



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

CONFERENCE ON CORPORATE COMMUNICATION 2011

June 7 – 10, 2011

Baruch College/CUNY, New York, NY USA

Abstracts of Conference Proceedings

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Corporate Communications: An International Journal





ABSTRACTS

Conference Proceedings

CONFERENCE ON CORPORATE COMMUNICATION 2011

June 7 - 10, 2011

Baruch College/CUNY • New York, New York

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Introduction

Michael B. Goodman, Ph.D., Conference Chair
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Change and Corporate Communication

Rapid changes in global business practices, technology, and media require creative strategic integration of knowledge to “connect the dots”-- to see the patterns that others with more narrow training and experience do not. The general public is dauntingly skeptical about corporate business practices, and this global reality demands constant and consistent demonstration of ethical behavior by corporate professionals, over and above a clear understanding of the transformations in media and business practices.

Issues for Multinational Corporations – Ethics

In the light of popular opinion about business corruption and the perceived power gap between the corporation and the individual, corporations have struggled to re-articulate and reinvent the compact between the individual and the enterprise in a variety of formal and informal ways. Some of the more significant efforts in this direction set in the context of continuing concerns about business ethics.

The result of these concerns has been the emergence of formal “principles-based” codes of conduct, as well as the ongoing effort to rebuild public trust through the practice of Corporate Responsibility. The strategic adaptations taking place are an attempt to “normalize” the relationships between these social entities by making them both more transparent and more explicit in the context of new regulatory schemes in foreign as well as domestic operations. Corporate strategies in these critical areas include:

- Concerns about Corruption and Fraud
- Corporate Responsibility and the Corporation as Citizen
- Governance and the Global Corporation
- The Regulatory Environment for Ethical Global Practice

The growing perception of corporate communication professionals as counsel to the CEO and to the corporation suggests the nurturing of leadership capabilities in these critical areas.

Technology and The Social Network

The transformational impact of social media, Web 2.0, and the semantic internet, require corporations to cultivate media and technology expertise. Successful corporations adapt to this rapidly changing technological, mediated, and ethical environment. Sustainable corporations focus on information relevant to their success, and on being thought leaders in their business sectors through a tenacious pursuit of intellectual competence in the field. The complexity of operating in a multinational business environment with numerous constituencies also calls for professional expertise and familiarity with research tools and techniques.

The Internet has had a transformative influence on corporate communication from its beginnings to its current form as Web 2.0. That influence extends not only to the introduction of a wide array of new communication channels, but also to the very core of what we consider to be corporate communication. The extraordinarily high levels of interactivity and transparency enabled by the Internet have made the elemental practices of corporate communication – corporate reputation, employee communication, shareholder communication, community relations, and public affairs – unrecognizable to practitioners who entered the profession just a few years ago.

The current transformation will continue, and it is likely that we will look back on this era as having changed not only the way companies communicate with these stakeholders, but the very nature of those relationships as well. We will be able to say in a few years that “the medium is the relationship,” contrary to McLuhan’s classic observation that the “medium is the message.” Or perhaps we will adopt the concept proposed by Rich Teplitsky, head of the Public Relations Society of America’s (PRSA) Technology Section that “there are no more mediums, only messages.”

Political Opportunities and Risks Within and Across Borders

In the first decade of the 21st century, a more truly global marketplace was created than had existed at any time since the decade preceding the First World War. Notwithstanding some reversals of this trend created by the global recession that began in 2008, the global marketplace created through the emergence of countries such as China, India, Brazil and Russia has transformed the nature of global relations for multinational companies.

There have been two principal drivers for this transformation. The first is the removal of regulatory barriers controlling foreign ownership of business assets in countries such as India and a parallel reduction in subsidies or protections for home grown “industry champions. The second is the development of truly global supply chains involving wholly owned and wholly outsourced operations.

The combined power of these two shifts has brought about the decline of global corporate infrastructures based on having autonomous country or regional business units in favor of globally matrixed organizations. In these matrixed structures, responsibility for managing a brand globally, for example, could be headquartered in one country and transportation and logistics in another. In this model, employees responsible for marketing or transportation would report both to the global manager of their function as well as a country manager in their own country. Multiple reporting relationships become even more complicated in some contemporary organizations where an individual could be accountable to a country managing director, a global function leader, a key client relationship manager, and to the captain of an ad hoc continuous improvement task force. All of these developments have profound implications for the practice of global corporate relations, creating some new and reinforcing some old obstacles to effective corporate communication.

Focus on Recent Research

The CCI Corporate Communication Practices and Trends Study 2011, now in its analysis and evaluation phase, will include in-depth interviews in addition to the series of survey questions, for the corporate communication officers who chose to participate in the interviews. This time open-ended questions asked:

-
- What are the **top three critical issues** in corporate communication today?
 - What **top three trends** in corporate communication do you see?

We also added two questions on important regulatory and political developments for corporations:

- New legislation – **Dodd-Frank** – was passed in the summer of 2010. What impact, if any, have its provisions had on your corporate communication practice?
- Also in 2010 the U.S. Supreme Court handed down the *Citizens United vs the Federal Election Commission* decision. What impact, if any, has this ruling had on your practice of corporate communication?

A preliminary report on the 2011 CCI Study will be presented at the conference. The full report will be reported in June 2011 and available at www.corporatecomm.org

CCI Corporate Communication Practices and Trends: China Study 2010-2011

In 2006 CCI completed the *Corporate Communication Practices and Trends Study: A China Benchmark 2006*. <http://www.corporatecomm.org/pdf/ChinaBenchmarkStudy.pdf>. An article “Tradition and Innovation: The China Business Communication Study” by Drs. Goodman and Wang based on the research was published in the *Journal of Business Strategy*, (Vol. 28 No. 3 2007, pp – 34- 41.) An additional study was completed in 2008, *CCI Corporate Communication Practices and Trends: A China Study 2008 – Phase II*.

Dr. Jieyun Feng (University of International Business and Economics in Beijing, China) was the lead investigator on this latest study, with the assistance of Nan Zhang and Liyuan Tian. The 2010 China Study, underwritten by Prudential Financial, Inc., analyzes the evolving responsibilities of Chinese corporate communication professionals, and explores how the corporate communication function is structured in contemporary Chinese corporations. It combines current data with previous survey results to identify and analyze corporate communication practices and trends. A report of the findings is in this *Proceedings*.

These two recent research studies by CCI Corporate Communication International focused on corporate communication practices and trends, and they build on the previous studies in South Africa, China, United States, and the European Union:

CCI Corporate Communication Practices and Trends: South Africa Benchmark Study 2007 - 2008;

CCI Corporate Communication Practices and Trends: A China Study 2008 – Phase II;

CCI 2009 Corporate Communication Practices and Trends – United States;

CCI Corporate Communication Practices and Trends: A European Union Benchmark Study 2008 - 2009

These six studies, taken together, form a global outline of leading practices for corporate communication professionals.

The CCI Conference on Corporate Communication 2011

The annual CCI 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 in Wroxton, England from June 4 – 7 to exchange information and explore communication from a global perspective.

The CCI Conference on Corporate Communication 2011 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 in *Corporate Communication: An International Journal*.

The three-day conference features speakers from twenty-two countries: Australia, Brazil, China, Denmark, Finland, France, Hong Kong, India, Iran, Italy, Malaysia, New Zealand, Nigeria, Singapore, South Africa, Sweden, The Netherlands, Turkey, United Arab Emirates, United Kingdom, United States, Vietnam

The papers, case studies, and presentation summaries that follow reflect the discussion of essential issues:

- communication management
- corporate governance and corporate communication
- issues management
- corporate communication leadership
- green communication
- corporate culture and identity
- corporate branding
- cross-cultural communication issues
- corporate social responsibility
- reputation and identity
- global corporate relations
- crisis communication
- new media
- corporate communication in China, South Africa, the EU, the U.S.A.

And other issues such as:

- stakeholder activism
- health care communication

-
- public relations and corporate reputation
 - document cycling and gatekeeping

The papers published here were selected based on a peer review process. They were edited for the Proceedings by Christina Genest, CCI Associate Director, and students and alumni of the MA in Corporate Communication, Weissman School of Arts and Sciences, Baruch College, City University of New York (New York, NY): Anne Keller, Cynthia Chang, Darnide Cayo and Kate Jones. We appreciate their hard work. We are also grateful to the members of the CCI Conference on Corporate Communication 2011 Program Committee for their insight and expertise in making this conference a success. They are:

Krishna Dhir, Ph.D., Berry College, USA

Wim J.L. Elving, Ph.D., Conference Co-Chair, University of Amsterdam, The Netherlands

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The Adaptation Task between Copywriter and Advertising Campaign Manager

Re-conceptualizing Levels of Abstraction in Intercultural Integrated Marketing Communication

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The purpose of this research paper is to revisit and develop a theory of advertising campaigns in order to identify a level of abstraction at which cultural adaptations can be conducted. The methodological approach consists of a literature review of corporate communication, intercultural advertising and translation studies in order to extract the campaign theory, which until now has been somewhat under-theorized, and develop a campaign theory which enables and supports adaptations on the campaign level instead of the text level. Preliminary findings show that the well-founded translation theory, which deals with adaptation at the text level, does not correspond to a similarly well-developed campaign theory, which deals with adaptation at the campaign level. One major implication for further research is the intertwining of the strategic aspect(s) of the intercultural advertising campaign with translation theory aspects. Subsequently, both the organizational position of the person who will do the adaptation and the competencies of that person ought to be discussed and theorized more than has been done previously. Implications for business practice involve focusing on the levels of abstraction within intercultural integrated marketing communication, and for developers of study programmes focusing on new and interdisciplinary competencies.

Anatomy of Nonviolent Protest against Public Sector Corporations in India

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The purpose of this paper is to analyze nonviolent strategies adopted by a class of stakeholders – those who are victims of the process of development and modernization in India. Over the past few decades, India has established public sector corporations as developmental instruments. This paper presents a case study of protest against such a corporation set up to construct dams on the Narmada River. Human populations displaced by the dams have protested against the resulting adverse effects on habitats, natural resources, way of life, and indigenous cultures. These protests have deployed nonviolent strategies. This paper presents an analysis of conditions that define success and failure of these nonviolent protest movements. The analyses reveal prerequisite conditions that must be present in the protest environment, the protesting agents, and the protest methodology for nonviolent actions to succeed.

