CORPORATE COMMUNI-CATION MAP

Version Pre-Beta 1.0

Version Pre-Beta 1.0

Corporate Communication Map

Lars M. Heitmüller et al., (2013)

Preface

Making communications theories applicable

Theoretical approaches to corporate communications are versatile – the field appears to be divided into different schools, perspectives and language areas.

Aim of this map is to fill a gap. In a time in which in corporate communications "key words and new terms…(…)….are almost inflationary circulated" (Mast, 2010) the following work is an attempt to organize the Babylonian jumble of terms within the field of corporate communication by creating a visual summary, a 'corporate communication framework'.

It provides an overview and contextualizes theories in relation to another. This corporate communication map is an attempt to provide a comprehensive overview and is navigable via mouse clicks in the pdf. The models and sources are embedded in the document and lead via links to further information on the internet.

However, it remains a living document and open invitation for further dialogue and deliberation. Therefore, it neither claims to be complete nor final. It is designed to be a constantly developing communication overview.

The Corporate Communication Map (CCM) should be seen as a navigation tool for those, who already work in the area of corporate communications or aspire to do so in future – a visual toolbox for the counseling practice.

The present version of the map is the result of an "experiment" conducted during the winter semester 2012/2013 of the Master of Arts in Business Communications Management program of Hochschule für Technik und Wirtschaft (University of Applied Sciences) in Berlin.

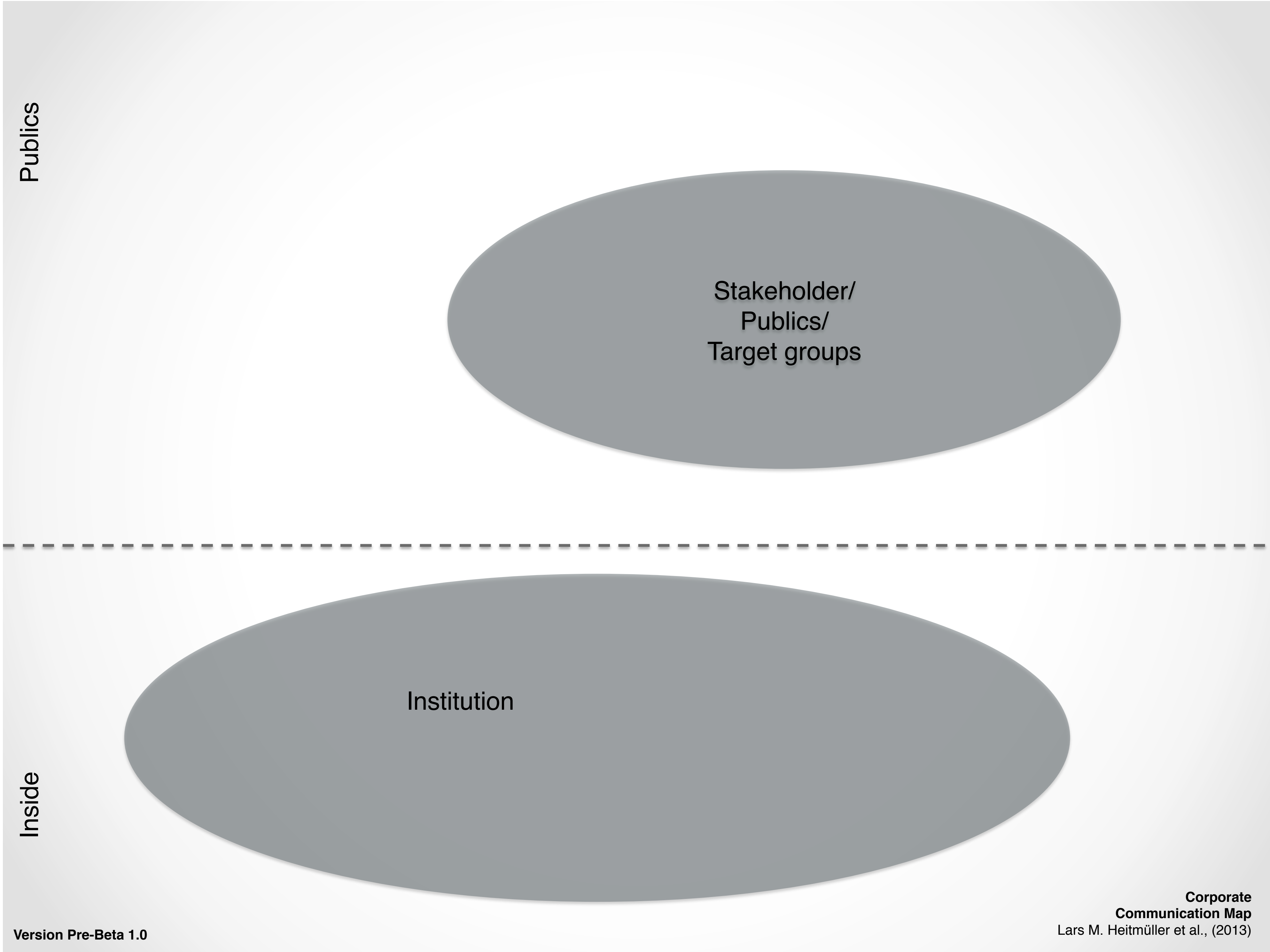
The idea and prototype of the map were developed by Lars M. Heitmüller MA PR Int., MBA, Head of Business Development at fischerAppelt AG, who taught the course.

The following Master students contributed to the composition of the Corporate Communication Map: Robin Ahle, Robert Deutsch, Pamela Hönniger, Tobias Raspe, Christian Rietz, Elena Starmühler, Sebastian Schellenberger, Daniela Voigt-Schmidt and Bianca Weyer.

Special thanks goes to Lars Fischer, Silvia Grätz, Prof. Dr. Dr. habil. Claudia Mast, Prof. Dr. Miriam Meckel, Prof. Dr. Stefanie Molthagen-Schnöring, Prof. Danny Moss and Alexander Schaper for their advice and support.

This map is meant to be the start of a dialogue – not its end.
We are curious to get your feedback!
Please send it to: CCM@LMH.de or visit the projects' website http://CCM.LMH.info

Thank you in advance.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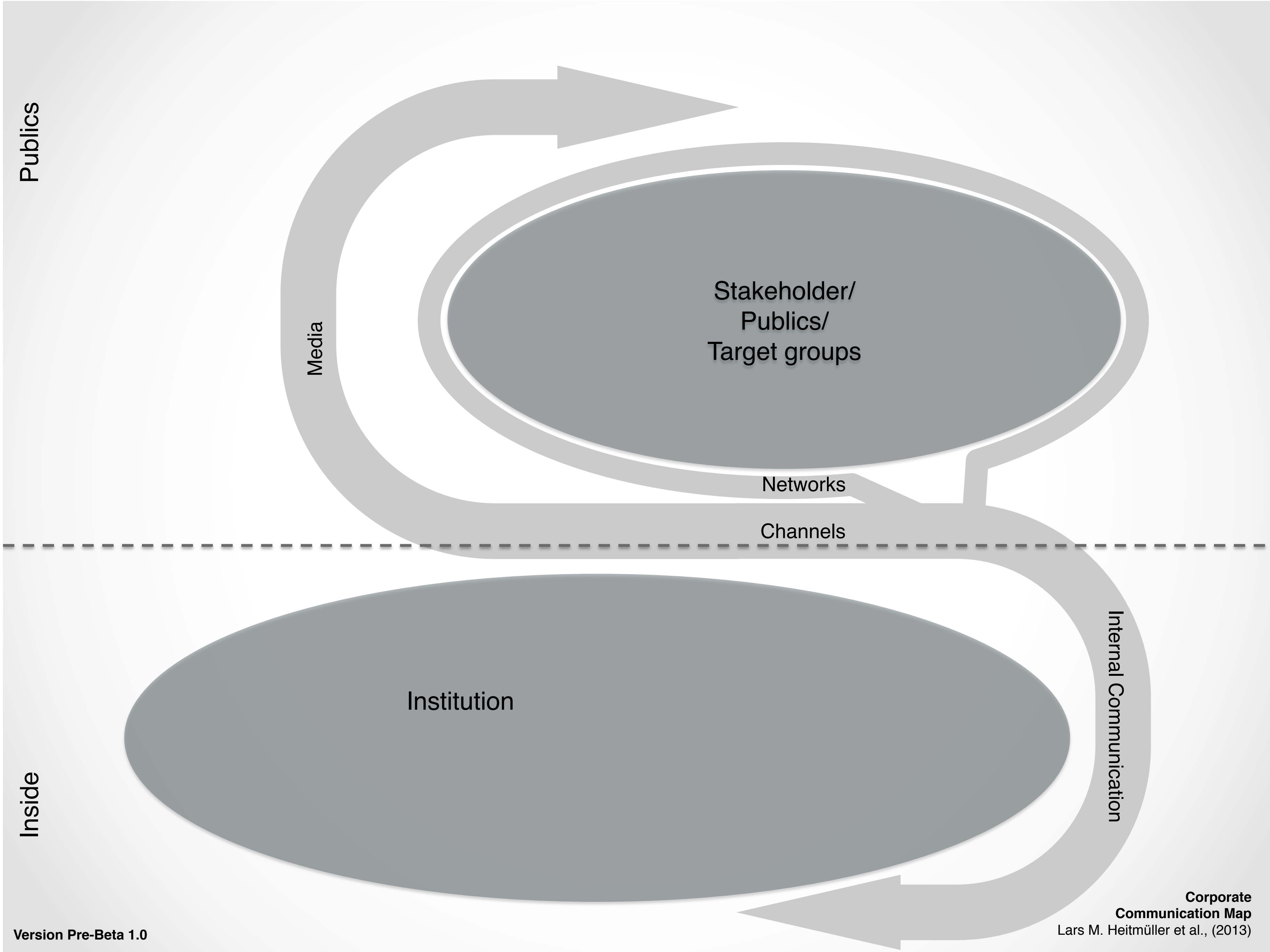
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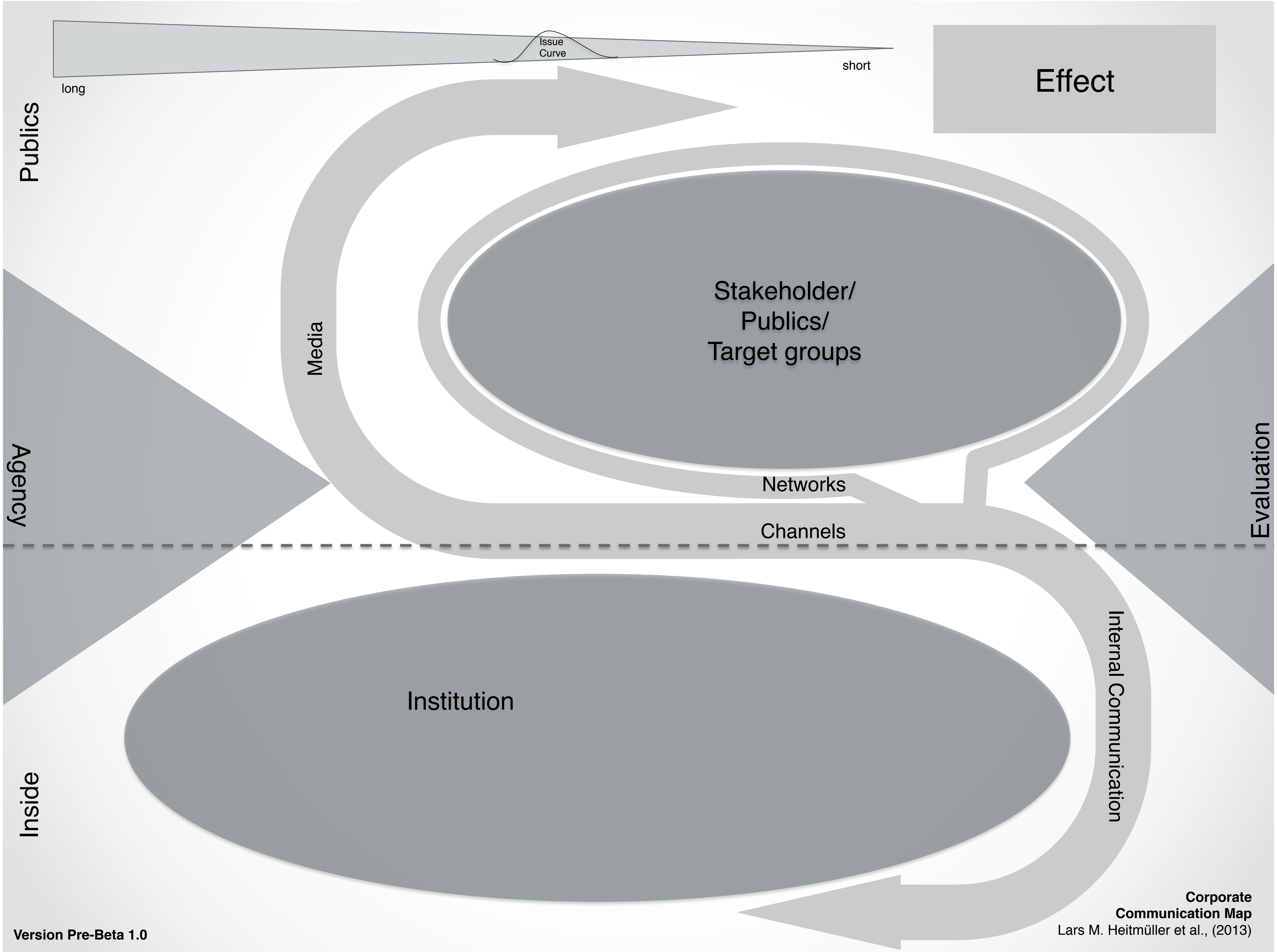

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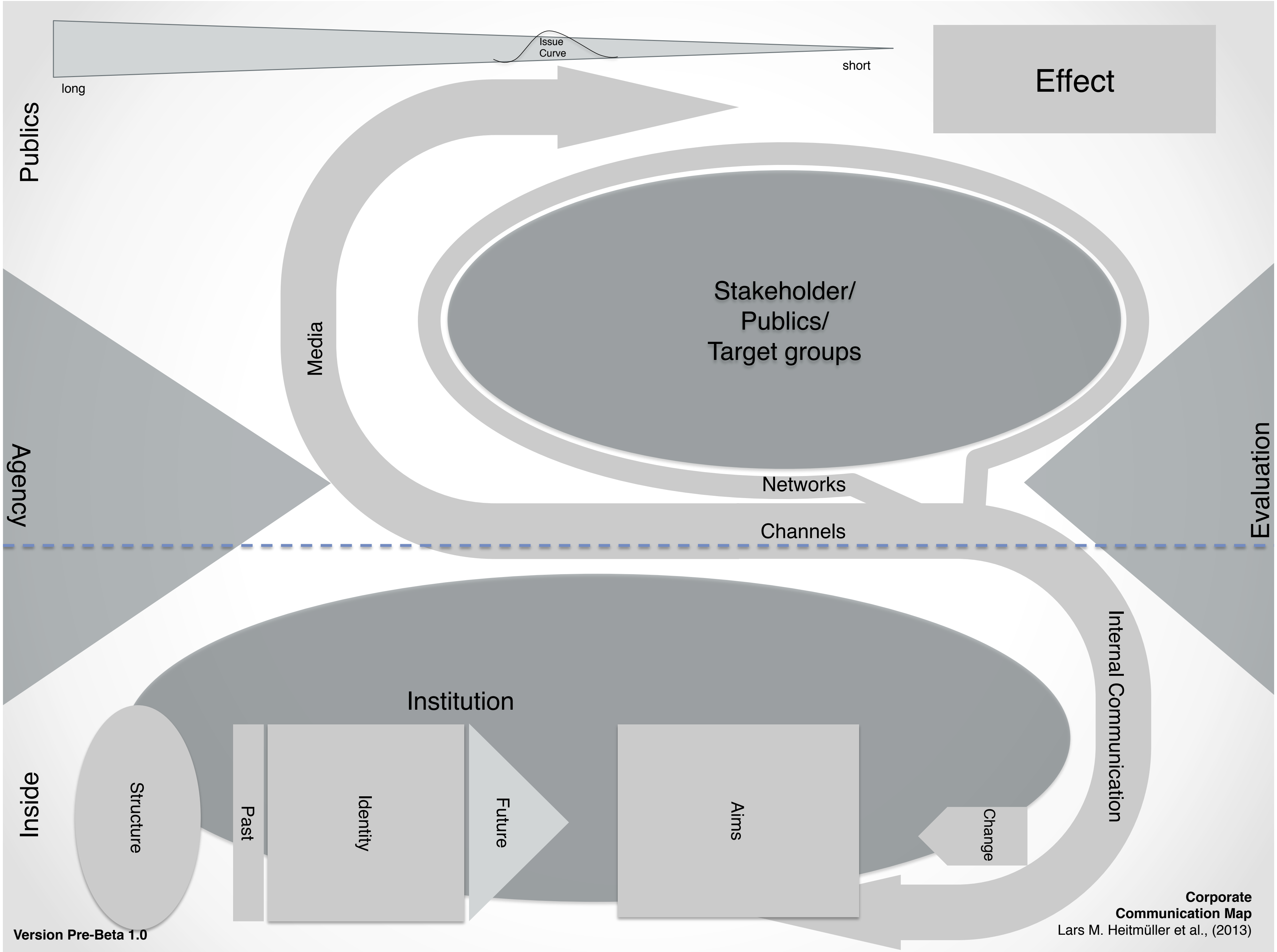

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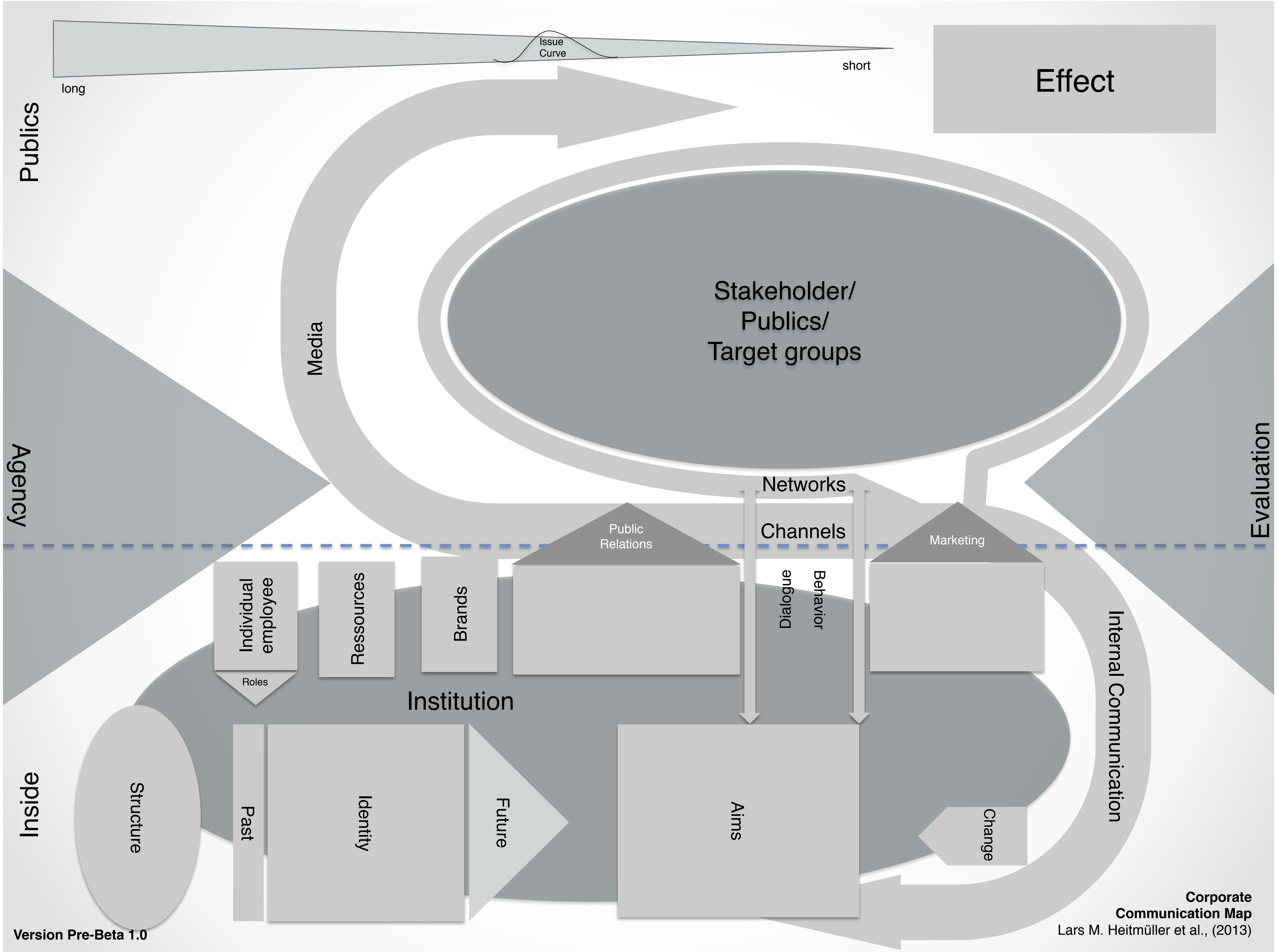

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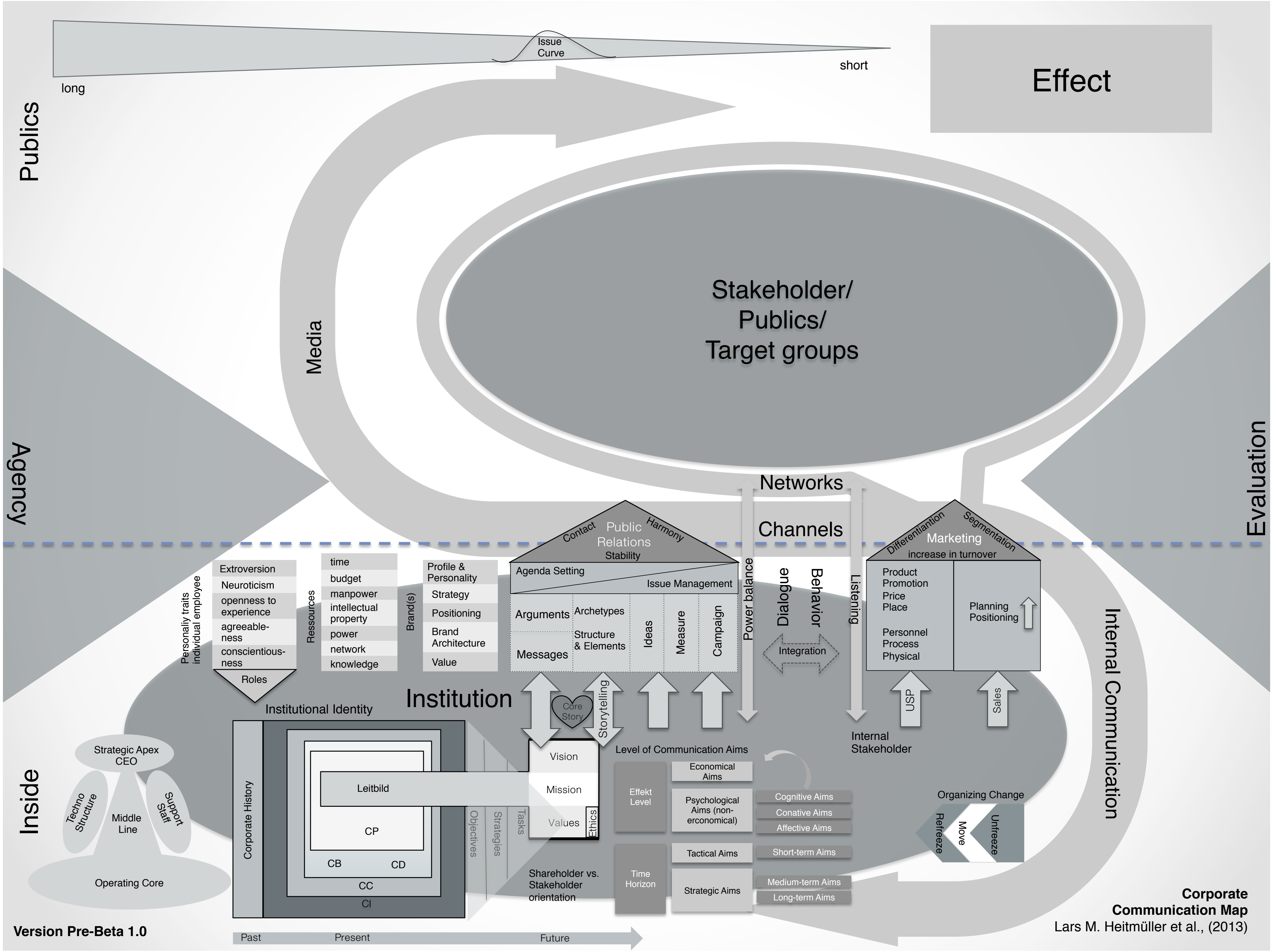
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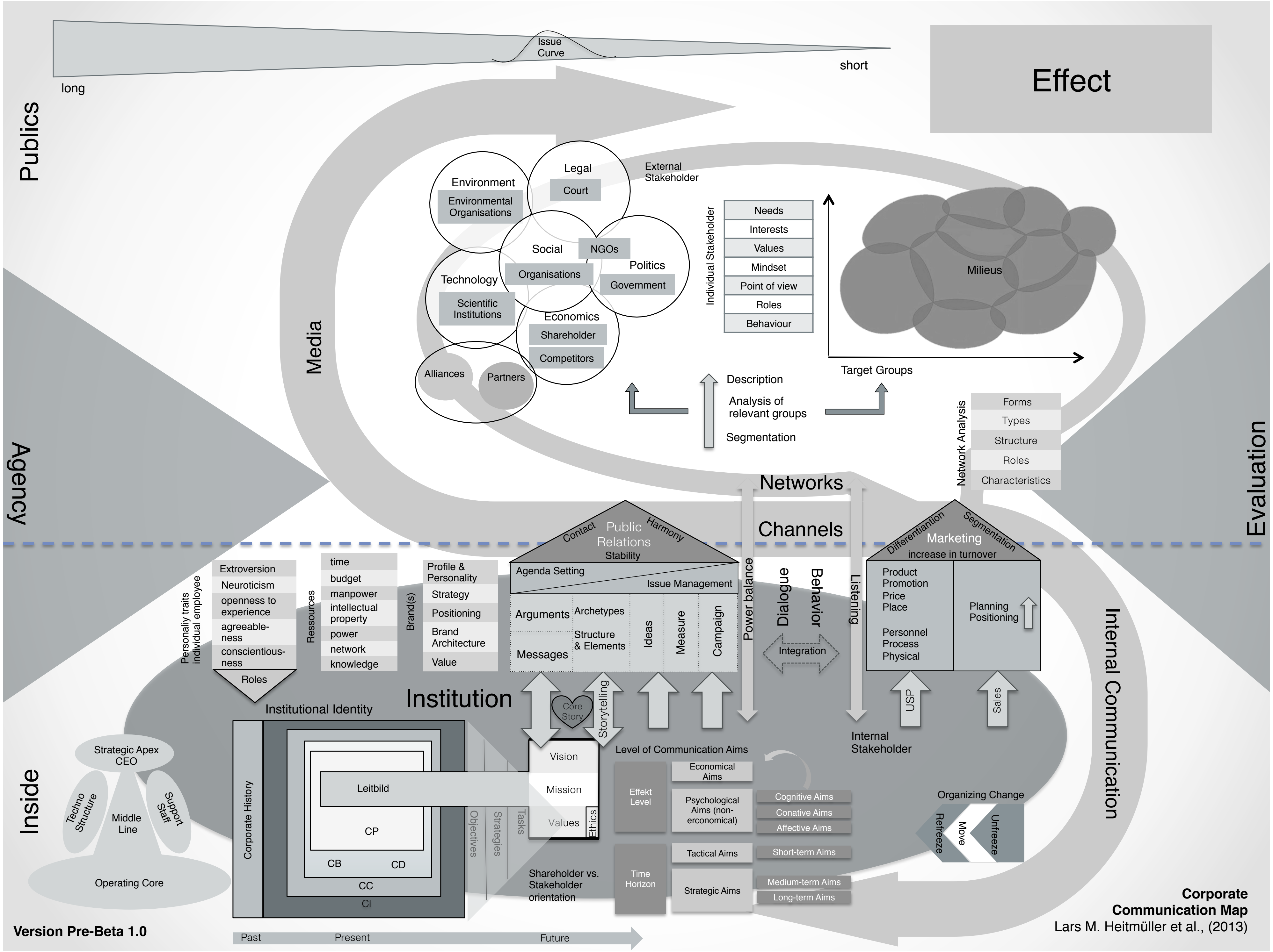
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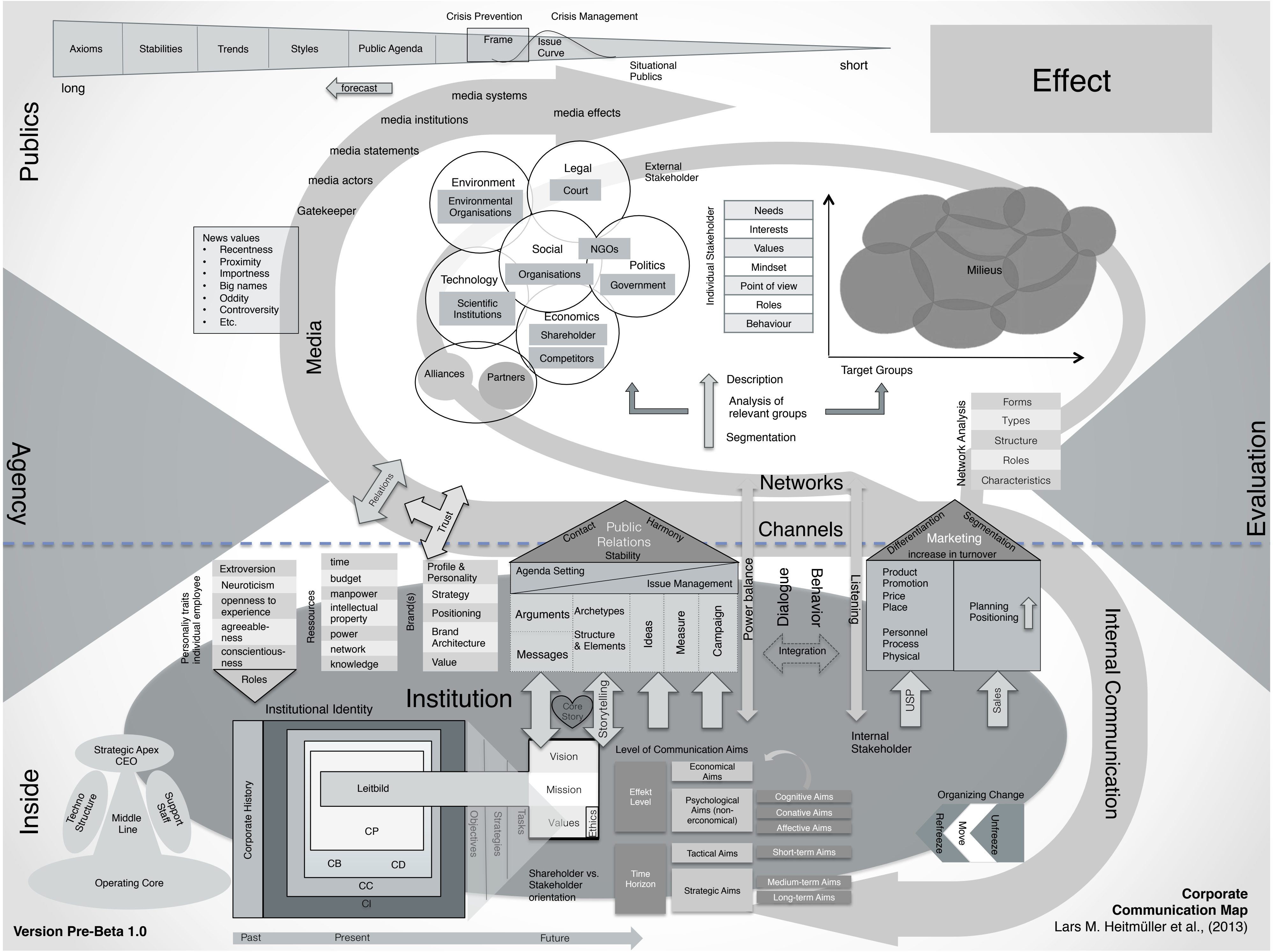
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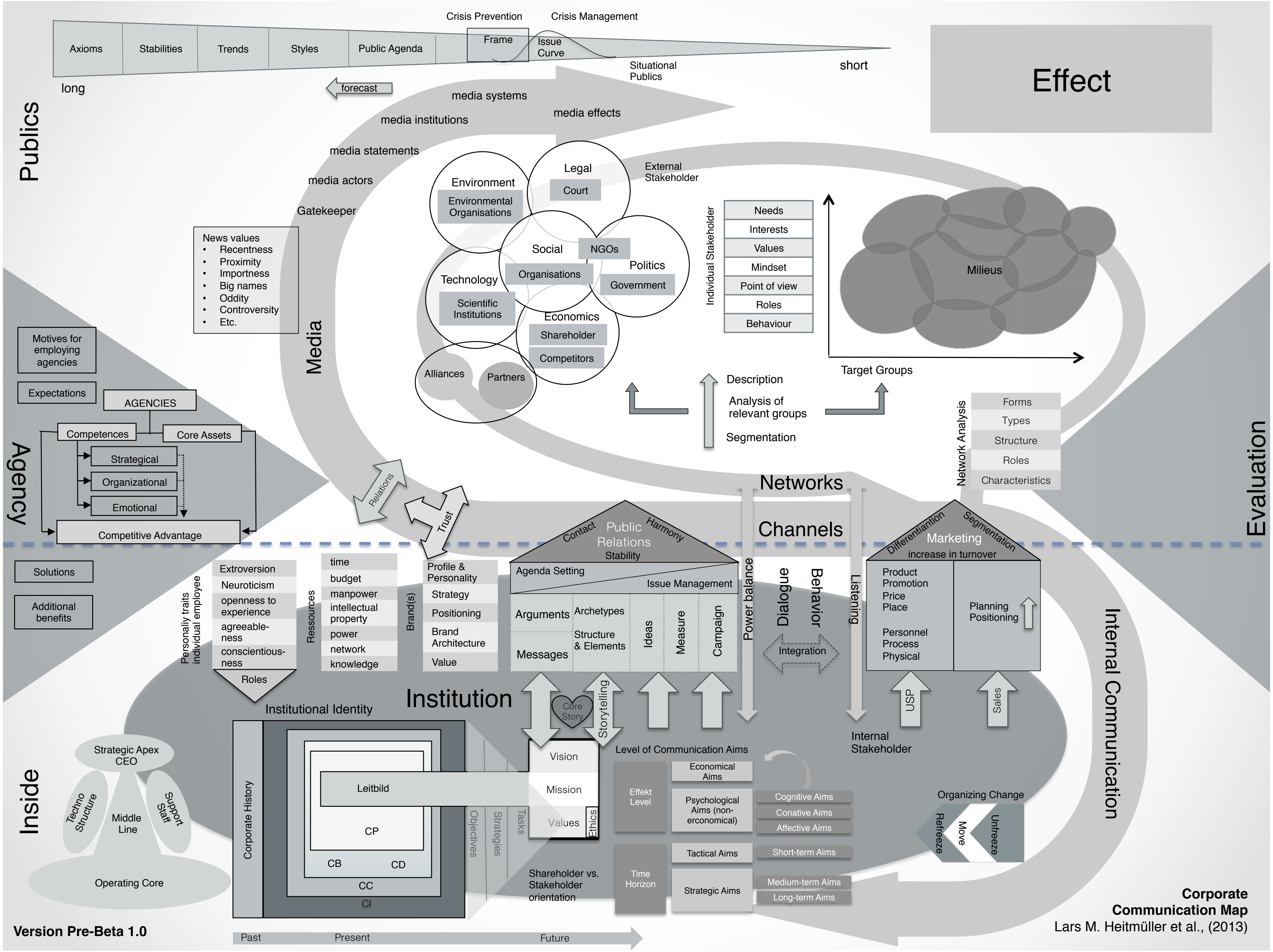
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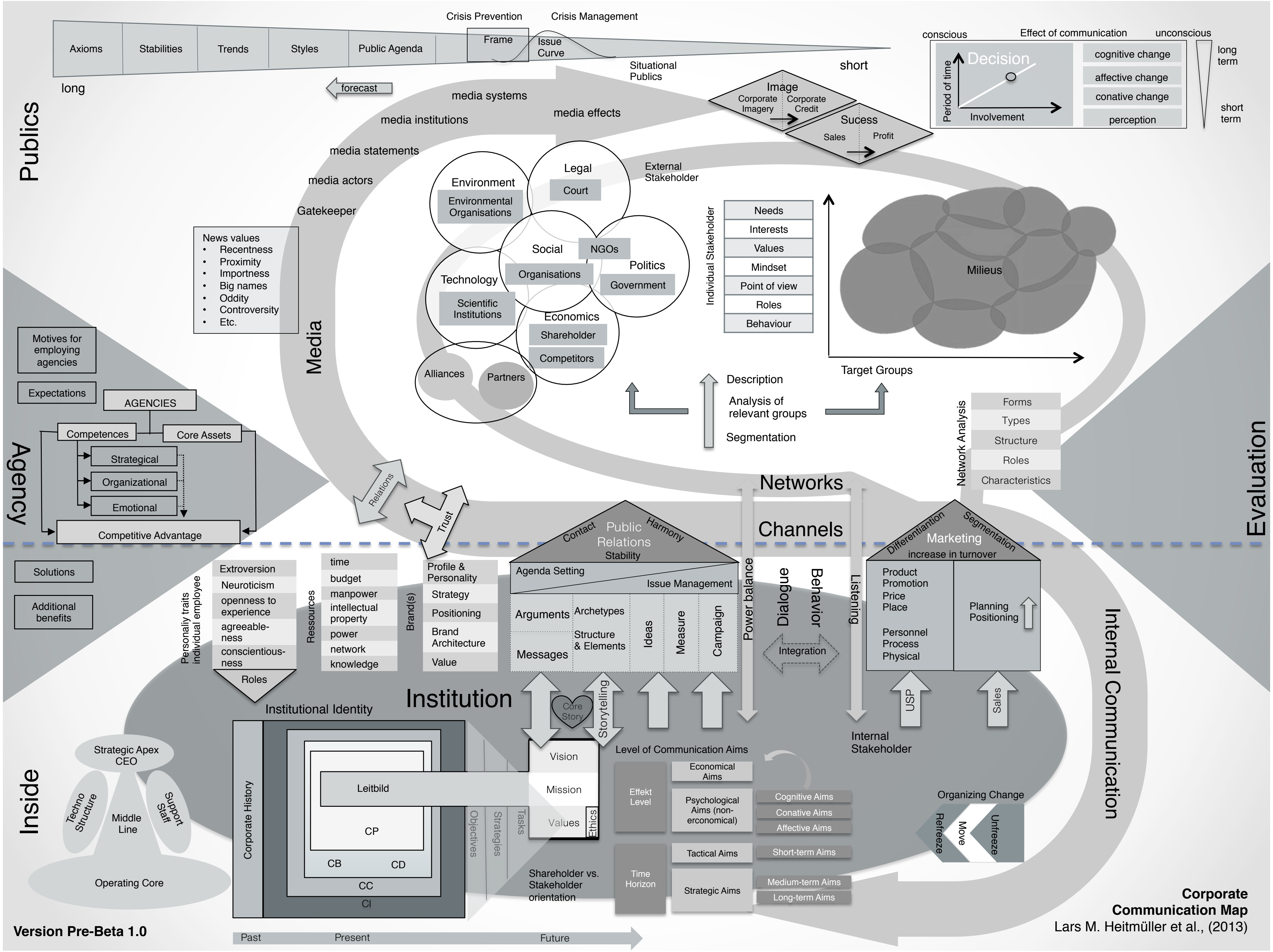

