

CORPORATE COMMUNICATION INTERNATIONAL

A global center for information and knowledge on corporate communication



CONFERENCE ON CORPORATE COMMUNICATION 2014

June 3 – 6, 2014

The Hong Kong Polytechnic University

ABSTRACTS OF CONFERENCE PROCEEDINGS

Sponsored by Corporate Communication International at Baruch College/CUNY

Offered in association with *Corporate Communications: An International Journal*

Hosted by CCI – The Hong Kong Chapter, Department of Chinese and Bilingual Studies, The Hong Kong Polytechnic University



Michael B. Goodman, Ph.D., Conference Chair & Director
CCI - Corporate Communication International at Baruch College/CUNY, USA
Regional Editor - North America
Corporate Communications: An International Journal, UK

Christina M. Genest, M.A., Conference Coordinator & Associate Director
CCI - Corporate Communication International at Baruch College/CUNY, USADaniel W.C. So, Ed.D., Conference Host & Founder, CCI – The Hong Kong Chapter, Department of Chinese & Bilingual Studies, The Hong Kong Polytechnic University

Valentina Chan, M.Sc., Conference Coordinator, CCI –The Hong Kong Chapter Department of Chinese & Bilingual Studies, The Hong Kong Polytechnic University

In partnership with …

CCI – The Baruch Chapter, Master in Corporate Communication, Department of Communication Studies, Baruch College/CUNY, USA

CCI – The Hong Kong Chapter, Department of Chinese & Bilingual Studies, The Hong Kong Polytechnic University, Hong Kong

Australian Journal of Communication and The Writing, Editing & Publishing Program, Faculty of English, Media Studies & Art History, The University of Queensland, Australia

Centre for Corporate Communication, School of Business and Social Sciences, Aarhus University, Denmark

Corporate Communication, Department of Communication, Aalto University School of Economics, Finland

Department of Strategic Communication, Lund University, Sweden

IULM University Milan, Italy

Richard T. Robertson School of Media & Culture, Virginia Commonwealth University, USA

Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore

Published June 2014 by CCI - Corporate Communication International at Baruch College/CUNY, New York, NY. Please contact the authors for permission to reprint.

Editor
Christina M. Genest
CCI - Corporate Communication International
at Baruch College/CUNY

with the editorial assistance of

students and alumni of the
MA in Corporate Communication,
Department of Communication Studies
Baruch College, City University of New York, USA
Cori Carl, Xiaoyu Chen, Priyanka Dave, Khiara McMillin,
Omairys Rodriguez, and Susanne Templo

and with special gratitude to

Roslyn Petelin

and the students and alumni of the
Writing, Editing & Publishing Program
The University of Queensland, Australia
Hugo Brimblecombe, Lucille Cruise-Burns, Kimberly Ellis,
Megan Harris, Rebecca Frances Harris, Katherine Lee,
Catherine Moller, Leith Reid, Natalie Repetto,
Teagan Kum Sing and Kimberley Smith

Contents

An Introduction:
Communicating Strategic Change – The Continuum of Reputation, Issues Management and Crisis Management Is Built on a Positive Corporate Culture
Michael B. Goodman, Conference Chair…….…….....viii

Corporate Communication International's Conference on Corporate Communication 2014…….….xviii

'AP' Stands for 'Associated Press': Defining the Success of the World's Oldest Media Company's First Rebranding
Hal Hilliard, MA in Corporate Communication, Department of Communication Studies, Baruch College/CUNY & Associated Press, USA……1

Are We Overloading Employees?
Vanessa Marcié, BondPR, UK & I3M research laboratory of Nice-Sophia Antipolis University, FRANCE……..……..……..…..2

Brand Crisis Communication through Social Media: A Dialogue between Brand Competitors on Sina Weibo
Yan Wang, School of International Studies, University of International Business & Economics, CHINA…….…….3

Building Effective Media Relations with Social Media Influencers
Augustine Pang, Elizabeth Yingzhi Tan, Truda Yue-Ming Kwan, Rachael Song-Qi Lim, Priyanka Bhardwaj Lakhanpal, Wee Kim Wee School of Communication and Information, Nanyang Technological University, SINGAPORE……...…….…….4

Building a Unique Online Corporate Identity of Korean Companies
Rabiah Adawiah Abu Seman, UCSI University and Zulhamri Abdullah, Centre of Entrepreneurial Development & Graduate Marketability, University Putra Malaysia, MALAYSIA…….……....5

Communicating an Air Crash Tragedy on Weibo: A Conflict Communication Analysis of Asiana Airlines' Crisis Responses on Social Media
Yan Jin, Richard T. Robertson School of Media and Culture, Virginia Commonwealth University, USA & Cindy S.B. Ngai & Wing Man Lee, Department of Chinese and Bilingual Studies, The Hong Kong Polytechic University, HONG KONG……..……6

Communication of Corporate Social Responsibility on the Internet: A Case Study of Omani Local Banks
Intisar Said Ali AL Sawwafi, Ibri College of Applied Sciences, OMAN……7

Communication Gaps in Public Policies Implementation: A Case Study in the Secretary of Education, State of Minas Gerais, Brazil
Gilmar J. Santos, Faculty of Administration and Accounting Sciences, The Federal University of Juiz de Fora & Ailza G.A. Amorim, Secretary of Education, State of Minas Gerais, Brazil, BRAZIL……..…8

A Comparative Study of Chinese and German Automobile Companies on Chinese Social Media
Sabine Einwiller, Department of Communication, Johannes Gutenberg-University Mainz, GERMANY & Cindy S.B. Ngai, Department of Chinese and Bilingual Studies, The Hong Kong Polytechic University, HONG KONG……..9

Corporate Communication in the Boardroom: The Presence of Chief Communication Officer on Top Management Teams
Irene Pollach, Department of Communication, School of Business and Social Sciences, Aarhus University, DENMARK……..……..10

Corporate Communication Incorporated: Perceptions of Corporate Communication among Danish Museum Professionals
Anna Karina Kjeldsen, Center for Corporate Communication, Department of Business Communication, School of Business and Social Sciences, Aarhus University, DENMARK……11

Corporate Communication Practices and Trends in Hong Kong 2012 – 2014
Daniel W.C. So, Cindy S.B. Ngai, Patrick P. K. Ng, Doreen D. Y. Wu, Valentina Y.K. Chan, Rining Wei, Thomas C.F. Pang, Department of Chinese and Bilingual Studies, The Hong Kong Polytechnic University, HONG KONG…….…….12

The Corporate Communication Process and Environment in Hong Kong: A Descriptive and Theoretical Analysis with Comparisons with Other Asian Countries
Bertha Di-Babcock, ABC – Association of Business Communicators & City University of Hong Kong with panelists: Estrid Wai, Green PR Limited and Desmond Marshall, Rouge Luxury, HONG KONG……14

Corporate Response to Potential Reputation-Damaging Incidents
Roger W. Hutt, Arizona State University, USA……..…...…15

Corporate Social Media Spokesperson: Who should speak on behalf of the organization in times of crises?
Ratna Damayanti, Stacey Ann Rodriguez, Samuel Chua, Augustine Pang, Wee Kim Wee School of Communication and Information, Nanyang Technological University, SINGAPORE…….....16

Creating Organizational Conditions for Employees' Strategic Communication Behaviour: The Role of Listening Practices
Alessandra Mazzei & Luca Quaratino, Institute of Economics and Marketing, IULM University of Milan, ITALY……....17

Dehistoricizing Hong Kong: Memory Crisis and Communication
Danny W.K. Chan, Hong Kong Community College, The Hong Kong Polytechnic University, HONG KONG…….……..….18

Digital Dialogue: Crisis Communication in Social Media
Øyvind Ihlen, University of Oslo, NORWAY and Abbey Levenshus, University of Tennessee, USA…….……19

Engaging in the Aftermath: An Exploration of the Post-Disaster Role and Use of Organizational Social Media in Joplin, Missouri
Rowena L. Briones, Richard T. Robertson School of Media and Culture, Virginia Commonwealth University, USA & Abbey Blake Levenshus, School of Advertising and Public Relations, University of Tennessee, USA…….…..…..21
.
Ethical Social Media Engagement in a Time of Crisis
Chung-ju Flora Hung-Baesecke, Department of Communication Studies, Hong Kong Baptist University, HONG KONG and Shannon Bowen, School of Journalism and Mass Communication, University of South Carolina, USA……22

Evangelist or Sensualist? Emotional Branding by Top Chinese Corporations on the Changing Internet Landscape of China
Doreen D. Wu and Wei Feng, Department of Chinese and Bilingual Studies, The Hong Kong Polytechic University, HONG KONG……..…..23

Evolution of Corporate Visual Identity: The Case of Chinese Heritage Brands
Chaoyuan Li, Department of Chinese and Bilingual Studies, The Hong Kong Polytechic University, HONG KONG…….……...……..24

Facial Expressions of Emotion: Identification on Big or Small Screen
Ernest Franklin Martin Jr. & Vivian Medina-Messner, Richard T. Robertson School of Media and Culture, Virginia Commonwealth University, USA…….……..25

Framing IT and Government
Annette Klarenbeek, Hanze University of Applied Sciences, Tom Baitens & Jan Maessen, EMMA Communicatie, Roel van Veen, Hanse University of Applied Sciences, Baukje Stinesen, HU University, THE NETHERLANDS……..……...26

Getting CSR Communication Fit: A Mixed Methods Study of Strategically Fitting Cause, Consumers and Company in Corporate CSR Communication
Line Schmeltz, Centre for Corporate Communication, Department of Business Communication, School of Business and Social Sciences, Aarhus University, DENMARK……..….27

Global Expectations, Influences, and Means for Communicating Integrated Non-Financial Reporting
Deborah Rolland, Department of Communicaton Studies, Unitec Institute of Technology, NEW ZEALAND & Jana O'Keefe Bazzoni, Department of Communication Studies, Weissman School of Arts & Sciences, Baruch College/CUNY, USA……...…..….28

How Crisis Managers Define Ethical Crisis Communication Practice: Identifying Organizational Factors that Influence the Adoption of Ethical Stances
Yan Jin & Joshua Smith, Richard T. Robertson School of Media and Culture, Virginia Commonwealth University, USA & Augustine Pang, Wee Kim Wee School of Communication and Information, Nanyang Technological University, SINGAPORE …….…..…….29

"I Heard it Through the Vine App": Exploring the Use of Short Form Mobile Advertising and its Implications for Mobile Health Design and User Experience
L. Simone Byrd, Alabama State University, USA…….….30

Image Repair and Brand Recovery Strategy: Findus Nordic and the Horsemeat Scandal
Jesper Falkheimer, Department of Strategic Communication, Lund University, Campus Helsingborg, SWEDEN…….……...…...31

Information versus Relationship: Dominant Factor of Employee Engagement. The Uses of Exploratory Factor Analysis as Evidence in Indonesia
Rino F. Boer & Novi Yanti, The London School of Public Relations Jakarta, Indonesia, INDONESIA…….…..32

Legal Aid Decision Letters and Plain Language: Advice for the Vulnerable
Roslyn Petelin & Dorothy Proellocks, School of English, Media Studies, & Art History, The University of Queensland, AUSTRALIA……...33

Managing the CEO Image: Overexposed or Understated?
Ratna Damayanti, Truda Yue-Ming Kwan, Janet Lim, Cuili Ng, & Augustine Pang, Wee Kim Wee School of Communication and Information, Nanyang Technological University, SINGAPORE……..34

Multicultural Workplace: A Challenge to Internal Crisis Communication?
Silvia Ravazzani, Center for Corporate Communication, Department of Business Communication, Aarhus University, DENMARK…….....35

The Multinational Mining Corporations, Host Communities and Corporate Social Responsibilities: A Quest for a New Approach
Lazaro Nyalandu, Natural Resources and Tourism, David Haruna Mrisho & Gibson Godwin, Department of Public Relations and Advertising, St. Augustine University of Tanzania, TANZANIA……36

Nature and Impact of Strategic Corporate Communication in Indian Service Sector Organizations
Mala Sinha, Faculty of Management Studies & Perveen, PGDAV College, University of Delhi, INDIA…….37

Perceptions of Thanks in the Workplace: Use, Effectiveness, and Dark Sides of Managerial Gratitude
Crystalee Beck, MA in Professional Communication, Weber State University, & MarketStar Corporation, USA……..38

Public Relations Media Uses for Public Participation Building of Southern Rajabhat Universities in Thailand
Methawee Kaeosanit, Faculty of Management Sciences, Nakhon Si Thammarat Rajabhat University, THAILAND & Jamilah Ahmad, School of Communication, Universiti Sains Malaysia, MALAYSIA……..39

Repurposing American History: Steel Production Ends in Bethlehem, Pennsylvania
June West, Darden School of Business, University of Virginia, USA……...40

Reputation Repair: Rebranding as a Strategy
Kelley Bertoli, Master in Corporate Communication, Department of Communication Studies, Baruch College/CUNY & Tweezerman International, USA……..41

Role of Internal Communication in Building Sports Commitment: A Survey of Indian Cricket Players
Neha Sharma, Faculty of Management Studies, Dehradun Institute of Technology;
Navodita Ahuja & T.J. Kamalanabhan, Department of Management Studies, Indian Institute of Technology Madras, INDIA……...42

Seizing the Moment: Social Media, Protests and Crisis Communication in the Jill Meagher and Jyoti Singh Pandey Cases
Amiso M. George, Texas Christian University, USA and Cathy Farrell, Swinburne University of Technology, AUTRALIA……..43

Shareholders and Managers: Who Cares More about Internal Corporate Social Responsibilities?
Yixi Ning, School of Business Adminstration, University of Houston - Victoria & Jaesub Lee & Zhiwen Xiao, School of Communication, University of Houston, USA……44

Sisters Are Doin' It to Themselves: Examining Messages on Women and Leadership in Sheryl Sandberg's Lean In
Courtney Kurysh, Master in Corporate Communication, Department of Communication, Baruch College/CUNY, USA & Nulogy Corporation, Canada……..45

Small Local Business on Facebook: An Initial Survey
Chyng-Yang Jang, Department of Communication, University of Texas at Arlington, USA…...46

Social Media Crisis Preparedness of Organizations in Singapore
Christabel Reena David & Augustine Pang, Wee Kim Wee School of Communication and Information, Nanyang Technological University, SINGAPORE…….…..47

Social Media ROI: Case Study on Social Driver's Journey in Creating New Industry Standards for Social Media Measurement
Candace P. Parrish, Virginia Commonwealth University, USA……..…..48

Social Media's Value in a Crisis: Channel Effect of Stealing Thunder?
Timothy Coombs, Nicholson School of Communication, University of Central Florida, USA; An-Sophie Claeys, KU Leuven, BELGIUM and Sherry Holladay, Nicholson School of Communication, University of Central Florida, USA……49

Succesful Leadership in Complex, Emotional and Collaborative Situations: The Realities of Listening and Cognitive Depletion, and the Impact of Decision-Making
Alan R. Ehrlich, The Center for Listening Disorders Research, USA & Don R. Swanson, Department of Communication, Monmouth University, USA……..50

Telemarketing: The Effective Communicative Strategy of the Promotion of Innovative Banking Products and Services in the Intercultural Environment of Kazakhstan
Sholpan Kairgali, ID Drive Innovative Training Center, N. Zhagiparov & I. Yespenbetova, Kazhommertsbank JSC, KAZAKHSTAN……..51

Towards a Strategic Communication Paradigm: An Analysis of the South African Communication Industry
Sonja Verwey & Andrea Crystal, Department of Strategic Communication, University of Johannesburg, SOUTH AFRICA……53

Understanding Fast Diffusion of Information in the Social Media Environment
Boyang Zhang, Department of Communication, University of Jyväskylä; Alexander Semenov, Department of Mathematical Information Technology, University of Jyväskylä; Marita Vos, Department of Communication, University of Jyväskylä and Jari Veijalainen, Department of Computer Science and Information Systems, University of Jyväskylä, FINLAND……..…...55

Understanding Work-related Social Media Behaviors: An Extension of the Theory of Planned Behavior
Joost Verhoeven, Ward van Zoonen & Wim Elving, Amsterdam School of Communication Research, University of Amsterdam, THE NETHERLANDS……..……..56

User Generated Brand Risk within Communities of Affinity of South African Cellular Service Providers
Sonja Verwey & Clarissa Muir, Department of Strategic Communication, University of Johannesburg, SOUTH AFRICA……..……..57

Vocal Variations and Sincerity: Using Human Bioacoustics (Voice Profiling) and Perceptions of Corporate Communicator Speech
Ernest Franklin Martin Jr., Richard T. Robertson School of Media and Culture, Virginia Commonwealth University & May Yan Chang, The Voice Analyst, USA……...59

When a Pandemic Strikes: Toward the Social Media Pandemic Communication Model
Wei Lim, Norshima Binte Abdul Aziz, Rachael Song-Qi Lim, , Elizabeth Yingzhi Tan & Augustine Pang, Wee Kim Wee School of Communication and Information, Nanyang Technological University, SINGAPORE……...……61

Conference Workshops…….....62

Conference Keynote Speakers……....64

Conference Sponsors……65

AN INTRODUCTION

Communicating Strategic Change

The Continuum of Reputation, Issues Management and Crisis Management Is Built on a Positive Corporate Culture

Michael B. Goodman, Ph.D., Conference Chair
Director, CCI - Corporate Communication International
Director, Master in Corporate Communication
Baruch College, City University of New York, USA
Michael.Goodman@baruch.cuny.edu

(*NOTE: This Introduction is an excerpt from Chapters 4 & 9 from Goodman and Hirsch,* Corporate Communication: Critical Business Asset for Strategic Global Change. *NY: Peter Lang, in press.)*

The ability to adapt to change is clearly apparent in the way a corporation manages events and situations that are beyond its control. These events are manifestations of the corporation's culture along a continuum of strategies from reputation management, to issues management, to crisis management. Each one is related to the others and often they blend into one another. The success of each is built on the foundation of a positive corporate culture.

