THE UNIVERSITY OF YAOUNDE II-SOA
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ADVANCED SCHOOL OF MASS COMMUNICATION (ASMAC)

ECOLE SUPERIEURE DES SCIENCES ET TECHNIQUES DE L'INFORMATION ET DE LA COMMUNICATION (ESSTIC)

PROFESSIONNAL REALISATION

CIRCULATION OF INTERNAL COMMUNICATION IN THE AFRICAN CENTRE FOR MARKETING, ADVERTISING AND RESEARCH: PRODUCING AN INTRANET AND THE A HOUSE ORGAN (NEWSLETTER)

Submitted in partial fulfillment of requirements for the Bachelor of Arts Degree (BA) in information and communication studies.

Option
Corporate Communication

Written by

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SUMMARY

LIST OF ABBREVIATIONS

ACMAR: African Centre for Marketing, Advertising and Research.

AMG: Acmar Media Group

ASMAC: Advanced School of Mass Communication

DAN: Dentsu Aegis Network

LSBF: London School of Business and Finance

MBA: Master of Business Administration

OOH: Out OF Home

PESTEL: Political, Economic, Social, Technological, Ecological and Legal.

PIFI: Partnership, Integrity, Focus, Innovates

SIPR-O: Satisfactions In-satisfactions, Potentialities, Risks and Objectives

SMS: Short Message Service

SOTAC: Situation analysis, Objectives, Strategy, Tactics, Action, Control

SWOT: Strengths, Weaknesses, Opportunities, Threats

UK: United Kingdom

WACA: West and Central Africa

CEO: Chief Executive Officer.

LISTS OF TABLES

INTRODUCTION

This report is submitted for approval as evidence of an academic exercise carried out as part of the requirements of the Advanced School of Mass Communication, (ASMAC) specifically Corporate Communication. This exercise is carried out in the aim of reinforcing professionalism and ensuring that the learners have fully acquired their lessons and skills. This defence project is carried out by every final year degree program student in the different fields. This project can be carried out in establishments such as private, public, national, non-governmental, and others. Students are expected to apply theoretical knowledge already acquired in class work and relate them life experiences. The exercise challenges student to link theory to practice and prepare them for what they are to face as they enter the corporate world after studies.

This exercise requires us to present a chosen organisation, carry out a communication audit, bring out a communication problem and suggest tools that could solve this problem and finally, give a budget.

In the pages that follow, the above activities will be carried out in the African Centre for Marketing, Advertising and Research (ACMAR media group) which is an advertising, marketing, media and communication agency.

CHAPTER I: PRESENTATION OF ACMAR MEDIA GROUP AND ITS SERVICES

In this chapter, we will have the presentation of ACMAR media group, bringing out its mission, vision and values. The data sheet, organisation and services will equally be given, as well as its various departments.

The second part of this chapter will have the environment of ACMAR. This will constitute the different targets of ACMAR and the level of communication of ACMAR.

I-   HISTORICAL BACKGROUND OF THE COMPANY (ACMAR)

The African centre for marketing, Advertising and research (ACMAR) was created in 2004 by Mr Bony DASHACO. The company faced the challenges any new company should face in business competitive atmosphere. It stood the test of times and expanded within the national territory. In 2013, the name was changed from ACMAR partners to ACMAR MEDIA GROUP (AMG). Today, Acmar Media Group West and Central Africa is one of the leading independent Advertising, Marketing and Media Communication Agency in West and Central Africa, (WACA) with its headquarters in Douala Cameroon. Areas of expertise are in Media, Digital, Creative and monitoring and over 12years experience in media communication. Created in Cameroon, the pioneer office was only in Cameroon in the mid 2000`s. As the company grew, the partners saw the need of international expansion. Today, ACMAR counts 134 staff and is represented in the following West and Central African countries: Cameroon, Chad, Congo, Gabon, Democratic Republic of Congo, Ivory Coast, Equatorial Guinea, Guinea Bissau, Burkina Faso, Benin and Niger. As a company operating in the communications industry, most of its partners are media houses, (national and international) from whom AMG buys time and spaces to publish its products, regulatory authorities and so forth. ACMAR media group is affiliated to DENTSU AEGIS NETWORK (DAN), which is 4TH world-wide communication group with focus on media and digital communication.

II- VISION, MISSION AND VALUES OF ACMAR

1- Their vision

To be a successful independent leading advertising marketing and media communication agency driving exception and transformational clients result across central and West Africa

2- Their mission

Execute the best solutions in communication and experience a high measurable impact on their customer's performance by using scientific and technical tools while adopting world best proven practices as their base

3- Their values

Values are the shared principles of a company in order to ensure the cohesion of the group in particular around the manager and those shared by the employees of ACMAR (PIFI).

❖ **PIFI**

Figure 1: value of ACMAR Media Group


Source : https://acmarmediagroup.com/amg/
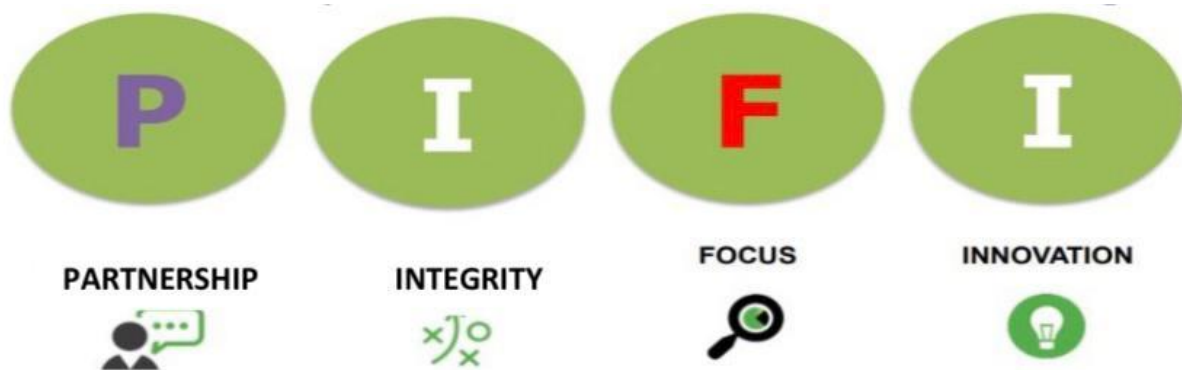
III- ORGANISATION AND FUNCTIONING OF ACMAR MEDIA GROUP

The company is headed by a chief executive officer (CEO) who is also the group president, Mr Bony Dashaco. With more than 14years of experience in media communication and marketing, Bony backs an MBA in media communication and strategic marking from the LSBF, London, UK. Perfectly Bilingual, in English and French, Bony has worked across all the +23 markets that constitute Central and West Africa. He is assisted by a deputy chief executive officer. Below is the organisational structure.

Figure 2: *Organisational chart of ACMAR Media Group*
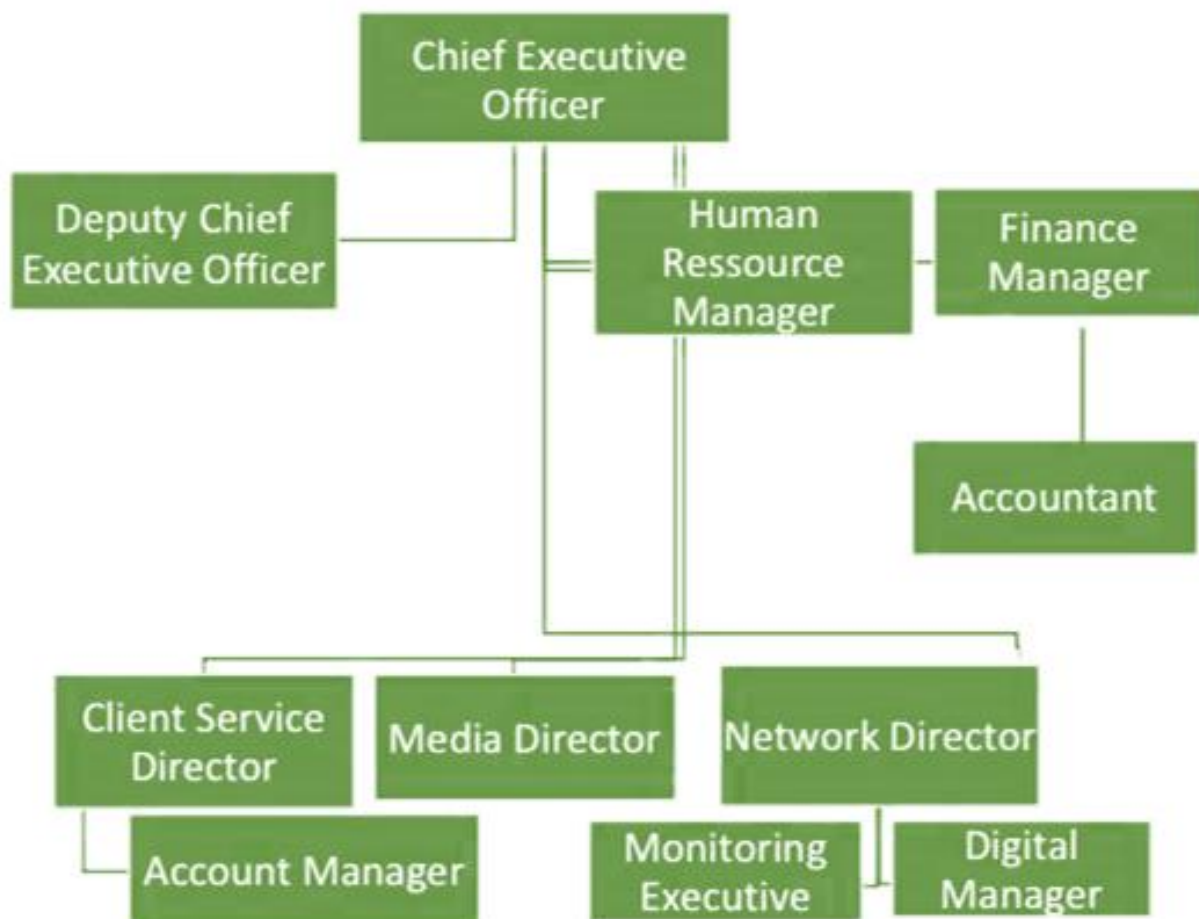
Source: ACMAR Media Group

