



Book of Graduates'
Research Abstracts

July 2, 2004



The Part-time Executive International

Master of
Corporate Communication
Program

Class of 2004



ERASMUS UNIVERSITEIT ROTTERDAM

Book of Graduates' Research Abstracts

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Preface

This is already the sixth Graduation Day of the Master of Corporate Communication Degree Program. We are proud to present the abstracts of the 12 theses that have been written by the Graduates of the Executive Master Program of Corporate Communication of the Rotterdam School of Management (Faculteit Bedrijfskunde) Erasmus University Rotterdam in The Netherlands.

In this sixth year we were able to allow twelfth new graduates to become Master of Corporate Communication. This means that we have 79 MCC graduates. Most of these MCC's made a substantial career move after their graduation. I sincerely hope (but also expect) that the same will happen to the Graduates of this year. This year twelve representatives of the business world and non-profit organizations can celebrate their graduation of a program they participated in during two years of intense courses where they presented assignments, discussed the most recent academic theory and applied this to their daily life problems in their businesses.

The participants graduating this year are:

Ana Busto Cano (Clifford Chance), Ignace de Haes (Katholieke Universiteit Nijmegen, Faculteit Theologie), Niels von Hombracht (IG&H Management Consultants), Judith Kouwenhoven (VCS International B.V.), Rob Leenders (Made of Man), Christian ter Maat (Maison van den Boer), Siegfried Marynissen (Janssen-Cilag), Jeroen Nugteren (Ministerie OC&W), Joost Ravoo (N.S. Holding), Kees Verhagen (Wereld Natuur Fonds), Dominique de Vreeze (Belgische Luchtmacht), and Monica Wigman (Adviesbureau Prof. Dr. P.A.E. van de Bunt BV)

I hope they learned a lot during the courses we offered them in the past two years. The least I could say, also on behalf of all the teaching staff that worked with them, is that we learned a lot from them too. Their willingness to discuss practical problems in their own organizations and relate these to the issues we discussed in the classroom were inspiring and exciting.

In the sixth year of the Master of Corporate Communication Program we succeeded in creating an international program that presents all leading experts in a teaching role. I would like to thank the following people (teaching staff) who contributed tremendously to the success of this program: Paul Argenti of the Dartmouth College U.S.A., John Balmer of Bradford University UK; Kevin Corley of the Pennsylvania State University; Charles Fombrun of the Stern Business School, New York; Janet Duckerich of Texas University in Austin, USA; Mary-Jo Hatch, Cranfield University School of Management, UK; Joan Hemels, Universiteit van Amsterdam; Onno Maathuis, Positioneringsgroep; Michael Pratt of University of Illinois, Urbana / Champaign; Bertrand Moingeon of HEC in Paris, Peter Robertson, Robertson Consulting; John Rossiter of the University of Wollongong, Australia, Majken Schultz of Copenhagen Business School, Danmark; Frank Thevissen Vrije Universiteit, Brussel België; David Whetten, Brigham Young University, USA; and from our Faculty: Frans van den Bosch, Gerrit van Bruggen, Percy Heugens, Kees Koedijk, Swalef Magala, Erik Waarts, Johan Wempe and all working at the Rotterdam School of Management (Faculteit Bedrijfskunde) Erasmus University Rotterdam.

The first Graduation Day in 1999 was a great success thanks to the joint effort of several representatives of the business world (Mr. D.J. de Beus of PGGM, Mr. Rob de Brouwer of Hoogovens and Mr. Dries van de Beek of the VSB-Fonds) and several professors of the Erasmus University. Alexander Rinnooy Kan (member of the Executive Board of ING Group) was the keynote speaker at that time. In 2000 it was a great pleasure to have Mr. Cees van Lede, Chief Executive Officer of the Executive Board of Akzo Nobel as our keynote speaker. In 2001 we proudly announced the CEO of Grolsch NV, Mr. Jacques Troch, who spoke about the social responsibility of a company. In 2002, Leendert Bikker (CEO of Euro RSCG Corporate Communications) gave a speech about 'Building Reputation'. And last year we welcomed Mr. Wim Dik, the former CEO of KPN, who spoke about reputation management.

This year we would like to welcome Mr. Frank Welvaert, Director of Social Responsibility at Johnson & Johnson Europe.

It's also with great pride that we welcome Herman Kievits of Royal Dutch Shell, who will present the 'Shell Netherlands Stimulation Award for Excellence in Corporate Communication' to the author of the 'best thesis' of 2004. 'The Boer & Croon Communication Award will be announced by Mr. Peter Jurgens, Partner Boer & Croon Corporate Communication. The winners of both awards will be announced at the Graduation Day on July 2, 2004.

Prof. dr. Cees B. M. van Riel

*Director Corporate Communication Centre and Chairman of the
Part-time Executive Master Program in Corporate Communication*

Program

Friday, July 2, 2004

- 15.30 – 15.35 **Opening**
Prof. dr. H.G. van Dissel,
Dean Rotterdam School of Management
- 15.35 – 16.00 **Keynote Addresses:**
Social Responsibility
Mr. F. Welvaert,
Director Social Responsibility Johnson & Johnson Europe
- 16.00 – 16.50 **Presentation of the Diplomas**
Prof. dr. C.B.M. van Riel,
Director Corporate Communication Centre
- 16.50 – 16.55 **Presentation of the Shell Netherlands**
Stimulation Award for Excellence in Corporate Communication
Drs. H.J.F.M. Kievits,
Head External Affairs, Shell Nederland BV
- 16.55 – 17.00 **Presentation of the Boer & Croon Communication Award**
Drs. P.C. Jurgens,
Partner Boer & Croon Corporate Communication
- 17.00 – 17.05 **Closing Remarks**
Prof. dr. C.B.M. van Riel
- 17.00 **Reception**

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Dominique de Vreeze

Propaganda: use and abuse

Monica Wigman

Hear! Hear!

*Necessity, Benefits, Conditions and Success Factors of
Two-Way-Communication Between Top and Shop Floor
in Large Organizations*

Ana Busto Cano

Corporate Universities:

An Employee Communication Tool

With a Bachelor's degree in translation from Brussels, Ana (1970) moved to Prague to start working in the area of cultural promotion for the Belgian Government. After three years, she moved to Latvia to contribute to a PR project for the European

Commission taking place in the context of the preparation for EU enlargement.

For the last four years, she has been based in the Netherlands where she is responsible for the communication of the

corporate university of Clifford Chance, an international law firm.

Ana is the first Spanish graduate in this Master program.

INTRODUCTION

This paper makes the hypothesis that corporate universities (CU) contribute to an organization's employee communication efforts through the key role they play in getting employees to accept and feel committed towards their organization.

THE ROLE OF EMPLOYEE COMMUNICATION AND CU IN REACHING COMMITMENT

Management literature describes employee commitment towards an organization's values and goals as a key success factor for achieving corporate performance. This highlights the outstanding reliance of today's organizations on people and why organizations invest significantly in human capital.

According to C. van Riel (2000), employee commitment results from the identification by individuals with their organization or, in effect, the extent to which the organization's and employees' values are aligned.

This alignment can be reached through two approaches:

- informing all employees on the values of the organization, and
- providing them with the skills to apply these values through their behavior

By combining these two approaches, organizations increase the chances to obtain the commitment of their employees by illustrating how values are reflected in practice across the organization and therefore showing the corporate values as part of a broader framework.

In order to provide simultaneously the information and the building of capacity, organizations have one major tool available: the corporate university. Companies such as Clifford Chance, ING, INVE and KPMG – which have been interviewed for the purpose of this study – belong to the group of organizations which have chosen to set up a corporate university.

CU's are concerned with managing learning in order to develop a coherent view of the company's vision and values and the core skills necessary for applying these. The definition offered by J. Meister (1998) describes CU's as a strategic umbrella for aligning, coordinating, and focusing all learning for employees, customers, and suppliers in order to meet an organization's business strategies and goals.

CU's group their training curriculum around three areas:

- the development of *corporate citizenship* by transmitting to employees information on the organization's values, traditions, and vision;
- the provision of a *contextual framework* focusing on the role of the individual in the organization by explaining how their job fits into the corporate mission; and,
- the building of *core skills* by providing employees with the capacity to live the organization's values through the acquisition of the necessary skills in order to better perform.

It is actually this last part of the curriculum that people associate most with the CU concept.

The delivery of training skills is without doubt a significant tool for building a common culture within an organization and contributing to shape it symbolically. However, one of the most striking features of the CU's training curriculum model is the emphasis on an ideological orientation. It consists in inculcating everyone in the values that make the organization unique and in defining behaviors that enable employees to understand, interiorize and live the values in order for them to contribute to the organization's vision.

Indeed, according to C. van Riel, employee communication has a strategic function in organizations through the role it plays in building employee commitment. In essence, the value of EC stems from its ability to leverage resources across the organization by empowering employees with information that allows them to gain some awareness and understanding on corporate values.

ADDED VALUE AND LIMITATIONS OF THE CORPORATE UNIVERSITY AS AN EMPLOYEE COMMUNICATION TOOL

As a matter of fact, CU's not only contribute to employee communication efforts but they also represent significant added value by being able to complement communication efforts for sharing information.

- CU's bring added value by personalizing the information they issue and making it more concrete for the individual. This is made possible through the opportunity they have to identify regularly what the staff's information needs are. By offering individualized and tangible information, CU's make corporate messages more directly relevant and easier to understand for employees.

- CU's represent a unique communication exchange platform. Indeed, they complement the top-down; one size fits all, more abstract messages issued at corporate level.
- The networking possibilities that CU's offer through interpersonal interaction promote integration within the organization. This team spirit in turn results in the development of corporate citizenship by reinforcing common values and behaviors, thereby contributing to a strong corporate culture and identity.
- The positively perceived environment of personal and professional development offered by CU's engenders trust in management by establishing a sense among employees that they are an important asset to the firm.
- CU's are therefore more able to persuade employees to form a favorable attitude toward corporate messages and to make the decision to apply corporate values into their daily way of thinking and acting on the job.

However, although CU's contribute significantly to employee communication, there are a few limitations to their contribution inherent to their mandate and structure, or to their organization itself.

Indeed, CU's tools cannot guarantee the same reach among staff as employee communication tools: CU's, whose added value consists in delivering more personalized messages, are not suited for reaching all employees in a quick and efficient way as the general corporate communication tools allow and as necessary in times of crisis, for example.

Neither do CU's have the capacity to deliver ad-hoc information timely: CU's mainly provide information based on the individual's professional development timeline whereas the organization needs to be able to offer timely information based on its immediate needs.

Finally, CU's can lack of alignment with the communication business priorities if their activities are not generally aligned with the needs of the business itself.

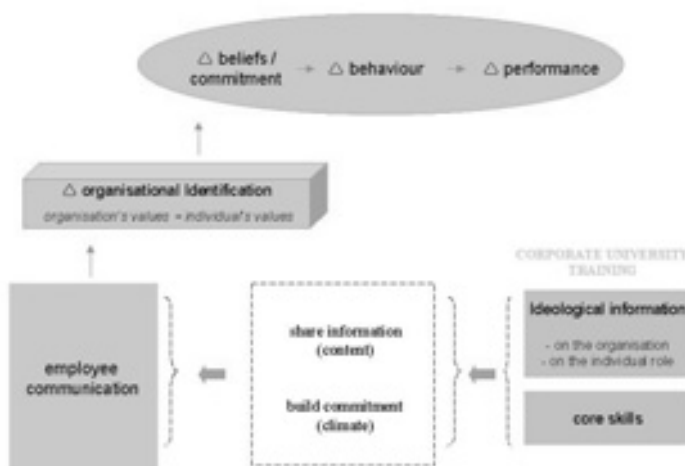
EXPLOITING THE CORPORATE UNIVERSITY'S POTENTIAL

Bearing in mind the potential contribution and limitations of the CU, the probability that employees feel committed to and adopt the corporate values could be maximized by using the employee communication and CU channels in a specific time sequence, progressing from awareness / knowledge to understanding / persuasion.

Given the possibility that employee communication has to reach all employees at once through its one-way linear act, employee communication channels are relatively more important at the awareness / knowledge stage whereas the CU's interpersonal channels can be very effective at the persuasion stage. CU's indeed take over from employee communication by reinforcing the general messages and by securing clarification, additional explanation and buy-in at an individual level.

Despite the added value of the CU's communication function, this is not always recognized or / and exploited by organizations to its full potential. The challenge for large corporations with available employee communication and CU tools is to recognize the CU's role beyond a mere training provider to also include its contribution as a critical communication channel. Companies should therefore use the employee communication and the CU in a broader context and toward a common goal: the building of employees' commitment to the organization for reaching higher performance.

Proposed model on corporate university's contribution to employee communication



LEGEND

The corporate university contributes to some of the employee communication elements leading to commitment and ultimately corporate performance, as identified by C. van Riel.

Ignace de Haes

Towards a Sciences of Religion Faculty

“A revelation of the future”

In 1999 Ignace de Haes (1957) started working for the Faculty of Theology at the University of Nijmegen. As a result of the continual decline in student numbers the faculty could not justify its right of existence anymore. He was therefore requested to develop a plan in order to double the number of students within a period of four years. In order to achieve this goal he suggested, first of all, that the degree in Religious Studies be made accessible to people who are interested in different religions, even though they do not have a church background. He furthermore recommended the introduction of the Masters Degree in Spirituality. Over and above

these initiatives, the faculty also introduced a specific degree aimed at theological students coming from the so-called “Third World”. As a result of the introduction of marketing techniques, the influx of students at the faculty has increased over the past four years from twenty-six to one hundred, and the total number of students have doubled to 300 students. Other faculties, however, still experience a decline in student numbers. Lately he has also been giving presentations to other training and educational institutions on marketing their respective courses in order to increase student numbers.

Before Ignace de Haes was asked to work at the Faculty of Theology, he had been employed by the foundation “Mensen in Nood” (“People in Need”), which is a Dutch aid organization. In this organization he first of all worked as editor / information official and was later promoted to the position head of public relations and fundraising. He had also been employed by the peace movement “Church and Peace” (“Kerk en Vrede”), as well as the “Peace Tax Campaign”. He studied communication sciences after he had completed the teachers’ training with two major subjects, namely History and Dutch.

INTRODUCTION AND STATEMENT OF PROBLEM

The change in student population caused the faculty to strongly reconsider its identity. According to the former dean Prof. dr. Hans van der Ven (Ven, van der J.A. 2002) the existence of theology is being threatened by the continued secularization of the society. On the other hand, the process of globalization makes it impossible to simply ignore religion as phenomenon, to mention but the consequences of 11 September and the whole Iraqi issue. As a result of the influx of immigrants the significance of other religions has been put on the table again. Van der Ven therefore concludes that this faculty will only remain relevant in a modern, secularized and pluralistic society if it is transformed into a Sciences of Religion Faculty. The faculty should thus investigate whether this is the best possible way to go. This thesis endeavors to give an answer to this question.

The statement of problem is twofold: can the feature be made known in a systematic manner in order to develop a visionary idea on this basis? Does the Faculty have the will power to implement this vision and strategy?

METHODOLOGY

In order to investigate the above-mentioned statement of problem, Gioia and Thomas' research (1996) was taken as the point of departure. Their research focused on USA university managers, and specifically the way in which they cope with strategic changes. For more than twenty years the situation in the USA has been that universities are in competition with one another on the free market. They conclude that ultimate strategic change in academia takes place in a situation where the own reconstructed future reputation (i.e. the way in which I consider other people to view the ideal future of this organization) is taken as point of departure. The formulation of the mythical university (a combination of idealism and high standards) motivates both internal and external factors to bring about the realization of this ideal reality.

It therefore was first of all necessary to determine whether perceptions regarding the faculty are positive or negative. Research in this regard has indicated that the Faculty of Theology is ranked quite negatively in terms of its image and reputation.

According to research done by Smidts, Pruyn and Van Riel (2001) the self-esteem of the employee is largely dependent on the feedback of perceptions, and should this be received negatively, it has major consequences for the working climate. This fact implies that, over and above the improvement of organizational structures, of major importance is an improvement in the perception of the organization's image and reputation.

The method of prospective scenarios is one way of describing the ideal future. In the first instance these scenarios focus on an ideal future; subsequently the focus shifts to the current situation in order to indicate policy regulations to be implemented in order to create this ideal future. Although this research was specifically based on work done by Van der Heijden *et al* (2002), an own research model was developed. Nearly all persons with a coordinating function within the faculty were interviewed. A substantial amount of data was gathered in this manner.

Subsequently a 2x2 matrix was used in order to structure the research material. The most important developments were placed on the x-axis, and the most important uncertainties on the y-axis. This led to four different scenarios which are based upon the material collected in the interviews. This was followed by the formulation of a hypothetical scenario – based on the scenarios and statements mentioned by more than two respondents.

RESULTS

From these different scenarios it became clear that there is no future as such for the classical, church-orientated theology which has as its sole purpose the training of people for clerical functions in the Netherlands. The future of theology is rather to be found in a global perspective – especially because the Third World has not yet become as secularized as, for example, the Netherlands. Theology – without the church – only has a future if it is not limited to the christian religion. To this one can even add the relationship with other disciplines of science, for example with science of religion. Science of religion, if church related, only has a future if the church respects scientific developments and does not try to influence it. Science of religion, if separated from the church, has a future – but then it needs to be integrated into a bigger faculty.

A hypothetical scenario was deduced from the other four scenarios. It includes elements from the others, as well as some of the statements made by at least three of the respondents. This scenario can be indicated as follows:

The Science of Religion Faculty is an internationally recognized scientific institute. It is based upon an interdisciplinary vision of research (theology and science of religion are integrated) with the focus on developments in the society. These developments are defined by a continual secularization in a society that becomes more multi-religious and which furthermore hardens as a result of the increasing religious ethnic tensions inherent in this society. Parallel to these developments is a continual internationalization of theological disciplines. Therefore both the research as well as education offered by the faculty are based on two pillars: the significance of the different religions in the modern day European context, and the significance of the christian faith in a modern day globalize society. Both research and education are linked to a

strong international network. It, furthermore, is a faculty with first-class professors, which consist of a proportional mix of Dutch and international scholars. The teaching staff should also consist of a proportional mix of theologians and science of religion scholars who all enjoy international recognition when it comes to matters such as traditions and present-day developments in Christianity, Islam, Judaism, as well as in Buddhism / Hinduism and also with regard to the interactions between these different religions. Moreover, it is important that students can associate themselves with the staff. The staff should consist of more women, and also of more scholars coming from other religious backgrounds than at present. The staff should also be appointed by the university on mere merit – thus without clerical interference.

The faculty is part of the Radboud University Nijmegen (a university in the catholic tradition) and scholarship is pursued in critical dialogue with other disciplines inside the university. Other world religions are regarded from within the catholic tradition.

The faculty has a research institute where theologians and science of religion scholars cooperate in one research program with the aim to develop a unique Nijmegen theoretical framework. The different disciplines should go beyond their respective denominations, should not be christian per se, and christian scholars should be organized together in one research group, clustered around one research method. It seems obvious that the staff should receive training in comparative research methods with regard to the different religions.

There are two institutes responsible for the faculty's training and education: Religious Studies and Theology. The students are intellectually challenged and receive quality education in an environment backed-up by a well-functioning organizational structure.

ANSWERS TO THE STATEMENT OF PROBLEM

I will now address the first part of the research question: is it possible to reveal the future in a systematic manner in order to develop a visionary plan for the future? Given the above-mentioned description of the methods which logically flow forth from the other methods, the answer to this question is a categorical "yes".

