



**CORPORATE COMMUNICATION INTERNATIONAL** at Baruch College/CUNY  
*A global center for information and knowledge on corporate communication*

# CONFERENCE ON CORPORATE COMMUNICATION 2013

June 4 – 7, 2013

Baruch College/CUNY, New York, NY USA

## ABSTRACTS OF CONFERENCE PROCEEDINGS

OFFERED IN ASSOCIATION WITH ...

*Corporate Communications: An International Journal*





ABSTRACTS OF CONFERENCE

# PROCEEDINGS

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## Corporate Communication International CONFERENCE ON CORPORATE COMMUNICATION 2013

June 4 - 7, 2013

Baruch College/CUNY • New York, New York

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## An Introduction

### Uncertainty and Corporate Communication

Michael B. Goodman, Conference Chair  
Director, CCI – Corporate Communication International  
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(NOTE: This Introduction is based on my speech for The 10<sup>th</sup> Annual Turpin Lecture at Virginia Commonwealth University, School of Mass Communications, 2 April 2013.)

My co-author Peter Hirsch and I were asked, “You were writing *Corporate Communication: Strategic Adaptation for Global Practice* during the greatest reputational meltdown for corporations in our times. How did that affect your thinking?”

We responded that then, as now and always, scandals scream at all of us in headlines and mass media sound bites – from David Letterman’s infidelity to Tiger Woods to David Patraeus, to Toyota’s brake recall, to Goldman Sachs’ rogue employee, the BP oil spill, Greece, Spain, Italy, Portugal and now Cyprus, Apple’s supply chain issues with Foxconn, JP Morgan Chase’s “London Whale,” not quite the Enron of our decade, but maybe SAC Capital is.

The immediacy of the media underscores the need for organizations to:

- anticipate the unthinkable;
- while maintaining focus on what the corporation does and how it behaves;
- and develop internal and external bonds.

We analyzed three forces that have transformed the principles and practices of corporate communication:

**Globalization:** a quantitative shift in the globalization of the world economy that has created a qualitative change in how businesses need to communicate;

**The Web:** a transformation in the adoption, use, and consumption of information technology and media;

**The Networked Enterprise – The Corporate Business Model:** an evolution in the nature and purpose of the public corporation that is both influenced by and, at the same time, influences the other two forces at work.

And in our forthcoming book, *Corporate Communication: Critical Business Asset for the Challenge of Global Change*, we add a fourth as well:

**Uncertainty (Fear):** volatility in global financial and commercial markets; political turmoil in Western democracies and the developing world -- combine to make planning for the future filled with high levels of risk.

## **The Changing Role of the Global Corporation**

The world of business in the 21<sup>st</sup> century has generated nearly impossible demands on corporations. The role of the corporation has been transformed by the global business environment and by the effects of globalization itself. These enterprises are adapting to the forces of change at differing rates, creating a two or even three speed world of organizations defined more accurately by their behavior than by geographical region, political action and affiliation, or by nation state.

*In the first-speed world*, the behavior of business in advanced economies depends heavily on safe, reliable, and secure digital networks. This networked enterprise business model can leverage technology to produce goods and services more cheaply, more rapidly, and with higher quality as a result of a trust benefit. Such businesses – GE, IBM, Siemens, Toyota, J&J, Mercedes Benz -- take pride in their efficient and transparent business practices.

They also are able to act as good corporate citizens as a result of their corporate responsibility, they not only “do the right thing,” but they make money as well. They benefit from the equity of trust they have established among their constituents inside and outside the company. The result is a strong reputation that establishes a culture of risk awareness for the corporation as a buffer against the destructive forces of uncertainty.

*A second-speed world* can be described as newly advanced, or soon to be advanced, economies with business enterprises that look and act like the ones just described, but they happen to be located in surprising geographical locations that had until recently not been thought of or associated with such successful and global business models. Embraer in Brazil, Tata in India, Hairer in China, De Beers in South Africa of the so called BRICS come to mind, as do Turkey, Indonesia, Mexico, South Korea, and The Philippines, – part of the group of rapidly developing economies sometimes called “The Next 11.” These advancing economies and business enterprises have a shorter history than those in the advanced category.

*And the third-speed* is a world of business laggards. These are businesses that pay a “trust penalty” as a direct result of an environment of underdeveloped infrastructure, an under- or uneducated population, and gross economic disparities between the *haves* and the *have-nots* in their communities. Walmart’s Foreign Corrupt Practices Act (FCPA) troubles in Mexico come to mind. Corruption is rampant and a major contributor to high business costs and extraordinary uncertainty – mining, the oil and gas industry in Russia, and Nigeria. Often these businesses are in conflict zones. Or if there is not a high level of conflict, there is often political repression, a dictatorship, or even the tolerance or open encouragement of slave or forced labor, or of human trafficking.

## **The Purpose of the Corporation Revised for the 21<sup>st</sup> Century**

In this uncertain business environment, successful businesses have to function at all three speeds to meet the challenges created for them by rapidly changing business events. The purpose, then, of the 21<sup>st</sup> century corporation is to survive as a viable enterprise -- socially, financially, and environmentally.

Meeting and exceeding the demands of this triple bottom line is a core strategy for any sustainable business. And sustainability, tied to growth, is not easy in this complex and often volatile environment.

In addition to the forces of globalization, add the opportunities of a digital network that focuses on speed, performance, mobility, social networks, and enormous amounts of data. A report, “Big Data, Big Impact: New Possibilities for International Development,” presented at the 2012 World Economic Forum described the positive impact of analyzing

...the interactions of billions of people using computers, GPS devices, cell phones, and medical devices.

Researchers and policymakers are beginning to realize the potential for channeling these torrents of data into actionable information that can be used to identify needs, provide services, and predict and prevent crises for the benefit of low-income populations.

With so much information about the habits of individual people, some unintended consequences are inevitable. To put the possibilities of this situation in perspective, consider this anecdote by *The New York Times* reporter Dennis Overbye:

Not long ago, a woman in Tacoma, Wash., received a suggestion from Facebook that she “friend” another woman. She didn’t know the other woman, but she followed through, as many of us have, innocently laying our cookie-crumble trails through cyberspace, only to get a surprise.

On the other woman’s profile page was a wedding picture — of her and the first woman’s husband, now exposed for all the cyberworld to see as a bigamist.

“Mystery of Big Data’s Parallel Universe Brings Fear, and a Thrill.” *The New York Times*, June 5, 2012, page D3.

The essence of the corporation has changed in response to a breathtaking acceleration in the speed of communication and an explosion in the number of new communication technologies. And add to these changes, the global networks within organizations which have fundamentally transformed the communication role in corporations.

Communication is more complex, strategic, and vital to the health of the organization than it was previously, and will only gain in its importance in the information driven economy. It is tied to the messages created for all audiences – internal and external, paying and non-paying.

So, corporate communication through its understanding and use of the four forces we have discussed, can lead the transformation necessary to remain viable in the short term, and to become sustainable for the foreseeable future.

## References

“Big Data, Big Impact: New Possibilities for International Development,” presented at the 2012 World Economic Forum, Davos.

Goodman & Hirsch, *Corporate Communication: Critical Business Asset for the Challenge of Global Change*. NY: Peter Lang, (forthcoming)

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Overby, Dennis. .” Mystery of Big Data’s Parallel Universe Brings Fear, and a Thrill.” *The New York Times*, June 5, 2012, page D3

## Corporate Communication International’s Conference on Corporate Communication 2013

The annual Corporate Communication International’s Conference on Corporate Communication is a clear opportunity for corporate communicators to develop professionally and to bring value to their companies. It is also an opportunity for scholars to share their knowledge and research. It has been the premise of this conference that relationships among scholars and practitioners are an essential element of the social glue that binds civilized people together. And international meetings are important to build and maintain trust among professionals with common interests and goals, but who are disbursed around the world.

It is in this spirit that once again corporate executives and university scholars met at Baruch College/CUNY, New York, New York to exchange information and explore communication from a global perspective.

CCI’s Conference on Corporate Communication 2013 is intended to:

- Illuminate the interest in corporate communication as a strategic function in organizational success.
- Explore the influence of globalization on the corporate communication profession as it relates to theory, practice, roles, processes, and ethics.
- Continue as a forum for the exchange of ideas and information among industry and university representatives.
- Indicate trends and provide analysis for communication professionals, university faculty, and others interested in corporate communication.
- Disseminate the conference discussions through the publication of the conference Proceedings, and selected papers in *Corporate Communication: An International Journal*.

The three-day conference features speakers joined by attendees from: Australia, Austria, Belgium, Canada, China, Denmark, Finland, Germany, Ghana, Hong Kong, Italy, Indonesia, The Netherlands, New Zealand, Singapore, South Africa, Sweden, Switzerland, Tanzania, Thailand, Turkey, UAE, and USA.

The papers published here were selected based on a peer review process. They were edited for the Proceedings by Christina Genest, CCI Associate Director, with the editorial assistance of students and graduates of the MA in Corporate Communication, Department of Communication Studies,

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## Baby Boomers and Social Media

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Researchers have devoted a great deal of attention to the Millennial Generation's use of social media. However, little empirical research has been devoted to the impact of social media on members of the Baby Boomer Generation.

