

Corporate Social Responsibility in International Agenda-Setting

*How are public relations strategies converging and
evolving in the web 2.0 media mix?*

PhD thesis in management

Submitted to the Faculty of Economics, University of Neuchatel

By

Lukasz M. Bochenek

Under the supervision of

Sam Blili, Professor, University of Neuchatel

and

Michel Kostecki, Professor, University of Neuchatel

Members of the evaluation committee

Valéry Bezençon, Professor, University of Neuchatel

Vincent Sabourin, Professor, Université du Québec à Montréal

Philippe Viallon, Professor, University of Strasbourg

Defended in Neuchâtel on 5th November 2012

IMPRIMATUR POUR LA THÈSE

Corporate Social Responsibility in International Agenda-Setting :
How are public relations strategies converging and evolving in
the web 2.0 media mix ?

Lukasz M. BOCHENEK

UNIVERSITÉ DE NEUCHÂTEL
FACULTÉ DES SCIENCES ÉCONOMIQUES

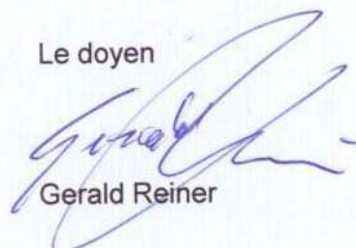
La Faculté des sciences économiques,
sur le rapport des membres du jury

Prof. Sam Blili (directeur de thèse, Université de Neuchâtel)
Prof. Michel Kostecki (co-directeur de thèse, Université de Neuchâtel)
Prof. Valéry Bezençon (président du jury, Université de Neuchâtel)
Prof. Vincent Sabourin (Université du Québec, Montréal)
Prof. Philippe Viallon (Université de Strasbourg)

Autorise l'impression de la présente thèse.

Neuchâtel, le 21 mars 2013

Le doyen



Gerald Reiner

Acknowledgements

A Ph. D, thesis is a personal work; however, it is impossible to accomplish without support from others. That support not only improved the quality of the thesis, but also brought an additional perspective and enhanced the view on the issues analyzed.

First, I would like to thank Prof. Sam Blili, who directed this research. While always present and guiding, he left an important amount of freedom and opportunity to learn from my own experiences. Sam's role was more of a mentor than a teacher. The process was full of discussions, inspiring conversations, and exchanges via all means of communication (meetings, phone calls, e-mails and even SMSs). I am particularly thankful for this intellectual stimulation and learning. Our conversations allowed me to really become a researcher and confirm this choice in life. It was also extremely reassuring to feel that there is a friend who would always answer in case of any problems during the work and give helpful advice (despite holiday, weekend, night etc.).

Prof. Michel Kostecki started this journey and was present during whole process of this thesis. I'm thankful for his time, for our meetings at the beginning of the thesis and for his continuous support. His encouragement and remarks helped to develop the hypothesis and maintain the quality of work. I am also thankful for his commitment and responsiveness throughout the process.

I would like to thank Professors Valéry Bezencon, Vincent Sabourin and Philippe Viallon for their precious remarks which allowed to improve this manuscript.

I would like also to thank my colleagues from Enterprise Institute and especially Eric for his help and numerous discussions. I would like to thank Cyril and Gina for their help and support.

There are several people who contributed to this work by encouraging me to pursue the research, or by facilitating the process. I would like to thank Mr. Rolf Olsen for his support and encouragement in the writing process of this thesis. His flexibility as the CEO of LEIDAR made this process smoother. Prof. Philippe Viallon was present on my scientific path from its early stages. His remarks and motivation were extremely helpful in the writing

process. Also, his continuous encouragement helped to face the difficulties and lows in motivation.

There wouldn't be a reason to write these acknowledgments without the constant support of my parents from the beginning of my educational process. Without their support, it would be impossible to write this thesis. They made this process easy and extremely comfortable both on the emotional and financial levels. They also never questioned my choices in life and education, which allowed me to explore a scope of disciplines. I know that it was an important investment and required an important number of concessions for more than 20 years. I thank also other members of my family for their interest and encouragement. At this point, I would like to mention a person with whom I had a special relationship – my grandfather Jan Bochenek, who being academic himself, pushed me towards this path which today is accomplished. Unfortunately, he is no longer with us to share this moment.

This work was only possible thanks to all of the respondents and participants of the research. I thank the 18 interviewees from my qualitative research. As some preferred to remain anonymous, I thank each and all of them collectively. I would like also to thank companies which agreed to participate in the research: Swiss International Airlines, Hublot, Credit Suisse and Warsaw Airport. I was really privileged to work with these respectable companies. I would like to thank them for their time for interviews and validation of the case studies which showed their excellence. I also thank all 378 respondents of my quantitative questionnaire and especially those 242 who filled all the answers and allowed me to treat their wisdom statistically. Their input helped in the construction of final conclusions and quantification of the results.

Last and most importantly, I thank Malgosia – my wife. For her help and for all support which was far beyond what one could expect. As I know she doesn't like public acknowledgements, I will keep them personal.

Summary

Social media, a growing number of stakeholders and 24/7 multi-media coverage create an environment in which companies need to learn anew how to communicate. Nowadays, corporate communication can be direct and tailored to the specific groups of key corporate stakeholders (the channels of communication can be owned by companies). The corporate crises which characterized the end of the last decade proved the point that risk analysis and risk mitigation are crucial to business operations. In this context, corporate reputation is one of the most important intangible assets of companies.

Changes in Corporate Communication (CC) management require that organizations take on the new learning processes. This poses several questions; how do the companies actually learn to manage their CC? What are the learning patterns? How does the learning influence their operations? Is there an impact on company strategy? These questions are the basis for the following paper. They also address Corporate Social Responsibility (CSR) management, which has become an important element in corporate communication strategies.

Objectives and construction

Research questions are complex. The context in which companies operate is constantly evolving and CC practices and strategies are evolving as well. Therefore, this research is based on a multi-step methodology. First, the conceptual model based on theory review was created. It was then applied to theoretically sampled companies in order to validate proposed framework. Second, an exploratory qualitative study among high-level executives from companies, non-governmental organizations (NGOs) and intergovernmental organizations (IGOs) provided a view on the multi-stakeholders' management. The aim was to define the field and the relationships between the actors in a multi-stakeholders environment.

A study on social media management was carried out in parallel. Social media channels of Swiss-based companies, NGOs and IGOs have been reviewed and described to examine and define the existing profiles and patterns. After this initial exploratory review, European champion companies were contacted and analyzed through in-depth case studies. This allowed refining the conceptual model of social media strategic management in the context of corporate communication.

The model has been applied in the qualitative study based on the content, discourse analysis and non-participant observation of 60 of the world's leading companies.

The corporate communication experts in the quantitative survey assessed the drivers, success factors, learning aggregation and measurement frameworks of CC management. There is an observable gap in the measurement framework between expectations of communications executives and the existing key performance indicator (KPI) frameworks. At the same time, according to the experts, there is a direct correlation between the respective elements of the conceptual model of CC strategic management.

Findings and implications

The study contributes to the literature of management science by addressing the question of corporate communication from the perspective of management science. It provides a model which considers corporate reputation management from the perspective of intangible asset management. The study also links CC with corporate reputation management, CSR, Corporate Social Performance (CSP) and the social media. That provides a holistic framework which is applicable to various industries.

The second contribution of the study is a managerial model of social media strategic management. Most of the studies were focused on operational matters related to social media. In this study, the accent is put on the actual strategic model. It involves the corporate culture, drivers, strategies and operations, internal processes and finally measurement of performance. In-depth case studies provide an insight that confirms the dynamic model of social media management. The model allows analyzing the social media strategies from an organizational learning perspective.

The third contribution of this thesis is the model showing the expectation gap between what is supposed to build corporate reputation and the actual behaviors of the companies. It also shows the notion of ROI does not receive its full recognition from management. It might be one of the reasons for its limited willingness to adopt the CC organizational learning processes. The study also provides diagnostic tools, which can be applied by companies in the process of CC management, assessment and audit. The construction of the thesis is based on the articles with 5 articles being accepted for publication.

List of abbreviations

AMEC – International Association for the Measurement and Evaluation in Communication

ATL – Above the line

AVE – Advertising Value Equivalent

B2B – Business to business

B2C – Business to consumer

BTL – Below the line

CC – Corporate communication

CSP – Corporate Social Performance

CSR – Corporate Social Responsibility

CSV – Creating Shared Value

IA – Intangible asset

PPP – Public Private Partnership

ROI – Return on Investment

SM – Social Media

WOMM – Word of Mouth Marketing

UGC – User-generated content

Table of Contents

Chapter 1: Introduction to the thesis	15
1.1. Introduction to the social context.....	16
1.2. Agenda setting in the context of social media – new tools, new processes	17
1.3. From corporate image to corporate reputation.....	20
1.4. Impact of the crisis (crises) on corporate communication	21
1.5. Defining corporate communication strategic management.....	22
1.6. Research problematic and methodology	23
1.6.1. Global objectives of the study.....	23
1.6.2. Chapter objectives and structure	24
1.7. Managerial implications and study relevance	26
1.8. Research design.....	28
Chapter 2: Profiling corporate communication strategy - Learning from Master & Commander	29
<i>State-of-art in corporate communication strategic management</i>	29
Summary	30
2.1. Introduction.....	31
2.2. Corporate communication – towards reputation building.....	32
2.2.1. Agenda setting in the corporate and civil society context.....	32
2.2.2. Corporate reputation	34
2.2.3. State-of-art – CSR communications.....	36
2.2.4. State-of-art – corporate communication.....	39
2.2.5. Organizational learning.....	40
2.3. Profiles of CC organizational learning.....	42
2.4. Learning patterns of CC strategic management	44
2.4.1. Single loop of organizational learning - Corporate communication in the social media context	44
2.4.2. Double loop of organizational learning - strategic communication	44
2.4.3. Triple loop of organizational learning - Strategic alliances, Corporate Social Performance and communication	45
2.4.4. Drivers of CC strategic management	46
2.5. Towards the maturity model	50
2.6. Discussion	53

Chapter 3: Towards a learning framework of multi--stakeholders	
Corporate Social Responsibility management: "A little more than kin, and less than kind". (Hamlet Quote Act I, Scene II)	53
3.1. Introduction.....	57
3.2. Theory and hypothesis development.....	58
3.2.1. Corporate Social Responsibility.....	58
3.2.2. Public relations in the age of stakeholder management	59
3.2.3. Reputation management.....	60
3.2.4. Hypothesis.....	60
3.3. Methods.....	61
3.3.1. Key factors and variables	63
3.4. Analysis.....	64
3.4.1. Comparative table – patterns.....	69
3.5. Conclusions.....	70
3.5.1. Limitations of the study	70
Chapter 4: Strategically social – European social media champions in action*	71
Summary	72
4.1. Introduction.....	73
4.2. State of art – social media management.....	73
4.3. Methods.....	82
4.3.1. The research study	82
4.3.2. The sample	82
4.3.3. Case studies.....	83
4.4. Analysis.....	84
4.4.1. Swiss International Airlines (SWISS) - Community driver.....	84
4.4.2. Warsaw Chopin Airport	89
4.4.3. Credit Suisse –Towards framework of a business strategy.....	93
4.4.4. Hublot – socially compatible	98
4.5. Discussion	102
4.6. Conclusions.....	102
4.6.1. Further research.....	103
Chapter 5: Communicating strategically – Talking less, targeting better .	105
<i>Qualitative study on corporate communication learning in leading global companies</i>	105
Summary	106

5.1. Introduction.....	107
5.2. Theory building.....	108
5.2.1. Corporate communication management	108
5.2.2. Corporate reputation	109
5.2.3. Corporate Social Responsibility – strategic communications.....	110
5.2.4. Maturity model.....	110
5.3. Methods.....	113
5.3.1. The research study	113
5.3.2. Research design.....	113
5.3.3. The sample	114
5.3.4. Analytical process	114
5.4. Analysis - learning patterns among companies analyzed.....	115
5.4.1. Operational level.....	115
5.4.2. Strategic level.....	116
5.4.3. Network level.....	117
5.4.4. Drivers of CC organizational learning	118
5.5. Discussion	119
5.6. Conclusions.....	119
Chapter 6: Social, strategic, sophisticated? – Expert view on corporate communication strategic management	121
<i>Quantitative study based on an international communication expert survey</i>	121
Summary	122
6.1. Introduction.....	123
6.2. Theory and hypothesis development.....	124
6.2.1. Drivers of CC strategic management	124
6.2.2. Corporate communication governance	126
6.2.3. Corporate communication measurement.....	126
6.2.4. Hypothesis development	127
6.3. Methods.....	131
6.3.1. The research design.....	131
6.3.2. Data collection	131
6.3.3. The sample	132
6.4. Analysis.....	134
6.4.1. Reliability and validity tests.....	134
6.4.2. Drivers of CC and key success factors.....	137

6.4.3. Additional analysis of control variables.....	141
6.5. Discussion.....	142
6.6. Conclusions.....	144
6.6.1. Study limitations.....	145
Conclusions.....	147
References.....	157
Appendices.....	179

Chapter 1

Introduction to the thesis

Part of the reflection presented in this chapter has been accepted for publication in:

Bochenek , L & Blili, S. (2013, forthcoming). “Power of social connection – A framework for strategic communication management”, *Proceedings of Social Business is Good Business, An International Conference to be held at Anadolu University, Turkey, 30 – 31 May.*

1.1. Introduction to the social context

News channels, social media, instant messaging and mobile devices allow a spread of information at unprecedented speed. Facebook has over 900 million users; over 500 million Tweets are sent every day (source: Facebook and Twitter). The events in any corner of the world can escalate globally within one touch on an iPad screen. Social media “change the rules of the game” as the groups which used to be muted can now get their voice out at a global scale. With over 900 million users, Facebook becomes one of the most powerful channels of communication worldwide. This channel is more and more penetrated by corporate communication and marketing. However; this is new marketing that is based on social communication and dialogue. It requires an alignment with the corporate communication. Till recently, social media have been perceived as a “pure arena”, which is orchestrated by social or non-profit actors. Initial Public Offerings (IPOs) of social media Internet companies started to set a more realistic view on things where the value of social media communities can be measured and add to the value of companies. The “change” announced new rules of the game where “you” have the power of change and commercial actors are thrown away, criticized and controlled. The social media were almost sacrificed in the social and media discourses.

The companies needed to adapt to this reality which seemed for them to be a threat. In fact to the contrary, it is actually an opportunity to build the dialogue on an equal level and address customers directly. In consequence, corporate communication is not limited to “traditional” channels like media. It can build its own channels to engage with users. Organizations are learning how to use social media in the process of organizational learning, which starts with listening activities through tactical participation through strategic change to the multiparty network dialogue. However, that change in practices is not possible without some sophistication of corporate communication as a business function. Corporate communication as a business function used to be considered as a “nice to have” (focusing mainly on media relations) and “must have” (for crisis communications).

Nowadays, corporate communication has become a key strategic role within organizations which are reflected by representation at board level in the hierarchy of a growing number of organizations. Bad communication (internal or external) can destroy not only the image of the organization, but push the company almost to bankruptcy. The stock exchange performance during BP’s oil spill in the Gulf of Mexico is a prominent example. The authorities and “role

models” lost their legitimacy within a few days. It is not only important how individuals and companies perform. It is also important to what values they adhere (i.e. at the level of CSR, CSP).

1.2. Agenda setting in the context of social media – new tools, new processes

The origins of Facebook shed a bit of light on the nature of this social change. The tool was initially created out of the idea of students to rank the female students by categories of beauty. It developed from there with status updates and relationship status, and other basic features of the platform respond to the most basic instincts and social need of gossiping. But as we gossip and check pictures of our friends, we also shop, choose, recommend and comment upon products. Therefore, Facebook becomes an important platform to build brand awareness and advocacy. Twitter allowed people to send 140-sign messages which were like free SMSs sent to everyone following us. It quickly became evident that it is an interesting tool for media relations management, as well as for events and community building. Finally, LinkedIn, which gathers résumés and professional profiles, plays an important role in recruitment and internal communication.

In social media, not only can the message not be controlled, but its sentiment¹ is also uncontrollable, as social media allow comments and discussions to take place in public. A low entry cost makes social media a global means of communications available for everyone (Anderson, 2006; Anderson 2009). The amateurs can express and broadcast their content at the same level as professional organizations. Early on, social sciences developed two approaches to comment on this revolution. The first one praises the democratization of the public sphere and the opportunity to get a voice for the groups which were “muted” till now (Tapscott, 2008; Shirky, 2009; Sustain, 2007). The second sees it as a threat to quality. The authors say that the “cult of amateur” kills both culture and quality (Keen, 2008). The approach in between these two suggests that the revolution is a fiction as the message is still controlled by those having the cultural capital to produce it. The quantity of messages leads to higher quality standards which can be secured only by the groups having an access to the means of production (in this context social production). This neo-Marxist theory taking notions of “cultural capital” from Bourdieu was written as a kind of warning against the changes occurring (Bard and Sodrqvist, 2006). While disagreeing with the alarmist tone, one can reflect that there is something interesting in the proposal of greater focus on quality in the

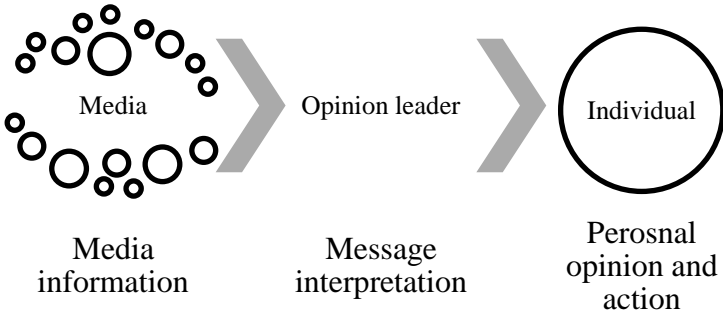
¹ Sentiment – a term “sentiment” is used in this paper as per social media measurement tools (i.e. Meltwater Buzz)

social media. The opportunity to broadcast given to everyone creates bigger competition in both the media and social media landscape. It is true for the traditional media, for newcomers and for well-established organizations. This tendency is certainly an opportunity for new corporate communication focused on community engagement (Breakenridge, 2008).

Previously, strength of brand was the factor securing media coverage. In the context of social media, the unknown organization theoretically has the same chance to set the agenda as the major player. Interest in regular corporate news is limited. The social media and the power of broadcasting also influence reputational perception of global organizations (Fearn-Banks, 2011). The ecology of broadcasting is replaced by the ecology of participation as observed by Tobias Olsson (2010). The example of a nanny from Washington disappointed by the charge of usage of the debit card introduced by Bank of America in autumn 2011 demonstrates the potential of social media to create a communication crisis which escalates into a business issue. It was so effective that the bank was forced to abolish the action and assume concrete financial losses. Social media and corporate communication are no longer just a supportive function; they indeed penetrate into core business management. Because of the immediate spread of messages, social media have the power to create crises for multinational corporations (Fearn-Banks, 2011).

Growing awareness of customers causes growing demand for action. Twenty years ago it was almost technically impossible for an individual to have a public opportunity to influence people outside his social circle. Personal influence was the object of studies from 40s starting by famous research of Katz and Lazarsfeld (1955). The theory of two steps communication flow showed (Figure 1) the limits of media influence on the choices of individuals (Katz and Lazarsfeld, 1955).

Figure 1: Two step flow of communication



It also showed the role of opinion leaders (the most influent members of the community who were transmitting knowledge with their interpretation to community members) in the process of impact upon a given public. The study on election choices in US showed the role of mediation of the information. The following studies (Decator and study among physicians) helped to identify the characteristics of opinion leaders (Maigret, 2007). Indeed, opinion leaders were “issue attached”. Being an opinion leader and influencer in one subject did not give authority for other subjects (Maigret, 2007).

Further research in cultural studies showed the importance of individual perception in the interpretation of media information (Maigret, 2007). This perception can be biased culturally, as for example the study of Dayan and Katz on the interpretation of the ‘Dallas’ TV series showed (1992). Different elements were interpreted in different ways in different countries. Even the storyline “what is it about?” was perceived differently according to the origins of the viewer. That tendency needs to be taken into account while creating any global communications programme (Malaval and Decaudin, 2005). The social media are global communication channels, thus the sophistication of the communication required is even greater.

Before the rise of social media, traditional broadcast media controlled the choice of information. They controlled the flow and quality of the information (Balle, 2006; Missika, 2006; Greffe and Sonnac, 2008). The public sphere was stratified and legitimacy to talk in public was restricted to the most prominent individuals (Habermas, 2005; Reynié, 1998; Mouchon, 2005).

Before the “social media revolution”, stakeholder’ relations management was quite straightforward. The organization needed to define well its stakeholders and address the communications directly to them through tailored channels. Crises could have been resolved using classical methods like third party endorsement etc. Nevertheless, the rise of Internet and low costs of quality computing equipment changed the mix. Individuals gained a unique opportunity to become citizen journalists and present their materials/productions on the web (Keen, 2008). The last and most important step is related to web 2.0 and the phenomenon of user generated content. Sites like Flickr, You Tube, Youku, Toudu etc. allow the individuals to broadcast their materials all around the world. “You” became the man of the year 2006 of “Time” magazine. The title which used to belong to a personality in the public sphere was awarded to everyone on the planet.

Web technologies change the role of corporate communication which needs to include a broader group of stakeholders (Argenti, 2006a). The reason for that was simple; indeed at the stage of technological development everyone has the potential ability to shape the opinion of all. We observe the phenomenon of “long tail” not only in consumers’ demand, but also in the process of selection of information (Anderson, 2006).

Global companies are answering these challenging issues by adapting not only their strategies of communications but also by adapting their business models. They are managing the dialogue with their stakeholders and are able to engage them when needed. Corporate Social Responsibility (CSR) becomes in that context a core element of the strategy of organizations and supports both communication and branding (Malaval and Décaudin, 2005).

1.3. From corporate image to corporate reputation

CSR shifted from philanthropy to partnerships (Seitanidi and Ryan, 2007). The approach of companies towards CSR is more inclusive than it used to be in 90s. One-way philanthropy actually excluded the possibility of dialogue and partnership (Seitanidi and Ryan, 2007; Du et al., 2010). It was the donor who decided when and who to support and fully controlled the process (Seitanidi and Ryan, 2007). However, the return from these investments was limited. Frequently, it meant just “a line” in the NGOs’ report, or in the corporate philanthropy report. Now, the trend has moved towards partnerships and common value creation (Seitanidi and Ryan, 2007; Ziek, 2009, Porter and Kramer, 2011). A similar process can be observed in the overall corporate communication management.

Previously, the aim was to manage corporate image as the latter directly influences business operations of the company as well as the stock performance (Brinkmann and Ims, 2009). The example of the study on Philip Morris International shows that the company in early 90s considered leaving the tobacco business to preserve its image for other operations (notably in the food and beverage industry) (Smith and Malone, 2003). The image of companies is also reflected in stock recommendations (Fieseler, 2011). Nevertheless, the approach was rather limited to the external perception of the company.

Corporate reputation as a term and process is gaining momentum both in the academic research and in the business community. Corporate reputation focuses more on external partnerships. Companies build new models of interaction with the non-profit sector (Shumate and O’Connor, 2010). The process of corporate reputation-building is based on the principle

of partnerships with multiple stakeholders. Corporate reputation is directly linked to CSP (Wood, 2010). Therefore, the corporate communication of these efforts plays a crucial role in transferring CSR efforts into business benefits (Du et al., 2010). In that sense corporate reputation is an intangible asset of companies, which is a subject of external and internal evaluation (Wood, 2010).

Growing role of corporate reputation increases a focus of companies on the CSR programmes and activities. Management of information and of the stakeholders both contribute to the institutionalization of the corporate communication practice in the companies (Tench et al., 2007). The 37 country European Monitor survey (2008 and 2012) provides insights to this process. The role of CSR is incremental for strategic positioning of corporate communication within the enterprise's structure (Tench et al., 2009).

In that sense CSP can be defined as:

“Corporate social performance is a set of descriptive categorizations of business activity, focusing on the impacts and outcomes for society, stakeholders and the firm itself”.(Wood, 2010).

1.4. Impact of the crisis (crises) on corporate communication

Exxon Valdez was one of the first “global business crises”. The 24/7 media environment granted global coverage of the accident and its consequences. The footage was seen worldwide and the company was put in the limelight for a long period of time. That was the first of the “big corporate crises” the public was made aware of. The collapse of Arthur Andersen was directly linked to the reputational damages related to the audits of Enron (Fearn-Banks, 2011). The company lost its license to operate in the United States, but lost its credibility and social license worldwide. Further examples of Merck (Vioxx), Toyota (brakes) and BP (oil spill) to name a few, show the potential impact of crises on business operations.

The real value of corporate reputation is therefore the most visible when it is lost. In consequence, companies prepare for crises. Established crisis procedures aim to limit their impacts and scope (Evans and Elphick, 2005). Also, companies build internal knowledge in the process of organizational learning from previous failures (Stead and Smallman, 1999). On the other hand, partnerships with multiple stakeholders can mitigate the communicational risks of the crisis (Evans and Elphick, 2005). In the social media context, any crisis can become global and destroy the reputation of a company (Fearn-Banks, 2011). Therefore,

global companies invest in their reputation (Evans and Elphick, 2005). In that sense, corporate reputation becomes insurance in case of a crisis (Fearn-Banks, 2011).

1.5. Defining corporate communication strategic management

Corporate communication, public relations, and marketing communications – all these functions manage corporate reputation. Moreover, the department managing CC can be called by all these names. The fact that various terms describe this job function shows certain confusion (Argenti, 1996). Also, the hierarchical level of the supervisor of corporate communication varies (Malaval and Decaudin, 2005). In some organizations, it is a board level function while in the others CC is situated in the marketing department (Argenti, 1996). The hierarchical line between the head of CC and CEO plays an important role in CC efficiency and effectiveness (Forman and Argenti, 2005).

The place of CC in the structure depends also from the corporate profile (industry vs services). It depends also from the customer type (b2b vs b2c). It is also driven by the corporate culture in general and senior executives' agenda in particular (Argenti, 1996).

From the 90s, corporate communication is a subject of studies as well as a title for a function in many organizations (Argenti, 1996; Cornelissen, 2011). Both the term and the research on corporate communication are relatively new (Argenti, 2006a). There is a discussion between scholars whether the domain of CC belongs to the communication and mass media departments, or management studies (Argenti, 1996; Argenti 2006a). The ownership issue also defines the problems of research (Wright, 1999, Argenti, 1996). These divergences lead to a situation in which the subject is relatively under-studied, especially in the context of a growing role for corporate reputation in competitiveness (Argenti, 1996; Berens and Van-Riel, 2004). Cornelissen provides the following definition of CC:

“Corporate communication, in other words, can be characterized as a management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines, such as media relations, public affairs and internal communication (Cornelissen, 2010)”

The companies have to communicate to build relationships with stakeholders in order to communicate with them and build trust (Edelman 2011, Edelman 2012). Therefore, corporate communication governance is becoming more professional and strategic (Argenti, 1996; Argenti 2006a; Zerfass et al., 2012). The corporate communication structures are managed by

professionals who are more educated (Zerfass et al., 2012). Therefore, the sophistication of CC governance is accompanied by the professionalization of its managers. The sophistication requires organizational learning development at the operational, strategic and network level (Gibb and Blili, 2012 a, b, c). Strategic management of CC is therefore the way in which companies manage the structures, tools and resources in the context of external and internal communication.

1.6. Research problematic and methodology

1.6.1. Global objectives of the study

The study analyzes corporate communication practices and strategies through the multi-step methodology in the context of organizational learning. It takes into account CSR on the ideological, strategic and operational levels. CSR and CSP are important elements as they contribute to corporate reputation building (Forman and Argenti, 2005). Although many factors are listed as contributing to corporate reputation, it can be argued that the role of CC is fundamental in corporate reputation management (Forman and Argenti, 2005; Du et al., 2010).

The research aims first to report a state of art and define relationships between the analytical concepts and their strategic application. This research and theory review lead to creation of a conceptual model of corporate behaviors in CC strategic management. It looks also at the relationship between the social media and CC. Finally, the research aims to describe the corporate profiles and patterns in the CC strategic learning process.

The research aims to answer the following research questions which are based on the initial research problem:

- What are the drivers of CC strategic management? (chapter 2)
- What is the role of CSR in the corporate agenda and how does it impact CC strategic management? (chapters 2 and 3)
- How do social media influence multi-stakeholder dialogue? What are the drivers of multi-stakeholder dialogue? (chapter 3)
- What is the role of social media in the CC strategic management? (chapter 4)
- What patterns do companies adopt in the learning process of CC strategic management? (chapters 5)
- What are the key success factors in CC strategic management? (chapter 6)

- How is CC performance measured and reported within companies? (chapter 6)
- What are the overall managerial implications of the CC strategic management? (chapter 7)

1.6.2. Chapter objectives and structure

1.6.2.1. First chapter

The first chapter is an introduction to the research. It explores the social and business trends in communications, CSR and corporate reputation. It explores the levels on which corporate communication are executed. Also, it shapes the research problem and draws a relationship between social media and corporate communication/messaging. Finally, it explores the problematic of the study and presents its objectives and structure.

1.6.2.2. Second chapter

The second chapter reviews the literature on the strategic and tactical management of corporate communication. This literature review provides a conceptual dynamic model of corporate communication strategic management. It includes learning patterns and profiles. It focuses also on the drivers of CC strategic management. The organizational learning of CC is executed through triple loop learning. This chapter leads to the construction of a conceptual model which constitutes the basis for the research presented in further chapters.

1.6.2.3. Third chapter

The chapter presents an inductive exploratory qualitative study which aims to assess the main trends in corporate communication practices. The growing number of available tools elevates the internal role of corporate communication. Thus, there is an observable professionalization of the job function. Also, CC valuation in corporate structures increases. The role of CC moved from the sender of corporate communication messages to the partner and driver of a multi-stakeholder dialogue.

The study presented in the third chapter is based on 18 in-depth interviews with senior corporate and non-profit sector executives. It helps to understand the professional constraints in CC management and the relationships between the actors. It provides also a view on the CSR expressed by corporate and non-profit sector executives.

1.6.2.4. Fourth chapter

Social media are an important aspect of CC management. These tools were also a “starting point” of this thesis. The fourth chapter presents a conceptual model of strategic social media management. The relationship between CC and marketing, and social media tools is analyzed. The chapter aims to define the drivers and process of social media strategic management. Conceptual reflection is illustrated by four case studies – best practice examples. The companies presented are the European champions of social media management. They operate in different sectors and industries, which makes this sample rich.

1.6.2.5. Fifth chapter

The fifth chapter presents the CC learning patterns of 60 of the world’s leading companies. It is based on the discourse, content analysis and non-participant observation of CC materials. The case studies are based on the observation model. The aim of this chapter is to illustrate concrete operations of companies. The choice of the companies aimed to present different industries and different geographical locations. The study helps to explore and understand CC management practices and patterns. It also shows several elements which influence CC strategic management.

1.6.2.6. Sixth chapter

The sixth chapter presents analysis of the results from a quantitative on-line expert survey. The aim of this chapter is to validate the research and conceptual model by the experts. The second aim is to show the process of CC strategic management within the widest variety of organizations. International CC experts were asked to assess the importance of the drivers of corporate communication. They analyzed the key success factors for CC strategies and operations. At the end, the chapter analyzes the learning framework within the organizations as well as the measurement strategies of CC.

1.6.2.7. Seventh chapter

The last chapter draws the overall conclusions from the research and discusses potential further research on corporate communication management. It aims to help in understanding the potential roles of corporate communication at the level of organizational structures. It also presents an overview of the research conclusions. It features the strategic drivers for CC management, and also looks at the learning patterns of companies. It analyzes the learning accelerators and breakers in the general context of the study. The conclusions are not the last

part of the research; it is rather a presentation of further paths for the research on strategic CC management.

1.7. Managerial implications and study relevance

The changes driven by the globalization of issues and concerns led to a situation in which corporate communication needs to be placed at the center of corporate strategy. From “nice to have” it has become a key element within organizational structure. It is accompanied by the growing professionalization of this job function. The performance of the corporate communication department is measured as it directly impacts the stock valuation of the enterprise. The information spreads instantly with the social media channels, which offer a complex toolkit for communicators and marketers. The growing sophistication of usages and practices engages dedicated staff to be able to manage the channels “real time” at the global level (in all time zones).

These challenges, combined with a need for a professional crisis management (and reputation management), move corporate communication to the strategic level. In some companies this strategic organizational learning elevates corporate communication to the board level function. Moreover, the interconnected reality of social media demands an additional triple loop learning where the communication is co-created by multiple stakeholders. These networks are established in the context of multi-stakeholders initiatives like Public Private Partnerships (PPPs).

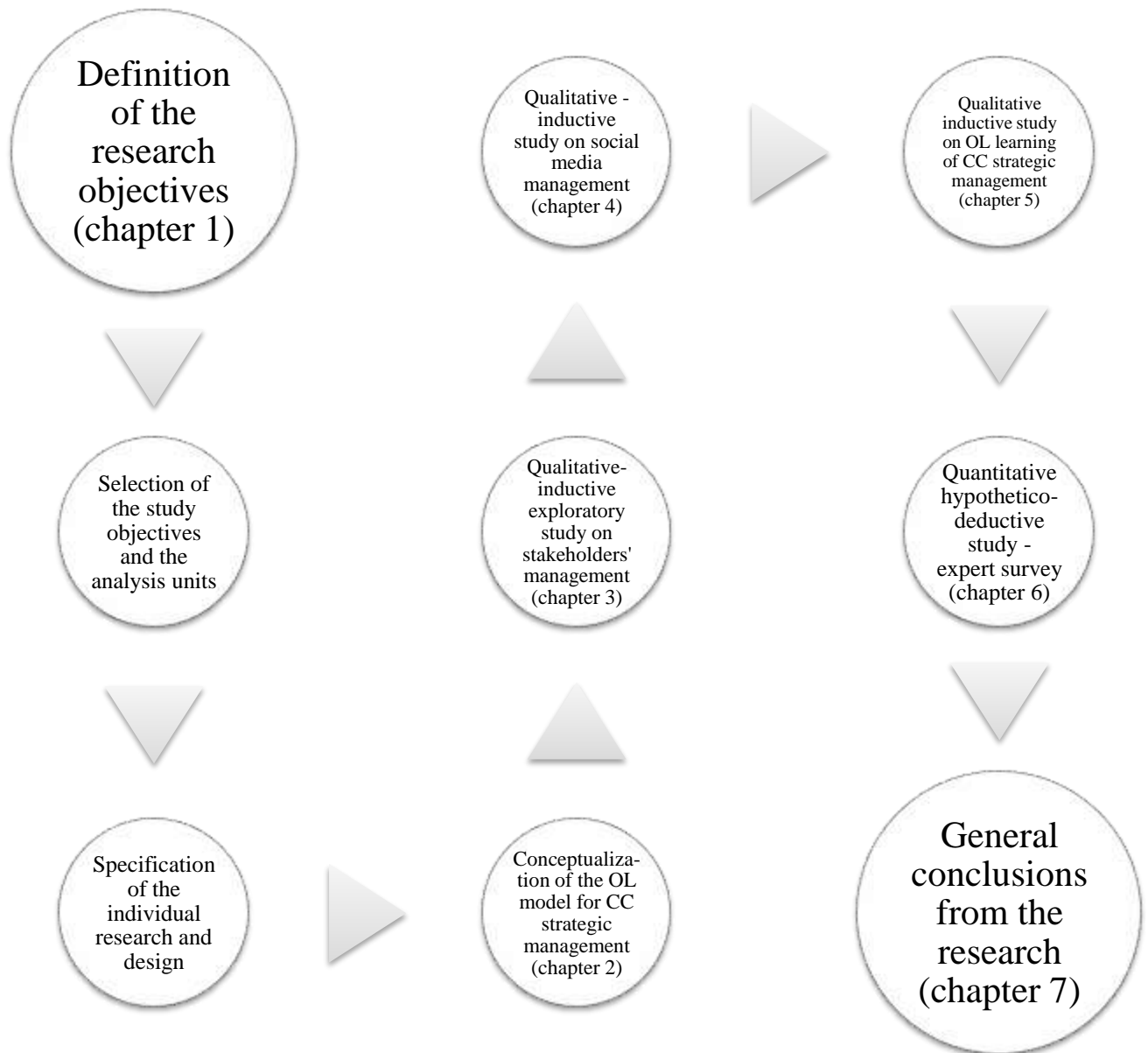
Corporate Social Responsibility is an old term which gained new meaning recently. Growing pressure of stakeholder groups and the importance of NGOs and IGOs created the momentum for these programmes, which were previously considered as an alibi for corporations. In the current context of corporate communication on the social media platforms, they provide a platform, which serves the creation of a triple loop organizational learning – the networks of multiple partners. These networks elevate corporate messaging to the next level and help to set the agenda of stakeholders and public alike. Additionally, the mobilization of the public creates a double channel advocacy (company influencing stakeholders and company mobilizing public to put pressure on stakeholders). The understanding of the usage of social media in the search for key information by the public allows shaping the communications on respective channels accordingly. The models and the typology of stakeholders’ actions raise the question of payback in these investments. The Return on Investment (ROI) in social media is debated especially in the context of corporate communication. The models based on the

typology of actions provide managers with the assessment tools for corporate communication activities.

Corporate communication manages corporate brand and therefore creates a value of enterprises both at the marketing and market value levels. It helps in defining the company's objectives and strategy of market-building. Described processes are both up to down and down to up, which increases the complexity of assessment and management. Therefore, managers need to be provided with advanced tools to shape the strategic practices of corporations in this complex environment.

1.8. Research design

Figure 2: Overall research design



Chapter 2

Profiling corporate communication strategy - Learning from Master & Commander

State-of-art in corporate communication strategic management

Part of the reflection included in this chapter has been presented at the conference and published in the conference proceedings: Advances in Business-Related Scientific Research Conference 05-07 September 2012 in Olbia

Bochenek L., Blili S. (2012) Socially engaged corporate communication: miracle of “e-dorado” or simply need how to learn socially. A maturity model for corporate communication strategic management. *Proceedings of Advances in Business-Related Scientific Research Conference 2012 in Olbia (ABSRC 2012 Olbia)*

Article based on the reflection presented in this chapter has been accepted for publication:

Bochenek , L et Blili, S. (2013) "Profiling communications strategy - Learning from Master & Commander A dynamic maturity model for corporate communications strategic management". *Marketing Review* (2013).

Summary

Corporate Social Responsibility and social media require new skills and strategies of corporate communicators. Corporate communication builds and manages one of the most important corporate intangible assets - corporate reputation. Various models try to quantify the value of corporate reputation, but few focus on the internal strategy and governance of corporate communication.

The literature on the CC strategic management is limited in the management science. The papers focus more on the information flows, or managerial communication. Also, the literature of communication science focuses less on CC strategic management. It tends to describe the “products” of CC in content and discourse analysis rather than the processes and organizational frameworks.

Based on the state-of-art, this chapter aims to propose a dynamic model for corporate communication strategic management. It studies the organizational learning of corporate communication. It identifies sophistication patterns and learning profiles. Together, it allows the creation of a dynamic model of CC management. This model is intended to facilitate further research on the CC strategic management in the qualitative and quantitative studies.

Key words:

Corporate communication, CSP, social media, organizational learning

2.1. Introduction

Facebook, Twitter, LinkedIn, Pinterest, Google Plus are the platforms where the new communicational scene is built and defined. The virality of messages is accompanied by the virality of ideas and dreams of those who try to start up their companies and conquer parts of this competitive land. The social media space has been considered to be a pure space created by amateurs for amateurs. However, the prophets needed resources to accommodate the growing number of users and networkers. The profanum of marketing entered the sacrum and redefined the space again. However, that was not old marketing based on the pure advertisement of products and services. Marketing has come a long way to become more social, closer to the recipients. The magic of real-time requires openness and responsiveness. The instant spread of information puts all marketers on the front line in the battle between ideas and trends. It is not enough to be socially responsible; it is more about being socially adapted.

Marketing gurus need to find the language that is understandable for the public. This language can motivate the recipients to action. The final aim remains the same – to transfer the recipients into customers. However, the path becomes more challenging. The ability to talk is as important as the ability to listen. A representative sample helps to understand how the companies learn to listen, talk and interact in the social media scene. What was the reality for typical b2c businesses becomes a reality for other sectors. Today, Facebook, Twitter, LinkedIn, and You Tube give us an opportunity to be switched on the trends with one iPad touch. There is no need to search for information, one can Google any address (even web addresses are searched through Google). Companies need to switch on and become socially compatible. It means more than being socially responsible and requires a reincarnation of corporate communication as a business function. This technical change requires that the social dimension is included in CC planning and management. “Social” has a double sense in this model. It includes social dimensions and social (engaging) tools and operations.

The challenge of CC management is not yet completely mastered in management science as well as within organizations (Argenti, 2006). Many papers focus on the operational dimensions i.e. usage of social media, communications within the organization, crisis management. However, there are fewer papers focusing on the strategic aspects of communications management. Communication is treated from an ethical or a financial perspective.

The organizations create the networks of stakeholders that gather NGOs, corporations and other actors together. The following chapter aims to draw a dynamic model of CC management, which includes all these elements. This model would allow creating a diagnostic framework for organizational learning in strategic corporate communication management. It integrates the operational, strategic and network dimensions in order to create a dynamic model for strategic CC management. The social dimension is included in the model to enhance the view on strategic alliances in CC management.

