



Navigating the stakeholder media landscape

18-20 May 2022
(Hybrid programme)



Course introduction

As a communication professional, you fully understand that there are no perfect solutions to reputational threats. Yet, recent events clearly demonstrate that dialogue based on transparency and verifiable information remains a major asset. And that the key criteria of credibility that the industry has utilised in decades past, remains valid to this day. We can also affirm that, generally, an audience which is interested in the truth make more reliable and influential partners than those who unquestioningly go for fake news.

A new media landscape. Now what?

The media landscape has changed, and new players are imposing their new strategies on communicators. Shifts in both the political environment and new technologies are driving this evolution. Communications professionals like you see that their role expanding and become far more strategic. Beyond shaping messages for mainstream media, you are now obliged to monitor the growing number of players who possess their own media outlets. And to devise effective dialogue channels that lead to shared solutions. Meanwhile, a “fake news” industry, which has no respect for journalistic discourse and minimal professional standards of honesty, increasingly targets businesses.

Throughout *Navigating the stakeholder media landscape*, you:

- learn how to take on these new media influences one by one.
- analyse the root causes and consequent effects of the actions taken with the help of investigative tools.
- team up in work groups with your classmates to discuss the potential appropriate strategies.
- learn from lecturers and industry professionals who have demonstrated expertise and deep knowledge of the sectors covered.
- receive a solid factual basis throughout the course, thanks to scholarly research and insights embedded in journalistic coverage of current events.

Knowledge sharing

Your reading list includes reports from think tanks and research centres, notably those focused on emergent media and fake news. Group work based on case studies will be a central feature. During the three-day course, we expect you to share your professional successes, failures, and mere speed bumps. Why? These enrich our collective knowledge of what works and what doesn't work in this bold new era.

What's in it for you

The expected learning outcomes of this course include a deep-dive tool kit as well as principles that can guide you as a professional communicator in your quest to protect and extend reputations, both inside and outside of your current organisation.

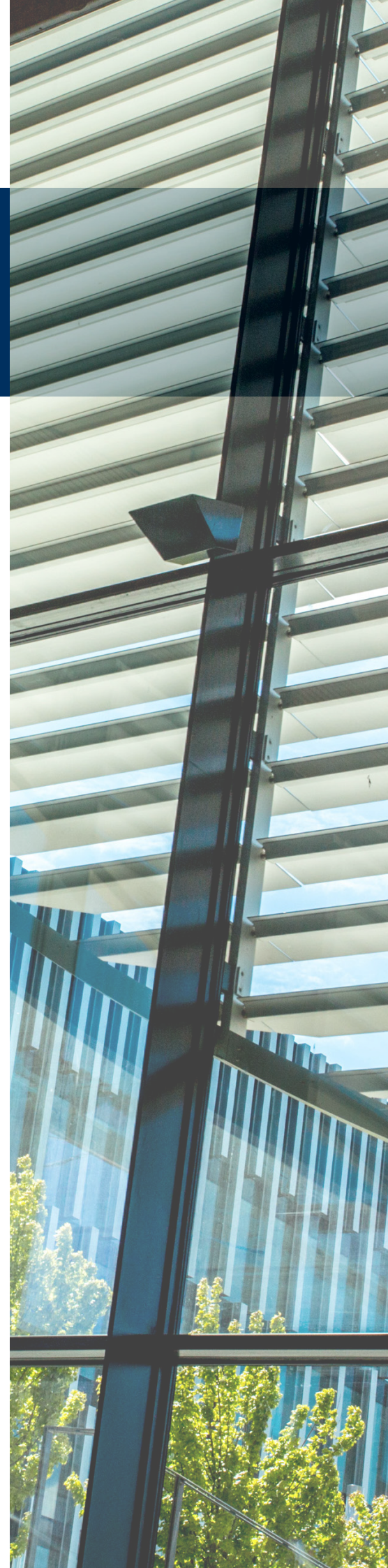
Learning objectives and what you experience

The ways in which the media can impact reputation have grown more diverse in recent years, and the power of that impact can be unprecedented. Stakeholder-driven media, owned by activists or partisan groups, demonstrated their clout in the US by helping Donald Trump to become President. So did fake news media, which also proved to be a threat to leaders like Hillary Clinton and Emmanuel Macron.

