



NORWEGIAN
BUSINESS SCHOOL



CENTRE FOR
CORPORATE
COMMUNICATION

A NEW LOOK AT INTEGRATED COMMUNICATION

WORKSHOP – MAY 31, 2018

PROF. DR. ANSGAR ZERFASS
PROF. DR. PEGGY S. BRØNN

Schedule

09.30-10.10	Introduction Integrated communication: An overview / Input from participants
10.10-11.30	Interactive Session Participants share problems and solutions from their work experience
11.30-11.45	Coffee break
11.45-12.45	Integrated Communication – A Comprehensive View Results from recent research and best-practice companies
12.45-13.30	Lunch
13.30-14.15	Leveraging the Potential of Integration in Practice Discussing of applied measures to enhance integration
14.15-14.30	Wrap-up and Closing



WELCOME

At a glance

Our department

- BI – Department of Communication and Culture

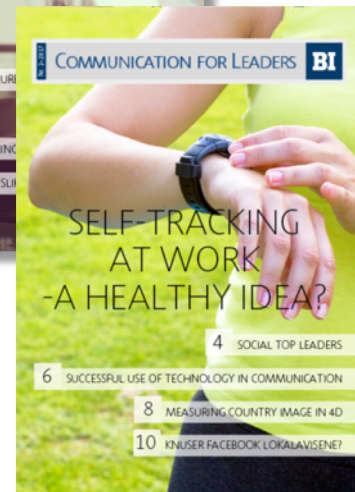
Our research hub – linking academia and practice

- BI – Centre for Corporate Communication (CCC)

Save the date:

BI'S Centre for Corporate Communication Summit 2018

Wednesday, September 5



GASSNOVA



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- Director, BI Centre for Corporate Communication
- Co-Editor, Journal of Communication Management
- Background: D.B.A., Henley (UK); M.B.A., Georgia State University (USA)
- Numerous publications and projects in Norway and globally
- Research foci: Reputation, CSR, Corporate Branding

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Ansgar Zerfass

- Professor of Communication and Leadership (II), BI Norwegian Business School
- Professor and Chair of Strategic Communication, University of Leipzig, Germany
- Editor, International Journal of Strategic Communication, USA
- 10 years working experience in communication and executive management
- Background: Doctorate & Habilitation, Erlangen-Nuremberg (GE)
- 34 books and more than 300 articles/reports in various languages
- Research: Corporate Communication, Measurement, International Comms



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INTEGRATED COMMUNICATION – AN OVERVIEW

Silo thinking



Integrating communications

- Not new, proposed 40 years ago by Kotler and Mindak
- Some place the idea as early as the 1930s, some 1960s
- Prior to 1980s dominant view was that marketing and PR are distinct and separate functions
- PR typically defined as publicity or non-paid communication
- Polarization also within academia
 - Pragmatists versus purists

1970s (Kotler and Mindak)

- Marketing people increasingly interested in using publicity as a tool in marketing mix
- PR people increasingly concerned with firm's marketing practices and if they 'square' with organizations' social responsibility
- At same time a new corporate function called public affairs split off from PR causing confusion

Relationship between marketing and PR

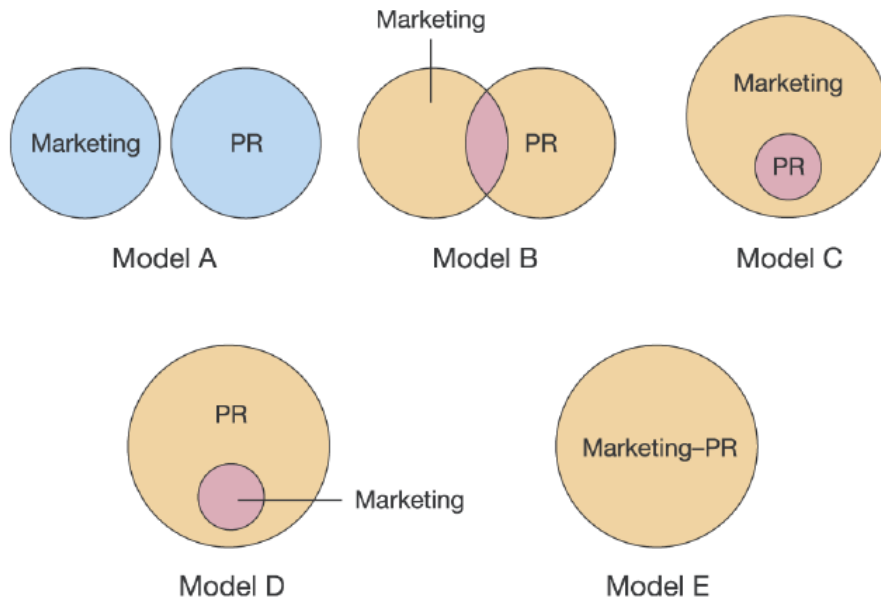
Depending on the 'class' of organization:

PHILIP KOTLER & WILLIAM MINDAK

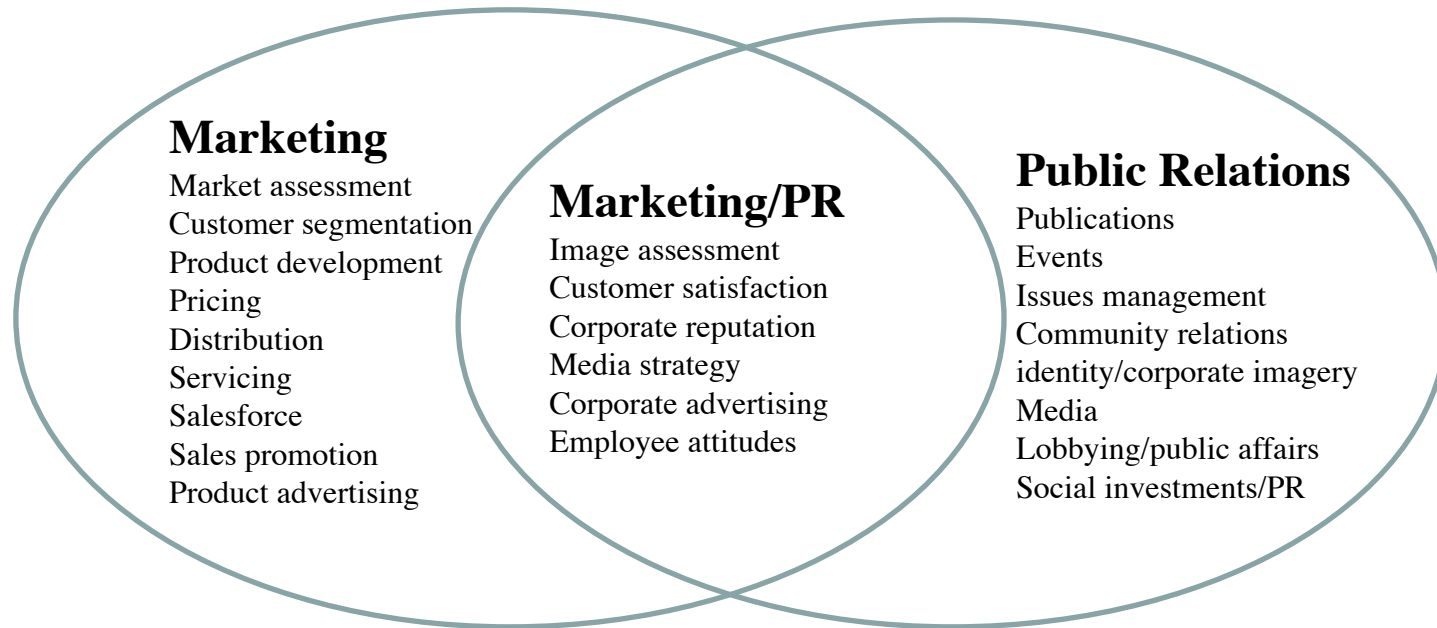
MARKETING AND PUBLIC RELATIONS

Should they be partners or rivals?

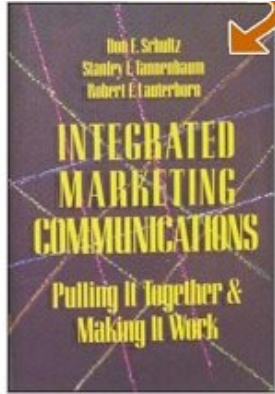
Journal of Marketing 1978



Since 1980s: Two separate functions with overlapping, complementary areas

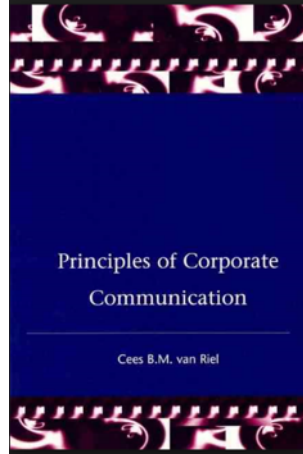


Critical works



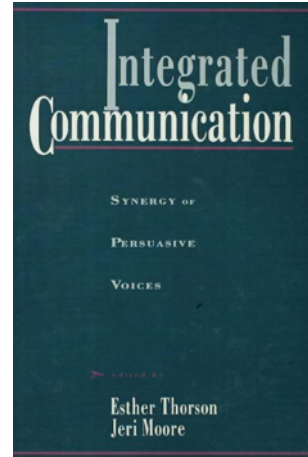
1993

IMC



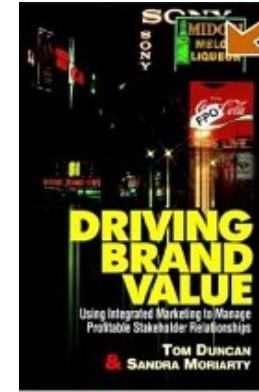
1995

Corporate Communication



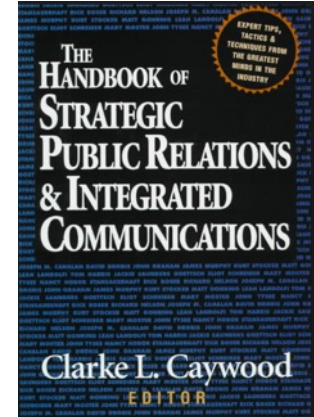
1996

Integrated Communication

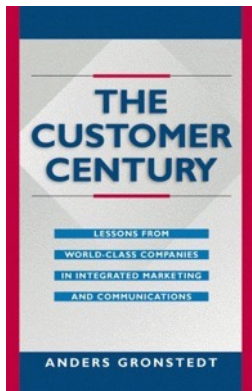


1997

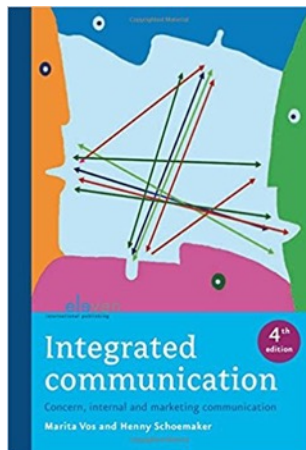
Integrated Marketing



1997



IC

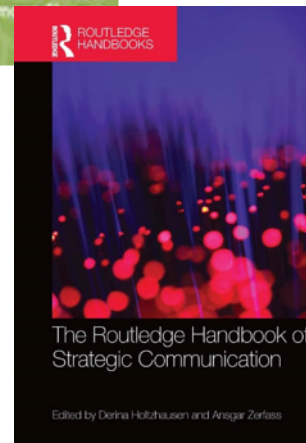
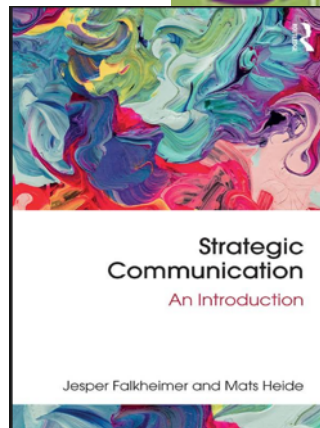


2000

(Grönstedt Ph.D. Thesis:
*Integrated Marketing and
Communications at
America's World-Class
Companies* -- ca. 1990)