2.2. Corporate communication – towards reputation building

2.2.1. Agenda setting in the corporate and civil society context

Multiple stakeholders pose a growing challenge to organizations to impose their issues on stakeholders' agendas. Communication cannot be perceived through a static model like the one developed by Laswell (1948). Indeed, because of social media, communication passes through multiple channels, so that recipients and senders are interchangeable (Winkin, 2001). Many authors analyze the impacts of this change on the public sphere and communications model. Yves Winkin introduced the model of orchestral communications, where different voices are expressed individually to form overall message and opinion (Winkin, 2001). However, this change was not perceived exclusively in the context of social media. Before, the rise of the non-profit sector and the multiplication of communications channels changed the model of public sphere. Multiplication of the number of stakeholders embraced the division of the public sphere (Mouchon, 2005). According to Mouchon it became mutated. Francois Bastien and Eric Neveu (1998) proposed the model of the mosaic to describe the current public sphere. The multiple elements composed an overall picture all together. They were not dependent on each other; however, they were elements of the phenomenon. Traditional actors in these models lost their importance while unofficial ones gained power (Miller et al., 2009). The empowerment of groups of interest and NGOs is one of the faces of this phenomenon. It had been amplified by the rise of social media (Mills, 2012). This requires new models of CC for organizations, which need to deal with non-market stakeholders (Lawrence, 2010). New means of communications have empowered the structures which already existed and were established in the social system (Tapscott, 2008).

User Generated Content (UGC) shapes the media environment far more than one would have thought several years ago. People can become broadcasters themselves. Tools like Tivo allow users to skip the content they are not interested in, usually advertisements in this case

(Tapscott, 2008; Anderson, 2009). At that stage, advertising frequently suffers from that liberty of users. Furthermore, theoretically unlimited choice increases the demand in the phenomenon of “long tail” described by Chris Anderson (2006). Those changes and attitudes are not restricted solely to the media and Internet consumption. Indeed, they shape the conception of the relationships between the users and the institutions in general. The users can choose whether and when they participate in the dialogue with corporations (Lawrence, 2010; Mills, 2012). Therefore, companies are obliged to provide them with content which is relevant to customers’ agenda of preoccupations (Tapscott, 2008). Internet, and especially social networks, engage people (Liang and Scammon, 2011; Kwon and Sung, 2011; Komito, 2011). People are more related to causes than ever (Holton, 2008). They can express their opinion by a simple click and belong to groups of millions. There is no ceiling in the potential of engaging and gaining visibility as well as building community, constituting a value for the company (Plangger, 2012).

Maxwell McCombs and Donald Shaw introduced the theory of agenda-setting in 1972 following the research on the presidential campaign in 1968. The study discussed the findings of the school of limited media effects (i.e. Katz and Lazarsfeld). The media were supposed to shape the opinions of stakeholders by increasing the prominence of certain themes. As Bernard Cohen (1963) stated, the media were not saying what to think but about what to think. The majority of the studies in communications tried to assess the impact of the media on the public (Maigret, 2007). However, there was far less attention on the techniques on how the media are actually influenced by the organizations. In that view, the journalists would be the public that is exposed to the communications efforts of the organizations. Therefore, the success of any organization is based on its ability to place its core subjects on the media agenda. CC executes this principle by creating public relations programmes (Egri and Herman, 2000). They involve not only the usage of agenda setting. In this context media are the intermediary audience and recipient in the process. The organization influences the media in order to place its messages in the channel and afterwards, influence the public and stakeholders. It can be seen as a double agenda setting (McCombs, 1972). The latter process involves also framing and priming (Bateson, 1972; Iyengar et al., 1982). These processes were considered as the elements of the media effect on the public (Dayan and Katz, 1992). However, again, few analyzed the effects of corporate communication and media relations on the media.

The social media change these processes. The importance of media relations and media coverage in the corporate/organizational communication decreases, as there are other channels of communication available for the organizations. It is possible for organizations to address the public directly through social media channels and maintain direct dialogue. This dialogue can be managed on the global scale (Barbier et al., 2011; Veil et al., 2011). However, these media are neither owned nor controlled (Tapscott, 2008). They remain in the sphere of influence while creating an opportunity for a direct dialogue. Jean Missika says that the social media and digitalization mean the end of television (2006). It seems to be valid for television understood as a linear medium. However, there is an increasing exposure to the content which can be consumed on-demand through technologies like PVRs etc. Therefore, the customization of the content offering becomes crucial. David Meek studied the opportunities provided by You Tube to NGOs and humanitarian organizations to amplify their issues on stakeholders' agenda and further action (2011). He analyzed an example of the NGO Invisible Children and the impact of its videos. The link between the field, cyberspace, awareness and action of stakeholders is analyzed. He contributes to the discussion by considering offline actions i.e. events as an important element which helps to "galvanize" the community online (Meek, 2011). In that overall context, the social media have a dual role for corporations; on the one hand they are a tool for corporate communication and social media marketing, on the other hand they provide a research toolkit to assess brand sentiment and overall reputational health of the company (Beuker et al., 2010). This connection management becomes a strategic concern of corporations (Hancock, 2010).

2.2.2. Corporate reputation

Corporate image/reputation is one of the intangible assets of the corporation. It is to a certain extent measurable, though there are many objections to the current performance measurements conducted in the context of Corporate Social Performance (Wood, 2010). The main objections arise by the fact that the data is mainly company centred (self-provided) and that third party criteria are also biased by the managerial perspective (i.e. Fortune's rank of the most admired companies is based on surveys among senior executives). The other studies focus more on the reputational damages expressed in stock exchange performance during the communicational crisis (ibid.). Therefore, there is a lack of stakeholders' perspective in these studies (ibid.). As such they are limited to the studies of the corporate operations and to some extent strategies (Wood, 2010).

Reputation is the asset which can be activated in order to create advocacy around the brand, or its products (Wood, 2010; Husted and Allen, 2006). Advocacy is amplified by third party endorsement, especially important in the context of CSR communications and community management (Du et al., 2010). The maximization of CSR business returns is actually expressed in the terms of corporate communication benefits (ibid.). The slogan of the biggest PR firm worldwide WeberShandwick “*engaging always*” demonstrates the emphasis in the communications industry.

Therefore the relationship between analyzed elements can be expressed as follows:

Corporate reputation: an intangible asset of the corporation (de Quevedo Puente et al., 2007)

Advocacy: outcome of corporate reputation: third party endorsement of the brand/products

Corporate communication: managerial function which aims to manage and build corporate reputation (Forman and Argenti, 2005; Argenti, 2006a)

CSR: business process aiming to build corporate reputation

Social media: channel for corporate communication based on the egalitarian many-to-many model

Internet as a network of networks accelerated the changes in corporate communication. Social media especially played a crucial role as they create networks of networks where all social actors become interconnected (Hancock, 2010; Bennett et al., 2011). The domestication of this technology occurred at an unprecedented speed. As a result, the social media became a part of the daily activities of their users (Berker et al., 2005). Corporate communication focuses on crisis readiness and is no longer limited to crisis response (Fearn-Banks, 2011). The emergence of online and offline communities combined with growing focus on reputation building led to the mainstreaming of the old notion of Corporate Social Responsibility (Miller et al., 2009).

According to Trust Barometer of the PR agency Edelman, the most trusted industry is technology that is probably less concerned by world issues related to sustainability (Edelman, 2011). The risk related to the escalation of the e-waste issue seems to be mitigated. Relatively high rankings of trust of biotech and pharmaceutical industries may be explained by media focus in last three years on the issues related to the financial sector and lack of global communicational crises related to pharma products.

Corporations, voluntarily or under social pressure, adapt the policy of corporate citizenship to their business communications and practical actions (Crane, 2008; Ziek, 2009). The value for the company is based on reputation building and reputation management. They are both executed through information on programmes and actions (Morsing and Schultz, 2006; Alniacik et al., 2011). The information can influence key stakeholders' perceptions and decisions. For example, equity analysts may be the target of communications strategies to support share price and perceived value (Fieseler, 2011).

2.2.3. State-of-art – CSR communications

Corporate Social Responsibility influences corporate communication management. It is also a crucial platform for multi-stakeholder communications and management. The concept of Corporate Social Responsibility has been studied at least since the 1940s (Dahlsrud, 2008). Historically, CSR was related more to corporate philanthropy. The foundations that reflected the interests of the owner or owners of the company were the most popular in the 19th century. They were the industrial reincarnation of the principles of the patronage as understood in previous centuries (Carroll, 1999). The industrial revolution created an important number of workers who were required to have more specialist skills in order to work efficiently in the new factories. That and the first union movements shifted the attention of managers to employees (Carroll, 1999). The logic of Henry Ford that every worker is supposed to be able to buy the product, which he is manufacturing, was another view on achieving profitability and an interesting platform for internal communications.

In the 1946, managers were asked by Fortune magazine about the role of responsibility for their corporations (Bowen, 1953). In the results, 93.5% of them agreed that their actions should be driven by factors beyond profit-loss statements (Carroll, 1999). This shows that the term, as well as the existence of CSR in business strategic thinking, is older than it is perceived to be (Carroll, 1999). During that period there was also an important rise of public relations activities (Malaval and Décaudin, 2005). The PR industry developed thanks to public pressure which was driven by the domestication of media and especially TV (Argenti, 1996). The growing importance of business regulation and therefore a need for a third party endorsement also contributed to the development of CC (Argenti, 1996). The best showcase is the tobacco industry which stems from the 1950s and allowed the development of PR as a profession. The industry generated the kind of PR activities that are frequently called “spin” and negatively perceived (White, 1994). Nevertheless, third party endorsement, which was the

case of Tobacco Institute and others, became the most used public relations and advocacy technique.

At the same time, public affairs were also related to sustainability efforts. As Carroll observes, in the '60s there was a scientific tendency to formalize research on Corporate Social Responsibility and give some framework to these activities (Carroll, 1999). In the definition proposed by Davis and Blomstrom (1966) CSR was defined as:

“Social responsibility, therefore, refers to a person’s obligation to consider the effects of his decisions and actions on the whole system. Businessmen apply social reasonability when they consider the needs and the interest of others who may be affected by business actions. In so doing they look beyond the firm’s narrow economic and technical interests” (Carroll 1999 after Davis and Blomstrom 1966).

Indeed, as Carroll observes, the '60s focused attention on the ethical side of business activities to evolve in the '70s to activities related to the socio-cultural contexts of business operations. Researchers in the '70s defined also different levels (circles) of CSR that were related to the different groups of stakeholders. Therefore, the issue was studied under a more complex perspective which led to discussions on the need of business to engage in these activities (Carroll, 1999). It was also in the '70s when companies started to have dedicated sections about CSR in their annual reports. In 1979 Carroll concluded the following definition of CSR:

“The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979).

This definition embraces the tendency of explaining CSR in terms of stakeholders' expectations. The following definitions in the 80s gave an additional insight into the voluntary character of the actions which go beyond legal obligations (Carroll, 1999). As Carroll (1999) notes, the scientific discourse on CSR in the 90s was driven by three main theories: CSP, business ethics and stakeholder theory. The new and alternative terms, which appear in the discourse, follow the bases developed in the 60s and 70s. The newest definitions and applications of CSR focus on the collaborative and environmental aspects. Alexander Dahlsrud compared 37 most common definitions of CSR that function in the scientific discourse. According to him the most popular one is the definition from the Commission of the European Communities, which states:

“A concept whereby companies integrate social and environmental concerns in their business operations and their interactions with the stakeholders on a voluntary basis” (Commission of European Communities 2001)

This definition has five dimensions (voluntariness, stakeholder, social, environmental and economic) (Dahlsrud, 2008). However, this definition does not include the issue of business benefits from CSR programmes. These initiatives can bring tangible benefits to the organization (Maltz et al., 2011; Cochran and Wood, 1984; Ziek, 2009) as well. The studies also show that the companies, which develop advanced CSR programmes have also frequently unethical behaviors (Strike et al., 2006). The focus on stakeholder dialogue becomes a part of reputational risk mitigation (Lawrence, 2010, Alniacik et al., 2011; Ziek, 2009; Husted and Allen, 2006). In addition it provides a platform for multi-stakeholder initiatives in a symbiotic sustainability model as observed by Shumate and O`Connor (2010). The alliance between the corporations and the non-profit sector (in that case NGOs) is based on communicational alliances. The choice of partners for the network is multi-dimensional and depends on corporate strategy, sector activity and type of NGO communication (Shumate and O`Connor, 2010). CSR is a global concept that does not only apply to the Western-based companies (Maon et al., 2010; Amaladoss and Manohar, 2011). However, the applications of CSR differ according to the business and cultural contexts (ibid). As shown in preliminary form in the Indian context by Amaladoss and Manohar, CSR policies might be strongly driven by the personal views of the owner of the company (2011).

Corporate Social Responsibility depends on the organizational culture and is a part of organizational processes. Managerial preference plays an important role in CSR management (Maon et al., 2010). It is also dependent on internal factors such as organizational culture (ibid). The stages of organizational culture define CSR strategies and processes (ibid). Nevertheless the role of business is more political and demands advanced policies and involvement (Scherer and Palazzo, 2011).

Scholars studied CSR with different levels of intensity for over 50 years. There are several trends in studies on CSR which seem to be relevant in the analysis of corporate communication.

Table 1: Overview of the research topics on Corporate Social Responsibility

Study focus	Reputational assets	Bottom line focus	Definitions and re-definitions of CSR in the context of society at large	Gravity center and ownership of CSR	Communication and multi-stakeholder dialogue	Evolution and history of the CSR concept	Organizational process and part of organizational culture
Authors	Strike et al., 2006; Maltz et al., 2011; Melo and Garrido-Morgado, 2011; Minor and Morgan, 2011	Aupperle et al., 1985; Orlitzky, 2008; Godfrey et al., 2009; Fieseler, 2011	Wan-Jan, 2006; Waddock and Mcintosh, 2011; Scherer and Palazzo, 2011; Steuer et al., 2006; Johnson et al., 2011; Gjolberg, 2010; Dahlsrud, 2008	Arora and Dharwadkar, 2011; Weaver et al., 1999	Du et al., 2010; Dunfee, 2008; Waddock and Mcintosh, 2011; Ellis and Bastin, 2011; Johnson et al., 2011; Morsing and Schultz, 2006; Mackey & Barney 2008; Alniacik et al., 2011; Mohr et al., 2001; Morsing and Schultz, 2006; Bowd et al., 2006; Breitbarth et al., 2010	Carroll 1999, Wood 2010	Maon et al., 2010

Research on CSR was to date focused on various managerial implications of the phenomenon (see: Table 1). However; studies on CSR communications were limited and frequently focused on case studies rather than proposing managerial models. Nevertheless, the importance of CSR for corporate communications management has been proved (Tench et al., 2009).

2.2.4. State-of-art – corporate communication

Corporate communication is an organizational function that manages corporate reputation and image (White 1994). Among the tools used to manage corporate reputation are public relations programmes. In this sense, public relations are one of the techniques of corporate communication. Research focused much more on CSR as a construct than on CC management. The studies analyzed extensively the issue of disclosure of information and alignment between senior executives' statements and official corporate policies (Fiol, 1999). The function of communication was frequently linked to crisis management, which is one of the important functions of CC (Stead and Smallman, 1999). Learning from previous failures was one of the analytical focuses (ibid.).

Social media has been studied as a new means of communication for businesses. These studies included the analyses of the usage of social media and the interaction from customers/consumers (Heller Barid and Parasnis, 2010). There were few studies analyzing

strategic implications of the usage of these new tools for overall CC management. The participatory potential of social media was assessed from the point of view of the end user (Cammaerts, 2008). Engagement with brand and cause were parts of the same participatory ecosystem (Heinonen, 2011). Studies on the NGOs communications focused on the creation of networks and advocates (Harvey et al., 2011). The question of social media as word of mouth (WOM) draws new areas for marketing studies (Jansen et al., 2009).

International businesses use social media for marketing, HR and communications (Mills, 2012; Liang and Scammon, 2011). Focus on the interaction with end-users gave insights on the interactions which occur between institutional actors and consumers (Meek, 2011). The managerial implications of this phenomenon draw potential for more direct communication in the corporate context (Heinonen, 2011). Heller Barid and Parasnis proposed the model of change “from social media to social customer relation management” (2010). The overview of the research topics on CC is presented in the Table 2.

Table 2: Research topics in corporate communication

	Senior executives communication	Organizational disclosure	Crisis communications management	Social media consumer communications and ROI	Social media strategic WOMM	Public affairs and lobbying
Example of papers	Fiol, 1999	Sweetser, 2010	Housel, 1986; Stead and Smallman, 1999; Gonzalez-Herrero and Smith, 2009	Efron, 2011; Fisher, 2009; Heller Barid and Parasnis, 2010; Heinonen, 2011; Nair, 2011	Briggs, 2010; Cammaerts, 2008; Jansen et al., 2009; Komito, 2011 ; Hancock, 2010 ; Harvey et al., 2011	De Lange and Linders, 2006

Existing models of CSR communications, CC communications and social media communications focus on operational aspects. Potentially they seek to analyze possible business returns from these operations. Reputation is a focus of studies which look into crisis management and procedures.

2.2.5. Organizational learning

Humans learn individually, or in groups. We learn languages, techniques, stories, sciences etc. Companies, corporations and organizations learn as well. It happens when business units, production units, which can be bigger or smaller, more or less sophisticated, acquire knowledge or *savoir-faire* which has a recognized potential for the organization (Morgan, 1986; Senge, 1990; Raymond and Blili, 2001). To be more precise, learning is a result of four processes (Huber, 1991): acquisition of knowledge, sharing of knowledge, interpretation and

analysis of information, and organizational memory (for the further use of knowledge). From that we deduce that learning requires new information systems for knowledge or competences (collection, storage, distribution, application, canalization and protection of information and competences) (Argyris and Schon, 1978). That is as valid for the creation of added value as for the mastering of organizational concerns such as: corporate image, intangible assets, or even corporate communication (CC), or a more sophisticated form of this concern – social marketing.

The question of corporate communication (CC) is confronted today with double issues. First, the legitimacy of public and private institutions is at the low level. Enterprises have never faced such a high level of public reservation. Actions orchestrated by NGOs, or even customers themselves, may become boycotts and protests that have a significant impact on the bottom line of companies. The tension and quest for the legitimacy of business result in the reincarnation of corporate communication. From a nice-to-have-business function, which communicated organizational news, CC became a core managerial concern and in consequence a core managerial function (Gioia et al., 2000). The learning occurs at three levels: single loop OL which involves operations (i.e. awareness of the tools, sophistication of the usage etc.); double loop which involves strategic implementation of the learning and triple loop which includes network level learning (Argyris and Schon, 1978; Gibb and Blili 2012a).

The technologies of information and communication are a major asset for corporations in the context of the globalization of markets and mobility of customers (Ziek, 2009). Externalization of the CC function can bring the benefit of lighter corporate structure and partner flexibility i.e. as it was the case of innovative SMEs (Butera, 1991). New forms of work and cooperation see the day, such as network enterprise, shared services, or cloud as an organizational asset and structure.

It is obvious that integration of organizational learning will vary from enterprise to enterprise. However, grouping of companies (cluster), or networks, should lead to “rich communication” and the synergy between business partners should take place. These networks and partnerships may also include partners from the non-profit sector. The symbiotic model of partnerships between NGOs and corporations provides benefits to both sides (Shumate and O’Connor, 2010). The corporation brings access to advanced communications tools and techniques while the non-profit partner brings legitimacy of the action (Morsing and Schultz, 2006). The model changes from the purely transactional to the transformational where the

interaction brings also transformation to the business itself (Dolberg et al., 1997; Raymond and Blili, 2001). Organizational learning (OL) is one of the core elements of organizational transformation and drives clear business benefits (Blackman and Henderson, 2005).

2.3. Profiles of CC organizational learning

The learning patterns of organizations will be analyzed in the context of five archetypes which constitute a comparative dynamic framework (Argyris and Schon, 1978). The archetypes of OL in CSR management have been previously presented in research. For example Seitanidi and Ryan proposed four learning profiles and Baumgartner and Ebner proposed five profiles. Following, preliminary research with senior level informants, this work proposed 5 learning profiles of CC organizational learning. Proposed archetypes aim to play a role of “ideal types” in a dynamic framework building typology of CC strategic management following the epistemological proposals of Doty and Glick (1994).

Sleeping

The companies representing this archetype do not consider CC as important in their corporate strategy. Their activities in the domain of communication are rather non-existing. They do not embrace social media or other communicational tools. These companies are afraid of communication that exceeds legal requirements. The focus might be on marketing, or they operate in niche markets and do not perceive the value of communications for business operations. These organizations may have communication channels; however these channels are not used more than to communicate internal information.

Passive

The companies, which represent a passive archetype, do not create their corporate communication strategies. They use communicational tools more to monitor the situation and the brand than to actually drive communications and public relations programmes. These companies use social media to post corporate messages, but do not differentiate between the channels. The use of technology is limited to typical corporate messaging. Learning occurs at the individual level and, potentially, at the team level. The communications team is not valued inside the organization and is positioned relatively low in the corporate structure. The budget for CC is limited. Senior executives do not perceive the need to step and act as spokespeople of the organization.

Reactive

Companies representing this archetype use social media and CC in their strategy. They do not create leadership in the domain of communications, but rather follow the overall trends of their industries. Their CSP is part of the strategy and follows the trends of the industry in which they operate. Learning includes extensive monitoring procedures and occurs at the departmental level. The department and the head of communications benefit from having a high hierarchical level within the organization. Communication is one of the concerns of the senior executive team and benefits from an important budget. The strategies are still driven by the trends in a competitive landscape. Companies in this profile focus on “listening” and “responding” as a part of crisis risk mitigation.

Active

Companies have a clear role of CC, which is expressed by the importance of the budgets agreed for CC and social media. They create new areas for their CSR programmes, which position them at leadership positions within respective industries. They can set industrial trends in communications and CSR approaches. CC is integrated into the strategy of the enterprise. The head of communications benefits from a position at the board level within the organization. The budgets for communications are important and communications is a driver of promotional efforts within the organization. There are signs of transformative learning with the organization; however the main focus remains internal.

Thought leader²

The companies representing this archetype are gurus in the domain. They fully embrace CC and agree to an important part of the budget for these activities. The executives managing CC in these organizations sit at the board level. The leadership is based on the principles of corporate identity, which exceed the requirements of CSP. The activities of these companies set the agenda of stakeholders in the issue. CSR programmes are executed in the network of partners through PPPs and clusters. The CSR and CC are not cost centers but elements of corporate value creation. Learning occurs in the network that creates also common communicational platforms. Communications is one of the top priorities and drives the changes in the business practices.

¹ *Thought leader* is an expression used in the communication industry to describe the issue leader in the communication space. Thus the choice to us this name to describe the most advanced learning profile.

2.4. Learning patterns of CC strategic management

2.4.1. Single loop of organizational learning - Corporate communication in the social media context

Multiplication of the actors in the public sphere creates a situation in which corporations face important communicational challenges (Argenti, 1996; Argenti, 2006a). The management of corporate communication becomes crucially affected by social and technological changes (Terblanche, 2011). The operational learning of CC involves media relations, classic PR activities and social media management (Heath, 2010). The role of social media management in corporate communication is increasing. The awareness of the tools and contexts leads to the paradox of global standardization with local adaptation (Melewar and Sanders, 1999).

The Internet and social media change the way CC is managed at the operational level (Chatterjee et al., 2002). It requires companies to be responsive and present on all the channels as there is a constant risk of communicational crisis (Veil et al., 2011). Crisis mitigation and crisis readiness are some of the most important drivers for corporate communication operations (Fearn-Banks, 2011). The operational level of social media management includes: community building, community interaction and community management. It actually requires 24/7 readiness and responsiveness.

2.4.2. Double loop of organizational learning - strategic communication

Social media and their egalitarian character require the enhancement of the role of CC and move in the gravity of the center for business strategy (Argenti, 2006a). Communications would in that case gain the role in management not only of marketing, but in influencing the overall direction of the enterprise. That stage would require a strategic view on CSP (Wood, 2010). CSR would be a driver of the corporate strategy, which requires not only increased spending, but also a high hierarchical level of the management (Maon et al., 2010). CC becomes the driver of CSP and strategy in a wider sense (ibid.). That leads to good CSP as well as positive corporate reputation. The strategic approach to CC also mitigates the risks related to crisis management (Fearn-Banks, 2011). The growth of the role of CC in business strategy is also expressed by the higher hierarchical level of corporate governance of this business function (i.e. board level function of Chief Communications Officer).

To be effective, the structure of communication management needs to be cross-organizational and includes job functions from communications and marketing to HR (Garcia-Morales et al.,

2011; Philips and Brown, 1993; Fiss and Zajac, 2006). Communication is a means for value creation (Du et al., 2010). It is also a means for crisis mitigation and protection of corporate assets. The strategic approach includes not only multiple elements of CSR programmes (Weaver et al., 1999). It includes the embedding of CSR and corporate values to the overall strategy of the enterprise. The strategic approach requires an important financing of CC activities. It requires also uptake and adoption by senior executives (Fiol, 1999).

2.4.3. Triple loop of organizational learning - Strategic alliances, Corporate Social Performance and communication

Strategic alliances and business transformation are the third loop of organizational learning (de Geus, 1997). Alliances are constructed between organizations in order to gain and share collective knowledge for mutual profits (Parkhe, 1991). Global Strategic Alliances are complex to manage and require an important managerial focus (ibid.). The most important issues include cultural differences and organizational ones. These differences can lead to an impossibility to manage these alliances and reverse outcomes (ibid.). Moreover, the alliances between corporate partners and NGOs face more difficult issues as the organizational aim of both differs (Burchell and Cook, 2006). The symbiotic model as described by (Shumate and O'Connor, 2010) seems to be a reasonable approach to corporate-NGO alliances and their benefits from the point of view of corporate communication (Bowd et al., 2006).

Corporate communication aims to manage corporate reputation in order to gain third party endorsement for the brand. In the current stakeholders' environment, corporate reputation is more important than it used to be. The growing role of multiple stakeholders and the increased role of NGOs in global agenda setting require new levels of awareness for corporations (Ellis and Bastin, 2011). The presence of actors from the non-profit sector in the media and their growing role in agenda setting is not a threat for organizations (Minor and Morgan, 2011). Indeed, it is an opportunity to enhance the benefits of CSR and CSP at the communicational level (Wood, 2010). As stated by Wood, the communication on CSR is sometimes biased by the general public's willingness to "know the motives behind" corporate actions (Wood, 2010). Therefore, partnerships create an opportunity to gain a stable third party endorsement for CSR efforts. Rainforest certifications, partnerships with WWF, are just a few examples of corporations operationalizing these alliances at the communicational level (Husted and Allen, 2006).

2.4.4. Drivers of CC strategic management

Centrality of CC strategic management

The companies working in multiple sectors are more likely to develop advanced learning of CC strategic management (Argenti, 1996, Cornelissen, 2010). The sectors of operation define the strategies executed in a brand management. The companies operating in b2c sector develop more advanced multi-channel strategies, while b2b companies focus more on the direct dialogue with decision-makers and most influential stakeholders (Malaval and Décaudin, 2006).

Sensitivity of the business to a crisis

In the recent survey conducted by PR agency Edelman, the transparency of business practice was judged almost as important as the quality of products and services (Edelman, 2011). It is another argument highlighting the potential of social media. They are an uncontrolled source of information and can be used to build transparency, a trend which starts to be executed in politics (Terblanche, 2011; Waters and Williams, 2011). Business also plays a more crucial role in the globalized context. International structures make the introduction of the global standards dependent on companies (Scherer and Palazzo, 2011). Advanced advocacy programmes play in that context a crucial role in international management (ibid.). The role of CEOs' messaging cannot be underestimated as the case of BP showed (Fearn-Banks, 2011). Moreover, the social media become incorporated in crisis communications strategies (Veil et al., 2011).

The examples of BP and Fukushima were defining for the energy resources sector and business overall. In case of BP, the company declared being at the highest standards of the industry and redefining the way the sector operates (Gonzalez-Herrero and Smith, 2008). Its actions that led to the oil spill in the Gulf of Mexico destroyed not only its public image, but also pushed stakeholders' attention to the issues related to CSR and compliance to declarations. The sophistication of communications defines the success of programmes, but the lack of real compliance may have destructive consequences for brand image (McCusker, 2004; Fearn-Banks, 2011; Ziek 2009).

Importance of the brand for competitiveness

CSR is a part of business strategy, which is driven by the communicational and compliance needs of the corporation. The success of a CSR programme relies on stakeholder mapping and communications (Burchell and Cook, 2006). The most advanced companies address CSR with holistic models from compliance through sustainability to construction of the complex networks based on business principles (Porter and Kramer, 2011). The Creating Shared Value (CSV) triangle of Nestlé can be an example of this approach. The top of the pyramid is directly related to the corporate identity of Nestlé – its CSR/CSV programmes are based on the subjects mentioned on the top of the pyramid. The process starts with compliance and sustainability. This model can be adjusted to almost all industries, changing the focus of action at the CSV level. However, the most advanced organizations can attempt to create value from networks. In the CSV model, it is still the corporation, which follows the laws and social needs, but the real dialogue and value from the network is limited. The creation of industry clusters is one of the examples where corporations apply their CSR principles in creating added value for the communities (Porter and Kramer, 2011). This constitutes a tangible benefit from corporate-public cooperation (Waddock and McIntosh, 2011). They bring together the networks of brand advocacies (Alniacik et al., 2011).

Social media as a competitive tool

The explosion of communication technologies posed a serious threat to corporations, which were exposed to public criticism and judgment of their actions (Fearn-Banks, 2011). All local crises acquired the global potential to influence business and corporate activities (Gonzalez-Herrero and Smith, 2008). New applications of IT technologies also opened numerous opportunities for multinationals and SMEs alike (Berthon et al., 2008). Social media are the most visible reincarnation of this trend, which can be called a “*communicational schizophrenia*”. If well-managed, they can create concrete market opportunities and open the company for new groups of customers (Regeer and Larkin, 2005). If ignored or mis-managed, social media can become a threat that may lead to a communicational crisis.

Gravity center

The pressure comes from the creation of hard laws which require companies to comply with stricter regulations. Then the global stakeholders set sustainability at the top of the general public agenda. Summits such as Copenhagen, Durban, Cancun, put climate change and

human impacts on the environment on the media agenda. These meetings gathering world leaders on the subjects of ecology and sustainability define perceptions of the issue. Their media coverage is extensive and brings the issues top-down to country levels. Summits can be considered as “media events” in the sense proposed by Dayan and Katz (1992). In that context their media coverage is guaranteed. However, the number of voices present in media is limited. Experts and political leaders drive opinion. There is an opportunity for international business to be part of this dialogue at the proactive level. Current programmes are reactive to the agenda set by other stakeholders. Even voluntary compliance and CSR programmes play a rather defensive role. Social media create a platform for multinationals to create proactive programmes which would build networks of stakeholders. The agenda of these networks can be driven by companies and build additional trust (Sharma et al., 2011). The table 3 presents key drivers in the context of 5 learning profiles.

Table 3: Key drivers of CC management (adapted from Gibb and Blili 2012 a,b)

Key drivers	Sleeping	Passive	Reactive	Active	Thought leader
Centrality of CC management	CC is not developed in order to gain position in the sector	Company is known in the specific market of operation (locally or internationally) CC activities are below average in the sector	Strong company in the sector CC Governance at average level	Sectorial leader CC among the leading in the industry at the international level	Leader in multiple sectors Polyvalent CC setting standards globally
Sensitivity of the business to the crisis	No exposure to the crisis Limited potential impacts to the business operations	Limited exposure to the crisis Mitigated impacts of the communication crisis on the business operations	Exposure to the crisis driven by external factors The risk to transform reputational crisis into the business crisis	Company operating in the industry/market at risk of the crisis International potential of the spread of the crisis Local crises might impact global operations of the company	Company operating in highly regulated environment Exposure to the crisis internally and externally Damaging potential of the crisis for all the operations of the company
Importance of the brand for competitiveness	No importance of the brand on the choice of customers	Limited role of the brand on the choices of customers	Brand may drive the choice of customers Decision to build sales and marketing around the brand rather than product	Brand is highly important in the customers' choices Brand is managed and protected internationally	Brand is the core concern of the company it is managed globally and all strategies are linked with the brand
Social media as a competitive tool	No innovation in the communication. Low level of integration of social media in CC strategy	Limited innovation in the communication Social media used as another CC push channel	Social media integrated in the CC and marketing strategies Integration of the CC communications in the strategy	Social media treated as an interactive channel for dialogue with the main stakeholders Specific channels are created for respective groups of stakeholders Social media are managed strategically	Social media as a main communications channel SM platforms are beyond company – activities include alliances with partners Externalization of the brand on social media
CC gravity center	Usually not communicating the internal operations	Communicating legally required information and some external information Internal focus of communication	Communicating operations and corporate events Regular presence on the industry meetings and gatherings	Communicating strategic vision and mission Important role of communication and CSR strategy for business operations	Communicating all activities and all activities in the partnerships Full transparency of the operations and partnerships Company is a leader in the communications with the other partners

The learning of the CC strategic management is grounded in the learning context and the latter is defined by the leadership paradigm (see: Table 4) (Gibb and Blili, 2012).

Table 4: Corporate communication governance as a system and its variables (adapted from Gibb and Blili

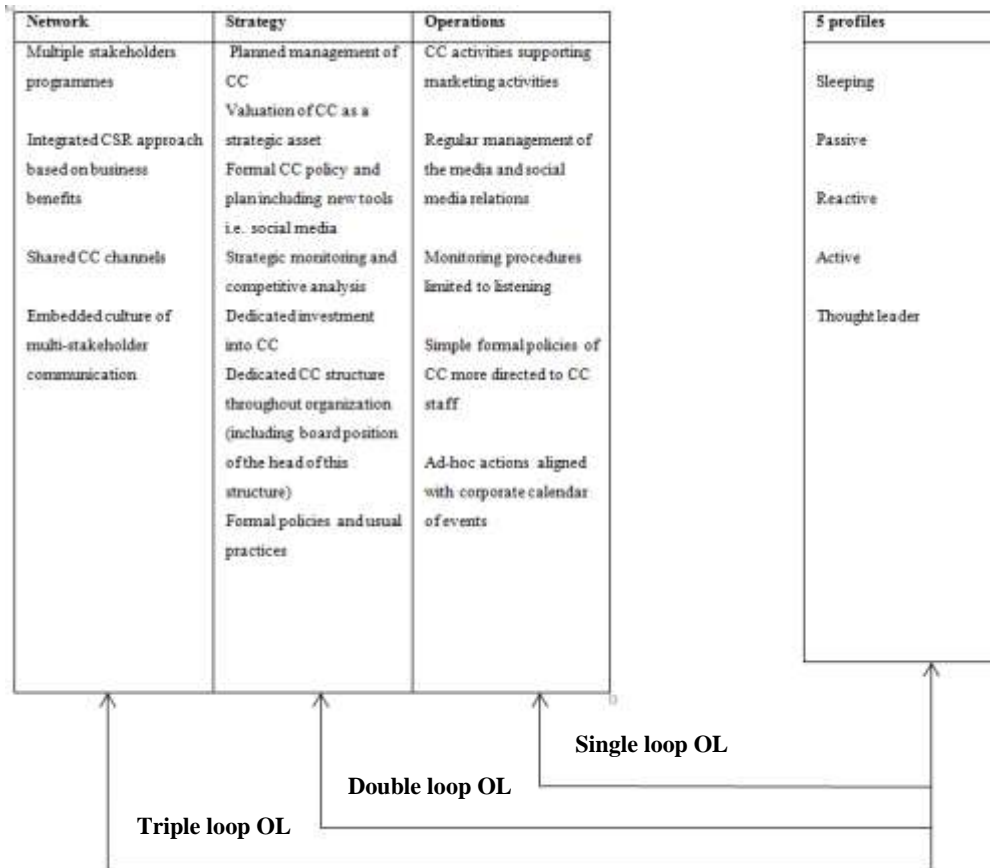
2012 a,b)

	Sleeping	Passive	Reactive	Active	Thought leader
Learning context	No learning and no policy to learn Potential for learning depending on the leadership changes	Some learning possible mainly based on competitive monitoring Single and double loop organizational learning Learning by individuals and in functional teams	Adaptation to environment CC learning based on copying of the other organizations' programmes and operations Learning in teams and at departmental level	Learning at double loop level There might be some evidence of triple loop (transformative) learning Learning occurs at the organizational level	Transformative, triple loop organizational learning Learning occurs at network/multi-stakeholder level
Leadership paradigm	Non aware of the value of CC for corporate reputation and brand building. Governance explicitly rejects the need to construct CC programmes	Some awareness of the role of CC CC perceived as a potential cost center for the organization Not committed to CC	Fully aware of the importance of CC CC seen as potential competitive advantage Plying role in the business ecosystem Not necessarily embracing long term initiatives	Manages risks and opportunities from CC governance Willingness to invest in CC activities Builds competitive advantage based on CC	Considers CC as a driver which might redefine the future of business Full commitment at the intellectual and financial level

2.5. Towards the maturity model

This study aims to propose a maturity model of corporate communication. The strategic business function of corporate communication plays an increasing role in the overall enterprise's strategy (White, 1994; Argenti 2006a). With the increased role of corporate reputation, issues management, stakeholders' management, CSP communications and crisis communications became the core managerial functions. They manage the important intangible assets of the company. On top of the more sophisticated tools available for both corporate communicators and their counterparts from consumer groups and NGOs, the role of societal issues gained momentum among the most important stakeholders. Even a brief analysis of the homepage of the World Economic Forum (WEF) with social issues listed on top, show the current tendency. The model below is drawn from the literature overview and inspired by Raymond and Blili proposals (2001) and their application in the context of intellectual property (IP) management in SMEs (Gibb and Blili, 2012).

Figure 3: Sophistication process of CC management



The sophistication process of CC occurs at three levels of organizational learning (see: Figure 3). Single loop organizational learning is easily observable in the context of social media. Organizations benefit from new tools to build their communicational tactics. Management of these new tools requires new skills and policies. Social media created an environment in which companies can manage their reputational assets more easily (Veil et al., 2011). However, they are also more exposed to the public and other stakeholders. This demands new strategic approaches, which formalize the organizational importance of CC. These approaches include higher internal valuation of CC as a department and more important budget levels for CC. The policies, which are created are integrative and include elements across business units. The last and most advanced learning of CC includes network transformative learning. Organizations create global strategic partnerships between themselves, create PPPs and partner with non-profit sector organizations to build common platforms for communications (Burchell and Cook, 2006). The latter allow benefiting from a multi-stakeholder approach. This allows to create a dynamic framework of learning patterns and profiles of CC strategic management (see: Table 5 after Gibb and Blili 2012).

Table 5: Towards a maturity model of corporate communication strategic management (CCM) - an integrated diagnostic framework (adapted from Gibb and Blili 2012 a,b)

Learning types	<i>Sleeping</i>	<i>Passive</i>	<i>Reactive</i>	<i>Active</i>	<i>Thought leader</i>
Management attributes					
Valuation of Corporate communication	No	Occasionally Reactive	Inventory, updated Not systematic Short term / tactical advantage	Regularly reviewed inventory Broad range of activities Standard approaches Strategy driven	Systematic and consistent Assets in broadest sense Innovative approaches Synergy seeking & proactive
Exploitation Corporate image and communication	No	Occasionally Reactive	Proactive Driven by immediate gains	Strategic perspective Proactive Medium term gains	Creative & strategic leverage Long term view Seek new business models Non-financial benefits also
Informal investments into corporate communication	Not deliberately	Some protection Reactive	Consider most methods Conscious decision For tactical advantage	Consider strategic implications Complement formal protection	Strategic choice Coherent with business model Integrative approach Regularly questioned
Formal investments into corporate communication	Not relevant	Reactive Legal asset	Driven by immediate needs Look for financial return Only in selected markets	Mix of tools Driven by strategy Considered strategic assets Secure value and access	Holistic approach & evolves Enabling asset for future development Global approach
Enforcement of corporate communication	No	Not aware Normally do nothing	Regular scanning Case by case – cost benefit	Active tracking Strategic threat Medium term horizon Consider overall portfolio	Strategic and proactive tracking Anticipatory approach Look for creative solutions Will litigate strategically to achieve long term aims
Management of corporate communication as a strategic issue	No	Individual Decisions rarely revisited	Seek complementarity Decisions may relate to other assets Tactical and short term	Inclusive, integrated Medium term perspective Driven by business needs Regular review and update	Constantly evolving Wide range of assets Long term strategic view Tool for future options
Inter-organisational cooperation About corporate communication	No	Sporadic Reactive	May initiate in response to specific need Case by case decision Some use of network	Considered important & strategic Seek out opportunities Coordinate various relations	Partnership approach Open systems favoured Assume lead in cooperation
Environmental scanning about corporate communication related factors	No Lack awareness	Reactive, problem focused Isolated champions	Routine scanning Permanent but passive alertness Strategic rather than environmental scanning	Permanent and relatively sophisticated Some environmental scanning in evidence	Permanent and sophisticated, boundary spanning Makes non-obvious connections Scanning environment driven
Alignment of human resources and CSR (culture)	General lack of awareness Myths and misperceptions	Limited and patchy awareness Isolated champions, limited impact Usual responsibilities priority	More consistent awareness Community of champions Still work in silos	General awareness throughout Critical mass of believers Internal cooperation, cohesion Appropriate behaviour rewarded	Importance internalised Permeates business philosophy Exchange facilitated Sophisticated reward system
Financial investment in the governance of corporate communication	No budget	No formal budget but resources found if justified appropriately	Included in budget, cost focus May be considered inadequate	Department budget, profit focus Economies of scale and scope	Budget may not be centralised Considered investment
Presence of specific under-pinning structures & processes	No related structures No related processes	Individuals take on responsibility Processes idiosyncratic	“department of one” Emerging processes, shared	Dedicated department Processes formalised, shared	Embedded in structure Processes assimilated coy-wide
Formalisation of strategy (policies) about corporate communication	No policies No relevant strategy	Some debate about need At best an action plan	Emergent policies, some resistance Standalone CC	Comprehensive processes/policies Linked CC strategy	Policies invisible, assimilated CC embedded

2.6. Discussion

Social media created the environment in which companies needed to learn anew how to communicate (Heller Barid and Parasnis, 2010). Changes in the public sphere, which has become fragmented, require social legitimacy from business. Current social studies focused more on the social and political contexts (Mouchon, 2005). However, the model presented in this chapter proposes to focus on the business implications of the social phenomenon. Also, these changes allow companies to really take leadership in social and economic issues on an unprecedented scale (Heugens, 2005; Kell and Lein, 2003). Therefore, organizational learning is accelerated by a rapidly changing environment (ibid.). The corporate agenda focused on social issues builds the case for an increased strategic role of CC.

