw materials, small margins

Opportunities

- Somehow take the Phoenix philosophy and products into mainstream New Zealanders shopping patterns. To increase product range and NZ grown.
- Increase awareness around ethical consumption
- Export of organic drinks made in NZ will increase as the rest of the world looks for a healthier option

Threats

- NZ government with its lack of vision and its stance on organics and GE.
- Competition, consumer lack of awareness or support for organic products.
- Increased competitions

Employees

Strengths

- delivering on the founding principles of the company
- People skills e.g. built up knowledge
- Sustainable use of resources
- Good product development & good employee relationships
- Excellent products, great employee moral, phoenix brand name

Weaknesses

- Taking cheap shortcuts on the plant and having to pay more in upgrades and repairs than if new plant was purchased in the beginning
- Seasonal business, need to source some materials which are more environmentally friendly i.e. pallet wrapping and plastic containers
- Seasonal
- Conformance to policy
- Information collection

Opportunities

- Innovation in growing the product range of the business

- Good products
- International markets
- Australian market, supermarket extension lines and continued production of organic drinks

Threats

- Being able to find continuity, quantity and quality of ingredients for production
- Lack of organic ingredients
- GE
- Strong New Zealand currency does not help with exports
- Cheaper priced competition

Suppliers

Strengths

- Excellent product and an excellent team
- People & Brand
- Information on hand is well utilized in decision making
- Products, positioning and distribution
- Personal integrity
- Preservation of the environment
- Management (Sales & Marketing)
- Management & shareholders commitment to sustainability of resources and the environment
- Staff personality/ knowledge and will to succeed
- Flexibility due to size. directors involvement

- High quality products, employee pride in products
- Individual product. Good Marketing skills. having their own fridges and creating brand awareness
- Business is run with integrity, that equals quality products
- Flexibility of current production facility, commitment of the staff to achieving the highest quality standards

Weaknesses

- Small company, so information systems and processes are still developing
- Age and size of current production facility
- Smaller player in a large corporate driven market
- Not enough R&D compiles on individual products
- Adherence to procedures and policies
- staff personalities and age group employed
- Balancing sustainability with growth and profit/return on investment
- Customer awareness in supermarkets
- Supply chain sourcing of organic material
- Market size

Opportunities

- Streamlining the new product development process
- Market expansion into Australia
- Brand building/increasing sales in overseas markets
- Export overseas to UK & America where organics are now becoming the superior drink
- Brand perception by the public
- Strength of organics perception in the market
- Organic product that looks good, tastes great and is consistent
- Australian Market
- High pricing for products

- Expansion into more chains
- Wonderful emerging thinking consumer base
- Mainstreaming organics, putting products in route trade/ supermarket
- Australian market and further NPD export

Threats

- Coca Cola, who may yet launch organic products, increasingly likely as Phoenix grows
- Raw materials rise
- Other larger beverage manufacturers entering organic market
- Government
- Cheap products from overseas
- Large corporate buyouts
- Commitment of capital required to penetrate Australian market
- Markets inside cafes competing for fridge space
- Red tape, bureaucracy over compliance for consumables worldwide
- Ingredient supply fluctuation and vulnerability
- Larger corporations doing more superior R&D and using more capital for advertising
- Price attack by large corporate's when they start to loose more market share
- Competitive pressure from existing and new beverage manufacturers that see Organics as a market opportunity for volume but not quality

4.3.3 Route 66

Table 4. Stakeholder Performance Appraisal

| 37 Stakeholders | (9)Customers | (18)Employees | (6)Suppliers | (2)Community | (2)Shareholders | Total |
|---------------------------------------|--------------|---------------|--------------|--------------|-----------------|-------|
| Customer relationships | 9.5 | 8.2 | 8.5 | 8.5 | 8 | 8.5 |
| Employee relationships | 9.3 | 8.8 | 8.3 | 7.5 | 7.5 | 8.3 |
| Supplier relationships | 9 | 7.8 | 8.5 | 7.5 | 7.5 | 8.1 |
| Community relationships | 9.3 | 7.8 | 9.0 | 7.5 | 8 | 8.3 |
| Shareholder relationships | 8 | 8.3 | 7.0 | 8.5 | 6.5 | 7.7 |
| Ethical standards | 9.6 | 8.3 | 9.3 | 7.5 | 7.5 | 8.5 |
| Preservation of the environment | 6.5 | 7.1 | 6.3 | 7.5 | 7.5 | 7.0 |
| Sustainable use of natural resources | 6.4 | 7.1 | 6.3 | 6.5 | 6.5 | 6.6 |
| Provision of value for money products | 7.8 | 7.3 | 7.8 | 6.5 | 6.5 | 7.2 |
| Profitability | 9 | 7.3 | 6.5 | 6.5 | 5 | 6.9 |
| Return on Investment | 9.1 | 6.8 | 7.0 | 8.5 | 5.0 | 7.3 |
| Formal Information Collection | 9.3 | 6.8 | 8.3 | 6.5 | 6.0 | 7.4 |
| Stakeholder Information | 7.6 | 6.8 | 7.0 | 6.5 | 7.5 | 7.1 |
| Information Accessibility | 8.5 | 6.8 | 7.0 | 6.5 | 5.5 | 6.9 |
| Information Utilization | 7.9 | 7.1 | 7.0 | 7.5 | 6.0 | 7.1 |
| Overall Performance | 7.8 | 7.1 | 7.3 | 7.5 | 5.0 | 6.9 |
| Social performance | 9.1 | 8.2 | 8.4 | 7.8 | 7.5 | 8.2 |
| Environmental performance | 6.5 | 7.1 | 6.3 | 7.0 | 7.0 | 6.8 |
| Economic performance | 8.6 | 7.1 | 7.1 | 7.2 | 5.5 | 7.1 |
| Information collection performance | 8.5 | 6.8 | 7.7 | 6.5 | 6.8 | 7.2 |
| Information management performance | 8.2 | 7.0 | 7.0 | 7.0 | 5.8 | 7.0 |
| Stakeholder Performance Index | 8.1 | 7.5 | 7.3 | 7.3 | 6.7 | 7.4 |
| Future ROI Rating | | | | | | 5.0 |

0.0 – 1.9 extremely poor performance

2.0 – 2.9 very poor performance

3.0 – 3.9 poor performance

4.0 – 4.9 fairly poor performance

5.0 – 5.9 adequate performance

6.0 – 6.9 fairly good performance

7.0 – 7.9 good performance

8.0 – 8.9 very good performance

9.0 – 10 excellent performance

SPA Analysis

The total SPI of 7.4 indicates that stakeholders perceive the performance of the business to be good. The Employees, Suppliers and community perceive the business performance to be good, the Customers perceive the business performance to be very good, and Shareholders perceive the business as an adequate to fairly good performing organisation as indicated by the rating scale shown above.

With reference to the benchmark database it is evident that Route 66 is performing well in comparison with other organisations in its size and classification. Route 66 is a medium goods provider and has scored an SPI of 7.4 and an ROI of 5. The benchmark data of 9 medium goods providers shows ratings that fall between 5.6 – 8.4 (SPI) and between 5.0 -10.0 (ROI). Information collection performance and information management performance both have very similar ratings to SPI and thus would hereby suggest a correlation with SPI and ROI.

The CEO ROI figure is 5 and we can compare this with the Stakeholders derived ROI using the equation - $ROI = -1.16 + 1.15 SPI$

The Stakeholders derived ROI = $(1.15 \times 7.4 - 1.16) = 7.4$

Therefore we can conclude that the stakeholders foresee that the business will have a significantly higher future ROI than the CEO's prediction. This would suggest that there is a gap in perception between the CEO and the rest of the stakeholders in regards to the ROI of Route 66.

Looking at the benchmark norms for a medium goods provider we can see that the SPI and ROI for Route 66 are identical to the norm. The norm SPI for a medium goods provider is 7.4 and the norm ROI is also 7.4. The current SPI and stakeholder derived ROI indicate 7.4 as the businesses perceived performance.

Economic performance is rated as good, *social performance* is given a very good rating while *environmental performance* is perceived to be adequate to fairly good across the board. Amongst the stakeholder groups, the highest performance rating is 9.1 from the customers for *perceived social performance* which is a very positive result; however the lowest rating is 5.5 from the shareholders for *perceived economic performance*.