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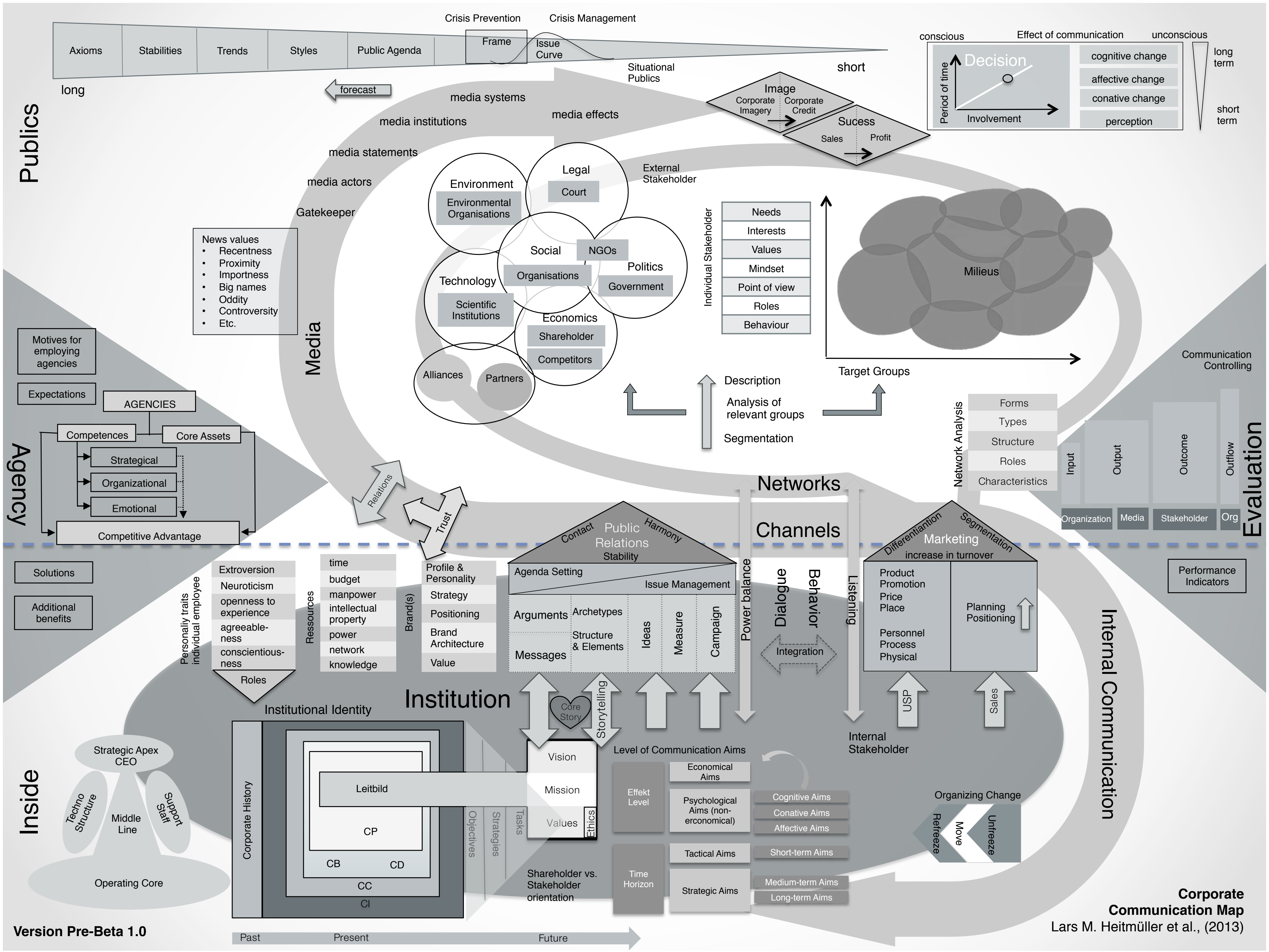

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CORPORATE COMMUNICATION MAP

EXPERIMENT OF THE SEMINAR „MAPPING CORPORATE COMMUNICATION“ BY LARS M. HEITMÜLLER
AT HOCHSCHULE FÜR TECHNIK UND WIRTSCHAFT (HTW), BERLIN.
COURSE: WIRTSCHAFTSKOMMUNIKATION/MARKETING COMMUNICATION

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3. Communication from a PR & Marketing Perspective
4. Comunication aims and additional benefits of agencies
5. Measurement and evaluation of communication
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The organisational communication consider communication in context with organisational structures and leadership, management strategies and change processes as well as the corporate basis. The represented models deal with internal and external impacts of an organisation in association with its environmental spheres, stakeholders, issues and values. All models serve as a framework for managers and consultants to understand specific processes and to find solutions for explicit issues.

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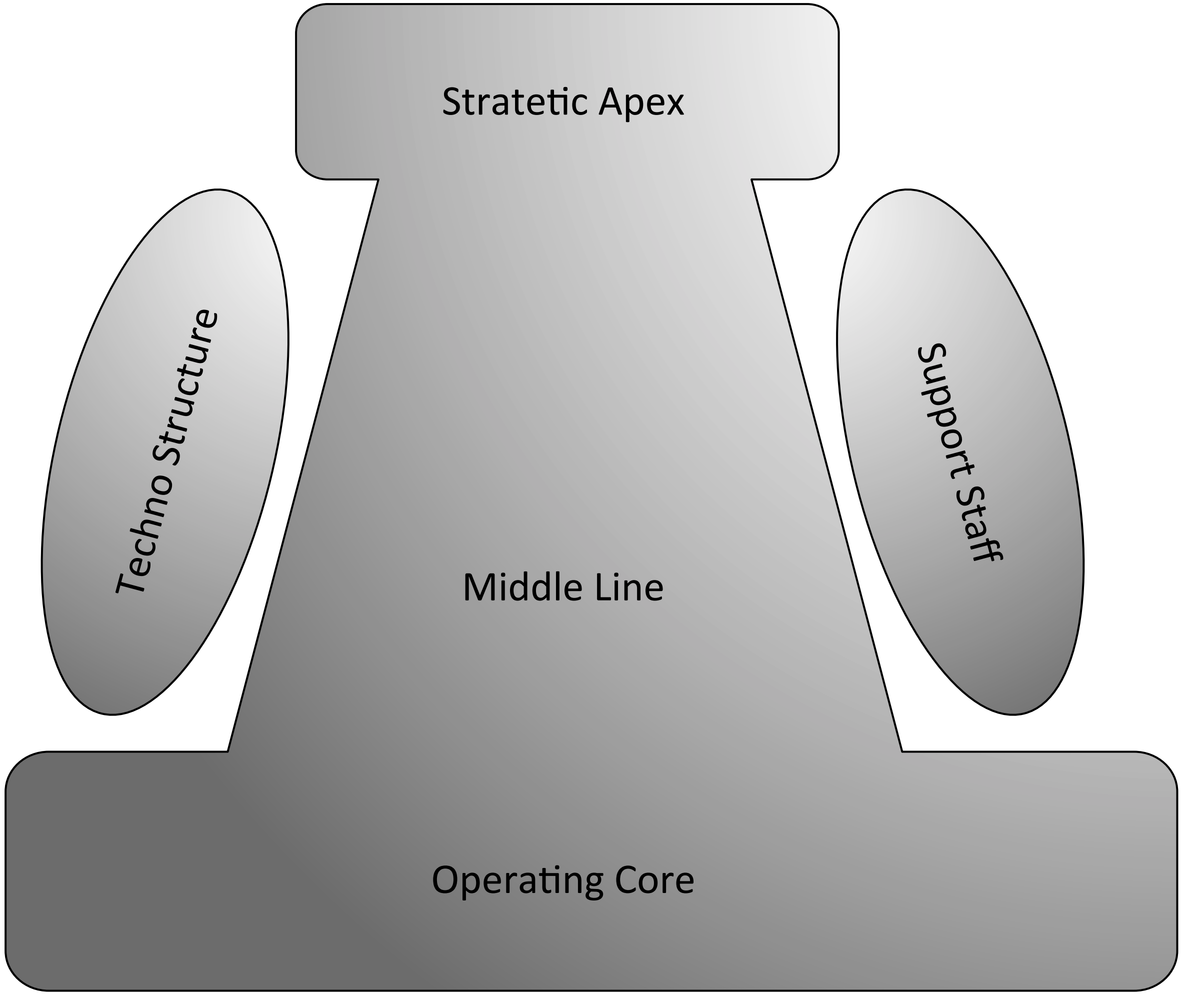
1.1 Organisational Structure by Henry Mintzberg (1980)

Explanation to be found
on the next page



Further information: http://www.ebbemunk.dk/technostructure/technostructurep3.html

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1.1 Organisational Structure – Operating conditions and added value

- Mintzberg created five organisational levels to show the coordination among distinct tasks
- They function as a framework for managers and consultants to understand and design organisational structures
- The organisation's structure depends on the organisation itself, e.g. staff members, leadership, the environments and the use of technology

Mintzberg defines five configurations:

1. Simple Structure (Entrepreneural settings): relies on direct supervision from the CEO (Stratetic Apex)
2. Machine Bureaucracy (Large organisations): relies on standardisation of work processes by the techno structure
3. Expertocracy (professional services firms): relies on the professionals' standardisation of skills and knowledge in the operating core
4. Divisionalised Form (Multi-divisional organisations): relies on standardisation of outputs; middle-line managers run independent divisions
5. Adhocracy (Project organisations): highly organic structure with little formalisation; relies on the coordinating mechanism within and between project teams

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1.1 Organisational Structure - Limits and Criticism

- In terms of globalisation organisational structures have changed
- Hierarchy makes way for low organisational structures
- Organisations become more complex and establish new networks within the organisation
- The ideology of an organisation gets more important for the organisation itself, e.g. staff members, leadership and external partners as well as the organisation‘s environment

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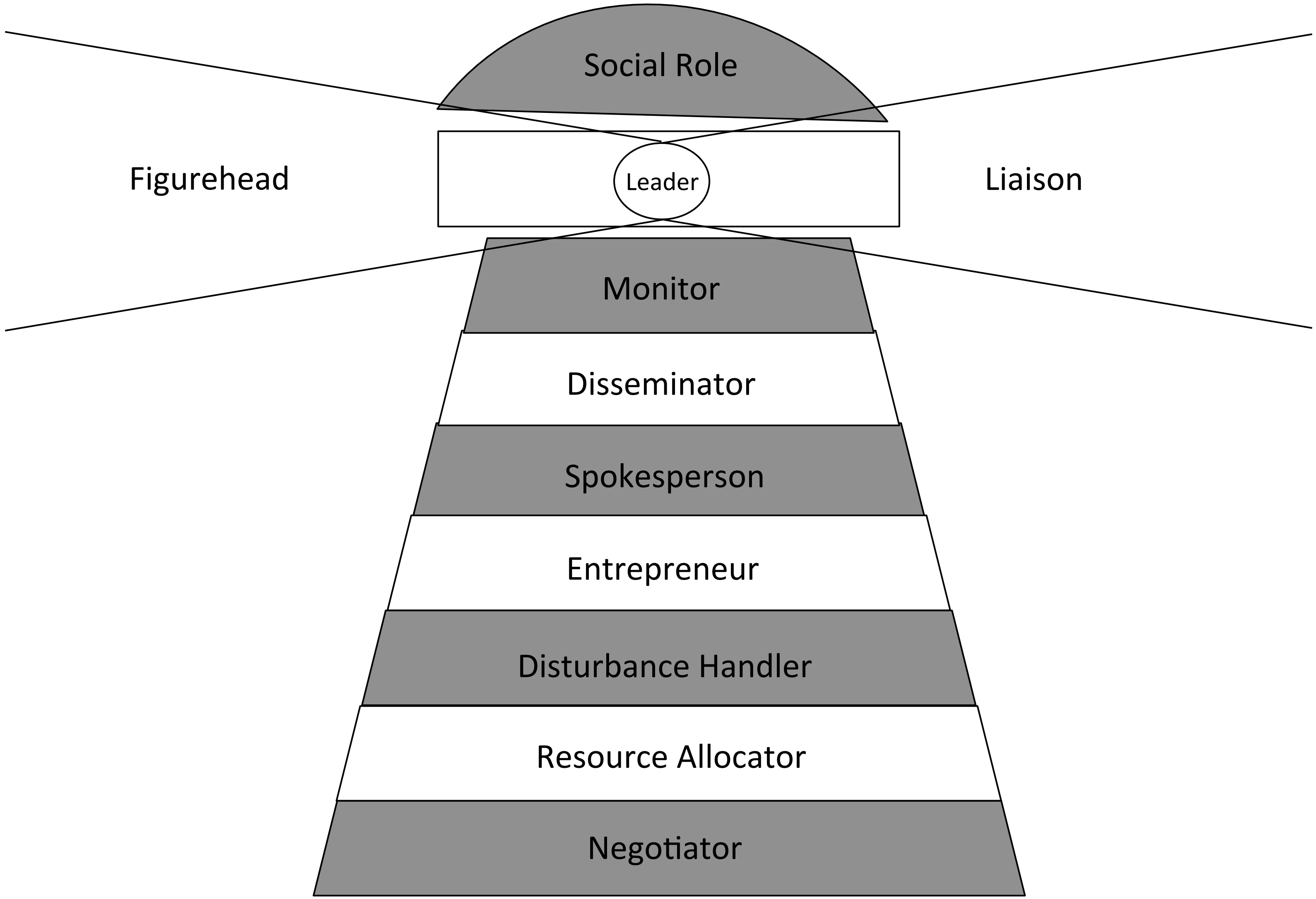
1.2 The Ten Management Roles by Mintzberg



Further information: http://www.mindtools.com/pages/article/management-roles.htm

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1.2 Management Roles – Operating conditions and added value

Mintzberg's Ten Management Roles are a guideline for managers and the leadership of behaviours within a business environment. Each role is different, when collected together as an integrated concept, the capabilities and competencies of a manager can be further evaluated in a role-specific way

Figurehead: The manager is seen as a symbol of status and authority
Leader: Promotes and encourages the development of his employees, overseeing their progress
Liaison: Networks and engages in information exchange to gain access to knowledge bases
Monitor: Stores and maintains all information about the internal operations, a department's success and the problems and opportunities which may arise
Disseminator: Highlights factual or value based external views to the organisation and to subordinates
Spokesman: Keeps key stakeholders updated about the operations of the organisation
Entrepreneur: Roles encourage managers to create improvement projects and work to delegate, empower and supervise teams in the development process
Disturbance handler: A generalist role that takes charge when an organisation is unexpectedly upset or transformed and requires calming and support
Resource Allocator: Describes the responsibility of allocating and overseeing financial, material and personnel resources
Negotiator: Is a specific task which is integral for the spokesman, figurehead and resource allocator roles

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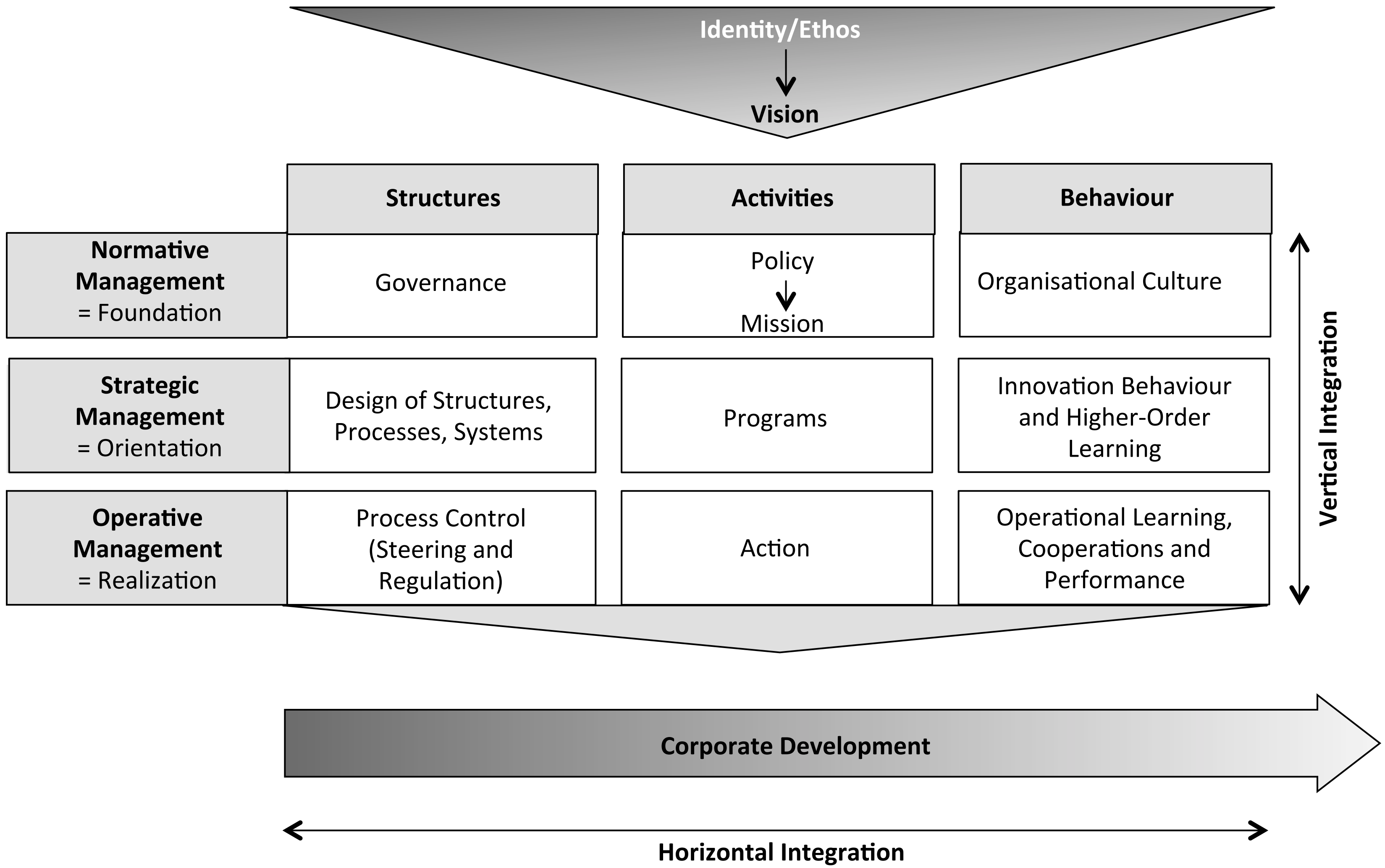
1.2 Managerial Roles - Limits and Criticism

- Mintzberg's model indicates that every manager has to perform all of these ten roles for a successful leadership. Otherwise the manager will fail in its role, thus failing the organisation itself

1.3 St. Gallen Management Concept by Bleicher (1991)



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1.3 St. Galler Concept - Operating conditions and added value

- The model by Bleicher is focused on the corporate development, especially on evolutionary conditions of management
- It is a framework that picks up the three management levels by Hans Ulrich and combines them with specific «St.Gallen» demands of successful management: the harmonisation of activities, structure and behaviour to a common chord.
- Bleicher's concept expresses the challenges of normative and strategic management as a variety of specific tensions:

  Normative management: deals with the overall objectives of the organisation such as rules, norms and principles, it is the basis for all organisational activities
  Stratetic management: the aim is to crate, maintain and maximise the stratetic success factors and value potentials, it acts as a regulator for the organisational activities
  Operative management: it combines the normative and strategic level and converts them into performance and processes, it has an executing function

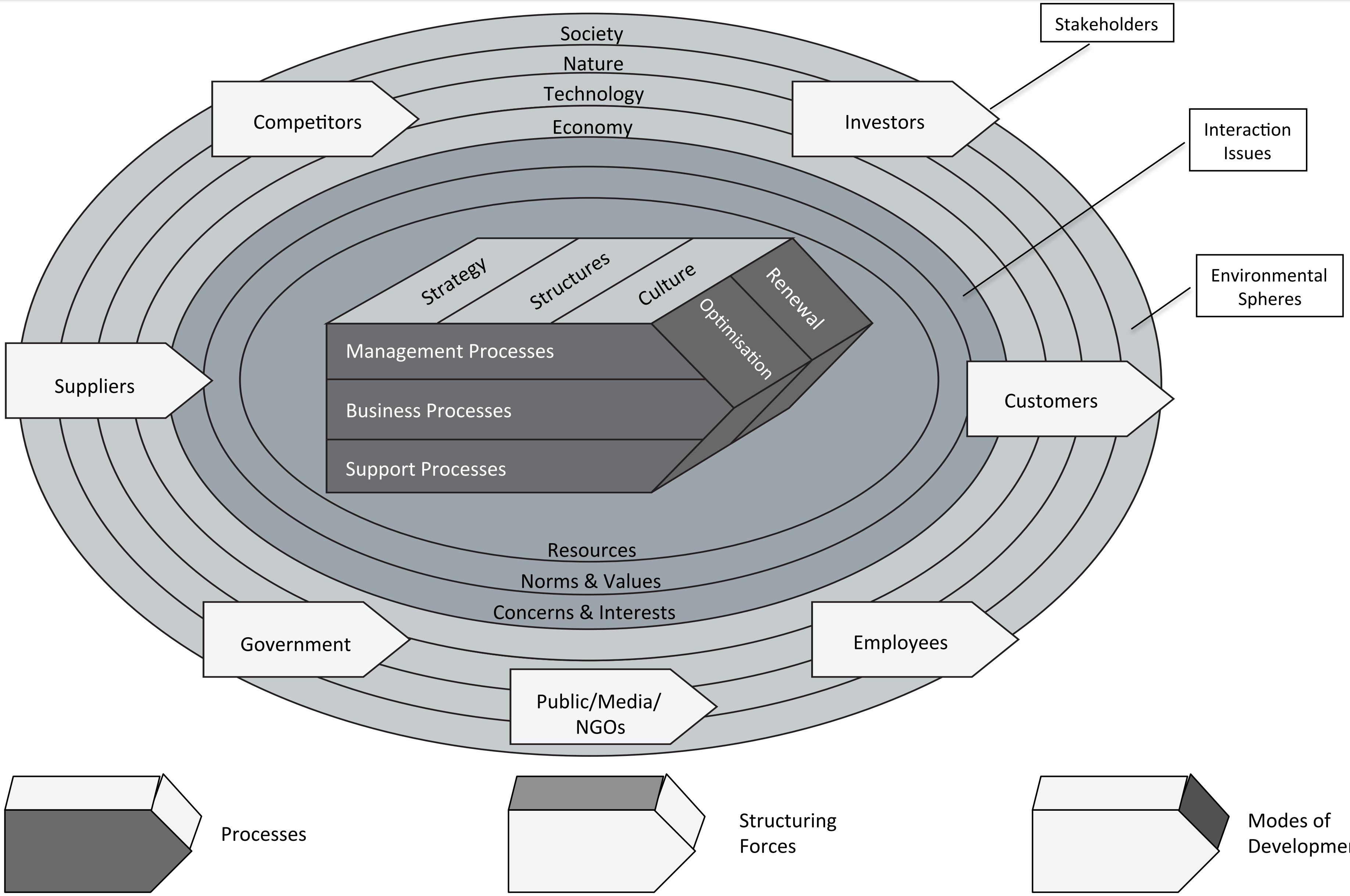
- All of these stages have to be taken into account when making decisions
- Any executive is able to locate a problem within this framework and will find possible solutions by using this concept