The CSR passed from being the corporate cost center and operational “alibi” to reside at the center of corporate strategy which can generate financial benefits (Orlitzky, 2008; Wood, 2010). It also drives corporate strategy by creating meaningful partnerships (unlocking markets, creating sustainable supply chains). In that context, the role of CC expands from reputation management to a strategic level (Porter et al., 2011). The source of social legitimacy comes from the networks and partnerships, and needs to be well managed in order to create momentum for success. The context of multiple partners coming from different organizational culture backgrounds is especially important (Maon et al., 2010). Therefore, the social context takes on more importance in CC management and research. So a miracle of communicational e-dorado in social media is an opportunity for organizations, that know how to learn not only internally, but also by creating global strategic partnerships (Parkhe, 1991).

The changes driven by the globalization of issues and concerns led to the situation in which corporate communication needs to be placed at the center of corporate strategy. From “nice-to-have” they have become a key role within organizational structure. This is accompanied by the growing professionalization of this job function. The performance of the corporate communication department is measured as it directly impacts the stock valuation of the company. Information spreads instantly with social media channels, which offer a complex toolkit for communicators and marketers (Breakenridge, 2008). These challenges combined with a need for professional crisis management (and reputation management) move corporate communication to the strategic level. This double loop organizational learning elevates corporate communication to the board level function. Moreover, the interconnected reality of social media demands an additional triple loop learning where the communication is co-

created by multiple stakeholders. These networks are established in the context of multi-stakeholders initiatives like PPPs (Porter et al., 2011; Shumate and O'Connor 2010).

Corporate Social Responsibility is an old term, which gained new meaning recently (Du et al., 2010; Wood, 2010; Hess and Warren 2008). Growing pressure of stakeholders groups, importance of NGOs and IGOs created the momentum for these programmes, which were considered as an alibi for corporations. In the current context of corporate communication on social media platforms, the latter provide a platform that serves the creation of a triple loop organizational learning – the networks of multiple partners (Porter et al., 2011). These networks elevate corporate messaging into next level and help to set the agenda of the stakeholders and public. Additionally, the mobilization of the public creates a double channel advocacy (company influencing stakeholders and company mobilizing public to put pressure on stakeholders). The understanding of the usage of social media in the search for key information by the public allows shaping the communications on respective channels accordingly. The models and the typology of stakeholders' actions raise the question of payback in these investments. The ROI in social media is debated especially in the context of corporate communication (Fisher, 2009). Corporate communication manages the brand essence and therefore creates the value of the enterprise both on the marketing and market value levels (Gioia et al., 2000). It helps in defining the company's objectives and strategy of market building. Therefore, the managers need to be provided with advanced tools to shape strategic practices of the corporations in this complex environment.

Chapter 3

Towards a learning framework of multi-stakeholders Corporate Social Responsibility management: "A little more than kin, and less than kind". (Hamlet Quote Act I, Scene II)

Part of the reflection presented in this chapter has been accepted for publication in Proceedings of Advances in Business Related Scientific Research (Venice 2013).

Bochenek L., Bliki S. (2013),

Looking for a social legitimacy – Multi-stakeholders networks, Proceedings of Advances in Business Related Scientific Research (Venice 2013).

Summary

Corporate Social Responsibility defines a framework in which actors from NGOs, public and private sector need to maintain a dialogue in order to operate. This dialogue is supposed to be based on the egalitarian principles and should lead to the creation of multi-stakeholder partnerships. PPPs and advanced CSR programmes define the framework in which companies, NGOs and international organizations operate. Although CSR has been studied for over 50 years, it was focused on ethical issues or business returns. It is only recently that the communicational aspect has been taken into consideration. Indeed, it is now perceived as a main potential benefit from CSR programmes.

The following study aims to provide a framework for further research on organizational learning within corporate communication management. It looks at the managerial strategies presented by senior communications executives and their reception by senior NGO/IGO leaders. The very senior level of the respondents and the in-depth methodology justify the limited sample of this study.

Corporate reputation becomes a driver which can even influence overall corporate strategy. The following chapter is based on the exploratory study among 18 senior leaders from corporate and non-profit sector. It aims to analyse the effectiveness of the respective channels of communication in the multi-stakeholders dialogue. Also, it aims to help understanding the dynamics of multi-stakeholder communications and dialogue.

The results present that the corporate communication provides a framework for a dialogue between the actors from private and third sector. The role of CSR is important and allows to build close relationships between the actors. However, this relationship is driven by the organizational aims. Real partnership could impact negatively bottom line of the private sector companies and destroy legitimacy of non-profit actors.

Key words

Corporate Social Responsibility, corporate communication, NGO, social media, public relations

*“The cooperation between the corporation and NGOs is not so old, because in the past they didn’t do a lot of cooperation together. I think there was a change. **There is a learning curve which has happened from the NGOs but also from the multinationals** to try to understand each other to try to work together. So they have become more savvy and we became more savvy how to work together.”* Senior Executive from Global NGO

3.1. Introduction

Consecutive crises, decreasing levels of confidence in traditional organizations and actors and corporate scandals create an environment in which business needs to look for social legitimacy more than ever before (Parum, 2006). The boundaries between IGOs, NGOs and corporations are becoming less and less visible, in part due to the flow of professionals between these sectors. The professionalization of NGO management is true also at the level of communication and partnerships. Corporate Social Responsibility is a leading trend and a buzz word at the same time as it is frequently assessed by the managers in the context of companies (Wood, 2010). There is a lack of real stakeholders’ assessment in CSR measurement (ibid.).

NGOs need to highlight their causes in order to gain support (both financial and social) for their actions and activities. Corporations, on the other hand, need to show greater interest in social and environmental issues so that they are generally positively perceived with regard to the correct management of their relationships with stakeholders (Du et al., 2010). Social media allow easier and direct dialogues to take place among these groups of stakeholders.

More sophisticated tools demand sophisticated skills from the communicators. A strategic approach to corporate communication, the need for measurement and clear KPIs require advanced skills from communicators, skills which go hand in hand with a professional education.

Cooperation between corporate and non-corporate actors was and is neither obvious nor easy. For a long time, the perception was that these two groups had different agendas; therefore there was an important need for mutual learning about how to cooperate, and how to establish common strategies. This paper explores the perception of this learning from the executive perspective on both sides: corporate and NGO/IGOs. The vision and examples of common actions show that these organizations that in theory have different agendas are quite similar in terms of their mutual perceptions. The NGOs and IGOs need the multinationals and private

sector to support their causes financially. The multinationals and private sector in general need the non-profit organizations to manage their relationships with their customer base and build their political relationships. That can lead to “win-win” situations and egalitarian dialogue. However, both this dialogue and the relationships remain issue driven. There is no “true love”, but mutual understanding leads to common actions.

3.2. Theory and hypothesis development

3.2.1. Corporate Social Responsibility

From the 90s CSR started to be defined more in terms of corporate citizenship where organizations were supposed to play an active role in society and social discourse in order to meet the expectations of stakeholders (Crane and Matten, 2005). The Cadbury report is frequently quoted as a turning point in CSR reporting and the moment when companies started to voluntarily disclose information about their social and environmental performance (Boyd, 1996). Reporting and compliance were the first steps in organizational learning of CSR (Wood, 2010; Baumgartner and Ebner 2010). As Carroll (1999) notes, the scientific discourse about CSR in the '90s was driven by three main theories: Corporate Social Performance (CSP), business ethics and stakeholder theory.

Alexander Dahlsrud compared 37 of the most common definitions of CSR which are found in the scientific discourse. According to him the most popular one is the definition from the Commission of the European Communities which states:

“A concept whereby companies integrate social and environmental concerns in their business operations and their interactions with their stakeholders on a voluntary basis” (Commission of European Communities 2001 after Dahlsrud 2008)

This definition has five dimensions (voluntariness, stakeholder, social, environmental and economic) (Dahlsrud 2008).

CSR strategies can bring tangible benefits to the organization (Maltz et al., 2011; Cochran and Wood 1984; Orlitzky, 2008). The studies also indicate that some companies are engaged in CSR programmes while conducting “bad business practices” (Strike et al., 2006). This phenomenon can explain some reservations about CSR and sustainability present on the non-profit sector side. Therefore, the focus on stakeholder dialogue becomes a part of reputational risk mitigation (Lawrence, 2010; Alniacik et al., 2011; Ziek 2009; Husted and Allen, 2006).

Actually the perception of the importance of stakeholders for the company's performance is one of the main drivers of CSR activities (Henriques and Sadorsky, 1999). In addition it provides a platform for multi-stakeholder initiatives in a *symbiotic sustainability model* as observed by Shumate and O'Connor (2010). The alliance between corporations and the non-profit sector (in this case NGOs) is based on communicational alliances (Du et al., 2010). The choice of network partners is multi-dimensional and depends on corporate strategy, sector activity and the type of NGO communications (Shumate and O'Connor, 2010). CSR is a global concept which applies not only to Western-based companies (Maon et al., 2010; Amaladoss and Manohar 2011). However, the way in which CSR is applied differs according to the business and cultural context (ibid). In the case of the Indian context, as tentatively shown by Amaladoss and Manohar, CSR policies might be strongly driven by the personal views of the owner of the company (2011). Also the research of Kusku on Turkish-based companies proves the increased interest in CSR even in emerging economies (2010).

Corporate Social Responsibility depends on the organizational culture and forms a part of the organizational process (Maon et al., 2010). Managerial preferences play an important role in CSR management (Maon et al., 2010). It is also dependent on internal factors such as organizational culture, internal learning and valuation (ibid). The stages of organizational culture define CSR strategies and processes (Maon et al., 2010; Wood, 2010). The profiles define the learning patterns of the CSR strategic management in the companies (Baumgartner, 2010). Nevertheless the role of business is more political and demands more advanced policies and involvement (Scherer and Palazzo, 2011).

3.2.2. Public relations in the age of stakeholder management

The changes in the perception of CSR and growing role of this phenomenon in business strategies cause the multiplication of a number of stakeholders relevant for organizations (Henriques and Sadorsky, 1999). These multiple stakeholders interact with each other more frequently and more intensely than ever before (Seitanidi and Ryan, 2007). The relationships between the companies and the stakeholders have become more egalitarian and based on partnerships (Seitanidi and Ryan, 2007). NGOs and international organizations enter into partnerships with companies to gain access to funding and professional knowledge (Shumate and O'Connor, 2010). Companies seek social legitimacy of their business operations (ibid.). However, the dialogue between social and business actors is much more egalitarian and two-

way (Seitanidi and Ryan, 2007). The model proposed by Shumate and O'Connor of the symbiotic sustainability describes well the current agenda (2010).

The social media provide a platform on which all these actors are present. International businesses use social media for marketing, HR and communications (Mills, 2012; Liang and Scammon, 2011). A focus on the interaction with end-users provided some insight into the interactions which occur between institutional actors and consumers (Meek, 2011). This phenomenon has managerial implications due to its potential for more direct communication within the corporate context (Heinonen, 2011). The proposed model of change “from social media to social customer relation management” shows the agenda of multinational companies (Heller Barid and Parasnis, 2010). At the same time, non-profit sector actors use social media for awareness-raising campaigns as well as for the management of the dialogue with their constituencies (ibid.).

3.2.3. Reputation management

Corporate reputation is the object of multiple studies which include regularly published rankings and evaluations. The most popular one by Fortune presents: “the most admired companies world-wide”. The studies of the Reputation Institute focus more on the impact of corporate reputation on financial and non-financial performance of companies. However, the measurement of CSR gives rise to questions of accountability as it is based on the declarations and opinions of executives themselves (Wood, 2010).

The process of reputation-building is based on CSP on the one hand and on communication on the other (Wood, 2010, Du et al., 2010). It is not enough to perform ethically – the stakeholders need to know that the company is doing so (Du et al., 2010). This communication creates the dialogue which can amplify the effects of CSP (Hess and Warren, 2008).

3.2.4. Hypothesis

The theoretical overview led to the definition of the following hypotheses which guide this exploratory study.

- H1: The new communications environment demands additional skills and positioning of the communications unit at the centre of the organizational structure.

- H1a: Communication is perceived as a board level function. The roles and responsibilities given to the corporate communication department have been enhanced.
- H2: Current CSR strategies lead to a broader definition of stakeholders which is defined beyond the primary interest group.
 - H2a: The interests of both private companies and non-profit sector actors remain similar. This creates a platform for cooperation which is mutually beneficial and creates common reputational assets.
- H3: Despite the rise of social media, personal contact with key stakeholders remains at the core of communications strategies.
- H4: The need for cooperation among multiple stakeholders enhances the role of CSR, which becomes a central business strategy.

3.3. Methods

The following analysis is based on 18 in-depth interviews with senior communications executives/consultants, senior IGO officers and senior NGO leaders. We have included senior executives from the non-profit sector in our research following calls by Wood to include the stakeholders' perspective in the CSR research agenda (Wood, 2010). Questions in the questionnaire were open-ended and based on the methodological proposals of Hammersley and Atkinson (2000).

A qualitative methodology permits the researcher to obtain additional insights which go beyond the set agenda of the research. The anthropological approach aims to combine answers to questions based on the questionnaire with the opinions and agendas of the executives. The choice of informants was based on a theoretical sampling rather than random sampling. The choice of senior respondents permits the drawing of conclusions about trends in stakeholder management despite the relatively small sample.

Construction of the questionnaire was based on the methodological proposals of Hammersley and Atkinson (also quoted by Wai-chung Yeung and others) as well as incorporating suggestions of Silverstone (2007). Personal interviews seem to be the best way to approach senior executives as their schedule makes it almost impossible to collect the answers outside of a personal meeting/telephone interview. Three interviews were conducted as video conferences via Skype. The interviewees were open to the idea of the research, especially

after the first few interviews had been conducted and there was an inner-circle process of recommendation (Hammersley and Atkinson, 2000). The questionnaire was composed of four main parts focusing respectively on:

- The professional career of the respondent and his/her personal choices
- The PR industry and its definitions
- Stakeholder management in the context of social media
- CSR and its organizational positioning

Table 6: Final structure of respondents

	Senior PR executives/consultants	Senior IOs/governmental executives Senior NGO leaders
Number of interviews	9	9
Hierarchical levels	Independent consultants with global board level functions in the largest PR agencies worldwide, Heads of global communications in the “hidden champions”	Head of external relations, head of communication, Executive Director, COO, Special Advisor
Average number of years of experience	c.a. 25	c.a. 25
Geographical/national spread	German, Norwegian, Swiss, British, Belgian, French	British, Polish, Australian, Norwegian

The group of interviewees was diverse and composed of professionals with different backgrounds (see: Table 6). All the interviewees were based in Europe (Geneva, London and Brussels). These cities are the centres of public affairs and public relations in Europe. It is important to observe that the classification of the respondents is based on their current professional position. However some of them (the majority) have experience in all the sectors (i.e. early career as consultants, moving to a multinational environment and ending up in the NGO or IGO).

All the respondents have had experience of working in different global companies across business sectors and continents. The most senior respondents were “C” level executives from the largest PR consultancies globally, board level members from the biggest NGOs and senior executives from the IGOs in Geneva. Interviews were transcribed and analysed by coding the text in the software Atlas ti. 6.0. The coding facilitated the observation of similarities and differences in the answers between groups of respondents. Codes were attributed to passages of the text and then grouped into families of codes to finally define the relationships. This also enabled the determination of a typology of the definitions of PR, CSR, stakeholders and stakeholders` approach. The answers have been mapped in the table reflecting key variables

used for analysis (Table 7). It allowed to cluster the answers and analyse the trends among two groups of actors.

3.3.1. Key factors and variables

Table 7: Key factors and variables in the multi-stakeholders' strategic management

Factors/variables	Explanation/definition
Vision of public relations	Spontaneous definition of public relations and its role in the organizational strategy
Perception of stakeholders	Definition of stakeholders. Elements and focus quoted in the context of the definition of stakeholders.
Perceived professionalization of the PR/communications milieu	Description of today's PR/communications professionals and comparison of this vision with the vision of the PR professionals at the beginning of their career.
Career evolution	Description of the respective stages of development of their career.
Vision of hierarchical positioning of the head of communications/public relations	Description of the ideal hierarchical positioning of the head of communications within the organization.
Perceived challenges related to social media	Analyses of changes in the communications/PR practices related to the increased popularity of social media.
Personal usage of the social media	Analyses and comparison of the challenges related to social media in the group of users and non-users.
Perceived change in social engagement	Analyses of the perceived influence and engagement of the public in the causes related to the core activities of an organization.
Definition of CSR	Analyses of different spontaneous definitions of CSR.
Vision of CSR	Analyses of the vision and level of belief in the pertinence of the CSR concept and of CSR values to the organizations.
Perception of CSR management	Analyses of the role and drivers of the CSR vision and the execution thereof.
Evolution of the vision of CSR	Analyses of the perceived moment at which CSR first appears on the organizational and stakeholders' agenda.

3.4. Analysis

All the respondents agreed that the role of communications within organizations gained in importance. This assertion is valid for both the private sector interviewees and those coming from the non-profit sector.

“And it’s become much more sophisticated and measurable activity. And has become much broader in scope than just media. It’s about stakeholders and ultimately about influencing behavior. So the people have become more educated, more scientific in their approach than when I started. People actually study this now [...]. People write pieces about it. Which wasn’t the case 20 years ago. And the same for lobbying as well, which is the other thing I do which is part of PR, communications, whatever you want to call it. That has become much more of a semi-regulated sector and people study that, there are certificates, there are many books on it. There is a discipline and a practice of public affairs which has become much more of a profession. So I would say PR, lobbying have become much more professional and higher quality and standing.” Senior Communications Consultant (Brussels)

Communication is needed to build and maintain relationships with stakeholders. It is also crucial to communicate in order to set an agenda and build a dialogue with society at large. This is executed through communications programmes which are easier to manage thanks to new communication tools (i.e. social media).

“I mean I think the whole profession has got more sophisticated. I think today it probably attracts a more qualified set of people. I think it’s got more respect. I think it’s taken a while but I think that people understand the value and power that it can offer if it’s done in the right way. And it should be done with much more thought and skill than just sort of blindly sending off press releases or picking the phone up to a journalist. I think when it’s done in a very skilled thought out way it can absolutely change the world.” Senior IGO Executive

The professionalization of corporate communication requires new skills and a strategic approach. This leads to the creation of special education programmes in communication and allows the new generation to become better placed in organizational structures. The pattern of ex-journalists becoming communications executives is no longer dominant although it is still happening due to consolidation of media and consequent layoffs. This point is also supported by the European Communication Monitor survey from 2012 (Zerfass et al., 2012).

Senior communications executives, managers from IGOs and NGO leaders present a fairly homogeneous view of the changes related to communications as part of the stakeholder dialogue. Nevertheless, they articulate divergent interpretations of the impact and role of these

changes. Indeed, the representatives from non-corporate sectors tend to attribute negative judgments to the motivations of international corporations in the context of CSR policies. These actions are perceived as cynical and oriented towards enhancing corporate opportunities to build networks. In this sense CSR is considered as an alibi with low impact on operations. However, the majority still perceive multinationals as the change agents in the multi-stakeholder environment.

“And if I was a stakeholder, not a stakeholder, if I was a shareholder in a big pharmaceutical company and that pharmaceutical company was doing a CSR project, I would absolutely want it to deliver something to the bottom line. They can’t spend my shareholder money that doesn’t deliver on the bottom line. So CSR to me means activities which enhance the corporate brand but are set in the wider context of the community or the good subject areas.” Senior IGO Executive

Communications executives and senior NGO/IGO leaders present a similar view about stakeholder management. It is based on wide definitions (with the exception of one executive from the private sector) which include employees, partners, customers, shareholders/donors and society at large. While the motivations of companies are perceived in terms of change among the interviewees from the private sector, the NGO/IGO informants present a more cynical view and see corporate action more in terms of reputational insurance. However, they still view it as potentially of benefit to them.

“Of course a lot of it has to do with protecting the reputation in this case of a very important and venerable profession and of this organisation. I think that aspect, reputation management, if you want to give it a terminology has become increasingly important not only here but everywhere in all sectors. In the private sector, in the non-governmental sector, in the inter-governmental sector. It’s also become more complex than what we first understood as reputation management I think which tended to be based on crisis management. Also on the classic notion of spin which now I think is a very different approach. Which is understanding the asset of your reputation and the importance of both building it and maintaining and protecting it.” External Relations Director of Professional Federation

Companies and NGOs/IGOs cooperate in the context of CSR programmes. The externalization of organizational learning results in the benefit of a lighter corporate structure and partner flexibility (Butera 1991). It also permits the NGOs to access the professional tools and knowledge of its corporate partners. It has to be based on the strategic and long-term vision.

“For a company to actually think about ethics in the long-run, it has to be able to talk to the future and talk to how things will develop over time. And as long as its single metric is how much money it made this quarter, it’s very very difficult to get any ethical discussion of real sense on the table. Because it immediately gets turned into well what will this mean in terms of perception of our shareholders and perception of the public, and can it be part of a publicity campaign for marketing, can we use it to sell our goods, things like this”. Senior NGO representative

Corporations and NGOs/IGOs cooperate in a new way which is based on the mutual understanding and mutual benefits (Shumate and O’Connor, 20010). The learning process is shared, as both actors need to cooperate and communicate on a daily basis. Structures of communication bring benefits to actors from both sectors.

“I mean I think the whole profession has got more sophisticated. I think today it probably attracts a more qualified set of people. I think it’s got more respect. I think it’s taken a while but I think that people understand the value and power that it can offer if it’s done in the right way. And it should be done with much more thought and skill than just sort of blindly sending off press releases or picking the phone up to a journalist. I think when it’s done in a very skilled thought out way it can absolutely change the world.” Interviewee from WHO

Double loop learning includes a strategic element: the centre of gravity and strategic level of corporate communication. It also involves the allocation of resources (Gibb and Blili, 2012, a, b). The strategic level of corporate communication is expressed in the internal positioning of the head of the unit. Non-profit sector interviewees tended to place more emphasis on the role of the relationship between the CEO/Head of an organization and the head of communications.

Well, to me the comms director is one of the key people that the CEO has to have on his right hand side. So they need to be around at any of the decision-making meetings, so they understand the context of why decisions are made so that they can go out, they have the background information and they can go out and communicate with knowledge the story that needs to go out. And then they also, with that experience, can give a broad understanding of the ramifications of these decisions and how it will be perceived out there by the different media.

“So to me they are a key member of the executive team. They obviously have to be part of any crisis team that’s created, they have to be a member of that. Again so that, during any crisis communication’s critical so they need to be party to the whole crisis strategy, the crisis cell and the decisions that are made in there, to then communicate those out to those that need to bring the

external in. So to me they are a key part of any organisation, they are key in my organisation, believe it or not.” Executive Director of a Sport Federation

Triple loop learning includes the element of networks. It is at that level that CSR initiatives become advanced platforms for multi-stakeholder management. They allow partners from the corporate and the non-profit sector to build common initiatives. These initiatives help corporations to build their reputational assets. The perception of CSR varies. Corporate interviewees tend to perceive it as a qualitative change which redefines the role of the organization in society. Representatives of NGOs/IGOs tend to have a more cynical view. They perceive CSR as a platform used by corporations to improve their image and reputation. However, that is still beneficial to their organizations as it forces cooperation.

“That for us in this organisation and I think for many NGO’s who are keen to work with industry and certainly to access resources is to really understand when the business case for CSR relates to what your objectives are. Because if you don’t understand that then it becomes something that’s quite... it’s not sustainable, it’s not going to work. At the same time I would think one has to be quite eyes wide open in dealing with CSR and not believing its philanthropy because it isn’t. I’ve rarely seen CSR that’s philanthropy.” External Relations Director of a professional federation

The NGOs and IGOs gain access to advanced communications tools and financing which help to get their objectives on the international agenda. Social media has a dual role to play in this context. On the one hand, social media attracts a wide range of stakeholders and allows the instant global spread of information. These sophisticated tools are available to many organizations due to the low entry costs (Anderson, 2006). They also enable a message to be targeted with much greater precision, even to a niche target group. Therefore, they play a crucial role in the global agenda setting. On the other hand, social media provide a platform which can be considered as a “meeting point” for all actors. They are a tool which can be used in information management within the multi-partner networks.

“Yes, well social media creates new opportunities for people to develop relationships. So that’s the challenge in the practice at the moment is how to incorporate this new capability into relationship management.” Senior Governmental Advisor

Nevertheless, social media are just a tool which allows easier and more effective communication between the stakeholders. A multi-stakeholder dialogue is possible on the basis of CSR programmes which lead to the creation of PPPs and other forms of collaboration. Deontological judgment of these actions and programmes varies (Forrer et al.,

2010). Private sector executives are more enthusiastic and describe them in terms of change (even revolutionary) while NGO/IGO executives present a more distanced approach.

The first hypothesis “*new communicational environment demands additional skills and positioning of the communications unit in the centre of organizational structure*” is supported by all the interviews. H1a seems to be sustained by the private sector executives who perceive communications as a board level function. The respondents from IGOs/NGOs seem to focus more on the characteristics of the relationship between communications executives and senior leaders of the organization. Not only CSR, but also the overall evolution of the societal agenda has enhanced the definition of the stakeholders. At that level H2 is supported. However, there is an observable paradox in that NGO/IGOs executives focus more on internal stakeholders (donors, members etc.). It seems that the focus on donors and members is one of the main drivers of their communication strategies while private sector executives put forward a broader definition. Cooperation between the actors can build common reputational assets and both sides are in agreement. H3: “*despite the rise of the social media, personal contact with the key stakeholders remains core in the communications strategies*” is supported by both groups of respondents. The social media are a tool for more effective communication and remain a tool despite “revolutionary” discourses. Hypothesis 4 is not supported. CSR is perceived as a driver of business strategy by senior communications executives. However, even in their discourses it is communication that is the driver of CSR. Therefore, CSR is driven by the communication needs of the company and although it has an impact on some business operations, it doesn’t really change the overall business strategy. It feeds into business strategy design and although its role in this regard is more important it nonetheless is but one of many elements taken into consideration. The cumulated results of the research divided by sector of the respondents are presented in the table 8.

3.4.1. Comparative table – patterns

Table 8: Comparative table – key variables in multi-stakeholders’ strategic management

Factors/variables	Private sector interviewees	NGO/IGO interviewees
Vision of public relations	Core managerial function: Public relations is a job function which aims to build and manage relationships with key stakeholders and build the brand.	Core organizational function: communication is an indispensable element for organizations operating in the current environment and is a requirement for obtaining funding and for getting issues on the global agenda.
Perception of stakeholders	Large definition (outward-oriented): Stakeholders are perceived in the broadest sense (with one exception). Companies need to communicate with multiple actors able to influence perception of the company and its operations. The most important stakeholders are the societal ones. Perception of the stakeholders is dynamic and now includes more actors than ever before.	Large definitions (inward-oriented): Need to communicate with multiple stakeholders is stressed. However, the definitions and focus is on the donors, members and constituencies of the organization. Stakeholders are perceived from the organizational perspective.
Perceived professionalization of the PR/communications milieu	Important: Professionalization of the industry is a non-debatable fact. Growing role of communication as a job function led to the development of professional education and new types of professionals entering the profession. It is more strategic and therefore requires a larger curriculum of professional skills.	Important: New tools require new skills from communications professionals. They are required to be better educated and to acquire new knowledge.
Career evolution	Gradual: Usually gradual development in the multinational companies. Most of the interviewees had both agency and corporate experience.	Multi-step: Most of the interviewees (with one exception) had worked in the private sector for most of their professional lives. NGO/IGO work is a choice or step in their career.
Vision of hierarchical positioning of the head of communications/public relations	Hierarchical: Head of communications should be positioned at company board level in order to be able to effectively manage communications and reputation.	Relational: Role and impact of the head of communication is more based on the relationship with the CEO/head of the organization than on the hierarchical positioning.
Perceived challenges related to social media	Revolutionary: Social media redefine the way companies and organizations communicate and operate.	Limited: Social media are a communication tool which facilitates dialogue with the constituencies.
Personal usage of the social media	No pattern: Personal usage varies from early adapters to a rather distanced attitude. However, all the respondents use social media to a certain extent (especially LinkedIn).	No pattern: personal usage varies from almost no usage to heavy users.
Perceived change in social engagement	Revolutionary: Technology plays a role in shaping the agenda of individuals and corporations. It has a driving role in the increased engagement of individuals which leads to increased engagement by companies and organizations.	Limited: Individuals are engaged virtually and it has an impact on the agenda. However, the principles of the field engagement remain similar to the ones observed over the years of experience.
Definition of CSR	Societal: CSR is a new way of doing business. It includes accountability, increased environmental sensitivity and social aspects. It is a new way of operating in the multilateral environment which is driven by business’ motivation to contribute to society at large.	Cynical: CSR is defined in both operational and tactical terms. It is not perceived as a co-owned platform: it is rather a framework imposed by corporate partners.
Vision of CSR	Driver of change: CSR pushes companies to invest their resources in socially positive actions. It allows the companies to become the drivers of change in society. The programmes are supposed to benefit all actors involved.	Driver of network: CSR is a tool used by corporations to enhance their potential in dialogue with multiple stakeholders. Its impact on business operations is limited to those which will have a positive impact on P&L.
Perception of the CSR management	Top down: Efficiency of the CSR strategy depends on the involvement of the senior executives and CEO. The most critical success factor is the personal involvement of the CEO and his/her belief in the proposed CSR strategy.	Horizontal: CSR in order to be efficient needs to be implemented at all levels of the organization. That requires dialogue throughout the organization.
Evolution of the vision of CSR	Strategic: From communications programmes frequently associated with green-washing, CSR evolved to become a key strategic function which is driving business strategy.	Limited: CSR was invented as a corporate tool to enhance the potential of the dialogue with stakeholders. CSR developed new tools and techniques, however at the level of principles it remained the same.

3.5. Conclusions

International companies as well as NGOs and IGOs use communication as a tool which allows them to create strategic alliances (Parkhe, 1991). Companies need social legitimacy to operate in the multinational environment dominated by discourses that underline the role of sustainability. In the eyes of senior corporate executives the current trends reflect a significant change in the way business is done. At the same time, IGO/NGOs executives display a more distanced stance. They perceive these changes as new tools and tactics which support old strategies.

CSR is a platform which allows a new level of networking between the actors from different sectors and new level of internal motivation. It is perceived as a driver of change by corporate executives. However, it is seen mainly from a communications perspective. This emphasizes the role of corporate reputation as an intangible corporate asset. Corporate reputation is built and managed in multi-stakeholder partnerships.

A “real” relationship between corporations, NGOs and international organizations is not possible as it would destroy the credibility of the NGO, or it would lead to a decrease in the profits of the corporation. Therefore, the NGOs/IGOs and businesses have a common area of interests and the areas in which they need to present the opposite statements. In that sense the cooperation between NGOs/IGOs is based on the balance of a “soft power”. In consequence the alliances between private and third sector are frequently single issue based and rather tactical than strategic (Nye, 1990).

3.5.1. Limitations of the study

This research does not aim to provide a definitive answer with respect to the construction of relationships between the main groups of stakeholders. Nor does it purport to create the final diagnostic framework for the management of multi-stakeholders. Its qualitative, exploratory character limits the conclusions, but allows the description of several observations and trends. These observations are helpful for the design of further studies on strategic corporate communication management based on a statistically significant sample.

Chapter 4

Strategically social – European social media champions in action*

The following chapter has been accepted for publication in:

Bochenek, L & Bili, S. (2013). “Social media champions – drivers and sophistication process of social media strategic management. Emerald Books “Advanced Series in Management”, ISSN: 1877-6361, Editor: Professor Miguel R. Olivas-Lujan and Dr Tanya Bondarouk. (forthcoming 2013).

Summary

Individuals use social media for networking, to search for information and more and more for purchases among others. Businesses embrace social media at the operational, tactical and strategic levels. The instant spread of information requires companies to manage their reputation carefully throughout these channels.

In this context, more and more scholars tackle these phenomena. However, the majority of work focuses on the operational matters, or single case studies. In this paper, the authors propose a conceptual model of social media strategic management. The model is based on the key managerial drivers of social media which impact the sophistication of social media strategies. Sophistication leads to the output results which are transferred into tangible business outcomes. The analysis is illustrated by four case studies of European companies – leaders of the social media management.

The findings show that the companies embrace social media. However, the learning patterns and strategies are mainly driven by personal preferences of the senior executives. Also, the study shows that the companies which used to be considered as purely b2b start to drive the dialogue to become present in b2c communication.

Key words

Social media, sophistication, organizational learning, corporate communication

4.1. Introduction

Social media create a new environment in which companies can interact directly with their stakeholders and customers. These interactions can contribute to building of the intangible assets of companies (corporate reputation). Reputation helps to create networks of supporters (advocacy) which transfers to third party endorsement. However, this is a process clearly similar to corporate communication (CC) management (see: chapter 3). Social media are not an asset as defined by research (Gibb and Blili, 2012a). Social media are a tool which is used in construction of (social) reputation and this reputation is an intangible asset (IA) of the corporation (Gibb and Blili, 2012a).

The following paper presents a preliminary scan of literature about social media management and highlights some of the research tendencies. It combines the state-of-art of social media research with the model of corporate communication strategic management to create a conceptual model of a strategic management process in social media management. The model is then applied in the analysis of four case studies – European companies leading on social media. The companies analyzed are from different sectors: banking, air transportation, apparel & accessories and infrastructure. The theoretical sampling allowed the showcasing of different strategies applied by companies in their management of social media activities.

4.2. State of art – social media management

Social media has been studied as a new means of communication for the businesses. These studies included the analyses of the use of social media and the interaction with customers/consumers (Heller Barid and Parasnis, 2011). There were few studies analyzing the strategic implications of the use of these new tools for overall CC management. The participatory potential of social media was assessed from the point of view of the end user (Cammaerts, 2008). Engagement with the brand and engagement with the cause were parts of the same participatory ecosystem (Heinonen, 2011). Studies on NGOs' communications focused on the creation of networks and advocates (Harvey et al., 2011). The question of social media as word of mouth (WOM) draws a new area for marketing studies (Jansen, 2009).

International businesses use social media for marketing, HR and communications (Mills, 2011; Liang and Scammon, 2011). Focus on the interaction with end-users gave insights to the interactions which occur between institutional actors and consumers (Meek, 2011). That

allows to draw the patterns in the engagement models between the actors (i.e. in case of use of You Tube by the social movements) (Meek, 2011). The managerial implications of this phenomenon draw potential for more direct communication in the corporate context (Heinonen 2011). This relation is also managed inside the organizations. Social media are a part of internal communications toolkit and can transform employee communication as shown on an early example of Sun Microsystem (Barker, 2008).

The management of corporate communication becomes crucially affected by social and technological changes (Terblanche, 2011). Studies have focused on the presence of political actors in the social media. This tendency in research was in line with the media discourse which analyzed the impact of social media on the election choices of voters. The 2008 US campaign and victory of Barack Obama encouraged other politicians to be present on social media. The study “Twitter use by US congress” which analyzed the communications patterns of Congressmen on Twitter is one of the examples (Golbeck et al., 2010). It studied the types of Tweets on a sample of 6,000 messages. It concluded that Twitter does not improve either transparency or knowledge on political action. It is rather used as a self-promotion tool with the majority of Tweets belonging to the information category (53%) followed by location/activity (27%). Also, 44% of Tweets contained links to other websites, congressmen’s personal websites, and news media outlets. The research led to the conclusion that Twitter was more used to inform and promote political programmes and not to increase transparency of decision-making processes. Nevertheless, it improved the direct dialogue with voters (Golbeck et al., 2010).

Politicians and organizations to create a new quality of communication do not use twitter. Rather, Titter offers an additional tool to social actors to communicate and create networks. Online groups constitute an interesting field for marketing research as they offer a large amount of data which is relatively easily accessible. The information on composition and behavior can be easily retrieved through data mining techniques (Barbier et al., 2011; Ripberger, 2011). The research looked for a proxy to predict the offline behavior of group members in the “real world”. Internet may be also used to measure public attentiveness to events and overall social trends (Ripberger 2011). Trend measurement is another level on which corporate communication can build momentum for messaging (i.e. by using priming techniques). One hundred and forty signs to send a corporate message seem to be little, but the potential for externalization and directing traffic to a corporate website and content cannot be underestimated. Moreover, studies show that the messages with negative sentiment spread

faster on social media and Twitter in particular. In consequence, monitoring and corporate reputation management of these channels remains top priority (Thelwall et al., 2011). The engagement of the public is streamed in corporate communication activities – especially in corporate messaging. The messages developed frequently take the form of stories via “storytelling” techniques (Salmon, 2007). This connection built with key stakeholders and public contributes to building trust and construction of network groups (Angel and Sexsmith, 2011). The marketers use other Twitter-like tools at a different level depending on their target groups and scope of operations (Kwon et al., 2011). At the same time even blogs which are not always considered as social media are alternative CC channels (Kenix, 2009).

These online communities need to be managed at the strategic level, as they are a source of current trends (Miller et al., 2009). Therefore the social media can be used by organizations as the listening tools to discover the trends in their constituencies and among their stakeholders (Miller et al., 2009). These facts were first understood by politicians who were early adopters of social media communications techniques (Terblanche, 2011). Indeed, the social media provide an opportunity to develop bespoke communications strategies to the groups which are otherwise difficult to address through traditional channels. Liang and Scammon provided an overview of a potential usage of the social media in tailored health communication (2011). Indeed, social media provide an opportunity to use word of mouth marketing as the spread of viral messages is instant (Jansen, 2009). However, there is a need to take into consideration the drivers of the spread of information. They are behavioral and depend on the users’ backgrounds and message contents (Harvey et al., 2011). Moreover, initial engagement doesn’t mean loyalty and continuous engagement. Therefore, the question of community management becomes crucial (Porter and Kramer 2006).

The relationships become therefore important for the field of research of social media. The process of building of the relationships between the companies and users has been described in the works on relationship marketing (Christopher et al., 1994). The technology plays a role of facilitator in this process and influences positively customer lifetime value (Rust and Siong Chung, 2006). The communication plays here a role of a tool which allows customization and personalization of the messages (ibid.). Social media in this context provide a platform which allows a customization and personalization of the communication at a low cost.

The communications crisis related to the oil spill in the Gulf of Mexico is one of the excellent examples of how social media creates a new level of activism and engagement (Bennett et al.,

2011). The potential impacts of crisis on corporate performance (Fearn-Banks, 2011) demand a more holistic approach in which reputation-building is managed on all organizational levels. The need for 24-hour responsiveness moves corporate communication to the strategic level. In fact, web and social media can be very useful tools for crisis communications. They can be also a real threat if mismanaged (Gonzalez-Herrero and Smith, 2008). The management of social media needs to be executed at a high level which elevates the strategic role of corporate communication to the board level function (Maon et al., 2010). Creativity is frequently associated with the notion of User Generated Content. It is considered as a constitutive sign of a new model of social engagement. The instant sharing of information via posting and hyperlinks increases the level of soft engagement (Porter et al., 2010). Social media play therefore a core role in crisis communications management. The channels are incorporated to the overall crisis communications strategies (Veil et al., 2011). That subscribes to the many-to-many logics which are driven by the constant search for selection of information (Breakenridge, 2008). The amount of the knowledge available underlines the role of the tools and techniques used in the selection of the content. Selection of this content is driven by the personality of the users (among other socio-economic factors). Therefore, the amount of information and the content touching the company does not necessarily mean the same high amount of awareness of the existence of this content (Pagani et al., 2011).

CC is the organizational unit which manages corporate reputation (see: chapter 3). Social media are one of the tools used by CC. Therefore the organizational learning of CC management and its governance system has a strong impact on social media strategic management. As social media are part of CC and marketing management, they are subject of the same corporate rules on spending and reporting. The question of ROI in social media has been studied in both scientific and professional publications (Fisher, 2009). However, most of the articles try to assess social media ROI in the closed ecosystem, not taking into consideration external factors which influence the numbers (Nair, 2011).

Social media allow organizations to interact with their stakeholders directly (see: Table 9). However, a scale of this interaction has been discussed as well as the drivers of engagement (Cammaerts, 2008). It is important to stress the role of external factors e.g. brand sustainability which impact the engagement levels (Briggs, 2010). Moreover, the relationships established on social media need to be managed both online and offline (Ang, 2011). One of the drivers of engagement is sustainability and there is a need for CSR integration into social media strategic management (Waddock and McIntosh, 2011). This management is crucial in

the understanding of customers and gives communicational and business insights (Paasovaara et al., 2012).

