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5. About BledCom

Dear Colleagues

It is our pleasure to warmly welcome you to BledCom 23. We think we have an exciting, and packed, program over the next two days thanks to your involvement. We hope you will enjoy contributing to this symposium in multiple ways: making presentations; listening to presentations, interacting with colleagues and friends from over 24 countries and six continents, and engaging in wide ranging conversations about the field we have chosen for our career.

But please do not make your visit to Bled all about work. We remind you to exploit picturesque Bled to relax and have some fun as well.

Finally, we do hope you will come back next year... and the next... and the next... to engage in scholarship and fun. Soon we will celebrate our silver anniversary! Do give us ideas on how to celebrate that landmark!

Scholarship and fun is what we want BledCom to be for you.
Thank you!
Lep pozdrav!
Namaste!
Prof. Dr. Dejan Verčič is a Slovenian public relations theorist and researcher. He is a Professor and Head of Centre for Marketing and Public Relations at the University of Ljubljana, Slovenia. He holds a Ph.D. from the London School of Economics and Political Science (LSE). In academic year 2013/2014, he was a Fulbright scholar at the San Diego State University, USA.

Dejan Verčič has published 11 books. He has written more than 300 articles, book chapters, monographs, reviews, and conference papers. His recent books are Culture and Public Relations (2012), The Global Public Relations Handbook: Theory, Research, and Practice (2003, 2009), Public Relations Metrics: Research and Evaluation (2008). In 2000 and in 2010 he received special awards by the Public Relations Society of Slovenia, and in 2001 he was awarded the Alan Campbell-Johnson Medal for outstanding service to international public relations by the UK Chartered Institute of Public Relations (of which he is a Fellow).
krishnamurthy sriramesh

Prof. Dr. Krishnamurthy Sriramesh is a Professor and University Faculty Scholar at Purdue University, USA. He is recognized for his scholarship on global public relations. For two decades he has advocated the need to reduce ethnocentricty in the public relations body of knowledge. To that end, he has edited several books on global public relations including a book on Public Relations in Asia that remains the only book on the subject.

His research interests also extend to public relations for development, corporate social responsibility and public relations, and the use of new media for public relations. His rich teaching experiences include teaching at 10 universities in four continents and won several teaching awards including the Charles W. Redding Excellence in Teaching Award (Purdue University) and Teacher of the Year Award (University of Florida).

He has won several awards for research including the Faculty Research Award and the Golden Gator Award at the University of Florida and top-three papers at six international conferences. In 2004, he won the prestigious Pathfinder Award from the Institute for Public Relations (USA) for “original scholarly research contributing to the public relations body of knowledge.” He also serves on the Editorial Board of several academic journals.

ana tkalac verčič

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Public relations and social businesses: Building engagement?

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Introduction and purpose of the study

Public relations is usually practiced within three clearly defined organizational settings: the public (governmental), private and nonprofit sectors. Over the past few decades, the boundaries between the three sectors have been blurring, and new types of organizations and initiatives, which combine environmental aims with business approaches, have emerged. This study focuses on social businesses, which are self-sustainable businesses that address social goals, and the challenge that they present to public relations practitioners.

Unlike public relations for other sectors, public relations for social businesses requires raising awareness to the attractiveness of a business (and its products or services), and also to its social goals. According to Benziman (2009), identifying a business as a social business might damage the reputation of its products and services since they are perceived as low quality products that were manufactured by underserved or distressed communities. For example, practitioners who try to attract clients to a coffee shop by emphasizing its excellent location and low prices also have to communicate that all workers are mentally ill or ex-prisoners.

Literature review

Because social businesses are a relatively new type of organization, the Diffusion of Innovation theory (Rogers, 1962) was used to explore whether and to what extent social businesses have succeeded in passing the first two stages of the diffusion process (knowledge and persuasion), if they have successfully communicated their complex identities to their publics, and engaged with them.

In recent years engagement became a buzzword in public relations research and practice. The idea that organizations and publics can and should engage with each other in ‘real conversations’ seems to be a natural development of the relational approach, that emphasized the building, management, and maintenance of organization-public relationship (OPR) (Botan, 1992; Hon & Grunig, 1999; Taylor, Kent, & White, 2001) and the dialogic communication approach that added to OPR building the notion of dialogue and ‘dialogic communication’ (Botan, 1997; Kent & Taylor, 1998, 2002). According to Taylor and Kent (2014, p. 384) “engagement is part of dialogue and through engagement, organizations and publics can make decisions that create social capital.” They also suggest that dialogic engagement has many advantages for organizations and stakeholders because it improves understanding among participants, assists in making decisions that benefit all parties involved, and encourages a fully functioning society whose decision making is based on information.
Methodology
The data for this study were collected using two research methods. The first was a survey containing a representative sample of 202 Israeli adults aged 18-65 that were recruited from an online panel of Israelis (employing two screening questions to 962 respondents). The survey contained 25 questions that referred to participants' profiles, media exposure, personal involvement and perceptions of social businesses. The second part of the study utilized a monitoring system that analyzed the volume of online ‘conversations’ about social businesses in various social media platforms (such as forum posts, blogs, Twitter and Facebook).

Results and conclusions
Findings suggest that social businesses, as a relatively new type of organization, are still in their first stages of adoption, and thus embraced mainly by Innovators and Early Adopters, but not by the majority. The majority (79.1%) in the middle categories still does not know what a social business is and has not reached even the first stage of knowledge-awareness. In addition, participants contended that their exposure to social businesses online (52%) was higher than their exposure to social businesses in ‘traditional’ media (36%), and most respondents had a favorable attitude towards both the ‘business-like’ characteristics of social businesses (i.e., high quality products and services, low prices) and their contribution to society.

The lack of awareness to social businesses among the ‘average citizen’ is both a finding and a limitation of this study, since many potential respondents did not know what a social business is, did not engage with social businesses and did not have any perception of them. A future research might compare among adopters of social businesses and the average citizen. This comparison might reveal whether people who use a specific product or a service given by social businesses know about social businesses more and perceive them differently than the average citizen who obtains his knowledge about social businesses mainly from the media and close ties.

Practical and social implications
Based on these findings, suggestions were made to public relations practitioners how to further promote social businesses, reach out to other potential adopters, engage, and build a strong reputation.

Keywords: Social Business; Fourth Sector; Engagement; Diffusion of Innovations; Dialogue
Towards successful citizen engagement: A meta-analysis of the empirical evidence

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Introduction and purpose of the study (and research question if there is one)
Citizen engagement as a system for communication between public authorities and the representatives of the local community is a well-established practice. This paper analyses examples of participation processes reported in the English-language scholarly literature, in order to obtain a comprehensive understanding of the obstacles to the implementation of this practice, as well as of the techniques and processes that characterise successful public inclusion. The main research question was “What have been the main obstacles to successful engagement and how have they been tackled in real engagement processes?”

Literature review
Branded under many different names (participatory democracy, deliberative engagement, stakeholder inclusion, inclusive decision-making, collaborative governance, etc.), public engagement entails the same basic principle: involving citizens, social organizations and, broadly speaking, relevant stakeholders in policy-making since the early stages of the policy cycle. Beierle (1999) identified six goals for participation: educating the public; incorporating public values, assumptions, and preferences into decision making; increasing the substantive quality of decisions; fostering trust in institutions; reducing conflict; and making decisions cost-effectively. But its overall purpose remains to enhance the quality and legitimacy of policy decisions, thus overcoming the problems that the traditional processes and institutions of representative democracy face when dealing with “wicked” problems, multi-faceted issues and fragmented policy environments (Fazi and Smith, 2006, pp. 12-15). The popularity of citizen engagement does not entail that questions about its true potential and limitations have been effectively sorted out. Participation is often time consuming and expensive, it may backfire creating hostility, it may be pointless if results are ignored, it may be heavily influenced by “loud” interest groups or it may imply a critical loss of decision-making control by authorities who are then unable to implement what is decided (Irvin 2004).

Methodology
Since a shared definition of citizen engagement has not yet been agreed upon, for the purposes of our literature review examples from every arrangement under the broad umbrella of processes of collaborative participation have been taken into consideration, suggesting theoretical categories able to group techniques, processes and examples under readable and logically consistent clusters.

In order to ensure a transparent and complete reporting, this paper uses a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach which helps improve the reporting of systematic reviews and meta-analyses (Moher et al., 2009). Hence, by using the meta-search engines EBSCO-HOST and Web of Science we browsed the databases Business Source Complete, EconLit, Regional Business News, Science Citation Index Expanded, Social Sciences Citation Index, Arts & Humanities Citation Index, Conference Proceedings Citation Index – Science and Conference Proceedings Citation Index - Social Science & Humanities. We then proceeded incrementally by selecting only those articles that could contribute to highlight conceptual categories to which participatory tools themselves would refer. Based on this criterion, the articles that were deemed relevant for the purpose of this literature review were consequently analysed in detail. In order to single out good practices, we analysed first the hurdles most frequently mentioned in the literature when describing participatory processes. Then we summarised the techniques and processes adopted to overcome the obstacles, or at least reduce their impact.

Results and conclusions
The paper presents an overview of the key findings emerging from the literature review. In our analysis we chose purposefully to remain as close as possible to the source articles in order to make references easier. The emerging patterns and recurrent themes that contributed to successful participation were clustered around three categories: contextual factors such as information deficit and asymmetries as well as officials’ attitude; organizational arrangements, in particular community representation and process design; and result-related issues, i.e. the overall outcome of the engagement process itself. While the empirical evidence available in the literature is limited to English speaking countries, our analysis highlights that, in general, the most important factors to improve participation are structure and relations. First, a rigorous approach is essential to facilitate stakeholder inclusion and participation, thus improving the chances of a more systematic impact. Secondly, more and more frequent interactions among government, agencies and the public trigger deeper stakeholder engagement.

Practical and social implications
The overall learning point is that short-term and half-hearted engagement processes are unlikely to lead to successful engagement.

Keywords: engagement, participation, literature review, meta-analysis
Green community engagement – do organisations actually listen?

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Introduction and purpose of the study
This study investigates community engagement and consultation practices that are undertaken by organisations to gain consent to proceed with low carbon-emission and/or renewable energy technology projects in Australia. The purpose of this research project is to examine the nature and effectiveness of current community engagement practices. The qualitative study explores how community engagement is being practiced, and which public relations tactics are reported to be more or less effective. This research also explores the relationship between the organisations and the communities, and the role that public relations play in the community engagement process.

Literature review
Community engagement and consultation is a common requirement in Australia, especially for organisations in the renewable and low carbon-emission technologies sector. The repeal of the carbon tax in 2014, and the recent cut of the National Renewable Energy Target have sparked new debates about climate change and renewable energy. Media coverage about community resistance such as the “lock the gate” campaign reinforce community expectations to be involved when organisations implement new projects. How to engage and who to engage with, however, remains unclear as both the term ‘community’ and ‘community engagement’ continue to be rather unspecific fluid concepts in academic literature. Especially the public relations literature has little emphasis on community engagement although public relations practitioners are often called onto manage engagement processes.

Methodology
This qualitative study is based on 15 in-depth interviews with community engagement experts that were conducted over the phone in 2013. The semi-structured interviews investigate community engagement practices in the renewable energy and low-carbon emissions sector with a focus on the communication between organizations and their communities. How and why do organisations engage with the community? What communication strategies and channels do they use and how well do they work? What role does public relations play in the engagement process? What impact has the community had on relevant projects? And do organisations actually listen to what the community has to say and address their concerns?

Results and conclusions
The research findings suggest that face-to-face communication is the most important communication form, and that relationships play an integral role in the engagement process. Although many organisations expand their engagement efforts beyond the legal requirements, the study indicates that organisations listen with ‘strategic intent’. Despite some examples where communities influence organisational decisions, the research findings suggest that most organisations attempt to control engagement and consultation processes rather than genuinely listen to community concerns.

Practical and social implications
This functional approach of the research findings contrasts with current public relations concepts, which suggest that open, dialogic and collaborative engagement approaches help build long-term relationships with communities. The study sheds some new light on current engagement practices. However, more research into community engagement within a public relations context is needed to better understand the role of communication in community engagement and consultation.

Keywords: Community engagement, public relations, listening, Australia
Factors Influencing Consumer Engagement in Mobile SNS: A Study of WeChat in China

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Introduction and purpose of study
Launched in 2011, WeChat is a mobile microblogging and social networking site (SNS) in China. It has attracted more than 600 million individual users and 8.5 million organization users (mostly corporate; Smith, 2015) due to its unique, convenient and diverse functionalities making its platform an integral part of a user’s life. WeChat combines the features of instant text/voice messaging, photo and video sharing, one-to-many messaging (group chat), information exchange and socialization and e-payment (WeChat peer-to-peer Wallet), and is a dominant social media platform in China.

Most previous research on social networking sites in China, however, has focused on Weibo and RenRen (e.g. Wang, 2016) and on the comparison between Weibo and Twitter (e.g. Zhang, Tao, & Kim, 2014). Yet, unlike Weibo or Twitter, which are open-source, WeChat is a closed-source SNS that can be used to facilitate one-to-one communication between a corporate public account and its subscriber via personalized content. Moreover, WeChat can only bring values to corporate communication when individual users participate in the corporate public account. This study aims to explore the factors public engagement with corporate WeChat communication by testing a conceptual model (see Figure 1).

Literature review
This study utilizes technology acceptance model (TAM), users and gratification theory, and commitment-trust theory (Morgan & Hunt, 1994; Wu, Chen, & Chung, 2010). The proposed model hypothesizes five antecedent factors of user engagement in WeChat from the user’s perspective: account competitive advantage (innovation and market differentiation), content attraction (multi-media presentation, service-centric logics, and content usefulness), information sharing, interaction frequency, and preferential incentive. The antecedent factors lead to the user’s satisfaction with the corporate WeChat account that further results in two kinds of user engagement. General participation relates to “browsing information sent by corporations and self-interest-oriented participation” while interactive participation means “frequent participation behaviors of exchanging and communicating with corporations” (Jin, Park, & Li, 2015, p. 3).

Methodology
Random online-surveyed data of 150 Millennials (those born in the period 1980 to 2000; Howe & Strauss, 2000) in mainland China will be analyzed to test the proposed model using Structural Equation Modeling (SEM). The Millennium generation is of particular interest in this study because people of this generation are the main users of WeChat and are becoming the primary consumer force that corporations need to target.