For the individual indicators, the highest rating was 9.6 (indicating extremely good performance) from Customers for *ethical standards*. The lowest rating was 5.0 (indicating fairly poor to adequate performance) from shareholders for *ROI* and *overall performance* Followed by 5.5 (indicating adequate performance) from shareholders for *information accessibility*. Overall however, the greatest perceived strength of the business after is *customer relationships*, and the greatest perceived weakness is *sustainable use of natural resources, profitability and information accessibility*.

The overall (un-weighted) performance was rated as good by Employees, Suppliers, Community and Customers. *Overall performance* was rated as adequate by Shareholders. This indicates a large gap between the perceptions of the shareholders and the rest of the stakeholders.

Quantitative vs. Qualitative Co-relationships:

A comparison of the quantitative data with the qualitative responses shows a number of significant trends which strengthen the validity of the results.

Customer relationships and ethical standards were the two indicators that scored the highest within the quantitative analysis. This was supported through the SWOT analysis with the customers making reference to the staff having a great relationship with each other and that flows over to their customers. The customers commented on the staff always smiling, showing great customer service and providing customers with a warm environment. Suppliers also commented on the good relationships between staff and the customers.

The environmental performance of Route 66 is lower than both that of the economic and social performance. There was however no reference to environmental elements in the qualitative analysis. In contrast there was a wide variety of comments regarding economic and social performance. Most of the verbatim regarding social performance was positive. The shareholders made a comment about the apparent increase in demotivated staff, which was one of the only negative social perceptions. The economic verbatim seems to support the lower economic rating. Close links between cheaper competitors was shown through numerous stakeholder groups. Community, customers and the employees all mention the negative attributes of the Takapuna store location. There is an apparent lack of foot traffic which is affecting the economic performance of the store. This is affecting the overall performance of Route 66 as illustrated in the overall performance rating in the quantitative data.

The information collection and information management has been rated quite high in the quantitative data. In the qualitative section we see the appearance of an information system breakdown. Suppliers mention that Route 66 has an inability to respond quickly to market needs. The suppliers also identify the lack of ability change within an organisation. Both of these attributes could be countered with the correct adoption of an appropriate stakeholder information and collection system. This type of system was highlighted as being an opportunity for Route 66 by its suppliers.

In order to increase the economic performance of Route 66 branding opportunities need to increase, and a successful method of doing this would be to partner with other similar companies. The Takapuna store in particular, needs to adopt this strategy to generate foot traffic into the store. Partnering with other local stores in that specific area would bring down the marketing expenses.

Overall Summary SWOT

| | |
|--|--|
| <p>Strengths</p> <ul style="list-style-type: none"> • Knowledgeable staff • Selection of brands/stock/ranges • Good team environment/ friendships • Customer Care | <p>Weaknesses</p> <ul style="list-style-type: none"> • Takapuna store location • Response to market needs & ability to adapt. • Information filtering down to staff • Suppliers/wholesaler relationships • Control systems, extracting and interpreting information |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Branding opportunities could be increased • Exclusive labels create a point of difference over other stores. Working closely with top labels that may not be exclusive to Newmarket. • Maintaining up to date leading edge fashion • To promote alongside other companies who target similar markets | <p>Threats</p> <ul style="list-style-type: none"> • Shops in the Takapuna mall are a threat to Route 66 Takapuna • Other Jeans & street wear stores • Competition from shops that sell cheaper clothes • The increasing number of street wear shops opening up in the Newmarket area. • Suppliers choosing to also become retailers • Lack of 'foot traffic' at Takapuna |

The above table shows the key areas from this study highlighted by the stakeholders in their qualitative response. The stakeholders individual comments are to follow.

Break Down of Verbatim Comments by Stakeholder Group

Customers

Strengths

- The staff have a great relationship with each other and that flows over to their customers - i.e. always smiling, great customer service, warm environment and acknowledgement
- The staff are always so knowledgeable and friendly. It really makes buying jeans so much easier.
- Staff
- Knowledgeable staff
- Employees/customer relationships, profitability and overall performance

Weaknesses

- Almost too much variety. Would like to see you focus more on a few main brands and showcase them more effectively
- Takapuna store location

Opportunities

- Branding opportunities could be increased
- To have more clothes in the Takapuna store

Threats

- Other stores for example Paris Texas
- Shops in the Takapuna mall are a threat to Route 66 Takapuna
- Other Jeans & street wear stores
- Competition from shops that sell cheaper clothes
- Cheap imitations

Suppliers

Strengths

- Route 66 has a strong history within the retail sector in NZ. They are seen as leaders in their field and have set the standards for many years now. The public perceive Route 66 to be the ultimate jeans store, as well as stocking the latest and coolest fashions from around the globe!
- Selection of brands/stock/ranges
- Staff, customer service - relationships
- Employee/Supplier relationships
- Selection of product and scope / positioning.

Weaknesses

- Changeability
- inability to adapt to changing market demands
- Response to market needs & ability to adapt.
- Changeability and responsiveness within the organisation

Opportunities

- Exclusive labels create a point of difference over other stores. Working closely with top labels that may not be exclusive to Newmarket.
- To recognise changing market demands and adapt the business to these demands
- Refining brands/ranges
- To develop street wear to the level of the denim range
- Market trends against denim

Threats

- The increasing number of street wear shops opening up in the Newmarket area.
- New entrants into the market
- Fashion type products and new product entry

- Other street wear competition
- Store competitors

Employees

Strengths

- Customer Service / Staff.
- Brand diversity
- Employee relationships
- Staff are tight and team orientated
- Good team environment/ friendships
- Customer Care
- Service - with customers, suppliers and staff.
- Diversity of brands

Weaknesses

- Organizational Structure.
- Location of the Takapuna store
- Information filtering down to staff
- Suppliers/wholesaler relationships
- Control systems, extracting and interpreting information
- Management/corporate decisions/buying decisions
- Maintaining shop image, reinventing itself

Opportunities

- Working towards the right brand/range mix.
- To promote alongside other companies who target similar markets
- Work together with competitors
- Keeping up and maintaining with current fashion trends
- Expansion

- Brand promotion
- Maintaining up to date leading edge fashion
- Purchasing stock similar to key competitors like Brave and Paris
- Advertisement
- A constant supply of new customers moving into the target age group, then retaining lifetime customers

Threats

- Lack of 'foot traffic' at Takapuna
- Competitors.
- Being a common shop
- Direct and indirect competitors
- Other shops selling jeans at lower prices
- Suppliers choosing to also become retailers

Shareholder

Strength

- Well informed motivated staff

Weakness

- Uninformed de-motivated staff

Opportunity

- Route 66 is an established credible business, it is time to get behind ourselves and really push our brand Route 66

Threat

- Competition
(There were no community responses in this case)

