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ORGANIZATIONAL RELATIONSHIP BETWEEN MARKETING AND PUBLIC RELATIONS: A CASE STUDY OF TRANSFERWISE LTD.

Bachelor's thesis

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TABLE OF CONTENTS

ABSTRACT 4
INTRODUCTION 5
1.1.Organisational Approach of Marketing and Public Relations 7
1.2. Structural Realtionship Between Marketing and Public Relations 8
1.3. Interconnection of Marketing and Public Relations in an Organisation.....10
1.4. The Power Control Between Marketing and Public Relations.....11
1.5. Integration of Marketing and Public Relations.....13
1.6. Pros and Cons of Integration of Marketing and Public Relations.....17
1.7. The Relationship Between Marketing and Public Relations.....20
2. RESEARCH METHODOLOGY 21
2.1. Choice of Research Method 21
2.2. Research Approach.....22
2.2. Research Theory 23
2.2. Sample Procedure 23
3. RESULTS AND DISCUSSION.....24
3.1. Result on Data Analysis.....24
3.2. Discussion on Results.....36
3.3. Recommendation.....38
CONCLUSION 39
LIST OF REFERENCES.....40
APPENDICES 45

ABSTRACT

Over the years, there have been debate and arguments over the functions or marketing and public relations in an organization. The importance of both departments in an organization cannot be overemphasized and this research was conducted to know how marketing and public relations department operate in TransferWise Ltd.

The author investigates the organizational relation of both the marketing and public relations department, how they function effectively with one another and if there has been any power tussle between both departments. Also, to determine if the marketing and public relations department will function effective if both department was integrated and function under a single umbrella. The exploration research method was introduced using a structured written interview as the time zone of the respondents is different to the researcher's time zone. The questionnaire was sent to 8 people and (4 people from the marketing and public relations department respectively) in order to arrive in an objective conclusion.

Keywords: Marketing, Public relations, Integrated Marketing Communications, Organizational structure.

INTRODUCTION

Kotler and Mindak (1978) stated that Public relations and Marketing has over the years been considered as the main modes of communication that companies employ in either to increase sales or present the company's image in the mind of her customers. Since the early 1980s, the relationship between these two has received substantial attention as a result of the debate concerning the unification of the two functions (Cornelissen & Lock, 2000).

Irrespective of the increased interest, (Cornelissen & Lock, 2000) explained that there has been an extraordinary analysis of the relationship between public relationship and marketing on how both can function and can be most effectively structured properly within the organization. However, the preconception of different theoretical aspect of the relationship between functions has not be made obvious till date.

This research paper aims at viewing the organizational perspective of public relations and marketing using the grounded theory research method to determine the organizational relationship between the marketing and public relations functions. Also, this thesis paper also intends to distinguish the major roles play by both functions in achieving organizational objectives and at the same time aim at measuring organizational success.

There has always been a thin and blurry line between Marketing and Public Relations in organizations and some companies are not able to distinguish between both departments in an organization. It has often been discovered that small and medium size companies do not have a public relations department as their primary objective is creating more profit margins every year and provide more funding to the marketing department.
This thesis provides an insight to the organizational relationship between Marketing and Public Relations, which is more superior to the other and how an organization function with both department working effectively.

The objective of this thesis paper is to analyse how marketing and public relations co-exists with one another by studying the similar features of both departments of a particular organization (TransferWise Ltd.) and to further find a bridge or need for improvement in their mode of operation for organizational development.

The research questions are stated below:

Question 1: How has the power control tussle between Marketing and Public Relations affected the growth of an organization?

Question 2: What are the view points on the relationship between Marketing and Public Relations?

Question 3: Should the marketing and public relations be integrated?

Question 4: How does both department co-exist effectively well?

Keywords

- Marketing
- Public Relations
- Organizational Structure
- Communication Management
- Integrated Marketing Communication

Previous researches have highlighted the contingency theory as the most preferred theory to describe the relationship between marketing and public relations. More information will be provided as the research proceeds.

The data gathering techniques for this thesis research will be done by using a structured questionnaire data gathering method as it will not be possible to conduct an interview due to the time difference where the respondents are.

The thesis will be divided into 3 different chapters. The first chapter will address the literature review and analysing other research related to the same topic, the second chapter will focus on the research method and approach while the third chapter will state the data gathering results and analysis and the conclusions and limitations.

1. LITERATURE REVIEW

1.1 ORGANIZATIONAL APPROACHES OF MARKETING AND PUBLIC RELATIONS

Grunig & Grunig (2000) in the excellence study seems to provide enthralling and captivating evidence in support of separate public relations and marketing functions and of integrated marketing programmes, but, not just marketing communication programmes but through the public relations departments or by interrelating a set of specialized public relations department. One major barrier remains, however, before communication programmes can be fully integrated: public relations researchers and marketing communication researchers conceptualize communication in very different ways (Grunig J. E., Excellence in Public Relations and Communication Management., 1992). Many integrated communication programmes apply marketing communication theory preferably than public relations theory to communication management and in ways that we believe do not result in effective communication (Einwiller & Boenigk, 2012).

The excellence study conducted by Grunig and Grunig (2000) describes differences between the two types of theory that require discussion and debate to find the contributions that each approach can make to a comprehensive theory of public relations and marketing to resolve conceptual differences between the approaches. The following attributes of marketing communication theory that differ from our public relations approach was identified:

1. The reoccurring ideas or notion that all publics can be treated as though they are consumers, that consumers are the only publics that matter and that there is no difference between markets and publics as markets essentially consist of individuals making individual decisions.
2. The application of the concept of exchange to all relationships such as those important in marketing, may usually involve an exchange, but one needs to build social and personal relationships on the expectation that reciprocity may not occur. (Fisher & Brown, 1988) stated that what we consider to be a better way of relationship building can be unconditionally constructed even if the other side does not do the same in return.

3. A propensity to overgeneralize the importance of marketing or of communication, with statements such as everything is marketing and marketing is everything or all communication is marketing and all marketing is communication. (Schultz, Tannenbaum, & Lauterborn, 1993) cited that if something is everything, one cannot differentiate it from anything else and, therefore, it is nothing. We believe there is more to marketing than communication and to communication than marketing.
4. A major approach to marketing and public relations is overemphasis on the behaviour of publics and underemphasize on the behaviour of management. It is much easier to control one's own behaviour than that of others. Therefore, the purpose of public relations is to contribute to organizational decision making so that the organization behaves in ways that publics are willing to support rather than in ways that publics oppose with their own behaviours.

An emphasis on symbols and their effects on the cognitions and attitudes of publics rather than on the behavioural relationship of organizations and publics. Marketing communication view identity, image, brand and reputation (Van Riel, 1995) and (Rebel , 1997) propose and recommend that the right message can implant the corporate identity into the public's image and, by implication, that one can manage reputation by managing the production and distribution of symbols.