2015



Strategic
Communication

IC and IMC

- Focus still primarily remained on marketing communication
- Did not embrace the idea of the organization itself as communicator
- PR as the publicity part of marketing communication was the dominant view

Marketplace realities

1. Relationships are a company-wide responsibility
2. Stakeholders automatically integrate brand messages
3. Increased brand message clutter

What integrating can do

- It is holistic and comprehensive; at the point of origin, integrating communication considers the company's overall vision and positioning, as well as all of its constituents
- It leverages the power of cumulative voice, overcoming the challenge of message “noise” (common starting points)
- It builds credibility and trust through consistent messaging
- Constituents hear the same messages from different sources
- It is a strategic tool, by supporting corporate vision, positioning and goals and by creating alignment among constituencies
- It is efficient, leverages communication investment spending

Biggest challenges facing marketing in 2018

- Effectively targeting high value sources of growth
- The role of marketing in the firm and the c-suite
- The digital transformation of the modern corporation
- Generating and using insight to shape marketing practice
- Dealing with an omni-channel world
- Competing in dynamic, global markets
- Balancing incremental and radical innovation

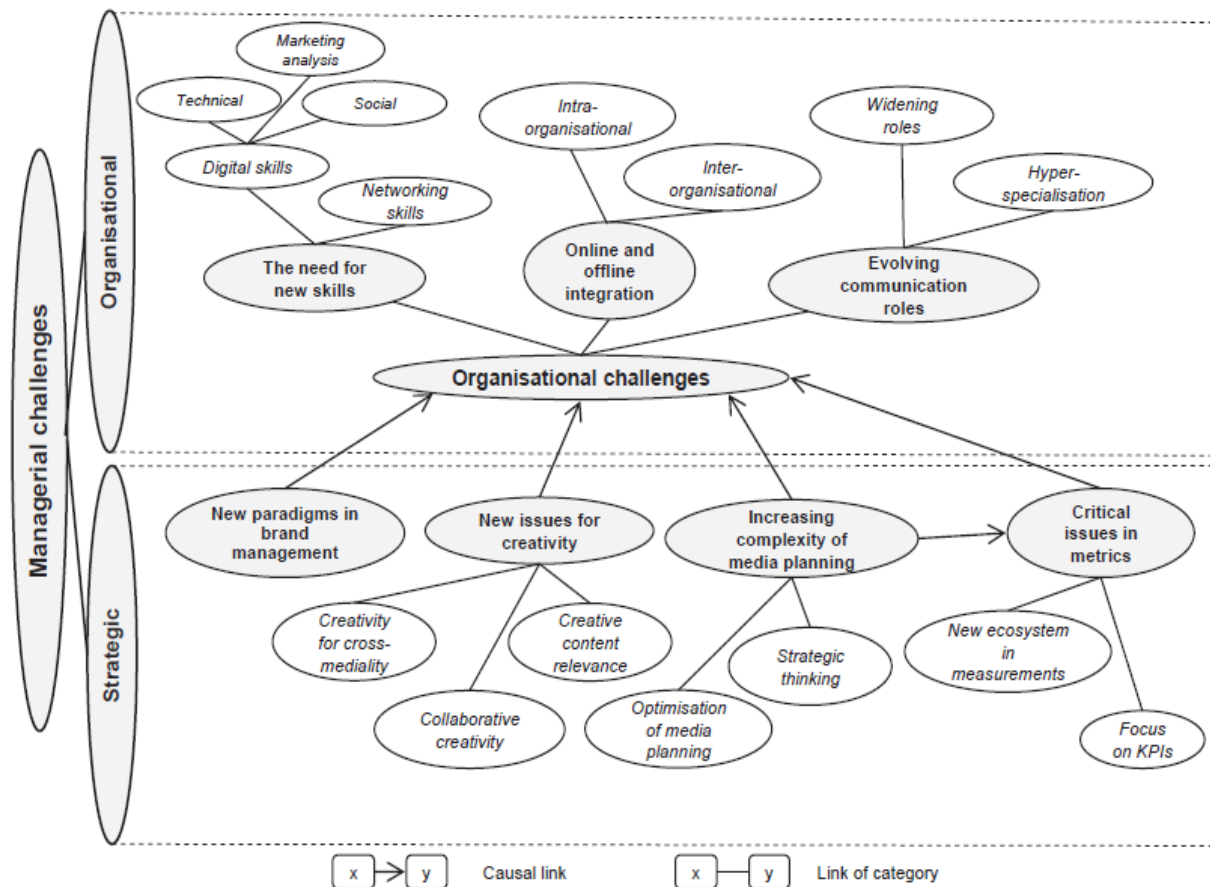
American Marketing Association

Challenges facing public relations

1. Under-representation of public relations practitioners at board level
2. Changing social and digital landscape
3. Unethical public relations practice
4. An expanding skill set required of professionals
5. Not being seen as a professional discipline
6. Convergence with other marketing disciplines
7. Emergence of fake news
8. Lack of diversity amongst PR professionals
9. Lack of analytical skills
10. A lack of collective self-belief and confidence
11. Automation

CIPR State of the Profession 2018

Organizational challenges of the IMC paradigm shift



Vernuccio & Ceccotti, 2015, p.442

“Yet marketing and public relations are the major external functions of the firm. Both functions start their analysis and planning from the point of view of satisfying outside groups. Both are relative newcomers on the corporate scene. Both normally operate separately, at some loss in overall effectiveness.”

Kotler and Mindak, 1978





INTERACTIVE SESSION

Share your experiences!

