



**CORPORATE COMMUNICATION INTERNATIONAL** at Baruch College/CUNY

# **Global Corporate Communication in a Time of Crisis (in the Wake of September 15)**

## **The American Business Forum on Europe**

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[www.corporatecomm.org](http://www.corporatecomm.org)



# Focus of this Discussion

- What is Corporate Communication?
- A Disclaimer
- Opportunity or Problem for Global Business?
- The Contemporary Business Environment
- Where to? What next?
- Media and New Media Model?
- Convergence & simply more media channels & transparency
- Models for Action -- Qualities for Corporate Communication
- And your company's reputation is driven by HOW it behaves



# A Disclaimer

- I am not an economist or financial expert
- These are my thoughts, influenced by many others
- Everyone in a corporation is a communication expert  
– lawyers, accountants, engineers, managers



# What is Corporate Communication?

“Corporate communication is the term used to describe a variety of strategic management functions. Depending on the organization, corporate communication includes: public relations; crisis and emergency communication; corporate citizenship; reputation management; community relations; media relations; investor relations; employee relations; government relations; marketing communication; management communication; corporate branding and image building; advertising.”

Goodman, “Corporate Communication Practice and Pedagogy at the Dawn of the New Millennium,” *Corporate Communication: An International Journal* (2006 #3)

