



# #NORA

THE NORDIC ALLIANCE FOR  
COMMUNICATION & MANAGEMENT

Strategy  
2022 – 2025





*An engaged community of  
research-minded practitioners  
and practice-minded  
researchers*





## MISSION

#NORA – The Nordic Alliance for Communication & Management is a research-focused and cross-disciplinary think tank that advances evidence-based practice in communication management to drive sustainable organizational performance and success in a changing world. To this aim, we bring together leading communication executives with researchers in communication and management fields from across the Nordic countries to jointly:

- Inquire: identify emerging trends and topics.
- Develop: build new research-based knowledge.
- Disseminate: promote evidence-based communication in the Nordic region.

## GOALS

Based on our mission we build value for two key stakeholders: corporate partners and researchers. We do so by targeting the following main goals:

**For corporate partners:**

- Facilitate immediate access to high-level research-based debate with peers and leading scholars.
- Immediate access to knowledge and new themes and trends as they emerge.





- Evidence-based thought leadership in the communication management field.
- Close and direct exchange with leading researchers and engaged executive-level peers.
- Inspiration, reflection, and education for communication teams.

**For researchers:**

- A vibrant, connected, and impactful research/practice community.
- Building future academics in the Nordics, supporting their career development and impact, and strengthening their international visibility and networks.
- Facilitating trust and engagement for sustainable relationships between emerging and senior scholars.
- Growing and strengthening research network across the Nordics with strong ties to European and global debates.
- Facilitating opportunities for cross-disciplinary collaborations (building bridges across research groups and departments).
- Connecting and engaging researchers and managers for developing joint projects (publications and third-party funding applications).
- Increasing impact through visibility, transfer, and close interaction with business and society.

# MAJOR AIMS AND TARGETS TO BE REACHED

- Increase connectedness and exchange between researchers and top executives for innovation in research and education.
- Establish and maintain close relations between researchers and top executives for fostering relevance and impact of research and bolster the societal role of academics in contributing to sustainable value creation in practice.
- Increasing private sector funding for research projects, collaboration, research transfer, and education.
- Establish mutually beneficial, long-term strategic partnerships between researchers, businesses, interest organizations, and academic institutions.
- Increase the international visibility and impact of Nordic research perspectives.
- Improve exchange, collaboration and synergy between researchers across the Nordics.
- Increase the number of collaborations, grants, and scholarships garnered by Nordic strategic and corporate communication researchers.
- Create a strong regional environment for innovation in education (course development, supervision, training, and exchange).
- Build and reinforce collaboration with other major groups in Europe and globally.





# CONTEXT

#NORA, as an initiative, is broadly positioned within (and responds to) a strategic context that can be described along the lines of two main axes:

## **Research-practices partnerships for mutual learning in communications**

As budgets and responsibilities for communication grow, communication executives are under increasing pressure to improve their approaches for evidence-based management. Hence, there is a growing need for mutual exchange and learning between academia and practice. From the perspective of business, this is because management practice may suffer from a “doing-knowing” challenge that is, managers are under high pressure to make decisions, but may lack reliable information and evidence that these decisions might be based on. While managers value their experience, research suggests that learning from experience is not only difficult but that the presumed insights that are gathered through experience are quite often problematic or even wrong. Management practice, if not connected to platforms for research and evidence-based learning, then might be riddled with rule of thumb-approaches, myths, and half-truths. This raises questions like: How can communication executives improve their awareness and use of the best available information and research? How can communication leaders acquire and better reflect on quality information (not only from within the own organizational setting, from stakeholders, and practitioner experience, but also from latest science and research)?







Similarly, academics and researchers can profit greatly from strong relationships with practice: for testing the applicability and business/policy relevance of new approaches and theories, to gain deep insight into emerging business challenges that merit scientific investigation, and for creating exchange for the benefit of excellence in university education – such as through timely guest talks and lecturing. What is needed, hence, are research-practices partnerships, i.e., strong and trust-based collaborative platforms for managers and researchers to engage and jointly work to understand, reflect, and improve management and research practices based on mutual learning and scientific evidence.

#### **Building “Nordic added value” in the communication field**

The Nordic countries, with their strong welfare states as well as their particularly high degree of transparency, generalized trust, social equality and freedom of expression warrant particular attention in communication management practice and research. International trends and debates in communication and management need to be carefully discussed and applied in the Nordic context. And research insights as well as best practice shaped within the Nordic region, in turn, can stimulate and enrich international discussions and need to be reflected and tested within global debates. This needs to be facilitated by a strong pan-Nordic platform that builds critical mass and expertise through regional cooperation, fosters regional mobility and networking, and establishes fruitful links with and within a broader international environment.

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