Table 9: Selected research topics in social media management

Focus	Opinions on social media research agenda	Usage of the platforms (patterns)	Engagement of the users and on-line communities	CRM on social media	Social media as trend-discovery tools	ROI on social media operations
Examples	Branthwite and Patterson, 2011; Auer 2011; Cammaerts, 2008	Terblanche, 2011; Roper, 2002; Golbeck et al., 2010; Meek, 2011; Kwon and Sung, 2011; Liang and Scammon, 2011; Barker, 2008;	Sharma et al., 2011; Sweetser, 2010; Peters et al., 2012; Royne, 2011 ; Harvey et al., 2011; Miller et al., 2009; Komito, 2011; Bennett et al., 2011 ; Briggs, 2010	Heller Barid and Parasnis, 2010 ; Heinonen, 2011 ; Ang, 2011;	Ripberger, 2011 ; Paasovaara et al., 2012; Naaman, 2011; Barbier et al., 2011 ; Efron, 2011	Plangger, 2012 ; Nair, 2011; Fisher, 2009

Towards a conceptual model of social media sophistication

The literature overview led to the conceptual model of social media sophistication. The drivers of the social media management include:

- ***Importance of the brand for the operations*** – the companies, which are strongly dependent on the brands in their operations (i.e. FMCG) are more likely to invest in advance CC campaigns and social media (Briggs, 2010).
- ***Risks of crises in the industry*** – the high risk of crisis would likely impact corporate listening behaviors. Social media trends can be used as early warning systems (Gonzalez-Herrero and Smith, 2008; Efron, 2011).
- ***Customer type*** – B2c companies are likely to reach out to their customers through social media. B2b companies would be more likely to target their key stakeholders (Sharma et al., 2011; Plangger, 2012; Robertson et al., 2011).
- ***Organizational culture and CSR programme*** – companies which are more open to disclosure have more developed communication cultures. They are more likely to use new communicational tools. CSR programmes are one of the information programmes which provide content for social communication and marketing (Waddock and McIntosh, 2011; Sweetser 2010).
- ***Internationalization of the operations*** – global companies would use social media to address customers and stakeholders in various countries using social media as an

effective communication tool. It is especially relevant for b2c companies as they use web 2.0 to internationalize their relations with customers.

The drivers of social media management influence the sophistication process. The sophistication criteria are influenced by proposals of CC management (see: Table 10) and Gibb and Blili's proposals related to IA management (Gibb and Blili 2012).

Table 10: Sophistication factors and process in social media strategic management

	Variable	Description
Operational level	Social media awareness	Presence and integration of the social media in the corporate communication operations
	Social media sophistication	Level of the usage of the platforms. Cross-platform integration of the corporate communication messages.
	Social media staff	Responsiveness on the channels. Presence of the social media staff on the channels. Level of the personalization of the social media messages on the channels.
	Social media integration across the channels	Cross-referencing of the channels. Integration of the social media channels across the corporate communication platforms. Integration of the corporate messaging on the social media platforms.
	Maturity of the usage of social media	Level of presence on the platforms. The establishment of the practices. Time of the uninterrupted presence on the respective social media platforms.
Strategic level	Strategy of social media management	Level of strategic consideration of the social media management. Internal roll-out of the social media programmes.
	Social media gravity center	Importance of the social media tools for the cross organizational communications programmes. The valuation of the community for marketing and strategy.
Network level	Social media networks	Networks of stakeholders in which company participates.

The sophistication process leads to social media results where the output measures include interaction level (i.e. number of likes, discussions, replies on social media channels) and the externalization of communication (i.e. number of shares, number of people Tweeting about the company, or talking about the company).

The drivers of social media management are similar to those identified for corporate communication management (see: chapter 3) Therefore, they impact the sophistication process of channel management and outcomes which are related to reputational measures. The

outcomes here include brand reputation (which can be measured by sentiment value on social media) and third party endorsement, in other words advocacy (i.e. number of positive posts, blogs, Tweets related to the brand).

Hypothesis - propositions

The theory review leads to three propositions which will be assessed in the case studies (see Figure 4):

Proposition 1: *Drivers of social media strategic management directly impact the sophistication process.*

The sophistication process (actual behaviors of companies) depends directly on the business context in which they operate. The general trend in marketing which requires companies to embrace social media is the first driver of social media efforts (Angel and Sexsmith, 2011). Companies establish their social media strategies because “everyone does it”, or because they don’t want to risk not being there (Heinonen, 2011). The role of the brand for operations and its impact on competitiveness is the second driver impacting the sophistication process (ibid.). It defines how the company is present on social media. For example, multinationals from the FMCG sector manage multiple accounts branded at the product level while banks focus on their corporate channels (Grefe and Sonnac, 2008). The risk of crisis in the industry is another driver impacting the sophistication process of social media management (Veil et al., 2011). Companies from industries more exposed to a crisis have a more advanced presence on the social media channels. Also, consumer type (b2b vs. b2c) defines the level of social media presence and its strategic valuation (Plangger, 2011). At the micro level, the organizational culture (i.e. internal openness) defines the framework for the social media sophistication process (Heinonen, 2011.). The CSR strategy also defines the sophistication process of social media strategic management.

Proposition 2: *The sophistication process of social media strategic management impacts the performance.*

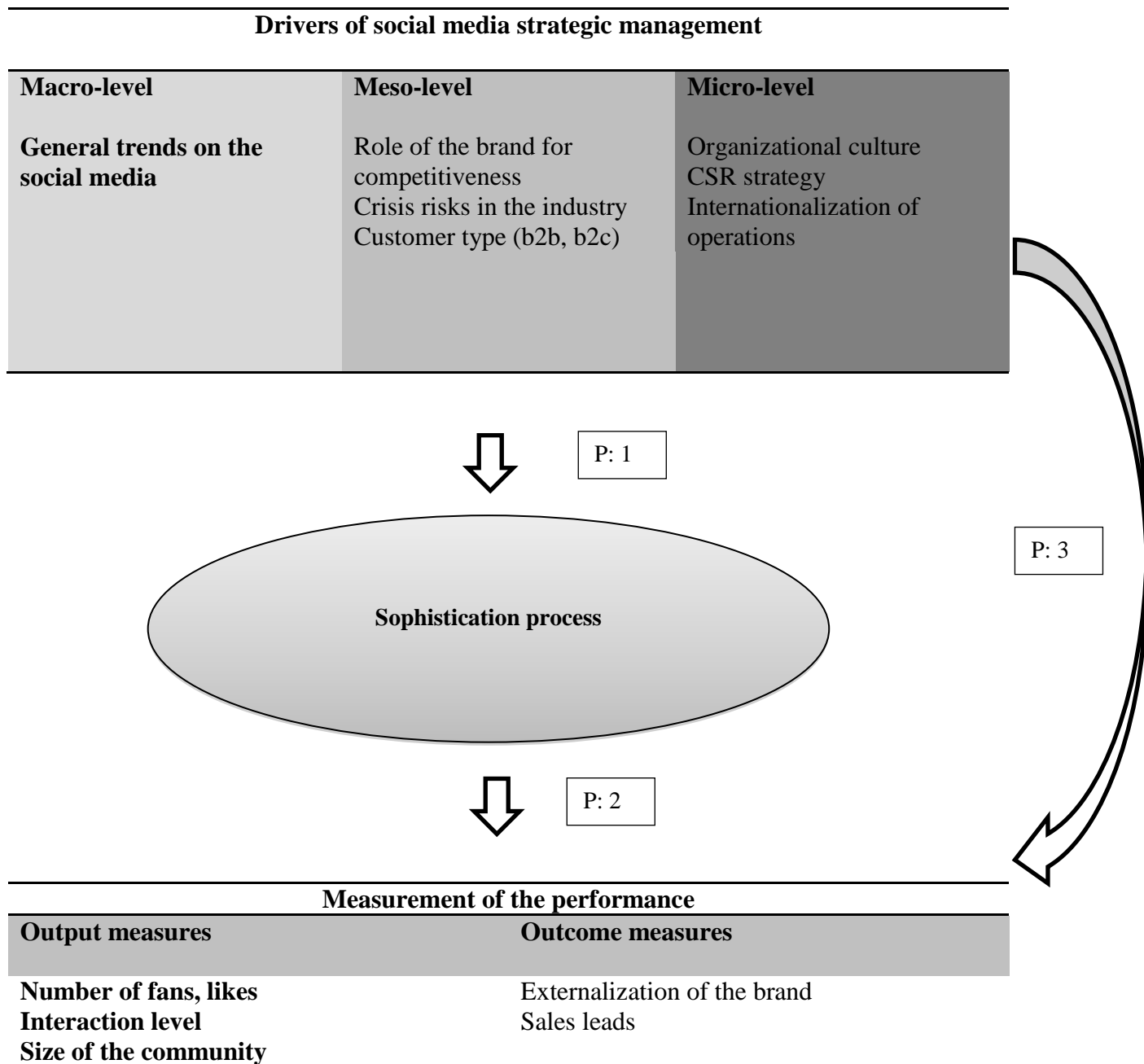
Sophistication of the social media practices impacts social media performance. The operational sophistication impacts the output results. More advanced usage of applications and social media tools leads to an increased size of the community (Plangger, 2011; Angel and Sexsmith, 2011). The strategic valuation of social media and use of the network contribute to the outcome results of the social media strategic management (Heller Barid and

Parasnis, 2011). The strategic approach helps to achieve direct ROI from the social media activities (ibid.).

Proposition 3: *The context in which company operates (drivers) directly impacts social media performance.*

Social media are part of overall communicational efforts of companies (Grefe and Sonnac, 2008). Trends and on-line trends can make some companies more “attractive” for users (Barbier et al., 2011). The drivers impact also a social media performance. The size of the community of the company depends on the industry in which the company operates (Plangger, 2011). It is actually based on the need of that community to receive information from and about the company (ibid.). The customer type b2b vs. b2c impacts the output results. B2b companies tend to have smaller social media communities. The brand also drives the performance results of social media activities. The companies with stronger brands have bigger communities (Grefe and Sonnac, 2008). Corporate culture defines the interaction between the company and its stakeholders and in consequence its social media performance (ibid.).

Figure 4: Social media strategic management process



4.3. Methods

4.3.1. The research study

The design of the methodology of the research is inspired by the methodological proposals of Hamilton and her study on entrepreneurial learning (Hamilton, 2011). It draws also from Bezençon and Blili's proposals for theoretical sampling in the case study analyses of the fair trade behaviours of Swiss companies (Bezençon and Blili, 2009).

The study involved social media channels analysis of 60 Swiss-based companies. To identify practices and learning networks we also analysed the channels of 100 NGOs and 50 IGOs.

This initial overview allowed the identification of learning profiles and matching corporate behaviours. Four European companies have been identified to showcase the learning patterns in the case studies.

It is important to stress that the analysis and observations presented in this paper are but one interpretation of the empirical material with no intention to generalize the findings (Hamilton, 2010). Rather the empirical data offers some tentative support for the theoretical propositions of the situated learning patterns and profiles (Hamilton, 2010).

4.3.2. The sample

The sampling of this study is theoretical rather than random to clearly illustrate corporate behavioural patterns (Yin, 2003).

A purposive sample is determined by the experience of the processes being studied that any particular individual or group may be able to draw upon (Hamilton, 2010). The companies are therefore selected basing on their ability to illustrate the practices and "leading" the category. The companies are in that approach playing the role of "experiential experts" (Morse, 1995; Hamilton 2010). This approach allows the identification of advanced practices and strategies. It also allows comparing the internal strategies which are behind observed operations.

The selection process, although based on theoretical sampling, also included elements of "*maximum variety sampling*" in selecting a heterogeneous sample (Morse, 1995; Hamilton, 2010). The choice of companies from different sectors was purposive and aimed to allow the drawing of some strategic propositions based on different industry experiences.

4.3.3. Case studies

The analysis is based on the case studies which showcase the “leading” European companies in social media management. The operations of the companies on the channels (corporate website, LinkedIn, Facebook, Twitter, LinkedIn, Pinterest, Flickr) have been analysed. In the next step, in-depth personal interviews have been conducted with representatives of the companies.

The interview requests have been directed to the CC department of each company in order to ask for an interview with the person “in charge of social media”. As the social media internal ownership vary, the aim was really to interview the person responsible for their strategic management. In the case of SWISS it was a community manager; Warsaw Airport Director of PR and PR specialist; Credit Suisse Community Manager and finally in the case of Hublot it was a Chairman of the Board. In the last case, the Chairman of the company is personally very active on social media thus supervises them directly also on the organizational level. The final case studies have been sent for validation to avoid any potential misinterpretation.

The interviews have been based on a semi-structured questionnaire based on the proposal of the social media strategic management processes (described in Figure 4) and on the variables described in the Table 10.

4.4. Analysis

4.4.1. Swiss International Airlines (SWISS) - Community driver

The company is a wholly-owned subsidiary of Lufthansa AG. The company is the biggest airline in Switzerland. SWISS is present on the most common social media channels and was one of the early adopters in Switzerland. The company has a fan base of over 125,000 fans on Facebook, 32,000 followers on global Twitter (US account with 1,900 and CH account with 4,700 followers)

Snapshot of strategy

SWISS uses social media for corporate communications, marketing, recruitment, CRM. The last part dedicated to CRM is now rapidly growing and playing more important role. The social media manager is situated in the marketing department. However, the company represents a structural model of a “department of one” which coordinates the activities across the company and geographies. The guiding principles of the company are interaction with the community and transparency. The latter is valued to the point that the company has a policy of not deleting negative and even harsh comments posted by its fans on social media channels. The company “tries” different channels and has a policy of internal learning which also means learning from its errors.

“Social media is a learning process. We learn from failures as well. Luckily, our senior management is open to social media and allows us to try different platforms. Thanks to that we know where to put the effort.” Christian Lüdi Community Manager Swiss Int. Airlines

The turning point for SWISS’ social media efforts can be defined as the moment of eruption of the volcano in Iceland in 2010. The company acknowledged the role of social media in crisis situation and used social media channels to update its customers and stakeholders about the developments of the situation.

Awareness of social media

The social media are used by the company throughout the organization. Twitter is mainly used for CRM. Facebook and You Tube are considered more in terms of a marketing channel to push corporate advertising and build brand awareness. The company also uses social media to support HR activities i.e. talent acquisition. It also communicates via social media with its employees which makes social media a channel for internal communication.

Social media sophistication

The company uses the applications and other available tools to manage its social media channels. SWISS creates dedicated content for social media. Actually, the social media activities started when SWISS created an advertising spot and was willing to push it through additional channels to the customers. Therefore, the company decided to enter into the social media sphere. The company follows the trends on social media in order to build dialogue with its stakeholders and customers. Nevertheless, the trend search is based more on manual activities of the channel manager as the company does not use monitoring tools.

Social media staff

SWISS' social media efforts are led by one coordinator working in the marketing department. He coordinates the activities of the company in the corporate channels in terms of content and responsiveness. The current social media manager is the person who started social media efforts for the company. He actually progressed from a short-term trainee to a social media manager. It can be claimed that the sophistication and maturity of the tools ran parallel to the learning process of the community manager.

Different social media channels become tools for various organizational departments. Twitter is managed by the CRM team which handles requests. Flyertalk (the portal for frequent travelers) is managed by the person working on the Customer Care Team within the organization. In the company, there are around 10 people “working on” social media, but only one person who is 100% dedicated to social media activities.

Social media maturity

SWISS has been present on social media from 2009. It actually started in the early stages when benchmarking on the local market was not possible. The company embraces new tools and channels using the principle of “try and test”. The social media manager establishes accounts on the platforms. After some time, they are handed over to the department which deals directly with the issues related to the platforms. For example, the activities of the company on Flyertalk were started by the social media manager and then handed over to the CRM of the Customer Care Team. The step of “handing over” requires training for the individuals who start talking on behalf of the company on the social media channel.

Social media integration

Social media are integrated into the overall marketing and communications strategies of the company. They are also integrated into the crisis procedures as additional communications channels. CRM is also present in social media on the principle of 24/7 responsiveness which really makes them an additional channel for communication with stakeholders. Social media are also integrated in the communication activities of the HR and other departments. They play a crucial role around business milestones of the company, such as launching new routes. At these moments, senior executives including the CEO are involved.

Social media strategic level

Social media are a part of SWISS' marketing and business strategy. The resources allocated to the social media *per se* are limited, but these activities benefit from the interest of senior management. Social media activities and results are reported to the executive board on a bi-annual basis. Internally, there is a social media guideline which shows employees the benefits and threats related to social media. Nevertheless, social media training is limited to those who actually play an active role on social media. The CRM department is trained on the usage of Twitter; the CRM Customer Care specialist is trained on usage of FlyerTalk etc.

Social media gravity center

Social media are a part of all the marketing efforts of the company. All the campaigns have social media content associated which is designed for WOMM. The composition of the fan base with the majority of fans based in the home market allows the targeting of campaigns. Some of them are geo-targeted on Facebook.

Social media network

SWISS considers customers as the most important stakeholders on social media channels. The principle of network is egalitarian and fans are considered as equal irrespective of business volume brought to SWISS:

“It doesn't matter whether someone is a HON circle member, or one time flier. The posts of both need to be addressed in the same way. Btw I don't have access to frequent flyer programme data” Christian Lüdi Community Manager Swiss Int. Airlines

On the other hand, the company has more reservations about the idea of partnerships on social media for content.

“Once we posted Lufthansa picture on our wall and got criticized. The argument was that you wouldn’t post pictures of your mother on Facebook which is somehow true and well describing the principle.” Christian Lüdi Community Manager Swiss Int. Airlines

Internal valuation of social media

Social media activities are regularly reported to the executive board. High appreciation of social media is confirmed in crisis situations. These channels allow direct response to customers and the addressing of potential issues or concerns. Social media activities kicked off during the ash cloud crisis, when in spring 2010 air traffic in Europe was limited. They allowed a direct dialogue with passengers and instant information about new developments. From that moment onwards social media has become a key element of crisis communications plans and trainings. Two elements have been identified as key factors for the internal valuation of social media:

- Crisis mitigation and crisis communication
- Brand awareness building

Measurement of social media activities

SWISS uses a community as a key measurement unit for its social media activities. The principal elements are:

- Network composition
- Interaction level
- Sentiment in the posts

Nevertheless, the company doesn’t use advanced ROI frameworks for social media measurement. It considers the tools more in terms of community and brand awareness-building than in terms of a direct sales channel which would be measured by sales leads.

Key successes

The company considers the level of interaction within its community as a key success of social media strategy. It is not driven by the number of people “liking”, or “following the company”. It is rather the regularity and level of interactions which are considered as successes. On the other hand, the launch of social media activities in 2009 with the movie directed by Marc Forster was an early success of the strategy. Later, all the information directly addressed to the passengers in crisis situations is considered as a success.

Observation 1: *Creativity and community are the drivers of the social media strategic management. The organizational structures and procedures need to “catch up” with the developments of the tools.*

4.4.2. Warsaw Chopin Airport

The airport belongs to the state-owned company PPL which manages different airports in Poland. The company has been actively present on social media since 2010 and uses them both for institutional and customer oriented communication. It has over 15,000 fans on Facebook and is present on all the main social media channels.

Snapshot of strategy

The company uses social media for brand awareness, crisis communication and mitigation, as well as marketing activities. Crisis communication is based on CRM, but not limited to it. Chopin Airport embraces social media at the operational, strategic and network levels. The network level is executed for example through joint promotion actions undertaken with the shops situated on its premises.

“Every day we start with a weather forecast and a picture taken at the airport. That brings us close to the customers from the early moment. In the choice of a picture we try to have in mind the plane spotters and from time to time surprise them.” Sylwester Puczen - Public Relations & Social Media Specialist

Awareness of social media

Social media are used by the company throughout the organization. The company uses social media as tools for external communication. The use for internal communication and internal team-building is rather limited. Warsaw Chopin Airport praises itself for having an uninterrupted presence on all the channels.

“We didn’t have to pull off from any channel. That is something we are really happy about.” Radosław Żuk - Public Relations Bureau Director

Social media sophistication

The company uses the tools (and external providers) for brand monitoring on the social media. It uses the channels to monitor the trends and brand sentiment. It develops channel-specific applications e.g. a game for Facebook. Communication on the social media is adapted to the channels in terms of both content and language. The company replies to all posts and criticisms on the social media. It has a policy of never deleting the content as it could be considered as censorship.

“We never delete anything with exception of advertisement of third parties on our channels. We also reply and comment on fans’ remarks as long as the person is accepting the rational arguments.”

Radosław Żuk - Public Relations Bureau Director

Social media staff

A Community Manager who works 100% on social media leads the social media team. The Community Manager is situated in the PR department and reports to the Director of PR, who in turn reports to the General Director of the enterprise. There is no social media team *per se*. However, there is an internal “community of champions” – people who spontaneously contribute to the social media activities of the company. They provide the content as well as an expertise to enhance the company’s activities.

Social media maturity

The company has been using social media since 2010 and uses all the channels. It includes also the thematic discussion forums where the Community Manager and Spokesperson lurk actively and reply to all the comments. The social media is present in marketing activities as well as in crisis procedures and communication.

Social media integration

Social media are integrated into the marketing and PR activities of the company. All the marketing initiatives have a social media angle. They are also integrated to the media relations and community communications strategies.

Social media strategic level

Social media are considered as strategic for the communications strategy of the company. The social media team is led by a Community Manager and composed by ad hoc experts from other business units. However, the process is not yet formalized. The reporting line to the senior management of the company also shows a high strategic consideration of social media within the company.

Social media gravity center

The social media are at the center of all marketing and communication activities of the company. All the promotional activities need to have a social approach which guarantees an

appropriate amount of content as well as relevance for social media channels. However, the company does not really use social media for its cross-departmental activities i.e. recruitment.

Social media network

Chopin Airport uses social media (more and more) for marketing and communication activities in the travel network. It runs the campaigns together with the airlines and shops present at the airport. It also maintains the dialogue with experts and journalists using social media channels. The organizational learning is therefore externalized and based on the network knowledge aggregation.

Internal valuation of the social media

The senior management of the company values social media activities. Activities and results are reported to the executive team. Management shares its reflections about social media and has a generally positive attitude towards these activities. Industry awards gathered by company for its social media efforts reinforce this positive attitude. The main areas of activities for social media are:

- Crisis mitigation and crisis communication
- Brand awareness building

Measurement of social media activities

The company measures its social media activities. Nevertheless, it is much more focused on outcome results than output ones. The following elements are considered as the most important for social media activities:

- Network composition (balance between customers and fans)
- Interaction level
- Sentiment in the posts

Nevertheless, the company does not use advanced ROI frameworks for social media measurement. It considers the tools more in terms of community and brand awareness-building than as a direct sales channel which would be measured by sales leads.

Key successes

The company considers its overall social media results as a success. It also sees the impact of social media on passengers' communication. During any irregularities due to the weather etc., the social media are the source of information for passengers. Overall, the company is constantly present on all the channels on which it started its activities.

Observation 2: *Social media can be effectively used to support business operations events in the case of smaller players. The strategy and network composition drive the success of these activities.*

4.4.3. Credit Suisse –Towards framework of a business strategy

Credit Suisse is present on the social media channels. However, it seems that its social media strategy is focused more on the retail consumer than other business units. Therefore, its Facebook operations are more sophisticated than on the other platforms. The company uses some application and interactive features. However, the main focus of social media operations is on promotion of its marketing communications and campaign support.

Snapshot of strategy

Credit Suisse has a strategic approach to the social media. The company actually sees the concrete business benefits from its social media activities which are beyond reputation management.

“Benchmarking with other banks shows that relationship management via social media can bring direct business benefits. Having this proof and tangible results to present to management about how social media can impact your business goals enables you to enter a discussion on the topic at a different level.” Simon Vögtli, Community Manager, Credit Suisse

At the same time, senior management of Credit Suisse supports the communicational policy of “being where our customers are”. That means social media as well. The company includes successively more communicational materials to the social media. CSR content is the one which is supposed to play more important role in the future.

Awareness of social media

Social media community is perceived as an asset of the company.

“It actually started with the principle that we want to be where our customers are. Since our customers are also on social media, we decided to evaluate what kind of added value we could generate for our stakeholders on the social web.” Simon Vögtli, Community Manager, Credit Suisse

Social media is still managed within the company by a “community of champions” which exchanges the information and content. It is still considered as a channel for “push” communication where the dialogue with fans is limited (also due to the legal restrictions).

“We then started to evaluate how we could strategically leverage social media externally and internally. Based on this evaluation we formalized our approach and decided to focus on a few key priorities.” Simon Vögtli, Community Manager, Credit Suisse

The company hasn't a social media policy per se yet. It has a policy related to electronic communication which is restricting the usage of the brand and social media at a workplace.

Social media sophistication

Credit Suisse uses the applications and other interactive features of the social media. It creates dedicated content for social media especially around its sponsorship campaigns with Roger Federer. Moreover, the company uses social media monitoring tools to see the trends in its community and especially subjects of conversations between the stakeholders as well as to benchmark with the competitors. Social media are used also as for the industry trend analysis. The actual management of the social media is also executed by a dedicated tool which allows controlling and scheduling the postings. The company uses one tool for monitoring and trend analysis and another for account management, handling of approval processes and for the posting of content.

Social media staff

The company will establish a dedicated social media team in fall 2012. Till now, social media has been managed by one coordinator who spent 30% of the work time on the issues related to social media. However, the content is fed by different departments in which there are "subject matter experts". Their role is to provide information and content for the social media and function as point of contacts in case of any questions or comments.

Social media integration

Social media are integrated in the communications activities across the brand and across business units. They currently play an important role in the HR communications and recruitment. There is a dedicated career account on Facebook which is co-managed by HR and corporate communications. The company continues to evaluate opportunities internally and externally and implements them on a case by case basis. One of these cases was the creation of a twitter channel dedicated to the Asia Pacific region..

The initiatives are assessed at a centralized level, the internal Social Media Competence Center, which consists of members from all strategically important business and support areas.

Social media maturity

The company started using social media end of 2009. First, the approach was to secure the presence of the company in the social sphere, create a so-called social media footprint. Then, social media became a part of the marketing strategies. Furthermore the company defined three areas where it sees potential and opportunities: communications/brand awareness, recruitment and sales. The integration of the sales in the social media processes builds strategic level of social media management. Focus is more directed towards ROI and business returns from these activities. Growing maturity required also formalization of the processes and construction of a separate team. This team will be dedicated solely to social media management.

Social media strategic level

Social media are currently managed by CC department; however: the strategic build-up and the evaluation is coordinated with different units all across the bank: Corporate Communications, IT, Legal and Compliance, Business Units such as Private Banking, Investment Banking, Asset Management

The separate unit is created. The bank considers social media as a place “where customers are”. Therefore, the banks obligation is to be present there and communicate with them. This strategic consideration leads to formalization of the internal processes and increased role of ROI in the reporting of social media activities. The formalization of the processes as well as creation of the dedicated team elevates social media in to the strategic level within the organization.

Social media gravity center

Social media play an important role in the marketing and CC strategies of the bank. They are also used as a tool for HR communications. The consideration of the usage of social media in the sales processes leads to increase of the gravity. Coordination will be managed by a centralized „Social Media Competence Center”, a team that will consist of members of different business areas such as IT, Legal and Compliance and Communications. The management of the actual activities will be done directly within the business units.

There is still limited consideration of the usage of social media in the product offerings, but the company already implemented a specific Facebook presence for its offering targeted to

students and youth called Viva (only in Switzerland). All the activities depend also on the legal framework which, considering there are a lot of questions to be answered remains a large part of the process. Actually, the current legal framework limits the roll-out of social media.

Social media network

Credit Suisse uses the network of partners and stakeholders in its social media communication especially at the level of CSR activities and sponsorship. Nonetheless, the network usage is limited to the posting of common messages. Respective social media channels are “umbrellas of content” for all the stakeholders. However, there is certain level of targeting to the defined groups of stakeholders. Therefore, Facebook is directed to the bank’s customers; Twitter to journalists and analysts; dedicated accounts target potential employees and recent graduates.

Internal valuation of the social media

Social media are valued within the company. The process of valuation is rather bottom-up since it’s often the business that sees and evaluates the opportunities and then makes the business case to the senior management.

It is also a reverse process where the employees join the community on social media and provide the suggestions and additional content. The following aspects are key areas in which Credit Suisse sees the potential for social media activities:

- Brand awareness
- Recruitment
- Sales

Measurement of the social media activities

The measurement of social media moved from the output measures (number of likes etc.) towards more outcome results (brand perception, ROI framework). Sophistication of the tools and sophistication of the business units required advanced KPI framework. It is based on the principle of reporting of the outcomes from investments made.

Key successes

The company considers the level of engagement in its community as a key success. Credit Suisse was also featured by Facebook as a best practice case study for one of its campaigns.

Observation 3: *Social media to be strategic needs to be measured of terms of ROI. The successful strategies look at the business usage of these tools which is beyond brand awareness building. That secures strategic consideration and support from the top management.*

4.4.4. Hublot – socially compatible

“Social media and especially Twitter are the future. In a busy environment, there is a need to be concise and straight to the point and Twitter with its 140 characters is all about it. It responds to an existing social need to which we need to adapt. This is why Twitter is so powerful.” Jean-Claude Biver, Chairman of Hublot

Hublot is not a typical company in the luxury industry. Its internal organization is based on flat structures which have clear reporting lines, but create a culture of consensus. It also has a strongly enforced policy of “open doors” which reflects its openness and the internal valuation of each employee. These elements of corporate culture are reflected in all the company’s operations and strategies, and notably in social media.

“We are not managed as a typical luxury goods company. We don’t create too many structures. We are very open.” Jean-Claude Biver, Chairman of Hublot

The company’s philosophy is reflected in the overall marketing approach and marketing strategies. The Chairman of the company is personally involved in communication with the customers: *“if you send in any place of the world an e-mail to info@hulot it comes to my mailbox.”* (Jean-Claude Biver). And he is involved at the same level in the development and management of the company’s social media strategy.

Snapshot of strategy

The company’s strategy for marketing, communication and social media is content-driven. Hublot started to use social features and user-generated content even before the social media became a focus in marketing.

“We needed content for our website. If there is nothing new on the website, you will not return. So, we created an on-line video portal which presented our activities. We were the first early in 2005.” Jean-Claude Biver, Chairman of Hublot.

This platform, as well as the site “Hublot Nation”, are the social platforms owned by the company. The company uses also regular social media channels (i.e. Facebook, Twitter) at the global and regional levels. It has the content adapted linguistically and culturally to the users in different geographic locations.

Awareness of social media

Hublot is fully aware of the importance of social media for marketing and operations in general. The company perceives social media benefits beyond brand awareness and community management. It sees the impact of them on marketing, CRM, external/internal communication and HR. Corporate awareness is built through openness and lack of internal regulations related to social media. There are no policies that formalize the process for individuals (though there is a policy for corporate use of the channels).

“If you have too many policies, you kill social media internally. Social media is not about policies, is about being individual, transparent and open.” Jean-Claude Biver, Chairman of Hublot

Social media sophistication

The company uses all social media channels. The messages are targeted to the respective stakeholder groups. It uses applications and all available features which are embedded in the platforms. Moreover, the company has created its own channels which provide the content for overall social media activities. It provides fans with a whole customer journey which even includes offline interaction and direct contact to the top management of the company.

Social media staff

Hublot has a community manager who is placed in the company’s marketing team. Also, other employees are encouraged to be active on social media and act as Hublot’s ambassadors. Nevertheless, the key person in the social media efforts is Hublot’s Chairman. He has been active on social media from its early stages and drives a big portion of company’s social media efforts.

“I’m not active enough though. I need to be more active. Now, I’m 3 to 5 hours per day on-line, I should be available 20 hours. If you compare me with someone who is sleeping, I’m active, but I’m active enough.” Jean-Claude Biver, Chairman of Hublot

Social media integration

Hublot integrates social media into other channels of communication (i.e. website). It also integrates them throughout the organization. Different business areas use social media to support their communication. Indeed, social media is a tool which is fully integrated throughout the company.

Social media maturity

The company started using social media, or rather social features even before the big “social media platforms” were launched. The company has a clear content strategy for social media which forces internal innovation and constant re-invention of the channels. However, the company considers the current stage of social media development as a “stone age” of social media. It perceives a need for constant innovation of the channels as they are constantly evolving.

Social media strategic level

The Chairman of the company drives social media activities personally. The Chairman not only drives a strategic vision of the social media activities, but also personally posts and interacts with fans/followers. That level of engagement places social media as a key managerial concern within the company. However, the management of social media is not based on the top-down structure; it is rather embedded in the company’s flat managerial structures.

Social media gravity center

Social media are in the center of Hublot’s marketing strategy. All the activities of the company are communicated through social media channels. However, the internal gravity center of social media is the employees and not the communication structure. The employees are supposed to be active on social media networks and get involved both internally and externally. Moreover, social media are used as a tool for marketing, as well as for other business functions including HR and internal communication.

Social media network

“On social media the company can’t talk and communicate only about itself. Also, Hublot is not only about watches. It is about a certain “art de vie” which we share with our customers. This is why we communicate about our partners and common initiatives regularly. That also provides the content.”

Jean-Claude Biver, Chairman of Hublot

Hublot considers social media as a constant interaction with fans/followers. Therefore, it provides content on a daily basis on each channel. It also provides the content of its partners. Partners are considered part of Hublot’s identity; therefore the network plays a crucial role in the brand’s social media strategy.

Internal valuation of the social media

Hublot appreciates social media as a key tool in the enterprise's strategy. The tool is not designed only for promotion and marketing. Actually, the aspect of interaction and community opinion plays the most important role in the internal valuation of social media.

Measurement of social media activities

The company uses external tools to see the dynamic of interactions and growth within its community and reviews them on a regular, monthly basis. The framework is focused on growth and community rather than on precise measures of conversion, sales lead etc. Measurement is focused on growth which builds brand awareness and brand appreciation. There are no set KPIs for social media activities.

Key successes

Hublot considers as a success the constant growth of its community and a growing number of visits. The measurement of performance is based on the interaction level within the community and with the brand. Hublot's biggest success is the fact that there has never been a decrease of social media results. The second quoted success is the fact that both the social media channels and the operations of the company constantly reflect its identity.

Observation 4: *Top management's involvement and personal agenda influences the corporate adaptation of social media. Internal organization and corporate culture can be the drivers for an internal roll-out of a social media strategy.*

4.5. Discussion

Analyzed companies differ in size and scope of activities. However, all of them have successful strategies in social media management. Identified drivers of social media management have been confirmed in all of the companies. They lead to a sophistication process which places them among the leaders in their respective industries. The management of social media is thus a strategic concern which moves beyond operations (Plangger, 2011). The organizational learning process leads to the formalization of processes and the integration of social media into the enterprise's strategic framework (ibid.). It leads to the establishment of social media policies and training procedures. These steps mitigate the risks of crises coming from the social media (Veil et al., 2011).

It is important to add that the study suggests an additional driver which can be even more crucial for social media strategies. It is the attitude of the senior management towards social media. All of the analyzed companies benefit from the positive attitude of senior management towards the learning of social media and their management. The strategic approach is shaped by the senior management's vision of the enterprise. That defines the measurement framework. And the measurement framework also defines the sophistication process. Therefore, the additional observation has to be added: *the measurement framework defined by the senior management directly influences the sophistication process of social media strategic management as it is in the case of external and internal communications.*

4.6. Conclusions

Social media create a framework in which big companies as well as smaller ones need to learn. This social learning allows them to build relationships with their key stakeholders but also to obtain direct business benefits. The case studies show four companies. Each of them is successful in business operations and gains recognition for its social media efforts. They present four different corporate behaviors. SWISS International Airlines learns at the operational level. It uses a portfolio of available applications and successfully engages with stakeholders. The stakeholders are here defined mainly as customers. The company considers social media as a marketing tool and addresses the community with the corresponding messaging. Warsaw Chopin Airport is a state-owned company which manages the biggest airport hub in Poland. It uses social media at the strategic level (despite its relatively small size and local scope of operations). Its representatives are on each relevant channel and

interact with fans and stakeholders. It also uses its own activities to promote its partners (especially the airlines flying from the port and shops present on its premises). Credit Suisse creates a strategic framework which will allow the company to be active on social media. It is important especially in the context of highly regulated environment in which company operates. Social media are embedded in the greater marketing strategy and reported in terms of business benefits. Hublot has a “totally social” marketing strategy. The company uses social media to build its community, maintain dialogue with customers and stakeholders and drive sales. Hublot was in many aspects the pioneer: in UGC usage in marketing, in social media usage and in community engagement at the top management level. The company refers to its network to build content spread corporate messages.

Four companies: different sizes, different scopes of operation, different industries – they all learn socially and use social media to strengthen the organization and build business benefits. Their learning patterns are different; however their strategies gain recognition in the industry and bring tangible benefits for the organizations.

4.6.1. Further research

This paper proposed case studies of four companies to illustrate the learning process and learning aggregation in social media. It shows that social media are beyond being a tool. They actually allow companies to bring corporate communication to a strategic level. They also allow the measurement and monitoring of the value of corporate reputation. It would be interesting to study a larger sample of companies in order to see the learning patterns and profiles of social media strategic management at the statistically important level. That study would generate knowledge of the social learning processes across industries and across different geographic regions.

Chapter 5

Communicating strategically – Talking less, targeting better

Qualitative study on corporate communication learning in leading global companies

This chapter has been published in:

Bochenek L. & Bili S. (2012). Communicating strategically- Talking less targeting better Qualitative study on Corporate Communication learning in leading global businesses. Proceedings of International Conference on Business Technology and Innovation, Pristina, Kosovo, 02-03 November 2012.

Summary

Companies need to communicate strategically in order to maintain dialogue and relationships with their stakeholders. In the crowded media and social media space, messages disappear in the noise generated by multiple actors. It is not about the amount of information; it is about the right targeting and use of the right tools and channels. Social media allow companies to communicate directly with their stakeholders and customers. Different channels can address different stakeholders.

This study focuses on a qualitative assessment of the learning patterns and profiles of 60 world-leading companies. It includes enterprises from different countries and industries with an international scope of operations. The study assesses maturity model for corporate communication strategic management.

The results of the analysis show that companies develop different profiles of organizational learning. These profiles translate into learning patterns which differ. This is driven by the industry, geographic location, scope of activities and importance of the brand for competitiveness.

Key words

Corporate communication, corporate reputation, social media, organizational learning

5.1. Introduction

New tools, such as social media, offer companies new opportunities to communicate with stakeholders at both international and local levels. They can maintain direct dialogue with customers, influencers, multipliers and stakeholders. In that context, corporate communication (CC) is becoming a core managerial function. It manages one of the most important intangible assets of companies – corporate reputation (Minor and Morgan, 2011). Reputation building is a process which involves both communication and business strategy (Mohr et al., 2011). Therefore, “greenwashing” and other dishonest corporate behaviors impact reputation and can lead to communicational crises which impact the bottom line of the company (Fearn-Banks, 2011).

Communicational crises impact the brand and can have disastrous consequences for an enterprise. The Toyota recall in 2010 is one of the most quoted examples. Therefore, companies invest in readiness and crisis mitigation. Training programmes and procedures are a “must” for companies operating in high risk environments (Gonzalez-Herrero and Smith, 2008). That also involves building relationships with key stakeholders which can be used should a crisis arise. Communication departments frequently initiate these relations.

Sophistication of the tools requires sophistication of the CC as a business unit. This business function is driving corporate reputation and the driver needs to have a skill set needed to operate a complicated machine. That requires a learning of this unit and organization. Companies learn at three levels: operational, strategic and network (Raymond and Blili, 1998). This learning allows the creation of sustainable communications procedures and strategies, which in turn improve managerial efficiency (Morsing and Schultz, 2006).

With the tremendous amount of information and communication on the Web, it is not about communicating more. It is about the strategic targeting of messages to reach relevant audiences and to set the agenda (Du et al., 2010). That may actually require communicating less. The size of a clipping book is not a measure of success for the CC department. Actually CC moves from media relations management to become a part of the enterprise’s overall strategy.

In the following paper we will study 60 world-leading companies from various countries and industries in order to draw a picture of the learning patterns and profiles among these companies. The content and discourse analysis, as well as non-participatory observation,

allowed the classification of the companies in the conceptual model. We will analyze the data in the light of the conceptual model and we will illustrate our findings and observations with selected examples. It will allow us to verify a conceptual model of strategic corporate communication management and to observe organizational behaviors.

5.2. Theory building

5.2.1. Corporate communication management

Corporate communication has been studied in different forms (and under different names) for over 40 years. The studies focused on the operational aspects of CC management. Several papers analyzing managerial perspective focused on disclosure and senior executives' statements (Fiol, 1999). Other work analyzed public relations and related techniques (Heath, 2010). That built an ecosystem in which corporate communication was not really studied from the multi-dimensional strategic perspective. The researchers discussed whether the studies on corporate communication belong to management studies, or journalism (Argenti, 1996). In consequence, the domain was relatively under-studied.

Acts of communication were studied much more from a media perspective. The interpretation of the message was the subject of numerous studies in the media and communication science (Maigret, 2007). The models included Stuart Hall's encoding-decoding, which claimed that it is important to take into consideration the cognitive filters which influence perception of the messages (Hall, 1980). The intercultural aspect of communication is important from the organizational perspective (Hofstede, 2001). An important study by Hofstede provides insights into organizational communication (2001). While generalization of the conclusions to the overall intercultural communication is controversial, companies' communication systems are described interestingly.

Corporate communication was treated as a tool/technique to build and sustain corporate image and/or reputation (Du et al., 2010; Wood, 2010). Several studies analyzed the impact of corporate image on corporate performance in terms of competitive advantage (Orlitzky, 2008). The multi-level analysis focused more on organizational techniques than on dialogue with stakeholders (Wood, 2010).

From the 90s on, there is an agreement that the role of communications within companies is more important and that it is valued positively by senior executives (Argenti, 2006a; Argenti 2006b). However, CC has been analyzed from the perspective of corporate identity and

reporting (Wood, 2010). Corporate reporting in the context of corporate image brings the question of CSR reporting and CSR information management (Du et al., 2010). Disclosure and communication with stakeholders can bring a competitive advantage (Melo and Garrido-Morgado, 2011).

5.2.2. Corporate reputation

Corporate image/reputation is one of the intangible assets of the corporation. It is to a certain extent measurable, though there are many objections to the current performance measurements conducted in the context of Corporate Social Performance (Wood 2010). This limitation of corporate reputation measurement makes the issue viewed exclusively from the managerial perspective (Gotsi and Wilson, 2001). Numerous studies focus more on reputational damages expressed in stock exchange performance during communicational crises (Wood 2010). Therefore, there is a lack of stakeholders' perspective in these studies (2010).