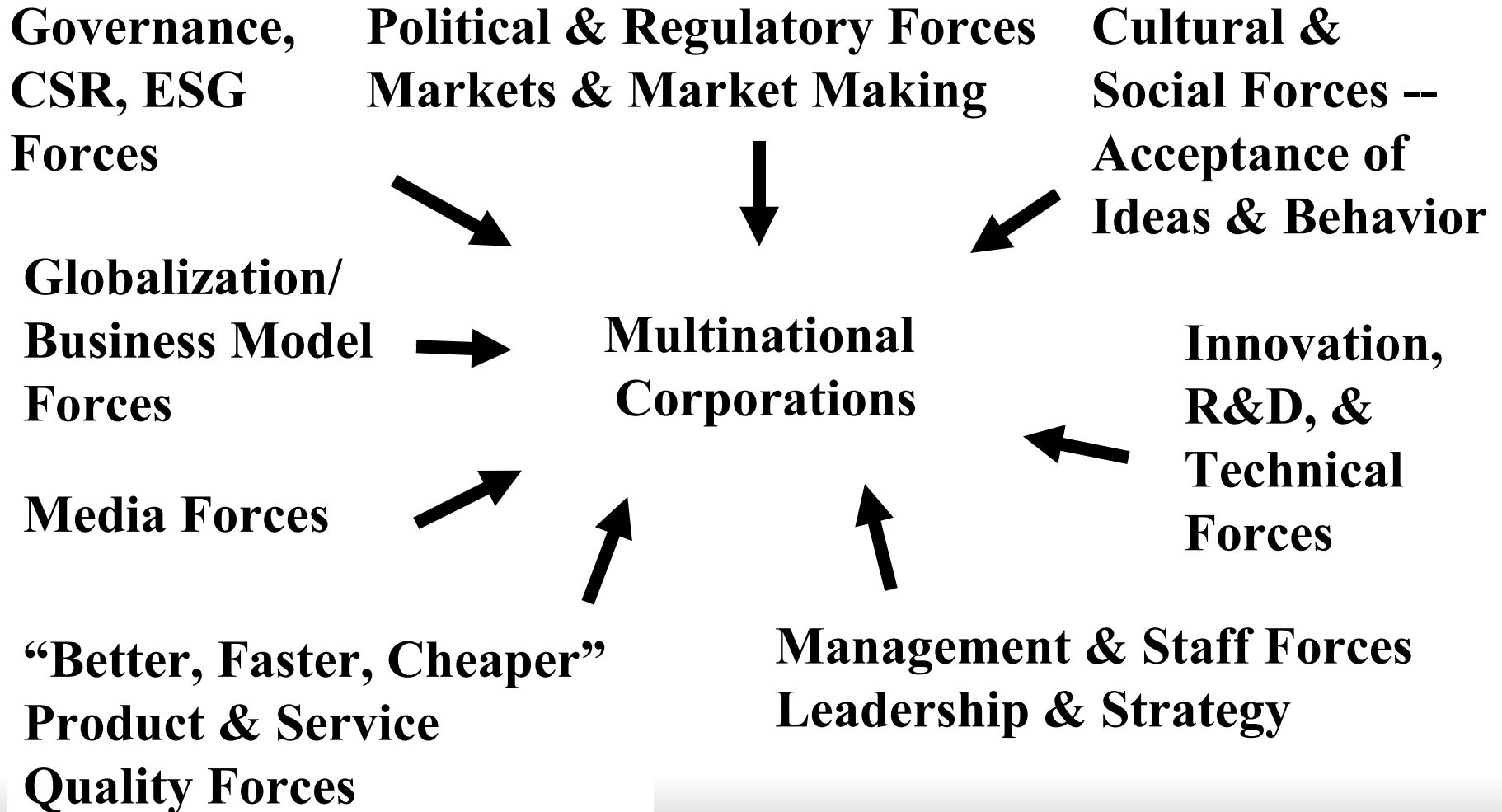


# Opportunity or Problem for Global Business?

- Global financial crisis (all communication is local)
- Business model transformation; business cycles
- Skepticism and distrust of corporations (institutions)
- Media democratization (or anarchy)
- Disparity between the haves and the have-nots
- Digital technologies and the way people work
- Talent no longer owes loyalty to any corporation
- Increased power of NGOs
- New issues created by global growth



# The Contemporary Business Environment





# Where to? What next?

“All financial crises tend to bear a family resemblance to one another.”

Krugman’s *The Return of Depression Economics* (2009), 155.

1930s “It’s A Wonderful Life” & “The Grapes of Wrath”

1970s “Securitized debt” -- Fannie & Freddie

1980s Silverado Bank & the S&L Crisis

1990s Japan’s lost decade & “crony capitalism”

Hedge funds as “evil speculators” --1992 Soros

Stock market bubble – Pets.com & the sock puppet

2004 - 2006 Housing market bubbles & shadow banks



# Media & New Media Models?

## Control of messages

- Media relations
- Press releases
- Fact sheets
- Crisis communications
- Public affairs
- Positioning
- Influencers
- Reputation management
- Third party relationships

## Inform & influence;

## Be informed & influenced

- Web 2.0
- Blogs
- RSS
- Social Media
- Consumer generated media
- Facebook
- LinkedIn
- And much more ...



# Convergence & simply more media channels & transparency

“There is no medium, just messages.”

&

“In a world where nothing stays hidden, you have to  
have nothing to hide.”

Rich Teplitsky,  
CCI Leaders Forum Presentation,  
January 2009.



# Models for Action – Qualities for Corporate Communication

- **Integrity & Honesty**
- **Global mindset; objective perspective**
- **Business orientation**
- **Critical & analytical thinking; problem-solving; synthesizing**
- **Communication & Media expertise**
- “Grace under pressure” – Confidence, composure, compassion
- Resilience
- Energy, discipline, passion
- **Leadership**
- Intelligent; Innovative; Creative
- Emotional Intelligence
- Mentoring & Coaching; Quick study
- Strategic thinking

SOURCE: Goodman, *CCI/J*, 2006



# And your company's reputation is driven by HOW it behaves

- How you run your business -- Governance
- How good a citizen and neighbor you are -- Environmental and Social Performance. Even in a recession. People now expect such behavior.
- How good your products and services are – Brand Equity and Quality
- How your people behave – Human Capital
- How good your leaders and their plans are – Leadership & Strategy
- How good is your vision for the future – Innovation and R&D



# Models for Action

- Speak and act truthfully
- Be informed
- Seek the facts; master the tools to get them
- Practice strategic integration of knowledge
- Lead the way
- Gain media and technology literacy and expertise
- Understand intercultural and global communication
- Decide strategically
- Advocate competently



# THANKS

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**QUESTIONS?**

**COMMENTS?**

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