Section I: Cross-Case Synthesis for validating the propositions

In Chapter 5 Observations and Analysis, analysis and discussion on validity of Figure 3.1, 3.2 and 3.3 for each case was presented at the end of the respective case presented. All the cases supported all the stages in each exhibit. However, in case of IPL, the study reveals that some of the stakeholders exert neither enabling nor disabling forces. They remain neutral and thus they exert neutral forces on the organization. The three exhibits are presented again to establish the context in which organizational turnarounds happen, the process of initializing turnaround, and the role of management action and communication in the process of Turnaround.

The hypotheses to establish the proposed theoretical framework of Communication Strategies for Organizational Turnaround (CS for OTA) were evaluated for each organization and presented at the end of the case written for the respective organization. The results of the hypotheses for each case are brought together and tabulated in Table 6.1 (Appendix 61) and discussed below to carry out a cross-case synthesis.

**Proposition P_{1A}:** Every company that undergoes a turnaround would necessarily have to address some of the communication objectives given in the framework though not necessarily all.

**Result:** Yes-9; No-0

**Interpretation:**

Results tabulated against Proposition P_{1A} indicate that although each of the nine companies studied, did not deem it necessary to address all the communication objectives given in the proposed theoretical framework during turnaround, it is important to note that all of them without exception definitely addressed one or more of the communication objectives given in the proposed theoretical framework. The above findings indicate that all the 9 companies studied, support Proposition P_{1A}. 


Proposition \( P_{2B} \): The list of communication objectives given in the proposed theoretical framework is comprehensive.

Result: Yes-4; No-5

Interpretation

Results tabulated for Proposition \( P_{2B} \) indicate that for 4 of the 9 turned around companies studied, the list of communication objectives was comprehensive but it was not so for the other 5 companies that addressed communication objectives other than those listed in the proposed theoretical framework. Thus, the above findings indicate that 5 of the 9 companies studied do not support Proposition \( P_{1B} \).

Proposition \( P_{2A} \): Every company that undergoes a turnaround would necessarily have to address some of the critical stakeholders given in the framework.

Results: Yes-9; No-0

Results tabulated for Proposition \( P_{2A} \) indicate that all the 9 turned around companies studied as part of this research study, addressed at least one of the critical stakeholders listed in the theoretical framework suggested. The above findings indicate that all the 9 companies studied support Proposition \( P_{2A} \).

Proposition \( P_{2B} \): The list of critical stakeholders to be addressed during a turnaround is comprehensive.

Results: Yes-6; No-3

Results tabulated for Proposition \( P_{2B} \) indicate that 6 of the 9 turned around companies studied, addressed some or all of the stakeholders during turnaround. For the turnaround of these companies, the list of critical stakeholders listed in the proposed theoretical framework is comprehensive. However, TBEL additionally addressed a Social Activist Group while ESCL and NJMCL had to additionally interact with Industry Associations during their turnaround period. The findings indicate that 3 of the 9 companies studied, did not support Proposition \( P_{2B} \).

Proposition \( P_{3A} \): At least one of the communication actions listed in the proposed theoretical framework is employed to realize a corresponding communication objective during turnaround.

Results: Yes-9; No-0

Results tabulated for Proposition \( P_{3A} \) in Table 6.1 indicate that each of the 9 companies employed at least one communication action to achieve the corresponding
communication objective, provided it had identified the objective as its objective during turnaround. The findings indicate that all the companies studied, support Proposition P_s.

**Proposition P_{3b}:** The list of communication actions recommended for achieving the communication objectives is comprehensive

**Results:** Yes-0; No-9

Results tabulated for Proposition P_{3b} indicate that all the 9 turned around companies studied as part of this research study, employed some communication actions other than those listed in the framework prepared on the basis of the literature review. The findings indicate that all the 9 companies studied, do not support Proposition P_{3b}.

**Section II: Appreciating role and impact of communication during turnaround**

The 6 Proposition P evaluated on the basis of cases written for different organizations, studied as part of this research study, reveal that the list of stakeholders, objectives and communication actions prepared from the literature review were mandatory to the extent that one or more of the objectives and communication actions suggested to achieve these thereof, were adopted by each turnaround management during turnaround. However, all the three lists – stakeholders, objectives and actions proposed in the theoretical framework were incomprehensive. Discussion of Proposition P thus indicates that in all organizations without exception, communication played a role in enabling turnaround elements/ objectives.

Managements of all the 9 companies studied, also shared instances that clearly depict the impact of communication during turnaround. for instance, when TBEL was faced with the grave situation of asking the female workers of the factory, to remove sacred artifacts while working in the factory premises, there was a major uprising among the workers. Accepting the demand of the management was unthinkable for the workers and TBEL management took almost three months of regular dialogue with the workers to make them understand the importance of the decision and implications of the otherwise. With tremendous satisfaction, Juhi Raikhy\textsuperscript{45} shared how on a given day the workers voluntarily removed all the artifacts. TBEL completely attributes the success of the event to the continuous informal communications with the workers.