There are several drivers of corporate reputation. The industry in which a company operates plays a crucial role (Maon et al., 2010). The companies from the "controversial" industries are less likely to benefit from a positive perception by stakeholders (Alniacik et al., 2011). Compliance and reporting of compliance is another factor (Nielsen and Thomsen, 2007). Recently, compliance has acquired an extended meaning in which not only legal compliance is included (Wood, 2010). Companies actually voluntarily and under stakeholders' pressure comply with international standards and regulations (Maon et al., 2010, Wood, 2010). Nevertheless, the pressure from stakeholders motivates companies to obey the latter (Alniacik et al., 2011). CSR actions and reporting are another drivers of corporate reputation. From the famous Cadbury report in 1994 onwards, companies report on their environmental and social performance (Boyd, 1996). This reporting actually evolved from being environmentally focused to being socially focused (Wood, 2010).

Reputation is the asset which can be activated in order to create advocacy around the brand or the products (Wood 2010; Husted and Allen 2006). Advocacy is amplified by third party endorsement, especially important in the context of CSR communications and community management (Du et al., 2010). The maximization of CSR business returns is actually expressed in terms of communication benefits which transfer to the brand image (Du et al., 2010).

5.2.3. Corporate Social Responsibility – strategic communications

Corporate communication aims to manage corporate reputation in order to gain third party endorsement for the brand. In the current stakeholder environment, corporate reputation is more important than it used to be. The growing role of multiple stakeholders and increased role of NGOs in global agenda setting require new levels of awareness for corporations (Ellis and Bastin, 2011). The presence of actors from the non-profit sector in the media and their growing role in agenda setting is not a threat for organizations (Minor and Morgan, 2011). Indeed, it is an opportunity to enhance the benefits of CSR and CSP at the communicational level (Wood, 2010). As stated by Wood, the communication on CSR is sometimes biased by the general public's willingness to "know the motives behind" corporate actions (Wood, 2010). Therefore, partnerships create an opportunity to gain a stable third party endorsement for CSR efforts (Wood, 2010).

The creation of industry clusters is one of the examples where corporations apply their CSR principles in creating added value for communities. There constitutes a tangible benefit from corporate-public cooperation (Waddock and McIntosh, 2011). They bring together the networks of brand advocacies (Alniacik et al., 2011).

Trust in business increased in recent years, especially on the auto-referral level (Edelman 2011). Trust in messages passed by CEOs has increased after the temporary decrease due to the financial crisis. The role of CEO's messaging cannot be underestimated as the case of BP showed (Fearn-Banks, 2011). Moreover, the social media have become incorporated in crisis communications strategies (Veil et al., 2011).

5.2.4. Maturity model

Introduction of the archetypes

Companies learn individually and collectively (Raymond and Blili, 1993). This learning process is accelerated by the mobility of individuals working in different companies and bringing their experiences to each new company for which they work. The exchange which is created builds on the experience of both (an individual and an organization). The proposed archetypes are inspired by previous research on intangible asset management in SMEs (Gibb and Blili, 2012 a, b, c). A strategic operationalization of the model bases on the organizational learning theory development (see: chapter 2).

Table 11: Learning profiles of CC strategic management

Sleeping	Passive	Reactive	Active	Thought leader
<p>The companies representing this archetype do not consider CC as important in their corporate strategy. Their activities in the domain of communication are rather non-existing. They do not embrace social media nor other communicational tools. These companies are afraid of communication which exceeds legal requirements. The focus might be on marketing, or they operate in niche markets and don't perceive the value of communications for business operations. These organizations may have communication channels, however these channels are not used more than to communicate internal information.</p>	<p>The companies which are passive do not create their corporate communication strategies. They use the communicational tools more to monitor the situation and the brand than to actually drive communications and public relations programmes. These companies use social media to post corporate messages, but do not differentiate between the channels. The usage of the technology is limited to the typical corporate messaging. The learning occur at individual level and potentially at the team level. The communications team is not valued inside of the organization and is positioned relatively low in the corporate structure. The budget for CC is limited. Senior executives don't perceive the need to step and act as spokespeople of the organization.</p>	<p>Companies representing this archetype use social media and CC in their strategy. They do not create a leadership in the domain of communications, but rather follow the overall trends from their industries. Their CSP is part of the strategy and follows the trends from the industry in which they operate. Learning includes extensive monitoring procedures and occurs at the departmental level. Department and head of communications benefit from high hierarchical level within the organization. Communication is one of the concerns of senior executive team and benefits from the important budget. The perception is still comparative to the peers and competitors.</p>	<p>The companies have clear role of CC which is expressed by importance of the budgets agreed to CC and social media. They create new areas for their CSR programmes, which position them at the leadership positions within respective industries. They can set industrial trends in the communications and CSR approaches. The CC is integrated in the strategy of the enterprise. The head of communications benefits from the position at the board level within the organization. The budgets for communications are important and communications is a driver of promotional efforts within the organization. There are signs of transformative learning with the organization, however the main focus remains internal.</p>	<p>The companies representing this archetype are gurus in the domain. They embrace fully CC and agree to an important part of the budget for these activities. The executives managing CC in these organizations sit at the board level. The leadership is based on the principles of corporate identity which exceeds the requirements of CSP. The activities of these companies set the agenda of stakeholders in the issue. The CSR programmes are executed in the network of partners through PPPs and clusters. The CSR and CC are not cost centers but elements of corporate value creation. Learning occurs in the network which creates also common communicational platforms. Communications is one of the top priorities and drives the changes in the business practices.</p>

Each of the archetypes presented in the Table 11 involves operations at different levels of organizational learning. After the theory review and initial analysis, the researchers created a model of organizational learning patterns and practices. Sophistication of the learning process occurs in two directions: the company moves into more sophisticated profile, or the company learns in a more sophisticated ways by using more sophisticated learning patterns (see: Table 12).

Table 12: Learning patterns and practices in CC strategic management

		Sleeping	Passive	Reactive	Proactive	Thought leader
Single loop organizational learning	<i>Awareness of social media</i>	No presence on the social media channels	Social media used as the CC push channel	Social media adopted to the events and activities of the company	Social media is integrated to the activities of the company and there is a social media policy	All the staff of the company is trained in the social media usages
	<i>Sophistication of the social media usage</i>	Not using social media platforms	Using the platforms to show corporate messages. Static profile pages. Lack of innovation.	Interacting with the fans/followers (i.e. questions to the fans)	Interacting, responding and commenting on the fans' activity.	Real time responsiveness across time zones of corporate operations.
	<i>CC staff</i>	CC not present as a separate job function. The company can have the CC activities: however there is no CC staff	Presence of the corporate communication as a separate job department	Dedicated CC contacts on the website (i.e. for media, investors etc.) on global and local levels.	CC team presented. The activities of the CC are personally driven by CC team members.	Personalization of the CC activities. The communication is signed by the corporate communication team members.
	<i>CC integration across the channels</i>	CC is not integrated across the channels	Standard layout of the social media and corporate platforms.	Branded presence with corporate logo and information on all the social and corporate platforms.	Applications, quizzes, games, videos and interactive content on the social media	Company providing whole fans' journey from welcome page to the updates and off-platform interaction
	<i>Maturity of the usage of the tools (social media)</i>	No presence	Newly established practice and accounts	Regular and uninterrupted presence on social media platforms	Presence on the platforms from their begging	Social media as a part of corporate communication campaigns and offline activities
	<i>Sophistication of the CC as a business unit</i>	Non existence of CC department	CC department existing - media relations activities	CC regular activity beyond routine press releases	CC reactive activities, defined spokesperson, crisis communications readiness	CC proactively present - website and communication adapted to respective groups of stakeholders
Double loop organizational learning	<i>Strategic level</i>	CC is not considered as strategic for the company	Specific corporate communication department	Presence of the digital and regular corporate press office.	Board level presence of the head of corporate communication.	Communications and social media as a central driver of marketing effort.
	<i>Gravity center</i>	CC is not playing the role in the marketing and brand management.	CC is integrated and aligned with the corporate vision and mission.	Social media and CC are integrated in the overall corporate strategy.	Corporate communication driving interdepartmental strategy.	Corporate communication driving the business strategy of the enterprise.
Triple loop organizational learning	<i>Strategic alliances</i>	Company is not entering to the strategic alliances with the non-profit sector/industry partners.	CSR/sustainability is present in the corporate strategy. It is focused on the report of the activities (focused on compliance).	Presence of vision, mission and values on the corporate channels of communication. The vision is driving communications activities,	Existence of foundation, partnership programmes with multiple stakeholders	Communications and social media activities based on the interactions with the stakeholders, daily contacts with the stakeholders, externalization of the communications.

5.3. Methods

5.3.1. The research study

The study included 60 world leading companies. The design of the methodology of the research is inspired by the methodological proposals of Hamilton and her study on entrepreneurial learning (Hamilton, 2011). The analysis and observations presented in this paper are but one interpretation of the empirical material with no intention to generalize the findings (Hamilton, 2011). Rather the empirical data offers some tentative support for the theoretical propositions of the strategies in social media corporate management (Hamilton, 2011). However, the trends observed on 60 world leading companies allow the drawing of proposals related to best practice in CC management.

5.3.2. Research design

5.3.2.1. First stage – exploratory study

The research presented in this paper included several steps. First, the researchers conducted 18 semi-structured exploratory interviews with the senior communications executives from private sector and non-profit sector organizations (see: chapter 3). It allowed the refining of the definitions used in the conceptual model and their application in the context of a qualitative study (see: chapter 2). After that, the model was applied in the context of five companies representing almost “ideal” learning profiles (see: appendix). The aim of this step was to construct an observation model which would be applicable to a maximum number of companies.

5.3.2.2. Second stage – case studies

Most of the communications activities of the analyzed companies are visible externally and the model helped to assess the operations in the context of organizational strategies. The observation model is based on the conceptual dynamic model of CC strategic management. It also includes drivers of CC management. Each of the descriptions for each criterion aims to include a maximum variety of the potential operations of the companies. For each company we looked at the corporate communication materials and executed content and discourse analysis. Website contents were also analyzed (sections: about, vision, history, management, CSR/sustainability, media/press office, and both corporate and local press releases), corporate Twitter account, other Twitter accounts, Facebook corporate and product accounts, Flickr, You

Tube and other social media (Pinterest, Google +, blogs). The content and discourse analysis led to the classification of the companies in the research model. This non-participatory observation allowed the qualitative assessment of the selected companies and the fine-tuning of the maturity model.

5.3.3. The sample

The study is based on 60 companies. The sampling is theoretical rather than random to clearly illustrate corporate behavioral patterns (Yin, 2003).

We included companies from different regions and industries. A purposive sample is determined by the experience of the processes being studied that any particular individual or group may be able to draw upon (Hamilton, 2011). The companies are therefore selected basing on their ability to showcase best the practices. Within that approach, the companies play the role of “experiential experts” (Morse, 1995). In that sense, we observe each of the patterns and each of the profiles presented in our conceptual model.

The selection process, although based on theoretical sampling, also included elements of maximum variety sampling” in selecting a heterogeneous sample (Morse, 1995; Hamilton, 2011). The author looked at global companies from various sectors with an international scope of operations. We included both b2b and b2c companies. The decision to focus on large companies was driven by the fact that they tend to have larger and more visible communications operations.

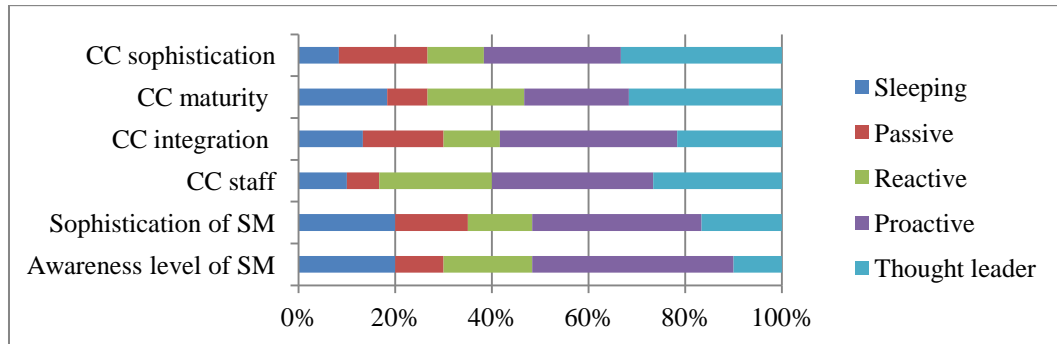
5.3.4. Analytical process

The author analyzed the contents of publicly available materials related to the companies’ communications operations according to the research model. All the companies have been analyzed, which allowed us to draw the models of the most “typical” learning patterns and profiles. We analyzed each criterion to see how the sophistication process occurs both within the companies and in general. We then compared the learning behaviors of the companies with their industries and geographic location to assess the impact of these variables on organizational learning.

5.4. Analysis - learning patterns among companies analyzed

5.4.1. Operational level

Figure 5: Operational level – learning profiles of the companies analyzed



N=60

The distribution of the profiles for each criterion shows that companies adapt different learning patterns (see Figure 5). Companies embrace CC as a tool for marketing. It is especially visible on social media. Over 90% of the companies analyzed are present on social media channels. The use of these channels varies, ranging from “additional websites” which secure the presence of the company on new channels to complex strategies which allow companies to provide users with a full customer journey including off-line interaction and dialogue. Social media usage involves CC, marketing, and in many cases CRM, HR and other job functions too. In the most advanced cases, the companies use social media in R&D activities i.e. crowdsourcing. Also, the communication, which is present on each channel, is directed and tailored to the respective groups of stakeholders. Several companies create Facebook and Twitter accounts which are managed by the regions, or business units. In that case, social media have a role of an additional communication channel rather than marketing.

For a long time corporate communication was focused on media relations. Sending press releases and pitching media stories were the most visible activities of the department. Creating and managing media lists was one of the core activities of PR agencies. Today, with the increased role of bloggers and industry experts, the question of media relations is more complex. Certainly media management systems like Factiva media lists or Vocus make the search and targeted pitching much easier. However, the companies also need to be easily reachable for these multiplied media stakeholders. Therefore, the role of a digital press office is crucial. In the case of the companies analyzed it has several roles:

- Providing press releases
- Providing media kits, biographies and approved multi-media materials
- Providing media contact for journalists (in the most advanced forms divided into subject areas and geographies)
- Providing RSS and social media feeds (e.g. Twitter account for media relations)

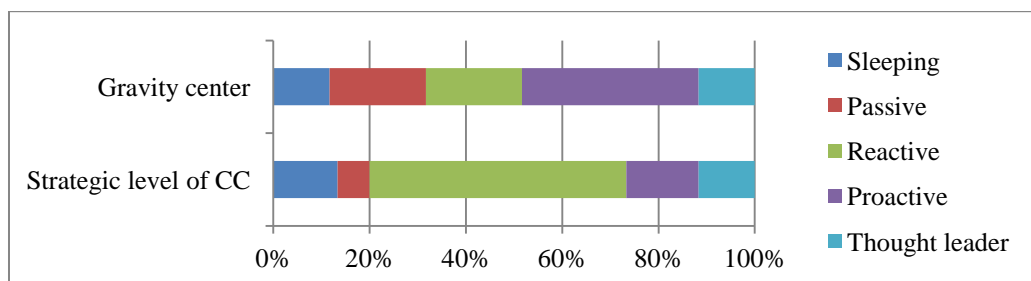
The number of contacts provided and the situation of the digital press office on the website shows the importance which is attached to the media relations activities of the company.

Corporate websites are also an important indication of CC operational sophistication. The websites of the companies analyzed range from static “90s style websites” to the multi-media hubs which are directed to various groups of stakeholders. Companies for which corporate brand is important for sales and competitiveness have developed advanced websites which are culturally and linguistically adapted to the respective stakeholders globally. Companies which have product brands tend to have less developed corporate websites. In the sophistication process, the website is a corporate channel which can be easily adapted by the user to become a “tailored” communication channel.

Overall the advanced tools give companies an opportunity to build their communicational presence across channels and platforms. The communication here includes business units: CC, marketing, HR, CRM, R&D as well as geographic locations. Media and social media hubs on corporate websites are the best example of the inter-connectivity between channels.

5.4.2. Strategic level

Figure 6: Strategic level – learning profiles of the companies analyzed



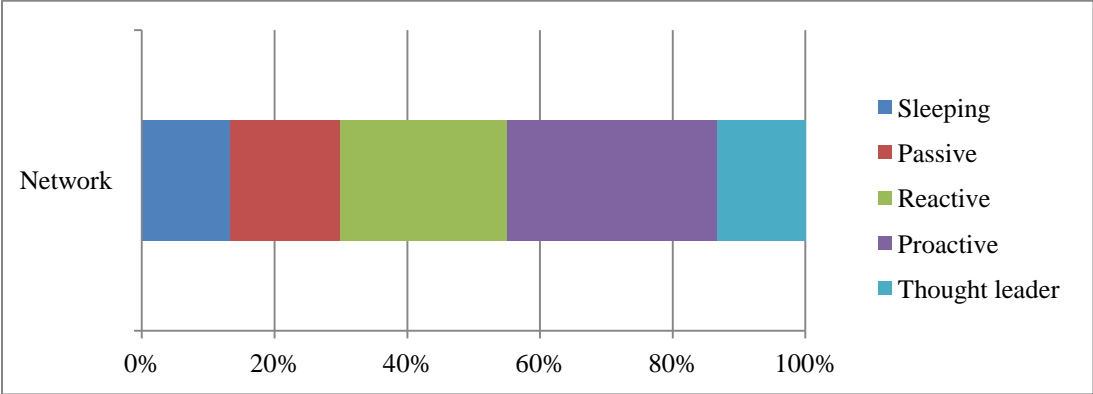
N=60

The strategic level and gravity center of CC can be analyzed from the company operations. The strategic level of CC within the companies doesn't seem to yet reflected by the agreed gravity center of CC (see: Figure 6). Several of the companies analyzed have placed the head of CC at the board level of their organizations. In the case of one company three senior executives in the management board have a role supervising the area of communication. However, the majority of the companies still do not consider CC as a board level function. It is frequently situated under sales and marketing.

Nevertheless, the gravity center of CC is important in the case of the majority of companies. CC drives the interdepartmental communications and business programmes adapted to various audiences. The strategic choices are reflected in the place which CC occupies in the overall business strategy. Companies build their organizational essence (mission, vision, values) to create an organizational culture. This culture is frequently strengthened by the "founding myth" which is presented in the company's history. The alignment of CC operations with the corporate essence is another sign of corporate CC strategy.

5.4.3. Network level

Figure 7: Network level – learning profiles of the companies analyzed



N=60

Corporate Social Responsibility (CSR) provides companies with the framework which allows them to address their stakeholders directly. In the companies analyzed CSR operations range from compliance with standards and reporting to multi-partner clusters and PPPs. However, only 50% of the total companies adapt advanced learning at the network level (Figure 7). A communication around the sustainability programme of a company builds internal identity. In the analysis several strategies and processes have been identified:

- Top-down CSR programmes which involve strong ideological factors and build organizational identity (i.e. Nestle)
- Wide CSR programmes driven by brand communication. CSR communication is implemented to the product level (i.e. Unilever)
- Philanthropic programmes involving education, art etc. (mainly banks)
- Environmental programmes focused on reporting and ad hoc activities in developing countries (oil companies)

The level of triple loop organizational learning in CSR programmes varies. In the case of CSR environmental reporting and ad hoc activities, the triple loop learning is rather limited. These programmes are company-focused and company-driven and the partners provide the legitimacy for action. The programmes involving a corporate foundation provide a platform for organizational learning by partners. However, this learning is again limited by the fact that these programmes are company-driven.

5.4.4. Drivers of CC organizational learning

Research allowed us to identify several drivers of CC management.

- **Industry:** the industry and competitor activities are the drivers for CC strategic management. Although in each sector there are several easily identifiable “communication champions”, the operations are similar. For example oil companies focus on their environmental performance, the banks on CRM services on-line, FMCG companies on brand related activities etc.
- **Geographic location** - CC analysis are biased by a Western viewpoint. The communicational culture in China is different than in the U.S. and Europe. Also, the legal framework for communication varies according to location. Therefore, the origins of the company and the location of corporate headquarters strongly influence corporate culture and then CC management strategies and practices.
- **Scope of activities** – the companies which are leaders in multiple sectors tend to be more sophisticated in their CC learning processes. These companies interact with multiple stakeholders regularly. Also, polyvalent structures seem to be more open to innovation in strategic management including CC.

- **Importance of the brand for competitiveness** - the companies which operate in the b2c sector are much more present on social media channels. They also adapt the channels linguistically and culturally to embrace the highest number of potential clients.

5.5. Discussion

Corporate communication valuation by the world's biggest companies varies. Different strategies are driven by cultural contexts as well as industries in which companies operate. Although, there are international standards and practices in CC management, it seems that the execution is culturally-driven (Melewar and Sanders, 1999). Companies based in the United States, South America and Europe seem to be more open to new communication tools such as social media. The roll out of communications strategies needs to be analyzed at two levels: the global, corporate one and the local one. A centrally situated CC department manages overall corporate reputation while the operations are executed at the regional and country levels (Malaval and Decaudin, 2005).

The study shows the importance of the cultural factor in CC management which was also observed in previous research on CC (Philips and Brown, 1993). The practices vary depending on the cultural contexts (ibid.). Also, as shown in the communications studies, the definition of the communication itself varies according to culture (Maigret, 2007). The model which is proposed is based on the strategies of CC management which are present in the Western context. Therefore, its application in the case of companies coming from other cultural contexts is limited (notably in the case of Chinese and Indian companies). This driver which has been clearly identified in this study needs to be taken into account in further studies on CC organizational learning.

5.6. Conclusions

Organizational learning of CC strategic management is driven mainly by factors external to the organization. CC management is also highly influenced by the cultural background of the company, especially at the level of social media management. The companies tend to differentiate the channels of communication. There are corporate global accounts and local accounts in the respective languages. Companies which have strong product brands tend to put more effort on brand communications and brand-driven channels (especially in the FMCG

sector). Therefore, social media visibility and interaction need to be contextualized for each company. The simple measure of the corporate account seems to limit the scope of the operations analyzed.

Advanced learning of CC involves organizational roll-out and inter-connectivity between the channels. Therefore, companies use social media and other communication tools to drive activities from different job functions (i.e. recruitment, R&D etc.). The strategic level and internal gravity of corporate communication can be perceived externally. The channels are adapted to the respective groups of stakeholders. There is language and cultural adaptation of corporate materials for different groups of stakeholders and customers. The companies inter-link the channels, which in turn facilitates the dialogue with the respective stakeholders. Moreover, there is an important role of senior management who embraces communications. In several global companies the CEOs play the role of spokesperson of their organizations. It happens not only in the context of crises, but also in the course of normal business. The role of CEOs in CC is non-negligible. They represent the companies in international forums (i.e. WEF) and in front of the authorities. The visibility of the CEO seems to drive the strategic efforts of the companies in CC strategic management.

CSR creates an environment which is rich in information. The CSR reporting and industrial standards related to environmental and societal aspects require companies to communicate their actions. It would be interesting to study the internal organization of CC departments and the actual learning of CC from the perspective of both experts and companies. That would allow the drawing of more advanced conclusions based on a quantitative sample. As a second step, it would be interesting to study the perception of CC operations from the point of view of target audiences: the general public and stakeholders. That would allow the assessment of the perception of all the actors participating in the communication system.

Chapter 6

Social, strategic, sophisticated? – Expert view on corporate communication strategic management

Quantitative study based on an international communication expert survey

Summary

Corporate reputation (CR) is one of the most important assets of any company. Reputation is an outcome of several elements including quality of products, record of crises and CSP (some researchers link closely concepts of CR and CSP). However, it is built and managed by corporate communication, which becomes a key managerial function. The following study aims to investigate the relations between drivers, success factors and measurement frameworks in CC strategic management. It aims also to see expert opinion on what organizations do in the context of CC and what “should be done”.

The experts define the success factors that contribute to building and maintaining corporate reputation; however the actual behaviors of companies are not in line with what “should be done”. It can be explained by relatively low knowledge aggregation and reporting of CC activities.

The following chapter analyzes results from an expert survey distributed among senior communications professionals worldwide. The survey gathered 378 responses. The analysis is based on 242 fully filled questionnaires.

The findings indicate that corporate communication experts perceive a “gap” between success drivers and behaviors in CC management. At the same time, the reporting and measurement of CC activities is still driven by output measures and not by outcome control and ROI. Therefore, despite a direct link between corporate communication drivers, success factors and measurement of performance, there is a relatively low level of organizational knowledge aggregation.

This research contributes to the broader industrial and scientific discussion about a role of CC in brand and reputation management. It provides an expert verification of the framework which links corporate communication with organizational learning and reporting.

Key words

Corporate communication, strategic management, drivers, measurement, key success factors

6.1. Introduction

Companies cannot afford not to communicate. This statement, frequently repeated by CC professionals, is well grounded in research and practice. Social media and the multiplication of stakeholders create an environment in which corporations are constantly in the “spotlight”. They need to be prepared for crises as these can occur at any time. Even very local incidents can become global corporate crises. In this context, the value of corporate reputation is extremely high as the crisis can have a direct negative impact on the company’s performance and results (Kioussis et al., 2007). Good reputation can turn customers and consumers into advocates and mitigate the risks related to crises (Helm et al., 2009). Third party endorsement builds corporate and business legitimacy. It is particularly important in the industries in which corporate brand directly influences purchase intentions (Keh and Xie, 2001; Graham and Bansal, 2007).

This context creates a need for the sophistication of staff and practices related to corporate communication (Argenti, 2006a). Sophisticated tools require sophisticated behavioral patterns to face these challenges (ibid.). At the same time, there is an observable professionalization of the corporate communication industry. Professionals are better educated and have dedicated specialist training (Zerfass et al., 2012). Also, the valuation of CC seems to increase in the context of corporate reputation (Argenti, 1996; Forman and Argenti, 2005, Argenti, 2006a, b). Nevertheless, business practices and business research do not always embrace this increase in valuation (Argenti, 2006a, b). Corporate communication(s), management communication, public relations, marketing communication(s), stakeholder management, CSR communication – the research is executed under all these names.

The question of corporate communication measurement is present both in the academic and the trade press from the 90s onwards. There seems to be a consensus that measurement should focus more on the outcomes of activities and direct business benefits (Lee and Yoon, 2010; Watson, 2011, Gregory and Watson, 2006). Actually, social media and digital tools allow more accurate measurement of the ROI from communication activities. Using specific tools makes several things possible: monitoring brand sentiment, externalization of the brand communication as well as sales leads coming from activities in real time. Therefore, the management of communication can be described in terms of core business and of direct business benefits, and not only as “communication/awareness benefits”.

That leads to the research questions – how do companies actually manage their reputation and corporate communication? Which drivers are considered as the most important for CC strategic management? What are the key success factors? How is this success measured? Finally, what is the relationship between these variables?

The following paper is based on the quantitative analysis of the data gathered in an online questionnaire. 378 senior communications experts worldwide answered this questionnaire. It gathered 242 fully filled questionnaires which are the basis of this analysis.

6.2. Theory and hypothesis development

6.2.1. Drivers of CC strategic management

Corporate communication becomes a core managerial function in the companies (Argenti 1996; White, 1994; Mulhern, 2009; Du et al., 2010). It manages corporate image and reputation, which are important intangible assets influencing overall business performance of the company (Baumgartner, 2010; Forman and Argenti, 2005; Helm et al., 2009). As a term, corporate communication first appeared in 1972 in a Business Week conference (Argenti, 1996). The first book titled “Corporate Communication” was published in 1992 (Argenti, 1996). At the same time companies more frequently called a department “corporate communication” rather than “public relations” (Argenti, 1996). This shift was also visible at the level of principle drivers of these activities (Argenti, 2006a). From being used as a “gatekeeping” for an organization, the corporate communication became a “gateway” (Gaved, 1997). As observed by Gaved (1997) and Argenti (1996) this shift in interests has visible implications for CC management. The drivers of CC management have been identified in the literature and described for this study.

The descriptions of the drivers are based on the organizational learning theory and the papers analyzing CC management practices and strategies especially in the context of CSP communications and CSR management (Wood, 2010; Du et al., 2010; Maon et al, 2010; Baumgratner, 2005; Henriques and Sadorsky, 1999; Seitandi and Ryan, 2007). While organizational learning is one of the theories analyzing CC management practices, it seems to be relevant and relatively underused in CC research. The additional inspiration is driven from the Gibb and Blili’s proposals of intangible asset governance key drivers (forthcoming).

Centrality of CC management

Companies which position themselves, as sectorial leaders tend to communicate directly with stakeholders because they are more vulnerable to media and social media communications (Malaval and Decaudin, 2005). The role of CC is to create competitive advantage by building and maintaining the position of leader in the defined communications/marketing (Mohr et al, 2001). It builds on the ownership of the issue. It is also constructed on the executives' commitments and strategies (Fiol, 1999; Henriques and Sadorsky 1999). The relationship with the non-profit sector actors also plays an important role in the internal valuation of CC and adapted strategies (Burchell and Cook, 2006; Du et al., 2010; Shumate and O'Connor, 2010).

Sensitivity of business to a crisis

Operations in a highly regulated, or risk environment, are likely to drive corporate investment in CC (Taylor et al, 2010). Crises can impact both reputation and brand, which might lead to a decrease of the valuation of the company (Stead and Smallman, 1999). The importance of crisis readiness and learning from crises has been highlighted in the literature (ibid.). The maturity models of crisis management confirm the importance of crisis procedures within organizations, both at business and communicational levels (Evans and Elphick, 2005)

Importance of the corporate brand for competitiveness

The importance of the brand is likely to drive an investment in CC strategic management. The brand is the strategic concern embedded in an overall strategy of the enterprise (Berthon et al, 2011). The brand's strength and its impact on reputation are measured in the context of CSP and corporate reputation (Berens and Van Riel, 2004). Therefore, CC can play a role of the drivers of corporate reputation (Forman and Argenti, 2005). In turn, it can impact the attitudes of stakeholders and purchase intentions (Keh and Xie, 2001).

Social media as a competitive tool

Social media give insights into customer opinions and behaviors (Heinonen, 2011). They drive the potential for development of CC and building of relations with multiple stakeholders (Heller Barid and Parasnis, 2010). The organizations perceiving social media as a threat limit the investment and impact of social media strategies for social media management (see: chapter 4).

Corporate culture and openness

Internal valuation and preferences drive CC programmes. Preferences of senior executives largely define the budget and strategic direction of CSR communication and overall external communication of the company (Weaver et al, 1999). That also defines the importance of communication, which might be considered as a decoupled element (Weaver et al, 1999). It can also be perceived as a strategic element of organizational strategy (Du et al, 2010). The organizations which are favorable towards communication and which are open in general are more likely to invest in corporate communication (Argenti, 1996; Forman and Argenti, 2005, Hooger et al., 2004; Dolphin, 2003). The corporate culture also drives the position of CC and investment related to its activities (Dolphin, 2003).

6.2.2. Corporate communication governance

The importance of information and communication management is perceived both internally and externally (Garcia-Morales et al., 2011; Fiss and Zajac, 2006; Gioia et al., 2000). The communication systems that are created impact the information flow and in consequence decision-making processes. The “communication champions” – companies performing well in the CSP rankings - tend to position CC management at the board level (Forman and Argenti, 2005). As showed by Forman and Argenti, board level positioning for CC and a direct reporting line to the CEO contribute to building the corporate brand and positively impact CC operations (2005).

6.2.3. Corporate communication measurement

Corporate communication measurement is one of the “hot topics” in the marketing and communications industries. It is extensively covered in the trade press and magazines. The question of “payback” or ROI has been an emerging research subject for marketing for a long time Merrick, 2005). The similar questions and arguments are now raised in the context of corporate communication. The need to report on the ROI is even a subject of discussion among CC scholars, whereby some argue that the financial framework does not correctly showcase the true value of communication (Gregory and Watson, 2008, Watson, 2011; Ewing, 2009). Nevertheless, there seems to be an agreement among the scholars and practitioners that the current measurement frameworks are too focused on the output, channel specific measures and not enough on the results (outcomes) of CC strategy (Ewing, 2009). Also, recently the subject of measurement and evaluation in CC is growing important for the

communications industry (Association for the Measurement and Evaluation in Communication - AMEC). A more strategic view of corporate communication among senior executives requires more sophisticated procedures of measurement and reporting of the performance (AMEC). The industry itself is trying to define the measurement framework (see below: “Barcelona Principles”). There is a common agreement that measurement should be linked to overall performance and should include ROI elements. The Barcelona Principles (established in the document post-summit of AMEC state the following³:

- *“Importance of Goal Setting and Measurement*
- *Measuring the Effect on Outcomes is Preferred to Measuring Outputs*
- *The Effect on Business Results Can and Should Be Measured Where Possible*
- *Media Measurement Requires Quantity and Quality*
- *AVEs are not the Value of Public Relations*
- *Social Media Can and Should be Measured*
- *Transparency and Replicability are Paramount to Sound Measurement”*

This list names a desired measurement framework from the perspective of communications executives (AMEC, Global Alliance, ICCO, Institute for Public Relations, Public Relations Society of America, AMEC U.S. & Agency Leaders Chapter). These principles show that communication experts aim to create a tailored framework for measurement based on the outcomes of communications activities. It is stressed that “marketing specific” measures such as AVE (advertising value equivalent) do not show the real value of communications and therefore are not appropriate for CC strategic management. The Barcelona principles were agreed in 2009 and, as early as at that stage, there was an explicit need to measure social media activities (see: chapter 5). The current discussions within the industry aim to build a measurement standard which would allow aligning the measures between the companies and throughout the industry.

6.2.4. Hypothesis development

Both a literature review and previous qualitative research (see: chapters: 3,4,5) lead to the conceptualization of a dynamic model of CC management. This model would include the drivers of CC management, the key success factors, corporate learning aggregation and finally

³ Source : <http://amecorg.com/2012/06/barcelona-declaration-of-measurement-principles/> (accessed 15.08.2012).

measurement of CC activities. It would allow to study the relationships between these elements.

Hypothesis 1: Perception of key drivers of corporate communication management directly impacts perception of key success factors of CC management

The relationship between CSP and corporate reputation is extremely close (de la Fuente Sabate and de Quevedo-Puente, 2003). Corporate communication plays the role of “mediator” between the two concepts. Identified drivers of the CC management that are assessed by the experts are at the same time the reputational drivers of the company (de la Fuente Sabate and de Quevedo-Puente, 2003). The position of the company in the sector is an important driver for the definition of the key success factors for CC management (Gioia et al., 2000). The leading companies invest more in CC, as they are more likely to be in the “limelight” (Forman and Argenti, 2005). These companies are also more visible and need to communicate more both internally and externally (Forman and Argenti, 2005). The risk of crisis in the industry impacts the way companies manage their communications (Evans and Elphick, 2005). Crisis readiness, crisis mitigation and organizational learning from the previous crisis are the strategic dimensions of CC management (Stead and Smallman, 1999). A crisis can have a negative impact on corporate reputation and on the bottom line of organizations (Tucker and Melewar, 2005). The risks of crisis in industries impact the organizational structures of CC (Argenti, 1996). They also impact top-down communication channels (Argenti, 1996; Fearn-Banks, 2011). Social media play an important role in relationship-building with stakeholders and customers (Heler Barid and Parasnis, 2011). The social media and Web in general help CC to communicate directly with stakeholders (Argenti, 2006a). The perception of social media as a competitive tool drives the investment. It also drives the internal procedures related to e CC management (Argenti, 2006a). Corporate culture and openness drive communication efforts and provide a strategic framework for brand management (Plangger, 2011). The corporate culture also defines corporate identity and corporate image which are closely related to CC management (Gayeski, 1992).

Hypothesis 2: Perception of key success factors directly impacts the measurement strategy of the performance of CC strategic management

The evaluation of CC is a subject of debate within the industry and among scholars (Gregory and Watson, 2008). The communications scholars based in the schools of communication/journalism argue that the business terms cannot be directly applied to CC

measurement of performance (Ewing, 2009). They argue that CC's contributions are beyond financial terms and require a more integrative approach (Ewing, 2009). The reporting of the performance of the company is directly linked to the defined success factors (and KPIs) (AMEC; Merrick 2005). CC experts perceive the need to align the measurement of the performance of communications with corporate reputation and corporate image (Ewing, 2009; Watson, 2011). The communication evaluation relies on several levels (output, outcome results as well as ROI). The research shows that the ROI framework is more frequently used by CC consultants than by in-house specialists (Gregory and Watson, 2008). However, the measurement and evaluation should depend on what is defined as success i.e. more strategic factors should be measured in strategic terms (Gregory and Watson, 2008). Limited research has been done on how the defined success factors impact CC measurement (Ewing, 2009).

Hypothesis 3: Perception of key drivers of CC management directly impact measurement strategy of the performance of CC strategic management

The drivers of CC management (which are at meso-level) also directly impact the measurement framework of CC activities. The way the performance is reported shows organizational KPIs related to activities (Garcia-Morales et al., 2011). In the case of CC the KPIs are defined in terms of the visible short-term results more than the long-term strategic ones, as it was in the case of marketing activities (Merrick, 2005). However, the drivers directly impact the measurement strategy as it is linked with the enterprise's overall strategy (ibid.).

The evaluation of the success of corporate communication is contextual (Ewing, 2009). It depends on the industry and context in which the company operates (ibid.). The position of the company in the sector would have an impact on the measures used to assess CC performance (Argenti, 1996). The sensitivity to the crisis would focus on the outcomes of CC activities in terms of reputational risk mitigation (Tucker and Melewar, 2005). In turn, social media would impact the output measures and ROI (Argenti, 2006a). The social media are still considered in terms of additional channels for communication, therefore there is a risk that they fall into the trap of measurement of the coverage volume (Argenti, 2006a).

Hypothesis 4: Perceived learning aggregation impacts the measurement strategy of performance within organizations

The last hypothesis has been developed to be able to understand better the relationships between the elements in the conceptual model. It provides a framework to understand expert

views on how corporate communication should be managed. The learning aggregation and attitude of the senior management towards CC learning define the measurement process within organizations (Ewing, 2009; Lee and Yoon, 2010). The learning aggregation and formalization of the CC learning process impact the measurement framework of CC strategic management (Gregory and Watson, 2008; Watson, 2011). Both elements contribute to the creation of the strategic framework of CC management.

6.3. Methods

The analysis is based on the answers to the online questionnaire distributed among CC experts internationally via LinkedIn direct messages. The choice of LinkedIn as a tool for distribution of the questionnaire has had the benefit of direct feedback from the participants. This feedback was sent in e-mail messages directly and enriched the analysis and provided paths for further researches.

6.3.1. The research design

The theoretical overview led to the design of a questionnaire that reflected the conceptual model. The online survey was based on a questionnaire, which reflected the research model. It was composed of five parts:

- Demographic questions
- Key drivers and success factors in CC management
- Corporate behavioral patterns in CC management
- Learning aggregation process in CC management
- Measurement of success in CC management

A preliminary version of the survey was tested on 10 participants in order to ensure common understanding of the questions both for native and non-native English speakers. After validation, the survey was launched on-line. The invitation for participation was sent personally to the respondents. The answers to the questions were used Likert scales (0-5) (Saunders et al., 2009).

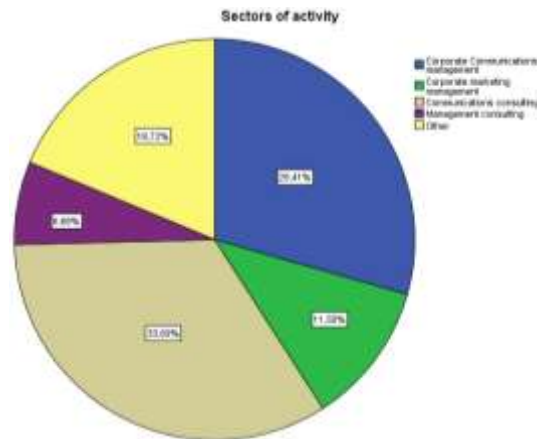
6.3.2. Data collection

The data was collected in 2012 using an on-line survey tool (Survey Monkey ®). Requests for participation in the survey were distributed via personal invitations to participate on LinkedIn. It allowed the gathering of 374 responses and 242 fully filled ones. The personalized approach allowed the gathering of responses from senior level professionals. It also allowed a quick turnaround of the study (which mitigated the risks of “noise” in the results of an online survey). The data has been analyzed in the SPSS and PLS programs.

6.3.3. The sample

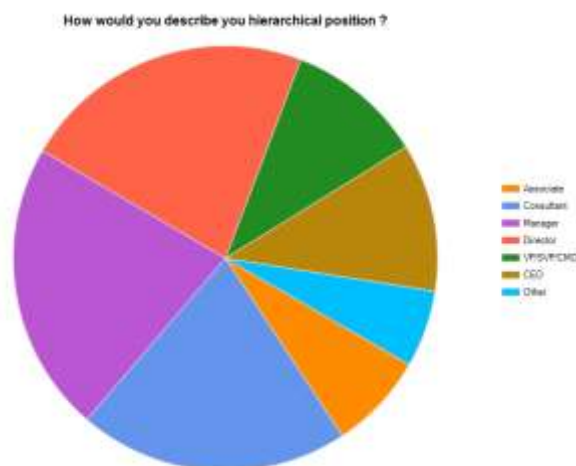
There were 54.8% male respondents and 45.2% female. The experience of the persons who responded was over 10 years for 68.7% of respondents in this category (combined categories 10-20 and over 20 years of experience). 29.41% of the participants work in Corporate communication management and Communications consulting (33.69%) (see: Figure 9).

Figure 8: Sample composition: respondents by sector of activity



At the educational level, the majority of the respondents have a Master degree (37.7%), followed closely by 30.2% of Bachelor degree holders. It can be observed that the hierarchical level of participants depends directly on their experience. That suggests a gradual career model in CC management as opposed to a stereotyped vision of young professionals managing global brands (see: Figure 10).