IV- DATA SHEET AND SERVICES

1- Data sheet

Table 1: Data sheet of ACMAR Media Group

Name of organisation	**ACMAR MEDIA GROUP**
Legal status	PRIVATE INSTITUTION
Date of creation	2004
Director	**BONY DASHACO**
Logo	
Sector of activity	Media, communication, Advertising and Marketing
Head of office	DOUALA-CAMEROON
Address	**TEL: 237 233 42 97 87** **WHATSAPP: 237 691 79 81 84** **EMAIL:** contact@acmarmediagroup.com **FACEBOOK:** Acmar Media Group **INSTAGRAM:** Acmar media group **YOUTUBE:** Acmar media group **LINKEDIN:** Acmar media group **Website:** https://acmarmediagroup.com/amg/
Number of employees	**29**

Source: Archives of ACMAR

2- Services offered at ACMAR

a) *Media strategy and planning*

Media strategy could be defined as the plan of action that helps one's business to reach its target audience and to improve the overall customer conversation rate. Media planning is the process of determining how, when and to what audience a branding or advertising message will be delivered.

ACMAR is an expert in media strategy through the use of integrated communication process and media planning through a scientific and rational approach.

b) *Media buying*

Media buying refers to the procurement of advertising on mediums such as television, newspapers, radios, magazines websites, mobile apps, over the top media services out of home advertising.

This is one of the services of ACMAR because of their sustainable partnership with media channels they offer a bulk of media services to effectively fit one's budget

c) *Communication and Marketing Consultancy*

This is the preparation of internal and external media releases for a company. It involves consulting market strategies, communication protocols and other aspects of a company's public image.

ACMAR, with the depth knowledge of the media landscape and consumer insight offer efficient and effective communication assistance.

d) *Digital Communication*

Digital communication could be defined as the involvement of an organisation's online communication from their efforts. Most organisations today are widely using online channels, from their website to mobile chat blogs.

This is in order to connect with current and perspective customers, employees and other stake holders.

Technologies and web 2.0. They offer efficient digital communication strategies to add values to their public's offerings.

e) *Media Monitoring*

Media monitoring is the on going through of the output of the print, online and broadcast media. It is based on analysing a diverse range of media platforms in order to identify trends that can be used for a variety of reasons such as, political, scientific and commercial purposes.

A dedicated monitoring unit ensuring the efficiency of both your digital and traditional media campaign and the overall industry.

f) *Competitive Analysis*

Competitive analysis in marketing could be defined as an assessment of the strengths and weaknesses of current and potential competitors. This analysis provides both an offensive and defensive strategic context to identify opportunities and threats.

In ACMAR, both qualitative and quantitative reporting is at one's disposal for a better appraisal of the brands behaviour on the market.

3- The different departments of ACMAR.

a) *The creative.*

This department is connected "the pitch" where several agencies are invited to respond in person to the advertiser's brief. Agencies are not traditionally paid for their pitch. The pitch is the opportunity for AMG agency to demonstrate its potential to add value to a product campaign or to a client; final selection is not made on cost (which is itself unclear at this stage), rather on the strategy and mode of presentation of the campaign. A typical pitch would be where the creative gets ninety-five percent of the pitch and media just 5

percent, and then it is at the end (of the pitch). Obviously, media don't like it, as ninety percent of the cost to advertisers is the media cost. When they pitch about the agencies, they just show the creative works - it sticks in the mind, it helps build the brand and projects a feeling about a product. It's like a picture is worth a thousand words; it's more than x is cheaper/ better that Y. AMG focuses on brand management and judgments as well as company internal politics and image. Not surprisingly a key issue is the development of a significant degree of trust between parties, thus its slogan the agency's commitment to loyalty to its customers that call.

b) *The digital*

- **Push SMS**

The digital department known as BLACK CLICK uses designed tools to do push SMS to targeted group of clients requested by the customers.

- **Display**

It's about creating banners for particular client brands and these banners are displayed on sites. When an internet user clicks on the banner it redirects such users to the desired platform for more information. It is a good means to increase internet reach and visibility.

- **Community Management (Social Media for reach out)**

It is good when a client wants to interact with customers or people and the content of such media can also be shared. For example, a Face Book account can be created and the page opened where people can subscribe or like. With such feedback the client can begin to know their share of the customers they can target.

- **Mailing.**

AMG uses a tool for sending mails with a data base for customer email addresses. This tool can give statistics about open rates, click rates and

geographical reactions to mails. It's an important medium for touching people of various professional fields.

- **Advertorial**

This is writing of articles or doing adverts on sites which are frequently visited based on reaction of customers to items posted on such sites.

- **Using influencers**

This is attaching adverts to people who have a wide following on social media (twitter, facebook, Instagram etc).

The digital department of AMG uses the SOSTAC approach

S – Situation analysis

O – Objectives

S – Strategy

T – Tactics

A – Action

C – Control

SOSTAC framework is the main working tool of AMG that helps ensure effectiveness and efficiency in our digital recommendation. It helps structure and manages implementation of plans. It is a simple, logical customer centric framework that helps achieving efficiency and effectiveness by taking advantages of new digital technologies and platform according to how people interact with them.

c) *The marketing, commercial and communication service*

Headed by the company`s client service director. This department is a central point of the institution. It's made up of a team of account managers who have the responsibility of handling the accounts of various brands who have the

contracted with AMG. After the preliminaries of a campaign project are completed the client service director assigns and individual who will henceforth serve as a liaison between the client and AMG. The account managers do the budget splits so as to meet up with client demands. During routine Monday morning meetings, they have an obligation to update the house with the progress to date of any advert campaign placed under their charge. During these meetings, they brief the house on any clients concerns as to how the project is running. Any challenges face in execution and report if media houses are reacting as expected.

d) *The planning department*

Headed by the planning annalist. This department does the planning for all campaign projects. AMG uses the media star as their planning tool which brings out the economics of planning scientifically. Media planning tool considers the Africa scope and TNS. The planning process of AMG is very clear with the integrated communication planning (ICP). ICP is the planning process tool used to identify consumer footprint thereby ensure the remain at the heart of our communication process.

e) *The Out of Home (OOH)*

The out of home department of AMG handles the outdoor aspects or promotion and advert campaign projects. With a departmental head, their activities cover the display of customer`s needs on various outdoor services. They negotiate for billboard space the regulatory authorities of the various municipalities where the campaign projects are to be carried out. The department together with the creative design the adverts that are to be displayed and equally ensure that those adverts are removed from the advert space once the projects end are not renewed.

There are various tools available for the outdoor department; led screens, spectaculars, die-cuts, gantry, wall signs, dynamic boards and super sounds

f) Monitoring Unit

AMG runs a monitoring unit that ensures that the various provisions contracted with media houses or outlines on broadcast certificates are always respected. It runs an uninterrupted 24/7 service that monitors adverts on TV, advertorials, crawls on news bars, spots on radio, and insertions on newspapers and magazines.

