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B.A. (HONS.) Mass Communication II Year

Sub. – Corporate Communications

**Class: - BAJMC II Year**

**Subject: - Corporate communications**

<b>Unit</b>	<b>Content</b>
UNIT - I	Corporate communications: definition, role, scope, function, difference between PR and corporate communications, image & reputation, image repair theory, lobbying, corporate identity vision, mission, role of corporate communications and skill required
UNIT - II	Internal communications - employees definition and definition, developing and maintain relations, employees communications, strategy and implementation, managing conflict : understanding and resolving, management corporate communications, tools for internal communications, house journal, annual report, communications through mobile app and other tools design & benefits
UNIT - III	External communications- corporate literature : importance and type various publication of organization, brochure, magazine,, coffee table book, corporate films, format, DO s and don't using mass media for image building and reputation management, corporate advertising, social advertisement, Advitorial
UNIT - IV	Crisis communications & management : crisis definition, various types of crisis management & planning, contingency planning for crisis, crisis management and media headling, crisis management program: measurements, evaluation and review, case studies of PSU
UNIT - V	Events, exhibitions, CSR events :types & importance, role in corporate communications exhibition, types & importance : benefit and limitations, sponsorship, to build corporate image, corporate social responsibility: program designe and planning, corporate citizenship, sustainability issues and challenges: social entrepreneurship



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### Unit 1

#### What is Corporate Communications?

##### (Definition and Role)

Corporate communications refers to the way in which businesses and organizations communicate with internal and external audiences. These audiences commonly include:

- Customers and potential customers
- Employees
- Key stakeholders (such as the C-Suite and investors)
- The media and general public
- Government agencies and other **third-party regulators (Sebi, TRAI, RBI etc.)**

Corporate communications can take many **forms** depending on the audience that is being addressed. Ultimately, an organization's **communication strategy** will typically consist of written word (internal and external reports, advertisements, website copy, promotional materials, email, **memos**, press releases), spoken word (meetings, press conferences, interviews, video), and non-spoken communication (photographs, illustrations, infographics, general branding).

**A memorandum (memo) is used to communicate something of immediate importance to people within a business or organization. A memo also can be sent to people or firms that have close or long-standing relationships, such as vendors or consultants. Like a business letter, a memo is a permanent record of your communication.**

#### Scope or Functions of Corporate Communication

The Functions of a Communications Department

In most organizations, the communications department is responsible for overseeing a **wide range of communications activities**. One of the simplest ways of understanding these different activities is to **group them** according to the **role** that they play within an organization, as below.

##### 1. Media and Public Relations

This refers to the way in which a company or organization communicates with the general public, including the media, by:

- Organizing **news conferences, product launches, and interviews**, and creating materials (**banners, flyers, etc.**) for such events
- Writing and distributing **press releases** to the media to garner coverage



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- Monitoring the news for **mentions of the organization**, its product, and key employees such as stakeholders and members of management
- Devising a plan to address **unfavorable press coverage or misinformation**

## 2. Customer Communications and Marketing

Though most businesses still differentiate between their marketing and communication departments, the lines between the two have begun to blur in recent years. **Corporate communication strategy** often impacts **marketing strategy**, and vice versa, which has increased **cooperation and collaboration** between the two functions.

It is not uncommon, therefore, for members of the communication department to help generate various **marketing materials** and **general customer communications**, including:

- Marketing emails
- Brochures
- Flyers
- Newsletters
- Website copy
- Social media strategy

## 3. Crisis Communication

Crisis communication refers to the specific messaging that a company (or individual) portrays in the face of a **crisis or unanticipated event** which has the potential to damage its reputation or existence. In the event of such a crisis, it is the responsibility of the communications department to create a strategy to address it (often done with the aid of outside experts) which may include:

- Organizing **interviews and news briefings** for company representatives to discuss the issue at hand
- Advising company representatives on what to say and how to say it when speaking with members of the media
- Communicating with **attorneys, government regulators, emergency responders, and politicians** as necessary

**A first or emergency responder is a person with specialized training who is among the first to arrive and provide assistance at the scene of an emergency, such as an accident, natural disaster, or terrorism. First responders typically include law enforcement officers, paramedics, EMT's and firefighters.**



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- Generally protecting the organization's **reputation** and ability to do business
- Exactly what constitutes a "crisis" will depend on the type of organization but may include anything from **workplace accidents** and **violence** to **business struggles** to **product defects**, **chemical spills**, **litigation**, and more.

#### 4. Internal Communications

In addition to being responsible for communicating the organization's message with external audiences, most communications teams will play at least some role in internal communications, including:

- Drafting emails and memos announcing company news and initiatives
- Compiling employee resources (such as information about employee benefits)
- Creating printed materials, such as **employee handbooks or flyers**
- Facilitating **group brainstorming** sessions and **training sessions** amongst employees
- Managing **internal blogs, newsletters, or other publications**

Internal communication is often done at the direction of or in partnership with the **human resources management team**.

#### Difference between PR and Corporate Communication -

##### Overlap and Differences

It's pretty uncommon for public relations experts to take on corporate communication responsibilities due to lack of resources. Yet, for both internal and external communications, a good communicator is a vital resource. If you have corporate communications experience and no experience interacting with the media, it will be more challenging to fill a public relations position that demands media relations skills. Building a trusting connection with the media, like other relationships, takes time, and many businesses may prefer established partnerships when hiring for PR roles. Despite this, many communications and public relations professionals can successfully switch between the two professions.

Corporate Communications and Public Relations are two divisions that work closely together, with nearly identical target audiences and communications. Both are reliant on one another to position a company in the views of its stakeholders, clients, and customers.

Corporate Communications is primarily concerned with the written and, sometimes, oral communication required to keep all people up to date with the company's vision, mission, and strategic goals. Based on who needs to know what, it requires both internal and external communication.

Corporate Communications uses a variety of channels to keep stakeholders informed about a company's operations. External corporate communication mediums include websites, brochures, bulletins, stakeholder letters/messages, annual reports, and magazines, while internal communication platforms include emails, announcements, meeting minutes, and intranet.



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All of the channels described above are utilized to distribute critical information about a company's current and future intentions. Good businesses take corporate communications very seriously because they understand that their responsibility is to inform their stakeholders/shareholders about their intentions.

This is where Public Relations comes in. As the name implies, this division is responsible for disseminating information to the general public to place a company's image in the general public's eyes. External communications created by Corporate Communications are used by Public Relations to promote a favourable image of an organization. It employs media such as press releases, social media, public events, and presentations to stimulate the interests of the public in a company's products or services.

The Public Relations division often collaborates closely with Corporate Communications to discover external groups and develop relevant external communication messages and published materials.

To reach out to the audience and convey the company's message, the Public Relations department works with media agencies and advertising agencies (however, Corporate Communications are mainly responsible for selecting an advertising agency).

It's essential to keep in mind that for Corporate Communications and Public Relations to function well, they must collaborate closely and share information regularly. Any miscommunication between the two divisions might result in significant losses. As a result, many businesses combine the two divisions into one, under one manager/head, to guarantee that tasks are carried out smoothly.

### **Image and Reputation -**

Reputation and Image and the management of both is often confused to be the same. Experts draw a fine line between the two. There definitely is some good grey area between the two.

### **Image and Image building**

Image is essentially the perception about the organisation and is more generic. Mostly it is the short-term evaluation of an organisation's communication and its impact on various publics. What the stakeholders think about the brand as a result of the messages disseminated is the image of the brand. Since the public doesn't receive the same or all messages and may also interpret it differently as per their own thought process or in view of the timing hence the image may vary from time to time and person to person.

Image is more of a result of a concerted effort by the advertising; branding and PR. Whereas, reputation is considered to be more of a result of consistent public relations.



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The foundation for image building by way of public relations is the understanding of human behaviour.

Trends are to be analysed well, extensive research of public opinion leads to consequences meticulously predicted. Resultant advice and campaign planning form to be the building blocks.

Norman A. Hart in the book 'Industrial Advertising and publicity' (1978) says "...the concern is not so much to be directly involved in selling but rather to project the company's image and create a climate in which the selling operations can be conducted with great efficiency."

### **Reputation – the long-term impression**

**Reputation** is the impression that specific public carries of the organisation by way of **social evaluation** in the long run. It's the prevailing opinion about the brand and its management and is generally not much altered by **incidents, news flow, or other short-term factors**.

It's like the people aligning with the **values and principles** of the organisation, putting faith in the **efficiency and integrity** of the management. Reputation is considered to be a part of the **social capital of the brand** that can be banked upon and further extended for the growth of the brand.

Ideally, the aim of every PR campaign should be to **add value to the reputation** of the organisation and keep it intact. **Saving the reputation** becomes the sole aim of PR in times of crisis.

Reputation management is a complex and continuous process by way of which the organisation aims to impress and influence the opinion of the publics. It begins with listening. In today's world we better understand it as tracking. You've to pick all conversations related to the brand or news related to it. Analyse what people are saying and the connotation that the conversation is carrying. What is the general feeling about it all?

Thereafter, the exercise focuses on building and maintaining a desired reputation in the eyes of the publics concerned. In times of crisis, the focus shifts from building to saving from damage. Emphasis has to be on a consistent effort to keep the brand in good books of the people all through.

