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Unit I: [Understanding Corporate Environment]

1. Contemporary Corporate Environment: an overview

➤ A **corporation** is an institution that is recognized as a separate legal entity with detached accountability. It has its own rights, privileges, and liabilities distinct from those of its members or individual owners. There are different types of corporations, most of which are used to conduct business.

➤ Different **types of corporations** are as follows:

- **Publicly Held Corporation:** The establishment most often referred by the word corporation is a publicly held corporation. A publicly held corporation is a publicly traded corporation. The shares of such corporations are traded on a public stock exchange (e.g., the New York Stock Exchange or NASDAQ in the United States).
- **Closely Held Corporation:** A closely held corporation is a corporation that has only a small number of stockholders with no public market for its stock.
- **Limited Liability Company:** Unlike a corporation, an LLC is a pass-through type of business. Pass-through businesses are those in which the profits and losses of the business pass through to the owners. In other words, the business income is considered as the owner's income, and the owner pays the tax on his or her personal tax return.
- **C Corporation:** A "C Corporation" is a business entity that can have an unlimited number of shareholders, which may include shareholders who are foreign citizens. Shareholders are protected from the corporation's liabilities. The corporation is taxed on its profits, and shareholders are also taxed on the distributions they receive, such as profit sharing payments or dividends.
- **S Corporation:** Unlike a "C Corporation", an "S Corporation" must not have more than 100 shareholders and must have only one class of stock. Spouses are automatically treated as a single shareholder. Shareholders must be U.S. citizens or residents, and must be natural persons, so corporate shareholders and partnerships are generally excluded. However, certain trusts, estates, and tax-exempt corporations, are permitted to be shareholders. Profits and losses must be allocated to shareholders proportionately to each one's interest in the business.

- **Professional Corporation:** A professional corporation is a corporation consisting of professionals who are licensed to practice a particular profession such as accountants, lawyers and doctors. These professionals can form a corporation and take advantage of the various benefits of the corporate structure such as limited liability of shareholders, continuity of life and centralized management. However, shares in a professional corporation can only be transferred to other individuals licensed to practice in the same profession
- **Non Profit Corporation:** A non profit corporation is an organization formed for serving a purpose of public other than for accumulation of profits. These corporations enjoy tax-exempt status; however, specific requirements and limitations are imposed on their activities. Non Profit corporations are generally those that serve a scientific, literary, education, artistic or charitable purpose that benefits the public.

➤ **Constituency Types**

The program provides several default constituency types. The program may automatically add a constituency to a constituent, or you can add a constituency on the Constituencies tab. Constituencies also appear under **Active constituencies** in the summary of a constituent record as a link to additional information about the constituent. Constituencies may also appear under **View as** on the explorer bar as links to additional information about the constituent in regards to the constituency.

- **Note:** To add user defined constituency types, from *Administration*, click **Code tables**. Under the **Biographical** category, click **Constituency** under **Code table name** column. The Manage Code Table Entries page appears. Here you can manage your constituency types.

Constituency	Description
Board member	<p>From the Constituencies tab, you can add this constituency to a constituent and enter start and end dates. When you add the constituency, it appears under Active constituencies on the constituent record as a link to the Constituencies tab.</p> <p>When the end date passes, the constituent automatically becomes a Former</p>

Constituency	Description
	board member.
Fundraiser	<p>You can add this constituency to a constituent from the Constituencies tab and enter start and end dates. When the end date passes, the constituent automatically becomes a Former fundraiser.</p> <p>When you add a constituent as a fundraiser in <i>Prospects</i>, the program automatically adds this constituency to the Constituencies tab of the constituent record. On the constituent record, the constituency appears under Active constituencies and under View as on the explorer bar as a link to the Fundraiser page for the constituent. For information about the Fundraiser page, see the <i>Prospects Guide</i>.</p>
Major giving prospect	<p>You can add this constituency to a constituent from the Constituencies tab and enter start and end dates. When the end date passes, the constituent automatically becomes a Former major giving prospect.</p> <p>When you add a constituent as a prospect in <i>Prospects</i>, the program automatically adds this constituency to the Constituencies tab of the constituent record. On the constituent record, the constituency appears under Active constituencies and under View as on the explorer bar as a link to the Prospect page for the constituent. For information about the Prospect page, see the <i>Prospects Guide</i>.</p>
Planned giver	<p>When you add a constituent as a major giving prospect in <i>Prospects</i> and assign a planned gift plan type with an accepted planned gift that has a designation and designation amount, the program automatically adds this constituency to the Constituencies tab of the constituent record. On the Planned Gifts tab of the Revenue Information page of a constituent, you can</p>

Constituency	Description
	view the planned gifts of a constituent. For information about planned gifts, see the <i>Prospects Guide</i> .
Relation only	<p>When you add the constituent as a relationship of another constituent, and there is no other constituency assigned, the program automatically adds this constituency to the Constituencies tab of the constituent record. The constituency appears under Active constituencies on the constituent record as a link to the Relationships page for the related constituent.</p> <p>When you add another constituency to the constituent, the program automatically removes the “Relation only” constituency.</p>
Staff	<p>From the Constituencies tab, you can add this constituency to a constituent and enter start and end dates. When you add the constituency, it appears under Active constituencies on the constituent record as a link to the Constituencies tab.</p> <p>When the end date passes, the constituent automatically becomes Former staff.</p>
Volunteer	You can add this constituency to a constituent from the Constituencies tab in the Personal Info tab and enter start and end dates. When the end date passes, the constituent automatically becomes a Former volunteer.

Contemporary Corporate Environment

In today’s modern corporate environment, it has become difficult but integral for businesses to realise their social responsibility. Social responsibility of the business basically means that businesses need to balance their profit making activities for the betterment of society.

The term 'corporate environment' means external forces, factors and institutions that are beyond the control of the business and they affect the functioning of a business enterprise. These include customers, competitors, suppliers, government, and the social, political, legal and technological factors, etc.

Corporate environment may be defined as the total surroundings, which have a direct or indirect bearing on the functioning of business.

2. Forms of Corporate Constituencies

The Different Types

The first type of corporate governance is a set of **policies and procedures** that a corporation uses to control and protect the business interest whether they are internal or external. This is represented by the policies and guidelines that need to be followed by every individual in the business. This type of corporate governance is oftentimes utilized by large corporations.