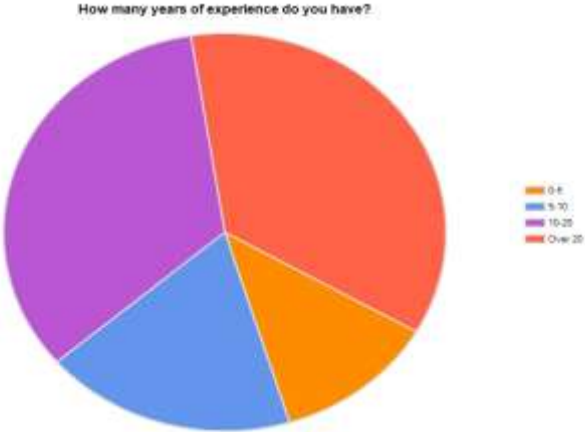
Figure 9: Sample composition: hierarchical level



As an example; 50% of the persons with more than 20 years of experience declare being “directors” or above in the hierarchy of their organization. The level of education is another key to observe the type of experts that were questioned for the exploitation of this survey (see:

Figure 11). The control variables show the similar composition of the sample to the one presented in the European Communication Monitor 2012: Challenges and Competencies for Strategic Communication (Zerfass et al., 2012).

Figure 10: Sample composition: Experience



6.4. Analysis

6.4.1. Reliability and validity tests

The analysis has been performed using PLS software path modelling. The measurement model has been specified based on a theoretical construct. In order to avoid the bias and misspecification of the model it is crucial to define whether the construct has formative or reflective character. As stated by Diamantopoulos it is common to consider mistake to consider formative model as reflective (2008). The character of the constructs as specified in the theory and confirmed in the qualitative research suggests using formative model in the case of our analysis (Fornell and Bookstein, 1982; *ibid.*).

The correlations between formative indicators can be positive, negative or zero (Diamantopoulos et al., 2008). Therefore, reliability in an internal consistency sense is not meaningful as the indicators can be even negatively correlated and still serve as meaningful indicators for a construct (Bagozzi, 1991; Hulland, 1999, Nunally and Berenstein, 1994, Diamantopoulos et al., 2008). In consequence, the reliability assessment has been omitted for this study.

The validity of the construct becomes crucial for specification of the model. The indicators chosen for this study are mutually exclusive for each variable. The content validity assessment has been presented earlier in this chapter (for drivers, measurement) and also in the chapter 5. The content validity is based therefore on the theory development and on the expert judgement. The elements of the model have been assessed at an individual level. Indeed, in the formative measure elimination of any item (which not duplicated elsewhere in the scale) presents a risk of affecting domain of the construct (Diamantopoulos, 2008). Indeed, the construct is a composite of all the indicators (Diamantopoulos, 2008). Therefore, all the indicators are being kept in the model.

Statistic results (Formative measurement model) :

Test of multicollinearity VIF

$$VIF_k = \frac{1}{1 - R_k^2}$$

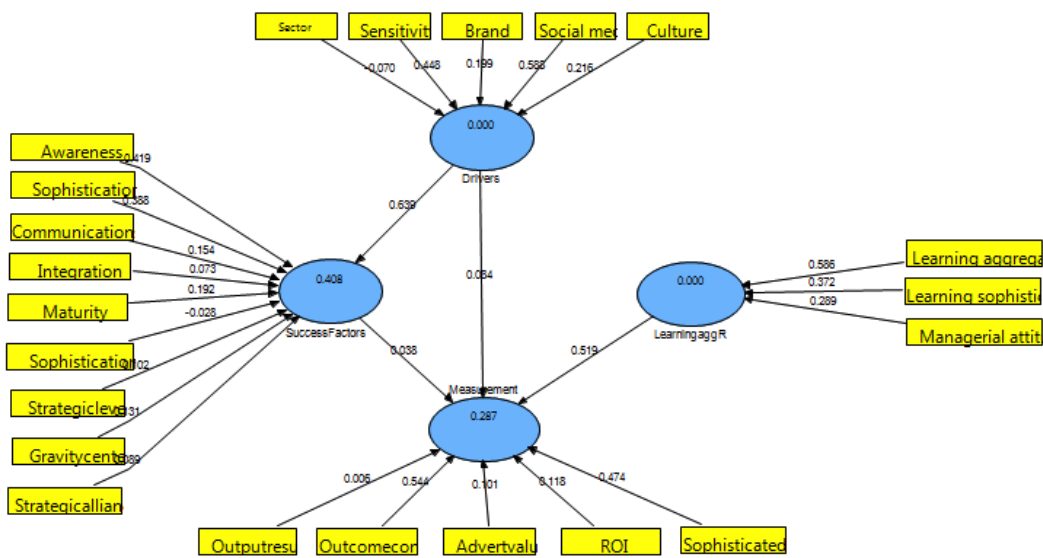
In this model R^2 is the value obtained by regressing predictor k on the remaining predictors. VIF exists for each of predictors' k in the multiple regression model (Diamantopoulos et al., 2008). VIF is a measure of the variance of the regression's coefficient estimated b_k which can be superficially blown by existence of the correlation between the explicative variables in the model (Hair et al., 1995). VIF of 1 means that there is no correlation between k predictor and remaining explicative variables, so the difference of b_k is not superficially blown at all. This indicator should have a value below 3.3, which is an excellent value (Diamantopoulos and Siguaw, 2006). The value below 10 is commonly accepted as a lack of multicollinearity (Hair et al., 1995). In our case all the values are below 3.3 with the highest one being 2.43. In consequence the lack of multicollinearity is confirmed.

Table 13: Test of multicollinearity VIF

		VIF
Drivers	Sector	1.72
	Sensitivity	1.19
	Brand	1.26
	Social media	1.29
	Culture	1.22
Sucess factors	Awareness	2.42
	Sophistication	2.43
	CommuncationStaff	1.53
	Integration	1.70
	Maturity	1.40
	Sophistication	1.56
	Strategiclevel	1.72
	Gravitycenter	1.69
	Strategicalliances	1.45
Learning	Learning aggregation	1.40
	Learning sophistication	1.59
	Managerial attitude	1.23
Measurement	Output result	1.28
	Outcome control	1.55
	Advert value	1.66
	ROI	1.95
	Sophisticated ROI	1.88

The R Square of the specified model is moderated in the case of this structural model. T-students of Drivers and learning aggregation R are superior to 1.96, so they are both significant at 5%. Also, the Q² is superior to 0 in the model, so our model has predicative relevance.

Figure 11: SEM model



Results from the Model (Coefficient/Significant' test)

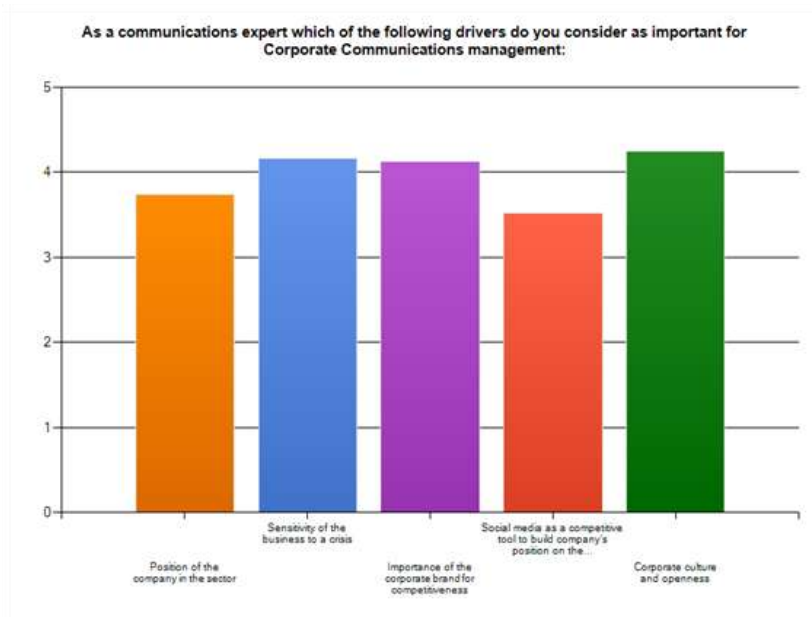
The results obtained in the SEM model allow us to accept H1 and H4. At the same time we reject H2 and H3. The perception of the drivers of CC impacts perception of the key success factors. At the same time perception of the drivers of CC management and perception of the success factors does not impact measurement strategies. The measurement strategies are actually influenced by perception of the learning aggregation. Therefore, the CC measurement is driven by the factors internal to the organization (learning aggregation, learning sophistication and managerial attitude towards CC learning).

The following section aims to study the correlations between the respective variables.

6.4.2. Drivers of CC and key success factors

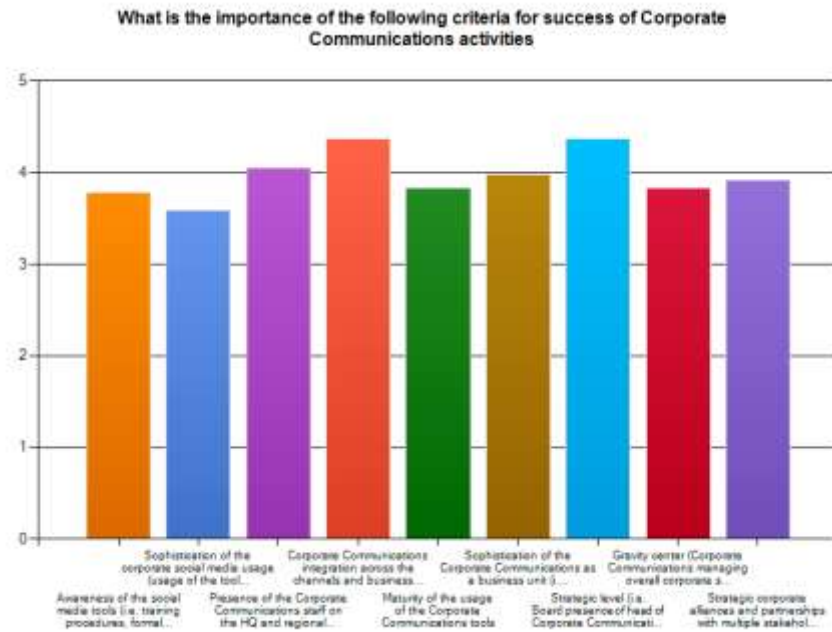
The average answers to the question confirm that proposed drivers are important for CC strategic management (see figure 13). The highest scores of answers are observed for the “sensitivity of the business for a crisis” and “corporate culture and openness”. The position of the company in the sector and social media as a competitive tool seem to be considered as slightly less important by the corporate communication experts.

Figure 12: CC drivers: Consolidated average answers



The analysis of the average answers about key success factors in CC management show that the strategic level of in the company’s hierarchy and corporate communication integration within the company are the most important. The sophistication of the usage of the tools and its maturity seem to play less important role. These results confirm the importance of the internal structure, positioning and valuation of the CC.

Figure 13: CC key success factors: Consolidated average answers



The results of Kendall’s Tau-B correlation show several important elements that need to be stressed. At the level of position of the company in the sector, this variable presents small correlations with the variables of Key factors. The variables of the maturity of the usage of communications tools (0.247) and sophistication of corporate communication (0.170) show some light correlations with the other factors.

The correlations of the sensitivity of the company to a crisis are stronger. They include the presence of CC staff at the HQ and throughout the regional structures (0.359) and integration of CC throughout business units (0.322). Therefore, it can be deduced that the risks of a crisis contribute to a development of strategic communication structures. These structures manage an internal roll-out of corporate communication within the organization (i.e. through training). In that sense, CC is perceived as a key element of crisis risk mitigation.

For the driver “importance of the corporate brand for competitiveness”, the highest association is created with the variable “awareness of the social media tools” (0.306) with a high significance. The important position of the brand as a crucial driver for social media management confirms previous research findings (see also: chapter 2 and 4). The internal awareness of social media also helps to understand the dynamics of on-

line groups and communities. The driver “social media as a competitive tool” is clearly correlated with the awareness of social media (0.541) and sophistication of their usage (0.559). In conclusion perception of the social media in the sector drives internal awareness and sophistication of their usage. The corporate culture and its openness have the highest impact on integration of corporate communication (0.296) and presence of CC in the HQ and regions (0.279) as well as social media awareness (0.262). The two variables are equally significant at 0.01. The corporate culture drives integration of CC and its internal strategic structure. Also, social media activities depend on the corporate culture and openness. The companies in which there is an internal transparency and openness will then tend to be more favorable towards usage of the social media.

Table 14: Correlations Drivers of CC strategic management – key success factors

		Sector	Sensitivity	Brand	Socialmedia	Culture
Awareness	Corr. Coeff.	.107*	.249**	.306**	.541**	.262**
	Sig. (bil)	0.031	0	0	0	0
	N	295	296	294	296	294
Sophistication1	Corr. Coeff.	0.093	.237**	.275**	.559**	.181**
	Sig. (bil)	0.059	0	0	0	0
	N	296	297	295	297	295
Communicationsstaff	Corr. Coeff.	.102*	.359**	.268**	.180**	.279**
	Sig. (bil)	0.04	0	0	0	0
	N	295	296	294	296	294
Integration	Corr. Coeff.	.130*	.322**	.189**	0.098	.296**
	Sig. (bil)	0.012	0	0	0.056	0
	N	294	295	293	295	293
Maturity	Corr. Coeff.	.247**	.248**	.265**	.179**	.217**
	Sig. (bil)	0	0	0	0	0
	N	293	294	292	294	292
Sophistication2	Corr. Coeff.	.170**	.258**	.180**	.167**	.233**
	Sig. (bil)	0.001	0	0	0.001	0
	N	294	295	293	295	293
Strategiclevel	Corr. Coeff.	0.094	.288**	0.089	0.073	.191**
	Sig. (bil)	0.066	0	0.091	0.152	0
	N	295	296	294	296	294
Gravitycenter	Corr. Coeff.	.103*	.287**	0.076	.168**	.258**
	Sig. (bil)	0.039	0	0.139	0.001	0
	N	293	294	292	294	292
Strategicalliances	Corr. Coeff.	.126*	.233**	.113*	.109*	.301**
	Sig. (bil)	0.011	0	0.028	0.028	0
	N	293	294	292	294	292

** . The correlation is significant at the level of 0,01 (bilateral)

* . The correlation is significant at the level of 0,05 (bilateral)

Non-parametric correlations for H4: There is a link between learning aggregation and measurement of CC

The relationships between learning aggregation and measurement of performance have been studied in order to understand the relationship between the variables. The

organizational learning influences the most outcome control and sophisticated ROI measurement. Learning aggregation impacts outcome control (.310) and sophisticated ROI (.348). The learning sophistication impacts the most outcome control (.343) and sophisticated ROI (.321). Also, the managerial attitude towards learning defines the way measurement is performed within the organizations. In brief, the experts perceiving organizational learning of CC strategic management as sophisticated and involving organizational knowledge aggregation perceive also the importance of the more sophisticated measurement frameworks including outcome control and ROI.

Table 15 : Correlations learning aggregation/measurement of performance

			Learning aggregation	Learning sophistication	Managerial attitude
Tau-B of Kendall	Output results 1	Corr. Coef.	.147**	.137*	-0.003
		Sig. (bil)	0.007	0.011	0.959
		N	241	241	240
	Outcome control 1	Corr. Coef.	.310**	.343**	.256**
		Sig. (bil)	0	0	0
		N	241	241	240
	Advert value 1	Corr. Coef.	.157**	.160**	0.012
		Sig. (bil)	0.004	0.003	0.828
		N	240	240	239
ROI 1	Corr. Coef.	.230**	.189**	0.049	
	Sig. (bil)	0	0	0.365	
	N	239	239	238	
ROI sophisticated 1	Corr. Coef.	.348**	.321**	.207**	
	Sig. (bil)	0	0	0	
	N	240	240	239	

** . The correlation is significant at the level 0,01 (bilateral).

* . The correlation is significant at the level 0,05 (bilateral).

6.4.3. Additional analysis of control variables

The additional demographic analyses allow exploring more the relation between the specified model units and the control variables. This analysis aims to explore the impact of the background of the experts surveyed in the questionnaire on the respective variables. It allows also a better understanding of the corporate communications landscape. The sector of activity of the respondents influences their perception of the

key drivers of CC strategic management. The experts coming from business to customer companies perceive the role of social media (average 3.95) much higher than those coming from other sectors and especially business-to-business sector (average 3.23). Moreover, there is a significant difference (at the level of 10%) about the perception of the corporate culture and sector of activities between the groups of respondents. The longer experience the respondent has the more likely he would find sector of activity and corporate culture as important drivers of CC strategic management. Similar tendency can be observed in the case of key success factors. More experienced respondents appreciate more integration of CC, strategic level of CC management, gravity center and strategic alliance as important key success factors for corporate communication.

The more experienced respondents are also more likely to appreciate outcome control as a way to measure effectiveness of CC strategic management. At the same time, less experienced respondents are more likely to appreciate the role of advertising value in the measurement of CC strategic management. Also, interestingly the respondents from consultancies see less usage of sophisticated ROI measurement than those coming from other sectors and especially NGOs. That suggests that as the most exposed, they experience much less appreciation of the sophisticated measurement than the respondents working in other sectors.

Overall, the demographic analysis shows a clear correlation between the experience of respondents and their appreciation of the strategic elements of CC management. Contrary, the less experienced respondents tend to focus more on the operational matters.

6.5. Discussion

According to the SEM model, the H2 and H3 is rejected and two other hypotheses (H1, and H4) aren't rejected. The results should not be considered as final. They are rather a first step in the discussion of a practical implementation of the conceptual model. The findings in this international study show similar tendencies to the European Monitor study (Zerfass et al., 2012). However, the model, which was proposed in this paper includes the monitoring of performance aspect. It is not only about the efficiency and effectiveness; it is about their definition and the impact of this definition on a strategic framework. How the success is defined and which measures organizations chose to

assess their KPIs will define the strategic framework for CC management. SEM shows that the measurement framework is dependent not from key success factors, but from the aggregation of the organizational learning.

Corporate management attitudes influence the importance agreed to corporate image and corporate reputation management (Brinkmann, 2003; Henriques and Sadorsky, 1999). Therefore, they also influence the KPI framework that is the basis for measurement. In the case of this study there is a correlation between the perception of the learning aggregation and the measurement of performance. That shows that the internal knowledge aggregation and senior management aggregation of this process impact the measurement framework. It confirms the data from previous studies on corporate image management.

The results show also the role of social media in CC management. Social media management is associated the most with corporate brand importance. The relevance of the brand for competitiveness is a driver, which impacts social media strategic management (Porter et al., 2010, Paasavaara et al., 2012). It impacts the strategies and tactics used in community management (Kwon and Suong, 2011; Miller et al., 2009). In general, the analysis confirms previous research. However, it is important to note strong brand orientation in the responses. The brand used to be associated more with marketing activities, while it seems that there is a certain shift in accent towards CC in the context of social media. Another driver observed in the study that impacts social media management is corporate culture. Actually, the role of corporate culture in communications management has been confirmed in various studies (Henriques and Sadorsky, 1999). The internal value of information management is high and needs to be appreciated as it directly impacts business operations, especially when information flow is disturbed (Milliken et al., 2003, Fiss and Zajac, 2006).

Crisis risks in the industry have been also confirmed as an important driver especially for strategic factors of corporate communication management (Stead and Smallman, 1999; Fearn-Banks, 2011). Crisis learning and crisis mitigation require the preparation of crisis procedures within organizations (ibid.). It also demands an awareness of the tools in order to effectively address the crisis (Fearn-Banks, 2011).

This study reveals an important expectation gap between corporate communication management and expert opinion on how it should be managed. Despite internal

campaigning, it seems that corporate communication experts fail to advocate for themselves within organizations. The KPI frameworks are based frequently on the output measures and AVE –measures judged not relevant for the real value of CC. The frameworks desired by experts require more outcome and ROI focus. The inclusion of these elements would actually align CC at the strategic level with corporate reputation management.

Further analyses may be done to find out if some other factors may have major roles in the measurement of performance. Cross-cultural analyses were developed by different researchers in several countries to obtain information on the effect on management (Hofstede, 2001). The additional control variables at the micro-level to position the companies in the sectors and geographic location would be interesting to perform. The survey above was based on expert opinions. It validates the relevance of the model. However, it would be pertinent to study defined companies to obtain stronger relations between the variables. SEM provided already importance of CC learning aggregation for measurement framework. It would be interesting to observe these relations at the company level.

6.6. Conclusions

In the current stakeholder environment, companies are subject to multiple pressures. Also, their reputation needs to be confirmed and re-confirmed. Therefore, there is a need for a strategic framework of CC management. It would include also a measurement framework closer to the business objective and ROI. The experts participating in the survey clearly indicate the need for strategic management of corporate communication. However, there is still a relatively low positive attitude towards the learning process of CC among senior executives of companies. That results in corporate behavioural patterns which are not aligned with the key success factors. Moreover, the measurement of the performance of CC is still focused on the output results and AVE; measures which have been rejected by the communications industry.

Corporate communication is evolving and needs to define its role within companies. It has moved a long way from being associated with media relations to become stakeholder relations-focused. Social media contributed to the change in this perception in two ways. First, they amplify social issues and increase the number of stakeholders present in the public sphere. Second, they provide easier feedback and a measurement

framework for communications activities. Also the growing role of social issues demands from companies to communicate with an increased number of stakeholders. These processes build corporate reputation. Corporate reputation became increasingly important as businesses are becoming more important social actors (Wood, 2010; Porter and Kramer 2011). Therefore, there is a need for strategic learning of communication within companies and industries.

6.6.1. Study limitations

It would be interesting to see how communication is managed at the micro level within companies. How do the companies adapt communications to the respective group of stakeholders at the local level? What is the degree of adaptation of corporate communication to cultural contexts? The multi-site quantitative questionnaire combined with qualitative participant observation method could bring the answers to these questions.

It would be also interesting to study corporate behavioural patterns at the meso level. Which industries have more developed corporate communication behavioural patterns? What is the role of competitors in the organizational learning of CC?

Finally, it would be crucial to assess the integration of CSR programmes and partnerships in the communication strategies in in-depth case studies. Purposive quota sampling would allow to show the “best practice”, or “ideal learning” models.

Chapter 7

Conclusions

The initial question about the changes in public relations in the context of web 2.0 is actually more complex than initially stated. Indeed, PR is just one of the techniques used by corporate communication to manage corporate reputation. The role of corporate reputation is important as companies operate in the social ecosystem. Social media allow multiple stakeholders to express their opinions in “free” and “open” space. Corporate communication becomes a strategic concern for the organizations. It also becomes a subject of research in management as well as communications studies. In the 24/7 multi-media environment, the exposure of companies to crises is growing. Social media are not only a threat to companies. Boycotts, unsatisfied consumer actions are just one side of the coin. The other one is that these new communication tools allow direct dialogue with customers and stakeholders in an increasingly tailored way. CC as a business unit needs to adopt these tools and become more sophisticated in their strategic usage.

The research involved several steps:

- Theory review and construction of a conceptual model
- Study applying the conceptual model into five theoretically sampled companies
- Exploratory study among senior executives from global companies and non-profit sector organizations
- Exploratory review of the social media tactics of Swiss based companies
- Four case studies on European champions of social media management
- Qualitative research on CC operations of 60 world largest companies
- Quantitative study involving 242 corporate communication international experts

Each step of the study contributed to answer the initial research question: How are public relations strategies converging and evolving in the web 2.0 media mix?

Trends

The research allowed the identification of several business and societal trends which influence the role and the position of CC within companies. These trends build an environment in which stakeholders interact and build relationships:

- ***Multiplication of the number of stakeholders.*** Companies, NGOs, IGOs – all the actors seek for support their businesses and causes. That creates an

environment in which they need to build and maintain the dialogue. Unofficial forums and direct dialogue seem to be the most efficient platforms.

- ***Volatility of trust levels towards traditional actors.*** The level of trust in politicians, NGOs and the media changes constantly. In that context, companies need to seek for social legitimacy in order to operate efficiently. Social legitimacy is crucial to mitigate the risks of potentially negative regulations. Companies can also lead a dialogue around societal issues. In that context the CEOs become not only the ultimate spokespeople of their organizations but also of the causes for which they stand.
- ***Social media as a change accelerator.*** Social media are a tool which allows direct communication between various groups of stakeholders. The technology here plays the role of an accelerator. It does not create new behaviors, but fills pre-existing social needs. Therefore, it spreads social trends faster and on a larger scale.
- ***Instant spread of information and 24/7 multi-media environment.*** Traditional and social media are constantly present in the stakeholder dialogue. Information spreads instantly. Therefore, what used to be a local crisis can become a global crisis which can destroy the reputation of a global company.
- ***Migration of the actors between the sectors.*** The corporate and non-profit sectors used to be considered as two separate worlds. Now, there is more movement between organizations and sectors. That contributes to the professionalization of communications skills on the side of NGOs and IGOs. Mutual understanding also builds new models of operation where these actors enter into strategic alliances.
- ***Increased role of the senior executives in communication.*** Senior executives from the companies become their ultimate spokespeople. This role cannot be underestimated in the moment of the crises. On the other hand, social media create an environment in which people can communicate directly with them. The personal involvement of senior executives in external communication of the organizations requires new skillset. At turn, it redefines the leadership portfolio required to assume senior positions within the organizations.

Drivers of CC strategic management

The following drivers have been identified and confirmed in the context of CC strategic management:

- **Position of the company in the sector.** The companies which are the leaders in their respective sectors tend to be more focused on CC activities. The leading position puts them in the limelight and increases the potential for reputational damages. Business is also undergoing a transformation in the context of CSP/CSR. Leading companies frequently lead the dialogue on social themes. Advanced CSR programmes require this dialogue which is frequently linked to the market position of the company.
- **Sensitivity of the business to a crisis.** The risk of crisis is likely to drive investment in a corporate communication structure. Companies operating in highly risky environments are likely to establish training procedures and crisis mitigation programmes. The motivation is directly linked to the threats posed by the crisis for business results.
- **Importance of the corporate brand for competitiveness.** Value and internal valuation of the corporate brand are likely to drive the investment in CC. At the operational level, the importance of the brand is correlated with social media management. Indeed, companies with strong brands put more effort into building relationships with customers and stakeholders.
- **Social media as a competitive tool to build the company's position on the market.** Companies in order to adopt sophisticated usages of social media need first to recognize their importance. This perception of social media drives not only operational matters related to the tools, but also positions CC strategically.
- **Corporate culture and openness.** Corporate culture builds corporate identity. This internal aspect is crucial for corporate communication as it defines the basis on which CC operates. The companies which have open and transparent "DNA" are more likely to have a social media presence. They are also more likely to be present on new channels within social media. Actually, it seems that corporate culture is under-valuated and under-estimated in the studies on strategic corporate communication.

These drivers lead to increased corporate investment in CC and position it as a core managerial function. Nevertheless, the concrete context of the company (i.e. geographic location, agenda of the CEO, ownership) influences the learning process of CC strategic management. As shown in both qualitative and quantitative research, the top management's attitude and view of CC defines the corporate communication agenda.

Social media – sophistication of the tools

Social media are tools that are theoretically available to everyone. Companies “are” on social media as “are” individuals. It seems that the initial strategies of “try and test” are now replaced by more sophisticated strategies based on defined KPIs. Indeed, social media allow to directly address stakeholders by different business units. These include: CRM, corporate communication, marketing, HR, R&D. In that context the role of CC is evolving from PR and corporate image management to the management of inter-departmental strategies.

Social media also allow the measurement of the level of involvement and sentiment about the company directly in the group of customers and general public. That leads to more sophisticated KPIs which can be expressed in the terms of ROI.

CC sophistication

The sophistication of the tools required sophistication of CC as a business unit. However, the learning of CC among the organizations varies. There are several champions which assimilated CC into cross-organizational strategies. At the highest level of learning, these companies use the networks and clusters to benefit from the multi-actor approach to CC strategic management.

Internal awareness, competitive benchmarking, staff, sophistication of operations and maturity of use of the tools constitute a single loop of organizational learning. Organizations become more and more advanced in the use of tools. However, there is a gap between the use of the tools and relevant adaptation of internal processes. For example, corporate usage of social media is frequently not accompanied by relevant policies and training processes.

The strategic level of CC and its gravity center within organizations also do not reflect the importance which is attributed to these factors for the success of CC. Still, very few

companies consider the leadership of CC as a board level function. Also, CC rarely manages cross-organizational programmes. This management is crucial from the point of view of corporate identity and corporate culture.

The most sophisticated level of organizational learning – triple loop learning - involves the use of networks. In the case of CC it means advanced CSR programmes involving multiple stakeholders and externalization of brand communication. That level of learning is still limited to “champion companies”. These companies consider corporate reputation as a core intangible asset. This valuation is reflected in complex KPIs which take into consideration ROI.

Accelerators and breakers of the CC sophistication process

The organizational learning process also depends on the learning aggregation and perception of that learning by the leadership within companies. In the case of CC, this support is particularly important as ultimately it influences overall business strategies and operations. However, the attitude of senior leadership seems to slow down the knowledge aggregation in the context of CC. This is also due to the expectation gap in CC performance measurement. The current KPIs are frequently driven by output measures (i.e. quantity of coverage, numbers related to fan statistics on social media etc.). CC experts and professionals perceive a need to be measured in terms of outcomes and sophisticated ROI measures.

Role of CSR

Corporate Social Responsibility plays a crucial role in CC strategic management. It provides a platform on which multiple stakeholders can build common operations and strategies (like in the CSV concept described by Michael Porter and introduced by Nestlé). From what was essentially related to philanthropy, CSR evolved to become a business strategy (Porter and Kramer, 2006; Porter and Kramer 2011). It involves multiple actors and allows the creation of networks which are mutually beneficial for companies and social actors (Porter et al., 2011; Orlitzky 2008). Non-profit sector actors perceive CSR as an opportunity to enhance awareness about their causes and influence corporate behaviors. The companies benefit from corporate reputation which is the first benefit of such programmes (Du et al., 2010). The move to CSR integration at the different organizational levels is visible in several companies. These programmes called

“creating shared value” and “thought leadership” are another incarnation of old managerial principles. Nevertheless, in the current context they can build networks of stakeholders – advocates.

New roles in the organizations

Organizations communicate with stakeholders more directly and real-time. It is not about the amount of information that is transferred. It is about quality. This quality is understood as relevance for the respective audiences/stakeholders. This demand of information changes the role of senior executives in the communication processes. They become the ultimate spokespeople of the organizations they are leading. In the moment of a crisis, it is the role of the CEO/Chairman to speak on behalf of the company. The failure of this communication can have extremely negative impacts on an organization as it was in the case of BP. Moreover, the senior executives are personally communicating on social media.

Communication of the organizations doesn't focus anymore solely on their operations. CSR communication, stakeholders' engagement make organizations become reference points on the issues. That way the companies can become a part of the solution for these issues and not part of the problem. That combined with the increased communication role of the senior executives makes them “thought leaders” on the global issues. Therefore, they are re-positioned from being technocrats to become inspirational thought leaders.

Research limitation and further studies

The multi-step methodology allowed the proposing of a model of multi-stakeholder management. The study focused mainly on international big-sized companies. It would be interesting to study this model in the context of SMEs and locally operating companies. Lower entry costs allow SMEs to benefit from these new CC tools and build their market position (Anderson, 2006). It would be also interesting to study the perspective of end-users in the context of CC strategies. How would the public of CC like to be addressed? How do individuals construct relationships with companies?

Moreover, it would be interesting to study CC strategic management in the inter-cultural context. The CC study is slightly biased towards an Anglo-Saxon Western model and as such limits the scope of the conclusions. It would be interesting to study local

adaptation of global programmes as well as local initiatives. How is CC governed in emerging economies? What are the drivers? What are the internal governing structures? These are some of the unanswered questions which would deserve additional in-depth studies.

This thesis focused mainly on communications management. It would be interesting to study the internal aspect of communication and information management more in-depth. What are the internal channels of communication? How are they managed? Which actors influence internal flow of information? How is information stored and retrieved in company memories? And finally, how is the information is perceived by individuals within companies?

The findings are based on a theory review, expert interviews, a series of case studies and an expert survey. It would be also crucial to study the perception of the individuals to whom CC is directed both internally and externally. It would require managing a qualitative and quantitative study on the perception of corporate communication and corporate reputation. It would be interesting to combine multiple focus groups with a quantitative survey.

List of figures

Chapter 1

Figure 1: Two step flow of communication

Figure 2: Overall research design

Chapter 2

Figure 3: Sophistication process of CC management

Chapter 4

Figure 4: Social media strategic management process

Chapter 5

Figure 5: Operational level – learning profiles of the analyzed companies

Figure 6: Strategic level – learning profiles of the analyzed companies

Figure 7: Network level – learning profiles of the analyzed companies

Chapter 6

Figure 8: Sample presentation – respondents by sector of activity

Figure 9: Sample composition: Hierarchical level

Figure 10: Sample composition: Experience

Figure 11: SEM model

Figure 12: Drivers of CC strategic management: Consolidated averages

Figure 13: Key success factors: Consolidated averages

List of tables

Chapter 2

Table 1: Overview of research trends on Corporate Social Responsibility

Table 2: Research trends in Corporate Communication

Table 3: Key drivers of CC management

Table 4: Corporate communication as a system and its variables

Table 5: Towards a maturity model of corporate communication (CCM) – an integrated diagnostic framework

Chapter 3

Table 6: Final structure of respondents

Table 7: Key factors and variables in the multi-stakeholders' strategic management

Table 8: Comparative table – key variables in multi-stakeholders management

Chapter 4

Table 9: Selected research trends on social media management

Table 10: Sophistication factors and process in social media strategic management

Chapter 5

Table 11: Learning profiles of CC strategic management

Table 12: Learning patterns and practices in CC strategic management

Chapter 6

Table 13: Test of multicollinearity VIF

Table 14 : Correlations Drivers of CC management/success factors

Table 15: Correlations learning aggregation/measurement of CC

References

- Adler P., Jermier J. (2005) Developing a Field with More Soul: Standpoint Theory and Public Policy Research for Management Scholars Reviewed. *The Academy of Management Journal* 48 (6), 941-944.
- Albu E., Panzar C. (2010) A New Tool for Assessing Strategic Alignment: The Enterprise Maturity Index. *Performance Improvement* 49 (9), 35-46.
- Alniacik U., Alniacik E., Genc N. (2011) How Corporate Social Responsibility Information Influences Stakeholders' Intentions. *Corporate Social Responsibility and Environmental Management* 18, 234-245.
- Amaladoss M.-X., Manohar H. L. (2011) Communicating Corporate Social Responsibility - A case of CSR communications in emerging economies. *Corporate Social Responsibility and Environmental Management*, DOI: 10.1002/csr287.
- Anderson C. (2006) *The Long Tail: Why the Future of Business is Selling Less of More*. New York. Hyperion.
- Anderson C. (2009) *Free ! Entrez dans l'économie du gratuity*. Paris. Person.
- Ang L. (2011) Community Relationship Management and Social Media. *Journal of Database Marketing & Customer Strategy Management* 18 (1), 31-38.
- Angel R., Sexsmith J. (2011) Social Networking: The Corporate Value Proposition, *Ivey Business Journal*. <http://www.iveybusinessjournal.com/topics/leadership/social-networking-the-corporate-value-proposition>
- Aplin J.C., Hegarty W. H. (1980) Political Influence: Strategies Employed by Organizations to Impact Legislation in Business and Economic Matters. *The Academy of Management Journal* 23 (3), 438-450.
- Appadurai A. (2005) *Nowoczesnosc bez granic [Modernity at large. Cultural dimension of globalization]*. Warszawa Universitas.
- Argenti P. A. (1996) Corporate Communication as a Discipline: Towards a Definition. *Management Communication Quarterly* 10 (1), 73-97.
- Argenti P. A. (1997) Reputation: Realizing Value From the Corporate Image. *Management Communication Quarterly* 11 (2), 310-313.
- Argenti P. A. (1998) Strategic Employee Communication. *Human Resource Management* 37 (3-4), 199-206.
- Argenti P. A. (2004) The Employee Care Revolution. *Leader to Leader* 33. 45-52.
- Argenti P. A. (2006a) How Technology Has Influenced The Field of Corporate Communication. *Journal of Business and Technical Communication* 20 (3), 357-370.
- Argenti P. A. (2006b) Communications and Business Value: Measuring the Link, *Journal of Business Strategy* 27 (6). 29-40.
- Argyris, C.; Schon, D. (1978). *Organizational Learning: A theory of action perspective*. New York. Addison-Wesley
- Arora P., Dharwadkar R. (2011) Corporate Governance and Corporate Social Responsibility

- (CSR): The Moderating Roles of Attainment Discrepancy and Organization Slack. *Corporate Governance: An International Review* 19 (2), 136-152.
- Auer M. R. (2011) The Policy Sciences of Social Media. *The Policy Studies Journal* 39 (4), 709-736.
- Aupperle K. E., Carroll A. B., Hatfield J. D. (1985) An Empirical Examination of the Relationship between Corporate Social Responsibility and Profitability. *The Academy of Management Journal* 28 (2), 446-463.
- Bagozzi R., Youjae Y., Philips L. W. (1991). Assessing Construct Validity in Organizational Research. *Administrative Science Quarterly* 36. 421-458.
- Bagozzi, R. P. (2011). Measurement and Meaning in Information Systems and Organizational Research: Methodological and Philosophical Foundations, *MIS Quarterly* 35 (2), 261-292.
- Balle F. (2010) Médias et société. Pairs. (12e éd., Montchrestien 2006, 1e éd. 1980).
- Barbier G., Tang L., Liu H. (2011) Understanding Online Groups Through Social Media. *WIRE's Data Mining and Knowledge Discovery* 1 (4), 330-338.
- Bard A., Soderqvist J.(2006) Netokracja, Warszawa. WAiP.
- Barker P. (2008) How Social Media Is Transforming Employee Communications at Sun Microsystems. *Global Business and Organizational Excellence* 27 (4), 6-14.
- Bastien F., Neveu E. (1999) Espaces publics mosaïques. Acteurs, arènes et rhétoriques, des débats publics contemporains. PU Rennes.
- Bateson G. (1972) Steps to an Ecology of Mind: Collected Essays in Anthropology, Psychiatry, Evolution, and Epistemology. Chicago. University Of Chicago Press.
- Battelle J. (2006) La révolution Google. Paris. Eyrolles.
- Baumgartner R. J., Ebner D. (2010) Corporate Sustainability Strategies: Sustainability Profiles and Maturity Levels. *Sustainable Development* 18, 76-89.
- Bell S., Hindmoor A. (2009) The Governance of Public Affairs. *Journal of Public Affairs* 9, 149-159.
- Bennett W. L., Wells C., Freelon D. (2011) Communication Civic Engagement: Contrasting Models of Citizenship in the Youth Web Sphere. *Journal of Communication* 61 (5), 835-856.
- Berens G., Van Riel C. (2004) Corporate Associations in the Academic Literature: Three Main Stream of Thought in the Reputation Measurement Literature. *Corporate Reputation Review* 8 (1), 161-187.
- Berker T., Hartmann M., Punie Y, Ward K. J. (2005) Domestication of Media and Technology. New York. Mc-Graw Hill International.
- Berthon P., Ewing M. T., Napoli J. (2008) Brand Management in Small to Medium Sized Enterprises. *Journal of Small Business Management* 46 (1), 27-45.
- Berthon P., Fischer K., DesAutels P. (2011) From Mummies to New Media: Captivity,

- Liberation, and the Church of Life After Shopping. *Journal of Public Affairs* 11 (3), 181-187.
- Bateson, G. (1972). Steps to an ecology of mind. San Francisco: Chandler Publishing Company.
- Beuker R., Abbing E. R. (2010) Two Faces of Social Media: Brand Communication and Brand Research. *The Design Management Institute* 21 (1), 54-50.
- Bezencon V., Blili S. (2009a) Fair Trade Managerial Practices: Strategy, Organization and Engagement. *Journal of Business Ethics* 90 (1), 95-113.
- Bezencon V., Blili S. (2009b) Segmenting the Market Through the Determinants of Involvement: The Case of Fair Trade. *Psychology and Marketing* 28 (7), 682-708.
- Bharracharya C. B., Sen S. (2003) Consumer-Company identification: A Framework for Understanding Consumers Relationships with Companies. *Journal of Marketing* 67 (2), 76-88.
- Bifulco L. (2011) The Public at a Time of Crisis: Some Notes on the Italian Sase. *Journal of Public Affairs* 11 (4), 364-371.
- Black L.D., Hartel C.E.J. (2004) The Five Capabilities of Socially Responsible Companies. *Journal of Public Affairs* 4 (2), 125-144.
- Blackman D.A., Henderson S. (2005) Why Learning Organisations Do Not Transform. *The Learning Organization Journal* 12 (1), 42-45.
- Blili S., Raymond, L. (1993) Information Technology: Threats and Opportunities for SMEs. *International Journal of Information Management* 13 (6), 439-448.
- Blili S., Raymond L. (2000) Organizational Learning as a Foundation of Electronic Commerce in the Network Organization. *International Journal of Electronic Commerce* 5 (2), 29-45.
- Blili S., Raymond L., Rivard S. (2001) Impact of Task Uncertainty, End-user Involvement, and Competence on the Success of End-user Computing. *Information and Management* 33 (3), 137-153.
- Boddeyn J. J. (2012) Beyond 'The Evolving Discipline of Public Affairs. *Journal of Public Affairs* 12 (1), 98-104.
- Bollen, K. A. (1989). Structural equations with latent variables. New York: Wiley.
- Bowd R., Bowd L., Harris P. (2006) Communicating Corporate Social responsibility: an Exploratory Case Study of a Major UK Retail Centre. *Journal of Public Affairs* 6 (2), 147-155.
- Bowen H. R. (1953) Social Responsibilities of a Businessman. New York: Harper & Row.
- Boyd C. (1996) Ethics and Corporate Governance: The Issues Raised by the Cadbury Report in the United Kingdom. *Journal of Business Ethics* 15 (2), 167-182.
- Branthwaite A., Patterson S. (2011) The Power of Qualitative Research in the Era of Social Media. *Qualitative Market Research: An International Journal* 14 (4), 430-440.
- Breakenridge D. (2008) PR 2.0 New Media, New Tools, New Audiences. Pearson Education.
- Breitbarth T., Harris P., Inch A. (2010) Pictures at an Exhibition Revisited: Reflections on a Typology of Images Used in the Construction of Corporate Social Responsibility and

- Sustainability in Non-Financial Corporate Reporting. *Journal of Public Affairs* 10, 238-257.
- Breitbarth T., Harris P., Aitken R. (2011) Corporate Social Responsibility in European Union: A New Trade Barrier? *Journal of Public Affairs* 9, 239-255.
- Briggs T. (2010) Social Media's Second Act: Toward Sustainable Brand Engagement. The Design Management Institute.
- Brinkmann J., Ims K. (2003) Good Intentions Aside: Drafting a Functionalist Look at Codes of Conduct. *Business Ethics: A European Review* 12 (3), 265-274.
- Burchell J., Cook J. (2006) Assessing the Impact of Stakeholder Dialogue: Changing Relationships Between NGOs and Companies. *Journal of Public Affairs* 6, 210-227.
- Burrell M. (2012) A Decade of Change and Continuity in Public Affairs. *Journal of Public Affairs* 12 (1), 74-76.
- Burton D. F. (1997) The Brave New Wired World. *Foreign Policy* 106, 22-37.
- Bushardt S. C., Lambert J., Duhon D. L. (2007) Selecting Better Carrot: Organizational Learning Reward and Culture – A Behavioral Performance. *Journal of Organizational Culture, Communication and Conflict* 11 (2), 67-79.
- Butera F. (1991) La Métamorphose de l'Organisation, du Château au Réseau. Paris. Les Editions d'Organisation.
- Cammaerts B. (2008) Critiques on the Participatory Potentials of Web 2.0. *Communication, Culture & Critique* 1, 358-377.
- Carroll A. (1979) A Three-Dimensional Conceptual Model of Corporate Social Performance, *Academy of Management Review* 4 (4), 497-505.
- Carroll A. B. (1999) Corporate Social Responsibility. Evolution of a Definitional Construct. *Business and Society* 38 (3), 268-295.
- Castells M. (2001) The Internet Galaxy: Reflections on the Internet, Business, and Society. Oxford. Oxford University Press.
- Castells M. (2006) The Rise of the Network Society. Oxford. Oxford University Press.
- Cerin P. (2002)., Communication in Corporate Environmental Reports. *Corporate Social Responsibility and Environmental Management* 9, 46-66.
- Chakrabarti R., Berthon P. (2012) Gift Giving and Social Emotions: Experience as a Content. *Journal of Public Affairs* 12 (2), 154-161.
- Chapman S. (2004) Advocacy in Action: Extreme Makeover Interrupts: Denormalizing Tobacco Industry Corporate Smoothing. *Tobacco Control* 13 (4), 445-447.
- Charaudeau P. (2005) Les medias et l'information. Paris. De Boeck
- Chatterjee D., Grenal R., Sambamurthy V. (2002) Adding of E-commerce Institutional Enablers of the Organizational Assimilation of Web Technologies, *MIS Quarterly* 26 (2), 65-89.
- Cochran P. L., Wood R. A. (1984) Corporate Social Responsibility and Financial Performance.