<- Back to Map

1.3 St. Galler Concept - Limits and Criticism

- It does not take account for the organisation‘s environment
- It does not show how stakeholders stay in correlation to the organisation
- It is only a framework to detect problems and to find solutions for them in different stages

1.4 New St. Gallen Management Model by Ulrich (2002)



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1.4 New St. Galler Model – Operating conditions and added value

- The new St. Gallen Management model by Ulrich supports the management by taking the correct decisions and to lead the organisation successful in a globalised market
- It is similar to a guidance for making difficult decisions
- It supports structured thinking
- It helps to set priorities
- The new model is a holistic view on management processes, strategies and the organisation's culture as well as its development in association with its environmental spheres and stakeholders
- The New St. Gallen model puts more emphasis on the process dimensions and focuses on issues of interactions (resources, norms and values, concerns and interests) in a new way
- The model shows that management is very much about interpreting certain facts and giving meaning to them

<- Back to Map

1.4 New St. Galler Model - Limits and Criticism

- The model is a theory how processes, strategies, stakeholders, develeopments and environments are related to an organisation
- It is barely a concrete example what impact those spheres have in reality to an organisation
- It represents only the approaches to the identification and solution of management problems

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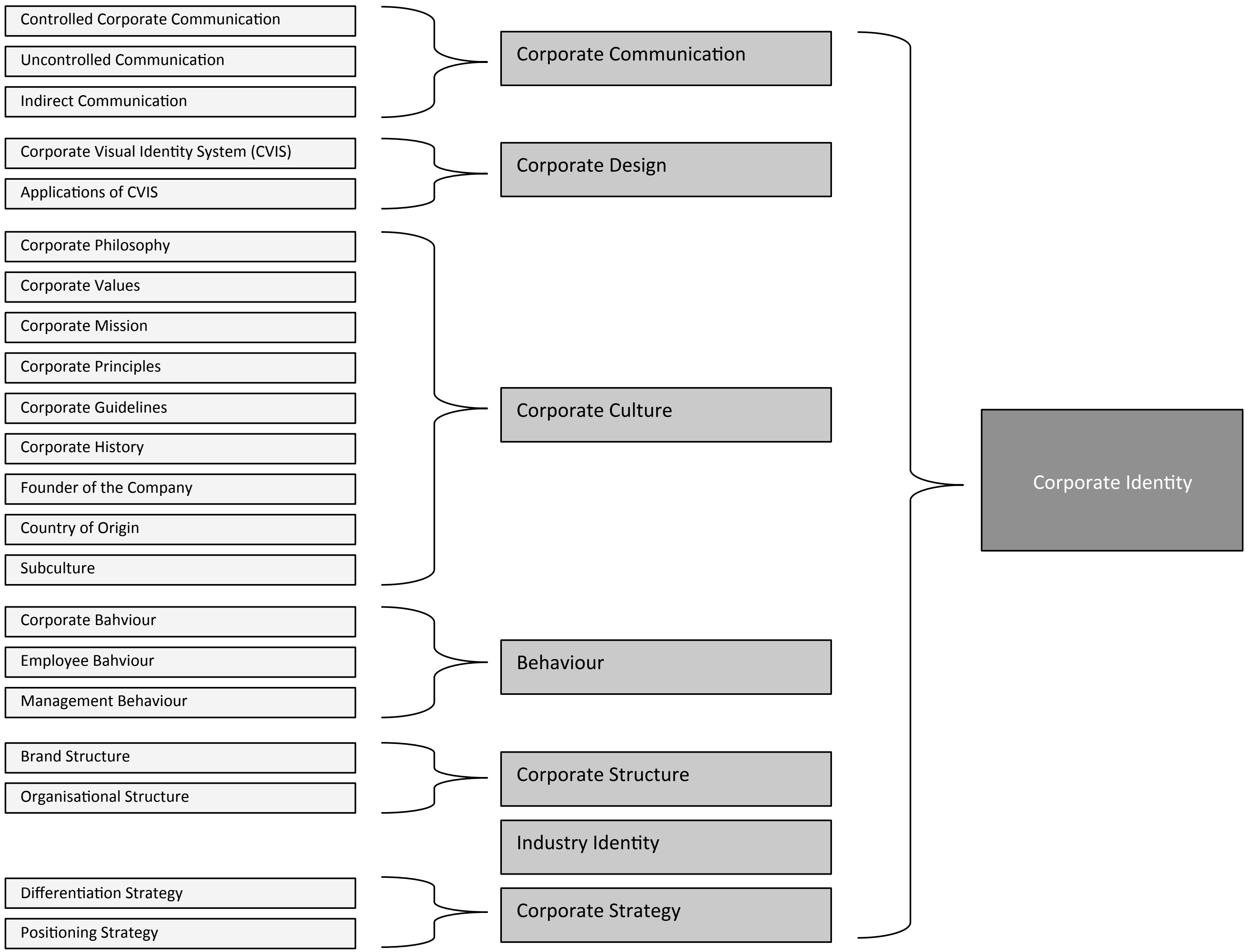
1.5 The Dimensions of Corporate Identity by Melewar



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1.5 CI Dimensions – Operating conditions and added value

- Corporate identity is about how an organisation presents, positions and differentiates itself visually and verbally at corporate, business, and product levels
- It is what makes an organisation unique and it incorporates the organisation's communication, design, culture, behaviour, structure, industry identity, and strategy
- The aim of corporate identity management is to acquire a favorable corporate image among key internal and external stakeholders
- In the long run, this image can result in the acquisition of a favorable corporate reputation
- Managers envision a set of characteristics they want their organisation to be associated with
- Those characteristics get transmitted to employees through a complex and congruent system of communication, behaviour and design
- Employees implement strategies and call upon their skills and competences to perform them

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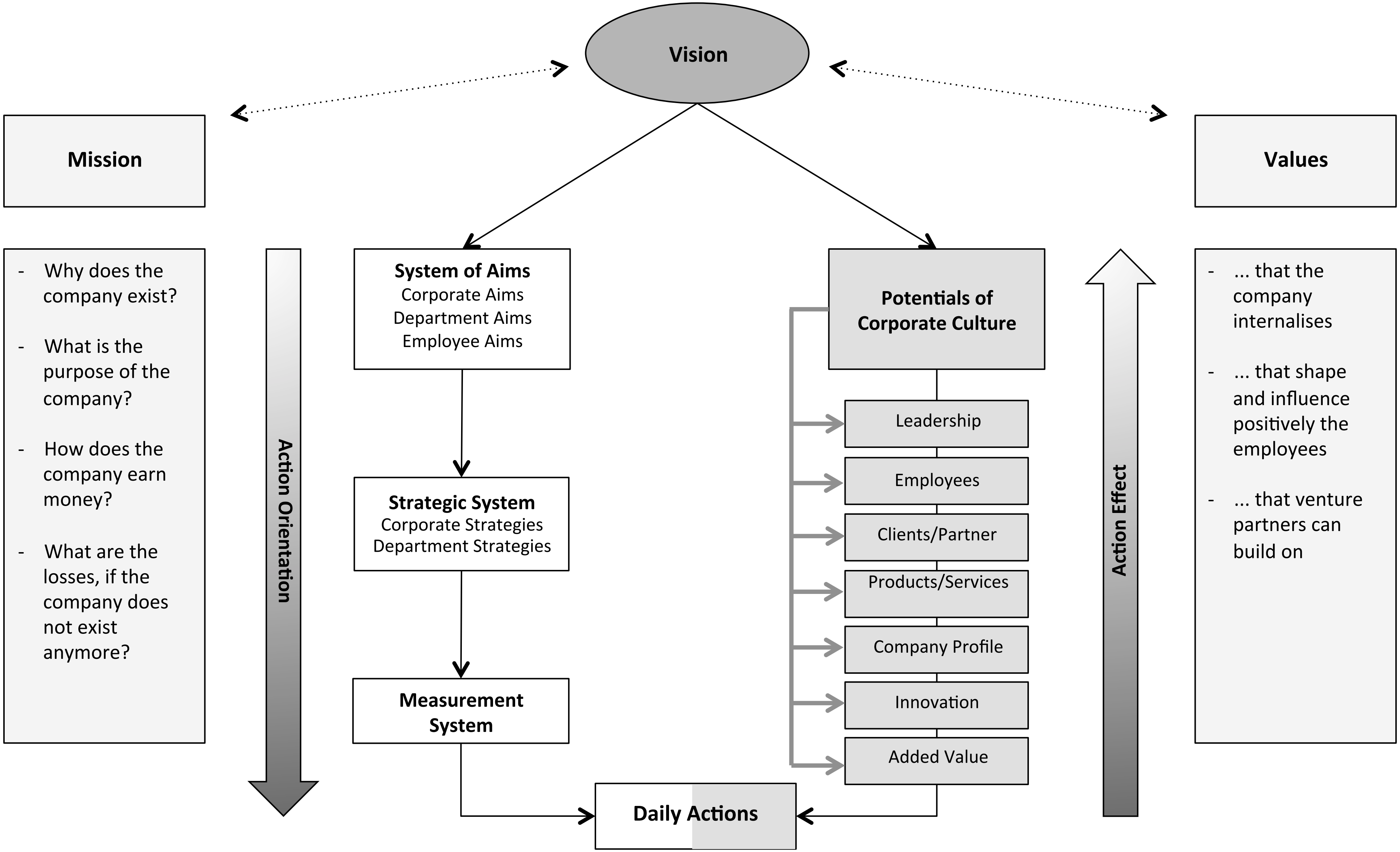
1.6 Mission Statement by Dr. K. Baldin



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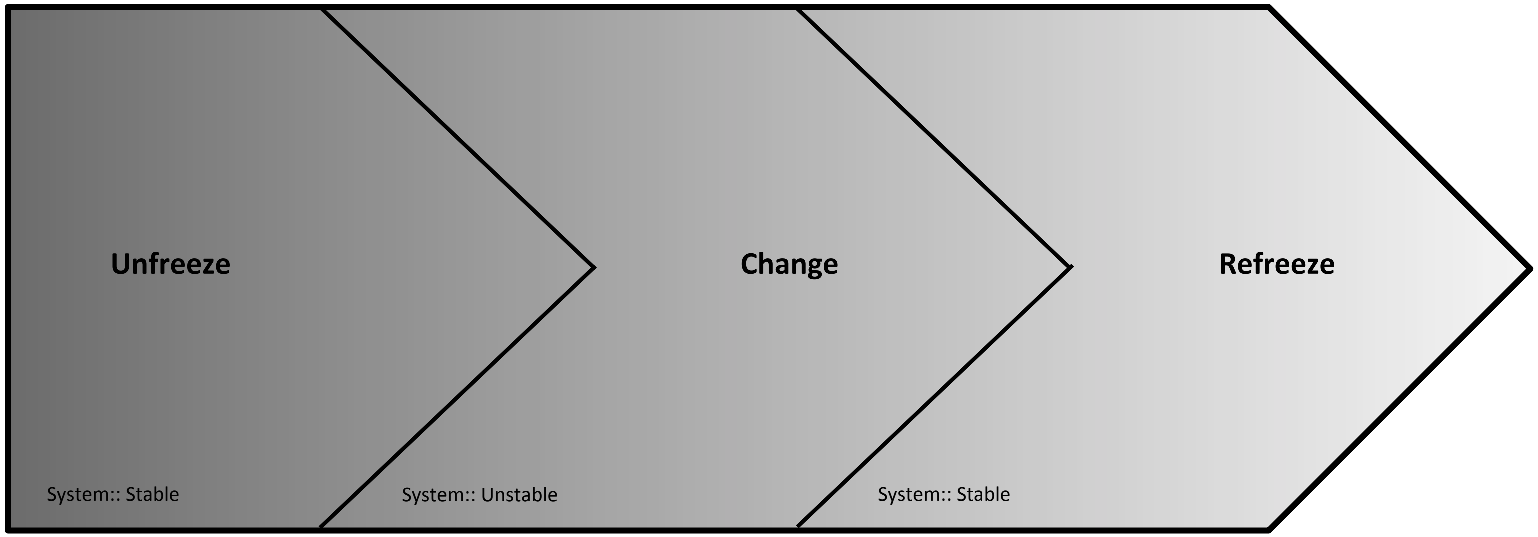
1.6 Mission Statement - Operating conditions and added value

- The organisation‘s strategy ensures a livlihood of the company
- It is important to detect and abolish future shortages as well as the optimal use of successful potentials by improving productivity, increasing efficiency, improving profitability and increasing market share
- Appropriate measures ensure the systematic implementation of activities in daily actions
- The mindset, as well as the the energy and resources of the entire organisation get focused on the mission statement
- The mission statement provides guidance on the organisation‘s way to its aims
- It consists of the elements of mission, vision and values:

The **mission** (purpose of organisation) reflects the subject of the transaction
The **vision** is an obvious picture of the future and is the tendancy of long-term developments
The **system of aims** describes concrete and measurable goals, which the organisation wants to achieve in the upcoming years
The **strategy system** sets how the goals get achieved
The **measurement system** ensures that strategies get implemented by launching specific steps
The **daily actions** show each individual activities that help the vision becomes reality
The **values** specify the organisations‘ conviction and show what is expected of every employee
The **potentials** of the corporate culture represent the respectful and value-added handling with each other

1.6 Change Management Model by Lewin



Further information: http://www.mindtools.com/pages/article/newPPM_94.htm

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1.6 Lewin Model - Operating conditions and added value

- Lewin's change model is a simple framework for managing change
- Operarting fields are: Mergers & acquisitions, restructuring of a company, new types of compensation systems, personnel transfer, disinvestment or cultural change within the organisation
- The model is based around a 3-step process (Unfreeze-Change-Refreeze) that provides a high-level approach to change:

  Unfreeze: Habits and routine have naturally settled in; now the organisation is ready to change by open up to new ways of reaching their objectives
  Moving: The change process will take some time to be effective and efficient,; people must open their mind for new tasks and responsibilities
  Refreeze: The change only reaches its full effect, when it is made permanent

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1.6 Lewin Model - Limits and Criticism

- It is a relatively static model and not appropriate for quick responses
- The environment today is very dynamic and requires organisations to rapid responses
- Therefore it is based on a greater stability and environmental organisations

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1.7 Change Management Model by Kotter (1996)

Phase	Step	Description
Irritation Phase	**1**	Establish a Sense of Urgency
	2	Creating the Guiding Coalition
	3	Developing a Vision and Strategy
	4	Communicate the Change Vision
Change Phase	**5**	Remove Obstacles Empowering Broad-Based Action
	6	Generating Short-term Wins
	7	Consolidating Gains and Producing More Change
Stabilisation Phase	**8**	Anchoring New Approaches in the (Corporate) Culture

Further information: http://www.kotterinternational.com

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1.7 Kotter Model – Operating conditions and added value

- A proper foundation helps to successfully change an organisation
- Kotter's model can be applied to any change that is initiated by the top level management of an organisation
- It is like a checklist to help identify any areas the organisation may have overlooked in managing the change

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1.7 Kotter Model - Limits and Criticism

- Kotter‘s model indicates to change people‘s behaviour within the organisation, not the strategy, system or culture of the organisation
- It is a top-down model, so opportunities can be missed because not everyone is involved in co-creation of the vision or mission statement

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1.8 The 4 PR Models by Grunig & Hunt (1984)

Characteristic	Publicity	Public Information	Two-way asymmetric	Two-way symmetric
Purpose	Propaganda	Dissemination of information	Scientific persuasion	Mututal understanding
Nature of communication	One way, truth inessential	One-way, truth important	Two-way, imbalanced effects	Two-way, balanced effects
Philosophical worldview	asymmetric	Pluralistic/asymmetrical	asymmetrical	symmetrical
Mono/dialogic	monologic	monologic	Unbalanced monologic	dialogic
Example of current practice	Sports, theatre, product promotion	Government, non-profit associations, business	Competitive business, agencies	Regulated business agencies

Further information: http://en.wikipedia.org/wiki/James_E._Grunig

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1.8 The 4 PR Models - Operating Conditions & Added Value

- In 1984 Grunig and Hunt created their model in order to describe Public Relations an various stages
- They define PR as an organised communication, which is used to communicate between an organisation and ist publics
- Depending on the communication aim PR gets differently performed in various stages:

  One-way communication: Only the organisation shares information with ist publics, not the other way around. They use this way of communication to get the public's intentention and to influence their opinion. Engaged instruments, such as radio spot, press conferences or broschures are only used on short term.

- **Two-way communication:** In the beginning the communcation is asymmetrical. The organisation only needs simple feedbacks on its shared information. The aim is to achieve a postive attitude from ist publics. In the end the communication shifts from asymmetrical to a symmetrical two-way communication. At this stage transmitter and receiver enter into a dialogue with each other. The purpose is to get a mutually comprehension on both sides.

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1.8 The 4 PR Models - Limits and Criticism

- None of these models will be exclusively adaptable → several models get combined
- These models are not for certain type of organisation nor for specific internal issues
- All four models are more of an idealised way of communication, they are not 100 per cent convertible
- Therefore Grunig calls his models „mixed motive models“
- Successful Public Relations is guaranteed when mixing these models

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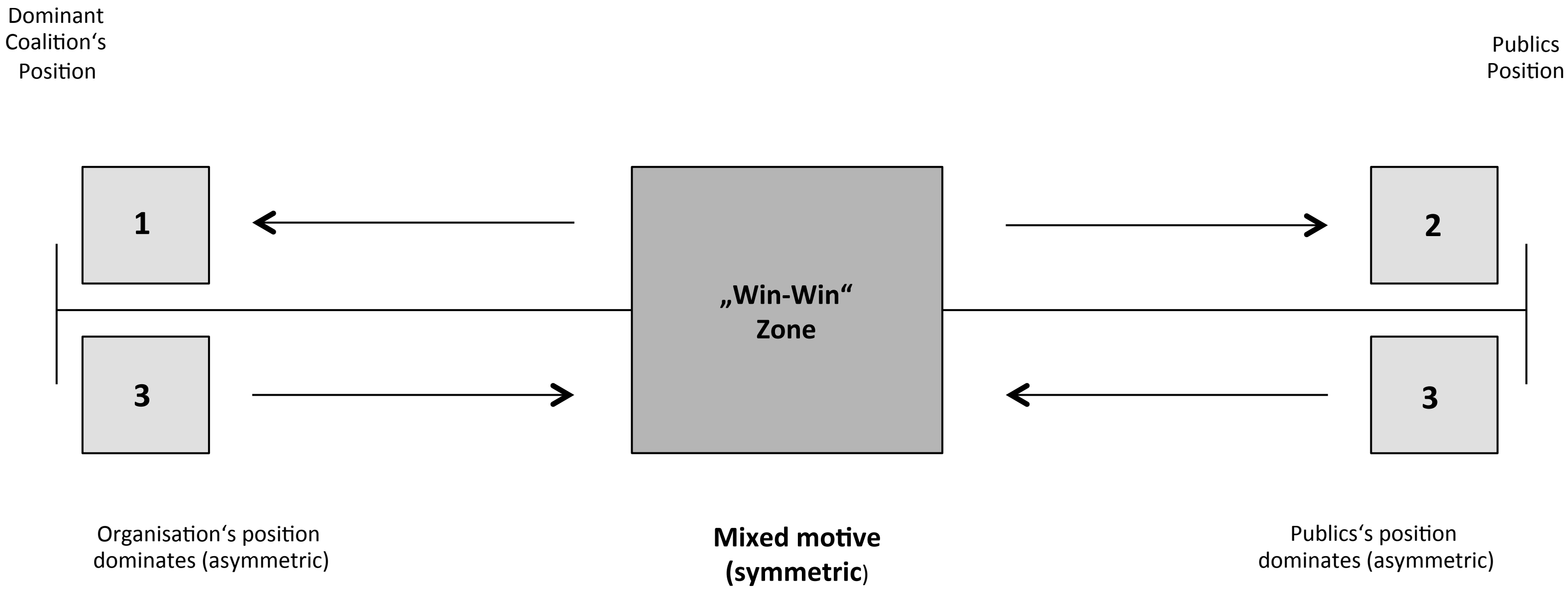
1.9 Mixed Motive Communication Model by Murphy (1991)



1	**Pure Asymmetric Model**	**Communication used to dominate public, accept dominant coalition‘s position**
2	**Pure Cooperation Model**	**Communication used to convince dominant coalition to cave in to public‘s position**
3	**Two-Way Model**	**Communication used to move public, dominant coalition, or both to acceptable „win-win“ zone**

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1.9 Mixed Motive Model - Operating Conditions & Added Value

- The mixed motive model is a framework of communication with publics and organisations that try to get the most out of their positions
- Organisations and publics have seperate and sometimes conflicting interests
- To find a common ground both parties negotiate and copromise about specific interests (win-win zone)
- The model suggests several outcomes outside and within the win-win zone:

  To the left of the win-win zone, the organisation‘s position dominates to the public‘s disadvantage
  To the right, the public‘s position dominates to the organisation‘s disadvantage

  Arrow 1: communication is used by communicators of an organsation to take advantage of publics outside the win-win zone
  Arrow 2: publics try to persuade the organistion to accept the public‘s undesirable postion outside the win-win zone
  Arrow 3: communicators negotiate with both publics and dominant coalitions to reach an outcome/relationship within the win-win zone → Two-way model

- The two-way model means treating dominant coalitions as another public influenced by communication programs

<- Back to Map

1.9 Mixed Motive Model - Limits and Criticism

- Asymmetrical tactics are sometimes used to gain the best position for organisations within the win-win zone
- The two-way model is a persuasive intent of communcation strategies
- It changes perceptions

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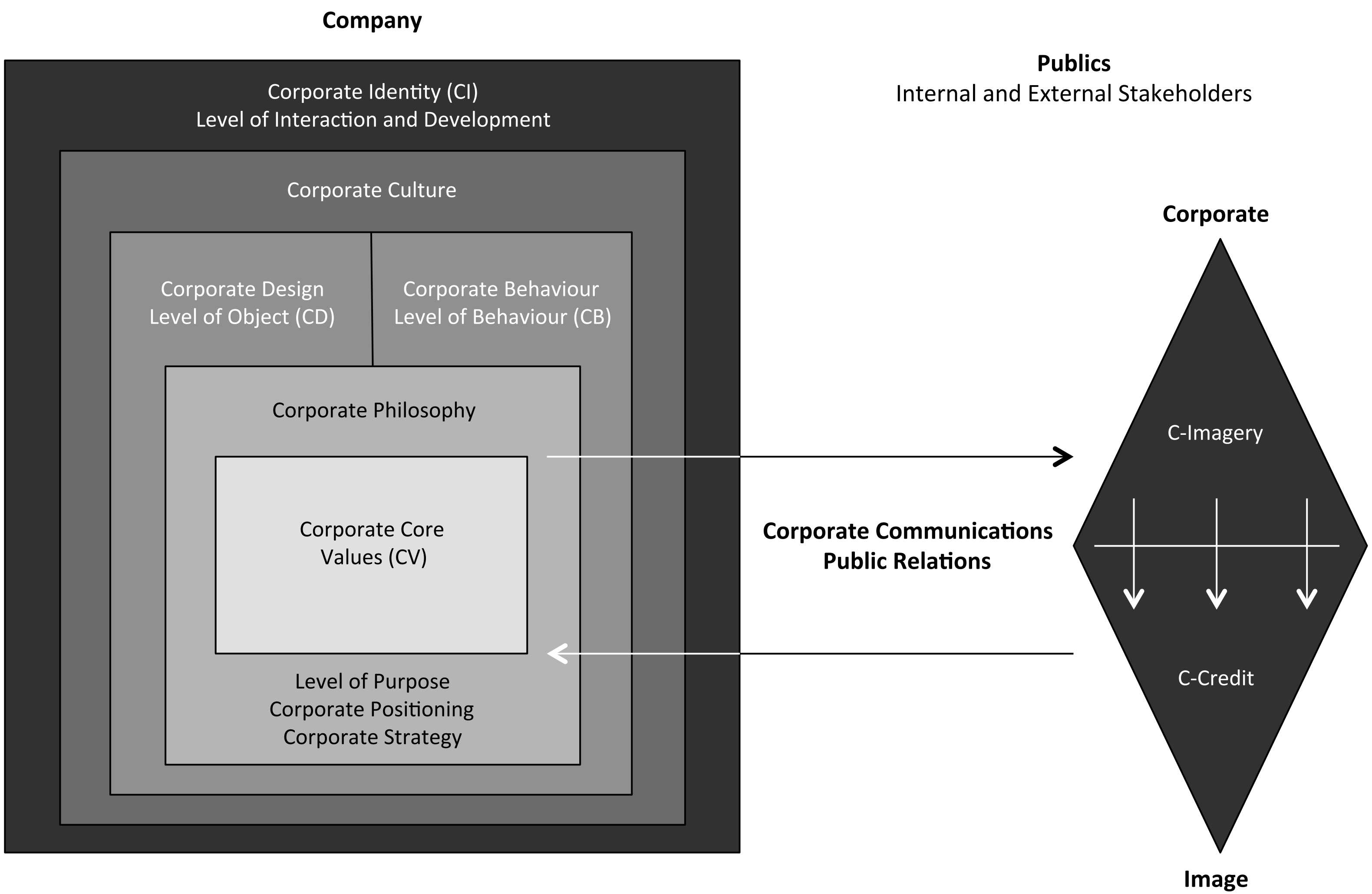
1.10 Corporate Communications Model by Pflaum & Linxweiler



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1.10 Corporate Communications Model: Operating Conditions & Added Value

- The Corporate Identity is essential for every organisation
- It forms not only their internal members, but also has a positive effect on ist publics
- There is no way for corporate communication or such thing as an image without a corporate identity
- The corporate identity consists of five levels:

Corporate Core Values: They are the deeply ingrained priniciples that guide all of a company's actions and decisions.
Corporate Philosophy: Incorporate the basic attitudes and beliefs of a company, which influence the thoughts and actions of all employees.
Corporate Behaviour: Is a company's internal and external behaviour.
Corporate Design: Is a company's internal and external visual appearance to support their aims.
Corporate Culture: It is the totality of a company's values, traditions, traditions, norms and attitudes that shape the behaviour of its employees.

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2. Stakeholder

A first step towards systematic approach is the exact definition of those to whom the organizational communication is directed. Stakeholders are those people who are affected by decisions of an organization or are able to influence the actions of the organization with their own actions. A widely used approach for structuring communication fields is the division into target groups as those communication partners of an organization. There is also the concept of publics, which are composed of individuals or groups that discuss a common issue.

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2.1 Stakeholder theory

- Is based on the concept of shareholder value
- Difference: An organisation is now also accounted for it‘s socioeconomic environment
- The Stakeholder theory was establishd by Freeman (1984)
- Stakeholder are groups that:
  1. Are affected by the decisions an organisation makes
  2. Can influence decisions, made by organisations, with their own actions

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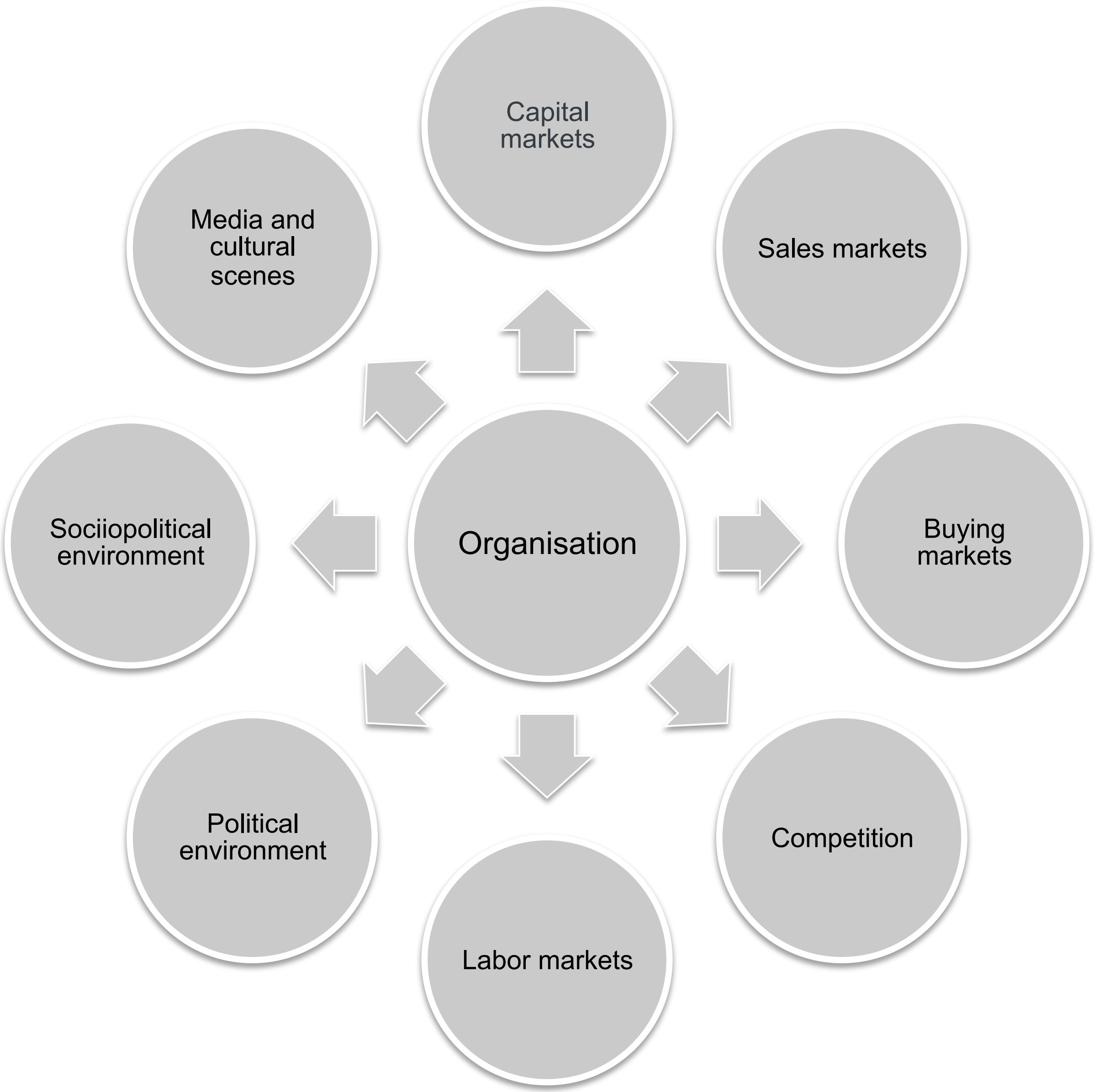
2.2 Contact panel by Avenarius (2000)



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2.3 Stakeholder theory

Identification of stakeholder groups

- Formally
- By topic
- By assumed interest
- By opinion leaders

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2.4 Stakeholder analysis by Savage, Nix (1991)

An analytical scheme to estimate the relevance of stakeholder groups and to derive specific norm strategies.