Another type of corporate governance is the **board of directors**. The board of directors is actually a mechanism that represents the stakeholders of the company. It protects their interest in the business. Board of directors is actually composed of the stakeholders that are elected by them. The board is tasked to manage and or review the company's overall performance and to remove individuals if necessary to enhance the company's financial performance.

Auditing is another type of corporate governance mechanism. Basically audits are reviews of the corporation's financial transactions. Audits ensure that the business or corporation is in concurrence to the guidelines set by the national accounting authorities. Auditing is an integral tool in the gathering information by the shareholders or investors or even the general public in their assessment of the business or corporation.

The last type of corporate governance mechanism is the **balance of power**. This ensures that no one person is vested with all the controlling powers of the company. This distributes the powers to the board members, the directors and the shareholders.

3. Brand Identity, Brand Image and Brand Reputation

A brand identity stem from an organization, i.e., an organization is responsible for creating a distinguished product with unique characteristics. It is how an organization seeks to identify itself. Brand identity includes following elements - Brand vision, brand culture, positioning, personality, relationships, and presentations.

- The brand can be perceived as a product, a personality, a set of values, and a position it occupies in consumer's minds. Brand identity is all that an organization wants the brand to be considered as. It is a feature linked with a specific company, product, service or individual. It is a way of externally expressing a brand to the world.

- **Brand identity is the noticeable elements of a brand (for instance - Trademark colour, logo, name, symbol) that identify and differentiates a brand in target audience mind. It is a crucial means to grow your company's brand.**

- It includes the thinking, feelings and expectations of the target market/consumers. It is a means of identifying and distinguishing an organization from another.

- An organization having unique brand identity have improved brand awareness, motivated team of employees who feel proud working in a well branded organization, active buyers, and corporate style. Brand identity leads to brand loyalty, brand preference, high credibility, good prices and good financial returns.

- It helps the organization to express to the customers and the target market the kind of organization it is. It assures the customers again that you are who you say you are. It establishes an immediate connection between the organization and consumers.

- Brand identity should be sustainable. It is crucial so that the consumers instantly correlate with your product/service.

Brand image is the current **view of the customers about a brand**. It can be defined as a unique bundle of associations within the minds of target customers. It signifies what the brand presently stands for. **It is a set of beliefs held about a specific brand**. In short, it is nothing but the consumers' perception about the product.

- The idea behind brand image is that the consumer is not purchasing just the product/service but also the image associated with that product/service. Brand images should be positive, unique and instant. Brand images can be strengthened using brand communications like advertising, packaging, word of mouth publicity, other promotional tools, etc.

Brand Reputation means how the particular brand of the company is viewed and perceived by the customers, stakeholders, and the market as a whole. It is the culmination of ideas and emotions that a customer associated with the brand with the customer service experienced during the purchase of goods and services, while using them, and after-sales services provided by the company.

- A favourable Brand Reputation signifies that the customer lays his or her trust in the brand and its offerings and feels good and takes pride in purchasing the good and services.

4. Corporate Philanthropy and Social Responsibility

Philanthropy is often defined as using wealth to bring about social change. A 'philanthropist' is a bit like a venture capitalist in the not-for-profit sector; they make a decision to invest a portion of their wealth to bring about social change in something they believe in. There may be an investment of their time and knowledge, but more often than not, the support is financial.

The philanthropists desire to participate beyond that can vary, but often they are happy to support from an arm's length. While they will likely seek to find out the impact their funds have achieved for the charity, they will usually not get involved beyond that.

For businesses of all sizes that engage in CSR (this domain is not limited to corporate enterprises as the name might suggest), it is in their interest to be involved beyond simply giving money. If a business can turn their CSR into a profit centre, then they are more likely to deepen their engagement, stay strong during hard economic times, and—as they see their CSR have a positive impact upon their own business—give more.

A CSR program that is built on the back of a shared experience—wherein there has been the opportunity to engage with a charity beyond a monetary transaction—is likely to return business benefits such as improved morale, increased staff retention, status as an employer of choice, attracting new business, and differentiation from competitors. These benefits are occasionally achieved through the donation of money and money alone.

Corporate Philanthropy and Employees

When your business donates money to charity, your employees may not be directly affected, and they may not be aware of the company's charitable actions. Philanthropy decisions come from owners and chief executive officers. While employees may be made aware of the charitable contribution, they are seldom consulted about which charity the company chooses to contribute to.

When you engage in philanthropy, your peers and the public do not expect you to gain from it. Publicizing your philanthropic efforts as a way to improve your company reputation can backfire. If you leave publicity up to the charity, you may benefit without appearing to be self-serving.

Social Responsibility and Employees

When you mount a campaign to make your company more socially responsible, employees can participate actively to make it a success. In fact, employees can head efforts to clean up the community, paint and repair schools, start recycling programs, collect donations for the underprivileged, conduct blood drives or reduce company waste.

Your business can publicize your efforts to be socially responsible. The public tends to accept this and may respect your company for boldly stating that social responsibility is a corporate duty. If you can engage the community and your customers in helping your efforts to engage in socially responsible business, you can create goodwill. This goodwill can translate into loyal customers and positive brand recognition.

Doing Both

Corporate philanthropy and social responsibility are different but not mutually exclusive. You can engage in both. Since philanthropy and social responsibility come with costs, you should evaluate the extent of your financial commitments before you make them. In particular, avoid overcommitting and then having to back out due to financial stresses. The negative publicity from such action can hurt your company. Engaging in philanthropy and social responsibility simultaneously can help others while establishing your company as a good neighbour and generous giver.

Unit II: [Introduction to Corporate Communication]

1. Corporate Communication: Definition, Concept And Scope

Corporate communication is the practice of developing, cultivating and maintaining a corporate identity or brand image. A solid corporate communications team provides initiatives to mold company image, communicate with internal and external audiences, and sustain a long-term positive reputation. Through public relations and wide-spread corporate communications, your customers, employees and clients can share in your company's successes.