Assessing the Use of Communication Technologies as Effective Internal Communication Channels

Case Studies of Malaysian SMEs

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Many companies have begun to treat new communication technologies as an important investment for creating a new paradigm for workplace communication. This paper examines the extent of using new communication technologies as an effective internal communication platform and its implications in workplace communication. A structured questionnaire survey was carried out with 300 employees of ten small and medium enterprises (SMEs) in Malaysia and an in-depth interview was conducted with 50 employees drawn from the survey sample. The results revealed that employees of Malaysian SMEs use various types of communication technologies in the workplace. Despite the availability of various communication technologies, the employees perceive email as an effective and efficient internal communication tool. This study concludes that communication technologies are widely used as dynamic avenues for employee communication and demonstrate high effectiveness as a new form of communication culture in Malaysian SMEs.

The Battle for Legitimacy

Corporate Communication Challenges in Implementing CSR

Irene Pollach, Anne Ellerup Nielsen, Bo Laursen, Christa Thomsen, Leila Trapp,
Line Schmeltz, Poul Erik Jørgensen
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This paper presents the findings from an interview study conducted among 16 CSR managers of large, industrial companies in Denmark that represent frontrunners in the field of CSR. The rationale for choosing CSR managers rather than corporate communication managers is that CSR managers are more likely to be involved in actively shaping CSR strategies, which is crucial for this study. The paper takes an interpretive, social constructionist approach, exploring how CSR managers perceive and frame the challenges present in CSR communication with a view to managing stakeholder relations, maintaining social legitimacy, and implementing their CSR strategies. Theoretically, the study is based on a holistic approach, grounded in strategy, organization, and communication. More specifically, it draws on the theories of competitive advantage, institutionalization, and auto-communication in order to study the companies' battle for legitimacy in the public sphere.

(Paper was not available at time of publication.)

Beyond Identity Washing - Corporate Social Responsibility in an Age of Skepticism

Strategies of Identity Washing and Risks

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Organizations need good reputations among their stakeholders. One way of creating a better reputation may be to engage in Corporate Social Responsibility (CSR) or Corporate Responsibility (CR) programs. However, since some organizations are greenwashing their communication (suggesting a responsible attitude without actual backing in behavior) stakeholders have become skeptical when confronted with CR communications. We aim to help organizations who want to show their activities in this skeptical environment. In order to do so, 1) we describe the dynamics of skepticism, 2) we give examples of greenwashing and 3) we suggest ways to avoid the impression of greenwashing and give a fair hearing to real CR programs and strategies.

Keywords: CSR, CR, Greenwashing, Skepticism, Conceptual paper

**Authors are listed in a random order and contributed equally to this paper.*

Building Positive Power into Strategy Narrative

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Purpose: *This paper investigates communication in a strategic change. Building on a pilot study, which took a meaning centered perspective into examining change communication, this paper takes positive and negative language markers, and success/failure connotations as its lens into examining the language of the strategy narrative on different management levels.*

Approach: *The data was drawn from CEO's letters to all employees, and from interviews and focus group discussions with managers from various organizational levels. The analysis combined content analysis and narrative thematic analysis with approaches from critical discourse analysis (CDA, Fairclough, 2003).*

Findings: *The authored strategy narrative in CEO's letters demonstrated a dynamic cyclical structure, and produced a powerful story invigorating the organization to the change with its mix of negative and positive language markers, and combining early successes with change prompters to raise ambition level and drive continuous change. The CEO's salient positive lexical markers reflected distinctively back in middle managers' retold strategy narratives.*

Practical implications: *The findings suggest that positive language and success connotations as empowering, motivational and energizing rhetoric elements in change communication may have received too little attention as constructs for creating constant change readiness in organizations.*

Keywords: *strategic change; strategy narrative; change communication.*

CCI Corporate Communication Practices & Trends U.S. Study 2011

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The CCI Corporate Communication Practices and Trends Studies provide critical information for academics and practitioners involved in the study and practice of Corporate Communication. The USA studies were recently joined by studies in China (2006, 2008, 2010-11) and South Africa (2007-2008). The 2011 research focused on US-based Fortune 1000 companies. This study is especially important considering current concerns involving leadership and communication practices in the aftermath of the world financial crisis begun in late 2008. The 2011 CCI study examines the unprecedented changes taking place in the communication, media, and business environments as reflected in the practice of corporate communication. The 2011 Study also examines the internal relationship between the Chief Executive Officer and the Chief Communication Officer.

CCI -- Corporate Communication International conducted studies in 2000 and 2001 to set a benchmark for the practice of corporate communication in Fortune 1000 companies. The CCI Practices and Trends Study in 2002, 2003, 2005, 2007, and 2009 are subsequent studies.

CCI surveyed Corporate Communication executives from the Fortune 1000 companies and asked twenty-seven questions. Several of these focused on the functions of their work and the budget responsibilities of those functions, emphasizing the importance the corporation places on the function by the assignment of accountability. Other questions asked about the executive profile – age, educational background, gender, salary. CCI also conducted phone and email interviews with selected respondents. In 2003, several site visits were added to the process of gathering information. The surveys gather information on past practices; the interviews allow discussion of more current actions; and the site visits allow for extended interviews and observations of the executives in their own work environment, and often give insight into plans for future strategies and tactics.

Character as Defence

A Study of Vattenfall's Communication following an Incident at the Nuclear Plant at Forsmark, Sweden

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Purpose – *The incident in 2006 at the Vattenfall owned plant in Forsmark turned out to be one of the most serious ever in Sweden. Vattenfall's communication during this crisis did not meet the accusations, instead their line of defence was not to engage in discussions of the accusations, but to refer only to their own character as safe, thorough and scientific. Apparently, this strategy worked; the company ranked high in public confidence before the incident, and according to polls this confidence remained unharmed throughout the crisis. This paper aims to analyze under which circumstances a defence built on character may meet the demands of the stakeholders, especially those of the general public.*

Design/methodology/approach – *The purpose is reached through a mainly rhetorical analysis of both Vattenfall's press releases during the crisis, and the media coverage.*

Findings – *The analysis shows that the success of Vattenfall's communication strategy relies on their use of the general reputation held by the company at the start of the crisis. With a high level of general trust, not addressing accusations directly can be a successful move.*

Practical implications – *The paper shows that to a company facing a crisis situation, context analysis is crucial. The strategy adapted by Vattenfall could seem potentially damaging to themselves, but worked in the actual circumstances.*

Originality/value – *The paper shows that not meeting accusations may work as an apologetic strategy, if the reputation established in the pre-crisis situation is sufficiently strong.*

Keywords – *Corporate communications, Nuclear reactors, Public relations, Sweden*

Paper Type – *Research paper*

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Communicating Sustainability

Do Nordic Energy Corporations Exemplify a New Generation of CSR?

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Heightened public interest in company efforts to address global issues, such as the climate issue, has influenced corporate social responsibility (CSR) and ethics programs (May, Cheney, & Roper, 2007). This interest has sparked a so-called “third generation” approach to CSR which involves extending beyond company-bound issues such as fulfilling legal obligations, improving workplace conditions and supporting local communities, to addressing broader, universal issues which affect humankind in general (Stohl, Stohl, & Popova, 2009). Due to the scope of these global problems, and the impossibility of one company solving them alone, this shift has also inspired corporate collaboration with other companies, nonprofits, or governments (Austin, 2000).

This paper aims at making an empirically based contribution to our understanding of this apparent contemporary evolution of CSR in the context of globalization. To do so, we examine the CEO introductions to sustainability reports in four Nordic energy companies and (1) evaluate the ways the companies position themselves thematically in a global issues framework, and (2) determine the extent to which they reflect engagement with the ideals of third generation CSR. The analysis reveals that although third generation thinking is apparent, it does not dominate. Approaches to CSR primarily reflect company-bound second generation thinking, framed within a global domain in a “Think global, act local” discourse.

Communication Training for Corporate Clients

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Panel Discussion Sponsor:

Association for Business Communication

The purpose of this panel presentation is to explore new and leading practices and processes followed in corporate communication training and coaching. It will address the following topics:

- 1. What types of communication training are most companies offering their employees?*
- 2. What communication deficiencies do incoming employees have, and how are employers responding?*
- 3. What are the advantages and disadvantages of customized training programs vs. "off the shelf" or computer-based programs?*
- 4. What are some differences between training programs sponsored by universities and those sponsored by commercial vendors?*
- 5. What is the current model for needs assessment, program design and development, delivery, and evaluation of training programs?*

The practical implications of the answers to these questions will be identified. Issues that corporate clients face when considering hiring external suppliers of training and development will be addressed.

The panelists are practitioners and scholars who are affiliated with universities as well as veteran communication trainers, consultants, and corporate coaches. The panelists are members of the Association for Business Communication and the Association of Professional Communication Consultants.

Keywords - Business communication, Training

A Comparison of English and U.S. American Communication Patterns in Work Settings

Applying M.A. Thesis Findings to Global Corporate Communication Challenges

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The purpose of my presentation will be to highlight the findings of my M.A. thesis and apply the research to some of the challenges professionals face in the field of global corporate communication. My thesis focused on comparing communication patterns between English nationals and U.S. Americans in organizational settings and creating suggestions for effective interaction between the two cultural groups.

After I interviewed thirty-two English nationals, several themes emerged from the research that can be applied to enhance cross-cultural communication in any multicultural setting. The themes I will discuss include: overcoming language barriers, managing diverse communication styles, and handling conflict in decision-making processes. (100)

In the field of global corporate communication, complexities exist because of language, cultural differences, and challenges with understanding diverse expectations. The presentation will conclude with ideas for academics and practitioners to help mitigate these issues in face-to-face interactions and in writing.