1.2 STRUCTURAL RELATIONSHIP BETWEEN MARKETING AND PUBLIC RELATIONS

Among the first to outline the connection or bond between marketing and public relations were (Kotler & Mindak, 1978) stating five possible arrangements or models.

1. Marketing and Public Relations have equal functions but different capabilities and different point of views.

2. Both public relations and marketing have equal but overlapping functions.

3. With marketing as the dominant function will indicate that marketing manages the connection with all public in the same way as the relationship with customers.

4. Public relations as the dominant function, will as well indicate that if public relations build and creates a powerful relationship with all publics of the organization and also plans to build suitable relationship with customers, then marketing will be a sub-division of public relations.

5. Marketing and Public Relations intersects in ideas and methodologies therefore, both are of the same function.

Lewton (1991), provided an insight on the issue of merging both public relations and marketing or placing one above the other will deconcentrate an organizational structure as the public relations professional would wonder why public relations is a subset of Marketing (which should be concerned with media, marketing strategies and numbers crunch and stakeholders relationship)or on the other hand if marketing is a subset of public relations, a marketing analyst will wonder how a public relations professional can set prices or make decisions to achieve effective sales program. However, this will cause widespread confusion for both departments.

Hallahan (1992) revised Kotler and Mindak's (Kotler & Mindak, 1978) typology to include six arrangements:

1. Celibate (existence of only one of this function)
2. Co-existent (both functions independently)
3. Combative (both functions are at odds)
4. Co-optive (one function topples the other)
5. Coordinated (both functions are independent but work closely to one another)
6. Combined (both function operate within a single unit).

Hunter (1997) in a research conducted discovered that public relations and marketing are commonly separate but have equal management partners according to a representative sample of 75 of the 300 US corporations. 81% of these corporations had separate public relations and marketing department, however, two-third of the companies were on the same level and whenever one was above the other, public relations was likely to be above marketing (DiStaso, Stacks, & Botan, 2009). The research further stated that one-third of the public relations department reported directly to the CEO (chief executive officer), one-third reports to a vice-president of corporate

communication and the other third reported to other vice presidents or lower managers (DiStaso, Stacks, & Botan, 2009).

Hunter (2007) discovered that marketing is more likely to be dominant or superior in consumer product companies and consumer stakeholders is most important. Public relations on the other hand dominated in utilities, which are regulated and for which government and other stakeholders are crucial. Also, following up his research survey with qualitative interviews with public relations executive in six companies, he discovered the executives described their relationship with marketing as positive stating that marketing and public relations departments cooperated as equal partners who respected the contribution of the other which is in contrast to discussions in the literature of conflict between marketing and public relations (Kumar, 2015).

1.3 INTERCONNECTION OF MARKETING AND PUBLIC RELATION IN AN ORGANIZATION

In the foregoing discussion of the theoretical framework and studies of organizational relationship marketing and public relations, this research paper highlights the significant difference in the ways, the connection, link or association of both methods have been conceptualized and formulated in the organizational context. Although, scholars working within the power-control theory or model have argued for a permanent separation of marketing and public relation functions arguing that a variety of perspectives benefits organizations (Lauzen, Public relations manager involvement in strategic issue diagnosis, 1995). However, from a contingency theory point of view, this might be (normative) a close fit with environmental conditions that might require that marketing and public relation need to be more aligned (Kotler & Mindak, 1978) (Nath & Mahajan, Marketing in the C-suite: A Study of Chief Marketing Officer Power in Firms Top Management Teams, 2011).

Scholars (Kotler & Mindak, 1978); (Van Leuven, 1991); (Hutton, 1996) agreed that in certain circumstances, organizations might benefit from the separation of the public relations and marketing functions and they dispute the claims that the two functions remain indiscriminately separate notwithstanding of such critical precursor as the nature of the organization's business or size. They might also argue that intrusion of public relations by marketing is unavoidable when the public relations function is regarded as highly substitutable or when the function is considered as underperforming and when participation in management decision making is not available to

secure it (Pefanis Schlee & Harich, 2010). Nevertheless, further research is needed investigate and consider whether the structuring of public relations is dependent on specific environmental conditions and/or discernment or perception of senior management of both functions (Nath & Bell, A study of the structural integration of the marketing and PR functions in the C-suite, 2016). It might be noted here that all three views (contingency, power-control and configuration) assume managerial choice as the contingency and configuration views see this as rational that is leaped by an objective reading of environmental factors with the choice of organizational structure subject to the contingency factors (Van Leuven, 1991). In contrast, the power-control view sees managerial choice as less restricted.

Dozier & Grunig (1992) argued that dormant alliance in seeking to maintain its dominant position might select or pick an organizational structure that is satisfying instead of a structure that is optimal in light of the overall organizational needs. Also, when a connection is found between environmental conditions and structuring of marketing and public relations, research is also required to reveal whether the structural adaptations of organizations over time reveal indications of the increase in view of configuration theory.

1.4 THE POWER CONTROL BETWEEN MARKETING AND PUBLIC RELATIONS

Studies have focused on the intraorganization (within one organization) power relations, interdependencies and issues of power, disputes, perceived imperialism and encroachment between marketing and public relations as described by (Delaria, Kane, Porter, & Strong F, 2010). Grunig (1992) stated that this perspective has been used by public relations scholars and learned that the practice of public relations could not be explained satisfactorily in terms of the influence of the environment and structure of an organization. However, scholars have turned to the power-control perspective which suggests that organizations do what they do because the people with the most power in the organization, the dominant coalition decide the way actions are taken in an organization (Kliatchko, Revisiting the IMC Construct., 2008).

The proposition here is that organizations always choose the most relevant and appropriate approach to public relations for their environments. This stance emphasizes voluntarism of the

dominant alliance within an organization can be differentiated with the contingency views which proclaim for a functional-deterministic view (the structuring and functioning of public relations and marketing is conditioned by factors lying in an organization's environment)
(Reukert & Walker, 1987). (Grunig, 1992) further explains this inclination of the power control perspective in terms of the proposition that managers choose subjectively to perceive or approve only part of their environment and the part they choose to observe are product of their mind set and organizational culture.

However, two central propositions within this power control perspective warrant attention. First, in terms of intraorganizational power relations – (Reukert & Walker, 1987) (Delaria, Kane, Porter, & Strong F, 2010) and (Lauzen, When marketing involvement matters at the manager level., 1993) stated that it is determined that the greater amount of resources a department holds which another department depends upon, the greater the influence that department has on the decision of that other department. Secondly, it is assumed that the structuring and practice of public relations is mainly dependent upon its perceived value by the dominant coalition in an organization as cited by (Hutton J. G., 2010). Smith & Place (2013) explained that the first proposition support that when the interaction between departments with discipline similarities (similarities in objectives, skills and tasks) and task interdependencies occurs as a result of perceived power differences, `turf wars' will often develop with one department intruding on the activities traditionally in the discipline of the other. Such behaviour has been termed 'Imperialism' and can result in 'Encroachment'- designating non-marketing or public relations practitioners or professionals to manage public relations or marketing functions stated by (Lauzen, Imperialism and encroachment in public relations., 1991).