Assesment is ensued by a value matrix varying between high and low

- Relative threatening potential
- Relative cooperative potential

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2.4 Stakeholder analysis by Savage, Nix (1991)

Relative threatening potential

Relative cooperative potential	high	low
high	**Mixed blessing** Strategy: Collaborate	**Supportive** Strategy: Involve
low	**Non-supporive** Strategy: Defend	**Marginal group** Strategy: Monitor

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2.4 Model Savage, Nix – Limits and Criticism

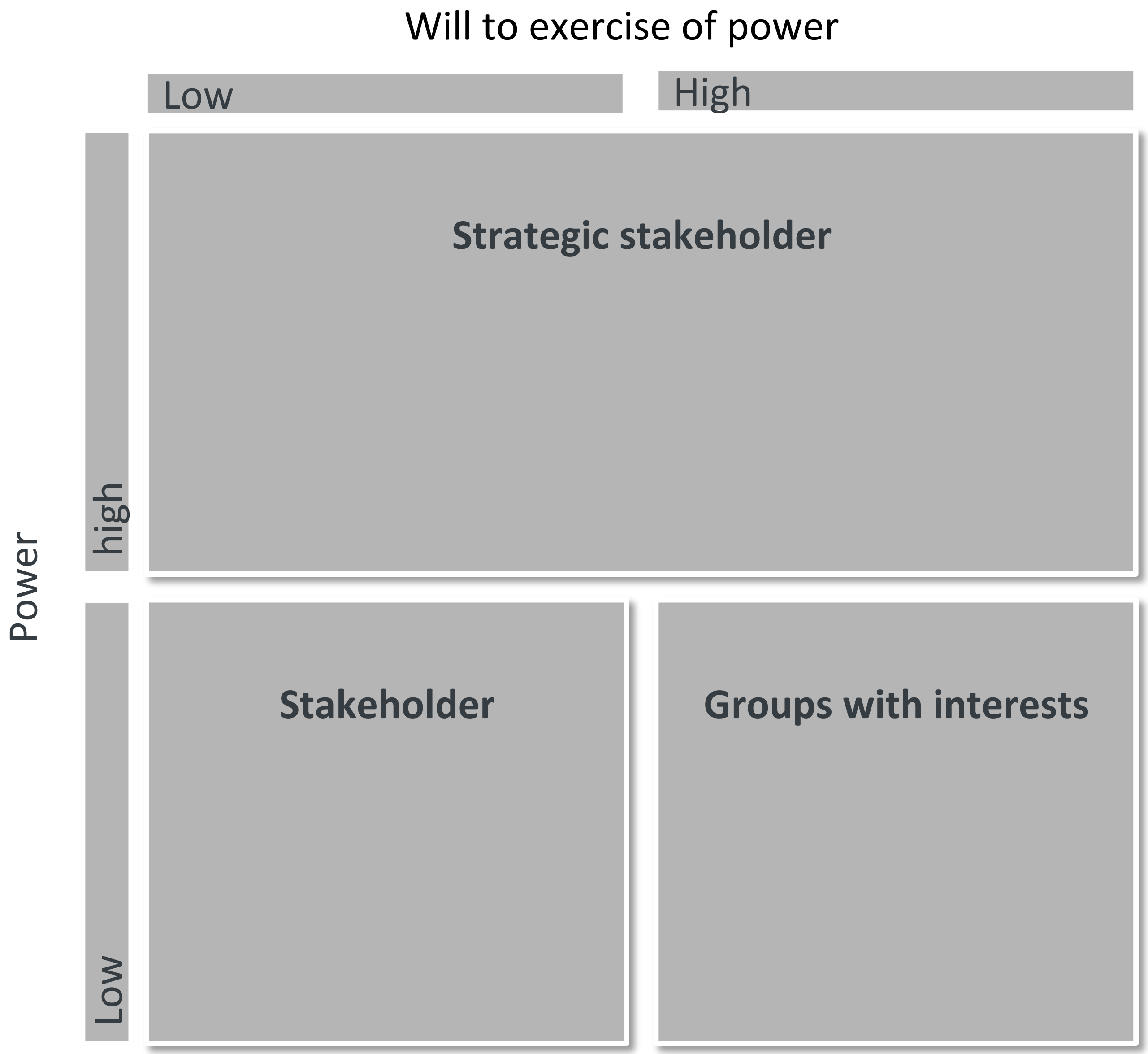
Value

Besides the identification of potential risks and opportunities, this analysis offers specific strategic guidance.

Critics

- This analysis costs time and money
- It is necessary to update the results regulary
- Analysts are forced to place every stakeholder into one specific group

2.5 Stakeholder analysis by Janisch (1993)



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2.5 Model Janisch – Operating conditions and added value

An analytical scheme to estimate the relevance of stakeholder groups.

Assesment is ensued by a value matrix varying between high and low

- Power
- Will to exercise of power

Value

It is possible to identify strategic stakeholder very fast

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2.5 Model Janisch – Limits and Criticism

Value

It is possible to identify strategic stakeholder very fast

Critics

The derivation of potential relevance is restricted to just one criterion (power)

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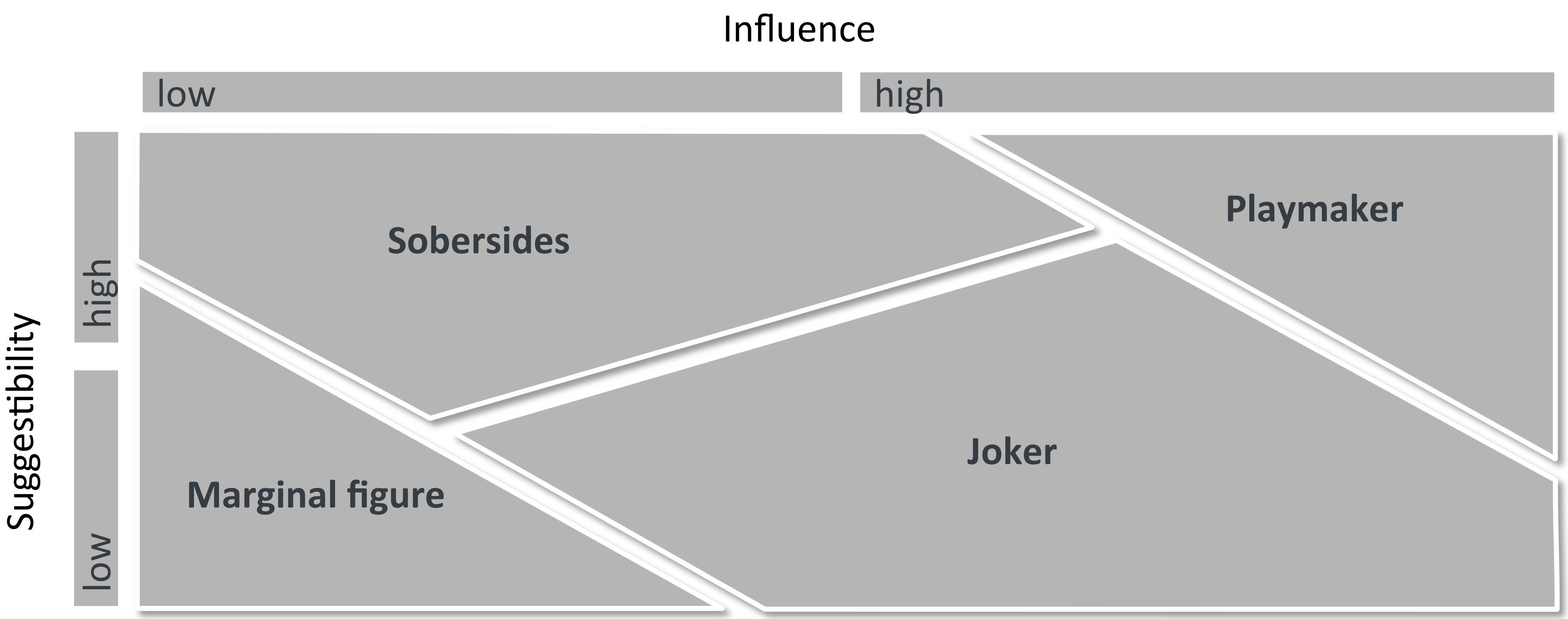
2.6 Stakeholder analysis by Müller-Stewens, Lechner (2005)



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2.6 Model Müller-Stewens, Lechner – Operating conditions and added value

An analytical scheme to estimate the relevance of stakeholder groups and to derive specific norm strategies

Assesment is ensued by a value matrix varying between high and low

- Suggestibility
- Influence

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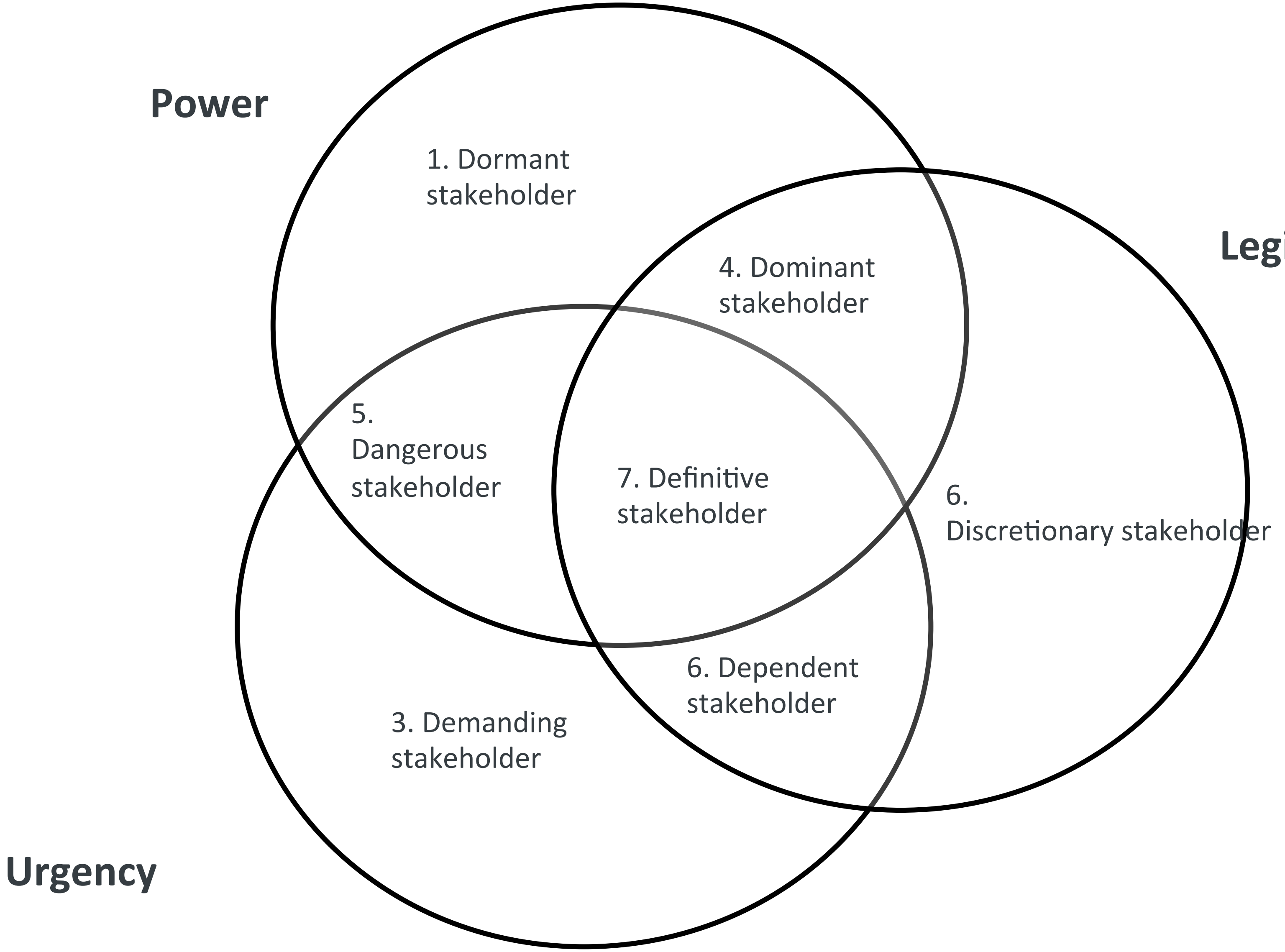
2.7 Stakeholder analysis by Mitchell, Agle, Wood (1997)



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2.7 Model Mitchell, Agle, Wood – Operating conditions and added value

An analytical scheme to estimate the relevance of stakeholder groups.

Assesment is ensued by three dimensions at their overlappings

- Power
- Legitimacy
- Urgency

Value

An extensive analysis of stakeholder by several criterions

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2.7 Model Mitchell, Agle, Wood (1997) – Limits and Criticism

Critics

- This analysis costs time and money
- You have to ask yourself: Is the analysts view equal to that of the organisation?
- Are the criterions sufficient to differentiate and to describe stakeholder?

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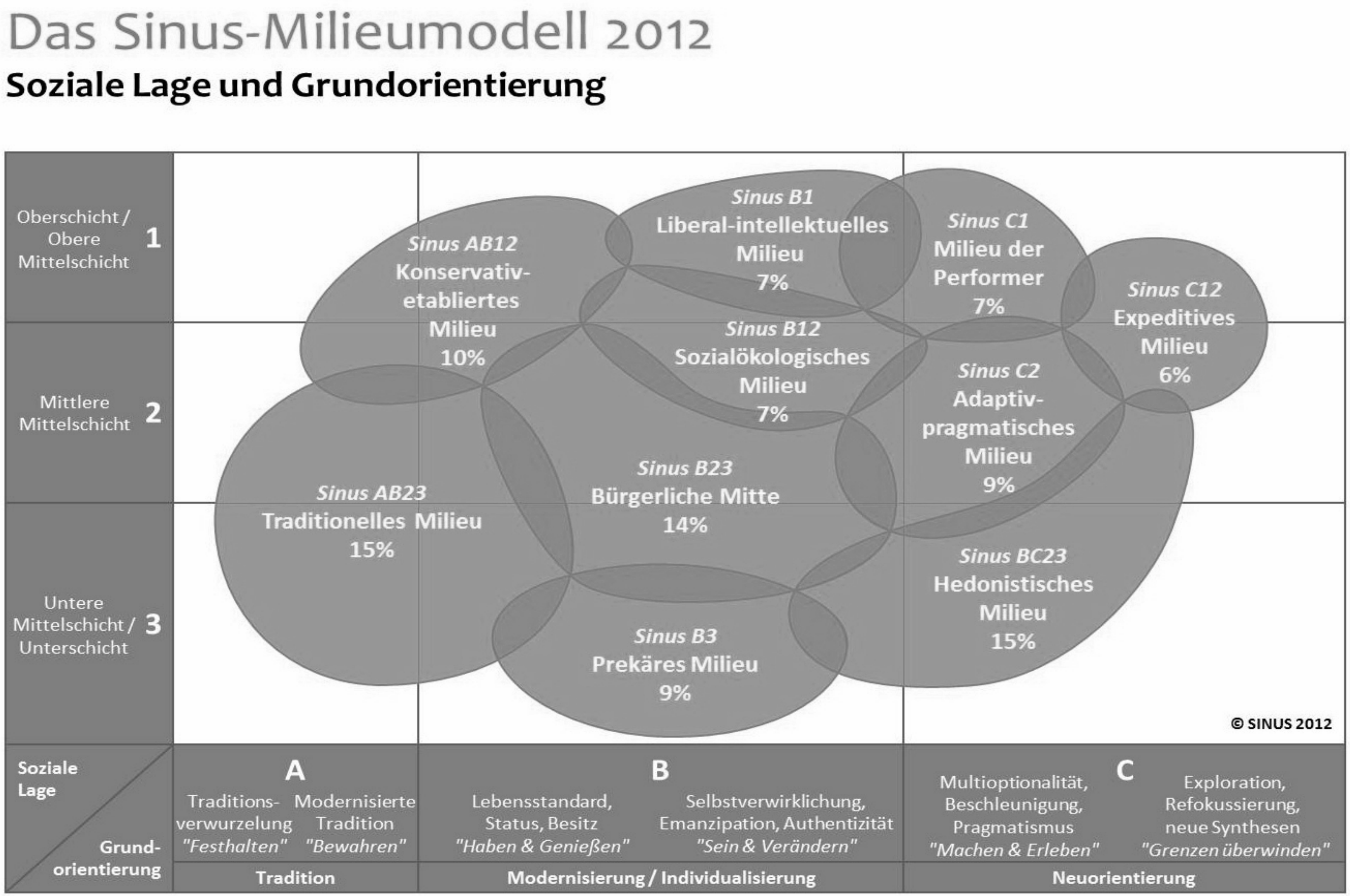
2.8 Sinus-Milieus



Quelle: http://www.saatkorn.com/wp-content/uploads/2012/04/sinus-milieus-2012.jpg

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2.8 Sinus-Milieus – Operating conditions and limits

Sinus-Milieu is a term from the market and social research. It describes the geographical, socio-demographic, behavioral and psychographic segmentation. Milieus are not overlapping and changing.

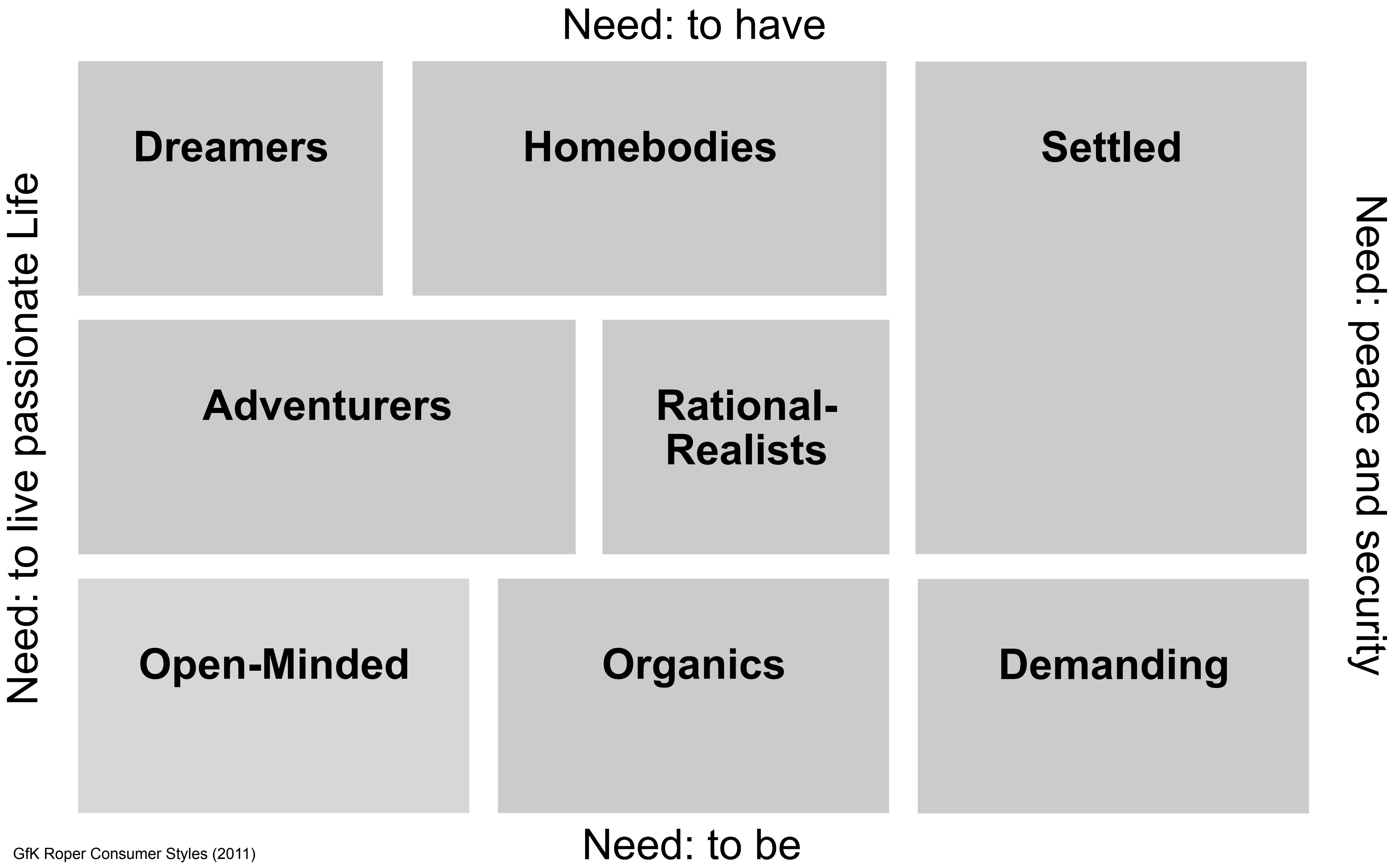
Field of application

- Market research with the focus on lifestyles and
- value orientations

Critics

- rapid obsolescence of the milieus due to dynamic changes in the realities of life
- Gender are not considered individually
- homogeneity within the milieu can be questioned

2.9 GfK Roper Consumer Styles



GfK Roper Consumer Styles (2011)

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2.9 GfK Roper Consumer Styles – Operating conditions and added value

- International instrument designed to
- consumer segmentation
- Lifestyle typology of GfK Group
- based on extensive consumer research
- enables targeting and supports the
- Marketing process

Value
- Positioning of brands and companies
- target group-specific optimization of communications and media planning

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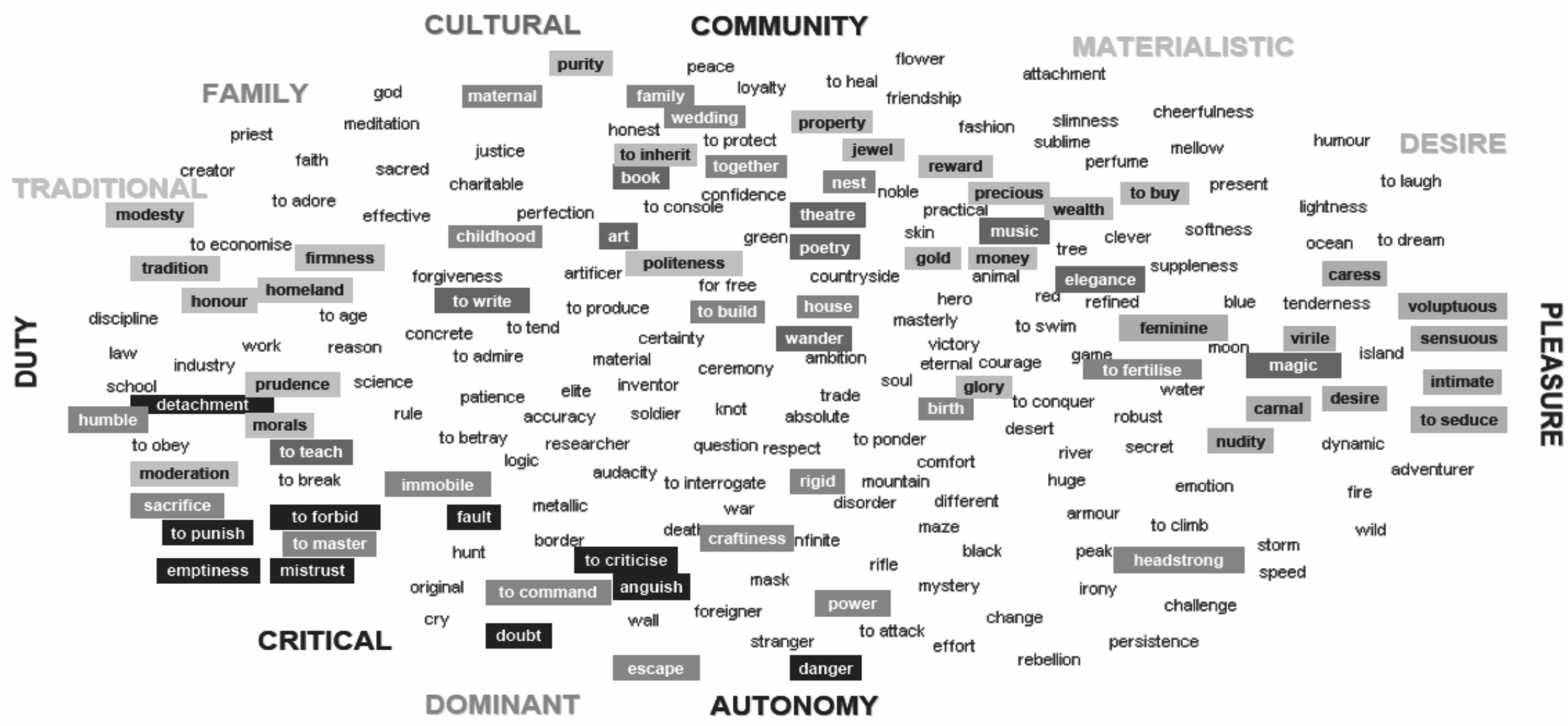
2.10 Semiometrie



Semiometrie nach TNS Infratest, Begriffe und Wertefelder (2010)

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2.10 Semiometrie – Operating conditions and criticism

- Serves not as target delineation but rather thought as
- description
- Value orientations are the focus
- Emotional evaluation, according to pleasant and unpleasant, of 210 words and output in form of 14 Semiometrie value fields
- By comparing different value fields recommendations of appropriate measures (f.e. media planning) can be derived

Critics

- Very young model
- Not suitable for the target group definition
- Must be continuously adapted

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2.11 Situational Publics (Grunig/Hunt 1984)

Assumption: There is no "general public" because "publics are always specific". Partial publics consists of individuals or groups discussing common facts

Distinction in:

- Non-partial public
- Deferred partial public
- Conscious segments of the public
- Active segments of the public

Value

- Organisational environment can be captured by problem areas
- Useful starting points for further systematization

Grunig, James/Hunt, Todd (1984): Managing Public Relations. New York.

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2.11 Situational Publics – Limits and Criticism

Critics

- Clear definition difficult
- Limited interaction on conflict-prone situations

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3. Communication Aims and Additional Benefits of Agencies

In the following chapter communication aims and the benefits of working with an agency will be described. What are the expectations of a client and what exactly are agencies offering? Finally the additional benefits besides the usual competencies of an agency are examined.

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3.1 Corporate Communications

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3.1 Corporate Communications

Definition:

Integrated Corporate Communications enfolds all **internal** and **external** aimed communication processes, that want to take influence on selected recipients (stake holder) on an equal level in order to reach certain aims. Those aims can either be **economical** or **noneconomical**. Thereby it is important, to adjust and integrate means of communication and communication tools according to **time**, **content** and **form**.

Necessary communication activities can either be executed by **members of an organisation** (executives, internal communication specialists) itself or by instructing an **external agent** (agencies).

Corporate communications can be subdivided into **internal communications, market communications** and **public relations.**

Source: Gabler Wirtschaftslexikon, Bruhn, M. / Aerni, M. (2008), Integrierte Kommunikation (1. Auflage)

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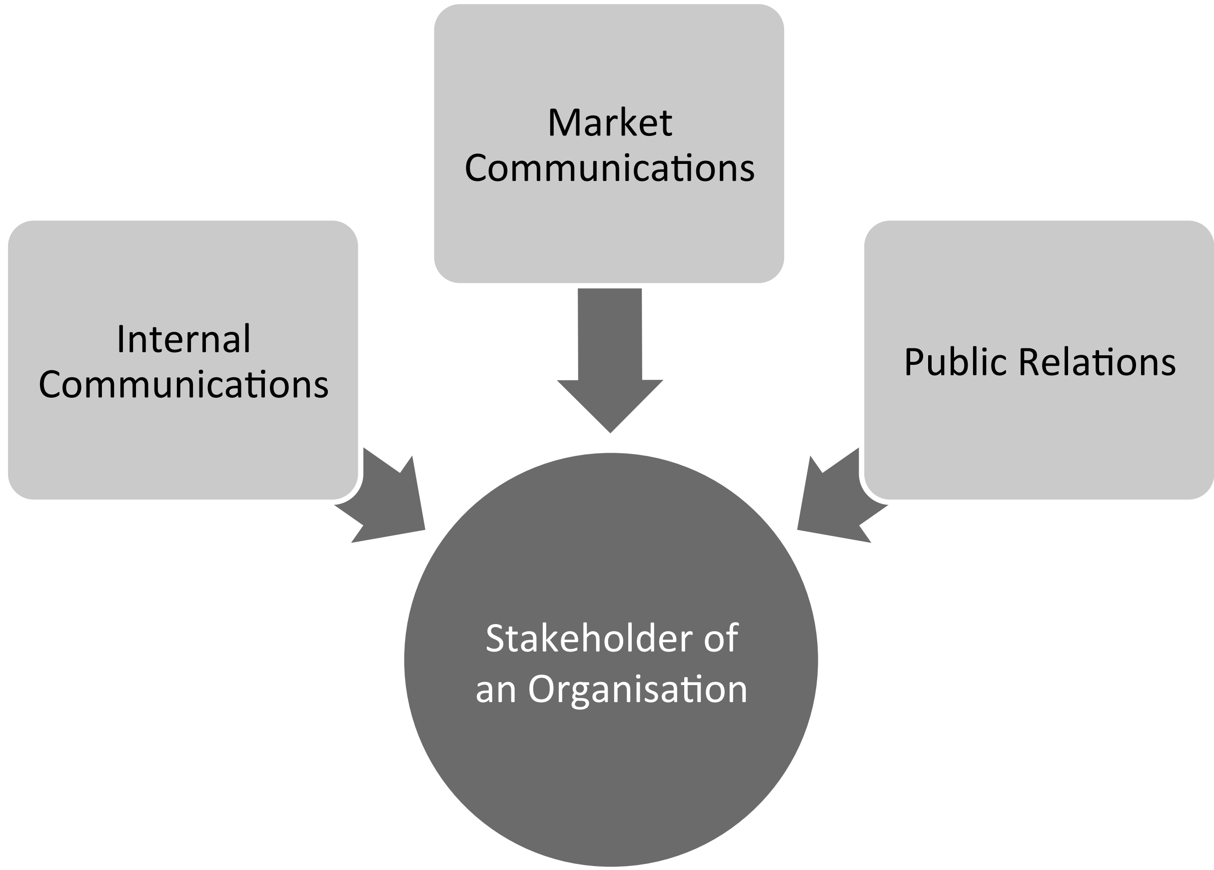
3.1 Corporate Communications



Superior aim: Homogenous internal and external communication, that imediately reveals the sender to the stakeholder.