Terrence Deal and Allen Kennedy popularized the term corporate culture[1] in 1982 with the publication of their book *Corporate Cultures: The Rites and Rituals of Corporate Life*. The assumptions that form the foundation for a corporate culture are often intuitive, invisible, or just below the level of awareness. Human groups, in an anthropologist's terms, by their nature have a culture -- the system of values and beliefs shaped by the experiences of life, historical tradition, social or class position, political events, ethnicity, and religious forces. In this context, a corporation is no exception. Its culture can be described, understood, nurtured, and coaxed in new directions. But rarely can a corporate culture be created, planned, or managed in the same way that a company creates a product or service. Analyzing the culture of a corporation, when appropriately done, offers powerful insights into the organization's beliefs, values, and behavior.
In analyzing a corporation's culture, they provided the descriptive terms:

- *artifacts and patterns of behavior* which can be observed, but whose meaning is not readily apparent
- *values and beliefs* which require an even greater level of awareness
- *basic assumptions* about human activity, human nature and human relationships, as well as assumptions about time, space, and reality

For corporate communication executives, the central functions of the corporation remain, but they are in the hands of a greatly reduced central staff – much like an orchestra – surrounding the

CEO. The management "span of control" numbers are greatly increased. The challenges, mitigated by the ubiquity of the Web and digital communication, remain:

- Creating a unified culture and vision for the corporation that can be shared by increasing numbers of specialists, complicated by the globalization forces over the last three decades that have negated the contract between the individual and the corporation – much as the "job for life" has disappeared for two generations of corporate employees.
- Motivating the corporation through career opportunities, rewards, and recognition; these traditional human resources (HR) functions now seem more difficult when employees owe no loyalty to the corporation, but their effort is critical to the organization's success.
- Creating a structure that can get work done with a mobile workforce spread over many time zones.
- And the creation of managers who understand that the new communication environment has long since abandoned the "command and control" model of internal communication for the "inform and influence" model and the "be informed and be influenced" model that can work with new forms of social media and the Web.

What is the source of successful organizations that have sustained performance over a long period? The economy? Luck? Corporate excellence?

In this environment of forces that buffet corporations constantly, the sustainable companies are resilient. Such corporations set goals and meet them through professional performance and execution of strategies, supported by a workforce that understands its common vision and shared values. They align their employees with a common purpose. They understand that to accomplish that, they must reinvent themselves as the environment demands, and recruit and retain people who are resilient and drive for renewal. This process is illustrated in a Case Study: Ethnography, Corporate Culture, and Transformation (from Chapter 9 of Goodman and Hirsch, *Corporate Communication: Critical Business Asset for Strategic Global Change*. NY: Peter Lang, in press.). In an interview Pierre Beaudoin, CEO of Bombardier, explains how he transformed his engineering-driven aerospace company into a world-class culture by focusing on customer expectations, teamwork, and continuous improvement. (Simpson, Bruce. "Flying people, not planes: The CEO of Bombardier on building a world-class culture" *McKinsey Quarterly*, March 2011.) Beaudoin explained how he transformed his engineering-driven aerospace company into a world-class culture by focusing on customer expectations, teamwork, and continuous improvement. In his narrative he explains that first, he gained consensus among his management team about the definition of the problem. Then he surveyed his employees to understand how to talk to them about the problem so they could know clearly what the organization valued. He also had to change the management culture so that people would be able to confront facts and face up to issues, without blaming one another. To accomplish this change involved breaking down silos, as well as replacing the "a culture where we valued the "firefighter," the person who would step on everybody but get the job done in a crisis" with one that valued teamwork. He recognized that aerospace is, as Deal and Kennedy called it, a "bet-the-company" culture, one that involves very long-term thinking. They then set three priorities: "creating a rewarding and safe workplace, providing superior customer service, and reducing waste in everything we do." They also identified four leadership skills to make that happen: "people first, teamwork, continuous improvement, drive for results."

Sustainable companies must create and sustain viable corporate cultures, as well as robust processes and metrics to monitor their success, and take corrective actions when needed.

Corporations and organizations shape and influence the behavior of individuals in subtle, yet powerful ways. These forces, like the wind and the tides in natural environments, are often unseen and unnoticed themselves, but their effects can easily be observed. These forces combine to create the culture of a corporation.

Reputation Management[2]

Over the past two decades, most multinational corporations have established formal or semi-formal systems of reputation management. However, there is a wide divergence in how individual companies define reputation management and the processes they use for doing so. Although it is not the most commonly observed model, reputation management properly includes both defensive and offensive elements. Defensive actions, such as crisis communication, mean the ways in which some companies use careful monitoring of emerging issues to plan actions designed to avoid any negative impact on the company's reputation. Offensive actions are all those methods that companies use to enhance their corporate reputations.

Reputation Management Campaigns It is very important that reputation management not become a passive box-checking exercise. While it is clearly of some value to management leaders to be able to show their boards of trustees improving numbers on widely read reputation lists such as Fortune's "Most Admired Companies," performance improvement in reputation requires a more hands-on approach.

A "campaign" approach to reputation is preferable, and the campaign should be reviewed and refreshed annually. The review process forces those people responsible for reputation in the corporation to be very specific about their objectives. Putting a schedule in place for the campaign helps make this possible. Reputation management goals and objectives can be put in the corporate strategic plan for the coming fiscal year as part of the same corporate planning cycles for revenue growth, new product launches, and profitability targets. Having annually-revised reputation goals also helps to keep such programs fresh and attuned to changing market realities.

Reputation Measurement Systems Various reputation measurement metrics are in use today. Most of them are based on asking a select sub-group of stakeholders their opinion about a range of the company's activities and scoring their responses, both positive and negative, on a fixed scale and arriving at a weighted number for an aggregate reputation score. Quantitative opinion metrics are frequently augmented with focus group research. Other systems use market value (i.e. shareholder opinion) as a proxy for the opinion of all stakeholders.

Here are some of the criteria used to measure corporate reputation:

- Easy to do business with
- Consumer-friendly
- Fiscally well-managed
- Long-term growth oriented
- Product/Service innovation
- Ethical business practices
- Socially responsible
- Long term investment

- Globally competitive
- Employee engagement
- Quality of products/services

Issues Management

Another part of defensive reputation management is issues management[3]. It is made up of several elements. These include:

- Proactive monitoring of issues such as the environment, human rights, or corporate governance in which changing trends could cause the company's policies to be singled out for criticism
- Building and maintaining relationships with NGOs and other potential critics so that the companies' positions are well-understood and it gets early warning of changing trends
- Designing and implementing an effective issues response system to ensure that crises are quickly and expertly managed

The quality of the offensive component of a company's reputation management effort is usually a direct product of how rigorously those efforts are measured and how specific they are in seeking to achieve meaningful goals. Reputation management targets should be designed for each key stakeholder audience:

- Employees
- Customers/consumers
- Shareholders
- Communities
- Business partners
- Regulators

While reputation in the aggregate might appear to be an intangible quality, the more specific the desired outcomes with respect to an individual stakeholder group, the more powerful the potential effect. For example, a strong reputation for product innovation with business partners is a generally positive outcome, but much more powerful is seeking to increase the likelihood that a business would look positively on a joint venture because of the original company's innovativeness. Similarly, most companies attempt to improve their standings in surveys that purport to measure how positively employees evaluate them as a "good place to work." More specific metrics, however, such as the perceived value of the company's training, its working environment and its career-building culture are more likely to support positive business outcomes such as strength of recruitment and low turnover.

Issues Mapping and Crisis Communication Planning

While many crises appear to come out of nowhere, in most instances missed warning signals could have alerted the organization to an impending problem. This is why one of the first principles of effective crisis management[4] is sound planning to identify risks and put in place protective plans to manage a crisis should one occur. This process needs to take two distinct but equally important pathways.

In the issues mapping process, the planning team looks at every discrete activity of the organization and maps all of these activities against evolving trends in the global environment. The purpose of this planning exercise is to identify hidden threats and vulnerabilities that, if ignored, have the potential to create a crisis. Some of these vulnerabilities exist in plain sight. A coal mine obviously needs to have highly developed safety and materials handling procedures and a process for responding to any breach of mine protocol. A pizza company, however, might not have thought through the ramifications of their on-time delivery guarantee in a sales model that relies on independent delivery contractors.

In one well known example, a national pizza company offered a delivery guarantee, which created the unintended incentive for its drivers to drive too fast while at the same time imposing the costs of maintaining the vehicles on the independent contractors – the drivers themselves. An analysis of the company's basic business model could have indicated the gradual, and then accelerating increase in the number of accidents involving pizza deliveries.
The issues mapping process creates a robust picture of the threats and vulnerabilities faced by the organization. Once this process is complete, crisis communications planners can determine which of them require changing the way the organization behaves and which require careful monitoring and messaging. The issues identified should form the basis of a keyword search monitoring system to help give the organization early warning of media interest in these topics. Traditionally, these monitoring systems have focused on print and television media but today, organizations should also be monitoring Web sites, search engines, blogs and podcasts, as well as video content on social networking sites.

Crisis Communication Planning Crisis communication defines that area of communications that comes into play when an organization's reputation, as well as its human, physical, financial and intellectual assets come under threat. This threat can be sudden and abrupt, as in an airline accident, or remain dormant for a long time before bursting into public view. The latter form of crisis might be a long pattern of employee harassment by a manager that finally comes to light or a technical incident of financial fraud that is only revealed as the result of an investigation into an unrelated matter.

Regardless of the cause, each crisis requires rapid and consistent decision-making and communications with all affected stakeholders under conditions of stress in which fundamental ethical questions are often in play. As a result of this interplay of factors, organizations can sometimes exacerbate the reputational impact of a crisis through poor communications. From time to time, communications themselves can cause a crisis.

At the same time, the planning team should also be conducting a crisis communication planning exercise. This consists of identifying the individuals in the organization who would need to participate in any crisis response and the ways to quickly convene them in the event of a crisis. Once the individuals have been identified, a communications and decision-making structure appropriate to that organization needs to be created in order to create an effective crisis response. In most crises, rapid information gathering and decision-making can be the deciding factor that separates success from failure.

Another key step at this stage of the process is to pre-position company data and messaging in all of the communications channels available. This could include background materials explaining

the company's value chain, as well as Web sites hidden from view that can be activated at a moment's notice.

The final step in crisis communication preparedness should be a drill that puts the system through its paces. A good drill will help accustom the participants to their roles and unearth hidden limitations to the crisis communications plan. At one German refinery the crisis communication drill revealed the fact that in an actual emergency all of the phone lines in and out of the facility were shut down except the line to police and fire and safety centers, posing a significant problem for communicators trying to deal with other stakeholders in a crisis.

Crisis Onset Even with effective preparedness and a careful issues mapping process, a crisis can take hold with lightning speed and come from any direction. Sometimes the first news an organization has of a crisis brewing is a call from a reporter. In other situations, the crisis is already being covered on every TV channel and across the Web before management has become aware of it.

Regardless of where the first news originates, the crisis response team should be immediately called into action. In the early minutes and hours of the crisis, this team needs to develop the clearest possible view of how the crisis is likely to unfold. The team needs to quickly answer some key questions. These include:

- What steps still need to be taken to manage the crisis itself?
- Who has been harmed and what actions will make them feel the organization has responded effectively?
- Who should speak on behalf of the organization, how frequently and in what forum?
- Which third party entities – academics, think tanks – can be enlisted to speak up in defense of the organization?

These questions are designed to help steer the organization towards a successful and credible public perception in the midst of a crisis. For in effective crisis communications the key determinants are not the severity of the crisis itself, but how the crisis is being handled and how well the company involved is communicating about it. This means that in the early hours and days of a crisis, even before the facts are clear, companies that understand crisis response set up a system by which they can deliver regular updates to the media and other stakeholders. Even if there is little fresh information to share, the mere fact of offering to communicate has beneficial effects: it expresses confidence that the organization can handle the crisis and implicitly accepts the proposition that "the public has a right to know" what's going on.

At the same time, companies need to be aware of "dribbling out" new information. If one of the key goals of any crisis communications effort is to get the story off the front page, then releasing small amounts of new information simply has the effect of providing the media with fresh details to cover for another news cycle. This does not mean the organization under attack shouldn't be communicating. In fact, one of the most valuable tasks to be performed by the crisis teams is to identify the impact of the crisis on various stakeholders and prepare messaging that is specific to each one. In the wake, for example, of a spectacular business loss the media will be simultaneously pursuing stories about the impact on investors, employees, the communities in which the company has major operations, the philanthropic organizations the company has supported and so on.

Being ahead of the game by having reached out to these stakeholders and having appropriate messaging sends a strong signal that the management team understands the ramifications of what has happened and is not just thinking about themselves and the fate of the company but is sensitive to the entire community. One frequently neglected stakeholder group in a crisis is employees. Sharing unfolding events with internal audiences in a timely fashion is one of the hallmarks of good crisis communications.

Mid-Crisis Response Each crisis has its own rhythm but there is often a moment of stasis in mid-crisis when an organization takes or doesn't take the steps that will be required to ensure long term recovery of its reputation. This is the phase in the crisis when the immediate danger is usually over, when the broad outlines of the crisis and what might have caused it are clear and there has been wide coverage of the events involved in the crisis.

Having survived the intense heat of the acute phase of a crisis, decision-makers often mistakenly believe that the worst is over. This moment, however, is precisely the moment that recriminations begin and the public – regulators, the media, analysts -- depending on the crisis, are looking for answers. Astute crisis managers understand that this is the moment when decisions with long-term consequences need to be made. The kinds of questions that come up in this phase are:

- Do we need to retain an independent panel of experts to assess the origins of this crisis and recommend solutions?
- Do we need to close this business unit or fire the CEO?
- Do we need to fundamentally reshape our relationship with our customers?
- Do we need to recall the product?

History is replete with examples of companies that failed to act aggressively at this stage of the crisis. The consumer products company, for example, that decided to stop shipping their products but didn't announce a recall. What happened? Retailers simply removed the products from the shelves themselves. The company that announced the CEO would retire but not for three months? The CEO was gone within two weeks.

At the other end of the spectrum are companies that act too rapidly in their anxiety to find a scapegoat and fire mid-level or lower level employees before the dust has even settled. This is rarely an effective move because it short circuits the period in which the media and the public are still deciding whether there was a fundamental defect in the company's systems that needs to be repaired. Such actions usually evoke negative reactions even when, objectively, a firing might have been justified.

Crisis Recovery Once the acute crisis is over, there are still enormous reputational dangers that lurk in the waters. Even when the news is off the front page, the media and the public will still be looking to see whether the organization has fully understood the nature of the crisis and, as appropriate, changed its behavior to reflect that understanding. This usually involves changing company policy or increasing training programs, replacing aging equipment or agreeing to independent monitoring of its activities for some period of time. (See the Sidebar "Lessons Learned from 'Scandal!")

Investigative reporter for *The New York Times* Ralph Blumenthal and Michael B. Goodman team taught a graduate seminar titled "Scandal!: Communicating with the Media in the Midst of Crisis." It investigated the

To the extent that management changes have been part of the solution, the new management

management of issues, reputation, and damage control, as well as the media practices of investigative journalism, ethical and unethical. The discussion focused on well known recent categories and cases, for example:

- Celebrity Bad Behavior -- Tiger Woods (background), Lance Armstrong
- Financial Crisis -- Drexel Burnham, AIG (background), Rogue Traders (Adoboli - UBS 2012, Jerome Kerviel - Societe Generale 2008)
- Insider Trading -- Martha Stewart (background); Galleon & Rajaratnam & Gupta (McKinsey)
- Accounting Fraud – Enron
- Self-inflicted Crises -- Toyota (Audi 5000 background); B.P.; H.P.; Apple; WalMart
- Illegal and Unethical Actions – NewsCorp; BBC
- Supply Chain-- Apple & Foxconn (Electronics); Walmart & Tazreen Fashions; H&M and the Rana Plaza factory complex (Bangladesh – garments)

Guest experts included investigative journalists and corporate executives who discussed the cases from their unique perspectives as participants. Here is a list of lessons learned generated by the seminar participants:

- Best to tell the media the truth.
- Treat everyone with respect and always get back to reporters. Build your credibility and relationships with reporters.
- If you hurt other people, it's only worse and lasts longer. (i.e. Lance Armstrong - bullying)
- Every scandal is unique. Even if you have the best crisis communication strategy, you still have to change and adapt new ideas.
- No matter how you prepare, you are never quite ready.