Firms now have a multitude of channels to communicate directly with stakeholders, yet few firms understand how to use them to their advantage. In this course, you consider these phenomena from a standpoint of best practices. And you do this while keeping in sight the underlying transformation of your communications function, from service to strategic.

This three-day course is designed to enable you to:

- identify strategies appropriate to stakeholder-driven media, social media and fake news.
- discover the possibilities and limits of current best practices.
- get familiar with tools and principles to guide engagement.
- design your own strategic media proposals under supervision.





Your learning experience

You and your experiences help us to make the course sessions a fascinating journey. Mostly, you work together with fellow participants in groups and you utilise various academic publications and teaching cases. The cases share not only knowledge, but also experience, particularly in cases focused on crises.

You may find that while working on a case, we have deliberately excluded some of the outcomes and insights. In those instances, we ask that you do no further research on that particular case or text beyond what is specified in your reading assignments. But wait, there is a method to this “madness”. When you don’t have the full context of the case, you have to make decisions armed only with the information available to the company leaders and communicators portrayed in the cases. The resulting emotions are meant to powerfully reinforce your intellectual insights.

Here, your course environment is based on experiential learning, which empowers you to assimilate new knowledge. You learn from a combination of these learning tools:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, and additional reading to further develop your understanding of each course topic.
- **Case studies** to enable you discuss each topic in depth and better understand how to practise the theoretical concepts.
- **Guest speakers** who share knowledge and practical tools from their own experience.
- **In-class discussions** which encourage you and your fellow participants to actively engage and share your professional experiences.

Hybrid education

RSM has constructed a professional studio to facilitate your hybrid classes. You can attend the classes in person, via real-time Zoom video technology.

With this hybrid format, you and your fellow participants are presented with the same information by the professor, at the same time. You can all participate in class discussions, role play and carry out group work. Our hybrid education gives you the opportunity to join courses in real time from anywhere in the world.

Programme overview

This three-day online masterclass is well balanced with sufficient breaks and alternating working methods. The programme runs from 09:00-17:00 CEST on each of the three days.

General programme overview:

Wednesday, 18 May 2022

Stakeholder-driven media

- Course introduction and overview
- Roots and dynamics of stakeholder-driven media
- The power of hypotheses
- Stakeholder-driven media in crises
- Case study and group discussions

Thursday, 19 May 2022

Tools and techniques for influencing stakeholders

- Using the mechanics and dynamics of stakeholder influence
- Lesson from The Carlos Ghosn case
- The storyteller's toolkit: timelines and stakeholder maps

Friday, 20 May 2022

Will the story hold together?

- Fire-proofing the firm
- Exercise: Does your story add up?
- Guest lecture: Fighting the fakes
- Group discussion
- Wrap-up

How this course helps you

Media controlled by stakeholder groups are the most glaring missing link in corporate communications. They make up a parallel universe to mainstream media, and they have demonstrated their power and influence in corporate and political crises and campaigns. They don't follow the same rules of engagement as mainstream media, and they can be allies as well as adversaries. This course equips you with a map and a toolkit about how to analyse and construct a solid dialogue with stakeholder media.

Based on the best research

The course is based on A-journal, peer-reviewed research from the INSEAD Stakeholder Media Project, co-founded by our lecturer Mark Hunter. These give you benchmark research into methods that underpin persuasive fact-based narratives (Story-Based Inquiry, UNESCO 2009, 2011, 2021). The course also includes insights from collaboration with stakeholder groups such as Greenpeace.

You'll be much better equipped to identify partners, and assess potential adversaries lying in wait in their stakeholder communities. You also learn how to efficiently construct fact-based narratives that can withstand challenges from adverse stakeholders and attract allies.