Lauzen (1993) reports that such technical involvement does not encroach upon the unit or department receiving the assistance, nor does it undermine its survival as a separate entity. On the other hand, the imperialistic behaviour at the strategic managerial level is the major concern for public relations as when this movement occurs at the manager level, (Delaria, Kane, Porter, & Strong F, 2010) on department makes policy decisions and solves strategic problems for the other. Also, the movement of one department into another at the managerial level threatens the independence of the department receiving the assistance by taking over the decision authority of that department.

The finding that interdependencies created by domain similarity and resource dependence work to the disadvantage of the less powerful organizational functions such as public relations, which may eventually become incorporated by the more powerful department, is considered by (Lauzen, When marketing involvement matters at the manager level., 1993) as a loss. The organization loses or at least degrades the public relations function, which may damage its ability to deal effectively with an organization's stakeholders (Cutlip et al., 1985; White, 1991; Dozier et al., 1995; Grunig and Grunig, 1998). The second proposition hold that public relations scholars (Caywood C. , 2012) have called for a shared value and expectations such as value congruity with regards to the communication function between the public relation department and senior management.

Lanzen (1995) explains that '*Value congruity exists to the degree that organizational members share similar values, those values are held pervasively, and agreement exists on the priority of those values'.* Department such as public relations that share values with top management are, according to the value congruity perspective of intraorganizational power, likely to gain or maintain their power within organizations, which is further institutionalized by gaining decision-making authority that perpetuates their power. Dozier et al., 1995; Grunig and Grunig, 1998 proposed that the consequence is that the dominant coalition of the organization acknowledges the need for these public relations practices and values public relations professionals for their input before decisions are made.

1.5 INTEGRATION OF MARKETING AND PUBLIC RELATIONS

In this thesis paper, marketing was defined using the traditional marketing mix (price, product, promotion and place) and is conceptualize to include process, people (personnel), and physical environment (Constantinides, 2006) (Kotler, Kartajaya, & Setiawan, 2010). Smith (2010) stated that marketing's purview includes physical distribution, product development, customer service, retailing, location analysis and pricing. Therefore, the function of marketing consists of activities related to distribution, marketing research, product development, advertising and a long list of other activities.

While (Kotler & Mindak, 1978) defined public relations as cultivating goodwill with the firm's various publics in order to prevent these publics do not interfere in the firm's profit-making

ability. However, other scholars (Smith B. G., Beyond Promotion: Conceptualizing Public Relations in Integrated Marketing Communications, 2010) (Chung, Lee, & Heath, 2013) and (Smith & Place, 2013) in both public relations and marketing reviewed this definition and widened the scope of the definition of public relations. The PRSA (2014) (Public Relations Society of America) defined "*Public Relations as a strategic communication process that builds mutually beneficial relationships between organizations and their publics and at its core, public relations is about influencing, engaging and building a relationship with key stakeholders across a myriad of platforms in order to shape and frame the public perception of an organization*". Therefore, public relations include activities and functions such as public or external affairs, media relations, crisis communication, publicity, among others (Smith B. G., "Public Relations Identity and the Stakeholder–Organization Relationship: A Revised Theoretical Position for Public Relations Scholarship", 2012)

When considering the evolution and origin of each field, and the educational background of its practitioners in recognizing the both functions. Marketing has out-grown from the offering procedure and its practitioners customarily studied business or financial aspects, which is rooted in exchange theory (Kotler & Mindak, 1978) (Hutton, 1996). Then again, public relations has emanated from a lobbying or press relations focus and its experts generally studied journalism or communication, which is rooted in communications theory (Hutton, 1996). As the two controls keep on evolving, so do their individual instructive educational program and useful necessities. Today, a greater part of PR experts finish undergrad examines in news-journalism/communication (DiStaso, Stacks, & Botan, 2009), while less than 5% consider business (DiStaso, Stacks, and Botan2009). Skills that are expected from a marketing expert include brand positioning, brand strategy, measuring ROI (Return of Investments), competitive analysis and product management (Pefanis Schlee & Harich, 2010) (Finch, Nadeau, & O'Reilly, 2013) while the public relations practitioner is expected to have skills such as writing and presentation skills, media relations, public relation research and among others (DiStaso, Stacks, & Botan, 2009).

It is vital to keep in mind that public relations is continually included as part of the promotion arm in marketing programme. Many scholars and researchers argue that this is the limited and restricted perspective of public relations as product publicity or other marketing support roles (Smith B. G., Beyond Promotion: Conceptualizing Public Relations in Integrated Marketing Communications, 2010) (Luke & Moffatt, 2009). (Kerr, Schultz, Patti, & Kim, 2008) stated that this is often the case

in academia and industries that public relations is structurally and conceptually different from marketing.

Over three decades ago, (Kotler & Mindak, 1978) have perceived the division of marketing and public relations and since then, the two disciplines have taken a great number of myriad faces. To proceed, it is essential to understand that defining integration within the atmosphere of versus activity-based or functional group-based perspective (Workman, Homburg, & Gruner, 1998). These views are useful in framing integration as well as it merits and demerits (advantages and disadvantages) as they clarify the appropriate unit of analysis. In the activity based perspective is concerned with the interdependencies between managers or owners of marketing and public relations department or agencies while the functional group-based perspective, marketing integration can be reviewed and analyzed as vis-à-vis functional leadership or structure; that is, having one leader own both marketing and public relations (Balasubramanian, 1994) (Nakata , Zhu, & Izberk-Bilgin, 2009).

The IMC policy which has multiple conceptualization has multiple consideration of marketing and public relations integration (Kliatchko, 2005) (Einwiller & Boenigk, 2012). The key forms of integration in IMC was identified by (Einwiller & Boenigk, 2012) as the following types of integration process:

- Strategic Integration
- Process Integration
- Stakeholders Integration
- Executional Integration

However, the stakeholder integration is conceived as sustaining and maintaining relationships with all stakeholders which may include public relations and marketing harmonization and customization of their efforts to address different stakeholders all through the communication integration process (Duncan & Caywood, 1997) (Einwiller & Boenigk, 2012). Within an organization, this integration method may become evident as the structural or other forms of integration function that are responsible for internal and external stakeholder relationship (Reid, 2005) (Einwiller & Boenigk, 2012).