4.3.4 Serra Foods

Table 5. Stakeholder Performance Appraisal

| 34 Stakeholders | (13)Customers | (6)Employees | (12)Suppliers | (2)Community | (1)Shareholders | Total |
|---------------------------------------|---------------|--------------|---------------|--------------|-----------------|-------|
| Customer relationships | 8.2 | 7.3 | 7.8 | 9.5 | 7.0 | 7.9 |
| Employee relationships | 7.0 | 5.0 | 7.5 | 9.0 | 5.0 | 6.7 |
| Supplier relationships | 7.4 | 7.0 | 8.4 | 9.5 | 6.0 | 7.7 |
| Community relationships | 7.0 | 6.8 | 7.9 | 9.0 | 5.0 | 7.1 |
| Shareholder relationships | 7.0 | 5.5 | 8.0 | 9.0 | 5.0 | 6.9 |
| Ethical standards | 7.8 | 7.5 | 9.1 | 8.5 | 8.0 | 8.2 |
| Preservation of the environment | 7.3 | 8.3 | 8.4 | 8.5 | 8.0 | 8.1 |
| Sustainable use of natural resources | 7.0 | 8.0 | 8.6 | 8.5 | 8.0 | 8.0 |
| Provision of value for money products | 8.2 | 7.0 | 8.3 | 8.5 | 7.0 | 7.8 |
| Profitability | 5.0 | 7.7 | 7.5 | 7.5 | 6.0 | 6.7 |
| Return on Investment | 5.0 | 6.0 | 7.8 | 7.5 | 7.0 | 6.7 |
| Formal Information Collection | 8.1 | 7.0 | 7.9 | 9.0 | 8.0 | 8.0 |
| Stakeholder Information | 7.6 | 5.0 | 6.4 | 7.5 | 7.0 | 6.7 |
| Information Accessibility | 7.0 | 5.3 | 7.1 | 8.5 | 7.0 | 7.0 |
| Information Utilization | 7.5 | 6.0 | 6.8 | 7.0 | 5.0 | 6.5 |
| Overall Performance | 7.8 | 4.7 | 6.1 | 7.5 | 6.0 | 6.4 |
| Social performance | 7.4 | 6.5 | 8.1 | 9.1 | 6.0 | 7.4 |
| Environmental performance | 7.1 | 8.1 | 8.5 | 8.5 | 8.0 | 8.1 |
| Economic performance | 6.1 | 6.9 | 7.8 | 7.8 | 6.7 | 7.1 |
| Information collection performance | 7.8 | 6.0 | 7.2 | 8.3 | 7.5 | 7.4 |
| Information management performance | 7.3 | 5.7 | 7.0 | 7.8 | 6.0 | 6.7 |
| Stakeholder Performance Index | 6.9 | 7.2 | 8.2 | 8.5 | 6.9 | 7.5 |
| Future ROI Rating | | | | | | 7.0 |

| | |
|--------------------------------------|-----------------------------------|
| 0.0 – 1.9 extremely poor performance | 5.0 – 5.9 adequate performance |
| 2.0 – 2.9 very poor performance | 6.0 – 6.9 fairly good performance |
| 3.0 – 3.9 poor performance | 7.0 – 7.9 good performance |
| 4.0 – 4.9 fairly poor performance | 8.0 – 8.9 very good performance |
| | 9.0 – 10 excellent performance |

SPA Analysis

The total SPI of 7.5 indicates that stakeholders perceive the performance of the business to be good. The Employees are happy with the business holistically giving a good SPI score, Suppliers and Community perceive the business performance to be very good, the Shareholders perceive the business performance to be fairly good, and the customers share this view.

With reference to the benchmark database it is evident that Serra Foods is performing well in comparison with other organisations in its size and classification. Serra Foods is a small goods provider and has scored an SPI of 7.5 and an ROI of 7. The benchmark data of 6 medium goods providers shows ratings that fall between 6.0 – 7.7 (SPI) and between 6.0 -8.0 (ROI). Information collection performance and information management performance both have very similar ratings to SPI and thus would herby suggest a correlation with SPI and ROI.

The CEO ROI figure is 7 and we can compare this with the Stakeholders derived ROI using the equation - $ROI = -1.16 + 1.15 SPI$

The Stakeholders derived ROI = $(1.15 \times 7.5 - 1.16) = 7.5$

There for we can conclude that the stakeholders foresee that the business will have a slightly higher future ROI than the CEO's prediction.

Looking at the benchmark norms for a small goods provider we can see that the SPI and ROI for Serra Foods are both above and below the norm. The norm SPI for a small goods provider is 6.9 and the norm ROI is 7.4. The current SPI for Serra foods is above the norm SPI. The CEO's ROI forecast is below the norm ROI level, however the stakeholder derived ROI indicates 7.5 as the businesses perceived performance, which is above the benchmark ROI norm.

Social and economic performances are rated as good, while *environmental performance* is perceived to be very good across the board. Amongst the stakeholder groups, the

highest performance rating is 9.1 from the community for *social performance* which is a very positive result; however the lowest rating is 6.0 for *social performance* from the shareholders followed by 6.1 from customers for *economic performance*.

For the individual indicators, the highest rating was 9.5 (indicating extremely good performance) from the community for *customer and supplier relationships*. The lowest rating was 4.7 (indicating fairly poor performance) from employees for *overall performance* Followed by 5 (adequate performance) from shareholders and employees for *employee relationships*, The shareholders also gave this score for *community relationships, shareholder relationships, and stakeholder information utilisation*. The employees gave a 5 for *stakeholder information collection*, and the customers gave a 5 for *profitability and return on investment*. Overall however, the greatest perceived strength of the business is *ethical standards*, followed by *preservation of the environment*. The greatest perceived weakness is *overall performance* closely followed by *utilisation of stakeholder information*. This weakness is something that will need to be improved through increased awareness and promotion of services being better than competitors. Collection of stakeholder information needs to become common practice and this information needs to be put into action plans and carried out accordingly.

The overall (un-weighted) performance was rated as good by the Community and Customers. *Overall performance* was rated as fairly good by Shareholders and by suppliers and fairly poor by the Employees. This indicates a significant gap between the perceptions of the key stakeholders and the employees.

Serra Foods has a few small areas to tighten up on and in doing so will elevate the SPI and Future ROI. The biggest positive element that I have been able to identify in Serra Foods is the trust in the product, the belief in the products quality has resonated through the results. The most significant weakness was the collection of Stakeholder information and using that information to grow the business and keep all stakeholders happy and motivated. The stakeholders, who perceive a business to care about them, are stakeholders who will always support the business. The employees are slightly

disgruntled over factory work habits, and factory capacity. This is easy to overcome by using the results provided in the follow SWOT analysis to set up a list of action plans.

Quantitative vs. Qualitative Co-relationships:

A comparison of the quantitative data with the qualitative responses shows a number of significant trends which strengthen the validity of the results.

Similar to the case of Phoenix Organics, Serra Foods has ethical standards as the highest rated performance variable within the quantitative data. This has also been supported by the qualitative responses. The customers commented on how Serra Foods has a genuine commitment to sustainability. Customers also felt that Serra Foods operates with a genuine willingness to ensure client satisfaction. Serra Foods is said to value its customers which has obviously contributed to the high ethical standards score.

The customers also feel that Serra Foods is very competitively priced which could explain the high value for money rating given by the customers. This coupled with the fact that the customers scored profitability and return on investment quite poorly. This again establishes a link which would suggest that Serra Foods are perceived to be an ethical organisation.

Employees scored the stakeholder information collection and management the lowest in the quantitative analysis. This is also apparent in the qualitative responses with employees highlighting a lack of communication, and going on to mention some attitudes towards their tasks are not very customer focused. The employees also stated that information flows and growth rates were a weakness but that there were both improving. Suppliers mention information systems as a weakness in their qualitative analysis. The suggestion here is that Serra Foods need to implement an information flow system from all stakeholders directly to management. Serra Foods need a stakeholder performance appraisal every twelve months to keep the communication lines open between stakeholders and organisational management.

Economic performance was rated lower than social and environmental performance. The qualitative analysis shows where the areas for improvement are for this performance measure. There is a lack of advertising for the products which was highlighted by the suppliers. The employees mention that the factory does not have the capacity to keep up with the demand for Serra Foods products. Customers highlighted some packaging problem which occurred in the past, however the key weakness here was marketing related with Serra Foods being perceived as having a low profile.

The social performance measure was lower than the environmental. Analysis of the qualitative responses shows some negative social comments. The employees mention that some of the key employees have no accountability and they are not keeping up with the company growth. The suppliers have also indicated this by commenting on the fact the some staff need to improve their processes to meet production levels.

The environmental performance was the highest rated performance variable. This was resonated in the qualitative responses. Suppliers mention that Serra Foods have an Organic Image, employees support this statement with mentioning the environmental and organic image of Serra Foods. The customers had lower environmental performance ratings in the quantitative analysis however still felt that Serra Foods has an organic strength and is ethical across the board.