The subsequent question is whether the faculty has the will to implement this vision and strategy? The answer is in the affirmative. The faculty can act powerfully if it pursues this prospective way. First of all, the faculty will have to formulate its vision for the future. In order to do this, it is important that they should keep in mind future developments (secularization) and uncertainties (church interference). Subsequently the right decisions should be made and (specifically internal) obstacles should be eliminated in order to reach this vision. The research done by Gioia & Thomas has

made it clear that (specifically) internal obstacles hinder the successful implementation of a desired vision. This danger is also present in this faculty. In the last instance it is important that this faculty should always appreciate its past. Continuity is namely the basis for all processes of change. The past has taught us that revolutionary developments are possible: new successful (educational) programs were started, the number of students has increased tremendously whereas on the other hand those of our sister faculties are on the decrease.

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Niels von Hombracht

Reputation Management in the Frontline of the Chemical Industry

Niels von Hombracht is an independent management consultant supporting companies in the field of supply chain optimization, formulation and implementation of strategy, mergers and acquisitions and the change processes resulting there from.

A graduate from Groningen University in chemical engineering, he worked 25 years in the chemical and

related logistics industry for Shell Nederland Chemie, Paktank, Pakhoed and Vopak. Before starting his own consultancy company FlowCom in 2003, he was a member of the executive board of Vopak responsible for Vopak's European and USA logistics activities and its European distribution business.

In addition to his consultancy work he is a supervisory board member of the European

Marketing Group and a non executive board member of LBC Terminal Corporation. He also is a member of the European Petrochemical Association's logistics committee which he previously served as chairman.

Niels von Hombracht is 52 years of age, married, and besides his professional life enjoys cooking, skiing, golf, hockey and playing the guitar.

INTRODUCTION

The chemical industry suffers from a bad reputation and public image and ranks near the bottom in industry popularity and reputation surveys. This thesis sets out to better understand the drivers and limitations the chemical industry has to influence and improve its reputation. The argument put forward in this thesis is that a major part of the chemical industry's reputation is formed or lost in its "front lines": the numerous chemical manufacturing plants that large chemical corporations and local chemical companies operate around the globe, often in the vicinity of densely populated areas. The research is focused on revealing the most important reputation drivers and communication methods that could positively influence the reputation of this industry at its "frontline" interface: chemical plant-public.

METHODOLOGY

By using the model of the Reputation Quotient, more precisely by theoretically applying its six dimensions to the essentials and characteristics of the chemical industry, a theoretical picture is construed that shows, in a qualitative way, that from these six dimensions, due to this industry's specific character, probably only a few can be successfully influenced by this industry and actually are within industries span of control. This study sets out to find additional reputation dimensions that the chemical industry can successfully develop and that could be used to better drive and control reputation especially at the interface chemical plant-public. These additional attributes are determined from the results of interviews and surveys with industry managers and a number of important stakeholders, especially the general public, in the vicinity of the manufacturing sites. The interviews have been conducted within the Rotterdam-Rozenburg industrial area. In this industrial area on a surface of less than twenty square km., some sixteen chemical and related companies are operating manufacturing plants in the densely populated vicinity of a number of villages and towns. In addition, based on the same interviews, the most effective ways of communication and the best communication channels to support local reputation management will be investigated. Linking these findings together will provide local industry managers with a set of tools to better support and manage their company's reputation at this local level.

REPUTATION, WHAT IT IS, WHERE IT ORIGINATES FROM

In literature reputation is defined as “the overall estimation in which a company is held by its constituents”, or “the overall estimation of an organization on its perceived qualities, capabilities and responsibilities in comparison with its competitors”.

Reputation is the construct in the public’s mind on the different images they have from a company or object. Therefore reputation is emotionally perceived and becomes the more important when people have little elaboration on the subject. Good reputations act as magnets, helping companies to attract vital resources whether these are customers, investors or employees. Reputation is what scientists call a social factor, a reflection of the company’s actions and initiatives as they are, over time, perceived by stakeholders. As such the roots of a reputation lay within the company. To build, or rebuild a company’s reputation therefore goes much further than old-fashioned PR spinning or advertising. It involves deep-seated change that is rooted in the company’s cultural makeup; in fact it relates to the company’s inner self, the company’s identity as it has established itself over time. Only by aligning management’s strategy, goals and ideas with those of the own organization, and with those of important external stakeholders a platform is created for a solid sustainable company reputation.

THE REPUTATION QUOTIENT

Currently the most valuable and commonly used method to measure reputation is by means of the Reputation Quotient (RQ). The RQ is made up out of six dimensions (products & services, emotional appeal, financial performance, workplace environment and social responsibility). Each of these dimensions, in turn, is constructed of three or four attributes, making a total of twenty attributes. Applying the six RQ dimensions in a qualitative mind experiment to the chemical industry, one can easily understand why this industry, due to its basic characteristics has difficulty in obtaining high scores.

The chemical industry hardly touches the general public with its “products and services” and sells mainly B2B. Due to frequent mergers and name changes and a history of headline accidents and environmental pollution the chemical industry is not “emotional appealing”.

Fluctuating, volatile “financial performance”, due to sensitivity to oil prices on the one hand and to the general economy on the other hand does not bring this industry high on the investors list. The chemical industry, relative to many other industries, is not a large employer and operates very concentrated in limited geographical areas and therefore has a small footprint. This, in addition to the negative “emotional appeal” results in not being the employer of choice.

Only, “social responsibility”, especially expressed in terms such as environmental care and support of good causes, is an area where the chemical industry can perform and which it could successfully use for reputation building.

In this industry much publicity, and hence reputation awareness, originates from the actions and behavior at the local level. The results of these reach the larger, national public through messaging and amplification by opinion leaders, action groups and in reaction through the media. For this reason a good local reputation is important for the chemical industry because it will protect this industry against negative publicity on a larger scale. It is for that reason that this study looks to reveal a set of more industry specific, additional, reputation drivers (currently not in the RQ) working on the interface chemical plant-public.

RESEARCH

The research to establish specific reputation drivers for the chemical industry was focused on sixteen companies, all operating in the Rotterdam-Rozenburg Industrial area (Europoort - Botlek area). In order to understand how companies manage their identity and communications and hence influence their reputation, interviews with the managing directors and general managers of the nine largest and most important companies in the area were held.

In addition some supporting interviews were conducted with representatives from industry organizations and neighboring municipalities. The opinion of the general public living close to the chemical industry was surveyed in fifty telephone interviews that were held with a cross section of inhabitants of the town of Rozenburg.

INDUSTRY MANAGERS' VIEWS ON REPUTATION AND COMMUNICATION

In general, managers perceive public opinion towards the industry and their companies as neutral. Managers see two companies in this area “standing out of the crowd” in positive reputation. There is a large middle field of companies whereas at the bottom of the reputation ladder managers mention five companies of which two particularly stand out in the negative sense.

Managers are united in mentioning their four major stakeholders, being:

- The company's parent organization respectively the company's shareholders
- The Provincial regulatory authorities (e.g. DCMR)
- Customers
- Neighboring communities

None of the managers mentioned the press / media as an important stakeholder.

Managers were united in believing that the key factors on which their companies were evaluated by the public are:

- Be safe
- Do not to burden or to cause annoyance; smell, sound, smog, pollution. (i.e. being a responsible neighbor)
- Create employment and jobs
- Communicate open and on a level playing field
- Be credible; do as promise, "Walk the Talk"

Managers rated plant visits and "word of mouth" through their employees as their most effective communication channels. Most companies rated communications through the Klankbordgroep Rozenburg (an industry / municipality communication platform) as very effective. For a large number of companies this was their only major communications channel.

The two companies that were rated by their peers as having the best reputation were among the few that felt that they also should communicate as a separate company to the outside world and not exclusively through industry associations.

Managers identified identity criteria (words, statements) describing best in their view what makes their companies tick.

Summarizing, identity criteria that these companies have in common appeared to be:

- Safety First
- High Quality
- Disciplined in the current, innovative for the future
- Technical / technological driven, mastering technology
- Management by systems and procedures
- Social responsible
- Environmental caring
- Pragmatic, down to earth

Although on the basis of the identity theory one could argue that the identity criteria projected above are very much a projected identity as seen through the eyes of management, due to the specific nature and size of the companies under consideration, it is argued in this thesis that the gap between projected and the organizational or perceived identity in these companies is small, mainly due to the fact that in the past years considerable efforts have been put in to aligning these.

HOW THE PUBLIC VIEWS ITS CHEMICAL INDUSTRY NEIGHBORS

In order to understand how the inhabitants of Rozenburg judge the neighboring chemical industry, fifty telephone interviews, consisting of open and closed questions were conducted.

The most important outcomes are:

- People feel reasonably safe in Rozenburg and rate it as a pleasant place to live
- There is some, but not huge, hindrance from the neighboring industry
- Visibility of the neighboring industry is limited, only seven out of sixteen companies are widely recognized
- 80+% of respondents can not distinguish in reputation between these seven companies
- People look upon industry as a group, rather than as a number of separate companies
- The Klankbordgroep Rozenburg is known, but not considered a major source of information
- Websites, whether those of industry or the one of the Klankbordgroep, are not consulted for information
- The local paper and friends and relatives that work in the chemical industry are the major sources for information
- There is a clear picture and requirement on “how” the chemical industry should behave and act (“soll” situation)
- There is not a huge gap between this “soll” situation and the actual “ist” situation. In general there is a feeling that the chemical companies behave reasonably responsible and try to put safety first
- People consider the products the chemical industry manufactures useful in daily life
- There remains a considerable fear, especially for a calamity that will influence the own living environment
- There is a lack of trust towards the industry and towards its efforts to be safe and responsible. People think that in lesser economic times financial targets will prevail. In addition there is an emotional consideration that a “big bang” remains a real possibility

INTERVIEW CONCLUSIONS

Concluding one can say that the chemical industry enjoys a reasonable reputation. There is a situation of “peaceful cohabitation” between industry and neighboring community. However there is also an undertone of suspicion and even fear, especially for a “big bang”. Part of the reasonable reputation the chemical industry seems to enjoy locally originates directly from the fact that it causes little nuisance for the people around it. Which in turn originates from the way chemical companies behave and hence partly from their core identities. However there is no indication that these underlying core identities are recognized by the public, hence the remaining feelings of distrust and fear. People do not believe that today’s situation will continue to exist into the future. The feeling of suspicion could be amplified by recent press articles on deficient plant maintenance and news about cost cutting and job loss in the chemical industry. There currently is a delicate equilibrium that could easily be destroyed and turn into a more negative, critical, activist approach of the public towards this industry. For that reason industry should work hard to further improve its reputation and gain trust and credibility from the public around it. Using and communicating the core identity criteria this industry possesses and has in common is an important step in this process.

BUILDING A MODEL FOR LOCAL REPUTATION MANAGEMENT

If we regroup the identity criteria from the managers’ interviews taking into account the major public concerns we can make three groups of core identity aspects that could be the building blocks for some strong images on this industry and hence long term reputation drivers.

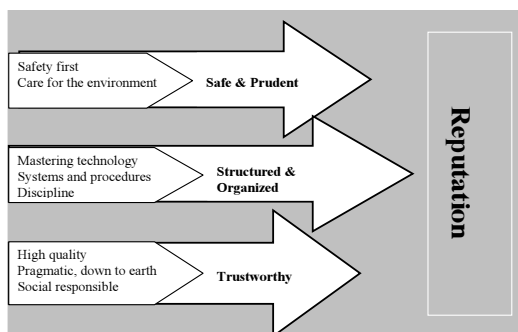


Fig.1, Core identity drives three reputation dimensions that could supplement the existing RQ dimensions

Safety first, Care for the environment: These are prerequisites of responsible and prudent behavior and should be practiced and communicated every day. These should lead to a track record of no incidents. This dimension will be called: **Safe & Prudent.**

Mastering technology, Systems and Procedures, Discipline: These aspects are at the core of the way these companies operate and radiate the commitment, reliability and seriousness of this industry and thus could support long term trust and confidence. This dimension will be called: **Structured & Organized.**

Pragmatic, High Quality, Down to earth, Social responsible: The human side behind all the steel and technology: Serious, committed people, well trained, good at what they do and proud of it. Trustworthy and wanting to be good responsible neighbors. Many of them members of the communities close to their plants and willing to share with that community in an open honest way. I call this dimension **Trustworthy.**

By concentrating its communicative efforts on the three dimensions above, in addition to the six dimensions in the RQ, both by telling and doing, so in essence by “Walking the Talk”, the chemical industry has an additional, powerful tool to improve its reputation.

COMMUNICATION

If chemical companies want to improve their reputations they should try to communicate and radiate the above mentioned reputation drivers and their underlying identity elements to the public. In my view companies should move away some from the fact based and figure loaded communication behavior of today and in addition apply a more emotional, people based approach. In all the company’s communications the human factor has to be emphasized much more than it is today. Although facts and figures should form a sound reliable basis, emphasis in communications should be put more on people’s skills and the company’s people’s abilities to control events. And were the company’s employees are to be important ambassadors, open, honest internal communication to prepare them, is required. Were the company takes initiatives to support causes in the community, the input of the company in these causes should preferably relate to the company’s key competences and beliefs such as: safety first, mastering technology and working in an organized disciplined way.

In order to bring the company, its roots, beliefs and ability to the attention of the public, a “corporate story”, a structured narrative, describing the company, its history, its beliefs and its goals and chosen ways to satisfy a multiple group of stakeholders, can be a reputation enhancing element that should be considered to be used in the communication mix.

Finally companies have to balance their communication efforts between communicating through industry associations and going on their own. Both routes have advantages as well as disadvantages, hence the mix. Companies already enjoying a good reputation and companies that feel that they can successfully build on their core identity especially should pay attention to developing their own company's reputation. Also companies that are visible in the area, but do not have a distinguishing reputation, should consider working on their own reputation.

Companies also would be wise to put proactive efforts in educating and informing the press since this still appears to be a major source of information to the public and now is neglected.

Websites currently seem not to be much consulted, but this may change if a more web and computer literate stakeholder group emerges in future. Companies should watch this and prepare accordingly.

If we look at literature we learn that modern communication much more than the sending / receiving mode of earlier day's, is now requiring a possibility for dialogue. Industry associations may offer these dialogue possibilities but when focusing on the own company plant visits, school adoption and participating in local activities are communicative methods to be considered. As has been said, in future the internet could play a more important role, which would force companies to set up Dutch language, interactive sites. All this can be further enhanced by modest, low key, supportive advertising and editorial media coverage.

Key for companies in their future communication programs with the local community will be positive interaction between the company's employees and managers and the local public. It gives the company the possibility to show its inner self and its core identity in a way that it receives the public's understanding, appreciation and reward, all leading to a positive reputation.

Judith Kouwenhoven

Internal Communication in a Situation of Organizational Transformation

Communicative aspects regarding the transformation
from entrepreneurial organization into a following
growing level

Judith Kouwenhoven (41) studied Dutch law at the Catholic University Nijmegen. After having held several positions in trade and industry, she is currently employed as a company lawyer and management adviser with VCS International BV, established in Waalwijk, a

company that designs and installs safety and control systems. Besides her activities in behalf of VCS International, Judith Kouwenhoven is an author – she published three books – and mother of two children. Out of a specific interest in the communication within

companies that are outgrowing their entrepreneurial phase, her thesis research concerned the communicative aspects with regard to the transformation from entrepreneurial organization into a following growing level.

CHAPTER 1: INTRODUCTION AND CENTRAL ISSUE

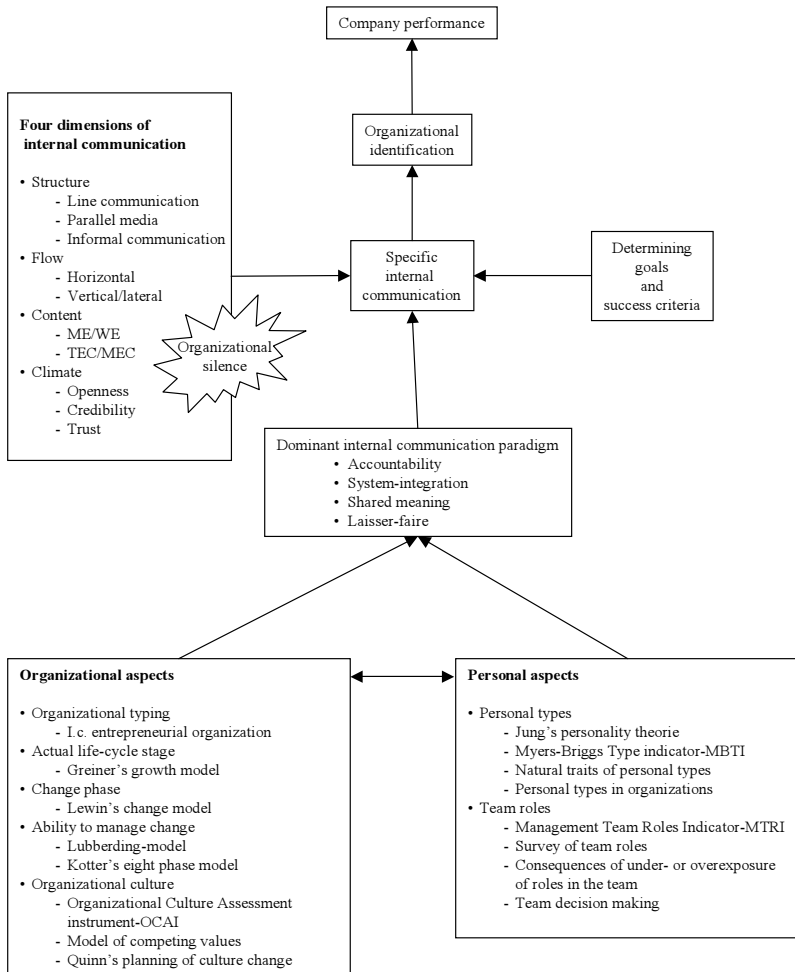
As organizations develop from the first entrepreneurial format into more complicated and more sizeable entities, the internal communication stops being a seemingly effortless affair. As the work force increases and personal contacts between management and employees cannot remain as close and intensive as it was, the need arises for a more structured and effective internal communication.

The choice for a specific style of internal communication, and its effect, are determined by organizational and personal aspects. It seems plausible that certain combinations of organizational and personal characteristics might systematically lead to certain accompanying basic operated paradigms of internal communication. Given these facts, the central issue of this thesis is as follows:

Which organizational and personal aspects do influence internal communications choices during the transformation from entrepreneurial organization into a following growing level; and do given combinations of these organizational and personal aspects systematically lead to certain accompanying basic operated paradigms of internal communication?

CHAPTER 2: THEORETICAL FRAME

The following organizational and personal aspects were identified to influence choices in internal communications, as well as its structure, flow, content and climate:



The items that construe this theoretical model explained:

A. THE FOUR DIMENSIONS OF INTERNAL COMMUNICATION

A.1. *Structure*

The structure of internal communication should follow the organization structure. Key elements here are: specialization, formalization, and centralization. Information spread takes place through three communication channels: formal or line-communication, parallel media, and grapevine communication. Each of these channels is of different importance to information receivers.

A.2. *Flow*

Communication takes place in horizontal as well as vertical or lateral direction. In general vertical communication dominates. The nature of the communication influences its circulation. Flow problems may result in organizational silence, where information no longer reaches top management, with all serious consequences attached.

A.3. *Content*

The content of internal communication can focus on We (information about the company), Me (individual feedback), TEC (task oriented), and MEC (motivation oriented). In general TEC communication dominates. To have any positive effect on the receiver, the communication must be perceived as useful and trustworthy.