\textsuperscript{45} Juhi Raikhy was the key spokesperson of the management who interacted with the female workers
ABCL management, on the other hand, shared how important it was to keep the government departments and local administration informed about their plans of retrenchment, during closure of one of its units. They insist that not communicating their plans in time, would have *impacted* the negotiations with the workers. It was thus considered very important to present their plans and views to the relevant people. AFL switched its very business to a product that required an automated plant and minimal communication because of its incapability or lack of interest in resolving the communication problems. Jatias revealed that communication could majorly *impact* their business, owing to cross cultural communication that came into play. The management strongly believed that communication had a very significant *impact*, to the extent that the Director personally monitored all the email communication of all the employees of the company, regularly on a day-to-day basis.

Ahsan of NTCL shared how when the expenses became very high and the management explained the problems to the workers, the latter offered to accept minimum wages and minimum bonus (a cut of 20% on each for contractual employees) for a span of three years. Ahsan insisted that it was an offer and not a decision forced on the workers. He claimed that this was evidence of success of credibility of management. During his entire discourse Ahsan shared numerous communication interventions employed to build credibility among the employees. The *impact* of communication was thus quite evident from the turnaround management’s experiences.

Thus, it was quite evident that while each of the companies was conscious of the *impact* that communication could have and was consciously strategizing its communication actions, the action strategy was not documented as a ‘communication strategy document’. Interestingly, the pattern of documentation in the turnaround literature is similar. While there is enough evidence to substantiate the need for communication strategy during turnaround, no separate study was found on the subject. The need to develop a communication strategy to enable an organizational turnaround is therefore established.

**Section III: Developing and Analyzing revised framework for CS for OTA**

If Framework 3.2 is augmented by adding all the new stakeholders, new communication objectives and new communication actions suggested in various case studies, irrespective of their popularity or significance, Framework 6.1 emerges. This framework is therefore a more comprehensive framework of CS for OTA.
Framework 6.1

More comprehensive framework of CS for OTA

Theoretical Pattern augmented by Case Pattern

Stakeholder/ Turnaround Element (objective)/ Possible Communication Action

1. Board of Directors/ Shareholders
   1.1. Gain support and time in the future
       1.1.1. Present detailed turn-around plan

2. Staff and Workers/ Employees
   2.1. Credibility building actions by the new management
       2.1.1. Make decisions transparent
       2.1.2. Exercise Communication Control (Do not over-promise)
       2.1.3. Document, and communicate a strategic turnaround plan
       2.1.4. Publicize success in resolving a current crisis or problem
   2.2. Initial Control
       2.2.1. Exercise Communication Control (Check the number of or participation in meetings)
       2.2.2. Seek views on the general well being of the employees.
       2.2.3. Order preparation of daily, weekly and monthly cash forecasts
       2.2.4. Confront employees attempting anti-establishment sentiments
   2.3. Mobilization of organization for turnaround
       2.3.1. Inject urgency in the communications plan. Explain what needs to be done and why
       2.3.2. Deal with concerns of employees in open and honest manner. Offer follow up sessions
       2.3.3. Articulate a few highly concrete targets for the company for the next few months
       2.3.4. Top managers must emphasize on integrity, fairness, hard work, resourcefulness and concern for the staff during interactions with the staff
       2.3.5. Listen to the views of all the managers. Gauge their reaction
       2.3.6. Repeatedly affirm the Company’s mission, core values, and the primary goals of profit and growth.
       2.3.7. Understand perceptions and focus minds of managing team. Set the scene for turnaround.
       2.3.8. Ensure all employees know what is going on, for what reason and how it will occur.
       2.3.9. Share the pulpit (Empowerment)
2.3.10. Note any comments or queries and provide answers asap

2.3.11. Involve the staff to identify solvable problem areas and have their views on uninvolved areas

2.3.12. Include key managers for development of industry wisdom

2.3.13. CEO must get out of the office to interact with the employees and to listen to them.

2.3.14. Publicize and celebrate every employee and team success

2.3.15. *Organize seminars for educating workers on their rights and developments in industry. This dispels misconceptions. (Educate employees on their rights and openly discuss them)*

2.3.16. Hold special sessions for non-participating managers after vision has been developed to share planned vision

2.3.17. Employ open ended communication style that encourages employees to find answers and take decisions

2.3.18. *Emphasize that employee’s loss or gain is very high*

2.3.19. *Exercise Control on Communication Technology*

2.3.20. *Convey and display vision and mission statement*

2.3.21. CEO should deliver the vision presentation in person and as often as possible.

2.3.22. Include only key managers for development of vision

2.3.23. Rephrase people’s roles to clarify managerial responsibilities.

2.4. Internal Co-ordination

2.4.1. Keep enhancing communication technology – email, mobile, ERP

2.4.2. Offer constant feedback to keep organization on track

2.4.3. Institute a monthly performance review meeting of all senior managers chaired by the chief executive.

2.4.4. Set up co-ordination committees for co-ordinating interdependent departments

2.4.5. *Exercise Control on Communication Technology (NEW)*

2.4.6. Insist that lower level disputes be settled at that level on a face to face basis

2.4.7. Keep the atmosphere light

3. Unions

3.1. *Negotiation of support of Unions and neutralization of Unions’ pressures*

3.1.1. Brief unions on the problems and strengths of the unit and some tentative turnaround plan

3.1.2. Seek support, concessions etc. from the unions

3.1.3. Keep unions posted on the progress of the turnaround
3.1.4. Get them to suggest turnaround steps
3.1.5. Collect informal feedback for better negotiations
3.1.6. Evolve jointly a broad turnaround strategy