Teaching experts

Leading lecturer: Dr Mark Lee Hunter - Université de Paris II

Dr Mark Lee Hunter is a recognised innovator as well as a scholar and media practitioner. He is a founder of the Global Investigative Journalism Network and the lead author of its manual for practitioners, *Story-Based Inquiry*, published by UNESCO in 2009 and currently available in 14 major and minor languages. At the INSEAD Social Innovation Centre, where he served as Adjunct Professor from 2001-21, he co-founded the Stakeholder Media Project.

The Stakeholder Media Project research on emerging media sectors and communities has been published in *Harvard Business Review*, *California Management Review*, *MIT Sloan Review*, and *Corporate Communications Review* as well as practitioner journals. Dr Hunter has won seven US and international awards for his academic writing and journalism. Since 2006 he has taught and consulted in 40 countries across Asia, Europe, Africa, the Arab world and the Americas.

Susie Kuijpers, global manager external communications & PR – Danone

Susie Kuijpers works for the specialised nutrition business at Danone. She is part of the team that is tasked with protecting and building the reputation of the early life nutrition and medical nutrition business and its brands. The team develops and executes external communications programmes intended to demonstrate category leadership through a differentiating point of view on nutrition and health in relation to societal trends.

Paul Tjiam LL.M, partner – Simmons & Simmons

Paul Tjiam is a partner at Simmons & Simmons, a British international law firm, and he heads the soft IP practice in Amsterdam. He has a wide range of experience in intellectual property litigation along with media litigation and advice. He primarily advises clients on trademark, copyright, design and freedom of speech issues and has been involved in a number of landmark cases.

Legal500 (ed. 2017) and World Trademark Review (ed. 2018) have recognised Paul as a rising star. Paul has also ranked in the "35 under 35" list published by the *Advocaten Blad*, this annual selection profiles the most remarkable and ambitious young lawyers practising in the Netherlands.



For whom?

As a corporate communication professional, this course has been designed specifically with you in mind. Particularly when you view communications as a strategic function. You benefit from the course if you are a:

- senior communication manager
- press officer
- director corporate communication
- media relations professional
- external communication manager

Here, you are part of a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, NGOs, and in consultancies.

To join, you should have at least a bachelor's degree and three years of work experience.

Certification and ECTS

As part of your course projects, you are expected to develop a timeline and source map of stakeholder media networks that affect your organisation. The strategy should lead you to better understand the structure (who's involved) and content (why they are involved) of the stakeholder network or communities concerned. Naturally, we highly recommend that you reference the academic literature pieces presented in the course.

This is an individual assignment. Details will be discussed in the final session of the course. When you complete the course successfully, you will receive a Rotterdam School of Management certificate.

Are you taking this course as part of the complete part-time Executive Master of Science in Corporate Communication? Then this course is worth 5 ECTS.

Practical information

Dates

This English-taught course takes place from
18 - 20 May 2022

Online

Via Zoom

Location

Erasmus University
Burgemeester Oudlaan 50
Erasmus Enterprise building (Q)
Rotterdam, The Netherlands

Fee

The course fee is €2,900, which includes tuition, course materials, assessment, lunches, refreshments and drinks. A box of refreshments will be sent to online participants. Please note that this fee does not include hotel accommodation.

Hotel accommodation

There are many acceptable and affordable hotel choices within walking distance of our venue.

Interested?

We are always happy to answer any questions you might have. Contact us on:

ccc@rsm.nl

+31 10 408 2851

Ready to apply?

Secure your place by completing [our online application form](#).



About our Part-time Executive Master in Corporate Communication programme

This masterclass can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme since 1998, to communication professionals who wish to further enhance their careers. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

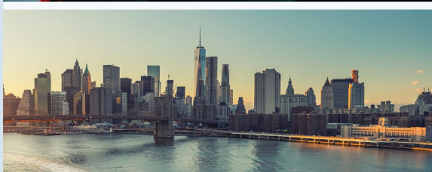
Our accredited programme is designed to be flexible and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:



Part I **Foundation of corporate communication** Foundation course (in January or June)



Part II **Six advanced elective courses** Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III **Study trip to New York** International study trip



Part IV **Master thesis** Master thesis

To obtain the master degree you must complete all four modules.

Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc

Accredited by



Corporate Communication Centre

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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.