Competing Discourses in Crisis Reporting and Management in China

The Case of Milk Scandal

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The paper will focus on the tension between political-driven, market-driven, and professional-driven discursive systems in contemporary Chinese media practice and examine how these three systems are competing and affecting the strategies of reporting and managing the crisis of milk scandal (between 2007 and 2010) in China. The “political-driven” discourse here refers to the prevalent media discursive system in China before it re-opened its door to the West in 1978. In the political-driven discursive system, journalists have been defined as being the servants of the state and the mouthpiece of the government or party and the functions of the media are primarily in advocating the opinions, attitudes and beliefs of the governments and/or the power elite of the society, resulting often in distorted, partisan or untrue information. Concomitant with the changing political environment and the country’s transition from the totalitarian central planning economy to market-driven economy after 1978, a “market-driven” discourse has developed in which features of media tabloidization with Chinese characteristics become evident. With further commercialization and increasing influence from the West, media professionalism is also being called for in China. In a “professional-driven” discourse, journalists hold public stewardship and should be the watchdog of the government in which plurality of opinions, accessibility of information from various sources and outlets, objectivity and impartiality in reporting are emphasized to contribute to the development of a democratic society. The paper will examine in details how the three competing discourses have affected and have been represented in the framing of milk scandal crisis in China and presents discussions and explanation on the distinctive development of Chinese crisis reporting and management as it meets the global trends and challenges.

Keywords: *competing discourses, crisis reporting, milk scandal, China*

(Paper was not available at time of publication.)

Connecting Corporate Communications and Persuasion Theory

An Argument for The Theory of Reasoned Action and Beyond

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After a comprehensive review of Corporate Communication: An International Journal, a significant lack of reference to vital persuasion theories was discovered. This essay seeks to bridge persuasion theory and corporate communication. Specifically, a detailed review of the Theory of Reasoned Action is provided and the theories utility to corporate communication researchers and practitioners is discussed.

Controlling Unfavorable Feedback on the Wall

How Large Companies React to Negative Comments Posted to Corporate-sponsored Facebook Pages

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79% of Fortune 100 companies use some form of social media to communicate with customers and other stakeholders. However, these media pose the risk of providing a forum for comments critical of corporate leadership, services, or products. Most marketing specialists recommend that negative comments should be treated as opportunities to resolve potential problems. This paper assesses if large companies adopt the recommended approach when reacting to negative comments. The study identifies all Facebook pages sponsored by the top 10 companies (as defined by the Forbes 2000 for 2010) in four industry groups—Banking, Retailing, Software & Services, and Household & Personal Products. The number of negative comments posted to these pages is calculated and corporate reactions to the comments analyzed. The study concludes that large corporations do not generally approach negative comments as public relations opportunities, but prefer to “sanitize,” or censor, critical feedback. Practical implications of this strategy are discussed.

The Conversation Age

The Opportunity for Public Relations

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The communication industry, as we know it, has changed dramatically in recent years. The channels through which we communicate have shifted rapidly towards an era rife with digital and social media. With over 100,000 blogs created every day (Wright & Hinson, 2008), new social networks are hatching like chicks, and who knows what's next, it is hard to overstate the importance social media is having on communication strategies. Organizations have realized they must interact differently with their audiences, particularly their customers, altering our current definition of "two-way communication" and resulting in a shift towards customer-centric models of integrated marketing communication. Everywhere the new drivers of communication support the "print is dead" motto touted by industry professionals, SEO and SEM gurus, and dogmatic T-shirts.

Although there is some debate surrounding the "new media over traditional media" perspective, it is evident to the authors that communication has entered "The Conversation Age;" and that the skills of public relations professionals make them uniquely qualified to lead communication initiatives in this new environment. This paper will attempt to support that case.

Corporate Architecture - New Building Blocks of Brand Value

A Case Study of UBS Headquarters in Zurich

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Purpose - *The purpose of this paper is to demonstrate the communicational relevance of corporate architecture (CA) as part of an extended marketing communications mix. As an integrated tool of the branding process, CA plays a significant role in visual identity-building, CRM, crisis communication, and reputation management.*

Approach - *The paper presents several methodological approaches to the interpretation of architectural signifiers: semiotics, art history and architectural theory, applied to a case study of the UBS headquarters in Zurich.*

Findings - *It can be asserted that CA plays an integral part in the formulation of aesthetic corporate discourse. CA conveys valuable tangibility to financial institutions and asserts the institution's cultural existence within the broader societal context. As a prime resource of corporate branding strategy, CA holds differential value by allowing institutions to project an idiosyncratic visual identity. The paper argues that CA substantially enhances confidence and credibility.*

Research implications - *The paper makes the claim that the integration of CA as a central branding tool is gaining increased importance in the finance sector, especially with regard to digitally available financial services. In future financial marketing, added brand equity is accrued when CA is used as a transformative device, where banking space is redesigned as a space of social interaction.*

Practical implications - *The strategic use of CA as a central corporate visual identifier opens up new opportunities for reputation management and image-building.*

Paper type - *Case study.*

Keywords - *Corporate Visual Identity (CVI), Corporate architecture (CA), banking sector, image-building, reputation management.*

*Mais vous n'avez rien compris:
C'est le mur lui-même qui est l'œuvre d'art!*

Le Corbusier

Corporate Communication and the Impact of Legislative Actions and Court Decisions on the Business Community

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The author conducted a qualitative study to ascertain opinions of members of the legal community concerning the impact of legislative actions and court decision on the business community. In particular, the author studied this from the perspective of a Constitutional analysis and the government's reliance on the Commerce Clause as an authority in granting it powers to regulate business. Finally, the author addressed the First Amendment issues with respect to regulating the flow of information with respect to social media and emerging communication technologies. Results showed that respondents believe that the central role in governmental regulation must be reevaluated in light of the changing business environment.

Corporate Communication Officers and the Executive Board

An Empirical Study

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The corporate communication literature recommends that, ideally, the corporate communication officer should have a seat on the executive board (Cornelissen 2008, p. 123), but little knowledge exists as to what extent this is actually the case. Based on data collected from corporate websites and public databases, this project has the following two goals: (1) To determine to what extent corporate communication officers are actually board members and (2) to test whether a number of factors, including industry, financial performance, and organizational age correlate with the presence of a corporate communication officer on the executive board. This study will add to the literature on top management teams as well as to the literature on the organization of corporate communication and has implications for the organization of corporate communication in large companies.

(Paper was not available at time of publication.)

Corporate Communication Practices and Trends China Study 2010

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Sponsored by:

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Baruch College/CUNY**

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Major findings from this study of China's corporate communication practice and trends in 2010 reveal a rapid development of this important management function:

- 1) Corporate communication is primarily to manage corporate branding and reputation, and to support marketing and sales; similar to the findings of the previous CCI studies what they value most in corporate communication is whether it can improve corporate image and reputation, and whether it can support marketing and sales, rather than forge relationships with internal and external stakeholders;*
- 2) Yet more than half of the companies reported not having set up an internal department specifically for crisis management;*
- 3) The CEO in many Chinese companies is the top person responsible for corporate communication, and that suggests that Chinese companies are assigning much importance to it in the form of increased budget, staffing, and recognition of the importance of this function;*
- 4) Corporate communication is not likely to bear the brunt of corporate cutback and its department would be impacted "neither sooner nor later" than other departments;*
- 5) It is acknowledged that the core competence of an excellent corporate communicator should include professional knowledge, good communication and interpersonal skills and PR abilities;*
- 6) Chinese companies use third-party agencies or vendors mostly for advertising, training & employee development and brand strategy;*
- 7) Some local Chinese enterprises have not fully recognized the importance of corporate communication and do not allocate enough budgets for it.*

Corporate Communicators Conceptualize CSR

A Working Study of Senior Practitioners

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This is the first stage of a working study of the ways in which senior communication professionals define and operationalize corporate social responsibility (CSR). While some norms are agreed upon, definitions for and conceptualization of CSR have changed over time and vary greatly. These differences can have significant impact on CSR practices.

This study, in the context of a historical perspective, may assist both scholars and practitioners, many of whom bear direct responsibility for communicating CSR to both internal and external publics, in their professional roles. Given burgeoning stakeholder activism and a global focus on sustainability and environmental and human rights concerns, shedding light on CSR is both timely and universally pertinent. Countries' voluntary or less voluntary compliance with CSR norms may have, at its root, diverging views and degrees of prioritization of CSR. Culture-specific factors may create differences in the way CSR is defined, interpreted, and implemented from nation to nation or even within a nation.

This qualitative study will rely primarily on in-depth interviews. In spring 2010, an interview protocol was constructed, based on the author's preliminary, interdisciplinary literature review and studies of CSR. This initial protocol was designed to assess senior communication professionals' definitions and conceptions of CSR and the extent to which they influence the implementation of CSR initiatives in these practitioners' respective organizations. Using this protocol, the author conducted pilot interviews of practitioners in the U.S. and U.K.

The author will conduct a follow-up review of work by scholars of public relations and other pertinent fields, as well as organizational literatures, for definitions and concepts of CSR, how they are used to construct CSR frameworks governing corporate behaviors and interactions, and their desired social impact. The data gathered in these initial interviews, from the literatures, and input from public relations practitioners and other knowledgeable parties will provide the basis for a revised questionnaire. Additional interviews with a cross-section of practitioners in public relations agencies and in-house senior communication professionals will be conducted in fall 2010/winter 2011.

These initial interviews of "Anglo" and American-based global practitioners will hopefully develop into to a wider cross-cultural study to be completed within the coming one to two years. When the fall 2010/winter 2011 interviews are completed and the data analyzed, the author will work with colleagues abroad to expand the initial study into a comparative one, with variations in protocol and interview context according to what is feasible in any given location. Such a study might help identify a viable, consensus-based definition of CSR or determine if cultural relativism would make such a definition and associated norms impracticable to follow and measure. If the former is true, then consensus-based definitions that are at least, in part, culturally accepted and practicable might assist public relations professionals in their special role as their organizations' "social face."

