STRATEGIC COMMUNICATION IN THE DIGITAL ERA
2016-17

PGP II, Slot XI

Instructor: Prof. Asha Kaul and Prof Piyush Sinha

Introduction and Overview

In a world where social media has shattered all forms of traditional communication and "one tweet can torpedo a brand" (Bernoff & Schadler, 2010) companies are gearing to prepare for all contingent possibilities that can wreck or damage reputation. There appears to be a high degree of willingness, within companies, to adapt and adopt to changing patterns of communication and explore techniques of improving interactivity with consumers and stakeholders. While there are differential levels of readiness and social media maturity in companies there is overall agreement that today, social media is the key mantra for building and managing reputation. The point gains credence when we assess it in terms of Buffet's (2013) statement that "It takes 20 years to build a reputation and five minutes to ruin it." Can social media, then, be used to manage reputation? What are the social media tools and techniques adopted by companies to manage reputation which is fragile and difficult to form, develop, and maintain?

The emergence of new and social media such as Facebook, Twitter, YouTube, etc. presents both opportunities and challenges for reputation management. On the one hand, the new media environment is purported to provide reputational benefits by making corporations more transparent, providing the opportunity to seek and provide feedback, and to engage stakeholders in dialogue and conversation; on the other, new and social media present reputational risks as they provide new opportunities to create or escalate crises (even hoaxes) and facilitate digital activism against business practices. What then, are the attendant implications?

The focus of the course is on examining some of these questions while studying the impact of social media on corporate reputation.

Objectives

1. To purport the need for social media for corporate communication
2. To introduce new concepts used by corporate houses for communication
3. To share practitioner perspective
4. To discuss research findings and share applications

Pedagogy

Cases, Exercises and Discussions

Grading Scheme

1. CP and Attendance: 25%
2. Presentation (Group): 20%

3. Written Case Analysis (Individual): 25%
4. Project (Group): 30%

Session Details

Sessions 1 and 2: Old Wine in New Bottle? Corporate Communication with New Media

Hanna, R., Rohm, A., & Crittenden, V. L. (2011). We're all connected: The power of the social media ecosystem. *Business Horizons, 54,* 265-273.

Argenti, P. A. (2006). How technology has influenced the field of corporate communication. *Journal of Business and Technical Communication, 20,* 357-370.

Moreno, A., Navarro, C., Tench, R., Zerfass, A. (2015). Does social media usage matter? An analysis of online practices and digital media perceptions of communication practitioners in Europe. Public Relations Review 41, 242–253. doi: http://dx.doi.org/10.1016/j.pubrev.2014.12.006

Sessions 3 and 4: Public Relations and Branding

Gopaldas, A. (2015). Creating firm, customer, and societal value: Toward a theory of positive marketing. *Journal of Business Research*, 68(12), 2446-2451.
http://dx.doi.org/10.1016/j.jbusres.2015.06.031

Rita Men, L., & Sunny Tsai, W.-H. (2015). Infusing social media with humanity: Corporate character, public engagement, and relational outcomes. *Public Relations Review, 41*, 395-403.

Habibi, M. R., Laroche, M., & Richard, M.-O. (2014). Brand communities based on social media: How unique are they? Evidence from two exemplary brand communities. *International Journal of Information Management, 34*, 123-132. doi:10.1016/j.ijinfomgt.2013.11.010

Session 5 and 6: Business Society Relations

Rim, H., & Song, D. (2013). The ability of corporate blog communication to enhance CSR effectiveness: The role of prior company reputation and blog responsiveness. *International Journal of Strategic Communication*, 7, 165–185,. DOI: 10.1080/1553118X.2012.738743

Chaudhri, V. (2014). Corporate social responsibility and the communication imperative: Perspectives from CSR managers. *International Journal of Business Communication* [Online First]. DOI: 10.1177/2329488414525469

Sessions 7 and 8: Consumer Interaction

Killian, G. & McManus, K. (2015). A marketing communications approach for the digital era: Managerial guidelines for social media integration. *Business Horizons*. 58(5), 539-549.

Genelius, S. (2010, July 3). The shift from CONsumers to PROsumers. Retrieved on May 10, 2016 from http://www.forbes.com/sites/work-in-progress/2010/07/03/the-shift-from-consumers-to-prosumers/#5c3a6220543f

Sessions 9: Social Change

Davis, C. B., Glantz, M., & Novak, D. R. (2015). "You can't run your SUV on Cute. Let's Go!": Internet Memes as Delegitimizing Discourse. *Environmental Communication: A Journal of Nature and Culture*, 1-22, DOI: 10.1080/17524032.2014.991411

Smith, B. G. (2010). Socially distributing public relations: Twitter, Haiti, and interactivity in social media. *Public Relations Review*, 36, 329–335. DOI: 10.1016/j.pubrev.2010.08.005

Session 10: Guest Speaker

Session 11 and 12: Employee Engagement

Miles, S. J., & Mangold, W. G. (2014). Employee voice: Untapped resource or social media time bomb? *Business Horizons, 57*(3), 401-411. doi:10.1016/j.bushor.2013.12.011

Kawasaki, G. (2015). The art of evangelism. *Harvard Business Review*. Retrieved May 13, 2016 from https://hbr.org/2015/05/the-art-of-evangelism.

Dreher, S. (2014). Social media and the world of work : A strategic approach to employees' participation in social media. *Corporate Communications: An International Journal*, *19*(4), 344-356. http://dx.doi.org/10.1108/CCIJ-10-2013-0087

Sessions 13 and 14: Crisis Management

Aula, P. (2011). Meshworked reputation: Publicists' views on the reputational impacts of online communication. *Public Relations Review, 37,* 28–36.

Veil, S. R., Sellnow, T. L., & Petrun, E. L. (2012). Hoaxes and the paradoxical challenges of restoring legitimacy: Dominos' response to its YouTube crisis. *Management Communication Quarterly, 26,* 322–345.

Coombs, W. T. (2014, 4e). Effects of the online world on crisis communication and crisis management. In W. T. Coombs (Ed) *Ongoing crisis communication: Planning, managing, and responding* (pp. 17-30). Chapter available online at http://www.sagepub.com/upm-data/59530_Chapter_2.pdf.

Sessions 15 and 16: Measurement of Social Media Efforts

Hoffman, D.L & Fodor, F (2010), Can You Measure the ROI of Your Social Media Marketing? *Sloan Management Review*, Fall, 41 – 49

Weinberg, B.D. & Pehlivan, E (2011). Social spending: Managing the social media mix. *Business Horizons,* 54, 275—282

Session 17: ROI of Social Media

Paine, K.D. (2011). You can now measure everything, but you won't survive without the metrics that matter to your business. In K.D. Paine (Ed.) *Measure what matters: Online tools for understanding customers, social media, engagement and key relationships,* (pp 3-17). Wiley Publishing.

Kumar, V. & Mirchandani, R. (2012). Increasing the ROI of social media marketing. *MIT Sloan Management Review*, 54(1), 55-61.

Session 18: Skills

Guest Lecture

Sessions 19 and 20: Project Presentations