Problems

- Note the 3 **most relevant or persisting challenges** you've experienced with integrated communication in your organization (or by clients)

Solutions

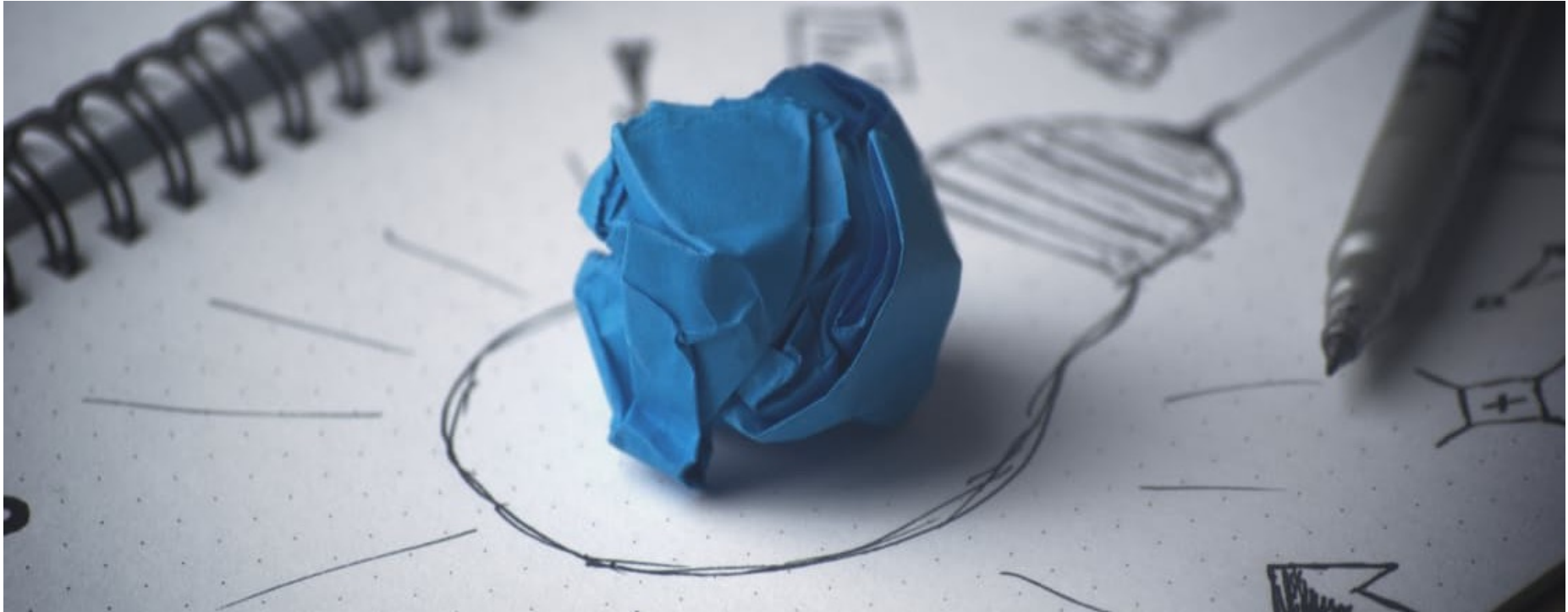
- Note 3 **practical approaches** you've used **for coordinating** activities across disciplines departments, channels and stakeholders

- One card for each issue
- Short headline
- Place cards on the whiteboards



**INTEGRATED COMMUNICATION –
A COMPREHENSIVE VIEW**

Broadening the perspective



Traditional approaches



- Integrated marketing communication „is a **strategic business process** used to plan, develop, execute and evaluate **coordinated** measurable, persuasive brand **communication programs** over time with customers, prospects and other targeted, relevant external and internal audiences.“ (Schultz & Kitchen, 2000: 65)
- Integration aims at improving consistency, efficiency and impact of **communication activities** across all channels and stakeholders
- Often linked to debates about **turf wars between departments** in charge of communication activities (PR, Marketing, HR, others)
 - Focus on coordinating messaging activities
 - Equation of communication processes, management routines, and departmental structures

However ...

- Communication instruments/channels (ads, press releases, events, websites, Facebook, etc.) and approaches (earned, paid, shared, owned) are **used by all corporate functions** and are inevitably intertwined – nobody “owns” instruments
- Communication can be conceptualized as a **corporate function** on its own (Corporate / Organizational communication) and as a **subfield of other functions** (Marketing communication, HR communication, CSR communication, ...) – comparing PR and Marketing is fundamentally a wrong question
- Communication includes **messaging and listening**, especially related to big data and fragmented audiences – incoming information needs to be coordinated as well



Some definitions to clarify the debate

Communication Function

The organizational operations focusing on communication activities and issues (mostly, but not only done by **communication departments** / **professionals**)

Communication Management

The process of planning, organizing, staffing, leading and evaluating corporate communication activities

Corporate Communication

The symbolic interactions with stakeholders (messaging and listening) managed by corporations to support organizational goals

All aspects can be integrated

Integrated Communication Function

The organizational operations focusing on communication activities and issues
(mostly, but not only done **communication departments** / **professionals**)