Other scholars focus on company or organizational integration where the awareness, brand positioning, etc (communication goal) incite interdepartmental coordination or functional

combination. From this point of view, (Nath & Bell, A study of the structural integration of the marketing and PR functions in the C-suite, 2016) defined "*integration as a strategic business process that involves collaboration among multiple departments, and consistent messaging across multiple media channels and mirrors (Einwiller & Boenigk, 2012) executional integration*". When defining integration at the top management team, (Nath & Bell, A study of the structural integration of the marketing and PR functions in the C-suite, 2016) stated that integration of marketing and public relations as a structural choice made with the top management team with a united or separate function overseen by a single or separate executive(s). A comparable conceptualization has been utilized for the marketing and sales function (Nath & Mahajan, Marketing in the C-suite: A Study of Chief Marketing Officer Power in Firms Top Management Teams, 2011).

Schultz & Schultz (1998) identified the four ascending levels of IMC integration with tactical activity-oriented integration as the lowest and proposed that integration is best achieved with the most strategy when driven by top management. The four level os IMC integrations cited by (Schultz & Schultz, 1998) are

- Strategic and financial integration
- Application of IT
- Redefining the scope of marketing communication
- Tactical coordination

Kliatchko (2008) cited that senior management is accountable for IMC-associated integration, it propagates marketing norms and values throughout the organization and one in which marketing communication is seen as strategic venture. Also, various scholars highlight the crucial role of senior managers in supporting, leading and piloting IMC (Duncan & Mulhern, 2004). Nonetheless, structural marketing and public relations integration is becoming more popular in industries and provides momentum for integration (Maul, 2010) (Neff, 2012).

1.6 PROS AND CONS OF INTEGRATION OF MARKETING AND PUBLIC RELATIONS

Duncan and Moriaty (1997) proposed that a firm can miximize its resource and knowledge effectively, reduce conflict and stretegically deploy external communications. The assumption of the IMC concept is that it encourages cooordination and consistency is also cited by Kotler and Mindak (1997), Smith (2010) and Taylor (2010). Nath and Bell (2016) also proposed that within the IMC, consistency is often relegated to tactical execution where one message, one voice for different organizations (Kliatchko, Towards a New Definition of Integrated Marketing Communications (IMC)., 2005). Nath and Bell (2016) continued that within the structural integration discourse, uniformity in communicating the value of proposition across stakeholders (public and consumers) is broadened by consistency and across stakeholders touch point (advertising, publicity)

Nath and Bell (2016) revised the cross functional communication as the root of consistency benefit proposed by (Luck & Moffatt, 2009). Schultz (2000) further expressed that the primary challenge of integration lies with the struction of the orgnization as the stretegically organise timing of multiple communication (coordination) is ticked out as the primary benefit of integration of marketing and public relations integration (Duncan & Moriarty, Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholder Relationships., 1997).

Nevertheless, integration also creates synergy whereby the addition of integrated communications is more effective than one communication method (Angeles Navarro-Bailon, 2012) (Naik & Raman , 2003) (Kim , Yoon , & Lee, 2010). The effect of synergy has the propsect to enlarge communication messages and reduce expenditures on non-efficient communication methods (Eisend & Kuster, 2011) (Naik & Raman , 2003). On the other hand, the opponents of integration present that the incomparable contributions of each department require them to stand alone as marketers are profit oriented and public relations professionals are image oriented, therefore, the different orientation requires a separation (Broom, Lauzen, & Tucker, 1991) (Grunig & Grunig, The Relationship Between Public Relations and Marketing in Excellent Organization, 1998). Researches have also pointed out that cooperative or functional integrted scenarios, marketing is

likely to infringe upon public relations and subject it to marketing oriented objectives (Lauzen, When marketing involvement matters at the manager level., 1993).

Nath and Bell (2016) explained that those in support of separation of both departments identified diverse viewpoints under a common leader who is liable to favour one functional perspective or department over the other and the unification of marketing and public relations may lead to the organization loosing sight of their separate agendas, motives and stakeholders. (Grunig & Grunig, The Relationship Between Public Relations and Marketing in Excellent Organization, 1998) explained that the organization may gain merit in speaking with one voice but encounter the disadvantage of listening with one ear. Nath and Bells (2016) further explained that the synergy, consistency and coordination are magnified for organizations that structurally integrate marketing and public relations against those that do not. However, when discussing marketing and public relations where there arehigh domain similarities based on distinc training, values methods, yet, more inter-role communication may generate conflict instead of better cooperation (Reukert & Walker, 1987) and as stated earlier, expected competencies, educational importance and focal results differs fro marketing and public relations specialists (DiStaso, Stacks, & Botan, 2009) (Finch, Nadeau, & O'Reilly, 2013) (Pefanis Schlee & Harich, 2010).

The absence of integration in an organization, conflicts maybe be escalated to the respective departmental head which can lead to inter-departmental conflicts or to a resolution that fails to repair the relationship of marketing and public relations and hampers future effectivness and cooperation (Reukert & Walker, 1987). However, (Nath & Mahajan, Marketing in the C-suite: A Study of Chief Marketing Officer Power in Firms Top Management Teams, 2011) when marketing and public relations is integrated and have a unified leader that can be an effective conflict resolution agent because (s)he:

1. Is more motivated to a middle ground that fosters cooperation and inter-department harmony
2. Is more knowledgeable about both roles, values, motives and expertise of both departments
3. Is able to provide a platform for more open discussions that might occur

1.7 THE RELATIONSHIP BETWEEN MARKETING AND PUBLIC RELATIONS

Caywood (1997) and Schultz & Schultz (1998) stated that the variance of the view in the connection between public relations and marketing has been presented in the field of Integrated Marketing Communication (IMC). This view coheres with the configuration theory of organizational structure. The configuration theory focuses on the functional relationship between structures and environments but diverts from the contingence perspective of arguing against the idea and conception of contingency and structure constitute a continuous multi-dimensional space. (Mintzberg , 1979) made the theory of organizational typologies widely known and (Smith , 2010) infer that organizations have at specific point in time a specific functional arrangement structure, that might be changed over time by moving to another configuration-type that is better aligned with the then existing environmental conditions.

For example, (Smith , 2010) argues that given the establishment of a specific configuration and the side effects of deviating and diverging from it, organizations however, rarely change from their original configuration. And when they do so, it takes the form of a quantum jump from one type to another to prevent disharmony and ineffectiveness of the 'intermediary' strategy-structure combinations. (Miller, 1986) continued further that the gradual change will often destroy the harmony and effectiveness among many elements of configuration and will therefore, be avoided. However, only when change is absolutely necessary and extremely advantageous, then organizations can be tempted to move in a united and swiftly form to shorten the disruptive interval of transition from one configuration that is broadly different to another. Such changes will not be undertaken very frequently simply because they are very expensive (Nath & Bell, A study of the structural integration of the marketing and PR functions in the C-suite, 2016).

