

STRATEGIC COMMUNICATION

20-22 September 2021
(online programme)

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Strategic communication at a glance

Not all communication activities in an organisation are strategic – in fact, most are not. Many large and expensive campaigns might be necessary and useful, but only operational from a management point of view. They support day-to-day work, but don't make a big difference, as competitors act similarly.

The basic concept in this course is strategic communication. This encompasses all communication that is substantial for the survival and sustained success of an organisation, a brand, a person, or a function. You must manage communication to ensure that communication is used purposefully to engage in conversations of strategic or operational significance to organisational goals.

This means you need to focus on the impact on value creation, not only on the success of corporate communications in the media or among stakeholders. What is needed is a business model for communications – a model that describes the rationale of how your communication department creates, delivers, and captures value for your organisation. This will be different for each organisation and it might change over time. It depends on the scope, set-up and tradition of the organisation, the expectations of top management and other executives, and the ambitions of the communicators in charge.

Learning objectives and your learning experience

This three-day course is designed to help you:

- understand the principles of strategic thinking for corporate communications, and how this helps to guide practical decisions, even in times of change
- analyse existing business models for communications in organisations, which includes assignments by top management and resources, operating models for managing communication, functional activities like stakeholder communication and internal advising, and the impact on value-creation
- align communication to organisational goals by using adequate management tools for corporate communications, such as the Communication Value Circle and the Communication Strategy House
- position communication departments and communicators at the top and throughout the organisation with different techniques
- enhance your personal profile as a communication leader, next-generation leader, or consultant coaching communicators and general managers
- utilise the power of communications for corporate success both effectively and efficiently – to make your organisation future-proof in times of political and economic uncertainty.

Your learning experience and learning objectives

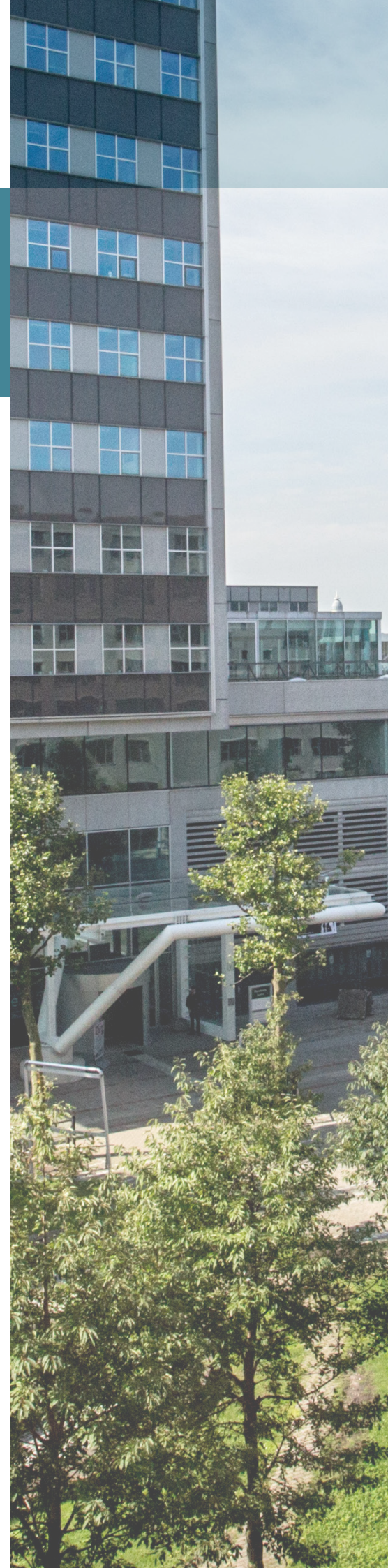
The course will introduce you to different management tools for analysis, for aligning communication to corporate goals, and for positioning communication departments and communicators within organisations. You will learn techniques in interactive sessions, share experiences with peers working in different organisational setups, and talk to seasoned chief communication officers about their experiences.

There is an environment based on experiential learning, which will help you to assimilate new knowledge. It combines 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 help you discuss each topic in depth and better understand how to practise the theoretical concepts.
- **Guest speakers** who transfer knowledge and practical tools from experience.
- **In-class discussions** which encourage active engagement and sharing of experiences.

Online format

The online masterclass is convenient and flexible, and supports a high-quality learning experience and all benefits of remote learning. The leading lecturer will guide you through the sessions and ensures a balanced programme. You will also have ample opportunity to get to know your fellow participants so you can keep building your network.



Programme overview

Monday, 20 September 2021

Strategic communication and business models for communications

- Course introduction and overview
- Strategic thinking and strategic communication
- Business models for communications
- Workshop
- Guest lecture

Tuesday, 21 September 2021

Tools and techniques for focusing on strategic objectives

- Aligning communication and business goals
- Applying the Communication Value Circle and the Communication Strategy House
- Workshop: Deriving strategic objectives for communications
- Workshop: Creating the strategy house

Wednesday, 22 September 2021

Positioning communications to meet top management expectations

- The positioning of communication departments and the changing roles of communicators in organisations
- Peer-to-peer debate
- Guest lecture
- Wrap-up

Why strategic communication?

You can use many new channels, formats and technologies. You may have asked yourself: should we rather invest in Clubhouse, chatbots or a virtual event? Which is the most important: to build reputation with politicians, increase share of voice in the media or foster employee engagement? Are these activities – and is communication in general – crucial for the overall success of the organisation? How can we solve the gap between long-term impact and daily requirements of a 24/7 media environment? These questions force us to reflect upon the fundamental relationship between communication and corporate success. Every organisation needs a suitable business model for its communication department, which helps practitioners to operate smoothly in a turbulent world, create overall value, and explain this to top management.