The authors propose a study incorporating both qualitative and quantitative methods to gauge the views of members of the Baby Boomer Generation who work in the fields of public relations and advertising. The authors will attempt to ascertain how members of the target population manage the medium and use it to shape their professional image. Specifically, the authors will study the use of social media among the target population and how the target population perceives social media as both a tool for professional development and a mechanism for social monitoring.

**Keywords:** Social media; Facebook; Twitter; Baby-Boomers; Professional image; Private/public issues; Career management; Networking; Social monitoring.

**Paper Type:** Original research

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## **Beyond Culture**

### **Further Dimension of Difference in Corporate Communication Operating Environments in South East Asia**

Graeme W. Domm  
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Corporate communication and public relations practice issues in Asia have attracted growing interest as the region undergoes explosive economic growth and development. A number of researchers have sought to reveal local perspectives and insights of various kinds. The focus of most research has tended to be on issues which relate to ethnicity, values and national outlooks – those items which outside observers would most readily label as “cultural”. But other dimensions of difference are worth consideration too. These include local language structures, ethical frameworks, political and media systems which have evolved in distinct ways, infrastructure and education issues, and a range of other local characteristics which may also shape individual and group behaviour. Some of these may be defined as part of culture; some not. But however they may be defined; they are aspects that have received only cursory attention, at best, in most academic and industry literature. The author shows how some of these less frequently discussed issues do matter to practitioners in the region: in particular, local linguistic factors, levels of development in infrastructure, communication habits, education issues, local media systems, and politics.

**Keywords:** South East Asia, Corporate communication, Public relations, Culture, Values, Attitudes, Language, Education, Infrastructure, Development, Media system, Politics, Professional associations, Codes of conduct

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## **Blogging for Legitimacy**

### **The Discursive Construction of the American Beverage Industry in the Face of a Delegitimation Threat**

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Drawing on the notions of discursive construction of organizations and textual agency as well as the concepts of legitimacy and metaorganization, this paper explores how a collective entity communicatively (re)constructs both itself and its environment in the face of delegitimation and denormalization threats.

The American beverage industry boasts some of the world's most valued brands; however it also faces a health-related issue, if not a crisis, manifest through, for example, soda bans, debates on soda tax, research on obesity, and youth health campaigns. Using the American Beverage Association's blog posts, which allow a more conversational style than traditional press releases, this study focuses on how an industry attempts to (re)construct itself as a legitimate actor and to influence reality through meaning creation. Emphasis is placed on the discursive and rhetorical institutional strategies of the industry and the discourses it draws upon in the contest over social reality.

**Keywords:** Legitimacy, Discursive strategies, Metaorganizations, American beverage industry

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## **Brand Voice in Social Media**

### **A Strategic Guideline to Develop And Maintain a Consistent Brand Voice in Social Media**

Katharina Volkmer

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In social networks, companies are often missing a strategic approach and a consistent brand voice throughout all their online and offline consumer touch points. There are no existing guidelines on how to develop and maintain a brand voice. Companies often don't determine their purpose in a specific channel, miss integrating social media into their overall communications strategy, and t don't link it to their business goals.

Companies' actions should be led by their brand voice; the framework that determines how they communicate visually, verbally, and behaviorally. In this study, six in-depth expert interviews and secondary research on the latest studies were conducted.

The developed guideline includes questions on the main communications concepts to consider to ensure an integrated approach. The guideline and brand voice will serve as a framework to take actions, develop strong messages and build consistent relationships. This strategic approach will lead companies to a better performance in social media and the overall business.

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## **Bridging the Dialogue Between Stakeholders**

### **Establishing the Role of Indonesian Civil Society Organizations (CSOs) within the Multi-Stakeholder Approach of the 8th Internet Governance Forum**

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In cooperation with ICTWatch, Indonesia and Citizen Lab, University of Toronto, Canada

In developing Internet governance issues, the active role of Civil Society Organizations (CSOs) along with other stakeholders (government and private sector) is important. But the usual criticism of CSO participation in previous multi-lateral forums has been lack of proper coordination and too many dissonant voices (Kurbalija, 2010). This research is trying to explore the stakeholder dialogue process and the strategy of Indonesian CSOs in influencing the process for preparing the 8th Internet Governance Forum. This research used qualitative methods, in the form of in-depth interviews with multi-stakeholder representatives and participatory observation in their forum. Results indicated that the dialogue process involved inclusion, openness, tolerance, transparency, and empowerment dimensions, but all stakeholders still need to develop sufficient Internet governance knowledge. There is still a need for the government and the private sector to enhance capacity and commitment, even though CSOs have tried to strengthen the consciousness and commitment of these two sectors.

**Keywords:** Civil society organization, Internet governance, Multi-stakeholder, Indonesia

**Paper type:** Research

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## **The Case for CSR as a Vehicle for Conflict Prevention and Conflict Resolution**

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This paper draws on the original data set from 26 interviews with senior practitioners and other communication professionals who were interviewed regarding their CSR definitions, norms, and initiatives. The author revisited the data to explore whether public relations programs consistent with these definitions and norms could potentially avert activism and possible conflicts in organizations' parent countries or their global locations. The author then expanded the original interdisciplinary literature review defining and conceptualizing CSR and related norms and initiative to include other pertinent scholarship. The study greatly benefited from the additional input of a public affairs executive in a U.N.-based global monitoring organization and the managing director of a global public affairs consultancy who considered CSR as good business sense. The results supported the value of socially-responsible, ethical, and transparent corporate communication and implementation of CSR norms, as defined by senior communicators, as a force for avoiding or reducing conflict. This study may assist scholars and practitioners in their professional roles. Burgeoning activism and a global spotlight on sustainability, human rights, and financial havoc attributable to corporations have made evaluating the role of CSR in conflict resolution universally pertinent. The study might identify ways in which practitioners, across the globe and as their organizations' "social face," could generate peaceful solutions to unrest.

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## **A Cold Case and a Warm Conversation**

### **A Discourse Analysis of Focus Groups on Large-scale DNA Familial Searching**

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In this case study, we want to gain insight into how residents of three municipalities communicate about the new murder scenario of the cold case of Marianne Vaatstra and the possibility of a large-scale DNA familial searching. We investigate how stakeholders shape their arguments in conversation with each other and with the police. We investigate the repertoires that participants use to achieve certain effects in their interactions with others in three focus groups. The results show that the analyzed repertoires are strong normative orientated. We see two aspects emerge that affect the support for large-scale DNA familial searching. These are:

1. Cautious formulations: respondents showed restraint in making personal judgments and often formulated these on behalf of others. Participants would not fully express themselves, but adjusted to what seemed the socially desirable course.
2. Collective identity: respondents focused on the similarities between themselves and the needs, interests, and goals of other participants. Participants also tried in a discursive way to convince each other to participate in the large-scale familial searching.

These two major discursive activities offered the communication discipline guidance for interventions into the subsequent communication strategy.

**Keywords:** Discourse analysis, DNA familial searching, Cold case, Participation, Interaction

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## Communicating Across Boundaries

### Shifting Paradigms, Perspectives and Practice

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Communication professionals find themselves at a point of inflection as new forms of organizing and new realities emerge. Major forces such as globalization, the digital network revolution and the empowerment of a myriad of new publics are re-defining the role of the communication professional within business and society. There has in effect been a symbolic paradigm shift from mechanistic monologue forms of organizing to complex dialogical forms of organizing - in essence a shift from a modernistic to a postmodernist ideology (Parboteeah & Jackson, 2011:688-689). These fundamental changes require that scholars and practitioners challenge their own assumptions and come to grips with the implications of paradigm shifts in various fields.

However, communication professionals have been slow to come to grips with these shifting paradigms, partly because there is no clear line that demarcates the shift between modern and postmodern communication practice, and partly because practitioners are held captive by their own modernist assumptions. While these shifts may arguably result in stronger and better practice, it will require substantially new approaches that can only evolve if communication professionals challenge existing intellectual assumptions and develop new approaches to evaluating and researching strategic communication.

Mahoney (2011:144-145) argues that there are two possible scenarios for strategic communication-one a recidivist normative state in which traditional approaches to public relations and communication and advertising will be revived, or the emergence of a strategic approach that differs from integrated communication because it spans across all organizational endeavors and activities.

Holtzhausen (2008:48-49) argues that the field faces a challenge not only in coordinating and integrating the communication activities of organizations on the level of practice, but also in developing a more appropriate multidisciplinary body of knowledge that is better suited to the fragmented nature of communication and audiences in post bureaucratic business contexts. Much like organizations, it is important for communication professionals to be sensitive to their environments and pay attention to the challenges facing them.

In this paper a strategic communication approach to communication management is emphasized as a mechanism for increased organizational legitimacy and efficiency (Fredrickson, 2009: 28). This approach has become more relevant within emerging business context that are increasingly characterized by unpredictability, complexity and uncertainty. Changing consumer and stakeholder expectations require engagement with both internal and external stakeholders,

including civil society. This engagement is required within emergent business and societal contexts that transcend boundaries as technology and digital platforms drive rapid and continuous change. Fredrickson (2009:21) contends that as an agent for an organization's communication, professional communicators have become increasingly influential, but as a consequence of structural transformation and the dissolution of social boundaries the discourses of responsibility are dominated by multiplicity, uncertainty and ambivalence.

