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**Corporate Communications Policy  
Concerning the Internet**  
A Survey of the Nation's Senior-Level,  
Corporate Public Relations Officers

**Funded by  
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for  
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This study examined corporate communications policy concerning the Internet and interactive media through a mail questionnaire survey of 236 of the nation's most senior-level public relations and corporate communications officers. This research was commissioned by MCI Communications Corporation and conducted by The Institute for Public Relations.

Since they provide easy and immediate access to so much information, the Internet and other aspects of interactive media are having a unique impact on the way corporate public relations is being practiced. Although some recent research has analyzed this impact, this is the first research study to examine the Internet and interactive media from the perspective of the chief communications policy maker in the nation's largest corporations.

### **SIGNIFICANT POLICY CHALLENGES FOR COMMUNICATIONS**

Much of this survey focused upon Internet policy challenges faced by senior-level corporate communications and public relations executives. The Institute has been concerned about information highway policy issues for several years. In 1996, Professors John V. Pavlik and David M. Dozier conducted a year-long investigation for The Institute that identified a number of fundamental issues facing new technologies being used in public relations and corporate communications. Many of these policy challenges surfaced again in a meeting of senior corporate communications officers on June 12, 1997 at CBS headquarters in New York City. This meeting was moderated by Professor Pavlik, now Director of the Center for New Media at Columbia University.

This meeting identified the following policy challenges for corporate communications and public relations:

1. The Internet (including Intranets and Extranets) represents a paradigmatic shift in corporate communications, opening the door to fully two-way communications between a corporation and its publics. Therefore, it is incumbent upon corporate communications officers to develop policies supporting and effecting more interactive communications with all internal and external publics.

2. Although the Internet is a new communications medium, media policies and how corporate communications programs manage press calls and media inquiries should remain unchanged. Handling media inquiries for the corporation is still a primary responsibility of the corporate communications function and is independent of the development of the Internet or any other communications medium.

3. Public relations as a function should manage and control all content of corporate Web sites, including those on the Internet, Intranet or Extranet that have public relations implications.

4. Electronic-mail (E-mail) has emerged as a fundamental means of internal and external messaging. E-mail, however, is not a private medium of communications; it is subject to subpoena, is the property of the corporation, may be its legal responsibility and requires formal communications guidelines from the corporate communications office.

5. Employee recruitment should reflect the emergence of the Internet and other new media technologies and take into account the requirement that new employees in corporate communications be comfortable with a changing communications technology environment.

6. Because the Internet landscape is still changing rapidly and is likely to do so for several years to come, it is essential that corporate communications offices develop guidelines for effectively outsourcing Web site development and management. It is not practical, efficient or desirable for every corporate communications office to maintain the Web site itself, although it is necessary to manage and control the content of the site(s).

7. The interactive nature of the Internet fosters a much more collaborative work environment. Not only should new employees be comfortable with collaboration via interactive communications technologies, but corporate communications should integrate and encourage such collaboration as a policy objective.

8. Rogue sites should be monitored closely, but do not always warrant action or a corporate response. In fact, a corporate response to a relatively obscure rogue site may increase public attention to the site to the detriment of the company.

9. Technologies of the information superhighway present opportunities inside as well as outside organizations, and companies should put plans into place outlining who outside the

organization (shareholders, volunteers, retirees and other publics, etc.) should be permitted or encouraged to use this communication.

10. Because it is a public medium, the Internet forces corporate communications policy makers to consider broader societal policy issues, including electronic privacy, security, commerce and civil rights in cyberspace.

## **METHOD**

This study consisted of a four-page, mail questionnaire survey mailed in November 1997 to 236 of the nation's most senior-level public relations and corporate communications officers. All subjects in this study were chief corporate public relations officers and belonged either to the Public Relations Seminar or the Arthur W. Page Society. As frequently is the case in surveys sent to busy corporate executives, the return rate was in the 20% to 25% range. There were 49 respondents to the survey, representing a 21% return rate. This analysis includes all responses received through the end of January 1998.

Almost all (96%) of the study's respondents access the Internet via a computer at work. Most (72%) of them also access the Internet via a computer at home. The majority (70%) have had more than two years experience with the Internet while 21% claimed to have one or two years experience. Virtually all (98%) of the respondents work for companies that maintain an Internet site. In most (80%) of these organizations, the public relations/communications department is responsible for the company's Internet site, usually in cooperation with other functions, especially marketing and information technology.