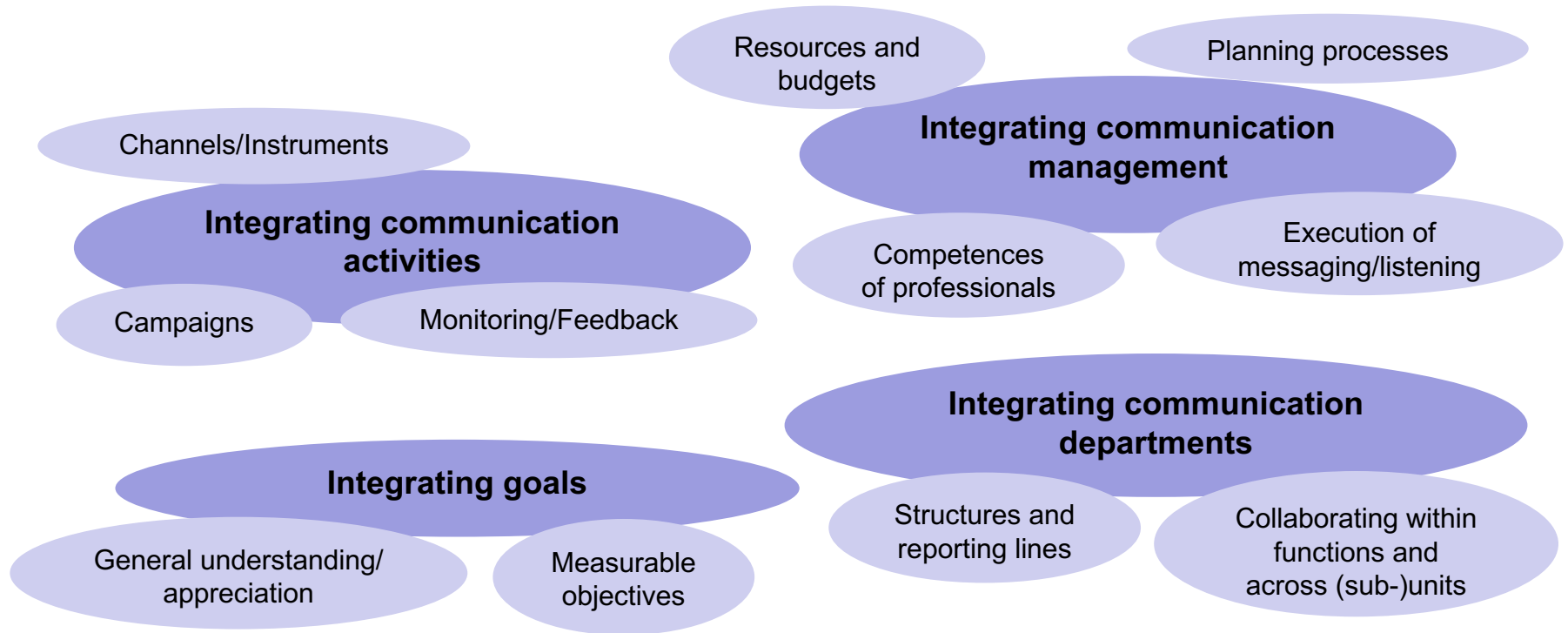
Integrated Communication Management

The process of planning, organizing, staffing, leading and evaluating
corporate communication activities

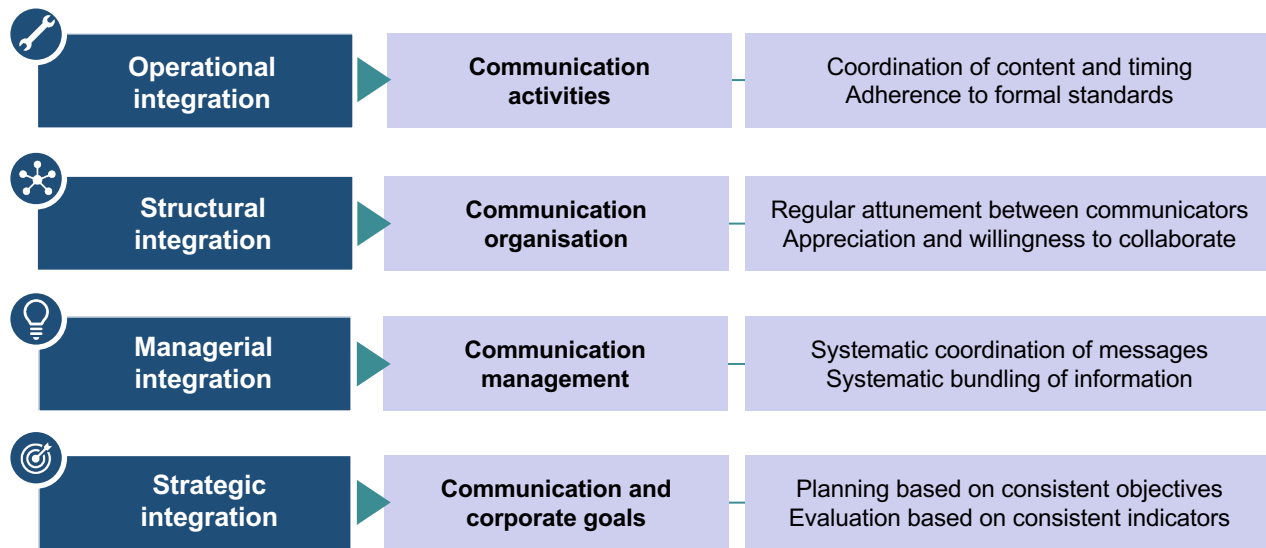
Integrated Corporate Communication

The symbolic interactions with stakeholders (messaging and listening)
managed by corporations to support organizational goals

Many facets of integrating communications



Four levels of integrating communications



The ITO model identifies requirements for integrated communication

	Input	Throughput	Output
Structure	Complementary competencies and resources for strategic communication	Common structures and processes for coordinating strategic communication	Common goals and indicators for strategic communication
Culture	Common understanding of strategic communication	Cooperation culture among communication professionals	Identification with overall communication practices

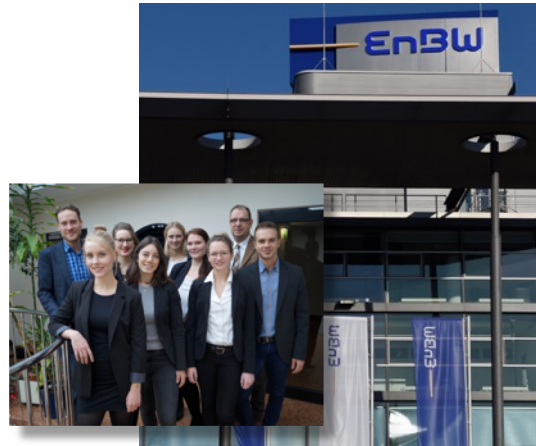
Developing and testing the approach

Framework development and general study:

Quantitative survey (n = 257 professionals) and qualitative study based on CCO interviews (15 companies)



Audit tool: Evaluating integrated communication in the third-largest German energy company



Benchmarking and best practices:

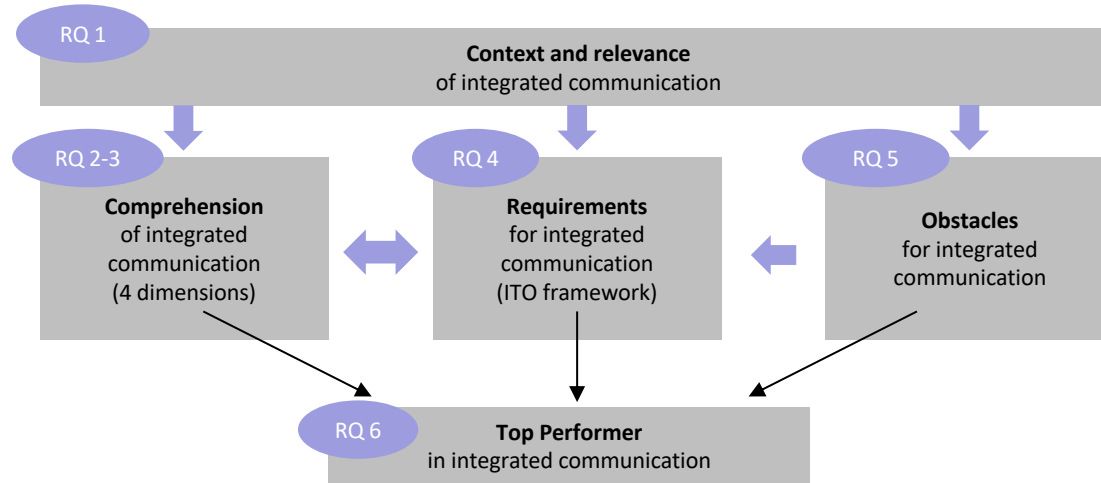
Application of the framework by the jury of the Integrated Communication Award 2017, 2018



Insights from the empirical study

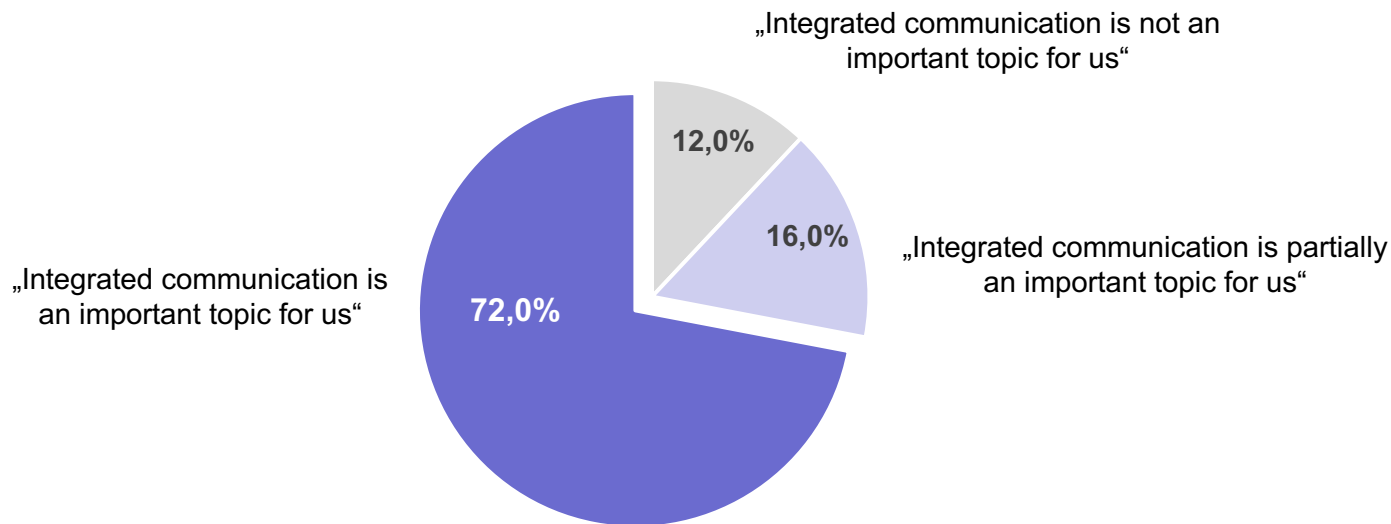


Research framework (survey)



Zerfaß & Borchers, 2017

Relevance of integrated communication



Zerfaß & Borchers, 2017

Challenges in communications

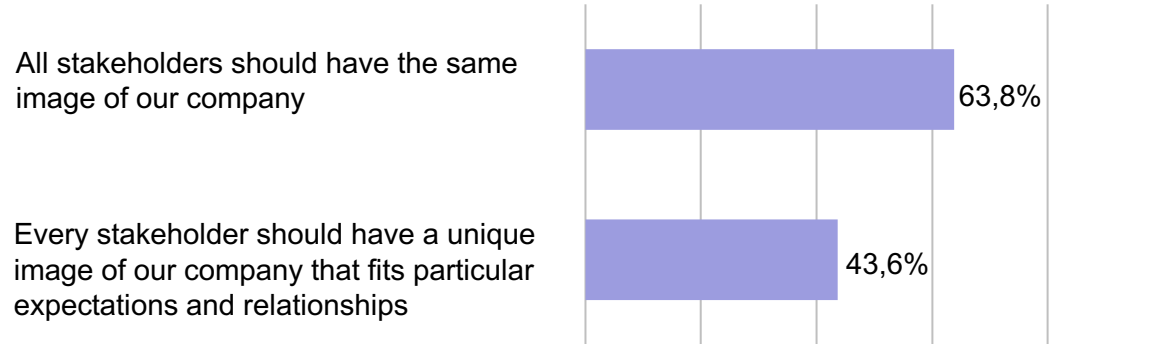
Corporations report a rising loss of control