Scope of corporate communication:-

- **Create an identity:** – the success of many companies in India like Reliance industries, Tata, has created their identity as an organization which is for their people. In the current scenario, the functions of corporate are complex, finding an audience for their products, services or companies determine the growth of an organization.. The corporate communicator/public affairs manager/public relation officers/media liaison officer/media advisor, and corporate communication manager, they all ensure that their corporate connects build an audience group for the growth of an organization.
- **Build a brand:** – corporate in their day to day affairs interacts with two kinds of audiences, internal and external. The internal audiences who may be in form of shareholders, stakeholders or employee of the company carry the pride of association with an organization

wherein the external audiences are crucial for the future growth of a brand. To balance both the audiences, corporate communication practitioners need to follow the simple approach in mind.

- **Manage the reputation:** Nowadays, the media intervention is very high. The rumour spreads and impacts on organization's reputation, therefore the corporate communicate practitioner manage the task of building the organization reputation and keep its prestige intact.
- **Develop a communication model:** – No organization will make a progress in their isolation approach. It is crucial to communicate with their people on a timely basis. An effective communication model will help an organization to build a strategy which will be beneficial for them in a long run.

2. Shift from PR to Corporate Communication

Corporate communications and public relations share so many commonalities that you would be forgiven for using them interchangeably. They are often grouped together in universities and by employers seeking to fill communications positions. Both necessitate that you excel in fundamental communication skills – speaking, writing, and an educated and innate ability to know what critical information needs to go to the people who need it, when they need it. There are some subtle and not-so-subtle differences, however, that may determine the path you choose.

Corporate Communications

Corporate communications encompasses all communication activities that an organization undertakes, both within and outside the organization. Internally, as a corporate communications professional, you help management build bridges between departments so that communication flows smoothly. For example, an internal newsletter or bulletin lets each employee know what is happening in each department, or alerts staff to any upcoming special visitors or events the organization has scheduled. Externally, you may do everything from writing annual reports to send to investors, to participating in community working groups for civic matters.

Public Relations

If you select a career in public relations, you will work closely with management in identifying, building and nurturing relationships between the company and various publics. Obviously good communication is inherent in this capability – both writing and speaking. Key to building these relationships is promoting your organization’s reputation through highly visible channels, using reporters and editors to communicate about your employer based on information you provide. This sole function is often referred to as media relations. Controlling the messages that the public hears is also important, particularly if your organization faces a crisis and erroneous information or rumors could cause panic or tarnish the company’s image.

Choosing a Path

Consider your strengths and what you enjoy when determining which educational or career path is more suited to your skills, experience or aptitude. If you have experience as a journalist or enjoy understanding how the media work, public relations is a good fit – but you will need persuasive skills and the ability to verbalize well, in addition to keen writing. Plan also to act as your organization’s spokesperson, so you must be comfortable in interview situations – including on-camera – while aptly articulating the necessary messages specific to any circumstance. If you are better at writing than speaking, or have other creative skills such as graphic design or video editing, corporate communications is a better path. You should expect to still verbally communicate with audiences but if your job duties don’t incorporate media relations, you won’t have to worry about improvising speaking scenarios.

Overlap and Differences

It’s not unusual for public relations professionals to engage in corporate communication roles out of necessity. A natural communicator is an invaluable resource for all internal and external communications. It’s more difficult if you have solely corporate communications experience – and no experience working with media – to fill a public relations position that requires media relations expertise. Like most relationships, building a credulous relationship with the media takes time and many organizations will favor established relationships when hiring for PR

positions. Still, many communications and PR professionals successfully move between these two roles.

Shift from PR to corporate communication

Public relations and corporate communications are relatively the same, though their objectives and tactics are often quite different-conflicting even.

They are the proverbial kissing cousins of communication, and just as public relations creatively promotes the favourable image of its client to the public, corporate communications adheres to the complicated bylaws of compliance in both internal and external communication, promoting the integrity of a corporation with very little room for creativity.

While they are very different, both types of communication are heavy-hitters in any company's success.

Function

- Since public relations is a profession that relates mostly to the promotion of an image, depending on its client, it has free license to spin words, stories and photographs into innovative and interesting press release.
- As for corporate communications, a profession that prides itself for colouring compliantly within the lines, there is almost no free license to spin words, stories and photographs.

Considerations

- In the business of public relations, the objective is to create newsworthy press. Again, depending upon the client, there is lots of room to get creative and even more room to get away with it.
- With corporate communication it may take a complicated approval process as long as your arm to get a short company email out to the press or to its employee-base. And though the two businesses are vastly different, they both serve a very specific and useful purpose when it comes to communicating to the public.

Responsibilities

- Corporate communications is about more than “telling the organization’s story”. It is often the subject of public issue, health, energy, the environment, employee satisfaction and anything and everything corporate.
- Corporate communications is a subtle message that is often lost in acronyms and flavourless corporate-talk. It has a responsibility to the business, to its employees, to its shareholders and to its customers, and it takes that responsibility seriously.
- Public relations, on the other hand, has a responsibility to making headlines, crafting stories and attracting the attention of the media and the public-often in any means necessary.

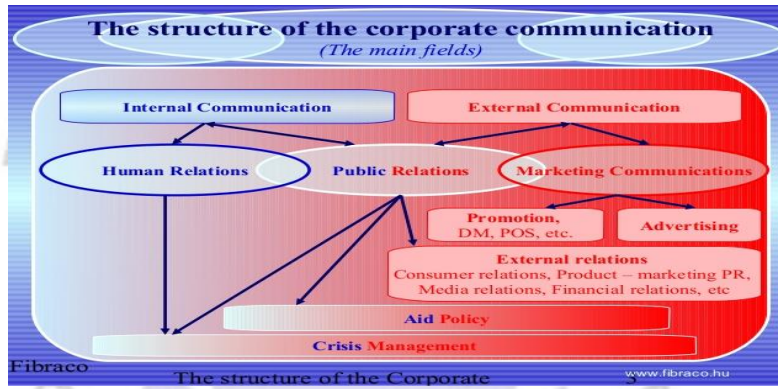
Audience

- Public relations are directed to the media. This, of course, means newspapers, magazines, radio, television and the internet. Publicity comes by way of any mention in the media. Organizations generally have very little control over the message that gets out into the media. It’s the journalists and reporters that take the message and run with it.
- As for corporate communications, most messages are directed internally to its employee-base, customers and partners via email, memos and the occasional press release. And great pains go into keeping those vehicles of communication close to the vest.