Results and conclusions
A summary of the hypothesis testing results will be provided.

Practical and social implications
Research results will have theoretical and practical implications for strategic communication on WeChat for effective user engagement. The results will also contribute to the understanding of WeChat as a unique marketing communication channel in China.

Keywords: Consumer Engagement, WeChat, Marketing Communication, China
Trends in education of communication professionals: the perspective of educators and employers

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Introduction and purpose of the study
The extremely rapid development of technology, which greatly affects trends in the public relations profession, raises the importance of leaders of higher education institutions, as well as teachers, to monitor scientific developments of the profession, market trends, and in particular, the needs of employers who will in the future employ recently educated personnel. This element is even more pronounced during times of global crisis in the communications industry where the number of jobs is decreasing, and criticism of educational institutions, which can be summarized in the claim that educational programs are not adapted to market needs, is increasing. Guided by this situation, in this paper, the authors analyse the interrelationship between the academic community and employers in the communications industry, and compare their views on the issue of knowledge, skills and competences which communication professionals must possess in order to be successful in this profession. The main research question is to what extent the views on the quality of education of future PR professionals differ from the perspective of employers and the academic community.

Literature review
Analysing the trends in the education of communication and public relations experts, it is possible to notice that, over the last 15 years, numerous research projects were carried out and several studies were published on trends in the education of public relations professionals. The Commission on Public Relations Education in particular dealt with this topic, publishing a series of reports from 1999 to 2012. These reports contained guidelines for the development, customization and improvement of educational programs in the field of public relations and communication management. At a time when cooperation between the academic community and the market is a necessity, this situation in the communications industry leads to criticism from PR experts that higher education institutions do not teach their students fundamental knowledge and skills, and that upon completing their studies, employers themselves must set aside at least another year to further educate and train the new employee in order for him or her to be able to carry out assignments, which leads to additional expenses for employers and slows down entry into the profession. As a particular problem, they emphasise the apparent inertia of higher education institutions in the process of aligning contents of study programmes to technological advancements.

Methodology
In this paper, the authors will conduct a survey among senior staff and heads of the study programmes at higher education institutions, and analyse their views on the priorities in the education of students. An equivalent survey of employers in the communications industry (communication agency directors, directors and heads of corporate communications) will be carried out as well. The research will be carried out on 25 members of the academic community, as well as 25 employers. The authors will analyse which knowledge and skills are necessary for students to be able to work independently in the profession in a short time after graduation. Furthermore, the authors will analyse how the current study programmes meet the requirements of the market and how much time employers spend on the further education of their employees after obtaining a degree in public relations.

Results and conclusions
The obtained results will give an insight into the needs of employers and compare the discrepancy between educators and employers. These results will provide a key contribution in the process of improving mutual understanding of the academic community and employers in the communications industry, as well as the adaptation of study programmes at the level of higher education institutions educating future generations of communications professionals.

Practical and social implications
A special value of this research is the establishment of differences in attitudes between the two groups who have a significant impact on future communication professionals in different phases of their professional development. The research results could lead to the reconciliation of different views between the academic community and employers, as well as foster their mutual cooperation and interaction.

Keywords: Public relations, formal education, academic community, employers, competences
Corporative Answers before a Transnational Crisis in Public Relations: Chiquita Brands Crisis Originated in Colombia

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Corporative answers are understood as a declaration of an organization about a crisis and several opportunities to confront it. Transnational organization Chiquita Brands, suspected of having sponsored paramilitary groups in Colombia between 1997 and 2004, have experimented a crisis represented in image, reputation; credibility and retired of invest in Colombia.

Chiquita Brands Transnational Organization have shown a chronological answers between March 2007 and June 2008, dates where North America justice signed to multinational of these sponsor. Methodological aspects joined quantative content analysis of press, both American and Colombian newspapers, due to comparative analysis signed aspects of two perspectives where crisis is confronted.

Case study was analyzed from Cross-National Conflict Theory, developed by Molleda & Quinn (2004), Kim & Molleda (2005) and Giraldo, Botero, Molleda and Bravo (2011) where were possible apply some of 13 proposition of this Public Relation theoretical perspective, as well as type of public present around crisis, such a home, host and transnational publics. Besides testing the 13 propositions of the Cross National Conflict Shifting theory and besides describing the scope of corporate responses used, one more variable will be analyzed: It will be measured if the efforts of agenda building performed by Chiquita Brands got reflected in the news coverage of the conflict.

Cross-national conflict shifting (CNCS) is:
“The transfer of incidents or crises faced by a transnational organization (TNO) from one national location where the situation originates to another or multiple world locations where the TNO is headquartered or executes major operations. A reversed CNCS occurs when the conflicting situation happens in the home country where the main office of the TNO functions and then it shifts to other host environments.” (Molleda, 2010, p.2).

Chiquita Brand's transnational crisis is important to further understand the way a conflict shifts from its place of origin (the host country) to the home country of the transnational organization (TNO) involved in the crisis. It also looks at the kind of responses given by the TNO in both countries, the home and the host, and at the kind of agenda building effects generated by the Chiquita Brands official statements. In a globalized world, this knowledge is essential for TNOs to learn how to face cross national conflict shifts and how to serve their multiple publics all around the world.

A national issue can become international in an instant, impacting host, home, and transnational publics. Public relations professionals practicing in more than one country are challenged by conflicts that impact their organizations or clients activities and reputation in more than one location at the same time (Molleda & Quinn 2004, p. 2).

This is the first Cross-National Conflict Shifting study developed by researches based in the United States and Latin America, with data gathered in U.S database and Colombian news archives, which offered a unique opportunity to use a more complete set of data and an analysis from scholars who bring complementary interpretations to the findings. Studies based on the Cross-National Conflict Shifting theory also contribute to the growing body of knowledge of global public relations.
Putting Engagement in its PRoper place: State of the Field

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Introduction
Engagement has been a buzzword in public relations practice for a while. Although the concept originated in practice, it has garnered scholarly attention with a special issue in the Journal of Public Relations Research and now this call from BledCom 2016. Within the academy, research on engagement in public relations has mushroomed across the area of digital engagement, with a few studies on employee engagement and conceptualizations of public/stakeholder engagement. However, in a majority of studies, the term has been used rather loosely, to imply any form of communicative interaction between publics and organizations. There has not been much theoretical explication of the concept within public relations, except for rare attempts such as those by Taylor and Kent (2014), who situated engagement within the concept of ethical communication and dialogue, specifically within dialogue’s dimension of propinquity. Yet research on engagement has been booming, especially with the rising popularity of social media and a mad scramble to digitally ‘engage’ organizational publics. The need of the hour is to pause, take stock of the field, create a practice-relevant, theoretically informed model and definition of engagement and chart future directions of research. Accordingly, this conceptual paper reviews the literature on the concept of engagement within the field of public relations, identifies key omissions, proposes a model and definition for engagement and suggests directions for the future.

Literature review
This paper first presents a thorough and extensive review of literature on engagement within public relations, marketing and organizational behavior and reviews the three major strands of work within public relations (1) Digital engagement spanning civic engagement, engagement during crises and use by non-profit organizations (2) Employee engagement and (3) Discussion of public/stakeholder engagement. It then interrogates this literature and raises the following points for consideration:

- The need for a theory based conceptualization of engagement that distinguishes engagement from other similar concepts, extends beyond the communicative dimension and is considered from the perspective of publics and organizations, specifically considering the following two pertinent issues:
- Reluctance on the part of publics to be active as contributors, co-creators, and information sharers and the related aspects of interest, salience, motivation and public engagement/disengagement. Hence, definitions of engagement to consider multiple dimensions of engagement, including cognitive, affective and behavioral and examine the notion of disengagement.

- Reluctance on the part of organizations to engage in 2-way dialogue with connected publics and the need for maintaining control of strategic organizational communication, especially during crises. Hence, definitions of engagement to consider aspects of power asymmetries, the need for organizational control over relational communication and the need to employ situational theories of publics.

A proposed model & definition of engagement
Drawing from the systems approach to public relations, relational communication theory, strategic issues management, and the concepts of dialogue and ethical communication, this study proposes the following model of engagement and definition:

1. Antecedents: Salience of issue to publics and organizations.
2. States: Cognitive (problem recognition, constraint recognition), Affective (emotional connection to the issue) and Behavioral (material or communicative manifestation of thought and emotion, offline or online); The whole self/group – thought, feeling and action - entering into an ethical, purposeful interaction with affected partners; An interaction that appreciates power asymmetries among interactants.
3. Consequences: Meet respective goals of interacting publics and organizations, leading to mutual understanding, adjustment and adaptation.

Proposed Definition: Engagement is a cognitive, affective and behavioral state wherein publics and organizations that share mutual interest in salient topics interact ethically and strategically, with an appreciation of power asymmetries between interactants, aimed at producing mutual adjustment and adaptation.

Suggestions for future research
Publics-centric research
- Need to study disengagement/non-engagement and
- Motivations for engagement/disengagement

Organization-centric research
- Motivations for adopting traditional models of persuasion and avoiding genuine open, transparent interactions with publics
- The rise of content creation for meaningful stakeholder engagement
- A portrait of the ideal boundary spanning social media PR practitioner, considering aspects such as accountability, transparency, timeliness, sensitivity and intercultural competence
Implications
This paper has important theoretical, practical and social implications. Theoretically, it helps to clarify conceptualization of engagement as a multidimensional concept, considering relevant aspects from the perspective of publics and organizations. Being a concept that has its origins in practice, a clearer theoretical understanding of engagement can help practitioners to address matters of engagement in a theoretically informed manner. As for social implications, enabling publics and organizations to understand engagement in a holistic manner can bring benefits to both publics and organizations that can interact, fully aware of power asymmetries, thus enabling the creation of ethical social capital.

Keywords: Engagement, Dialogue, Ethical communication, Publics, Organizations
Corporate Social Responsibility (CSR) for Identity Management: Framing CSR as a Tool for Managing the CSR-Luxury Paradox Online

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Jia Yun Wong

Research at the intersections of CSR and communication across domains such as public relations, marketing and organizational behavior has found that CSR can aid the construction of an ethical corporate identity, and help to align actual, communicated and perceived identities, thus establishing and maintaining more enduring and meaningful relationships with stakeholders, a key mission of the public relations function. However, companies face a special challenge when the core values of CSR are in conflict with the core values that represent the central aspects of their identity, such as those in the luxury sector.

Stakeholders rarely regard luxury and CSR as compatible, even viewing them as paradoxical because while CSR entails conservation and caring for the wider human and natural communities, luxury relates to excess and pampering oneself, resulting in what scholars have termed a CSR-luxury paradox. Such a situation offers a rich and productive context to examine how communication practitioners can employ CSR to align conflicting identities. Accordingly, this paper employed framing analysis to examine CSR as a managerial tool that can align divergent identities of an organization. Specifically, we examined how 43 luxury brands employed framing and reasoning devices on corporate websites to manage a potential clash of identities triggered by the CSR-luxury paradox.

Literature Review
Based on a thorough and extensive review of the literature on corporate identity, CSR communication, the identity-based conceptualization of CSR, the characteristics of luxury, the complexities of the CSR-luxury paradox and framing analysis, drawn from the fields of public relations, marketing, corporate communication, advertising, and organizational behavior, we posited the following research question to guide the study: How do luxury brands frame different aspects of CSR, such as (a) choice of CSR issue, (b) issue importance, (c) commitment, (d) impact, (e) motive and (f) fit, in order to manage the conflict between CSR and luxury in the construction of corporate identity?

Methodology
This study employed qualitative and quantitative content analyses of frames because content analysis has been shown to be an effective method to identify the framing and reasoning devices of each frame. Following an inductive framing analysis to derive emergent frames, a quantitative content analysis of 43 luxury brand websites was conducted using both theoretical and emergent frames to determine the frames used. The sample was drawn from the World Luxury Brand Directory and the 100 most valuable luxury brands from the World Luxury Association.

Results and Conclusions
Findings revealed that luxury brands framed their CSR efforts as going beyond what is required (Discretionary; 88.4%), driven by good hearted motives unconnected with economic imperatives (Altruism; 93%), foregrounded the brand over the social issue (Brand Importance; 97.7%), highlighted their considerable input of resources into CSR efforts (Substantive Input; 83.7%) consistently over a period of time (Enduring Commitment; 81.4%), into programs that had high fit with their core business (Congruence; 95.3%) and conveyed impact of CSR programs through evoking emotions over logic (Abstract Impact; 65.1%). Each finding is supported with a frame matrix displaying text examples and framing and reasoning devices employed to establish the frame.

The discussion section then highlights how luxury brands employed these frames to navigate a potential clash between competing values of luxury and CSR, by highlighting similarities between the core identity of luxury and CSR. Based on the findings of this study and building on emergent work on CSR as a tool for identity management published in Public Relations Review, this paper then proposes the concept of value resonance identity management (VRIM), specifically for instances when the core values of CSR are in conflict with the core values that represent actual identities of companies.

Employing sophisticated use of framing and reasoning devices, companies can enable the creation of perceived alignment between apparently paradoxical notions. Such a proposition is not intended to reduce the need to ground ethical communication in action, but only proposes that ethically grounded companies can employ these devices to discursively manage potential clashes between perceptions of conflicting values between CSR and actual identities through accentuating similarity in values. Since the sample comprised high value brands it raises the question of transferability to niche luxury brands. To enhance external validity, further research on a larger range of luxury brands, product categories and countries-of-origin may be conducted.

Practical and Social Implications
Communication practitioners in charge of CSR communication, whether in public relations or corporate marketing, need to frame their CSR efforts in ways that resonate with luxury brands’ core values of scarcity and sophistication. A skillful framing of similarities in values between apparently opposing notions can enable practitioners to
manage otherwise conflicting identities. Such value resonant framing will also enable socially conscious consumers to manage the perceived CSR-luxury paradox.