A.4. *Climate*

Of the four communication dimensions, the communication climate is regarded as the most important. A positive communication climate enhances employee involvement and trust in top management. A positive communication climate is characterized by openness, honesty, trust and credibility, and a general feeling of involvement in important decisions.

The four dimensions of internal communication each have their own influence on processes following the reception of the information, such as organizational identification. For maximum effect, top management should determine their view on internal communication, as well as the goals desired to achieve through it.

B. ORGANIZATIONAL ASPECTS

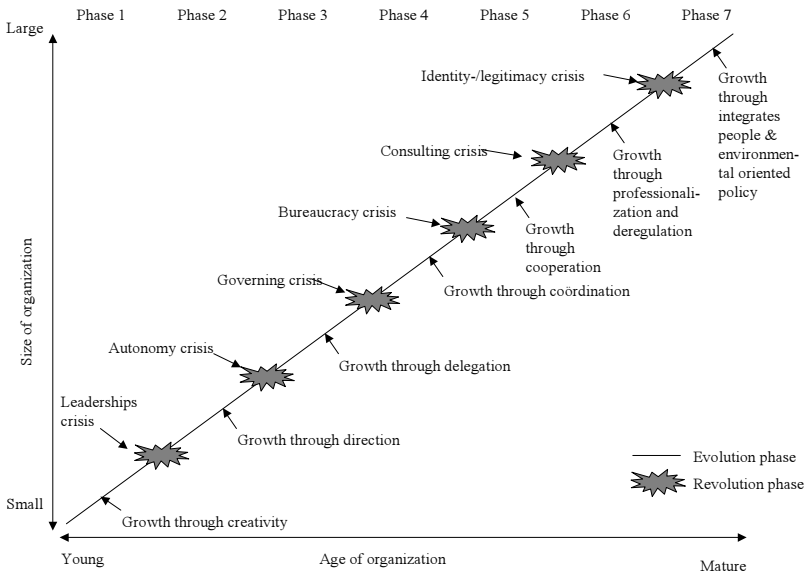
B.1. *Characterization of the entrepreneurial organization*

The entrepreneurial organization is of a simple structure. There is little hierarchy, few procedures and few specialized positions, and overall control by the entrepreneur. Action is paramount, strategic planning is often underexposed. The entrepreneur is dominantly present throughout the organization. Delegation is almost always a

problem. The centralism is the strong as well as the weak point of the organization. If all goes well with the entrepreneur, the organization does well too. However, the opposite is also true. The entrepreneurial organization shows the following characteristics: coordination through supervision, dominated by leadership, the strategy of the organization is the strategy of the leader, high quality of work. Typical problem areas: continuity, too much dependence on the founder, too much emotionality.

B. 2. Growing stages of organizations

According to the organizational growth model of Greiner and Kayzel, organizations typically go through certain stages of growth and crisis. Every evolution phase is characterized by a dominant management style; every revolution phase shows a dominant problem that has to be solved before further growth can take place.



The entrepreneurial phase is characterized by growth through creativity. The founders of the organization play a dominant role. They determine vision and leadership styles. Once the entrepreneur is no longer able to handle all the management activities by himself, a leadership crisis occurs. This crisis can be resolved by attracting additional management. The second life-cycle stage, which is labeled as growth through direction, is characterized by centralization of decision authority, specializing of positions, introduction of a formal structure, and the devising of procedures and

protocols. If lower management starts to feel too constrained in their independence, an autonomy crisis occurs, which can be resolved by delegation of tasks and authority to lower organizational levels.

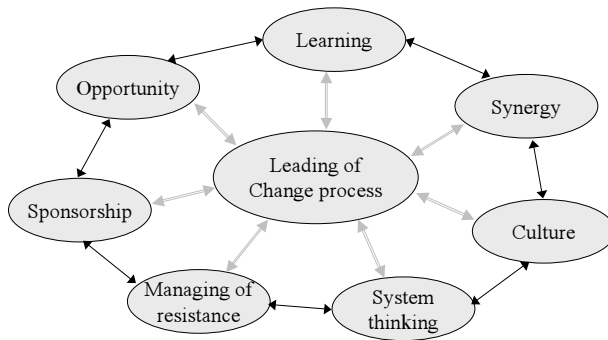
B.3. Lewin's change model

Change occurs through a process. Good internal communication needs to fit the various phases of such a process. Lewin distinguishes between:

1. Unfreezing: preparing employees for change.
2. Moving: effectuation of change.
3. Freezing: fixation of new methods of working.

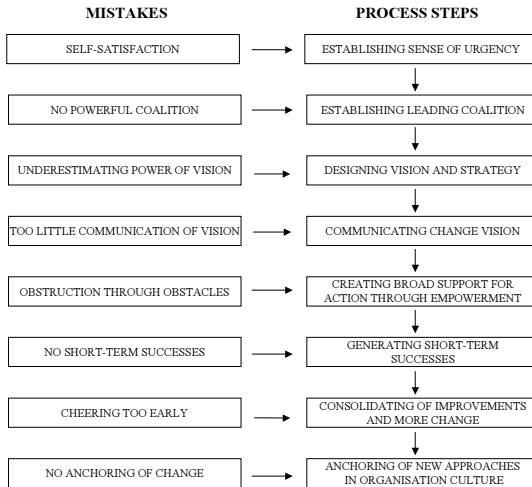
B.4. Change management

According to Lubberding the following aspects influence change:



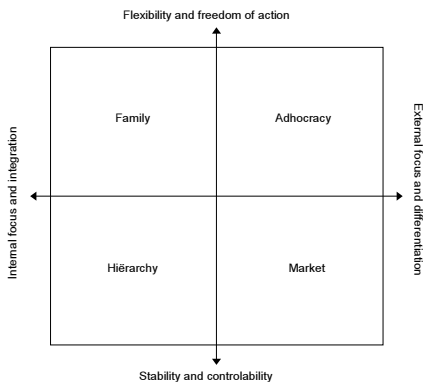
In a context of leading any change process all these elements must be present in their mutual connection.

In order to effectively execute change processes, Kotter distinguishes frequently made mistakes, and their remedies in an eight-phased change model:



B.5. Culture change

Growth often requires a change in the organizational culture, in order to perpetuate the change and secure a continuing improvement of results. An instrument for assessing the present and desired organizational culture is the Organizational Culture Assessment Instrument – OCAI. This instrument characterizes the organization in six relevant items: dominant traits, leadership, personnel management, binder, strategic accents and success criteria; all with regard to present and desired status. The OCAI is based on the theoretical model of competing values, showing four dominant culture types:



According to Quinn, culture change should preferably be planned through the following stages:

1. Diagnosis of and consensus about the present culture.
2. Diagnosis of and consensus about the desired future culture.
3. Determining the effect of the culture change in various fields.
4. Designing illustrative stories that convey the new culture in a captive way.
5. Strategic action measures.
6. Implementation plan.

C. PERSONAL ASPECTS

C.1. Personal typing

People differ in characters and background, which often leads to communication problems. People absorb information in different ways, and there are also differences in information needs. In order to fit an organization's internal communication to its diverse audience, applying a method of personal typing can be useful. One such method, based on Jung's personality theories, is the Meyers-Briggs Type Indicator – MBTI. The instrument distinguishes in sixteen various personal types – derived from four main types of sensing, intuition, feeling and thinking types – that each comes with their own traits and characteristics. The instrument points out in which organizational surroundings each type works best, as well as the added value of each personal type in a team role. For each type the communication preferences and best communication approach are specified.

C.2. Team roles

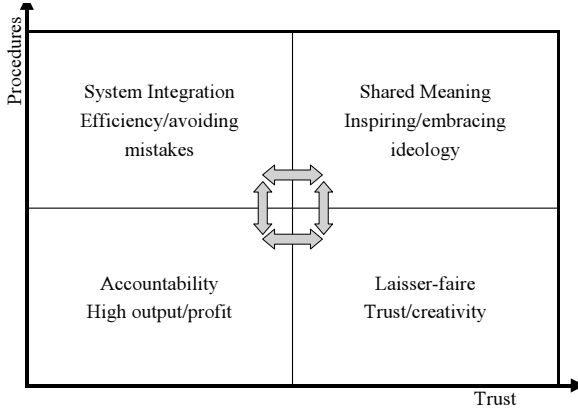
Once an organization has outgrown its earliest pioneer phase, decisions must usually be made in a team. Because of the various persons involved, this collective decision making can be difficult. Insight in team composition can promote efficient decision-making, and optimize the team composition itself. A practical instrument for analyzing team roles is the Management Team Roles indicator – MTRi, also based on Jung's personality theories. The instrument relates the mental processes of sensing, intuition, thinking and feeling as described in those theories, to the kind of contribution that various personal types make to a team. The MTRi distinguishes in eight team roles, that each comes with their own strengths and weaknesses. The instrument shows the effects of under- or overrepresentation of any of the roles in a team situation. An ideal team represents eight types, which make the following contribution to the team's decision making:

- Conservator: clarifies the problem. Gathers facts and information.
- Scientist: analyzes the issue and identifies comparable situations.
- Innovator: produces alternative solutions.
- Crusader: prioritizes ideas according to acceptable values.
- Coach: involves others.

- Investigator: tries the selected solution and assesses reactions.
- Conductor: plans implementation.
- Sculptor: defines following steps and takes action.

D. INTERNAL COMMUNICATION PARADIGMS

Van Riel distinguishes between four dominant internal communication paradigms:



	Dominant IC paradigm			
	Accountability	System integration	Shared meaning	Laisser-faire
Organisation Structure	Accountability	System integration	Shared meaning	Laisser-faire
Centralization	Decentralized	Highly centralized	Medium centralized	Decentralized
Formalization	Low	High	High	Low
Specialization	High	Low	Medium	High

The four paradigms explained:

- **Accountability:** relatively little trust and few procedures. Focus is on a high output. The focus of information is related to goals and feedback.
- **System-interaction:** relatively little trust and many procedures. Focus is on efficiency and avoiding mistakes. Internal communication is highly procedural and regulated, and focuses on conveying the right information to the right person.
- **Shared meaning:** relatively high trust and many procedures. Focus is on inspiration and collectively embracing an ideology. The internal communication is not strongly regulated, and is based on trust in, and bonding with the organization. Motivation, based on the ideology, is essential.
- **Laisser-faire:** relatively high trust and few procedures. Focus is on trust and creativity. The internal communication is not procedural and strongly regulated.

The reigning communication paradigm has a strong influence on structure, flow, content and climate of internal communication.

CHAPTER 4: EMPIRICISM

In order to assess whether the theories of the theoretical chapter do apply in practice, three case studies have been analyzed with regard to the communicative aspects of their transformation from an entrepreneurial organization into a following growing level. Conclusions of these analyses are described in chapter 5.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

CONCLUSION:

The transition from entrepreneurial organization into a following growing level puts specific demands on internal communication. The choice for, and the effect of a specific type of internal communication is determined by an interaction between organizational and personal aspects. Relevant organizational factors in this regard are: the type of organization, its life-cycle stage, its ability to manage change, and its culture. Relevant personal aspects: the personal typing of communication initiators – often management – and the target group: the employees; as well as the composition of the management team and the team roles of its participants. The interaction between organizational and personal aspects leads to a dominant internal communication paradigm, which influences structure, flow, content and climate.

The case studies duly fit Greiner's growing model. In each of the cases the entrepreneurial phase evolved into a leadership crisis, which was overcome by measures of direction and delegation. During their transition, the case organizations focused mainly on organizational aspects. Personal aspects were handled mainly on a gut-feeling base.

There is no general recipe for a right internal communication in organizations during their transformation process. The case studies clearly show that the communication should always fit with the organizational culture and the employees' perception of their environment, in order to be effective. A good assessment of that culture and perception is essential for effective internal communication. A right fit to the various phases in change processes is also highly relevant.

The case studies clearly show that internal communication is not an effortless affair, but must be managed and handled purposely. Management must make clear choices with regard to their vision on internal communication, and the goals they want to achieve through it. Management's clearly showing awareness of the relevance of good internal communication, makes for a positive impulse.

Reigning communication paradigms prove to greatly depend on the character of the organization's activities, as well as on for example the education level of personnel. It seems plausible that certain combinations of organizational and personal aspects would systematically lead to certain accompanying basic paradigms of internal communication. However, such connections can only be established through quantitative research.

RECOMMENDATIONS:

With regard to internal communication during a transition process from entrepreneurial organization into a following growing level, the following recommendations can be given:

1. Determine vision, goals and success criteria of internal communication.
2. Assess the organizational culture and employees' experience of their environment.
3. Assess the organization's actual position in the life-cycle stage.
4. Discern obstacles in change processes.
5. Discern personal types and team roles.
6. Provide for two-way communication.
7. Evaluate the four communication dimensions.
8. TAKE YOUR COMMUNICATION SERIOUSLY!

Rob Leenders

Corporate Sustainable Picture(s): *Turning* Visual Identity into a Tangible Strategic Tool

Rob Leenders is CEO of Made of Man visual identity under construction, an interdisciplinary design agency he founded in 1997. Made of Man develops, implements and maintains visual identities for companies such as Unilever Bestfoods, Histor, Prénatal, Stowa, Waterschap Hollandse Delta, and Onri. In his work he emphasises the development of a visual

language that contributes to the recognition and meaning of organisations. In addition to this he is a member of Design Management Network and the Creating Brands platform of the Dutch Association of Designers, which is researching the effectiveness of design. He also teaches classes at the Hogeschool Inholland in this field. After studying at the Academy of Arts and

obtaining a first-class teaching certificate, he combined teaching drawing, graphics and history of art with work on a private collection of mixed media. His work has been purchased by various collections in the Netherlands and abroad. He also held various design positions at design agencies. Rob is married with three children and is deeply passionate about Spain.

INTRODUCTION

Modern organisations increasingly operate in a fast-changing environment. This environment is characterised by increasingly vocal and well-informed customers, critical shareholders and strict regulators. In such a force field organisations are no longer able to distinguish themselves on the basis of their products alone. (Maathuis 1999). Distinction, however, can be achieved through visual identity, which is underlined by the emergence of the (organisational) brand as a summary of products, services and the organisation as a whole.

Identity is only visible when properly shaped, not merely in a visual sense but also in terms of communication and behaviour. To clients and employees alike this is a prerequisite for grasping the strategy, trustworthiness and vision of an organisation. Apart from this, organisations will want to communicate clearly and consistently in order to face the increasingly fast succession of products and services. Organisations are forced to adapt to this dynamic, which in turn necessitates new tools for enabling quick and focused explanation of organisational policies. Considering a picture says more than a thousand words, visual language can contribute towards this goal.

Organisations recognise the ability of visual identity to create visibility. Nevertheless, managers, particularly those with responsibility for decision-making and implementation, find it difficult to manage visual identity. This is due in part to the vagueness of the notion, which itself lacks a singular definition. Some find it difficult to understand the practical use of visual identity and what affects its effectiveness. This makes budgeting for designs a tough task.

Despite this lack of clarity, organisations do demand a more entrepreneurial attitude on behalf of their employees. This precludes more responsibility towards partial tasks within the organisation. This begs the question how one establishes rules for a visual identity in such a way that it does not enforce itself dogmatically and prohibits the freedom required for entrepreneurship. In turn, this implies there is a need for a set of general rules that governs the use of visual means, aimed not solely at recognition but also at fostering meaning.

What this means, in fact, is that organisations are searching for a practical tool that supports the development, implementation and maintenance of a visual identity, both on a strategic and operational level. Research into this subject yields little or no results. Some pioneering studies, both practical and theoretical, are in the process of being conducted.. Desk research in both the Netherlands and the USA, however, indicates that a tool for measuring the effectiveness of visual identity, both in terms of current activities and vis-à-vis competitors, is still lacking.

The following research question has guided the development of this thesis:

What aspects of visual identity and under what conditions have a positive impact on the reputation of an organisation brand?

Additional research questions that can be derived from the main question are:

- What is visual identity and how is it applied in practice by organisations?
- What do successful organisations do with their visual identity and what aspects of it do they find relevant?
- What are the critical success factors of the effective deployment of visual identity?
- What practical tool can lead to a more effective use of visual identity and through that to more visibility of the organisational brand?

This research bases itself on several theoretical notions and concepts from organisational identity and visual identity, as well as on practical research conducted among designers and design managers, corporate communication managers and CEOs. In addition, the thesis incorporates the results from two real-life cases from my personal practice.

The specific research questions that will be answered through this are:

- What are the critical success factors for developing an effective visual identity?
- What are the critical success factors for organising an effective visual identity?
- What are the critical success factors for maintaining an effective visual identity?

THEORETICAL NOTIONS OF VISUAL IDENTITY

In the past few decades, academia has generated great insights into the notion of visual identity. These models and theories are used as the basis of this research.

Articulating one's identity is vital for distinguishing oneself from another. The projected identity traits need to reflect the wishes of the organisation's leaders, the perceptions of employees as well as the behaviour of individual organisational members (Schultz 2000, Van Riel 2003). The notion of organisational identity itself has three components, being design, organisational change and communication (Van Riel 2003).

Design specialists have pioneered organisational identity by providing it with a logo system, comprising a name, slogan and graphics (including logotype, typography and colour). Together they provide a clear and consistent visual language that visualises the organisation to its most vital stakeholders (Henrion and Parkin, 1967). In addition to this, organisations can choose to use the logo to create a branded, endorsed and monolithic identity (Olins 1978), although one can also organise visual identity based on strategic, tactic and operational design (Kootstra, 2003). In this latter view, strategic design is that which is always there, fosters recognition and generates consistency and authority. Tactic design is required to place the organisation in time, charges the organisational brand and provides meaning in time. Operational design is the functional design that each organisation needs to make information transparent.

Design literature and specialists today base their notions of notions of identity: who we are, what we signify and what ambitions we have. Albert and Whetten defined organisational identity as being central, enduring, and distinctive, though Balmer showed there are multiple types of identity: current identity, communicated identity, desired identity, ideal identity and projected identity. This indicates that organisation identity is a fluid idea that can change through time, while Balmer (1997) and Schultz and Hatch (2000) point out that what the leadership of an organisation considers to be the identity of an organisation is not necessarily shared by other members of the organisation.

Corporate communication sees organisational identity primarily as phased plans that enable the execution of identity programs. Rossiter en Percy (1998) proved that the recipient only recognises the identity of an organisation if practical means are used, although researchers like Van Riel (2000) showed that by using a sustainable corporate story one can integrate visual identity, communication and behaviour.

EXPRESSIONS OF VISUAL IDENTITY

Visual identity can be perceived along a number of dimensions, such as design, organisation, development and maintenance of a visual language through design management. Other dimensions are branding, corporate communication and reputation management.

When considered a strategic management tool, visual identity can be used to represent the quality, prestige and personality of the organisational brand to the organisation's relevant stakeholders (Melewar and Saunders, 1999). Melewar and Saunders underline that when visual identity is communicated consistently using basic elements, this is called a corporate visual identity system.

Balmer (2001) indicates visual identity has four functions:

- Visual identity is used to represent changes in organisation strategy.
- Visual identity is used to represent changes in culture.
- Visual identity is used to represent changes in communication.
- Visual identity is used to adapt to design trends.

Particularly this last point is of importance, considering reputation literature points out that visibility influences reputation. Design management synchronises various management disciplines within the organisation to develop visual identity. In practice this means visual identity agencies develop brand manuals, which provide guidelines for using colour, slogan, symbols etc.