Source: Gabler Wirtschaftslexikon, Chart: replica by author

3.2 Communication Aims

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3.2 Communication Aims

Function of Aims for Communications Strategies

Decision and Allocative Function	Coordinating Function	Motivation and Fulfillment Function	Control Function
• Aims = Selection and evaluation criteria for communication activities • Definition of communication´s direction • Communication decisions are to be made and evaluated regarding the aim	• Aims facilitate behavioral adjustments among everyone involved (departments, freelancers, agencies etc.)	• Everyone involved knows about the aim and which actions have to be taken • Identification with the aim is possible → contribution of motivation for realization of the aim • Level of aim achievement = Indication level of satisfaction of parties involved	• Formulation of aims to control communication activities

Source: Bruhn, M. (2007), Kommunikationspolitik (4. überarbeitete Auflage), Chart: replica by author

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3.2 Communication Aims

SMART criteria – Distinctive definition of aims

S	specific	Distinctive definition
M	measurable	Measuring of aims
A	accepted	Acceptance by receiver
R	reasonable	Possibility of realization
T	timely	Time schedule for aims achievement

Source: Neubarth, A. (2011), Führungskompetenz aufbauen (2. Auflage), Chart: Replica by author

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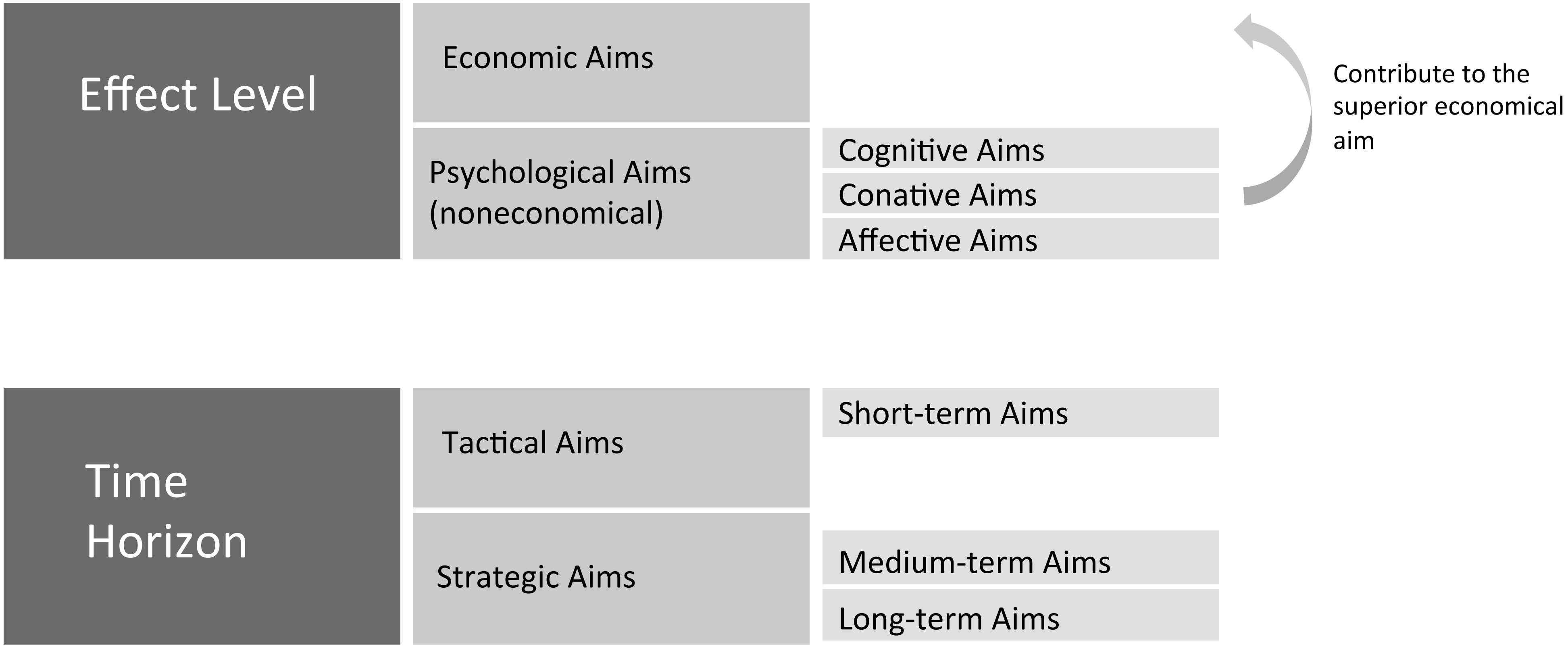
3.2 Communication Aims

Level of Communication Aims



Source: see page **87**, Chart: replica by author

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3.2 Communication Aims

Aims under consideration of the effect level

Economical Aims

- Increase of profit, turnover, sale
- Increase of market shares
- Increase of cost effectiveness

Monetary parameter

→ Economical aims as superior aims

→ All means of communication can be discharged from them

Source: see page 87, Chart: replica by author

<- Back to Map

3.2 Communication Aims

Aims under consideration of the effect level

Psycological Aims

- Rising of awareness level
- Increase of social acceptance
- Creating preferences
- To distinguish from competitors
- Improvement / transfer / support of image
- Transferring knowledge about brands and quality
- Brand positioning
- Stabilizing of brand
- Increase of ratio of repeated purchases

Cognitive Aims

Conative Aims

Affective Aims

Source: see page **87**, chart: replica by author

<- Back to Map

3.2 Communication Aims

Use of psychological communication aims

Cognitiv Aims

- Regarding awareness
- Transferring / expanding knowledge

→ **INFORMATION**

- information about basic characteristics of a product
- information as a aim in mainly high specialized fields (IT, financial services, chemical industry)

Conative Aims

- Regarding behavior
- behavioral caused changes

→ **TOPICALITY**

- all information that are important for the purchase are already known, less interesting (low involvement)
- topicality can cause instinctive purchases
- topicality as aim towards all-day products

Affective Aims

- Regarding emotion
- Change of emotion

→ **EMOTION**

- every information about the communication object are known and trivial
- link of emotion differentiates from objects / brands → unique world of experience
- emotion as aim in saturated markets (e. g. chocolade or cigarrette market)

Source: Meffert, H. / Burmann, C. / Kirchgeorg, M. (2012), Marketing (11. Auflage), Chart: replica by author

<- Back to Map

3.2 Communication Aims

Aims under consideration of the time horizon

Tactical Aims

- Reach awareness
- Transfer knowledge about new facts

Short-term aims

Psycological Aims

→ quickly achieved by communication activities and have a short life-span

Source: see page 87, Chart: Replica by author

3.2 Communication Aims

Aims under consideration of the time horizon

Strategic Aims

- Change of attitude
- Change of behavior
- Social and cultural alteration
- Permanent customer retention

Short-term aims

Long-term Aims

Psycological Aims

→takes a long time to be established, but remains comparatively stable

Source: see page **87** Chart: replica by author

<- Back to Map

3.3 Agencies

<- Back to Map

3.3 Field of Activities

Agencies offer solutions in the following fields:

Communication Communication Concepts, Investor Relations, Marketing, Advertising, Brands Concepts	**Digital** Online-Marketing, Social Media, eCommerce, Mobile, SEO
Public Relations Agenda Setting, Social Networking, Crisis Communication , Issues Management	**Event** Sponsoring, Promotion, Exhibitions, Product Presentation
Design Corporate Design, Web Design, Screen-Design, Layout	**Pictures** Photography, Graphics, Illustrations
Strategy Conception and Production	**Other fields**

Source: Author

<- Back to Map

3.3 Motives

When to entrust an agency: Motives

Market Changes		Company Environment
• changing market requirements • increased competitive pressure • new trends / market developments • altered target group behavior • intensified communication conditions	E X T E R N	• globalization • technology dynamics • ecological dynamics • social changes • political changes

Sources: Güttler, A./Klewes, J. (2002), Drama Beratung (1. Auflage) / Bruhn, M. / Martin, S. (2009), Zur Rolle von Agenturen in der Integrierten Kommunikation in „Der Markt - Journal für Marketing", Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), Chart: replica by author

<- Back to Map

3.3 Motives

When to entrust an agency: Motives

Lacking ressources (structure, technical, knowledge)

- own capacities are fully utilized
  → outsourcing of tasks
- Manpower + time
- Aiming high cost flexibility
- Aiming high staff flexibility
- Contacts / knowledge / experience
- increasing complexity of entrepreneurial tasks
- technical Requirements

Status

- social recognition
- reputation

I N T E R N

Entrepreneurial Anlässe

- tactical events (jubilee, relaunch, leadership changes, expansion)
- see Communication Aims

External Input

- lack of creative potential
  → fresh ideas, new impulses
- entrepreneurial curiosity
- routine
- Analysis of business processes + measures implementation
- internal organisational blindness
- external perspective

Sources: Güttler, A./Klewes, J. (2002), Drama Beratung (1. Auflage) / Bruhn, M. / Martin, S. (2009), Zur Rolle von Agenturen in der Integrierten Kommunikation in „Der Markt - Journal für Marketing", Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage); Chart: replica by author

<- Back to Map

3.3 Expectations

Source: Bruhn, M. / Martin, S. (2009), Zur Rolle von Agenturen in der Integrierten Kommunikation in „Der Markt - Journal für Marketing“, eigene; Chart: replica by author

<- Back to Map

3.3 Competences / Core Assets

Organisational competencies

- Agencies perform operational tasks
- Full service from a single source
- Manpower
- Ad-hoc resource

Source: Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), Author

<- Back to Map

3.3 Competences / Core Assets

Strategic competences

- decision aid
- strategic know-how
- industry / market knowledge
- advice
- orchestration
- orientation
- evaluation
- thinking ahead

Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), eigene

<- Back to Map

3.3 Competences / Core Assets

Emotional competences

- sensitivity in cooperation
- integration capability
- adequate care
- perceive signals in the team
- empathy
- Teamwork organisation ←→ Agency

Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), eigene

<- Back to Map

3.3 Competencies/Core Assets

Core Assets

- Creativity
- Know-How
- Experience → Obstacles + factor of succes
- Growing network
- Employees
- Flexibility → contenswise, personnel, skills, time
- References

Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), eigene

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3.4 Additional Benefits of Agencies

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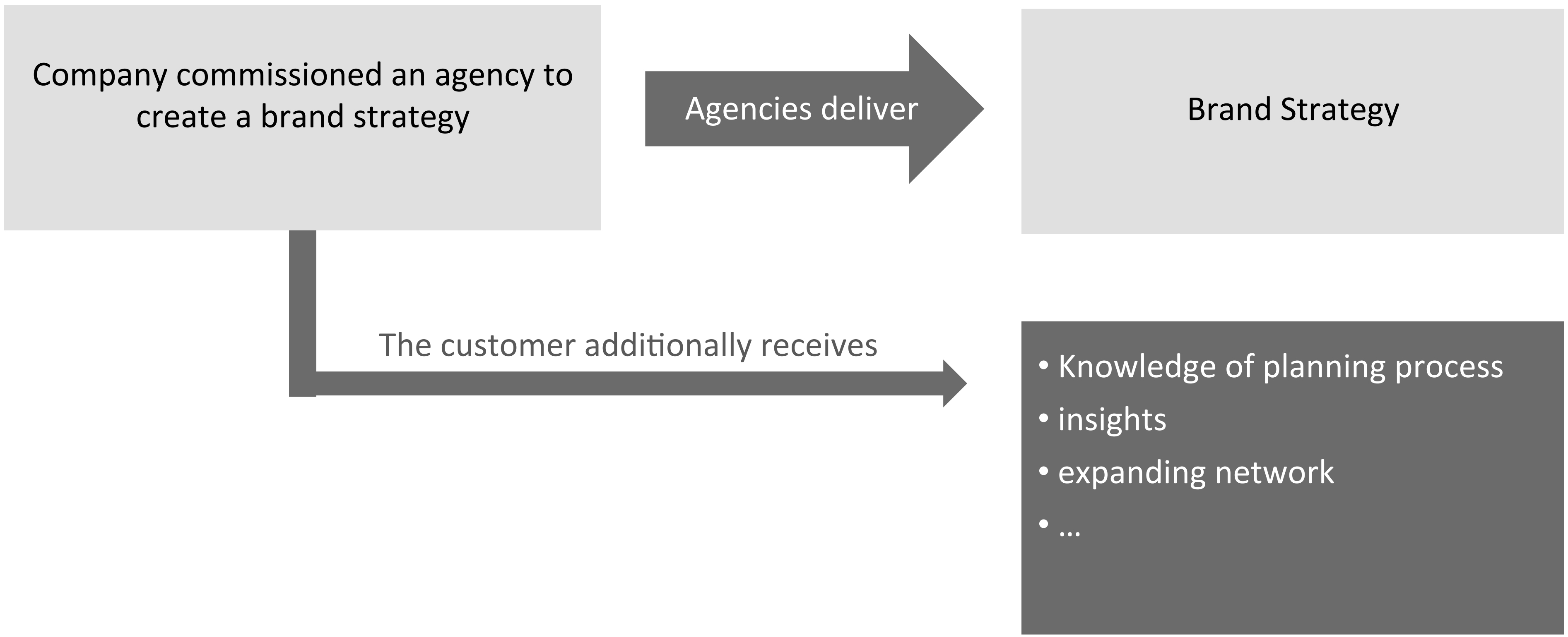
3.4 Additional Benefits

What are additional benefits?



Source: Author, Chart: Replica by author

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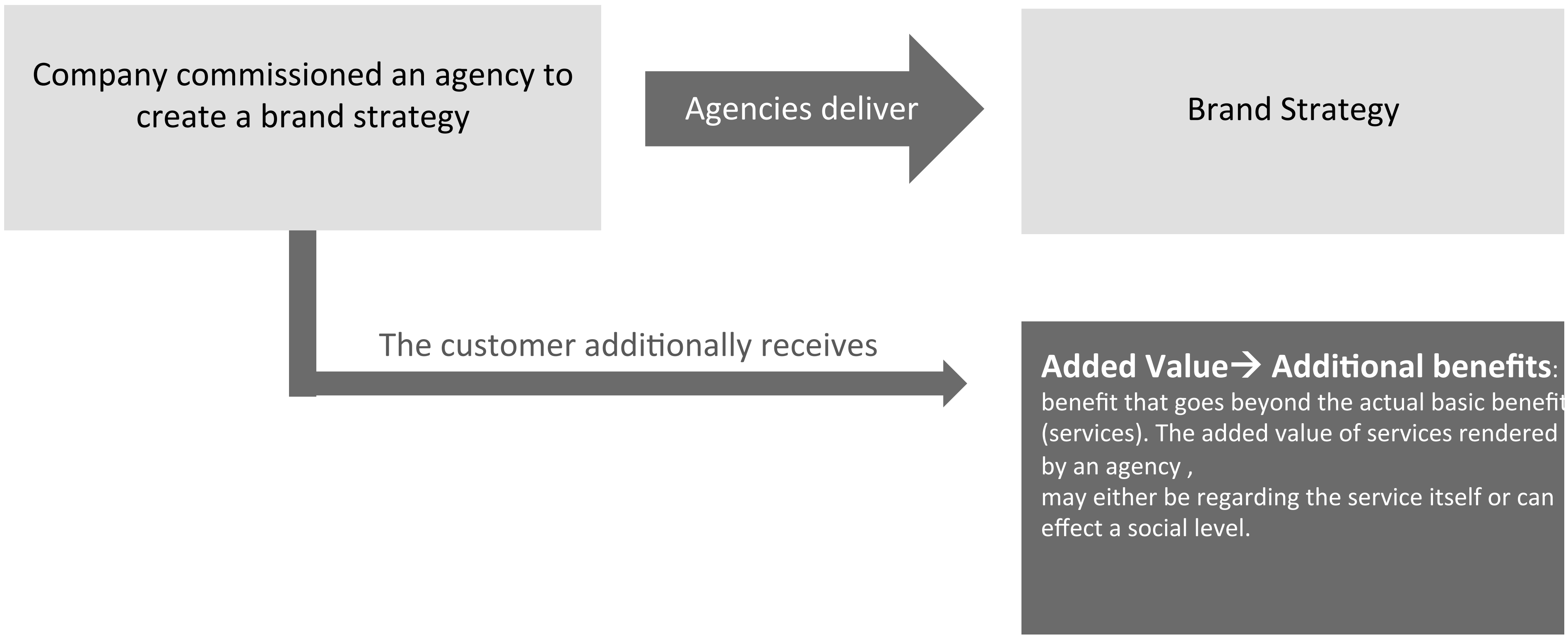
3.4 Additional Benefits

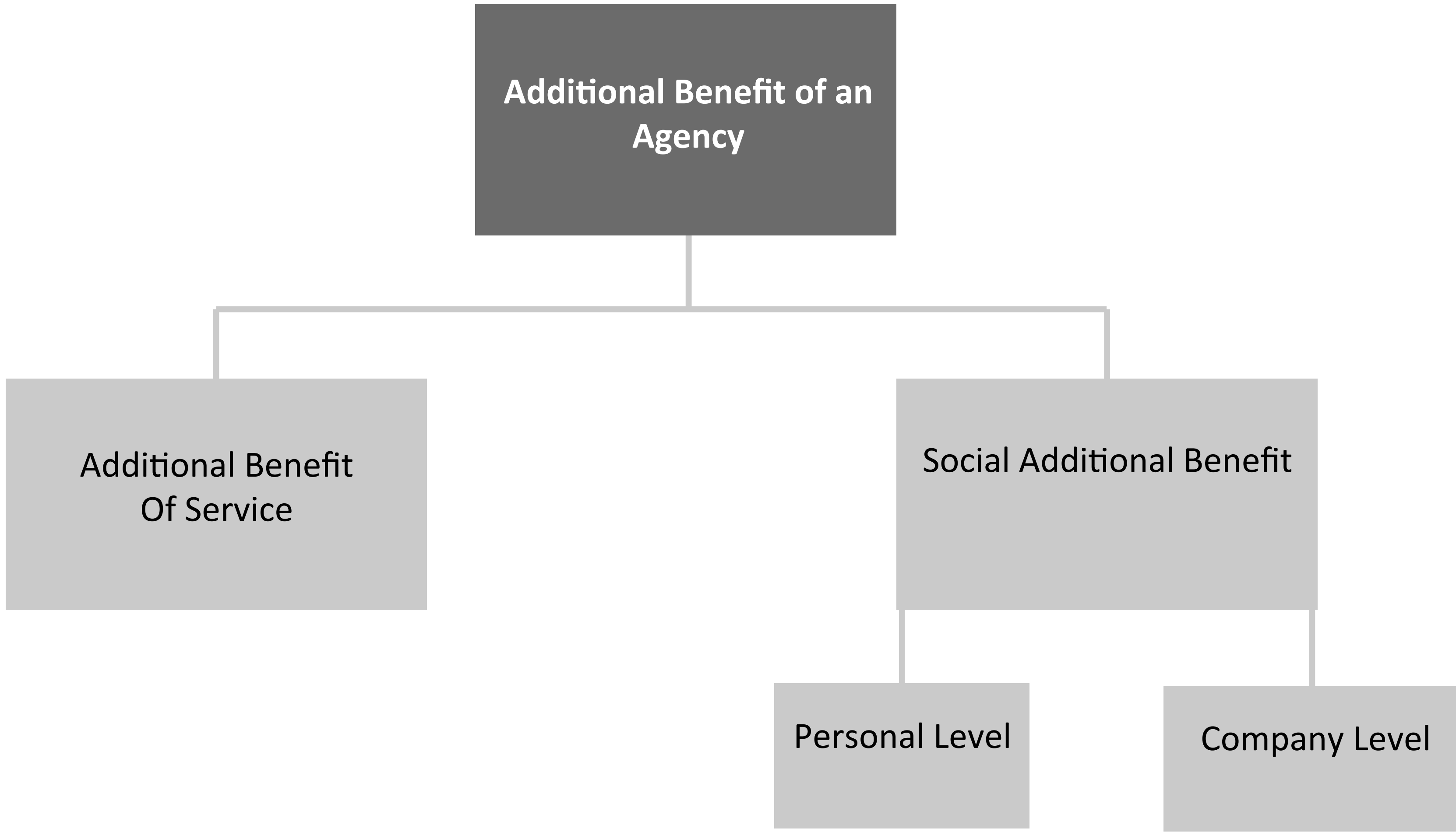
What are additional benefits?



Source: Author, Chart: Replica by author

<- Back to Map

3.4 Additional Benefit



Source: Author, Chart: Replica by author

<- Back to Map

3.4 Additional Benefit

Additional benefit of service

- Image Transfer
- reduction of complexity
- reducing the risk potential of decisions
- industry overview on actual industry itself
- best-practice overview
- topics are tangible / intangible
- grown employee base
- imagination

Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), eigene

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3.4 Additional Benefit

Social additional benefit (personal + company level)

•understanding / trust

•insights + enlargement of the horizon

•agency = interpersonal control in the company

•strengthen the company's internal hierarchical position of the client

•prestige / reputation

•feedback

•development and development of a network

Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), eigene

<- Back to Map

3.4 Additional Benefit

Social additional benefit (personal + company level)

- sparring partner
- support
- personality building
- exchange with professional people
- sense of security
- entertainment
- emotional Additional Benefit

Allgäuer, J. / Larisch, M. (2011), PR von Finanzorganisationen (1. Auflage), eigene

<- Back to Map

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4. Communication from a PR & Marketing perspective

The fight between marketing and public relation is one of the oldest in the field of corporate communications. It´s a story of might, decision power and different aims. In the last years these departments grew more and more together and learned from each other to match the demands of the market. People recognized that their aims are not that different they thought. In the following part we show different models that can be used seperated for tasks in both fields. But they also expose the intersection and changeable parameters where both need to complement each other.

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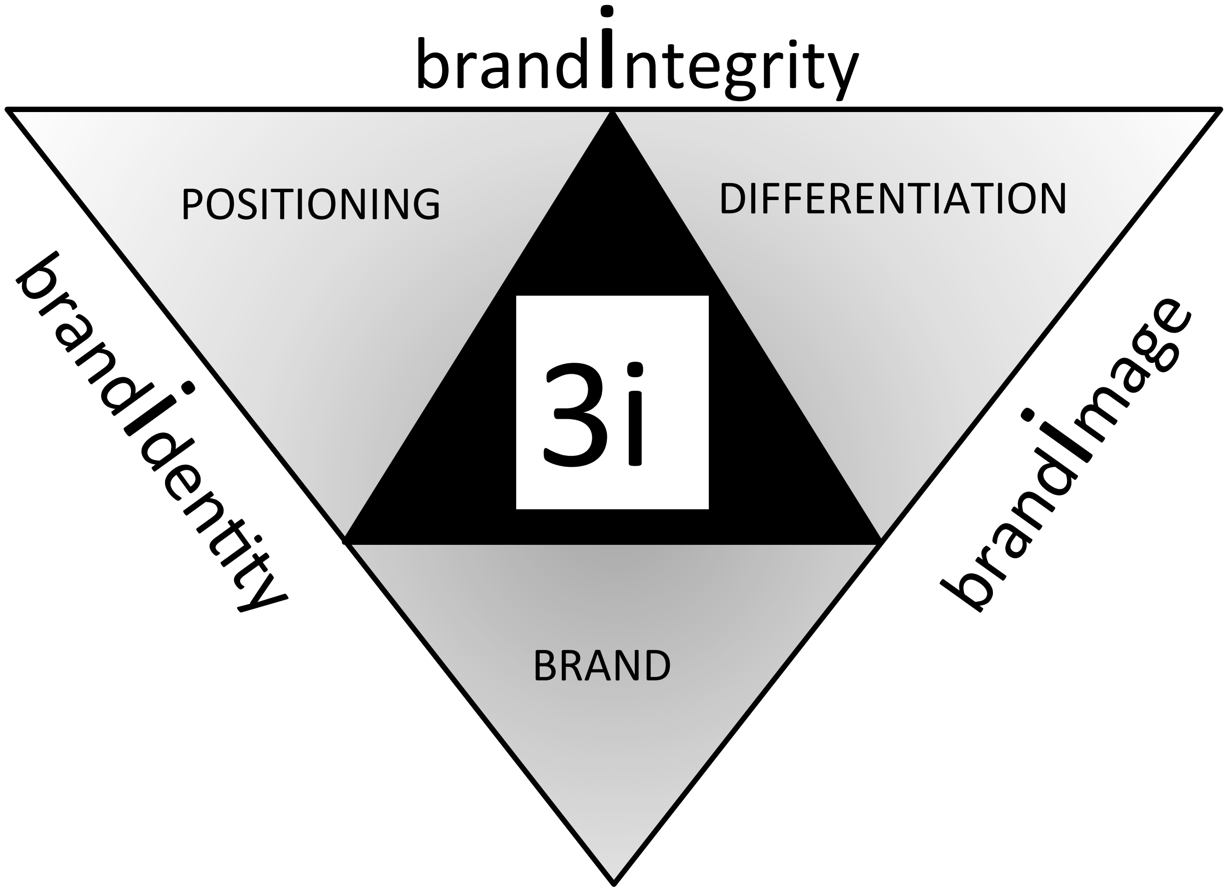
4.1 3i Model by P. Kotler



Kotler, Kartajaya, Setiawan, 2010, p. 55

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4.1 3i Model – Operating conditions and added value

Brand Identity/Positioning	Brand Image/Differentiation	Brand Integrity
Positioning your brand in consumers mind	Aquire consumers mind share with positive acts	Fulfilling the promise of identity and image
Relevant to rational needs of the consumers	Relevant to emotional needs of the consumers	Establishes consumers trust in the brand
Target is consumers „head“	Target is consumers „heart“	Target is consumers „spirit“

- can help to establish a value based marketing
- respects consumers as multidimensional beings
- higher integrity can protect the brand from modern phenomena like „shitstorms“ in social media

4.1 3i Model – Limits and Criticism

- just descriptive
- shows a relation but without a recommended proceedure

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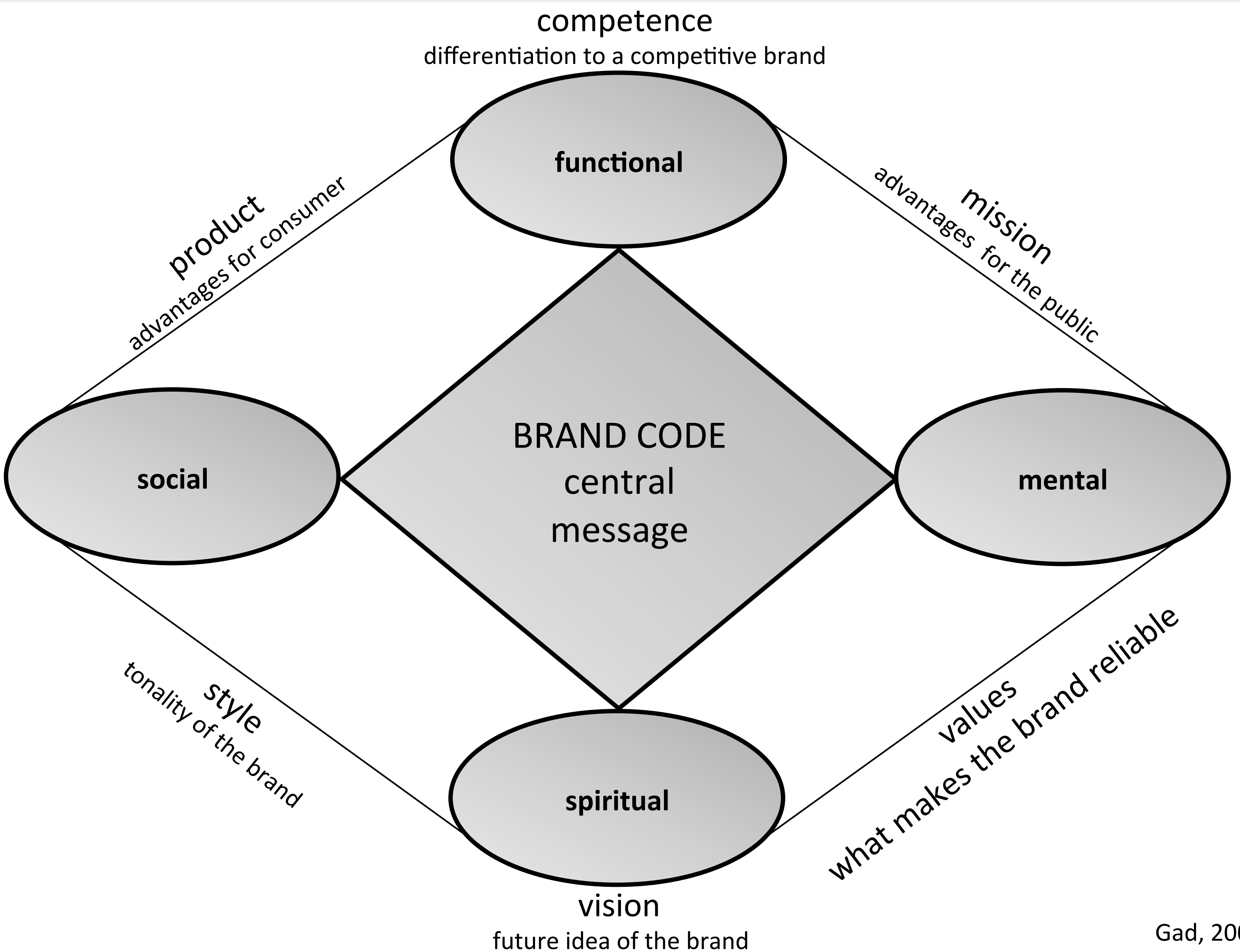
4.2 Brand-Envelope-Model by T. Gad



Gad, 2005, p. 147

<- Back to Map

4.2 Brand-Envelope-Model – Operating conditions and added Value

The 4 dimensions of a brand are:

- **functional**: concerns the perception of benefit of the product or service associated with the brand
- **mental**: is the ability to support the individual mentally
- **spiritual**: is the perception of global or local responsibility
- **social**: concerns the ability to create identification with a group

- shows the screws for evolving/enhancing a brand
- can be used for an internal or an external view at the brand

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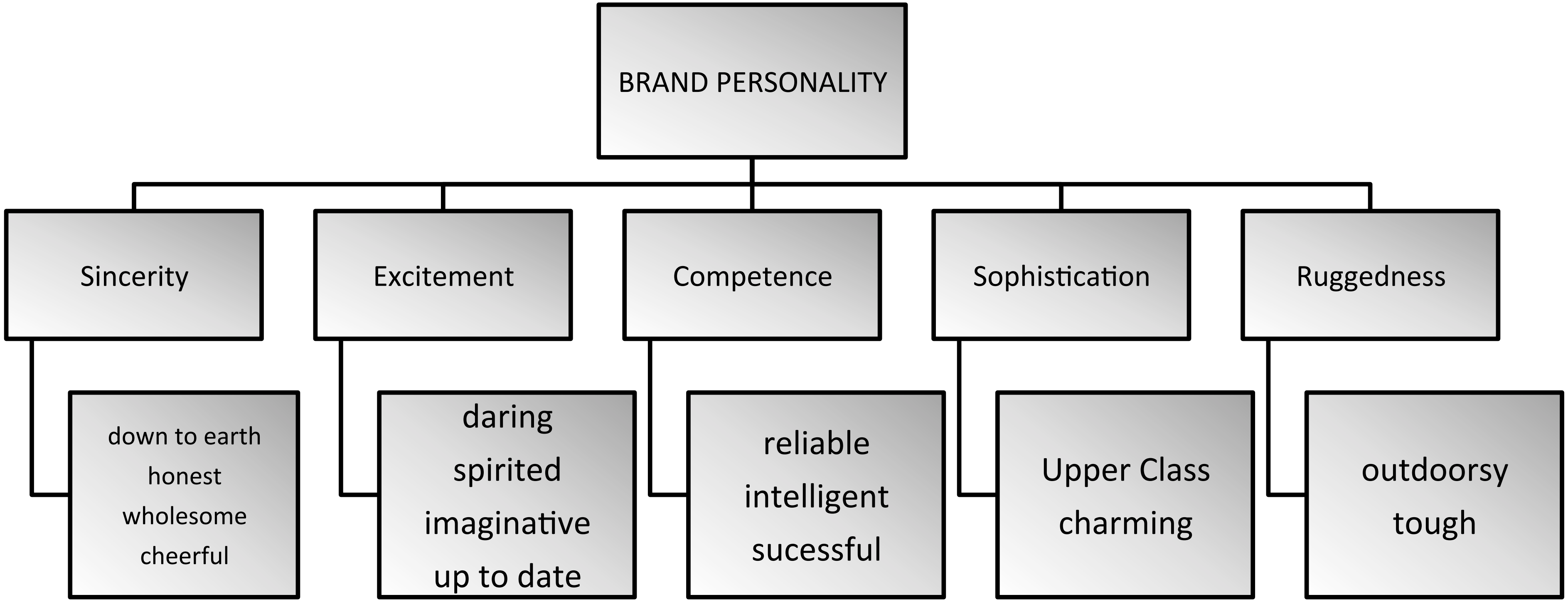
4.3 Brand Personality by J. L. Aaker



D. Aaker, 1997, p. 352

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4.3 Brand Personality – Operating Conditions and Added Value

Brand personality

- the set of human characteristics associated with a brand
- based on the „Big Five“-Model of human personality
- first three of them matches each other
- the „task“ of the brand is to match the personality of its target group (their self-concept)

- get to know the self-concept of your target group to evolve the brands personality
- preference for brand will increase or relationship will be strengthened

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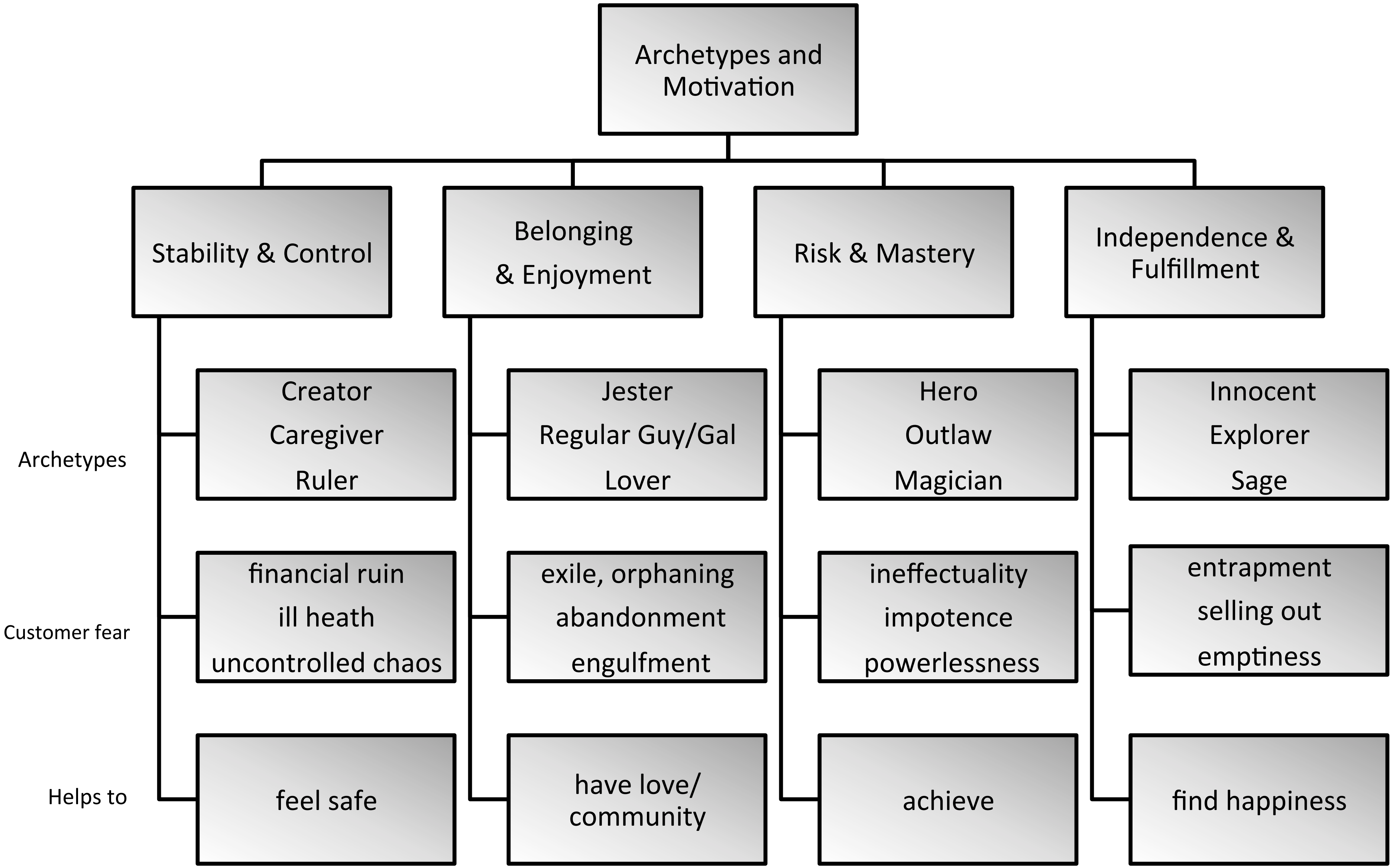
4.3 Brand Personality – Limits and Criticism

- has to be differentiated in other countries (as J.L. Aaker et. al showed)
- its a study from 1997 – is it still valid?