**Keywords:** Corporate identity, CSR communication, Luxury, Identity management
Global engagement: How can the West use social media to defeat ISIL

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Introduction and Purpose of the Study
For more than 20 years, the United States and other governments have tried to subvert the appeal of radical Islamic ideology. Traditional messaging techniques — public appeals, directed broadcasting, conventional media relations — have all been tried but have demonstrated little practical value. Psychological Operations (PSY-OPS), developed by the military for use mainly in battlefield situations — have also been used but have had little impact outside of narrow tactical objectives. With the advent of social media, and their use by various radical groups to recruit and gain support, Western countries have tried to gain converts themselves, or at least to neutralize the appeal of radical messaging, with only modest success.

On January 8, the U.S. Government (USG) admitted the need to “revamp” its messaging on this subject and announced the creation of a “Center for Global Engagement,” to be located at the Department of State in Washington, DC. This initiative is to be headed by a senior Defense Department official and will be carried out separately from the public diplomacy programs run by USG civilians at embassies around the world.

This paper reviews the history of efforts to date and suggests approaches that may offer a better prospect of success.

Literature Review
Journalists and foreign affairs analysts have commented on this program since its inception. Government officials have testified to Congress regarding planning and Congressional appropriations documents have outlined the categories of activities to be pursued (e.g., Consolidated Appropriations Act 2016 allocates funds to “editorial content,” “speakers,” “outreach,” “social media analytics,” etc.). However, there has been relatively little analytical review of these efforts in open source literature.

Methodology
This paper will begin by analyzing the impact of the State Department’s “Think Again Turn Away” initiative, which was undertaken by the Department’s Center for Strategic Counterrorism Communications (CSCC) in 2010 to use social media as a tool against terrorist groups like al Qaeda and its affiliates. The Department chose Facebook, Twitter, Tumblr and YouTube as the social media on which to carry out this campaign and staffed the Center with Americans who wrote posts that ridiculed, satirized and criticized al Qaeda, ISIS and other radical, aggressive groups. How many “likes,” “followers,” “retweets” — and other popularity indicators did they manage to achieve? What kind of response did this initiative elicit on the Arab/Islamic “street”? This paper will also examine a short-lived effort by the Department to have individual staff members of the CSCC engage and respond to radical messages on influential Web sites and blogs in the region. Presenting this independent review, alongside USG statements on this effort, and scholarly as well as think-tank analysis, the paper will proceed to look at instances where recruiting by ISIS/ISIL/Daesh has been negatively impacted by social media/public media communications. Are there particular third parties including religious and political leaders, whose voice would be effective in redirecting/undermining appeals by radicals? A few sample approaches will be evaluated and proposed. I also propose to interview specialists who have participated in past efforts and those newly selected to lead to the “revamped” office.

Results and Conclusions
The United States and other leading states have thus far failed to find an approach to social media that markedly discourages ISIL’s radicalization of certain disaffected members of the Islamic community. Various specialists and policy makers have accepted that there may be no single “one size fits all” approach, given that ISIL has found adherents in various, disparate nation states and communities. Tactical/military approaches (e.g., cutting off ISIL’s access to funds, communication and transportation) can be pursued and judged on their efficacy; “engagement” that is meant to change “hearts and minds” is much more difficult to judge.

Practical and Social Implications
The struggle by the world’s leading powers to contain and defeat ISIS has turned into one of its hardest challenges, costing countless lives and billions of dollars in military expenditures and creating millions of civilian refugees. Any engagement via social media that would reduce ISIS’ capacity and appeal would be extremely valuable to international security. The results of this analysis will be proposed to appropriate members of the anti-ISIS coalition - state and non-state actors - in order to make a more consistent and convincing appeal to those who might otherwise be influenced by ISIS messaging.

Keywords: ISIS, ISIL, anti-terrorism, messaging
What is engagement?

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The purpose of a study is to critically assess key leading concepts of Bled 2016: “people”, “engagement”, “disengaged world”. While mentioned concepts seems to be self-evident, the purpose of the study is to see whether evolutionary biology and complex system theories can upgrade our understanding.


Study does not rest on any empirical study, but rational confrontation of concepts.

Results: The world is as much engaged, as it was 100 or 10,000 years ago. Memetics and related sciences can help us understand mechanisms of engagement better and through different perspective.

Practical implications: upgraded clarification of discussed concepts, less unnecessary conceptual mistakes.

Limitations: so far there are no empirical studies done based on proposed body of knowledge on PR issues. One can relate to many such studies in neuroscience and cognitive psychology only. PR research should start to implement results from natural sciences as much as from social.

Keywords: gene, meme, engagement, nature, nurture
Engaging people through local initiatives: a discourse analysis on sustainable energy

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Introduction and purpose of the study
Sustainable energy forms are seen as one viable answer to reduce global warming. Most countries are in fact struggling to reduce greenhouse gases emissions based on the premise that global warming is caused by man-made CO2 emissions. However, implementation of sustainable energy projects often meets local resistance. The establishment of local renewable energy initiatives can stimulate this transition (Boon & Diepering 2014). This study intends to shed light on the ways in which communication around local energy initiatives takes place, by zooming in on the interaction between citizens and local energy initiatives. It aims at answering the following overarching research question: *How do different stakeholders communicate around successful local initiatives for sustainable energy?*

Literature review
There is an urgent need in insuring societal acceptance when adopting forms of sustainable energy. Resistance against new projects can in fact lead to an unexpected end of the project or to a significant increase in its costs (Wuestenhagen, Wolsink & Buerer 2007). In the energy domain a new and powerful trend with a strong dynamics has risen. This concept of upstream social engagement is hard to grasp for local governments and companies and thus often remains untapped. Research results point to the fact that new energy projects are frequently only accepted by citizens when they explicitly stress their trust in the purpose and necessity of energy transition and in the government as upholder of public interest (Whitmarsh et al. 2011).

Research also shows that communication between different stakeholders and particularly the ways in which the different aspects of the energy transition are framed can play a central role in gaining and maintaining public acceptance (Heiskanen et al. 2008). It thus becomes central to identify the ways in which communication around such projects occurs, as understanding the public’s concerns helps predict future opinion (Best-Waldhober, Brunsting & Paukovic 2012). At the moment, authorities wishing to engage in sustainable energy projects lack insight into how citizens develop dominant frames through their interactions with the environment.

Methodology
We have chosen a case study design of a successful local energy initiative called Grunneger Power, located in the Northern of the Netherlands. This region is the main source of the national gas supply since the 60s. However, since in 2012 regular earthquakes caused by the intense gas exploitation started to occur, extensively damaging property and causing a crash in the real-estate market, distrust in the national government and the gas exploitation companies has enormously increased (van der Voort & Vanclay 2015). Grunneger Power’s communicative approach has been extremely successful, in particular as a reaction to the growing distrust in the region in the gas extraction.

Drawing on a corpus of online discussions on social media and newspapers, we conducted a discourse analysis from a discursive socio-constructivist perspective (Edwards 1994; Potter 1996) in order to examine examples of active social engagement in which local initiatives and citizens contribute to sustainability by generating their own energy (Devine-Wright 2013). In order to filter out frames with respect to energy transition, we approach the notion of frame from a discursive perspective (Potter 1996). We first systematically identified the recurring frames of the different stakeholders in the debate. In addition, we identified the discursive strategies used to create the different effects within the identified frames. Potter argues that people always, and usually unconsciously, have a goal in conversations (and therefore in language). This interactional goal is to convince others of the ‘self-explanatoriness’ of a particular reality. Frames then arise in discursive social interaction. So, people do not only construct frames in interaction, they make use of frames to attain their interactional goals as well. Frames typically highlight only certain aspects of a subject and ignore others (Benford and Snow 2000). Approaching frames from a discursive psychological perspective can thus reveal their functions within the conversation between different stakeholders in energy transition processes.

Results and conclusions
Our results stress out the need for local initiatives to develop a discursive strategy that specifically distances itself from centralist approaches by stressing out the local aspect of energy transition, in opposition to national government approaches, as well as the social aspect of jointly improving the environment. The frames found are thus aimed at establishing contrasts in relation to institutions and approaches in which the public has gained distrust, on the one hand, and at constructing new collective identities with a shared vision, on the other.
**Practical and social implications**
These results shed a light to the ways in which energy transition can be framed in order to increase local acceptance for renewable energy projects. Communication professionals can thus rely on the frames and discursive strategies found in the analysis to foster acceptance of further sustainable energy projects.

**Keywords:** Discourse analysis, sustainable energy, local initiatives
‘Wake up and smell the…’: A discourse analysis on bio digestion in The Netherlands

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Introduction and purpose of the study
Against the backdrop of the energy sustainability objectives of 2020, a growing number of projects to generate clean energy are being initiated. However, such initiatives often meet resistance of local governments and citizens (Wüstenhagen, et al. 2007). Citizens express their concerns and form opinions in conversations with each other. Therefore, it is central to gain a deeper insight in how these interactions around sustainable energy forms take place. In this article we present a discourse analysis of the interaction around a bio digester in the North of the Netherlands, Hoogkerk. The aim of the analysis was to answer the following research questions: How is the interaction around the bio-digester in Hoogkerk shaped? What interactional dilemmas and discursive strategies are used by the different stakeholders?

Literature review
That energy issues can only be solved with the help of technological innovations, economic management or energy policy has been proven to be a ‘myth’ (Hansen & De Vriend, 2013). Social acceptance of innovations is becoming increasingly important for a successful energy transition. Conditions for social acceptance are: trust of citizens, consumers and prosumers in energy innovations and a receptive attitude towards new values and behavioral standards (Whitmarsh et. al 2011).

Research also shows that this is a fundamentally different way of communicating in the public domain, where communication is developing in relation with others and in relation to the environment (van Ruler 2012). Communication around energy sustainability occurs in the public discourse between governments and stakeholders (Klarenbeek 2013). So, the government is often not the starting point of communication, but rather the dialogue with others: it is about the interaction, the continuous conversation between government and society (van Ruler & Verčič 2005). New knowledge is thus needed about the power and process of conversations (on - and offline) between different societal groups about the most important interactional dilemmas occurring during energy transitions. Klarenbeek (2013) shows that public support can, in fact, increase with the help of discursive insights.

Methodology
Data for this study was gathered by using the social media monitor ‘Coosto’ and online news database Lexis Nexis. We have studied 166 conversations, derived from online news sources, Facebook and Twitter. These conversations were analyzed from a discursive psychological perspective (Potter 1996). While writing, twittinger or blogging, people carry out several discursive activities (Edwards & Potter 2001). Implicitly, and most frequently unconsciously, people are constructing, by means of language, identities for themselves or others, or they are shifting responsibilities. In this way, they respond to so-called ‘interactional dilemmas’, that each speaker has, such as the possibility not to be believed or to be accused of something (for example of complaining)(Potter 1996). To get a better insight into interactional dilemmas in the debate about bio digestion, it is therefore important to study both the linguistic constructions used and the effect they have for the development of the discourse.

In discourse analytical research, identifying dominant patterns in the interaction forms the basis for the analysis of discursive strategies and rhetorical devices (Potter, 1996). For this research we thus searched for dominant patterns in the interaction around bio digestion in the Northern region of The Netherlands.

Results and conclusion
We identified two clear conversational partners: the Suiker Unie (the operator of the bio digester) and the citizens. They realized three dominant patterns. Citizens created urgency for the problems around the bio digester (1) while also undermining the actions of the Suiker Unie (2). The Suiker Unie constructed a professional identity (3). We also identified several interactional dilemmas. Citizens frequently expressed their concerns, but they did not explicitly express their opposition. A possible reason for this could be that their social status is at stake. A bio digester is a renewable energy source. By presenting yourself as an opponent, you actually say that you are against sustainability, which would be socially not accepted. Our analysis also showed that professionalism and credibility (with regard to the operator of the bio digester) are important interactional dilemmas in the debate about bio digestion.

A limitation of this research is that the results are not completely applicable to other situations. More research to similar cases in the energy domain is needed to see whether the identified patterns and interactional problems are also applicable at those situations.
Practical and social implications
Our analysis provides relevant insights into debates around sustainable energy that are important for creating support and for developing a communication strategy. It shows, for example, that interaction between different parties is crucial for creating support. Moreover, because of the identification of several interactional dilemmas in the debate, communication professionals are more able to connect to the conversation that is being conducted in the outside world.

Keywords: discourse analysis, discursive psychology, sustainability, bio-digestion
Social media: the dialogue myth? How organizations use social media for stakeholder dialogue and stakeholder engagement

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Purpose
The results from a study that we presented two years ago at Bledcom showed that big European organizations did not grab the opportunity for stakeholder dialogue. We found that opportunities for dialogue on Facebook, Twitter and YouTube was lower than 1%. To understand what tactics and strategies organizations employ we decided to conduct a second study in which we conducted interviews to learn about social media strategy and stakeholder dialogue and engagement strategies.

Theoretical Background
Classical PR models, like the PR model of Grunig and Hunt (1984) and CSR models (Morsing & Schultz, 2006) indicate that two way symmetrical and stakeholder involvement are superior models for PR. With social media this should be easier to accomplish, because of the interactivity of social media.

Besides this, stakeholder models are changing drastically. In the past, organizations were placed in the middle of the model, and different stakeholder (groups) were seen as of influence on the organization. Current models are much more like networks in which the organization can earn a place, but that is not a fact. Organizations have to earn their position in the networks of stakeholders, and in that respect have to invest in relationship building and stakeholder dialogue to ultimately get stakeholder engagement.

Method
In the first study we included ten of the biggest and most admired European companies (Fortune 500) where we included one company in each industry, and we studied their Facebook, Twitter and YouTube content (submitted). We contacted these companies for an interview. Unfortunately, not all organizations (5) wanted to cooperate so we decided to extend this study with 5 other organizations from our own network. We asked these companies about their strategies regarding social media, confronted them (if applicable) with our results from the first study and asked them about their strategy regarding stakeholder dialogue and engagement.

Results
A first remarkable results was the unwillingness of five companies to be interviewed. One organization even was very upset that we included them in our first study. The respondents of the participating five original organizations indicated almost all that the developments on social media were changing at a high pace and that their social media had changed drastically since our first study.

All respondents indicated the increasing importance of stakeholder dialogue and stakeholder engagement, but varied in how they applied social media. All organizations see the added value of social media in stakeholder dialogue, shown in this quote: 'we obviously see that social media has become an engagement channel'.