## **RESULTS RELATING TO CORPORATE COMMUNICATIONS POLICY ISSUES**

Results are presented in two separate sections. First, results that relate specifically to matters of policy in corporate communications and public relations. And, second, results not related to communications policy issues.

The importance of the Internet and interactive communications media for both internal and external organizational communications has prompted corporate communications and public

relations policy makers to take a strong stand on insisting the communications/public relations function should manage and control the public relations content of corporate Web sites. As the table below shows, when these policy makers were surveyed, 70% agreed the communications function should manage and control this content. Only 15% disagreed.

**Responses to the question, “Public relations as a function should manage and control all content of corporate Web sites, including those on the Internet, Intranet or Extranet that have public relations implications.”**

Strongly Agree	34%	
Agree	36%	<b>70%</b>
Neither Agree nor Disagree	15%	
Disagree	13%	
Strongly Disagree	2%	<b>15%</b>

Mean Score: 3.9

*[Note: In some cases percentage totals on these tables will not equal 100% due to rounding. Mean score analysis is based upon a five-point Likert-scale response where “1” equals “Strongly Disagree and “5” equals “Strongly Agree.” The higher the mean score the more agreement ]*

The communications policy makers we surveyed are less likely to suggest that an organization’s public relations function should control all content on a corporation’s Web site. About two thirds (62%) said there are so many valid uses for the Internet by other corporate functions – marketing, recruiting, financial relations, etc. – that communications should not control all Web site content. However, one third of the respondents (34%) still thought the corporate communications and public relations function should control all corporate Web site content.

**Responses to the question, “There are so many valid uses for the Internet at my company – including marketing, recruiting, financial relations and research – that public relations as a function cannot control all content on the corporate Web site.”**

Strongly Agree	13%	
Agree	49%	<b>62%</b>
Neither Agree nor Disagree	4%	
Disagree	28%	
Strongly Disagree	6%	<b>34%</b>

Mean Score: 3.3

Almost all (89%) of the corporate communications policy makers surveyed in this study believe the Internet (including Intranets and Extranets) will change how communications/public

relations resources are being deployed at their companies. As shown in the table below, 34% “strongly agree” this will happen and 55% “agree.”

**Responses to the question, “The Internet (including Intranets and Extranets) will change how communications/public relations resources are deployed at my company within the next three years.”**

Strongly Agree	34%	
Agree	55%	<b>89%</b>
Neither Agree nor Disagree	9%	
Disagree	2%	
Strongly Disagree	0%	<b>2%</b>

Mean Score: 4.2

An equally large majority of these corporate communications policy makers (91%) agreed that electronic mail has become a fundamental means of internal and external messaging within their companies.

**Responses to the question, “Electronic-mail (E-mail) has emerged as a fundamental means of internal and external messaging within my company.”**

Strongly Agree	55%	
Agree	36%	<b>91%</b>
Neither Agree nor Disagree	6%	
Disagree	2%	
Strongly Disagree	0%	<b>2%</b>

Mean Score: 4.5

Another large number (79%) say the Internet already has improved two-way communications between “my company and its publics.”

**Responses to the question, “The Internet already has improved two-way communications between my company and its publics.”**

Strongly Agree	21%	
Agree	57%	<b>78%</b>
Neither Agree nor Disagree	13%	
Disagree	9%	
Strongly Disagree	0%	<b>9%</b>

Mean Score: 3.9

Ninety-two percent of this study's respondents said their companies have developed policy guidelines for managing their organization's Web site development.

<b>Responses to the question, "My company has developed policy guidelines for managing Web site development."</b>	
Yes and they are written	64%
Yes but they are not written	28%
There are no guidelines	6%
Don't know	2%

Results of this study suggest corporate communications policy makers are undecided regarding whether or not the Internet has changed the way American companies handle press contacts and media relations. As the table below indicates, 45% say there has been change, 26% are undecided and 30% said the Internet has not changed the way their organizations operate in this regard.

**Responses to the question, "The Internet has changed the way my company handles press contacts and media relations activities with reporters."**

Strongly Agree	9%	
Agree	36%	<b>45%</b>
Neither Agree nor Disagree	26%	
Disagree	30%	
Strongly Disagree	0%	<b>30%</b>

Mean Score: 3.2

Results also strongly suggest the Internet has not presented any policy circumstances that have made dealing with the media more difficult.