V- ENVIRONMENT OF ACMAR

1- Target Public

ACMAR targets are not only internal but also external. Thus, we identify.

a) Internal Audiences

- **The Director General:** this is the owner known as Mr BONY DASHACO
- Managers of all departments
- employees
- partners (partners (carat, dentus, aegis network)
- interns

b) External Audience

- Multinationational enterprises (MTN, ORANGE,ENEO, BICEC)
- Government of Cameroon and other West and Central African countries.
- The media

2- Practice of communication

Communication is a priority in the life of an organization in that it allows fluid collaboration between its members. It facilitates cohesion between members and their insertions within the organization. This end, to communicate well, ACMAR deploys various models of communication. To better understand it, we will go into more detail in internal and external communication

a) Internal communication

These are all the means put in place to ensure harmony and effective communication between members within the institution. At ACMAR, it is provided by all staff in order to motivate them and transmit information. Thus, to ensure communication between members, ACMAR uses:

- A group whatsapp instant messaging
- Brainstorming meetings
- Mailing service
- Information meetings
- Oral means such as telephone or I hear say.

❖ **Forms of communication used internally**
- **Descending Communication:** ACMAR has two ways in which information moves from top to bottom.
- **From the director to the top management:** Here we have tools like meetings, invitations and decisions.
- **From the Personnel to the top management:** Here we have tools like notes, meetings, phone calls, SMSing, and so forth.
- **Ascending Communications:** it is equally practiced here at two levels.
- **From management to director**: Here we have tools like calls, reports and Mailing
- **From Personnel to top management**: Here, apart from reports they use mailing and phoning.

b) *External communication*

These are the means that make it possible to communicate with targets outside the company and which aim to create an image and promote it, thus making an impression. To this end, ACMAR deploys the following means;

- Presence on social networks; , facebook, Instagram, twitter, and youtube.
- A website; www.ACMARMEDIAGROUP.COM
- Mailing

❖ COMPETITORS

Acmar Media group has competitors The African Centre for Markerting, Advertising and Research is a private institution which is present in and out of Cameroon (west and central Africa) for communication, advertising and marketing purposes. In this light therefore, it has a couple of competitors in and out of Cameroon. In Cameroon, we have competitors like Nenics, web spectron, motion foundation, Mantra Media, MCcann Douala, Global outdoor systems, create, MWDDB, Mantra Media 360, Artisan Desingn and communication OMD Cameroon, Avicomm Group, Maxicom Sarl, My Pub, Attractive Com, Ebooka Afrique, Agence Muse, My Brand and Namepress. What is undeniable about these companies is that, they offer professional skills needed by their target public. This will thereupon make them competitors to ACMAR.

CHAPTER II: COMMUNICATION AUDIT

This chapter involves the communication audit. A Communication audit could be defined as the process whereby the communications within an organisation are analysed by an internal or external consultant, with a view to increase its organisational efficiency. In this chapter, we will be able to see the target of this audit, level of communication at ACMAR and the different analysis.

I- OBJECTIVE OF AUDIT

Our audit which will be carried out in the African Centre for Marketing, Advertising and Research ACMAR, has an objective to evaluate the flow of information internally. The evaluation of this flow of information will be done with all the workers/employees of ACMAR. In an ascending and descending evaluation, and a descending and ascending, we will know the tools and means of communication used at ACMAR and know how information circulates at ACMAR. Evaluate their efficiency, ameliorate them or rather propose new ones if need be.

II- TARGET OF THE AUDIT

Our audit has a specific target which is the internal public of ACMAR. The target is Personnel of ACMAR: These are the employees of ACMAR. Being it the top management or the subordinates. They are a group of learned individuals, both French and English speaking. They have worked for ACMAR in the interval of 2 to 7years. From the CEO, information moves in a descending manner and from the subordinates to the hierarchy is in an ascending manner.

III- EVALUATION OF COMMUNICATION AT ACMAR

Table 2 : *Evaluation of communication*

Scope	Means	Type of Tool	Tool	Use/Function
Internal	Outdoor media	Written	Notice board	This is used to paste information from the hierarchy to the subordinates most often. The announcement here is often is mostly addressed to all employees. It is situated at the main entry. It has not been used for quite sometime.
Internal			Information notes	The director mostly writes this to communicate important information on a fast rate to the employees.
Internal		contact communication	Meetings	These meetings are held weekly, every Fridays. It constitutes the different departments of ACMAR and the general manager. They talk on their weekly progress.
Internal			Phone calls	This is done when something important comes up and a fast message has to be delivered
Internal	DIGITAL	Instant messaging	WhatsApp groups	The WhatsApp group is where almost all the employees are found is an efficient tool for communication at ACMAR. It is just unfortunate that sometimes some people lose their smart phones and have no other way to access information

External	Outdoor	Contact communication	Events	With the very few events ACMAR has created, it gives a vacancy for ACMAR to communicate with individuals.
External		Written	PRESS RELEASE	ACMAR uses this to inform the press of every important event at ACMAR
External	Digital	Social media	Facebook YouTube Instagram Mailing	These tools are used to interact and communicate with the clients Of ACMAR who are found on social media. They send what goes on at ACMAR but unfortunately it has not been updated for some time now.

Source: Author

IV- METHODOLOGY USED

We carried out diagnostic and strategic analyses. For the diagnostic analysis, we used four effective methods for efficient results. We went in for observations, documentary research, questionnaires and interviews. For the strategic analyses, we went in for Strengths Weaknesses Opportunities and Threats (SWOT).

1- Diagnostic analyses

Here, information could be gotten either qualitatively or quantitatively.

a) *Qualitative analyses*

The methods used here are documentary research, interviews, focus groups and semiology analyses. For our work, we decided to use documentary research, interviews and observations.

- **Observation**

After working at ACMAR for a period of two months in level II, and three months in level III, we observed that, ACMAR has different means and tools of passing information, even though they are not very effective. The different means of communication here are digital, contact and written. The tools used are their weekly meetings, phone calls, WhatsApp, emails and sending people. We notice that these tools weren't used to the fullest and sometimes doesn't pass out the information in derail.

- **Documentary analysis**

Given the fact that ACMAR has no library or archive, from the few documents and internship reports given to us, we discovered that there was no document that could explicitly tell us the different communication tools and means of communication used internally by ACMAR, for the effective circulation of information.

- **Interview**

This interview was done with a few employees and the general manager of ACMAR. The interview was done at the office in Douala and a few questions which will be seen below were asked. These individuals who answered or responded to this interview were made up of some of the workers who were not able to answer the questionnaires and others who really wanted to express themselves more. This interview came after questions on their positions and number of years they had spent at the enterprise. We therefore requested answers for the following

1. How and with whom do you receive and pass information in ACMAR? What tools?
   What means?
2. Do you receive detailed and sufficient information?
3. Are you satisfied? Why?
4. Why is this information not detailed enough?
5. What can you say is your problem of communication at ACMAR?
6. How can we solve this problem according to you?
7. Would you love other tools? Which?

- **Interpretation**

- **Positive remarks**

AFTER the above questions during our interview, we received different responses from the employees. Regardless of these diverse opinions, we discovered that to a certain extent, there is communication between the hierarchy and amongst the subordinates at ACMAR. There is equally existing communication between the hierarchy and the subordinates. The most used means at ACMAR are WhatsApp, weekly meetings, phone calls, and hearsay. The public we interviewed was bilingual which eased our work. We equally noticed that they are open and ready for change.

- **Negative results**

It was seen that, the satisfaction of the information they get on different matters in the enterprise is just 39%. Furthermore, most of the employees complained that they do not have access to important information from the hierarchy. We realized that this is because information doesn't actually flow in the enterprise. They have weekly meetings and an internal canteen which had stopped working for some reasons. 97% of the internal public that was interviewed said they will prefer a means of communication that will not need them to be on their phones all the time and be able to concentrate on their work to do. They appreciate the WIFI connection in the office and proposed tools that could help them explore this privilege. 20% complained of how if their phones have technical problems, they are forced to try to get new phones very fast for that is their main means of receiving information. They insisted on the fact that they do not have access to complete information. This is because their communication tools are limited. They later suggested an intranet for them to be able to access information easily especially as the world has become a digital one. We were forced to demand for another tool where they suggested newspapers or magazines which could be published every month to build the culture of the company. This will build an office tradition and culture. This will therefore help them access information that they are not able to receive for different reasons.

b) Quantitative Analyses

To carry out the quantitative analysis for our work, despite the other methods, we used questionnaires. This was because it was the best method for the employees to express themselves and to give us the information we would love to use, to understand the problem faced internally. Our questionnaires were given out online and physically on the 8th and 15th August respectively. The responses were not very lucrative online and that is why we had to go down to

the offices to give out the questionnaires physically. This permitted us to have responses of 22 workers out of 29 at ACMAR. Out of 29 workers, 29 samples of questionnaires were sent out but just 22 were sent back to us. These workers are made up of 9 men and 13women who fall under four different departments known as the creation, commercial, digital and media planning departments. We have 10 workers under 30 and 12 workers above 30. 9 of the workers have worked at ACMAR for 1-3years, for 3-5years and 5-more years. The answers of these 22 workers, which is more than half of the main population, permitted us to carry out our study and have the following result.