### **Image restoration/repair theory –**

Introduced by William Benoit, image restoration theory (also known as image repair theory) outlines strategies that can be used to restore one's image in an event where reputation has been damaged. Image restoration theory can be applied as an approach for understanding both **personal and organizational unit** situations. **It is a component of crisis communication, which is a sub-**



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**specialty of public relations.** Its purpose is to protect an individual, company, or organization **facing a public challenge to its reputation.**

For further understanding, please refer to –

[https://en.wikipedia.org/wiki/Image\\_restoration\\_theory#:~:text=Introduced%20by%20William%20Benoit%2C%20image,where%20reputation%20has%20been%20damaged.](https://en.wikipedia.org/wiki/Image_restoration_theory#:~:text=Introduced%20by%20William%20Benoit%2C%20image,where%20reputation%20has%20been%20damaged.)

### **Lobbying**

Lobbying is a discipline within public relations where the general intention of the activity is to **inform and influence** public policy and law. '**Lobbyists**' are practitioners who execute planned and sustained efforts to deliver **specific objectives** within this **broad profile of activity.**

**Public policy** - Rules and regulations which the government makes on behalf of the public.

**Example** - When lawmakers pass legislation protecting workers, instituting wage-and-hour laws and providing enforcement for wage-and-hour laws, this is a public policy decision. The policy is to protect the rights of workers within the society

**Policies** can be made for – abortion, capital punishment (death penalty) animal rights, air pollution etc.

**Lobbying example** – if there's a law in favor of FDI, the local businessmen might try to influence the government officers to change it.

### **Origin of the word –**

Lobbying is any attempt by individuals or private interest groups **to influence the decisions of government;** in its original meaning, it referred to efforts to **influence the votes of legislators,** generally in the lobby outside the legislative chamber. Lobbying in some form is inevitable in any political system.

This is how the legislative Assembly lobby looks like –

### **legislative chamber -**

<https://www.ncsl.org/blog/2017/03/09/the-design-of-legislative-chambers.aspx>

### **lobby -**

<https://www.dreamstime.com/photos-images/legislative-chamber.html>

### **What exactly is Lobbying?**



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Because the lobbying profession is so little understood, it is often viewed as a sinister function, yet every "mom and apple pie" interest in the United States uses lobbyists - a fact little known by the general public.

#### **Mom and apple pie meaning -**

[https://en.wiktionary.org/wiki/mom\\_and\\_apple\\_pie](https://en.wiktionary.org/wiki/mom_and_apple_pie) - Something that cannot be questioned because it appeals to universally-held beliefs or values.

Simply put, lobbying is the **advocacy of a point of view**, either by groups or individuals. A special interest is nothing more than an identified group expressing a point of view - be it colleges and universities, churches, charities, public interest or environmental groups, senior citizens organizations, or even state, local or foreign governments. While most people think of lobbyists only as paid professionals, there are also many independent, volunteer lobbyists.

Lobbying involves much more than persuading legislators. Its principal elements include **researching and analyzing legislation or regulatory proposals; monitoring and reporting** on developments; attending **congressional or regulatory hearings; working with coalitions** interested in the same issues; and then **educating not only government officials but also employees and corporate officers** as to the implications of various changes.

What most lay people regard as lobbying - the actual communication with government officials - represents the smallest portion of a lobbyist's time; a far greater proportion is devoted to the other aspects of **preparation, information and communication**.

Lobbying, which has gained special attention in the United States, takes many forms. Group representatives may appear before **legislative committees**. Public officials may be "**buttonholed**" in legislative offices, hotels, or private homes. **Letters** may be written or **telephone calls** made to public officials, and **campaigns** may be organized for this purpose.

Organizations may provide favoured candidates with money and services. Massive public-relations campaigns employing all the techniques of modern communication may be launched to influence public opinion. Extensive research into complex legislative proposals may be supplied to legislative committees by advocates of various and often conflicting interests.

#### **Helpful link for your understanding -**

To understand the topic in detail, refer to -

<https://blog.ipleaders.in/all-about-lobbying-in-india-with-reference-to-other-countries/>

<https://www.indiatoday.in/world/story/what-is-lobbying-123977-2012-12-10>

<https://blog.ipleaders.in/all-about-lobbying-in-india-with-reference-to-other-countries/>





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<https://lobbyit.com/difference-lobbying-public-relations/>

### **Lobbying in India –**

While in the American and European world, there is a clear legal **legitimation** of the profession of lobbying, India, despite being an active recipient of the effects of this industry has seemingly kept the issue of adopting a legal framework to address the nuances of lobbying at a bay as it best suits the purpose of many to keep it restricted to the **grey zone**. In fact, looking at the ground reality of India, it is simpler to parallel lobbying with bribery here due to the majority opinion of a necessary engagement in corruption for getting one's work done through the governmental mechanism.

### **Image and Reputation imperative –**

**Imperative** - an unavoidable obligation or requirement: the imperatives of leadership.

In the simplest sense, how you are seen by your stakeholders is your corporate image and reputation. Corporate reputation emanates from all of the business activities and communications a company has, either intentionally or unintentionally, undertaken in its marketplace. Stakeholders, whether customers, employees, the financial community, special interest groups, or simply the general public, look at a company differently because they focus on and look at different parts of the business. By understanding both the commonalities and differences across stakeholder groups, a company will be well-positioned to maximize the return on its performance and communication improvement efforts. This, in turn, can influence stakeholder loyalty, a key influencer of business success.

Reputation has long been recognized as an important intangible asset to a firm. It is well documented that a solid corporate reputation can result in:

- Investors feeling more secure
- Communities being more supportive of your business activities
- Capital markets viewing you as a safer investment
- Customers paying more for your products or services
- Customers recommending you to others
- Employees feeling greater commitment to your company success
- Media treating you more fairly
- Business partners and suppliers giving you more favourable treatment



A company's reputation can be an invaluable asset, as well as a great liability. Forum Research helps leading companies measure and manage their corporate reputation. Our portfolio of solutions provides clients with key "dashboard indicators" to tell them how they are currently seen by their various stakeholders. However, Forum Research does not just leave you with this. We also provide key diagnostic insight — in effect, 'roadmaps' for effective reputation management.

**Helpful Links for further reference -**

<https://www.nhbr.com/the-imperative-of-reputation/>

<https://www.criticaleye.com/inspiring/insights-detail-new.cfm?id=1463>

<https://www.forumresearch.com/services-mcr-corporate-image-and-reputation.asp>

**Corporate Identity - Vision, Mission, Importance and Maintenance**



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### What Is Brand Vision?

Brand vision refers to the ideas behind a brand that help guide the future. When the brand vision clicks, it reflects and supports the business strategy, differentiates from competitors, resonates with customers, energizes and inspires employees and partners, and precipitates a gush of ideas for marketing programs. When absent or superficial, the brand will drift aimlessly and marketing programs are likely to be inconsistent and ineffective.

### The Importance of Brand Vision

As I was writing my latest book, Aaker on Branding: 20 Principles that Drive Success, I realized two things:

First, brand identity is the cornerstone of brand strategy and brand building. You need an articulated description of the aspirational image for the brand, and what you want the brand to stand for in the eyes of customers and employees. That description drives the brand-building component of the marketing program and greatly influences the rest of your brand's activity. In fact, seven of the 20 principles in my book are centered on getting the brand identity concept right.

Second, I had a chance to re-label brand identity as "brand vision," something I had long wanted to do. In golf, we call that a do-over. I had been stuck with the term brand identity because it was described in two of my previous books and countless articles I've written in the past. Now in this new book, I



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could finally change the label to “brand vision.” This term better captures the strategic, aspirational nature of the concept. The word “identity” has less energy and too often creates confusion because, for some, identity refers to the brand’s logo and visual identity as supported by graphic design.

**“Brand identity is the cornerstone of brand strategy and brand building.”**

When the brand vision clicks, it will reflect and support the business strategy, differentiate from competitors, resonate with customers, energize and inspire employees and partners, and precipitate a gush of ideas for marketing programs. When absent or superficial, the brand will drift aimlessly and marketing programs are likely to be inconsistent and ineffective.

The brand vision model (formerly the brand identity model) is one structural framework for the development of a brand vision with a point of view that distinguishes it from others in several ways:

### **The Brand Vision Model: 6 Key Components**

The Brand Vision Model directs you through the process of defining your brand vision and incorporating it fully into your business. Keep these six components in mind:

#### **1. Defining Your Brand Vision**

It may be based on six to 12 vision elements. Most brands cannot be defined by a single thought or phrase, and the quest to find this magic brand concept can be fruitless or, worse, can leave the brand with an incomplete vision missing some relevant elements. The vision elements are prioritized into the two to five that are the most compelling and differentiating, termed the “core vision elements,” while the others are labeled “extended vision elements.”

The core elements will reflect the value propositions going forward and drive the brand-building programs and initiatives.

#### **2. Incorporating Extended Vision Elements**

They add texture to the brand vision, allowing most strategists to make better judgments as to whether a program is “on brand.” The extended vision affords a home for important aspects of the brand, such as a brand personality, that may not merit being a core vision element but are crucial for success. Such elements can and should influence branding programs.