**Responses to the question, "The Internet has made it more difficult for the corporate communications/public relations function to control who deals with the media on behalf of my company."**

Strongly Agree	2%	
Agree	6%	<b>8%</b>
Neither Agree nor Disagree	15%	
Disagree	64%	
Strongly Disagree	13%	<b>79%</b>

Mean Score: 2.2

Three-quarters (75%) of these communications policy makers said their company monitors the Web in an attempt to discover what others are saying about them.

**Responses to the question, “My company monitors the Web in an attempt to discover what others are saying about us.”**

Strongly Agree	15%	
Agree	60%	<b>75%</b>
Neither Agree nor Disagree	13%	
Disagree	13%	
Strongly Disagree	0%	<b>13%</b>

Mean Score: 3.8

Organizations are implementing policies concerning employee use of the Internet. Three-quarters (75%) of the communications policy makers surveyed said their organizations have formal, written guidelines concerning on-the-job, employee use of the Internet. 17% have formal, but unwritten guidelines.

**Responses to the question, “My company has formal guidelines for employee use of E-mail.”**

Yes and they are written	75%
Yes but they are not written	17%
There are no guidelines	9%
Don't know	0%

Most (75%) of the companies responding to this survey have put in place formal, written guidelines for employee use of e-mail; 17% have similar, unwritten policies.

**Responses to the question, “My company has formal guidelines concerning on-the-job, employee use of the Internet?”**

Yes and they are written	68%
Yes but they are not written	15%
There are no guidelines	15%
Don't know	2%



More than two-thirds (72%) of the communications policy makers surveyed in this study believe the Internet has forced their companies to consider broader societal policy issues, including electronic privacy, security and commerce, and civil rights in cyberspace.

**Responses to the question, “The Internet has forced my company to consider broader societal policy issues, including electronic privacy, security, commerce and civil rights in cyberspace?”**

Strongly Agree	15%	
Agree	57%	<b>72%</b>
Neither Agree nor Disagree	23%	
Disagree	4%	
Strongly Disagree	0%	<b>4%</b>

Mean Score: 3.8

Results of this survey suggest nearly two-thirds (64%) of the nation’s companies have established policies concerning employee use of E-mail, Internet and interactive media communication.

**Responses to the question, “Employees at my company are cautioned that when they communicate online they should take care to indicate they are not speaking on behalf of the company, unless specifically instructed to do so by the corporation.”**

Strongly Agree	26%	
Agree	38%	<b>64%</b>
Neither Agree nor Disagree	19%	
Disagree	15%	
Strongly Disagree	2%	<b>17%</b>

Mean Score: 3.7

Results also indicate that only a small percentage of the nation’s senior-level corporate communications policy makers take time within their organization’s to monitor “rogue” or unauthorized Web sites.

**How often does your organization monitor “rogue” Web sites?**

Constantly	6%	
Frequently	11%	<b>17%</b>
Sometimes	26%	
Rarely	30%	
Never	28%	<b>58%</b>

Mean Score: 2.4

**ADDITIONAL RESULTS**

When respondents were asked to identify what purposes they use the Internet for, the most frequently mentioned reason was to monitor competition, followed closely by professional information seeking, research, and personal information seeking. Subjects rank-ordered 21 possible uses of email and the Internet. Subjects were asked if they used the Internet for any of these purposes. Results show the percentage of responses indicating “constantly” or “frequently” for each purpose listed in the questionnaire.

<b>Possible Internet Use</b>	<b>Percent Using Constantly or “Frequently”</b>
Monitor the news	70%
Professional information seeking	66%
Research	63%
Personal information seeking	60%
E-mail external to my company	58%
E-mail within my company	54%
Add or edit Web site’s PR content	50%
Monitor competition	44%
Employee communications	41%
Contacting customers	30%
Media contacts	27%
Monitor “rogue” Web sites	17%
Contacting investors	17%
Crisis communication	15%
Contact professional PR associations	9%
Contacting federal, state or local governments/legislators	2%
Recruiting PR employees	2%
Video conferencing	0%
Participate in news groups	0%
Contacting community groups	0%
Participate in chat rooms	0%

As the table on Page 9 indicates, it appears many senior-level corporate communications and public relations officers have not yet noticed what a powerful tool the Internet has become for monitoring what others are saying about you, government advocacy, grassroots campaigns, etc. For example, only 17% use the Net to monitor “rogue” Web sites, but 44% use it to monitor competition. Likewise, only 17% say they use the Internet to contact investors, and only 15% find it useful in crisis communications. Also puzzling is the finding that only two percent use the Net to contact federal, state or local governments and legislators or to recruit public relations employees.