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3. Structure and forms of Corporate Communication: Management, Marketing, Organizational



There are two types of business communication in an organization, which come under “Vertical Communication”

1. Internal Communication
2. External Communication

Internal Communication

All communication that has to do with internal matters and interaction between staff and employees in varied forms is called “Internal Communication.” And it serves as an excellent medium to address all concerns of employees, thereby enhancing goodwill, job satisfaction, productivity and safety aspects. It also serves to increase turnover and profits.

Under Internal Communication, you have

Upward Communication

This represents the information flow from lower down in the hierarchy to those in higher positions, thus preventing the organization to experience a vacuum in terms of not only the proper receipt of information, but also solutions to other problems that the company may face.. Undoubtedly, communication is a two-sided sword, but for it to work efficiently, information

must originate at the bottom, and move upwards. The benefits of upward communication to the staff include the exchange of ideas and information, heightened staff enthusiasm, job satisfaction and the provision of feedback.

Downward Communication

The flow of information and instructions from the top levels of the organization to its lowest levels, detailing the mission and the policies, is normally referred to as downward communication. These may be in the form of specific instructions or guidelines to complete a full project. However, you must start establishing the procedure only after the upward communication has been successfully instituted. This information flow can be used to pass on important matters and instructions, announce decisions and promote mutual discussions, cooperation, and morale, enhance efficiency and obtain feedback.

Horizontal/Lateral Communication

When people with the same rank in the organization communicate with each other and collaborate in the search of a common goal, it is called horizontal communication. Assigned work is best completed when employees at the same level, cooperate. This kind of communication helps solve problems by enhanced teamwork, boosting efficiency, completing tasks and building goodwill.

Internal communications include:

- The company's mission statement
- Employee manuals and handbooks
- Employee newsletters, e-newsletters and e-mails
- Information contained on the company intranet
- Trainings and seminars
- Unwritten communication such as corporate cultural norms
- Communication given to shareholders (who may also be consumers)

External Communication

External communication refers to communication by company supervisors with agencies outside the company, for example, with customers and vendors. This kind of communication and useful interaction can lead to operational efficiency, market credibility, goodwill, corporate image, customer satisfaction, organizational goals, leading to performance, increased sales volumes, followed by a strong profit showing. Most of this external work is done by marketing departments who target markets in pursuit of a larger share of business and the purchase executives who are always sourcing better quality inputs at lower prices.

External forms of communication can include the following:

- Annual reports
- Websites
- Facebook, Twitter and other social media
- White papers, case studies, by-lined articles
- External newsletters and email blasts
- Mass media advertising and direct mail
- Blogs
- Brochures and printed sales materials
- Promotional items

In addition, there are four new groups:

- **1. The Department of How the Customer Experiences our Communications (and what they do with it), a.k.a. “Customer Experience”** Let’s start with the latest fad in corporate reorgs: the Customer Experience Department. It throws together customer service, UX/IT, customer retention (i.e., market research), and social listening to cook up the stew of customer happiness. The problem is that far too often no one in that mix is trained to understand, never mind *measure*, concepts like trust or relationships, the basic stock of any customer stew. And as you can see by Clear Action’s graphic, Customer Experience typically includes most of the touch points in any relationship a company has with its marketplace. The

only thing missing from this scenario are the relationship experts that theoretically live in PR and the communications team.

- **2. The Customer Acquisition Department (formerly known as Marketing and Sales)** Next let's talk about marketing. The latest data shows that it costs five times more to get a new customer than to keep an existing one. Which makes it unfathomable why marketing always gets to spend five times as much as customer service? The most egregious example is the amount of money spent on building "engagement" these days. The rational is the completely erroneous assumption that engagement is connected to sales. In fact, research has proven that engagement is most likely to happen *after* a sale is complete.

- If communications were in charge, it would be the opposite way around. We would spend twice as much on listening *to* and half as much on talking *at* our customers and prospects. In other words, we'd spend resources building and maintaining long-term communal relationships, not short-term exchange ones.

- **3. The Bean Counters (a.k.a. Finance)** In my new vision Investor Relations reports up to Communications as well. A study by Forrester and Watermark Consulting showed that even during the recession, companies with high customer experience indexes saw far higher gains in stock performance, compared to those who scored low in customer experience. So, IR needs to be thinking less about numbers and much more about what the customer experience feels like.

- And since IR of course must report to Finance, Finance would have to report to Communications so they would learn how to communicate the very important things they do, in a language that normal humans can understand. They would also come in very useful when Comms has to speak to the financial press. Also, they're in general very good at math and we're not so much, so the synergy would be very useful.

- **4. Reputation Management** Reputation Management has always been the strong suit of Communications, but too often "brand management" has been parked somewhere else. But ask any customer what the difference is between brand and reputation and they won't have a clue. So when I rule the world, would include Corporate Social Responsibility as well as Brand Management. Talent Acquisition doesn't exist today unless you have a good reputation for

CSR, diversity, and all the other things most organizations see as part of their brand. So that needs to report to Reputation Management as well.

- **5. The Good Excuses Department (a.k.a. Legal and HR)** Now to Legal and HR. Two of the most important ingredients in an organization are its ability to track and keep talent, and its culture and integrity. Most of the responsibility for those aspects have traditionally been isolated in Legal or HR. But those two are the *cause* of most reputation crises these days. So, rather than bringing in Communications after Legal has messed things up, why not put professional communicators in charge so they get to hear the full story first? Legal can figure out how to finesse it later.

4. Corporate Communication as Branding strategy: Monolithic, Endorsed, Branded

Brand strategy is a plan that encompasses specific, long-term goals that can be achieved with the evolution of a successful brand -- the combined components of your company's character that make it identifiable.

Define your voice. Today's brands are expected to communicate with customers through a wide range of channels. Even in smaller companies, it's likely that more than one person is responsible for writing and sending out this official corporate content. Identifying and defining an authentic brand voice will ensure that all communications are consistent, no matter who's creating them.