Too often during the process of creating a brand vision, a person’s nominee for an aspiration brand association is dismissed because it could not be a centerpiece of the brand. When such an idea can be



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placed in the extended vision, the discussion can go forward. An extended vision element sometimes evolves into a core element, and without staying visible throughout the process that would not happen.

### 3. Selecting Unique Brand Vision Dimensions

Brand dimensions that are relevant for the context at hand are the dimensions that should be selected. And contexts vary. Organizational values and programs are likely to be important for service and B2B firms, but not for consumer package goods. Innovation is likely to be important for high-tech brands, but less so for packaged goods brands. Personality is often more important for durables, and less so for corporate brands. The dimensions that are employed will be a function of the marketplace, the strategy, the competition, the customers, the organization and the brand.

### 4. Keeping the Brand Vision Aspirational

It is the association the brand needs to go forward given its current and future business strategy. Too often, a brand executive feels constrained and uncomfortable going beyond what the brand currently has permission to do. Yet most brands need to improve on some dimensions to compete and add new dimensions in order to create new growth platforms. A brand that has plans to extend to a new category, for example, will probably need to go beyond the current image.

### 5. Representing a Central Theme of the Brand Vision

When the right brand essence is found, it can be magic in terms of internal communication, inspiration to employees and partners, and guiding programs. Consider “Transforming Futures,” the brand essence of the London School of Business, “Ideas for Life” for Panasonic, or “Family Magic” for Disneyland. In each case, the essence provides an umbrella over what the brand aspires to do. The essence should always be sought.

However, there are times in which it actually gets in the way and is better omitted. One B2B brand, Mobil (now ExxonMobil), had leadership, partnership and trust as the core brand vision elements. Forcing an essence on this brand would likely be awkward. If the essence does not fit or is not compelling, it will soak up all the energy in the room. In these cases, the core vision elements are better brand drivers.

### 6. Using Brand Position as a Short-Term Communication Guide for Reaching Your Target Audience

The current positioning often emphasizes the brand vision elements that are credible and deliverable. As organizational capabilities and programs emerge, or as markets change, the positioning message might evolve or change. The centerpiece of the position is often a tagline communicated externally, that



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need not and usually does not correspond to the brand essence, which is an internally communicated concept.

### **Skills of a Corporate Communicator –**

Pursuing a career in corporate communications requires a specialized skill set, regardless of the area on which you ultimately choose to concentrate. Some of the most important skills include:

#### **1. Writing skills**

As a member of the communications department, you will likely spend the majority of your day writing copy in various formats, from emails and memos, to blog posts and articles, to website copy, social media posts, printed collateral, and more. To be effective in the role, you will need to hone your writing skills so that you can communicate clearly to diverse audiences across many formats.

#### **2. Presentation and public speaking skills**

Presentation skills have become more important in recent years. In fact, according to a survey of corporate recruiters, it's in the top five skills that companies look for when filling positions. Communications professionals are regularly expected to interface with the public and members of the media, as well as fellow employees and internal stakeholders. The ability to clearly and confidently present your ideas and information, whether in person or through the aid of technology (such as a video or webinar) is expected in many roles.

#### **3. Communicating with data**

Organizations now collect more data than at any point in history, all of which is critical in informing important strategic decisions. As data has proliferated, employees across disciplines are finding that they must interact with this data in new ways. Modern communications professionals must be adept at interpreting data from a variety of sources, communicating with that data, and using it to tell compelling stories.

#### **4. Research and critical thinking**

Depending on your exact role within an organization and the types of communication that you are expected to create, you may find yourself spending a lot of time searching for resources that can inform your content. The ability to conduct research and—more importantly—evaluate your resources critically, is an essential part of many communications roles.

#### **5. Technical skills**



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Technological advancements are shaping the field of communications as much as any other industry.

The International Association of Business Communications states that the five most important technology trends impacting corporate communications are chatbots, blockchain, virtual reality, extremely-personalized experiences, and artificial personal assistants. Many (if not all) of these technologies are being driven by developments in machine learning and artificial intelligence, which threaten to automate many roles. Developing your technical skills can help you remain competitive in this new reality.



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## UNIT 2 –

### **Internal Communication - Employee Relations**

Internal Communication's goal, apart from transmitting information, is to engage and motivate employees with the messages they share. As for HR, their aim isn't just hiring people, but to keep them happy and engaged once they're on board.

This is what Michael Collins, Forbes Councils Member has to say about Internal Communication and Employee communication –

“I believe there is a difference in employee communications and internal communications. I see employee communications as transmitting extremely important information about benefits, employment policy, hiring, recruiting, career planning, etc. Clearly, those data points are human resources functions and communicating them should originate in the human resources (HR) department, with execution by the HR team or supported by internal communications as part of the marketing and communications team.

In my experience, internal communications serve a broader role that extends external branding, including the organization's mission, to an internal audience that encompasses not only employees but management and board members. In that sense, I've grown to see internal communications as its own discipline. It demands a precise skill-set, ranging careful and empathetic listening, clear and concise writing, oral and visual communications expertise, intellectual and emotional agility, and an almost journalistic sense of objectivity that enables telling a story straightforwardly with none-to-limited personal opinion.

With what may be a biased position, I believe internal communications should live with other structured communications disciplines, as it does for my own team. Our internal communications staff members work closely with the HR department but also with every other department. This effort provides them with an all-inclusive prism through which to view the entire organization, helping them to help others understand and appreciate what everybody else is doing and why. This also works well in my current organization because of a strong relationship the chief human resources officer and I have built together and between our teams.”

### **Employee Relations -**





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Of all your stakeholders, perhaps the most important are your employees, both those currently working in your organization and the talented new employees you seek to attract. And for global businesses, this stakeholder group is located in several different countries.

An organization will fail in realizing its goals, if it is unable to communicate its vision and business strategy to employees, and to gain their support and enthusiastic participation. Much effort and resources are invested in attracting and training the best talent. To retain them, they need to be motivated and inspired to succeed in these times of great change and global competition.

Employee Relations (ER) is relationship management with your employees. It builds mutual understanding between an organization and its employees, and encourages them to fully participate in fulfilling its goals and objectives, which includes providing excellence in products, services, and customer relations. This type of stakeholder relationship management aimed at employees is always important, but especially so during major changes brought about by corporate restructuring, drastic shifts in business strategy, mergers and acquisitions, and in times of crisis.

Public Relations works with management, including HR and other areas of the organization, to improve employee relations through a strategic life-cycle program that determines the current situation, and then formulates and implements a public relations strategy aimed at employees.

### **9 examples of employee relations**

On the surface, employee relations is a simple concept. But going deeper, there's a lot you need to consider when putting together a strategy.

**Below are 9 examples of employee relations in action.**

#### **1. Making sure new team members add to the company culture**

Hiring is no longer about competence alone. It's also about the culture add. A good employee relationship includes making sure that all potential employees bring a unique or necessary quality to the company. It's up to the HR relations team to screen potential employees not only when they apply but also in interviews.

#### **2. Onboarding support for new recruits**

Employee relations teams are responsible for the full onboarding process. Teams need to create welcome packs, set up meetings with key members, and get their equipment ready.

#### **3. Providing ongoing support for employees**



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Employee relations processes don't stop once a new team member joins the company. You also need to provide ongoing support in the form of learning and development programs, plus mentoring and coaching.

#### 4. Analyzing performance

The improvement of employees' performance is essential for helping companies to grow year-over-year. Employee relations teams are responsible for monitoring each colleague's performance and offering ways to help where possible. You can do this by using insights software.

#### 5. Dealing with employee misconduct

Even with the best employee relations strategy, HR teams will find themselves in challenging situations. Unfortunately, employee misconduct such as violating health safety regulations and harassment does happen. Teams, therefore, need a plan in place to deal with these problems.

#### 6. Resolving ongoing conflicts

Not everyone is going to get along at all times. Disgruntled employees may argue with their managers or even with each other. Employee relations teams will play an essential role in diffusing these situations and finding the best possible solution.

#### 7. Exploring new ways to further-improve employee well-being

Even in an office full of happy colleagues, there is always room for improvement. You might look for new ways to further improve your employees' happiness by paying for online courses, promoting mental health days, and other well-being initiatives.

#### 8. Extra-curricular initiatives

One of the best ways to improve your employees' well-being and workplace wellness is by providing activities and events outside of the office. This could be something as simple as drinks on a Friday evening or even paid-for fitness or online yoga classes.

#### 9. Office health and safety procedures

Employee relations professionals are responsible for putting together building safety procedures. They must also provide everyone with the correct training and manage everything efficiently if something happens.

### **Conflict Management**



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Communications and HR have long been considered as separate groups within a company. However, smart HR leaders are noticing how **communications are often key to turning their strategies into real-life success stories**. After all, HR often “sells” a **choice or strategic shift** to the rest of the company.

Where there’s **ambition, competing personalities, and stressful situations**, emotions can sometimes boil over. That’s a normal part of working life. But the **way an organization deals** with these moments can reveal a lot about the culture at that company.

And while some conflicts are **short-lived**, others are **deep-seated** and can end up affecting the rest of the team’s productivity and morale.

Either way, senior staff often need to invest significant proportions of their day managing conflict in the workplace. Indeed, managers spend up to 40% of their time just that. And that’s time that could be better spent on more important and productive things.