About two-thirds of the companies surveyed (64%) said employees at their companies are cautioned that when they communicate on-line they should take care to indicate they are not speaking on behalf of the company, unless specifically instructed to do so by the corporation.

Echoing responses to a similar question asked earlier in the study, respondents strongly supported the argument that public relations, as a function, should manage and control all content of corporate Web sites, including those on the Internet, intranet or extranet that have public relations implications. Thirty-four percent “strongly agreed” with this suggestion, 36% “agreed” and only 15% disagreed.

Subjects then were invited to identify various strengths and weaknesses of the Internet. Results are displayed on the following two pages.

Respondents ranked 18 possible Internet strengths. Consensus suggested worldwide reach and the amount of information available represented the Internet's greatest strength followed by the saving of resources (i.e., paper) and an inexpensive method of conducting research. Results show the percentage of responses indicating subjects who agreed each of the following was a strength.

<b>Potential Internet Strength</b>	<b>Percent Agreeing Attribute is a Strength</b>
Worldwide reach	91%
Amount of information available	87%
Saves paper	84%
Inexpensive research	82%
Low cost e-mail	80%
Easy access	78%
Cost efficient	76%
Saves time	75%
Freshness of information	66%
Saves money	64%
Improved financial communications	58%
Improved employee communications	56%
Competitive advantage	53%
Improved investor relations	49%
Enhanced PR power	40%
Enhanced media contact	38%
Reliable information	35%
Enhance PR management influence	31%

The measuring instrument's final question asked subjects to identify various weaknesses of the Internet. Respondents ranked 18 possible Internet weaknesses. Mean scores clearly suggest respondents thought the Internet had many more strengths than weaknesses. However, of those possible weaknesses listed respondents said the greatest were the Internet has attracted too much hype, is costly to set up and maintain, and contains unwieldy content. Results that follow show the percentage of responses indicating subjects who agreed each of the following was a weakness.

<b>Potential Internet Weakness</b>	<b>Percent Agreeing Attribute is a Weakness</b>
Too much hype	49%
Costly to set up	43%
Unwieldy content	40%
Costly to maintain	38%
Unregulated	35%
Slow to get on line	34%
Too much E-mail	31%
Unable to respond to all inquiries	31%
Serves information elite	29%
Lawsuit possibilities for copyright infringement	29%
Difficult to maneuver once on line	26%
Impersonal	25%
Requires too much maintenance	22%
Wastes staff time	20%
Too chaotic	11%
Too little substance	11%
Too open	9%
Too market driven	9%

## **Corporate Communications Policy Concerning the Internet: A Survey of the Nation's Senior-Level Corporate Public Relations Officers**

Results based on a survey of senior-level corporate public relations officers.

This study was conducted by The Institute for Public Relations Research & Education

*[Note: In some cases totals will not equal 100% due to rounding. Mean score analysis is based upon a five-point Likert-scale response where "1" equals "Strongly Disagree and "5" equals "Strongly Agree." The higher the mean score the more agreement ]*

**Responses to the question, "The Internet (including Intranets and Extranets) will change how communications/public relations resources are deployed at my company within the next three years."**

Strongly Agree	34%	
Agree	55%	<b>89%</b>
Neither Agree nor Disagree	9%	
Disagree	2%	
Strongly Disagree	0%	<b>2%</b>

Mean Score: 4.2

**Responses to the question, "The Internet already has improved two-way communications between my company and its publics."**

Strongly Agree	21%	
Agree	57%	<b>78%</b>
Neither Agree nor Disagree	13%	
Disagree	9%	
Strongly Disagree	0%	<b>9%</b>

Mean Score: 3.9

**Responses to the question, "The Internet has changed the way my company handles press contacts and media relations activities with reporters."**

Strongly Agree	9%	
Agree	36%	<b>45%</b>
Neither Agree nor Disagree	26%	
Disagree	30%	
Strongly Disagree	0%	<b>30%</b>

Mean Score: 3.2

**Responses to the question, “The Internet has made it more difficult for the corporate communications/public relations function to control who deals with the media on behalf of my company.”**

Strongly Agree	2%	
Agree	6%	<b>8%</b>
Neither Agree nor Disagree	15%	
Disagree	64%	
Strongly Disagree	13%	<b>79%</b>

Mean Score: 2.2

**Responses to the question, “Employees at my company are cautioned that when they communicate online they should take care to indicate they are not speaking on behalf of the company, unless specifically instructed to do so by the corporation.”**