Keywords: Corporate social responsibility, Ethical frameworks, Practitioner, Organizational norms, Benchmarking, Sustainable practices

Corporate Reporting

An Integrated Approach to Legitimacy Claims

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One of the most important corporate issues today is legitimacy (e.g. Goodman and Hirsch, 2010). In order to obtain social legitimacy, corporations are concerned with the establishment of trust and credibility e.g. via the creation of transparency. Reporting is a major tool when corporations seek to obtain transparency. However, from a corporate communication perspective, reporting seems to be restricted to specific areas of communication like financial and CSR communication, which potentially might lead to “disconnected reporting” at the risk that the quality of management and governance is being questioned (PwC, 2010). It is the aim of this paper to introduce the concept of corporate reporting as “an issue of integration” within the framework of corporate communication and to discuss the opportunities and challenges of corporate reporting as a driver for gaining social legitimacy.

Corporate Responsibility, Global Citizenship and Online Stakeholder Communication Management

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There is increasing strategic use of corporate web sites for communication and information management of CSR messages in order to build a credible organisational identity that also asserts organisational citizenship responsiveness to societal expectations (Werther & Chandler, 2011). If one function of corporate communication is to effectively link external and internal stakeholders in that organisational citizenship might be expressed, what role then do CSR reports play as online communication strategies and tactics for stakeholder communication and relationship management?

Using an analysis framework reflecting stakeholder, stewardship and sustainability perspectives (Johnson, 2007), we critique corporate web sites in the financial sector for evidence of their stakeholder management and organisational citizenship. Conclusions will be reached regarding the role of CSR reporting within online stakeholder communication management practices that in turn indicate the degree of company acknowledgment of societal demands for acceptable organisational citizenship within a global economy.

Corporation as Civil Organization in a CSR Campaign

The Challenge of Maintaining Credibility

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CSR understandings and practices, including ways corporations communicate about CSR, are in constant flux due to innovation and changing stakeholder expectations, which in turn are influenced by inevitable changes in social, political and economic circumstances. In this paper, focus is on the growing expectation that companies address large, global issues (Stohl, Stohl & Popova, 2009). Through a case study of a unique and innovative CSR campaign that addresses global climate change, this paper revisits the understanding of CSR as a shift in roles and responsibilities between corporations, governments and civil society (Van Marrewijk, 2003). Within this framework, the case study contributes to our understanding of the motivation for the increasing number of CSR partnerships between business and Non-Governmental Organizations (NGOs) (Googins & Rochlin, 2000). More specifically, the analysis reveals that if a corporate CSR campaign fosters and enacts a blurring, or even elimination, of sector boundaries to reach campaign aims, important inherent distinctions between business, government, and civil organizations ultimately remain salient to the public. Unless these sector distinctions are recognized and maintained in CSR campaigns, challenges to a company's credibility and reputation can arise.

Key words - corporate social responsibility, corporate communication, cross-sector partnerships, corporate sustainability, campaigns, collaboration

Paper type - case study

CSR and Stakeholder Dialogue

A Case Study of Sugar Cane Company in Thailand

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Engaging in a genuine dialogue with stakeholders seems to be a pressing issue that corporate communicators are facing in implementing their CSR initiatives (Hess, 2008; Kaptein & van Tulder, 2003; O'Rordan & Fairbrass, 2008). However, communication features of stakeholder dialogue have yet been empirically delineated. Based on a qualitative case study of CSR initiatives by a sugar cane processing conglomerate in Thailand directed towards the sugar cane farmers as their beneficiary stakeholders, this paper attempts to characterize the lack of stakeholder dialogue from both parties. Group interviews with managers and in-depth interviews with farmers were conducted separately to identify their different perceptions, concerns, and the expected nature of dialogue. Findings from the study highlight the needs for participatory feature of CSR dialogue (Maclagan, 1999) as well as the perceived power imbalance that may exist in implementing CSR initiatives. Implications are also provided for corporate communicators to engage in genuine dialogue with their stakeholders.

Keywords - CSR, Stakeholder Dialogue, Case Study Research
Type of paper - Research

Culture and Emotion in Crisis Communication

Indigenisation of the Integrated Crisis Mapping (ICM) Model

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Arguably the first study that has tested the ICM model cross-culturally, this study addresses the call by Asian scholars (see Wang & Kuo, 2010) to test the relevance of and indigenise Western models to Eastern contexts. Essentially, this study seeks to examine how the American-centric Integrated Crisis Mapping (ICM) Model, an emotion-driven crisis model, can be applied to the Asian culture, in which four crisis cases from Singapore, a microcosm of Asian cultures, are studied. Findings showed conceptual rigor of the ICM model. However, differences in emotional responses between stakeholders in the West and Asia demonstrated that displays of emotions and cognition tend to be influenced by culture. While crisis strategies (see Benoit & Pang, 2008) are useful, practitioners should increasingly integrate emotions and culture in crisis responses.

Delivering New Strategic Imperatives in a Changing Business Environment

A Study of Internal Communication Best Practices in Leading Global Businesses

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This paper explores how internal communication is evolving in leading global companies and how the function is organized for optimal execution through a three-part best practices review: a literature review, in-depth interviews with seven companies, and an electronic survey with 16 companies.

The research revealed: 1) Internal communication is a strategic partner for leadership, helping to execute the business strategy and be accountable for delivering business results; 2) Internal communication is an increasing feature of the communications mix and is organized for maximum influence; 3) Internal communications provides the right information at the right time via the right delivery method that demonstrate value to the business; and 4) Internal communicators need to develop the right skills and competencies to be strategic advisors.

The implications and application of the research are that global internal communication plans should: 1) Ensure that all communication activities are informed by a deep understanding of business objectives and are focused relentlessly on delivering business results; 2) Partner with senior leaders from the business to conduct communication planning and define the metrics to measure progress against the overall corporate business scorecard; 3) Define the values and behaviors required of the organization to achieve business results; 4) Develop communication strategies that are informed by a deep understanding of employees' needs and preferences; 5) Create an overarching global internal communication plan and utilize a global communications council to align messages, maintain regular touch-points and keep the global mindset in balance with local relevance; and 6) Develop an internal communication training and development path that reflects the unique needs of the company and improves financial acumen.

Determining the Sequential Relationship of Downward Communication, Job Satisfaction and Organizational Commitment with the Propensity of Employee Churn

An Empirical Study of the Insurance Sector in India

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Purpose – *The purpose of this paper is to identify the criticality of effectiveness of downward communication in organizations and its impact on job satisfaction. Job satisfaction as a determinant of organizational commitment is empirically established, which in turn negatively impacts the propensity of employees leaving organizations. The paper provides a comprehensive framework that can be used to minimize the propensity of employees leaving an organization. The research is carried out in the context of increasing attrition rate in the Insurance sector in India and provides empirical evidence that there is a sequential relationship between communication, satisfaction, commitment and employee churning.*

Design/methodology/approach – *The paper employed survey research, using a sample of 105 employees from the Insurance sector.*

Findings – *The paper establishes the direct negative effect of effective communication on the propensity of employees to leave organizations, and determines the sequential relationship of communication, job satisfaction and organizational commitment with regards to the propensity of employee churn.*

Research limitations & Implications – *The findings may be used to gauge the communication effectiveness to take preventive actions for minimizing employee churn and help in retaining the talent.*

Originality/value – *The paper provides a sequential relationship between communication, job satisfaction, commitment and employee churn.*

The Doctor-Nurse Game in the Age of the Checklist

Seeking Collaboration in the Management of Health Care

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*Nursing is deeply rooted in the 19th century's preoccupation with a particular, one might say, peculiar, view of women. In an era when women - despite official and unofficial efforts to prevent it - sought higher education, this view permeated Western culture, including the medical profession. The center of female being was proclaimed to be the womb, and that organ must be protected from any incursions resulting from thoughtless efforts of the female mind and the body housing it. Whether in a physical education class at Vassar, or on fainting couches in Victorian living rooms, women were enjoined to exert themselves sparingly, to rest extensively. A popular short story of 1892, Charlotte Gilman's *The Yellow Wallpaper*, traces the journey to madness of a woman whose physician husband confines her to her bedroom for extended rest. "Nothing to do" was the prescription. In her boredom-induced delirium, the novella's central character creates a fantasy life located in the bedroom's yellow wallpaper, and eventually withdraws from her bedroom to join that desperately imagined world.*

*Of course, only women of means could be so indulged, even to madness. Little concern emerged for the wombs of women who developed occupational diseases in the largely female workforces in the pottery business; for example, or the textile industry; or, not to put too fine a point on it, among the teeming populations of unlucky women in the brothels and saloons. This gender-focused and class-based view of women formed the backdrop against which the occupation of nursing outside the home began to form itself. Florence Nightingale herself opened her 1860 manual, *Notes on Nursing* by declaiming that "Every Woman is a Nurse" (Melosh, 3). This connection of women's domestic role with the practice of nursing in hospitals was echoed by a doctor sixty five years later: "A hospital is a home for the sick, and there can be no home unless there is a woman at the head of it" (Worcester, quoted in Melosh, 3)*

A key purpose of this paper will be to trace the effects on contemporary practice of nursing of its beginnings in this gender biased and class conscious climate. The paper's thesis is that gender and class biases continued through most of the 20th century, supported by hospital management and its connection to a capitalist economy. I will propose that only in the last forty years or so has nursing been able to achieve any success in its efforts to become a profession, one that commands both respect and monetary reward. Larger cultural changes have been influential, as have feminism and the related influx of women into medicine as physicians and administrators. And, of course, the important role of the nurses' union and the nursing associations must be counted as forces of change. New financial and political pressures have played their parts. And, most recently, as we shall see, a very powerful change-inducer has emerged: a culture of patient safety, often overseen by nurses.¹

The Effect of Reputation, Awareness and Corporate Citizenship On Banking Propensity

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Corporate reputation affects relationships with key stakeholders; reputation building is a worthy attempt because organizations that deliberately manage their reputations enjoy significantly enhanced relationships with their constituencies” (Saxton 1998).

This proposed research strives to answer the question raised about the importance of corporate reputation and its link to individual’s propensity to bank, and investigates if corporate citizenship initiatives can influence the Egyptian unsophisticated community. This research also highlights the relation between communication efforts aiming at higher awareness in increasing the individual’s propensity to use banks.