## Causes of conflict –

### Common causes of conflict in the workplace

There are many reasons for discord in the workplace, but here are some of the most common causes. Here are four of them.

#### Poor communication

When departments or employees aren’t communicating in effective ways it can create **misunderstanding** and lead to **hostility**. But most conflicts arise from something that wasn’t said rather than something that was – a manager reassigning a task without telling an employee why, for example.

#### Discrimination

Pay equality is a big workplace issue that many organizations are still struggling to deal with. These failures can be divisive.

In addition to gender inequality, other forms of discrimination including age, religion, and disability, can also create divisions and leave organizations vulnerable to **disharmony** or even **legal problems**.



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### **Personality clashes**

Diversity is good for business. Organizations are made up of people with a variety of backgrounds, characteristics and experiences often outperform industry equivalents. But it can also pose problems in terms of different business communication styles and block progressive collaboration between individuals and teams.

### **Competition**

While healthy competition is good for motivating employees, too much **rivalry** and **ruthless ambition** can lead to a **breakdown in team collaboration**. This may be especially true of organizations or departments with **performance-related pay and bonuses**.

### **Effective measures for managing conflict in the workplace**

To keep your team working together in harmony, there are steps you can take to prevent problems and manage conflict effectively. Here are six tactics to get you started.

#### **Set clear expectations**

Clear and considered corporate communication can go a long way toward avoiding disputes. When a manager asks for something to be done, they should outline what they want in terms of deadlines, structure and other key aspects of the task.

#### **Redesign the workplace**

A dimly-lit working environment, an overflowing email inbox and constantly ringing telephones can raise tensions. Change it up. The calmer people feel in their working environment, the less likely conflict is to arise.

Understanding the environment and tools that hybrid teams need to connect and work effectively together is a key part of productivity management. Get it right and it could pay dividends.

#### **Implement an open-door policy**

Addressing problems up-front is important. If staff feel managers are unapproachable or that they won't be taken seriously, they might not report any workplace issues.

Encourage employees to get things off their chest. Some 81% of people would rather work for an employer that values open communication over one that offers perks like free food and gym memberships.



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### **Focus on the problem, not the person**

Managers can sometimes dismiss employee concerns because of perceptions that people are making trouble or are exaggerating issues. But valid differences can often lie behind a conflict. If you separate the problem from the person, you can discuss workplace issues without damaging relationships.

### **Mediate between employees**

Some conflicts run so deep that you might need outside help to resolve issues. Mediation involves finding an impartial third party that all parties trust – like a manager from another department, an HR representative or co-worker. The mediator will oversee the meeting with the aim of negotiating a solution that everyone is happy with.

### **Use technology to help solve issues**

The very nature of work can sometimes present the perfect atmosphere for tension and conflict. And using tried and tested methods like these can manage situations can help.

But technology can, too. Look for the platforms that bring people in your organization closer together and that provide meaningful ways to discuss and address issues openly in public forums.

After all, a solution that encourages people to have better conversations and gives them stronger team working skills, may even prevent serious conflicts arising in the first place.

### **Contingency Management –**

<https://yourbusiness.azcentral.com/contingency-management-business-12538.html>

'anishchit ghatana' in Hindi

### **Tools for Internal Communication –**

#### **Internal vs. external corporate communications tools**

Internal communications cover interactions that happen among stakeholders within an organization. This includes employees, folks at the C-level and other internal collaborators (think: freelancers or contractors).

To manage these relationships and keep stakeholders up-to-date, companies might use:

- Project management tools
- Team chat tools
- Video conferencing tools



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- Company Intranet or wiki tools

On the flip side, external communications tools are used to deliver key messages to customers, subscribers or partners. These tools might include:

### **Marketing tools (think: social, CRM, email)**

Customer communication tools (think: live chat or help desk software)

PR and media tools

There is no one-size-fits-all approach to adopting comms tools. That said, a combination of internal and external tools is key to keeping everyone involved with your business in the loop.

### **House Journal – (internal - communication)**

What is house journal in corporate communication?

A house-journal is basically a periodic publication by an establishment for its employees, customers and other interested people. In-house journals are very effective means of communication. These are used to foster a sense of loyalty among employees and to build a work culture among them.

Example - <https://virtusinterpress.org/-journals-.html>

<https://www.owlgen.in/what-is-house-journal-how-pr-help-in-bring-out-a-house-journal/>

### **Other tools for Internal Communication –**

<https://sproutsocial.com/insights/corporate-communications-tools/>

Kanban board example - <https://draft.io/example/kanban-board>

### **References –**

**Job titles in CC -** <https://blog.ongig.com/job-titles/communications-job-titles/>



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### UNIT 3

#### **External Communication**

In essence, external communication is communication between a company and any people, organisations or businesses outside that company. Businesses use external communication to develop brand awareness and improve the public image of the company or with other businesses.

Good business relationships and a positive brand image are essential to the success of a business. Good external communications can have a positive effect on the way a company's competitors, potential investors and customers see the business and the brand. As a result, external communications are a crucial part of any marketing strategy and play an important role in growing any business.



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### **Corporate Literature: (Importance and Types)**

#### **Brouchers –**

A company brochure is a print publication. An organized way to share information, highlight a company's benefits, products and services for customers. A brochure typically has one, two or three folds and is distinct from a flier, direct mail letter or catalogue.

**Advantages of a company brochure.** Some people dismiss printed corporate brochures as old school, but a growing number of marketers have been re-thinking this based on the current business climate. While it's true that in many ways your website becomes the face of your company, there are gaps that only a print brochure can fill. With the COVID 19 pandemic effecting so many business's, it is even more accentual to review a marketing campaign with the dollars available, to create a more divers strategy for visibility. Here are five reasons marketers still want corporate brochures.

Examples – <https://venngage.com/gallery/business-brochure-examples>

References - <https://www.linkedin.com/pulse/whats-company-brochure-james-callender-1e/>

#### **Coffee table Books –**

Subject matter is predominantly non-fiction and pictorial (a photo-book). Pages consist mainly of photographs and illustrations, accompanied by captions and small blocks of text, as opposed to long prose.

For example, it could be a company history book. It can include either a foreword or introduction, as well as detailed notes to sources, appendices, and a comprehensive index.

See picture examples here - <https://www.writestuffbooks.com/coffee-table-books/>

#### **Corporate magazine**

Corporate Business Magazines

Highlight your company or business with a professional design magazine to attract more customers and showcase services and products. The term magazine conjures an image that is consistent across a wide demographic.

- Magazines are a compelling read, people pay more attention to review pictures
- Magazines are a key source of relevant and timely information, keep your business current and update and embrace market changes
- Magazines are a user-friendly format
- Magazines have a long shelf life and a high readership per copy. (We have seen offices where Magazine we published are around 10 years later)
- Magazines are the strongest tangible media and marketing





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### **Corporate Films and Videos –**

A corporate video is simply a video produced by a business or organization. Though most often used to promote and raise awareness of a company's brand as a whole, corporate videos can be used in a business setting and serve many different purposes: Training, instructional, and safety videos for employees.

A corporate film is an audio-visual corporate communication, commissioned primarily for use by a company, corporation or organization. Usually the responsibility of the marketing or communications team, it is often intended for a specific purpose in a corporate and is viewed only by a limited audience.

### **Corporate Image Building using Social Media**

#### **Methods to create a brand image using Social media**

There are different methods available to build the image of a brand. Let's have a look at some important techniques:

#### **Plan your Social media strategy smartly**

When you plan to promote your brand, the first thing that strikes to your mind is to justify the reason of using your brand when others are already available. It can be tempting enough if you add value to your customers. Social media can be a channel for your customers to understand what exactly you are providing them. Nobody will engage to your brand if you don't update or add a backstory. Try to post new things so that you can build trust with the existing customers. It will even help you to add new users.

#### **Create a Facebook page of your business**

To increase the value of your business, you should have a Facebook page. Those who want service from you, they will definitely visit your page. It will be easy for you to identify the potential customers. You can easily convince the group of interested customers to complete registration part.

#### **Building a brand community is equally important**

It would add an advantage when you will be associated with the business associated to your brand. This can add more value to your business. The engagement of customers with your brand will go on next level. Users will be ready to use your service for long-term without getting into confusion.

#### **Content should be informational**

For building your image on social media, always share informative content. It makes you genuine and the number of followers will increase. Try to use visual content because it will be shared more on the social network. The way of presenting your content should be in such a way that it can enhance the overall ROI. You can expect better output if you are using graphics, screenshots, and visual aids.

#### **Direct interactions are key to success**



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Doing direct interaction with customers can boost your presence in the online market. Apart from just showing the content, you shouldn't ignore personal interactions with the users. It can hold back visitors and compel them to use your service.

### **Corporate advertising**

Corporate advertising has been defined as paid messages communicated through different media outlets designed to influence consumers' perceptions of a company and its products and their intentions to purchase the products.

Corporate advertising is made to create a positive image through the organization itself rather than its products or services. The scope of corporate advertising includes advertising concerning corporate image, financial image and advocating. Corporate image advertising aims to give a message on the issues that the organization is respected and responsible for.