- KNOW the facts before you speak.
- Apologize if you've done something wrong.
- Keep employees in the loop.
- Never say "no comment."
- Announce your own bad news and tell your own story.

- Reputation can take years to build up and can disappear in a matter of hours.
- Watch how you behave (power of social media).
- Trust yourself.
- Analyze the risks.
- Don't just say it, back it up with action.

- Have an outside counsel to confide in and help advise you.
- No corporate communicator ever represents the company by themselves.
- Build alliances.
- Never burn a reporter.
- Never say "Mistakes were made." Say "We made mistakes."

- Cultivate a culture of responsibility.
- "When you eat shit, don't nibble"
- "Rip the Band-Aid off."
- Utilize third party validators.
- No right way to do the wrong thing

still needs to demonstrate that the conditions that enabled the crisis have been changed and periodically remind stakeholders that changes have been made. Sometimes, this process can take several years. One well-known casual dining chain was the target of dozens of lawsuits charging systemic racism in the workplace tolerated by management. After this crisis blew up the leadership of the organization made long-term pledges to ensure that minority employees and diners would be treated equitably. The company continued to report on its progress in this effort for many years to come, winning plaudits from the community for its efforts and its perseverance.

The Culture is Key

Even in well-run organizations issues bubble below the surface and can erupt at any time. With a careful crisis response system in place, however, and a commitment to monitoring emerging threats, most organizations can come through a crisis with their reputation intact and sometimes even enhanced.

The key ingredients for good crisis communication are essentially no different from good communication in any setting – openness, clarity, and putting yourself in the other person's shoes, whether that person is an employee, a customer, a shareholder, or a member of the community. The challenge in a crisis is that our natural instinct is to do the opposite – control information, circle the wagons, protect our own, attack the enemy. Overcoming these built-in reactions and looking to the long-term outcomes for the organization are the hallmarks of a true crisis communicator. Those qualities and capabilities define an effective corporate culture and drive a sustainable company.

[1] **Note on Corporate Culture.** Anthropologist Edward T. Hall's works *The Silent Language*, New York: Doubleday (1959); *The Hidden Dimension*, New York: Doubleday (1966); and *Beyond Culture*, New York: Doubleday(1976). Are foundational works on the analysis of corporate culture. W. Charles Redding's *Communication Within the Organization* (1972) articulated his concept of managerial climate which emphasized organizational supportiveness; participative decision-making; trust, confidence, credibility; openness, candor; emphasis on high performance goals. Edgar Schein's body of work (*Organizational Culture and Leadership*, fourth edition, 2010; *The Corporate Culture Survival Guide* 1999, revised 2009) demonstrates how national, organizational, and occupational cultures influence organizational performance. Terrence Deal and Allen Kennedy's *Corporate Cultures: The Rites and Rituals of Corporate Life.* Addison-Wesley, 1982 is discussed here for its wide use and accessibility. We also recognize Geert Hofstede's seminal work *Cultures and Organizations: Software of the Mind* (2nd Edition with his son Gert Jan Hofstede, 2005); his student Fons Trompenars's *Riding the Waves of Culture*: *Understanding Cultural Diversity in Business,* New York: McGraw-Hill (1993); and the GLOBE Study *Culture, Leadership, and Organizations*, Eds. House, Hanges, Javidan, et. al. Sage, 2004). We have found useful tools to unlock corporate cultures in *Ethnography and the Corporate Encounter: Reflections on Research in and of Corporations*, Ed. Melissa Cefkin. NY: Berghahn Books, 2010; Ott, J. Steven. *The Organizational Culture Perspective*. Pacific Grove, CA: Brooks/Cole Publishing, 1989. Keyton, *Communication and Organizational Culture*, Sage, 2011. We discuss corporate culture at length in our *Corporate Communication: Strategic Adaptation for Global Practice.* NY: Peter Lang, 2010; and in my *Intercultural Communication for Managers*, NY: Business Expert Press, 2013.

[2] **Note on Reputation Management** In our *Corporate Communication: Critical Business Asset for Strategic Global Change.* NY: Peter Lang, (in press) in Chapter 5 there is a discussion of reputation management, and Chapter 9 includes an analysis of Ron Alsop's *The 18 Immutable Laws of Corporate Reputation: Creating, Protecting, and Restoring Your Most Valuable Asset*, NY: Free Press, 2004. In 2001 in our "Reputation Management: The New Face of Corporate Public Relations?" (*Public Relations Review* 27 , 2001, 247-261), Jim Hutton and I, with Jill Alexander and Christina Genest discuss the growth in reputation management and the issues concerning consensus about its definition, reputation measures, and when and how (and even whether) reputation can be "managed." The debate began with Charles Fombrun's articles in *The Harvard Business Review* and the *Academy of Management Journal* in the early 1990s and his book *Reputation: Realizing Value from Corporate Image*, Harvard Business School Press, Boston, 1996. There are numerous journals on the subject including *Corporate Reputation Review* and *Reputation Management*. Some of the books on the subject include: Doorley, John, and Helio Fred Garcia. *Reputation Management: The Key to Successful Public Relations and Corporate Communication*, NY: Routledge, 2007; Balmer, John M.T. and Steven A. Greyser, *Revealing the Corporation: Perspectives on Identity, Image, Reputation, Corporate Branding, and Corporate-level Marketing*, NY: Routledge, 2003; Aula, Pekka and Saku Mantere, *Strategic Reputation Management: Towards a Company of Good*, NY: Routledge, 2008; Davies, Gary, *Corporate Reputation and Competitiveness*, NY: Routledge, 2003; Seitel, Fraser P. and John Doorley, *Rethinking Reputation: How PR Trumps Marketing and Advertising in the New Media World*, NY: Palgrave Macmillan, 2012.

[3] **Note on Issues Management** According to The Public Affairs Council, "Issues management involves prioritizing and proactively addressing public policy and reputation issues that can affect an organization's success. Many large companies use issues management techniques to keep their external relations activities focused on high-priority challenges and opportunities." The Issue Management Council *http://issuemanagement.org/learnmore/professional-standards/*defines it this way: "An issue exists when there is a gap between stakeholder expectations and an organization's policies, performance, products or public commitments. ***Issue management is*** … the process used to close that gap… a formal management process to anticipate and take appropriate action on emerging trends, concerns, or issues likely to affect an organization and its stakeholders … an outside-in cultural mindset and linkage between an organization and its stakeholder ecosystem. This linkage enhances responsiveness to change and acknowledges and attempts to balance the myriad expectations of affected entities and individuals… genuine and ethical long-term commitment by the organization to a two-way, inclusive standard of corporate responsibility toward

stakeholders…. Issue management involves but does not solely focus on the following disciplines: Public relations, lobbying or government relations; Futurism, trend tracking or media monitoring; Strategic or financial planning; Law. ***Issue management is not*** One-way control of public policy issues; Spin or damage control; Defensive delay and deflection activities to crush opponents; Reactive fire-fighting in a crisis mode; superficial imposition of a set of values and way of doing business on an institutional culture that neither understands nor embraces it."

[4] **Note on Crisis Communication and Management** Historically, the way Johnson & Johnson managed the Tylenol poisoning crisis in early 1986 set the benchmark for crisis communication and management. One of the first books on the subject was *When It Hits the Fan: Managing the Nine Crises of Business* (Boston: Houghton Mifflin, 1986) by Gerald C. Meyers, former Chairman of American Motors. Cases for corporate crises appear regularly in the pages of *The New York Times*, *The Wall Street Journal*, and the *Financial Times*. Our focus is on mitigating crises in the first place by understanding the continuum from a positive corporate culture, to a strong reputation, and through a robust issues management practice. Among the wealth of publications on crisis communication and crisis management are: *Handbook of Risk and Crisis Communication* Eds. Robert L. Heath and H. Dan O'Hair, NY Routlegde, 2009; Coombs, W. Timothy, *Ongoing Crisis Communication: Planning, Managing, and Responding*, 3rd Ed. LA: Sage, 2012; Crandal, William Rick, *et.al.Crisis Management: Leading in the New Strategy Landscape*, 2nd.Ed. LA: Sage, 2014; Ulmer, Robert R., *et. al. Effective Crisis Communication: Moving from Crisis to Opportunity*, LA: Sage, 2011*; Crisis Communication: Practical PR Strategies for Reputation Management and Company Survival*, Ed. Peter Anthonissen, London: Kogan Page, 2008; Harmon, Jon F. *Feeding Frenzy: Trial Lawyers, the Media, Politicians and Corporate Adversaries: Inside the Ford-Firestone Crisis*, NY: Eloquent Books, 2009.

Corporate Communication International
Conference on Corporate Communication 2014

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

It is in this spirit that once again corporate executives and university scholars met at The Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong to exchange information and explore communication from a global perspective.

CCI's Conference on Corporate Communication 2014 is intended to:

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

The three-day conference features speakers joined by attendees from: Australia, Brazil, Canada, China, Denmark, France, Germany, Hong Kong, Kazakhstan, Italy, India, Indonesia, Malaysia, The Netherlands, New Zealand, Oman, Philippines, Singapore, South Africa, Sweden, Tanzania, Thailand, UK and USA.

The papers published here were selected based on a peer review process. They were edited for the Proceedings by Christina Genest, CCI Associate Director, with the editorial assistance of students and graduates of the MA in Corporate Communication, Department of Communication Studies, Baruch College, City University of New York (New York, NY): Cori Carl, Xiaoyu Chen, Priyanka Dave, Khiara McMillin, Omairys Rodriguez, and Susanne Templo and the students and graduates of the Writing, Editing & Publishing Program, University of Queensland (Brisbane, Australia): Hugo Brimblecombe, Lucille Cruise-Burns, Kimberly Ellis, Megan Harris, Rebecca Frances Harris, Katherine Lee, Catherine Moller, Leith Reid, Natalie Repetto, Teagan Kum Sing and Kimberley Smith. We especially thank Roslyn Petelin, Ph.D. who coordinated the editorial assistance of her students and graduates at the University of Queensland. We appreciate the hard work of all the Proceedings editors.

We thank CCI – The Hong Kong Chapter, sponsored by the Department of Chinese and Bilingual Studies at The Hong Kong Polytechnic University, for hosting CCI's Conference on Corporate Communication 2014. It was our pleasure to work with their Conference Organizing Team:

Daniel So, Ed.D, Conference Host & Chapter Founder

Valentina Chan, M.Sc., Conference Coordinator

Wilson Yip, Conference Project Manager

and Cindy S. B. Ngai, Ph.D.; Doreen D. Wu, Ph.D.; Patrick Ng, MS.Sc. and the Department of Chinese and Bilingual Studies Communication Team. Thank you for your generous donation of time, talent and resources contributed to conference logistical planning and support and for your warm hospitality.

We are also grateful to the members of the CCI Conference on Corporate Communication 2014 Program Committee for their insight and expertise in making this conference a success. They are:

Norman Booth, D.Litt., Coyne Public Relations, USA*

Wim J.L. Elving, Ph.D., University of Amsterdam, The Netherlands

Jesper Falkheimer, Ph.D., Lund University, Sweden

Finn Frandsen, Mag. Art., Aarhus University, Denmark

Christina M. Genest, M.A., CCI at Baruch College/CUNY, USA*

Michael B. Goodman, Ph.D., Baruch College/City University of New York, USA*

Roger Hutt, Ph.D., Arizona State University, USA*

Yan Jin, Ph.D., Virginia Commonwealth University, USA*

Anne Kankaanranta, Ph.D., Aalto University School of Economics, Finland

Alessandra Mazzei, Mag. Art., IULM University of Milan, Italy*

Augustine Pang, Ph.D., Nanyang Technological University, Singapore

Roslyn Petelin, Ph.D., The University of Queensland, Australia*

Jo-Ann Straat, M.A., Daiichi Sankyo, USA*

Pat Scott, Ph.D., University of Pennsylvania & Uhmms Corp., USA*

Daniel W.C. So, Ed.D., The Hong Kong Polytechnic University, Hong Kong*

Don Swanson, Ed.D., Monmouth University, USA*

*Abstract & Paper Reviewers

Additionally, we thank the following contributors to the Conference on Corporate Communication 2014:

Conference Awards Sponsors

Corporate Communications: An International Journal, Emerald Group Publishing Limited

Uhmms

Conference Panel Sponsors

ABC – Association for Business Communication

Pfizer Inc

CCI Chapters

CCI - The Baruch Chapter, Master in Corporate Communication, Department of Communication Studies, Baruch College/CUNY, USA

CCI - The Hong Kong Chapter, Department of Chinese & Bilingual Studies**,** The Hong Kong Polytechnic University, Hong Kong

CCI Academic Partners

***Australian Journal of Communication* & The Writing, Editing & Publishing Program**, Faculty of English, Media Studies & Art History, The University of Queensland, Australia

Centre for Corporate Communication, School of Business and Social Sciences, Aarhus University, Denmark

Corporate Communication, Department of Communication, Aalto University School of Business, Finland

Department of Strategic Communication, Lund University, Sweden

IULM University of Milan, Italy

Richard T. Robertson School of Media & Culture, Virginia Commonwealth University, USA

Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore

CCI Corporate Sponsors

Amgen Inc.
Con Edison
Honeywell
The J.M. Smucker Company
Johnson &Johnson
Pfizer Inc
Prudential Financial, Inc.
Siemens Corporation

Michael B. Goodman, Ph.D., Conference Chair & CCI Director

Christina M. Genest, M.A., Conference Coordinator & CCI Associate Director

NOTE: Corporate Communication International's Conference on Corporate Communication 2014 was sponsored by Corporate Communication International at Baruch College/CUNY, U.S.A., in association with *Corporate Communications: An International Journal* published by Emerald Group Publishing Ltd., U.K., and hosted by CCI – The Hong Kong Chapter, Department of Chinese and Bilingual Studies, The Hong Kong Polytechnic University. In 2014 the conference venue was The Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong. For more information on CCI, visit its website at www.corporatecomm.org

‘AP’ Stands for ‘Associated Press’

Defining the Success of the World’s Oldest Media Company’s First Rebranding

Hal Hilliard
Master in Corporate Communication
Department of Communication Studies
Baruch College, City University of New York, USA &
The Associated Press, USA
halhilliard@gmail.com

Between 2009 and 2012, The Associated Press went through a major corporate rebranding exercise—the first in its 167-year history—that included an updated visual identity system. This key qualitative study, which uses in-depth interviews of high-level AP executives and creative professionals involved in the rebranding process to assess how they define the success of the exercise, will be a much-needed addition to the sparse corporate rebranding literature.

Key stakeholders generally define the rebranding as successful, but use different metrics to assess its performance. But, most important, the findings show that the success could be fleeting if employees are not kept engaged long after the brand relaunch. This study’s implications for the practitioner are to emphasize early staff involvement and internal buy-in of the corporate rebranding, and to determine appropriate metrics to determine the success of the process.

Keywords: Corporate rebranding, Corporate culture, Employee engagement, Internal buy-in

Paper type: Research, Case study

Are We Overloading Employees?

Vanessa Marcié
BondPR, UK
I3M research laboratory of Nice-Sophia Antipolis University, France
vanessamarcie@gmail.com

Publications, emails, intranets, social media platforms, TV screens, face-to-face events – the tools of internal communications (IC) are now unlimited. But are we overloading employees? In the endless course of modernising internal communications, it can be easy to overload the receivers. The use of the many tools at our disposal may be confusing to internal audiences in the long run. In a company, there are different types of employees and they might not all be receptive to the same forms of communication. Using a mix of communication channels is undoubtedly an excellent way to reach the majority of the population but it is important to know your audience and adapt the message to the right communication media and – more importantly – public. Internal communications media must be tailored to the needs of a company's internal publics and diversifying and multiplying the types of media used isn't enough.

Brand Crisis Communication through Social Media

A Dialogue between Brand Competitors on Sina Weibo

Yan Wang
School of International Studies
University of International Business and Economics, China
wyan603@sina.com

The use of social media in the practice of brand crisis communication is an effective way to win public sympathy and support. The increasingly heated dispute between the two leading brands of herbal tea in China, Jia Duo Bao and Wang Lao Ji, is considered to have outshined the famed Coke-Pepsi rivalry in the US. This article adopts an interpretative analysis approach to the case of the two companies' verbal fight on Sina Weibo. A textual analysis is conducted of a series of microblog messages entitled "I'm sorry" by Jia Duo Bao and its competitor Wang Lao Ji's reaction to these messages. The netizens' responsess to their dialogue are also examined. This study is aimed at evaluating this kind of brand crisis management strategy and the consumers' attitudes towards it, as well as the effects of this advertising campaign in the form of social media communication. The research findings may provide insights into the interplay between brand advertising and corporate crisis communication on the platform of social media.