Main population; 29

Number of administered questionnaires; 29

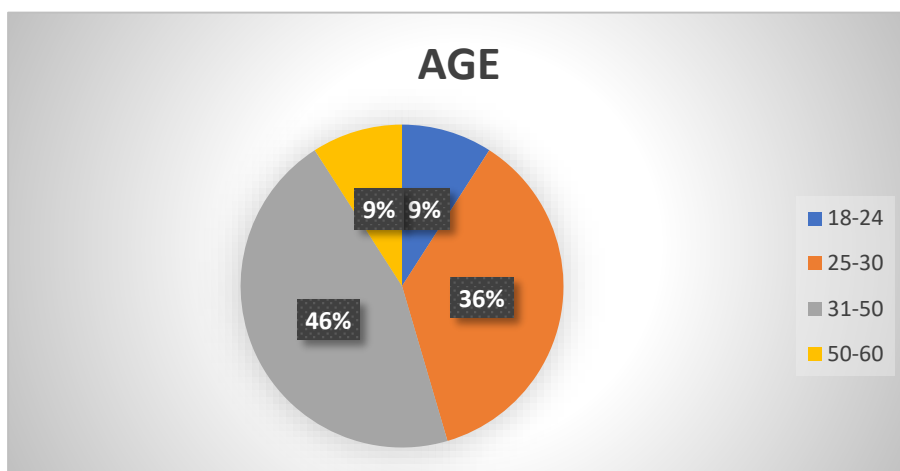Number of questionnaires returned; 22
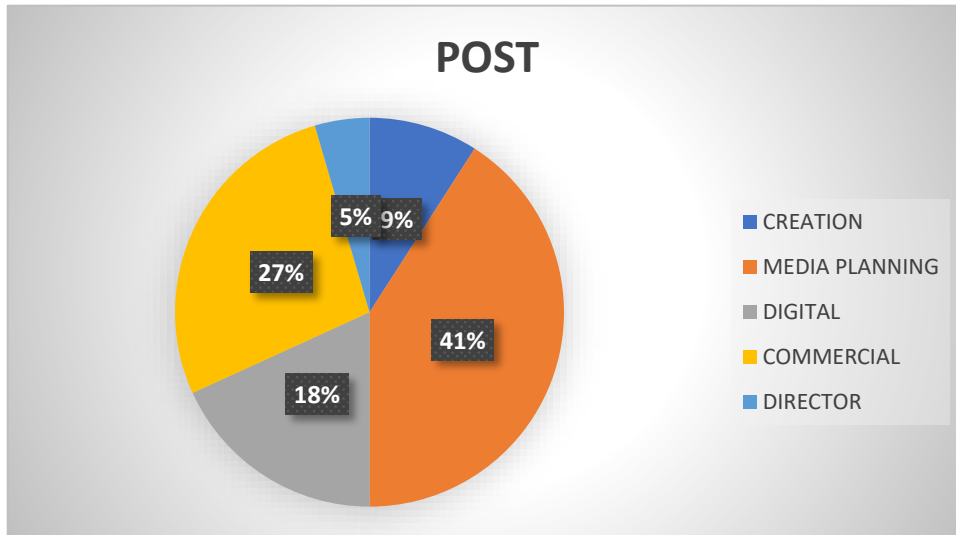
A. IDENTIFICATION

NUMBER OF MEN; 9

Number of women; 13

1. AGE.

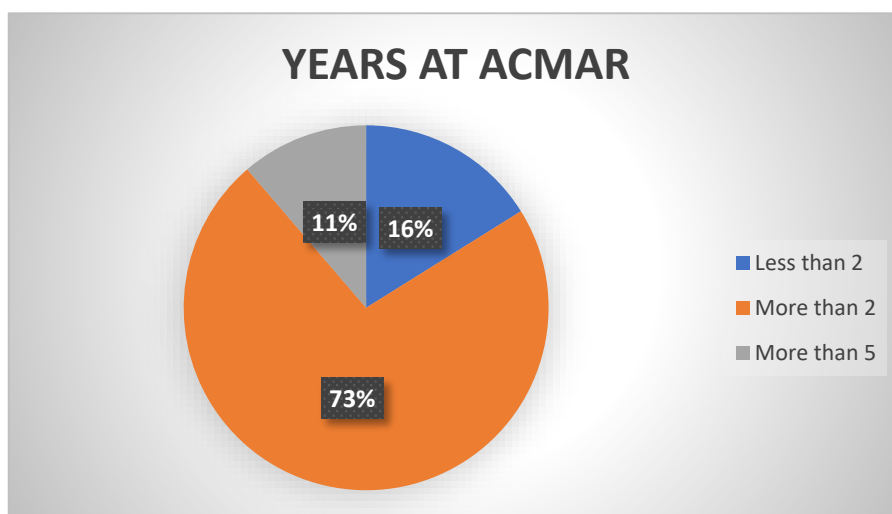|	18-24	25-30	31-50	50-60	TOTAL
Men	/	3	4	2	9
Women	2	5	6	/	13
Total	2	8	10	2	22

2. What position do you hold at ACMAR?

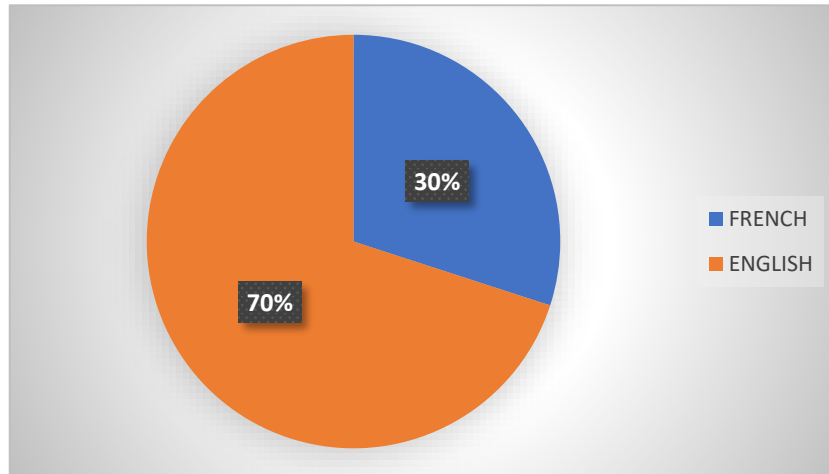| Number of creation workers	Number of media planning workers	Number of digital	Number of commercial	Director
2	9	4	6	1

3. Number of years at ACMAR

Sex	2years and less	2years and more	More than 5 years	More than 10 years	Total
Women	/	6	7	/	13
Men	2	3	4	/	9
TotaL	2	9	11	/	22

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4. In what language do you express yourself **at ACMAR**

SEX	English	French	Total
Men	5	4	9
Women	11	2	13
Total	16	6	22

B. QUALITY OF INFORMATION

5. Do you always receive detailed information on the happenings in ACMAR**?**

SEX	Yes	No	TOTAL
Women	3	10	13
Men	3	5	8
Director	1		1
Total	7	15	22

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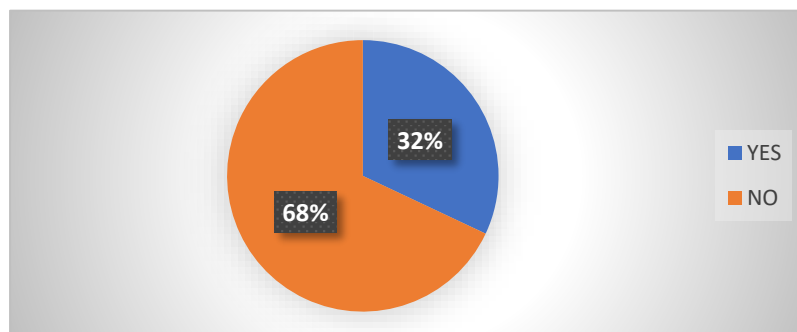
6. At what intervals do you receive information?