### **Social advertising –**

Corporate social responsibility is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment. CSR helps both improve various aspects of society as well as promote a positive brand image of companies.

### **Infomercials**

An infomercial is a longer-form video or television advertisement that acts as a stand-alone program to pitch a good or service with a call to action. Infomercials are different from regular commercials because they last longer and have no breaks in the program.

As a result, infomercials are able to present more details about a product or service. The purpose of infomercials is to prompt the viewer to call a toll-free number or visit a website to make a purchase.

An advantage of infomercials for companies is an increased amount of time to showcase a product, demonstrate how it works, and present a persuasive call to action (CTA). The term infomercial is a combination of the words "information" and "commercial." However, in Europe, they're referred to as "paid programming" or "teleshopping."



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#### UNIT 4

### Crisis Management

A crisis management plan outlines how your business will respond if a crisis occurs. In your crisis plan, you'll determine what crises are most likely to affect your company and what the business impact will be. Planning responses for each crisis will prepare your team and reduce the long-term damage done to your organization.

#### Types of Crisis Management -

- Financial Crisis
- Personnel Crisis
- Organizational Crisis
- Technological Crisis
- Natural Crisis

#### 1. Financial Crisis

A financial crisis occurs when a business loses value in its assets and the company can't afford to pay off its debt. Typically, this is caused by a significant drop in demand for the product or service.

In these cases, the company must move funds around to cover immediate short-term costs. Then, they'll need to re-analyze their revenue sources to look for new ways to generate long-term income as well as increase their margins.

#### Examples of a Financial Crisis

**Delta Air Lines:** Delta Air Lines filed for bankruptcy in 2005. Customer demand had decreased due to the September 11 attacks, and this trend continued into the mid-2000s. The company overcame bankruptcy in 2007 and invested in its workforce to improve the customer experience. In 2020, it created a profit-sharing program and paid out nearly \$1.6 billion in profit shares to its employees.

**Gold's Gym:** In the wake of all the closures and movement restrictions in 2020, fitness giant Gold's Gym filed for bankruptcy and permanently closed around 30 gyms. It recovered from this crisis after RSG Group acquired them in July of 2020.

#### 2. Personnel Crisis

Personnel crises occur when an employee or individual who's associated with the company is involved in unethical or illegal misconduct.



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Whether it's within the workplace or an employee's personal life, these situations can result in a serious backlash against the company. Since the organization employed or supported this individual, its lack of judgment is reflected onto the company's reputation.

In these cases, you'll need to identify the scope of the situation, determine appropriate disciplinary action, and if necessary, provide a written or verbal statement. It's important to first fully evaluate the situation and determine how severely the individual violated your company's values.

This will help you determine the right responsive action to take against the convicted individual. Finally, if this situation has drawn media attention, you'll want to be transparent to these outlets and inform them about the actions you're taking.

### Example of a Personnel Crisis

**Tyson Foods:** The pandemic put a strain on just about everything — including our food supply chain. Workers at a Tyson Foods pork plant in Iowa found themselves working longer hours to keep up with demand, and in close quarters. As a result, COVID-19 quickly spread and several workers died after contracting the virus.

Making matters worse, supervisors at the Waterloo, Iowa plant were allegedly involved in a betting pool guessing how many workers would get sick from the virus. Not only did this come across as cruel and callous, but the company is now facing legal repercussions as families of the deceased have filed lawsuits.

### 3. Organizational Crisis

Organizational crises are situations where the company has significantly wronged its consumers or employees. Rather than creating mutually beneficial relationships, these businesses use their customers as a means of benefiting the company, or abuse their employees to “save face.”

#### The three types of organizational crises are:

**Crisis of Deception:** This type of crisis occurs when a company knowingly lies about public-facing product information or tampers with public-facing data.

**Crisis of Management Misconduct:** This type of crisis is a result of management willingly and knowingly engaging in illegal activities.



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**Crisis of Skewed Management Values:** This type of crisis results when senior leadership emphasizes short-term financial gains over social responsibility and neglects the interests of stakeholders such as customers and employees.

Examples of misconduct include withholding information, exploiting customers, and misusing managerial powers.

Changing company culture is the best way to address organizational crises because these problems are typically caused by employees who neglect customer needs. Embracing an organizational culture that's dedicated to customer success can reduce the chances of encountering an internal crisis. Additionally, you should proceed to hire employees who are closely aligned with your company's values.

#### **Examples of an Organizational Crisis**

**Google:** In late 2020, Google faced allegations of spying on employees and discouraging unionized organizations. The firm "illegally surveilled" employees' discussions when they aired their workplace grievances.

Google made a public statement to The Verge, saying, "We're proud of [our] culture and are committed to defending it against attempts by individuals to deliberately undermine it. [...] Such actions are a serious violation of our policies and an unacceptable breach of a trusted responsibility, and we will be defending our position."

**Wells Fargo:** To meet sales quotas, Wells Fargo's employees illegally opened millions of fake customer accounts without the customers' consent. Employees falsified signatures and created fake records that resulted in billions of dollars in revenue. In 2020, Wells Fargo paid a settlement of \$3 billion to cover the corporate penalties incurred.

#### **4. Technological Crisis**

In today's tech-driven age, businesses heavily rely on technology to perform day-to-day functions. So, when that technology crashes, they have a lot more to worry about than a few missing emails. Ecommerce sites and software companies can lose millions of potential leads if their servers suddenly break. That's not only a huge loss of potential revenue, but it's also a major hit to the product or service's reputation.

The first step to managing these crises is to work with your IT or tech provider to resolve the issue immediately. Your primary concern should be to prevent the issue from affecting any more customers.



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Once your software is back online, the next step is to work with your internal resources to determine what happened to your system and set up safeguards to prevent it from occurring again. Boost up your customer service and customer support teams to make sure they're ready to handle a sudden spike in calls from angry or confused customers.

### Examples of a Technological Crisis

Google: In December 2020, a major product outage affected most of Google's offerings and services, including Gmail, YouTube, and other Google Workspace products. Google offers an up-to-date public dashboard with its systems' status, and it used this tool to keep users up-to-date during the outage.

In an email to Google's customers, a spokeswoman wrote, "Today, at 3:47 AM PT, Google experienced an authentication system outage for approximately 45 minutes due to an internal storage quota issue. All services are now restored. We apologize to everyone affected, and we will conduct a thorough follow up review to ensure this problem cannot recur in the future."

Instagram: In March 2021, Instagram, WhatsApp, and Facebook Messenger went down for at least an hour for thousands of users. While this mainly impacted everyday consumers, international businesses that use WhatsApp and Messenger to connect with clients were left adrift.

Facebook issued a response to The Verge, saying, "Earlier today, a technical issue caused people to have trouble accessing some Facebook services. We resolved this issue for everyone, and we apologize for any inconvenience." The services were restored on the same day.

### 5. Natural Crisis

If an earthquake destroys your office, you might call that a crisis. While it may be rare, natural disasters like hurricanes, earthquakes, and tornados can make a significant impact on your business. If your company is located in an area that's exposed to extreme weather, you'll need to prepare an emergency response in the unfortunate event that you're affected.

The best way to handle natural crises is to be proactive. Build your office in a structure that's resilient to weather in your area and prepare an evacuation plan in the event of an emergency. It will also help to prepare a contingency plan for business operations in case your offices become unavailable.

### Examples of a Natural Crisis



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COVID-19: The COVID-19 pandemic impacted not only businesses but organizations and families alike.

While it took the world by surprise, many businesses built remote work and/or health protocols into their operating model to keep employees and customers as safe as possible.

California Wildfires: The 2020 California Wildfires ravaged the West Coast and resulted in over 10,000 structures getting damaged or destroyed. During the California fire season, it's important to follow CAL FIRE's wildfire preparedness documentation and educate oneself on how to reduce wildfire risk.

Devastating Tornadoes: In December of 2021, deadly tornadoes ripped through parts of Kentucky, Illinois, and Tennessee. As the death toll climbed, Amazon and Mayfield Consumer Products — which operated factories in the impacted areas — quickly came under scrutiny for their handling of the emergency.

The candle factory operated by Mayfield Consumer Products was completely leveled from the tornado. With reports of at least 8 deaths, employees and their family members started speaking out about allegedly not being able to leave after tornado warnings were issued.

Amazon was not spared either, as news surfaced that one of their drivers was forced to continue making deliveries during the tornado or face termination. Additionally, 6 workers at their Illinois warehouse died when a tornado tore through it. Amazon has stated that the employees who died were not in the warehouse's designated assembly area, OSHA is investigating the matter.

### **Contingency planning -**

Contingency planning is a management tool that involves all parts of an organization. It can help ensure timely and effective humanitarian aid to those who need it most.

Making a contingency plan involves making various decisions as an organization before an emergency happens. These decisions range from how to manage human and financial resources, how to best coordinate internally and with partners, and what communications procedures to put in place.

The contingency planning process can be broken down into three simple questions: What is going to happen? What are we going to do about it? What can we do ahead of time to get prepared?

It is often used when there is a specific threat or hazard which is likely to impact an organization. But it is also important to consider less likely scenarios and develop contingency plans accordingly.



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### **Crisis Communication and Media Handling –**

These days, social media channels have become an important information source. The average person spends 147 minutes a day on apps like Facebook, Instagram and Twitter. Social media has even shaped where traditional news journalists get their information.