Strongly Agree	26%	
Agree	38%	<b>64%</b>
Neither Agree nor Disagree	19%	
Disagree	15%	
Strongly Disagree	2%	<b>17%</b>

Mean Score: 3.7

**Responses to the question, “Public relations as a function should manage and control all content of corporate Web sites, including those on the Internet, Intranet or Extranet that have public relations implications.”**

Strongly Agree	34%	
Agree	36%	<b>70%</b>
Neither Agree nor Disagree	15%	
Disagree	13%	
Strongly Disagree	2%	<b>15%</b>

Mean Score: 3.9

**Responses to the question, “There are so many valid uses for the Internet at my company – including marketing, recruiting, financial relations and research – that public relations as a function cannot control all content on the corporate Web site.”**

Strongly Agree	13%	
Agree	49%	<b>62%</b>
Neither Agree nor Disagree	4%	
Disagree	28%	
Strongly Disagree	6%	<b>34%</b>

Mean Score: 3.3

**Responses to the question, “Electronic-mail (E-mail) has emerged as a fundamental means of internal and external messaging within my company.”**

Strongly Agree	55%	<b>91%</b>
Agree	36%	
Neither Agree nor Disagree	6%	
Disagree	2%	<b>2%</b>
Strongly Disagree	0%	

Mean Score: 4.5

**Responses to the question, “My company monitors the Web in an attempt to discover what others are saying about us.”**

Strongly Agree	15%	<b>75%</b>
Agree	60%	
Neither Agree nor Disagree	13%	
Disagree	13%	<b>13%</b>
Strongly Disagree	0%	

Mean Score: 3.8

**Responses to the question, “My company has formal guidelines concerning on-the-job, employee use of the Internet?”**

Yes and they are written	68%
Yes but they are not written	15%
There are no guidelines	15%
Don't know	2%

**Responses to the question, “My company has formal policy guidelines for employee use of E-mail.”**

Yes and they are written	75%
Yes but they are not written	17%
There are no guidelines	9%
Don't know	0%

**Responses to the question, “My company has developed policy guidelines for managing Web site development.”**

Yes and they are written	64%
Yes but they are not written	28%
There are no guidelines	6%
Don't know	2%



**Responses to the question, “The Internet has forced my company to consider broader societal policy issues, including electronic privacy, security, commerce and civil rights in cyberspace?”**

Strongly Agree	15%	
Agree	57%	<b>72%</b>
Neither Agree nor Disagree	23%	
Disagree	4%	
Strongly Disagree	0%	<b>4%</b>

Mean Score: 3.8

**Responses to the question, “How do you access to the Internet? (Please check all that apply)”**

Computer at work	96%
Computer at home	72%
Other	2%
Do not have Internet access	0%

**Responses to the question, “How long have you had experience with the Internet?”**

More than two years	70%
One to two years	21%
Six months to one year	9%
Less than six months	0%
Do not have Internet access	0%

**Responses to the question, “Does your company maintain an Internet site?”**

Yes 98%                      No 2%

**If “yes,” which department(s) is/are responsible for your company’s Internet site?  
[Please check all that apply]**

Public relations/communications	80%
Marketing	41%
Technology	37%
Human Resources	17%
Some combination of departments	30%
Other	11%

Next, subjects were asked to identify whether they used the Internet for any of the following purposes:

**Personal information seeking**

Constantly	17%	<b>60%</b>
Frequently	43%	
Sometimes	28%	
Rarely	11%	<b>13%</b>
Never	2%	

Mean Score: 3.6

**Professional information seeking**

Constantly	19%	<b>66%</b>
Frequently	47%	
Sometimes	23%	
Rarely	11%	<b>11%</b>
Never	0%	

Mean Score: 3.7

**E-mail within my company**

Constantly	45%	<b>54%</b>
Frequently	9%	
Sometimes	9%	
Rarely	6%	<b>38%</b>
Never	32%	

Mean Score: 3.3

**E-mail external to my company**

Constantly	32%	<b>58%</b>
Frequently	26%	
Sometimes	28%	
Rarely	6%	<b>15%</b>
Never	9%	

Mean Score: 3.7

**Purposes Internet used for (Continued)**

**Media contacts**

Constantly	6%	
Frequently	21%	<b>27%</b>
Sometimes	28%	
Rarely	23%	
Never	21%	<b>44%</b>

Mean Score: 2.7

**Monitor competition**

Constantly	11%	
Frequently	33%	<b>44%</b>
Sometimes	37%	
Rarely	15%	
Never	4%	<b>19%</b>