There is a real need to expand theoretical approaches beyond the traditional perspectives. While traditional theory construction is founded on the belief in the factual nature of a knowable universe, it seems as if post bureaucratic strategic communication must, like postmodern organizational theory, reject the very notion of theory at the institutional level. The transition from a functional perspective, which focuses on techniques and production of strategic organizational messages, towards a co-creational perspective which sees publics (stakeholders) as co-creators of meaning and communication, is a significant development in professional communication research. Communication theory and research must also shift its focus to how communications contribute to an organization's purpose for being. (Hallahan et al., 2007:10).

The shift toward a strategic communication paradigm also holds important consequences for the education of professional communicators. In line with increasing convergence on the level of practice, there should be increasing emphasis on disciplinary convergence on a curricular level. Several university programs in the United States (and Europe) that offer advertising and public relations programs have adopted strategic communication as the framework for integrated curricula that combine the common strategies of these disciplines. The purpose of these integrated curricula should be to foster a holistic and critical understanding of the principles of business and management. An emphasis on strategic communication should equip scholars to leap ahead of professional practice by (a) providing the theoretical and conceptual grounding in strategic communication, and (b) focusing on the practical and research applications of strategic communication within a post-bureaucratic organizational paradigm.

This paper explores the implications shifting paradigms, and emerging perspectives for the practice of professional communication in contexts that increasingly require the ability to span disciplinary, organisational and societal boundaries.

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# Communicating Corporate Responsibility with Sustainability Reporting and Social Media Tools

## Analysis of the Global Pulp and Paper Industry

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Open communication of corporate social and environmental performance to key stakeholders has become an essential part of corporate conduct and, recently, this dialogue has moved towards the use of social media. Our aim is 1) to compare sustainability communication using both traditional and new social media channels, and, 2) use regression analysis to explain the impact of location, size and firm profitability on the quality of the two types of communication. Content analysis was first conducted on corporate sustainability reports, websites and social media of the world's 100 largest pulp and paper companies in 2012. 70% of companies were found to use sustainability reporting, while the share of companies involved in social media was lower, 50%. Geographic location, company size and profitability were found to increase the quality of traditional sustainability communication, whereas only size was significant in explaining the quality of social media activities. Environmental issues were the most common topic of disclosure, whereas in social media, community issues were also strongly emphasized.

**Keywords:** Stakeholder management, Sustainability communication, Sustainability reporting, Social media, Pulp and paper industry

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## Communicating Strategic Changes to Stakeholders

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**Purpose:** The purpose of the paper is (1) to propose a model for communicating strategic changes to stakeholders and (2) to provide in-depth discussion of the density of the strategic-change concept which is the pivotal stage in the model.

**Approach:** A model was created following a review of strategic management and corporate communication literature, business press articles, and company information on strategic changes.

**Findings:** Continued development and testing of the model is recommended as it appears to function as designed.

**Research implications:** Effectively communicating strategic change is emphasized and a model for attaining that goal is proposed for further research.

**Practical implications:** The proposed model could be built upon or adapted by practitioners for communicating with stakeholders.

**Keywords:** Corporate communication, Strategic management, Strategic planning

**Paper type:** Conceptual paper

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## Communicating Through the ‘Love Lens’

### Using Communication to Progress Stakeholders through Relationship-Based Phases

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**Purpose:** This paper aims to propose a ‘love-lens’ or romantic relationship perspective through which organizations can build communication strategies that proactively lead stakeholders through various consumer life cycle phases.

**Approach:** This conceptual discourse contribution draws on a comparative review of the literature on relationship marketing, particularly as it relates to corporate communication strategies.

**Findings:** Borrowing from developments, concepts and theories in relationship marketing, this paper demonstrates how and why a love-lens approach to corporate communication strategies can help lead stakeholders through the different phases within consumer life cycles.

**Research implications:** The model presented may be used as an outline for developing and testing a set of propositions, especially in a wider range of sectors. Further research is needed to analyze how and why communication variables can contribute to the progression of stakeholders through the model’s phases.

**Practical applications:** First, this paper presents the value of looking at communication strategies through a love lens. Second, it offers a new consumer life cycle model of communication to corporate communication professionals seeking to progressively lead stakeholders along a journey of increasing engagement with the organization. Third, it integrates communication variables into the consumer life cycle model.

**Originality/value:** This paper contends that not enough research has focused on the centrality of communication in building and progressing organization–consumer relationships through consumer life cycle phases. This paper seeks to fill that gap.

**Keywords:** Communication, Communication strategy, Consumer life cycle models, Corporate communications, relationship marketing

**Paper type:** Conceptual discourse

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# Communication with Stakeholders through Corporate Websites

## A Study on the CEO Messages of Major Listed Corporations in Greater China

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This study has extended the research of Kohut and Segars (1992) who saw CEO communication as an increasingly important strategic communication tool, by cross-examining a corpus of CEO messages on websites of major listed corporations in Greater China. With the adaptation of content analysis, the extra-textual and intra-textual characteristics in the bilingual text are thoroughly identified. It is assured in this study that the styles and patterns of language employed, including linguistic characteristics, intra-regional themes and inter-lingual themes, are associated with a particular communication strategy adopted by corporations, underpinned by the beliefs and attitudes of CEOs, and rooted in their cultural values. The findings will enhance our understanding of how CEOs view their stakeholders and the content to be constituted to compete in the globalized age.

**Keywords:** CEO messages, Corporate communication, Greater China, Bilingual texts, Content analysis

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# Corporate Communication and Complexity on Social Media

## Kopenhagen Fur on Facebook

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**Purpose:** The purpose of this paper is to discuss corporate communication on social media as a complex process, where companies risk having their messages hijacked by dissident stakeholders.

**Method:** Having developed a theoretical framework incorporating corporate communication with a particular focus on CSR communication on social media and NGOs as communicative actors, the paper draws on a discourse perspective to analyze aspects of hijacking and agenda-setting on social media.

**Findings:** The analysis supports the view that corporate communication on social media is complex rather than simple, and that social media's characteristics of interaction and linking allows peripheral stakeholders to transfer and take over a debate.

**Research implications:** This study implies that research on corporate communication hitherto has taken a too narrow perspective on corporate communication on social media. The case presented in this paper shows the impossibility of delineating communication on social media.

**Practical implications:** This paper demonstrates that when companies communicate on social media, it is necessary to incorporate viewpoints of both adversary and supportive stakeholders to take advantage of the dialogic interactions on social media.

**Value:** The primary contribution of this paper is to draw attention to the complexity of corporate communication on social media.

**Keywords:** Social media, Corporate communication, Corporate social responsibility, Stakeholders, NGO.

**Paper type:** Research paper.

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## Corporate Communication Practices and Trends in Hong Kong 2012 & 2013

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This report will present findings of the second survey of a three-year project on the captioned topic that commenced in 2012. This project is a replication here in Hong Kong of Corporate Communication International's (CCI) benchmark study in the Chinese mainland, the European Union, South Africa and the United States (US). As the first survey, this survey is conducted under the auspices of the Hong Kong Chapter of CCI (CCI-HKC).<sup>1</sup> The data of the survey are to be collected between January and March, 2012. The third and final survey of the project is expected to be completed in March of 2014. Afterwards, the survey will be done on a bi-annual basis, starting 2016. It will be the major activity of the CCI-HKC. The instrument used in this survey is the same as last year's for the purpose of comparability and continuity.<sup>2</sup> In the first survey, the target population was corporations of medium-size or above that are registered in HK.<sup>3</sup> Eventually 85 sampled corporations were contacted via a combination of emails, letters, phone-calls and personal approaches; 55 corporations participated in the survey. The response rate is 64.7%. 25.5 % of the participants were medium-size corporations if their overseas staff was not included; otherwise the percentage is 14.5%. In the second survey, the target population remains the same. However, an attempt will be made to increase the representation of medium-size corporations among the participants so as to facilitate a meaningful large-size vs. medium-size corporation comparison and analysis.

The findings of this survey will add to that of the first one<sup>4</sup> by providing a longitude dimension to it, and set the three-year project firmly on the course of a study of trends. Specifically, based on the findings of the first study, the proposed presentation at the conference will focus on whether or not there are any significant changes to (1) the demography and profile of the profession; (2) major clients served, and major functions & role performed by the participants' CC Department; (3) major functions & business tasks involving the use of an Agent/Vendor; (4) the respondents' perception about (a) the profession's major challenges, (b) CC practitioners' important traits and the quality of local graduates with reference to these traits; (5) the

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<sup>1</sup> However the funding is provided by the Department of Chinese & Bilingual Studies, PolyU

<sup>2</sup> As a replication of the CCI studies, the design of the questionnaire of the HK study is done with close reference to that used in the US study of 2011. However, in order to take into account of the HK situation, and the fact that it is the HKC's first study, some adaptations have been made. For example, the number of items is reduced from 27 to 24, with 19 of these items overlapping in varying degrees with their counterparts in the US study. The remaining five items are "new" and are included for a CC-related academic program at our university.