From this perspective, the following benefits can be attributed to visual identity:

- Visual identity is a strategic tool for representing the organisation to its stakeholders.
- Visual identity fosters identification with the organisation among employees.
- Visual identity is a methodology for orchestrating visual communication.

FIELD RESEARCH

In line with the theoretical notions of visual identity discussed above, this thesis explored the research question by turning to the experts. What do thought leaders think about visual identity and what does this say about an effective visual identity? In addition, this research incorporates two cases (Unilever Bestfoods and Prénatal) that allows a real-life look at the correlation between visual identity and its effectiveness.

This field research was designed to provide clues towards answering the research question and developing a practical tool for measuring the effectiveness of visual identity.

This field research was based on four hypotheses:

- 1 Effective visual identity requires predetermined, measurable success factors.
- 2 Effective visual identity encompasses more than the organisation's basic visual elements (name, logo, color, typography, slogan e.d)
- 3 Effective visual identity must be understood by the entire organisation.
- 4 Effective visual identity represents and maintains the entire organisation.

A total of 13 thought leaders were interviewed, comprising

- Management-level designers;
- Communication and marketing managers operating within organisations;
- CEOs and Board members.

The interviews comprised closed and open-ended questions, as well as visual part where respondents were asked to recognise and rate logos from a broad range of organisations using a Kelly Repertory Grid.

CONCLUSIONS

The cases and interviews yielded the following critical success factors that impact the effectiveness of visual identity:

- Visual identity must be relevant, meaning it should fit the organisation's industry.
- Visual identity must have personality, meaning it should distinguish itself from other organisations.
- Visual identity must be consistent, meaning executed in a similar fashion across all the communication tools.

Distribution and frequency also appeared to be important ways of distinguishing ones visual identity, although this did depend on the type of industry. In addition to this, one could conclude that visual identity should:

- Be based on organisational strategy;
- Be authentic, meaning befitting the tradition and history of the organisation;
- Communicate a central idea;
- Continuously compare itself to the world around it.
- Be flexible, in that it should be applicable without limitation.

An effective visual identity can only foster identification if fully supported by leadership in spirit and action, and when internal communication is effective. But while an inspiring CEO can have a positive effect on visual identity, it has to be borne by the organisation at large. An effective visual identity can only be judged for its efficacy if the starting point/value is measured. Because employees are not involved in the development of visual identity, their identification only starts in the implementation phase. Control and the ability to manage this process are greatly valued by respondents.

Visual identity can act as a catalyst for visualising changes to organisational strategy to relevant stakeholders. Visual identity management can contribute towards the effectiveness of visual identity by developing, implementing and monitoring it in a structured way.

ANSWERING THE HYPOTHESES

- 1 *Effective visual identity does require predetermined, measurable success factors.*

Respondents acknowledge the importance of this issue, but said there is lack of sufficient knowledge to actually do this upfront.

- 2 *Effective visual identity does encompass more than the organisation's basic elements of visual identity.*

This point was supported by the thought leaders, particularly when it concerns brand personality. An integrated visual language is considered essential.

- 3 *Effective visual identity must indeed be understood by the entire organisation.*

While designers and design managers emphasise the simplicity of a message, communication managers see it as a flexible tool that fosters recognition and CEOs think it's a tool for transferring the brand personality to employees.

- 4 *Effective visual identity indeed represents and maintains the entire organisation.*

The communication strategy of larger organisations is aimed at creating large-scale visibility.

AN EFFECTIVE VISUAL IDENTITY

Design is the creative process that lies at the foundation of a visual identity. Design also allows for the development of visual means that meet the four main criteria of organisational identification: differentiation, identification, and the transfer of material (basic elements of design) and immaterial (brand personality) organisational traits.

Because visual identity has to be the outward representation of the inner side of an organisation, it has to be able to transfer the brand characteristics by means of visual language. Continuity, centrality and distinction are key starting points of organisational identity for the foundation of a visual identity. This, in turn, means that design has to be distinctive when compared to the competition and industry. The immaterial traits of a visual identity are the domain of CEOs and designers/design managers, while the delivery of design is the domain of corporate communication managers.

In conclusion, the following can be said about the criteria for an effective visual identity. It has to be

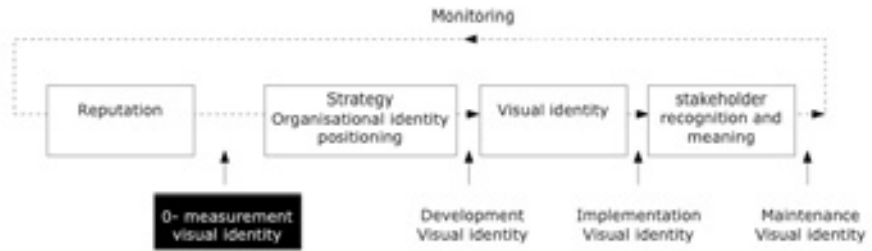
- Functional, development on the basis of organisation identity
- Relevant, in line with the culture and environment of the organisation
- Personal, meaning able to visualise the personality of the organisation
- Consistent, both in time and content, which allows it to build trust with relevant stakeholders.

ORGANISING AN EFFECTIVE VISUAL IDENTITY

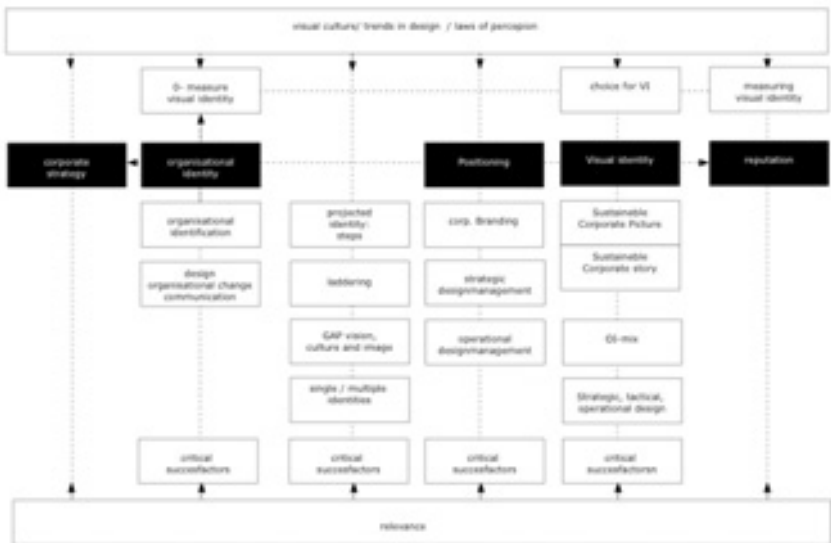
As organisations become more visible, they will become susceptible to reactions to their visibility and visual language. In this dynamic world, organisations have to consider two things to keep their visual identity effective:

- 1) Organisations must communicate their core values when communicating their organisational identity. This is the basis for measuring all means of visual identity and making it consistent and coherent.
- 2) The development, planning, implementation and maintenance of the material and immaterial aspects of visual identity have to be managed, in such a way that the whole organisation continuous to identify itself with the visual identity.

The following diagram indicates where visual identity comes into play in the overall corporate communication process.



As noted previously, organisational design is adopted both to internal and external changes. Respondents thought it was critical to adapt visual design to trends. The laws of perception govern the ability of visual language to create the right associations. The diagram incorporates the critical success factors of an effective visual identity:

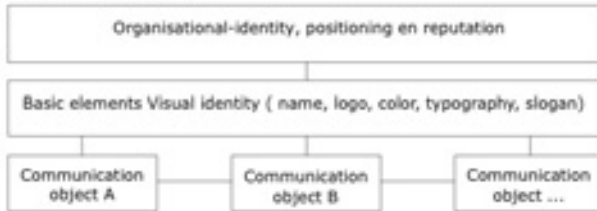


MODEL FOR AN EFFECTIVE VISUAL IDENTITY

In an attempt to accommodate the dynamics and complexities of today's world, organisations increasingly focus on developing a single, governing principle in their communication. Its application can be left to employees within the constraints of predefined criteria. This allows for two things to be achieved simultaneously: organisations can communicate consistently and coherently while leaving their employees the freedom they need to be entrepreneurial and take responsibility. The diagram below is based on the idea that an organisation's tactical design should be part of the visual identity (Balmer 2001) and that it can contribute to the consistent and coherent visual identity that is meaningful to stakeholders.

Segment A of the diagram shows the classic method of deploying the basic elements design. In Segment B this basis elements design has been added to the other visual means, which creates space for a visual identity based on a sustainable corporate picture and strategic, tactic and operational design (Kootstra 2003). The sustainable corporate picture uses visual language to visualise the core values of the organisation. This, in turn, inspires employees to use design strategically, tactically and operationally. The corporate sustainable story has not been incorporated in this model for the sake of clarity. It serves to make the appropriate choice for strategic, tactical and operational design.

A. Basic elements model



B. Visual identity model



ON A FINAL NOTE

It is important to note that an effective visual design is determined by the entire organisation and depends on the nature and culture of that organisation. This allows visual identity to be more than just a logo and have actual recognition and meaning. It is this that makes visual identity come alive and allows it to differentiate and identify. Visual identity, however, can only be truly effective when the critical success factors are determined beforehand. When one fails to do so, one will not be able to measure success.

LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

The field research has limited itself to a small group of thought leaders working for organisations or design firms. Future research will need to include the views of clients, the general public and competitors. Also, in order to determine the starting point of visual identity, a tool for measure visual identity must be developed.

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Christian ter Maat

Face to Face Reputation Management

“Communiereance” from Event Communication &
Experience to Reputation

*“It is your work in life that is the ultimate seduction.”
Thomas Edison*

Christian ter Maat (40) has had the opportunity to contribute to leading corporate brands on their voyage to be visible, transparent, distinctive, consistent and authentic. These brands share values like: (service) quality,

continuity (build to last) and entrepreneurship. In their communication strategies they focused on rooted corporate identity, open & realistic communications and responsible & sustainable business development. Interesting was that these

corporate brands operated in mutually beneficial and somehow complementary industries, such as: entertainment (live, film & television), hospitality, marketing & communications and automotive.

He has worked for Cirque du Soleil (an international organisation operating in artistic creation, production and merchandising, with several global shows on tour) and was among the first few people to build the European Headquarters and stage the European tours. In his role as Sponsorship Manager, he was responsible for establishing & managing the European sponsorship department, developing strategic corporate alliances, hospitality programmes, charities and other marketing & business development activities.

For Showcase Placements (subsidiary of Hill & Knowlton / WPP), Christian has set-up and managed, as Director of European Operations, a European network of 6 product placement and entertainment marketing offices. Showcase Placement was the global full-service entertainment-marketing agency for Ford Motor Company and its car brands (Ford, Mazda, Volvo, Jaguar, Landrover and Aston Martin). Besides managing the European offices, he was responsible for European client services and development of European entertainment relationships with executives of the film, television, live entertainment, video gaming, film / TV festivals / foundations and entertainment marketing communities.

For MVBMS Fuel Europe, the European advertising agency for Volvo, he worked as a Regional Account Director. In this newly formed agency, he was responsible for establishing the agency in the European markets, working with the local agencies and initiating & developing marketing programmes on behalf of Volvo.

In 2002 Christian joined the Board of Directors of Maison van den Boer, an international hospitality, event management and catering company. As Marketing Director his responsibilities were international marketing and communications, positioning the main monolithic corporate brand and its smaller endorsed and branded services, venues and business units.

In a more entrepreneurial role, Christian also managed Maison van den Boer Events, the full-service event management brand, providing event creation and management services to communication agencies and organizations.

Christian is an active outdoor sportsman: off-piste skiing, mountaineering, sailing & golf. And he enjoys contemporary art, trends & design and leisure travelling.

Van Riel (2003) divides the communication of an organisation in three sections: management communication, marketing communication and organisation communication. The crossing of event, organisation and marketing communication, is witnessed in the majority of the corporate events.



Relationship marketing or account management is the art of building long lasting profitable (win-win) relationships between a company and its clients, currently growing towards its stakeholders in general, or between a product & service brand or business unit and its clients. Relationship building is a tenacious process, which consumes considerable resources of both the company and its stakeholders. The win-win element is key in this process. Event communication plays an important role in this process. Events are the premier means of exercising integrated communications to stakeholders at large. Events are increasingly popular among various departments: Management, Communication, Marketing, Finance, Operations and Human Resources (employee events). From a corporate perspective centrally managed or controlled events are not always on the radar. And reputation management with regard to events seems not to be one of the key objectives.

Experience economy and designing unique, memorable and informative or entertaining experiences are topics we find, daily, in our private and corporate lives. In some cases they are pivotal to the objectives and the processes were they are a part of, such as in the leisure, hospitality, media (radio, film, television and internet), event and entertainment industries. There is a tremendous opportunity here for, not only for the designers or producers of these experiences, but more so for communications specialists at large.

Experiences, according to Schmitt “are private events that occur in response to some stimulation. They involve the entire human being. They often result from direct observation and / or participation in events.” What he calls the underpinnings of experiential marketing are SEMS (Strategic Experiential Modules), which are based in sensing, feeling, thinking, acting and relating. The sense module enables participants to use their senses during the experience.

Pine & Gilmore acknowledged several changing stages in the economy. First we had mining and farming, which produced raw materials (discover and extract commodities). Secondly from these raw materials we produced goods (develop and make goods). Then we started delivering services (devise and deliver services). In the fourth economy stage, we created the experience economy (depict and stage experiences). And recently the new and last economy stage was announced, by Pine and Gilmore (2003); the transforming economy (determine and guide transformations). Here the individual will be transformed in an emotional or spiritual development.

People have become relatively immune to messages broadcasted at them. The way to reach your customers is to create an experience within them. Companies are urged to practice marketing experiences, that is, create absorbing venues, real or virtual places, where customers can try out offerings, as they immerse themselves in the experience (Gilmore and Pine, 2002). As Drucker (1993) rightly articulated in “The Practice of Management”, “The aim of marketing is to make selling superfluous.” To that Pine and Gilmore (2002) add: the aim of experiences is to make marketing superfluous. A service is a transaction. An experience is an event, an event happening with a beginning, middle and an end. An experience-event-happening leaves an incredible memory.

EXPERIENTIAL MARKETING = CONNECTING FACE-TO-FACE

The most essential definition of experiential marketing is that it enables companies to connect with target audiences face-to-face. Proactively reaching out in this way enables marketers to aggressively court and convert new leads, or simply to spur immediate impact on sales and indeed, experiential marketers typically speak in terms of days and weeks, not months and years (Jack Morton Worldwide, 2004).

The experience and the interrelated communications are a process of interaction between an organisation and its constituents. The organization’s event objectives are developed in line with the experience using the Strategic Experiential Modules. During the “Live Communication” phase, the face-to-face transformation of the stake-

holders, resulting in unique, memorable and informative or entertaining experiences is the objective. Experiential marketing, here broadly defined: as live event marketing experiences where consumers interact with a product or brand face-to-face.

An event is a unique, limited (in time: one or several days, in resources: budget, venue, number of participants) and memorable get together of people, created by a sender of communications to a target audience. The target audience has voluntarily chosen (desire) to attend and given the "right" setting and created experience; this will match or even surpass the stakeholders' expectations. From initially a pull approach to a shared experience.

Event management, according to Goldblatt (2002), is a profession that requires public assembly for the purpose of celebration, education, marketing and reunion. Corporate events: events organised by or on behalf of companies to communicate with their stakeholders. Mostly entirely paid for by the company and the audience is personally invited and allows no admission to entrance-fee paying outsiders.

In a 1996 Harvard Business Review article and in an earlier book, Porter argues that competitive strategy is "about being different." He adds, "It means deliberately choosing a different set of activities to deliver a unique mix of value." Porter argues that strategy is about competitive position, about differentiating yourself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors. Companies need, prior to setting their annual events calendar, an event strategy; embedded in the event management and or corporate communication department. Event objectives should be specific, measurable and tackled within a certain time and costs restraints. In the three event phases: pre-event, during-event and post-event, a company could set different objectives and finally evaluate accordingly. Therefore, brainstorming and mind mapping the event in the design phase and next, matching the potential outcome with the event goals and objectives, which are derived from the client's brief and the stakeholders' assessment is important. It is all about concept, theme and message development for concise and cohesive event communication. Offering a truly great experience creates a stronger opportunity to be visible, authentic, transparent, and consistent and will lead to a better reputation.

Event marketing, according to Advertising Age, is now an intrinsic part of any marketing plan. Along with advertising, public relations and promotions, events serve to create awareness and persuade prospects to purchase goods and services. Today other types of business are realising that face-to-face events are an effective way to satisfy marketing and communication objectives.

Communication is the process of moving a message that includes different elements. Those elements include source, message, channel, receiver and the process of encoding and decoding. The noise could disturb the message going from the sender to the receiver and could interfere with the content of the message, and thereby influence the effect it has on the stakeholder communication. In the definition of event marketing; “an event is an activity that gathers the target group in time and room”, hence an event is eliminated from the noise (Kotler, 1999).

Relationship marketing: How we: find you; get to know you; keep in touch with you, try to ensure that you get what you want from us in every aspect of our dealings with you; check that you are getting what we promised you, subject of course, to it being worthwhile to us as well” (Stone et al., 2000).

The benefits of corporate hospitality are that it is precise, involves no wastage, provides an ideal selling atmosphere, and is a memorable way of developing relationships with customers, employees, and their families. It can also be used as a means of communicating important information to customers and employees. Corporate hospitality is often regarded as more effective than many other forms of marketing. It is considered to be more effective than exhibitions in targeting particular customers and more efficient than direct mail and advertising in the mass media.

Use of the corporate brand can contribute to a more enduring, differentiated positioning of products, services and business units (Maathuis, 1999). At events, corporate branding plays a significant role by sending signals to stakeholders using the corporate brand. Certainly there are events where the product brand is the centrepiece, for example, at product introductions. In setting the event objectives a choice has to be made to brand the event as monobrand or monolithic (Olins, 1998); endorsement or sub brand (Olins, 1998; Kapferer, 1993) or branded event (Olins, 1998).

The corporate identity (source, signals) has been defined as those aspects that are most central, enduring and distinctive to the organisation (Albert and Whetten, 1985). Stakeholders face the elements of the corporate identity mix in the corporate branding process and in the event communication process during the three phases: pre, during and post-event communication. The personality of the organisation (Birkigt and Stadler, 1986) formed by the corporate identity mix, is possibly best expressed at the event itself; Live communication or Face-to-Face communication.

According to Dowling and Fombrun (1996) the corporate reputation consist of the corporate images. The overall estimation in which a company is held by its various constituents in term of good or bad, weak or strong creates the reputation.

Freeman (1984) defines stakeholders as any group or individual who affects, or is affected by, the achievement of the organization's purpose. Carroll (1993) later defines stakeholders as individuals or groups with which business interacts who have a 'stake', or vested interest, in the firm". This stake is also described as a claim', interest, or right. Companies today, have CRM systems and process in place, for managing the customer relations. Not only product and brand attitude are the focus, but also the customer's socio and demographic profile. In a business-to-business environment, the CRM practice is key to today's shaping the clients. The next step would be to use the CRM systems and processes to map and control stakeholders at large. A trial and learn environment; should be a timed, space limited, people determined and communication controlled happening hence: a corporate stakeholder event.

As the model of Argenti (1998) shows, creating a coherent communication plan for the pre-event communication is essential. In the pre-event communication process the objectives, different constituencies, messages & media, responses, stakes, preferences, attitudes and event history form an integrated grid of possibilities. In the post-event communication, setting the objectives is key and matching those with the communication and experience results of the event, before commencing the actual post-event communication.