Overall Summary SWOT

| | |
|--|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • its history - customer loyalty - good staff • Its genuine commitment to sustainability. • Quality Organic products at an affordable price • Having good people to make and sell the product. • Flexible, fast to market, organic niche • Jim Small and the product • Strong direction. | <p>Weaknesses</p> <ul style="list-style-type: none"> • milk supply • Low profile. • Lack of communication. Some attitudes towards there tasks, not very customer focused or GMP focused. • Lack of a factory that is capable of keeping up with demand. • Systems that are very back yard hobby like. • Some key employees have no accountability and they are not keeping up with the company growth. |
| <p>Opportunities</p> <ul style="list-style-type: none"> • to further support the growing GE free/organic community in NZ & overseas • Overseas Markets. We could produce more "lite" organic products such as Lite Sour Cream, Cream cheese. • Developing uniqueness within the category either through packaging, flavors or styles. Focus on GE, Organic | <p>Threats</p> <ul style="list-style-type: none"> • Missing the opportunities due to lack of capacity. • Growing at a pace that is too slow • Marketing (advertising, et al) from competitors • Better resourced and funded dairy companies, inability to continually innovate and stay ahead of the market • Supply of raw product to the required level |

The above table shows the key areas from this study highlighted by the stakeholders in their qualitative response. The stakeholders' individual comments are to follow.

Break Down of Verbatim Comments by Stakeholder Group

Customers

Strengths

- Its genuine commitment to sustainability.
- Excellent quality - organic strength that we can leverage with our marketing.
- Accessibility to Management for action required in regards to product issues.
- A genuine willingness to ensure client satisfaction.
- it seems to value its products and its customers
- As a consumer: offering a healthy, natural product.
- Quality Organic products at an affordable price
- Consistent quality. Efficient with integrity when dealing with customers.
- Great products - innovation and quality.

Weaknesses

- Bulk 10 Liter pale is dumped.
Used some dodgy brand consultancy early on but new packaging is excellent!!
- In regards to Frozen Clotted Cream there are seasonal problems with base ingredient supply which results in product quality issues and supply issues.
- Low profile.

Opportunities

- To spread the word of sustainability and therefore grow the demand for these products and services.
- Rise of Yogurt/ Organics - diversification to other related products under the Cyclops brand now that national distribution achieved and base brand equity / awareness is established.
- Don't know about current practices but to me the environment and sustainable practices are very important.
- to further support the growing GE free/organic community in NZ & overseas
- Doing this survey realized I know very little about the company and the expanding organic market
- You have great products - now you just need to promote them more and expand on them.
- a wider range of flavors and sizes

Threats

- Big players seeking to enter your niche.
- Sustainability (Organics) becoming mainstream and a large corporate food manufacturer stealing the market.
- succumbing to materialism with a focus on profit rather than achieving ideological and ethical goals
- I really wish that NZ could work towards GE-Free food and use this as a point of difference in exporting.

Employees

Strength

- Product is great and good quality. Its environmental and organic image.
- Providing a good product that is strongly filling a market segment
- Excellent product that sells for its quality. We are still small enough to be special. Most employees work towards a quality yogurt.
- Having good people to make and sell the product.

Weaknesses

- Lack of communication. Some attitudes towards their tasks, not very customer focused or GMP focused.
- Lack of a factory that is capable of keeping up with demand. Systems that are very back yard hobby like. Some key employees have no accountability and they are not keeping up with the company growth.
- Staff letting us down, also our suppliers.
- Information flows and growth rates, but both improving

Opportunities

- That possibility of diversifying product ranges. Exporting our range and increasing the market.
- Exporting and looking after key staff
- Overseas Markets. We could produce more "lite" organic products such as Lite Sour Cream, Cream cheese.
- To get bigger and sell more including going overseas with our product.

Threats

- Missing the opportunities due to lack of capacity.
- Milk supply. Factory capacity. Some employees. Lack of foresight within management.
- Losing the supply of organic milk we get as without it we can't make organic yogurt Large competitors and Supermarket chains

Suppliers

Strengths

- Ability, consistency of product, packaging.
- Ethics and a genuine belief in what they do.
- Strong direction.
- Flexibility with suppliers, excellent product range and brands, growing new markets in organic/ natural niche.
- Organic image
- Good people, forward thinking, understand other peoples roll within their business.
- Product and brand
- good staff relationship
- Quality product, good management
- Flexible, fast to market, organic niche
- Jim Small and the product

Weaknesses

- Information systems
- Small in size in comparison to competitors

- Sourcing organic ingredients at realistic prices. Manufacturing location for daily fresh products.
- lack of advertising
- lack of room and age of the premises
- Production facility and capital backing may limit expansion/growth
- need to improve staff to production levels
- Definite view of growth strategy and to what level
- Location, product range
- Distribution, capacity to grow

Opportunities

- Developing uniqueness within the category either through packaging, flavors or styles. Focus on GE, Organic
- Taking the high ground in the premium yogurt market with more variants and wider but more targeted distribution
- cultured foods (ie Dips), organic, export
- Could ramp up growth to a greater level including export if management wished to do so.
- establishing niche markets for organic products
- Leveraging brand to extend range into conventional. (utilize image of brand)
- exportation of their organic product
- Stick with a limited range of goods
- North Island main stream markets for organic yogurts and dairy products.
- Expansion into new products and new markets (overseas)

Threats

- Growing at a pace that is too slow
- Marketing (advertising, et al) from competitors

- Better resourced and funded dairy companies, inability to continually innovate and stay ahead of the market
- Supply of raw product to the required level
- competition
- Becoming main-stream and trying to compete against the big boys.
- environmental
- Organic milk supply, competitor activity in the NI particularly

Shareholder

Strength

- its history - customer loyalty - good staff

Weakness

- milk supply

Community

Strength

- Unique Product

Weakness

- Small market in New Zealand

Opportunity

- Export along with new product development

Threats

- Competition

4.3.5. Urgent Couriers

Table 6. Stakeholder Performance Appraisal

| 27 Stakeholders | (10)Customers | (9)Employees | (4)Suppliers | (3)Community | (1)Shareholders | Total |
|---------------------------------------|---------------|--------------|--------------|--------------|-----------------|-------|
| Customer relationships | 7.9 | 9.3 | 8.5 | 6.7 | 8.0 | 8.1 |
| Employee relationships | 8.1 | 8.8 | 8.5 | 7.0 | 6.0 | 7.7 |
| Supplier relationships | 7.8 | 8.6 | 9.0 | 6.7 | 9.0 | 8.2 |
| Community relationships | 7.9 | 8.6 | 8.8 | 8.0 | 8.0 | 8.2 |
| Shareholder relationships | 7.8 | 8.0 | 8.0 | 7.3 | 10.0 | 8.2 |
| Ethical standards | 8.0 | 9.1 | 9.5 | 8.0 | 9.0 | 8.7 |
| Preservation of the environment | 7.7 | 9.2 | 8.5 | 7.0 | 6.0 | 7.7 |
| Sustainable use of natural resources | 7.7 | 9.3 | 8.3 | 7.0 | 5.0 | 7.5 |
| Provision of value for money products | 7.6 | 9.0 | 7.8 | 7.5 | 7.0 | 7.8 |
| Profitability | 8.0 | 8.0 | 6.7 | 7.5 | 6.0 | 7.2 |
| Return on Investment | 8.0 | 7.7 | 6.7 | 6.5 | 5.0 | 6.8 |
| Formal Information Collection | 8.3 | 7.8 | 7.8 | 6.0 | 6.0 | 7.2 |
| Stakeholder Information | 8.1 | 7.8 | 7.8 | 6.3 | 3.0 | 6.6 |
| Information Accessibility | 7.3 | 8.0 | 7.0 | 5.7 | 6.0 | 6.8 |
| Information Utilization | 8.1 | 8.4 | 7.8 | 6.0 | 6.0 | 7.3 |
| Overall Performance | 8.6 | 8.7 | 8.0 | 7.0 | 7.0 | 7.9 |
| Social Performance | 7.9 | 8.7 | 8.7 | 7.3 | 8.3 | 8.2 |
| Environmental Performance | 7.7 | 9.3 | 8.4 | 7.0 | 5.5 | 7.6 |
| Economic Performance | 7.9 | 8.2 | 7.0 | 7.2 | 6.0 | 7.3 |
| Information Collection Performance | 8.2 | 7.8 | 7.8 | 6.2 | 4.5 | 6.9 |
| information Management Performance | 7.7 | 8.2 | 7.4 | 5.8 | 6.0 | 7.0 |
| Stakeholder Performance Index | 7.8 | 8.7 | 8.0 | 7.1 | 6.6 | 7.7 |
| Future ROI Rating | | | | | | 5.0 |

0.0 – 1.9 extremely poor performance

2.0 – 2.9 very poor performance

3.0 – 3.9 poor performance

4.0 – 4.9 fairly poor performance

5.0 – 5.9 adequate performance

6.0 – 6.9 fairly good performance

7.0 – 7.9 good performance

8.0 – 8.9 very good performance

9.0 – 10 excellent performance

SPA Analysis

The total SPI of 7.7 indicates that stakeholders perceive the Triple Bottom Line performance of the business to be good. The Employees are very happy with the business holistically giving a very good SPI score and the suppliers share this view. The Customers and the Community perceive the business performance to be good. The Shareholders perceive the business performance to be fairly good on a triple bottom line scale.