Donaldson (1996) cited that the configuration theory describes the problem of reifying constructs in articulating a few ideal-types of organizational structure as a point of contrast and simplification. Also making the error of thinking that ideal-types actually exists and comprise the world of organizations. The configuration of communication function proposed by (Duncan & Caywood , 1996), (Caywood, 1997) and (Schultz & Schultz, 1998) apparently face the same problem, perhaps appealing to ideal-types for configuring communication functions, unfortunately, failing to

consider whether these types of exists. For example, the configuration theory as proposed by (Duncan & Caywood , 1996) (Smith , 2010) includes a seven-stage model, which are:

- Plain awareness
- Functional integration
- Image integration
- Consumer-based integration
- Co-ordinated integration
- Stakeholder-based integration
- Relationship management integration

These ideal-types outlines a process in which companies become increasingly aware of the need for integrated communications, with the outcome that the various areas of communications with an organization are gradually more closely aligned as traditional barrier dissolves. These efforts are then undertaken for the creation of an integrated marketing communication function; however, the last two stages of the model signify the need for an integrated corporate communication function towards all stakeholders that are closely related to other businesses in an attempt to build relationships.

The premise of the configuration theory proposed by (Duncan & Caywood , 1996) takes a position opposed to the continuous multidimensional space of contingency theory. As a theory of structuring communication functions, it is not clear whether these configuration or stages, and the functional arrangements of structure accompanying them are considered to be fit with the environment. It might be that these configurations are simply seen as representing an evolution towards an *'optimum configuration'* (the consolidated marketing-communications department).

2. RESEARCH METHODOLOGY

Jankowicz (2005) explained that research as the techniques and approach that help researcher to logically interpret observational evidence gathered from experiments to confirm or disprove previous thought and expand the limits of knowledge and provides an avenue for readers to measure and gain insight from the researcher's findings. Research methodology states the analysis relays the analysis for a specific method used in a study. Jankowicz (2005) further explained that this method applied in a research offer the foundation for data gathering to be used in the research, show the steps by step approach in getting a resolution to a research question.

The objective of this research is to analyze how marketing and public relations thrive with one another in the same organizational atmosphere. The research focus on how the company can further improve their mode of operation for organizational development.

2.1 CHOICE OF RESEARCH METHOD

The qualitative research method will be used in the course of this research. Brikci & Green (2007) advised that qualitative research can be characterized by its purpose in relation to the understanding and knowledge of social life by generating words instead of numbers, also known as data. Denzin & Lincoln (2000) described qualitative research method as an interpretive naturalistic view to the world. In other words, this means that qualitative researchers study things in their natural settings or state, attempting to make sense of or interpret occurrence or events in terms of the meanings people bring to them. In the construction of the social world, qualitative research plays a major role, and this is a continual process through which social interaction can be revised over time.

DeFranzo (2011) perceived the qualitative research method as a primary exploratory research method. It is used to gain an understanding of opinions, underlying reasons, motivations and it helps provide intuition into the problem and assist to create ideas for potential for future

quantitative research. Qualitative method of data collection can include semi-structured or unstructured questionnaires techniques, open-ended questionnaires and some other common methods include individual interviews and focus group. (DeFranzo, 2011).

The data collection instrument is an open-ended questionnaire in order to enable the respondents to express their views openly and the unstructured questionnaire are a more qualitative in feel. DeFranzo (2011) stated that unstructured questionnaires are mostly open-ended questions and tend to produce a high cognitive load in the sense that the respondents tend to think harder to come up with an answer.

2.2 RESEARCH APPROACH

This is the premise on which theories are formulated for the research, the lucidity and coherence of the research questions can sway the type of approach used to present the researcher's findings and conclusions. Sudeshna & Shruti (2016) explained research approach to be the procedure and plan that consists the measures of broad assumptions to a more detailed method of data collection, analysis and interpretation. There are two types of research approach which are inductive and deductive approach. However, for this research, the inductive approach will be used.

- **Inductive Approach**

This is the approach employed for quaitative research for analysis, however, simply because there are no set of rules, some qualitative studies may have a deductive orientation (Gabriel, 2013). Indictive reasoning is a logical procedure of creating a general proposition or view on the basis observation of particular facts. Sudeshna & Shruti (2016) proposed that inductive approach primarily is used to draw up reading of secondary data to obtain concepts, models and themes and it is highly used for analysing qualitative data. The inductive approach includes the following:

- Developing a theory based on the experience and procedures disclosed by text data (Jebreen, 2012)
- Combination of varied secondary data in a short summary
- Designing an understandable link between the objective of the research and results from raw data and how the link fulfils the research objective

The chosen approach provides the opportunity to explore the marketing and public relation department in TransferWise so as to be able to provide answers to the research questions.

2.3 RESEARCH THEORY

The theory to be used in this research is the grounded theory in order to fulfil the inductive understanding of the organizational relationship of between marketing and public relations in TransferWise. Charmaz (2009) referred to grounded theory as a set of systematic inductive method for conducting qualitative research aimed theory development. Scott (2009) defined the grounded theory as a research method that enables researchers to develop a theory that provides explanation about the principal concern and how that concern is resolved.

Noble and Mitchell (2016) explained grounded theory as the research method that is concerned with the generation of theory which is based on data systematically collected and analysed. It is also used to conduct research on social relatioships and behaviours of a group. Charmaz (2009) has the following considerable significance:

- Provides clear and straightforward guideline for conducting qualitative research
- Offers certain strategies for managing analytical phases of inquiry
- Streamline and combine data collectionand analysis
- Approach conceptual analysis of qualitative data
- Sanctions and support qualitative research as scientific enquiry

2.4 SAMPLE PROCEDURE

This is classfied as techniques in choosing a sub-group from an entire population to take part in the research program. It is also defined as the process of selecting a number of respondents in a way that places the respondents selected stand in for the entire population which they are selected from. For this research, the case study is TransferWise and the sample size is selected from both the marketing and public relations team respectively to participate in the study. The open-ended questionnaire was sent to 4 members of marketing and public relations team respectively and the

result derived from the respondents will be used to understand how the the marketing team and public relations team in order to be able to answer the research questions in TransferWise.

3 RESULTS AND DISCUSSION

3.1 RESULT OF DATA ANALYSIS

The objective set out to discover in the course of this thesis paper was 1) How has the power control tussle between Marketing and Public Relations affected the growth of an organization? 2) What are the view points on the relationship between Marketing and Public Relations? 3) Should the marketing and public relations be integrated? 4) How does both department co-exist effectively well? The total of eight (8) people were interrviewed using the open-ended questionnaire, four (4) from the marketing team and 4 from the public relations team. From the marketing team one (1) is a marketing manager, one (1) is the head of paid social team and 2 (two) are search engine optimization specialist (SEO). From the public relations department, 1 (one) is a public relations manager while the other three (3) are public relations specialist.

The method of data collection was originally scheduled to be an interview, however, due to the inability to be able to schedule a time for the interview as the marketing team is in Sydney (Australia) due to the time difference, the respondents requested for an open-ended questionnaire.

In the course of this analysis, respondents for marketing (RM) while the public relations respondents (RPR).

The table below presents more information about the respondents.