Sex	Scarcely	Often	Frequently	Total
Men	5	3	1	7
Women	7	4	1	13
Director			1	1
Total	12	7	3	22
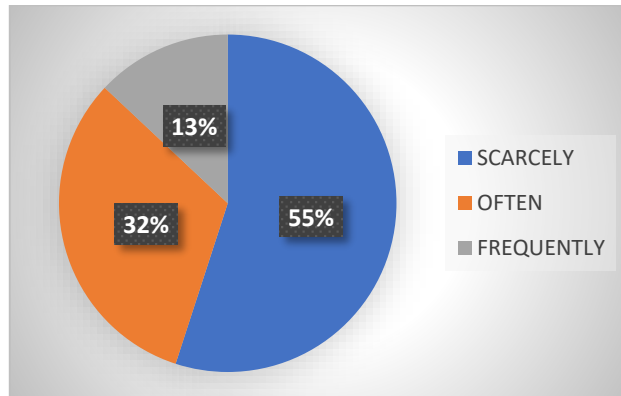
MEANS AND TOOLS USED INTERNALLY

7. By what tools do you pass and receive information?

SEX	WhatsApp	Phone calls	Meetings	Hearsay	Total
Men	3	5	1		8
Women	4	2	3	1	13
Director	1	1	1		1
Total	8	8	5	1	22
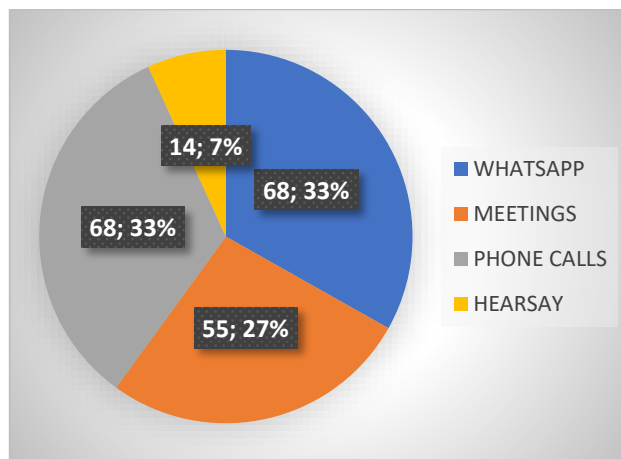
8. DO you think these means of communication are effective?

Sex	No	Yes	Total
Men	8	1	9
Women	10	3	13
Total	18	4	22
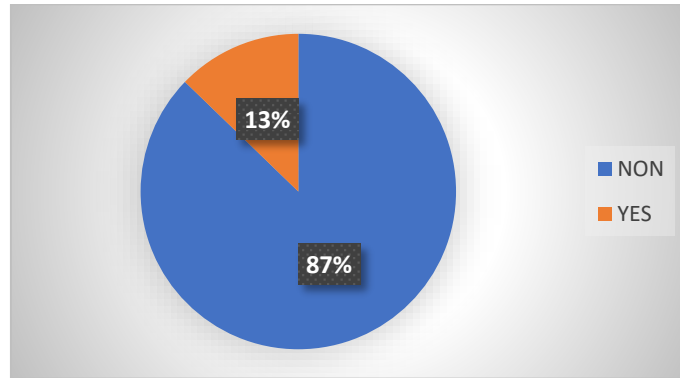
OPINION OF THE INTERVIEWED

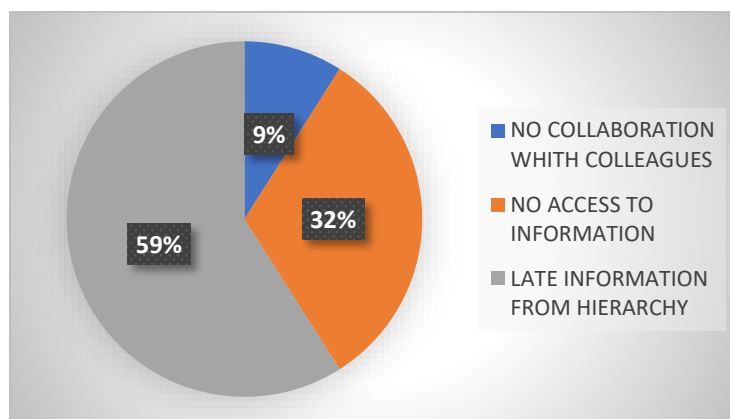9. What can you say is the problem in communication you face internally at ACMAR?

Total	Late information From hierarchy	No collaboration amongst colleagues	No access to information	TOTAL
Men	5		4	9
Women	2	2	9	13
Total	7	2	13	22

Late information from hierarchy; 32%

No collaboration with colleagues; 9%

No access to information; 59%

10.Will you love other tools for communication to pass information?

Sex	Yes	No	Total
Men	8	1	9
Women	12	1	13
Total	20	2	22

YES: 91%

NO: 9%
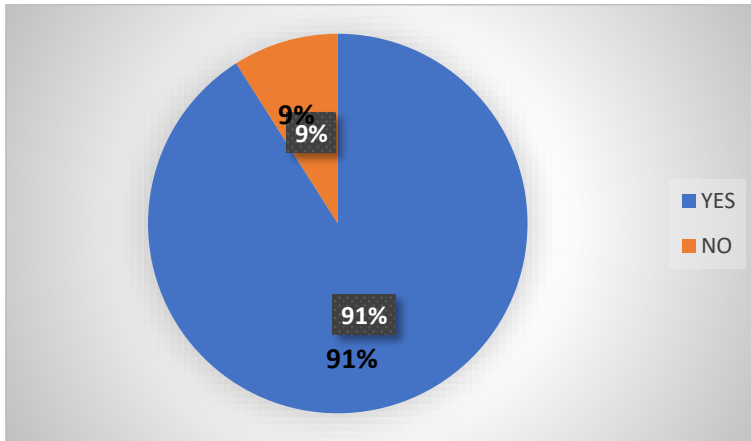
11.Which tools for communication will you prefer

SEX	Intranet	Newsletter	Notice board	Total
Men	5	3	1	8
Women	7	5		13
Director	1			1
Total	13	7	2	22

Intranet; 57%

Newsletter 33%

Notice board 20%
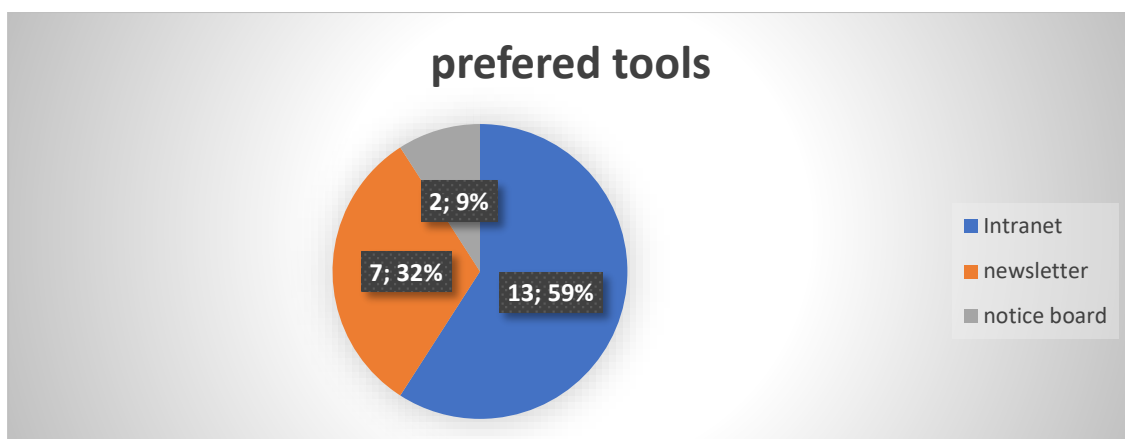
❖ **Interpretation of results**

• **Positive remarks**

From the above answers of our target, we could notice positively that, there is some existing communication in the company between the hierarchy and subordinates for a start, as well as between the workers. There is existing horizontal and vertical communication. 68.3% of the personnel affirm that meetings are used to pass information to them which is great means of communication and 35% affirms the using of phone calls for information, as well as WhatsApp groups. We see that hierarchy tries to communicate but there is a lack of tools, or the tools have to be ameliorated. It is equally great to see that these personnel are open for a change and ready to cooperate.

• **Negative remarks**

From the second part of our work, it shows to us that, 82% of individuals or workers at ACMAR are not satisfied with the amount of information they receive at ACMAR. Which means that 55% hardly or scarcely receives information in time on the company's activities. 35% of the workers say the most efficient means of communication are their mobile phones, which make them blank in information if any unwanted situations happen to their phones. 91% affirm that they need new communication tools. 57% are therefore interested in setting up an intranet for the company, 33% for a newsletter and 20% for a notice board. Lastly, 59% of our population complained of no access to complete information. This is because they do not have enough tools to circulate information in the company. We realize that the problem of communication here is due to the lack of tools at ACMAR.

2- Strategic Analysis

A strategic analysis could be brought out with different methods like SIPRO, PESTEL, the forces of PORTER and SWOT. In this analysis, we will be using SWOT method. This permits us to bring out the strengths, weaknesses,

opportunities and threats of ACMAR MEDIA GROUP. Our result will be seen below:

Table 3: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
It is the biggest Cameroonian communication agency owned by a Cameroonian. It is located in west and Central African Countries. They have adequate finance to finance campaigns. ACMAR has been available since 2004, so it has a greater market.	Not enough communication channels. ACMAR communicates for others and not itself. Communication on the life of the company is non-existent. The life of this company depends on just a single individual.
OPPORTUNITIES	THREATS
The communication market is broad and open. Implementation of new communication channels will not be difficult for employees. Employees want and are flexible to change.	Not enough finance to communicate for their enterprise. High cost of production of communication channels. Headed by a single individual.