Key words: *Brand crisis communication; Sina Weibo; Advertising campaign*

Paper type: *Research*

Building Effective Media Relations with Social Media Influencers

Augustine Pang
augustine.pang@ntu.edu.sg

Elizabeth Yingzhi Tan
W120011@e.ntu.edu.sg

Truda Yue-Ming Kwan
KW0002DA@e.ntu.edu.sg

Rachael Song-Qi Lim
LIMS0203@e.ntu.edu.sg

Priyanka Bhardwaj Lakhanpal
PRIYANKA006@e.ntu.edu.sg

Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore

With the increasing clout of social media influencers in influencing public perceptions towards organisations (Johnson & Kaye, 2004), organisations should consider cultivation of relations with greater importance. Just as it is de rigueur for corporate communication practitioners to build relations with journalists, building media relations with social media influencers to maximise positive online media coverage can form part of the larger media eco-system. This study examines how organisations can build effective media relations with social media influencers using Pang's (2010) Mediating the Media model as its theoretical lens. In-depth interviews were conducted with 10 Singapore-based social media influencers. Findings showed that content judgment, media routines, economic and social goals and roles, and extra-media, are forces that matter to the social media influencers, while media ideology is largely irrelevant. A social media influencer engagement model that conceptually represents the key influences and proposed strategies is posited, which aims to provide public relations practitioners with an accessible framework for cultivating media relations with social media influencers.

Building a Unique Online Corporate Identity of Korean Companies

Rabiah Adawiah Abu Seman
UCSI University, Malaysia
rabiah@ucsiuniversity.edu.my

Zulhamri Abdullah
University Putra Malaysia/UPM, Malaysia
zulhamri@fbmk.upm.edu.my

Purpose: *This study analyzes the way Korean companies develop their corporate identities through their official websites, based on Aaker's brand personality dimensions.*

Methodology: *A content analysis study was conducted on Korean companies which were systematically sampled from the KOSPI list, focusing on their vision and mission statements.*

Findings: *Korean companies have vigorously projected their corporate identities through their vision statements, with a significant difference across the healthcare industry. Korean companies have successfully positioned themselves through their vision and mission statements to gain competitive advantages in the digital era.*

Practical implications: *Unique brand identities are efficiently communicated worldwide through the websites of Korean companies, especially those companies with global reach that are recognized industry leaders.*

Originality/value: *This paper contributes to critical literature in the field of corporate identity management, by highlighting the importance of building a unique corporate identity as a branding exercise to improve a company's reputation. This paper has also improved Aaker's brand personality model by applying the model to Asia's vibrant industries.*

Keywords: *Corporate identity, Aaker's brand personality, Asian country*

Communication on Air Crash Tragedy on Weibo

A Conflict Communication Analysis of Asiana Airlines' Crisis Responses on Social Media

Yan Jin
Virginia Commonwealth University, USA
yjin@vcu.edu

Cindy S.B. Ngai
The Hong Kong Polytechnic University, Hong Kong
ctcindy@polyu.edu.hk

Wing Man Lee
The Hong Kong Polytechnic University, Hong Kong
wing-man.lee@polyu.edu.hk

One type of crisis often faced by corporations is accidents. For any airline an air crash is a tragic event and a corporate crisis that demands immediate response and effective communication to stakeholders affected by the crisis. This study analyzes, from a conflict perspective, Asiana's corporate crisis communication about Asiana Flight 214's crash at San Francisco Airport on July 6, 2013, as a result of which three Chinese citizens died.

A total of 38 Weibo posts by Asiana Airlines, and an aggregation of over 8,000 Chinese consumer comments in response to Asiana's crisis communication Weibo posts, were included in the data analyses, from July 6 to July 23, 2013, immediately after the air crash until the air crash investigation report and corporate statement was released to the public by Asiana Airlines to the public. Both quantitative content analyses and qualitative narrative analyses were madeto provide an in-depth depiction of how Asiana Airlines communicated (cognitively, affectively, and conatively) about its corporate stance, conflict positioning, and crisis response strategies to its strategic publics among Chinese stakeholders on Weibo, the prominent Chinese social media platform. The findings provide insights for effective and ethical communications in handling uncontrollable and unpredictable crisis situations with high media attention and intense emotional outbursts.

***Key words**: Corporate crisis, Accident, Conflict communication, Social media, Weibo, Emotion*

Communicating Corporate Social Responsibility on the Internet

A Case Study of Omani Local Banks

Intisar Said Al-Sawwafi
Ibri College of Applied Sciences, Oman
Intisar.ibr@cas.edu.om

This paper investigates online Corporate Social Responsibility (CSR) as communicated by seven Omani local banks, with an analytical focus on the themes disclosed and the organisation and presentation of these themes on the corporate websites. Based on semi-structured interviews with people responsible for CSR at the banks and a content analysis of the banks' websites, the study reveals that the banks give prominence only to product/consumer theme on their homepages, while the environmental theme was found to be a marginal activity disclosed by one bank. Another significant finding is the extremely dispersed nature of CSR information on the corporate websites. The study concludes that local banks in Oman need to invest largely in their websites. They should assign more thought and effort in presenting and organising CSR information creatively and effectively

***Key words**: Corporate social responsibility (CSR), Communication, Internet, Omani local banks*

Communication Gaps in Public Policies Implementation

A Case Study in the Secretary of Education, State of Minas Gerais, Brazil

Gilmar José dos Santos
Faculty of Administration and Accounting Sciences
Federal University of Juiz de Fora, Brazil
gilmar.santos@ufjf.edu.br

Ailza G. A. Amorim
Secretary of Education, Minas Gerais, Brazil
ailza.amorim@gmail.com

The purpose of this research paper is to identify the communication gaps that constrain strategy implementation. In the public sector, authors prescribe models of public policies implementation that are no more than ideal constructions, because public managers will find communication dysfunctions that constrain the application of such models. This study approaches the problem by the construction of an ideal communication flow model, based on theory. Later it was investigated in a government organization using qualitative methods. Six gaps were identified: no diagnose of internal environment; problems in downward communication flow; truncated upward communication flow; absence of feedback procedures; inefficient horizontal communication; lack of communication management and coordination. The main research implication is the testing of some theoretical statements in a real context. Practical implications encompass the possibilities of developing a program that will minimize such gaps in the organization studied.

Keywords: *Internal communication; Communication gaps; Public policy implementation*

A Comparitive Study of Chinese and German Automobile Companies on Chinese Social Media

Sabine Einwiller
Johannes Gutenberg-University Mainz, Germany
einwiller@uni-mainz.de

Cindy Ngai
The Hong Kong Polytechnic University, Hong Kong
cindy.sb.ngai@polyu.edu.hk

There is fierce competition among automobile manufacturers in the world's number one automobile market, China. Social media bears significant opportunities for companies to interact and build relationships with their customers. Sina Weibo, a hybrid of Twitter and Facebook, is the most prevalent social media platform in China. The research analyzes how domestic and foreign automobile companies make use of Weibo. The Weibo profiles of the two largest Chinese and German automobile manufacturers that have an official Weibo account and are also active users are content analyzed for a period of two weeks in Q4 2013: SAIC Motor Corporation, Beijing Automotive Group, Volkswagen, and BMW. We find that all companies are rather active in posting company information online. However, although the foreign companies experience vibrant fan activity, they are more restrained in responding to fan posts than their Chinese competitors. Theoretical reasoning and detailed analyses will be presented at the conference.

Keywords: *Social media; Sina Weibo; Content analysis; Customer communication*

Paper Type: *Research*

Corporate Communication in the Boardroom

The Presence of Chief Communication Officers on Top Management Teams

Irene Pollach
Department of Communication
School of Business and Social Sciences
Aarhus University, Denmark
IRPO@asb.dk

Directors of corporate communication—also referred to as chief communication officers (CCO)—have been common managerial positions in large organizations since the 1970s. Over the past decades, their responsibilities have evolved from tactical support tasks to a more strategic function that integrates, aligns, and orchestrates all communication activities in organizations. CCOs are now also found on top management teams (TMT). This paper follows an upper echelons approach (Hambrick & Mason, 1984) and studies the presence of CCOs on TMTs of 200 US corporations from seven different industries in the ten-year period from 2002-2011. The study also takes into account different industries and board members with functions that overlap to some extent with corporate communication (e.g. marketing, CSR, investor relations). The longitudinal design of this study will provide insights into the status of corporate communication on TMTs, which will indicate how strategic the corporate communication function is perceived by large US companies.

References:

Hambrick, D. C. and P. A. Mason (1984). Upper Echelons: The Organization as a Reflection of its Top Managers. Academy of Management Review. 9: 193-206.

Corporate Communication Incorporated

Perceptions of Corporate Communication among Danish Museum Professionals

Anna Karina Kjeldsen
Centre for Corporate Communication, Department for Business Communication
School of Business and Social Sciences
Aarhus University, Denmark
annakk@asb.dk

Corporate communication as a practice has shown great potential for expansion: Despite stemming from practitioners in private corporations (Cornelissen, 2011, p. 14), corporate communication is today in the process of broadening its scope to organizations in non-corporate sectors including schools, hospitals and even museums. This development is currently receiving increasing academic attention (e.g. Frandsen & Johansen, 2013; Invernizzi & Romenti, 2009; Swerling & Sen, 2009; Zerfass et al. 2013). However, little empirical research has been conducted on the nature of this development, and even less using qualitative methods (Frandsen & Johansen, 2009).

This paper presents findings from the first qualitative multiple case study on how corporate communication is institutionalized among Danish art museums (Kjeldsen, 2012). It focuses on the integration of the communication's function into the daily life and processes of the three museums, especially the perceptions of corporate communication among museum professionals. The paper explores how Danish museum professionals perceive corporate communication, to what extent corporate communication is viewed as being a part of a museum and what challenges are museums encounter when they adopt corporate communication. The paper concludes that Danish museums have changed their perspectives from defining corporate communication as being peripheral to seeing the practice as a core activity today.

***Paper type**: Research paper, Case study*

***Key words:** Corporate communication, Strategic communication, Museums, Qualitative research, Neo-institutionalism.*

Corporate Communication Practices and Trends in Hong Kong 2012 – 2014

Daniel W.C. So
Daniel.so@polyu.edu.hk

Cindy S.B. Ngai
cindy.sb.ngai@polyu.edu.hk

Doreen D.Y. Wu
doreen.wu@polyu.edu.hk

Patrick P.K. Ng
patrick.ng@polyu.edu.hk

Valentina Y.K. Chan
valentina.chan@polyu.edu.hk

Rining Wei
rnwei@polyu.edu.hk

Thomas C.F. Pang
thomas.indiana.pang@polyu.edu.hk

Department of Chinese and Bilingual Studies
The Hong Kong Polytechnic University, Hong Kong

This report presents findings of the third survey of a three-year project on the captioned topic that commenced in 2012. This project, conducted by The Hong Kong Chapter of Corporate Communication International (CCI),[1] is a replication conducted in Hong Kong (HK) of CCI's benchmark study in the Chinese mainland, the European Union, South Africa, and the United States (US). The data was collected in the period from December 2013 to March 2014. The instrument used is similar to last year's for the purpose of comparability and continuity.[2] In the first two surveys, the target population was corporations of medium-size or above registered in HK.[3] In addition, approximately 90 sampled corporations were contacted of which approximately 55-60 corporations participated. The response rate reached over 60%. In this survey, the target population remained the same.

The findings of this project provides longitudinal data to address whether or not there are significant changes to (1) the demography and profile of the corporate communication (CC) profession; (2) major clients served, and major functions & roles performed by the participants' CC departments; (3) major

[1] However, the funding is provided by the Department of Chinese & Bilingual Studies, HK PolyU

[2] As a replication of the CCI studies, the design of the questionnaire of the HK study was done with close reference to the questionnaire used in the US study of 2011. However, to take into account the HK situation and the fact that in the HK's first study, some adaptations were made. For example, the number of questions was reduced from 27 to 24, with 19 of these questions overlapping in varying degrees with the counterpart questions of the US study. The remaining five questions were "new" and were included for a CC-related academic program at our university.

[3] By HK norms, medium-sized corporations are those having 100 or more employees on their full-time payroll.

functions & business tasks involving the use of an agent/vendor; (4) the respondents' perception about (4a) the CC profession's major challenges and (4b) CC practitioners' important traits and the quality of local graduates with reference to these traits; (5) the respondents' recommendations to undergraduate education with reference to (4b). In sum, the status and function of the CC profession in HK was examined for the first time along the axes of continuity and change. This project also attempted to see if there are parallels to be drawn between this study's data and the data of the aforementioned studies.

***Keywords**: Corporate communication; Hong Kong; Public relations; Practices & trends*

***Paper Type**: Research paper presentation*

The Corporate Communication Process and Environment in Hong Kong

A Descriptive and Theoretical Analysis with Comparisons with other Asian Countries

ABC- Association of Business Communication
Panel Discussion 2014

Panelists:

Bertha Du-Babcock
ABC – Association for Business Communication &
City University of Hong Kong, Hong Kong
enbertha@cityu.edu.hk

Estrid Wal
Green PR Limited, Hong Kong
estridw@greenpr.com.hk

Desmond Marshall
Rouge Luxury, Hong Kong
desmond@RLSCLUB.com

This panel session will describe and analyze the corporate communication process and communication environment in Hong Kong. Comparisons with other Asian countries also will be made. The focus of the panel is to identify and compare the language and cultural influences on the multi-language and multi-cultural communication environment that exists in Hong Kong. The panel presentation will first set the stage for the analysis by presenting an overall description of the language and cultural environment in Hong Kong. Providing a historical overview, this presentation (a) traces how the language and cultural environment has evolved since the end of World War II and (b) sets forth stages of development in which the need for language and intercultural communication competency have increased in each stage as Hong Kong has become a global financial and service center. Presently, Hong Kong is a trilingual communication environment (English, Mandarin Chinese, and Cantonese Chinese) with English continuing to be a vital component because of its prominence as the world business language; Mandarin Chinese with Hong Kong attempting to solidify its position as the gateway to mainland China in addition to attracting an increasingly large and free spending group of mainland Chinese tourists; and Cantonese Chinese with the desire and natural behavior of speaking in their native language. Following this, a series of panel presentations will concentrate on corporate communication in specific industries. These presentations will set forth the differing language and intercultural competency needs in different industries. The concluding presentation will tie together the industry presentations, place them in a theoretical framework, and contrast Hong Kong with other Asian countries and cultures.

Panel underwritten by: ABC – Association of Business Communication

Corporate Response to Potentially Reputation-Damaging Incidents

Roger W. Hutt
Arizona State University, USA
roger.hutt@asu.edu

Purpose: *The paper seeks to increase the understanding of reputational-risk management by examining company responses to potentially reputation-damaging incidents.*

Approac*h: Incidents with potential for damaging Starbucks Corporation's reputation were described and summarized as were the company's responses to those incidents.*

Findings: *It was observed that the complexity of resolving a reputation-damaging incident was inversely related to its closeness to the company's core business. Also, the longevity of incidents suggests the persistent influence of past events.*

Research implications*: Limitations are that findings are not generalizable beyond this case study and that the bulk of the information collected pertained to one of the five incidents examined. Potential hypotheses for future research are suggested.*

Practical implications: *Findings provide reference points and a context for managers responding to reputation-damaging incidents.*

Keywords*: Corporate communication, Reputation risk*

Paper type *– Case study*

Corporate Social Media Spokesperson

Who should speak on behalf of the organization in times of crises?

Ratna Damayanti
mayaratz@yahoo.co.uk

Stacey Anne Rodrigues
staceyarodrigues@gmail.com

Samuel Chua
samc425@gmail.com

Augustine Pang
Division of Public and Promotional Communication & Division of Communication Research
augustine.pang@ntu.edu.sg

Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore

Purpose: *Organizations can have multiple spokespersons on mainstream media in times of crises (Coombs, 2012a), the CEO being one (Lucero, Tan & Pang, 2008). Given the dynamism and speed on social media, this study examines the traits, knowledge and skills sets of the corporate social media spokesperson.*

Approach: *Interviews with 15 practitioners experienced in crisis communication.*

Findings: *Few CEOs use social media to speak on behalf of their organizations. Regardless of position, spokespersons must be meticulous and understand the nuances of social media posts. Spokespersons must refrain from argumentation when posts are negative, and display high tolerance threshold. Optimizing the strengths of social media platforms is critical while ensuring consistency of message.*

Research Implications: *This study extends Coombs' (2012a) Spokesperson Media Task Analysis and develops the Spokesperson Social Media Task Analysis framework.*

Practical Applications: *The new framework can guide organizations to identify suitable spokespersons, and train others to fill the role.*

Keywords: *Social media, Crisis communication, Spokesperson*

Paper Type: *Research*

Creating Organizational Conditions for Employees' Strategic Communication Behaviour

The Role of Listening Practices

Alessandra Mazzei
alessandra.mazzei@iulm.it

Luca Quarantino
luca.quaratino@iulm.it

Institute of Economics and Marketing
IULM University of Milan, Italy

***Purpose**: To understand the role of listening practices in order to create organizational conditions enhancing strategic employee communication behaviour.*

***Approach:** A literature review on organizational and management conditions influencing employee organizational and communication behaviours with a particular focus on the retail sector. A case study on a retail company implementing a program for employee participation centred on an extensive listening program.*

***Findings**: Managerial practices and leadership style greatly affect employee participation and strategic communication behaviours. They signal the genuine commitment of the company to dialogue and its intentions to value both suggestions and dissent expressed by employees.*

***Research implications:** To capture the voice of employees and deepen the explanations of the processes underling the actual communication behaviour of employees.*

***Practical implications/applications:** Listening practices should adopt sophisticated research constructs to understand deep links between variables as quality of relationships and attitude to support the company. Companies are expected to implement managerial practices signalling their attitude to value strategic communication behaviours of employees.*

***Keywords:** Employee communication behaviours, Voice behaviours, Organizational listening, Organizational dialogue.*

***Paper type**: Research paper.*

Dehistoricizing Hong Kong

Memory Crisis and Communication

Danny W.K. Chan
Hong Kong Community College
The Hong Kong Polytechnic University, Hong Kong
ccdychan@hkcc-polyu.edu.hk

The paper examines the recent uprising communicative and political tensions in Hong Kong within the correlating domains of political rhetoric, mass communication, and cultural memory. As a British colony before 1997, the historical vacuum of Hong Kong was gradually filled with a grandiose mythical insertion of "economic success" to downplay other colonial memories. After the city's reintegration with the Mainland, the initiation and dissemination of "patriotic" discourse serves to reclaim the territory of memory building via mass communication. The current tension in Hong Kong manifests the clash between the two contesting propaganda, in particular, the struggle for what to remember and monumentalize on both a physical and temporal bases. Unraveling the genesis of this particular memory crisis in Hong Kong serves to highlight the nature of the current political tension and to provide cultural anchorage for corporate communicative practices.