With reference to the benchmark database it is evident that Urgent Couriers is performing well in comparison with other organisations in its size and classification. Urgent Couriers is a medium service provider and has scored an SPI of 7.7 and an ROI of 5. The benchmark data of 14 medium service providers shows ratings that fall between 5.3 – 8.4 (SPI) and between 3.0 -10.0 (ROI). Information collection performance and information management performance both have very similar ratings to SPI and thus would hereby suggest a correlation with SPI and ROI.

The CEO ROI figure is 5 and we can compare this with the Stakeholders derived ROI using the equation - $ROI = -1.16 + 1.15 SPI$

The Stakeholders derived ROI = $(1.15 \times 7.7 - 1.16) = 7.7$

There for we can conclude that the stakeholders foresee that the business will have a significantly higher future ROI than the CEO's prediction. This would suggest that there is a gap in perception between the CEO and the rest of the stakeholders in regards to the ROI of Urgent Couriers.

Looking at the benchmark norms for a medium service provider we can see that the SPI and ROI for Urgent Couriers are both above and below the norm. The norm SPI for a medium service provider is 7.2 and the norm ROI is 6.8 The current SPI for Urgent Couriers is above the norm SPI. The CEO's ROI forecast is below the norm ROI level, however the stakeholder derived ROI indicates 7.7 as the businesses perceived performance, which is above the benchmark ROI norm.

The highest triple bottom line score was for *environmental performance* by the employees with a score of 9.3. Employees and Suppliers scored very high for the *social performance* area with 8.7 closely followed by the shareholder with 8.3. Overall the *social performance* is seen to be slightly better than the *environmental* and the *economic performance*. Low scores by Suppliers and the Shareholder brought down the *economic performance* rating and this could show a gap in perception between the financial reality, and what the employees believe to be the situation. The Lowest triple bottom line score was 5.5 by the Shareholder for *environmental performance*.

For the individual indicators, the highest rating was 10.0 (indicating extremely good performance) from the Shareholder for *shareholder relationships*. The lowest rating was 3.0 (indicating poor performance) from the Shareholder for *stakeholder information collection*. Followed by 5 (adequate performance) from the shareholder for *Return on Investment* and *sustainable use of natural resources*. Overall however, the greatest perceived strength of the business after is *ethical standards*, and the greatest perceived weakness is *stakeholder information collection*. This weakness is something that will need to be improved through increased awareness, communication and management of key stakeholders. Employees gave a very good score (9) for the value for money of the service. This suggests that their behavior towards the services of Urgent Couriers would be positive and confident. This is a productive attitude towards a service and should be enhanced through further service training and attribute awareness.

The overall (un-weighted) performance was rated as very good by the Employees, Suppliers and Customers. *Overall performance* was rated as good by both the Shareholder and the employees. This indicates no significant gap overall between the perceptions of the shareholders and the employees in this regard.

Urgent Couriers has a few small areas to tighten up on and in doing so will elevate the SPI and Future ROI. The biggest positive element that I have been able to identify in

Urgent Couriers is the trust in the organisation, and the belief in the service quality has resonated through the results. The most significant weakness was the collection of Stakeholder information and using that information to grow the business and keep all stakeholders happy and motivated. The stakeholders, who perceive a business to care about them, are stakeholders who will always support the business.

Quantitative vs. Qualitative Co-relationships:

A comparison of the quantitative data with the qualitative responses shows a number of significant trends which strengthen the validity of the results.

The highest performance rating in the quantitative analyses was also ethical standards, which aligns with both Phoenix Organics, and Serra Foods. This is due to an interesting phenomenon which has now been made apparent. Urgent Couriers, Serra Foods and Phoenix Organics are all members of the New Zealand Sustainable Business Network. The NZ SBN is a network of organisations that are committed to sustainability. Urgent Couriers received some very positive qualitative responses regarding ethical issues. Community members mentioned that they felt having LPG fueled vehicles and using bicycles for CBD deliveries was a real strength for the organisation. Urgent Couriers has a real triple bottom line orientation which has been mentioned throughout the qualitative responses from all stakeholder groups.

The lowest performance rating was stakeholder information collection. Customers highlighted that if Urgent Couriers was not to act on information provided by its stakeholders this would be a threat to the organisation. The customers highlighted an opportunity for Urgent which was to communicate more with its stakeholders which would be a positive point of difference against its competitors. Another opportunity that was made clear by the customers was listening to the needs of the people that work for the company. The qualitative analysis supports the quantitative analysis in showing the need for more information collection and management systems for stakeholder management.

Social performance was shown to be the highest performing triple bottom line measurement. This is due to the high ratings for ethical standards and stakeholder relationships. Positive social comments were evident throughout the qualitative analysis. Customers mentioned the great customer service they have received and the quick response time of Urgent Couriers. Customers also highlighted Urgent Couriers good relationships with other sustainable organisations, care of the staff and good management. The Shareholder mentioned that the company operates on family values. Suppliers perceived Urgent Couriers to be honest, stating that there was never a problem to correct when mistakes had been made. The suppliers also highlighted that management were enthusiastic and genuinely interested in operating a business that adds value to everyone involved.

Environmental performance was the second highest triple bottom line rating. There is a large amount of qualitative support for this high rating. Customers mention the care for the environment and commitment to sustainability being core to Urgent Couriers perceived practice. A lot of the environmental feedback is related to the ethical standards of Urgent Couriers.

Economic Performance was rated lower than both environmental and social performance. The qualitative analysis showed some areas that both supported this rating, and highlight where Urgent Couriers could tighten up and raise this rating over the next twelve months. Suppliers mention that Urgent Couriers has the opportunity to strengthen profitable niches, leveraging on what makes Urgent Couriers special. The community members actually mentioned that Urgent Couriers are not perceived as any different from the other courier companies. The community also highlighted that Urgent Couriers needs to promote itself as a role model triple bottom line organisation. Urgent Couriers should communicate its triple bottom line orientation and successes with all its stakeholders. Employees also mentioned the need to differentiate Urgent Couriers from its competitors. Employees also highlight the need to expand. This vision is shared by the suppliers who lists the scale of Urgent Couriers to be a key weakness.

Overall Summary SWOT

| | |
|--|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • TBL orientation. • Relationships with other sustainable business organisations • Great customer service, quick response • Professionalism, caring, practical, honest, • Innovative use of technology • Enthusiastic and committed leadership • Innovation and 'Can do' attitude • The range of services it provides and being adaptable | <p>Weaknesses</p> <ul style="list-style-type: none"> • Insufficient promotion of itself as a role model TBL orientated SME • Competitive market. Vulnerability to fuel price fluctuations. • Service due to traffic congestion • Couriers not doing their job properly. • Drivers letting Urgent down with delivery times and not advising dispatch • Size and lack of big company backing to expand market share |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Use TBL orientation and success in promotion to all stakeholders. • Listening to the needs of the people that work for the company and its customers. • Communicating with stakeholders- positive points of differences from competition • Using technology to enhance our performance and job satisfaction. • Strengthen and grow profitable niches. Alliances. Leverage from current base | <p>Threats</p> <ul style="list-style-type: none"> • Other companies under cutting Urgent on price/service efficiency • Traffic problems in Auckland and fossil fuel dependency • Not acting on information provided by its key stakeholders • Structural change - e-mail, large logistics providers, NZ wide coverage, sustainability in a highly competitive industry. |

| | |
|--------------------------------|--|
| and what makes Urgent special. | |
|--------------------------------|--|

The above table shows the key areas from this study highlighted by the stakeholders in their qualitative response. The stakeholders' individual comments are to follow.