So, when the world's in a tailspin, what role does social media play in a crisis communications plan?

During a crisis, social media can help brands:

- Communicate updates to your audience;
- Support people who need help or information;
- Listen and learn about current events and what people need from your brand.
- Social media is an important channel for sharing urgent news and updates. If you need to reassure your audience or explain your response to a crisis, you use social.

Some marketing teams work at the center of a crisis, like government social media teams or health care professionals. Social platforms help them get authoritative information to the population, fast.

Social media isn't only for those in the heart of a crisis, though. It allows people to connect and make sense of tragedy. It's also where you find out how you can help and, often, roll up your sleeves and get to work.

In other words: brands can't ignore these conversations. But participation must be approached with care.

Whenever we face a crisis, we hope that after it passes, we'll come out changed for the better. On social media, that means building long-term trust and connection with our audience.

What does that look like? Here are some tips.

#### **Have a social media policy in place for employees**

We can't predict crises, but we can be prepared for them. An official social media policy can help you know the best, most effective way to respond.

Document your communication strategies and outline an approach to handling a social media crisis.

#### **Review—and possibly pause—your upcoming social calendar**





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Context shifts fast in a crisis, and brands are right to be cautious.

For instance, “finger-lickin’ good” may not be appropriate to say in the middle of a pandemic. At best, you might seem insensitive. At worst, inappropriate messaging could endanger lives.

If you’re using a social media scheduler, you’ll want to press pause on any upcoming posts. Have faith that all the hard work that went into your perfect National Donut Day post isn’t wasted. It’s just postponed.

### **Have a tiger team in place**

What’s a tiger team? A pack of ferocious specialists that assemble to work on a specific problem or goal. In the middle of an emergency or crisis, your existing social team might adjust or call in extra support.

Identify the people who are best suited for these roles. Then, outline their responsibilities so that everyone can own their mission and act. Tasks to assign to your response team include:

- Posting updates
- Answering questions and handling customer support
- Monitoring the wider conversation, and flagging important developments
- Fact-checking information and/or correcting rumors

**More details - <https://blog.hootsuite.com/social-media-crisis-communication>**

### **Crisis Management Programme – measurement, evaluation and review**

Having a crisis communications plan to limit potential damage to their reputation is essential for every business. Given the negative impact it can have on various business areas—from operations to recruiting to financing and more—a crisis that is not well-managed and gains widespread attention can end up taking a tremendous toll on a company’s bottom line.

So after executing a crisis response plan, how can a company measure its effectiveness? While some aspects may be challenging to quantify, the most important metrics to track will depend on the business’s post-crisis goals and the decisions senior leaders know they must make soon to mitigate the risk of such a crisis happening again in the future.

**More details - <https://www.forbes.com/sites/forbescommunicationscouncil/2021/08/27/14-ways-to-measure-the-impact-of-a-companys-crisis-response/?sh=4c4902691e7d>**

### **Conflict Management Case Studies –**

#### **Case Study 1 -**

At OE Collaboration, a technology company that develops virtual collaboration software for new companies, Mike Jones is a new manager. One of the biggest challenges he has faced is that the team



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that he is managing is well established and because he is an outsider, the team members haven't yet developed trust in him.

Two weeks into his new employment, Mike held a meeting and discussed all of the changes to the remote work agreements as well as implementing new meeting requirements for each employee to have a biweekly meeting scheduled with him to discuss their projects. The team was outraged, they were not excited, and the following days he wasn't greeted in a friendly way; in addition, his team seemed less engaged when asked to participate in team functions.

Tracy James is also a new manager at OECollaboration who started at the same time as Mike, in a similar situation where she is a new manager of an existing team. Tracy was able to hold a meeting the first day on the job to listen to her team and get to know them. During this meeting she also told the team about herself and her past experiences. Additionally, she held one-on-one meetings to listen to each of her team members to discuss what they were working on and their career goals. After observation and discussion with upper management, she aligned her own team goals closely with the skills and experiences of her new team. She met with the whole team to make changes to a few policies, explaining why they were being changed, and set the strategy for the team moving forward.

Because she got her team involved and learned about them before implementing her new strategy, this was well received. Her team still had questions and concerns, but they felt like they could trust her and that they were included in the changes that were being made.

### **Questions**

What challenges can a new manager encounter when starting to manage an existing team?

What strategies can a new manager implement to ensure that their new team is engaged with them and open to change and growth?

### **Case Study - 2**

Janine just graduated college, she's ready to head out on her own and get that first job, and she's through her first interviews. She receives an offer of a \$28,000 salary, including benefits from COLLEGE CORP, from an entry-level marketing position that seems like a perfect fit. She is thrown off by the salary they are offering and knows that it is lower than what she was hoping for. Instead of panicking, she takes the advice of her mentor and does a little research to know what the market range for the salary is for her area. She feels better after doing this, knowing that she was correct and the offer is low compared to the market rate. After understanding more about the offer and the rates, she goes back to the HR representative and asks for her preferred rate of \$32,500, knowing the minimum that she would



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accept is \$30,000. Instead of going in for her lowest amount, she started higher to be open to negotiations with the company. She also sent a note regarding her expertise that warranted why she asked for that salary. To her happy surprise, the company counter offered at \$31,000—and she accepted.

### **Questions:**

What key points of Janice's negotiation led to her success?

What could have Janice done better to get a better outcome for her salary?

**More exercises - <https://ecampusontario.pressbooks.pub/conflictmanagement/back-matter/appendix-a-case-studies/#CaseStudy3>**

### **Common Strategies to deal with conflict**

**<https://ecampusontario.pressbooks.pub/conflictmanagement/chapter/9-3-abcs-of-conflict/>**

#### **Conflict Management**

Simple Denial Statements that deny the conflict. "No, I'm perfectly fine."

Extended Denial Statements that deny conflict with a short justification – "No, I'm perfectly fine. I just had a long night."

Under Responsiveness Statements that deny the conflict and then pose a question to the conflict partner. "I don't know why you are upset; did you wake up on the wrong side of the bed this morning?"

Topic Shifting Statements that shift the interaction away from the conflict. "Sorry to hear that. Did you hear about the mall opening?"

Topic Avoidance Statements are designed to clearly stop the conflict. "I don't want to deal with this right now."

Abstractness Statements are designed to shift a conflict from concrete factors to more abstract ones.

"Yes, I know I'm late. But what is time really except construction of humans to force conformity."

Semantic Focus Statements focused on the denotative and connotative definitions of words. "So, what do you mean by the word 'report'?"

Process Focus Statements focused on the "appropriate" procedures for handling conflict. "I refuse to talk to you when you are angry."

Joking Humorous statements designed to derail conflict. "That's about as useless as a football bat."

Ambivalence statements designed to indicate a lack of caring. "Whatever!" "Just do what you want."

Pessimism Statements that devalue the purpose of conflict. "What's the point of fighting over this?"

Neither of us are changing our minds."

Evasion Statements designed to shift the focus of the conflict. "I hear the accounting department has that problem, not us."



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Stalling Statements designed to shift the conflict to another time. "I don't have time to talk about this right now."

Irrelevant Remark Statements that have nothing to do with the conflict. "Did they repaint this meeting room?"

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**UNIT 5**

**What Is Corporate Social Responsibility (CSR)?**

Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.

To engage in CSR means that, in the ordinary course of business, a company is operating in ways that enhance society and the environment instead of contributing negatively to them.

**KEY TAKEAWAYS**

- Corporate social responsibility is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment.
- CSR helps both improve various aspects of society as well as promote a positive brand image of companies.
- Corporate responsibility programs are also a great way to raise morale in the workplace.
- CSRs are often broken into four categories: environmental impacts, ethical responsibility, philanthropic endeavors, and financial responsibilities.
- Some examples of companies that strive to be leaders in CSR include Starbucks and Ben & Jerry's.<sup>2</sup>

<https://www.investopedia.com/terms/c/corp-social-responsibility.asp>

<https://bjsocialresponsibility.weebly.com/>

**Corporate events -**

You're in charge of planning the company's next big corporate event. If it's your first time planning a corporate event, chances are you might feel a little intimidated. Before you get down to the actual planning, it may be helpful to review the types of corporate events to understand what exactly your event involves. Here is a rundown of the most common corporate events. 9 common types of corporate events and what they involve

**1. Conferences**

Conferences are a way for people in the same industry to connect and share ideas. These are fairly big events with multiple sessions and guest speakers spread over several days. Some conferences can even last weeks.

Guest lectures, breakout sessions, and networking opportunities are common events at conferences. At the very least, you will need one or a few conference rooms. On the larger end of the scale, you might need an entire convention center or similar corporate event venue.



## **2. Seminars**

Seminars are similar to conferences. They offer a space for professionals in the same industry or with similar interests to gather and learn about a specific topic.

In terms of scale, however, seminars are much smaller than conferences. They rarely last longer than a day and typically span a few hours. And while most people think of seminars as one person or a group hosting a lecture, interactive seminars are becoming more commonplace.

## **3. Product launches**

Product launches help a company generate buzz about its latest product or service. Representatives from the media are invited so they can write about the product and launch and generate even more interest. Product launches make sense for companies selling to consumers. They can include guest speakers, celebrity guests, entertainment, and swag bags.