3.2. Managing Retrenchment

3.2.1. Make it clear to the workers that the management would ensure a fair deal for them
3.2.2. Let a manager who has dealt with workers and enjoys their goodwill, handle negotiations
3.2.3. Address all the workers directly and together to avoid misunderstandings and rumours
3.2.4. Quantity of information shared at a time should be controlled and based on capacity of recipients to absorb it
3.2.5. Do not hide the decision of closing down the unit, from anyone who inquires

4. Banks and Financial Institutions

4.1. Negotiation of support of Banks and/or FIs and neutralization of Banks and/or FIs pressures

4.1.1. Seek support, concessions etc. from Banks and/or FIs
4.1.2. Keep Banks and/or FIs posted on the progress of the turnaround
4.1.3. Brief Banks and/or FIs on the problems and strengths of the unit and some tentative turnaround plan
4.1.4. Educate the concerned bank officials on the working of the business/industry (New)
4.1.5. Protracted negotiations with the banks and Financial institutions
4.1.6. Requires personal interaction of promoter/top management with Bank senior officials
4.1.7. Get them to suggest turnaround steps
4.1.8. Evolve jointly a broad turnaround strategy

5. Government

5.1. Negotiation of support of Government and neutralization of Government pressures

5.1.1. Seek support, concessions etc. from the government
5.1.2. Brief relevant government departments on the problems and strengths of the unit and some tentative turnaround plan
5.1.3. Keep the government posted on the progress of the turnaround
5.1.4. Maintain direct contact; avoid via medias or advisors
5.1.5. Approach Government through industry associations
5.1.6. Get relevant government officials to suggest turnaround steps
5.1.7. Evolve jointly a broad turnaround strategy
5.2. Managing Retrenchment

5.2.1. Proactively keep all relevant government officials and departments posted on the fair deal being offered to workers (to be retrenched)

6. Suppliers

6.1. Negotiation of support of suppliers and neutralization of suppliers’ pressures

6.1.1. Seek support, concessions etc. from suppliers
6.1.2. Seek new suppliers who are willing to give credit and cooperate
6.1.3. Brief suppliers on the problems and strengths of the unit and some tentative turnaround plan.
6.1.4. Educate Supplier for better quality and quantity
6.1.5. Keep suppliers posted on the progress of the turnaround
6.1.6. Get suppliers to suggest turnaround steps
6.1.7. Evolve jointly a broad turnaround strategy

6.2. Build Credibility among suppliers

6.2.1. Commit payments to build credibility
6.2.2. Always keep your word (NEW)

6.3. Ensure Desirable Quality of Supplies

6.3.1. Seek new suppliers who are willing to cooperate
6.3.2. Ensure regular educating sessions for ensuring quality
6.3.3. Post quality manager at supplier’s site

7. Customers

7.1. Negotiation of support of customers and neutralization of customers’ pressures

7.1.1. Brief customers on the problems and strengths of the unit and some tentative turnaround plan
7.1.2. Keep customers posted on the progress of the turnaround
7.1.3. Get customers to suggest turnaround steps
7.1.4. Seek support, concessions etc. from customers
7.1.5. Evolve jointly a broad turnaround strategy

7.2. Ignore current market and find a new market

7.2.1. Design communications to suit customer/ consumer needs and tastes
7.2.2. Build brand image
7.2.3. Make communications consistent
7.2.4. Train people on cross cultural communication
7.2.5. May rename products
7.2.6. May redesign packaging
7.2.7. May redesign logo
7.2.8. Offer Support, concessions etc. to customers
7.2.9. Offer advice or assistance in customer's times of crisis. Assume the role of a consultant

7.3. Ensure sooth Cross Cultural Communication with customer

7.3.1. Continuously educate employees on customer's cultural values
7.3.2. Continuously educate employees on bridging language barriers with foreign customer
7.3.3. Continuous monitoring of all employee communications with customers, to cover up noise due to cultural and language differences

7.4. Sourcing industry information for quick cost reduction

7.4.1. Increase costs incurred on communication technologies, if need be, for sourcing industry (market) information
7.4.2. Active participation in industry association activities
7.4.3. Develop informal contacts with peers in industry

7.5. Revenue Generation

7.5.1. Unfocused advertising and promotion be more sharply focused

7.6. Build Brand Image

8. Social Activist Groups

8.1. Gain Support and neutralize pressures of Social Activist Groups

8.1.1. Maintain transparent and direct contact

9. Industry Associations

9.1. Influence Government Policies

9.1.1. Build image of senior member of Company as significant opinion holder
9.1.2. Actively participate in industry Association activities

9.2. Keep track of industry developments

9.2.1. Actively participate in industry Association activities
Analyzing the revised framework of CS for OTA

In order to carry out a cross-case synthesis on the revised framework proposed, the table prepared at the end of each case study (that reflects the match of the theoretical framework and the turnaround in respective organizations studied) is tabulated against revised framework given in Framework 6.1. The outcome is given in Table 6.2 (Appendix 6.2).