The Academy of Management Journal 27 (1), 42-56.

Cornelissen J., (2011) *Corporate Communication* (3rd ed.). Thousand Oaks, Sage.

Cohen B. (1963) *The Press and Foreign Policy*. Princeton. NJ: Princeton University Press.

Crane A. (ed.) (2008) *The Oxford handbook of Corporate Social Responsibility*. Oxford. Oxford University Press.

Crane A., Matten D. (2005) Corporate Citizenship: Missing the Point or Missing the Boat? A Reply to van Oosterhout. *The Academy of Management Review* 30 (4), 681-684.

Dahlsrud A. (2008) How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions. *Corporate Social Responsibility and Environmental Management* 15 (1), 1-13.

Davie I. A., Crane A. (2010) Corporate Social Responsibility in Small-and Medium-Size Enterprises: Investigating Employee Engagement in Fair Trade Companies. *Business Ethics: A European Review* 19 (2), 126-139.

Davis K., Blomstrom R. L. (1966) *Business and its environment*. New York: McGraw-Hill.

Dayan D., Katz E. (1992) *Media Events: The Live Broadcasting of History*. Boston. Harvard University Press.

Deetz S. (2003) Corporate Governance, Communication And Getting Social Values Into Decisional Chain. *Management Communication Quarterly* 16 (4), 606-611.

de Geus, A. (1997). *The living company: Habits for survival in a turbulent business environment*. Boston, MA: Harvard Business School Press.

De la Fuente Sabate M., de Quevedo Puente M. (2003) Empirical Analysis of the Relationship Between Corporate Reputation and Financial Performance : A Survey of Literature. *Corporate Reputation Review* 6 (2), 161-177.

De Lange R., Linders P. (2006) Public Affairs as a Reality Construction: An Established Paradigm with New Implications. *Journal of Public Affairs* 6, 131-146.

De Quevedo Puente E., de la Fuente-Sabate J. M., Delegado- Gracia J. B., (2007) Corporate Social Performance and Corporate Reputation : Two Intertwined Perspectives. *Corporate Reputation Review* 10 (1), 60-72.

Dean J.J.Jr., Sharfman M. P. (1996) Does Decision Process Matter? A Study of Strategic Decision-Making Effectiveness. *The Academy of Management Journal* 39 (2), 368-396.

Delgado-Verde M., Martin-de Castro G., Navas-Lopez J.E. (2011) Organizational Knowledge Assets and Innovation Capability: Evidence from Spanish Manufacturing Firms. *Journal of Intellectual Capital* 12 (1), 5-19.

Diamantopoulos, A. (2006). The Error Term in Formative Measurement Models: Interpretation and Modeling Implications, *Journal of Modelling in Management* 1(1), 7-17.

Diamantopoulos, A. (2011). Incorporating Formative Measures into Covariance-Based Structural Equation Models, *MIS Quarterly* 35(2), 335-355.

Diamantopoulos, A., Riefler, P., and Roth, K. P. 2008. Advancing Formative Measurement

- Models, *Journal of Business Research* 61 (12), 1203-1218.
- Diamantopoulos, A., and Winklhofer, H. M. 2001. Index Construction with Formative Indicators: An Alternative to Scale Development, *Journal of Marketing Research* 38 (2), 269-277.
- Dolberg S., Woodring S.D., McCarthy J.C., Boehm E., Massey C. (1997) Software Strategies - Transactive Content. *The Forrester Report* 8 (7).
- Dolphin R. R. (2003) The Corporate Communication Function : How Well is Founded. *Corporate Communication* 8 (1), 5-11.
- Doty D. H, Glick W. H, (1994). Typologies as a Unique Form of Theory Building: Toward Improved Understanding and Modeling. *Academy of Management Review* 19 (2), 230-251.
- Doueihi M. (2008) La grande conversion numérique. Paris. Seuil.
- Du S., Bhattacharya C.B., Sen S. (2010) Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication. *International Journal of Management Reviews* 12 (1), 8-19.
- Edelman (2011), Trust barometer, <http://www.edelman.com/trust/2011/>, accessed 15.08.2012
- Edelman (2012), Trust barometer, <http://www.edelman.com/trust/2012/>, accessed 15.08.2012
- Eenkhorn P., Graafland J.F. (2011) Lying in Business: Insights from Hannah Arendt's "Lying in Politics". *Business Ethics: A European Review* 20 (4).
- Efron M. (2011) Information Search and Retrieval in Microblogs. *Journal of the American Society for Information Science and Technology* 62 (6), 996-1008.
- Egri C.P., Herman S. (2000) Leadership in the North American Environmental Sector: Values, Leadership Styles, and Contexts of Environmental Leaders and Their Organizations. *The Academy of Management Journal* 43 (4), 571-604.
- Ellis L., Bastin C. (2011) Corporate Social Responsibility in Times of Recession: Changing Discourses and Implications for Policy and Practice. *Corporate Social Responsibility and Environmental Management* 18, 294-305.
- Englander E., Kaufman A. (2004) The End of Managerial Ideology From Corporate Social Responsibility to Corporate Social Indifference. *Enterprise and Society* 5 (3), 404-450.
- European Communication Monitor 2012. Challenges and Competencies for Strategic Communication. Results of an Empirical Survey in 42 Countries. Brussels: EACD/EUPRERA.
- Ewing M. T. (2009). Integrated Marketing Communication Measurement And Evaluation. *Journal of Marketing Communication* 15 (2-3), 103-117.
- Evans N., Elphick S. (2005) Models of Crisis Management: An Evaluation of Their Value for Strategic Planning in the International Travel Industry. *International Journal of Tourism Research* 7, 135-150.
- Fearn-Banks K. (2011) Crisis Communications: A case studies approach. New York-London. Routledge.

- Ferrier W. J. (2001) Navigating the Competitive Landscape: The Drivers and Consequences of Competitive Aggressiveness. *The Academy of Management Journal* 44 (4), 858-877.
- Fieseler C. (2011) On the Corporate Social Responsibility Perceptions of Equity Analysts. *Business Ethics: A European Review* 20 (2), 131-147.
- Fiol M. (1999) Corporate Communication: Comparing Top Executives Private and Public Statements. *The Academy of Management Journal* 38 (2), 522-536.
- Fisher T. (2009) ROI in Social Media: A Look at the Arguments. *Database Marketing and Customer Strategy* 16 (3), 189-195.
- Fiss P. C., Zajac E. J. (2006) The Symbolic Management of Strategic Change Sensegiving Via Framing and Decoupling. *The Academy of Management Journal* 49 (6), 1175-1193.
- Forman J., Argenti P. A. (2005). How Corporate Communication Influences Strategy Implementation, Reputation and Corporate Brand. An Exploratory Qualitative Study. *Corporate Reputation Review* 8 (1), 245-264.
- Fornell, C., and Bookstein, F. L. (1982). Two structural equation models: LISREL and PLS applied to consumer exit-voice theory. *Journal of Marketing Research* 19, 440–452.
- Forrer, J., Kee, J., Newcomer, K. and Boyer, E. (May/June 2010). “Public-Private Partnerships and the Public Accountability Question.” *Public Administration Review* (70) 3: 475-484.
- Friedman T. (2008) Hot, flat and crowded. Why the world needs a green revolution and how we can renew our global future. New York. Allen Lane.
- Garcia-Morales V. J., Matias-Reche F., Verdu-Jover A. J. (2011) Influence of Internal Communication on Technological Pro-activity, Organizational Learning and Organizational Innovation in the Pharmaceutical Sector. *Journal of Communication* 60, 150-177.
- Garvin D. (1993) Building a Learning Organization. *Harvard Business Review* 71 (4), 78-91.
- Georges Romme L. van Witteloostuijn A. (1999) Circular organizing and triple loop learning, *Journal of Organizational Change Management*, 12 (5), 439 – 454.
- Gaved M. (1997) Corporate Governance: The Challenge For Communications Practitioners. *Corporate Communications* 2 (2), 87-91.
- Gayeski D. M. (1992) Rewiring Corporate Communication. *Communication World* 9 (4), 23-25.
- Geletkanycz M. A. (1997) The Salience of Cultures’ Consequences: The Effects of Cultural Values on Top Executives’ Commitment to Status Quo. *Strategic Management Journal* 18 (8), 615-634.
- Gibb Y. K., Blili S. (2012a) A Maturity Model for Intellectual Asset Governance at SME Level. *2nd Annual International Conference on Innovation and Entrepreneurship IE 2012*, 23-24 July 2012 (forthcoming).
- Gibb Y. K., Blili S. (2012b) Characterising Management of Intellectual Assets in SME: Identifying Learning Patterns, *IABPAD Conference, August 2-5, 2012* (forthcoming).
- Gibb Y. K., Blili S. (2012c) Business Strategy and Governance of Intellectual Assets in Small & Medium Enterprises, *2nd International Conference on Leadership, Technology and Innovation*

Management, 11 -13 October 2012 (forthcoming).

Gibb Y. K., Blili S. (2012d) A Critical Review and Dynamic Model of Intellectual Assets and Rights Corporate Governance. Working Paper, IENE-U0niversity of Neuchâtel, (forthcoming).

Gibb Y. K., Blili S. (2012e) Towards a Definition of Intellectual Capital and Intellectual Assets. Working Paper, IENE-University of Neuchâtel, (forthcoming).

Giddens A., *Nowoczesnosc i tozsamosc*. PWN. Warszawa.

Gioia D. A., Schultz M., Corey K. G. (2000) Organizational Identity, Image and Adaptive Instability. *The Academy of Management Review* 25 (1), 63-81.

Gjølberg M. (2010) Varieties of Corporate Social Responsibility (CSR): CSR Meets the “Nordic Model”. *Regulation & Governance* 4 (2), 203-229.

Godfrey P. C. (2005) The Relationship between Corporate Philanthropy and Shareholder Wealth: A Risk Management Perspective. *The Academy of Management Review* 30 (4), 777-798.

Godfrey P.C., Merrill C.B., Hansen J. M. (2009) The Relationship Between Corporate Social Responsibility and Shareholder Value: An Empirical Test of the Risk Management Hypothesis. *Strategic Management Journal* 30, 425–445.

Goffman E. (1973) *La mise en scène de la vie quotidienne*. Les editions du minuit. Paris.

Goffman E. (1974) *Les rites d’interaction*. Les editions du minuit. Paris.

Golbeck J., Grimes J. M., Rogers A. (2010) Twitter Use by the US Congress. *Journal of the American Society for Information Science and Technology* 61 (8), 1612-1621.

Gonzalez-Herrero A., Smith S. (2008) Crisis Communications Management on the Web: How Internet-Based Technologies are Changing the Way Public Relations Handle Business Crises. *Journal of Contingencies and Crisis Management* 1 (3), 143-153.

Gotsi M., Wilson A. (2001) Corporate Reputation: Seeking a Definition. *Corporate communication: An International Journal* 6 (1), 24-30.

Gouws T., Peter G., van Oudtshoorn R. (2011) Correlation Between Brand Longevity and the Diffusion of Innovations Theory. *Journal of Public Affairs* 11 (4), 236-242.

Graham M. E., Bansal P. (2007) Corporate Willingness to Pay for Corporate Reputation: The Context of Airline Companies. *Corporate Reputation Review* 10 (3), 189-200.

Green S. G., Welsh M. A., Dehler G. E. (2003) Advocacy, Performance, and Threshold Influences on Decisions to Terminate New Product. *The Academy of Management Journal* 46 (4), 419-434.

Greening D. W. Gray B. (1994) Testing a Model of Organizational Response to Social and Political Issues. *Academy of Management Journal* 37 (3), 467-498.

Greffe X., Sonnac N. (2008) *Culture Web - Création, contenus, économie numérique*. Paris. Dalloz Gestion.

Gregory A., Watson T. (2008) Defining the Gap Between Research and Practice in Public

- Relations Programme Evaluation – Towards a Research Agenda. *Journal of Marketing Communication* 14 (5), 337-350.
- Habermas J., (1962 trans 1989) *The Structural Transformation of the Public Sphere: An Inquiry into a category of Bourgeois Society*, Polity, Cambridge.
- Hair, J. F. Jr., Anderson, R. E., Tatham, R. L. & Black, W. C. (1995). *Multivariate Data Analysis*, 3rd edn. New York: Macmillan.
- Hamilton E. (2011) Entrepreneurial Learning in Family Business: A Situated Learning Perspective. *Journal of Small Business and Enterprise Development* 18 (1), 8-26.
- Hammersley M., Atkinson P. (2000) *Metody badan terenowych*. Zysk i S-ka.
- Hancock C. (2010) You Are Connected. Now, What Are You Going to Do About It? *The Design Management Institute* 21 (1), 62-67.
- Hargie C., Tourish D. (1996) Corporate Communication in the Management of Innovation and Change. *Corporate Communications* 1 (2), 3-11.
- Harris L., Ogbonna E. (2008) The Dynamics Underlying Service Firm-Customer Relationships. *Journal of Service Research* 10 (4), 382-399.
- Harsanyi F. M., Schmidt S. (2012) Creating a Public Affairs Function In Countries Without a Public Affairs Culture. *Journal of Public Affairs* 12 (1), 86-97.
- Harvey C. G., Steward D. B., Ewing M. T. (2011) Forward or Delete: What Drives Peer-to-Peer Message Propagation Across Social Networks. *Journal of Consumer Behavior* 10 (6), 365-372.
- Hatcher M. (2003) New corporate agendas. *Journal of Public Affairs* 3 (1), 32-38.
- Heath R. (2010) *The SAGE Handbook of Public Relations*. Sage.
- Heinonen K. (2011) Consumer Activity in Social Media: Managerial Approaches to Consumers' Social Media Behavior, *Journal of Consumer Behavior* 10 (6), 356-364.
- Heinrichs J.H., Lim J.-S., Lim K.-S. (2011) Influence of Social Networking Site and User Access Method on Social Media Evaluation. *Journal of Consumer Behavior* 10 (6), 347-355.
- Heller Barid C., Parasnis G. (2010) From Social Media to Social Customer Relation. *Management, Strategy and Leadership* 39 (5), 30-37.
- Helm S., Garnefeld I., Tolsdorf J. (2009) Perceived Corporate Reputation and Customer Satisfaction an Experimental of Casual Relationships. *Australasian Marketing Journal* 17, 69-74.
- Henley N., Donovan R. J. (1999) Threat Appeals in Social Marketing: Death as a 'Special Case'. *International Journal of Nonprofit and Voluntary Sector Marketing* 4 (4), 300-319.
- Henriques I., Sadorsky P. (1999) The Relationship Between Environmental Commitment and Managerial Perceptions of Stakeholder Importance. *The Academy of Management Journal* 42 (1), 87-95.
- Hess D., Warren D. (2008) The Meaning and Meaningfulness of Corporate Social Initiatives,

Business and Society Review 113 (2), 163-197.

Heugens D. (2005) Environmental Issue Management; Towards a Multi-level Theory of Environmental Management Competence. *Business Strategy and Environment* 15, 363-376.

Hoekman B., Kostecki M. (2009) *The Political Economy of the World Trading System*. Oxford University Press.

Hofstede, G. (2001) *Culture's Consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, California: Sage Publications, Inc.

Holton R. (2008) *Global networks*. New York. Palgrave.

Homburg C., Workman J. P., Jossen O. (2002) A Configural Perspective on Key Account Management. *Journal of Marketing* 66 (2), 38-60.

Hooger Worst J., van der Flier H., Koopman P. (2004) Implicit Communications in Organization: The Impact of Culture, Structure and Management Practices on Employee Behavior. *Journal of Management Psychology* 19 (3), 288-311.

Housel, Thomas J. and Housel, Marian E. (1986). The Role of Business Communication Practitioners in the Computer Age. *Journal of Business Communications* 23, 5-11.

Housel, Thomas J., El Sawy, Omar A., and Donovan, Paul E. (1986). Information Systems for Crisis Management: Lessons from Southern California Edison. *MIS Quarterly* 10, 389-400.

Huber G. (1991) Organizational Learning: The Contributing Processes and the Literatures. *Organization Science*, 2, 1, Special Issue: Organizational Learning: Papers in Honor of (and by) James G. March. 88-115.

Huge M., Glynn C. J. (2010) Hostile Media and the Campaign Trail: Perceived Media Bias in the Race for Governor. *Journal of Communication* 60 (1), 165-181.

Hulland, J. (1999). Use of Partial Least Squares (PLS) in Strategic Management Research: A Review of Four Recent Studies, *Strategic Management Journal* 20 (2), 195-204.

Husted B. W., Allen D. B. (2006) Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies* 37 (6), *Three Lenses on the Multinational Enterprise: Politics, Corruption and Corporate Social Responsibility* (Nov., 2006). 838-849.

Ihator A. S. (2004) Corporate Communication: Reflection on 20th Century Change. *Corporate Communications* 9 (3), 243-253.

Institut for Public Relations (2011) *The Toyota Recall Crisis: Media Impact on Toyota's Corporate Brand Reputation*.

Iyengar S., Peters M., Kinder D. (1982) Experimental Demonstrations of the 'Not-So-Minimal' Consequences of Television News Programs. *American Political Science* 76 (4), 848-858.

Janney J. J., Gove S. (2011) Reputation and Corporate Social Responsibility: Aberrations, Trends and Hypocrisy: Reactions to Firm Choices in the Stock Option Backdating Scandal. *Journal of Management Studies* 48 (7), 1562-1585.

Jansen B. J., Zhang M., Sobel K., Chowdury A. (2009) Twitter Power: Tweets as Electronic

- Word of Mouth. *Journal of the American Society for Information Science and Technology* 60 (11), 2169-2188.
- Jenkins H. (2009) A 'Business Opportunity' Model of Corporate Social Responsibility For Small- and Medium-sized Enterprises. *Business Ethics: A European Review* 18 (1), 21-36.
- Jenkins H. (2009) *Convergence Culture: Where Old and New Media Collide*. NYU Press.
- Jenkinson A., Sain B., Bishop K. (2005) Optimising Communications for Charity Brand Management. *International Journal Nonprofit Volunteer Sector Marketing* 10 (2), 79-92.
- Johnson B. R., Connolly E., Carter T. S. (2011) Corporate Social Responsibility: The Role of Fortune 100 Companies in Domestic and International Natural Disasters. *Corporate Social Responsibility and Environmental Management* 18 (6), 352-369.
- Johnson D.E. (2011) The Mass Media's Dual Role: 'Watchdog' and Guardian of Their Own Interests. *Journal of Public Affairs*.
- Jones P., Hillier D., Comfort D. (2011) That's the Spirit: Exploring the Approach of the World's Leading Spirits' Producers to Corporate Social Responsibility. *Journal of Public Affairs*.
- Katz E., Lazarsfeld P. (1955) Personal influence. The part played by people in the flow of mass communications. A report of the Bureau of Applied Social Research, Columbia University. Glencoe, Ill.: The Free Press.
- Keen A. (2008) *The Cult of the Amateur: How blogs, MySpace, YouTube, and the rest of today's user-generated media are destroying our economy, our culture, and our values*. Doubleday Business.
- Keh H. T., Xie Y. (2001) Corporate Reputation and Customer Behavioral Interactions: the Role of Trust, Identification and Commitment. *Industrial Marketing Journal* 38, 731-742.
- Kell G., Lein D. (2003) The Global Compact Network: A Historic Experiment in Learning in Action. *Business and Society Review* 108 (2), 163-197.
- Kenix L. J. (2009) Blogs as Alternative. *Journal of Computer-Mediated Communication* 14, 790-822.
- Kietzmann J. H., Silvestre B. S., McCarthy I. P. (2012) Unpacking the Social Media Phenomenon: Towards a Research Agenda. *Journal of Public Affairs* 12 (2), 109-119.
- Kiousis S., Popescu C., Mitrook M. (2007). Understanding Influence on Corporate Reputation: An Examination of Public Relations Efforts, Media Coverage, Public Opinion and Financial Performance from an Agenda Building and Agenda Setting Perspective. *Journal of Public Relations Research* 19 (2), 147-165.
- Komito L. (2011) Social Media and Migration: Virtual Community 2.0. *Journal of American Society for Information Science and Technology* 62 (6), 1075-1086.
- Kostecki M. (2005) *Business Advocacy and Trade Policy*. United Nations (ITC) Geneva.
- Krotoski A. (2011) Wikileaks and the New Transparent World Order. *The Political Quarterly* 82 (4), 526-530.

- Kusku F. (2007) From Necessity to Responsibility: Evidence of Corporate Environmental Citizenship From a Developing Country Perspective. *Corporate Social Responsibility and Environmental Management* 14, 74-87.
- Kwon E. S., Sung Z. (2011) Follow Me! Global Marketers' Twitter Use. *Journal of Interactive Advertising* 12 (1), 4-16.
- Larsson R., Finkelstein S. (1999). Integrating Strategic Organizational and Human Resource Perspectives on Mergers and Acquisitions: A Case Study Survey of Synergy Realization. *Organization Science* 10 (1), 1-26.
- Lasswell H. (1948) Power and Personality. New York, NY, USA: W. W. Norton & Company
- Lawrence A. T. (2010) Managing Disputes with Nonmarket Stakeholders: Wage a Fight, Withdraw, Wait, or Work It Out? *California Management Review* 53 (1), 90-113.
- Lee S., Yoon Y. (2010) Return on Investment of International Public Relations. A Country Level Analysis. *Public Relations Review* 36, 15-20.
- Levin R., (2011) Statistics for Management. New York. Person.
- Liang B., Scammon D. L. (2011) E-Word-of-Mouth on Health Social Networking Site: An Opportunity for Tailored Health Communication. *Journal of Consumer Behavior* 10 (6), 322-331.
- Lindgreen A., Swaen V. (2010) Corporate Social Responsibility. *International Journal of Management Reviews* 12 (1), 1-7.
- Locke R. M., Qin F., Brause A. (2007) Does Monitoring Improve Labor Standards? Lessons from Nike. *Industrial and Labor Relations Review* 61 (1), 3-31.
- Lyon T. P., Maxwell J.W. Greenwash: Corporate Environmental Disclosure Under Threat of Audit. *Journal of Economics and Management Strategy* 20 (1), 3-41.
- Mackey T., Barney J. (2007) Corporate Social Responsibility and Firm's Performance: Investor Preferences and Corporate Strategies. *Academy of Management Review* 32 (3), 817-835.
- Maffesoli M. (2008) Iconologies. Nos idol@tries postmodernes. Paris. Albin Michel.
- Maigret E. (2007) Sociologie de la communication et des médias. Paris. Armand Colin, (2e édition).
- Malaval P., Decaudin J.-M. (2005) Pentacom : Communication : théorie et pratique. Pearson.
- Maltz E., Thompson F., Jones Ringold D. (2011) Assessing and Maximizing Corporate Social Initiatives: A Strategic View of Corporate Social Responsibility. *Journal of Public Affairs* 11 (4), 344-352.
- Manson C., Simmons J. (2011) Forward Looking or Looking Unaffordable? Utilizing Academic Perspectives on Corporate Social Responsibility to Assess the Factors Influencing its Adoption by Business. *Business Ethics: A European Review* 20 (2).
- Maon F., Lindgreen A., Swaen V. (2010) Organizational Stages and Cultural Phases: A Critical Review and a Consolidative Model of Corporate Social Responsibility Development.

International Journal of Management Reviews 12 (1), 20-38.

Marris P., Thorman S. (2006) *Media studies*. New York. NYU.

Matten D., Crane A. (2005) Corporate Citizenship: Toward an Extended Theoretical Conceptualization. *The Academy of Management Review* 30 (1), 166-179.

McCombs M., Shaw D. (1972) The Agenda-Setting Function of Mass Media. *Public Opinion Quarterly* 36 (2).

McCusker G. (2004) *Talespin: Public Relations Disasters - the Inside Stories & the Lessons Learned*. London. Kogan Page Business Books.

Meek D. (2011) You Tube and Social Movements: A Phenomenological Analysis of Participation, Events and Cyberplace. *Antipode* DOI: 10.1111/j.1467-8330.2011.00942.x.

Meerman-Scott D. (2007) *The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly*. Wiley.

Melewar T. C., Sanders J. (1999) International Corporate Visual Identity: Standardization, or Localization. *Journal of International Business Studies* 30 (3), 583-598.

Melewar T. C., Karaosmanoglu E. (2006) Seven Dimensions of Corporate Identity: A Categorization From the Practitioners' Perspectives. *European Journal of Marketing* 40 (7-8), 846-869.

Melo T., Garrido-Morgado A. (2011) Corporate Reputation: A Combination of Social Responsibility and Industry. *Corporate Social Responsibility and Environmental Management* 19 (1), 19-31.

Meznar M. B., Johnson J.H., Mizzi P. J. (2006) No News is Good News? Press Coverage and Corporate Public Affairs Management. *Journal of Public Affairs* 6 (1), 58-68.

Meznar M. B., Nigh D., Kwok C.C.Y. (1994) Effect of Announcements of Withdrawal from South Africa on Stockholder Wealth. *The Academy of Management Journal* 37 (6), 1633-1648.

Miller K.D., Fabian F., Lin S.-J. (2009) Strategies for Online Communities. *Strategic Management Journal* 30 (3), 305-322.

Milliken F. J., Morrison E. W., Hewlin P. F. (2003) An Exploratory Study on Employee Silence: Issues That Employee Don't Communicate Upward And Why. *Journal of Management Studies* 40 (6), 1453-1476.

Mills A. J. (2012) Virality in Social Media: the SPIN Framework. *Journal of Public Affairs* 12 (2), 162-169.

Minor D., Morgan J. (2011) CSR as Reputation Insurance: Primum Non Nocere. *California Management Review* 53 (3), 40-59.

Missika J. (2006) *La fin de la télévision*. Paris. Seuil.

Mohr L. A., Webb D. J., Harris K. (2001) Do Consumers Expect Companies to be Socially Responsible? The Impact of Corporate Social Responsibility on Buying Behavior. *The Journal*

of Consumer Affairs 35 (1), 45-72.

Morgan G. (1986) *Images of organization*. Thousand Oaks. Sage.

Morse J.M. (1995) Designing funded qualitative research, [in:] Denzin, N.K. and Lincoln, Y.S. (Eds). *Handbook of Qualitative Research*. Thousand Oaks, CA. Sage.

Morsing M., Schultz M. (2006) Corporate Social Responsibility Communication: Stakeholder Information Response and Involvement Strategies. *Business Ethics: A European Review* 15 (4), 323-338.

Mouchon J. (ed.) (2005) *Les mutations de l'espace public*. Paris. L'esprit du livre éditions.

Mulhern F. (2009) Integrated Marketing Communications: From Media Channels to Digital Connectivity. *Journal of Marketing Communication* 15 (2-3), 85-101.

Naaman M., Becker H., Gravano L. (2011) Hip and Trendy: Characterizing Emerging Trends on Twitter. *Journal of the American Society for Information Science and Technology* 62 (5), 902-918.

Nair M. (2011) Understanding and Measuring the Value of Social Media. *The Journal of Corporate Accounting and Finance* 22 (3), 45-51.

Nazari J.A., Herremans I.M., Isaac R.G., Manassian A., Kline T.J.B. (2011) Organizational culture, Climate and IC: An Interaction Analysis. *Journal of Intellectual Capital* 12 (2), 224-248.

Nielsen A. E., Thomsen C. (2007) What They Say and How They Say It. *Corporate communication: An International Journal* 12 (1), 25-40.

Nonaka I., von Krogh G. (2009) Tacit Knowledge and Knowledge Conversion: Controversy and Advancement in Organizational Knowledge Creation Theory. *Organization, Science* 20 (3), 635-652.

Norros S. E., Porter T. H. (2011) The Changing Face of Leadership: Making an Impression in the Technically Mediated Landscape. *Journal of Leadership Studies* 4 (4), 69-73.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Nye J. (1990). *Bound to Lead: The Changing Nature of American Power*. New York: Basic Books.

Olsson, T. (2010) From the Ecology of Broadcasting to the Ecology of Participation: Critical Reflections. *Nordicom-Information* 32(2-3), 95-104.

Orlitzky M. (2008) Corporate Social Performance and Financial Performance: A research synthesis. In A. Crane, A. McWilliams, D. Matten, J. Moon, & D. S. Siegel (Eds.), *The Oxford Handbook of CSR*. Oxford, UK: Oxford University Press.

Owen D., Davis R. (2008) Presidential Communication in the Internet Era. *Presidential Studies Quarterly* 38 (4), 658-673.

Paasovaara R., Luomala H. T., Pohjanheimo T., Sandell M. (2012) Understanding Consumers' Brand-Induced Food Taste Perception: A Comparison of 'Brand Familiarity' - and 'Consumer

- Value' - Brand Symbolism (in) Congruity - Accounts. *Journal of Consumer Behavior* 11 (1), 11-20.
- Pagani M., Hofacker C. F., Goldsmith R. E. (2011) The Influence of Personality on Active and Passive Use of Social Networking Sites. *Psychology and Marketing* 28 (5), 441-456.
- Palttala P., Boano C., Lund R., Vos M. (2012) Communications Gaps in Disaster Management: Perceptions by Experts from Governmental and Non-Governmental Organizations. *Journal of Contingencies and Crisis Management* 20 (1), 2-12.
- Palttala P., Vos M. (2012) Quality Indicators for Crisis Communication to Support Emergency Management by Public Authorities. *Journal of Contingencies and Crisis Management* 20 (1), 39-51.
- Parkhe A. (1991) Interfirm Diversity, Organizational Learning and Longevity in global Strategic Alliances. *Journal of International Business Studies* 22, 579-600.
- Parum E. (2006) Corporate Governance and Corporate Identity. *Corporate Governance: An International Review* 14 (6), 558-567.
- Paterson M. F., Thomac D. C. (2007) Organizational behavior in multinational organizations. *Journal of Organizational Behavior* 28, 261-279.
- Patton M. Q. (2008) Advocacy Impact Evaluation. *Journal of Multidisciplinary Evaluation* 5 (9), 1-10.
- Pekerti A., Grison I., Herrig H., Dabic M., Tang M., Wan, P. Hallinger P., Palmer I., Elenkov D., Furrer O., Potocan V.V., Wangenheim F., Maignan I., Perrewé P., Rossi A.M., Lenartowicz T., Ledgerwood D.E., May R.C., Weber M., Jesuino J.C., Fu P.P., Naoumova I., Casado T., Riddel L., Richards M., Butt A., Danis W., Castro F.B., Ruiz-Gutiérrez, J., Milton L., Ansari M., Brock D., Srinivasan N., Starkus A., Dalgic T., Darder F.L., Hung V.T., Moon Y.L., Chia H.B., Kuo C., Molteni M., Kangasniemi M., Mellahi K., Wallace A. (2009) Ethical Preferences for Influencing Superiors: A 41-Society Study. *Journal of International Business Studies* 40 (6), 1022–1045.
- Peters C., Bodkin C. D., Fitzgerald S. (2012) Toward an Understanding of Meaning Creation Via the Collective Co-Production Process. *Journal of Consumer Behavior* 11 (2), 124-135.
- Peterson R. (1994). A Meta-analysis of Cronbach's Coefficient Alpha. *Journal of Consumer Research* 21, 381-390.
- Phillips N., Brown J. L. (1993) Analyzing Communication in and Around Organizations: A Critical Hermeneutic Approach. *The Academy of Management Journal* 36 (6), 1547-1576.
- Plangger K. (2012) The Power of Popularity: How the Size of a Virtual Community Adds to Firm Value, *Journal of Public Affairs* (forthcoming).
- Porter C.E., Donthu N., MacElroy W.H., Wydra D. (2011) How to Foster and Sustain Engagement in Virtual Communities. *California Management Review* 53 (4), 80-110.
- Porter M., Kramer M. (2006) The link between competitive advantage and corporate social responsibility. *Harvard Business Review*. 84 (12), 78-93.
- Porter M., Kramer M., (2011) Creating Shared Value. *Harvard Business Review* 89 (1/2), 62-77.

- Prakash Sethi S. (1978) Advocacy Advertising - The American Experience, *Journal of Marketing* 21 (1)
- Preuss L., Haunschild A., Matten D. (2006) Trade unions and CSR: a European research agenda. *Journal of Public Affairs* 6, 256–268.
- Raymond L., Blili S. (1993) Information Technology: Threats and Opportunities for SMEs. *International Journal of Information Management* 13 (6), 439-448.
- Raymond L., Blili S., Rivard S. (1998) Impact of Task Uncertainty, End-User Involvement, and Competence on the Success of End-User Computing. *Information & Management* 33 (3), 137-153.
- Raymond L., Blili S. (2001) Organizational Learning as a Foundation of Electronic Commerce in the Network Organization. *International Journal of Electronic Commerce* 5 (2), 29-45.
- Rebillard F. (2007) *Le web 2.0 en perspective*. Paris. L'Harmattan.
- Regester M., Larkin J. (2005) *Risk Issues and Crisis Management in Public Relations: A Casebook of Best Practice*. London. Kogan Page Publishers.
- Reynie D. (1998) *Le triomphe de l'opinion publique*. Paris. Editions Odile Jacob.
- Ripberger J. T. (2011) Capturing Curiosity: Using Internet Search Trends to Measure Public Attentiveness. *The Policy Studies Journal* 39 (2), 239-259.
- Rivoli P., Waddock S. (2011) First They Ignore You...: The Time-Context Dynamic and Corporate Responsibility. *California Management Review* 53 (2), 87-104.
- Robertson N., McQuilken L., Kandampully J. (2012) Consumer Complaints and Recovery Through Guaranteeing Self-Service Technology. *Journal of Consumer Behavior* 11 (1), 23-30.
- Roper J. (2002) Government, Corporate or Social Power? The Internet as a Tool in the Struggle for Dominance in Public Policy. *Journal of Public Affairs* 2 (3), 113-124.
- Rouquette S. (2009) *L'analyse des sites internet*. Brussels. De Boeck.
- Royne M. B., Levy M. (2011) Marketing for Public Health: We Need an App for That. *The Journal of Consumer Affairs* 46 (1), 1-6.
- Rust L., Lemon K., Zeithmal V. (2004). Return on Marketing: Using Customer Equity to Focus Marketing Strategy. *Journal of Marketing* 68 (1), 109-127.
- Rust R., Espinoza F., (2006). How technology advances influence business research and marketing strategy. *Journal of Business Research* 59, 1072-1078.
- Rust R., Siong Chung T., (2006). Marketing Models of Service and Relationships. *Marketing Science* 25 (6), 560-580.
- Salmon C. (2007) *Storytelling*. Paris. La Découverte.
- Saunders, M., Lewis, P. & Thornihill, A., 2009. *Research Methods for Business Students*, Fifth edition: FT Prentice Hall.
- Scherer A.G., Palazzo G. (2011) The New Political Role of Business in a Globalized World: A

- Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy. *Journal of Management Studies* 48 (4), 899-931.
- Schnietz K., Epstein M. J. (2005) Exploring The Financial Value of a Reputation for Corporate Social Responsibility During a Crisis. *Corporate Reputation Review* 7 (4), 327-345.
- Schroth H. A. (2011) It's Not About Winning, It's About Getting Better. *California Management Review* 53 (4), 134-153.
- Seitanidi M. M., Ryan A. A. (2007) Critical Review of Forms of Corporate Community Involvement: From Philanthropy to Partnerships. *International Journal of Non-profit and Voluntary Sector Marketing* 12, 247-266.
- Senge, P.M. (1990). *The fifth discipline: the art and practice of the learning organization*. New York: Doubleday/Currency.
- Sharma N., Butler B. S., Irwin J., Spallek H. (2011) Emphasizing Social Features in Information Portals: Effects on New Member Engagement. *Journal of the American Society for Information Science and Technology* 62 (11), 2106-2120.
- Sharma S., Ruud A. (2003) On the Path to Sustainability: Integrating Social Dimensions Into Research and Practice of Environmental Management. *Business Strategy and Environment* 12 (4), 205-277.
- Shaw R. (2005) *Marketing Payback*. London. Prentice Hall.
- Shirky C. (2008). *Here it Comes Everybody. How Change Happens When People Come together*. London. Penguin.
- Shumate M., O'Connor A. (2010) The Symbiotic Sustainability Model: Conceptualizing NGO-Corporate Alliance Communication. *Journal of Communication* 60 (3), 577-609.
- Silverstone R. (2007) *Interpretacja badan jakosciowych*. Warszawa. PWN.
- Smith E. A., Malone R. E. (2003) Thinking the "Unthinkable". Why Philip Morris Considered Quitting. *Tobacco Control* 12 (2), 208-213.
- Spencer T. (2002) Truth and public affairs. *Journal of Public Affairs* 2 (3), 186-189.
- Stead E., Smallman C. (1999) Understanding Business Failure: Learning and Un-learning Lessons From Industrial Crises. *Journal of Contingences and Crisis Management* 7 (1), 1-18.
- Steurer R., Martinuzzi A., Margula S. (2011) Public Policies on CSR in Europe: Themes, Instruments, and Regional Differences. *Corporate Social Responsibility and Environmental Management* 19 (4), 206-227.
- Strike V., Gao J., Bansal P. (2006) Being Good While Being Bad: Social Responsibility and the International Diversification of US. *Journal of International Business Studies* 37 (6), *Three Lenses on the Multinational Enterprise: Politics, Corruption and Corporate Social Responsibility*, 850-862.
- Sustein C. (2007) *Republic.com.2.0*. Princeton. Princeton University Press.
- Sweetser K. D. (2010) *A Loosing Strategy: The Impact of Nondisclosure in Social Media on*

- Relationships. *Journal of Public Relations Research* 22 (3), 288-310.
- Tancer B. (2008) Click: What Millions of People Are Doing Online and Why it Matters.
- Tapscott D. (2008) Grown up digital. New York. McGraw Hill.
- Tapscott D., Williams A. (2006) Wikinomics. New York. Portfolio.
- Taylor G., Tower G., Neilson J. (2010) Corporate Communication of Financial Risk. *Accounting and Finance* 50, 417-446.
- Tench R., Verhoeven P., Zerfass A. (2009) Institutionalizing Strategic Communication in Europe – An Ideal Home or a Mad House? Evidence from a Survey in 37 Countries. *International Journal of Strategic Communication* 3, 147-164.
- Terblanche N. S. (2011) You Cannot Run or Hide From Social Media - Ask a Politician. *Journal of Public Affairs* 11 (3), 156–167.
- Thelwall M., Buckley K., Paltoglou G. (2011) Sentiment in Twitter Events. *Journal of the American Society for Information Science and Technology* 62 (2), 406-418.
- Timonen L., Luoma-aho V. (2010) Sector-based Corporate Citizenship. *Business Ethics: A European Review* 19 (1), 1-13.
- Titley S. (2003) How Political and Social Change Will Transform the EU Public Affairs industry. *Journal of Public Affairs* 3 (1), 83-89.
- Tucker L., Melewar T. (2005) Corporate Reputation and Crisis Management. The Threat and Management of Anti-Corporationism. *Corporate Reputation Review* 7 (4), 377-287.
- Utz S., Beukeboom C. J. (2011) The Role of Social Network Sites in Romantic Relationships: Effects on Jealousy and Relationship Happiness. *Journal of Computer-Mediated Communication* 16 (4), 511-527.
- Valente M., Crane A. (2010) Public Responsibility and Private Enterprise in Developing Countries. *California Management Review* 52 (3), 52-78.
- van Oosterhout J. H. (2005) Corporate Citizenship: An Idea Whose Time Has Not Yet Come. *The Academy of Management Review* 30 (4), 677-681.
- van Schendelen R. (2012) New trends of public affairs management at the EU level. *Journal of Public Affairs* 12 (1), 39-46.
- Veil S. R., Buehner T., Pakenchar 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.
- Waddock S., McIntosh M. (2011) Business Unusual: Corporate Responsibility in a 2.0 World. *Business and Society Review* 116 (3), 303-330.
- Wai-chung H. (1995) Qualitative Personal Interviews in International Business Research: Some Lessons From a Study of Hong Kong Transnational Corporations. *International Business Review* 4 (3), 313-339.
- Wan-Jan W. S. (2006) Defining Corporate Social Responsibility. *Journal of Public Affairs* 6 (3-

4), 176-184.