## **4. Trade shows**

Trade shows are a great way for companies to promote themselves and their products and services, generate leads, and establish partnerships. They're particularly useful for companies looking to increase face-to-face interactions with potential customers, vendors, and suppliers.

Trade shows typically take place in large spaces, such as convention centers, hotels, and arenas. Trade show attendees include various entities in the same industry or related industries. Companies usually set up a booth. For even more exposure, businesses can also sponsor a trade show.

## **5. Team-building events**

Team-building events are ways for employees to connect with each other, improve communications and problem solving, and strengthen the bond between team members. They typically last from half a day to an entire day and can encompass a wide range of educational, motivational, and even fun activities. Popular team-building activities include games, scavenger hunts, obstacle courses, and other forms of physical or mental challenge.

## **6. Business or corporate dinner**

Business or corporate dinners come in many forms, with various goals and attendees. Companies often host dinners to introduce a new team member, celebrate a milestone, boost morale, or simply give employees a treat.

It can be a working dinner with a business goal, such as a strategy session. Or it can be a fancy dinner at a top restaurant to close a deal or a new client.

## **7. Corporate retreat**

Corporate retreats are important off-site events for both the company and employees. They offer a chance for the employees to get out of the office and strengthen team bonds. Corporate retreats let



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companies show employees they value their hard work. Some retreats incorporate work sessions to brainstorm corporate strategy.

Of course, an effective retreat balances work and play to improve morale. Retreats can be both business and fun, or even all fun.

### **8. Board meetings**

Board meetings typically take place once or twice a year or quarter. During a board meeting, the board of directors reviews the company's financial status and overall health. Depending on its findings, the board updates strategies and makes other important decisions relating to the business. Key executives from the company will present relevant information so the board can make informed decisions.

### **How to plan a great corporate event**

As the above list shows, there are several types of corporate events, all with different goals and attendees. It's important to know which type of event is being held before you start planning. As always, start your planning as soon as you can. For some events, the company office is the ideal event venue, but many corporate events will require a separate event space. Be sure to start looking for an event venue off-site as far in advance as possible for the greatest variety of options

<https://futuramo.com/blog/what-are-the-different-types-of-corporate-events/>

### **What Are the Different Types of Exhibitions?**

Trade shows—also known as expos—fall into three major groups: consumer trade shows, industry trade shows, and trade shows that appeal to both industries and consumers.

Exhibitions, expositions, trade shows—all are names for the public events in which businesses gather together at convention centers to set up booths and advertise their goods and services to the crowds who come streaming through over a several-day period.

### **Technology Industry Trade Shows**

In 2021, technology is just about everywhere, and nowhere is the progress of technology more evident than at a tech exhibition. Depending on their size and public profile, technology trade shows entice entrepreneurs, inventors, CEOs, and consumers from all over the world to travel to the convention and see what's been going on in the world of electronics, robotics, computers, and more.

### **Manufacturing Industry Trade Shows**

Somewhat related to the technology industry, manufacturing is its own distinct commercial sector that in 2021 has a ton going on. Build Expo USA, for instance, is a free manufacturing exhibition held in numerous cities throughout the United States every year. Show attendees can view recent developments in roofing and other construction materials, observe product demonstrations, and attend free educational seminars. Something new is always happening in the world of manufacturing, including the creation of new methods and materials for green construction.



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### **Healthcare Industry Trade Shows**

Healthcare is one of the fastest-growing professional industries in the world, so it makes sense that trade exhibitions centered around healthcare technology, specialties, and careers would generate large crowds and lots of public attention.

There's no shortage of healthcare exhibitions in just the United States alone. Take the annual meeting of the Radiological Society of North America, held in the group's home city of Chicago. Tens of thousands of attendees flock to this trade show every year to see recent developments in the field of radiology. Exhibition participants showcase radiology technology, laboratory supplies, artificial intelligence, and more. Each show has a theme that engenders healthcare professionals to present their own research at the exhibition, making the Radiological Society of North America's annual convention one of the most innovative in the healthcare field.

### **Restaurant & Food Industry Trade Shows**

Trade exhibitions showcasing restaurants and food are on the thematically lighter side of the trade show scale, but that doesn't make them any less important to the businesses that participate in them. For instance, one such show is the annual conference of the School Nutrition Association, which provides healthy, affordable food to American school students. The association's annual meeting hosts suppliers of school kitchen equipment and food, educational speakers, and nutrition directors from schools themselves. Attendees can attend workshops and speaking engagements focusing on student nutrition.

### **Arts & Crafts Industry Trade Shows**

Artists and craft makers are always looking to catch the attention of art gallery owners, retail stores, and consumers—and arts and crafts trade shows are the perfect opportunity to do just that.

At arts and crafts shows, skilled artists will find opportunities to meet new customers and take their reach to the next level. No matter where you are located, there are hundreds of arts and crafts expos for a reason—all the way from modern to vintage, and from jewelry and pottery to photography and sculptures.

### **Advantages and Disadvantages of Corporate exhibitions**

The exhibition is a platform where companies, professionals and industry experts come together and meet with each other. They share their thoughts for the betterment of their business; they share information about their business and also build long-lasting business relationships. In this modern Era, exhibition plays a vital role to grow the business up and it is also a very important part of marketing product of different companies along with selling, advertising and direct mail of the product on the





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internet. The exhibition is really helpful for marketing and promoting the purpose of the product. The exhibition gives many opportunities which are unavailable to the other marketing media. All the research that we did on the exhibition shows that when you meet your costumers face to face for selling product leaves a great impact on them. There are many advantages and disadvantages to the exhibition which we are going to discuss. If you want to know that which are those then read the following points written below.

### **Advantages of Exhibition**

The following advantages of the exhibition which will help you to grow your business up are:

#### **1- Meet and Connect with Potential Clients**

If you have your own business than you to make a wide network to grow your business fast and easily. No matter which kind of business you have but having a wide and large network will be beneficial to your business. If you are growing your audience it means that you are growing your business because the audience plays a vital role in growing your business up. The exhibition is a way which helps you to meet different kinds of people in one place. But if you are not attending any exhibition then you can't get success in your business because there is no other way to meet a lot of people at once other than this so you should attend the exhibition to meet people face to face and share information about your business. During the exhibition, many costumers connect with you and they also buy your products, if some of them don't buy your product then don't worry they may be a lot more responsive to your sales pitch after knowing you.

#### **2- Increase Your Brand Awareness**

If you are attending an exhibition then it will allow you to get your target audience and it will be the perfect opportunity for you to show your brand or product and it will also a great opportunity for you to boost your business in the less time without doing any extra efforts. While you are at the exhibition, don't forget to give away gifts with your branding and message because it also helps you to increase brand awareness and exposure.

#### **3- Gain More Knowledge**

The exhibition helps you to stay up-to-date with every new update. You can get information about new things from your relevant people who are in your field and also in attendance. You can see that what is on trend and what is on loss in the industry during the exhibition. It allows you to see that how the industry is changing day by day. It also helps you to gain knowledge of new products and resources.



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#### **4- Learn what works and what doesn't**

It gives you a chance to see that what your opponents are doing and how the industry is going. You can also see the other exhibitors and can check what they are trying to sell and what is their sales strategy because it can help you to know that what is working and what is not especially when you compare it with your business strategy. This means that the exhibition can help you to reach your business on the top and it also grows your marketing value.

#### **Disadvantages of Exhibition**

There are a lot of advantages to an exhibition but it doesn't mean that there is no disadvantage to the exhibition. It has so many disadvantages as well. The following disadvantages of the exhibition are as follows:

##### **1- The Exhibition is stress:**

Arranging an exhibition is not an easy thing. It takes a lot of time and hard work. It also demands a lot of work to do and it is also a responsibility on the owner of the company. Starting from selecting a manager or exhibition stand contractors for the exhibition, selecting a perfect place for the exhibition, selecting a perfect design for the Stall/Booth, scheduling everything from start to end, lighting, invitations and also many more things to do. Many of the businessmen do not recommend exhibitions because it needs a lot of time to arrange.

##### **2- Needs responsibilities**

If an owner of a brand or company is thinking to manage an exhibition for his company or brand then this should be in his mind that arranging and managing the exhibitions are not easy. Exhibitions need responsibilities. The owner is responsible for every arrangement and if anything goes wrong he is responsible for that. No matter if the owner gave the job to his manager but after all, he is an owner and he is responsible for everything.

##### **3- Exhibitions could fail**

If a business owner is thinking that his exhibition will be a huge hit when he is not right. Yeah, it is right that exhibitions have very low percentage of flops but there are flops. So keep this thing in mind that there is no 100% security that your exhibition will be a hit.

##### **4- Exhibitions Need Marketing:**



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If a business owner is planning to have an exhibition for his business or brand awareness then there is no other way of promoting your exhibition to people without marketing. Marketing plays an important role in every business success. So there is also a huge hard work and need of money on advertising your exhibition.

After all of this discuss about exhibitions, we have reached to a conclusion that exhibitions are good for business or brand but they need so much hard work. The exhibitions are beneficial if you want to grow business. But if you are no taking responsibilities of the exhibition then there is no need to arrange it. Because owner of company or brand is responsible for whole exhibition. Overall exhibition are good for growing business.