"More people than ever are creating content on behalf of brands," Varela said. "It can become a cacophony if everyone's not using the same voice. It needs to be second nature to them, and it's worth making sure they get the training and support they need to make that happen."

Avoid industry jargon. Every industry has its own specialized terms, especially in the rapidly growing tech sector. While using "technospeak" (or your industry's language) is fine for internal messages, the use of jargon in your newsletters, Web pages, social media posts and other communications meant for customers will likely only confuse them.

"Think about your audience as if you're speaking with them [in person]," Varela told Business News Daily. "Brand communication is about creating a conversation with customers. You're not going to get far if you use corporate speak."

Learn from social media. Varela noted that companies often try to figure out how to apply their brand voice to social media. In some cases, it's actually more beneficial to work backward and look at it from the opposite perspective.

"We should be asking what we can learn from social media," she said. "People write more like they speak on blogs, Facebook, etc. It's clear and concise. It's a good lesson to be applied to everything else."

How to develop a communication strategy

- Determine Goal.
- Identify and Profile Audience.
- Develop Messages.
- Select Communication Channels.
- Choose Activities and Materials.
- Establish Partnerships.
- Implement the Plan.
- Evaluate and Make Mid-Course Corrections

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Unit III: [Corporate Communication in Practice]

1. Developing a Communication Strategy

Communication is a major component of any successful initiative or project. Without effective communication, Key Stakeholders may miss out on vital information and may not understand why change is needed. The best way to approach communication is to develop a clearly planned approach or strategy.

What is a Communication Strategy?

The aim of a Communication Strategy is to ensure ongoing commitment and support by all Key Stakeholders for all aspects of the project. The strategy will usually include:

- **Purpose** - a brief statement about the strategy and its intended use.
- **Background** - a brief description of the background to the initiative/project and the outcomes to be achieved. This allows the Communication Strategy to exist as a stand-alone document.
- **Objective(s)** - What the objective(s) of the Communication Strategy are.
- **Target Audience(s)** - Who the target audience for the Communication Strategy is.
- **Key Messages** - What the key messages are that you want stakeholders to understand and act upon.
- **Approach** - What communication tools are to be used and why they are most suitable.

Why would you develop a Communication Strategy?

A Communication Strategy is developed to:

- raise awareness and understanding of the project throughout its development, in particular, how you intend to manage and communicate the key messages and content of the initiative/project to identified stakeholders and the target audiences

- provide the Initiative/Project Sponsor, steering committee and senior management with a documented framework detailing which communication mechanisms/tools would be most appropriate for the identified stakeholders and target audiences
- ensure the communication of issues, implementation of issues and initiative/project updates to key stakeholders
- provide a mechanism for seeking and acting on feedback to encourage the involvement of, and assist in 'selling' the initiative/project to, the Key Stakeholders
- identify the actions required for implementation of the strategy and associated costings.

How do you develop a Communication Strategy?

For a large initiative/project, a Communication Strategy should be developed by conducting a number of meetings or brainstorming sessions involving (as a minimum) the Project Manager, Project Team members and key Departmental Communication/Media staff. For a small project, the Project Manager may develop the Communication Strategy. You will need:

- Knowledge and understanding of the project
- Knowledge and understanding of the Key Stakeholders
- Knowledge and understanding of appropriate/types of communication methods
- Agreement to proceed with the development of the Communication Strategy from the Project Sponsor or senior management

Based on the above information and the discussions held, the aim is to develop each of the following elements of the Communication Strategy and Action Plan:

- Target Audience
- Key Messages
- Communication Mechanisms/Tools
- Implementation Details - Who, When and Cost
 - Who will be responsible for implementing each action
 - When the action must be implemented
 - What are the costs associated with each action

Once the Communication Strategy has been approved, it is important to:

- add the communication actions into the initiative/project plan with the appropriately assigned resource(s)
- add the costs for the communication actions into the Project Budget.

What is a Communication Plan?

The Communication Plan is usually the working document that contains more detail about each strategy outlined in the Communication Strategy. For example, if presentations were to be provided throughout the state, the specific date, time, location, presenter(s), method of delivery and list of attendees would be documented in the Communication Plan rather than the Communication Strategy, as these details are usually subject to change.

Project Communication Strategy Action Plan Example

Target Audience/ Stakeholder Group	Aim	Communication Tools	Who to Action?	By When?	Costs?
Identify the Target Audience by considering the following: Who will benefit from the initiative/project? Who are the key internal and external	What do you intend to communicate to the stakeholder(s) groups? What are the key points stakeholder(s) groups need to	What communication methods/tools are most appropriate for the stakeholder(s) groups? eg, electronic, verbal,	Who will be responsible for implementing each action?	When must the action be implemented?	What are the costs associated with each action?

Stakeholders?	understand and act upon?	graphical, written, etc			
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2. Perspectives on Organizing Communication: Vertical, Horizontal and Lateral

The term organizational structure refers to the formally prescribed pattern of relationships existing between various units of an organization

The structure of an organization should provide for communication in three distinct directions: downward, upward, and horizontal

Downward Communication Traditional views of the communication process in school organizations have been dominated by downward communication flows. Such flows transmit information from higher to lower levels of the organization. It has identified five general purposes of downward communication:

1. Implementation of goals, strategies, and objectives. Communicating new strategies and goals provides information about specific targets and expected behaviours. It gives direction for lower levels of the school/school district, community college, or university. For example: "The new reform mandate is for real. We must improve the quality of student learning if we are to succeed."

2. Job instructions and rationale. These are directives on how to do a specific task and how the job relates to other activities of the school organization. Schools, community colleges, or universities need to coordinate individual and departmental objectives with organization-wide goals. We often fail to provide enough of this kind of information, leaving it to the individual staff member to get the big picture.

3. Procedures and practices. These are messages defining the school organization's policies, rules, regulations, benefits, and structural arrangements in order to get some degree of

uniformity in organization practices. In school organizations, this information is transmitted to staff members through board and organization-wide policy manuals, handbooks, and the day-to-day operation of the school organization.

4. Performance feedback. Departmental progress reports, individual performance appraisals, and other means are used to tell departments or individuals how well they are doing with respect to performance standards and goals. For example: "Mary, your work on the computer terminal has greatly improved the efficiency of our department."