Source: Author

- **Interpretation of SWOT analysis**

From our SWOT analysis, it emerges that the company has elements that promote the creation of an internal means of communication. This is to say that, ACMAR has internal communication difficulties. Due to the persistent complaints of the employees not receiving information at all due to limited communication tool, we observe this. We equally observe that they do not have a budgeted amount for their own communication in the enterprise. We can see that they are flexible and available for a change of the internal communication structure.

V- IDENTIFIED PROBLEM

After observing, carrying out interviews and treating the various answers from the questionnaires as well as seeing the strategic communication analysis, we can conclude that there is an internal communication problem in ACMAR media group. We see that the internal communication of ACMAR is still slow as many still complain that they do not receive information in the absence of their mobile phones or failure to attend a meeting. This is to say that **there is lack of flow of information due to limited communication mediums**. Some personnel complain that they have missed some information's because they were not able to access their mobile phones.

Mindful of all the means and tools put in place by ACMAR, there are some lacks which could be corrected or worked on for better communication circulation. **The problem here is the lack of flow of information due to inadequate communication channels**.

❖ Consequences

This alarming communication problem has many consequences within the structure namely.

- The staffs fail to produce work at the required time.
- The demotivation of staff.
- The staff fails to build strong relationships amongst themselves.
- It leaves the staff blank in many vital information.

VI- STRATEGIC RECOMMENDATIONS

From the look of the analysis carried out, there will be need to bring out a communication strategy which will have a means strategy in order to reinforce and accelerate the internal communication of ACMAR. An internal communication which will also aim at consolidating and creating a sense of belonging amongst the workers will be the best. This renders every communication strategy internally to be well implemented and durable. The public is learned so there will be no much to talk about on the proposed tools.

CHAPTER III: COMMUNICATION STRATEGY

According to DUBOIS and KOTLER, communication strategy could be defined as a set of interdependent decisions on the well-defined objectives, the targets to be achieved the messages to be transmitted and the means of dissemination. Based on the definition of these authors this chapter will aim to propose strategic directions that will allow us to find a solution to the previously defined problem.

I-   STRATEGIC REFLEXION

A strategic reflexion determines choices which will help us for our strategy. Working on the internal communication of ACMAR, we will therefore need information like; a recall of the audit, giving our setbacks, defining the positioning, giving our communication objective, the axis, target and message of communication.

1- Recall of the audit

From the above audit carried out, we saw through the diagnostic and strategic analysis where different methods like quantitative, qualitative and SWOT respectively. This permitted us to detect the problem of communication which is the **lack of flow of information due to lack of communication tools.**

2- Setbacks

About the realization of our communication project backed by ACMAR MEDIA GROUP, the setback here is mostly informational. This is to say they want to transmit the right information at the right time to the target audiences.

3- Positioning

In view of the conclusion of our analysis and diagnosis, we choose to position ACMAR as a company that listens to the concerns of its internal audience.

4- Objective

The objective here, due to the problem of communication identified earlier is to **adhere to more efficient communication tools for the perfect circulation of information in ACAMAR from January 2023.**

5- Communication Axis

The main point which will guide this communication is "**A fluent exchange for an efficient outcome".** The axis will be based on the use of efficient communication tools for exchanging information in ACMAR.

6- Target Public

Heart of the target: This will be made up of the employees of ACMAR.

Secondary target: This will be made up of the director of ACMAR media group, the general manager, and head of all departments. These are known as the hierarchy.

Primary target: This will be made up of ACMAR's partners. For example, DAN.

7- Message

"ACMAR, a more efficient internal communication atmosphere". This message is centered on encouraging the target public to use more communication tools for a lucrative internal communication.

8- MEANS STRATEGY

After looking back on our **audit**, identifying our communication problem, defining the positioning of our communication and bringing out communication objective, we will identify the different means and tools which can help us solve our communication problem.

To identify the means of communication which could resolve the lack of flow of information due to lack of tools, the following questions could be asked; how can an employee have access to communication? How can we effectively communicate while creating a workplace for all? How can we pass information to everybody at the same time? Is it possible to send out information even to those without smart phones? Given that this is a digital world, and these employees want something digital and of course something to keep them entertained, what means, and tools can we propose to them? How can the personals have access to free information? To answer all these questions, we proposed written and digital means. In the table below, we will bring out the tools that could be used to solve this problem and their functions. Then we will choose two tools that will help our charter of work.

Table 4: *means strategy*

MEANS	TOOL	FUNCTION
OUTDOOR	Phone calls	It will help for individuals' fast transmission of information if hours are given for the passing of vital information.
	SMSing	It will easily and efficiently share instant and urgent information
	Notice board	The notice will serve to paste important information for the whole personnel. The position of the notice board should equally be placed at a visible corner.
	Meetings	Monday meetings should be well structured in order that an evaluation of the past week is done, projections for the future week and a time for miscellaneous for anybody willing to express themselves. The workers should have a time where they intervene to express themselves.
	Newsletter	Inform the personnel on administrative changes Inform the personnel on the evolution of the activities of ACMAR Inform personnel on the past events of ACMAR Educate personnel on facts which will improve their work Motivate the personnel's by valorizing them The life and projects of the enterprise.
Digital	Emailing	Send and receive information in ACMAR. Saves important information

		Easy to access
	WhatsApp	Restructure WhatsApp groups by making one interactive and one for just speaking by the leaders at ACMAR
	Intranet	A space to organize online meetings and focus groups Publish information that will gather people around the culture of the organization Encourage group work Share information amongst services Share information easily and rapidly

Source: Author

II-   PRESENTATION OF CHOSEN TOOLS

All the above means of communication can solve our problem of lack of circulation of information due to inadequate communication tools. Due to our frame of work and academic needs, we decided to choose two tools that will solve this communication problem.

Being a level 3 student of the Advanced School of Mass Communication, studying corporate communication, the charter which was given to us requires that we choose from the different proposals above. In this case we have chosen to produce a house organ (newsletter) and an intranet. In the following paragraphs we would present both tools and justify our reasons for this choice.

1- Intranet

The intranet produced is an adequate tool for ACMAR Media Group. Having that these workers demanded something digital and the world is a digital one now, this was the perfect tool. Also, there are computers in every service house at ACMAR so it will be very easy to install it, given the WIFI connection at the office. The intranet will do the following;

- Encourage group work amongst workers

- Share information's to the personnel easily and rapidly

- Provide a space to organize online meetings and focus groups

- Share information amongst services

- Publish information that will gather people around the culture of the organization

Table 5: Data sheet of Intranet

Designation	Characteristics
Tool	Intranet
Language	Bilingual
Rubrics	Home, News ,Agenda, Forum, Contacts, gallery
Colors	Green, yellow black orange purple

Source: Author

Table 6: Technical Data sheet of Intranet

Designation	Characteristics
Content management system	Word press 5.4
Language	Php7
Database management system	Maria_db
Server	Wampserver
Navigator	All types; all types; chrome, explorer, Mozilla firefox etc
Font color (hexadecimal code)	Ooff33; ffccOO;333399
Font size	18px;12px

Source: Author

OBJECTIVE; instant flow of communication from hierarchy to subordinates and vice versa. It will produce rapid information and put everyone on the same level.

2- House Organ (newsletter)

An internal newsletter will solve the communication problem which was detected. The newsletter will be for the internal members and workers of ACMAR.

An internal newsletter with its various functions was chosen to solve this issue. It will not only help to share reliable and adequate information about the organization but it will;

- Inform the internal public of the activities of ACMAR.
- It will promote the culture of the organization
- It will valorize the activities of the workers and therefore encourage them to be more productive
- It will create a space for open minded opinions from the workers

Table 7: *Data sheet of House organ*

Designation	Characteristics
Tool	House organ
Circumscription	Internal
Name	ACMAR HAISE
Periodicity	Monthly
Language	Bilingual
Fixed Rubrics	Editorial, news, events
Temporal rubrics	Portrait, tips, echos

Source: Author

Table 8: *Technical data sheet of House organ*

Designation	Characteristics
Support	House organ(newsletter)
Format	Personalized A4
Dimension	210mm x 297mm 8.27in x 11. 69in
Number of pages	4 pages
Type of paper	glossy (COUCHE)
Colors	Green, black, yellow
Printing type	Numeric
Type face	medium, bold, italics and bold
Font size	25,14& 9 for tittle 1, 2, and body respectfully
Grammage	120Gr
Endings	Mat coated cover stitched on horse back
Orientation	Portrait
Editing software	Adobe illustrator, adobe photoshop, Microsoft word

Source: Author

Objective: the house organ (newsletter) which constitutes of four pages due to the very little number of employees and has the sole reason to inform the workers of the various activities of the company. It will be distributed online on all the internal digital platforms like emails, WhatsApp groups and the intranet. This is in order to reduce the cost of printing these documents monthly. This will therefore put everybody on the same level of information. It will equally give the workers a space for entertainment, help them to know each other more and promote the culture.