Zerfaß & Borchers, 2017 / Percentages show agreement on a 5-point scale

Overall objective of communications

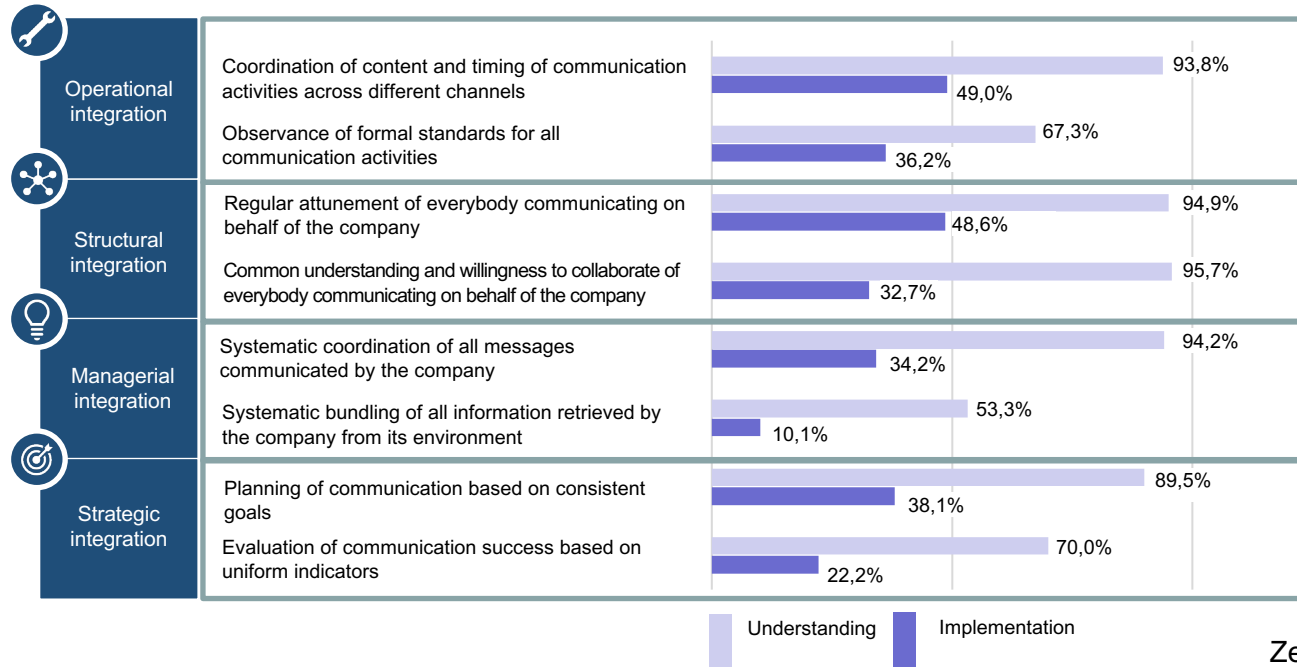
Corporations argue both for consistency and polyphony



Zerfaß & Borchers, 2017 / Percentages show agreement on a 5-point scale

Comprehension of integrated communication

Large gaps between conceptual understanding and implementation in the business world



Zerfaß & Borchers, 2017

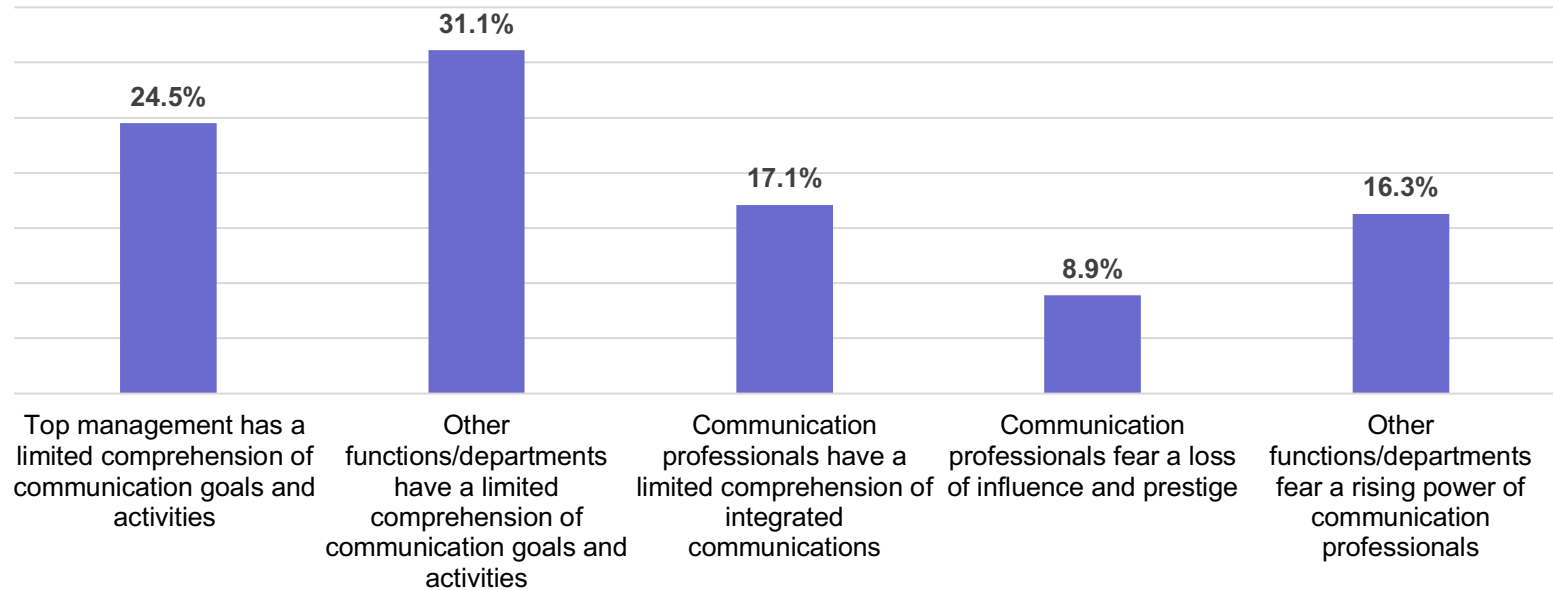
How requirements for integrated communications are met by German companies

	Input Ø M = 3.15	Throughput Ø M = 3.51	Output Ø M = 3.02
Structure	<p>Complementary competencies and resources for strategic communication</p> <p>M = 3.19 Competencies M = 3.09 Resources</p>	<p>Common structures and processes for coordinating strategic communication</p> <p>M = 3.97 Structures M = 3.16 Processes</p>	<p>Common goals and indicators for strategic communication</p> <p>M = 2.57 Goals</p>
Culture	<p>Common understanding of strategic communication</p> <p>M = 3.15 Understanding</p>	<p>Cooperation culture among communication professionals</p> <p>M = 3.41 Culture</p>	<p>Identification with overall communication practices</p> <p>M = 3.02 Identification</p>

