Part-time Executive Master in Corporate Communication

Masterclass
Digital Communication

April 14-16, 2020

Course manual
Part-time Executive Master in Corporate Communication

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1. Course introduction

The digital transformation has increased the work complexity and challenges for corporate communication professionals. The empowerment of internal and external stakeholders through digital tools requires organizations to reconsider their structures, processes, and strategies. How do these changes impact crisis management, stakeholder engagement, and reputation management?

This course will provide participants with a critical understanding for how digital media transform the communication environment in which organizations operate. It will provide frameworks to navigate the complexity of a new media landscape and help participants applying tools and tactics to efficiently manage various stakeholder relationships.

This course will support participants to grasp the latest technological developments and consider ethical considerations therein. It will discuss the threats and opportunities of online communication through novel tactics, such as digital storytelling or use of digital influencers, and introduce frameworks to monitor and evaluate digital communication outcomes.

2. Learning objectives

The masterclass is designed to help you:

1. Understand the impact of trends in digital communication on corporate communication, including citizen journalism, social media influencers, digital activism, and fake news
2. Gain knowledge for how to develop and manage digital communication campaigns and the role of owned, third-party, and user generated media content
3. Identify digital and social media tools, technologies, and platforms to improve stakeholder engagement, crisis management, and change communication
4. Understand the role of and opportunities for empowered employees and CEOs for corporate communication in the digital age
5. Explore a range of concepts, models, and tools to identify and effectively reach external and internal audiences
6. Develop communication strategies and match them to specific platforms, technologies, and digital media
7. Monitor, evaluate, and measure the impact of digital communication campaigns
8. Critically understand latest technologies and their ethical implications
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3. Course programme

Day 1   Tuesday, April 14, 2020

Foundations of Digital Corporate Communication

09.00 – 09.30  Arrival & Welcome with coffee & tea, outside of room JB-41

09.30 – 09.45  Start: Introduction and course overview
This session provides an overview of the three-day course. Participants will be asked for their expectations of the course.

09.45 – 11.00  The changing communication landscape
By Michael Etter
How do digital media transform the communication landscape in which communication professionals work? How do these changes challenge the ways, in which we understand and practice reputation management, stakeholder engagement, and other corporate communication tasks? We discuss and apply novel frameworks that capture these changes.

11.00 – 11.15  Break

11.15 – 12.30  Digital communication strategy
By Michael Etter
How do changes in the media landscape and the emergence of new digital tools impact the ways we strategize corporate communication? How do established formulas and plans for communication campaigns apply in the digital age? What does the fast-paced communication environment mean for the relationship between planned and emerging strategy? We will discuss established and new frameworks to answer these questions.

12.30 – 13.30  Lunch

13.30 – 14.30  Tools and tactics (1)
By Michael Etter
What are the new tools and tactics that can be efficiently employed in a digital world? We will discuss the use of different communication platforms, such as Facebook, and various communication tactics, such as digital storytelling and the use of digital influencers.

14.30 – 14.45  Break
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14:45 – 17:00   Case: Digital Strategy
By Michael Etter
Application of the learned models and insights on a case.

Day 2   Wednesday, April 15, 2020

New Challenges in the digital Age

09.00 – 09.30   Arrival & Welcome outside the meeting room

09.30 – 11.00   Digital activism, crisis, and fake news
By Michael Etter
How does the empowerment of stakeholders through digital media impact the vulnerability of firms? How can we manage an online crisis? What is the role of fake news for managing corporate reputations? We will discuss and evaluate these novel threats with latest insights.

11:00 – 11:15   Break

11:00 – 12:30   Case: Online Crisis
By Michael Etter
We will solve a challenging yet typical crisis case in the digital age.

12.30 – 13.30   Lunch

13:30 – 15:00   Tools and tactics (2)
By Michael Etter
What are the new tools and tactics that can be efficiently employed in a digital age? We will discuss the use of different communication platforms, such as Facebook, and various communication tactics, such as digital storytelling and the use of digital influencers.

15:00 – 15:30   Break

15:30 – 17:00   Measurement and evaluation
By Michael Etter & Stuart Bruce
How can we measure and evaluate digital communication campaigns? We will discuss latest approaches to measurement of digital communication.
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Day 3  Thursday, April 16, 2020

Employees, CEOs, and You

09.00 – 09.30  Arrival & Welcome outside the meeting room

09.30 – 10.30  Internal Communication
By Michael Etter
How can digital media be used for internal communication, for example when organizing change? What does the empowerment of employees through digital tools mean for organizations? How can CEOs use digital tools to effectively communicate to various stakeholder groups? We will discuss frameworks, strategies, and digital tools.

10:30 – 10:45  Break

10:45 – 12:30  Case: Internal communication
By Michael Etter
Application of the learned frameworks and insights on a challenging case.

12.30 – 13.30  Lunch

13.30 – 15.00  Organizing for digital communication
By Michael Etter
How does digital communication challenge the ways in which we organize corporate communication? What does the democratization of communication mean for the internal structures and processes of corporate communication? How does the role of corporate communication professionals change? We will discuss these questions with new frameworks and a small case.

15:00 – 15:15  Break

15:15 – 17:00  Digital Transformation and Corporate Communication
By Michael Etter & Stephan Luiten, director Edelman
How can corporations navigate the moving blocks of emerging policies, stakeholder expectations, and the development of cutting-edge technologies, such as artificial intelligence, blockchain, and big data? What are some of the ethical considerations regarding these new technologies? We will explore these open questions with discussions of different perspectives and approaches.

17:00-17:15  Explanation of take-home assignment
We will discuss your assignment project.

17:00   Drinks
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4. Preparation

We recommend reading the prescribed cases and articles listed with each session in advance. Additional background readings will be given to you in an additional reader.