Stakeholders addressed during TA

Total No. of stakeholders addressed during turnaround by the turnaround managements of the companies studied, are given in Table 6.3a & 6.3b and plotted in Chart 6.1.

Table 6.3a: Number of stakeholders addressed by each company studied

<table>
<thead>
<tr>
<th>Company</th>
<th>No of stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBEL</td>
<td>7</td>
</tr>
<tr>
<td>ESCL</td>
<td>7</td>
</tr>
<tr>
<td>ABCL</td>
<td>5</td>
</tr>
<tr>
<td>VPL</td>
<td>6</td>
</tr>
<tr>
<td>HJMCL</td>
<td>6</td>
</tr>
<tr>
<td>NJMCL</td>
<td>7</td>
</tr>
<tr>
<td>IPL</td>
<td>6</td>
</tr>
<tr>
<td>AFL</td>
<td>4</td>
</tr>
<tr>
<td>NTCL</td>
<td>6</td>
</tr>
</tbody>
</table>

Table 6.3b: Frequency of addressing a given number of stakeholders

<table>
<thead>
<tr>
<th>No. of stakeholders addressed</th>
<th>Frequency of occurrence</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>3</td>
</tr>
</tbody>
</table>

Chart 6.1: Frequency of number of stakeholders addressed
Table 6.3a & 6.3b and Chart 6.1 indicate that of the 9 companies that turned around 4 companies addressed 6 stakeholders while in 3 companies management addressed 7 stakeholders. The range observed in the given study was found to be between 4 to 7. The mode value was 6.

The total number of companies that addressed a given stakeholder are given in Table 6.4 and plotted in Chart 6.2.

Table 6.4: Frequency of companies addressing a given stakeholder

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Total companies that addressed the stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and Workers/Employees</td>
<td>9</td>
</tr>
<tr>
<td>Customers</td>
<td>9</td>
</tr>
<tr>
<td>Unions</td>
<td>8</td>
</tr>
<tr>
<td>Banks and Financial Institutions</td>
<td>8</td>
</tr>
<tr>
<td>Government</td>
<td>8</td>
</tr>
<tr>
<td>Suppliers</td>
<td>7</td>
</tr>
<tr>
<td>Industry Associations</td>
<td>3</td>
</tr>
<tr>
<td>Board of Directors/ Shareholders</td>
<td>2</td>
</tr>
<tr>
<td>Social Activist Groups</td>
<td>1</td>
</tr>
</tbody>
</table>

Chart 6.2: Frequency of companies addressing a given stakeholder

Table 6.5 indicates that all companies without exception addressed the ‘staff and workers/employees’ and ‘Customers’ during turnaround; 8 out of 9 companies (88.8%) companies had to address communication objectives pertaining to Unions, Banks and Financial Institutions and Government; 7 of the 9 companies studied
(77.8%) addressed issues pertaining to suppliers; 3 of the 9 (33.3%) companies addressed industry associations; 2 of the 9 companies (22.2%) addressed objectives pertaining to Board of Directors; and only 1 of the 9 companies (11.1%) had to address objectives pertaining social activist groups.

We may thus interpret that the 6 stakeholders addressed by maximum number of turnaround managements studied, were employees, customers, unions, banks and FIs government and suppliers. Every management addressed the employees and the customers. While there might be unique circumstances such as the new management gets all personal equity and does not believe in taking credit (an old school of thought in some cultures) would not interact with the Banks as was the case of VPL; when the union is extremely co-operative as was the case of IPL; or when a company consciously decides to minimize government interactions and fights back to relieve itself of day-to-day petty corrupt practices; or when the company that has acquired the sick unit is a supplier of the raw material and thus interaction with suppliers would assume minimal importance as was for IPL, NTCL and HJMCL, that we may say that these organizations do not find it critical to strategize communications with these stakeholders. Otherwise most of the organizations would address some issues pertaining to each of these stakeholders.

Interactions with industry associations and social activist groups may be considered as critical by some organizations in unique situations. For instance, when it is critical to influence government policies and the promoters are influential themselves then interaction with industry associations may play a critical role. Similarly, if some social activist groups are active and influential in a region, an organization may have to address their concerns to neutralize their pressures. Thus, these two stakeholders may be included in the list of critical stakeholders to make the list comprehensive but their significance as against other stakeholders is much low and would depend on the unique situation of the Company.