4.4 Archetypes by M. Mark and C. Pearson



M. Mark, C. Pearson (2001, p.18)

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4.4 Archetypes – Operating Conditions and Added Value

- an archetype is a generic but consistent version of
  a personality that mostly is understood as a symbol for a special behavior
- archetypes can be used in storytelling for public relations,
  internal communications or product marketing with products and persons
- they help or even force the consumer to identify a meaning in an intuitive way

- adresses basic stereotypes in consumers mind
- creating an emotional affinity that
- alleviates the management of meaning

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4.4 Archetypes – Limits and Criticism

- in comparison to C. G. Jung or other authors archetypes differ
- what about hybrids?

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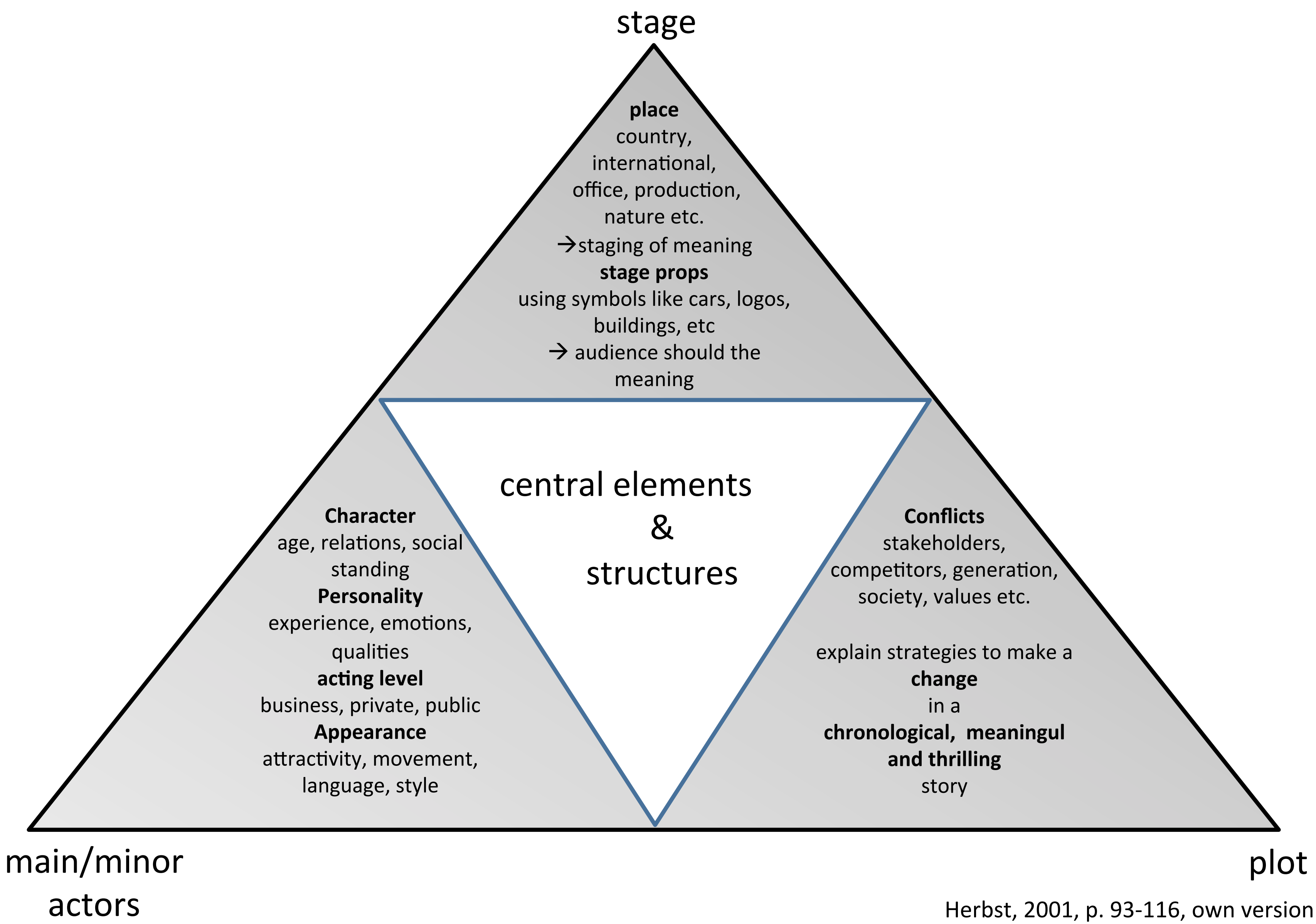
4.5 Elements of Storytelling after D. Herbst



Herbst, 2001, p. 93-116, own version

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4.6 Storytelling - Operating Conditions and Added Value

Internal Communications	External Communications
communicate traditions, values and culture	communicate traditions, values and culture
get information about the “real“ culture/ micropolitics -> solve problems	charge products and brands with meaning
explore ressources identify weaknesses	develop and improve customer relationship

- easier to understand and to keep in mind than facts
- usable for research
- meaningful
- endows identity

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4.6 Storytelling – Limits and Criticism

- elaborate process that is:
  - time-consuming

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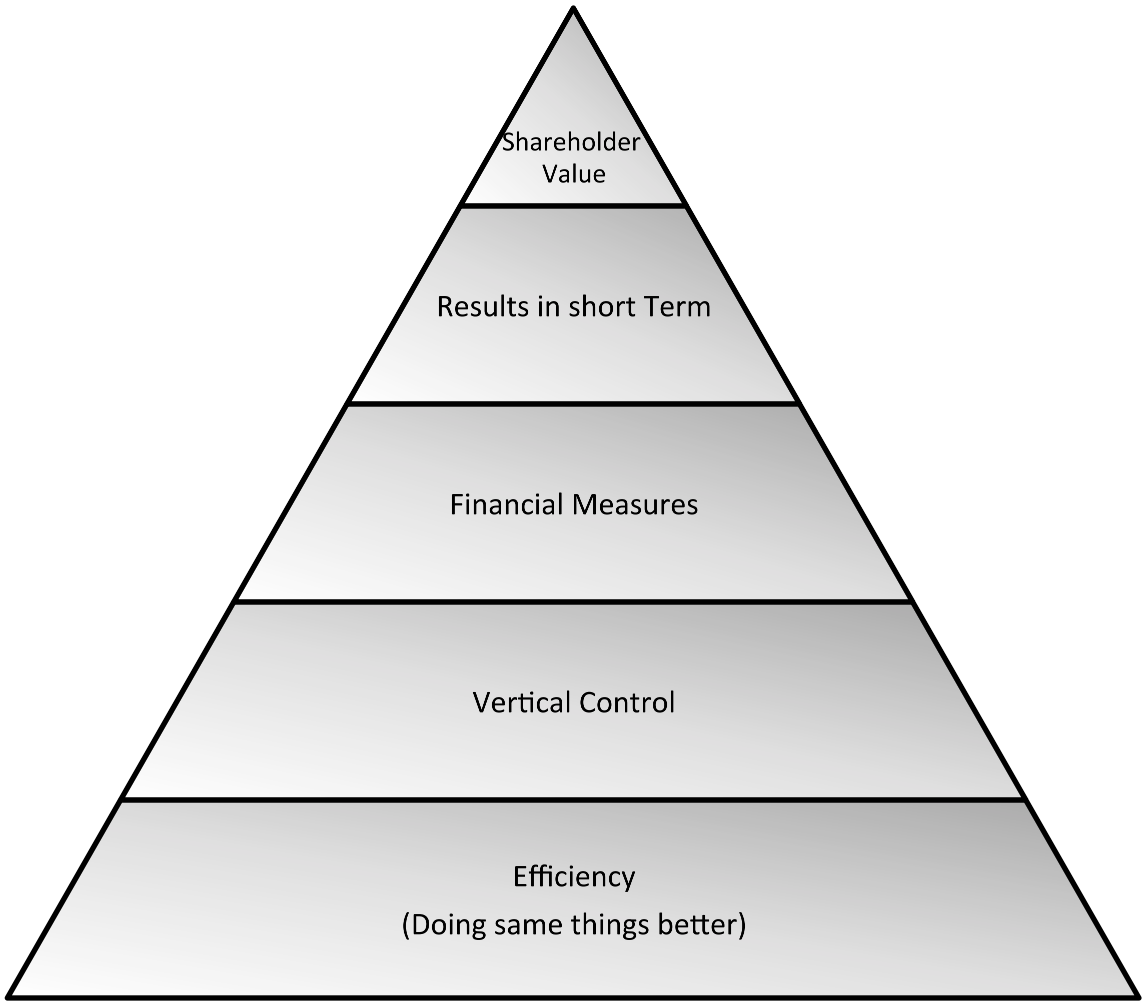
4.7 Shareholder Value Model vs. Stakeholder Value



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4.7 Shareholder Value – Operating conditions and added Value

Shareholder Value

- value of the company from shareholders point of view
- cash equivalent to satisfy the requirements of th sharholders
- shares as an instrument for financial earnings
- business policy to increase shareholder value

increasing shareholder value requires:

- efficient company
- high quality
- production at low costs
- matching the interests of consumers

increasing shareholder value leads to:

- new techniques and products
- more jobs

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4.7 Shareholder Value – Limits and Criticism

- unidirectional development to shareholder interests
- can lead to:
  - inadequate business policy (monopol, contempt of ecological, safety and human rights standards)
  - redundancies
  - neglect of social responsibilities

- asymmetric information between shareholders and managers are disregared
- Outside-In perspective is disregard

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4.8 Communication Theories

Lasswell-Formel:

„Who says what in which channel to whom with what effect?“

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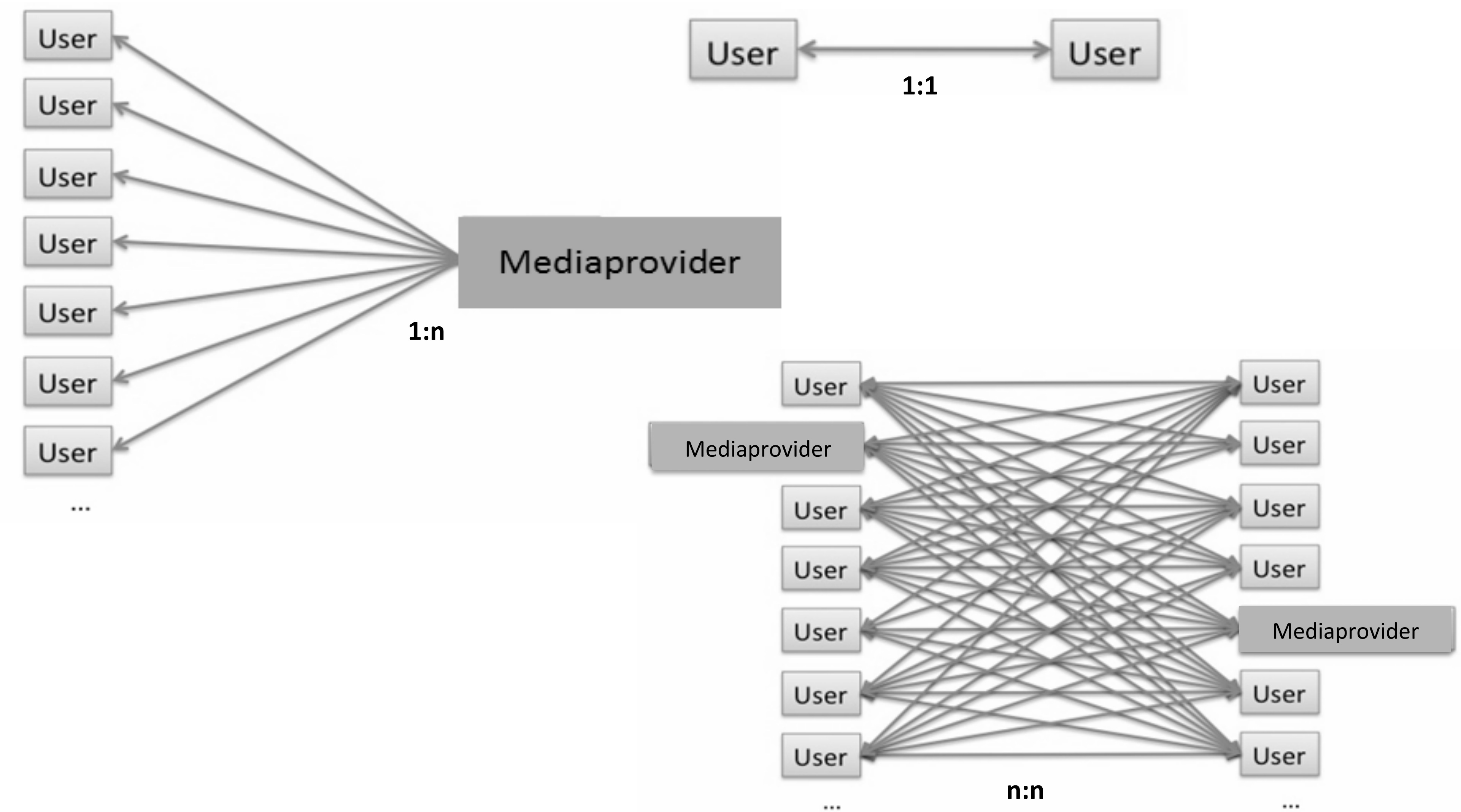
4.9 Overview Communication Ways



Illustrations downloaded from:
http://netzwertig.com/2008/12/18/werbung-das-komplexitaetsproblem-von-social-media-marketing/ ; downloaded ,Dec.4th 2012

Illustration n:n according to Fieseler/Hoffmann/Meckel (2010) p.25

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4.10 Communiation modell according to Maletzke (1963)

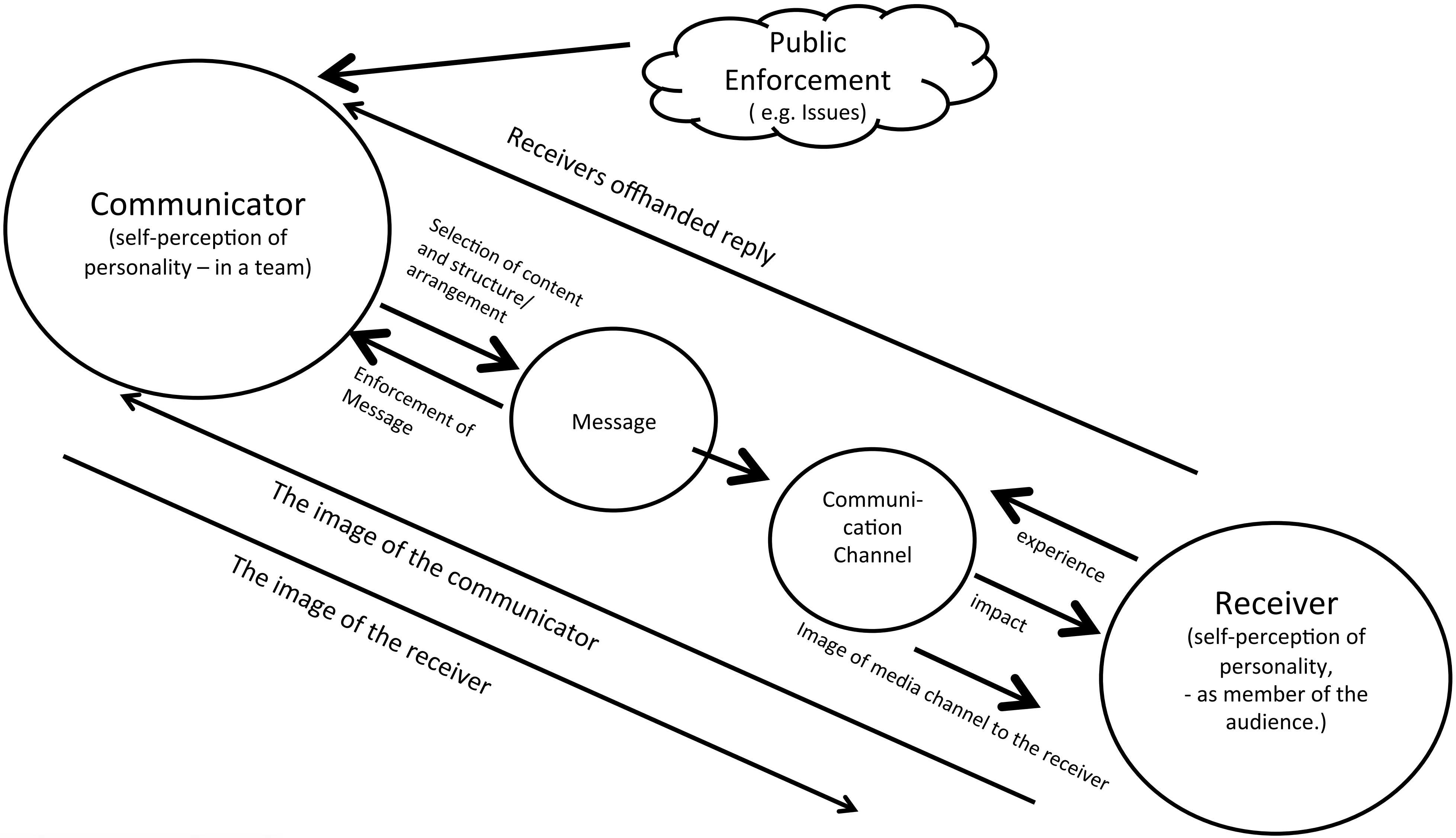

Illustration by author, based on communication modell of Maletzke

1:1

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4.11 Issue Management - Vita of an issue

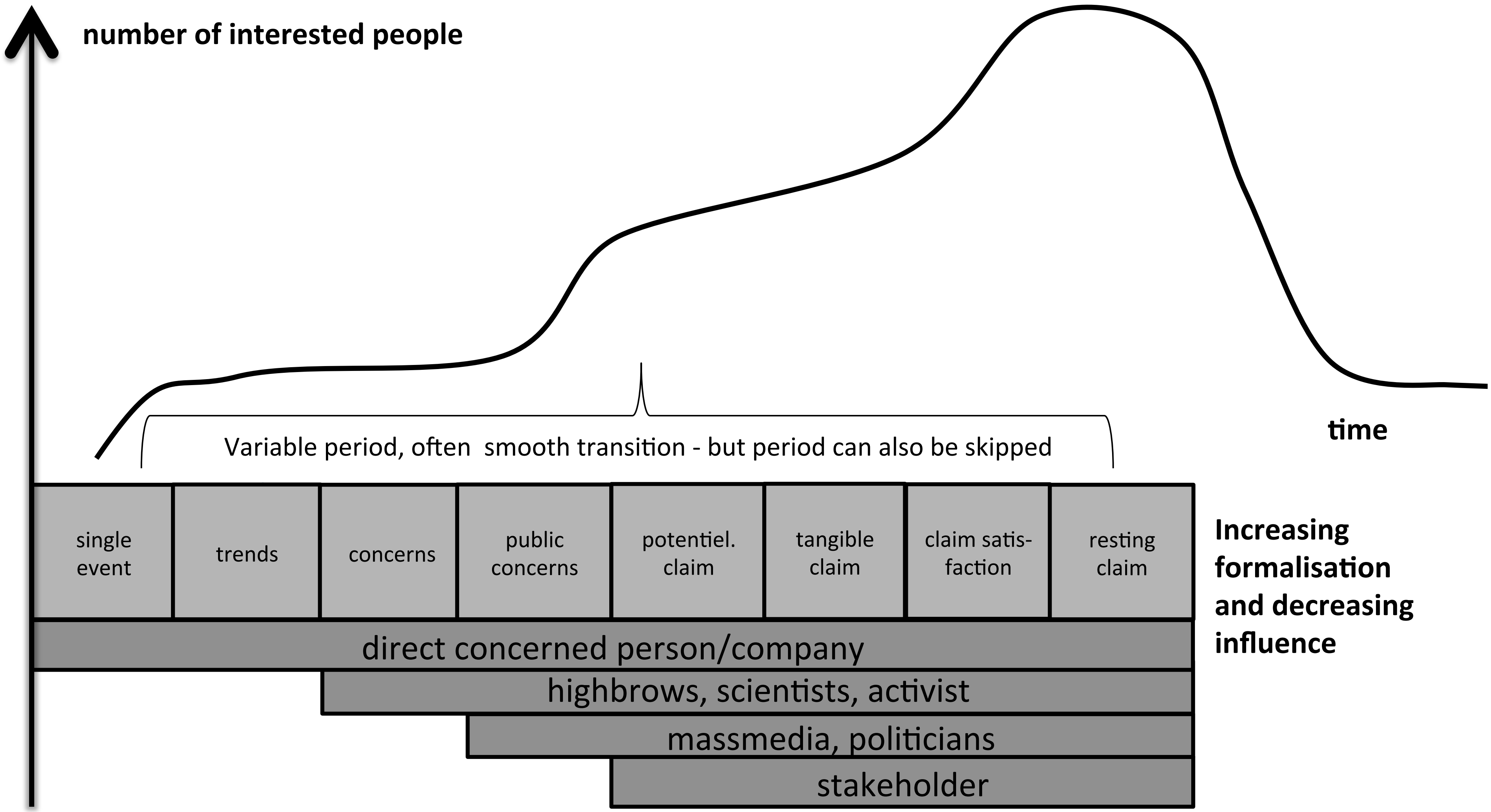

Illustration by author, based on a modified modell of Ingenhoff/Röttger (2008) p.330

<- Back to Map

4.11 Issue Management - Operating conditions and added Value

Marketing

- Campaign strategy and controlling
- exhibitions
- product/ brandpresentation

PR

- Issues Management
  (stakeholder communication)

4.11 Issue Management – Limitations and critics

- Not even all can be influenced
- Unaccounted for communcation interruptions
- To avoid communcation interruptions the communication channel needs special attention

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4.12 One to many communication according to Hoffman/Novak

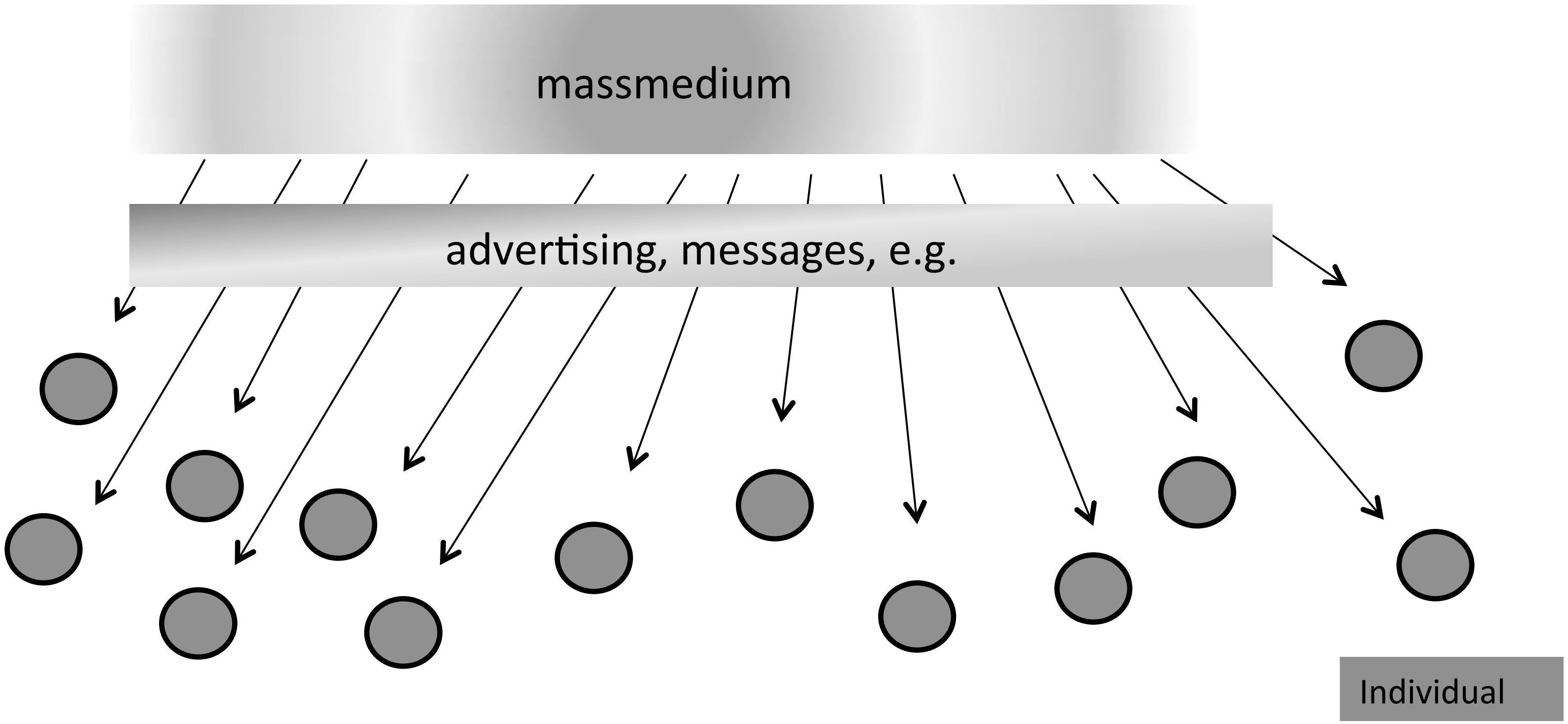
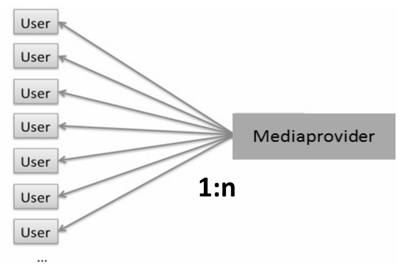


Illustration by author



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4.13 Gatekeepermodell Katz/Lazarsfeld (1955) „Two-Step-Flow of Communication“