Mean Score: 3.3

**Research**

Constantly	13%	
Frequently	50%	<b>63%</b>
Sometimes	28%	
Rarely	9%	
Never	0%	<b>9%</b>

Mean Score: 3.7

**Video conferencing**

Constantly	0%	
Frequently	0%	<b>0%</b>
Sometimes	4%	
Rarely	6%	
Never	89%	<b>95%</b>

Mean Score: 1.2

**Recruiting PR employees**

Constantly	0%	
Frequently	2%	<b>2%</b>
Sometimes	9%	
Rarely	21%	
Never	69%	<b>90%</b>

Mean Score: 1.5

*Purposes Internet used for*

*(Continued)*

**Participate in news groups**

Constantly	0%	
Frequently	0%	<b>0%</b>
Sometimes	13%	
Rarely	30%	
Never	57%	<b>87%</b>

Mean Score: 1.6

**Participate in chat rooms**

Constantly	0%	
Frequently	0%	<b>0%</b>
Sometimes	13%	
Rarely	26%	
Never	61%	<b>87%</b>

Mean Score: 1.5

**Monitor "rogue" Web sites**

Constantly	6%	
Frequently	11%	<b>17%</b>
Sometimes	26%	
Rarely	30%	
Never	28%	<b>58%</b>

Mean Score: 2.4

**Monitor the news**

Constantly	32%	
Frequently	38%	<b>70%</b>
Sometimes	28%	
Rarely	0%	
Never	2%	<b>2%</b>

Mean Score: 4.0

**Contacting investors**

Constantly	4%	
Frequently	13%	<b>17%</b>
Sometimes	17%	
Rarely	30%	
Never	36%	<b>66%</b>

Mean Score: 2.2

**Purposes Internet used for (Continued)**

**Employee communications**

Constantly	26%	<b>41%</b>
Frequently	15%	
Sometimes	15%	<b>45%</b>
Rarely	19%	
Never	26%	

Mean Score: 3.0

**Contacting community groups**

Constantly	0%	<b>0%</b>
Frequently	0%	
Sometimes	17%	<b>83%</b>
Rarely	40%	
Never	43%	

Mean Score: 1.7

**Contacting customers**

Constantly	4%	<b>30%</b>
Frequently	26%	
Sometimes	22%	<b>48%</b>
Rarely	22%	
Never	26%	

Mean Score: 2.6

**Crisis communication**

Constantly	4%	<b>15%</b>
Frequently	11%	
Sometimes	35%	<b>50%</b>
Rarely	30%	
Never	20%	

Mean Score: 2.5

**Contact professional PR associations**

Constantly	0%	<b>9%</b>
Frequently	9%	
Sometimes	11%	<b>80%</b>
Rarely	30%	
Never	50%	

Mean Score: 1.8

**Purposes Internet used for (Continued)**

**Add or edit Web site's PR content**

Constantly	24%	
Frequently	26%	<b>50%</b>
Sometimes	11%	
Rarely	17%	
Never	22%	<b>39%</b>

Mean Score: 3.3

**Contracting federal, state or local governments/legislators**

Constantly	0%	
Frequently	2%	<b>2%</b>
Sometimes	13%	
Rarely	24%	
Never	61%	<b>85%</b>

Mean Score: 1.6

**OPINIONS ABOUT STRENGTHS OF THE INTERNET**

Subjects were asked for their opinions about the **STRENGTHS** of the Internet for each of the following purposes:

**Easy access**

Strongly Agree	29%	
Agree	49%	<b>78%</b>
Neither Agree nor Disagree	16%	
Disagree	7%	
Strongly Disagree	0%	<b>7%</b>
Don't Know	0%	

Mean Score: 4.0

**Reliable information**

Strongly Agree	4%	
Agree	31%	<b>35%</b>
Neither Agree nor Disagree	33%	
Disagree	22%	
Strongly Disagree	9%	<b>31%</b>
Don't Know	0%	

Mean Score: 3.0

## Strengths of the Internet (Continued)

### Improved employee communications

Strongly Agree	29%	<b>56%</b>
Agree	27%	
Neither Agree nor Disagree	27%	
Disagree	9%	<b>16%</b>
Strongly Disagree	7%	
Don't Know	2%	

Mean Score: 3.6

### Improved investor relations

Strongly Agree	12%	<b>49%</b>
Agree	37%	
Neither Agree nor Disagree	28%	
Disagree	16%	<b>18%</b>
Strongly Disagree	2%	
Don't Know	5%	