Similarly, the need to address concerns and solicit support of Board of Directors arises only when the top management and the Board of Directors are a non-overlapping group. If they happen to be the same, then this stakeholder becomes irrelevant in the process.

**Objectives that demanded communication intervention**

Table 6.5 gives the number of objectives that each company studied, addressed during turnaround and Chart 6.3 depicts the results given in Table 6.5.
Table 6.5: Frequency of employing given number of objectives

<table>
<thead>
<tr>
<th>No. of objectives addressed through communication (X)</th>
<th>Freq of Companies employing communication for X no. of objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>1</td>
</tr>
</tbody>
</table>

Chart 6.3: Frequency of addressing turnaround objectives through communication

Table 6.5 and Chart 6.3 indicate that 44.4% companies employed communication interventions to address 8 or 9 objectives. These are also the mode values and hence the most probable values.

Table 6.6 shows the number of companies that addressed a particular objective during TA. The results are depicted in Chart 6.4.
<table>
<thead>
<tr>
<th>Communication Objectives/ Organization (O)</th>
<th>Total no. of companies that addressed the objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilization of organization for turnaround</td>
<td>9</td>
</tr>
<tr>
<td>Initial Control</td>
<td>8</td>
</tr>
<tr>
<td>Internal Co-ordination</td>
<td>8</td>
</tr>
<tr>
<td>Negotiation of support of Banks and/or FIs and neutralization of Banks and/or FIs pressures</td>
<td>8</td>
</tr>
<tr>
<td>Negotiation of support of Government and neutralization of Government pressures</td>
<td>8</td>
</tr>
<tr>
<td>Negotiation of support of suppliers and neutralization of suppliers’ pressures</td>
<td>7</td>
</tr>
<tr>
<td>Sourcing industry information for quick cost reduction</td>
<td>7</td>
</tr>
<tr>
<td>Revenue Generation</td>
<td>7</td>
</tr>
<tr>
<td>Building Credibility among employees</td>
<td>6</td>
</tr>
<tr>
<td>Ignore current market and find a new market</td>
<td>6</td>
</tr>
<tr>
<td>Negotiation of support of Unions and neutralization of Unions’ pressures</td>
<td>5</td>
</tr>
<tr>
<td>Negotiation of support of customers and neutralization of customers’ pressures</td>
<td>5</td>
</tr>
<tr>
<td>Build Credibility among suppliers</td>
<td>5</td>
</tr>
<tr>
<td>Ensure Desirable Quality of Supplies</td>
<td>4</td>
</tr>
<tr>
<td>Keep track of industry developments</td>
<td>4</td>
</tr>
<tr>
<td>Managing Retrenchment in a dying unit (Union)</td>
<td>3</td>
</tr>
<tr>
<td>Managing Retrenchment of dying unit (Govt.)</td>
<td>3</td>
</tr>
<tr>
<td>Influence Government Policies</td>
<td>3</td>
</tr>
<tr>
<td>Ensure Smooth Cross Cultural Communication with customer</td>
<td>2</td>
</tr>
<tr>
<td>Gain support and time in the future</td>
<td>1</td>
</tr>
<tr>
<td>Gain Support and neutralize pressures of Social Activist Groups</td>
<td>1</td>
</tr>
</tbody>
</table>
All the turnaround managements had to mobilize the organization while 88.8% managements addressed initial control, internal coordination, negotiation of support from Banks and FIs and negotiation of support from Government by employing communication actions. 77.7% companies employed negotiation of support from suppliers and neutralization of supplier’s pressures, sourcing industry information for quick cost reduction and revenue generation. 66.6% companies employ communication actions to build credibility among employees and develop a new market.

While the number of companies addressing other communication objectives is comparatively less, the importance of these actions cannot be considered any less for the organizations that did employ communication actions to address these issues. for instance, there were companies in the sample that did not retrench the workers and hence did not employ communication actions for this objective. Similarly, for the companies that exported its end products, cross-cultural communication and brand image became extremely important objectives and in their interviews the management commented on communication playing an extremely critical role in enabling a turnaround (TBEL and AFL). While the number of companies addressing these objectives was less, the importance of these communications for the companies that did employ these actions was very high.
However, the significance of the objective of gaining support and time of Board of Directors did not come out as clearly as for the other objectives. Since the promoter and Board of Directors happened to be the same in most of the organizations studied, the objective was not addressed in most of the companies but if the promoter and management would have been different, the objective could have been important. The evidence for this however, is relatively weak as in some companies that did have a separate management and promoter, the role of sharing the plan to gain support and time was not very vocally advocated by the management.

Thus, it may be concluded that while some objectives are addressed by most of the companies, other objectives may not be considered any less important and thus it is important in this case to prepare a comprehensive list in the framework and leave it for a practitioner (turnaround management) to employ what is deemed suitable in its particular situation.

The nine new communication objectives identified by the study of the 9 turnarounds include developing new markets, building credibility amongst suppliers, ensuring desirable quality of supplies, managing unions and government during retrenchment in a dying unit, ensuring smooth cross cultural communication, keeping track of industry information, influencing government policies and gaining support of social activist groups.