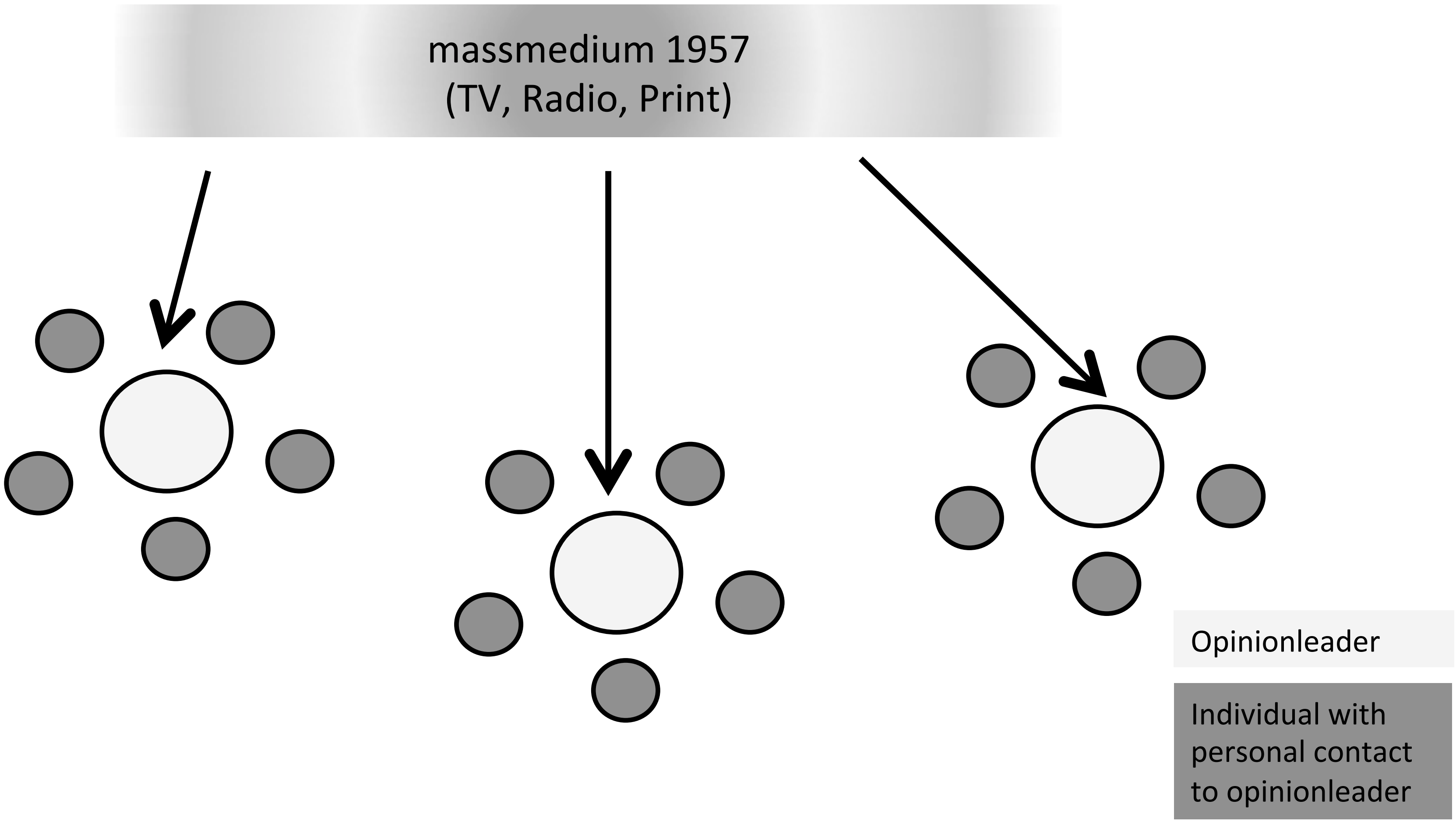

Illustration by author

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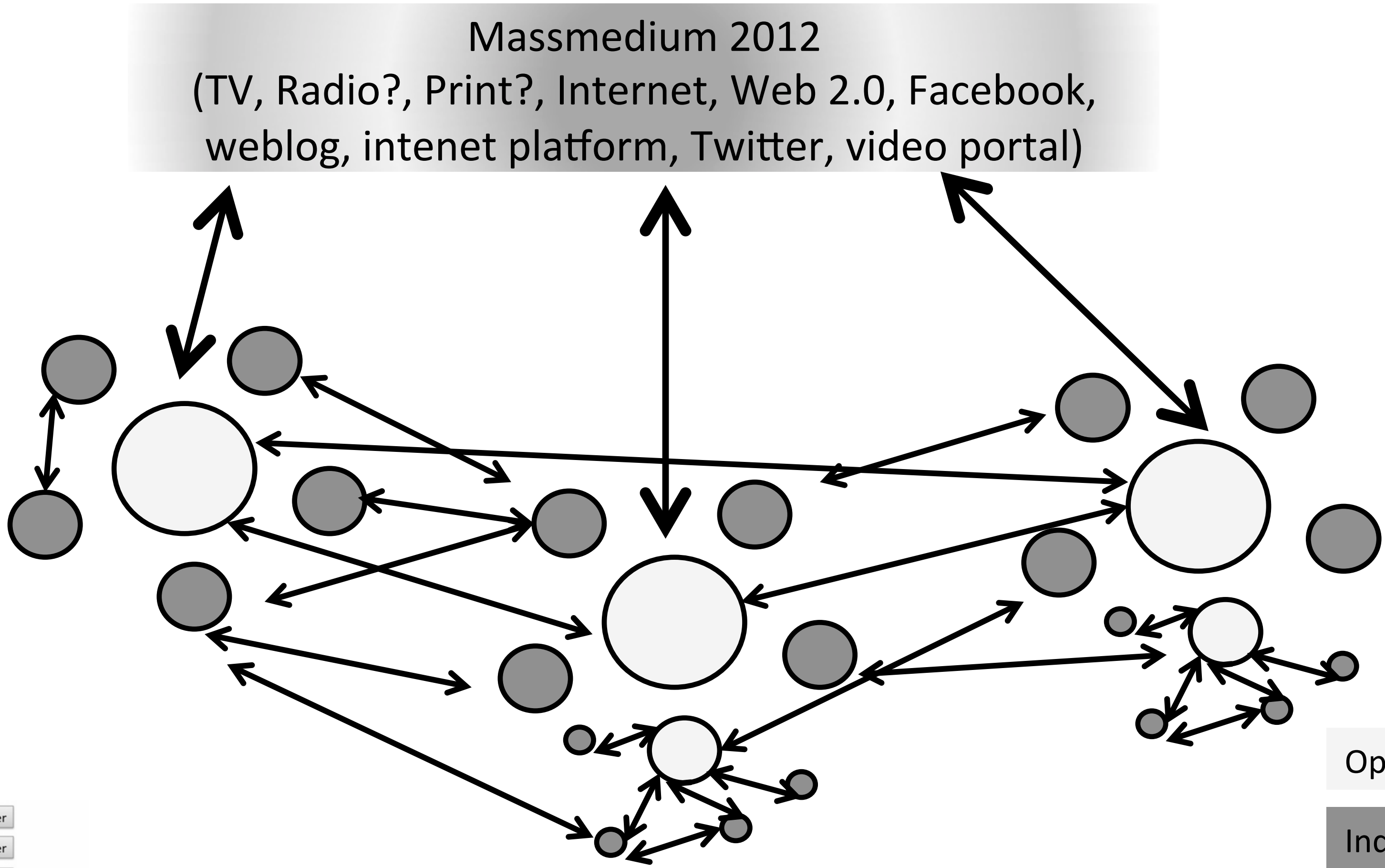
4.13 Many to Many communication according to Hoffman/Novak



Opinionleader

Individual with personal contact to opinionleader

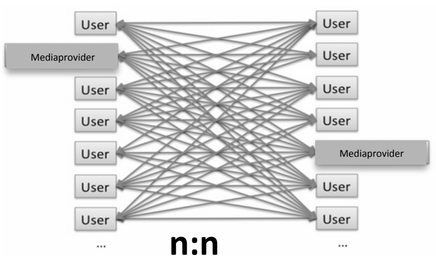


Illustration by author

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4.14 Multi-way communication - Operating conditions and added value

<u>Marketing</u>

- Selective advertising
- Moderators of discussion platforms can be influenced
  -> SEO Marketing
- Scanning for future trends
- Campaign controlling/ media response analyses
- Influencing Blogger and Social Media Platforms

<u>PR</u>

- Moderator of discussion platforms
- Scanning and identifying of relevant topics
- Discover important stakeholder
- Social Media Platforms

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4.14 Multi-way communication - Operating conditions and added value

- Statement of opinion leader (ankerman and journalists) is more „reliable“
- Internet platforms and blogs apply to be independent and are not influenced by companies
  -> User are seeking serious sources
  -> influencing the gatekeeper becomes more important

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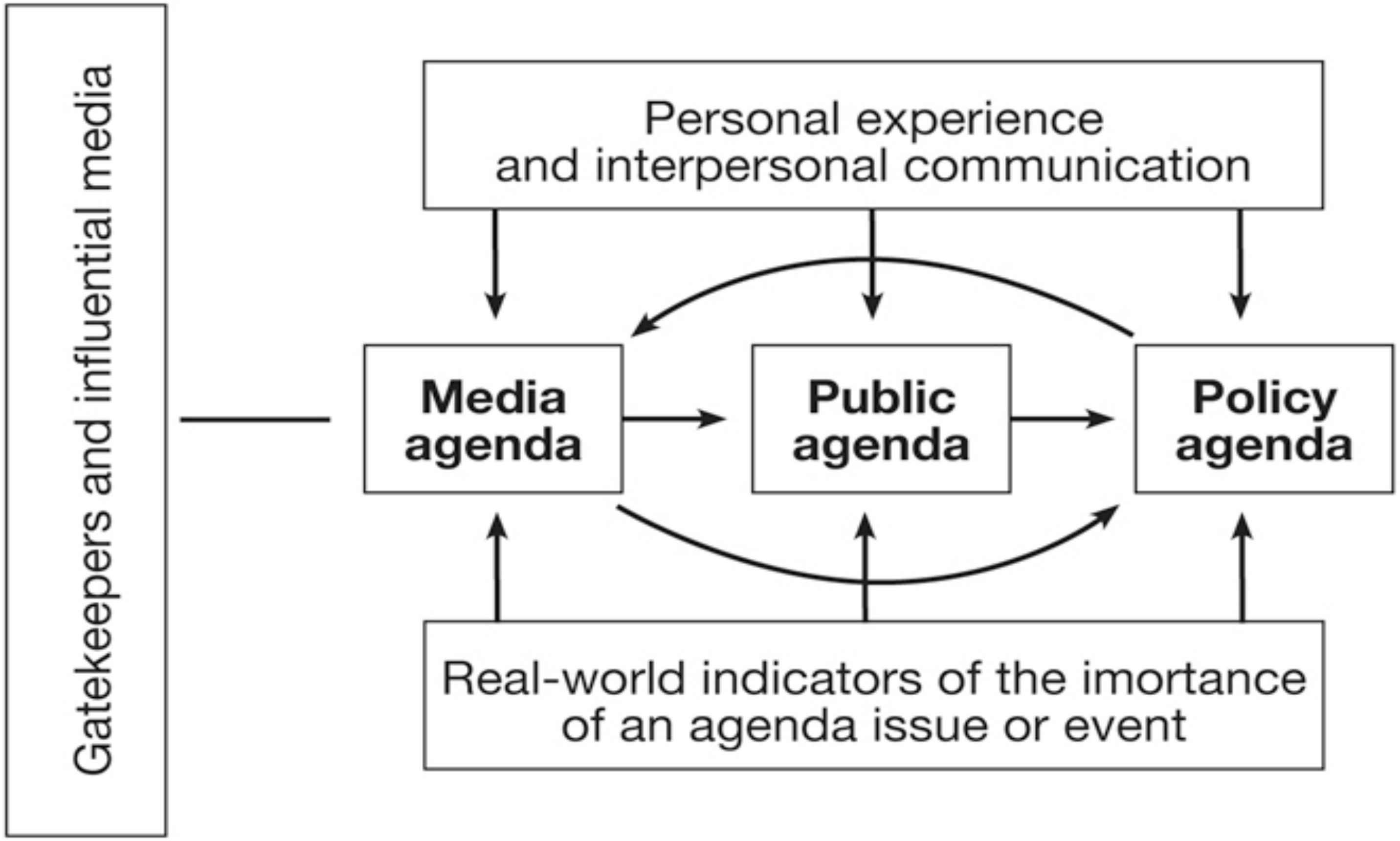
4.15 Agenda Setting according to Rogers/Dearing (1988)



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http://netzwertig.com/2008/12/18/werbung-das-komplexitaetsproblem-von-social-media-marketing/

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5. Measurement and evaluation of communications

Measurement and evluation of communications is yet not a well investgated field, which affiliates to its complexity. Each tool can be measured easier on ist own and therefore a task force leaded by Prof Ansgar Zerfaß invented the DPRG/IVC-frame. It is a tool, that helps companies to get an overview of different possibilities to measure communications.

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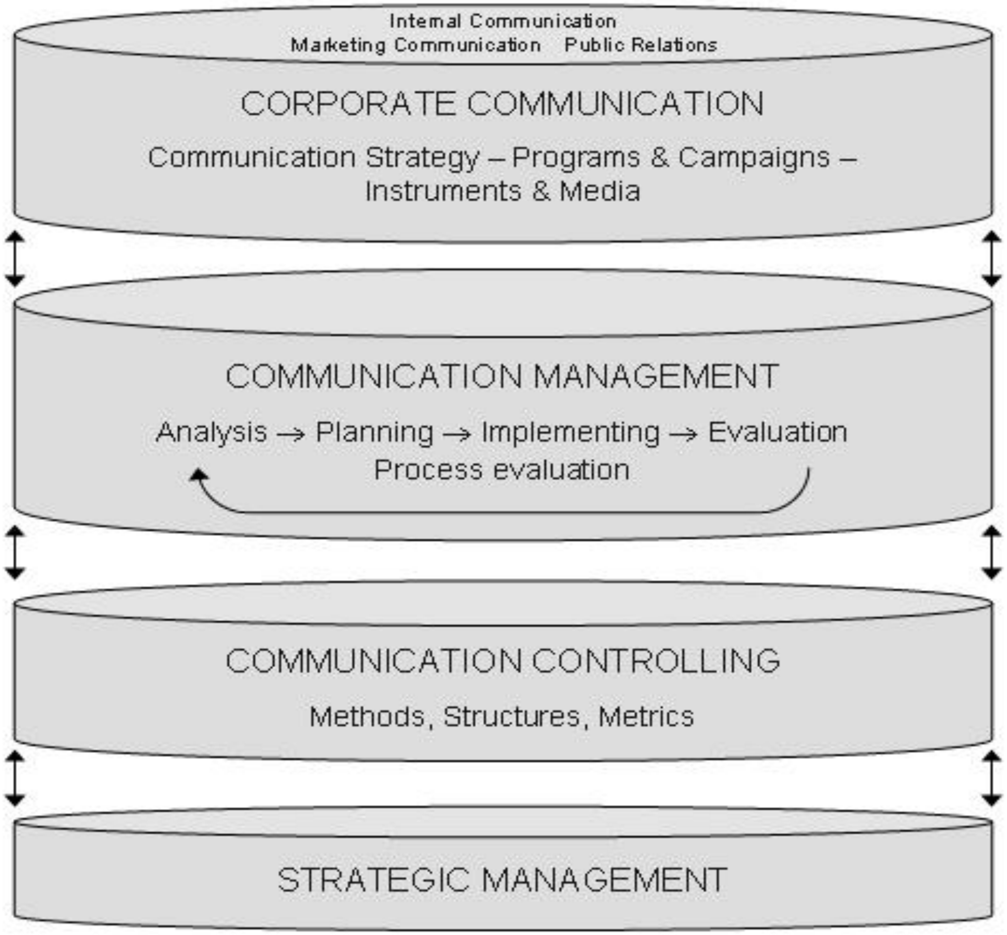
5.1 Measurement and Evaluation of Communication

Communication controlling is a support and control mechanism that creates transparency in terms of strategy, processes, results and finances for the division-of-labor-based process of communication management, and provides suitable methods, structures and indicators for the planning, performance and monitoring of corporate communication and public relations (Ansgar Zerfaß, 2006)



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5.1 Measurement and Evaluation of Communication

Continuation „Definition" – Three areas of Communication Controlling

Controlling for management and monitoring of communication measures

- Measurement of individual communication activities
- Identification of impact, targets and appropriate definitions
- Methods are the common measurement incl. media analysis, pretests, surveys, ect.

Controlling for management and monitoring of communication strategy

- Communication is seen as an valued contribution to an organisation´s overall strategic goals
- Strategy congruence and calue through communication
- Methods are Scorecards or integrated, individual systems

Controlling process and quality of communication management

- Evaluation of the quality of the activities
- Evaluation of the processes
- Methods are audits, process analysis or organisational matters within the departments

Further information: http://www.communicationcontrolling.de

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5.2 DPRG/ICV Framework

Definition of the Framework

Objective: Set a standard for controlling and evaluation of communication
Obstacle: Measurement of communication is a multi-dimensional process and each phase and activity is individual.
Therefore it seeks for an individual approach of evaluation.

The **DPRG/ICV framework** is not a "fully calculable and predictable" model.
Rather, it is a discussion tool that seeks to provide orientation on a meta level and provide a workable context for the plethora of existing evaluation methods and parameters.
The effect levels reference framework is a complex input-output scheme with a five-stage effect side.

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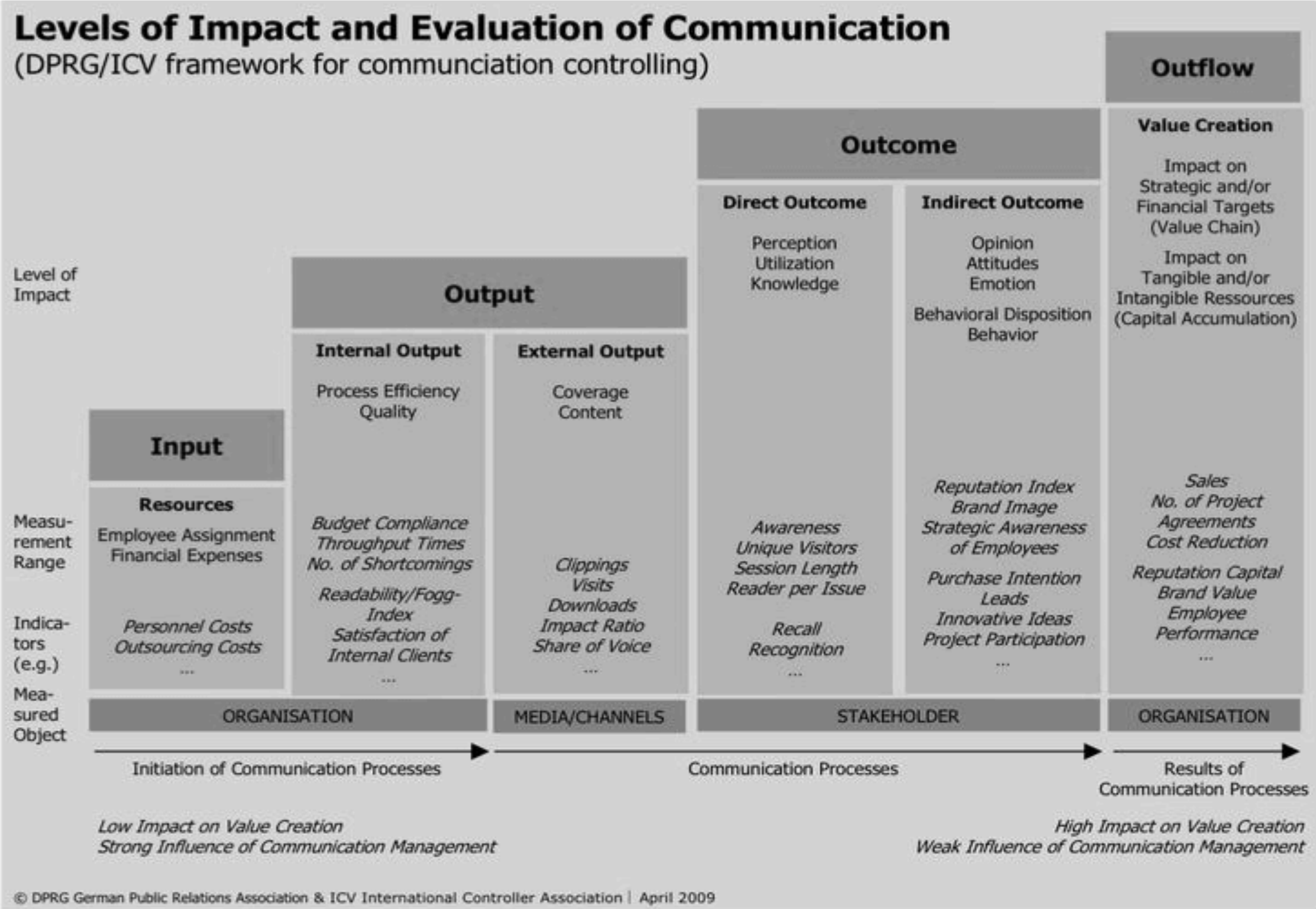
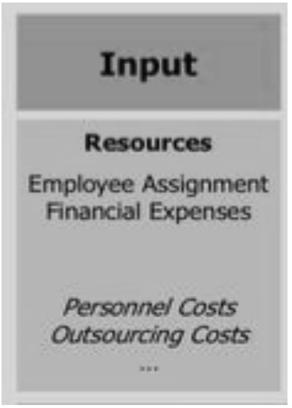
5.3 DPRG/ICV Framework



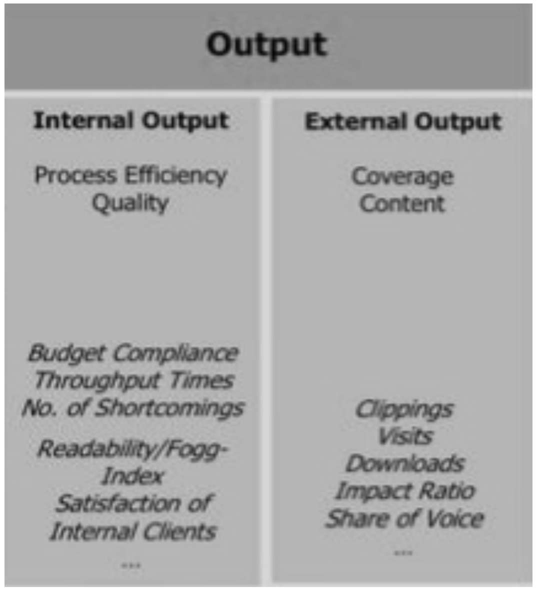
Further information: http://www.communicationcontrolling.de

5.3 DPRG/ICV Framework

Explanation of each phase



- Investment/Effort, that is put into communication
- Investment of human and financial capital
- Both these kinds of capital can be measured in cost categories



Internal Output

- Process efficiency (eg. Budget compliance, error rates or throughput time)
- Focus lies still on the organisation
- Important benchmark at this stage is the satisfaction of internal clients

External Output

- Range and content of communication offers accessible to reference groups
- Necessary criteria but yet not value contribution to company´s success

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5.3 DPRG/ICV Framework

Explanation of each phase

Direct outcome

- Effectiveness in terms of raising perception levels and knowledge
- Demonstrate information generation

Indirect Outcome

- Extent of impact on opinions/intentions
- Generation of opinions, emotions, behavioral disposition, ect.

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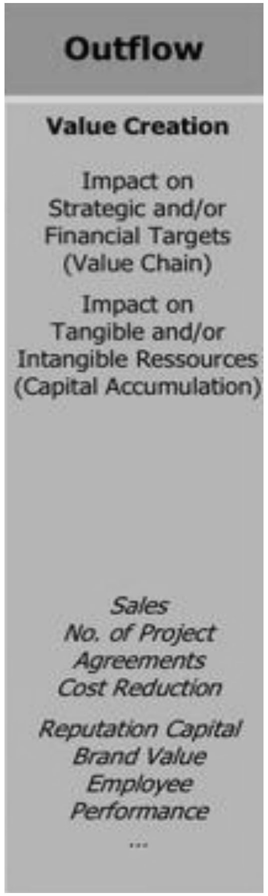
5.3 DPRG/ICV Framework

Explanation of each phase



- Value-adding objectives enhanced by communication
- Impact on strategic and financial goal
- Effect on tangible and/or in-tangible capital-building resources

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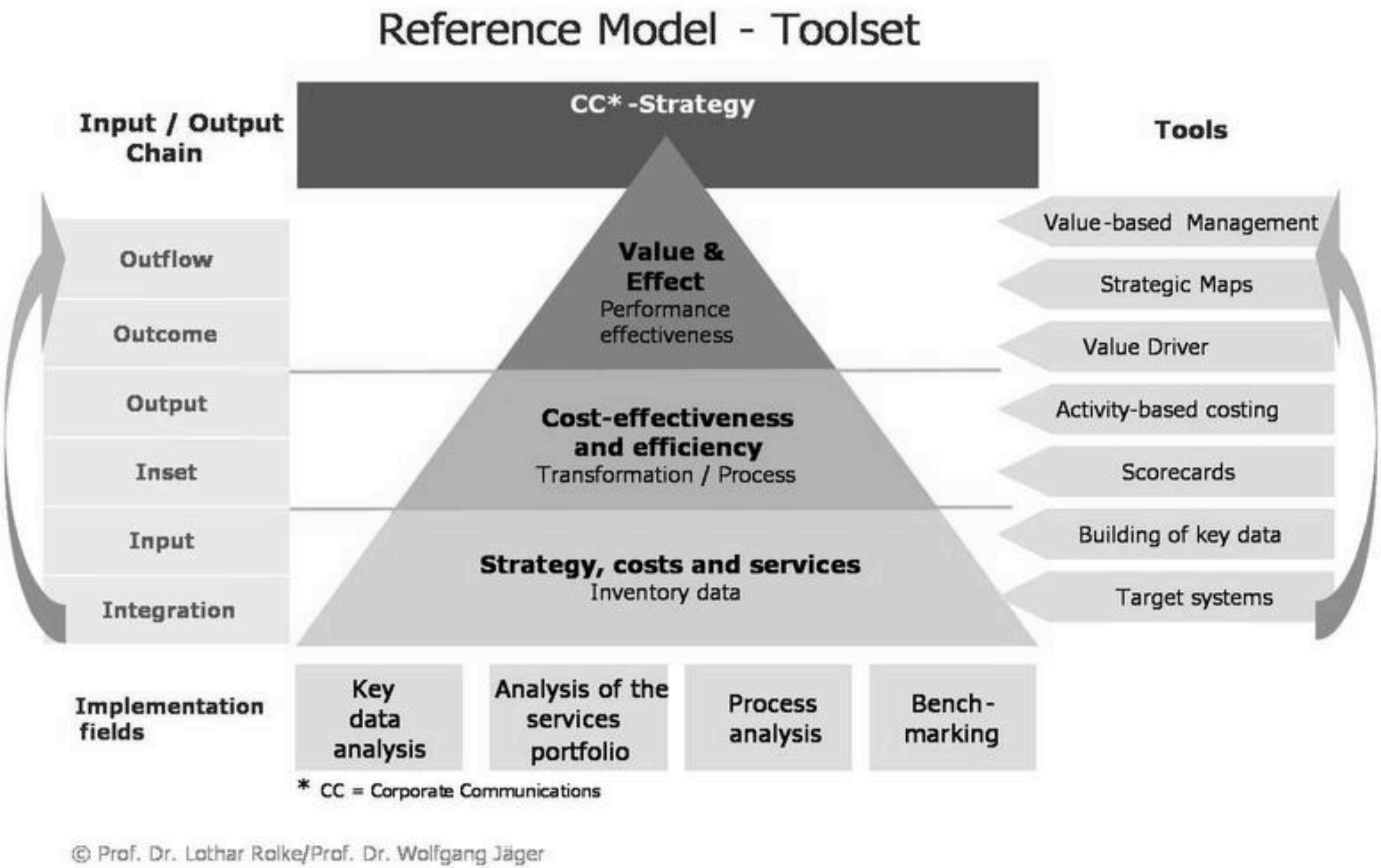
5.4 Implementation



Further information: http://www.communicationcontrolling.de/en/knowledge/putting-it-into-practice.html

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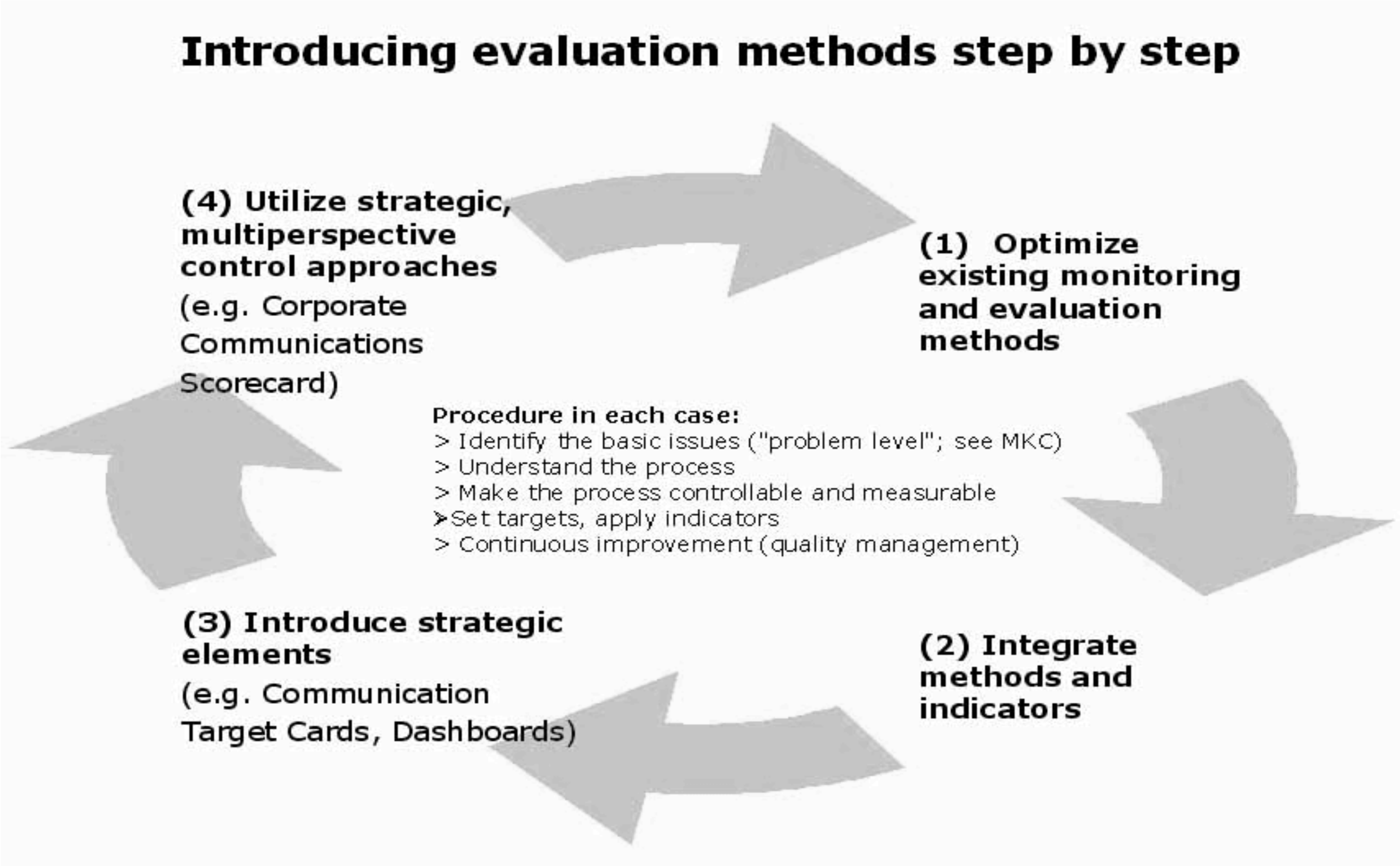
5.4 Implementation



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5.5 Methods

Basic methods

- Quantitative and qualitative data
- Standardized
  - Print media analysis
  - Internet media analysis
  - Weblogs media analysis
  - Radio media analysis
  - Surveys/questionnaires
  - Focus groups
  - Pretests
  - Posttests
  - Usability tests

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5.5 Methods

Basic methods – Performance Indicators

(Extract)