<sup>3</sup> By HK norms, medium-sized corporations are those having 100 or more employees on their full-time payroll.

<sup>4</sup> The findings were presented at the CCI 2012 Conference.

respondents' recommendations to undergraduate education with reference to (4b). In sum, the status and function of the CC profession in HK will be examined probably for the first time along the axes of continuity and change.

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## **Crisis Communication and Social Media**

### **A Chick-fil-A**

#### **A Case Study**

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This paper examines the impact that social media has had on crisis communication through a case study of Chick-fil-A and their crisis on the issue of same-sex marriage in the summer of 2012. Despite expectations based on dominant crisis communication theory that the company would experience reputational damage as a result of the crisis, it instead experienced an increase in market share and awareness. This gap between theory and practice can be partly explained by the social media driven change in the way individuals and organizations communicate. Individuals are now in the position to determine and distribute content due to a new many-to-many model of communication. Social media and the increased ability of individuals to not only share content but also create it during a crisis have therefore led to a greater importance of the medium over the message. (Utz, Schultz, Gloka) Social media is also the medium most greatly associated with emotional support (Liu, Austin, Jin) and is also conducive to secondary crisis reactions, such as a boycott, that have a strong effect on stakeholders. (Utz, Schultz, Gloka) Throughout the crisis, Chick-fil-A was often responding to social media discussions and actions, such as the externally created Chick-fil-A Appreciation Day, rather than controlling the situation. The Chick-fil-A case demonstrates that further research is needed into the role of emotion in crisis communication as individuals with a strong emotional connection can be the driving force of a crisis and essentially remove it from the hands of the organization. It also demonstrates that generally accepted crisis communication theories that were designed for a one-to-many model of communication are no longer entirely applicable.

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# Crisis Communications Agencies and the Communication Department

## Interaction and Relations During a Crisis Situation

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When an organization is facing a crisis, the whole organization including the communication department is put under pressure. There is a need for strategic communication and strategic decisions. To handle this, organizations sometimes need external eyes upon the situation, and/or extra manpower for strategic and/or tactical communication purposes. This makes the organization turn to a public relations and crisis communication agency for help. But what is the relationship between the communication executive and the crisis communications consultant? What if the consultant is called upon by top-management and not by the communication executive? How do the communication executive and the consulting agency interact? What kind of support does the communication executive get?

Thus, the aim of this paper is to examine the interrelationship between the crisis consulting agency and the communication executive (communication department), and to study the kind of crisis communications services offered by the agency as perceived by crisis consultants and communication executives. The study is based on theory on client consulting relationship (Clark 1995, Sturdy et al. 2009, Engwall and Kipping, 2013) and on crisis management and crisis communications consulting (Frandsen & Johansen, 2012, Pang et al., 2013).

The research design consists of two series of in-depth interviews: (1) with senior partners/directors from national and international crisis communication agencies, and (2) with communication executives from private/public organizations who have worked with crisis consultants, all of them located in Denmark.

**Keywords:** Crisis consulting, Crisis communication, Client-consultant relations

**Paper type:** Explorative study

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# **Crisis Communications During Hurricane Sandy at NYU Langone Medical Center Evacuation**

## **A Case Study**

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On the night of October 29, 2012, 322 patients were evacuated from NYU Langone Medical Center in New York City over the course of 12 hours. This case is an example of a situation where communications were essential to helping maintain the reputation of a world-class medical center, and limit negative coverage of an unprecedented situation in New York City. That night, and over the course of weeks and months after, a crisis communications plan was enacted in order to maintain trust with the public and patients who rely on the medical center for care, notify media of re-opening activities, and ensure all information was communicated in a timely manner. There were many facets to this communication including: news of the closing and re-openings of the medical center, news stemming from the more than 20,000 research rats who were killed when research labs were flooded, personal stories of the crisis, and updates about the rebuilding. Overall, communications were successful and though still ongoing, will remain an example of how effective crisis communications can be, when handled effectively.

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## **The “Cushion Factor”**

### **Explicating Media Reputation as a Key Influencer of Crisis Preparedness and Recovery**

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This study identifies a niche construct in monitoring crisis preparedness and measuring crisis response effectiveness: media reputation, linking reputation and media, two crisis variables that have been largely measured and evaluated separately, and enriching the understanding of the antecedents and outcomes of effective corporate crisis responses.

Taking the perspective of the contingency theory (Pang, Jin, & Cameron, 2010) and the framework of “media reputation” which highlights the role of media coverage on reputation formation (Deephouse, 2000), we conduct a meta-analysis of peer reviewed studies published in leading public relations and corporate communications focused academic journals (2000-2012).

A Media Reputation in Crisis Communication (MPCC) model is then delineated with testable propositions, defining what constitutes Media Reputation and how different levels of Media Reputations influence stakeholders’ perceived corporate reputation (providing “crisis cushions”), before, during, and after a corporate crisis. Theory development aspects and practical insights for crisis managers are further discussed.

**Keywords:** Media reputation, Crisis management, Meta analysis

**Paper type:** Research

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# The Designing of Decision Support Systems for Corporate Communication

## Increasing Professionalization by Linking Theory and Practice

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Research shows that communication practitioners make little use of insights from (communication) sciences to underpin their choices. Interviews with communication professionals support the Venus and Mars hypothesis (Van Ruler, 2005) that this is not because they are reluctant to adopt the scholarly work, but because practitioners and scholars have different perspectives on what they need to become professionals. In this paper we will show how a combination of scholarly and practitioner views can lead to the design of decision support systems in which the best of both worlds is combined: systems easy to use for practitioners and based on scientific evidence. For the design of these decision support systems the methodology of design-based research has been used. An academic collaborative center served as a platform in which scholars and practitioners co-create these systems. This approach seems a good starting point to increase professionalism, although there are still some questions to be answered, and optimization of the method and setting is required.

**Keywords:** Professionalism, Professional growth, Design-based research, Decision support system

**Paper type:** Research paper

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## Dilemmas of Co-Creation

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Since the concept of co-creation was introduced it has had an immense impact on scholars of marketing and communication. The potential of consumers' activity and ability to create value for firms is the new logic and has been studied in relation to different products or services, assuming that co-creation work in a similar way regardless of context. Less attention is directed to the consumers and their opportunities for co-creation in various contexts. The aim of this paper is to explore the potential of using art events for public engagement in city renewal. The paper is based on a single case study. Participant observations and document analysis have been used for the study. This paper problematizes conventional assumptions about the concept of co-creation by illustrating the potential of co-creation of various art forms and by revealing the expectations on the consumer for co-creation when art is used.

**Keywords:** Co-creation, Consumer expectations, Art events, Public engagement

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## Effective Project Communication

### A Case Study in a French –Russian Joint Venture

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The purpose of this paper is to investigate the effectiveness of project communication and mutual understanding in cross-cultural context of a French-Russian industrial project. It seeks to propose a perspective from which apparent tensions and misalignment can be transformed into communication satisfaction and effectiveness indicating the impact of them on project success.

Despite the acknowledged need to focus on effective communication as a prerequisite to success of the project, the survey found very little indication that collaboration between partners of different cultures was efficient due to frequent cases of misunderstanding and inflexibility of the parties concerned at both managers and employees levels.

It also demonstrates that the companies display a strong theoretical awareness but no practical application of how intangible resources, such as teamwork, effective negotiation skills and employee attitudes, contribute to the company's success.

**Keywords:** Cross-cultural communication, Communication satisfaction, Corporate culture, Internal corporate communication, Project communication, Project management

**Article type:** Case study

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# Effects of the Use of English in non-English Advertising Contexts

## An Eyetracking Approach

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Marketing communication in many non-native English speaking countries frequently uses English although research suggests that this practice deteriorates message comprehension and annoys some consumers. One plausible justification for marketers' persistent use of English may be the intention to raise attention. So far, effects of foreign language use on consumer attention have been tested only indirectly via memory variables. The present study measured directly the attention for English elements in non-English advertising contexts in an eyetracking experiment. Sixty-six native German consumers viewed print advertisements with German or English text and otherwise equivalent pictorial elements. Each ad was presented for a given time and we tracked how long participants looked at text or picture elements, respectively. We controlled for comprehension and proficiency, tested recognition and attitudes. Results revealed a significant attention advantage regarding the use of English, independent of proficiency and recognition. We discuss processing and emotional explanations for the effect and implications for marketing communication.

**Keywords:** Advertising, Attention, English, Foreign language, Eyetracking

**Paper type:** Research

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## **Employee Engagement Communications**

### **Employee Engagement Correlates with Communications Topics in Small to Medium-Sized Canadian Companies**

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Employee engagement is widely accepted as a powerful tool to increase strategic alignment and productivity in organizations. There has been little academic study of the impact of corporate communications on employee engagement. This is an initial foray into understanding the link between employee engagement and corporate communications regarding specific topics. It includes a brief literature review then provides a data analysis based on 6,000 individual surveys from 50 small- to medium-sized Canadian companies. The employee survey was administered through an HR industry-university partnership. Correlations between communications topics and overall employee engagement are provided. The results show that corporate reputation, something that can be influenced by communications departments, is highly important. Other important topics include learning, development, and career opportunities as well as honest leadership communications. The results provide guidance regarding tactics that may be used by organizational communicators to support engagement. Further research is suggested.