Keywords: *Cultural memory; Political rhetoric; Mass communication; Historicity*

Paper Type: *Case study*

Digital Dialogue

Crisis Communication in Social Media

Øyvind Ihlen
University of Oslo, Norway
oyvind.ihlen@media.uio.no

Abbey Levenshus
University of Tennessee, USA
alevensh@utk.edu

A consistent finding in the crisis communication literature is that organizations should attempt to have a well-established relationship in place with stakeholders before a crisis occurs. Organizations need to engage in dialogue in advance of crisis situations. This paper summarizes and discusses the literature that gives advice on how to use social media in this regard. It is argued that there is still a lot to learn from the more sophisticated theoretical conceptions of dialogue. Dialogue can be seen as a quality of communication and of relating with others, and/or an ideal to strive for. Here then, notions like mutuality and reciprocity are discussed in the context of social media and crisis. Practical suggestions are made for how the dialogue ideal can be approached while, at the same time, recognizing the limitations imposed by the organizational context.

There is a considerable amount of literature on the use of social media for risk and crisis communication purposes (e.g., Veil, Buehner, & Palenchar, 2011). Some of this literature has also touched upon dialogic aspects, but more often than not, the focus has been on functional interactivity (Kelleher, 2009). This paper draws on more sophisticated notions of dialogue (e.g., Kent & Taylor, 2002) and asks: *What can dialogic theory contribute in the context of social media and crisis?*

Social Media and Crisis

This section summarizes and discusses the literature on social media and crisis, with a particular emphasis on dialogic aspects. Among other aspects, the literature has pointed to the possibility of creating feedback loops (Kent & Taylor, 1998) and to the importance of using a conversational voice to build a positive relationship with stakeholders (Kelleher, 2009). If an organization initiates dialogue before a risk manifests, this established dialogue could help the organization weather the crisis. Hence, dialogic efforts are crucial for crisis communication and social media can be of great value by making the "community part of the actual crisis communication response" (Veil et al., 2011, p. 110). While the dialogue's potential effects are addressed, dialogue itself – including what it entails – is not well defined in the strategic communication literature.

Literature on Dialogue

This section will present an overview of dialogue theory (e.g., Anderson, Baxter, & Cissna, 2003; Buber, 1999). Most importantly, in this literature, dialogue is not seen as a technique, but as an

attitude (Johannesen, 1971). Dialogical communication is, for instance, characterized by the availability and willingness to be held responsible and accountable (Czubaroff, 2000).

Discussion and Conclusion

This section analyzes the possibility of implementing the ideals from the above-outlined literature. It has, for instance, been argued that dialogue "exists in moments rather than extended states" (Anderson et al., 2003, p. 15). Practical suggestions are made on how to grapple with this dilemma.

References

Anderson, R., Baxter, L. A., & Cissna, K. N. (Eds.) (2003). Dialogue: Theorizing difference in communication studies. Thousand Oaks, CA: Sage Publications.

Buber, M. (1999). I and thou (W. Kaufmann, Trans.). New York: Simon & Schuster.

Czubaroff, J. (2000). Dialogical rhetoric: An application of Martin Buber's philosophy of dialogue. Quarterly Journal of Speech, 86(2), 168 - 189.

Johannesen, R. L. (1971). The emerging concept of communication as dialogue. Quarterly Journal of Speech, 57(4), 373-382.

Kelleher, T. (2009). Conversational voice, communicated commitment, and public relations outcomes in interactive online communication. Journal of Communication, 59(1), 172-188. doi: 10.1111/j.1460-2466.2008.01410.x

Kent, M. L., & Taylor, M. (1998). Building dialogic relationships through the world wide web. Public Relations Review, 24(3), 321-334. doi: 10.1016/s0363-8111(99)80143-x

Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. Public Relations Review, 28, 21-37.

Veil, S. R., Buehner, T., & Palenchar, M. J. (2011). A work-in-process literature review: Incorporating social media in risk and crisis communication. Journal of Contingencies and Crisis Management, 19(2), 110-122. doi: 10.1111/j.1468-5973.2011.00639.x

Engaging in the Aftermath

An Exploration of the Post-Disaster Role and Use of Organizational Social Media in Joplin, Missouri

Abbey B. Levenshus
School of Advertising & Public Relations
College of Communication and Information
University of Tennessee, USA
alevensh@utk.edu

Rowena L. Briones
Richard T. Robertson School of Media & Culture
College of Humanities and Sciences
Virginia Commonwealth University, USA
rowena r.briones@vcu.edu

This case study explores the role and use of social media by Joplin Tornado Info, a Facebook community-based organization page that was created less than two hours after an EF-5 tornado hit Joplin, Missouri, USA on May 22, 2011, the deadliest single tornado to hit the United States. Various data collection methods including a content analysis of the organization's Facebook content, interviews with Facebook page founders and administrators, as well as document analysis of external reports and news media are employed to determine the uses and values of such community information pages and the opportunities and challenges JTI faced in the aftermath of the disaster. Study results will provide insight and evidence-based recommendations for crisis managers and communicators on using and partnering with social media community information pages in the post-disaster phase that can be further tested.

Keywords: *Social media, Disaster communication, Crisis communication, Facebook, Tornado, Joplin, Community information page*

Ethical Social Media Engagement in a Time of Crisis

Chun-ju Flora Hung-Baesecke
Department of Communication Studies
Hong Kong Baptist University, Hong Kong
cjhung@hkbu.edu.hk

Shannon Bowen
School of Journalism and Mass Communication
University of South Carolina, USA
sbowen@sc.edu

The study's purpose is to examine how organizations ethically engage with their stakeholders through social media during a crisis. We compare and contrast the use of social media during three crises cases from the US and Asia. With the development of technology, digital mobile and social media allow for a more simultaneous exchange and sharing of information. Bowen's (2013) considerations of digital media, compared to traditional media, have offered public relations greater access to directly influence the attitudes and behaviors of publics.

Various studies have examined the use of social media in public relations (e.g. Wright & Hinson, 2008; DiStaso, McCorkindale, & Wright, 2011), crisis communication (Austin, Liu, & Jin, 2010), employee relations (Barker, 2008), and ethical guidelines (Bowen, 2013). Since Austin, Liu and Jin (2010) and Procopio and Procopio (2007) contend that publics tend to consider social media more credible, compared to traditional media, it is important to ensure clarity and transparency of information dissemination to stakeholders during a crisis. Thus far, no study has been conducted on the importance of ethical guidelines in dealing with crisis communication by use of social media.

First, we will examine the social media use of the White House during the crisis of the Affordable Care Act (Obamacare) roll out, in which the website was unable to accept enrollments. This crisis, enormous in scale, concerned over 1/6 of the United States' economy, impacting the government, business, and the corporate world of health care.

Second, we compare the social media use during the above-mentioned crisis with that of a for-profit organization's crisis in Hong Kong, Dolce & Gabbana. Dolce & Gabbana's crisis revolved around instituting a photo ban in their Hong Kong (HK) stores that resulted in HK netizens strongly protesting Dolce & Gabbana as it only allowed mainland tourists to take photos of the store while HK locals were not allowed to do so.

Finally, we discuss a case in which social media activism was used in China. The crisis of a famous hot pot restaurant that has been actively engaging consumers via Weibo was found to be deceptive in how the restaurant prepared the hot pot soup stock. This case analyzes the restaurant's crisis responses via the social media platform Weibo as well as looks at the consumers' views on this case.

We use the theory of ethics and crisis management to support our analyses, combined with recent scholarly examinations of social media.

Keywords: *Social Media; Crisis Communication; Ethical Stakeholder Engagement*

Evangelist or Sensualist?

Emotional Branding by Top Chinese Corporations on the Changing Internet Landscape of China

Doreen D. WU & FENG Wei
Department of Chinese & Bilingual Studies
The Hong Kong Polytechnic University, Hong Kong
doreen.wu@polyu.edu.hk

Gobe (2009) emphasizes the significance of emotional branding and identifies stages of emotional branding that include the "evangelist" age and the "sensualist" age. According to Gobe, the "evangelist" age of branding emphasizes ideals of building businesses for the people and the planet, representing philosophies of justice, equality, and sensitivity to the environment, whereas the "sensualist" age is oriented towards hedonism, glamour, fame, and individual expressions.

This paper attempts to apply the notions by Gobe to examine the process of emotional branding by top Chinese corporations in China in the changing Internet landscape. Various types of corporate presentations and promotions by the top Chinese corporations on different Internet platforms in China, such as Weibo and Facebook, are collected and examined. A combination of linguistic and multimodal analysis attempts to manifest the representational structures of "evangelist" and "sensualist". Finally, this paper concludes with a discussion of the particular Chinese characteristics as well as the universal psychological principles that govern emotional branding in China.

Keywords: *Emotional Branding; Chinese Corporations; Internet*

References

Gobe, Marc. (2009) Emotional Branding: The New Paradigm for Connecting Brands to People. New York: Allworth Press.

Evolution of Corporate Visual Identity

The Case of Chinese Heritage Brands

Chaoyuan Li
Department of Chinese and Bilingual Studies
The Hong Kong Polytechnic University, Hong Kong
13901313r@connect.polyu.hk

This study investigates the evolution of visual identity of Chinese heritage brands and uncovers how their visual identities adapted to and reflected the changing business environments. It is a case study of three Chinese heritage brands, drawing on data from their websites ranging from company names and logos to color and calligraphy. Results show that entity names experienced much more interruptions that were linked to internal and external socioeconomic transformations and ideologies, whereas other types of visual cues, calligraphy in particular, were less susceptible to changes. The study is a cross-cultural contribution to literature on both corporate visual identity and heritage brands by providing evidence of brands from an alternative, non-capitalist context of China.

Facial Expressions of Emotion

Identification on Big or Small Screen

Ernest Franklin Martin, Jr.
efmartin2@vcu.edu

Vivian Medina-Messner
vmedinamessn@vcu.edu

Robert T. Robertson School of Media & Culture
Viriginia Commonwealth University, USA

In recent years, mobile phones have moved from call and text devices to powerful personal computing smart phones. Mobile devices are increasingly used to access the internet activities, including web browsing and social networking, with high levels of viewing of visuals.

While users interact with their smartphones they are affected by various aspects such as attractiveness of the device, attractiveness of the applications, the brand of the device, their prior experience, etc. While there is a great deal of research on the effect of these aspects on user experience, there is only limited research investigating if users are affected by specific smartphone characteristics such as screen size.

Some of the research that has been conducted on the impact of mobile phone screen size on users includes the following. Alghamdi et al. (2013) found there was no significant impact of the screen size on user comprehension of the contents. However, it was found that participants with small screen size took longer to read the health contents. Raptis et al. (2013) investigated the impact of a mobile phone's screen size on users' effectiveness, efficiency and perceived usability. A significant effect of screen size on efficiency was derived, leading to an important finding that users who interact with larger than 4.3in screens are more efficient during information seeking tasks. Ziefle (2010) studied screen size and aged users regarding font size and size of preview, finding proper orientation of mobile small screen is more important than visibility.

Even with these studies, the limited amount of scientific evidence about the concrete impact of mobile phones' screen size raises questions for both practitioners and researchers. Currently, the most common way content providers deal with this issue is to create a smartphone friendly website by using some fairly standard snippets of code. (Web Creator Box 2014) The assumption regarding images is that as long as the images are optimized for device screen size, no other modifications are needed. That assumption may well be accurate but it needs to be tested.

This paper is one step in understanding the impact of smartphone characteristics by isolating screen size. In particular, this study addresses how the on-screen facial expressions of emotion are perceived when viewed on larger and smaller screens.

Framing IT and Government

This article is a co-production of the Hanze University of Applied Sciences (Groningen, The Netherlands) and EMMA Communication (The Hague, The Netherlands).

Annette Klarenbeek
Professorship Communication & Sustainable Society
Hanze University of Applied Sciences, The Netherlands
j.m.e.klarenbeek@pl.hanze.nl

Tom Baitens & Jan Maessen
EMMA Communicatie, The Netherlands
baetens@emmacommunicatie.nl, & maessen@emmacommunicatie. nl

Roel van Veen
MSc Applied Communication Science, Wageningen University
Internship at Professorship Communication & Sustainable Society
Hanze University of Applied Sciences, The Netherlands
roel.vanveen@wur.nl

Baukje Stinesen
Professorship Cross-media Communication in thePublic Domain
HU University of Applied Sciences, The Netherlands
baukje.stinesen@hu.nl

IT is playing an increasingly important role in today's society. Within this particular field, the Dutch government acts as a commissioner and service provider as well as a responsible actor. Incidents with governmental IT projects may raise discussion (e.g. about public safety or privacy) and lead to negative framing of the government in relation to IT. The aim of this study, which combines both quantitative and qualitative research methods, is twofold: to identify dominant frames about IT and the government in online expert discourse and subsequent reactions (1), and to gain insight into the social functions these frames may have (2). For this purpose, online expert discourse about five specific IT projects of the Ministry of the Interior and Kingdom Relations was gathered using quantitative search techniques. Based on a large body of data timelines, dynamics of the online debates on each of the five cases could be highlighted. These were subsequently used to identify dominant frames and positions about the government in relation to IT, which were then analysed in more detail taking a discursive psychological research perspective.

Keywords: *Communication (s) policy, Framing, Discursive psychology, Experts, Government, IT*

A Mixed Methods Study of Strategically Fitting Cause, Consumers and Company in Corporate CSR Communication

Line Schmeltz
Centre for Corporate Communication
Department of Business Communication
School of Business & Social Sciences
Aarhus University, Denmark
lsg@asb.dk

This paper empirically discusses the role of 'fit' in strategic corporate social responsibility (CSR) communication. Through two studies, three different kinds of fits and their influence on consumer perceptions of both CSR communication and the company behind are explored. Point of departure is taken in the well-known strategic CSR-Company fit (a logical link between a company's CSR commitment and its core values) in consumer-oriented CSR communication. However, the results of the studies subsequently indicate that we could include a consumer dimension as well, and consider the value and importance of a CSR-Consumer fit instead, and perhaps even combine all of the three into a CSR-Consumer-Company fit.

***Keywords**: Corporate social responsibility, Strategic CSR communication, Consumer-oriented CSR communication, Strategic Fit.*

***Paper type**: Research paper*

Global Expectations, Influences, and Means for Communicating Integrated Non-Financial Reporting [1]

Deborah Rolland
Department of Communication Studies
Faculty of Creative Industries and Business
Unitec Institute of Technology, New Zealand
drolland@unitec.ac.nz

Jana O'Keefe Bazzoni
Department of Communication Studies
Baruch College, City University of New York, USA
Jana_OKeefeBazzoni@baruch.cuny.edu

Global stakeholders are changing the requirements for communication of organizational legitimacy. The demand for greater information transference from the organizational source has led to significant change in the way organizations communicate to their multiple stakeholders. It appears that one important development within this change is the increased use of online outlets including, social and other mobile media, as necessary and preferred over traditional means.

What are the increasing extra-organizational influences on efforts to communicate non-financial data that meets stakeholder communication and information needs through such reporting?

To assess the rise of non-financial integrated reporting we apply a content analysis to selected corporate websites and auxiliary platforms to examine and assess possible sources of influence that shape this reporting.