5. Socialization. Every school organization tries to motivate staff members to adopt the institution's mission and cultural values and to participate in special ceremonies, such as picnics and United Way campaigns. It is an attempt to get a commitment, a sense of belonging, and a unity of direction among staff members (Lunenburg & Ornstein, 2008). For example: "The school thinks of its employees as family and would like to invite everyone to attend the annual picnic and fair on May 30."

The downward flow of communication provides a channel for directives, instructions, and information to organizational members. However, much information gets lost as it is passed from one person to another. Moreover, the message can be distorted if it travels a great distance from its sender to the ultimate receiver down through the formal school organization hierarchy (Tourish, 2010). Upward Communication the behaviourists have emphasized the establishment of upward communication flows. In a school organization, this refers to communication that travels from staff FOCUS ON COLLEGES, UNIVERSITIES, AND SCHOOL member to leader. This is necessary not only to determine if staff members have understood information sent downward but also to meet the ego needs of staff. Five types of information communicated upward in a school organization are as follows (Canary, 2011).

1. Problems and exceptions. These messages describe serious problems and exceptions to routine performance in order to make the leader aware of difficulties.

2. Suggestions for improvement. These messages are ideas for improving task-related procedures to increase the quality or efficiency of organization members.
3. Performance reports. These messages include periodic reports that inform the leader how individual organization members and departments are performing.
4. Grievances and disputes. These messages are employee complaints and conflicts that travel up the school organization hierarchy for a hearing and possible resolution. If the grievance procedure is backed up by the presence of a collective bargaining agreement, organization members are even more encouraged to express true feelings.
5. Financial and accounting information. These messages pertain to costs, accounts receivable, interest on investments, tax levies, and other matters of interest to the board, central administration, and building-level administrators.

Communication from the bottom does not flow as freely as communication from the top. Some barriers to effective upward communication in a school are as follows (Cheney, 2011).

1. Administrators fail to respond when staff members bring up information or problems. Failure to respond will ultimately result in no communication.
2. Administrators tend to be defensive about less-than-perfect actions. When staff members see this defensiveness, information will be withheld.
3. The administrator's attitude plays a critical role in the upward communication flow. If the administrator is really concerned and really listens, then upward communication improves.
4. Physical barriers can also inhibit upward communication flow. Separating an administrator from her staff members creates common problems.
5. Time lags between the communication and the action can inhibit upward communication. If it takes months for the various levels of administration to approve a staff member's suggestion, upward communication is hindered.

The following are some methods of improving the effectiveness of upward communication in a school organization (Keyton, 2011):

1. The open-door policy. Taken literally, this means that the administrator's door is always open to staff members. It is an invitation for staff to come in and talk about any problem they may have. In practice, the open-door policy is seldom used. The administrator may say: "My door is always open," but in many cases both the staff FRED C. LUNENBURG. 5 members and the administrator know the door is really closed. Typically, this does not occur in a learning organization (Reason, 2010; Senge, 2006).

2. Counseling, attitude questionnaires, and exit interviews. The leader can greatly facilitate upward communication by conducting nondirective, confidential counselling sessions; periodically administering attitude surveys; and holding exit interviews for those who leave the organization. Much valuable information can be gained from these forms of communication.

3. Participative techniques. Group decision making can generate a great deal of upward communication. This may be accomplished by the use of union-management committees, quality circles, suggestion boxes, site-based councils, and the like.

4. The ombudsperson. The use of an ombudsperson has been utilized primarily in Europe and Canada to provide an outlet for persons who have been treated unfairly or in a depersonalized manner by large, bureaucratic government (Hyson, 2010; International Ombudsman Institute, 2009; Kucsko-Stadlmayer, 2009). More recently, it has gained popularity in American state governments, the military, universities, and some business firms. Xerox Corporation inaugurated the position in 1972, and General Electric followed shortly thereafter (Malik, 2010). If developed and maintained properly, it may work where the open-door policy has failed.

5. The union contract. A prime objective of the union is to convey to administration the feelings and demands of various employee groups. Collective bargaining sessions constitute a legal channel of communication for any aspect of employer-employee relations. A typical

provision of every union contract is the grievance procedure. It is a mechanism for appeal beyond the authority of the immediate supervisor.

6. The grapevine. Although leaders may be reluctant to use the grapevine, they should always listen to it. The grapevine is a natural phenomenon that serves as a means of emotional release for staff members and provides the administrator with significant information concerning the attitudes and feelings of staff members.

In short, the upward flow of communication in a school organization is intended to provide channels for the feedback of information up the school hierarchy. Some deterrents may prevent a good return flow, but there are ways to promote more effective administrator-staff communications.

Horizontal Communication Upward and downward communication flows generally follow the formal hierarchy within the school organization. However, greater size and complexity of organizations increase the need for communication laterally or diagonally across the lines of the formal chain of command. This is referred to as horizontal communication. These communications are informational too, but in a different way than downward and upward communication. Here information is basically for coordination — to tie together activities within or across departments on a single school campus or within divisions in a schoolwide organizational system. Horizontal communication falls into one of three categories (Canary, 2011):

1. Intradepartmental problem solving. These messages take place between members of the same department in a school or division in a school-wide organizational system and concern task accomplishment.

2. Interdepartmental coordination. Interdepartmental messages facilitate the accomplishment of joint projects or tasks in a school or divisions in a school-wide organizational system.

3. Staff advice to line departments. These messages often go from specialists in academic areas, finance, or computer service to campus-level administrators seeking help in these areas.

In brief, horizontal communication flows exist to enhance coordination. This horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. Many school organizations build in horizontal communications in the form of task forces, committees, liaison personnel, or matrix structures to facilitate coordination. External communication flows between employees inside the organization and with a variety of stakeholders outside the organization. External stakeholders include other administrators external to the organization, parents, government officials, community residents, and so forth. Many organizations create formal departments, such as a public relations office, to coordinate their external communications.

Organizational structure influences communication patterns within an organization. Communications flow in three directions—downward, upward, and horizontally.

- Downward communication consists of policies, rules, and procedures that flow from top administration to lower levels.
- Upward communication consists of the flow of performance reports, grievances, and other information from lower to higher levels.
- Horizontal communication is essentially coordinative and occurs between departments or divisions on the same level.
- External communication flows between employees inside the organization and a variety of stakeholders outside the organization.