Tuesday, April 14, 2020:

Wednesday, April 15, 2020:

Thursday, April 16, 2020:
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5. Format

The course creates an environment based on experiential learning that helps students integrate the teaching objectives previously presented. The course combines the following learning tools:

- Lectures that provide the basic theoretical frameworks to approach every topic, and additional readings to further develop each course topic.
- Case studies to help students discuss each topic in depth and better understand how to practice the theoretical concepts.
- Guest lectures from practitioners which will give insights on current developments and practices.

Laptops are not allowed in class. The learning experience is based on the active engagement of students and their participation in class discussions. This requires full attention and laptops can be a source of distraction.

6. Examination / ECTS credits

Participants are asked to apply the theoretical and practical notions presented in this 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 of the course. This assignment is an individual assignment. The details of the assignment will be explained in the final session of the course.

The details of the individual assignment will be explained in the final session of the course. This course is worth 5 ECTS (if considered as part of the complete MSc in Corporate Communication).
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7. Assessment

The Executive Master in Science in Corporate Communication has the following high-end intended learning outcomes at programme level:

- Mastering the theory of corporate communication and understand the different theoretical perspectives and “schools
- Understand the main operational areas of corporate communication and the typical communication-related
- Develop effective communication strategies and solutions to practical problems.
- Understand and apply the main methods of scientific research.
- Develop a critical attitude and professional communication skills.

After following this specific Master Class, participants are able to:

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<tr>
<th>Intended learning outcomes at programme level</th>
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<th>2</th>
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<th>5</th>
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<tr>
<td>Master Class specific outcomes</td>
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<tr>
<td>Understand the impact of trends in digital communication on corporate communication</td>
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<tr>
<td>Explore a range of concepts, models, and tools to identify and effectively reach external and internal audiences</td>
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<td>Being able to develop communication strategies and match them to specific platforms, technologies, and digital media</td>
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<td>Critically understand latest technologies and their ethical implications</td>
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8. Teaching team

**Professor Michael Etter**  
King’s Business School, King’s College London

Michael Etter has a PhD in organization studies and cultural theories from the University of St. Gallen, Switzerland. He has worked as assistant professor at Copenhagen Business School and as Marie-Curie Research Fellow at Cass Business School, City, University of London. His work has appeared in academic journals, such as Academy of Management Annals, Academy Management Review, Journal of Management Studies, and Business and Society. Michael Etter has received multiple awards for his research and teaching excellence, as well as several research grants from prestigious funding institutions, such as the British Academy. Before joining academia, he has worked in public relations and founded his own advertising agency. Michael Etter is interested in the construction of social evaluation of new and established firms, such as organizational reputation and legitimacy, in the new media landscape, which is shaped by new information and communication technologies (ICT). He looks at strategies, which new and established firms use to establish favourable social judgments in the digital economy. The role of corporate social responsibility is thereby prevalent in his work.

**Stuart Bruce Chart.PR FCIPR MPRCA FAMEC**  
Public Relations Futurist

Stuart is internationally recognised as a PR Futurist – a thinker and doer in modernised public relations and communications. He specialises in measurement and evaluation, public relations and communication strategy, crisis communication and using digital and social media for corporate communication and public affairs.

He is a chartered public relations practitioner and served on the board of the Chartered Institute of Public Relations from 2017-19. He is a fellow of the International Association for the Measurement and Evaluation of Communication and sits on the national council of the Public Relations and Communications Association in the UK. He is a former moderator of the Davos World Communication Forum and a regular keynote speaker at international conferences. Stuart is a visiting lecturer at Leeds Beckett University teaching international post-graduate students. He regularly provides expert media commentary including Al Jazeera, BBC, France 24, PRWeek, Holmes Report, Communicate and The Guardian.

His consultancy, SBA, provides strategic counsel, professional development and training to in-house
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and agency PR and communication teams all around the world. Stuart has worked in more than 30 countries and for clients in more than 60 countries.
Before starting SBA Stuart was the co-founder and CEO of one of the UK's first digital PR companies, which in less than two years he grew into a PRWeek Top 150 consultancy.
His client experience includes Google, Rolls-Royce, the UK Cabinet Office, the Ukrainian government, Skanska, Bank of England, Tourism Ireland,

Stephan Luiten, director Edelman PR Worldwide

Stephan is an international government relations and public policy specialist with 20+ years corporate & consultancy experience. His particular expertise lies in policy and communications around digitization and emerging technologies (artificial intelligence, big data, cloud, IoT, blockchain), (mobile)telecommunications, media, privacy and data protection.

As of 2000, Stephan was the public policy director of Liberty Global in Europe. He designed corporate policy strategy, thought leadership campaigns and (EU-) government relations to support Liberty Global's European operations in 11 countries, like Virgin Media in the UK. He prepared Liberty Global's presence and CEO roadshows at the World Economic Forum annual meetings.

In 2016, Stephan took on a more commercial role in the ‘Advanced Advertising & Data’ business unit at Liberty Global, as Director Data Policy & Privacy. His brief included supporting go-to-market strategies for new business models based on addressable TV advertising, big data analytics and artificial intelligence.

In February 2017, he was assigned to Liberty Global’s 50% owned joint venture with Vodafone Group in the Netherlands, to position the new entity to Dutch public affairs stakeholders and support (government) business and sales targets.

In the nineties, Stephan worked in the European Commission’s Directorate General for the Internal Market on the first EU Data Protection Directive. After consultancy assignments for the European direct marketing industry and the Dutch Advertising Association, he became director of a Brussels-based EU public affairs consultancy. He advised pan-European clients in the telecommunications, e-commerce, advertising- & audiovisual media sector on regulatory issues & political strategies in Europe and implemented advocacy campaigns.