**Keywords:** Employee Engagement, Communications.

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# Employee Relationship Management and Knowledge Workers

## An Analysis of ICT Professionals

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**Purpose:** To understand how the emergence of knowledge workers in organizations affect employee relationship strategies. In particular, the paper questions how communication evolves in order to support employment psychological contract based on relationships.

**Approach:** A literature review on professionalism, knowledge workers and the related human resource and communication practices and in-depth interviews with human resources managers in 8 companies in the field of Information & Communication Technologies were conducted.

**Findings:** Knowledge workers in the ICT sector tend to have a relational connection with their company and expect a communication environment that allows networking, knowledge sharing and continuous learning.

**Research implications:** To explore whether firms with different employment relations should adopt a different communication system.

**Practical implications:** Companies are expected to develop specific relationship building strategies for knowledge workers based on open and user-generated communication, competency development program, flexibility and organizational well-being programs.

**Key words:** Employee relations, Employee communication, Knowledge workers.

**Paper type:** Research paper.

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# Enhancing the Quality of Corporate Writing

## The Efficacy of Editing Software?

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Because writing is at the heart of the economy and compelling, coherent writing is central to the corporate world, reliable computerised editing would be highly valued in the workplace, particularly by staff who lack confidence in their writing competence. This paper outlines the research I conducted to investigate the efficacy of style analysis software that has been developed as an alternative to long-discredited readability formulas that are still being applied to corporate writing. Because the software sells and has been so positively reviewed in the technical press, I was curious about just how well it measures up to the reviews. I ran an error-riddled, corporate document through a computerised style analysis program and compared the results from that to editing done on the same text by me, an experienced human editor. I conclude that this kind of software can, at best, only flag a small number of potential problems; at worst, it can fail to detect egregious errors and introduce errors by making ungrammatical suggestions.

**Keywords:** corporate writing quality, readability formulas, style-analysis and editing software

**Paper Type:** Research paper

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## **Errors in Organizations Opportunities for Crisis Management<sup>5</sup>**

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In the traditional crisis management and crisis communication literature organizational errors are seen as something entirely negative, even though error-free organizations should be considered as a chimera. Attention to errors is an important characteristic of so called high reliability organizations (HRO). These organizations have a safety culture that functions proactively and errors are understood as vital sources for resilience, learning and improvement. The aim of this paper is to explore the role and importance of organizational culture, leadership and communication for error management. We will also elucidate what kind of learning error management can foster and suggest how crisis management as a research field and practice can develop by focusing errors. The paper is based on a qualitative study within a university hospital.

**Keywords:** Crisis management, Internal crisis communication, Organizational errors, Organizational culture, Leadership, Organizational learning

**“Human beings, in all lines of work, make errors.”**

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<sup>5</sup> The work with the paper was facilitated by a grant from the Swedish Civil Contingency Agency (MSB).

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## Ethics, Culture and Consequences of Naming Suspects in Global Media

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Every summer many Arab families from the Gulf states of Saudi Arabia, Qatar, Bahrain, Kuwait and the United Arab Emirates flee the extreme desert heat for London. Many young Gulf Arab men ship their luxury cars to drive in the Knightsbridge area near Harrods. The value of the shipped cars can exceed \$80 million and sport license plates in Arabic script that London police officers are unable to identify. Other young men rent Lamborghinis, Maybachs or Aston Martins from London car dealers rather than shipping their cars from the Gulf.

On July 25, 2010, before 2AM in Knightsbridge, two young men from Abu Dhabi, United Arab Emirates, recklessly drove their rented Lamborghini Gallardo car valued at \$250,000. The supercar careened out of control smashing into four other expensive parked vehicles, including a BMW that flipped over. There were no injuries in the crash, and the Emirati driver upon exiting his wrecked supercar said, "Don't worry, we'll pay for everything." On August 3<sup>rd</sup>, the passenger Sultan Khalifa Al Muhairbi, 35 years old, was charged with perverting justice, and the driver Abdulla Saeed Khalfan Al Dhaheri, 28 years old, was charged with risky driving without insurance.

The incident received no coverage in Gulf Arab newspapers except for a mention in the Dubai, United Arab Emirates, tabloid, 7 Days, which did not, as is typical in Gulf newspapers, reveal the full names of the two suspects. Newspapers in the UK and other Western media published the full names. These two approaches to naming suspects in mass media is a cross-cultural ethics issue. While Western media observers may believe suspects are not named in Asian media due to a lack of transparency, there is another underlying reason in Gulf culture that makes naming the accused problematic. In the case of the two Abu Dhabi men in London, they are not the only ones who will suffer a blow to their reputation with their names in the media as potential criminals. In the highly collectivistic culture of the Arab Gulf, members of their family will also be looked down upon. Their sisters will find it difficult to get married since prospective grooms' families will not want to associate their good family name with a suspect family. The naming of suspects in a global media system where everyone has access to the same Google, Facebook, Twitter and other search engines and social media, means the media values of one system can override the ethical considerations that have been put into place in another for reasons of cultural protection and preservation. The individualistic culture of Western media does not consider the ramifications of naming names and shame in non-Western cultures.

This paper explores the ethical considerations of the balance between the West's cultural imperative of transparency and full revelation of facts in reporting, and the East's consideration of the effects of full reporting on the people and community being covered. The Western

ethical perspectives of Kant, Mill, Rawls and others will be applied, as well as the reaction of the Emirati students in my Media Ethics classes where this paper was used as a case study. The study concludes with the question of whether practitioners operating in a global media environment should take into account local culture when creating media that will be consumed around the world affecting not only the individuals they are reporting on but also their extended families.

**Keywords:** *Image, Identity, and Reputation management*

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## **Exploring the Effectiveness of Creating Regulatory Fit in Crisis Management**

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This paper examines an important issue in crisis management, how to influence the public's perceptions of the news media's reporting of a crisis. Previous research has found that the congruency between the regulatory orientation of the consumer and a product recall message, also known as the regulatory fit effect, increases compliance with a product recall request. Could the creation of a regulatory fit effect prior to reading a news article about a crisis also be beneficial to a company? Two separate experiments conducted in the USA and India involving crises in different industries (airline and tires) examined this issue, and found that contrary to previous research reactions towards the company were more negative in terms of expectations for a product recall, and future purchase intentions. In addition, the findings show that these negative consumer reactions occurred because regulatory fit enhanced people's vulnerability to harm after reading the article. These results suggest that a company should consider creating regulatory non-fit in order to influence the public's perceptions of a crisis.

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# **Exploring the Effects of Plausibility and Stability of the Cause in External Explanations of Poor Financial Results**

## **A Study Among Dutch Professionals**

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Throughout the past decade, the Investor Relations discipline has been heavily criticized as a result of fraudulent financial reporting practices by large multinationals. It seems to have had a difficult task in encouraging favorable corporate impressions, trust and investments. From a scholarly perspective, however, very little is known about what makes performance reports trustworthy and attractive for its financial audiences. This paper aims to explore how financial professionals respond to different external explanations of poor financial results. A small-scale experiment is conducted in which Dutch professionals make company judgments – i.e. in terms of image, trust and investment intentions –after reading a brief statement on a company’s poor performance. The external causes provided are manipulated for plausibility (plausible-implausible) and stability (temporary-persistent). The study shows that companies are trusted and appreciated most when they explain their poor results by plausible, stable causes. Dutch professionals appear to be sensitive to implausible explanations.

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## Forging Community in the Workplace

### A Qualitative Content Analysis of Sabena's In-house Journal (1952-2001)

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**Purpose:** The main goal of this research was to prove that in-house journals are interesting from an historical perspective. An additional goal of this study was to examine how the in-house journal fits into a plethora of management techniques to forge community in the workplace.

**Design/methodology/approach:** Empirical data were generated by means of a qualitative content analysis of Sabena's in-house journal. A total of one hundred editions, covering the last fifty years of the company's existence (1952-2001), were examined.

**Findings:** In-house journals offer a unique opportunity to study management's efforts to strengthen social bonds within the company. The analysis of the data has shown that the existence of strong social identities within the company led to difficulties when they conflicted with the organization's interests.

**Research implications:** Theoretical bridges have been built between concepts like 'organizational identification', 'commitment' and 'sense of community' that have previously been studied in isolation.

**Practical implications:** Internal Marketing and Internal Branding efforts have their limits. Human entities are never perfectly malleable.

**Keywords:** In-house journal, Internal communication, Organizational identification, Commitment, Sense of community, Social identities

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## **From the Size of a Clipping Book to Sophisticated ROI Measuring Corporate Communication Strategic Management**

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Corporate communication (CC) is considered one of the strategic functions within organizations. However, the measurement of CC doesn't have a clear framework in the industry. Sets of recommendations like Barcelona Principles aim to establish it. The following paper analyzes perceptions of CC measurement strategies employed by communication experts. It aims also to see whether there is an expectations' gap between the actual measurement of CC and the perception of the experts how "it should be done". The previous studies and review of literature lead to the hypothesis of the difference between the perception of CC and the way CC is measured and reported within the organizations. This study is based on an expert survey among 242 senior communication experts conducted internationally. The data is analyzed statistically to find the measurement strategies within the organizations.