The corporate identity, portrait, at the event is predominantly construed by its symbols, which depending on the event itself are to a more or lesser extent visible and meaningful. Symbols at events can have an inordinate amount of attention because the focus of the corporate event managers does not always take into account the perception of the attending stakeholders (expected vs. perceived visual corporate identity).

Behavior can be noticed face-to-face at the event. Stakeholders "experience": the history & linkage to the future; the distinctiveness and centrality of the authentic corporate values (Albert & Whetten, 1983). Employees' interaction with stakeholders magnify the behavior at events. Well-informed and trained employees on the "ideal & desired identity" and with a good understanding of the "actual identity" (Balmer, 1997, 1998, 2002), will make a difference.



At today's events we tend to see different stakeholders interacting through live communication and or event experience. Interacting with the company's CI, employees, media, other stakeholders; creates an expressive and transparent dimension. In creating the event it is important to consider and research the stakeholders' overall expectations vs. the deliverables on stakeholders' integration. The meet & greet factor, is what drives stakeholders to event as well. Simultaneously it portrays the company as consistent, as being more likely to orchestrate and integrate their initiatives cross-functionally (Fombrun and Van Riel, 2003).

The stakeholder integration at the event, meaning the various stakeholders openly networking with their peers, could be obstructed by various dimensions, such as: no-shows (key stakeholder or speaker does not show up, although this was pre-event communicated), stakeholder split in event attending time or days (deliberately or not; top and middle clients could be split up) and table setting (force non-matching / network seeking stakeholders together). Gaps could occur at the stakeholder level, between the stakeholders' perceived and expected integration.

In most events, the experience is an integral part of the entire event settings and event communication. The experience, in combination with or as part of, the event communication could transform the stakeholders in order to change certain image aspects or the reputation of the company.

The experience could focus on social responsibility. The support of, or integration with good causes at an event will certainly create an opportunity here. Being environmentally responsible during an event or making a healthy environment the key topic.

Tying in local communities with event, will show awareness of issues and could open the door to solutions. The experience evokes emotions of the stakeholders. Portraying the company as likeable and caressable at an event, will enhance the stakeholders' emotional appeal and will make them admire, respect and trust the company. Products & services are often integrated into an event and or the experience, certainly when a product introduction is the main objective. Experiencing the product or brand, by using or seeing it used at the event, enlightens the: value for money, innovative, quality and liking dimensions of the product or service.

SEEING IS BELIEVING, EXPERIENCING IS EMBRACING

The involvement of employees at the event will have the opportunity to reveal the company's great place to work. Unhappy and not well-rewarded employees cannot hide this in face-to-face communication. The financial performance of a company is often not visualised at events, except for annual shareholders meeting (a MICE event). However showing the growth, continuity and competitor outperforming strategy, will give the stakeholders a better understanding of other dimension of the company. Focusing on vision & leadership, by having the entire management present and integrating with the attending stakeholders will create a clear and possibly mutually beneficial vision for future. All of the above, on or off-event, dimensions will shape the company's reputation. The corporate reputation is a mirror that reflects a company's relative success at convincing upstream and downstream and diagonal stakeholders about the current and future validity of its strategic direction (Fombrun and Van Riel, 2003).

Stakeholders will through the event communication, previous events visits and the company's reputation "expect" a certain event experience.

The experience gap, between "expected" and "perceived" experience will either make or break any event from event strategy & objectives to event evaluation. The experience gap should be the main focus at all times. Of all the event dimensions, this gap will have the largest impact on the company's reputation, shaped and trans-"formed" in event communication.

The pre-event communication to stakeholders is a joint effort from marketing communication (design of communication, target group selection) and relationship marketing (CRM, target group selection). In this phase (1) we regard it as "informing" in a controlled way; the communication limited itself to specific facts. At the event, stakeholders communicate among each other and with the company (face-to-face with the employees), here we truly speak about phase 2 (dialoguing). From phase 2, the event could bring through the event experience the stakeholders to phase 3 (forming).

The experience should challenge to stakeholders to move beyond dialoguing and form opinions or make decisions. Phase 4 (persuading) will occur mostly as a result of the event experience and off-site. The days after the event are the most important to persuading from event participants to other stakeholders, for example non-event attending members of the stakeholders' groups. Therefore the post-event communication will through informing (the cycle starts again with regard to future events), enhance this third party persuading.



Reputations matter because they are intrinsically connected to the strategic positioning of the company as a whole. A corporate reputation is a mirror that reflects a company's relative success at convincing upstream, downstream and diagonal stakeholders about the current direction. But the mirror is also a magnet: if stakeholders like what they hear and see, they support the company and an upward spiral results that attracts more resources to the company. If stakeholders withdraw their support, a downward spiral results that can lead to a bankruptcy (Fombrun and Van Riel, 2004).

As discussed in this paper a successful corporate event will have had an opportunity for an organisation to interact with, potentially, a variety of different stakeholders. The stakeholders will have been exposed to the event communication. The organisation has an unmatched opportunity to influence the Reputation Quotient, defined as: "the

sum of the answers people give when asked to rate a company on 20 attributes ranked in six dimensions (Fombrun and Van Riel, 2003). Being expressive contributes to reputation management. The event organising company can accomplish all of its reputation drivers through the medium of event communication. On top the event communication could follow the path set by Van Ruler from: informing (pre-event communication) to dialoguing (event communication) to forming (stakeholders integrate and interact and are transformed by the event experience) to finally persuading (here stakeholders will persuade other non-attending persons or groups). Then after the loop could jumpstart at a next or recurring event.

CONCLUSION

Corporate communication as integrated communication discipline is gaining interest; especially now reputation management is more on the corporate agenda than ever before. Reputations matter, according to Fombrun & Van Riel (Fame & Fortune, 2003), because reputations are like magnets: they help a company attract resources.

Both public events and corporate events are of interest to companies in order to communicate with their stakeholders. Corporate events allow the company to fully integrate its communication objectives and are often referred to as live communication. True face-to-face communications exist only at corporate events and the corporate side of public events (corporate hospitality or entertainment). The communication objective here is through the entire event communication to lead the stakeholders through the communication intersection model (Van Ruler, 1998). Informing the stakeholders, subsequently starting a dialogue with them and among them to forming the, possibly conflicting, stakeholders to the final phase persuading. The persuading phase, is meant the stakeholder persuasion of its environment of the individual stakeholder self. Corporate events should be organised at a corporate level to accomplish integrated event communication inline with corporate communication. It is imperative that an event department should be part of or directly report to the corporate communication department. Whereas the corporate communication department should be a function close to board or the board of the business unit. Event management and communication are nearly unrepeatable (an event is a one time opportunity) and need a dedicated professional approach. The event management expertise and more important the event communication knowledge and practise could be an in-house communication function.

The event capabilities and expertise within companies and their suppliers, such as: event organising companies, advertising agencies, public relation agencies and design agencies should be centrally managed. The current event management role within

companies is too operational and the expertise should shift from event operations to strategic event communication. Some operational control will be imminent, because every event is more or less a one-time opportunity and control on the event management process should solely be one of briefing and working with suppliers and their sub-contractors.

To obtain a successful event communication, in line with the corporate communication, we need to focus on stakeholder segmentation, management and integration. The current stakeholder segmentation is predominantly focused on relationship marketing with either (prospective) clients or employees at separate events. Within the clients group we often see segmentation in top and middle and, less often, a similar segmentation in white and blue-collar employees. In order to start the dialogue between stakeholders and to effectively communicate the corporate identity mix it is most effective to first integrate stakeholders and segment them based on the profiles of the individuals. The segmentation needs to follow, the event strategy and meet the objectives. Considered should be the various event gaps. The experience gap, between the “expected” and “perceived” experience might have the largest impact on the six dimensions, which form the Reputation Quotient. In the experience the company can really shape, transform its reputation.

In this paper the objective has been to discuss the importance of a corporate event in order to influence and shape the company’s reputation. The company’s stakeholders are attending out of their free choice a corporate event, to network and experience the company’s corporate identity. Event communication is not only key to the event itself, but more importantly to the reputation as a whole. Interacting face-to-face with stakeholders during an unique, memorable and entertaining experience is a dimension of reputation management.

Siegfried Marynissen

Johnson & Johnson: a house of brands or a branded house? Or both?

The position of Janssen-Cilag in Europe

Siegfried Marynissen joined Johnson & Johnson in 1985 and started his career at Janssen Pharmaceutica in the Netherlands as Manager of the Dutch Dr. Paul Janssen Stichting where he was responsible for medical education. In 1991 he became Chairman of the International Association Dr. Paul Janssen Medical Institute and was instrumental in expanding Janssen's professional education programme across Europe. Siegfried joined the research organisation of

Janssen Pharmaceutica in Beerse, Belgium, as Manager Scientific Communications in 1995. Two years later he was appointed Director International Relations at the international marketing department, responsible for global public relations and public affairs support of all Janssen-Cilag products. In 1999 he became Executive Director, Public Affairs and Issues Management for all Janssen-Cilag products worldwide. In 2001 he joined the newly created Global

Pharmaceuticals Communications (GPC) group, leading public relations and public affairs support for Johnson & Johnson's prescription gastro-intestinal and anti-fungal franchises globally. In addition, Siegfried heads the GPC European Communications Office, providing public relations and public affairs support for Johnson & Johnson's Pharmaceuticals Group's products in Europe, the Middle East and Africa.

INTRODUCTION

Johnson & Johnson is the world's most comprehensive and broadly based manufacturer of health care products, as well as a provider of related services for the consumer, pharmaceutical and medical devices & diagnostics markets. In the United States Johnson & Johnson is an icon in reputation. For years now they lead national reputation and image surveys.

In the early nineties Janssen Pharmaceutica and Cilag, two European based pharmaceutical companies of Johnson & Johnson merged and became Janssen-Cilag, except for the US, Canada, Japan and China.

Most of the Johnson & Johnson companies in the consumer and professional sector refer in their corporate branding to Johnson & Johnson – by endorsement. The Janssen-Cilag companies do not refer to Johnson & Johnson in their branding.

PROBLEM DEFINITION

There is currently no data available for making any decision regarding branding Janssen-Cilag in connection with Johnson & Johnson. But does Janssen-Cilag need to add Johnson & Johnson to its name? Is there any added value for either Janssen-Cilag or Johnson & Johnson to do so? Extensive and interesting research has shown that a positive reputation has a positive impact on decisions taken by various stakeholders. It is known that Johnson & Johnson has a very positive reputation in the United States as indicated by many highly regarded surveys. As such we can ask whether linking the name Johnson & Johnson to Janssen-Cilag may have a positive impact on that company in Europe. We do not know though what the reputation of Johnson & Johnson is in Europe or how well known they are.

CORPORATE BRANDING

There is a wealth of information in the literature on corporate branding, product branding, the impact of a corporate brand on a customer, on a business unit and on a product and the impact of the parent behind the brand on the product brand. As such we can visualise a scheme that covers six dimensions in branding (see figure 1).

Six dimensions in branding

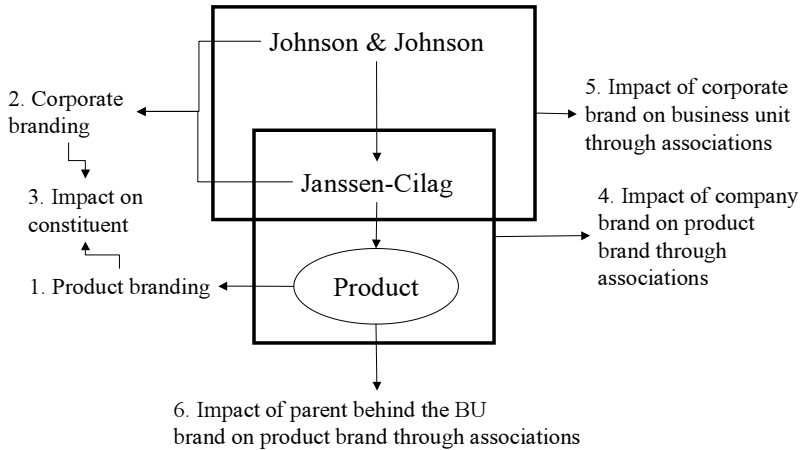


Figure 1: Six dimensions in branding

Since competition is becoming increasingly tough corporate branding is seen as one way of presenting your company to internal and external stakeholders. Theory and research has shown that, when executed correctly, corporate branding may contribute substantially to the business results. Little is known though about corporate branding in the pharmaceutical sector despite the fact that many pharmaceutical companies do spend time and money to it. Especially when we're facing more and more mega mergers between pharmaceutical companies, in addition to the numerous collaborations and taking-overs.

Building a corporate brand takes a lot of resources (money, time and people). Adding the parent brand to the business unit implies that you need to sell the parent brand as well. In the current environment both Johnson & Johnson and Janssen-Cilag have different stakeholders in different countries.

There are a number of key features typically for the pharmaceutical sector that are unknown to the consumer sector at large. That is why I pay some attention to specific characteristics in the pharmaceutical sector and the health care environment.

THE HEALTH CARE ENVIRONMENT

Discussing the pharmaceutical industry cannot without ignoring the importance of the health care environment since it is so highly regulated. All pharmaceutical companies face a number of common problems. Developing a new medicine is costly because it takes so much time and it is full of risks. Registration of a product in order to be marketed is complex and again very risky with many different stakeholders involved. Obtaining product price and reimbursement is time consuming and complex. The European Union is developing more and more rules and regulations putting companies under extreme pressure. The biggest difference with the consumer market is that the end-user, the patient, doesn't decide what product he / she will take. In addition, research has indicated that prescribers don't actually care where a product comes from when deciding what to prescribe since they make decisions based on product characteristics and are influenced by government regulations and restrictions. Payers on the other hand are primarily interested in getting the least expensive medicine. This leads to a situation where many stakeholders have different views on healthcare and its spending. In the health care sector many players play an active role. The next two chapters deal with Johnson & Johnson and Janssen-Cilag, two major but distinct players.

JOHNSON & JOHNSON AND JANSSEN-CILAG

Johnson & Johnson is the most diversified health care company in the world and has a decentralised organisational structure. The company is active in the pharmaceuticals and medical devices and diagnostics sectors though is primarily known for its baby care products. Johnson & Johnson is not merely a trademark but a trust mark – as indicated in the US. Johnson & Johnson tops reputation lists for years, especially in the US. Research has indicated that Johnson & Johnson is hardly known in Europe. Many (consumer) product brands on the other hand are well known among the many professional audiences in health care and the public at large in Europe. Visiting the website or reading the company's annual report demonstrates that Johnson & Johnson is a house of brands in a branded house.

In all European countries Janssen-Cilag companies market successfully Johnson & Johnson pharmaceutical products. Overall the pharmaceutical sector of Johnson & Johnson ranks number 11 in Europe. On top are some big European and American companies such as Pfizer, GlaxoSmithKline and Novartis. Janssen-Cilag is highly specialised in specific areas and as such recognised and appreciated by its constituents, which are primarily specialists. After the merger between Janssen Pharmaceutica and Cilag in the early nineties the companies developed their own

corporate story. It would be interesting to investigate how to position the company locally and on the European scene in particular. Johnson & Johnson as well as Janssen-Cilag face a large group of diverse constituents with different interests. The next chapter should bring some clarity in who they are and what their roles are.

CONSTITUENTS

Following Paul Argenti's communication model, which is constituency focused, it is key for any pharmaceutical company to face all relevant stakeholders. There is no area or business sector where stakeholders have such a great variety and diversity. Unlike the consumer sector the pharmaceutical sector has many different and powerful stakeholders. In the past prescribers made decisions on what product to prescribe based on their experience, expertise and knowledge. Nowadays with increased pressure on health care budgets and more stringent regulations other stakeholders increased their power. Regulators decide what product is allowed on the market and on what basis. Authorities and payers decide on what price you are allowed to sell and how much of the price will be reimbursed. As such the prescriber became just another decision maker. It goes without saying that communications need to take into account the various constituents. In my view improvement in communications is needed or at least warranted for many organizations in the health care sector.

As said before, company reputation plays an important role in decision-making. Knowing that many constituents play a role in the decision making process there was a need to check what the image of the pharmaceutical industry is as described in the next chapter.

QUALITATIVE IMAGE SURVEY

A qualitative image survey in five major European markets reveals how prescribers, pharmacists and payers view pharmaceutical companies and how an ideal pharmaceutical company should look like. Unanimously all respondents indicated that the company representative is the face of the company and that the quality of the person determines the image of the company. Another key outcome was the fact that these health care professionals are more interested in the products and less in the company. They do indicate however that good quality products and innovative research and development define a company's reputation. Respondents were also asked whether they know Janssen-Cilag and Johnson & Johnson and what their characteristics are. The study results give a clear idea of the important factors which contribute to overall image and where Janssen-Cilag fits in relation to its competitors.

In addition, the respondents gave their opinion in case there would be a stronger association between Janssen-Cilag and Johnson & Johnson. Both organizations enjoy a positive reputation though Johnson & Johnson is hardly known. The survey revealed a lot of interesting information though it also showed the weakness of this study, i.e. the fact that many more constituents needed to be involved since they all play an important role.

CONCLUSIONS

A survey in the US among the public revealed that Johnson & Johnson's main asset is the mother-infant bond. Johnson & Johnson is clearly perceived and best known as the baby care company – especially in the US – and recent research has shown that that is also the case Europe, though to a lesser extent.

Research has indicated that prescribers actually don't pay that much attention to the company behind the product. Johnson & Johnson's brand content has proven to be very successful and there is no reason to believe that will change.

Although the pharmaceutical companies play an increasingly important role within Johnson & Johnson the image of the company comes from the consumer – baby care-franchise. As stated by the CEO of Johnson & Johnson, the importance of the company's consumer business should not be overlooked amidst the faster growing pharmaceutical and device units at the company.

The differences between a pharmaceutical company and a baby care company are paramount. Within Johnson & Johnson however, there is a binding strategy, Our Credo, which makes it possible that despite the differences there is something in common.

Whether the name Johnson & Johnson will add value to Janssen-Cilag in European markets can be answered positively though only when the parent brand is known. Research has shown that Johnson & Johnson is hardly known among prescribers, one of the key stakeholders. Whether the company is known among non-prescribers should be further investigated. Non-prescribers can be very powerful as well since they may decide whether a product will be registered and at what price. If Janssen-Cilag gets a more favourable response because of its association with a well-known and highly reputable organisation there is a clear benefit to link both organizations in their branding. But before doing that we need to establish the Johnson & Johnson brand in Europe and leverage the reputation the company enjoys in the US.

RECOMMENDATIONS

Based on the conclusions a stepwise approach in corporate branding is recommended. First, a sustainable corporate story (SCS) for the Janssen-Cilag organization needs to be developed. This would help the companies to present their organisation to a large number of stakeholders, including the own employees, throughout Europe in a consistent way. By creating this story for Janssen-Cilag, the format dictates that management will need to answer questions related to:

- Positioning: Where are we now and where do we want to be? What does the market look like? What is the competition doing? What does our product pipeline look like? Etc. In addition, all stakeholders that are important need to be listed and grouped according to power, legitimating and urgency.
- Definition of effective and wanted organisational identity: What is distinctive, continuous and central as well as the desired, projected and the applied identity including parent visibility? What is the Projected Organisational Identity (APOI)?
- Reputation analysis and trends in the public opinion: What is the company's reputation among all its relevant stakeholders?