3- Content presentation of the tools

a) House organ

Fixed RUBRICS:

Editorial: this editorial will recall the reason for the creation of a house organ for ACMAR. It will be signed by the director of ACMAR media group, Mr BONY Dashaco

News: this will be on the activities that have been held at ACMAR and how it affected persons of ACMAR.

Life of projects at ACMAR; this will be a recap of the different projects carried out at ACMAR and some activities.

Occasional rubrics

Portrait: a portrait of a member **of** the organization will be done and a little will be said about this worker

Celebrations: it will be a recap of past events in and out of ACMAR

b) Intranet

HOME: this is the welcome page which talks about the introduction to the intranet and introduction of the enterprise.

NEWS:: this will talk on the different activities or happenings at ACMAR in recent times.**.**

AGENDA: This rubric brings out the programs that have been programmed on different dates and what it entails.

FORUMS: This will be divided into the ACMAR interns and ACMAR members.

PHONE BOOK: this will have the contacts of the members of ACMAR, their names and positions**.**

GALLERY: this will be photos of different departments at ACMAR and events that took place.

CONTACT: administrative contact

French/English: We can change the language here

Newsletter: this portion will be available for the downloading of the newsletter

III- OPERATIONAL PHASE

1- Communication plan

This communication plan will bring out communication actions giving the datelines and those in charge of these actions. A recall of the 5Ws and the How of our communication will first be stated.

a) 5Ws and HOW
Table 9: 5Ws and HOW

QUESTION	ANSWER
WHO	ACMAR MEDIA GROUP
WHAT	THE WORKERS AT ACMAR
WHAT	Ameliorate the flow of information
WHERE	ACMAR MEDIA GROUP
WHEN	For a period of 3months
HOW	Outdoor and digital means

Source: Author

This communication plan will bring out communication actions

b) Plan of actions

Table 10: Plan of actions

N°	ACTIONS	DEADLINE	TASK MANAGERS
1	Restructuring meetings	Throughout the year	Enyong Stacey and manager
2	Preparing of notice board	12th January 2023	Account manager
3	Buying of Simcard and airtime then communicating the number to personnel	19th January 2023	Mme Prudence Nemb (Junior account manager)
4	Calls made to pass information	Throughout the year	Sectarian
5	Writing articles for newsletter	26th January 2023	Enyong Stacey
6	Conception of intranet and content	10th February 2023	Mme Nafisatou (Community manager), Enyong Stacey and web Master.
7	Preparation of terms of reference book	15th February 2023	Employee at the digital communication unit
8	Creation of intranet	25th February 2023	Web master and Enyong Stacey
9	As from September, implementation of intranet in ACMAR	February 2023	Web master and IT technician
10	Designing articles for newsletter	17th March 2023	Graphic designer
11	Teaching personnels on how to use the different means proposed	25th March 2023	Enyong Stacey
12	Distribution of newsletter on all internal digital platforms including intranet	29th March 2023	Printing house
13	Animation of intranet	Throughout the year	Personnel

Source: Author

c) Budget

The below table will show the budget of our total expenditures for the implementation of our strategy.

Table 11: *implementation strategy budget*

Activity	Person in charge	Quantity	Unitary price (FCFA)	Total (FCFA)
Conception and realization of the newsletter	Communication unit and graphic designer	1	45,000	45,000
Conception and realization of the intranet	Communication unit and web master	1	150,000	150,000
Installation intranet	IT Technician	1	75,000	75,000
Installation of the newsletter	Web master	1	20,000	20,000
Printing of the newsletter	Printing house	5	3 500	17,500
TOTAL			**307 500**	

Source: Author

The maintenance of our strategy annually, will find the cost in the following table;

Table 12: *annual maintenance*

Domaine	Person in charge	Unitary price (FCFA)	Quantity	Total price (FCFA)
Montage of newsletter	Account manager	20,000	12	240,000
Printing of news letter	Graphic designer	3500	60	210,000
Montage of intranet	Graphic designer	Fixed price		75,000
Installation of the newsletter	Web master	10000	10	100,000
TOTAL		**625 000**		

Source: Author

Table 13: General cost per year

ACTIVITY	COST (FCFA)
Implementation	307,500
Maintenance	625,000
TOTAL	**932,500**

Source: Author

IV- BUDGET

The production of our communication needed the services of a graphic designer, an editor, a printing house and many others as will be seen below.

Table 14: Final budget of production of communication tools

ACTIVITY	DESIGNATION	QUANTITY	UNITARY PRICE	TOTAL PRICE
Conception of the intranet	Web designer	1	120,000	120,000
BUYING OF CDs	Enyong Stacey	4	500	2,000
Engraving of the intranet on CDs	Web designer	4	1000	4,000
Montage of the news letter	Graphic artist	1	30000	30,000
Editing of newsletter	Editor	1	25000	25,000
Printing	Printing house	5	2000	10,000
TOTAL				**191,000**

Source: Author

V- DISTRIBUTION STRATEGY

The different means or tools will be made available for the personnel of ACMAR. Computers will be available in all the different services for the intranet. The house organ will be distributed to all services through a digital means. It will be put for the staff in their WhatsApp groups, emails and on the intranet too. This will not be printed in order to reduce cost, get the remarks of the workers and as well fulfill the wants of the employees who wanted digital communication tools. Some copies of the house organ will always be available at the secretariat for instant use.

VI- FOLLOW UP AND EVALUATION (KPI)

For the evaluation of this project, we will have as key performance indicators (KPI):

1. The participations of the workers to all meetings which concerns them, the remarks given on the newsletter,
2. No more complaining about lack of information…

CONCLUSION

After carrying out different researches of the internal communication at ACMAR MEDIA GROUP, this is a presented study of the evaluation of the internal communication. Our research permitted us to know the level of existing communication at ACMAR. We then worked on a strategy which we propose to solve the problem of no flow of information. For the work which is required of us students, we produced two of the proposed tools in our strategy. As communication specialists, we encouraged the managers to restructure their weekly meetings, update their notice boards, and finally use their mailing service effectively. This work helped us to practice of the theories of some of the lessons taught to us in class. It equally made us meet new people related to the communication field.

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APPENDIX

- Interview

- Organisational chart of ACMAR Media Group

- Questionnaire

- Reference book of intranet

- Reference book of house organ(Newsletter)

Annex 1: Interview

This interview was done with a few employees and the general manager of ACMAR. The interview was done at the office in Douala and a few questions which will be seen below were asked to. These individuals were made up of some of the workers who were not able to answer the questionnaires and others who really wanted to express themselves more. This interview came after questions on their positions and number of years they had spent at the enterprise. We therefore requested answers for the following

8. How and with whom do you receive information in ACMAR? what tools?

   What means?

9. Do you receive detailed and sufficient information?

10. Are you satisfied? Why?

11. Why is this information not detailed enough?

12. What can you say is your problem of communication at ACMAR?

13. How can we solve this problem according to you?

14. Would you love other tools? Which?

Annex 2: *Organizational chart of ACMAR Media Group*
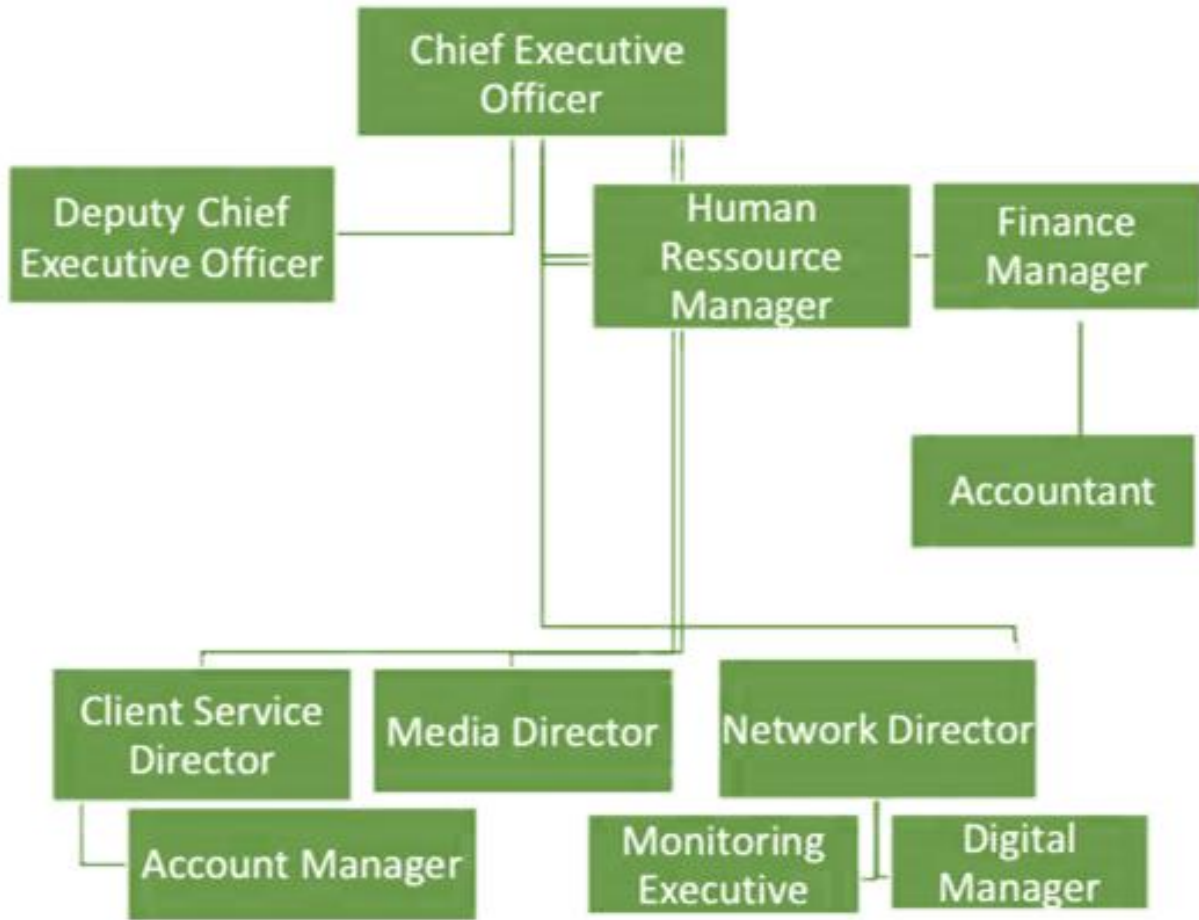
Annex 3: questionnaire