Keywords: *Non-financial Reporting; Globalized Audiences; Integrated Reporting*

Paper Type: *Research*

[1]**Non-financial reporting**, also known as sustainability reporting, is the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development.[1] An **integrated report** is a concise communication about how an organization's strategy, governance, performance and prospects lead to the creation of value over the short, medium and long term.[2]

[2] Global Reporting Initiative

[3] The International Integrated Reporting Council, as cited in the online agenda for the 6th Annual Symposium on Sustainable Business: Non-Financial and Integrated Reporting, co-sponsored by the Robert Zicklin Center for Corporate Integrity and Corporate Communication International, November 1, 2013, http://zicklin.baruch.cuny.edu/centers/zcci/zcci-events/the-5th-annual-symposium-on-sustainable-business-non-financial-and-integrated-reporting/#_ftnref1, accessed December 12, 2013
http://www.corporatecomm.org/event/the-6th-annual-symposium-on-sustainable-business-integrated-and-non-financial-reporting/

How Crisis Managers Define Ethical Crisis Communication Practice

Identifying Organizational Factors that Influence the Adoption of Ethical Stances

Yan Jin
Richard T. Robertson School of Media and Culture
Virginia Commonwealth University, USA
yjin@vcu.edu

Augustine Pang
Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore
augustine.pang@ntu.edu.sg

Joshua J. Smith
Virginia Commonwealth University, USA
smithjj4@vcu.edu

This study further explores the veracity of the contingency model of ethical crisis communication by examining factors which influence people in a time of crisis including: what constitutes ethics in a time of crisis, the role of public relations practitioners as the "moral conscience" of an organization, and perceptions of the Public Relations (PR) role within top management. In addition, this research identifies and investigates six ethical variables -- the nature of the crisis, the role of top management, the activism of stakeholders, government regulation and intervention, the diversity of cultures, and exposure to external business environments – and their potential influence on an organization's communication practices.

In-depth interviews were conducted with ten communication professionals who have experienced crises in North America. The insights of these professionals can provide guidance to practitioners on ethical elocution during times of crisis.

Keywords: *Crisis communication, Public relations, Ethics.*

Acknowledgements: This project was funded by the C.R. Anderson Foundation and ABC - Association for Business Communication.

"I Heard it Through the Vine App"

Exploring the Use of Short-form Mobile Video and its Implications for Mobile Health Communication and User Experience

L. Simone Byrd
Alabama State University, USA
lbyrd@alasu.edu

This study investigates the use of short-form video for mobile devices—specifically through the use of Twitter's Vine app—coupled with Twitter content in the overall creative storytelling process of designing specialized consumer healthcare information. Grounded in the Kelly's Stewardship Model/theoretical framework, this study incorporates a textual analysis to study two medical centers—one in the U.S. and the other in the U.K.—to study their use of the Vine mobile video and Twitter microblogging platforms to provide diverse content for patient information, care and engagement purposes. Finally, to extend the study beyond the case analysis, the framework of user experience (UX) design and how it influences the storytelling component of using short-form mobile video will also be studied. This research is essential because it provides digital health communication practitioners with tangible, creative tools needed to focus more on forging creative avenues to foster engagement, which is critical to persuading behavioral change and improve public and personal health.

Keywords: *Mobile health design, Short-form video, Vine, User experience (UX) design, Digital health communication, Creative storytelling, Engagement*

Image Repair and Brand Recovery Strategy

Findus Nordic and the Horsemeat Scandal

Jesper Falkheimer
Department of Strategic Communication
Lund University, Campus Helsingborg, Sweden
jesper.falkheimer@isk.lu.se

The aim of this paper is to describe and analyze a transboundary crisis, focusing on crisis communication, from the perspective of an involved major corporation. More concretely, the intent is to increase understanding of how Findus Nordic in Sweden managed the crisis communication response and repair of its corporate brand during and after the horsemeat scandal in 2013. The case study is founded in a theoretical framework that consists of three theories or concepts: transboundary crisis (Boin, 2010), image repair strategy (Benoit, 1995), and the rhetorical arena (Frandsen & Johansen, 2010a, 2010b). Findus Nordic followed its corporate values and applied a consistent image repair strategy: denial and shifting the blame towards the supplier Comigel (Benoit, 1995) in an extremely multivocal arena. This strategy was supplemented with evasion of responsibility. Very close to the end of the public crisis, Findus Nordic used the crisis as a possibility to recover their position and started a campaign that led to increased and positive brand value.

Information versus Relationship

Dominant Factor of Employee Engagement

The Uses of Exploratory Factor Analysis as Evidence from Indonesia

Rino F. Boer & Novi Yanti
The London School of Public Relations-Jakarta, Indonesia
Rino.fb@lspr.edu

***Purpose**: The purpose of this paper is to address communication satisfaction in the workplace as the foundation of employee engagement. According to Ruben & Stewart (2006), Argenti (2009), and Tubbs & Moss (2008), communication satisfaction is an organizational communication factor, however, it was one that in the past had not been explored in Indonesian situation.*

***Approach**: This study uses a quantitative approach. The authors utilized a questionnaire distributed to employees in an Indonesian company. Explorative factor analysis was used as analysis tool and appropriate variables were determined based on the survey conducted.*

***Finding**: There are two variables that influence employee engagement; a supportive communication organization (like as a communication climate, organization integration, & media quality) and relationship to superiors. Actually, the second has the most dominant impact on employee engagement levels.*

***Research implications**: Further research could focus on situation in which one way or mediated communication could be a substitute for two way or face to face communication and determine a trade-off between these two types of communication.*

***Practical implications**: High levels of engagement can be reached through the following: immediate supervisors listening to employees, supervisors being open to ideas and opinions coming from subordinates, as well as supervisor trust of employee job completion.*

***Keywords:** Employee engagement, Relationship, Communication organization*

Legal Aid Decision Letters and Plain Language

Advice for the Vulnerable

Dorothy Proellocks and Roslyn Petelin
School of English, Media Studies, and Art History
The University of Queensland
r.petelin@uq.edu.au

This paper responds to research on the production of decision letters sent to citizens who have applied for legal aid to Legal Aid Queensland (LAQ), the Queensland organization funded by the Federal government of Australia and the state of Queensland to help socially and financially disadvantaged people. The grants officers who generate these 'plain-language' letters do so using standard clauses in templates available in Technology One Limited software. The officers have no licence to individualize these letters; they merely compile them. The paper advocates changes to this unsatisfactory process and recommends that the organization be guided by current practices of the Consumer Financial Protection Bureau created under the Dodd-Frank financial reform act.

Managing the CEO Image

Overexposed or Understated?

Ratna Damayanti
mayaratz@yahoo.co.uk

Truda Kwan
Kw0002da@e.ntu.edu.sg

Janet Lim
janetlim002@gmail.com

Cuili Ng
ng.cuili@gmail.com

Augustine Pang
augustine.pang@ntu.edu.sg

Division of Public and Promotional Communication &
Division of Communication Research
Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore

***Purpose**: The image of the CEO can influence the organization's image (Meng & Berger, 2013). This study examines how top CEOs in Singapore are portrayed across multiple communication platforms.*

***Approach**: Image portrayals on corporate websites, annual reports, and media coverage of the Singapore Corporate Awards' 17 Best CEOs were analysed based on Park and Berger's (2004) dimensions of competence, integrity, reliability, charisma and personality.*

***Preliminary Findings**: While portrayals of CEOs were largely positive, they remained understated in harnessing social media to enhance their images. Unlike Virgin's Richard Branson, who was voted 2013's top social CEO ("Ranking of top 60 CEOs on social media", 2013) and a media darling, Singapore CEOs appeared more reticent in overexposing themselves.*

***Research Implications**: This study contributes to understanding how Asian CEOs can adapt largely Western image management techniques in a collectivist paradigm.*

***Practical Applications**: Practitioners can tailor CEO image management strategies based on societal and organizational culture contexts.*

***Keywords:** CEO; Image management; Corporate image; Leadership; Asian leaders*

***Paper Type:** Research*

Multicultural Workplace

A Challenge to Internal Crisis Communication

Silvia Ravazzani
Centre for Corporate Communication
Department of Business Communication
School of Business and Social Sciences
Aarhus University, Denmark
ravaz@asb.dk

***Purpose**: To explore internal crisis communication in multicultural environments.*

***Methodology**: After a review of relevant literature on intercultural communication, internal crisis communication and multicultural approaches to crisis communication, results from qualitative interviews with internal communicators in 7 different organizations in Denmark are presented.*

***Findings**: Multiculturalism seems to play an important role in crisis events, especially when it comes to employees located in other countries. Internal communicators adapt crisis communication by relying mainly on local communicators and leaders as competent cultural interpreters. Employees are also seen as active sensemakers and potential ambassadors in critical situations.*

***Research implications**: Further research is needed to explore the perspective of multicultural employees.*

***Practical implications:** Companies should be more aware of the challenges related to language and cultural differences in communication styles, non-verbal features and work values.*

***Keywords**: Multiculturalism, Crisis communication, Internal communication, Internal crisis communication*

***Paper type**: Research*

The Multinational Mining Corporations, Host Communities and Corporate Social Responsibilities

A Quest for a New Approach

Lazaro Nyalandu
Natural Resources and Tourism, Tanzania
nyalandu@yahoo.com

David Haruna Mrisho
sangomrisho@yahoo.com

Gibson Godwin
gibsongodwin90@yahoo.com

Department of Public Relations and Advertising
St. Augustine University of Tanzania

Purpose: *This Paper seeks to assess the uncertainty embedded in the relationship between the Multinational Mining Companies (MMCs) and the host communities in the Nzega District, in Tanzania, with an attempt to analyze the importance of using Corporate Social Responsibilities Programs (CSRs) in innovating new approach towards a favorable relationship.*

Design/Methodology/Approach: *The study employed a cross sectional design in which, both qualitative and quantitative methods of data collection. A total of 128 households were involved in the study. Data were collected using checklists, questionnaires, FGDs, personal observations as well as documentary reviews. Descriptive and inferential statistics were used to describe the results.*

Findings: *The findings revealed minimal relationship between MMC(s) and the host communities. However, significant contributions were observed in the education and health sectors. However, direct observation indicated further that, with respect to the effectiveness of corporate social responsibility implementation, MMC(s) could not register to have clear, measurable and time bound set goals aimed at improving community livelihoods. Similarly, most of the respondents in all surveyed villages reported minimal direct and indirect socio-economic accrued benefits to their livelihood.*

Practical implication: *The Multinational Mining Corporations do not have to respond reactively towards CSR nor do they have to struggle with understanding the strategic implications of CSR as to increase good relations with the host communities. The paper demonstrates that examining CSR in the context of firm strategy is both possible and increasingly necessary to developing competitive advantage and good mutual relations in the current environment.*

Value: *The value of the paper rests in the treatment of CSR as an issue that is strategic, rather than one that is problematic or potentially a threat. By doing so, MMC(s) are offered a means to take a much more proactive approach to CSR that may help good relations with the host communities as doing mining activities in Tanzania*

Key words: *Corporate Social Responsibility, Multinational Mining Corporations*

Nature and Impact of Strategic Corporate Communication in Indian Service Sector Organizations

Mala Sinha
Faculty of Management Studies
University of Delhi, India
mala1.sinha@gmail.com

Perveen
PGDAV College (D)
University of Delhi, India
bhatia.perveen@gmail.com

The research paper examines the nature of Strategic Corporate Communication (SCC) activities and its impact in Indian service sector organizations. A descriptive quantitative survey type of research design was used with data obtained from 227 executives from information technology, financial, retail and health services. A research instrument was developed and measures of SCC and communication impact were derived through factor analysis. multiple regression analysis led to formulation of new relationships among the variables involved in SCC. For example, in crisis situations, messages related to identity and image led to greater communication impact than other types of messages. Similarly communicating with primary stakeholders like employees and customers was more important than with other stakeholders. Communication impact due to SCC was a multidimensional construct comprising of three kinds of impacts namely (a) communication synergy, (b) value representation, and (c) organizational reliability. The study provides guidelines to practitioners to formulate an effective corporate communication strategy designed to increase communication impact along with a statistically constructed assessment instrument of SCC.

Keywords: *Corporate communication, Communication impact, Message, Medium , Stakeholders*

Paper type*: Research*

Perceptions of Thanks in the Workplace

Use, Effectiveness, and Dark Sides of Managerial Gratitude

Crystalee Webb Beck
MA in Professional Communication
Weber State University &
MarketStar Corporation, USA
cbeck@marketstar.com

This paper explores the use, effectiveness, and dark sides of gratitude communications in workplace organizations. The original research incorporates a two-part study; narratives from three focus groups, and quantitative survey responses from 883 full-time professionals across a spectrum of industries. From the perspective of the subordinate employee, this study offers insights into how often managers express (or do not express) gratitude to employees. The usage of various gratitude mediums (verbal, electronic, handwritten, monetary, etc.) is discussed, with the finding that most employees prefer one-on-one, verbal gratitude to any other form. Sincerity is highly important to employees, which was found to be indicated by specificity, personalization, timeliness, and equivalency. The synthesis of experiential themes offers practical applications for executives, managers, and corporate communication leaders seeking to improve day-to-day operations and overall employee satisfaction in their organizations.

***Keywords**: Appreciation, Corporate culture, Employee engagement, Gratitude, Leadership, Managerial style, Organizational behavior, Positive psychology, Workplace communication*

Public Relations Media for Public Participation Building of Southern Rajabhat Universities in Thailand

Methawee Kaeosanit
Nakhon Si Thammarat Rajabhat University, THAILAND
keaosanit@hotmail.com

Jamilah Ahmad
Universiti Sains Malaysia, Penang, MALAYSIA
jahmad@usm.my

This research is conducted to assess public relations media use in universities and to examine the efficiency of public relations media for building public participation in Thailand. Five Southern Rajabhat universities in Thailand are used as case studies. These universities help in developing the community and responding to various Thailand Kingdom's projects. The appropriate public relations media for accessing the community and building public participation in the society were identified. The results are gathered from in depth interviews of three public relations practitioners from each university, A total number of 15 participants, showed that they emphasize the use of sequential public relations media to build public participation with the university such as newsletters, online media (website and email), social media (Facebook) CCTV, television, cable radio, newspaper, radio, formal letter, print media, moving sign/cutout/vinyl sign/board and event. From the in depth interviews of two community participants from each university, a total number of 10 participants received the universities' news from formal letters, word of mouth communication, local newspapers and radio, online media, vinyl sign, news announcements from vehicles with loudspeaker and newsletters. However, most community participants mentioned that the media and announcements from universities' public relations efforts are not sufficient in engaging their communities. These findings demonstrate that the public relations media selected by these universities to communicate with their communities is not effectively reaching the people in their communities, or preferred by them. The study thus identified that the universities should improve their public relations media strategies in order to access their communities and achieve their aims.

***Keyword**: Public relations, Public relations media, Community engagement*

***Paper type**: Research article*

A Repurposing American History

Steel Production Ends in Bethlehem, Pennsylvania

June West
Darden School of Business
University of Virginia, USA
westj@darden.virginia.edu

This case study is about corporate social responsibility and how a team of corporate executives face and deal with the monumental task of closing a major facility located in the heart of a downtown area. In 1996, Bethlehem Steel closed the doors of its historic structural steel facility after almost 100 years. Curtis H. Barnette, CEO, and his team could have closed the plant, performed the mandatory environmental remediation, planted grass, installed a fence, and walked away. The legacy of a company that bears the city's name and was once one of the most powerful in the world would now rest on 1,800 acres of rusted structures and debris. Many similar sites exist domestically and globally. Bethlehem's story shows how they can be successfully remediated and returned to productive uses -- jobs, commerce, and tax revenues.

Reputation Repair

Rebranding as a Strategy

Kelley Bertoli
Master in Corporate Communication
Department of Communication Studies
Baruch College, City University of New York &
Tweezerman International, USA
kelleybertoli@gmail.com

The primary objective of this study is to explore the result of rebranding campaigns after a corporate crisis has put a company's reputation at risk. More specifically, this study aims to gain a better understanding and analysis of the rebranding process, the effect it has on stakeholders and if in fact it is a successful strategy for repairing corporate reputation. Therefore, the purpose of this research is to add to the insufficient body of literature on rebranding through exploring it from a stakeholder's perspective. The case study research methodology and personal interviews are utilized in presenting the findings and in the collection of primary data. The conclusions drawn from this study are grouped into two themes: 1) Rebranding solely to change the name and logo fail to repair corporate reputation 2) Employee engagement is a significant aspect of a successful rebranding. In addition, this study demonstrates the value of organizational single case studies as a precursor to further research.