Discussion
Getting into dialogue is a way to understand stakeholders and to approach them and to earn trust (Kent & Taylor, 2002). The concept is important for organizations because the ideas and expectations of stakeholders form the base for getting legitimacy (Cornelissen, 2011; Morsing & Schultz, 2006). Getting into dialogue on social media forms a challenge for organizations (Hennig-Thurau et al., 2010; Macnamara, 2010), maybe because of fearing to lose control. The interactive nature of social media makes that the content cannot longer be controlled (Grunig, 2009; Hennig-Thurau et al., 2010; Macnamara, 2010). The lack of control and fear about dialogue outcomes might lead to barriers in getting into dialogue, especially because partners in a dialogue accept that as a result of the dialogue changes might occur (Greenwood, 2007).
Rescuers of Memory and Moral Conscience: Activism and Engagement in Lithuanian History of the Holocaust

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Introduction

Before World War II, Lithuania was home to a large and influential Jewish community, comprising approximately 7 percent of the country's total population—more than 200,000 people. During the Holocaust, more than 95 percent of Jews were killed. Today only about 5,000 Jews remain in Lithuania.

The Lithuanian government's framing of the Holocaust has emphasized Soviet crimes and Lithuanian victims of the Soviet occupation, often failing to acknowledge the scale of the Holocaust in Lithuania and the role of Lithuanians in the mass shootings within the country's borders. The Jewish remnant and supporters have opposed this framing by the Lithuanian government, and have organized to correct this perceived rewriting of history and neglect of the record of the Jewish tragedy in their country, to publicly recognize Lithuanian heroes who rescued their Jewish neighbors, and to educate younger generations and the international community and engage them on this issue. One of the foremost Jewish organizations is The Jewish Community of Lithuania (TJCL), which operates a comprehensive website and blog, and utilizes public relations strategies and tactics that are characterized by issues organizations and activist groups to engage and mobilize supporters.

In 1998, Lithuanian President Valdas Adamkus established the Commission for the Evaluation of the Crimes of the Nazi and Soviet Occupation Regimes in Lithuania (CECNSORL). The Commission's charge is to investigate crimes committed during Lithuania's occupation by the Soviet Union and Germany, from June 1940 to March 1990. The Commission worked until 2007, and was reestablished in 2012 by Lithuanian President Dalia Grybauskaite.

This study will examine the narrative frames of the Lithuanian government, the Commission for the Evaluation of the Crimes of the Nazi and Soviet Occupation Regimes in Lithuania, and The Jewish Community of Lithuania on the issue of Lithuania's involvement in the Holocaust. In addition, it will examine the CECNSORL's activities and the JCL's activism directed toward communicating what the organization's supporters perceive as an accurate history of the Lithuanian government's involvement in the Holocaust, and methods of educating and engaging people (e.g., students) who are not familiar with Lithuania's history during these years. For example, on January 31, 2016, four days after International Holocaust Remembrance Day, the CECNSORL held a conference attended by teachers and students from schools with tolerance education centers throughout Lithuania to remember victims and present student works about the Holocaust. TJCL posted a story about the conference on the organization's website.

Literature review

L. Grunig (1992) argued that an “activist group is a group of two or more individuals who organize in order to influence another public or publics through action...Its members are committed and organized...to reach their goals—which could be political, economic, or social” (p. 504). Smith (1997) suggested that activist organizations' primary purpose is to influence public policy, organizational action, or social norms and values. It is important to recognize that activists are organized and, therefore, face some of the same challenges as other organizations. They also strategically use communication to achieve those goals (Ferguson, 1997).

Smith and Ferguson (2010) reviewed two primary goals of activist organizations: to rectify the conditions identified by the activist public and to maintain the organization. Issues management literature suggests that issue advocates must draw attention to the problem, position themselves as legitimate advocates, and successfully argue for their recommended resolutions to the problem (Crable and Vibbert, 1985; Heath, 1997; Vibbert, 1987). An organization communicates its positions on issues, solicits support for action, and, ideally, engages target organizations in policy discussions. Second, activist organizations must maintain membership, thrive in what might be described as a competitive marketplace of ideas and issues, and adjust to changes in their environments. A group's position on its primary issue(s) not only identifies particular sorts of policy goals, but also embraces values that can be used to appeal to potential members and retain current members.

Methodology

This study will examine media coverage, website material, and other public communication of the Lithuanian government, the Jewish Community of Lithuania, and the Commission for the Evaluation of the Crimes of the Nazi and Soviet Occupation Regimes in Lithuania. Utilizing close textual analysis and narrative analysis, the paper will analyze communication directed at the two goals of activist organizations and themes in the narratives of these three entities.

Results, conclusions and implications

The study of the communication of these three organizations surrounding Lithuania's Holocaust history has implications for our understanding of how governments, government-sponsored entities, and activist organizations navigate complex socio-political history and issues, and for understanding the functions of the narratives that represent their positions. In addition, it provides insight into the communication strategies and challenges of activist organizations as they seek to fulfill the two goals of activist organizations.
Grabbing attention in the eight-second gap: of gold fish and public relations

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Introduction and purpose of the study
Recent research has shown that the average attention span of a human is now calculated as less than that of the average gold fish. Yet at the same time, some users of digital technologies are learning to process information more efficiently in short spans of high attention. This conceptual paper explores the implications for public relations of decreasing human attention spans, a phenomenon linked to increased use of digital devices, and suggests strategies for attracting and holding audiences' attention.

Research question
The research question is, “How can public relations fulfil its mandate for clients and employers in the light of rapidly declining human attention spans?”

Literature review

Methodology
This conceptual paper draws on and reworks secondary sources.

Results and conclusions
Public relations should take seriously decreasing human attention spans as it considers how to reach 21st Century audiences. In doing so, it should reflect on the role of visual communication, on the developing world of mobile PR, on how to engage with “the internet of things” and with the application of information foraging theory.

Practical and social implications
Contracting attention spans not only challenge PR professionals to influence audiences in new ways but also confront societies with dilemmas in how to communicate change to people mostly used to “snackable content”.

Keywords: Attention span; visual communication; mobile public relations; internet of things; information foraging
Mobilization in times of crisis: A discursive psychological analysis of mobilizing strategies in Facebook discourse on earthquakes caused by natural gas extraction in the Netherlands

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Introduction and purpose of the study
Social media have become an influential part of people’s everyday lives in the last decade. In the particular case of a crisis situation in the public domain, people share their opinions, emotions and advice on Twitter and Facebook. In this paper, the authors present a discursive psychological analysis of interaction that took place two Facebook event pages related to a particular crisis in the north of the Netherlands: the earthquakes caused by the extraction of natural gas in the province of Groningen. These pages were constructed to call visitors for participating in gatherings or demonstrations related to the earthquakes. In order to achieve the interactional goal of mobilizing others, participants have to overcome particular interactional dilemmas such as the risk of being treated as victims rather than decisive actors. The analytic focus lies on the discursive strategies participants use to deal with this dilemma, and to convince people to join their actions. Detecting these strategies provides useful insights for professionals or authorities whose aim is to interact with these citizens.

Literature review
A large body of communication research and theories focuses on the response phase (Coombs & Holladay, 2010; Avery, Lariscy, Kim & Hocke, 2010) in crisis management. To optimize the way in which communication professionals respond during a crisis situation, it is important to gain insight into the way people talk about crises on social media. Until now, the focus of research on online discourse about crises was mainly on the form and content of messages (see for instance Liu, Austin & Jin, 2011; Van der Meer & Verhoeven, 2013). Although it is important to take the context and content of discussions on social media during crises situations into account, it is of equal importance to gain insight into the way participants strategically use language to achieve particular (interactional) effects such as mobilization.

Methodology
To gain these insights, we conducted a discourse analysis from a discursive psychological perspective. From this point of view, language is not neutral, but builds a particular version of reality and simultaneously counters alternative versions (Edwards & Potter, 2001; Potter, 1996). The analytic focus lies on the rhetorical and sequential aspects of interaction, that is, how particular aspects of the event are constructed and which interactional effects are achieved. Those effects vary for instance from creating a rumor to activating people to participate in events. The discursive strategies people use in interaction also reveal the kind of dilemmas they deal with. For instance, by using a strategy that builds their identity as decisive people, speakers recount the suggestion that they are passive.

Results and conclusion
Our analysis particularly focuses on the identification of discursive strategies that are used by participants in the interaction on the two Facebook event pages to accomplish their calls for active participation. Three dominant discursive patterns were identified: disputing the integrity of authorities, constructing a positive atmosphere and a feeling of ‘togetherness’ and negotiating decisive identities. Each of the patterns was achieved through different discursive strategies and inherent rhetorical devices. Disputing the integrity of authorities was achieved by accusing the authorities of lying and cheating, contrasting the stake of authorities with the stake of citizens and presenting citizens as victims. To reach the effect constructing a positive atmosphere, the discursive strategies displaying positivity, constructing ‘collectivity’ and showing appreciation towards each other were used. Three discursive strategies that play a role in the negotiation of decisiveness were addressing (a lack of) decisiveness, minimalizing problems and doing being active.

The strategies that were used to mobilize others to participate in the events (such as creating togetherness and constructing decisiveness as an important identity) all work to demonstrate the speakers as part of a genuinely damaged group, and simultaneously to counter the suggestion that they act as passive victims. When the participants would overact their role as victims, this would undermine the success of mobilization.

Practical and social implications
This study shows that managing important themes such as mobilizing others for political events without overtly presenting oneself as a victim or without coming across negatively is done implicitly and through language. Treating participants as victims is depicted as a sensitive issue, which is an important insight for professionals in the domain of crisis com-
communication to take into account. Although the analysis does not allow us to draw general conclusions on the way mobilizing is done in other contexts, future research could explore this issue further in other interactional environments and crisis situations. More generally, this study demonstrates that it is important to explore the way people shape their online self-presentations and the interactional effects achieved through these.

**Keywords:** discursive psychology, discourse analysis, social media, crisis communication
Engaging publics: the way forward? PR mechanisms in urban planning

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Introduction and purpose of the study
Public engagement as a system for the involvement of local communities by public authorities is by now a well-established practice in public sector decision-making, up to the point that it is mandated in a variety of settings, at national, sub-national and local levels (Edelenbos 1999; Fung 2006; Ansell and Gash 2008; Klijn 2008). Engagement brings together parties with a common interest and allows them to work together through information sharing and the development of ideas in order to find solutions to problems which have proven to be hard to solve individually. Participatory techniques encourage the conditions in which engagement should take place in a form of rational deliberation where a self-focused attitude is suspended and actors seek to motivate each other towards understanding rather than seeking to influence one another (Hunt, Littlewood, and Thompson 2003). This paper aims at exploring whether public relations and communications' related mechanisms are a fundamental component of its success.

Literature review
The literature shows that there are several factors at play in engagement processes. On the one hand, the organisational arrangements such as process design and management are critical to successful engagement, especially with respect to the development of the relationship between the public and the authorities and the choice and implementation of appropriate tools of dialogue (Iacuzzi et al. 2015). Public authorities use communication and PR to attract community stakeholders into a relationship where complex issues can be addressed. Communication is designed to connect with the community to provide the basis for the formation or strengthening of such a relationship, in order to establish the trust and social capital necessary to provide the foundation for the introduction and use of engagement techniques. On the other, the literature identifies a number of internal and external social, psychological, economic and cultural factors which influence engagement (Irvin and John Stansbury 2004; Bryson et al. 2013). Taking the perspective of realist evaluation (Pawson and Tilley 1997; Pawson 2006; Pawson 2013) this suggests that mechanisms shape outcomes taking context into account – Context Mechanism Outcome framework.

Methodology
The paper utilises the CMO framework to provide a critical assessment of the public relations and communications' mechanisms of two experiments of public engagement in the field of urban planning in Italy. The Municipality of Cormons involved the population in a participatory process in order to decide the future of a large area in the city centre made available after the decommissioning of a former army barrack. At the same time, in the Udine area nine municipalities engaged local schools, cultural associations, businesses and civil society at large in the identification of key landmarks for their communities in order to promote their landscape and cultural heritage as key resources for its identity and development. Eventually the selected landmarks helped create sustainable tourist routes for bikes and pedestrians.

Results and conclusions
The analysis of the two experiments reveals how the mechanisms adopted to enact public engagement influenced its outcomes and how the specific context influence this relationship. In a nutshell, results show that without credible commitment by public authorities, their willingness to renounce controlling the outcome and an institutionalization of the engagement process, public relations and communications' mechanisms are not sufficient for successful engagement. The analysis is limited by the number of case studies analysed and by their geographic and cultural proximity. Further experiments, in particular if looking at different contexts, can help validate our findings.

Practical and social implications
The overall learning point is that successful engagement is not achieved by enactment of public relations and communications mechanisms alone but a more integrated approach of different organisational tools needs to be in place.

Keywords: engagement, urban planning, CMO
Saving the Walbran: An exploration of the engagement approaches of activists, publics and stakeholders

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Introduction, purpose of the study and research question
In March 2013 environmental activists came across recently logged areas of old-growth forest within the Walbran Valley on Vancouver Island, British Columbia (BC), Canada. Despite the denial from the logging company in having future logging plans in this area in 2015, an ENGO, gained possession of evidence that indicated that the logging company indeed had clear plans for logging old-growth trees within the Walbran Valley. This has resulted in an on-going campaign by the ENGO with the focus of building awareness and engagement with it’s publics and stakeholders (including the BC government and the logging company) in order to stop the proposed logging activity as well as gaining protection for the area under threat. Currently the BC government does not consider the Walbran as protected parkland and on the logging company’s website there is no mention of any stakeholder engagement with the only reference to its social mission being: “managing your resource for you”. The purpose of this study and aim of the research is the exploration of how the ENGO goes about its engagement with its publics and stakeholders, including the logging company. Specifically the main research questions explore: 1. What does engagement with environmental NGO community members and other stakeholders constitute? 2. How can public/social and stakeholder engagement as a communication activity be described and understood? And 3. Based on Kent and Taylor’s (2014) engagement typologies what types of engagement approaches are utilised and why?