Respondents	Position	Experience
1	Marketing Manager	1-3 years
2	Head of Paid Social	3-5 years
3	SEO Specialist	1 year
4	SEO Specialist	1-3 years
5	PR Manager	3-5 years
6	PR Specialist	1-3 years
7	PR Specialist	1-3 years
8	PR Specialist	3-5 years

Sources: by the Author

The results derived from the open ended questionnaire gotten from the respondents will be analysed in different tables stating the feedback gotten from the questions asked. The data analysis is presented by summarizing th response gotten from the marketing and public relations respondents in bullet points. In the summary, the marketing respondents are classified as Category A while the public relations respondents are classified as Category B. A brief overview is given to the each table analysing the table one after the other.

In order to deduce the relationship between marketing and public relations, the table below provides more insight. When asked about the relationship between marketing and public relationship, RM_1 (respondent marketing = RM_1) advised that the relationship is separate, however, complimentary while RPR_1 (respondent public relations = PRP_1) advised that the

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Separate but complimentary • Power used as a funnel • Public relations used to raise awareness • Marketing is used to channel awareness created that are cost efficient
Respondent M_2	• Autonomous relationship • Different priorities based on key performance indicators (KPIs)
Respondent M_3	• None
Respondent M_4	• No strong relationship • SEO and public relations share one main target • Links strengthen TransferWise in search result
Category B (Public Relations)	
Respondent PR_1	• Productive relationship • Both departments aim for company growth and success
Respondent PR_2	• None
Respondent PR_3	• Good relationship as both have different roles • Depends on company culture • TransferWise encourages interdepartmental activities
Respondent PR_4	• None
Summary Category A • Marketing relationship with public relations is stated to be separate but complimentary, the power funnel was to explain the relationship between both department and how cost efficient the channels used are • Both department have autonomous relationship and different priorities based on KPIs • No response to the question • Respondent 4 advised that no strong relationship exist between both department, however, SEO and public relations share one main target as the links provided strengthen TransferWise search results Category B • Both departments have a productive relationship as both department strive to achieve the organizational growth and success • No response from the respondent • There is good relationship between but both teams have different roles which depends on the company culture of TransferWise and promotes interdepartmental activities • No reply from the respondent	

Source: by the Author

relationship is productive as both department aim for the growth of TransferWise. The feedback from RM_2 stressed that the relationship is autonomous and different priorities measured by key performance indicators and on the contrary, PRP_3 stated that there is good relationship existing between departments encouraged by the company culture that has been supportive to interdepartmental activities. Hunter (2007) explained that the relationship between marketing and

public relations department cooperated as equal partners who respected the contribution of the other which is in contrast to discussions in the literature of conflict between marketing and public relations.

When asked about the operational strategies of both department, RM_1 identified that for operational level, the target are high intent users, segmentation takes place to identify customers based on their intent, proximity to design suitable campaigns, while RM_2 stated that SEOs build

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Target high intent users • For operational level, segment users based on their intent, proximity to purchase to design campaigns
Respondent M_2	• SEO builds assets such as currency converters, landing pages • Optimized built assets to match search intent related to TransferWise • Attract relevant organic traffic to TransferWise website
Respondent M_3	• None
Respondent M_4	• Marketing is divided into 4 channels (paid social, paid search, affiliates and SEO) • Performance of marketing is measured based on performance for effective campaign and budget allocation • Produce content in bulk and multiple languages using Ahrefs • Ability to estimate on search volumes using keywords
Category B (Public Relations)	
Respondent PR_1	• Ensure product advertisement in an attractive manner • Create opportunities for potential customers to purchase and endorse company's service
Respondent PR_2	• Create awareness of the company through media release and magazines
Respondent PR_3	• None
Respondent PR_4	• None

Summary

Category A

- The operational goal of the marketing team was to target high intent users, on the operational level, segmenting users based on their intent, proximity to purchase and design campaign that interest the need for customer to use TransferWise to transfer money
- A subsection in the marketing department, SEO build assets such as currency converter, landing pages, optimise search related to TransferWise use case and attract internet traffic to TransferWise's website
- No response from the respondent
- Analysed that marketing is divided into 4 parts (paid social, paid search, affiliates and SEO), marketing measurement is based on performance for effective campaign, produce content in bulk and in different languages using Ahrefs and estimate the search volume using keywords

Category B

- See to it that advertised product are in attractive order, generate opportunities for potential customers to endorse and purchase company's services
- Create awareness for the company through media releases and magazines
- No feedback from respondent
- No feedback from respondent

Source: by the Author

currnecy converters, landing oages and attract relevant organic traffic to TransferWise website and RM_4 advised that marketing is divided into 4 different channesls (paid social, paid search, affiliates and SEO) and the tool used for produce content in bulk and mutiple language is Ahrefs. From the public relations view, the operational strategies RPR_1 did not specify how operations are carried out but mentioned that the department ensures that product advertised are in attractive order, create awareness for products through media release.

On the discussion on conflicts between marketing and public relations, majority of the respondents stated that there has been no conflict between both departments, however, RM_1 advised of the increase of third party monetisation of organic public relations tool while PRP_3 advised that there

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Not really • Awareness raised about how PR articles are monetised by third parties • Increase in third party partner monetisation tools of organic PR coverage
Respondent M_2	• Not to my knowledge
Respondent M_3	• Yes
Respondent M_4	• Not that I am aware of
Category B (Public relations)	
Respondent PR_1	• Minor conflicts risen are resolved in timely manner • Both team are crucial to the fabric of company culture
Respondent PR_2	• No
Respondent PR_3	• Sometimes, when launching a new product deciding the best strategy
Respondent PR_4	• Not that I know of
Summary Category A • Not really, however, from the marketing perspective, there has been an increase in the use of a third-party monetisation tool that has monetised some of the organic PR coverage • None that the respondent is aware of • Yes (no examples given) • None that the respondent is aware of Category B • Minor conflicts arise and are resolved in timely manner as both teams are crucial to company's fabric • No response from the recipient • Sometime when launching a new product and deciding which strategy to be used • None that the respondent is aware of	

Source: by the Author

is barely conflicts especially when launching a new product and deciding the best strategy. Conflict between both department can be avoided or escalated which can lead to interdepartmental conflict that will hamper future effectiveness of an organization (Nath & Bell, A study of the structural integration of the marketing and PR functions in the C-suite, 2016).