3. Corporate Identity Audit: Concept And Steps

Corporate design is the most visible part of corporate identity. And corporate design is by definition an instrument for transformation and, at the same time, a guarantee of continuing corporate recognition. To follow that definition, when developing a corporate identity we have to conduct a proper corporate identity audit.

Corporate identity audit steps:

+ step 1: select the audit team,

+ step 2: assess the key elements in the corporate identity,

+ step 3: determine who should be interviewed,

+ step 4: conduct audit interviews,

+ step 5: audit corporate identity factors,

+ step 6: summarize salient points,

+ step 7: determine the options for change,

+ step 8: present the audit results, and

+ step 9: use the audit data to improve the corporate identity.

4. Corporate Advertising: Concept and Functions

Corporate Advertising is a promotional strategy that is designed to not only interest consumers in products and services offered by an organization, but also to cultivate a positive reputation among consumers and others within the business world. The focus of Corporate Advertising is on the company itself, with the attention to the products produced by the organization being a by-product of the advertising effort.

The main function of corporate advertising is to generate and enhance a sense of confidence and appeal among vendors and consumers. Depending on the exact nature of the corporate marketing approach, the advertising may also be developed with an eye of enhancing the reputation of the company among its peers in a community or within a given sector of the marketplace. In any application, the idea is to build the most agreeable public image for the corporation as possible.

Corporate identity audit is necessary because there are three laws of corporate design to be followed. Corporate design namely has to assure:

- change, but sensible change,
- understanding that design is order, and
- repetition is power.

Unit IV: [Application of Corporate Communication]

1. Media Relations: Tools and Techniques, Media Monitoring and Research (Gate keeping research and output analysis)

Media relations

Media strategies focus on circulating messages through media channels to manage how your business is portrayed by the media. Your media tools might include releasing media statements and fact sheets, offering on-site media tours to encourage journalists to report positive messages about your business, and using social media to get the attention of journalists and track journalists who report in your market.

By developing good media contact lists and building relationships with key journalists to pitch media releases and story ideas to, you can use local, regional or state media to:

- promote your business
- manage risks, issues or crises affecting your business.

Advertorials

Advertorials are advertisements in the form of news stories or reviews in newspapers. Advertorials allow you to associate your advertising with the credibility of the newspaper. Many businesses employ advertising or marketing professionals to help them develop TV advertorials - which are commonly used as a form of advertising and product placement.

Social media

Social media lets you bypass the media and go straight to your customers. Using social networking sites such as Facebook and Twitter allows you to follow and be followed by journalists, drive web traffic, manage issues by responding quickly to criticisms or negative perceptions, and increase exposure for your business brand.

Newsletters

Print or emailed newsletters are a good way to promote your business, communicate with customers and keep them informed of new products and services.

Regular newsletters can strengthen your personal connections with customers and reflect your business brand and personality. A well written newsletter offers information of value to your customers.

Brochures and catalogues

'Take home' or mail-out brochures or catalogues can help keep your customers thinking about your business and its products and services.

Properly designed brochures and catalogues give customers confidence in you and your brand, and help drive customers to your website or store. Information contained in business brochures and catalogues can be effectively reworked for your website, helping you do business online.

Business events

Events are opportunities for business people to gain exposure for their businesses, promote new products or services and make sure accurate information reaches targeted customers.

From a sales point of view, events are a chance to counter customer doubts and build customer confidence. They can also help you research your market and competitors, and build your mailing list. Make sure you go to the event prepared with marketing materials to disseminate and a way to collect information and customer details.

Trade shows are an opportunity for businesses to compete in their industry and share information with people in similar lines of work. Learn more about promoting your business at trade shows and exhibitions.

Speaking engagements

Speaking at events where customers are likely to attend helps position you as a leader or innovator in your field. As a business owner or leader, building your reputation as an expert also builds the reputation of your business - and draws new customers.

Events are valuable promotional opportunities even if you don't have top billing as a speaker. You will build reputation simply by having your business name or logo on the event listing, or delivering a presentation about a new product or innovation. Additionally, they provide valuable networking opportunities.

Sponsorships or partnerships

Partnerships and sponsorships are good for business. Supporting a not-for-profit cause can help build feelings of goodwill and loyalty towards your business. Community partnerships may involve an exchange of funds or in-kind benefits to grow a local community organisation in return for benefits that promote your business reputation.

Partnerships can help consumers identify your brand with good business practice and good ethics.

Employee relations

Your staff are ambassadors for your business and brand. Many larger businesses conduct employee relations - building their business culture and team relationships by sharing information, promoting involvement and instilling a sense of pride in business achievement. This can improve teamwork, staff retention and productivity, and ensure that staff are representing your business consistently and with the right messages.

Community relations

Building good relationships with members of the community where you do business helps build customer loyalty. Find out where the customers in your community live by collecting postcodes at point of sale.

Engaging local stakeholders and decision makers helps build your profile and level of influence, helping you to attract more customers through word-of-mouth and ensuring your business interests are factored into community decision making.

Media monitoring is listening to who's saying what about your brand, your competitors, your industry, and any other topic that's important to you and your operations.

2. Internal & External Communication: Concept and Tools

Internal communication is the transmission of information within an organization. Internal communication is a lifeline of a business. It occurs between an employer and an employee.

It is communication among employees. Internal communication is the sharing of the information, knowledge, ideas, and beliefs between the members of the company.

Internal communication can be formal or informal. It depends upon the persons to which we are communicating. We use informal or not so formal language with our colleagues. The language used while communicating the head of the company is formal.

Effective Internal Communication:-

- The open and clear reason for communication.
- Understanding the need of the audience.
- Consistent and regular communication.
- Clear, jargon-free, to the point, and brief language.

- Two-way communication.
- Good use of vocabulary.

Importance of Internal Communication

One can easily find the importance of internal communication. some of them are

- It increases productivity.
- Effective and responsive customer service.
- Easy attainment of goals.
- Reduce day-to-day conflict between team members.
- Enable fast response.
- Enable fast decision making.
- Helps in motivating the employees.