**Communication actions/ interventions employed to achieve the objectives**

Table 6.7 (*Appendix 6.3*) is prepared by reorganizing Framework 6.1 to indicate the popularity of communication actions employed for achieving the turnaround objectives. The communication actions have been arranged in the descending order under each objective. Chart 6.5, 6.6, 6.7, 6.8, 6.9, 6.10, 6.11, 6.12, 6.13, 6.14, 6.15, 6.16, 6.17, 6.18, 6.19, 6.20, 6.21, 6.22, 6.23, 6.24 and 6.25 pictorially depict the popularity of communication actions for achieving the said objective.
Table 6.7 and Chart 6.5 reveal that 3 of the 9 companies studied presented a detailed turnaround plan to the Board of Directors in the initial phase of turnaround.

Table 6.7 and Chart 6.6 reveal that ‘making decisions transparent’ was the most popular action taken to build credibility. The second most popular action was ‘exercising communication control’ to keep a check on promises made rather than failing to achieve the same. Documenting and sharing a strategic turnaround plan and capitalizing on the success in resolving a crises was also employed by 4 and 3 companies respectively.
Table 6.8 and Chart 6.7 indicate that 6 of the 9 companies studied exercised communication control and sought views on well being of employees to gain initial control. 5 of the 9 companies studied, ordered preparation of cash forecasts and 1 of the 9 confronted employees attempting anti-establishment sentiments to gain initial control.
Injecting urgency in the communication plans was the most popularly adopted action followed by ‘dealing with the employees concerns in an open and honest manner, articulating concrete targets and emphasizing on integrity, fairness and hardwork, resourcefulness and concern for staff.'
Table 6.7 and Chart 6.9 reveal that enhancing communication technologies and providing constant feedback were the most popular communication actions adapted by the companies studied to improve internal coordination. Popularity of other communication actions for the purpose is also pictorially presented in Chart 6.9.
Chart 6.10: Frequency of companies adopting CAs for negotiating support of union

Briefing unions on the problems and strengths of the unit, sharing the tentative turnaround plan and seeking support and concessions from the unions were the most popularly adopted communication actions by the companies studied.

Chart 6.11: Frequency of companies adopting CAs for managing retrenchment

Assigning a manager who enjoys goodwill and informing the workers that management would ensure a fair deal were the most popular actions employed for managing retrenchment.
Chart 6.12: Frequency of companies adopting CAs for Negotiation of support of Banks / FIs

The most popular communication actions for Negotiation of support of Banks / FIs were seeking support, concessions and keeping them posted on the progress of the turn around.

Chart 6.13: Frequency of companies adopting CAs for negotiating support of government

The most popular communication actions for negotiating support of the government were seeking support, concessions and briefing relevant government department on the problem and strengths of the unit and some tentative turn around plan.
Proactively keep all relevant government officials and departments posted on the fair deal being offered to workers to be retrenched was adopted by 5 of the 9 companies studied.

Seek support, concessions from suppliers and seek new suppliers who are willing to give credit and cooperate were the most popular actions adopted by companies studied in order to negotiate support of suppliers.
6 of the 9 companies studied committed payments to build credibility among the suppliers.

Seek new suppliers who are willing to cooperate and ensure regular educating sessions for quality were the most popular actions adopted by companies studied in order to ensure desirable quantity and quality.
Chart 6.18: Frequency of companies adopting CAs for negotiating support of customers and neutralization of customer's pressures

- Evolve jointly a broad turnaround strategy
- Seek support, concessions etc. from customers
- Get customers to suggest turnaround steps
- Keep customers posted on the progress of the turnaround
- Brief customers on the problems and strengths of the unit and some tentative turnaround plan.

Brief customers on the problems and strengths of the unit and some tentative turnaround plan and keep customers posted on the progress of the turnaround were the most popular actions adopted by companies studied in order to negotiate support of customer.

Chart 6.19: Frequency of companies adopting CAs to find a new market

- Offer advice or assistance in their times of crisis
- Offer Support, concessions etc. to the customer
- May redesign logo
- May redesign packaging
- May rename products
- Train people on cross cultural communication
- Make communications consistent
- Build brand image
- Design communications to suit customer needs and tastes

Design communications to suit customer needs and tastes was the most popular action adopted. 6 of the 9 companies studied and all the 6 companies that address the addresses adopted this action.
Chart 6.20: Frequency of companies adopting CAs to ensure smooth cross-cultural communication

- Monitoring employee communications to cover up noise due to cultural and language differences: 1 company
- Continuously educate employees on bridging language barriers with foreign customer: 2 companies
- Continuously educate employees on customer’s cultural values: 2 companies

Continuously educate employees on customer’s cultural values and bridge language barriers with foreign customer were the most popular actions adopted by companies studied. In fact both the companies that addressed the objective of cross culture communication adopted these two communication actions.