Literature review
Until recently the term ‘engagement’ has been a rather vague concept (Taylor & Kent, 2014) with differences in both the attached meanings as well as in the adopted approaches to implementation. Taylor and Kent’s (2014) identification of five different types of engagement contexts within public relations literature (social media, employee engagement, CSR and engagement, civic engagement and social capital, and dialogic engagement) is helpful for differentiating the various approaches practitioners may adopt depending upon their perspective and area of public relations practice. As much of the work of ENGOs is to develop relationships with stakeholders (communities, government, and invested organizations) the dialogic engagement approach (Botan, 1997; Kent & Taylor, 2002) may resonate well with the organization-public relationship perspective if trust is present.

Jahansoozi (2007) built upon Taylor and Kent’s (2002) work on ethical dialogue and discussed how relational dialogue increased both the strength and durability for building and maintaining organization-public relationships (OPR) as well as its centrality regarding conflict resolution. However, in practice it is likely many engagement approaches may not meet the criteria of dialogic engagement and that publics may be unwilling to participate (Botan, 1997) due to the level of engagement as well as possible low trust levels. Still these publics and stakeholders might participate in some of the more accessible approaches (in terms of commitment) such as social media engagement, which is more likely to be one-way communication, and for those who are more actively involved civic and social capital engagement typologies (Kent & Taylor, 2014).

Methodology
A dominant qualitative research approach and purposive sampling frame was adopted with the main method being in depth interviews with environmental activists, involved publics including the logging company and other stakeholders as appropriate (approximately 12 interviews in total). Also, a small quantitative co-orientation survey was included on how engagement was perceived. In addition a textual analysis of a small sample of media reports, news releases and social media will be conducted, as well as participant observation of public information/engagement events as the campaign continues to unfold.

Results and conclusions
This research explored the types of engagement approaches used and understandings of engagement within public relations practice linked to the ENGO’s on-going public campaign. Whilst this study is in progress it is anticipated that there will be variations when it comes to practitioners conceptualizations and use of ‘engagement’ compared with the dialogic engagement relational OPR approach. Limitations of this research include the scale of this research utilizing only one campaign. However the depth provided should result in a better understanding of how ENGOs currently may approach and understand engagement (including trust, understanding and importantly the willingness of the involvement of relevant publics) with their target publics. Future research building upon engagement typologies and OPRs in other sectors is recommended as sector cultures may be influential.

Practical and social implications
Implications of the findings identify whether organizations are using dialogic engagement or if they are using other types, which may not in reality be defined as engagement within public relations. The lack of understanding what dialogical engagement entails may backfire as substance is lacking.

Keywords: engagement, dialogue, ENGOs, OPRs
Challenges of Branding in Post-Conflict Countries – The Case of Bosnia and Herzegovina

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Introduction and purpose of the study
Country branding, by which the authors imply the management of identity and image, that is, communication with the global audience, is an omnipresent phenomenon, and numerous studies have confirmed that a country's good image is reflected in its international economic and political position. Accordingly, various strategies, techniques and branding tools have been developed and have been applied in practice by many countries throughout the world.

Literature review
Theory and practice in this area is rather lacking when it comes to branding divided and post-conflict countries (Gould and Skinner, 2007; Vitic and Ringer, 2008; Novelli et al, 2012). For this reason, the paper is concerned with the challenges, opportunities and methods of branding Bosnia and Herzegovina (Duraković; 2009; Skoko, 2010), which, even twenty years after the end of the war in that country, is still synonymous with an unstable state and a divided society in Europe.

Methodology
This paper provides an adjusted branding methodology, relying on an analysis of the elements of identity around which there is a consensus of all three ethnic groups - Bosniaks, Croats and Serbs, and reveals the potentials upon which the modern brand of a European Bosnia and Herzegovina can be built. The authors especially observe the role of domicile inhabitants and argue that their perceptions and attitudes towards Bosnia and Herzegovina have significant, if not crucial, role in making branding strategy. Their starting point and hypothesis indicates that foundation in branding post-conflict and multinational countries should be discordance determination among perceptions of ethnic groups. Furthermore, the authors point out the necessity to achieve consensus on the key elements that make country's identity and to establish attractive factors for foreign public. Research is conducted on three levels with a key goal of identifying contemporary identity of Bosnia and Herzegovina. The authors see it as a foundation for developing branding strategy therefore they take into consideration the viewpoints on which there is consensus among all three nations (Bosniaks, Croats, Serbs). Survey was conducted with a purpose to determine perceptions on the past, the present and the future of Bosnia and Herzegovina, but also to determine key elements of country's identity. The perceptions differ in a regard to examinees' nationality, however the authors managed to isolate key attitudes with a highest level of agreement as their starting point. The second level research was conducted with focus groups which were consisted of experts from different parts of a country (study included experts from tourism and marketing, economy, culture, public relations and media – the ones that represent and promote Bosnia and Herzegovina). The third level research included foreign experts who have experienced Bosnia and Herzegovina (tourist agents, investors, journalists and officials from political institutions), to determine which parts of the country's identity are attractive to foreign publics.

Results and conclusions
By summarizing the results of all three research projects, the authors produced an overview of the most attractive natural, cultural and historical locations, manifestations, symbols, products, persons and specificities that could make Bosnia and Herzegovina recognizable in the world. The results show that there is a serious disagreement about events associated with the last war in the country and current political situation. On the other side, there is a high agreement regarding country's strengths such as natural beauties, lifestyle and historical heritage. Furthermore, the results indicate that citizens are more open to cooperation than political elites, while experts see country's unresolved political status and unwillingness of government representatives to cooperate, when dealing with various issues (politics, economy), as the biggest obstacle in branding Bosnia and Herzegovina.

Practical and social implications
This paper shows that especially the differences, which were recently the reason for conflict and war, can now contribute to uniqueness and specificity of the country brand. The specificity of Bosnia and Herzegovina is recognized through the existence of three constitutive nations and therefore diversity in historical, cultural and geographical sense. The authors present results from several research projects and bring the key elements of branding strategy for Bosnia and Herzegovina. The branding analysis for the case of Bosnia and Herzegovina provides guidelines and recommendations in branding other post-conflict countries.

Keywords: Bosnia and Herzegovina, branding, identity, country, conflict
Exploring shifts in public relations discipline: From organisational functionalism to sociological, critical and cultural perspectives on public engagement

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Introduction and purpose of the study.
Several practitioners and experts in the field of public relations have emphasized the importance of public engagement in the context of new technological and social developments and the impact this has on (re)shaping public relations. While the practice is embracing the new trends, there is a question to what extent public relations discipline follows the suit. The purpose of this study is to explore the manifestation of the topic of public engagement in academic public relations research.

Literature review
Growing constellation of new publics and challenges the bring for organisations is – besides digital network evolution and its impact on communication as well as pressures of a global economy and changing organisational identities and responsibilities – characterised as one of the crucial drivers of change for the public relations profession, yet has received significantly less attention in public relations scholarship than the other two areas (Pasadeos, Berger & Renfro, 2010). In fact, public relations discipline has traditionally been dominated by functionalist paradigm and normative theories, particularly excellence theory, with a focus on organisational communication, public relations profession and how it can benefit organisations (Edwards, 2016; Hatherell & Bartlett, 2006; Jelen, 2008). There seems to be an overall scholarly fascination with producing more sophisticated knowledge to understand phenomena outside of (powerful and often resource-rich) organisational arena, including sociological, critical and cultural perspectives on the role of different publics and stakeholders, who in contemporary societies no longer represent a mere recipients of organisational communications, but are engaged world, public relations discipline remains disengaged from such developments and theorisations. These are extensively present in intellectual currents of other social sciences and humanities, including sociology, political communication, communication and media studies and organisational theory (Hatherell & Bartlett, 2006).

Methodology
This study explores to what extent and from which theoretical perspectives public engagement has been studied in public relations scholarship in comparison with other thematic areas. Content analysis of academic articles published between 2005 and 2015 in five most influential public relations journals, namely International Journal of Strategic Communication, Journal of Communication Management, Journal of Public Relations Research, Public Relations Inquiry and Public Relations Review was conducted. 328 randomly selected articles were coded and analysed in terms of themes and theoretical approaches used.

Results and conclusions
Preliminary results confirm that there are encouraging movements towards diversification of topics and socio-cultural turn in theoretical approaches, yet these still remain very much focused on studying public relations phenomena in and for organisations, while not paying satisfactory attention to the role of publics and stakeholders. There is little concern with phenomena outside of (powerful and often resource-rich) organisational arena, including sociological, critical and cultural perspectives on the role of different publics and stakeholders in communication processes. While people are getting increasingly engaged in a disengaged world, public relations discipline remains disengaged from such developments and theorisations. These are extensively present in intellectual currents of other social sciences and humanities, including sociology, political communication, communication and media studies and organisational theory (Hatherell & Bartlett, 2006).

Practical and social implications
The results serve as yet another indicator that public relations scholarship failed to connect with or have an impact on society as well as theoretical frameworks of other disciplines. The field needs to devote more attention to publics and stakeholders, who in contemporary societies no longer represent a mere recipients of organisational communications, but are enabled to rapidly communicate and interact with organizations and other publics. This way, public relations scholarship will greatly benefit from much needed further diversity of topics and perspectives, which have a potential to render the discipline more relevant, credible and inclusive in the broader society and social scientific arena.

Keywords: public relations discipline, paradigm shift, engagement, functionalism, socio-cultural turn
CSR Communication in the Energy Sector: Message Positioning and Ambiguity in Corporate Messages

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Introduction and Purpose of Study
Media ethical discourses on corporate behavior – both sustainably and ethically – are usually negatively connoted, focusing on (managerial) misconduct. Hardly, positive contributions are put at the center, making accusations of “greenwashing” sound rather warranted and legitimate. Recent years, however, have led to a change in argumentation, which has forced corporations to rethink their scope of activities. One crucial question directed towards companies today is as old as the idea of a company itself: “what is business for and what contribution does it make to society” (Crane et al. 2008: 3f.)? Apart from economic goals (i.e. increasing sales and revenues), enterprises have increasingly started to address social and environmental challenges (Karmasin and Weder, 2011). Today, more than ever, a company's reputation in the global marketplace is related to its social as well as its financial performance. Recent research and marketplace polls have confirmed that a firm’s social actions play a significantly greater role than anticipated in forming consumer and stakeholder impressions of companies. In consequence, a purely economic form of operation does not suffice anymore; instead, firms have to align their economic efforts with social and environment concerns in order not to lose their ‘license to operate’.

Methodology
This also holds true for the energy sector, whose motives has been often subject to public scrutiny and questioning. By use of a qualitative content analysis the project at hand intends to shed some light on (1) how energy providers and companies working in energy-related sectors position themselves with regard to their CSR activities in their online communication and (2) also intends to pinpoint potential ambiguities in their communicative efforts (e.g., energy “saving”). When consciously communicating their CSR efforts, companies can frame their messages in a two-fold way: they can either justify their actions (usually after having been exposed as operating unethically; past orientation) or they can legitimize their actions in order to open up new fields of operation (future orientation; Karmasin and Weder, 2008; Weder, 2012). Moreover, argumentations can address two sorts of issues (ranging from extreme, moderate to neutral in emphasis): they can either center on economic topics or take an ethical/ anthropological stance.

For the content analysis put forward herein, online communication tools – comprising websites, online press releases as well as content for download, such as CSR/sustainability reports and promotional messages – were investigated along the dimensions introduced by Weder (2012). On the one hand, the challenges energy provides are facing when communicating CSR messages were examined; on the other hand, contradictions are likely to arise which were thematized as well.

Results and Conclusions
Results indicate that CSR has been implemented in most energy and energy-related industries; however, it receives varying degrees of attention and intensity.

Keywords: CSR communication, energy sector, framing, content analysis, qualitative study
Stakeholder Networks as Scopes of Responsibility: A Long-Term Study on the Individual Engagement of CEOs and Managers in Austria (1995−2012)

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Introduction and Purpose of Study
The social transformation of media relations is closely related to reciprocal actions that primarily affect the areas of media technologies, communication structures as well as communication processes. Recent developments, such as the mediatisation, digitization and a high-degree of interconnectedness contribute to the rationale of a “network society” (Castells, 2001). This means that “we are now connecting all the knowledge centers on the planet together into a single global network” (Friedman, 2006: 8). Hereby, the network society’s dynamics are produced and reproduced through verbal practices, especially in form of public communication processes. As enterprises qualify as publicly exposed entities (Dyllick, 1989) and are required to explain and legitimize their actions, communication presents the means of shaping formal and informal, internal and external relationships amongst organizations and their actors (Weder, 2007a). Thus, it is a way of integrating enterprises into society as well as vice versa, meaning that society is put into relation to enterprises through communicative processes.

Literature Review
Located at the interface between a communicative and a rather economically-driven approach is the idea of Stakeholder Management, which is crucial to the area of entrepreneurial responsibility. Within recent years, it has been more frequently addressed in communication sciences (Karmasin 2007; Karmasin and Weder, 2013) where more advanced and communicative definitions of CSR have been employed (for example, see Ihlen et al., 2011; Raupp et al., 2010; Karmasin and Weder, 2008; May et al., 2009), leading to extended perceptions of Corporate Social Responsibility (CSR). Broadly speaking, CSR describes “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis environment” (European Commission, 2001: 8). Today, CSR communication has developed into a transdisciplinary research agenda, with theoretical and empirical approaches increasingly focusing on the ‘communicative elements’ of CSR concepts (Aguinis and Glavas, 2012; Ihlen et al., 2011). This being the case, CSR communication holds the potential to “strengthen the social reputation and consequently the entire reputation of an organization” (Röttger and Schmitt, 2009: 43) and, thus, presents a business goal worth striving for.

Methodology
The research presented herein is based on a theoretical model of CSR Communication that tries to overcome the managerial or technical approaches to organizations and their effectiveness as well as the linear understanding of CSR Communication as external process of communicating social, economic, and environmental responsibilities (Golob et al., 2013, p. 178). As CSR is considered as participatory process (Sorsa, 2008), Stakeholder Networks are conceptualized as so-called ‘scopes of responsibility’ that are related to corporate engagement; these were put at the center of the present investigation.

Recent data derived from a long-term study (qualitative survey, conducted from 1995 to 2012) examined both Austrian managers’ (n = 150) and the population’s (n = 1000) attitudes towards corporate social responsibility.