Break Down of Verbatim Comments by Stakeholder Group

Community

Strengths

- It's brand as it is well known
- LPG fuelled courier vehicles.
- Use of bicycles for CBD deliveries.
- TBL orientation.

Weaknesses

- They are not perceived as any different from other courier companies. Therefore they are seen as just another courier company
- Insufficient promotion of itself as a role model TBL orientated SME.

Opportunities

- To develop a unique core differentiator
- Encourage other courier companies and SME's in general to adopt a TBL orientation.
- Use TBL orientation and success in promotion to all stakeholders.

Threats

- Other companies under cutting them on price
- Takeover by a larger, less enlightened courier company.
- Kyoto environmental protocols not adopted internationally.
- Very Competitive cut throat environment

Customers

Strengths

- Great customer service, quick response
- Availability
- Relationships with other sustainable business organisations

- Care for staff and environment
- Management/ownership. Commitment to sustainability.
- Great management and quality of staff answering phones/taking bookings
- Friendly customer service staff

Weaknesses

- Competition
- Size, in relation to multinational competitors
- Dependence on contractors
- Competitive market. Vulnerability to fuel price fluctuations.
- Intelligence and appearance of a few of the drivers. The majority are great, but the occasional one reflects badly on the rest of the company
- Sometimes a little under staffed, i.e. on a Friday afternoon a job has been a little late

Opportunities

- Listening to the needs of the people that work for the company and its customers.
- Expansion into cold freight, and shipping services. Global opportunities.
- To deliver service with care and integrity
- Communicating with stakeholders-positive points of differences from competition.
- Contracts for internet shopping deliveries

Threats

- Not acting on information provided by its key stakeholders
- Competing local courier services
- Traffic problems in Auckland and fossil fuel dependency
- Petrol Prices and traffic congestion

Employees

Strengths

- Professionalism, caring, practical, honest,
- The Staff and the couriers
- Human Resource Management.

Weaknesses

- Service due to traffic congestion
- Couriers not doing their job properly.
- The employment of staff (couriers/office staff) that are not appropriate or up to the standard in which they should be to even get a look into the position they are applying for
- Motivation of staff in some areas, not taking personal responsibility of the area of the business they have control over.
- No government backing
- Expectations on jobs and meeting those deadlines -
- Dispatch

Opportunities

- Being involved with Sustainable business & our advertising and the impression call center and couriers leave with our clients
- To strive for more efficient service standards
- Differentiate our service compared with competitors to gain clients.
- To actually cut down on the amount of clients that Urgent provide for & look after the main important clientele, in regards to getting items picked up & delivered on time & all facilities used on providing the absolute best service that is possible.
- Using technology to enhance our performance and job satisfaction.
- Our point of difference and what we do for the environment
- To expand nationwide

- Staff and contractors offering excellent customer service

Threats

- Other courier companies targeting couriers & clients and lowering their prices.
- Other competitors finding a way for better service before we do
- Couriers not doing their job properly.
- Other courier companies but this will never change as it is a very competitive business, But the employment of inadequate couriers & staff members will threaten the livelihood & reputation of Urgent Couriers in the end.
- Very price driven market place with opposition that are not willing to price their work at what it costs to provide the service.
- Price cutting from other companies
- Other courier companies out doing our service with more reasonable prices -
- Rival courier companies who somehow manage to get key info in order to poach clients.
- Discounting in the market place and traffic conditions

Shareholder

Strengths

- Family values and commitment to sustainable courier earnings. Innovative use of technology

Weaknesses

- Size and lack of big company backing to expand market share

Opportunities

- Tap into growing demand for sustainable suppliers

Threats

- Vulnerability to cost cutting competitors and reduction in work due to technology i.e. e-mail

Suppliers

Strengths

- Honesty and the no problem to correct when mistakes have been made and having 1 person to deal with when there are problems. Deane is a wonderful asset to the company
- A very "hands on" company and keen to embrace new systems and technologies
- Enthusiastic and committed leadership, that is genuinely interested in operating a business that adds value to everyone involved
- Innovation and 'Can do' attitude.. Although I don't have visibility of the profitability of the business, the amount of in-house development of systems to improve the business is very impressive.

Weaknesses

- Drivers letting them down with delivery times and not advising dispatch
- Scale

Opportunities

- Strengthen and grow profitable niches. Alliances. Leverage from current base and what makes Urgent special.

Threats

- Structural change - e-mail, large logistics providers, NZ wide coverage, sustainability in a highly competitive industry.

4.3.6. Wahine Malosi

Table 7. Stakeholder Performance Appraisal

| 27 Stakeholders | (5)Customers | (8)Employees | (3)Suppliers | (9)Community | (2)Shareholders | Total |
|---------------------------------------|--------------|--------------|--------------|--------------|-----------------|-------|
| Customer relationships | 9.6 | 8 | 7.8 | 8.3 | 6.3 | 8.0 |
| Employee relationships | 7.7 | 8.7 | 8 | 7.3 | 7 | 7.7 |
| Supplier relationships | 8.1 | 7.8 | 7.3 | 8.3 | 6.3 | 7.6 |
| Community relationships | 10 | 8 | 8.5 | 8.9 | 8.8 | 8.8 |
| Shareholder relationships | 9.1 | 6.4 | 8.5 | 8.4 | 7.5 | 8.0 |
| Ethical standards | 9.1 | 8.2 | 8 | 9.1 | 8.8 | 8.6 |
| Preservation of the environment | 8.1 | 7.8 | 7.5 | 8 | 7.5 | 7.8 |
| Sustainable use of natural resources | 8.1 | 8 | 6 | 7.8 | 8.3 | 7.6 |
| Provision of value for money products | 9.1 | 8.4 | 8 | 8.7 | 7.8 | 8.4 |
| Profitability | 8.3 | 8.3 | 5.5 | 8.1 | 5.8 | 7.2 |
| Return on Investment | 9.3 | 7.8 | 5 | 8.4 | 6 | 7.3 |
| Formal Information Collection | 9.8 | 8.3 | 9 | 8.7 | 7.8 | 8.7 |
| Stakeholder Information | 7.4 | 8.3 | 7 | 7.7 | 6.5 | 7.4 |
| Information Accessibility | 8.1 | 8.2 | 7.3 | 7.8 | 7 | 7.7 |
| Information Utilization | 7.4 | 8.2 | 7.3 | 7.9 | 6.7 | 7.5 |
| Overall Performance | 8.3 | 7.8 | 7.3 | 7.6 | 7.8 | 7.8 |
| Social performance | 8.9 | 7.9 | 8.0 | 8.4 | 7.5 | 8.1 |
| Environmental performance | 8.1 | 7.9 | 6.8 | 7.9 | 7.9 | 7.7 |
| Economic performance | 8.9 | 8.2 | 6.2 | 8.4 | 6.5 | 7.6 |
| Information collection performance | 8.6 | 8.3 | 8.0 | 8.2 | 7.2 | 8.1 |
| Information management performance | 7.8 | 8.2 | 7.3 | 7.9 | 6.9 | 7.6 |
| Stakeholder Performance Index | 8.6 | 8.0 | 7.0 | 8.2 | 7.3 | 7.8 |
| Future ROI Rating | | | | | | 6.0 |

0.0 – 1.9 extremely poor performance

2.0 – 2.9 very poor performance

3.0 – 3.9 poor performance

4.0 – 4.9 fairly poor performance

5.0 – 5.9 adequate performance

6.0 – 6.9 fairly good performance

7.0 – 7.9 good performance

8.0 – 8.9 very good performance

9.0 – 10 excellent performance

SPA Analysis

The total SPI of 7.8 indicates that stakeholders perceive the performance of the business to be good. The Shareholders and Suppliers perceive the business performance to be good, while the Community, Customers and Employees perceive the business performance as a very good performing organisation as indicated by the rating scale shown above.

With reference to the benchmark database it is clear that Wahine Malosi is performing extremely well in comparison to other organisations in its size and product classification. Wahine Malosi is a small service provider and has scored an SPI of 7.8 and an ROI of 6. The benchmark data of 22 small service providers shows ratings that fall between 5.3 - 7.8 (SPI) and between 4.0 -10.0 (ROI). Information collection performance and information management performance both have similar ratings to SPI and thus would herby suggest a correlation with SPI and ROI.

