

Key Concepts & Ideas Recap:

Introduction to Corporate Communication

Term	Definition
Corporate Communication	The strategic management of all communication to present a coherent organizational identity.
Public Relations (PR)	Early tactical form of communication, mainly focused on media relations.
Management Communication	Strategic communication between leaders and internal/external audiences.
Marketing Communication	Product and customer-oriented communication that also reinforces corporate reputation.
Organizational Communication	Communication that sustains internal cohesion and external legitimacy.
Stakeholder	Any group or individual that affects or is affected by the organization's actions.
Reputation	The overall evaluation of an organization by its stakeholders, shaped by communication and behavior.

1. Organizational Expressiveness

- Every organization communicates, intentionally or not.
- Communication = action; shapes perception, behavior, and legitimacy.

2. Communication as Managerial Process

- Organizations exist through communication.
- Strategy, leadership, and corporate identity are enacted through communicative performance.
- Communication reflects power, ideology, and culture.

3. Historical Evolution

- Public Relations (PR) era: reactive, media-focused.
- Corporate Communication: strategic, multi-stakeholder, reputation-centered.
- Drivers: stakeholder pluralism, mediatization, reputation as asset, integration/professionalization.

4. Stakeholder Theory (Freeman, 1984)

- Organizations operate in interdependent networks.
- Effective communication requires transparency, engagement, and dialogue with multiple stakeholders.

5. Corporate Communication Definition (Cornelissen, 2020)

- Management function coordinating internal & external communication.
- Purpose: establish and maintain favorable reputation.
- Emphasis on management responsibility, coordination, and reputation.

6. Functions & Structure of Corporate Communication

- Corporate Design, Advertising, Internal Communication, Issues & Crisis Management, Investor Relations, Public Affairs, Media Relations.
- Integrated approach builds corporate narrative.
- Key tension: coherence vs. authenticity.

7. Three Clusters of Communication

- Management Communication: leadership speeches, CEO letters, stakeholder dialogues.
- Marketing Communication: advertising, branding, campaigns, moral & ethical engagement.
- Organizational Communication: internal communication, CSR, sustainability, employee engagement.

8. Integration, Coherence & Authenticity

- One Voice Principle: alignment across clusters.
- Polyphonic coherence: harmonizing diverse perspectives without suppressing authenticity.

9. Stakeholders, Trust & Reputation

- Reputation = what you do + what you say + what others say.
- Ethical communication crucial for credibility and legitimacy.

10. Role of Corporate Communicator

- Strategic intermediary: analyst, diplomat, ethicist.
- Responsibilities: stakeholder analysis, message strategy, narrative crafting, fostering two-way communication, ensuring ethics.

11. Communication as Leadership

- Communication defines purpose, engages stakeholders, sustains trust.
- Effective communication requires ethical awareness, reflexivity, and authenticity.
- Leadership = ability to connect; connection begins with communication.