Results and Conclusions
The study outlined herein revealed interesting results: First, interviewees were well aware of organizations’ networked embeddedness within society and their resulting responsibilities; and second, they were conscious of the relation between the implementation of corresponding structures in Austrian enterprises and individual decision-making processes. In addition, an individual commitment to get engaged in ethical issues is required; yet, it does not serve as a sufficient precondition for realizing responsibility. Furthermore, it was determined that responsible stakeholder relations were perceived as a pre-condition for and outcome of corporate CSR activities. CSR then, can be seen as both a strategy and framework of internal and external communication processes and structures. Finally, in order to succeed, a more differentiated organizational coverage in terms of ethical engagements together with the commitment of all stakeholders was perceived as mandatory.

Keywords: Stakeholder, Stakeholder Networks, Longitudinal Study, Individual Engagement, Institutional Engagement
A Viral Opportunity? Viral Videos And Public Relations - Seed Virality Into PR Video Campaigns

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Introduction and purpose of the study
Why do some public relations videos go viral on social media while others do not? Sufficient research preceding PR campaigns is one prominent reason why certain advertisement agencies’ efforts have paid off resulting in higher viewing and discussion rate. Even though it seems obvious, companies do not commonly require scientific measurements to establish video strategy and instead they trust in their own judgment rather than launching sufficient research on their target “netizens”. Whether or not there is a potential for a branded video to achieve online virality is worthy of discussion. In order to look further into this issue, a study is conducted to provide PR practitioners with an overview about viral diffusion online. It seeks to offer some insight into how to apply these tactics to online conversations between an organization and its audience. The results inform the efforts to attain the goals of increasing the level of PR service by creating effective video strategy.

Literature review
The author identified a gap in the existing literature. Audience research regarding the degree of viral technique acceptance, reaction, most importantly, favorability and transmission is needed to be conducted in order to understand the trends of global viral consumption. Moreover, the disclosure of cultural distinction may affect the reception of this viral material and hence is included in viral videos as a new tactic of PR. However, views from audiences have not yet been empirically investigated. Thus, this researcher attempts to examine the differences in video perception across audience of diverse regions in an attempt to reveal the structure of viral campaigns. This study traces the development of PR from its origins to this innovation and explores how online audiences are targeted in order to increase campaign coverage and lead to potential profits. This paper also focuses on how online audiences are targeted in order to achieve a viral effect on the social media Twitter.

Methodology
This study compares pre-existing viral and popular videos produced for PR purposes and residing in different tactic categories. Data from three group interviews and questionnaires that received 161 replies from the Generation Y, underscore the actual effect of individual socio-cultural processes in how the public perceives prominently well-featured viral videos. The content analysis on Twitter data reveals the substantial influence winning a PR award has on a video’ mentions on Twitter. Insights provided by 13 key figures in PR industry shows that how this momentum matters pertaining to the practice of public relation in the new media age.

To the best of the author’s knowledge, this is the first multi-method study combining public relations and viral videos. This work contributes to the continuing development of empirical and theoretical foundations of PR practice, particularly those of surrounding the use of viral media.

Results and conclusions
Of the viral categories studied, audiences responded highly to elements of surprise, video characters, brand recognition, and high musical qualities. A complex combination of viral features in the video texts is more efficient than one-way viral theme. Satire and framing are rarely used in those exceptional cases that achieved worldwide success. Emotionally arousing content shows an inverse correlation with brand memorability, and high frequency of corporate identity system shows lower public favorability. The findings also reveal that the viral features to which the audiences responded and the extent of those responses were slightly different for European and Asian audiences.

Practical and social implications
In general, worldwide success of a PR video consists of collaboration among campaigners, a receptive social media audience, accounts of the video reported by traditional media, and in some cases influential individuals. While many commentators contend that virality can never be constructed but hoped, the author offers support to the debate on the use of highly stimulating video content leading to viral success as a PR strategy and examines the circumstances under which it may be more effective. This study also takes a psychological approach to understanding diffusion among audience, from media. It provides actionable insights for PR professionals, particularly that exploitation of emotive appeal can lead to high gains of exposure on social media.

Keywords: Public Relations, Viral Videos, Virality
Online communities for employee engagement and democracy in the workplace. The case of IBM

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Introduction and purpose of the study
The internet changed “business as usual” (Levine, Locke, Searle, & Weinberger, 2011) by breaking down the boundaries between internal and external stakeholder groups, decentralizing organizations, and empowering employees with borderless communication (Weinberger, 2011). The internet proves to be an invaluable tool in the hands of employees who can use it to engender a shift in a company’s leadership strategy and culture, namely from the information model of managerial control, characterized by strategy and consent to a democratic environment that revolves around employee involvement and participation (Deetz, 2004, 2009). In addition, with the help of the internet, employees can expose current organizational practices, thus forcing companies to be more ethical.

This study contends that employees can trigger a quicker shift toward a democratic workplace by engaging in online communities. Online communities were shown in past studies to facilitate equality and foster strong relationships among organizational members (Briones, Kuch, Liu, & Jin, 2011; Butler et al., 2007; Hsu & Lu, 2007; Matei & Bruno, 2015; Tao, 2011; Turner, Grube, & Meyers, 2001; Rheingold, 2001), all of which trigger increased offline interactions. (Hsu & Lu, 2007; Rheingold, 2001). The purpose of this study is to analyze the interactions and the predictors of engagement within an employee online community and to provide guidelines for future use of online engagement for employee advocacy groups and unions.

Literature Review
The present analysis draws from past research on online communities (Briones, Kuch, Liu, & Jin, 2011; Butler et al., 2007; Hsu & Lu, 2007; Matei & Bruno, 2015; Tao, 2011; Turner, Grube, & Meyers, 2001; Rheingold, 2001), internal communication (Johansen, Aggerholm, & Fransen, 2012; Friedl & Tkalar Vercic, 2011; Lies, 2012; Men, 2012; Poloski Vock & Vidoc, 2015; Ruck & Welch, 2012; Welch, 2012), and critical theory (Deetz, 2004, 2009) to analyze the online community of Alliance@IBM, a workers advocate group at IBM whose mission was to restore management’s respect for its employees and the value these bring to the company.

Methodology
Alliance@IBM’s online community provides an opportunity to ascertain the predictors of online engagement, namely high self-efficacy, group norm, and social identity which were shown in past studies to significantly increase contribution and commitment in online groups (Hsu & Lu, 2007). The sample of analysis comprised the comments made by IBM’s employees within the online community (N=377) over a period of 20 months, namely from the time the community was first created (April 6, 2015) until it ceased its activity (December 31, 2015).

The analysis was conducted using rhetorical criticism, a method that enabled the researcher to engage in a “systematic process of illuminating and evaluating” persuasion within text (Andrews, Leff, & Terrill, 1998) and that allowed for the analysis of the relationship between the message and its context, namely the “placement, development, and relationship of ideas in the persuasive message(s)” (Zhang & Benoit, 2004). This method was deemed the most suitable because the study analyzed the predictors of online engagement from the perspective of the critical theory (Deetz 2004, 2009).

Results
By analyzing the predictors of online engagement (self-efficacy, group norm, and social identity), the results of this study shed light on the most effective communication strategies that can trigger online contribution and engagement within the context of employee advocacy. The limitation of this analysis consists in its use of a single case study. Since organizational culture is unique, it is recommended that future research efforts focus on a cross-case analysis to ascertain the main online engagement predictors that can be used across industries.

Practical and societal implications
The results of this analysis can help improve online employee engagement for advocacy purposes and can contribute to efforts that aim to bring about positive changes in the workplace. Such changes become even more important for corporations as they are facing a new generation of employees, namely the millennials. Raised with access to the internet and aware of the changes that online communication can trigger in the society, the millennials will be expecting a democratic, transparent, and inclusive organizational culture (Gallicano, 2013; Fassinger, Shullman, & Stevenson, 2010). Finally, this analysis provides a rhetorical framework that will enable employee advocacy groups to effectively trigger online engagement.

Keywords: employee engagement, online communities, managerialism, workplace democracy, IBM
Flipping the coin in public relations research: Social media crisis of “Tonus” bread as the case of “organization relations”

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Introduction and purpose of the study
The most influential actors and institutions that have shaped information-communication systems in previous century have been gradually surrendering their power to the previously passive consumers of information and products – audiences and publics. The publics empowered with diversified digital media have started to step into the public relations. The purpose of this paper is to examine the reversed flow of public relations, when publics engage in communication with the organizations and exercise the power to change the organizations' behavior.

Literature review
Such cases have been already studied mostly as crisis situations (Coombs & Holladay, 2014, Pang et al., 2014; Pang, 2013; Champoux et al., 2012) or a “paracrisis” defined as “a publicly visible crisis threat that charges an organization with irresponsible or unethical behavior” by Coombs and Holladay (2012:409). Pang (2013:333) offers a broader perspective using the concept of „social media hype“, understood as a “netizen-generated hype that causes huge interest that is triggered by a key event and sustained by a self-reinforcing quality in its ability for users to engage in conversation”.

Methodology
The case study was chosen for this research as the most appropriate for thorough comprehension of the phenomenon in its context (Cavaye 1996). Although multiple case research design provides a ground for comparative analysis, it was decided to focus on a single case in order to provide rich description and to identify causal processes that can go beyond a single observation (Della Porta & Keating, 2008:211).

Results and conclusions
The case of social media “hype” or “paracrisis” revolving around the bread brand “Tonus” produced by “Trivit” company, located in Bečej in Serbia, will be studied in depth. The emergence and development of the “hype” will be presented through social media graph and content analysis of mainstream media and most influential blogs about the topic. The conduct of the company and the company's reactions will be reconstructed step by step, ending with significant change in product labeling, image and financial losses. Also, the reflection on the company's demeanor will be provided through the interview with the top manager of the company. Those views will be contrasted with the observations of the social media influencers that petitioned for the change of the company behavior. The results of this research will show that the different conduct of the company and PR team could have prevented the crisis and minimized the tremendous loss.

Practical and social implications
This case study can stand as a valuable “lesson” for the practitioners facing a “paracrisis”. In the broader perspective, this study can make a ground for reexamining the status of “publics” whose power has been somewhat neglected in the mainstream research and theory of the public relations (for example see Edwards, 2012; Pasadeos, Berger & Renfro, 2010; Smith, 2010). The concept of “organizational relations” will be offered as a “counterweight” to “public relations”, signifying the shift of power between the organizations and their publics. Namely, this paper argues that “organization relations” can be fruitful stance for researching the rising cases of publics claiming the power over the organizations.

Keywords: Paracrisis, Social media, Social media hype, Crisis communication
Engagement as Sensemaking

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Introduction and Purpose
Too often, as scholars, we may reimagine public relations as either all good or all bad – rather than acknowledging it as a set of intricate social, economic and political practices. Public engagement, a dialogic and deliberative mode of participation, has been proposed as a potential mechanism for overcoming criticisms of public relations as spin, as socially disengaged. Pinning hopes for a radically changed public relations profession upon engagement is highly idealistic and . Our aim, in this paper, is to advance a nuanced conceptualization of engagement as a socio-cultural, sensemaking process.

Literature review
Engagement, Stirling (2008) argued, may be deployed for a number of deterministic and meaningful purposes. “Instrumental or normative engagement” (Stirling, 2008) processes seek commitment to pre-determined outcomes – often by closing down possibilities for participation, power-sharing and pluralist outcomes. “Substantive engagement” (Stirling, 2008), in contrast, is designed to create multiple opportunities for participation, open up possibilities for redistributed power relations, and encourage negotiated outcomes. The challenge for public relations is to develop substantive engagement processes that align public and organizational starting points, open up possibilities for framing issues in ways that resonate with multiple publics, and inform governance decision-making processes (Motion, Heath and Leitch, 2016).

Methodology
This paper draws upon data generated from a nationally-based, empirical research project that investigated how people make sense of recycled water initiatives. Within our research into recycled water we sought to trial a range of inventive engagement techniques to understand how engagement plays out as a deliberative sensemaking process and to generate data about citizens’ concerns and priorities. Ten focus groups were convened across Australia - each group consisted of ten members of the public, independently recruited to achieve the most representative sample of Australian attitudes to and concerns about the issue of potable reuse of water. The discussions were held over two sessions and concentrated on qualitative processes of collective sense making – how members of the general public make sense of the need for water source diversification and how they prioritise water recycling against other potential responses. The first session included discussion of a range of stimulus material designed to open up in-depth discussion of potable reuse. For the second session, researchers developed the methodology of reflexive dialogue to enable participants to reflect on their earlier conversation and expand points for further discussion in more detail. The sessions closed with a visual research method in which participants were asked to imagine and draw a representation of future water supply.

Results and Conclusions
The research findings (Kearnes, Motion, and Barrett, 2014) identified a set of cultural sensemaking processes that act as critical starting points for how publics respond to potable reuse proposals. Scepticism, social justice, environmental justice and issues of fairness shaped how publics made sense of their relationship with water. Concerns about institutional communication practices led participants to question the veracity of messages around water scarcity - concern for others and the environment influenced how people prioritised possible options. Differences between political and institutional framing of water-related issues and the ways members of the general public think about and make sense of recycled water suggest that deterministic approaches have dominated public discourses and debates. Sensemaking processes within the engagement sessions were dynamic and, in some instances, opinions shifted a number of times. Critical insights for public relations from the research are that public responses are often highly conditional and influenced by a range of social, political and institutional factors such as fundamental questions concerning the need for particular proposals, mistrust in government and public institutions, notions of choice and consumer preference, and issues of control and empowerment. We close the paper by exploring the implications of theorizing the relationship between community engagement and public relations practice as sensemaking.

Practical and social implications
Theorizing engagement as a sensemaking has significant social and practical implications for public relations: it provides insights into ways that multiple cultural meanings are mobilized and drawn upon to interpret and understand particular issues; it highlights public relations power/knowledge/communication gaps; and opens up conversations about the power relations that underpin societal and organizational decision-making and governance.

Keywords: Engagement, sensemaking, cultural meanings
More than enough is too much! Community and Stakeholder Engagement in Water Management Projects in Central Europe

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Introduction
There is no engagement without a problem. This is the basic assumption of the international research project dealing with water management and the question of how much media and corporate communication influences people to get engaged with the environmental issues and resources and the water issue in particular. With four case studies at an European, national, regional and local level we can show that only a high degree of problematization of an issue (here: flooding or water scarcity and droughts) lead to participation as well as engagement which - much more than participation or activism - depends on the existence of organizational structures.