Waters R.D., Williams J. M. (2011) Squawking, tweeting, cooing, and hooting: Analyzing the Communication Patterns of Government Agencies on Twitter, *Journal of Public Affairs* 11 (4), 353-363.

Watson T. (2011) An Initial Integration of the Use of Return on Investment in Public Relations Practice. *Public Relations Review* 37, 314-317.

Weaver G. R., Trvino L. K., Cochran P. L. (1999) Integrated and Decoupled Corporate Social Performance: Management Commitments, External Pressures and Corporate Ethics Practices. *The Academy of Management Journal* 42 (5), 539-552.

Wester M. (2011) Fight, Flight, or Freeze: Assumed Reactions of the Public During a Crisis. *Journal of Contingencies and Crisis Management* 19 (4), 207-214.

White J. (1994) Strategic communications management: making public relations work. London. Wokingham.

Wiggill M. N. (2011) Strategic Communication Management in the Non-profit Sector: A Simplified Model. *Journal of Public Affairs* 11 (4), 226-235.

Willensen L. M., Neijens P. C., Bronner F., de Ridder J. A. (2011) "Highly Recommended!" The Content Characteristics and Perceived Usefulness of Online Consumer Reviews. *Journal of Computer-Mediated Communication* 17 (1), 19-38.

Windsor D. (2001) Public Affairs, Issues Management, and Political Strategy: Opportunities, obstacles, and caveats. *Journal of Public Affairs* 1 (4), 382-415.

Winkin Y. (2001) Anthropologie de la communication: de la théorie au terrain, Bruxelles, Éditions De Boeck Université. Nouvelle édition entièrement refondue aux Éditions du Seuil, collection "Points", N° 448.

Wood D.J. (2010) Measuring Corporate Social Performance: A Review. *International Journal of Management Reviews* 12 (1), 50-84.

Wright D. K. (1999) Perceptions of Corporate Communication as Public Relations. *Corporate Communications* 2 (4), 143-154.

Yamauchi K. (2001). Corporate Communication: A Powerful Tool for Stating Corporate Missions. *Corporate Communications* 6 (3), 131-135.

Yin R. K. (2003) Case study research: Design and methods (3rd ed.). Thousand Oaks,

Zellweger T. M., Nason R. S., Nordqvist M., Brush C. G. (2011) Why Do Family Firms Strive for Nonfinancial Goals? An Organizational Identity Perspective. *Entrepreneurship Theory and Practice* , 1-20.

Zerfass A., Verčič D., Verhoeven P., Moreno A., Tench R. (2012) European Communication Monitor 2012. Challenges and Competencies for Strategic Communication. Results of an Empirical Survey in 42 Countries. Brussels: EACD/EUPRERA.

Ziek P. (2009) Making Sense of CSR Communication. *Corporate Social Responsibility and Environmental Management* 16 (3), 137-145.

Zyglidopoulos S.C. (2004) The Impact of Downsizing on the Corporate Reputation for Social Performance. *Journal of Public Affairs* 4 (1), 11-25.

Appendices

List of appendices

1. Questionnaire – qualitative interviews
2. Questionnaire – case studies
3. Overview of Swiss companies on social media
4. Overview of Swiss based IGOs on social media
5. Diagnostics of CC performance of 5 theoretically selected companies
6. Questionnaire – expert survey
7. Statistical tests

Questionnaire – qualitative interview

Method: one-to-one semi-directive in-depth interview, purposive sampling

Duration: 60 min

Formal part (5 min)

- Information about the research and aim of the interview.
- Gathering of the informed consent (recording, usage, anonymity).
- Definition of the desired level of anonymity.

Introduction (warm up) 10 min

Aims:

- *To put the informant in the atmosphere of the research and make him feel comfortable with a researcher.*
 - *To seek for the personal choices of the career of the informant in order to describe his auto-projection.*
1. Current professional activity
 - What are you doing in your professional life? What is your current position?
 - How would you describe your daily schedule of activities?
NGO/public: follow on any media activities (if not consider asking)
How does average working day looks for you?
What you like the most at your work?
 2. Past activities
 - Can you describe your career path?
 - What would you consider as your biggest career achievement (follow up on that)?
 3. Ambitions for future
 - What is your dreamed job position? How would you like to evolve your career?

Perception of the communications industry 10 min

Aims:

- *To explore vision and mission of the PR industry*
 - *To see relationship and relevance of communications' strategies for the current position*
1. Definition of the PR industry. Definition of public relations, public affairs, communications.
 - What is public relation?
 - How would you describe an average PR professional?
 - What are the main concerns of a PR professional nowadays?
 - Are there any public figures that come to your mind when you think about PR?
 2. Role of the public relations in the governance
 - What is the optimal level for head of communications within the organization?
 - What is the level of head of communications in your organization?
 - Did it evolve? To whom reports head of communications?

3. Changes in the perception of public relation
 - Which figure makes you think about PR?
 - Public relations is
 - Public relations was
 - PR will be
 - Role of communications manager is to
 - Communications manager should primarily
4. Public relations professional – image
 - Do you have friends working in PR industry?
 - What are the characteristics of typical PR manager ...
 - If you think about spending time with a PR manager what would you like to do?

Stakeholders' environment 8 min

Aims:

- *To gather definitions of the stakeholders*
- *To observe perception of the changes in the stakeholders' environment*

1. Definition of the personal stakeholders

- Stakeholder is
- What are the stakeholders for your current position and/or organization?
- Did the group of stakeholders evolved during your career?

2. Changes in the stakeholders environment

- How do you communicate with your stakeholders?
- What are the most efficient forums for stakeholders' dialogue?
- Have you seen any changes in the way/frequency you communicate with them?
- How would you describe the relationships with your stakeholders?

3. The importance and the mapping of the stakeholders

- How would you grade your stakeholders?
- Which ones have the biggest impact on the reputation of your organization?
- How do you manage the relationships with them?

New media reality 7min

Aim:

- *Focusing for the next section*

1. Media (are they stakeholders?)

- Which media do you read/watch/listen to the most frequently?
- Which ones are the most trustful source of information?
- Do you consume media on weekends?
- Which media in which situations?
- In not spontaneous: do you use Internet as a source of information/grade the level of trust you have to different types of media.

2. Challenges related to web 2.0

- Do you use actively social media? Which, for what purposes?
- When you first started to use Media?

- What motivated you?
 - With whom you connect via social media?
 - How frequently? What type of practices do you have with regards to social media?
 - Are your organization/your clients subject of web 2.0 communications? In what type? How the interaction via web 2.0 is managed internally?
- 3. *New channels or new practices?***
- How you imagine perfect communication with the stakeholders?

Role of CSR/CSV in the business/communications strategies 10 min

Aims:

- *To explore and confront visions of CSR of the stakeholders and communications professionals*
- *To define the place of CSR in the perception of stakeholders and communications professionals*

1. *Vision of the CSR*

- Corporate Social Responsibility, what image you have in front of your eyes ?
- What is it Corporate Social Responsibility (the most open phrasing possible than narrow with additional questions)
- What are the elements/components of CSR?

2. *Positioning of the CSR in the communications/business strategy*

- To which business function belongs CSR?
- Where would you place CSR in the corporate hierarchy/structure?
- What should be level of responsibility of the executive overseeing CSR?

3. *Changes in perception of the CSR*

- When did you hear for the first time about CSR?
- Do you remember any concrete examples/actions related to CSR?
- How your perception of CSR evolved along with your career?
- Do you remember any turning points/events in the industry which changed your perception of CSR?
- “Greenwashing” – how you understand this term?

4. *CSV – new name, new paradigm, new spin?*

- Have you heard about CSV term? /if not spontaneously mentioned/
- What does it mean for you?
- How would you describe CSV model, is it different from CSR model?

/NGO path/

1. Cooperation with the private stakeholders
2. Changes in the cooperation with the private stakeholders
3. Partnerships stories

/Corporate path/

1. Cooperation with the public/non-profit stakeholders
2. Changes in the cooperation with the public/non-profit stakeholders
3. Partnerships stories

Vision of multi-side cooperation 5min

1. Ideal model of cooperation

- When you think about ideal world; how the perfect cooperation between corporations and NGOs/public sector would look like?
- Who would orchestrate this cooperation?
- How you imagine cooperation with the partners?

2. Linear or lateral processes

- *Focus on the processes of interactions (enhance following on the preceding part)*

Closure 5 min

1. Vision of the stakeholders relationships in 5/10 years

- How you imagine your role in 5-10 years?
- How you imagine your monthly timesheet divided into activities?

Questionnaire – case studies (directives for the interview)

- What are you doing in your professional life? What is your current position?
- How would you describe your daily schedule of activities?
- What is the portion related to social media management
- Can you describe your career path? How did you arrive to this position?
- What was the biggest success of your organization related to social media?
- Does your organization use actively social media? Which ones and for what purposes?
- Who owns internally the social media (marketing, corporate communication, CRM)?
- Which tools do you use in social media management?
- How many people work on social media management in your company?
- When did company start using social media and which ones?
- What motivated you to start using social media?
- Who would you consider as your main stakeholders on social media?
- Is your organization a subject of web 2.0 communications? In what type? How the interaction via web 2.0 is managed internally?
- Does your organization use social media for corporate communication?
- Does your organization use social media for CRM?
- Does your organization use social media for marcom/advertisement?
- Do you prioritize any channels? Do you differentiate the usage of the channels according to stakeholders?
- What are the key success factors in social media strategy?
- How do you measure it?
- What is the internal valuation of the social media in your organization?
- Do you have a social media policy? Do you have social media training?
- Do you enter to the partnerships in the social media?

Overview of Swiss companies on social media

Organization	TUV website (3 months)	Presence on Facebook	Facebook URL	Numer of fans	Main features	Interactive content (0/1)	Number of posts	Number of galleries	Number of pictures	Reactive within 24 hrs	Number of comments	Number of likes	Number of shares	Top liked	Top commented	Top shared	Presence on Twitter	Twitter URL	Number of followers	Number of following	Number of Tweets	Number of lists
Nestlé	na	1		279141	few even	0	0	3	34	0	0	0	0	0	0	0	1		9435	20	1025	340
UBS	na	1		5919	Wikipedia	0	0	0	0	0	0	0	0	na	na	na	1		467	0	0	19
Credit Suisse	na	1		20919	Sign up for	1	19	11	125	0	148	717	9	na	na	na	1		5848	30	963	268
Novartis	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	1		18616	9	1034	907
Zurich	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Roche	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Xstrata	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
ABB	na	1		21264	discussion	0	21	7	56	1	134	2019	85				1		4165	557	810	185
ACE	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Swiss Re	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Holcim	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	1		382	8	0	9
Tyco	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Swisscom	na	1												na	na	na	1		788	93	560	36
Transocean	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Syngenta	na	1		6116	2 videos w	1	0	2	8	0	0	0	0	na	na	na	1		5545	155	253	254
TE Connectivity	na	1		1141	hyperlink t	0	66	2	17	0	5	125	0	na	na	na	1		4393	379	1095	201
Alpiq Holding	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Swiss Life	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Adecco	na	1		14185	welcome t	1	98	7	91	1	432	681	23	na	na	na	0		na	na	na	na
Richemont	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
STMicroelectronics	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Swatch	na	1		548955	quizes, c	1	106	62	1242	1	718	15053	321				1		8277	567	1267	240
Kuechne	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Baloise	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	1		142	153	123	12
Schindler	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Weatherfort	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Synthes	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Wolseley	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Julius Bar	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Helvetia	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Noble	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
SGS	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
BCV	na	1		533	2 pages (B	1	36	6	52	0	0	19	0	na	na	na	1		443	58	539	13
Givaudain	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	1		90	0	0	8
Garmin	na	1		72154	career or	1	41	9	51	1	512	2889	189				1		17740	384	5568	944
Allied World	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Geberit	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Petroplus	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Basler Kantonalbank	na	1		na	na	na	na	na	na	na	na	na	na	na	na	na	1		57	0	35	4
Actelion	na	1		426	few caree	0	4	0	34	0	0	19	2	na	na	na	1		545	596	331	16
Sonova	na	1		104		0	12	9	85	1	5	24	1	na	na	na	0		na	na	na	na
Sika	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	1		435	1050	133	19
Luzerner Kantonalbank	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
St Galler Kantonalbank	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Valiant	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
Romandie Energie	na	0		na	na	na	na	na	na	na	na	na	na	na	na	na	0		na	na	na	na
TOTAL		14		970857		0	6	403	118	1795	5	1954	21546	630			17	0	77368	4059	13736	3475
AVERAGE								33,58333	9,833333	149,5833	0,416667	162,8333	1795,5	52,5					4551,059	238,7647	808	204,4118
MEDIAN								20	6,5	51,5	0	5	74,5	1,5					788	93	539	36

Overview of Swiss based IGOs on social media

Organization	URL	website (3 months)	Presence on Facebook	Facebook URL	Numer of fans	Main features	Interactive content (0/1)	Number of posts	Number of galleries	Number of pictures	ness within 24 hrs	of comments	Number of likes	Number of shares	Top liked	comment ed	Top shared	Presence on Twitter	Twitter URL	Number of followers	Number of following	Number of Tweets	Number of lists
Economic Commission for Europe (ECE)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Food and Agriculture Organization of the United Nations (FAO)			1		42263	movies ab	1	207	0	115	0	830	10986	1529	na	na	na	1		26357	157774	8043	1782
International Atomic Energy Agency (IAEA)			1		26952	movies ab	1	52	79	751	0	383	1945	203	na	na	na	1		24724	142	1150	2048
International Bureau of Education (IBE)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
International Computing Centre (ICC)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
International Labour Organization (ILO)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
International Monetary Fund (IMF)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
International Telecommunication Union (ITU)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
International Trade Centre (ITC)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
Joint Inspection Unit (JIU)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
Joint United Nations Programme on HIV/AIDS (UNAIDS)			1		26623	YouTube, l	1	50	10	50	1	265	2570	163	na	na	na	1		38992	3915	3820	1323
Office of Coordination of Humanitarian Affairs (OCHA)			1		10185	Wold Hum	1	90	34	259	0	151	2143	138	na	na	na	1		3737	499	897	206
Office of the United Nations High Commissioner for Human Rights (UNHCHR)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
Office of the United Nations High Commissioner for Refugees (UNHCR)			1		106158	notes, cele	1	73	41	406	1	1190	13865	900	na	na	na	1		1210520	35181	4917	7058
United Nations Children's Fund (UNICEF)			1		1283846	donate, hy	1	252	23	262	0	13443	271953	18872	na	na	na	1		674405	22013	2486	12743
United Nations Compensation Commission (UNCC)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
United Nations Conference on Trade and Development (UNCTAD)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	1		3612	27	125	221
United Nations Development Programme (UNDP)			1		79770	join us, sev	1	234	53	1060	0	3993	21906	1042	na	na	na	1		59431	4855	9227	3007
United Nations Educational, Scientific and Cultural Organization (UNESCO)			1												na	na	na	1		27001	471	2305	1219
United Nations Environment Programme (UNEP)			1		31353	several lin	1	119	14	163	1	258	3848	184	na	na	na	1		36815	9401	2075	2424
United Nations Human Settlements Programme (UN-HABITAT)			1		6273	some You	0	5	0	7	1	31	106	25	na	na	na	1		3322	18	318	203
United Nations Industrial Development Organization (UNIDO)			1			few YT vid	0	30	5	31	0	3	67	3	na	na	na	1		4922	154	1103	311
United Nations Institute for Disarmament Research (UNIDIR)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	1		69	92	0	1
United Nations Institute for Training and Research (UNITAR)			1		2762	welcome,	0	66	3	19	1	9	172	8	na	na	na	1		2938	60	457	192
United Nations International Strategy for Disaster Reduction (UNISDR)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	1		1944	371	812	146
United Nations Non-Governmental Liaison Service (NGLS)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
United Nations Office for Project Services (UNOPS)			1		565	wall	0	565	1	7	0	4	27	3	na	na	na	1		607	194	69	38
United Nations Population Fund (UNFPA)			1												na	na	na	1		4216	316	308	238
United Nations Relief and Works Agency for Palestine Refugees in the Near-East (UNRWA)			1												na	na	na	1		3518	38	247	197
United Nations Research Institute for Social Development (UNRISD)			1				0	788	5	24	0	3	136	2	na	na	na	1		5977	343	230	417
United Nations Office on Sport for Development and Peace (UNOSDP)			1												na	na	na	1		633	180	195	51
United Nations System Chief Executives Board for Coordination (CEB)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
United Nations Volunteers Programme (UNV)			1												na	na	na	0	na	na	na	na	na
Universal Postal Union (UPU)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
World Bank			1		121641	Think equa	1	182	16	181	1	2240	18468	2019	na	na	na	1		74615	517	4759	3264
World Food Programme (WFP)			1		109315	quizes, live	1	107	6	148	1	2645	17784	1910	na	na	na	1		225772	31755	4641	5612
World Health Organization (WHO)			1		32452	welcome,	1	26	14	104	0	705	3808	1087	na	na	na	1		295442	620	1638	7786
World Intellectual Property Organization (WIPO)			0	na	na	na	na	na	na	na	na	na	na	na	na	na	na	0	na	na	na	na	na
World Meteorological Organization (WMO)			1		2717	welcome s	0	62	4	36	1	27	282	17	na	na	na	1		1358	120	323	115
World Trade Organization (WTO)			1		5456	events, mc	1	108	2	52	0	48	574	13	na	na	na	1		4830	13	1235	232
TOTAL			22		1888331		12	3016	310	3675	8	26228	370640	28118				25		2735758	269070	51380	50834
AVERAGE					118020,7			167,5556	17,22222	204,1667	0,444444	1457,111	20591,11	1562,111						105221,5	10348,85	1976,154	1955,154
MEDIAN					29152,5			98,5	8	109,5	0	261,5	2356,5	173,5						4876	329,5	1000	274,5

Diagnostics of CC performance of 5 theoretically selected companies

Corporate learning patterns

		Sleeping	Passive	Reactive	Proactive	Thought leader
Single loop organizational learning	Awareness of social media	No presence on the social media channels	Social media used as the CC push channel	Social media adopted to the events and activities of the company	Social media is integrated to the activities of the company and there is a social media policy	All the staff of the company is trained in the social media usages
	Sophistication of the social media usage	Not using social media platforms	Using the platforms to show corporate messages. Static profiles. Lack of innovation.	Interacting with the fans/followers (i.e. questions to the fans)	Interacting, responding and commenting on the fans' activity.	Real time responsiveness across time zones of corporate operations.
	CC staff	no presence	presence of the corporate communication as a separate job department	Dedicated CC contacts on the website (i.e. for media investors, etc.)	CC team presence	Personalized social media messages signed by the members of CC team
	CC integration across the channels	not present	standard layout of the social media platforms	branded presence with corporate logo and information	applications, quizzes, games, videos and interactive content on the social media	providing whole fans' journey from welcome page to the updates and on platform interaction
	Maturity of the usage of the tools (social media)	no presence	newly established practice and accounts	regular uninterrupted presence on social media platforms	presence on the platforms from their begging	social media as a part of corporate communication campaigns and offline activities
	Sophistication of the CC as a business unit	Non existence of CC department	CC department existing media relations activities	CC regular activity beyond routine press releases	CC reactive activities, defined spokesperson, crisis communications readiness	CC proactively present - website and communication adapted to respective groups of stakeholders
Double loop organizational learning	Strategic level		Specific corporate communication department	Presence of the digital and regular corporate press office	Board level presence of the head of corporate communication	Social media and communication as a central driver of marketing efforts
	Gravity center		Existence of the corporate mission, vision values in the CC	Social media integrated in the all CC activities	Corporate communication driving interdepartmental strategy	Corporate communication driving the business strategy of the enterprise
Triple loop organizational learning	Strategic alliances	company centered on the operations only	presence of CSF sustainability section on the website	presence of vision, mission and values on the corporate channels of communication	existence of foundation, partnership programmes with multiple stakeholders	Communications and social media activities based on the interactions with the stakeholders, daily contacts with the stakeholders, externalization of the communications

Yellow – Company 1

Blue – Company 2

Green – Company 3

Orange – Company 4

Red – Company 5

Factors/variables	Company 1	Company 2	Company 3	Company 4	Company 5
Size of the company	Unknown	Over 100 000	38000	Over 250 000	Over 150 000
Sector of activity	Petrol	Commodity trading	Medtech	Multi sector	FMCG
Countries of operation	In the process of internationalization. Focus on the home market	Global scope of operations	Global scope of operations	Global scope of operations	Global scope of operations
Media coverage size	4720	11400	3490	65600	8270
Social media visibility	N/A	59978	62570	1029127	1184015
Social media interaction	No interaction and no established presence on the channels.	No interaction with fans/followers. Social media used as a channel to push corporate messaging without interacting with the stakeholders and customers. The exception is the crisis situation – the company proactively communicated its statement about the recall of the product across the stakeholders on Twitter.	Daily communication. Limited amount of interaction on the corporate channels More visible interaction on the disease dedicated channels	Daily interaction. Social media channels used more to push corporate messages than to interact with the stakeholders	High level of interaction across the channels and accounts. Personalized interaction with the customers and stakeholders across the channels.
Awareness of social media	No presence. Low awareness.	Presence on some channels: Twitter and LinkedIn, Facebook (as career only). Social media used rather as another push channel for corporate communication. Regular listening on the channels, however low level of interference. Messaging is not adapted to the channels.	Presence on all main channels. Diversification of the usage of the social media (patient oriented accounts vs. corporate accounts) Corporate accounts oriented to communicate with the key stakeholders of the company. Regular listening on the channels.	Presence on all channels. Presence of the respective departments on the channels with specific messaging and content. Corporate accounts interact and engage with the stakeholders and users on a daily basis.	Presence on all channels across the brands and business units. Presence of specific departments on social media as well as regional units. Corporate interaction (personalized) on the daily basis across the channels.
Sophistication of social media usage	Lack of presence.	Low level of sophistication of the usage of the channels. Low presence of the interactive features. Lack of use of the application and platform features.	Diversification of the usage of the channels according to the target audience: patients/customers, key stakeholders, journalists. Proactive communication with the stakeholders. Established and developed storytelling on the corporate communication channels (i.e. patients testimonials). Usage of the third party endorsement.	Diversification of the usage of the channels according to the target audience: customers, key stakeholders, journalists. Usage of advanced storytelling techniques across the channels with messages adopted to the respective channels. Various accounts dedicated to the respective groups of stakeholders.	Diversification of the usage of social media channels with a focus on the marketing usage. Brand driven communication across the channels. Accounts driven more by the brands than by the corporate. Local channels are managed in local languages. Social media promote actively CSR programmes of the company,
CC staff	Company has media relations an IR activities. However, there are no direct contacts to CC department listed.	Corporate presence on the social media channels. Lack of personalization of the messages.	Corporate presence on the social media both at the brand and corporate levels. Corporate messages are tailored to	Corporate presence on the social media both at the brand and corporate levels. CC has wide range of activities at	Corporate presence on the social media both at the brand and corporate levels. Communications staff is spread

		Dedicated press contact on the website and in the press releases.	the target audience. Dedicated contacts in the business units. However CC is managed at the HQ level.	the HQ level and regional, however main focus remains on the US.	globally. CC is managed at the brand level regionally, globally and locally. High level of personalization in the communication across the channels.
CC integration across the channels	Some corporate messages related to the vision of the company are present on the corporate website.	Corporate communication messages are present on the respective channels. The channels are branded. However, the branding is simple and doesn't always take into consideration the specifics of the channel.	Corporate communication messages are present on the respective channels and adapted to the target audience. Branding includes the most important elements of the corporate identity across the channels.	Channels are branded with the logo and backgrounds. Corporate messaging is adapted to the channels.	Channels are branded with the logo and backgrounds. Corporate messages are adapted according to the brands and languages. Corporate press office issues communications at the active level and related to the sustainability efforts of the company.
Maturity of the usage of the tools (social media)	Lack of usage of social media.	Lack of established practice of the usage of the corporate communication tools. Tools are used passively, or reactively.	Established presence on the respective channels. Tools are used to build dialogue with respective groups of stakeholders (dedicated accounts). No consistency at the level of regularity of the use across the tools and business units.	Established and strategic presence on the social media channels. Social media integrated to the scope of operations of the company. Consistency in messaging and brand usage across the channels.	Company has an established presence on the channels across the business units, brands and geographic locations. The company fully embraces social media activities at strategic, tactical and network levels.
Sophistication of the CC as a business unit	Some media relations activities related to internal news and announcements.	Responsiveness on the channels driven by the events (i.e. product recall). High level of the corporate listening and crisis procedures, lower level of proactive communications. Lack of visible usage of the corporate communication tools and strategies. However, globally adapted information about company (lack of visual adaptation)	Proactive communication of the corporate news and announcements. Reactive dialogue with the stakeholders across the channels. Advanced usage of the CC techniques: i.e. storytelling. Usage of the corporate communication messaging across the channels.	Proactive communication on the corporate channels. Some level of dialogue with the stakeholders. Corporate communication is present at the global and at the local levels. Usage of communications tools across the channels. Advanced messaging including storytelling.	Proactive communication on all the corporate channels. Interaction with customers and stakeholders across the channels and regions. Usage of all communicational tools and high maturity of the usage. Usage of the storytelling techniques. Common actions with the key groups of stakeholders.
Strategic level of CC	Unknown.	Board level of corporate affairs leader. The strategy is driven by the corporate affairs and brand protection. Proactive communications officers are lower in the hierarchy.	Regional structure of the senior leadership. Lack of communications person at the board global level.	Several VP responsible for communications (CMO, CIO and VP Investor Communications, Chief Learning Officer). IR leader at the board level shows the importance attributed by the company to the investor relationships. Presence of senior executives and CEO in the corporate messaging.	Board level in the organization (Chief Marketing and Communications Officer). CEO is a driver of corporate vision and of the CC management.

CC gravity center	CC seems to be present as a support function within the organization.	Corporate communication is involved in corporate strategy (i.e. crisis strategy). However, there is low level of operations. Corporate channels are managed globally there is a lack of geographical and functional	Corporate communication is active on the daily basis. However, there is a lack of visible focus on the CC advanced operations.	Corporate communication has daily activities across the channels and geographic areas. However, the main focus remains on the US market	Corporate communication is one of the drivers of marketing and business strategy of the company. Communications is brand driven; however there is consistency of messaging across the brands. CC is one of the strategic concerns and drivers of the enterprise.
Corporate essence (mission, vision, values)	The company's mission is focused on the environmental issues.	Vision and mission related to the core activities of the company. Company is driven by a compliance at the level of the values. There is a lack of the vision embracing multiple stakeholders. Communication is core business oriented.	Vision and mission present across the channels. Execution of the vision is illustrated by personal stories told by the customers.	Vision and mission proactively present across the channels. Values of the company are related to its operations. Internal focus of the corporate essence.	Mission and vision present on all corporate channels including social media. Vision is supposed to drive the CSR programme and overall relations of the company (i.e. company claims seeking for investors sharing its values).
Strategic alliances	Strategic alliances driven by core business activities	Strategic alliances driven by core business strategy	Strategic alliances with some patient associations. Alliances are built around the issues related to the brands of the company.	Several alliances which are driven by the tactical choices of the company. Learning at this level occurs partly in the network, however seems to be driven internally by the company.	Company 5 uses strategic alliances and PPPs in its various CSR activities at the corporate and brand levels. It also uses the forward features and corporate forums to promote its corporate vision and mission (i.e. World Economic Forum). Interaction with the big NGOs on the social media channels.
CSR programme	CSR programme is focused on the environmental issues. Company commits to several societal and environmental issues. Company reports regularly on CSR (environment) - annual reports	CSR programme focused on the operational matters. CSR is driven by the corporate needs of the company.	CSR/sustainability is closely related to the overall scope of activities of the company. CSR presents operational focus and lack of integration with the partners across the channels.	CSR programme is driven by the need to deliver on the stakeholders' value. CSR programme includes various stakeholders and seems to address multiple issues. However, the focus of the CSR programme is more on the internal needs and benefits of the company rather than the societal issues.	CSR is integrated to the operations of the company and to the marketing communications across the brands and across the organizational levels. It is integrated in the overall strategy and positioning (i.e. WEF 2012) There is a clear link between CSR and brand levels as brands are having their own CSR programmes. Company uses the CSR stories in their overall storytelling strategies.

Questionnaire – expert survey

Part A: Descriptive variables

Please provide some information about your background:

1. Gender

Female	Male
--------	------

2. Years of experience

0-5
5-10
10-20
over 20

3. Do you work in (you can select one answer)

Corporate communication management
Corporate marketing management
Communications consulting
Management consulting
Other /specify

4. In which sector do you work (you can select one answer)

Corporate b2c
Corporate b2b
Corporate – consulting – agency
NGO/IGO/other

5. How would you describe you hierarchical position

Associate
Consultant
Manager
Director
VP/CORPORATE COMMUNICATIONO/CMO
CEO
Other

6. What is your level of educational background

B.A.
M.A
MBA
Ph.D/Doctorate
Other

Part B: Corporate communication Governance

Key drivers of Corporate communication management

7. As a communications expert which of the following drivers do you consider as important for Corporate communication management:

	Not at all important	Not important	Slightly important	Somewhat important	Important	Extremely important
Position of the company in the sector	0	1	2	3	4	5
Sensitivity of the business to the crisis	0	1	2	3	4	5
Importance of the brand for competitiveness	0	1	2	3	4	5
Social media as a competitive tool to build company's position in the environment	0	1	2	3	4	5
Corporate culture and openness	0	1	2	3	4	5

Patterns of Corporate communication

8. What is the importance of the following criteria for success of Corporate communication activities:

	Not at all important	Not important	Slightly important	Somewhat important	Important	Extremely important
Awareness of the social media tools (i.e. training procedures, formalized policies)	0	1	2	3	4	5
Sophistication of the social media usage (usage of the tools, applications)	0	1	2	3	4	5
Presence of the Corporate communication staff on the HQ and regional levels	0	1	2	3	4	5
Corporate communication integration across the channels and business units	0	1	2	3	4	5
Maturity of the usage of the tools (social media)	0	1	2	3	4	5
Sophistication of the Corporate communication as a business unit (i.e. personalization of the Corporate communication, cultural adaptation)	0	1	2	3	4	5
Strategic level (i.e. Board presence of head of Corporate communication; direct reporting line between head of Corporate communication and CEO)	0	1	2	3	4	5
Gravity center (Corporate communication managing overall corporate strategic efforts i.e. through CSR programmes)	0	1	2	3	4	5
Strategic alliances and partnerships with multiple stakeholders	0	1	2	3	4	5

Part C: Corporate behaviors in Corporate communication Management

9. Corporate communication management

9.1. Level of awareness of the company

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
No presence on social media	0	1	2	3	4	5
Social media as a Corporate communication push	0	1	2	3	4	5
Social media adapted to the events and activities of the company	0	1	2	3	4	5
Existence of the social media policy	0	1	2	3	4	5
Part of corporate training dedicated to social media	0	1	2	3	4	5

9.2. Sophistication of the Corporate communication on the social media

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Not using social media platforms	0	1	2	3	4	5
Static profile pages	0	1	2	3	4	5
Interacting with the fans/followers	0	1	2	3	4	5
Interacting, responding and commenting on the fans' activity	0	1	2	3	4	5
Real time responsiveness	0	1	2	3	4	5

9.3. Corporate communication staff

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Lack of communications staff	0	1	2	3	4	5
Presence of the Corporate communication	0	1	2	3	4	5
Dedicated contact to the Corporate communication team (i.e. for media inquiries)	0	1	2	3	4	5
Social media and Corporate communication team established	0	1	2	3	4	5
Personalized activities of the Corporate communication team	0	1	2	3	4	5

9.4. Integration of the social media

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Lack of integration	0	1	2	3	4	5
Standard layout of the social media platforms	0	1	2	3	4	5
Branded presence with corporate logo and information	0	1	2	3	4	5
Usage of the applications quizzes, games on the platforms	0	1	2	3	4	5
Providing whole fans' journey from welcome page to the updates and off-platform interaction	0	1	2	3	4	5

9.5. Maturity level of the Corporate communication

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Lack of Corporate communication practice	0	1	2	3	4	5
Newly established practice	0	1	2	3	4	5
Regular and uninterrupted presence on the communicational platforms including social media platforms	0	1	2	3	4	5
Early adoption of the corporate communication tools	0	1	2	3	4	5
Corporate communication as a part of interdepartmental activities (i.e. presence of Corporate communication in recruitment)	0	1	2	3	4	5

9.6. Sophistication of Corporate communication

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Lack of sophistication of communicational activities of the company.	0	1	2	3	4	5
Corporate communication department existing and focusing solely on media relations activities	0	1	2	3	4	5
Corporate communication regular activity beyond media relations	0	1	2	3	4	5
Corporate communication reactive activities, defined spokesperson, crisis communications readiness	0	1	2	3	4	5
Corporate communication proactively present website and communication adapted to a according groups of stakeholders	0	1	2	3	4	5

9.7. Strategic level

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Corporate communication non existing	0	1	2	3	4	5
Specific Corporate communication department	0	1	2	3	4	5
Presence of the digital media press office, social media hub managed by Corporate communication	0	1	2	3	4	5
Board level presence of the head of Corporate communication	0	1	2	3	4	5
Integration of the Corporate communication across the channels and activities	0	1	2	3	4	5

9.8. Gravity center

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Lack of the communicational identity of the company. Information limited to companies activities	0	1	2	3	4	5
Presence of the mission, vision, values on the corporate website	0	1	2	3	4	5
Presence of the social media references on the Corporate communication materials	0	1	2	3	4	5
Corporate communication as a part of interdepartmental business strategy: CRM, HR, Marketing	0	1	2	3	4	5
Alignment of the corporate messaging across the platforms. Synchronization of the activities across the company	0	1	2	3	4	5

9.9. Strategic alliances

In your experience, as a specialist, how often do companies follow the behavioral patterns listed below:

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Lack of CC strategic alliances	0	1	2	3	4	5
Presence of CSR/sustainability programme	0	1	2	3	4	5
Presence of the thought leadership programme	0	1	2	3	4	5
Existence of foundation, partnership programmes with multiple stakeholders	0	1	2	3	4	5
Corporate communication activities based on the interactions with the stakeholders, daily contacts with the stakeholders, externalization of the communications (links to other stakeholders etc.)	0	1	2	3	4	5

Part D: Learning process

Learning process

10. To what extent do you evaluate learning is aggregated in the Corporate communication management?

Not at all			Some extent		Large extent
0	1	2	3	4	5

11. To what extent is the learning process of Corporate communication sophisticated?

Not at all			Some extent		Large extent
0	1	2	3	4	5

12. To what extent is the attitude of the senior management of companies favorable toward changes within Corporate communication?

Not at all			Some extent		Large extent
0	1	2	3	4	5

Part E: Assessment of performance of Corporate communication management

13. How in your experience Corporate communication performance is measured and reported?

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Output measures (number of clippings, posts, articles)	0	1	2	3	4	5
Outcome control (behavioral change, content control)	0	1	2	3	4	5
Advertising value of coverage	0	1	2	3	4	5
Simplified Return on Investment measurement (i.e. savings on advertisement)	0	1	2	3	4	5
Sophisticated Return on Investment measurement	0	1	2	3	4	5

14. How in your opinion Corporate communication performance SHOULD be measured and reported ?

	Never	Rarely	Sometimes	Frequently	Almost always	Always
Output measures (number of clippings, posts, articles)	0	1	2	3	4	5
Outcome control (behavioral change, content control)	0	1	2	3	4	5
Advertising value of coverage	0	1	2	3	4	5
Simplified Return on Investment measurement (i.e. savings on advertisement)	0	1	2	3	4	5
Sophisticated Return on Investment measurement	0	1	2	3	4	5

1) Indicators weight and loadings significance (Bootstrapping 5000 samples) :

Outer Weights (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Advertvalue Measurement ->	0.084463	0.189700	0.143372	0.143372	0.589117
Awareness SuccessFactors ->	0.417572	0.359239	0.180286	0.180286	2.316168
Brand -> Drivers	0.199220	0.197614	0.126153	0.126153	1.579187
Communicationstaff SuccessFactors ->	0.156260	0.182708	0.132546	0.132546	1.178912
Culture -> Drivers	0.219936	0.285402	0.187033	0.187033	1.175922
Gravitycenter SuccessFactors ->	0.133219	0.174096	0.126441	0.126441	1.053607
Integration SuccessFactors ->	0.073948	0.156610	0.121650	0.121650	0.607874
Learning aggregation -> LearningaggR	0.581977	0.553327	0.170267	0.170267	3.418033
Learning sophistication -> LearningaggR	0.375978	0.382711	0.190328	0.190328	1.975427
Managerial attitude -> LearningaggR	0.289461	0.304340	0.163436	0.163436	1.771101
Maturity SuccessFactors ->	0.192638	0.177289	0.121943	0.121943	1.579735
Outcomecontrol Measurement ->	0.561121	0.540618	0.208252	0.208252	2.694429
Outputresult Measurement ->	0.011672	0.149491	0.122813	0.122813	0.095039
ROI -> Measurement	0.140527	0.207977	0.154151	0.154151	0.911618
Sector -> Drivers	-0.069414	-0.117154	0.090512	0.090512	0.766901
Sensitivity -> Drivers	0.450983	0.434096	0.205751	0.205751	2.191886
Social media -> Drivers	0.582570	0.552385	0.286755	0.286755	2.031593
Sophisticated ROI Measurement ->	0.448538	0.414193	0.213750	0.213750	2.098429
Sophistication SuccessFactors ->	0.385213	0.377538	0.214630	0.214630	1.794774
Sophistication SuccessFactors ->	-0.027038	-0.113872	0.088923	0.088923	0.304063
Strategicalliances SuccessFactors ->	0.090791	0.153824	0.110203	0.110203	0.823854
Strategiclevel ->	0.103597	0.142215	0.111428	0.111428	0.929718

SuccessFactors					
-----------------------	--	--	--	--	--

Outer Loadings (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Advertvalue Measurement ->	0.467025	0.436661	0.174099	0.174099	2.682520
Awareness SuccessFactors ->	0.836577	0.704134	0.204178	0.204178	4.097303
Brand -> Drivers	0.558934	0.473342	0.152846	0.152846	3.656848
Communicationstaff SuccessFactors ->	0.556317	0.489111	0.186028	0.186028	2.990502
Culture -> Drivers	0.592951	0.519690	0.211187	0.211187	2.807703
Gravitycenter SuccessFactors ->	0.460515	0.431953	0.205805	0.205805	2.237626
Integration SuccessFactors ->	0.419062	0.403247	0.215825	0.215825	1.941673
Learning aggregation -> LearningaggR	0.871686	0.839466	0.093158	0.093158	9.357079
Learning sophistication -> LearningaggR	0.822613	0.802977	0.100105	0.100105	8.217482
Managerial attitude -> LearningaggR	0.633638	0.617284	0.150811	0.150811	4.201537
Maturity SuccessFactors ->	0.486026	0.404528	0.154593	0.154593	3.143902
Outcomecontrol Measurement ->	0.870094	0.819004	0.116966	0.116966	7.438893
Outputresult Measurement ->	0.316726	0.318245	0.172270	0.172270	1.838552
ROI -> Measurement	0.580014	0.535295	0.157329	0.157329	3.686633
Sector -> Drivers	0.253001	0.230891	0.140491	0.140491	1.800843
Sensitivity -> Drivers	0.678913	0.615642	0.208315	0.208315	3.259065
Social media -> Drivers	0.806120	0.691556	0.241464	0.241464	3.338461
Sophisticated ROI Measurement ->	0.863074	0.791850	0.126644	0.126644	6.814935
Sophistication SuccessFactors ->	0.817374	0.695527	0.226244	0.226244	3.612792
Sophistication SuccessFactors ->	0.443482	0.389174	0.166481	0.166481	2.663859
Strategicalliances ->	0.391579	0.376547	0.196182	0.196182	1.995996

SuccessFactors					
Strategiclevel SuccessFactors	-> 0.379833	0.372713	0.197418	0.197418	1.924000