Keywords: *Corporate communication, Crisis communication, Employee engagement, Public relations, Rebranding, Reputation management,*

Paper type: *Case study*

Role of Internal Communication in Building Sport Commitment

A Survey of Indian Cricket Players

Neha Sharma
Dehradun Institute of Technology, India
drneha.sharma@dituniversity.edu.in

Navodita Ahuja
Indian Institute of Technology Madras, India
navoditam@gmail.com

T.J.Kamalanabhan
Indian Institute of Technology Madras, India
tjk@iitm.ac.in

Purpose: *This study illustrates the relationship between internal communication (peer communication, coach-player communication, communication training, and internal PR practices) and the commitment of individual players in the sporting domain. It aims to broaden the understanding of internal communication practices in sports organizations.*

Design /methodology/approach*: This study hypothesized a positive relationship between internal communication dimensions and sport commitment through the use of survey methodology. Using multivariate regression technique, the hypotheses were tested based on a sample of 223 players from the National Cricket Academy (NCA) of India, which has produced some of the best cricketers in the world.*

Findings: *It was found that the hypothesized relationships between peer communication, coach-player communication, communication training, and the internal PR practices of the organization were supported, predicting the individual sport commitment of players. Stronger predictions were observed for communication training and internal PR practices as opposed to peer communication and coach-player communication.*

Originality: *This study provides valuable insights from the player's perspective on internal communication processes in a sports organization to ensure individual sport commitment. To the best of our knowledge, this is the first study that has examined the influence of communication training and internal PR practices on individual sport commitment.*

Keywords: *Internal communication, Peer Communication, Coach Communication, Communication Training, Internal PR Practices, Individual Sport Commitment.*

Paper Type*: Research*

Seizing the Moment

Social Media, Protests and Crisis Communication in the Jill Meagher and Jyoti Singh Pandey Cases

Amiso M. George
Texas Christian University, USA
a.george2@tcu.edu

Ms. Cathy Farrell
Swinburne University of Technology, Australia
cfarell@swin.edu.au

The 2012 rape and murder of Jill Meagher, a 29-year old radio producer in Melbourne, Australia, and the gang rape of 23-year old Indian medical student, Jyoti Singh Pandey in New Delhi, garnered international attention partly due to social media influence. Meagher was raped and murdered by a lone man who later dumped her body in a ditch several miles from where he abducted her. Pandey was gang-raped and brutalized in a private bus in Delhi by six men, including the driver of the bus, and her male companion was severely beaten. Pandey later died from internal wounds at a hospital in Singapore where she was taken for treatment. Yet, before and after Meagher and Pandey's rape and murder, many rapes of other women have occurred. Why did they not generate such anger and media attention? These two cases involve women from a particular socio-economic demographic; they also highlight the influence of a kairos moment and social media in crisis communication, not from an institutional perspective, but from the public. Before and after the arrest of the culprits, social media, including Twitter and Facebook, played a key role in publicizing the crimes and mobilizing public support that led to massive demonstrations and collective grief in both countries. The culprits were tried, convicted and sentenced.

Shareholders and Managers

Who Cares More about Internal Corporate Social Responsibilities?

Yixi Ning
School of Business Administration
University of Houston, USA
ningy@uhv.edu

Zhiwen Xiao
School of Communication
University of Houston, USA
zxia2@central.uh.edu

Jaesub Lee
School of Communication
University of Houston, USA
Jlee@central.uh.edu

We test two competing theories that explain a firm's engagement in corporate diversity and employee benefits, the management overinvestment theory and the socially responsible investment theory. The management overinvestment theory argues that managers overinvest in CSR activities in order to enhance their private benefits, such as reputations and career prospects or resolve conflicts among different stakeholders. The socially responsible investment theory reasons that shareholders or investors vigorously incorporate social goals into their investment decisions and, thus, influence the firm to actively pursue social activities. We find that publicly-traded companies with strong shareholder rights are more likely to promote women and/or minorities to CEO and Board Member positions in their organizations, conduct more business with women- and/or minority-owned operations, and provide better family benefits to their employees than firms with strong management power.

These findings indicate that the companies with strong shareholder rights engage more actively in internal aspects of CSR activities, which supports the socially responsible investment theory rather than the management overinvestment theory. Shareholders (i.e. institutional investors) tend to integrate social goals (i.e. internal CSR issues) and financial goals into their investments. In response to these changes, managers, as the agents of shareholders, should engage more aggressively in such internal aspects of CSR issues than they have done so far.

Keywords: *Corporate social responsibility (CSR); Socially responsible investment (SRI), Corporate diversity; Employee benefits, Shareholder rights, Management power*

Sisters Are Doin' It to Themselves

Examining Messages on Women and Leadership in Sheryl Sandberg's *Lean In*

Courtney E. Kurysh
Master in Corporate Communication
Department of Communication Studies
Baruch College, City University of New York, USA
Nulogy Corporation, Canada
kurysh.ce@gmail.com

This study investigates the messages concerning women and leadership presented in Sheryl Sandberg's Lean In and contextualizes them within the current discourse. The results show that in addition to an institutional barrier, women face an internal, or individual, barrier to reaching senior leadership positions. The internal barrier is the result of women's internalization of messages, which communicate that they are not suited for top-level leadership positions. These internalized messages are made manifest through patterns of behavior that find women "pulling back" instead of "leaning in." Both internal and institutional barriers act in subtle and unconscious ways, and are created by gendered stereotypes, social roles, perceptions of leadership and bias. Lean In communicates a message of empowerment to both genders through asking women to "lean in" and recruiting men as champions of women.

Small Local Businesses on Facebook

An Initial Survey

Chyng-Yang Jang
Department of Communication
University of Texas at Arlington, USA
cyjang@uta.edu

Social media have become the No. 1 destination where people spend the most time online. With their audience reach and interactivity, social media are said to offer lots of potential for companies to pursue their communication goals in marketing, public relation, and customer relationship management. This study attempts to investigate the degree to which corporations are engaged in the online social media. In particular, this project focuses on small local businesses. 12,904 small local businesses have been identified in a city in North Texas via a commercial database. Among them, 500 companies were randomly selected and searched on the most popular social media site, Facebook. The data shows that only 7.2% of the local stores and service providers in this sample maintain an active Facebook presence. Other activities and ratings of local business Facebook pages are reported. The results provide an initial picture of how small local businesses utilize this latest communication technology.

Keywords: *Small business, Local business, Facebook, Social media*

Social Media Crisis Preparedness of Organizations in Singapore

Christabel Reena David
Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore
christabel.rdavid@gmail.com

Augustine Pang
Division of Public and Promotional Communication &
Division of Communication Research
Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore
augustine.pang@ntu.edu.sg

***Purpose**: Given the emergence of social media, and the role it plays in both triggering and escalating crises (Pang, Nasrath, & Chong, in press), this study seeks to examine how prepared organizations are in managing social media crises in Singapore.*

***Approach**: Interviews with 15 corporate communication practitioners from corporate and government sectors.*

***Findings**: Most respondents cited the lack of resources and expertise in managing social media crises. While they recognized the growing prevalence of social media crises and the importance of preparing for them, preparedness remains piecemeal and episodic, often overshadowed by other operational priorities.*

***Research Implications**: This exploratory study builds on the last major and larger study on crisis preparedness of organizations in Singapore (Wu & Dai, 2001). It contributes to literature on crisis preparedness of organizations globally (Cloudman & Hallahan, 2006; Coombs, 2012).*

***Practical Implications**: This paper sheds light on the gaps that organizations in Singapore face and how they can prepare better prepare for them.*

***Keywords:** Social media, Crisis preparedness, Crisis planning, Singapore*

***Paper Type:** Research*

Social Media ROI

A Qualitative Study on Social Driver's Journey in Creating New Industry Standards for Social Media Measurement

Candace Parrish
Media, Art, & Text Program
Virginia Commonwealth University, USA
Parrishcp2@vcu.edu

Return on investment (ROI) is often a topical commodity when corporations venture into the realm of social media for business development and service promotion. Evaluating ROI from online communities through clicks, shares, views, and conversions can be vigorous without clarifying its yield. This paper presents a case study that follows past and present practices of a leading digital agency, Social Driver, as they discover new best practices for client management and ROI in terms of social media.

Social Driver specializes in social media management and web design. This case study will analyze the company's social media ventures, including website content, account management, interviews with employees, and internal strategies, to further construct a series of industry standards in measuring ROI for social media. Findings from the case study will provide pivotal best practices for strategically using social media for generating clients and for company exposure in corporate communications.

***Keywords**: Social media, ROI, Engagement, Best practices*

Social Media's Value in a Crisis

Channel Effect or Stealing Thunder?

Timothy Coombs
Nicholson School of Communication
University of Central Florida, USA
Timothy.Coombs@ucf.edu

An-Sophie Claeys
KU Leuven, Belgium
AnSofie.Claeys@soc.kuleuven.be

Sherry Holladay
Nicholson School of Communication
University of Central Florida, USA
Sherry.Holladay@ucf.edu

Preliminary research examining social media and crisis communication has identified social media as a unique channel that may produce channel effects during a crisis. The idea is that the nature of the channel influences how people perceive and react to the messages. Due to their design, the initial experimental studies that found a channel effect cannot rule out stealing thunder (an organization experiences less negative outcomes from a crisis when the organization is the first to release information about the crisis)/source effect as a plausible alternative hypothesis. The effects from the "social media" might be a function of stealing thunder (source) rather than a channel effect because the social media channel is the organization. This study used a 3x2 incomplete factoral design to test a social media channel effect against stealing thunder. The data favored the interpretation that the effects attributed to channel are really due to stealing thunder (source).

Successful Leadership in Complex, Emotional and Collaborative Situations

The Realities of Listening and Cognitive Depletion, and the Impact on Decision Making

Alan R. Ehrlich
The Center for Listening Disorders Research, Inc., USA
arehrlich@listeningdisorders.org

Don R. Swanson
Monmouth University, USA
dswanson@monmouth.edu

The contemporary corporate leader faces numerous challenges of information accrual, synthesis, and application to decision making. Many decisions depend on critical listening to both complex and emotion-laden messages. Contemporary neuroscience assists in a deeper understanding of the process.

This paper explores the consequences of cognitive or ego depletion through a dual-process model of listening. Moving Daniel Kahneman's (2013) mold of thinking into the realm of listening, we can model listening at both an effortless Level 1 – unconscious, intuitive, contextual library; and an effortful Level 2 – requiring activities such as generating new meanings, deep memory probes, complex calculations, or tracking our verbal responses for accuracy and consistency. The paper develops a cognitive flow paradigm to illustrate the development of a prediction engine, contextual library, and umwelt, which can reduce and simplify the listening process, but can result in a loss of accuracy. It also explores the cognitive load of Level 2 listening, and introduces the concept of cognitive depletion and its ill effects on both listening and post-listening activities. The discussion concludes with suggestions for structuring quality leadership listening opportunities and habits on the route to decision making.

Telemarketing

An Effective Communication Strategy for the Promotion of Innovative Banking Products and Services in the Intercultural Environment of Kazakhstan

Sholpan Kairgali
Id Drive Innovative Training Center, Kazakhstan
shkairgali@gmail.com

N. Zhagiparov
Debit & Credit Cards Departments
Kazkommertsbank JSC, Kazakhstan
nzhagiparov@kkb.kz

I. Yespenbetova
Credit Cards Department
Kazkommertsbank JSC, Kazakhstan
iyespenbetova@kkb.kz

The world needs banking but it does not need banks.

Bill Gates, Chairman of Microsoft, 2000

Purpose: *The objective of this paper is to suggest telemarketing as one of Bank 2.0 tools for banks to efficiently apply communication strategies that proactively promote innovative banking products and services in the intercultural environment of Kazakhstan.*

Methodology: *This research contribution derives from a comparative survey of literature and analysis of empirical results in relation to "business-to-customer telemarketing" as a communication strategy. This paper specifically focuses on corporate communication strategies to optimize Kazkommertsbank's retail banking innovation, in order to achieve financial results by using alternative channels to bank-consumer constructive relationships.*

Findings*: Based on a comprehensive literature review as well as the concepts, theories, and empirical results in regard to telemarketing, this paper shows how a telemarketing speech technique in corporate communication strategies can lead to asking and listening to customers about how they want to engage with the bank.*

Research implications: *The introduced integrated business model may be used in practice as a pattern for effective promotion and testing of a set of innovative products and services, both in banking and different sectors.*

Practical applications: *First, this paper presents the significance of using telemarketing as a communication strategy. Second, it focuses on service and training programs, which lead to financial success and decreased operating expenses. Third, it offers a new business model of communicative competence for corporate communication professionals seeking effective new ways of reaching, engaging, and communicating with customers.*

Singularity: *The originality of the paper is a combination of its scientific approach and a practical realization of business objectives.*

Keywords*: Bank 2.0, telemarketing, communication strategy, business communicative competence, corporate training.*

Paper type: *Research*

Towards a Strategic Communication Paradigm

An Analysis of the South African Communication Industry

Sonja Verwey
sverwey@uj.ac.za

Andrea Crystal
acrystal@uj.ac.za

Department of Strategic Communication
University of Johannesburg, South Africa

Moerdyk (2013) claims that R50 billion are wasted annually because of poor marketing decisions and that 20% of all advertising in South Africa (SA) is ineffective. Moreover, Oelofse (2013) reiterates that communication does not play a significant strategic role in many SA organizations and is often reduced to tactical implementations. Despite the fact that there are five dominant drivers of transformative communication, namely 1) the changing global political-economic landscapes that are witnessing changes in power; 2) digital technological advancements that change every facet of work, consumption due to convergence; 3) savvy and empowered stakeholders who have changed from being passive to being active and have no hesitation in raising their activist voices; 4) media clutter requiring innovation and creativity for a distinct competitive advantage in order to stand out; 5) fragmented audiences and fragmented media consumption that make it more difficult to connect and develop relationships with stakeholders; and 6) changing business models in a time of post-bureaucratic business contexts with the emphasis on participation and engagement. An approach that recognizes the shift towards the strategic worth of communication, especially given that the 21st Century is characterized by accelerated change, uncertainty, discontinuity, ambiguity, disorder, blurring communication genres, boundary-less networks, and multiplexity, is strategic communication. Also, because this environment has shifted from linearity and predictability to a disequilibrium, dissensus, diversity of voices, multiple realities and the need for poly-contextual legitimacy, an emerging strategy is required to facilitate further assumptions about the changing nature of communication: adaptability to strategic flexibility; control to co-creation/collaboration; top-down to bottom-up (for example the referral economy); monologue to dialogic conversation (as a grand narrative no longer has the same impact); passive consumers to active producers; product focus to idea focus; command-led to demand-led.

In other words, there has been a shift in the fundamental assumption regarding communication. This is a shift from persuasion that is manipulative to influence, as the brand owner has no longer absolute control over the brand and, thus, needs to become a facilitator or navigator in creating a co-constructed brand since meaning must be negotiated as opposed to dictated. In addition, strategic communication necessitates integration across the organization making it a value-led organization that communicates with purposeful intent, i.e. it must be organization-wide communication versus integrated communication with its focus on achieving consistency and synergy of integrated messages. Changes to the drivers, shifts and assumptions established, requires a paradigmatic shift to constant reflection via feedback loops and listening posts in order to enable self-organization. This all combines and culminates in a shift from modernist thinking to post-modernist thinking. However, Sorour (2013) indicates that in SA strategic communication this is not sufficiently understood. Hence, the purpose of this paper is to analyze via content analysis (utilizing Atlas software) the feature article in Adfocus over the past ten years. Adfocus is a yearly supplement to the Financial Mail and is one of only two independent industry publications that self-reflects on the state of the industry. The approach taken is to determine the dominant themes via

content analysis across the ten articles in order to analyze the drivers, shifts and assumptions contained therein and whether or not this reflects a shifting to a post-modern communication paradigm. As such, these themes will be benchmarked against prevailing literature that pertains to the shift towards a strategic communication paradigm and, thereby, also observing if there are any identifiable paradoxes contained therein. The implications hereof for the industry are encapsulated in the following quote (Verwey, 2013): "However communication professionals have been slow to come to grips with these shifting paradigms, partly because there is no clear line that demarcates the shift between modern and postmodern communication practice, and partly because practitioners are held captive by their own modernist assumptions. While these shifts may arguably result in stronger and better practice, it will require substantially new approaches that can only evolve if communication professionals challenge existing intellectual assumptions and develop new approaches to evaluating and researching strategic communication".

***Keywords**: Transformative communication, Branding in the 21 Century, Strategic communication, Emerging strategy, Purposeful intent, Reflective paradigm, Self-organization, Modernist communication paradigm, Post-modern communication paradigm*

***Paper Type**: Original Research*

References

Moerdyk, C. (2013). How much money are you wasting on marketing and advertising? Available from: http:/www.bizcommunity.com/Article/196/423/99600.html (Accessed 8 September 2013).

Oelofse, E. (2013). Collaborative communication processes. ChangeWright Consulting.

Sorour, M. (2013). Presentation by General Manager of Waggener Edstrom South Africa. University of Johannesburg

Verwey, S. (2013). Communicating across boundaries. Abstract Proceedings of the Conference of Corporate Communication 2013. Baruch College, New York.

Understanding Fast Diffusion of Information in the Social Media Environment

A Comparison of Two Cases

Boyang Zhang
Department of Communication
University of Jyväskylä, Finland
boyang.zhang@jyu.fi

Alexander Semenov
Department of Mathematical Information Technology
University of Jyväskylä, Finland
alexander.v.semenov@jyu.fi

Marita Vos,
Department of Communication
University of Jyväskylä, Finland
marita.vos@jyu.fi

Jari Veijalainen
Department of Computer Science and Information Systems
University of Jyväskylä, Finland
jari.veijalainen@jyu.fi

The purpose of this paper is to gain understanding of what factors cause rapid issue spread in social media, to help predict issue growth. The frequency graphics of two issues, Arctic Sunrise and U.S. capitol shooting, were compared to investigate rapidity of spread on Twitter. Next, a qualitative model was applied to explain the differences found. Furthermore, a first attempt was made to investigate issue transfer between social media and news media. The findings showed that news items and tweets were interrelated, with hardly any time-lag in between, although the tweets continued longer and included more emotion. The approach seems promising but needs further testing.

When in practice monitoring social media, attention should be given to issue characteristics that relate to drives to forward information. Emergencies with eye-witnesses present have considerable potential to engage users in social media interactions, while other issues require more organizational resources and engaging influentials to facilitate issue growth.