**Keywords:** Strategic management, Corporate communication, Measurement, KPI, ROI

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## How Companies Handle Complaints on Social Media

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The public nature of many social media bears opportunities but also risks for companies' reputation management when individuals use these platforms to complain and vent their anger about a company. Based on theoretical concepts from complaint management, crisis communication, and reputation management, we analyzed complaints and corporate responses to these complaints on 20 corporate Facebook sites. Using content analysis as the methodology for data collection, we gauged the effectiveness of corporate responses to stakeholder criticism. Initial results, concerning the relationship between corporate responses and complainants' expression of satisfaction, reveal a significant impact of redress and personalized corporate communication on complainants' level of satisfaction; in contrast, redirecting the complainant to another area of responsibility within the firm has a negative effect on complainants' satisfaction. There is no significant correlation between quickness of the first corporate response and satisfaction.

**Keywords:** Social Media, Facebook, Content Analysis, Complaint Management

**Paper Type:** Research

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## How Does It Work in Italian Companies?

### The Communication Planning Process

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**Purpose:** To investigate how and how much corporate communication planning process has been implemented by Italian companies and explore the most widely used communication planning approaches.

**Approach:** A qualitative research analysis based on semi-structured interviews with managers and communication professionals from Italian or Italian branches of multinational companies belonging to different macro-sectors.

**Findings:** New sense of efficacy refers to the communication planning process: relational effectiveness of the organization, growth of collaborative relationships between roles involved in planning throughout the whole process.

**Research implications:** In Italy there are few studies on the issue of communication planning process, and the paper will be a contribution to this field of research.

**Practical implications or applications:** It is useful to understand the prevailing approaches in communication planning adopted by Italian companies and to obtain an overview of the trends and practices emerging in Italian companies.

**Keywords:** Communication, Planning, Process, Companies operating in Italy.

**Paper type:** Research paper.

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# The Ideal of Neutrality on Wikipedia

## Discursive Struggle over Promotion and Critique in Corporate Entries

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The purpose of this study is to scrutinize how neutrality is constructed in Wikipedia corporate entries. Neutrality is a complex concept widely discussed in Internet studies. Here we focus on Wikipedia, where Neutral Point of View (NPOV) is one of the core content policies. The full editing histories of the Wikipedia entries of 14 Finnish corporations were analyzed utilizing the concept of discursive struggle by Laclau and Mouffe. We identified the particular expressions (i.e. key signifiers) that caused NPOV-claims or discussions of neutrality, in order to find out what the Wikipedia community understands as neutrality, and how this in general affects the editing of corporate entries. Our findings demonstrate that the ideal of neutrality is discursively contested by two-directed attempts: firstly, promotional language, and secondly by incorporating corporate critique to the entry. As the corporate representations in the entries fluctuate over time, the ambiguity of neutrality becomes visible.

**Keywords:** Wikipedia, neutrality, Finnish corporations, discursive struggle

**Stream:** Social media and Internet / intranet practices

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## **Image Transformation**

### **Drivers, Factors, Outcomes and Implications**

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The purpose of this study is to build a Conceptual Framework in Image Transformation. Drivers, factors, outcomes and implications of image transformation are posited, extending on Pang's (2012) Crisis Pre-emptive Image Management Model. The Framework is grounded in identity, brand and image literature, and integrated with Discourse of Renewal (Ulmer, Sellnow & Seeger, 2011). Deductive testing of literature is conducted on a case study in Singapore's Institute of Technical Education. Based on Bronn's (2010) intended-and-construed image notion, analysis is conducted on access to intra-organizational records of leadership decisions and news reports. The Framework has informed that image transformation depends on change adaptability and unique customer relationships, resulting in an elevated status and increased market share. Arguably the first study that expounds on image transformation, image transformation is a practicable strategy to consider in averting foreseeable crises. Organizational resilience is enhanced when uncertainty is better managed (De Wet, 2011).

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# “It’s a Great Example that Must-Win Battles Drive a Cultural Change”

## Strategic Text as Constitutive of a Strategic Change

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**Approach:** Montreal school (Cooren, 2012; Cooren et al., 2011; Taylor and van Every, 2000) theorizing of the agency of texts through abstraction and reification forms the theoretical background for this paper which argues that a strategic change comes about in organizational communication while strategy texts become an authority of their own and start directing collective actions and enhancing identification with a new strategic direction. The paper introduces an interpretive case study in a multinational corporation in a major transformation aimed at changing the corporate culture from product to customer oriented, and from locally focused multi-domestic to a collaborative and globally aligned organization. Must-win battles (Killing et al., 2005) were used in this MNC as a mechanism for enacting changes in the organization. Through the empirical case this paper aims at answering the broad research question: how do organizational strategic texts direct collective actions towards a new strategic direction and identification with the new culture?

**Method:** In order to respond to the question, the paper investigates how middle managers’ retrospective stories about their experiences of the transformation make use of strategic texts and portray their identification – and dis-identification – with the new culture. The data used in this paper consists of interview accounts drawn from 12 individual management interviews on three continents and from three focus group discussions held in two countries in three locations. A narrative interview technique was used in order to allow the managers to talk as freely as possible, since the aim was to come up with insiders’ (emic) meanings for the transformation rather than use structured interviews. A linguistically-informed qualitative analysis was used in examining such narrative fragments drawn from the data, that depicted strategy terminology and exposed, what in this research was called, identity accounts through use of linguistic devices such as pronouns I and we.

**Key findings:** In light of the data, firstly, the common English language terminology of the strategic texts was an important enabler of change and a constituent of the new collective identity. Secondly, strategic texts empowered middle managers to act as change leaders by providing a communication tool for leading change in the middle of the organization. Thirdly, the abstraction of the strategic texts and the identification, however, demonstrated different patterns on different levels of management.

**Contributions:** This research adopts a communicative ontology of organizational realities in exploring how a strategic change comes about in organizational communication, and brings

together discursive and communication research on the level of language, exploring effects of linguistic devices on communication, like suggested in the conceptualizations of Communication as Constitutive of Organizing approach (Cooren et al., 2011). Through an empirical case study, the paper demonstrates how the strategic texts started gaining authority of their own in organizational narratives and gaining an agency of driving the change.

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## **Mergers in Higher Learning Institutes**

### **The Challenge of Identity and Identification**

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South Africa's higher education sector has been transformed through a series of mergers and incorporations aimed at collapsing 36 universities and technikons into 22 institutions. The concern about a new identity that will accommodate the merging institutions had become an issue of strategic importance. By using the model of corporate identity this study explored the challenge(s) of communicating the NMMU identity to its stakeholders. In addition, it described the identity awareness level of the stakeholders. An exploratory-descriptive design was used. Data was obtained through extensive literature review and by means of a survey. Through the analysis of the empirical findings, two strategic issues were found: First, the issue of identity and identification, and secondly, the low corporate identity awareness levels of students.

**Keywords:** corporate identity, corporate awareness, corporate culture, Nelson Mandela Metropolitan University (NMMU)

**Paper Type:** A case study

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# Motivating Public Participation without Sharing Decision Making Authority

## Collaborative Policy Making in the U.S. National Forest Service

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A key theme within contemporary corporate communication and related fields of study is the increasing awareness of the importance of engaging multiple stakeholders in ever-more meaningful ways in organizational decision-making processes. For public organizations, a key concern in this regard is public participation in policy making. It is now well-established that to ensure successful public involvement in decision-making processes, organizations need to share decision-making authority with the public (e.g. Thomas, 2012). This case study is an examination of the ways that The U.S. National Forest Service attempted to motivate the public's engagement in their most ambitious public participation project ever, despite not sharing decision-making authority. Through interviews with key agency staff, written reports on public events, and evaluations of the process, this study aims at charting and understanding the means by which public motivation to engage was sought, and thereby at learning lessons which can improve organizational practices.

**Keywords:** Public participation, Stakeholder participation, Public management, Public involvement

**Paper type:** Case study

### Reference

Thomas, J. C. (2012). *Citizen, customer, partner : engaging the public in public management*. Armonk, N.Y.: M.E. Sharpe.

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## Notions of Meaning in the Corporate Communication of the Dutch Government and/or NGOs Regarding Nature

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In my research, I investigate the role that notions of meaning play in the corporate communication regarding the natural environment in the Netherlands, and how these notions change over time due to communication between people. This research will provide insight into the way nature is viewed and the role communication plays in developing these views. In this paper, I present my work-in-progress concerning the way nature is viewed, and narratives within the corporate communication of the Dutch government and some NGOs regarding Tiengemeten. Tiengemeten is a small island in the Southwestern part of the Netherlands, which was recognized by the Dutch government as an important new nature reserve. In this paper, I describe my theoretical and methodological approach and present my findings to date.