Chart 6.21: Frequency of companies adopting CAs to source industry information

- Develop informal contacts with peers in industry: 4 companies
- Active participation in industry association activities: 4 companies
- Increase costs incurred on communication technologies, for sourcing industry information: 7 companies

Increase costs incurred on communication technologies, for sourcing industry information was the most popular action adopted by companies studied. In fact all the 7 companies that addressed the objective of sourcing industry information adopted this communication action.
Unfocused advertising and promotion be more sharply focused and Build Brand Image were the most popular actions adopted to enhance revenue generation. All the 7 companies that addressed this objective adopted both the communication actions.

The only company that addressed the objective of negotiating support of social activist groups maintained transparent and direct contact with them.
4 of the 7 companies studied actively participated in industry association activities and built image of a senior member of their Company as significant opinion holder with the objective of influencing government policies.

4 of the 9 companies studied actively participate in association activities in order to track industry developments.
Appreciating Criticality of Variables

The criticality of each component of the communication framework proposed varied from one company to another. For instance, communication with Banks was very critical in case of TBEL which was taken over by a group of professionals who could not have brought in equity to meet the outstanding debts of the sick company. On the other hand, NTCL which was taken over by Assam Tea Company Ltd. (ATCL) had no financial crisis and therefore its communications with the banks were not as critical as were for TBEL.

Similarly, for AFL, which was producing a security product wherein the quality of raw material was extremely critical for ensuring desired quality of the security product produced, suppliers role was very critical. In case of NJMCL also, the communication with suppliers was a very critical factor as there was rampant exploitation by traders and brokers of raw material. Companies which did not have the mettle to stock raw material for lean periods of jute supply, had to play in the hands of these traders. The company therefore had to constantly strategize to beat the cobweb. On the other hand, NTCL which was taken over by ATCL conveniently began sourcing its raw material from the ATCL’s suppliers. Hence communication with suppliers was not critical. In case of IPL which came under the umbrella of the Reliance group there was instant relief from issues pertaining to supplies. While initially it was at a disadvantage because its suppliers were located at far off location it now benefited the parent company as the latter was itself a supplier of the raw material. There was therefore no issue left pertaining to major raw material supplies. Hence communication with suppliers in case of NTCL and IPL were not critical at all while they were extremely critical in case of AFL and NJMCL.

Yet another variation was noticed in case of communications with employees. HJMCL considered employee communication during turnaround as most critical and the management actually employed the accommodation model wherein it asked its employees to ensure their own welfare by managing the Mill in an open system. On the other hand, ESCL management knew that its workers had no choice but to comply with the directions given by the management and hence employed what appears to be more of an exchange model. AFL was yet another case where the management decided that it would not be able to manage employee communications at its distant factory, as it found a major difference in the communication style of the employees and the management. The management felt that since their customer was Japanese it was important that the communication style of AFL employees matched that of the
Japanese and hence it attempted to automate its plant and reduce communication to a minimal level. One can again see traces of *exchange model* being applied in case of AFL. It is interesting to see however, that TBEL in a similar situation of cross cultural communication between Indian factory at a distant location and market in the US decided to shift its base closer to the factory and adopt a *socialization model* to communicate with the employees. It organized various innovative programmes to promote group working and informal networks to promote self-actualization. The variation in approach may be attributed to the background of the turnaround management that had to bring about the change. While the Jatias were of Indian origin they had settled in Japan and Anup Jatia, who was actively managing the show in India was brought up in Japan and later educated in the US. They therefore found it difficult to manage communications with its Indian employees. On the other hand, most of the members of the TBEL management had worked in India for a long time and were therefore at ease with their employees. Thus, we see that the approach adopted for employee communication varied according to the situation as in case of HJMCL and ESCL and also according to the management’s level of comfort or competence as in case of AFL and TBEL.

Another contrasting approach was observed between interactions of turnaround management of NJMCL and IPL with their respective industry associations. The jute industry was heavily dependent for its welfare on the government policies. Since, the government was also a major customer, it was important to both, follow and if possible influence the government policies. On the other hand, IPL MD Narendra Kumar revealed that the erstwhile Chairman of IPL had been wasting energies on networking in industry and political circles and the turnaround management refrained from doing so, as it brought minimal advantage to the Company. Thus, we see that criticality of communications with industry associations varied from one industry to another.

We may therefore conclude from the above discussion that criticality of communication with various stakeholders varies owing to numerous factors ranging from variation in financial capabilities of the turnaround management, background of the turnaround management, product or customer requirements, industry etc. Thus, we find that the results of this research study support the contingency theory or the RBV theory as the turnaround management is expected to understand its own unique situation and identify the turnaround objectives suitable for its unique situation. The Communication Strategy framework suggested hereof may then be consulted to
understand what communication intervention turnaround companies have been employing to address those objectives.