Literature review
In the scientific literature stakeholder engagement is almost exclusively seen from a view interested in the engagement of companies. In this study we leave the beaten paths and consider engagement from the perspective of stakeholders. Hence it defined as a process, by which internal and external stakeholders exert influence on decisions of organizations. In the literature the terms engagement, activism and participation (social movement, involvement and cooperation are used as well) are in respect of their meaning closely linked to stakeholder engagement. Engagement occurs here generally, that is without regard to a special meaning, or it is spoken about engagement in connection with specific forms and areas. Respective examples are social or voluntary engagement and civic engagement (UN 1999, Alschler et al. 2009 etc.). The study’s approach is highly linked to scientific contributions on activism (Grunig 1992, Diani 1992 etc.), participation (e.g. Arnstein 1969) and social movements (Ganesh/Stohl 2014, Della Porta/Diani 2006, Tarrow 1994 etc.).

Methodology
The empirical case study analysis deals with the transeuropean project “Alp-Water-Scarce”, the river dialogue “Untere Salzach”, the “Wasser.reich” project in Carinthia and the citizens’ initiative “Bürgerforum Wasser Klagenfurt”. It outlines, which communicative moments influence the engagement of stakeholders. Within the scope of the analysis twelve semistructured interviews were held and interpreted. Case studies are the method of choice when an in-depth understanding of an entity as it is situated in context is needed (Creswell 2007, Yin 2009). The interview method was chosen because of the great importance of the interviewees’ subjective perceptions for the study (Flick 2009). The results were elaborated against the background of five categories: communicative moments, reasons of engagement, intensities of engagement, link between discourse(s) and organizing activities and lastly, limits and potentials. The categories were built deductively and then evaluated inductively on the basis of the qualitative content analysis (Mayring 2008/2015). After an individual examination of the cases a comprehensive cross-case analysis was made.

Findings
The results show that there is no direct link between the public discourse (media, corporate communication) on the water topic and (collective) engagement or organizing activities. Personal relations and collective dynamics play a major role in engagement though. Accordingly, communication flows that lead to participation are mainly identified on a personal level. Reasons of engagement correlate strongly with professional backgrounds. In the studies, water is broached to an issue and therefore a reason for engagement when too much or too little of it is present. As there is no water shortage and people have very rarely problems with drinking water, it is not a big issue in the public. Stakeholders remain disengaged, as long as they are not affected. The study doesn’t only demonstrate that dismay and location play an important role in engaging people on water issues, but that stakeholder engagement equals a highly complex, autonomous and individual process that requires qualitative research methods.

Theoretical, practical & social implications
Many theoretical considerations, such as the existence of intensity levels, are not necessarily valid in the case of engagement on water supply and scarcity. This is not only due to the process-based character of engagement, but also because of the lack of scientific information on the necessity of structures, organizations, interpersonal relations etc. for engagement. Hence more qualitative research (e.g. scenario thinking, focus groups, interviews) and quantitative data on the people’s ways dealing with resources is needed. Organizations, political institutions as well as corporations have to acknowledge that stakeholders get engaged “themselves”, whereas the problematization of issues can foster the people’s engagement. Highly individual and customized communication strategies are here essential from a PR point of view. Likewise, stakeholders should be aware of their (collective) power and give increasingly thought to the possible consequences of their individual behavior as for them it is about the guidance and control of organizational decisions.

Keywords: Stakeholder engagement, participation, activism, water supply and scarcity, communication flows
Micro narratives as internal communication strategy for engaging people

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Introduction and purpose of the study
Contemporary reflections on communications suggest that in the fleetness of post-modernity and in the presence of so many possibilities offered by the multiplicity of media platforms (traditional and digital), many organizations, in the urgency to communicate, generate large amounts of information with no relevance to their audiences. Limited to a ready template and replicated without criteria, this information is issued to individuals without considering the different members/constructive subjects of organizational culture and their stories, memories and wishes; missing the various opportunities to rethink the process of internal communication.

Before this scenario, the present study aims to identify opportunities to engage people, to involve the internal workforce, as well as creating more attractive and successful communication narratives. To that purpose, we seek a better understanding of the richness in the content of eight different oral memory projects, which nature is participatory and dialogic, such as those developed based on storytelling about the employees' experiences in the organizational environment: the micro narratives. This concept was developed based on the theories that interpret the grand narratives of modernity, which had a significant influence in people's lives and served as references to society, but started weakening in the twentieth century and were dissolved in the post-modernity, when the focus shifted to the individual and their stories.

Therefore, when we verify, describe, explain and understand the contents stated by respondents in their organizational micro narratives, it is possible to ponder how internal communications can work more effectively and affectively to generate new narratives that encourage involvement, engaging, recognition, identification, understanding and action from the employees, in detriment to rationality, standardization, and ephemeral excesses of information.

Literature review
The study will be based on the authors applied social sciences, organizational communication, internal communication, public relations, storytelling and studies on the narrative. Within the scope of organizational communication, internal communication and public relations, we have based on the professors at the USP, Paulo Nassar and Margarida Kunsch. How important support, other authors will also be analyzed, as James Grunig and Don Tapscott. In the context of storytelling and narrative, authors as Pedro Bendassolli and Roland Barthes, and works by Paul Thompson, Zygmunt Bauman, Jean Baudrillard, Manuel Castells, Stuart Hall and Henry Jenkins, among others, will be part of the theoretical framework.

Methodology
The main objective of this empirical research, based on the methodology of Laurence Barbin (content analysis) is to verify whether employees, living their daily work in organizations (regardless of their positions, titles, ages or gender), expose - or not - the following categories when they describe their experiences and memories in relation to the organizational world: emotions, subjectivity (dreams and beliefs), feelings of belonging and recognition themselves, the mythological values of the organization, heroics acts, the spreading expertise of their work, their vulnerabilities and their identifications to organizations (whether positive or negative).

With that, this research seeks to understand the strength and wealth of information that may exist in the reports of small parts that make up the organization - in micro narratives - so, to describe, explain and understand the content displayed in these narratives, becomes can reflect how public relations can work more effectively to generate involvement, engagement, recognition, identification, understanding and action of its employees. The study is qualitative, based on interviews - micro narratives in storytelling format (life testimonials) - of officials drawn from 8 different Brazilian organizations, regardless of age, gender, position or current activities.

Results and conclusions
It's intended to observe and describe mainly the results on the idea that no matter what type of work done by an employee, or his seniority, everyone can be engaged. To tell their personal life stories in relation to their daily lives in the organizational world, all these categories are present in their content and have a good chance to emoting and engage people in a disengaged world, which usually do not value and the importance for the information of life histories of each employee.

Practical and social implications
The research, in addition to analyzing the aspects that can improve internal communication actions, aimed at trying to understand, especially the changes in society, in the face of consequences brought about by the new times with abundance of information and attention
deficit disorder. When searching for the micro narratives we can understand the behavior of the individual, since it makes it difficult to wrap it up, because it is no longer unique and stable, but multiple and changeable according to the situation. Earn your attention and your engagement becomes somewhat complex and, therefore, must also be studied in the social sphere.

**Keywords:** public relations; internal communication; new narratives; storytelling; engaging people.
Engaging Employees in CSR. Engagement types and engagement strategies in employee communication

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Introduction
In management few subjects arise as much controversy as Corporate Social Responsibility (CSR), often described as moving issue bearing individual meanings for scientists as well as practitioners. In recent years CSR has grown strong within communication and management studies and has increasingly been discussed as a success factor for corporations (Breitbarth 2011) and element of creating a “shared value” (Porter & Kramer 2012) for organizations and society. To foster the institutionalization of CSR (Rademacher & Remus 2014) and to avoid the impression of merely green washing the organization corporations seek to involve their staff members in the initiative and support individual engagement of employees (e.g. volunteering) by offering a wide range of engagement opportunities. Employee communica-tion and employer branding are responsible for sensemaking and linking the CSR initiative to thought leadership and business strategy (Schultz & Wehmeier 2010).

Originality and Purpose
The general approach to CSR is a business case-driven view that longs to connect CSR initiative to the core business (Matten & Moon 2008) and differentiates between a more explicit and more implicit approach – also representing different perceptions of CSR initiative among employees. It is likely that these perceptions are influenced by individual norms (Osborn & Redfern 2006) and values as well as by the employee communication (Morsing & Schultz 2010). Since CRS initiative is usually planned and communicated top-down the bottom-up perspective of employees is a missing link in the current research agenda. This leads to the question what kind of engagement types do exist among employees and which communication strategies and engagement opportunities are necessary to address this field of engagement types.

Design/methodology/approach
Based on a literature review an ideal typology of CSR engagement types and their communica-tion patterns is developed and tested with an online survey among the employees of a German bank that was carried out among all levels of hierarchy as well as across local branches and core departments.

Practical and social implications
The results show a number of challenges in linking CSR initiative to the corporate strategy, in framing the CSR initiative and influencing the perception of employees regarding the CSR programs of their own corporation. The results strongly support the development of a more differentiated and engagement type sensible communication framework for engaging em-ployees in CSR affairs.
Mobilising and engaging South African students: The #feesmustfall campaign

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Introduction and purpose of the study
South African institutions are experiencing a tumultuous period of civil and student unrest, protests and demonstrations. The years 2015/2016 have seen numerous hashtag campaigns and social programmes that left significant impacts on the ruling government in general (#ZumaMustFall, #NkandlaMustFall, #PayBackTheMoney), and institutions of higher learning (#RhodesMustFall) and in particular (#FeesMustFall).

This is the era of digitally sophisticated citizens who are well informed of their rights and the responsibilities of government. Technology is leveraged as a means for ordinary people to vocalise their opinions and mobilise themselves towards holding governments and other institutions accountable.

The student protests that took place in South Africa in the last quarter of 2015 and early 2016, culminated in a national campaign with global support. This campaign resulted from the concerns of students regarding the cost of education at South African universities and the government's lack of delivery on their promises to investigate free education at university level. This protest led to the disruption of academic activities and the temporary closure of some universities across South Africa. Students and other stakeholders gathered at universities around the country to protest the annual increase of university fees. With the creation of the hashtag “#FeesMustFall” on social media platforms, students were able to engage stakeholders that they otherwise may not have been able to reach effectively. This hashtag campaign enabled thousands of students from all over the country to mobilise themselves and grab the attention of the South African government, university governance and even the world.

Purpose of the study
The “FeesMustFall” campaign proved the influence that citizens and activists have over state decisions through engagement on social media. It also provided a platform for government and university authorities to interact with students and negotiate terms that eventually suited all parties concerned.

Objectives of the study will be to:
- document the actual events as they unfolded from December 2015 through to January 2016
- thematically analyse the #FeesMustFall social media campaign content and responses (Leximancer programme to be used)
- record the campaign engagement of other stakeholders nationally and globally

Results and conclusions
Many South African voices, those of vice-chancellors of universities included, have been lamenting inter alia the underfunding of higher education for over a decade with little effect. But it was the students with their marches on Parliament in Cape Town and the Union Buildings in Pretoria (corridors of government power and decision making) that shook up the state, changed the systemic parameters and began the process of fundamentally transforming higher education. With this campaign they achieved in seven days what the country had been talking about for over a decade.

Practical and social implications
Lessons to be learned from this campaign are:
- Avoid (or if already there), challenge racial essentialism and racism as these de-legitimise any cause and undermine the unity in action required for future effective issues management
- Avoid public violence and the violation of the rights of others on principle, because it undermines public engagement and support for the cause and provokes a security-cradic response from the state
- Recognise that successful social action requires both public action and institutional engagement. Each is necessary if progressive outcomes are to be realised
- Recognise that progressive outcomes will entail communication and management trade-offs. Such trade-offs can become part of public deliberation and not the preserve of a narrow political and institutional elite.

The #FeesMustFall campaign has through the 2015/2016 protests opened the door for the possibility of a fundamental progressive overhaul of the post-apartheid higher education system. This campaign has succeeded where other stakeholders, including vice-chancellors and other higher education executives, have failed. For this, the campaign must be commended. It has also been an example of mass mobilisation and engagement of many in a matter of a few days. If the campaign is to culminate into a successful sustainable progressive outcome, then it is incumbent on communication professionals in government and higher education to not only collectively support this movement, but to also learn the lessons of their past actions.

Keywords: Government, Reputation, Protest, Social Media, Activism
Self-censorship in an engaged world: when the digital environment abjures self-expression

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“Goebbels was in favour of free speech for views he liked. So was Stalin. If you’re really in favour of free speech, then you’re in favour of speech for precisely the views you despise. Otherwise you are not in favour of free speech”
Noam Chomsky

Introduction
Institutional laws against freedom of speech and expression anywhere in the world are not the greatest threat to democracy, media freedom, freedom of corporate expression and self-expression. Self-censorship is. Instead of speaking their minds, people refrain from saying anything of substance in the social media.

Self-censorship the act of censoring or classifying one’s own communication (in any format). This is done out of fear of, or deference to, the sensibilities or preferences (actual or perceived) of others and without overt pressure from any specific party or institution of authority. Because political and social rhetoric engages interests, expresses values, conveys intent and prompts action, such self-censorship is the hidden face of political correctness.

The powerful instant, all-pervasive and immediate gratifier for individual and institutional information transmission – social media platforms – is becoming an enemy.

A year ago, Justine Sacco sent out a tweet and then boarded a plane. By the time she landed, her career was derailed, her reputation was shredded, and her relative anonymity had been replaced by the worst kind of celebrity. What did she do wrong? Sacco tweeted the following: “Going to Africa. Hope I don’t get AIDS. Just kidding. I’m White!” The tweet could be viewed as silly, offensive, or even terrible (it was later learned that the worst of these possibilities does not mesh with Sacco’s personal views or history when it comes to race), but when the social media lynch mobs pull out their pitchforks, what is learned later really is not valuable. The soon to be infamous tweet was retweeted. It was published. It went viral.