***Keywords**: Social media, Issues management, Information spread*

***Paper type**: Research*

Understanding Work-related Social Media Use

An Extension of the Theory of Planned Behavior

Joost Verhoeven
j.w.m.verhoeven@uva.nl

Ward van Zoonen
w.vanzoonen@uva.nl

Wim J.L. Elving
w.j.l.elving@uva.nl

Amsterdam School of Communication Research
University of Amsterdam, The Netherlands

This study examines the motives of employees to engage in work-related social media use – i.e. using personal social media accounts to talk about work-related issues. The theory of planned behavior (TPB) was used to explain this behavior. Social identity expressiveness and self-identity expressiveness were added to the TPB on the conjecture that the ability to express identity features through social media use is an important motive to engage in work-related social media use. Results indicate that especially identity expressiveness is a valuable contribution to the TPB as it considerably improves the predictive validity of the model.

Keywords: Identity expression, Social media, Employees, Extended TPB, SEM

User Generated Brand Risk within Communities of Affinity of South African Cellular Service Providers

Sonja Verwey
sverwey@uj.ac.za

Clarissa Muir
cmuir@uj.ac.za

Department of Strategic Communication
University of Johannesburg, South Africa

The evolution of the global economy has seen a rise in the digital market space where consumers are no longer passive but have become active participants in brand building. Within this digital sphere, co-creation and convergence have become commonplace in a space for interaction where participation is not premised upon membership. The collaborative and expressive nature of interactive media and technology allows users to participate in the production and publication of branded content within digital communities of affinity. According to Macchiette and Roy (1992) the term affinity refers to "an individual's level of cohesiveness, social bonding, identification, and conformity to the norms and standards of a particular reference group" and the notion of marketing is concerned with an individual's "expectation of benefits" for the consumer's wants and needs to be satisfied. Consequently, brand agencies and managers have to mobilize the brand community through continuous market conversation, and perpetual monitoring of trends in order to stimulate affinity and identification-based trust amongst the community as they become increasingly involved in the dialogue surrounding a brand, thus, changing some of the fundamental principles of value creation that marketers have taken for granted for decades within previous paradigms (Hafkesbrink & Schroll, 2011). Through User Generated Content (UGC) consumers are able to collaborate and engage with brands and to influence the brand perceptions of others based on their own perceptions (Aula, 2010). The challenge that open source poses for brand management is the loss of control over the management of the brand as a result of co-creation and co-production of brand communication.

Kaplan and Haenlein (2010) describe UGC as content that has been created by the user. Through UGC, members of online communities can exert their influence over others and are able to influence brand activities and behaviours (Sedereviciute and Valentini, 2011). UGC can, therefore, pose both financial and reputational risk to a brand, and while it can assist in building a brand's reputation, expressive networking can just as easily destroy it. The creation, building and nurturing of an open source brand community means that brands are not only participating in conversations that are happening about and around them, but also actively leading and guiding those conversations (Stokes, 2008). Consumers that are motivated by common concerns for a particular business or brand issues, can efficiently and effectively leverage the support of like-minded people around the world through the use of technology. The driving forces of finance, information, and technology have resulted in an increasingly connected world, which has given rise to increasing consumer and brand activism, and growing threats to corporate and brand reputations. Recent examples, specifically on Twitter, have raised concerns about growing brand activism as consumers hijack promoted branded hashtags to ensure that they are heard and are able to voice their brand concerns (Roncero-Menensez, 2013). Even more concerning is the notion of consumers purchasing tweets, otherwise known as promoted tweets, to communicate negative brand information to Twitter users worldwide (Wakefield, 2013). This has forced marketers to seek strategies aimed at collaborating and

positively leveraging the influence of open source branding, while also devising new brand strategies aimed at brand protection rather than brand building. Very often this results in a treacherous relationship for the brand,
since it has no control over behaviours that previously may have been deemed insignificant, but which become very significant because of the immediacy of access and reach offered by new technologies. As a result, the associated risk for the brand may be high, while it is quite low for the consumer.

It is against this background that this research aims to determine how digital communities of affinity engage and influence South African cellular service provider brands through UGC. Cellular service provider brands have been selected based on their brand relevance to the South African consumer and because of their prominence in independent South African brand reputation measures.

The study is exploratory as little or no research has been done on this particular topic, and the objective is to gain new insights and deeper understanding of how consumers use UGC to engage and influence cellular service provider brands. A Glaserian Grounded Theory approach is used to address the research problem since this approach refers to a non-specific way to develop theoretical ideas (concepts, models, formal theories) that somehow begins with data (Tin, 2010:99). In this manner, that which is relevant to this area of study will be allowed to emerge. In line with this approach, theoretical sampling is used to direct the researchers to new informants or sources of information as the developing theory emerges (Goulding & Saren, 2010:71).

Keywords: *User Generated Content; Brand Risk; Open Source Branding; Brand Affinity; Communities of Affinity; Brand Strategy*

Paper Type: *Research Paper*

References

Aula, P. (2010), "Social media, reputation risk and ambient publicity management", *Strategy and Leadership*, Vol. 38, No. 6, pp. 43-49

Goulding, C. & Saren, M. (2010), "Immersion, emergence and reflexivity: grounded theory and aesthetic consumption", *International Journal of Culture, Tourism and Hospitality Management,* Vol. 4, No. 1, pp. 70-82

Hafkesbrink, J. & Schroll M. (2011), "Innovation 3.0: embedding into community knowledge – collaborative organizational learning beyond open innovation", *Journal of Innovation Economics*, Vol. 1, No. 7, pp. 55-92

Kaplan, A. M. & Haenlein, M. (2010), "Users of the World Unite! The Challenges and Opportunities of Social Media", *Business Horizons*, Vol. 53, pp. 59-68

Macchiette, B. & Roy, A. (1992), "Affinity Marketing: What is it and How does it work?", *Journal of Services Marketing*, Vol. 6, No. 3, pp. 47-57. Available from: http://0-www.emeraldinsight.com.ujlink.uj.ac.za/journals.htm?issn=0887-6045&volume=6&issue =3&articleid=855680&show=html

Roncero-Menensez, S. (2013), "8 Hijacked Hashtags gone Horribly Wrong (or Right)", Available from: http://mashable.com/2013/10/19/hijacked-hashtags/#_ (Accessed 20 October 2013)

Sedereviciute, K. & Valentini, C. (2011), "Towards a More Holistic Stakeholder Analysis Approach. Mapping Known and Undiscovered Stakeholders from Social Media", *International Journal of Strategic Communication*, Vol. 5, No. 4, pp. 221-239

Stokes, R. (2008), *eMarketing: The Essential Guide to Online Marketing*, 2nd edn., Quirk, Cape Town.

Tin, J. (2010), "Grounded theory in practice: issues and discussion for new qualitative researchers", *Journal of Documentation*, Vol. 66, No. 1, pp. 93-112

Wakefield, J. (2013), "Promoted tweet used to complain about British Airways", Available from: http://www.bbc.co.uk/news/technology-23943480 (Accessed 15 October 2013)

Vocal Variations and Sincerity

Using Human Bioacoustics (Voice Profiling) and Perceptions of Corporate Communicator Speech

Ernest Franklin Martin, Jr.
Robert T. Robertson School of Media & Culture
Virginia Commonwealth University, USA
efmartin2@vcu.edu

May Yan Chang
The Voice Analyst, USA

Background

Research indicates that vocal sounds function as an independent channel of information about the speaker's state. This paper is an exploratory study on measures of corporate and newsmaker speeches focusing on the speakers' intention of sincerity compared with audience member perception of the speakers' sincerity.

Our research pays particular attention to three areas of concern:

1. Why is sincerity an important quality in corporate communications?
2. Is there a difference between the speaker and the perceiver as to the sincerity when messages are communicated?
3. Can we use voice profiling as an objective means of measuring a speaker's sincerity?

Speaker intentions are measured using voice profiling software, and perceived sincerity is measured by a self-report instrument. Speech audio clips, representing corporate communicators and newsmakers, are reported.

Background on importance of sincerity in corporate communications

Why is sincerity an important quality in corporate communications? Blanchard (2013), writing in *Chief Learning Officer: Solutions for Enterprise Productivity*, advises to be sincere "f you want to be believable, make sure the words coming out of your mouth match the feelings in your heart. If you do, people will feel your sincerity."

Cashman (2013), a voice coach, argues that

> Sincerity can actually be heard in the voice. It conveys a sense of trust, compassion, friendliness, approachability and authority. It doesn't matter whether you're whispering or screaming; if you're sincere, you'll be believable. Conversely, if you're not sincere about what you're saying, people can hear the lack of it a mile away. You sound false, hollow, uncaring, flippant, and cynical. Sincerity can be heard in people who are interested, enthusiastic or passionate in what they're talking about and who they're talking to. And if you can't summon authentic sincerity, people will hear you just going through the reading motions,

> so to speak, not connecting with what it is you're saying or to whom you're communicating.

A leader's speech can enthuse and unite. Regularly scheduled formal speeches or interviews can be an invaluable tool for leaders—even having transformational impact as they build authentic rapport with their stakeholders (Roos, 2013).

Several studies relate various aspects of the nonverbal aspects of voice to effective leadership. Subordinates' perceptions of their supervisors' nonverbal voice are linked significantly to subordinates' liking for their supervisors (Hinkle, 2009). Teven (2007) found positive and significant relationship to subordinates' self-reported satisfaction, liking for the supervisor, and work enjoyment. Richmond and McCroskey (2000) discovered enhanced subordinate perceptions of supervisor credibility, attraction, and affect, while increasing subordinate motivation and job satisfaction.

Roos (2013, p 557) argues benefits accrue from leadership speeches that are "thoughtful and sincere".

When a Pandemic Strikes

Toward the Social Media Pandemic Communication Model

Wei Lim
limw0150@e.ntu.edu.sg

Norshima Binte Abdul Aziz
norshima001@e.ntu.edu.sg

Rachael Song-Qi Lim
lims0203@e.ntu.edu.sg

Elizabeth Yingzhi Tan
w120011@e.ntu.edu.sg

Augustine Pang
augustine.pang@ntu.edu.sg

Wee Kim Wee School of Communication and Information
Nanyang Technological University, Singapore

Purpose: *In 2013, the World Health Organization (WHO) produced the Pandemic Risk Management Interim Guidance targeted at managing viruses. Lacking, however, is the communication element via social media. This study aims to develop the Social Media Pandemic Communication Model (SMPC) by identifying the social media strategies at each pandemic phase.*

Approach: *The WHO framework is integrated with the New Media Crisis Communication Model (Siah, Bansal & Pang, 2010) and mapped onto the 2009 H1N1 pandemic outbreak to examine how rigorous the model is.*

Findings: *Specific strategies relating to instructing, adjusting, and internalizing information (Sturges, 1994) are identified.*

Research Implications: *While managing viruses is critical during pandemics, communication remains paramount (Barry, 2009). This study aims to provide a comprehensive social media communication structure at the (a) inter-pandemic phase, (b) alert phase, (c) pandemic phase, and (d) transition phase.*

Practical Implications: *Healthcare organizations can use this model to guide them in providing timely and accurate information through social media.*

Keywords: *Pandemic; Social media; Public communication; Pandemic preparedness*

Paper Type: *Conceptual*

CONFERENCE WORKSHOPS



Creating Credibility in Your Academic and Corporate Writing

In the time-starved Internet world, where everyone's a writer and everyone's a reader, the demand for literacy is more intense than it has ever been. The ability to articulate ideas in smart, tight writing is crucial for scholars working in academic and corporate contexts. This workshop will cover the conventions of scholarly documents such as papers for academic journals along with workplace genres such as reports and e-mails. The workshop will provide you with pointers about how words work so that you can write the concise, lucid, nuanced, and compelling prose that is so valued by readers. It will sharpen your writing and enhance your editing competence and self-confidence.

Roslyn Petelin, Ph.D.
Writing, Editing, and Publishing Program
School of English, Media Studies and Art History
The University of Queensland, Australia
r.petelin@uq.edu.au



Engaging Your Audience with Your Message and Your Slides

The purpose of this workshop is to understand and apply the elements necessary to create and deliver an engaging slide presentation. The ability to communicate data is a specialized communication skill. The communication strategy for using data is not just about deciding what content needs to be transferred. More importantly, it is about deciding what strategy will allow the audience to understand, remember, and have the ability to apply the information. In this workshop, we will focus not just on delivery, but also on how to use strategic communication to develop messages, so they are memorable and useful (not just a "data dump").

Patricia Scott, Ph.D,
President & CEO, Uhmms
Lecturer, Communication Program
Wharton School, University of Pennsylvania, USA
patscott@uhmms.com

CONFERENCE WORKSHOPS CONTINUED



Meeting the Challenges of Communicating Complex and Conflicting Global Issues

The complexity of communications has grown exponentially:

- The missing plane that becomes a mystery sparks a global debate over terrorism, passport control and international air traffic regulations.
- A crisis in the Ukraine not only develops into an international diplomatic crisis, it impacts the Paralympics within a few days of a successful Olympics in Russia.
- While Nigeria is Africa's most populous nation and its oil fields promise greater growth in the continent's second largest economy, violence in Nigeria's central region remains deadly and it is largely ignored.

In these complex issues, where organizations both look to the risks and opportunities involved, what do individuals do to protect their reputations? What do corporate sponsors do to preserve their support yet demonstrate to their shareholders and clients they are consistent with their "messaging," – who are they and what to they authentically believe and practice? And how do NGOs ensure their missions remain on track and their supporters back them as conflicts tear apart at their ideals?

Stephen K. Dishart
President, Dishart Communications and
Crisis Management Consultants, LLC, USA
sdishart@dishartccmc.com



Why Storytelling Still Works

Why is storytelling—the oldest form of persuasive communication—now the hottest trend in organizational communication? Because it works. It is in our nature to connect with other's experiences, and storytelling can help put the blinding pace of organizational change into context. In this workshop, John Santoro, the senior speechwriter for the global biopharmaceutical firm, Pfizer, will address the latest trends in storytelling, provide counsel on the use of stories in this age of instantaneous connections, and draw on the storytelling heritage of Chinese culture to provide lessons relevant to modern business. This workshop is recommended for those engaged in corporate communications, including change communication.

John P. Santoro
Executive Speechwriter
Pfizer Inc, USA
john.santoro@pfizer.com

CONFERENCE KEYNOTE SPEAKERS

Challenges and Opportunities in Public Rleations and Reputation Management for Chinese State-Owned Companies

Hong Fan, Ph.D.
Professor, School of Journalism and Communication
Tsinghua University, China
fanhong@tsinghua.edu.cn

Randy Xiao
Executive Director & Senior Researcher
Institute of Public Relations and Strategic Communication
Tsinghua University, China
randyxiaothu@qq.com

Engaging Stakeholders in a Liberalizing Environment: Are Corporations on a Collision Course with Affected Publics in Increasingly Affluent Asia?

Glenn Schloss
Head, Corporate & Public Affairs
Golin/Harris, Hong Kong
GSchloss@golinharris.com

The Power of the #Moments – Redefining Marketing in the Age of Real-Time

Frederique Covington
International Marketing Director, APAC, India, Middle East, & Africa, Canada, Twitter, Singapore
freddiecovi@twitter.com

Strategic Communication Continuum: Corporate Culture, Reputation, Issues, Crisis

Michael B. Goodman, Ph.D.
Professor & Director, MA Coroprate Communication
Founder & Director, CCI - Corporate Communication International
Baruch College/CUNY, USA
michael.goodman@baruch.cuny.edu

CONFERENCE HOST

CCI - The Hong Kong Chapter, Department of Chinese and Bilingual Studies
The Hong Kong Kong Polytechnic University

CONFERENCE AWARDS SPONSORS

Corporate Communications: An International Journal**,** Emerald Group Publishing Limited

Uhmms

CONFERENCE PANEL SPONSORS

ABC – Association for Business Communication

Pfizer Inc

CCI CORPORATE SPONSORS

Amgen Inc.
Con Edison
Honeywell
The J.M. Smucker Company
Johnson &Johnson
Pfizer Inc
Prudential Financial, Inc.
Siemens Corporation

CCI CHAPTERS

CCI – The Baruch Chapter, MA in Corporate Communication, Department of Communication Studies, Baruch College/CUNY, USA

CCI – The Hong Kong Chapter, Department of Chinese & Bilingual Studies**,** The Hong Kong Polytechnic University, Hong Kong

CCI ACADEMIC PARTNERS

Australian Journal of Communication **& The Writing, Editing & Publishing Program**, Faculty of English, Media Studies & Art History, The University of Queensland, Australia

Centre for Corporate Communication, School of Business and Social Sciences, Aarhus University, Denmark

Corporate Communication, Department of Communication, Aalto University School of Business, Finland

Department of Strategic Communication, Lund University, Sweden

IULM University of Milan, Italy

Richard T. Robertson School of Media & Culture, Virginia Commonwealth University

Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore



CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY

The first choice for information and knowledge on corporate communication

55 Lexington Avenue, B 8-233 | New York, NY 10010
Tel: 646.312.3749 | Fax: 973.270.0039
cci@corporatecomm.org
www.corporatecomm.org