The purpose of this study is to suggest an initial model to understand the relationships between the communication efforts featured through awareness, reputation and corporate citizenship, and the propensity to use banks.

Investing in communications designed to improve corporate reputation is a worthy endeavour. The research is tackling the selected communication activities as vital elements to banking propensity, with no previous models or work in that area. Also, due to the currently observable deficiency in the related literature, the findings for this proposed research are thus expected to be useful to both scholars and practitioners alike.

Keywords - reputation, corporate citizenship, awareness, propensity to use banks

Enduring Image
Toward a Conceptualization Capturing Defining Moments in Crises – and
How These Impact Organizations

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In today's media environment, crises are magnified as media events and are rich sites for the inception of images. Particular images, like a gaffe or a photograph, can linger as representations of that crisis. This study seeks to examine the concept of an enduring image, that is the shared image of first mention, how it is engendered and how it impacts organizations through case studies of 5 crises: The Jack Neo Sex Scandal (2010); the AWARE Leadership Saga (2009); and the Singapore Airlines SQ006 crash (2000) in Singapore; the BP Oil Spill (2010) in the US; and the Sichuan Earthquake (2008) in China. The study is arguably the first study to examine the significance and potency of an enduring image in crisis. This paper can offer insights to practitioners on how to better manage both their organization's public image and media image after a crisis.

Evolution or Revolution

How is the Study of Communication Changing?

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The Conference on Corporate Communication serves as a forum to “exchange ideas and information on relevant issues facing the corporate communication profession.” What have we found over the past 10 years? What themes have been seen as “relevant” and how has what we research changed?

In order to examine how the central themes have changed over the years, a semantic network analysis was undertaken using the abstracts from all the presentations from each of the past nine years. The semantic network analysis examined the relationship among words to determine clusters of shared themes.

This tool allowed the researcher the opportunity to capture the visible and quantifiable way in which themes are established in this community by noting a shared discourse among members that reflects common understanding of rules, a common belief of values and a way of life. The research found that over the course of the last decade, the study of corporate communication is not static. It is ever evolving as the world changes and continues to rise to meet the needs of this changing world.

Key words: *Semantic Network Analysis, shared discourse, communication research*

Exploring the Practice of CSR from a Corporate Communication Perspective

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This paper investigates the challenges of framing Corporate Social Responsibility (CSR) as a strategic issue. We address the following research questions: How do CSR managers motivate their corporations' engagement in CSR and how do they frame the role that the corporation's stakeholders play in the corporation's CSR activities? Based on theories of corporate communication, stakeholder relations and conceptual frameworks within CSR and CSR communication, an analysis of how CSR is approached and motivated among CSR managers in six Danish CSR frontrunner companies is undertaken on the basis of a qualitative interview study. The selected companies have been engaged in the CSR agenda during the last five to ten years. The purpose of the study is to draw a picture of how selected Danish businesses conceive of and practice central aspects of CSR and CSR communication in order to contribute to the discussion of how we can understand the global spread and local adaptation of CSR from a corporate communication perspective.

The Extent and Patterns of Multi-Stakeholder Communications in Annual Report Letters

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Purpose – *The purpose of the study was to find out if CEOs use multi-stakeholder communications in their annual report letters and to describe any patterns observed in those communications.*

Approach – *Annual report letters of the ten largest U.S. companies were examined using content and text analysis procedures*

Findings – *CEOs made little use of multi-stakeholder communications in their annual letters. Some variations were found among the sample companies' letters, including differences in word counts, reading ease scores, and number of word types.*

Research implications – *A small sample of companies and one medium of communication were used in carrying out the study. Increasing the sample size, the array of industries represented, and the variety of media may yield more robust results.*

Practical implications – *Suggestions for writing annual report letters for a multi-stakeholder audience are offered.*

Keywords – *Annual report letters, Chief executives, Corporate communication, Multi-stakeholder approach, Text analysis*

Paper type – *Case study*

The Function and Roles of Public Relations (and Promotion) Offices of Public and Private Universities in the Turkish Republic of North Cyprus

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The purpose of the study is to understand the function of public relations in higher education institutions in Northern Cyprus. The research questions of the study are: the function of university public relations, activities of the department, and challenges and opportunities faced by the public relations department. The department heads of that function in all the universities (six) have been approached. In addition to this, as a case study, the European University of Lefke, has been studied through in-depth interviews with the administrators and academics to understand the perception of public relations at higher institutions. A total of seven interviews were conducted in that respect within EUL. Also the principal activities performed by the public relations department of EUL were discussed. Findings reveal that the departments have more of a technical role rather than a strategic one and in terms of stakeholders, the student group is the core group that their activities are targeted at. The paper also gives a general overview of the higher education system in Northern Cyprus. In Northern Cyprus, there is a great deal of discussion about education at higher institutions, but the role of the communication function has not been investigated. Northern Cyprus, in addition to the sea and sun tourism, could be an educational hub given the use of more strategic communication activities by all universities in cooperation with one another.

Keywords - higher education, public relations roles, promoting universities, strategic management.

Paper Type - Research paper

Global Genres and Localized Discourses

The Construction of *Vogue*, *Cosmopolitan* and *Bazaar* in China

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The paper attempts an application of Critical Discourse Analysis to investigating corporate communication, making a further contribution to the existing literature on the issues of glocalization (i.e., globalization and localization) in transnational media practice. First, the paper will present an ethnographic account of the flourishing of global brand fashion magazines in China since China entered WTO in 2001 and of the glocalization strategies of Vogue, Cosmopolitan and Bazaar (which were founded and originally based in USA). Content analysis, multimodal and register analysis will then be conducted to compare the local/Chinese versions of these three brand magazines with their English counterparts along various dimensions, e.g., the use of Western versus local visual appeals, the choice of themes and value expressions, the characteristics of narrative features and structures. It is postulated that while both the Chinese and English versions of the three magazines share some common/global generic structures and register characteristics, the Chinese versions of the magazines manifest extensive localization strategies in the choice of local models and celebrity stories, in the hybridization of Western and Chinese values, and in the use of linguistic modalities. Variations among the Chinese versions of the three magazines will also be examined and discussed in relation to the specific context under which they are produced in China. Implications for transnational corporate communication will also be presented.

Keywords: *Critical Discourse Analysis, glocalization, global brand fashion magazines, China*

(Paper was not available at time of publication.)

Hi Fans! Tell Us Your Story!
**Incorporating a Stewardship-based Social Media Strategy to
Maintain Brand Reputation during a Crisis**

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The overall aim of this study was to conduct an investigation to establish an understanding of: 1) what components of the stewardship model (reciprocity, responsibility, reporting and relationship nurturing) were present on Toyota's corporate Facebook page through communicative patterns and themes in the wake of the 2010-2011 vehicle recall crisis, and 2) what comments/posts by the social media team—who act as 'admins' of the social networking site to communicate with stakeholders and fans—indicate components of the stewardship model. This research is significant because it builds upon previous research in the areas of stewardship and social media. Overall, the textual results did indicate the presence of components of the Kelly's (2001) stewardship model in a relatively short duration of time after the crisis became more intense.

Identification with Networks as Network Identities Insights from Two Philippine TV Companies

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Using Fairclough's Critical Discourse Analysis Framework, this study examines the corporate slogans of the two biggest television networks in the Philippines: ABS-CBN's Kapamilya [Part of the family] and GMA's Kapuso [Of one heart]. At the micro-level, it examines the visual and textual cues of these slogans, while at the meso-level, it analyzes these slogans with respect to the evolution of these networks, and their branding systems and programming. Finally, at the macro-level, it situates the slogans relative to local culture and key societal events. In addressing these objectives through textual analysis and the case study approach, the paper highlights how mass media companies' re-branding can harness social values as a way of nurturing market leadership and appropriating the "me"dia aspect of new communication technologies. Conversely, it underscores how the use of identification in branding can result into peculiar ironies during, as well as help mitigate, crisis situations involving the networks.

Keywords: *Philippines, corporate identity, television, critical discourse analysis*

The Image of The People's Republic of China (PRC)

vis-à-vis

The Military March of its 60th Anniversary

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High-impact events such as identity-sign change are assumed to have effects on the public's perception of the image of a corporation (e.g. Argenti 2009, Chapter 4). Similarly, hosting high-profile events such as the Olympic Games are assumed to have similar effects on a nation-state (e.g. Wang 2009), perhaps so is the hosting of national parades. In recent years, while parades held by Western, democratic governments are perceived to be mainly of a ceremonial and celebratory nature, the ones held by other governments including that of PRC are perceived to be primarily demonstrations of military power especially if they have a concentration of armed elements (e.g. The Georgian Times, 2009), albeit there are alternate views on such activities which have a focus on their other, such as nation-building, aspects (e.g. Yi 2010).

Specifically, October 1 2009 marks the 60th anniversary of the founding of the PRC. The occasion was celebrated with, in addition to other activities, a military march, which for the first time involved a company of female non-regular personnel. The march was immediately followed by a civilian parade. As expected, the military rather than the ceremonial element of the parades formed the focus of its press coverage in the West; the march of the troops and the display of military hardware were seen as a sign of the PRC as a super-organized state under the effective governance of a dehumanizing dictatorship (e.g. Demick 2009, Moss, 2009), and a potential threat to the USA (e.g. Shen 2009).

In this study, the investigators attempt to examine, by means of a quasi-experiment, if these 'establishment' views are indeed shared by its participants in general. We also attempt to use the opportunity to produce hypothesis-generating findings relevant to corporate-image studies vis-à-vis (1) the apparent gender-based differences in attitudes towards materials related to corporate-image promotion (e.g. Berger 1999), (2) the presumed association between femininity and non-aggressiveness (e.g. Ruddick 1995), and (3) the apparent culture-region-based differences in perception and thought (Nisbett 2005).

The instrument used for the experiment is an excerpt of the PRC's 60th anniversary military march (Ma 2009). Two almost identical versions of the march consisting of a concentration of military-hardware exhibits have been developed; the march of the female personnel is included only in the experimental version.