PIs Print	PIs Online	PIs Weblogs	KPs Radio
Affinity value Acceptance quotient Penetration index Fairness value Initiative quotient Presence index Response quotient Text-image quotient Issues quotient Transfer quotient Distribution value Advertising equivalent value	Cost-per-1000 (CPM, TKP) Cost-per-Action (CPA, CPX) Cost-per-click (CPC) Cost-per-Lead (CPL) Cost-per-Order (CPO) Degree of linage Click-depth Fluctuation of content Accessibility Statements Rate of dissemination	Positive/negative/neutral statements Range/traffic statistics Duration of presence Degree of linkage Number of comments Number of trackbacks Tags/tag clouds	Affinity Acceptance Penetration Fairness Initiative Presence Response Topics Transfer quotient Distribution value Advertising equivalent value

Further information: http://www.communicationcontrolling.de/methoden/basismethoden.html

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5.5 Methods

Evaluation

- Evaluation of individual communication activities
- Enables the review of impact
  - Media releations
  - Corporate publishing
  - Online communication
  - Email communication
  - Events
  - Advertising

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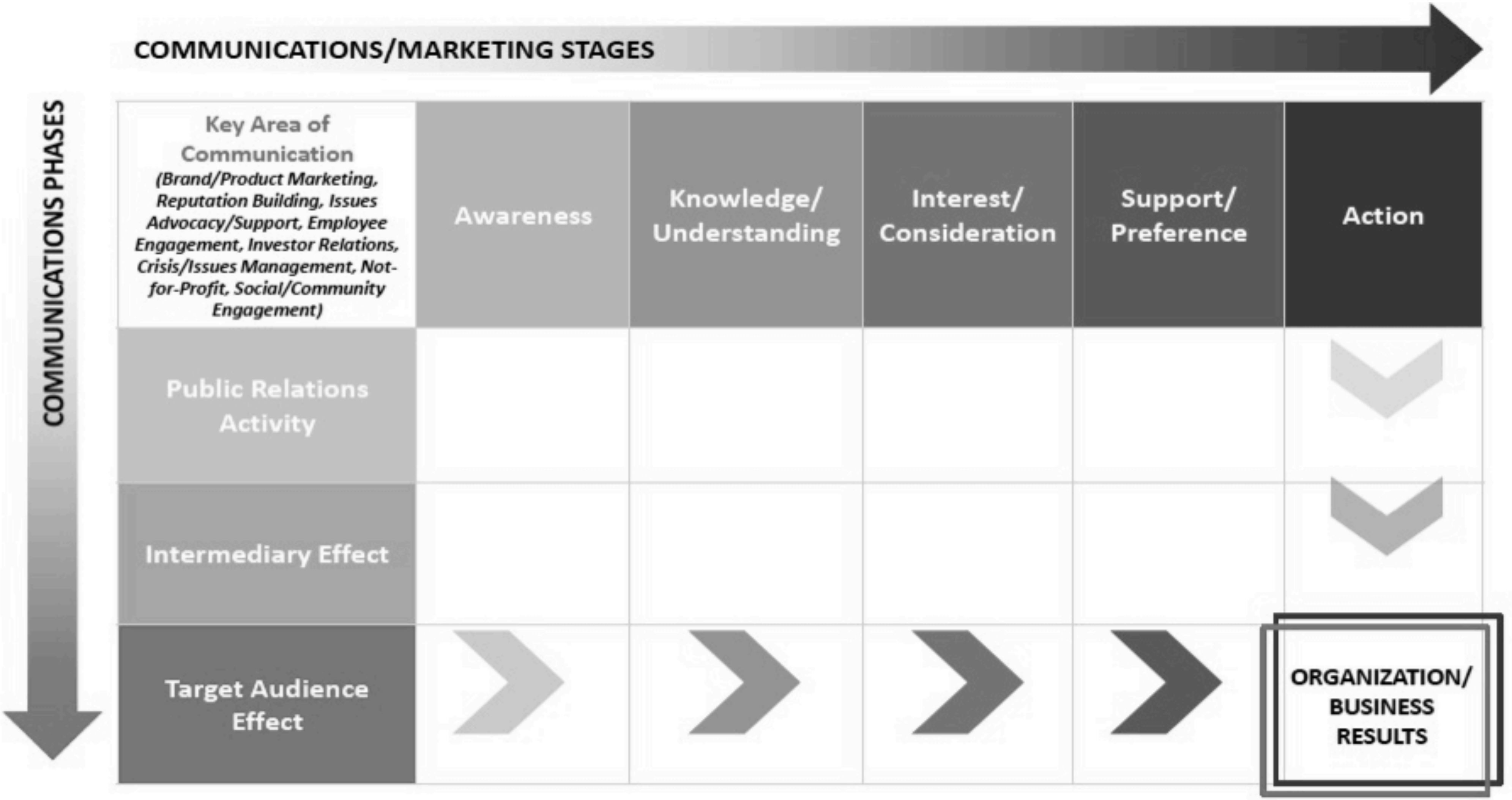
5.5 Methods

Eg. Evaluation of Public Relations-Activities

(Int. Association for Measurement and Evaluation of Communication)

Further information: http://www.amecorg.com



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5.5 Methods

Eg. Evaluation of Public Relations-Activities – Brand/Product Marketing

(Int. Association for Measurement and Evaluation of Communication)

Further information: http://www.amecorg.com

Brand/ Product Marketing	Awareness	Knowledge	Consideration	Preference	Action
Public Relations Activity	• Content creation • Traditional media engagement • Social media engagement • Influencer engagement • Stakeholder engagement • Events/speeches				
Intermediary Effect	• Audience reach [traditional & social media] • Impressions/Target audience impressions • Number of articles • Video views • Frequency • Prominence • Share of voice	• Key message alignment • Accuracy of facts	• Key message alignment • Frequency of (positive) mentions • Expressed opinions of consideration • Social network Followers • Retweets/Shares/ Linkbacks	• Endorsement by journalists or influencers • Rankings on industry lists • Expressed opinions of preference • Social network Fans • Likes	
Target Audience Effect	• Unaided awareness • Aided awareness	• Knowledge of company/product attributes and features • Brand association and differentiation	• Relevance of brand (to consumer/ customer) • Visitors to website • Click-thru to site • Time spent on site • Downloads from site • Calls • Event/meeting attendance	• Attitude uplift • Stated intention to buy • Brand preference/ Loyalty/Trust • Endorsement • Requests for quote • Links to site • Trial	• Sales • Market share • Cost savings • Leads generated • Customer loyalty

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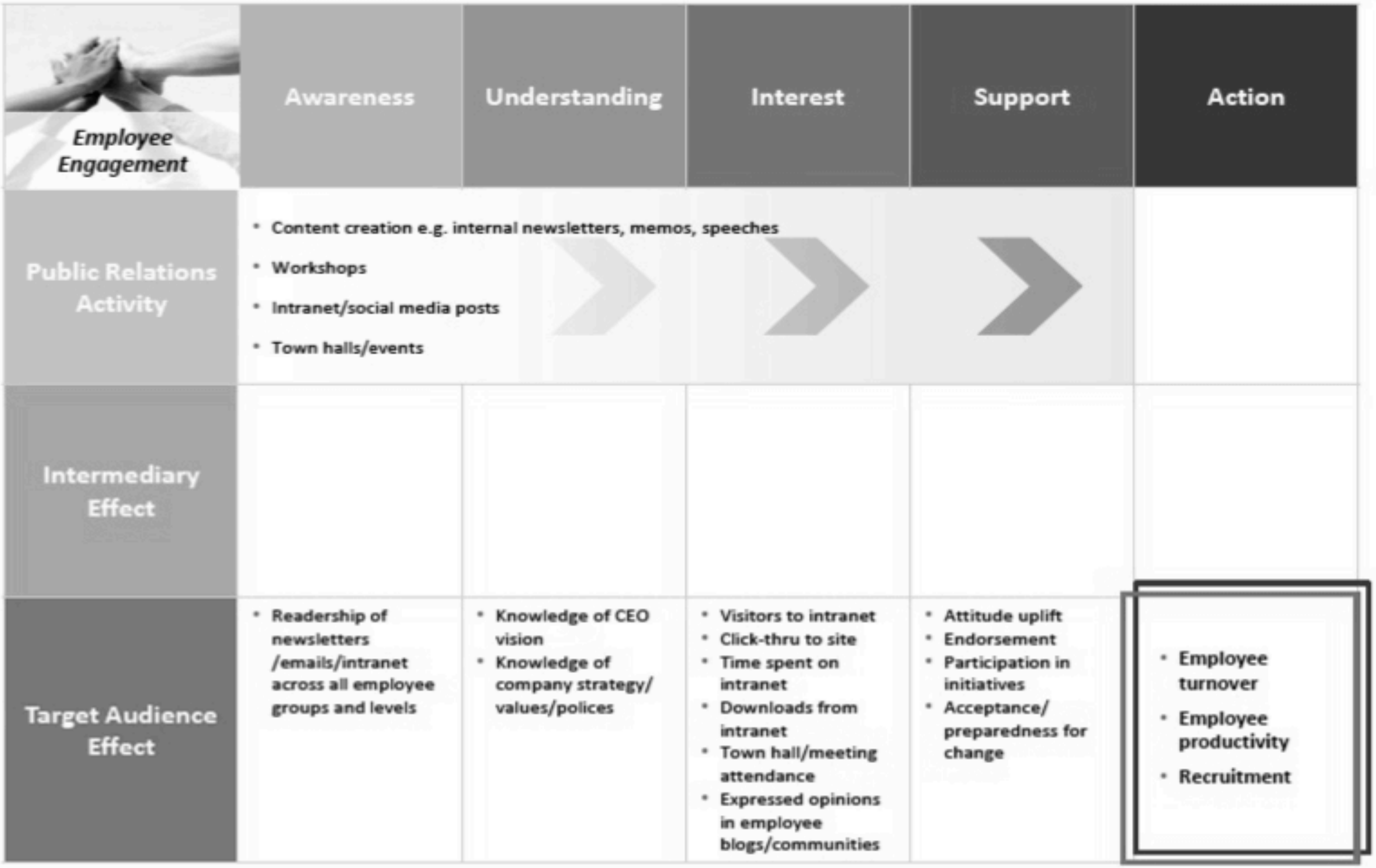
5.5 Methods

Eg. Evaluation of Public Relations-Activities – Employee Engagement

(Int. Association for Measurement and Evaluation of Communication)

Further information: http://www.amecorg.com



Employee Engagement	Awareness	Understanding	Interest	Support	Action
Public Relations Activity	• Content creation e.g. internal newsletters, memos, speeches • Workshops • Intranet/social media posts • Town halls/events				
Intermediary Effect					
Target Audience Effect	• Readership of newsletters /emails/intranet across all employee groups and levels	• Knowledge of CEO vision • Knowledge of company strategy/ values/polices	• Visitors to intranet • Click-thru to site • Time spent on intranet • Downloads from intranet • Town hall/meeting attendance • Expressed opinions in employee blogs/communities	• Attitude uplift • Endorsement • Participation in initiatives • Acceptance/ preparedness for change	• Employee turnover • Employee productivity • Recruitment

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5.5 Methods

Value creation

- Determining the value creation through communication
  - Brand evaluation
  - Reputation measurement
  - Communication Due Diligence
  - Scorecards/Strategy Maps

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5.5 Methods

Example Strategy Map/Communication Scorecard

Business Strategy (1) ↓ deducing	*Financial Perspective* *Which goals are derived from the expectations of investors?*		*Socio-political perspective* *Which goals are derived from the expectations of citizens, residents, politicians?*	
Strategic factors of success (2) ↓↑	Optimizing cost structure	Increasing stock quotation	Stengthening corporate citizenship	Ensuring the acceptance in local communities
Value drivers (3)	a) Efficiency of administration	a) Image relevant for stock buying decisions	a) Publicity among NGOs and politicians	a) Relevance as employer
	b) Credit costs		b) Taking responsibility for the environment	b) Production without breakdowns
↓↑				c) Open-door policy
Key performance indicators and goals (4)	a1) Administration costs in relation to turnover Target: < 6%	a1) Image profile among analysts Target: better than competitor X	a1) Public recognition of company name and values Target: 60 %	a1) Jobs Target: > 850 fulltime, > 40 apprentices
	b2) Interest for outside capital Target: <9%	a2) Coverage in the financial press Target: monthly 10 articles/clippings	b1) Eco-audit Target:certifications according to EU standards	b1) Number of breakdowns Target: 0
↓↑				c1) Contacts with stakeholders Target: > 4 per citizen yearly
Strategic communication programs (5) ↑ measuring	...	a11) Expansion of analyst network a21) Investor relations press campaign	a11) Re-adjustment of lobbying & dialogue communication	c11) Community relationship program (sponsoring, press activities, events)

Further information: http://www.communicationcontrolling.de/en/methods/value-creation/scorecardsstrategy-maps.html

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5.5 Methods

Processes and quality

- Efficiency and effectiveness
- Establish and reinforce quality in the medium to long term
    - Concept evaluation
    - Process evaluation
    - Quality management

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5.5 Methods

Integrated systems

- Multidimensional control and/or evaluation
- Combination of a range of basic methods, evaluation and value addition approaches
- Often organisation-specific
  - Communications Value System
  - Index Internal Communication
  - TRIM-Index
  - Corporate Information System
  - CommunicationControlCockpit
  - Communication performance management
  - WebQM - Procedures

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Sources – Chapter 5

LITERATURE

Pfannenberg, Jörg (2009): Die Balanced Scorecard im strategischen Kommunikations-Controlling
Zerfaß, Ansgar (2004): Die Corporate Communications Scorecard – Kennzahlensystem, Optimierungstool oder strategisches Steuerungsinstrument?, PR Digest
Huhn, Julia und Dr. Sass, Jan (2011), Positionspapier Kommunikationscontrolling
AMEC (2011), Valid Metrics for PR Measurement – Putting The Principles into Action

WEB:

http://www.communicationcontrolling.de

DPRG/ICV Frame: http://www.communicationcontrolling.de/index.php?id=280&L=3

http://www.communicationcontrolling.de/fileadmin/communicationcontrolling/sonst_files/DPRG-ICV-Bezugsrahmen-Sept2009.pdf

http://www.amecorg.com

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FURTHER MODELS

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Marketing Plan

Chart: http://www.aistrupconsulting.com/MarketingStrategic.aspx

Further information also on: http://www.businessplans.org/market.html

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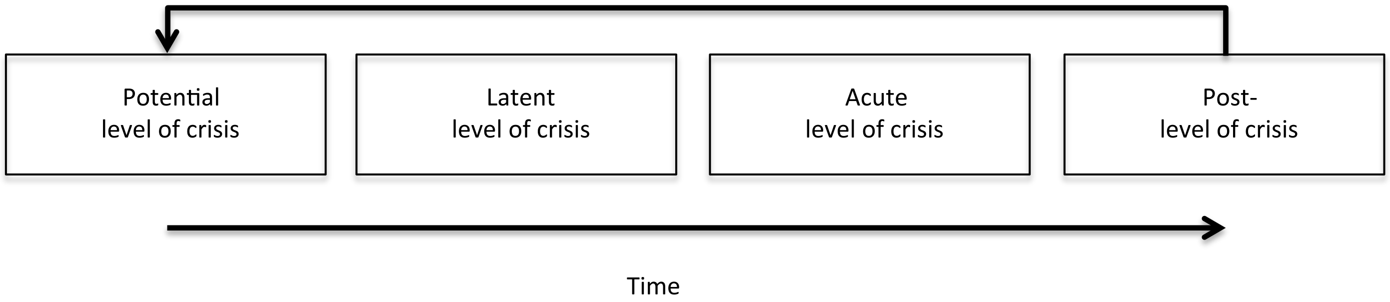
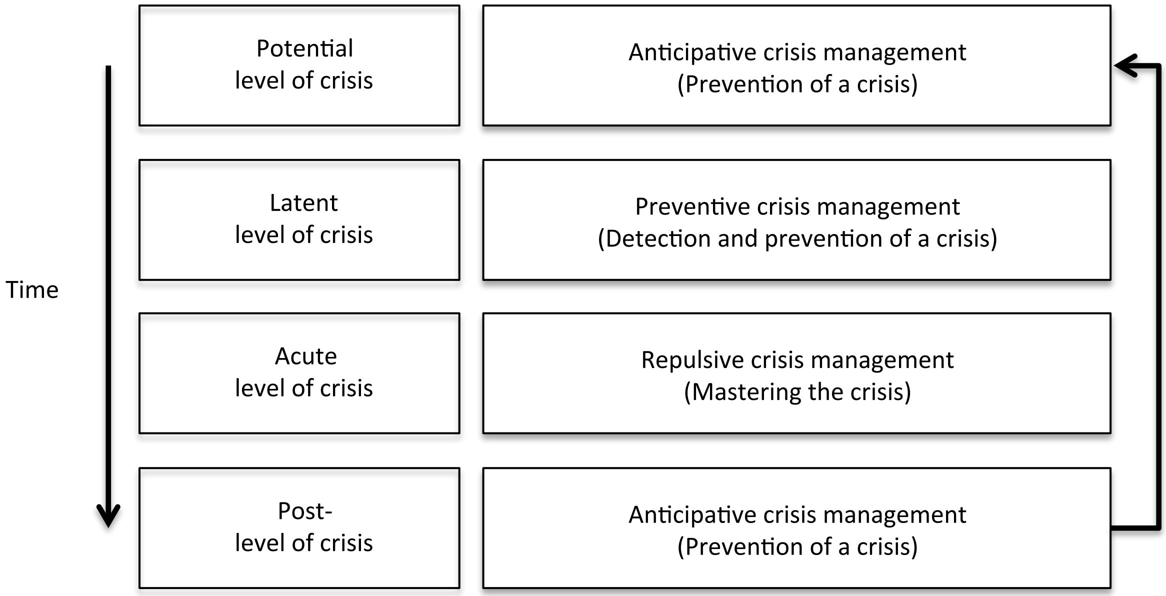
Crisis management





Source and further information http://www.krisenkommunikation.info/Fruehwarnsysteme-in-der-Unternehmenskommunikation.378.0.html

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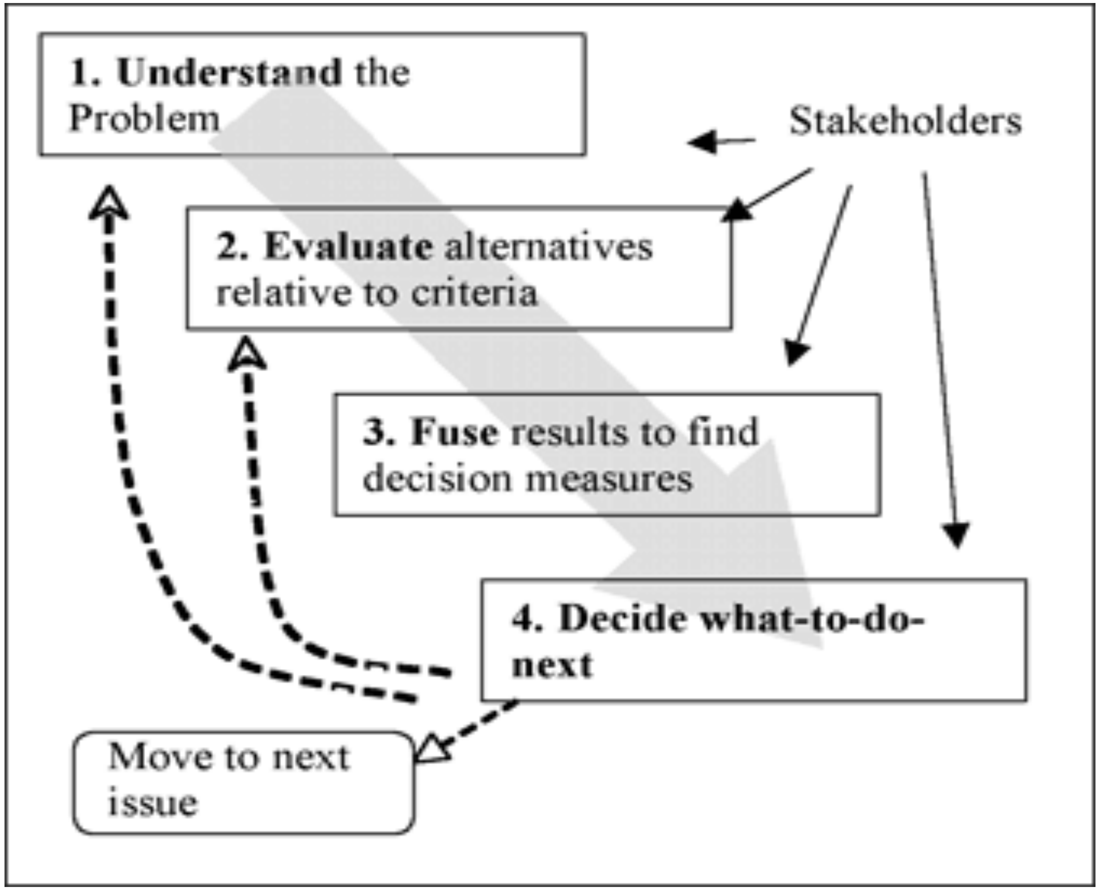
Decision making process



Source and further information: http://www.robustdecisions.com/decision-making-tools/decision-making-process-steps.php

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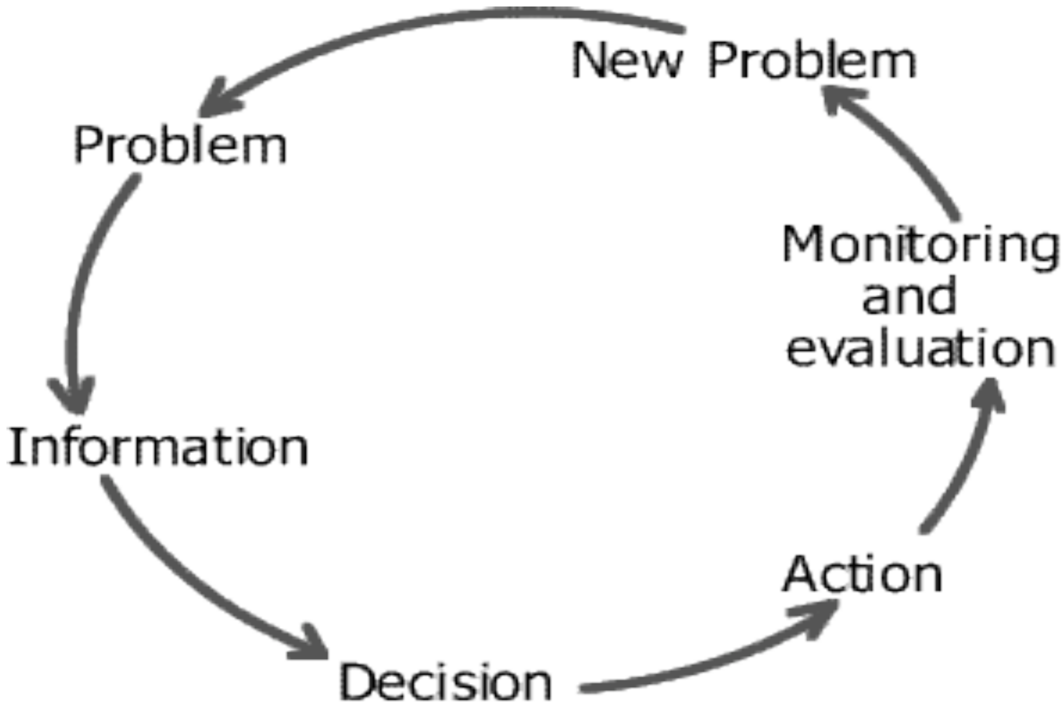
Decision making process



Source and further information: http://home.ubalt.edu/ntsbarsh/opre640/opre640.htm

Decision making process

Hierarchy of Organizational Decision-Making Process

Source and further information: http://home.ubalt.edu/ntsbarsh/opre640/opre640.htm

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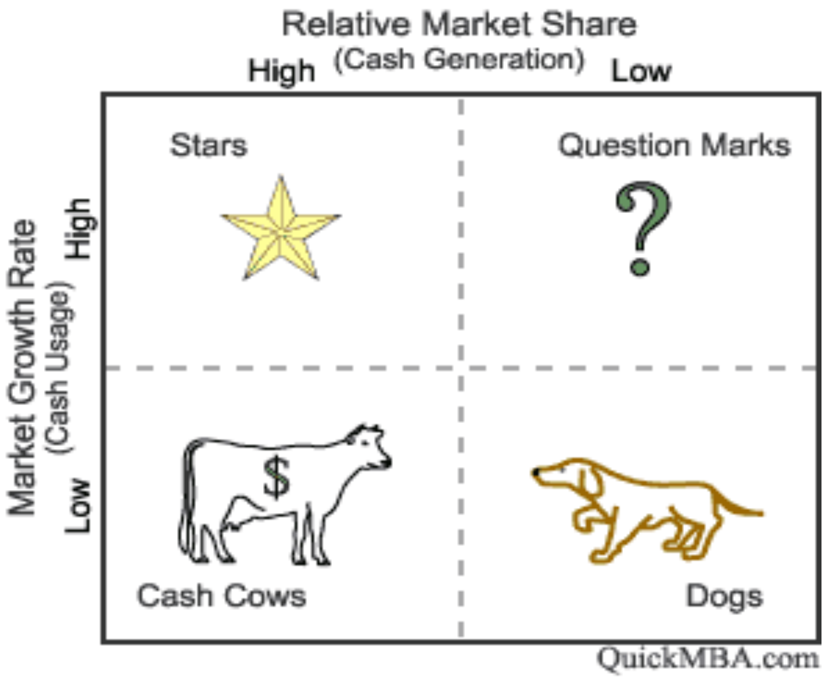
BCG-Matrix



Source: http://www.quickmba.com/strategy/matrix/bcg/

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Customer Lifetime Value

- **GC** is the (expected) yearly gross contribution margin per customer. It is, therefore, equal to revenues minus cost of sales.
- **M** is the (relevant) promotion costs per customer per year.
- **n** is the length, in years, of the period over which cash flows are to be projected.
- **r** is the yearly retention rate, i.e., the proportion of customers expected to continue buying the company's goods or services in the subsequent year.
- **d** is the yearly discount rate (appropriate for marketing investments).

$$\mathrm{CLV} = \{GC * \sum_{i=0}^{n} [r^i/(1+d)^i]\} - \{M * \sum_{i=1}^{n} [r^{i-1}/(1+d)^{i-0.5}]\}$$

Source: http://download.clib.psu.ac.th/datawebclib/e_resource/trial_database/WileyInterScienceCD/pdf/DIR/DIR_2.pdf

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Growth Strategy

Ansoff Product-Market-Matrix (1966)

	Existing Products	**New Products**
Existing Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

Source: http://www.quickmba.com/strategy/matrix/ansoff/

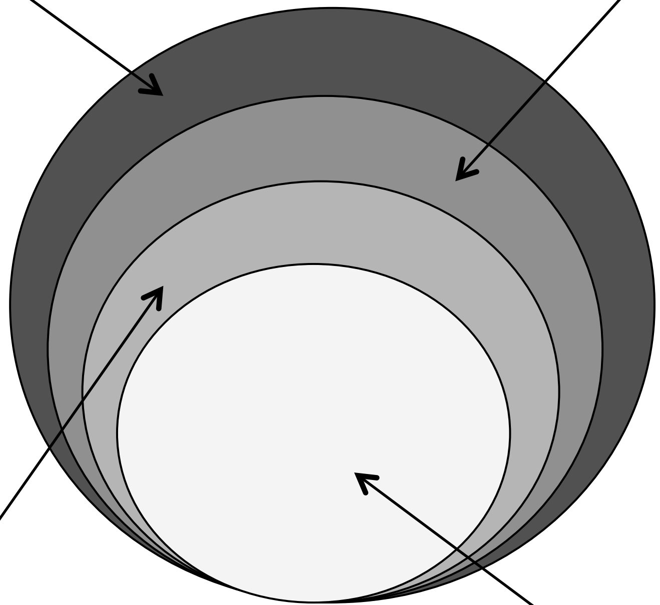
Weischenberg‘s Zwiebelmodell

Media Systems
Context of Standards

- Social Circumstances
- Historical and Legal Principles
- Communications Policy
- Professional and Ethical Standards

Media Institutions
Context of Structures

- Economical Imperative
- Political Imperative
- Organisational Imperative
- Technological Imperative



Media Statements
Context of Function

- Source of Information and Peer Group
- Covergae Model and Forms of Expression

Media Player
Context of Roles

- Demografical Token
- Social and Political Attitude
- Understanding of Role and Public Image
- Professionalisations and Sozializing

Weischenberg, S. (1995): Journalistik.Theorie und Praxis aktueller Medienkommunikation (Second Edition)

Further information: http://luhmann.uni-trier.de/index.php?title=Zwiebel-Modell

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Modern Approaches on Media Effects by Bonfadelli

Dimensions of Evaluation	Dimensions of Media Effects Segmentation	Homogenization
Functionality	Uses and Gratification Theory (Jay Blumler/Elihu Katz)	Agenda Setting Theory (Maxwell McCombs/Donald Shaw)
Dysfunctionality	Knowledge Gap Hypothesis (Philipp Tichenor/George Donohue/ Clarice Olien)	Cultivation Theory (George Gerbner) Spiral of Silence Model (Elisabeth Noelle-Neumann)

Print
Bonfadelli, H., Jarren, O. & Siegert, G. (2005): Einführung in die Publizistikwissenschaft (Second Edition)

Links to:
Uses and Gratification
Further information: http://en.wikipedia.org/wiki/Uses_and_gratifications_theory

Gap in Knowledge
Further information: http://en.wikipedia.org/wiki/Knowledge_gap_hypothesis

Agenda Setting
Further information: http://en.wikipedia.org/wiki/Agenda-setting_theory

Cultivation Theory
Further information: http://en.wikipedia.org/wiki/Cultivation_theory

Spiral of Silence
Further information: http://en.wikipedia.org/wiki/Spiral_of_silence

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The Big Five Personality Traits

Team Role	Contribution	Allowable Weaknesses
Plant	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.
Monitor Evaluator	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Source: http://www.belbin.com/content/page/5596/A%20Comprehensive%20Review.pdf

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The Big Five Personality Traits

Trait	Description
Openness	Curious, original, intellectual, creative, and open to new ideas.
Conscientiousness	Organized, systematic, punctual, achievement oriented, and dependable.
Extraversion	Outgoing, talkative, sociable, and enjoys being in social situations.
Agreeableness	Affable, tolerant, sensitive, trusting, kind, and warm.
Neuroticism	Anxious, irritable, temperamental, and moody.

Source: http://www.web-books.com/eLibrary/NC/B0/B58/010MB58.html&docid=1FIimSY2XpePaM&img (05.02.2013)

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News factors

Galtung & Ruge (1965)

- Frequency
- Threshold
- Unambiguity
- Meaningfulness
- Consonance
- Unexpectedness
- Continuity
- Composition
- Reference to elite people
- Reference to elite nations
- Personification
- Negativity

Galtung,J. & Ruge, Mari H. : The Structure of Foreign News; in Jeremy Tunstall (ed.), Media Sociology: A Reader (London Constable, 1970) pp. 259-98

Harcup & O'Neill (2001)

The power of elite
Celebrity
Entertainment
Surprise
Bad News
Good news
Magnitude
Relevance
Follow up
Media agenda

Harcup,T. & O‘Neill, D.: What is news? In Galtung and Ruge Revisited Journalism Studies, Vol.2, no.2

Contact

Making communications theories applicable

This map is meant to be the start of a dialogue – not its end. Therefore, we are very thankful about your feedback!

Please send an email to Lars M. Heitmüller at CCM@LMH.de or visit the projects' website: http://CCM.LMH.de