Comparing the respondent response to the marketing and public relations strategies and activities, RM_1 used the funnel example to describe these activities stating that public relations is the upper funnel when launching a new product as they create awareness for the product while marketing is the lower part of the funnel, PRP_1 is of the opinion that marketing is more concerned about the

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Used the funnel technique describing both departmental activities • Public relations are the upper part of the funnel as they create brand awareness • Marketing as the lower part of the funnel predominantly functioning on performance marketing creating cost effective awareness driven mechanism
Respondent M_2	• Marketing benefit from Public relations as they focus on raising brand awareness • Marketing (and SEO) use marketing tools to create contents that attracts traffic/prospective users to customers • Yet, both departments have separate goals
Respondent M_3	• Marketing is always on; public relations tends to be more campaign/event driven
Respondent M_4	• PR deals with journalists and external sites. SEO works on the TransferWise site and creates content.
Category B (Public relations)	
Respondent PR_1	• Primary concern of PR is creating awareness and portraying images and goals of the company when launching a new product • Marketing is concerned with brand image and enforce revenue for TransferWise
Respondent PR_2	• Each team has different monthly tasks • Work as a team on major projects
Respondent PR_3	• Creating awareness for new and existing product using media and other channels • Marketing concentrate on marketing contents to turn visitors into customers
Respondent PR_4	• PR is responsible for how the public view TransferWise • Marketing does this on a lower scale

Summary Category A • Respondent compared the marketing and PR activity using the funnel technique stating PR as the upper part as they create brand awareness and lots of activity took place and marketing as the lower part of the funnel and function on performance marketing channels • From the marketing view, marketing benefit from PR as they focus on raising awareness, SEO use marketing tools to create traffic and attracts potential users to customers as both departments have separate goals • Marketing appears to always on, however, PR is more of campaign and event driven • The respondent is of the opinion that PR deals with journalist and media while marketing and SEOs work to create content on TransferWise webpage and embark on marketing strategies Category B • PR is more into awareness creation, portraying images and goals of the company when launching a new product when marketing is more concerned with brand image and enforce revenue • Each team has monthly task and worked as a team on major projects • Creating awareness for new and existing products while marketing concentrated on increased sales and transforming visitors into prospective customers • The respondent advised that PR is responsible for how the public view TransferWise and marketing does this on a lower scale

Source: by the Author

brand image and enforce revenue for the company. MR_3 stated that public relations is event driven while marketing is always on, however, PRP_4 mentioned that public relations is responsible for how the public view the company. Smith (2012) proposed that public relations function as publicity, external relations and crisis communication among others.

When asked if either marketing or public relations is given priority over the other in TransferWise, all the respondents advised that no priority is given to one department over the other as they are placed on the same level.

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• TransferWise have built very strong teams that drive impact across each of the functions
Respondent M_2	• No, I don't think that any of these should be prioritised over the other
Respondent M_3	• Not really - although you could argue as we budget/spend more on marketing and have more staff it is given priority
Respondent M_4	• Depends on the company and the product • Public relations can get word of mouth (MoW) compared to marketing
Category B (Public relations)	
Respondent PR_1	• No, same level of support and respect for both department
Respondent PR_2	• No
Respondent PR_3	• No
Respondent PR_4	• No
Summary Category A • Respondent advised that TransferWise has built a very strong team that drives impact across each of the functions	

• No, not sure if one of these department should be prioritized over the other • No, but it is fair to say that marketing got more budget as they possess more man power • This depends on the company and the product; however, PR can promote word of mouth compare to marketing Category B • Both teams are regarded on the same level • No • No • No

Source: by the Author

Questions was asked if marketing and public relations department are both integrated, RM_1 and PRP_1 is of the opinion that both department should be integrated and there would be need for alignment of KPIs for performance measurement as performance will increase. The integration of marketing and public relations has positive benefits for firm reputation and positive effect on the firm

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Yes, however there would need to be alignment on the KPI's
Respondent M_2	• No, as project overlap is not significant enough to impact performance
Respondent M_3	• No
Respondent M_4	• Currently not integrated, however, performance of both departments will not increase
Category B (Public relations)	
Respondent PR_1	• Yes, increase performance
Respondent PR_2	• No
Respondent PR_3	• Not sure about integration • Can be aligned
Respondent PR_4	• No
Summary Category A • This respondent believed that if integrated, it will increase the performance of both department, however, there would be need for alignment on the KPIs • Simply because the project overlap is not enough to impact performance, this respondent believes it will not increase the performance • This respondent also does not believe it will improve performance • Both departments are not integrated, and performance of both teams will not increase if integrated Category B • From this respondent point of view, performance will increase (Yes) • Performance will not increase • This respondent is not sure about integration but suggested alignment of both teams • Also, this respondent does not believe integration will impact performance of both teams	

Source: by the Author

profitability and in service oriented (Nath & Bell, A study of the structural integration of the marketing and PR functions in the C-suite, 2016). RM_2, RM_3, PRP_2 and PRP_4 are against the integration of marketing and PR as proposed by Eisend and Kuster (2011) marketer are profit

oriented while PR professionals are image oriented and this difference in objectives requires them to stand alone. RM_4 stated that both department are currently not integrated and both performance will not increase if integrated and PRP_3 is not sure integration will be an option for marketing and public relations, however, they can be aligned. There are clear but flexible boundaries when marketing and public relations are aligned. Both group engage in a combined training and planning in order to have an understanding each department entails (Kotler, Rackham, & Krishnaswamy, 2006).

All the respondents are of the notion that marketing and public relations work effectively more by separating the activites as integration will distort the company's structure. However, PRP_1 is of the

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Semi integrated solution is the most optimal in my view • Autonomy for each function to deliver on their strengths
Respondent M_2	• No
Respondent M_3	• No, preference would be to work together better
Respondent M_4	• No, marketing and public relations have different tasks
Category B (Public relations)	
Respondent PR_1	• Learn new skills and techniques that will produce better result for the company • Save expenses on different departments and not a large amount of staffs to complete a job
Respondent PR_2	• Both teams already have individual duties • Integration will distort company structure
Respondent PR_3	• No, different departmental functions, works well separately
Respondent PR_4	• Not deemed necessary as both department function successfully

Summary

Category A

- This respondent suggested semi integration and each department should work autonomously according to their strength
- No response from this respondent
- Same response from this respondent (No)
- Tasks of both department are different, therefore, integration is not an option

Category B

- This respondent from the PR team is of the opinion that learning new skills and techniques that will produce better result for the company as well as save expenses on the number of staffs to complete carry out the task
- Integration will distort the company structure as both teams have individual duties
- Both teams will function separately
- Due to past success from both department, integration is not necessary

Source: by the Author

opinion that integration of public relations and marketing can save TransferWise expenses related to the number of staff that will be required. Smith (2010) proposed that integration can reduce conflict, maximize the knowledge resource and most effectly deploy external communications.