Mean Score: 3.3

### Improved financial communications

Strongly Agree	16%	<b>58%</b>
Agree	42%	
Neither Agree nor Disagree	26%	
Disagree	9%	<b>11%</b>
Strongly Disagree	2%	
Don't Know	5%	

Mean Score: 3.5

### Freshness of information

Strongly Agree	27%	<b>76%</b>
Agree	49%	
Neither Agree nor Disagree	20%	
Disagree	2%	<b>4%</b>
Strongly Disagree	2%	
Don't Know	0%	

Mean Score: 4.0

### Competitive advantage

Strongly Agree	9%	<b>53%</b>
Agree	44%	
Neither Agree nor Disagree	31%	
Disagree	13%	<b>15%</b>
Strongly Disagree	2%	
Don't Know	0%	

Mean Score 3.4

**Strengths of the Internet (Continued)**

**Enhanced media contact**

Strongly Agree	11%	
Agree	27%	<b>38%</b>
Neither Agree nor Disagree	42%	
Disagree	9%	
Strongly Disagree	9%	<b>18%</b>
Don't Know	2%	

Mean Score: 3.2

**Enhance PR management influence**

Strongly Agree	7%	
Agree	24%	<b>31%</b>
Neither Agree nor Disagree	49%	
Disagree	11%	
Strongly Disagree	7%	<b>18%</b>
Don't Know	2%	

Mean Score: 3.1

**Enhanced power**

Strongly Agree	9%	
Agree	31%	<b>40%</b>
Neither Agree nor Disagree	35%	
Disagree	16%	
Strongly Disagree	2%	<b>18%</b>
Don't Know	7%	

Mean Score: 3.1

**Cost efficient**

Strongly Agree	16%	
Agree	60%	<b>76%</b>
Neither Agree nor Disagree	13%	
Disagree	11%	
Strongly Disagree	0%	<b>11%</b>
Don't Know	0%	

Mean Score: 3.8

**Saves time**

Strongly Agree	24%	
Agree	51%	<b>75%</b>
Neither Agree nor Disagree	16%	
Disagree	7%	
Strongly Disagree	2%	<b>9%</b>
Don't Know	0%	

Mean Score: 3.9



**Strengths of the Internet (Continued)**

**Saves money**

Strongly Agree	20%	
Agree	44%	<b>64%</b>
Neither Agree nor Disagree	29%	
Disagree	4%	
Strongly Disagree	2%	<b>6%</b>
Don't Know	0%	

Mean Score: 3.8

**Saves paper**

Strongly Agree	33%	
Agree	51%	<b>84%</b>
Neither Agree nor Disagree	9%	
Disagree	4%	
Strongly Disagree	0%	<b>4%</b>
Don't Know	2%	

Mean Score: 4.1

**Low cost E-mail**

Strongly Agree	26%	
Agree	54%	<b>80%</b>
Neither Agree nor Disagree	12%	
Disagree	5%	
Strongly Disagree	0%	<b>5%</b>
Don't Know	5%	

Mean Score: 3.9

**Worldwide reach**

Strongly Agree	39%	
Agree	52%	<b>91%</b>
Neither Agree nor Disagree	5%	
Disagree	5%	
Strongly Disagree	0%	<b>5%</b>
Don't Know	0%	

Mean Score: 4.3

**Inexpensive research**

Strongly Agree	31%	
Agree	51%	<b>82%</b>
Neither Agree nor Disagree	18%	
Disagree	0%	
Strongly Disagree	0%	<b>0%</b>
Don't Know	0%	

Mean Score: 4.1

**Strengths of the Internet (Continued)**

**Amount of information available**

Strongly Agree	47%	
Agree	40%	<b>87%</b>
Neither Agree nor Disagree	11%	
Disagree	2%	
Strongly Disagree	0%	<b>2%</b>
Don't Know	0%	

Mean Score: 4.3

**OPINIONS ABOUT WEAKNESSES OF THE INTERNET**

Then, subjects were asked for their opinions about the WEAKNESSES of the Internet for each of the following purposes:

**Costly to set up**

Strongly Agree	7%	
Agree	36%	<b>43%</b>
Neither Agree nor Disagree	22%	
Disagree	24%	
Strongly Disagree	11%	<b>35%</b>
Don't Know	0%	

Mean Score: 3.2

**Costly to maintain**

Strongly Agree	7%	
Agree	31%	<b>38%</b>
Neither Agree nor Disagree	24%	
Disagree	29%	
Strongly Disagree	9%	<b>38%</b>
Don't Know	0%	