The 180 participants, one-third of whom are of Chinese-mainland, Hong Kong and International backgrounds respectively, will be channeled to watch either the experimental or the control version of the video according to the time-slot they choose. When the participants arrive at the venue where the experiment takes place, they will first fill out a questionnaire that appears to be about their perception of the national images of international powers such as the USA, Russia and PRC. After they watch the video, they will be asked to fill out a short form of the same questionnaire. The questionnaire data will then be analyzed vis-a-vis these null hypotheses:

There is no significant difference in terms of the perception of the national image of the PRC between:

- a. The establishment view and the participants*
- b. The male and female participants*
- c. Participants of different culture-region backgrounds*
- d. Participants who have watched the experimental version of the video and participants who have watched the control version of the video*

Image Work and Crises

Toward a Crisis Pre-emptive Image Management Model across the Crisis Life Cycle

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A good corporate image is important to organizations (Benoit & Pang, 2008). However, little is elaborated on how organizations can work on their images. Integrating insights from literature and corporate cases, this study seeks to explicate the types of image management before, during, and after a crisis with the aim of developing the Crisis Pre-emptive Image Management Model. The model posits that at each stage of Wilcox and Cameron's (2009) crisis life cycle, different types of image work needs to be done. At the proactive stage is image creation and maintenance; at the strategic stage is image strengthening and transformation; at the reactive stage is image repair; and at the recovery stage is image renewal and reinvention. With this model, it is hoped that practitioners can be more aware of the image strategies organizations can engage in.

The Impact of Strategic Communication on Organizational Identity and Identification during Change

A Case Study of a Multinational Telecommunications Company in China

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Purpose - *To explore the impact of strategic communication on organizational identity and organizational identification during change.*

Design/methodology - *This study reports findings from a case study conducted within a leading global telecommunications company that has recently initiated a structural change worldwide. Analysis is based on interviews (n =15) with managers and employees in its global subsidiary in China.*

Findings - *Strategic communication programs helped employees resolve the tension among self-identity, existing organizational identity, and post-change organizational identity. This cognitive match in return yielded strong organizational identification and positive change responses such as change acceptance and cooperation among employees.*

Research implications - *This is an exploratory study to identify the value of strategic communication in contributing to effective change management.*

Practical implications - *Organizations can reduce and avoid change resistance by using strategic communication programs to shape employees' perceived organization identity and identification.*

Keywords - *Strategic Communication, Change, Organizational Identity, Organizational Identification, Change Management.*

Paper type - *Case study*

(Paper was not available at time of publication.)

An In-Depth Listening Exercise with Front-Line Employees in the Middle of a Multi-Business Integration Generates Opportunities to Drive the Business Forward

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Three businesses employing thousands of technicians as the primary customer interface were becoming integrated into a consolidated division. A cross-functional team conducted a vertical listening tour that included 100+ individuals at the corporate, district and local office levels in five cities across the three businesses to understand and support technicians' needs, issues, concerns and opportunities.

Findings spanned areas of leadership; communication; technical tools, literature and training; increasing technician value in the office; business identity; and value and engagement. The greatest revelation was the picture that emerged of "a day in the life of a technician" in each of the businesses – as distinctly nuanced as the individual business models. The work revealed opportunities across all three businesses and clearly delineated the distinctions between each business.

More than 14 improvement projects have been identified, prioritized and funded through the Annual Operating Plan, with benefits expected to hit the bottom line in 2011.

Keywords - *Listening, integration, customer interface, leadership, communication*

Paper Type - *Case study*

(Paper not available at time of publication.)

Information Literacy as A Sine Qua Non for Modern Public Relations in the Information Society

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Purpose – *The present article aims to discuss the role and importance of IL for modern PR in the information society (IS).*

Design/methodology/approach – *The authors use and synthesize diverse issues including information technology (IT), IS, digital divide, and IL from the literature in order both to inspire further debate and research in modern PR, and to draw some important conclusions for related persons whether real or legal.*

Findings – *Among professions affected by the emergence of information technology (IT) and its related consequences especially information society (IS) is public relations (PR). As a result of this, PR is in transition from traditional to modern. Hence, the present article posits that PR professionals can contribute to diminishing global challenge of third millennium namely "building a society where everyone can access and share information".*

Practical implications – *PR professionals and policy-makers must rethink as well as redesign their service list of options for their customers in line with the emerging conditions – the emergence of modern PR.*

Insights about Integrated Marketing Communication in Small and Medium-sized Enterprises

An Exploratory Study

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Purpose – To investigate to what extent marketing communication has been implemented by small and medium-sized enterprises, exploring what are the main employed tools and how they work synergistically.

Approach – Multiple case studies through interviews and document analysis were carried out. Three small and-medium enterprises in different sectors were studied. Multiple sources in data gathering allowed triangulation of data.

Findings – The way small-and-medium-sized enterprises implement marketing communication and the most common tools used to activate dialogue and new connections with their stakeholders.

Research implications – Despite the small number of cases included, the paper is to be considered a starting point for a quantitative investigation on this topic.

Practical implications or applications – Insights about integrated marketing communication in small and medium-sized enterprises useful for managers and practitioners who want to improve the effectiveness of marketing communication strategy.

Keywords - Marketing communication strategy, marketing communication tools, small and-medium-sized enterprises.

Paper type - Research paper

Institutionalization of Corporate Social Responsibility within Corporate Communications

Combining Institutional, Sensemaking and Communication Perspectives

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Purpose – The purpose of the paper is to develop a new framework depicting the incorporation of concepts such as corporate social responsibility (CSR) within corporate communication as a process that called “institutionalization by translation”. The paper aims to develop a micro-meso-macro-perspective to analyze why and how organizations institutionalize CSR with which effects.

Design/methodology/approach – The paper brings together institutional, sensemaking and communication theories. The paper builds on neo-institutionalism to frame the external conditions that foster or hinder the institutionalization of CSR on the macro- and meso-level. And the paper uses sensemaking and communication theories to describe this process on the meso- and micro-level. The paper illustrates the analysis by describing the CSR strategies of a large European energy company.

Findings – CSR can be regarded as an empty concept that is based on moral communication and filled with different meanings. The analysis describes how CSR is internally translated (moralization and amoralization), which communication strategies are developed here (symbolic, dialogic, etc.) and that CSR communications are publicly negotiated. The analysis shows that the institutionalization of CSR bears not only opportunities, but also risks for corporations and can, therefore, be described as a “downward spirale of legitimacy and upward spiral of CSR institutionalization”. Finally, alternative ways of coping with external demands are developed (“management by hypocrisis” and “defaulted communication”).

Practical implications – The paper shows risk and explains more effective ways of building organizational legitimacy.

Originality/value – The originality lays in the macro-meso-micro-perspective on the institutionalization of CSR. It allows the description of this process and its effects from the background of constraints and sensemaking and offers a new perspective on organizational legitimacy building.

Keywords – *Corporate social responsibility, Corporate communications, Trust*

Paper type – *Research Paper*

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Internal Corporate Communication & its Impact on Internal Branding

Perception of Indian Public Sector Employees

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The role of internal corporate communication (ICC) and internal branding has attained particular importance as organizations have begun to treat their own employees as they would treat their customers, recognizing that employees have more to do with the success of a business than virtually any other constituency. The purpose of this paper is to model this ICC process, examining the nature of the process, the outcomes thereof and the variable that has the ability to mediate the process, in the context of an Indian Public Sector Undertaking (PSU). A qualitative approach based on grounded theory has been adopted. It is rare to find a company among Indian PSUs that has undertaken effective internal branding initiatives through its CC department to strengthen the employer brand. The findings of the study establish a relation between CC dimensions and internal branding outcomes. This paper would be of value to researchers and practitioners seeking to understand and promote the specific role of CC in internal communication and internal branding.

A Key Corporate Communication Skill

Listening Critically to Language and its Representations

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A key concern of professional listening is to be objective and seek clarity in the process of messaging. Corporate communicators must be mindful of language behavior as we listen critically to others and construct messages for others. The process of critical listening is considered. Some basic elements of general semantics can be useful to the corporate communicator. Information that parties share with each other is symbolic in nature, projected and abstracted from experience, represented as a map of the situation that leads to labels that are intended to be easily accessible and memorable. Information relevant to deliberations is often represented with a vocabulary that leaves issues ambiguous, but in the process may over claim, or place the information in an unrealistic dichotomous frame that ignores the gray zone of possible resolution. An overriding essential critical listening habit is to separate fact from inference.

Leaders' Communication Strategies for Large-scale Gains

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Abstract: Purpose – Principles, priorities and practices for large-scale gains in communication and external funding are the focus of this paper. It outlines communication priorities and practices of institutional leaders in more than thirty educational institutions located in USA, UK, Canada, Australia and New Zealand - including observations about why, when and how the leaders optimize success, measured by substantial increases in funding.

Methodology/Approach – Consultation and interviews with enterprise leaders in world-class and aspiring educational institutions were conducted, and key results in income, process and actions were reviewed. Analysis of approaches identified key assumptions and practices that shape the leaders' strategic use of communication. The study draws on the findings to describe strategies used for interpersonal communication to engage key stakeholders.

Findings – The discussion identifies communication strategies institutional leaders used for these efforts to

- 1) Assist alignment among board members, senior leaders and operational teams, including field staff.
- 2) Concentrate collaborative effort on major new undertakings.
- 3) Facilitate projects which help the institution to develop an international reputation.
- 4) Catalyze students and educators to use knowledge and develop new knowledge.
- 5) Increase the margin of financial flexibility for the leaders' initiatives.

Conclusions are outlined concerning key critical success factors for start-up, emergent and mature programs to advance beyond benchmarks and to make large-scale gains through the effectiveness of external communications.

Research implications – A distillation of strategy, process and behaviors used in world-class and aspiring educational institutions to lead improvement in the results of external communications.

Practical implications – Useful as a guide for corporate leaders, as well as communication and advancement professionals. The paper will help with framing a specific approach for large-scale gains in engaging stakeholders.

Keywords – Institutional leaders, Large-scale gains, Leader communication, Stakeholder engagement, Funding growth.