QUESTIONNAIRE

As ASMAC students in corporate communication, we are to analyse the internal communication of ACMAR in the course of our academic research. We therefore call unto you to kindly answer this questionnaire.

A. IDENTITY/ IDENTITÉ

1. **Sex.**

Male ☐   Female ☐

2. **Age**

18-24. ☐   25-30. ☐   50>60 ☐

3. **What post do you hold at ACMAR?**

_____

_____

4. **For how long gave you worked at ACMAR**

_____

_____

B. QUALITY OF FLOW OF INFORMATION

5. Do you always receive detailed information?

Yes ☐   No ☐

Reason for answer

_____

_____

6. **At what intervals do you receive information**

Frequently ☐

Often ☐

Scarcely ☐

7. What are the different tools you use in passing and receiving information?

_____

_____

8. Do you think the Toolss of communication are effective?

Yes ☐   No ☐

Why ?

_____

_____

9. According to you, what is your problem of communication at ACMAR

Late information

no access to information   ☐

no collaboration with workers   ☐

10. Will you love to have different communication tools?

___yes_____

___no_____

11. If yes, which ?

Intranet   ☐

Newsletter   ☐

Notice board   ☐

Others --

Reference book of intranet
CAHIERS DE CHARGE POUR LE SITE INTRANET D'ACMAR

1. Structure Concernée
i. Nom de la structure : ACMAR

ii. le rôle du projet web dans la stratégie de l'entreprise
Le site intranet permettra de booster et d'améliorer la communication interne de l'entreprise ACMAR.

1.2 Les objectifs du site :
Il s'agit d'un intranet pour passer des informations en temps réel et rapidement avec le personnel.

La cible adressée par le site
Le personnel d'ACMAR le conseil de direction et l'administration.

Objectifs quantitatifs :
Nous comptons améliorer la communication en interne en relayant les différentes informations en temps réelle de tout le personnel
Par la même, assurer une communication ascendant et descendant et accessible à tous.

Périmètre du projet :
Un site bilingue (français, anglais)
Le site doit être adapté pour supports mobiles

2. Description Graphique Et Ergonomique
2.1. Charte Graphique
Le code couleur de notre site sera : le vert, le jaune, le noir et le blanc. Les couleurs dominantes seront le vert et le jaune

- ✓· Les couleurs comme le vert et le noir pourront varier dans les différentes sections du site

- ✓· Le logo à deux déclinaisons sur un fond noir et un fond blanc les deux pourront être utilisés en fonction des différentes pages

- ✓· Les polices que nous souhaitons utiliser sont : Arial Boldpour les rubriques fortes pour les titres et Arial pour les textes.

2.2. Design
Les liens vers les différentes les différentes pages devraient être visible à tous et facile d'utilisation

2.3 Maquettes
Nous laissons la liberté au web designer d'exprimer son imagination.

3. DESCRIPTION Fonctionnelle et Technique
3.1 Description fonctionnelle :
Nous souhaitons avoir un back office pour un suivi d'activité.
Le site doit avoir un moteur de recherche interne et permettre la connexion de tout utilisateur possédant un compte

3.2. Informations Relatives Aux Contenus

Les différents types de contenus que nous comptons présenter sur notre site : articles, images, vidéos, documents ne doivent pas tous êtres téléchargeables.

Nous devons avoir une possibilité de modifier tous nos contenus à tout moment.

3.3 Contraintes Techniques :

La plateforme devra être développée avec le CMS WordPress.

Les langages de programmation devront être : PHP, JavaScript

Une base de données MySQL devra également être déployée afin de permettre la sauvegarde des informations telles que les différents comptes et mot de passe.

3.4 Arborescence du site

Les icones français / anglais seront placés à l'extrême droite du menu.

Les contenus des différentes rubriques et sous rubriques seront remis dans un support amovible

Menu
- **Accueil/Home**

- **Actualité / News**
  o Actualite1
  o Actualité 2
  o Actualité 3

- **Agenda**
  Pour la gestion des différents évènements de l'entreprise

- **Forums**
  o **Forum 1**
  o **Forum 2**

- **Annuaire / Phonebook**
  Un annuaire téléphonique interne a l'entreprise

- **Galerie/ Gallery**
  Ce menu regroupera les photos des différents évènements de l'entreprise
- **Contact**

4. **Prestations Attendues Et Modalités De Sélection Des Prestataires**

4.1 Prestations Attendues

Migration de base de données ou autres actifs existants

Intégration des Templates WordPress choisi

Achat du nom de domaine et gestion de l'hébergement

Retouche ergonomique dans le code si besoin

4.2. Méthodologie De Suivi

Le suivi du projet se fera par échanges téléphoniques journaliers et par des mises au point en présentiel.

Des tests de validation seront faits à la fin pour évaluer si la plateforme répond aux normes du cahier de charges

4.3. Planning

✓·Nous souhaitons avoir le travail final le jeudi 04 octobre 2022

5. Budget

1. Nous disposons d'un budget de 100000frs

REFERENCE BOOK OF HOUSE ORGAN (NEWSLETTER).

CAHIERS DE CHARGE POUR LA NEWSLETTER D'ACMAR

1. Structure Concernée

i. Nom de la structure : ACMAR

ii. le rôle du projet dans la stratégie de l'entreprise

La Newsletter permettra de booster et d'améliorer la communication interne de l'entreprise ACMAR.

1.2 Les objectifs de la newsletter :

Il s'agit d'un document pour passer des informations mensuelles avec le personnel.

La cible adressée par la newsletter :

Le personnel d'ACMAR le conseil de direction et l'administration.

Objectifs quantitatifs :

Nous comptons améliorer la communication en interne en relayant les différentes informations (actualité, évènement, projets…) mensuellement

Par la même, assurer une communication ascendant et descendant et accessible à tous.

2. Description Graphique Et Ergonomique

2.1. Charte Graphique

Le code couleur de notre newsletter sera : le vert, le jaune, le noir et le blanc. Les couleurs dominantes seront le vert et le jaune.

✓ Les polices que nous souhaitons utiliser sont : Vistol sans (adaptée pour les documents à imprimer tels que les Newsletter, magazine, journaux…)

Format

Support format A4, dimension 210mm x 297 mm (8,3'' x 1,7''), impression quadrichromie (CMJN)

L'impression se fera sur papier mat 90 à 120g

3. Description Fonctionnelle et Technique

3.1. Informations Relatives Aux Contenus

Les différents types de contenus que nous comptons présenter sur notre newsletter : articles, images, illustration.

3.2. Contraintes Techniques :

La newsletter devra être monté par des logiciels suivants : Adobe Indesign, photoshop et/ou Illustrator

3.3. Présentation du contenu de la Newsletter

Page de couverture

- **Logo**

- **TITRE (ACMAR HAISE)**

- **Sou titre : Know more about our activities**

- **Numero 1+ date de publication(Septembre)**
- **Edito**
- **Content**

Dernière page

- **Portrait**

- **Contact**

- **Information des redacteurs et concepteurs**

3.4. Méthodologie De Suivi

Le suivi du projet se fera par échanges téléphoniques et par des mises au point en présentiel.

3.5. Planning

- ✓ Nous souhaitons avoir le travail final le jeudi 04 octobre 2022

4. Budget

1. Nous disposons d'un budget de 35,00frsCFA

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