When asked how both department can effectively work together RM_1 and PRP_1 are both of the opinion that continous and consistence internal communication wil lead to better performance and

Respondents	Responses
Category A (Marketing)	
Respondent M_1	• Continuous communication internally • Alignment on long and short-term goals
Respondent M_2	• Opportunities in place that both teams up to date about relevant projects
Respondent M_3	• Involve both department in planning • Have shared KPIs and objectives • Have clear counterparts and objectives
Respondent M_4	• Outlining common goals • SEO part of marketing can help measure PR through link-counting tool and set monthly/quarterly targets
Category B (Public relations)	
Respondent PR_1	• Consistent communication will foster better performance and productivity • No communication leads to break down in knowledge and experience
Respondent PR_2	• Both teams should work autonomously
Respondent PR_3	• Alignment will increase departmental relationship
Respondent PR_4	• Cross training to foster roles of both departments
Summary Category A • On the marketing bridge, continuous communication internally and alignment on long and short-term goals will benefit both departments • Opportunities should be in place for both team can keep each other better informed about relevant projects • For improved relationship between both department, this respondent believed that both departments should be involved in planning, have shared KPIs and have clear counterpart and objectives • Category B • From the public relations perspective, consistent communication will enhance better performance and productivity as lack of communication leads to breakdown in knowledge and experience • The second respondent is of the opinion that both teams should work autonomously • The third respondent believed that alignment will increase the relationship of both department rather than integration • While cross-team training will increase the roles of both department	

Source: by the Author

productivity and alignment on long and short term goals between marketing and pubic relations will increase departmental activities by PRP_3 PRP_4 and RM_3 both believe cross training and involvment of both department in planning and having shared KPIs and objectives will increase the relatiosnhip between both departments.

3.2 DISCUSSION ON RESULTS

The aim of this research is to find out the relatioship between marketing and public relations in TransferWise, as there have been a thine line differentiating the activities of both department in an organization. Here, the author grouped the result analysed in the previous section according to each questions asked in the open questionnaire used in the course of this research In addition to the data gathered from open-ended questionnaire, secondary articles were used to provide technical background to the findings in the research. Another reason for using the secondary articles is because similar research have been done in the same field, however, not for the entire part of the derived result. Therefore, each research question will be reviewed.

How has the power control tussle between Marketing and Public Relations affected the growth of an organization?

All the respondents were in agreement that there has been no power tussle between the marketing and public relations department and and the organisational culture introduced by TransferWise encourage inter-departmental activities between both departments and other departments within the company. RM_1 stressed that TransferWise built a very strong team that drive impact across each of the functions and RM_4 stated that priority given to each department greatly depends on the company and the products or services, however, when launching a new product, the public relations department using the organic public relations tools can the customers engage on word of mouth compared to marketing. RM_3 stated argued that the marketing get more funding compared to public relations as marketing has more staff and is given more priority in terms of budgeting. While respondents from the public relations department all agreed that there is no power tussle between both department and no priority is given to one department over the other.

What are the view points on the relationship between Marketing and Public Relations?

When discussing the organisational relationship between marketing and public relations, RM_2 advised that the relationship between both department is autonomous relationship with different KPIs, however, RM_4 stated that there is no strong relationship between both departments, SEO and public relations shareone main target. PRP_3 is of the opinion that good relationship exists between both department as they both have different roles and this greatly depends on the company culture as the company promotes inter-departmental activities while RPR_1 mentioned that a productive relationship exists between both department and both teams aim for company growth and success. RM_1 expalined the relationship between both departments as separate but

complimentary and further described the function of both department using the conversion funnel technique indicating that public relations activities takes place on the upper part of the funnel creating awareness for the product while marketing activities take place on the lower part of the funnel functionign on performance marketing using channels auch as paid social, facebook, google, affiliates etc.

Should the marketing and public relations be integrated?

There has been different proposition regarding the integration of marketing and public relations by different scholars and in the course of this thesis research, it can be stated that TransferWise marketing and public relations team have successfully coexist without been integrated. When asked if both teams should be integrated, of all the respondents, RM_1 and RPR_1 both advised that integration of both department will increase the performance of of both teams and there would be alignment on the KPIs. Other respondents advised that integration would decrease the performance of both teams as depeartmental projects overlap and is not significant enough to impact on the performance and RPR_3 is unsure about integration but advised that both teams can be aligned together rather than integrated.

How does both department co-exist effectively well?

When asked how the marketing and public relations can effectively work together, RPR_1 and MR_1 were both of the opinion that internally continous communication between both teams will foster better performance and productivity as lack of communication could lead to break down of knowledge and experience and also improve alignment of both department on long and short term goals. However, RM_3 stated that both department should be involved in planning, have shared KPIs and objectives and this will foster understanding between both departments while PRP_3 is of the opinion that alignment will increase departmental relationship while from the respondent RPR_2 that both teams shouldcontinue working autonomously. Meanwhile, RPR_4 believes that cross training for both department will provide more insight on the roles of both teams.

3.3 RECOMMENDATION AND LIMITIATIONS

LIMITATIONS

In the course of this research, the goal was to interview 8 respondents, 4 from the marketing department and 4 from the public relations department, however, the marketingand public relations team of TransferWise is located in Sydney (Australia) and Tampa (United States) and due to the time difference, it was difficult to schedule a time for the interview and at the request of the respndents, it was advised that an open-ended questionnaire should be provided to carry out this research.

Also, for a more comprehensive research, the budget for each department would have added a more indepth analysis of how the marketing and public relations departments are financed and which department is more financed with figures to support this, however, the unavailability of this information has limited the research of this thesis paper to focus on the departmental activities alone.

RECOMMENDATION

TransferWise should adopt the alignment style to further bring the marketing and public relations closer as both department will know what each department entails and yet still work autonomously. When marketing and public relations are aligned, clear boundries exist between both departments and they both engage in joint planning and training. Both teams should be engaged in cross team training that will boost inter-departmental activities and better understanding of each department and and minimise conflict.

CONCLUSION

The objective of this research was to determine the organisational relationship of marketing and public relations department of TransferWise by researching if there has been any form of power tussle between both department, find out if both department will perform better if integrated, review the organisational relationship between marketing and public relations and how both teams can effectively coexist together and determine which is more superior. TransferWise management has successfully built a conducive environment that allows both department and public reltions to thrive and avoiding conflicts between the marketing and public relations department. All the respondents agreed that no team is superior to another and this can be achieved based on the platform that the organisation has put in place.

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Appendix

Interview questions sent to the marketing and public relations department respectively.

APPENDIX 1

Questionnaire Questions

1. What is your Name? (Optional)
2. What is your position in TransferWise?
3. About how many years have you been in your current position?
4. Which of the departments are you working with?
5. How will you describe the relationship between TransferWise marketing department and public relations department?
6. Could you please describe your operational strategies in your department and what separates them from each department?
7. Has there been any conflict between the marketing department and public relations department? If yes, give examples.
8. What are the differences you see in marketing activities and the public relations activities?
9. Would you agree if either the marketing or public relations is given more priority? If yes, why so?
10. How would you describe the organizational relationship between marketing and public relations?
11. In the launching of a new product, do you think marketing is given more priority than public relations? If yes, why so?
12. If both department are integrated, do you think the performance of both department will would increase? (answers depends whether they are already integrated)
13. Would you prefer if the marketing and public relations to be integratedor not? Why so?
14. Finally, what are your thoughts on how both departments can effecttly wok together?