The CEO ROI figure is 6 and we can compare this with the Stakeholders derived ROI using the equation - $ROI = -1.16 + 1.15 SPI$

The Stakeholders derived ROI = $(1.15 \times 7.8 - 1.16) = 7.8$

Therefore we can conclude that the stakeholders expect the business to have a slightly higher future ROI than the CEO has predicted.

Looking at the benchmark norms for a small service provider we can see that the SPI and ROI for Wahine Malosi are both above and below the norm. The norm SPI for a small service provider is 6.9 and the norm ROI is 7.4. The current SPI for Wahine Malosi is above the norm SPI. The CEO's ROI forecast is below the norm ROI level, however the stakeholder derived ROI indicates 7.8 as the businesses perceived performance, which is above the benchmark ROI norm.

Economic performance is rated as good, *environmental performance* is also given a good rating while *social performance* is perceived to be very good across the board. Amongst

the stakeholder groups, the highest performance rating is 8.9 from the customers for *perceived social & economic performance* which is a very positive result; however the lowest rating is 6.2 from the suppliers for *perceived economic performance*.

For the individual indicators, the highest rating was 9.6 (indicating extremely good performance) from Customers for *customer relationships*. The lowest rating was 5 (indicating adequate performance) from suppliers for *ROI*, Followed by 5.5 (indicating adequate performance) suppliers *profitability*. Overall however, the greatest perceived strength of the business after *Formal information collection* is *ethical standards*, and the greatest perceived weakness is *profitability and ROI*. (it is to be noted that the suppliers have brought this average down considerably). The overall (un-weighted) performance was rated as good by Suppliers, Employees, Community, and Shareholders. *Overall performance* was rated as very good by Customers.

Quantitative vs. Qualitative Co-relationships:

A comparison of the quantitative data with the qualitative responses shows a number of significant trends which strengthen the validity of the results.

The highest performance measure outlined in the quantitative analysis was the community relationships. Wahine Malosi is a community group that formed a charitable trust, so one would expect to see Wahine Malosi have a strong bond with local community. The qualitative analysis supports this as shown in community responses which are very positive towards Wahine Malosi. The community state that Wahine Malosi understands and works well with the Otara community. Wahine Malosi is said to be committed to showcasing artists in South Auckland with the characteristics of honesty, reliability, industry knowledge and credibility.

The lowest performance rating as highlighted in the quantitative results is that of profitability. This is more than likely due to the fact the Wahine Malosi is a charitable trust and does not operate for profit. However this does not mean that Wahine Malosi doesn't need to think like a business. Wahine Malosi do need to become self sustainable as they currently receive government funding. This government funding has been

highlighted as being a threat to the life of Wahine Malosi. Community members pointed out the macro-environmental threats that existed including changes in regional policies which would intern affect future government investment.

Social performance was the highest rated triple bottom line performance measure. This is due to the high relationship ratings, coupled with the high ethical standards of this charitable organisation. There is an abundance of qualitative support for this quantitative data. The community perceives Wahine Malosi to have strong relationships with customers, employees and the community. Customers feel the bond with Wahine Malosi is solid, and also feel that the community is supportive. Employees have stated that they feel there is a large amount of enthusiasm within and around Wahine Malosi, and the connections are strong with all stakeholders. The employees also believe Wahine Malosi takes a professional team oriented approach to all projects. Shareholders also perceive Wahine Malosi to have strong relationships with the community and with all other stakeholders.

The environmental performance was rated as slightly lower than the social performance but still given a good performance rating. The qualitative analysis supports this good performance rating. The employees mention that Wahine Malosi does have a sustainable use of natural resources approach. The qualitative responses from all stakeholders suggests that Wahine Malosi has a limited amount of resources and uses them wisely. Environmental protection although not mentioned a lot in the qualitative analysis is central to the core values of Wahine Malosi.

The economic performance was the lowest triple bottom line performance measure shown in the quantitative analysis. This again was supported in the qualitative responses. The community were able to identify that there was no strategic direction within the organisation and that there was no formal structure. There is a need for support systems and information systems. Wahine Malosi have been seen to use inexperienced labor for specialized roles. Customers also mentioned that profitability was a key weakness of Wahine Malosi. Suppliers supported the communities comments by stating that Wahine

Malosi needed more of a professional approach and better leadership skills. The suppliers also mentioned that the directors have underestimated the speed of growth and that there was a lack of strategic planning. The shareholders felt that there was a lack of administrative support, and not enough productive space. All stakeholders recognise that funding lines were a major threat and that eventually these funding lines would change or cease.

Overall Summary SWOT

| | |
|--|--|
| <p>Strengths</p> <ul style="list-style-type: none"> • The passion to provide a vehicle for support, education, practical application • Understanding and working with the Otara community • Our honesty, reliability, innovation, transparency | <p>Weaknesses</p> <ul style="list-style-type: none"> • The "passion" does not have strong support systems to sustain the various needs around the arts Office space, the use of inexperienced labor for specialized roles. • Profitability • Limited resources/lack of IT capital/equipment |
| <p>Opportunities</p> <ul style="list-style-type: none"> • WMCT has found a niche market which needs to be addressed and further developed, this can be both beneficial for the local community and profitable for investors • Community support to inspire change towards self sufficiency • Linking with major businesses • Recent publicity through connecting communities and cyber communities can be leveraged at local and national levels | <p>Threats</p> <ul style="list-style-type: none"> • Macro environmental threats including changes in regional policies influencing future government investment • Sustainability, financial and committed people • Opportunistic growth that is grasped at but not planned for, hence a loss of vision. • Local jealousy, small minded funders |

The above table shows the key areas from this study highlighted by the stakeholders in their qualitative response. The stakeholders' individual comments are to follow.

Break Down of Verbatim Comments by Stakeholder Group

Community

Strengths

- Two very competent principles and a cluster of talented volunteers
- Understanding and working with the Otara community
- customer relationships, employee relationships and community relationships
- The passion to provide a vehicle for support, education, practical application
- Committed to showcasing artists in South Auckland. Honesty, reliability, industry knowledge and credibility.

Weaknesses

- strategic direction and formal structure lacking
- Continual search for funding
- The "passion" does not have strong support systems to sustain the various needs around the arts Office space, the use of inexperienced labor for specialized roles.

Opportunities

- Increasing popularity of American influenced pacific contemporary music
- The expansion NZ wide of what WMCT seek to provide
- Growth development - provision of workshops, training.
- Growth of arts and culture in Otara

Threats

- Macro environmental threats including changes in regional policies influencing future government investment
- Sustainability, financial and committed people
- Opportunistic growth that is grasped at but not planned for, hence a loss of vision.
- funding directives taking over the vision of WMCT
- funding lines

Customers

Strengths

- The bond is very solid in general
- Community relationships
- information extraction

Weaknesses

- Profitability

Opportunities

- As the team build bridges, walls crumble and doors open
- Tourism

Threats

- Competition

Employees

Strengths

- Employee relationships are very strong, great enthusiasm and connection with both employees and external groups
- Passion commitment & loyalty
- A professional, integrated team approach to all projects
- Community involvement
- Committed to the community, helping each other, open minded team
- Client focus, client satisfaction
- Extracting information from outside sources

Weaknesses

- Some systems need to be better utilized and developed, just tightening of processes, better flow of info
- Resources
- Limited resources/lack of IT capital/ equipment
- Sustainable use of resources

Opportunities

- WMCT has found a niche market which needs to be addressed and further developed, this can be both beneficial for the local community and profitable for investors
- Community support to inspire change towards self sufficiency
- Linking with major businesses
- To learn and grow in the community, up-skilling and growing in experience
- Huge international interest in local artists/actors/musicians etc
- Developing people to become businesses

Threats

- Reliance on government funding bodies
- Another better funded organisation adopting WMCT approach
- Other talent/industry agencies/companies
- People within WMCT who abuse their authority
- Community opposition
- Lack of resources and support

Shareholders

Strengths

- Relationship with community and with one another
- Our honesty, reliability, innovation, transparency