This course will provide you with conceptual and practical solutions to position yourself and your communication team in a new way. It builds on the latest insights from international research and lessons learned from thought leaders in the field. Combining knowledge from corporate communications and strategic management helps you to understand and explain communications in the language of executives.

Teaching experts

Leading lecturer: Professor Ansgar Zerfass – Leipzig University

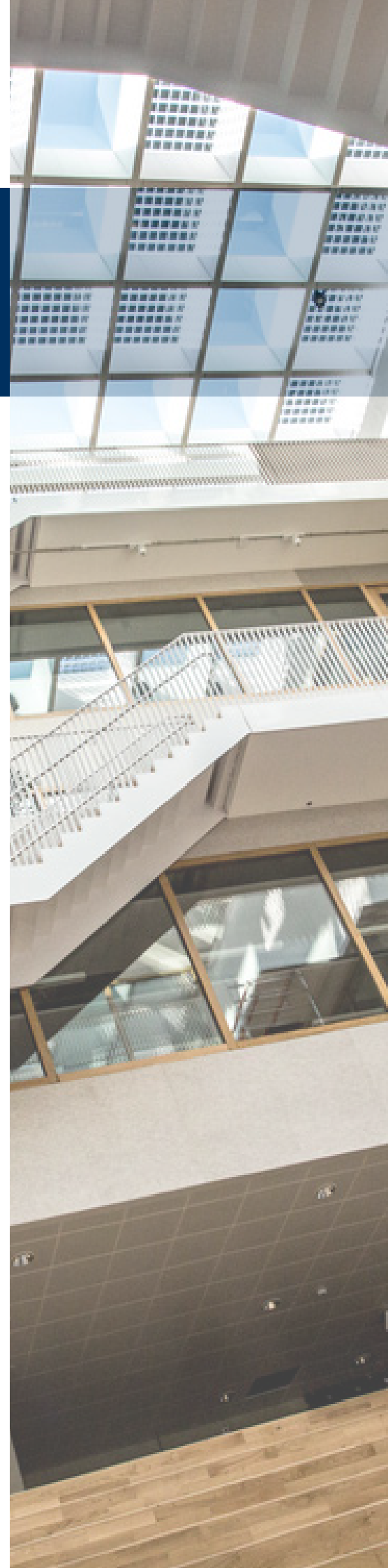
Ansgar Zerfass is professor and chair of strategic communication at the Institute of Communication and Media Studies at the University of Leipzig, Germany. He has published 40 books and more than 400 journal articles, book chapters, and study reports in several languages so far. According to Google Scholar, Ansgar is the world's most-cited researcher in strategic communication, corporate communication, and communication management, and among the top 3 in public relations. He runs a large number of empirical projects, for example as initiator and lead researcher for the *Global Communication Monitor* study series, the world's largest research project on strategic communication covering more than 80 countries.

Judith Coster, vice-president corporate communications – KLM

Judith Coster has been a reputation and change manager for over 20 years. She is specialised in corporate communication, creating and implementing communication strategies, reputation management and crisis communication. At KLM, Judith is responsible for the airlines' global reputation. She is a trusted advisor to the CEO and executive committee and manages a team with 48 professionals. She holds a master degree in corporate communications from RSM, and is a certified coach.

Julia Huhn, head of communications – Santander Consumer Bank

Julia Huhn is a passionate communications professional with a strong expertise in strategy, operational excellence and transformation processes. She is a founding member of the Modern Leaders Initiative by PRCC HR Consulting. She has also held several positions at Henkel. In her last role at Henkel, she was the global head of corporate branding and communications strategy. She holds a master degree in communications management.





Christoph Lautenbach, managing partner – Lautenbach Sass

Christoph has helped international organisations to align communications with corporate strategy for more than 25 years. His mission is to ensure that communication contributes to overall value creation. Christoph is a proven expert in developing communication strategies as well as in designing operating models for communication across disciplines and organisational borders. He holds a master degree in history and communication sciences.

Veronika Zimmer, senior consultant – Lautenbach Sass

Veronika supports clients from different industries in the development of communication strategies, aligning communication objectives with corporate strategy and evaluating the value contribution of corporate communications. She supports communication departments in adapting their structures, roles and processes to agile requirements and finding future-proof operating models. She holds a master degree in communication management from Leipzig University.

For whom?

You will benefit from this course if you are communication professional and want to apply strategic thinking for corporate communication in your own organisation.

In our online classroom, you will meet 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 consultancies. All participants should be educated at at least bachelor level, and have at least three years of work experience.

Certification and ECTS

Participants are asked to apply the theoretical and practical notions presented in the first part of course to an organisation of their own preference, showcasing in a written report what can be improved, why, and how this can be implemented using the framework presented in the course. This is an individual assignment. Details will be discussed in the final session of the course.

You will receive a certificate upon successful completion of the course.

This course is worth 5 ECTS, if you take this as part of the complete part-time MSc in Corporate Communication.

Practical information



Dates

The English-taught training takes place online via Zoom from **20-22 September 2021**.



Fee

The course fee is €2,800, which includes tuition, course materials, and a box of refreshments.



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](#).



Executive
Sciences in Corporate Communication



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

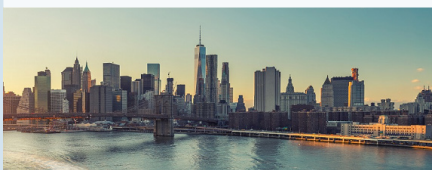
Foundation course (in January or June)



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