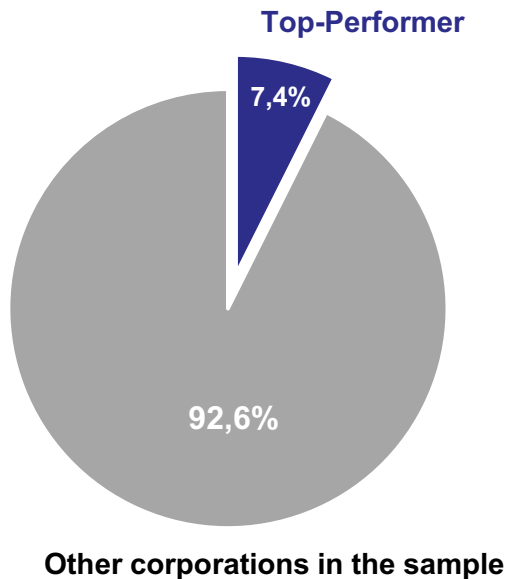
Zerfaß & Borchers, 2017

Obstacles for integrated communication

Other departments or top management are often blamed



What differentiate top performers in integrated communications from the rest?



Top performers have significantly ...

- a more managerial comprehension of integrated communications
- invested more into hard factors (competences, resources, structures, processes, joint goals/indicators) and they are better regarding soft factors (understanding, identification – but not culture)
- less hurdles to overcome, as top management and communication professionals understand the relevance of integrated approaches much better – but there is no difference regarding the comprehension of other departments and power issues

Insights from applying the audit tool



Auditing integrated communications

- External perspective: analyzing operational integration by researching the coherence of communication instruments / channels (content analysis)
- Internal perspective: analyzing structural, managerial and strategic integration by researching how far requirements for integration are met (interviews)
 - based on the ITO model
 - quantitative survey among all communication professionals in communications, marketing, HR, ..., departments (adapting the general survey instrument)
 - qualitative interviews with head of communication & unit leaders, and leaders of other departments with messaging or listening responsibility (e.g. sales)
- Identifying priorities for action across the six fields and developing solutions / action plans

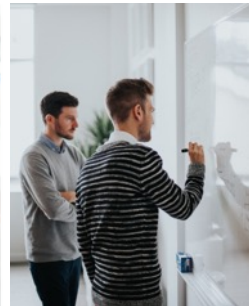
© Prof. Dr. Ansgar Zerfass

Auditing results (fictive example)

	Input	Throughput	Output
Structure	<p>Listening and data analytics competencies</p> <p>Time resources for internal collaboration</p>	<p>Joint databases and shared information access</p> <p>Low-barrier opportunities for knowledge exchange</p> <p>Campaign planning/execution</p>	<p>Common goals and indicators across disciplines and communicating departments</p> <p>Corporate-wide standards for measuring results and impact</p>
Culture	<p>Comprehension of goal-setting and management logics in communications</p>	<p>Collaborative culture within comms/marketing department</p> <p>Instable relationships with other communicating departments</p>	<p>Strong identification with integration goals and overall communication performance</p>

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Measures and action plans to enhance integration on various levels (examples)



Key projects:

- COOP Space
- Agile teams and processes
- Transparency and commitment culture

Measures and action plans (examples)

Projects aligned to gaps identified in the audit

	Input	Throughput	Output
Structure	<ul style="list-style-type: none">▪ Group trainings (analytics)▪ Mentoring▪ Peer-to-peer education▪ Lunch & Learn	<ul style="list-style-type: none">▪ Revising information management processes▪ Stand-up meetings▪ Campaign planning/execution	<ul style="list-style-type: none">▪ Leadership workshops▪ Joint planning and reporting standards
Culture	<ul style="list-style-type: none">▪ Leadership workshops▪ Visualisation of goals▪ Project board	<ul style="list-style-type: none">▪ Temporal assignments to other teams/departments▪ Mentoring▪ 72h feedback rule	<ul style="list-style-type: none">▪ Celebrating success together▪ Lunch & Learn

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Best practices



Assessing best practices: scheme

Holistic planning and execution of communications (campaigns, projects, instruments, channels)	Holistic management of communications (messaging, listening)
Holistic organisation of communications (structures, processes, culture)	Goal-orientation and alignment of communications (value creation, indicators, measurement, evaluation)

Assessing best practices

Sample company

- Family-owned industrial company founded 1870
- 12,000 employees, 11 plants in Europe/China
- Annual revenues: > 230 Mio Euro
- Major player in heating, ventilation, air conditioning

Holistic planning and execution of communications (campaigns, projects, instruments, channels)

- Defined processes and rules for channel management and content production

Holistic management of communications (messaging, listening)

- Annual planning in a content conference
- Dialogue with specialist communities (live and social media) to institutionalise corporate listening

Holistic organisation of communications (structures, processes, culture)

- Combined communication and marketing communication department
- Virtual workspace ("ABC Communication World" for all company members with communication assignments globally)
- Corporate communication department as internal agency for all business units and headquarter function

Goal-orientation and alignment of communications (value creation, indicators, measurement, evaluation)

- Communication as value driver in the business model
- Direct reporting line to the CEO



**LEVERAGING THE POTENTIAL
OF INTEGRATION IN PRACTICE**

Your ideas/experience please!

Use the ITO model to sort your proposals
– and add new ideas

Solutions

- Note 3 **practical approaches** you've used for **coordinating** activities across disciplines departments, channels and stakeholders

	Input	Throughput	Output
Structure	Complementary competencies and resources for strategic communication	Common structures and processes for coordinating strategic communication	Common goals and indicators for strategic communication
Culture	Common understanding of strategic communication	Cooperation culture among communication professionals	Identification with overall communication practices



WRAP-UP

Your takeaways

Which **insight** was most inspiring – what will you tell your peers back in the office?

What will be the **first step you'll initiate** to improve integrated communication in your organisation / for your key client?

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