Weaknesses

- Not enough admin staff and not enough productive space

Opportunities

- Relationship with financial sponsorship

Threats

- Political threats with projects
- Clarification, staffing, funding

Suppliers

Strengths

- WMCT is grounded in the community, willing to take risks, and willing to grow, focused on its members
- Caliber of the employees and directors
- Passion

Weaknesses

- Generally WMCT appears to be a functional group. However like any group, it would also gain from an ongoing professional development plan for its executive in areas that would directly benefit the trust. e.g. Business, management, strategies and planning
- Directors underestimate the speed of growth. Lack of strategic planning is apparent
- Resources

Opportunities

- Recent publicity through connecting communities and cyber communities can be leveraged at local and national levels
- Create partners /champion local development
- unique market

Threats

- Local jealousy, small minded funders
- allowing itself to become complacent
- Negativity

5. Conclusions

5.1. Hypothesis Tests

5.1.1. **All companies collect stakeholder information, but fail to manage this information effectively.**

This research has been able to highlight that businesses are actively trying to gather information about stakeholders. The six organisations in this particular research were all collecting stakeholder information to provide support and direction for managerial decisions. The organisations were seen to be storing the information and using the information for planning purposes and other areas of business development. One element that was highlighted as a concern in this regard was the frequency of information collection. Many of the organisations were only collecting information before a major decision was to be made. The cross case analysis highlights the need for regular information collection activities across all five stakeholder groups.

The data in table 8 also shows that all six organisations collect stakeholder information and use it in an efficient manner. Therefore there is little support for the hypothesis that all companies collect stakeholder information, but fail to manage this information effectively. There are many different ways to manage stakeholder information. The reality is that the best method of managing stakeholder information is the method that makes it easiest for managers to call on that information when making strategic decisions which affect all stakeholders.

5.1.2. There is a significant quantitative correlation between the effectiveness of Stakeholder information systems and the Stakeholder Performance Index.

Table 8. Information Collection and Stakeholder Performance Index

| | Wahine Malosi | Serra Foods | Route 66 | Marine Insurance | Urgent Couriers | Phoenix Organics |
|---|--------------------------|------------------------|---------------------|-----------------------------|----------------------------|-----------------------------|
| Information Collection Performance | 8.1 | 7.4 | 7.2 | 6.7 | 6.9 | 7.7 |
| information Management Performance | 7.6 | 6.7 | 7.0 | 6.4 | 7.0 | 7.3 |
| Aggregate Info Index | 7.9 | 7.1 | 7.1 | 6.6 | 6.9 | 7.5 |
| Stakeholder Performance Index | 7.8 | 7.5 | 7.4 | 6.8 | 7.7 | 8.4 |
| Discrepancy | 0.1 | 0.4 | 0.3 | 0.2 | 0.8 | 0.9 |
| ROI | 6.0 | 7.0 | 5.0 | 7.0 | 5.0 | 7.0 |

Looking at all six cases shown in the table above it is clearly evident that there seems to be some correlation between information collection and information management and SPI.

Across all six cases the average Aggregate Information Index is 7.0

Across all six cases the average Stakeholder Performance Index is 7.6

The discrepancy across all six cases between the aggregate information index and the SPI is 0.6 which suggests that there is some relationship between information collection from key stakeholders and managing this information correctly with the stakeholder performance index.

Table 9. Correlation between Aggregate Information index (AII) and SPI

| | | AII | SPI |
|-----|---------------------|------|------|
| AII | Pearson Correlation | 1 | .715 |
| | Sig. (1-tailed) | | .055 |
| | N | 6 | 6 |
| SPI | Pearson Correlation | .715 | 1 |
| | Sig. (1-tailed) | .055 | |
| | N | 6 | 6 |

Table 9 identifies a significant correlation between AII and SPI therefore we can support the hypothesis that there is a significant quantitative correlation between the effectiveness of Stakeholder information systems and the Stakeholder Performance Index.

5.1.3. Information systems and information management has a significant effect on the stakeholder relationship marketing process.

The potential benefit of improving stakeholder information systems, as shown by the cross case analysis, is the overall improvement of the stakeholder relationship marketing practice itself. This has been shown in the correlations between the aggregate information index and the stakeholder performance index. Stakeholder communicate their wants and needs to the organisation, this information is collected managed and used in managerial decision making, the result is a group of stakeholders who believe they are being listened to. These stakeholders are evidently more likely to respond positively to an organisations managerial decision if they feel that they have been both considered and allowed to have input into the decision making process, whatever that may be. The outcome of this is a likely higher SPI and a likely higher ROI as shown in the database in Table 1.

Some other interesting conclusions which this analysis has been able to uncover is the difference in SPA results between three sustainable businesses and three non-sustainable business. Urgent Couriers, Serra Foods and Phoenix Organics are all members of the New Zealand Sustainable Business Network. The NZ SBN is a network of organisations that are committed to sustainability. Marine Insurance Brokers Ltd., Wahine Malosi and Route 66 are all individual companies with no sustainable affiliations. In all of the sustainable businesses the highest performance rating was ethical standards which were

clearly resonated through the qualitative analysis for all of these companies. Ethical standards affects the social performance of an organisation which therefore affects the triple bottom line performance hence this affects the stakeholder performance index. The three sustainable business network members had higher stakeholder performance index figures than two of the three non-SBN members. Wahine Malosi is a charitable trust and performed well on the triple bottom line measurement, therefore was performing in line with the SBN members. This suggests that businesses who collect triple bottom line information from their stakeholders are perceived to be performing ethical practice and this reflects well on the company. This process is seen to add strength to the relationships marketing for the organisation.

5.1.4. There are seen to be co-relationships between the quantitative and qualitative results that show information systems and management affect organisational performance.

There were significant co-relationships between the quantitative analysis and the qualitative analysis in all six case studies. The performance ratings that were notably identified were; the highest performing rating, the lowest performing rating, the information ratings and social, environmental and economics measures. In every example there was a qualitative response which supported the quantitative rating. This strengthens the validity of the SPA itself. Showing the verbatim SWOT broken down by stakeholder group allows for easy interpretation and highlights which stakeholders have commented on issues highlighted in the quantitative analysis.

5.2. Summary

The main objective of this study was to identify an approach that successfully, and critically, analyses a company's information systems and information management. The stakeholder performance appraisal with the four additional questions has proven to be a successful method in highlighting whether organisations are actually collecting information from their stakeholders. The modified SPA has also shown whether organisations are utilizing this information efficiently and whether this information is managed properly.

This study has been successful in evaluating current information management techniques to uncover fundamental efficiency increases. The six case studies have shown that efficient management of stakeholder information can directly increase the stakeholder performance and thus influence the future return on investment. Although there is no direct evidence of any individual information management techniques, the fundamental concept regarding the importance associated with collecting and utilizing stakeholder information is clearly displayed.

6. Future Research

The area of information management and information systems is vast, and clearly vital to successful relationship marketing. There is a need for further research into methods of information collection, information management, information utilisation and managerial information vs. data.

Future areas of research should focus on the impacts of information management in modern business. Issues like; the effects of born global companies, information across large geographical distance and cultural variables that influence information collection and management.

A similar study into areas of information mining, and stakeholder attraction and retention strategies would also be beneficial and moving closer to uncovering new links between information systems and information management with stakeholder relationship marketing.

One of the key limitations of this study was sample size. Because of the nature of the research the six cases were kept to a maximum of 35 respondents. This was due to the complexity of having to find co-relationships between the quantitative information systems data and the qualitative SWOT responses. Future research into this area would involve larger numbers of respondents, and a larger number of case studies, using this study as a benchmark.

Another limitation of this study was time. In order to gather data from six different companies, the time involved was large given the amount of responses that were evident in the final report. Future research in this area should be given a larger scope with an increased time frame to collect further information from a larger range of cases.

A key area for future research would be the application of the stakeholder performance appraisal using information styled additional questions across national borders, to

incorporate an international scope. There is the need for a proposed study into the impacts of language, culture and diversity on information systems and information management, and the effects on stakeholder relationship marketing. Careful consideration would have to be given to the impacts of translation of the model into different languages. This can often lead to feeling and emotional cues being misinterpreted and meanings being lost.

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