Secondly, and in parallel, a Johnson & Johnson specific corporate communications plan may be developed for the European market.

FUTURE RESEARCH

From the work related to this thesis it became apparent that much more work should be done regarding communications in the pharmaceutical industry. Up till now, all research and literature is dealing with communications in the consumer sector, either in corporate or product branding. In the business-to-business environment we already notice some similarities though it is not the same.

A whole new discipline can be explored on how communications should be defined and optimised in a strongly regulated environment as health care. Among many other questions here are few which may serve as food for thought:

- Will targeted communications play a role in the decision taking process of key stakeholders in health care?
- How should a health care organisation be organised to meet the different needs in communication?
- Are there any specific needs to be addressed when communicating with specific audiences in the health care sector?

Jeroen Nugteren

The preferred identity of the Ministry of Education, Culture and Science

Jeroen Nugteren (41) works as spokesman for the Minister of Education, Culture and Science. He completed the School of Journalism in Utrecht and graduated from University Utrecht in 1990 in Spanish language and literature.

Jeroen started his career as a freelance journalist, mostly for

radio programmes. Since then he has worked in the field of communication for the political party Democrats 66, the Ministry of Social Affairs and Employment and the Ministry of Agriculture, Nature Management and Fishery. He has also worked as Head of Communication for the Post- and Telecom-regulator OPTA.

Apart from his work and family (in the three years of the MCC-programme his wife has given birth to two children, Marius and Dorian), Jeroen spends his time reading, swimming and watching movies.

INTRODUCTION

The question this thesis seeks to answer is:

What is the preferred identity of the Ministry of Education, Culture and Science (OCW)? From the perspective of which common points of departure (core values) should OCW officials make (policy) choices?

The preferred identity of OCW is not established or described anywhere. The Ministry thus provides its officials with too little guidance with respect to the common points of departure (core values) from which (policy) choices have to be made.

To describe the preferred identity of OCW, the Cobweb method of Bernstein has been used. To begin, the five members of the OCW Executive Board have indicated individually what they think the most important core values of the Ministry are. They came up with the following core values: intellectual curiosity, loyalty, integrity, result-orientation and client-orientation. They have given these core values report marks for the current situation and for the situation they would like to see come about.

During a specially convened identity session on 26 January 2004, the Executive Board members discussed these core values and the significance of each among themselves. Next the department heads of OCW – some thirty people in all – attempted in a session to answer the question of what behavior best suits, in their view, the core values named. This type of ‘making sense’ produced a large number of ideas on the behavior they preferred to see in OCW employees.

We then looked at the core values and the relevant preferred employee behavior in conjunction with the policy priorities of OCW.

CONCLUSIONS

The preferred identity of the Ministry of OCW is formed through a combination of policy priorities, core values and preferred employee behavior.

The preferred identity could be described in the following manner.

OCW supports and has set the following policy priorities:

- *Deregulation, autonomy and accountability: fewer rules, more space and clearer accountability.*
- *Innovation and reinforcing the (top) knowledge infrastructure: to create a knowledge-based society that works.*
- *More people working in education: an attractive profession in education.*
- *Achieving maximum participation: more people taking part.*

The core values (common points of departure) from which OCW employees should realize these policy priorities are:

- *Intellectual curiosity*
- *Loyalty*
- *Integrity*
- *Client-orientation*
- *Result-orientation*

Features in the behavior of OCW employees that are desirable in light of these policy priorities and core values are:

- *Open mind, listening ability, persistent enquiry, discovering the motives of others.*
- *Can I ensure that it will work for you?*
- *Say what you will do and do what you say. The intended results may be ambitious, but they should also be feasible.*
- *If you know what your objective is (including saying no), you must deliver the goods (and steam ahead when things get difficult).*
- *Transparency, willingness to explain yourself, being honest, giving credit to others (give credit where credit is due).*
- *Be able to handle different loyalties (political vs. official); be clear that you are acting in light of the political mandate.*

RECOMMENDATIONS

The following recommendations ensue from this thesis:

1. The Ministry of OCW could promote the chance of success for all four of the policy priorities mentioned by giving greater attention to implementing four of its five core values: intellectual curiosity, client-orientation, result-orientation and integrity. There is a clear connection between these policy priorities and these core values. The Executive Board has also emphatically said that, with respect to these core values, there is a great difference between the current situation and the preferred situation (see Chapter 4).

2. The Ministry of OCW should focus (more strongly) on implementing the preferred behavior in employees as described in section 5 D because this will promote the realization of the four policy priorities.

More concretely, for communication management this means that, in the internal communication, greater attention will have to be focused on the preferred employee behavior. Some ways to do this are:

- By placing articles in the staff magazine and on the Intranet about employees that have been successful in really listening and persistently enquiring. Employees that have been able to translate what they have learned into policy, or who, despite running into obstacles, have pushed ahead, etc. The goal is to show their colleagues that this type of behavior is greatly appreciated (it also serves as an example).
- In job market communication, the job requirements given could point directly to the preferred employee behavior.
- In a Sustainable Corporate Story about the OCW, the preferred employee behavior could be clearly expressed.

More concretely, this could mean the following for human resources management:

- Translating the aforementioned preferred employee behavior into concrete competencies for OCW employees.
- Discussing the preferred employee behavior during performance and evaluation meetings.

Joost Ravoo

Accountability of Corporate Communication

He who is not appreciated, will be depreciated

Joost Ravoo (1971) studied Business Administration (BBA, Nijenrode University), which he completed with a selection of classes of Financial Economics (VU) and Spanish Language and Literature (UvA). By means of this thesis Joost completes the executive course Master of Corporate Communication (MCC, Erasmus University).

His working career started at Van Hulzen Public Relations Adviseurs (Voorschoten) where Joost learned the noble art of PR consultancy. Clients ranged from profit to non-profit and from start-up to multinational. Then, he switched to client side to become senior communication officer for Sara Lee's Household &

Bodycare and Coffee & Tea divisions worldwide (Utrecht). Currently Joost is director of Corporate Communication at NS, the Netherlands Railways (Utrecht).

Joost lives in Amsterdam, sharing a comfortable houseboat with wife and daughter.

RESEARCH GOAL AND METHODS

GOAL

The aim of this study is to determine how Corporate Communication (CC) departments and activities can be made accountable and to what extent current CC practise is accountable.

METHODS

Due to the lack of readily available theoretical or practical studies directly applicable to the full extent of the subject, this research has an explorative character:

- First, a theoretical model will be built, offering grip on the Critical Success Factors (CSF) to accountability of CC. Academic literature on communication, organizational studies and human resources will be used for this purpose.
- Second, the CSF model will be compared to daily practise at eight prominent organizations in the Netherlands. Directors of CC were interviewed.

Even though the number of respondents (N=8) is too low to draw extensive conclusions, findings can be considered indicative for top 50 organizations in The Netherlands.

THEORETICAL FRAMEWORK

ACCOUNTABILITY AND CORPORATE COMMUNICATION

CC aims to add value to the business it serves. Structure follows business (Chandler, 1962) and communication follows structure (Van Riel, 2003). Therefore, the higher the alignment between good CC practise and business goals, the higher the added value of CC to the business. If CC desires accountability as to its added value to the business, it should expose itself to performance measurement. Quantified measurable targets and transparency of goals are obligatory (Robbins, 1993).

CC departments and policy makers striving for accountability and measurable target setting need an organizational structure and management practices enabling performance measurement of the department and of its individual professionals.

Accountability will lead to measurable value of CC and its professionals. A blessing for practitioners, since he who is not appreciated, will be depreciated.

TARGET SETTING

The ITO-model (Adema, Van Riel, Wieringa, 1993) dissects desired CC activities and outcomes by means of the system-theoretical criteria input, throughput and output.

Some examples of measurable CC input, throughput and output targets

- Input: prepare communications strategy on issues x,y,z, in period t
- Throughput: launch a campaign # times per year; stay within budget
- Output: produce positive publicity for issues x,y,z in media a,b,c in period t

When optimizing added value to the business, CC targets may be input and throughput related in the first steps toward accountability. In the end, they should be output-related and based on the effect caused. Examples of such targets include:

- % improvement of knowledge, attitude and behavior of a specific stakeholder group
- % improvement of company reputation, or elements of such
- % improvement of share of voice or visibility of the company or brand

These targets should of course be related to historical or relevant external benchmarks.

The basic model for target setting is the yearly business planning cycle (Schmit, 2003). The cycle comprises four phases:

- Planning (of targets and budgets by CC)
- Agreement (by CC, the Board of Management (BoM) and Business Unit (BU) management)
- Fulfillment (by CC)
- Performance measurement (of CC by BoM)

Using quantified, output-related and effect-oriented targets, consistent execution and repetition of the cycle over the years will enable CC to perform better and more in line with business needs. BoM in its turn will gain more insight in the added value of CC. For successful target setting and evaluation, commitment from both CC and BoM to input and contingency planning are crucial. Typical obstacles, such as unforeseen changes of strategy or unforeseen stakeholder behavior, can be accounted for in a mature planning cycle. On one hand, the BoM may choose to be flexible as to sanctioning CC targets if not achieved because of unforeseen developments. On the other hand, CC will be forced to develop an early warnings system (Dutton & Ottensmeyer, 1987) and dialogue capabilities (Heugens, Van Riel, Van den Bosch, 2002) to avoid such. Some uncertain fluctuations can be accounted for by formulating an 'if-then'-clause in a target beforehand.

When applying performance measurement in a planning cycle, the end goal should always be kept in mind: better performance for both company and individual (Vloeberghs, 2002). The CC planning cycle must therefore be closely linked to the business planning; and the individual CC professional's planning cycle in its turn must be linked to the CC cycle. At a personal level performance criteria can so be linked to (a) company targets, (b) CC targets and (c) personal development opportunities.

By combining measurable business-related targets with performance measurement at both department and individual levels, CC will become a more accountable and more entrepreneurial department. Targets may very well be defined as (CC contributions to) product / market-combinations (PMC's).

ORGANIZATION

Many CC departments seem to be organized along the classical 'craftsmanship'-lines of Internal Communication, Investor Relations (& Press Relations), Public Affairs and Issues Management (Van Riel, 2003). The role and added value of CC to the business however, is more accurately described by the models by Knoers (1996) and Boer & Croon (2003). The latter define three professional levels of contribution to the business: (1) development of the corporate brand, (2) coordination and consultancy of communication and (3) execution of means and activities.

When organizationally combining Van Riel's classical division with Knoers' and Boer & Croon's roles, a matrix organization for the CC department seems to be the logical outcome. Thus roles and added value to the BoM as well as to BU management are best served. The classical sub-units of CC have their staff's portfolios dedicated in a way that consulting and / or executive tasks are performed by account management to BUs or issues.

Four coordination principles (Grant 1996) should now guarantee that the CC department organized in sub-units and in BU-oriented portfolios is still able to produce integral specialized knowledge:

- CC rules & directives; are solid and provide added value to BoM and BU management
- Organizational routine; CC professionals in their service to BoM, BU management and specialists know each others agendas and find each other blindly when necessary
- Sequencing; CC, BoM and BU planning cycles are aligned
- Group problem solving; crisis and contingency planning procedures are clear between CC, BoM and BU management

A CC department organized as described here, will deliver accountable added value to both BoM and BU when its targets are business-related (PMCs).

DAILY MANAGEMENT

The leadership style optimally fit for managing a crew of highly educated professionals is a participating style (Hersey & Blanchard, 1988). Low task guidance and high relationship behavior enable the CC professional to take responsibility, be creative and truly develop into a sparring partner for top management.

A CC department organized in a matrix, as described before, in its turn demands highly qualified staff. Practitioners should not only be communication experts, but must be able to level with top management on issues concerning marketing, economics, law, ICT and organizational and social sciences (BvC Job profiles, 2002). Last but not least, communication professionals should be equipped with a well-developed antenna for trends and issues in the stakeholder arena.

Individual performance measurement makes CC professionals accountable on an individual level. Meeting or exceeding targets should lead to financial or intrinsic rewards, such as training, job enlargement, job enrichment or promotion. Under-performance should confront the individual with the other side of accountability; bad performers can and must be addressed and / or penalized.

CSF MODEL TO ACCOUNTABILITY OF CC

Based on the research described above, a model was composed depicting three key levels of Critical Success Factors to the accountability of CC:

- I Strategic level; where CC should make itself accountable to the BoM
- II Operational level; where CC should deliver added value to BUs
- III Conditional level; where daily management of the department and its staff are secured

Level	CSF to accountability of CC	Counterpart
I. Strategic	CC targets <ul style="list-style-type: none"> • In line with business targets (PMCs) • Quantified and measurable <ul style="list-style-type: none"> • Input and throughput, but rather output • Output based on effect caused • Possibly by help of 'if-then'-clause • Performance measurement of (dir) CC by BoM 	BoM
II. Operational	Organization of CC <ul style="list-style-type: none"> • CC organization fits company organization • CC planning cycle parallel to business planning cycle • Added value of CC rules & directives to BU policies • Agreement on procedures to complex decisions • CC professionals and (top) management find each other blindly 	BUs
III. Conditional	Daily management of CC <ul style="list-style-type: none"> • Participative leadership style of (dir) CC • Individual target CC professional is derivate of CC target is derivate of business target (PMC) • Performance measurement of CC professionals • High individual responsibility of CC professionals • CC professional is both craftsman and generalist 	CC internal

Model 1; CSF model to accountability of CC

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FIELD AUDIT RESULTS

WEAK LINKS

Assessment of daily CC practise at eight prominent organizations in The Netherlands learns that most CC departments have partial accountability policies in place at all three levels of the CSF model – strategic, operational and conditional. Accountability is insecure here. The power of the whole accountability chain is determined by the weakest link; partial accountability at a certain level may result in no accountability in the end. Only one organization visited seems to cover all critical success factors substantially.

In general, it can be concluded that at strategic level a more direct link to PMCs or to BU targets would be welcome. Also, more dedication to output-related targets and to effects achieved is necessary. Social / economic and stakeholder dynamics render 100% prediction of CC contributions in terms of effect achieved unrealistic. However, CC ambition could be more firmly aimed at creating the organization's own desired reality. An 80% prediction of activities and contributions at the yearly planning cycle is thought to be realistic by several CC directors.

The most evident weak link in the accountability chain of CC is the organizational structure. Only in two cases examined a logical and convincing fit exists between CC's desired contributions to BoM and BU and its organizational structure. There is a crucial area for improvement here. Measurable targets may sound fine, but one may ask how correct or how influencible by CC they are, when CC's organizational fit is far from optimal. In most organizations visited, this incomplete organizational fit is compensated by proclaimed excellent interpersonal contacts between CC professionals and their counterparts in the business. A better engineering of the CC department, would not only make the profession less dependent from individual ways and habits. It may also be the key to achieving a higher degree of predictability of contributions desired by the business. Better organizational alignment (1) with BoM and BUs and (2) in-depth knowledge of related issues, may very well eliminate two often heard excuses to the unpredictability of CC: (1) inconsistency of line management and (2) unpredictability of stakeholders.

Another key to improved accountability may lie in the CC rules and directives imposed upon the business. In most organizations visited, these are focused on means (corporate identity, internal media, etc) or on target groups (media, stakeholders, etc). If the rules and directives would be more information-focused, CC professionals may achieve a better grip on fundamental decision making processes. An imposed policy of timely providing CC with information regarding (considerations to) re-prioritizing business targets, marketing strategies and / or investment options

would be helpful to avoid proclaimed unpredictable moves by management. So-called unpredictable stakeholder behavior is usually a logical response to the moves made by management. Even so, such rules and directives – even when effectively sanctioned – do not replace CC responsibility to be constantly alert for the unexpected.

In daily CC management, accountability – as covered by the CSF model – is well implemented at individual level at all organizations visited. When we take into account that the upper two levels are not too well taken care of, we should ask ourselves how accountable individual performance really is in relation to the overall CC target. Individual accountability may very well be based on incomplete or insufficiently specific targets at a higher level. Or realization may be troubled by organizational misfit.

FEEDBACK TO THE CSF MODEL

In general, the model of Critical Success Factors to accountability of CC (model 1) reveals several short-comings of current practise. The model can therefore be used as a checklist to:

- Planning CC objectives (planning cycle, project planning, etc)
- (Re-)organizing a CC department
- Determination and distribution of tasks and responsibilities within such a department

The field audit has not revealed evident short-comings to the CSF model itself. One should bear in mind that this aspect was not specifically addressed in the questionnaire. This is a logical point for further research into the model and its added value. Field research also shows us that various organizations set different priorities to CC and have different ambitions with their CC policies. Opportunistic use of the CSF model will not secure accountability of CC. Long term use and constant re-evaluation of lessons learned may very well do so.

FINDINGS

Back to the key research questions:

a. How can CC be made accountable?

The CSF model (model 1) enables the anchoring of the accountability of CC at three levels:

- Strategic; quantified output-related targets, related to PMCs
- Operational; alignment of the CC department's structure and policies with the company's
- Conditional; professional management of CC department and staff

The most frequently heard argument to be reserved regarding the accountability of CC is the proclaimed unpredictability of line management and stakeholders. This unpredictability can be reduced by a better organizational fit of CC in the business and the development of dialogue capabilities; most of all by CC itself. Also, when planning CC targets, uncertainty can be addressed by 'if-then'-clauses. And finally, when assessing CC targets, developments reasonably regarded unpredictable in retrospective, can be valued mildly by newly calibrated criteria. The arguments are no show-stoppers therefore.

b. To what extent is current CC practise accountable?

The (limited) field audit shows that most CC departments of prominent organizations in The Netherlands comply partially to the criteria of the CSF model. Differences between the various organizations are substantial.

In general, there is a need to improve the accountability of CC by:

- increasing the number of output related targets of CC at cost of the input and throughput related targets
- formulating output related targets in terms of effect to be achieved and evaluating these targets on relevant benchmarks
- improving the organizational fit of the CC department in line with the company's structure

100% accountability of CC efforts and means may remain an illusion; 80% predictability and accountability seems realistic however.

Kees Verhagen

“The accountability of media relations policy”

How to measure the contribution of media exposure to the corporate reputation

Kees Verhagen (1962) graduated in 1989 from Nijmegen University in Communication Science. His career started at the FNV (the largest Dutch trade union). He switched to the community of Zoetermeer working as a consultant for employee communications. Afterwards he worked as a consultant in market research and PR activities. In 1994 he joined Verzekeringkamer (Supervisory Authority on insurance companies and

pension funds). Until 2000 he was responsible for the communication policy with an emphasis on media relations. In 2000 he switched to PGGM, the pension fund for the health & care sector. He worked with PGGM as spokesman and coordinator of the media relations.

At the beginning of 2004 Kees has decided to work as a consultant in media relations policy. In his opinion media relations only can obtain a

strategic position if its contribution to the corporate reputation can be proved. Based upon this opinion he wrote his thesis for the Master of Corporate Communication program.

Kees enjoys spending time with his partner Irma, his family and friends.

He also likes traveling, camping, skiing, hiking and cycling.

INTRODUCTION

Pension funds in the Netherlands have been set in the spotlights more and more since the beginning of this century. Until that time pension funds could do their job in relative silence. There was only a minor interest in pensions in those days. Both in societal and political way pensions were not an issue. But at the end of 2000 the financial markets began to decline. In the spring of 2001 the first questions erupted about the consequences of the decline for pension funds. The media, politicians and society began to focus on issues like the investment policy of pension funds, the raising of contribution and so on.