Common Internal Communication

- Group meetings.
- Company blogs.
- Employee training within an organization.
- Personal meetings.
- Telephonic conversation between employees.
- Inquiry of employee.
- E-mails within an organization.
- Staff communication.
- Company newsletter.

External Communication

External communication is the transmission of information between two organizations. It also occurs between a business and another person in the exterior to the company.

These persons can be clients, dealers, customers, government officials or authorities etc. A customer's feedback is also external communication. An organization invests a lot of time and money to improve their image through external communication.

Effective External Communication

One can easily find the importance of external communication. Some of them are

- Clear ideas, thoughts, and statement or the reason for communication.
- It must be two-way communication.
- Clear, error-free, formal, jargon-free, and easy language.
- Understanding the need of the audience.
- Proper choice of words for communication.

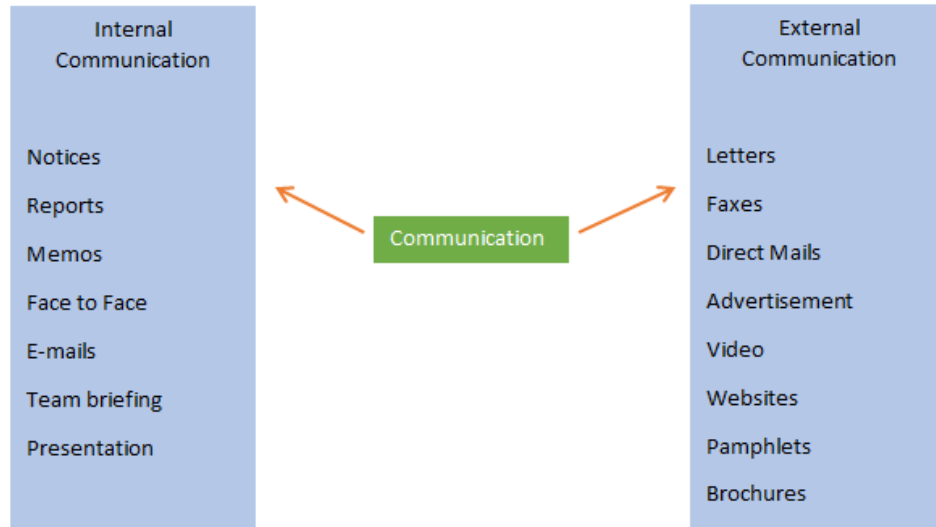
Importance of External Communication

- It presents a favorable image of an organization.
- It provides information about products and services to customers.
- Advertise the organization.
- Promote an organization
- Reduces the risks of mistakes.

Common External Communication

- Advertisement of an organization.
- Response to a customer.
- Press conference.
- Annual reports and letters.
- Print media.
- Face to face meeting of two organization heads.
- Tender documents.
- Brochures.
- Feedbacks.

- Questionnaire.



3. Guidelines and Ethics for Corporate Communication

The power to communicate with corporations' employees and customers carries considerable responsibilities. Organizations including the International Association of Business Communicators and the Public Relations Society of America develop ethical standards essential for the professional communicator. The content varies by organization, but the principles are the same

Honesty:-Professional communicators are honest, accurate and candid in all communications. This practice encourages the free flow of important information in the interest of the public.

Confidentiality:-Protecting the confidences and privacy rights of employees and customers is the duty of professional communicators. Additionally, they must abide by legal requirements for disclosing information that affects the welfare of others.

Credit:-When content is borrowed from another source, professional communicators give credit and identify that source. In many cases, communicators must request permission from the original source before sharing the borrowed information.

Free Speech:-Professional communicators support the principles of free speech and free ideas. These practices encourage open competition.

Courtesy:-Sensitivity to cultural values and beliefs are crucial for the professional communicator. It's important to understand your audience and encourage mutual understanding.

4. Crisis Management: Concept and Case Studies (Infosys Crisis and Nestle Maggie)

The art of dealing with sudden and unexpected events which disturbs the employees, organization as well as external clients refers to Crisis Management.

The process of handling unexpected and sudden changes in organization culture is called as crisis management.

Need for Crisis Management

- Crisis Management prepares the individuals to face unexpected developments and adverse conditions in the organization with courage and determination.
- Employees adjust well to the sudden changes in the organization.
- Employees can understand and analyze the causes of crisis and cope with it in the best possible way.
- Crisis Management helps the managers to devise strategies to come out of uncertain conditions and also decide on the future course of action.
- Crisis Management helps the managers to feel the early signs of crisis, warn the employees against the aftermaths and take necessary precautions for the same.

Crisis management case study: Nestlé's Maggi noodles banned in India

At the end of May 2015, India's Food safety administration (FDA) ordered Nestlé India to recall its popular 2-minute Maggi noodles after tests showed that the product contained high levels of lead and MSG. This case study looks at how the situation developed, and how Nestlé reacted and managed the situation using multiple digital channels.

21st May 2015 – Indian state orders recall of Maggi noodle

Indian food inspectors order Nestlé India to recall a batch of Maggi Noodles from the northern Indian state of Uttar Pradesh claiming that tests have found Maggi instant noodles "unsafe and hazardous" and accused Nestlé of failing to comply with food safety law.

Nestlé response

The initial response from the global FMCG Company rejected the accusation that the noodles were unsafe and said on their website and social media accounts that there had been no order to recall any products.

A statement on their website said that "The quality and safety of our products are the top priorities for our Company. We have in place strict food safety and quality controls at our Maggi factories... We do not add MSG to Maggi Noodles, and glutamate, if present, may come from naturally occurring sources. We are surprised with the content supposedly found in the sample as we monitor the lead content regularly as a part of the regulatory requirements."

"Dear MAGGI Fans,

There have been conversations on social media regarding the recall of your favourite MAGGI Noodles. We fully understand your concerns and would want to assure you that MAGGI is neither banned nor is there any order to recall the product being sold in the market.

We would also want to reassure you that MAGGI contains no added MSG and routine tests have consistently shown that lead levels in MAGGI are within the regulatory limits.

Quality and safety of our products is topmost priority for us and you can continue to enjoy your MAGGI Noodles without being concerned. <http://bit.ly/1JDT8zN>

Regards,

Team MAGGI"

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