Mean Score: 3.0

**Too much hype**

Strongly Agree	18%	
Agree	31%	<b>49%</b>
Neither Agree nor Disagree	33%	
Disagree	11%	
Strongly Disagree	7%	<b>18%</b>
Don't Know	0%	

Mean Score: 3.4

**Weaknesses of the Internet (Continued)**

**Too market driven**

Strongly Agree	2%	
Agree	7%	<b>9%</b>
Neither Agree nor Disagree	38%	
Disagree	38%	
Strongly Disagree	11%	<b>49%</b>
Don't Know	4%	

Mean Score: 2.4

**Slow to get on line**

Strongly Agree	7%	
Agree	27%	<b>34%</b>
Neither Agree nor Disagree	31%	
Disagree	27%	
Strongly Disagree	9%	<b>36%</b>
Don't Know	0%	

Mean Score: 3.0

**Difficult to maneuver once on line**

Strongly Agree	2%	
Agree	24%	<b>26%</b>
Neither Agree nor Disagree	22%	
Disagree	36%	
Strongly Disagree	16%	<b>52%</b>
Don't Know	0%	

Mean Score: 2.6

**Serves information elite**

Strongly Agree	2%	
Agree	27%	<b>29%</b>
Neither Agree nor Disagree	18%	
Disagree	29%	
Strongly Disagree	24%	<b>53%</b>
Don't Know	0%	

Mean Score: 2.5

**Too much E-mail**

Strongly Agree	9%	
Agree	22%	<b>31%</b>
Neither Agree nor Disagree	18%	
Disagree	33%	
Strongly Disagree	18%	<b>51%</b>
Don't Know	0%	

Mean Score: 2.7

**Weaknesses of the Internet (Continued)**

**Lawsuit possibilities for copyright infringement**

Strongly Agree	7%	
Agree	22%	<b>29%</b>
Neither Agree nor Disagree	29%	
Disagree	24%	
Strongly Disagree	11%	<b>35%</b>
Don't Know	7%	
Mean Score:		2.7

**Impersonal**

Strongly Agree	9%	
Agree	16%	<b>25%</b>
Neither Agree nor Disagree	27%	
Disagree	36%	
Strongly Disagree	13%	<b>49%</b>
Don't Know	0%	
Mean Score:		2.7

**Wastes staff time**

Strongly Agree	4%	
Agree	16%	<b>20%</b>
Neither Agree nor Disagree	36%	
Disagree	29%	
Strongly Disagree	16%	<b>45%</b>
Don't Know	0%	
Mean Score:		2.6

**Too little substance**

Strongly Agree	2%	
Agree	9%	<b>11%</b>
Neither Agree nor Disagree	31%	
Disagree	40%	
Strongly Disagree	18%	<b>58%</b>
Don't Know	0%	
Mean Score:		2.4

**Unregulated**

Strongly Agree	11%	
Agree	24%	<b>35%</b>
Neither Agree nor Disagree	22%	
Disagree	22%	
Strongly Disagree	18%	<b>40%</b>
Don't Know	2%	
Mean Score:		2.8

**Weaknesses of the Internet**

**(Continued)**

**Unwieldy content**

Strongly Agree	4%	
Agree	36%	<b>40%</b>
Neither Agree nor Disagree	29%	
Disagree	20%	
Strongly Disagree	9%	<b>29%</b>
Don't Know	2%	

Mean Score: 3.0

**Requires too much maintenance**

Strongly Agree	2%	
Agree	20%	<b>22%</b>
Neither Agree nor Disagree	36%	
Disagree	29%	
Strongly Disagree	13%	<b>42%</b>
Don't Know	0%	

Mean Score: 2.7

**Too open**

Strongly Agree	0%	
Agree	9%	<b>9%</b>
Neither Agree nor Disagree	29%	
Disagree	36%	
Strongly Disagree	27%	<b>63%</b>
Don't Know	0%	

Mean Score: 2.2

**Too chaotic**

Strongly Agree	2%	
Agree	9%	<b>11%</b>
Neither Agree nor Disagree	24%	
Disagree	42%	
Strongly Disagree	22%	<b>64%</b>
Don't Know	0%	

Mean Score: 2.7

**Unable to respond to all inquiries**

Strongly Agree	9%	
Agree	23%	<b>31%</b>
Neither Agree nor Disagree	14%	
Disagree	36%	
Strongly Disagree	14%	<b>50%</b>
Don't Know	5%	

Mean Score: 2.6