**Communication Resources for implementing CS for OTA**

In order to analyze the communication technologies employed during turnaround, Table 6.7 (Appendix 6.4) was prepared to reflect the approach of the 9 companies studied. Table 6.8 reveals that while computing facilities were incorporated in all companies there was no consensus as to whether internet surfing facility should be provided at all terminals or not. Two companies, namely ABCL and AFL very strongly advocated the need for common computing area for some computing functions especially net surfing. Bajaj of ABCL thought that common computing area promoted personal interaction and communication, as it forced the employees to leave their seats and in the process interact with fellow colleagues. Jatia of AFL on the other hand thought that it permitted a check on external communications. He shared with the researcher, how a company in Europe had to bear a law suite for regular illegal website access and external communications of one of its employees. He therefore advocates the need for keeping a check on the websites visited, to ensure law abiding and official usage of the net. Bajaj of ABCL also felt that facilities such as the net connectivity had to be provided with discretion. This he felt was required for ensuring better internal coordination and control. Exercising control on communication technology was thus suggested as an intervention for ensuring that external communications were legal and official and internal co-ordination was improved. “Lack of this control could have serious **impact** on a company” (Jatia, personal communications, October 18, 2005) However, the 7 other companies did not think so and provided uninterrupted net access at all terminals.

Table 6.8 also shows that all the companies accepted email as an official communication document. However, there is again a disagreement on whether the email communications of employees should be monitored or not. While 3 companies namely AFL, IPL and NTCL confirmed that all external email communications were monitored, two namely TBEL and VPL did not follow the process. However, in the second meeting with the researcher, Nigam of TBEL shared that upon deliberation after facing the researcher’s question, TBEL is realizing the need to incorporate a system of monitoring external communications, as their industry was very competitive and the company could not afford a leak of marketing and product development decisions. This was more because the ideas themselves carried value and implementation was not a formidable task for a competitor. Thus most of the
companies (4) felt that external communications could seriously impact the business. Jatia of AFL felt this was necessary to ensure that cross cultural communication gaps between them and the Japanese customer did not impact the business. He knew that a Japanese customer was difficult to develop but once developed could be a lifetime customer provided the relationship was carefully nurtured. To add to this, AFL was working for only one customer and any gap in communication could seriously impact the entire business. Jatia therefore personally monitored all the emails every day to ensure smooth external communications. Similarly, NTCL and IPL also believed that it was important to keep a check on external communications.

LAN was essentially employed by all companies studied. It was considered as an obvious essential communication technology to ensure smooth internal communications and process flow. WAN was considered ambitious target by some though two of the 9 companies (IPL and TBEL) had implemented it successfully. Interestingly, all the turnaround leaders were unaware of the type of connectivity employed to connect distant locations. Thus, role of communication technology in enabling smooth internal coordination and process flow is completely established.

Enterprise Resource Planning (ERP) software was fully adopted by two companies and partially implemented at two companies studied. It was seen by these companies as a platform for ensuring real time communication of data amongst relevant parties responsible for carrying out the business. The fast pace of communication enabled by the software was seen to have a tremendous impact on the business. This was evident from the fact that these companies decided to incur the expense of adopting this package even if it was difficult to afford the money during the turnaround period. TBEL invested INR 4.5 million on procuring and implementing the ERP package in 1999 when its turnover was merely INR 31 million. This is to say that it invested 14.5% of its gross sales in that year to ensure communication infrastructure for smooth process flow. ABCL also invested more than INR 10 million on ERP during its turnaround period. Both ABCL and TBEL management also explained benefits of ERP software and described its impact as the second major change at their organization besides turnaround. All the four companies struggled tremendously to ensure its smooth implementation and called it a continuous ongoing process. Other companies however had not adopted the ERP software though HJMCL indicated its plan to implement it in the near future. While IPL and TBEL had successfully implemented multi-location ERP packages, NTCL and ABCL had succeeded in enabling it at all individual sites only and were struggling to connect multi-locations for ensuring complete benefits. However, this was considered a highly challenging
task to implement. Considering the impact of communication technology, it believed that the effort was worth the returns it promised.

Interestingly, the use of mobile phones was an unquestioned reality but a striking difference of opinion was found on the extent of its usage. On one hand were management of HMCL, NJMCL and VPL that believed that mobile phones enhanced efficiency so extensively that it was given to almost anyone who required it, beginning from a peon. On the other hand, TBEL, ABCL, AFL and IPL shared with the researcher, the restrictions that had to be imposed owing to distractions that must be avoided in factory working areas. AFL also shared how it was forced to restrict extent of usage in the office premises, owing to indiscretion displayed by employees in using it in open office settings.

While 4 of the 9 companies did not have active websites, three others that did have one, confessed using it only for information dissemination and not for active marketing objectives. TBEL acknowledged that the website could prove to be a captive audience for one of its market segments (in Silicon valley) however it had not yet employed it to reap the benefits. SMS was not seen as anything more than a cheap messaging device for day to day communication and was not employed by any of them for any other purpose. Bajaj of ABCL though mentioned that he was studying prospects of employing SMS for mass gaming as a promotional tool that many other companies were successfully employing currently. Video conferencing facility was effectively employed only at IPL whereas others except TBEL had not given it much consideration.