Paper type – Research paper

Localism, Regionalism and Globalism in ASEAN Public Relations Practice

Visions, Values and Practices across Nations and Cultures

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Most professional training, textbooks and academic and industry practice in public relations and related fields have traditionally been centered on North America and Europe. However, one of the fastest growing areas of practice in the world is now the Asian region - in which it might be argued that cultural attitudes, political systems and industry structures and practices vary considerably from the West. Does this affect the way practitioners in this region see their roles and the way in which they approach their work - including matters of efficacy, values and ethics? Does it affect what is seen to be important or successful? This paper – drawn from tentative findings of an ongoing doctoral research project – seeks to help answer these questions, through the perspectives of practitioners approached by online survey and in-depth interview across six nations of South East Asia (31 respondents to date). Answers are being revealed to be largely in the affirmative, and this may have important implications for academic understandings and professional practice across the region.

Looking for the Roots of Future Success
Corporate Values to Drive Organizational Change in
Natuzzi Group

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Purpose – *Understand the relevance of corporate values during a change process.*

Approach – *Natuzzi S.p.A. was facing critical challenges and sought new corporate values adequate to the changing context yet grounded in company history.*

The study included: analysis of existing corporate culture; definition of new corporate values and a management code of conduct and finally, strategy to communicate and put them into practice. It consisted of interviews, focus groups and document analysis.

Findings – *To drive a major change, an agreement on corporate values should be based on three premises: the company adopts appropriate practices; managers enact a coherent managerial style; employees contribute accordingly in daily routines. The new values, code of conduct and strategy represent the main content of post crisis communication.*

Research implications – *Qualitative methods are suitable in corporate culture analysis.*

Practical implications – *Corporate values deployment requires apposite managerial, Human Resources and communication practices.*

Keywords – *Corporate values, Culture analysis, Change management/communication.*

Paper type – *Case study.*

Ministers, Disasters, Twitter, and Volunteerism

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In October 2010, a series of natural disasters struck Indonesia: October 10 – flood and landslide in West Papua; October 25– earth quake and tsunami in West Sumatera; and October 26 – volcano eruption in Yogyakarta. It spread rapidly not only through mass media but also more interestingly through cyberspace via the social media network like Twitter. Twitter has been used by not only the commoners, but also the Ministers of Republic of Indonesia. Four Ministers of the 2009-2014 cabinet were found twitting discussing the disasters. This study aims to classify their messages and its purposes. Data were collected from October 4th to November 30th 2010 from their Twitter accounts. By using content analysis, this study classifies the Ministers' tweets into: the messages category (victims, disaster management, aids, volunteer and volunteerism, constraints, alert, and politics; and the purposes of the messages (dissemination, promotion and mobilisation, moderating polemics, supporting the victims and direct volunteers, and showing action. Volunteering needs public figures, in this case the Ministers, to attract participants. The outcome will encourage that the employment of cyber social media network should be used wisely to support social activism campaigns voluntarily.

Keywords - Minister, disaster, Twitter, volunteerism, content analysis

Paper type - Case study

Multiplying Public Interest Information through a Communitarian Radio Casters Workshop

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This practitioner case study demonstrates how a workshop was used by the Brazilian Ministry of Social Development and Fight against Hunger (MDS) to strengthen its ties with stakeholders, in order to multiply public interest information. Despite having one of the biggest budgets among the ministries, MDS receives scarce advertising funds. Thus, campaigns are sporadic and ephemeral, insufficient to communicate with its 60 million beneficiaries, who do not have access to necessary information. The solution was a partnership with communitarian radio stations, which can download and broadcast radio bulletins from MDS website, as well as produce their own content on social development issues. A two-day workshop was given to 700 communitarian radio casters in 13 states, teaching mainly how to cover social development topics. A survey indicates that participants evaluated positively the workshop and are more inclined to multiply MDS information through their programs.

Organizational Communication and Knowledge Management

Separated at Birth, yet Joined at the Hip

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There is an emerging tendency – at least in continental Europe – that the corporate communication function of larger companies tends to enter into some kind of symbiosis with the companies' Knowledge Management function. This should come as no surprise to neither the researcher nor the practitioner; after all, who can say where a corporation's knowledge work ends and where its communication begins – and vice versa? In this paper I will present a theoretical outline of the disciplinary trajectories that have given rise to this symbiosis. In this outline I will address relevant recent aspects of the conceptualizations of 'organization', 'communication' and 'Knowledge Management' respectively and view them – in their synthesis – as an expression of a new practice of communicating knowledge within the field of internal corporate communication. The presentation ends with a case study dealing with pertinent issues of this new practice in corporations.

Keywords: *Internal corporate communication, Knowledge Management, triple helix of disciplinary trajectories*

People Just Like Me

The Rise of the Recognition Business and How it is Affecting Corporate Behavior

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Making the right choice is never easy, and the higher the stakes the more likely it is that we will seek independent objective third-party guidance. Over the past century, a number of organizations emerged to help with those decisions. In the past thirty years, the number of commercial enterprises offering such assistance by way of ratings, ranking and review has increased exponentially. Now, the Internet offers unlimited sources of product, service, and employer ratings and reviews, some trustworthy, some not. How can a company sustain its reputation and its relationships with multiple stakeholders in the face of so much opinion?

Personal Preference or Policy? Language Choice in a European-based International Organization

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Mutual understanding and cross-border synergy in international organizations largely depend on the efficiency of the language(s) used between employees in home and foreign markets. This paper aims to provide insights into how language(s) can be applied efficiently in international companies. It reports on a cross-cultural survey that was conducted in a Dutch international company intending to improve internal communications between Dutch-based and German-based employees. The study shows that although English is a popular language in internal contacts with foreign colleagues, it is not perceived to be equally effective across borders. The results indicate that language background affects experiences with passive as well as active language skills. This suggests that an English language policy can be feasible, but that promotion and facilitation of language use is needed for specific language groups. The study indicates that quantitative academic research may help international companies in formulating a relevant corporate language policy.

Petrobras' Corporate Image Monitoring System

A Decade-long Tool Development Effort and its Results

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At the turn of the century, the Corporate Communications Department of Petrobras embarked on a long-term study regarding clarification of concepts and the creation of an original research method to keep track of the evolution of its image in public opinion and in each of the stakeholders relevant to the company (e.g. employees, investors, third sector,, journalists), in a comprehensive and systematic way. Data are gathered by means of regular and disciplined surveys of representative samples. A mathematical treatment builds up cognitive and affective attributes from questionnaire items, and indicators are calculated from attributes, for each public. The system helps understand the complexities of image movements in time, offers diagnoses of key aspects deserving action, and detects trends. It has become a major resource of the strategic management and of the planning processes of the company, playing a relevant role in the Balance Score Card's corporate map.

A Portrait of the Corporate Communication Officer in Turbulent Times

A Romantic Character with Multiple Identities

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Purpose - *The study explores the role that the CCO plays in supporting and affecting both the spreading of organizational culture and corporate decision-making.*

Approach - *The study develops a qualitative interpretive approach based on autobiographical narrative interviews with the CCOs of the leading Italian companies quoted on the Stock Exchange.*

Findings - *Corporate communication culture is affected by both the CCO's own culture and his capability to manage the power trade-off with the other business functions and to "tell" the organization's story to stakeholders honestly and engagingly. The current CCO appears as a "romantic character" balancing multiple identities to cope with environmental complexity.*

Research implications - *The narrative approach elicits a spontaneous and valuable reconstruction of the educational and professional stories of the CCOs, allowing an in-depth analysis of fundamental encounters and experiences in their corporate communication practice.*

Practical implications - *Leading CCOs' stories provide interesting managerial insights into the pitfalls and opportunities of being a corporate communication manager in turbulent times.*

A Qualitative Study on Corporate Communication Management (CCM)

Antecedents and Consequences

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Corporate communication is a management tool which has arisen in response to increasing concern about complex communication processes within organizations. This study applies the dimensional qualitative research approach to validate the conceptual model, which demonstrates the antecedents and consequences of corporate communication management (CCM). This model suggests that corporate culture, ICT diffusion innovation and corporate leadership are key antecedents of CCM. The model also highlights financial performance and mission achievement as the central consequences of CCM. In addition, the finding also offers an integrated model for corporate communication practitioners to elicit their value of CCM as strategic tools in organizational performance. This paper proposes a more integrated model and practical method of understanding CCM through the perspective of its practitioners.

Relational Risk and Reputational Management

The Case of Pfizer and Trovan Drug Test in Nigeria

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In this paper, we examine the increasing threat that reputational crisis, which stems from the relationships organisations keep with stakeholders, poses to the survival of organisations. We use the case study of Pfizer and the Trovan Drug Test in Nigeria to argue that a key threat to the survival of organisations in a globalised world is relational risk management. We examine the reputational crisis suffered by Pfizer in the trial of Trovan drug on victims of a Meningitis outbreak in Nigeria. With an out of court settlement costing Pfizer more than \$75 million dollars and a dip in its global reputation, relational risk provides useful radar for navigating the minefield of reputational crisis.

Purpose - *In this paper, we propose to examine the impact of relational risk crisis on the reputation of organisations on one hand and the cost of reputational risk on the survival and profitability of the organisation on the other.*

Approach - *This is a conceptual paper utilising the method of case study to challenge and perhaps move the boundaries of our understanding of corporate communications through the lens of relational risk perception.*

Findings - *In an increasingly fluid world, this paper unlocks the potential of a robust relational risk mapping and the ability to anticipate potential threats and opportunities in the relationships organisations keep with different stakeholders as the key to successful strategic reputation risk management.*

Research Implications - *The findings from the case study examined in this paper will improve the way professionals working in the industry approach strategic reputational risk management. It also helps to blur some of the boundaries between communication and management in issue/crisis management.*

Practical Applications - *Relational risk management will be useful for professionals working in the areas of risk and reputation management in both private and public sector organisations.*

Keywords - *Reputation Management, Issues Management, Stakeholders Relations, Risk Communication*

Resistance to Change in Process Management

The Petrobras Case

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This paper was based on an exploratory case study carried out regarding the implementation of process management at the Corporate Communications area of Petróleo Brasileiro S.A. - Petrobras, which is headquartered in Rio de Janeiro - Brazil. The main goal was to single-out the causes and manifestations of resistance to the implementation of Business Process Management (BPM) projects and share experiences and findings that may be useful not only to Petrobras, but also to other organizations experiencing similar contexts.