From that time on there was no silence anymore around pension funds. Media attention has been increasing tremendously. Newspapers, magazines, TV-programmes are covering pensions as an important issue. The increasing attention of the media makes it necessary for pension funds to have some reflection. Are they well equipped enough to deal with attention? Do they have the skills to use the media attention for realizing their own strategy?

This kind of questions can only be answered by using appropriate instruments. Instruments that can measure the effectiveness of the media relations policy of pension funds in general and PGGM specially. PGGM is the pension fund for the health and care sector in the Netherlands. It is the second largest pension fund in the Netherlands, taken the investments into account.

So that's the issue I have explored in this thesis. What kind of techniques PGGM can use for measuring the effectiveness of its media relations policy. Which lessons can be learned from other organizations that measure the effectiveness of their media relations policy?

THEORETICAL FRAMEWORK: HOW TO PROVE THE ADDED VALUE OF MEDIA RELATIONS POLICY?

Communication enables an organization to begin a dialogue with stakeholders to create awareness, understanding, and appreciation for the firm's strategic goals, ideally resulting in the satisfaction of the interests of both the firm and its environment. That communication will be more effective if organizations rely on a so-called sustainable corporate story as a source of inspiration for all internal and external communication programs. A sustainable corporate story can be described as a realistic and relevant description of an organization based on an open dialogue with stakeholders the organization depends upon.

But why is a sustainable corporate story that important? With the creation of a sustainable corporate story an organization can meet the need for more disclosure. Also the sustainable corporate story functions as an umbrella for the several communication disciplines an organization is using to keep in touch with its resources an organization on which it is depending upon.

And how is the story created in an appropriate way? Which role does the evaluation of communication in general and media relations policy especially play in building the story? Input for a creative strategy resulting in a sustainable corporate story is needed. Several communication performance indicators like Tomac, RQ, MRI, CEQ and ROIT, related to the distinctive communication modalities can be used to get an evaluation of external perceptions, the stakeholders and internal efforts within the organization.

Within the whole spectrum of communication modalities media relations policy plays it's role in positioning the organization. In that way there is a relation between the corporate reputation of an organization and its media relations policy.

In his intermediate role the press plays an important role in conveying information from an organization towards stakeholders. Therefore organizations should know how this conveying process is organized. When you know how this process is organized it is possible to influence it. And finally by measuring how this conveying process results in free publicity about organizations, it is possible to judge the effectiveness of media relations policy related to the corporate reputation of the organization. Figure 1 relates the news production process, the way this process can be influenced and how the influencing process can be managed, to the reputation and performance of an organization.

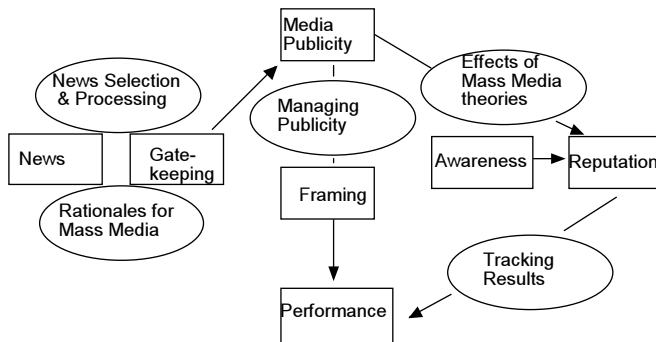


Figure 1: The production of free publicity about an organization managing publicity, framing, the effects of mass media theories, tracking results and the relationship with reputation and performance

MEASURING THE EFFECTIVENESS OF MEDIA RELATIONS POLICY

It seems to be getting more and more important for organizations to be transparent towards their stakeholders. In being transparent free-publicity is an important factor for organizations. But how important? What is the influence of free-publicity on the reputation or image of an organization? Is it possible to measure the relationship between free publicity and reputation?

Organizations can use several methods to measure their media performance:

The media monitor developed by Oegema, Meijer and Kleinnijenhuis. Oegema et al tried to develop a monitor which makes it possible to measure on what kind of news receivers will react and why they react the way they do. They created the so-called NET-method. NET stands for Network analysis Evaluative Texts. They claim to make a picture of a text upon which contains the main features of a text. These features of a text are described as a network of actors and issues, whereas all the possible relations within the network are evaluated.

The Media Reputation Index of the US company Delahaye links the media performance of an organization to the reputation of that organization. By using the corporate reputation drivers developed by The Reputation Institute and Harris Interactive, Delahaye has concretized the theoretical concept of reputation. Media coverage is scored upon drivers' emotional appeal, products & services, vision & leadership, workplace environment, social responsibility and financial performance. Computer Aided Research and Media Analysis (Carma). Media content analysis systems such as Carma establish a database into which variable information is entered. Using database technology, Carma products content information about media coverage such as: the title of each story, the media it appeared in, the type of media, date of publication or broadcast, size, position in the publication or program, author's by-line, the major sources quoted or reported, key issues or topics discussed, key messages contained. By rating each article or item on these criteria on these criteria, an overall favorability rating can be determined. Favorability is not the same thing as positive or negative what are highly subjective terms. Favorability determined by a media content analysis measures an article in terms of whether it helped achieve the organization's objectives.

RECOMMENDATIONS FOR PGGM MEDIA RELATIONS POLICY

Case studies, further described in my thesis, on Johnson & Johnson, Philips and PGGM have gained insight on the way organizations can measure the effectiveness of their media relations policy. Based upon these insights and linked to the theoretical

framework of this thesis my recommendations for the PGGM media relations policy are shown in figure 2.

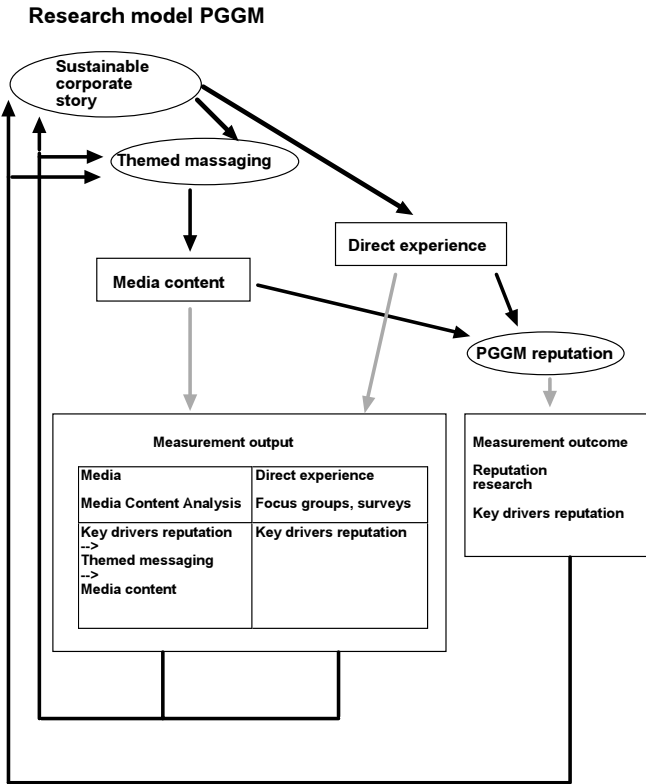


Figure 2

What kind of steps does PGGM have to take to implement the research model?

Figure 3 shows the steps PGGM have to take to implement the research model. What is important here is, more or less already shown in figure 2, the interdependency of the different steps. Without a sustainable corporate story themed message is not possible in an effective way. Because based upon the sustainable corporate story key drivers and attributes have to be developed as input for themed messaging.

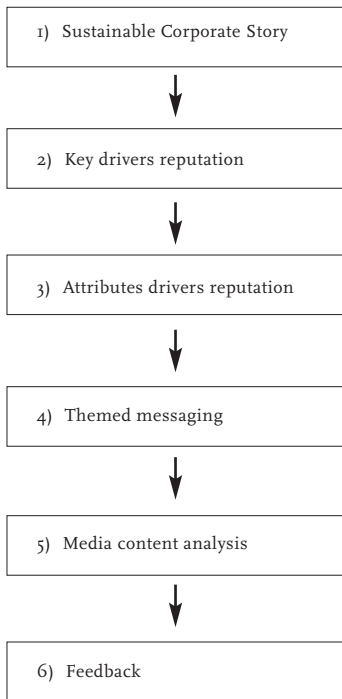


Figure 3: Media Content Analysis Development PGGM

RECOMMENDATIONS FOR FURTHER RESEARCH

In developing further research we have to be aware of the distinction between on the one hand measuring publicity and on the other hand measuring changes in attitude and behavior as a result of publicity. As it is very difficult to determine cause and effect it is very difficult to link publicity and behavior directly to each other. Finding a way to resolve the cause and effect problem will be the challenge for forthcoming research.

Further research should besides focusing on the measurement techniques also pay attention to the developments in the media landscape and its consequences for the media relations policy of organizations. How can organizations react or even better anticipate on the trends towards for instance more homogenization within the media? How do these trends have impact on the sustainable corporate story and the key messages? Questions that maybe could be answered in the future.

Dominique de Vreeze

Propaganda: use and abuse

The incredible curriculum of a Belgian Officer attending the Master's course at Rotterdam Corporate Communication Center.

Just four years ago, a first Belgian attended the Master's course. All of us at the center thought this was the beginning of a Belgian invasion of Rotterdam, but Dominique De Vreeze is the first Belgian to graduate here.

He is not our first officer, Jeroen Meyer broke that record. But it is still a minority of the students that are coming from governmental services. Their approach makes the course so much

richer, also for the students coming out of the business world. The evidence is that Dominique gave a part of the courses in the elective: 'Media relations'. It is wonderful to see how enthusiastic he is for these courses.

Cees van Riel called me 'a leftist', a real honorable title if you ask me. It is also that leftist view on the world that inspired me for the thesis; 'Propaganda, use and abuse'. Is propaganda not in the first place used at a large extend by left governments? Or is it the other way around? Dominique found an original approach within his expertise as a communication man with

a good knowledge in media metrics. I am certain that his job as a former Chief Editor of the military magazine VOX helped him a lot to write down his ideas.

His job now as head of media relations at Belgian armed forces makes him a good friend of his minister of defense. Not once Dominique passed by at our center without mentioning his close relation with André Flahaut.

Just coming back of a foreign mission in Lithuania, especially for this event, and therefore refusing an invitation at Ministry of Defense level, Blablabla

PROPAGANDA AT WAR

Wartime is ideal for propaganda use. The public cannot be everywhere when something happens and must rely on what mass media, broadcasting and others are communicating.

PROPAGANDA IS PERVASIVE

Pervasive pro-Western propaganda techniques were built into American media presentation formats. Many may be disguised; others obvious. While we were in New York last April 2003 (exchange visit with the Corporate Communication Center of the Erasmus University), it was impossible to watch any channel on television without being confronted with the Iraq crisis. It was even more impossible to have an overview about what really was happening. I remember that I couldn't believe that, what I saw there was the same conflict that I had been watching and reading about in Europe, Brussels.

Washington's anti-Iraqi propaganda was multidimensional and a key component of the "coalition" war plan (Deceptive words like "coalition" were themselves part of it. As Jon Stewart stated on Comedy Channel: "Yesterday, the president met with a group he calls the coalition of the willing. Or, as the rest of the world calls them, Britain and Spain.

Aimed at the Iraqis was a well-crafted arsenal of psychological operations or Psy-Ops carried out by an IO (Information Operations) directorate that simultaneously targeted and destroyed the country's communication system and replaced it with its own. A second front – and perhaps a more important one – was the western public. Iraqis were targeted by bombs and information warfare while western audiences had a well-executed propaganda campaign often posing as news directed their way.

Explains British-based propaganda expert Paul de Rooij, in several well-sourced assessments: *"One generally doesn't think of psychological warfare as something waged against the home population; the objective of such a campaign was to stifle dissent, garner unquestioning support, and rally people around a common symbol. Americans, and to a lesser extent Europeans, have been subjected to a propaganda barrage in an effort to neutralize opposition to the war, and this fits directly into a Psy-Ops framework."* Platoons of retired generals and pro-war military experts interpreting war news. CNN's news chief Eason Jordan revealed that he had sought approval from the Pentagon for his network's key war advisors. In Belgium, the minister of Defense himself chose military experts that could be proposed to the media. In this way the political authority took total control of the communication.

PROPAGANDA USES FORMATS

The youngest formats used were video games, political campaign look-a-likes, and sports games. During the first Gulf war, the format used, was computer games. Everybody saw general Swartzkopf showing the video's, the war presented as a game; the guided missiles hitting cars, tanks, bridges, and bunkers. Also showing near hits, missiles just missing people on the road, nearly collateral damage!

Pentagon media Chief Clarke said that this time, the approach was coordinated throughout the administration with *"messages of the day"* and orchestrated appearances by the President and members of his cabinet (face value transmissions). They were not just selling a message but "managing the perceptions" of those who received them. The White House has stocked its communications operation with people from network television who have expertise in lighting, camera angles, and the importance of backdrops.

WAR AS A TV SHOW

This war was a TV show on a new scale with as many "events" as a televised Olympics. The Pentagon was not faxing instructions to the newsrooms, nor would they have to. Today the relationship between government and media is more than symbiotic, even synergistic. Wars like the one in Iraq are staged to project American power to the world. The pictures advertise that power (and weapons systems at the same time). War attracts viewers in large numbers. Journalists quickly become intoxicated by the ether of war and all the excitement and danger that wait on the front line. For many reporters, war is where the action is. It is also a career builder. Journalists of war represents the highest form of professional calling and appeals to their sense of patriotism and pride. Many promote the mission of those they cover as their own, the seduction is subtle.

Some may be bought as intelligence assets, but most would resent any suggestion that they have sold out – or sold in. Years ago and still now, networks like war. "Reality," and "Militainment," to borrow a term from TIME Magazine, are still number one shows with the largest audience possible.

Its life and death drama brings in viewers and holds attention. The spectacle builds ratings and revenues. It also imbues news organizations with a sense of importance and self-importance.

It allows executives to demonstrate how valuable they are to the national interest. Executives at MSNBC boasted of how their war coverage brought Americans together and “emphasized the positive, not the negative.”

Positive coverage also helps networks gain more access to the powerful, satisfying their advertisers in an industry where the 50 most powerful companies sell three out of every four commercials.

WAR AS SPORT

Paul de Rooje writes: “Propaganda campaigns usually follow a theme ... During the 1991 Gulf War; the theme was the “video game,” which was evident due to the number of demolition video clips. This theme couldn’t be reused because the video-game scenes raised some uncomfortable questions about this enterprise especially among opponents of the war. A new theme and all indications are that this campaign followed a “sports show” metaphor. It is part of their daily diet, it is intelligible to them, and it gives them a passive “entertained” role. Casting propaganda in such a known, comfortable framework makes people adjust favorably to the message... a sports game, there is no need to think about the “why” of anything; it is only an issue of ‘supporting our team’. You are supposed to root only for the ‘good guys’ team, and hate the ‘Iraqi meanies’.

HOW THE WAR WAS SHOWN

As if it was the property of, and indistinguishable from, one mad man, Saddam was as demonized in 2003, with news being structured as a patriotically correct morality soap opera with disinterested good guys (coalition) battling the forces of evil (them / him) in a political conflict constructed by the White House along “you are either with us or against us” lines. (See also the principles of Propaganda, Anne Morelli (UCL, Brussels)). The resemblance is not only in the way it is shown, but even the merchandising works the same. After the war, the video and DVD’s are sold to give some ROI (Return On Investment) for the networks. They spend a lot of resources and money into the coverage of the operation ‘Iraqi Freedom’. Somewhere they have to make their investments profitable. This is almost the same with sports clubs like football or others. Via merchandising they try to compensate the loss of revenue due to the high costs of media coverage.

WAR AS STAGED SPECTACLE

ONE of the most dramatic stories of the war was a dramatic rescue of U.S. POW Jessica Lynch from an Iraqi hospital (see also newspaper analysis, the story of Jessica Lynch). It was covered for days as triumph for the U.S. military. A month after it occurred, the BBC took a second look. Its reporters found that the truth of what happened contradicted what seemed at the time like a Made for TV Movie (and yet may inspire one!).

Reported Ellis Henican in *Newsday*: “Her rescue will go down as one of the most stunning pieces of news management yet conceived.” In addition, John Kampfner, a British journalist who has taken a hard second look at the case for the BBC and the *Guardian* newspaper, concurs. His documentary, “Saving Private Jessica: Fact or Fiction?” aired in Britain on March 18.”

Robert Scheer of the *Los Angeles Times* added: “Sadly, almost nothing fed to reporters about either Lynch’s original capture by Iraqi forces or her ‘rescue’ by U.S. forces turns out to be true. Consider the April 3 *Washington Post* story on her capture headlined ‘She Was Fighting to the Death,’ which reported, based on unnamed military sources, that Lynch ‘continued firing at the Iraqis even after she sustained multiple gunshot wounds,’ adding that she was also stabbed when Iraqi forces closed in.

“It has since emerged that Lynch was neither shot nor stabbed, but rather suffered accident injuries when her vehicle overturned,” Scheer wrote. “A medical check-up by U.S. doctors confirmed the account of the Iraqi doctors, who said they had carefully tended her injuries, a broken arm and thigh and a dislocated ankle, in contrast to U.S. media reports that doctors had ignored Lynch,” he concluded.

The war’s other “most dramatic moment” was the toppling of the statue of Saddam Hussein. Many media critics like Ted Rall debunked this story thoroughly. “The stirring image of Saddam’s statue being toppled on April 9th turns out to be fake, the product of a cheesy media op staged by the U.S. military for the benefit of cameramen staying across the street at Baghdad’s Palestine Hotel. This shouldn’t be a big surprise.

No balance, no nuance

THE IMBALANCES OF COVERAGE

There were many stories in this war but most followed a story line that reduced the terms of coverage to two sides. This is typical of all war propaganda. “Good side,” by endless CENTCOM military briefings, Pentagon press conferences, the “bad side,” were the crude press conferences of Iraq’s minister of misinformation, a cartoon figure whom no one took seriously.

The two armies were spoken of as if there was some parity between their capacities. There was endless focus on the anticipated chemical or biological weapons attacks that never came, and on the weapons of mass destruction – finding WMD was a major reason for the war – that have yet to be found.

Omitted from the picture and the reportage were views that offered any persuasive counter narrative. There were few interviews with ordinary Iraqis, or experts not affiliated with pro-administration think tanks. Alternatively, with military people, other than retired military officials who quibbled over tactics not policy. On the other hand, with European journalists and, until late in the day, Arab journalists. We saw images from Al-Jazeera but rarely heard its analysis. This list of what was left out is endless. Footage was sanitized, “breaking news” was often inaccurate” and critical voices were omitted as Fox News played up martial music and MSNBC ran promos urging “*God Bless America.*”

The role of Fox News, an unabashed 24-hour-a-day booster of the war, probably deserves a thesis of its own. Its aggressive coverage pandered to the audience, simplified the issues, and attacked competing media outlets and correspondents who deviated in any way from the “script” they were promoting. Fox’s apparent success in attracting viewers with its non-stop hawkish narrative led to a “Fox Effect” that caused many competitors to try to emulate its approach. MSNBC was accused of trying to “outfox Fox.” Its coverage polarized the media war and bullied war critics.

COMPETING NARRATIVES

Americans saw a different war than the one presented in the media in Europe and the Arab world. “Arabs and Muslims are getting a dramatically different narrative from their American counterparts,” says Fawaz Gerges, who holds a chair in Middle Eastern studies and international affairs at Sarah Lawrence College and is an ABC news consultant on the Middle East. The U.S. networks have focused “on the technologically advanced nature of the American military armada,” he says. “The Arab and Muslim press tend to focus on the destruction and suffering visited on Iraq by this military armada.”

