

# CONTENTS

Summary of Contents	v
Contents	vii
List of Figures, Tables and Case Studies	xi
About the author	xiv
Preface to the Fourth Edition	xv
Purpose of the book	xv
Approach of the book	xvi
Readership of the book	xvii
Organization of the book	xvii
Acknowledgements	xix
Guided Tour	xx
Companion Website	xxii

## **PART 1 INTRODUCTION 1**

### **1 Defining Corporate Communication 3**

1.1 Introduction	3
1.2 Scope and definitions	4
1.3 Trends in corporate communication	10
Case study 1.1	13
1.4 Chapter summary	15
Key terms	15

### **2 Corporate Communication in Contemporary Organizations 17**

2.1 Introduction	17
2.2 Historical background	18
2.3 Integrated communication	20
2.4 Drivers for integrated communication	25
2.5 The organization of corporate communication	27
Case study 2.1	32
2.6 Chapter summary	35
Key terms	35

## **PART 2 CONCEPTUAL FOUNDATIONS 39**

### **3 Stakeholder Management and Communication 41**

3.1 Introduction	41
3.2 Stakeholder management	42

3.3	The nature of stakes and stakeholders	44
3.4	Stakeholder communication	46
3.5	Stakeholder engagement	55
	Case study 3.1	58
3.6	Chapter summary	61
	Key terms	61
<b>4</b>	<b>Corporate Identity, Branding and Corporate Reputation</b>	<b>63</b>
4.1	Introduction	63
4.2	Corporate identity, image and reputation	64
4.3	Corporate branding	72
4.4	Aligning identity, image and reputation	76
	Case study 4.1	81
4.5	Chapter summary	83
	Key terms	84
<b>PART 3</b>	<b>CORPORATE COMMUNICATION IN PRACTICE</b>	<b>87</b>
<b>5</b>	<b>Communication Strategy</b>	<b>89</b>
5.1	Introduction	89
5.2	Designing a communication strategy	90
5.3	Strategic messaging	96
	Case study 5.1	103
5.4	Chapter summary	106
	Key terms	107
<b>6</b>	<b>Strategic Planning and Campaign Management</b>	<b>109</b>
6.1	Introduction	109
6.2	Planning and executing programs and campaigns	110
6.3	Corporate taglines and slogans	116
6.4	Theories on effective messages and persuasion	118
	Case study 6.1	122
6.4	Chapter summary	124
	Key terms	125
<b>7</b>	<b>Research and Measurement</b>	<b>127</b>
7.1	Introduction	127
7.2	Research and evaluation	128
7.3	Methods and measures	133
7.4	Measuring corporate reputation	136
7.5	Chapter summary	141
	Key terms	141

<b>PART 4 SPECIALIST AREAS IN CORPORATE COMMUNICATION</b>	<b>143</b>
<b>8 Media Relations</b>	<b>145</b>
8.1 Introduction	145
8.2 Journalism and news organizations	146
8.3 The effects of news coverage on corporate reputation	147
8.4 Framing news stories	150
Case study 8.1	156
8.6 Chapter summary	159
Key terms	160
<b>9 Employee Communication</b>	<b>163</b>
9.1 Introduction	163
9.2 Defining employee communication	164
9.3 Employee communication and organizational identification	167
9.4 Voice, silence and stimulating employee participation	169
9.5 Social media, networks and communities of practice	172
Case study 9.1	174
9.6 Chapter summary	177
Key terms	178
<b>10 Issues Management</b>	<b>180</b>
10.1 Introduction	180
10.2 Defining issues	181
10.3 Managing Issues	183
10.4 Influencing public policy	191
10.5 Anti-corporate activism	192
Case study 10.1	194
10.6 Chapter summary	197
Key terms	198
<b>11 Crisis Communication</b>	<b>200</b>
11.1 Introduction	200
11.2 Crisis management	201
11.3 The impact of a crisis on corporate reputation	204
11.4 Communicating about a crisis	205
Case study 11.1	211
11.5 Chapter summary	214
Key terms	214

<b>PART 5 NEW DEVELOPMENTS IN CORPORATE COMMUNICATION</b>	<b>217</b>
<b>12 Leadership and Change Communication</b>	<b>219</b>
12.1 Introduction	219
12.2 Defining leadership and change	220
12.3 Communicating during a change	224
12.4 Effective leadership communication	232
Case study 12.1	234
12.5 Chapter summary	238
Key terms	238
<b>13 Corporate Social Responsibility (CSR) and Community Relations</b>	<b>240</b>
13.1 Introduction	240
13.2 Defining corporate social responsibility	241
13.3 Communicating about corporate social responsibility	244
13.4 Community relations	247
Case study 13.1	252
13.5 Chapter summary	255
Key terms	255
<b>14 Social Media and Corporate Communication</b>	<b>257</b>
14.1 Introduction	257
14.2 The new media landscape	258
14.3 Classifying social media	260
14.4 Challenges and opportunities	266
Case study 14.1	268
14.5 Chapter summary	270
Key terms	271
Glossary of Corporate Communication and other Communication Terms	273
Index	286