**Keywords:** Views of Nature, Notions of meaning, Frames, Narratives, Communication, Qualitative research

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## Peering Through Glassdoor.com

### What Social Media Can Tell Us About Employee Satisfaction and Engagement

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Glassdoor.com is the largest online database of information concerning working conditions and salaries at for- and not-for-profit organizations worldwide; most information is submitted anonymously by present and former employees. This paper presents the results of a study involving comments posted by 20 randomly selected individuals from each of Glassdoor's five "Best Places to Work in 2012" and from each of the five "Worst Places to Work in 2012." Comments were coded according to the Job-Attitude Factors proposed by Frederick Herzberg's Motivator-Hygiene theory. Research findings confirm the validity of major components of Herzberg's theory, although the study suggests the need for substantive revision of this theory. The paper examines practical implications for employers, including the emerging role of benefits, work/life balance, corporate culture, and organizational reputation as sources of job satisfaction.

**Keywords:** Frederick Herzberg, Employee engagement, Job satisfaction, Social media, Motivator-Hygiene theory, Two-factor theory

**Paper Type:** Original research

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# Placement of Interracial Friendship and Intimate Relationships in TV Advertisements

## Products and Audiences

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This paper reports on the results of a study that addresses the question: “What are the effects of the product, intended audiences, type of commercial, and the company advertising the product on the incidence of depictions of interracial friendship and romantic interactions in prime time television advertisements?” In pursuit of this inquiry, it tests for relationships and patterns between use of interracial casts in prime time commercials on major networks and what is being marketed and to which audiences by coding results, using three raters for interrater reliability, by product, company, television show, audience for shows, and cast within commercials. The main finding is that while interracial relationships are sometimes shown, and that a relationship exists between type of product and the presence of these relationships, most advertisements do not include such relationships, those that do overwhelmingly portray friendship rather than romantic relationships, and that portrayals of interracial relationships vary according to the products and services being marketed.

**Keywords:** Interracial relationships, Television, Advertising

**Paper Type:** Empirical study

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## Political Communication in Ghana

### A Case of Secret Tapes, Serial Callers and Foul Language and How Ghana Avoided a Post-Election Civil War in December

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Elections in Africa have generally increased the likelihood of violence against civilians, as lower intensity conflicts have become the norm. While as Ghana has been touted as an example of democracy in Africa, other West African countries have been confronted with post electoral violence and conflict risks over the past four decades.

Acute economic inequality, the many ethnic groupings, and fervent debates on citizenship and 'true nationality' coupled with the North Muslim/ South Christian divides, have been the ingredients for post-election conflicts resulting in civil wars.

Ghana recently (December 7, 2012) held its presidential and parliamentary elections amid fears that the once stable nation might scale into election violence due particularly to the new phenomenon of the release of disturbing secretly recorded speeches of prominent political figures, the emergence of serial callers, and the use of foul language and insults on the air waves. Despite the visible presence of these ingredients that have ignited conflicts and wars elsewhere, Ghana came clean.

This paper will explore the new phenomenon in Ghanaian politics, (i.e. political rhetoric in media reports), look at the links between rhetoric, semantics and democracy, by analyzing the ways in which media reports in Ghana have used rhetoric to further political interests and influence politics. Drawing upon one of the soft and less obvious aspects of peace, the paper shall draw attention to how the 'language power' of news was crafted by the mass media to promote political views and influence public opinion. It shall then find out why, despite the worrisome situation created by the media, the nation went through the elections unscathed.

**Keywords:** Political rhetoric, Semantics, Democracy, Elections, Ghana, Africa, Peace, Mass media, Public Opinion

**Paper Type:** Case study

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## Promoting Employee Relations in Challenging Times

### ABC- Association of Business Communication

#### Panel Discussion 2013

*Panelists:*

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**Background:** The workplace of today has changed in terms of human resources and expectations for doing more with less. Commonly held employee attitudes of uncertainty, cynicism, and distrust of management can lead to feelings of alienation and disconnectedness from the employer's goals and initiatives. A focus on employee communication efforts can improve workplace attitudes, commitment, and productivity.

**Purpose:** The session will involve comment and discussion on various aspects of improving employee relations through effective communication. Topics addressed will include issues related to strategic and personal communications within the organization, motivation of employees, cultural issues in employee relations, and aligning identity with the external image of the organization.

**Session Description:** A panel of three ABC members will make opening remarks about the topic and respond to questions posed by the moderator as well as from the audience.

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## **Public Relations in Vietnam**

### **Examining How Activists Won and a Corporation Lost in a Complex Media Environment**

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This study sought to understand how public relations is practiced in contemporary Vietnam. A controversial case in which the multinational corporation Vedan faced off against Vietnamese fish farmer-activists was examined. Two research questions were explored. The first was what crisis communication tactics did Vedan use to challenge from the farmer activists? The second question was what public relations tactics did the farmer activists use to challenge Vedan? Findings reveal that Vedan relied on denial, justification, excuse, mitigation, concession, and restitution as tactics. The farmer activists utilized boycott and threat of lawsuit as tactics. Although the findings shed some light on the practice of public relations in the country, care must be taken before generalizing to the wider public relations context in Vietnam. This is because in this case, the farmer activists had significant support from the authorities in their struggle against Vedan.

**Keywords:** Activism, Crisis communication, Vietnam

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## **Reputation Counts**

### **Development and Measurement Properties of the Automated Reputation Quotient**

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This study reports on the development of software for an automated reputation quotient measure to assist corporate communicators in rapid tracking of changes of reputation. The Reputation Quotient (RQ®) (Fombrun et al., 2000) is based on six dimensions with 20 selected attributes. Progress has been made in developing and testing an automated text analysis system, based on the RQ® dimensions, to monitor changes in corporate reputation reflected in texts about the organization.

In the context of hospitals within the health sector, this paper is divided into three sections: 1) The efforts to develop the automated reputation quotient (ARQ) software; 2) The measurement properties of reliability and validity for the system; and 3) Concerns about automated quantitative text analysis and the ramifications for use of the ARQ in corporate communication practice and research.

The ARQ has shown promise as a rapid and consistent measurement of changes in an organization's reputation.

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## “Sell the Sizzle”

### Communicating Environmental, Social and Governance Issues to Institutional Investors

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The objective of the present paper is to explore the role of knowledge transfer in the communication of ESG (Environment, Social, Governance) factors between companies and institutional investors, when they attempt to reach a full appreciation and mutual understanding of ESG.

This study employed a qualitative research design. Empirical data were gathered through in-depth semi-structured interviews with six European institutional investors, who had already integrated ESG into their investment process. The findings from the interviews were triangulated with archival material, which included documents available in the public domain as well as background material provided by the investors interviewed. The paper contributes to research on investor relations (IR) communication by building a framework for communicating ESG between companies and institutional investors, which depicts the diverging mental models of the two parties.

**Keywords:** Corporate responsibility, ESG (environmental, social, governance) issues, Knowledge transfer, Investor relations, Responsible investment, Mental models

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## **Social Media and the World of Work**

### **A Strategic Approach to Employees' Participation in Social Media**

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This research paper explores the risks and benefits of employees' social media use for an organization's reputation, and delivers suggestions for a strategic management approach.

Through social media, employees function as powerful brand ambassadors who shape reputation with everything they do and say online. This requires a strategic management approach to employees' social media use, including research, Internet access at the workplace, a strong commitment from the C-suite, the establishment of social media teams, the implementation of guidelines and policies, training and education, integration, as well as goal setting and measurement. These eight key steps will help communications professionals to better prevent the risks and leverage the benefits of their employees' participation in the social web.

The findings of this research paper are based on a comprehensive literature review and supported by a leading practice example.

**Keywords:** Employee social media use, Reputation management, External communication

**Paper type:** Research

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## **Standardized Pharmaceutical Advertising?**

### **An International Comparison Of Non-Prescription Drug Advertising With Regard To Ad Appeal In General And CSR Appeal In Particular**

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This cross-cultural research presents an investigation into how promotional messages for non-prescription, over-the-counter (OTC) medications are designed with regard to advertising appeal in both the United States (US) and Germany/Austria. The aim of the research was to identify a potential for standardization. A content analysis was conducted over a period of nine months and comprised a total of 385 print advertisements. Results indicate that informative appeals dominate OTC drug advertising, aiding consumers in making qualified decisions when purchasing medications. With regard to numerous advertisement elements, a lot of similarities become obvious, thus offering a large potential for standardized execution in the countries investigated, in spite of little standardization currently being practiced. Whereas informative appeals prevail in both the US and Germany/Austria, it is noteworthy that, in the US, emotional approaches are used more often than they are in Germany/Austria, especially with regard to the advertisement's general appeal, and the headline and body text of the advertisement. Despite the growing importance of corporate social responsibility (CSR), appeals emphasizing companies' social and green (environmental and sustainability) practices do not yet constitute dominant appeals in the US or Germany/Austria. Limitations of the study are addressed and implications for further research are provided.