### **Role of Sponsorship in building brand image**

To date, sponsorship or sponsorship (sponsorship and sponsorship will be used as a single word) is no longer a communication tool amateurism and opportunism. It becomes an important policy tool and a complex internal and external benefit for the business user concept (Brown et al. 2003). This is a tool that is part of the communication mix with the ultimate aim to sell. In this method, which is more subtle branding, the reputation of the company does not interfere with the participant or consumer, but creates a special relation without appeal to the latter's conscience. Sponsorship allows targeted actions and helps to better position the brand and its image (Derbaix and Lardinoit, 2001). Sponsorship role is to customize and brand to define a given character to build or develop a brand image (Deimel and Zentes, 1991). Indeed, branding, for example, a telecommunication company combines its image; a football or tennis does not have the same objectives and guidelines (Harvey, 2001). Football reflects an image of popular sport accessible to everyone; on the contrary, tennis reflects an elitist and finer image. However, the sponsorship can achieve a single objective measure of its effectiveness as all communication techniques already established. Therefore, sponsorship cannot exist alone. It is a new process that complements other elements of the communications mix. It is therefore difficult for a sponsor to convey a clear message about the sponsorship (Cornwell et al. 2001). Sponsorship allows companies to communicate solely on appearances and logos not on product presentations, apart from a few exceptions especially when launching a new product. The message is indirect and subtle and conveys that only the consumer can decrypt their own way, for example, by increasing the likeability of a brand, sharing interests or rewarding as raising its connotations of a need to belong (Hickman et al. 2005). In addition, many organizations today include sponsorship in their communication strategy. It becomes a major communication in companies (Westphalen, 2005). Studies have shown that companies, to obtain a favorable change in the attitude toward the brand, should enhance their brand image by the transfer of positive associations that sponsored the event and, to increase and improve their awareness, use more sponsorship which these objectives have been proven (Pitts and Slattery, 2004). In addition, there are two types of exposure to a sponsorship deal (Anne and Cheron, 1991): the



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direct audience grouping individuals after the event at the location of the hearing process and its indirect grouping individuals following the event through media (Chandon and Mazoyer, 2004). In this context, it is to understand the role of sponsorship in corporate communication and highlight the relation between exposure and the variables that determine the effectiveness of a sponsorship deal. The answer to these questions is a priority for any business seeking to include sponsorship in its communication policy and to understand the mechanisms of the sponsorship and their influence on the image and memorizing, variables that measure the effectiveness of a sponsorship campaign. In this way, our research in this context is of major concern for businesses seeking to understand the consumer behavior of this communication technique.

### **What Is Corporate Citizenship?**

Corporate citizenship involves the social responsibility of businesses and the extent to which they meet legal, ethical, and economic responsibilities, as established by shareholders.

Corporate citizenship is growing increasingly important as both individual and institutional investors begin to seek out companies that have socially responsible orientations such as their environmental, social, and governance (ESG) practices.

### **KEY TAKEAWAYS**

Corporate citizenship refers to a company's responsibilities toward society.

Corporate citizenship is growing increasingly important as both individual and institutional investors begin to seek out companies that have socially responsible orientations such as their environmental, social, and governance (ESG) practices.

Companies go through increasing stages during the process of developing corporate citizenship.

### **Understanding Corporate Citizenship**

Corporate citizenship refers to a company's responsibilities toward society. The goal is to produce higher standards of living and quality of life for the communities that surround them and still maintain profitability for stakeholders.

The demand for socially responsible corporations continues to grow, encouraging investors, consumers, and employees to use their individual power to force management of companies to work harder, think more creatively, and act in line with their values or become at risk of being affected negatively if they do not share or follow these values.

All businesses have basic ethical and legal responsibilities; however, the most successful businesses establish a strong foundation of corporate citizenship, showing a commitment to ethical behavior by



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creating a balance between the needs of shareholders and the needs of the community and environment in the surrounding area. These practices help bring in consumers and establish brand and company loyalty.

**More details - <https://www.investopedia.com/terms/c/corporatecitizenship.asp>**

### **Sustainability issues and Challenges -**

Sustainability is the ability to meet our requirements without jeopardizing future generations.

Resources needed also include social and economic ones.

Many business owners struggle to transition from their operations to being green. They face significant sustainability challenges. Let's discuss a few challenges.

#### **1. Climate Change and Public Policy**

The biggest challenge faced by current and future generations is climate change. It is one of the most pressing issues of our time. Our socio-economic ecology is affected. Nobody is devoting enough effort to exploring how to do this.

##### **Climate-Change-and-Public-Policy**

It affects us all, and the effects are becoming more visible daily. As such, we must take action to mitigate the effects of climate change.

Public policy can play an important role in this effort. It helps shape strategies to reduce emissions and promote sustainability.

The results may be so damaging to our social structure that even developed nations cannot handle the turmoil.

#### **2. Youth Unemployment and Poverty**

Youth unemployment and poverty remain major issues in emerging and developing nations (markets). Ecological and resource sustainability are necessary for reducing poverty.

Unless production practices and consumption habits improve, increased food production will speed up.

- Land degradation
- Greenhouse gas emissions
- Biodiversity loss



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### 3. Working Together for Sustainability

The world is increasingly facing environmental challenges. It is becoming increasingly important for us to work together to ensure sustainability. We must recognize that we are all part of the same global community. Our actions have an impact on each other.

We can develop strategies that will enable us to lessen our environmental impact. We can save resources and safeguard the environment for future generations. We can make a difference in the battle against climate change. Provided we take collective action and band together.

Sustainability is not about individual action. It requires us to come together as a collective force for positive change.

Most sustainability concerns demand systemic change, necessitating stakeholder collaboration. Businesses must speak with decision-makers, competitors, and affected stakeholders to address sustainability issues.

**[More details - https://www.vantagefit.io/blog/sustainability-challenges/](https://www.vantagefit.io/blog/sustainability-challenges/)**

### Social entrepreneurship

Social entrepreneurship is a for-profit business model that strives to make a positive impact on social issues or the environment.

Individuals who start their own business are motivated by many different things. Some people want the freedom of being their own boss or want to pursue their true passion. Others have dreams of making a lot of money and building an empire. However, in the past several years, a new type of entrepreneur has emerged: the social entrepreneur.

Social entrepreneurship is the process by which individuals, startups and entrepreneurs develop and fund solutions that directly address social issues. A social entrepreneur, therefore, is a person who explores business opportunities that have a positive impact on their community, in society or the world.

While sometimes confused with nonprofit organizations, social entrepreneurship is a for-profit endeavor, even though a greater emphasis is placed on creating social or environmental changes. Read on to learn more about five companies who practice social entrepreneurship.

**TOMS**



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While it wasn't the first company to explore social issues, TOMS is arguably the brand that popularized social entrepreneurship over the past decade. Founded by Blake Mycoskie in 2006 after a trip to Argentina, TOMS began a one-for-one social entrepreneurship model, in which a pair of shoes would be given to children in need for every pair of shoes they sold. Today, TOMS has given over 95 million shoes to people in need, and has expanded their giving model to include access to safe drinking water, eye surgery, bullying prevention and safe births.

### **Warby Parker**

Following TOMS' success, Warby Parker similarly launched their "Buy a Pair, Give a Pair" program, which has resulted in the company donating over five million pairs of glasses to people in need as of 2019. In 2015, Warby Parker launched their "Pupils Project," which is a program that works with local government agencies to provide free vision screenings, eye exams and glasses to school children in New York City and Baltimore.

### **FIGS**

Founded in 2013 by Heather Hasson and Trina Spear, FIGS is an online retailer that sells medical apparel and accessories to medical professionals, such as doctors, nurses and physician assistants. FIGS primarily sells scrubs, which they also donate to healthcare professionals all over the world. As of 2019, the company has donated over 500,000 pairs of scrubs in 35 different countries.

### **Love Your Melon**

Love Your Melon is a unique social entrepreneurship example because it initially launched as a 501(c)(3) nonprofit organization in 2012, but transitioned to a for-profit company in 2016. Love Your Melon was founded by Zach Quinn and Brian Keller with the goal of bringing awareness to childhood cancers and to "improve the quality of life for children battling cancer." The founders were inspired by TOMS and followed the one-for-one social entrepreneurship model in which one beanie was donated to a child battling cancer for every beanie sold. Today, 50% of the company's net profits are donated to charitable causes to fight pediatric cancer.

### **Lush**

Lush is a cosmetics retailer founded in 1995 that sells soaps, shampoos, creams, shower gels, lotions and other cosmetics from vegetarian and vegan recipes. The company supports animal rights causes in a variety of different ways, such as purchasing products from other companies that do not conduct, fund or commission products that have been tested on animals. All of Lush's products are tested on human volunteers before they are released to the public. Since 2007, Lush has conducted their "Charity



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Pot” campaign in which 100% of the profits of Charity Pot products are donated to small organizations that focus on animal welfare, human rights and environmental conservation efforts.

**More details -**

<https://www.uschamber.com/co/start/startup/what-is-social-entrepreneurship>

<https://www.uschamber.com/co/good-company/growth-studio/how-to-become-a-social-entrepreneur>

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