The U.S. government has at times sought to silence Arab media outlets. In other instances, U.S. media outlets like Fox News denounced their news coverage, in one case, as “culturally Arab.” The U.S. military bombed Baghdad’s Arab media Center during the war, claiming two lives. In mid May 2003, The Wall Street Journal reported from Mosul: “The U.S. Army issued orders for troops to seize this city’s only television station, leading an officer here to raise questions about the Army’s dedication to free speech in post-war Iraq, people familiar with the situation said. The officer refused the order and was relieved of duty. The directive came from the 101st Airborne Division’s commander, Maj. Gen. David Petraeus, who has ultimate authority in Mosul and the rest of northwest Iraq, the people familiar with the matter said. He said it was aimed at blocking the station from continuing to broadcast the Arabic news channel Al-Jazeera.” “Widely watched in the Arab world, Al-Jazeera coverage of the war on Iraq has been in sharp contrast to the coverage on American television.

As Time Magazine observed: “On US TV it means press conferences with soldiers who have hand and foot injuries and interviews with POWs’ families, but little blood. On Arab and Muslim TV it means dead bodies and mourning.” Coverage in Europe also differed from that offered by U.S. media outlets. Writing from Spain, Professor Herman Gyr noted, “It is often hard to believe they are covering the same events and the gap between American and global perceptions of this war will certainly have significant repercussions for some time to come.” This is proved to be true in the news analysis in Part II of this thesis.

Americans were told by their media that there were no alternatives and that the only option was for Americans to get in there and get the job done (=war) and let the rest of the world be damned. The rest of the world was told by their media that there were numerous other options (diplomatic, economic, etc.). In short, there were two very different wars to watch: one almost entirely military in nature (the American version) and another portrayed in unrelentingly human terms (the global version),” Gyr concluded: CNN, sensible for these mainstream, mounted two expensive news gathering operations. CNN America offered coverage for the “homeland” that was often a thinly disguised form of boosterism, while CNN International served the rest of the world, with a more nuanced picture.

“The difference was not accidental. Six months before the war began, I was told, executives at CNN headquarters in Atlanta met regularly to plan separate broadcasts for America and the world. The international edition was refreshingly free of the self-congratulatory talk of its domestic one. “CNN International bore more resemblance to BBC-world than to its own domestic edition, a difference that showed just how market-driven were the tone and content of the broadcasts. For the most part, U.S. news organizations gave Americans the war they thought Americans wanted to see.” What is clear and important to recognize is that there are different ways stories can be covered. Media diversity matters.

POW COVERAGE

With two more U.S. aviators in Iraqi custody, the POW issue were back on the news. CNN defied the government this time and did show Al-Jazeera coverage of Iraqi TV pictures. Donald Rumsfeld, the U.S. defense secretary, immediately complained that it is against the Geneva Convention to show photographs of prisoners of war in a manner that is humiliating for them. However, what to think of all the other rules in the Geneva Convention? And what to think of the numerous pictures of Iraqi prisoners in the American media?

ARE WE INFORMED?

The ultimate test of the coverage: Is all of this making us more informed? Editor and Publisher reports the opposite is occurring: "Somehow, despite the U.S. media's exhaustive Iraq coverage, a very large segment of the American public remained under-informed about key issues related to the Iraqi crisis. In a January poll, 44 percent of respondents said they thought most or some of the September 11, 2001, hijackers were Iraqi citizens. Only 17 percent of those polled offered the correct answer: none. This makes the saying that too much information kills the information true. And this is why it is used by propagandists.

This was even more remarkable in light of the fact that, in the weeks after the terrorist attacks, few Americans identified Iraqis among the culprits. Therefore, the level of awareness on this issue actually decreased as time passed. In the same sample, 41 percent said that Iraq already possessed nuclear weapons, which not even the Bush administration claimed. Despite all of this being far off base in crucial areas, 66 percent of respondents claimed to have a good understanding of the arguments for and against going to war with Iraq."

DEHUMANIZATION: ORDER OF THE DAY

Pierre Tristram of the News-Journal in Florida has some brilliant insights: "The American war effort is a study in total control of a war positively dehumanized at every level. Politicians, military leaders and the media, in bed with the military rather than embedded within it, are daily producing a scripted war of advances and virtue more divorced from reality than Max's dream in 'Where the Wild Things Are.'

"News stories from the front (for the most part) are clips for the military's 'Army of One' ads – produced in a void of analytical perspective and brimming with self-important reminders of inflated secrecy ('I can't tell you where we are,' 'I can't tell you where we're going')." Of course not!

“These reporters have not only been embedded, they’ve been captured. A picture is supposed to be worth a thousand words. In this war, a picture is worth a thousand veils. At home the networks’ anchored news streams have been closest in kind to porno movies: A little meaningless chatter sets things up, and then money shots of bomb blasts over Baghdad or the Pentagon’s latest videos of things being blown up. The human and emotional cost is an afterthought. There is purpose behind the veil. When war is so positively dehumanized, the possibility of defeat is eliminated. Setbacks become narrative devices, stepping tombstones for America’s moral superiority. It is war as magical realism. But it isn’t real.”

MEDIA HATRED

As for the media war being fought alongside the military conflict, it is getting clearer by now. Peter Preston writes in the *Guardian*: “So, who’s winning the loathing campaign? The lower echelons (of the empire Rupert built) produced some wonderful haters. The *Post* hates The *New York Times*. It dissected a *Times* front page, story by story, and labeled the result ‘News by Saddam.’ It hates the ‘vermin’ of Iraq, the ‘euro-weasels’ of Brussels, and the failed, ‘irrelevant’ UN. It even quite despises Murdoch’s *London Times* for printing damp little pieces about British public opinion based on one interview with a ‘market gardener.’ Propaganda is even there in the media! You will not find a better example of name-calling.

IS GOVERNMENT PROPAGANDA ESCALATING?

The U.S. government continues to invest millions in getting its media message out with great success. Bob Kemper of the *Chicago Tribune* reports: “The Office of Global Communications, a agency created by President Bush in January, has blossomed into a huge production company, issuing daily scripts on the Iraq war to U.S. spokesmen around the world, auditioning generals to give media briefings, and booking administration stars on foreign news shows. The communications office helps devise and coordinate each day’s talking points on the war. Civilian and military personnel, for example, are told to refer to the invasion of Iraq as a ‘war of liberation.’ Iraqi paramilitary forces are to be called ‘death squads.’

AT THE END

This is only a part of what propaganda can do. But one thing is for sure, propaganda is there, it is used and many times there is even abuse it every sense of the word. But can we imagine that as a communication specialist we omit to use propaganda and in this way jeopardize the lives of our own troops?

I want to conclude finally with a saying of Alex Carey:

... The 20th century has been characterized by three developments of great political importance: The growth of democracy, the growth of corporate power, and the growth of corporate propaganda as a means of protecting corporate power against democracy.

(Australian social scientist, quoted by Noam Chomsky in *World Orders Old and New*)

LIBERATION

Statues are relatively easy to demolish. Lies and false impressions are far more difficult to undercut. For three weeks in April 2004, we have heard about a war organized according to “plan,” a paint-by-numbers plan that no one has been allowed to see or scrutinize. Now we are being told that that plan was based on a more spontaneous “opportunistic response,” as in “we will see what’s happening and take advantage of any opportunities.” It’s a form of military situationism. There may be command but there is no control. Let it rip and then we pick up the pieces when we get around. It sounds mad, but could this all be part of the plan? When you let a society fall apart, you will soon hear mighty calls for law and order, as you are beginning to. There is nothing that occupiers like more than market demand—an invitation to rule by command.

MEDIA TENOR: WAR AS ENTERTAINMENT

If truth is being sacrificed on the altar of news daily, who is benefiting from all the exposure? MediaTenor, the international media monitoring organization based in Bonn, Germany, has issued a new report on coverage: “It started with entertainment shows such as Big Brother, Survivor, and Idols – it’s the new buzzword in media, albeit printed or television, and preferably should be combined with entertainment: Reality. With another advantage, however cruel or inhumane, reality always seems to carry with it an entertainment value. Now media have stumbled across the ultimate in reality: war. In addition, it is now available on worldwide television, uncensored and uncut. Well, then at least only as far as new journalistic ethics define reality. It must be sensitive to its viewers when showing the ‘good guys’ and repellent when depicting ‘the enemy.’”

NOT COMICAL ALI

We still have had no attempt at accounting for the number of civilian casualties in Iraq. But, as if to salve our conscience, media attention has predictably enough been focused on one child, a poster boy for children in need. His name is Ali Ismail Abbas. He is 12. He lost his father, his mother (who was pregnant at the time) and his brother to “coalition bombing.” He lost part of his body, too. Poor Ali has aroused the conscience of the west. You have probably seen him on TV. Mary Riddel wrote about him in the Observer: “Today, he is recovering in Kuwait, where his publicity shots show a sweet face above the blankets masking his scorched torso and stumps. He has eaten a kebab and obliged visiting journalists from British newspapers with quotes. ‘When will my arms grow back?’ he asked.

“Ali, the iconic image of war”, is the centerpiece of half-a-dozen charity appeals, which have raised several hundred thousand pounds. Of that, only \$296 million has been offered. Though comparatively small against the \$20 billion cost of the conflict, or the \$1.3bn needed by the World Food Program, the Ali appeals prove that the dry plea of bureaucrats cannot compete as a can-rattler for humanity.

“The formula is not difficult to read. Hope, the magical ingredient of childhood, sells. Despair does not. No one can predict whether Ali will ultimately be glad of the officious mercy accorded him, but few would argue it was wrong for him to have his chance. Nor is it reprehensible to make him the face of good causes. His exploitation lies, instead, in the propaganda implicit in his story . . . Ali is the human emblem of the case for war, not for the arguments against. A wonder of modern surgery, masterminded by the U.S. and Britain and performed in the Middle East, is an exact metaphor for the outcome the coalition wants for Iraq. Nor is Ali a sting to Western consciences. Instead, he is their balm.



Ali Ismail Abbas is examined by doctors at the Ibn Sina Hospital Burn Center in Kuwait on Wednesday.

THE MORAL UNIVERSE OF THOMAS FRIEDMAN

“America did the right thing here,” argued Thomas L. Friedman in The International Herald Tribune Op-ed page. “It toppled one of the most evil regimes on earth.” And so a new rationale of the war is emerging post-hoc, picturing the Bush Administration as

human rights avengers, “globe-cops” out to right wrongs. Friedman uses a skull of one of Saddam’s many victims as a symbol of why the war was worth it. I read that with a certain degree of mirth because as every serious student of U.S. human rights policy knows Washington’s stance on human rights is selective, guided by perceived U.S. interests, not morality.

Isn’t it interesting how Saddam’s crimes are being splashed across the TV screens now, but so many others in so many countries, over so many years were ignored, or criticized without commitment to action. Today, while the Bush Administration points to human rights abuses in Iraq, it will not support an International Criminal Court to try offenders.

Thomas Friedman waffled for weeks about the justification for going to war with Iraq. Now that war has been “won,” he is out front supporting it as a humanitarian intervention. Come on. Last week Philip Weiss skewered Friedman’s pretensions in *The NY Observer*. This week, some letter writers speak about this self-described liberal with a clarity that bears repeating.

A BAD MEMORY?

As the dog days of August grew nearer, the Iraq war was on its way to becoming thought of as a bad memory, not a righteous mission. What media focus there was shifted to battlegrounds closer to home, to the lies and distortions in the alarmist claims that were used to stoke the war.

In Britain, Tony Blair was holding off mounting skepticism in a scandal that included the dramatic death of the high-level weapons expert, David Kelly, who had been fingered as the source of BBC reports that the government had “sexed up” its dossier warning that the Iraqis could hurl Weapons of Mass Destruction at its enemies within 45 minutes.

Not only was the claim later debunked as preposterous but also the weapons themselves had not been found. Soon the government was shifting attention away from its actions to challenging the BBC. A government deception had triggered a media controversy.

In the U.S., it was 16 words in a presidential speech attributed to British intelligence claiming that the African country of Niger had sent uranium to Iraq for its nuclear weapons program. Even though the claim had been thoroughly investigated and found to be based on forgeries prior to the President citing this “evidence” in a State of the Union address, it was used anyway. A media storm ensued only to be doused when the president “accepted responsibility.” Throughout this controversy, his supporters in the press and the Congress were arguing that the weapons issue was never all that important. Thomas Friedman in *The International Herald Tribune* was now scolding the Administration for raising the weapons issue in the first place since Iraq, in his view, was always a “war of choice,” not necessity. The rationale began to shift.

Monique Wigman

Hear! Hear!

Necessity, benefits, conditions and success factors of two-way-communication between top and shop floor in large organizations

Monica Wigman (1967) works as a communication consultant with a management consultancy firm VDB CONSULTING in Bloemendaal. She studied Dutch Language and Literature in Leiden from 1986 until 1992 and worked as a freelance text writer for a couple of years. From 1995 until 1997 she worked at the communication department of the Prince Bernhard Foundation, an organisation that subsidizes cultural projects. She was responsible for press relations and all written products and started up a relation magazine for the beneficiaries of the foundation. After that she transferred at VDB Consulting as a

communication consultant. The main focus of the company is advising companies in the field of management of change, the speciality of the owner, Prof. dr. P.A.E. van de Bunt. Over the years Monica has specialized in internal communication. As research has proven: management thinks internal communication is the critical success factor during changes, so this is where Monica comes in. Projects she has been involved in, include the start-up and implementation of a governmental intranet, the positioning of and publicity around new HR policies in the area of internal mobility at among others a ministry and

KLM, a change project focused on improving professionalism at a bank, and the organization of the communication function at a security firm.

Apart from being involved in consulting projects Monica regularly teaches classes to managers, for instance MBA students at the Stichting Wetenschappelijk Onderzoek Twente (SWOT), about corporate communication. This aspect of her work makes that she has understanding of the problems managers encounter in daily practice when dealing with internal communication.

INTRODUCTION

'Tell me and I will forget, show me and I may remember, involve me and I will understand.' (Confucius)

Confucius already knew: to genuinely be effective in communicating with others, you need to involve those others. Just informing them has no lasting effect. Using images in your communication helps people to remember your message. But if you really want to make sure your audience understands you, you need to involve them. Many people 'know' this, conscious or not, and the many articles in communication literature about involvement, interactive communication and dialogue show that the 'general opinion' supports this vision. As do organizations. Along with more interactive communication with external stakeholders (like customers) companies tend to bring more interaction into their internal communication: the communication with employees. The general idea is that by involving your employees through real two-way-communication instead of the traditional one-way top-down flow of information, they will be more supportive of decisions and offer less resistance to change. It is however remarkable that not much (scientific) research is done into this aspect of communication. Is it really so that this is the effect of two-way communication? And is it also the case when you talk about a shop floor of thousands and thousands of low educated employees? Why would you try and talk with them about policy? And how? What are the effects and the benefits of putting time and effort into it? And if it is necessary and has certain benefits, what are the conditions under which it can be successful?

These questions formed the core of my thesis. To explore the answers to these questions I have first done research into the theoretical viewpoints on this subject. Not only books and articles concerning communication theory were included, but also literature concerning sociology, educational theory and Human Resource Management. Following this research I have made three case studies. Studies of three large Dutch companies that indeed have shop floors with thousands of employees. I have interviewed the head of internal communication at all three companies and did some desk research into their internal publications. In this summary I present the most important findings of both the theoretical and the practical studies.

NECESSITY

Morrison & Milliken (2000) wrote an article about their research into *Organization silence*: the phenomenon that employees in a company can collectively decide to not speak their minds about things essential to the organization. They point out that for organizational health and for effective and qualitative decision making it is essential to include many viewpoints on an issue. In other words: they state that upward communication is essential for the health of an organization. In HRM literature

participation is linked to a variety of benefits, for instance efficiency and good internal relations. Redding (1972) showed that participation in decision by employees is an essential element of an ideal communication climate, which Van Riel in turn linked to a higher identification with the employer and subsequently to a higher productivity.

It is remarkable that organizations do not do much research into the effects of participation in their company. They presuppose it is useful, but also explicitly say that it is not a question of usefulness as one doesn't have a choice any more. Pressed as organizations are by the enormous changes in society. People are more assertive and the society is more transparent than ever. This makes it almost impossible for an employer to act as an authoritative party with no interest in the opinion and feelings of employees. In other words: it is inevitable for companies to invest in two-way communication.

The motives the case study provides for investing time and money in two way communication can be divided in three categories:

1. External motives:
new techniques force companies to be transparent, the emancipation of the society demands that employees are taken serious.
2. Indirect benefits:
Preventing conflicts (from small conflicts to strikes) by investing in structural channels for listening to and speaking with employees
3. Direct benefits:
More support for decisions, more involvement and therefore more identification with the employer, higher productivity.

BENEFITS

Combining the results of both the literature research and the findings of the three companies, the following benefits were analyzed.

- more support for decisions -> more successful implementation of changes
- more involvement of employees -> higher identification -> higher productivity
- image of a modern employer
- organizational health
- more effective organizational decision making
- efficiency (making use of knowledge and expertise of all employees)
- more motivated employees
- rebalancing power
- good internal relations
- preventing organizational silence

CONDITIONS AND SUCCESS FACTORS

When a company has the ambition to really make two-way communication with the shop floor work, they need to take several conditions into account. The study showed the following conditions to be essential:

- support of all stakeholders
- alignment with HRM policies
- beneficial organizational context (trust)
- beneficial infrastructure (in line with culture)
- ongoing stimulation of participation
- feedback mechanisms
- structural bottom-up communication channels
- delegation of decision making
- reducing distance between top and floor
- managing expectations
- well thought through plan of action and thorough preparation
- offer participation possibilities on a voluntary base

Even though these conditions seem extensive and demanding, the case study showed that for instance TPG Post has been able to fulfill most of them. Their two-way communication seems to be working successfully.

CONCLUSIONS

From the case-studies can be concluded that in every day practice involving employees is not done as excessively as it is said to be done. The following limitations were found:

- the subject of participation: employees really only participate when the subject concerns their own work and work environment. The policy of the company is not the something they have a say in
- the level of participation: usually the participation is limited to being allowed to think about an issue, being allowed to ask questions and to offer suggestions. Really joining in the decision-making and creating the solution of an issue is hardly ever the case.
- the form of participation: this case study didn't deliver a solution to the question how to involve large amounts of employees on shop floor level. The hint of a solution is offered by TPG Post that has set up a coherent mix of means and channels for upward communication, in alignment with HR policies and means. Doing this it makes it possible for different employees to participate in different manners, fitting to their own wishes on how and to what extent they want to participate.

My research also tried to find the answer to the question if there is a link between the vision of a company on the subject of two-way communication, the way the internal communication is structured and their underlying vision of the role of communication in an organization.

The answer is positive. The less attention is needed for the technical aspect of communication (infrastructure, channels, distribution), the more time and attention there can be spent on two-way communication. If internal communication has a strategic place in an organization, there is more time and attention for two way communication.

It can be stated that two-way communication is not simply the way to involve large groups of employees in the company. It is essential, should be implemented in a strategic, structural way, but it is and should not be the only way. Furthermore for real two way communication with the mentioned benefits, like organizational health, the different stakeholders from top to floor should really be prepared and able to listen to the diverging opinions and viewpoints of their employees. Participation should be a goal and not a means to an end. If you only listen to your employees in order to increase the chance that they will support your decision, you will be disappointed in the effects.

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