**Keywords:** Pharmaceutical advertising, Standardization, Localization, Advertising appeal, CSR

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## **Strategic Communication in a Knowledge-Intensive Network**

### **An Ethnographic Study: The Netherlands**

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The purpose of this paper is to explore the role of strategic communication in knowledge-intensive environments. Looking at current attempts of the TU Delft, the largest university of technology in the Netherlands, to adapt to the needs of society, we explore the value of examining everyday interactions between multiple actors in building network relationships. An ethnographic study of strategy meetings within the university and beyond was carried out. The findings point to existing tensions between disciplinary specialization and integration. The results indicate that specific ways of interacting in meetings kept disciplinary specialization in place, blocking integration, and in turn forming a potential barrier to successfully implementing strategic change. This paper offers an original contribution via insights into the organization of communication, as well as communication research methodologies.

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## **Strategic Media Communication**

### **The Development of Media Relations and News Management**

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The purpose of this paper is to describe and develop strategic media communication theory and practice, based on a review of existing research in media relations in public relations and sources, and news management in media studies. The review shows that research in media relations is undeveloped and isolated from relevant media research on sources, production and effects. Research about contemporary journalism and journalists show tendencies toward de-professionalization. At the same time there has been increased professionalization of corporate communication and public relations and media relations practice. In the final part of the paper, new directions, integrating media relations and news management and linked to contemporary development, are described and analyzed.

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## Strategies for Composing the Communications Function of Large Companies

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Communication departments in companies and non-profit organizations are expected to make a valuable contribution to achieving organizational objectives. But how should the communication function be organized to perform as effectively and efficiently as possible to deliver maximum value for the company? This is a question that many companies in the Netherlands are facing, especially in light of the financial crisis and increasing pressure to minimize the number of communication professionals.

In this article I will argue that communication departments should compose their communication department in a more flexible way than most do now; and I will outline strategies to do so. I will underpin my theorem with both quantitative and qualitative research: results from the Delft University of Technology Communication Benchmark to provide insight into how the communication function of large companies is organized in the Netherlands; interviews with communications managers and practitioners; and the literature on professionalization and on connecting the competencies of people within companies and networks.

**Keywords:** Strategic corporate communication management, Communication benchmark, Communication department, Professionalization, Competencies

**Paper Type:** Research

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## **A Study of Intercultural Communication in Offshore Outsourcing**

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This study is aimed at exploring the offshore outsourcing industry and investigating the multifaceted features which contribute to the communicative success or failure of call center interaction. It is intended to adopt a multidisciplinary approach and investigate the offshore outsourcing industry from the perspectives of management, intercultural communication, sociolinguistics and professional discourse analysis. Drawing on insights from Critical Discourse Analysis (CDA), this study will carry out a workplace discourse analysis of call center communication, a questionnaire survey among customers and interviews with outsourcing clients. Both qualitative and quantitative methods will be applied. The purpose of this study is to identify the problems and causes of communication breakdown and find out ways to enhance communicative effectiveness in call center services. The findings of this study will inform both the service industry and the academia.

**Keywords:** Offshore outsourcing, Call center service, Intercultural communication, Professional discourse

**Paper type:** Research

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## **There is No Textbook Approach**

### **Overcoming Culture Shock through the Eyes of Australian Expatriates Working in Jakarta, Indonesia**

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**Purpose:** This research gives broader insight into the culture shock process experienced by the Australian expatriates working in Jakarta. Utilizing the ideas from intercultural communication and Oberg's culture shock stages (1960) as a theoretical base, this research seeks to relate to the culture and communications.

**Methodology:** This research used a qualitative method. The author explored the culture shock process through a series of in-depth interviews with nine Australian expatriates that have been working for 3-20 years in Jakarta. They all have the first-hand experiences of working with Indonesian staff.

**Findings:** Culture shock occurs in a random manner. It can begin at anytime with the Honeymoon period or proceed directly to the Crisis Stage. All phases have a unique and different approach, so it is important to use much needed cultural wisdom.

**Research implications:** Further research could focus on aspects directly related to the East-West difficulty factors, such as, the value of privacy and time punctuality faced by two different cultures.

**Practical implications:** Culture shock not only comes from a macro structure such as language and culture, but also seemingly small issues involved in the interaction of daily activity with a local staff.

**Key words:** Culture shock, Intercultural communication, Context.

**Paper type:** Research

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## Three Sectors of 'The Most Admired Companies' in Turkey: Automotive, Pharmaceutical and Banking

### What is the Role of Corporate Communication in Them? An Analysis of Five Years, 2008-2012

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**Purpose:** The main purpose of the study was to examine the corporate communication function in the automotive, pharmaceutical and banking sectors included in the 'Most Admired Companies of Turkey study, and to understand the link between admiration/reputation and the corporate communication function as well as to look at the similarities and differences in each sector.

**Methodology:** The study used a qualitative method. A total of seven semi-structured interviews were conducted with the corporate/communication managers of the three different sector (pharmaceutical, automotive and banking) winners for the last five years (2008-2012) of the 'Most Admired Companies of Turkey'.

**Findings:** Being an admired company does not happen by accident. The corporate communication function is understood and supported by the interviewees.

**Research and practical implications:** To date there has not been a comprehensive study of the function and perception of corporate communication in Turkey. As an initial step, this study looked at the understanding of corporate communication activities and roles in these three sectors. In the future, follow-up studies of other sectors will be undertaken and analysed and comparisons with this study's data will be made. These three sectors have their own unique features, such as, regulatory limitations and relatively good budgets to promote themselves. These qualitative findings will also help to create a quantitative study as the project continues.

**Keywords:** Corporate communication, Sector, Reputation, Turkey, The Most Admired Companies Study

**Paper Type:** Research

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## **Trust, Transparency and Appreciation**

### **The Contribution of Internal Communication to Innovation Engagement**

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Organizational trust and employee autonomy have been shown to be key elements of an organization's ability to (radically) innovate. For this effect to materialize, though, organizations need a shared sense of purpose and a strong common identity, which bolster trust and support employee innovativeness. Still, there are only few empirical insights into the contribution of strategic internal communication to corporate innovation through the creation and management of common identities. Our research paper details a thorough case study conducted within the skunk works of one of the world's largest telecommunications firms. Based on 49 in-depth qualitative interviews with employees on various organizational levels, we set out to identify drivers of a shared culture of innovativeness. Our research shows that trust, open communication and a transparent feedback culture as well as tangible signs of appreciation all contribute to employee engagement, motivation and innovativeness.

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## **When Friends Become Enemies**

### **Emotional Stakeholders and Crisis Communication on Facebook**

#### **The Case of the Telenor Facebook Site**

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When Facebook friends suddenly turn negative and complain about a company's products or way of behaving on its Facebook site, a rhetorical sub-arena opens in which a company has to navigate between enemies and friends. This was the case of Telenor in August 2012. One critical voice triggered a huge attack on the company. However, critical and hateful voices were met with the company's faith-holders acting in its defense. The response strategies of the faith-holders complemented the ones of Telenor. Based on Luamo-Aho's (2010) theory of emotional stakeholders, and a multivocal approach to crisis communication (Frandsen & Johansen, 2010), the aim of this paper is to examine the role of emotional stakeholders as crisis communicators on Facebook and to address the following research questions: What are the characteristics of crisis communication on a company's Facebook-site? How do faith-holders and distrust-holders interact, using what kind of rhetorical strategies? What is the role of the faith-holders for the company's crisis management? Research methodology utilized: meaning condensation (4.368 comments), content/text-analysis, and interviews.

**Keywords:** Social media, Emotional stakeholders, Faith-holders, Crisis communication, Rhetorical arena

**Paper type:** Case study (completed research)

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## **When Thai Corporation Use LINE Application as a Corporate Communication Tool**

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The study of LINE application used by Thai corporations is aimed to report the significance of mobile media as a corporate communication tool. Data of LINE application usage from books, corporate websites, and mass media websites is examined. LINE is a social networking application offering messaging service and free call. The application has become a corporate communication tool for brand engagement with stakeholders, especially, customers. Due to the popularity of mobile usage, mobile gadgets have become a market place essential for organizations to build up corporate relationships with stakeholders. LINE application, claimed to be the most downloaded application in over 40 countries, has become a top mobile application in Thailand. Thai organizations take up on mobile trend since mobile media is a corporate communication tool stakeholders hold in their hands.

**Keywords:** Corporate communication, LINE application, Mobile media, Brand engagement

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## **You're Not That Special**

### **How Misuse of Social Media among Job Seekers Has Changed the Recruitment Landscape**

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A study of U.S. business managers showed that 70 percent of potential employers decided to reject a candidate's job application based on information found on social media sites. Posts like unflattering pictures, risqué statements and perceived socially deviant behavior doom aspiring professionals' employment searches. The tendency of Generation X and the Millennial Generation to share information freely creates a fertile environment for quick background checks for employers.

However, job seekers must also maintain some presence on social media sites to demonstrate their social media competency, while forging a solid online reputation. In essence, job seekers must keep their virtual self, virtuous.

The author will ascertain opinions from Human Resource Professionals concerning their use of social media to check candidates' employment potential. By using a snowball technique, the author will draw upon a large pool of Human Resource Professionals with knowledge of the subject.

**Keywords:** Social Media; Human Resources; Job Seekers; Recruitment; Facebook; Twitter

**Paper Type:** Original Research

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