Keywords: organizational change, resistance to change, process management.

Revealing Corporate Identities

On the Annual Report as the Business Card of the Company

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The annual report is generally known as the “calling card” (e.g. Preston, Wright & Young, 1996; Lewald, 1996; Dalhoff, 2010) of a company and reflects - as does any other piece of communication - the corporate identity of a company. As the calling card of the company, it is often used as a means of public relations. Due to the fact that the annual report is used by companies to meet legal requirements concerning their financial statements, though, it is first and foremost a statutory document. Moreover, it is one of the most important investor relations tools (cf. Ryan and Jacobs, 2005; Marcus, 2005; Guimard, 2008). From a communicative perspective the annual report is a complex genre with two potentially conflicting communicative purposes: to give a true and fair view of the state of the company’s affairs (cf. the annual report as an investor relations tool) and to provide a positive image of the company (cf. the annual report as a public relations tool) (Ditlevsen, 2006).

Following this, it is the aim of this paper to discuss the communicated identities (cf. Balmer & Greyser, 2003), or the corporate identities (Cornelissen, 2008), as it were, as they are expressed visually in the annual reports of six Danish annual reports from different sectors of business and industry. On the basis of a visual analysis from a communicative perspective, the analysis seeks to demonstrate how and to which extent the annual report as a statutory document is used strategically by companies as both a means of investor relations and public relations in order to position the company as attractive to investors and other stakeholders.

The paper is structured in six sections. After a short introduction to corporate identity, the annual report is presented in section two as a complex genre. This is then followed by a presentation of the corpus in section three and a presentation of the visual analysis in section four. In section five the findings are presented and discussed and the final section six contains concluding remarks.

The Role of Internal Communication in Employee Engagement

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The purpose of this paper is to review literature related to the role of internal communications in employee engagement. A range of recent publications related to internal communication and employee engagement are discussed with an emphasis on leadership communication, internal marketing/branding and the use of technology applications such as intranets and social media. This paper provides an overview of suggested best practices and recent research findings in each area.

A Staff-Student Research Initiative on Corporate Social Responsibility

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In this presentation we will discuss an on-going initiative at a university in the Gulf Region to introduce business majors to the ways in which corporations communicate their CSR efforts to major groups of stakeholders. Students first become familiar with the literature on both CSR and corporate communication, and they then engage in their own research projects focusing on the communication surrounding CSR in the United Arab Emirates. Projects in the past have either been corpus-based, that is, the student-researchers have collected examples of the ways in which CSR is projected, or they have investigated stakeholders' attitudes to different types of campaign within both the expatriate community and the local Emirati community. The initiative has raised students' awareness of the role played by CSR within the UAE economy and it has also shed light on the similarities and differences between the ways in which CSR is viewed by stakeholders in the developed world and those in emerging economies.

Keywords: *Corporate social responsibility, communication strategies, undergraduate research, case study/research.*

Survivors' Discursive Construction of Organizational Identification after a Downsizing

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This study examines how surviving employees discursively construct organizational identifications after a downsizing in a large Scandinavian telecommunications company. Further, the analysis reveals which factors in survivors' discourse are determining for the creation of their organizational identifications. Discourse analysis of the interview data indicate four types of employee identification response categories: 1) non-identification caused by indifference, 2) identification fuelled by job identification, consensus as to the downsizing strategy, sense of procedural justice and acceptance of transactional contract, 3) contextual dis-identification due to radical, cultural changes, elimination of networks and poor corporate reputation, and 4) procedural dis-identification caused by lack of procedural credibility, disrespect and responsibility avoidance. The results of this study indicate that a strong identification with the pre-downsized organization seems to foster a strong sense of dis-identification with the post-downsized organization. The implications of these findings are discussed and recommendations for future research are provided.

Uncertainty and Corporate Communication Practices The Forgotten Value of Communication Theory?

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The global economic meltdown and the quest for alternatives to fossil fuels and the impact of climate change have all brought about the intensification of uncertainty that has engulfed the global community. Not only has this global predicament compelled governments and business corporations to think differently about their operations, most definitely this situation has brought about a rethink of how communication scholars should teach the discipline of human communication and by implication Corporate Communication. More so if one would argue that one of the most inherent functions of communication and Corporate Communication practitioners is indeed to reduce uncertainty.

*The **purpose** of this paper is to argue that communication and uncertainty are inextricably intertwined processes and the most basic “tools” to be used to assist professional communicators to deal with uncertainty are through the selection and use of communication theories. The **methodology** of this paper is reflective and a short analysis of the value and contribution of selected theories from different schools of thought and its contribution to the teaching and practice of Corporate Communication is presented to address the purpose of this paper.*

Use of New Media in Government Crisis Communication

Assessing Exigency, Effectiveness, and Expedience

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A dialogic communication is suggested to be one where a relationship between the organization and the public exists (Kent & Taylor, 1998). Building on this concept, this paper attempts to develop a theory-based framework to foster and enhance a dialogic relationship between governments and their stakeholders. This is done by evaluating how governments used new media to communicate during national crises. Two cases are examined: The travel alerts issued by the US government on potential terrorist attacks in Europe in October 2010 and the Cheonan crisis in Korea in March 2010 where a South Korean naval vessel was attacked by North Korea. While both governments communicated expeditiously through official websites and Twitter updates, the quality of the content and form could be improved substantially. Practitioners can get an insight of how form and substance in new media can be harnessed to communicate crisis.

Utility Economic Development

A Leader in Community Growth and Sustainability

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This presentation will describe the commitment made by utilities to the growth and sustainability of the communities they serve. Since most electric and gas utilities operate in geographically defined service territories, they are part of the community fabric, and as such, can only thrive and provide customer and shareholder value if they operate in vibrant, economically sustainable communities. It is in their best interest to contribute to this economic vitality, help create jobs and tax ratables through their policies and practices.

This discussion will describe the incentives developed to attract, expand and retain desirable business customers and how his utility partners with agencies of varying types on the local and state level to create economic growth. Due to concerns about the environmental quality of the New York metro area, he will address means of encouraging residential and business customers to purchase green sustainable power as an alternative to finite supplies of fossil fuels used to produce energy. The presentation will feature information about energy savings strategies that can both save energy for future generations and save customer's money on their current energy bills. As permanent members of the communities they serve, utilities can be a reliable source of superior long-term solutions for community planners.

The Voicing of ONE by Many

Rethinking Integration within Communication and Brand Management

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Integration is a key component within communication, marketing and branding. Benefits include synergetic representations, increased credibility and transparency. However, integration may be problematic. With the purpose of re-conceptualizing integration in communication and brand management, we discuss how organizational self-understanding and self-presentation are challenged by consumer resistance as integrative communication practices prevent organizations from fully engaging in meaningful stakeholder dialogue. Framed by a review of integration, Arla Foods' 'ONE' is analyzed as an exemplary case of integrated communication. Subsequently, the case is approached from a critical consumer perspective, drawing on empirical studies of consumer responses to Arla Foods as ONE. In conclusion, an alternative approach to integration is presented replacing "one voice, one sound, one story" with an emersion of the organization into consumer narratives and market cultures. Re-articulating integration carries different practical implications e.g. listening, self-reflection and co-development.

Keywords - *integrated communication, corporate communication, corporate branding, corporate marketing, IMC, consumer resistance, co-creation*

What Knowledge – What Skills?
**Perceptions of Finnish Corporate Communications Professionals of Competencies
Required in the 2010s**

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This paper presents a survey study (N = 175) that investigated Finnish communications professionals' perceptions of the present and future competencies required in the profession. From the perspective of a recently established academic program, we wanted to find the main trends that affect the professionals' work. At the same time, our aim was to set a basis for subsequent studies that would further examine the strategic significance of communication and the 'communicative turn' in corporations, and the impact of these trends on an academic program. The findings of the survey are discussed under four themes: (1) Communication as a strategic function; (2) Key knowledge required of the operating environment; (3) Key communication skills required; (4) The most suitable education for corporate communicators. We conclude by a brief discussion of the perceived future challenges that include the ever-increasing technological development and the advancing globalization. One of the key implications of the study relates to program design; we argue that combining communication studies with studies of business & management seems to offer the approach that meets the complex and multi-dimensional requirements of the profession.

Women Managers as Primary Family Breadwinners Workplace Communication Challenges

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The purpose of this study is to explore workplace communication strategies and career identities of a unique subset of contemporary managers: professional women who serve as their families' breadwinners and are married to stay-at-home fathers. Currently, 12% of women earn more than 60% of family incomes while just under 3% of families report being entirely dependent on a wife's earnings (Bureau of Labor Statistics, 2010). Previously, married women's paid work was positioned as secondary to their husbands' careers and economically optional. Yet today, women are adopting, adapting, and/or transforming workplace notions of the 'company man' and the 'working mother' in unprecedented ways. Through an analysis of interviews with 47 female breadwinners, we explore three communication challenges: (a) revealing (or not) their atypical work-life arrangement to co-workers and upper-management, (b) negotiating work-life boundaries with their at-home spouses, and (c) constructing career identities in relation intensive mothering (Hays, 1999) societal norms.

Keywords - Internal Communication, Work-Life Conflict, Female Breadwinners, Careers
Paper Type - Research

(Paper was not available at time of publication)

Workplace Friendship in Iranian Organizations

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The main objective of this study is to determine the nature of the relationship between workplace friendship and organizational commitment. Data were collected via a questionnaire survey of 302 employees in two Iranian organizations. The relationship between two dimensions of workplace friendship, which included Friendship Prevalence and Friendship Opportunity, and three components of organizational commitment (Affective, Continuance, and Normative Commitment) were examined using the Spearman Rho correlation.

The findings indicate that the level of Organizational Commitment and Workplace Friendship are rather high among the administrative staff of the two companies. The overall pattern in the relationship suggests that workplace friendship has a significant influence on organizational commitment among the respondents.

Keywords - *Organizational Informal Relationship, Workplace Friendship, Organizational Commitment*



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