In the age of digital mass surveillance people are facing self-censorship of a different dimension. They are more cautious, warier. Their communication behaviour is changing drastically. Freedom of expression – in organisations and life in general – becomes sorely tried due to self-appointed or differently-minded lynch mobs who patrol the social media to enforce a specific hegemony of thoughts and views. In this process, decades-long existing rules and conventions of public debate in the traditional media, are demolished. Apart from slander and defamation, there is little maneuver for “hearing all sides of the story” or debate. Instead of ad rem it becomes ad hominem with stereotyping and weaponry of coarse generalisations. These lynch mobs are prevalent across cyberspace acting as inter alia “racist radars”, at times misunderstanding and even misconstruing satire and humour in religious, cultural, ethnic and gender message content. Free flow of communication and expression of ideas in public and in the corporate corridors become inhibited and marred. This is not the etiquette-sane “think before you send” your message through Twitter or post your argument on Facebook. This is the alarming issue of voices that should be heard, that now become silent out of fear for content courts and cyber bullies that watch to expose and damage reputations.

Purpose of the study
Renewed racism rows as they unfolded in the content of social media waved through South Africa during 2016 with a fierceness never seen before. This paper offers a social media discourse analysis of the public scrutiny of three high-profile cases in South Africa:

• an unfortunate re-tweet of an observed racist remark by a politician
• a comment on Twitter by a famous South African media personality and Idols judge that ended up in court
• social media comments by an economist on the problem of “group entitlement” in the current state of the South African economy

Conclusions and implications
Important voices in South Africa are currently branded as racists, apologists of apartheid, the entitled though patronage, corrupt politicians, con artists, et cetera. Dialogue on relevant issues becomes extinguished. Shared experiences and meanings are smothered. People fall into the spiral of silence.

Freedom of expression is by nature robust and uncomfortable. But too many individuals, including communication professionals, practice self-censorship. They say: “I do not want to expose myself and/or my company in 140 characters. I only say what is “safe” – not that I want to say or that should be said. I rather shut the fuck up.”

Communication professionals in all spheres may have to seek an antidote to address this silent poison before all disengage completely...

Keywords: Self-expression, Self-censorship, Social media lynch mobs, cyber bullies, digital mass surveillance
A positive communication climate - more than just another job resource to improve employee engagement

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Introduction and purpose of the study
The role of a positive communication climate in the constant need to increase employee engagement levels has not been sufficiently researched, with only a limited number of studies showing the direct relationship between communication climate and employee engagement. Despite the fact that communication is widely accepted to be one of the drivers leading to increased levels of engagement, few studies have been conducted to understand this relationship. It is argued in this paper, that for communication to have a central place in the structure, extensiveness and scope of organisations, it must play a much more encompassing role in employee engagement than has previously been suggested. This study will aim to contribute to the existing body of knowledge, by exploring internal communication from a critical perspective, advocating that communication can only be effective when there is dialogue and when it is strategically managed.

The paper will thus propose that communication climate influences job resources, which, in turn, influence levels of employee engagement.

Literature review
The first concept, communication climate, can be defined as employees’ perception of the quality of the relationships they have in the organisation, the effectiveness of communication between both superiors and their subordinates, and the ability of employees to influence and be involved in business processes. A critical perspective on communication ties in with this notion that communication should provide for a dialogue that constructs meaning between superiors and their subordinates. Communication climate tests five specific dimensions: superior-subordinate communication, information quality, superior openness, opportunities for upwards communication, and reliability of information.

The second concept, employee engagement, can be defined as how positive employees feel, think and behave towards the organisation that they work for. Moreover, employees who are engaged will typically present characteristics including vigour, dedication and absorption. Literature shows that there are many drivers of employee engagement or factors that will cause an organisation to effectively connect with its employees and look after their well-being. Some of these drivers, Job Resources, are physical, social and organisational aspects of an employee's job that would reduce certain job demands and stresses. For the purpose of this study, only three of the job resources will be used. They include role clarity, participation in decision making, and performance feedback.

Proposed researcher methodology
Quantitative survey research will be conducted to answer the following primary research question: Can communication climate influence job resources, leading to increased employee engagement? Three examples of the 39 hypotheses that will be tested in this study include: Supportive relationships are positively related to an employee's perception of role clarity; role clarity is positively related to vigour; and information quality is positively related to dedication. A quantitative method will be used as it is the most suitable research method to test the strength of the relationships between the variables.

A stratified random sample will be drawn (consisting of more than 600 respondents, to validate this proposed conceptual model) from the three largest short-term insurance organisations in South Africa. Data will be collected using a self-administered, internet based questionnaire. The latter will combine three existing questionnaires tested in the South African context, namely UWES, Dennis and JD-RS. The Utrecht Work Engagement Scale (UWES) was developed and will be used for the purpose of testing levels of employee engagement in organisations. UWES tests employees’ level of vigour, dedication and absorption. UWES has also been extensively tested in the South African context. The second scale, Dennis’ Communication Climate Survey, was developed to test employee perceptions on the state of communication within an organisation. Dennis focused on the dimensions of communication climate as previously mentioned. The third scale that will be used is the Job Demand-Resources Scale (JD-RS). This measurement tool tests what drives employee engagement and thus the relationship between job resources and levels of employee engagement inside organisations. A combination of these three measurement scales will seek to measure the strength of the relationships between the variables.

Collected data will be analysed using the statistical program SPSS v.22, making use of a multivariate approach for descriptive and inferential statistics.

Practical and social implications
In conclusion, the research will work towards a conceptual model indicating the strength of the relationships between constructs of the concepts communication climate, job resources and employee engagement, as well as the way in which those relationships affect each other. The results will be presented as a communication solution for organisations to understand and address the challenges they face in their organisations’ communication climate, and to suggest specific interventions they can employ to ultimately improve employee engagement levels.

Keywords: Communication climate, critical communication theory, employee engagement, job resources.
Employee voice: An antecedent to organisational engagement?

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Introduction and purpose of the study
Although there is no consensus in the literature on the definition of employee voice it is often described either as an indirect structural process that includes trade union representation or as direct individual and/or group processes that relate to speaking up inside organisations. This study adopts the latter definition and focuses on employee engagement and, in particular, organisational engagement which relates to an employee’s engagement with their employing organisation rather than their job. The study addresses Gruman and Saks’ critique of the literature that ‘relatively little attention has been given to the relationship between voice and engagement’ (2014, p. 459). It incorporates the following three research questions:

• 1. How satisfied are employees with opportunities to exercise their voice?
• 2. How good are line managers and senior managers at responding to suggestions from employees?
• 3. To what extent might employee voice be positively associated with organisational engagement?

Literature review
The literature review analyses the way that employee voice has been researched since the concept was popularised by Freeman and Medoff (1984) who argued that it made good sense for both company and workforce to have a ‘voice’ mechanism. The review incorporates a multi-dimensional understanding of employee voice that emerges in the work of Dundon et al. (2004, p.1152), Wilkinson et al. (2004, pp. 6-7), Morrison (2011, pp. 383-4: 2014, p. 180) and Wilkinson et al. (2014). Additionally, the review explores the emerging differentiation between work and organisational engagement (Saks, 2006, p. 604) and the way that Gruman and Saks (2014, pp. 463-471) conceptually associate employee voice and employee engagement.

Methodology
The study is based on a cross-sectional correlational research design incorporating a new Internal Communication and Organisational Engagement (ICOEQ) questionnaire developed by Welch (2011) which was administered at five organisations in England and Wales. The instrument explores employee satisfaction with opportunities for voice via questions which enable participants to rate voice items including: opportunities to feed my views upwards; ways for me to pass on criticisms; and, ways for me to communicate ideas to top management. It also includes questions that enable participants to rate line managers and senior managers on how good they are at responding to suggestions. Levels of organisational engagement were gauged via a scale which incorporated adaptations of Saks’ (2006) questionnaire items. The total combined number of respondents was 2066. The response rate varied from 16 to 52 percent in each organisation.

Results and conclusions
Initial analysis has found variable satisfaction with elements of employee voice in the five organisations in this study. Results for ‘opportunities to feed my views upwards’ ranged from a mean of 2.81 to 3.63 measured on a 1-5 Likert type scale with 5 denoting ‘very satisfied’. Line managers are rated as better at responding to suggestions than senior managers in the study. In two organisations the ratings for senior managers responding to suggestions were very low. A positive association between satisfaction with employee voice and emotional organisational engagement has been indicated in initial correlation and multiple regression analysis.

The paper explores the role of employee voice as a possible antecedent to organisational engagement. The results in the study suggest some consistency in the associations between employee voice and organisational engagement in five organisations from different sectors in the UK (banking, government, local council and social housing). However, further research is required with a greater number of different types of organisation (for example, smaller organisations and organisations from a broader range of private sectors) to explore how far the results are generalisable.

Practical and social implications
The empirical findings in this study indicate that levels of satisfaction with opportunities to express employee voice are variable from organisation to organisation and in some of the organisations in this study satisfaction was low. Furthermore the empirical results suggest that there is an association between employee voice and organisational engagement. The practical implications are that organisations should pay more attention to establishing systems of direct employee voice at both line and senior manager level. This could include the incorporation of ongoing employee voice tactics such as listening lunches and online question and answer sessions into internal corporate communication strategies and plans.

Keywords: Internal communication, employee voice, employee engagement, organisational engagement
A Co-creation Network for Knowledge and Innovation to Promote Safety and Security in the Arctic

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Introduction and purpose
The discussion on the safe use of Arctic resources is a contemporary communication and management problem. Activity in the Artic is increasing. Therefore, this paper argues that there is a need to develop a Co-creation Network for knowledge and innovation to help ensure safety and security in the Arctic domain.

Global climate change is opening new Arctic possibilities. New sea routes cut distances between the Pacific and Atlantic oceans and thus “regardless of the risks, the Arctic routes are a hot topic and shipping in the Arctic will most likely increase in the future” (Salokannel, Knuuttila & Ruoslahti, 2015: p. 2). There is a need to cooperate and share information that benefits the security and safety of living, transport, and economic use in the Arctic environment (Ruoslahti & Knuuttila, 2016).

The research question for this paper is: How are end users involved in the process of creating a Co-creation Network for knowledge and innovation to contribute to Arctic safety and security?

The focus is in the investigation of the process of involving public and private institutions, and, in particular involvement of end users, in creating an enhanced Arctic research and study society. A Network for knowledge and innovation contributing to Arctic safety and security will involve active communication between the actors.

Literature review
Knowledge is an important source to competitive advantage, and “a key to the success of modern organizations and creative higher education” (Pirinen, 2015, p. 1). The issue arenas model for organizational communication (Vos, Schoemaker, & Luoma-aho, 2014; Luoma-aho & Vos, 2010) explains multi-stakeholder communication. This paper uses the model to examine co-creation of innovation and innovation. Galvagno & Dalli (2014) note that co-creation is useful in promoting innovation, as is a strategic approach to knowledge management; a key element of success in networked innovation, according to Valkokari, et al. (2012).

Electronic platforms provide secured online possibilities for co-creative learning online, and for sharing information and research results (Bhalla, 2014; Saarinen, 2012; Hosie, et. al., 2003). Shared information are needed in externally funded projects; participation in which is an important channel of knowledge transfer (Pirinen, 2015; Di Cagno, et. al., 2014); and where combining management of projects, networking, and learning is challenging (Ruoslahti, et. al., 2011).

Methodology
To build a basis for the creation of the Co-creation Network this study uses Engeström’s (2007) expansive learning process consisting of the following phases: (1) Questioning existing practices, (2) Analysis of existing practices, (3) Modeling a new solution, (4) Exploring the new solution, (5) Adopting the new solution, (6) Evaluating the process, and (7) Solidifying and expanding new practices.

This study focuses mostly on the third phase of the expansive learning cycle, modeling a new solution. The method is participatory and a work in progress. Notes from Co-creation Network partner communication and meeting discussions are gathered under the Chatham House rule (Chatham House, 2016) to ensure anonymity of all people participating in the study.

Results and conclusions
Creating a new long term co-operation program of higher education, a Co-creation Network will attempt to engage a still disengaged field by affecting change to currently scattered and unlinked programs and systems, and build alignment of best practices. New knowledge and more effective future cooperation, technically and as a process, may bring about a change of current mind-sets. This Co-creation Network needs to be multi-disciplinary and multi-institutional, bringing disparate security and safety management and communication researchers together with both one another, and with end-users. An electronic platform will serve learning online and sharing research results and co-creation information between the Co-creation Network members. The research will focus on the process of co-creation and knowledge exchange between the network members.

Practical and social implications
The Co-creation Network aims to broaden the focus of today’s defined training oriented National Coast Guard Institution educational programs, and create broadly defined academic basic research networks, such as the University of the Arctic. This should provide an opportunity to experience a multi-disciplinary approach toward security and safety of activities in the Arctic.

The enhanced Arctic research and study society aims to contribute to a safer, more secure and cleaner domain, and develop insights on sustainable economic growth, international
processes and best practices, leading to increased situational awareness and decision making – for the benefit of the Arctic.

The research aims to provide insights on ways to involve end users in the co-creation process. This could help other collaborative problem solving processes that need input of end users.

Keywords: Co-creation of knowledge, Innovation, Co-creation Network, Knowledge, Arctic Security
Engaging employees in (at least partly) disengaged companies
Results of a 2016 interview survey within 550 German corporations on the growing importance of digital engagement via internal social media

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Introduction & purpose of the study
In a more and more disengaged world, companies need to engage their employees at least to boost employee loyalty and productivity. Outside of the companies, if people do, they get more and at least connected via multiple social media platforms: in the best case of successful establishing these platforms internally in companies, it can change their employee engagement, their communication, their knowledge management, their leadership structure and finally often their business models fundamentally; in the worst case it can just be another empirical example for the disengagement of people also in companies.

This paper will show the increasingly growing importance of social media as internal communications instrument for companies, but also its limitation and problems as well as its organizational culture related prerequisites. In the area of internal communication, public relations’ relevance is – as stated in the call for papers for this conference – growing. But what with entrepreneurial effect: Has this growth a positive effect for the companies if it comes to internal efficiency and collaborative knowledge? Are employees today not merely more, but better connected? Are they meaningfully engaged for improved work for the employers as well as for employees?

The study proposed here for Bledcom 2016 aims to discuss this questions based on a new empirical survey in about 550 German companies in comparison with a similar study that has been realised by the same authors in 2013 (at the time, also a presentation at Bledcom). The developments since then will be presented with a new special quantitative focus on the disengagement question and the trust issue.

Short literature review
Internal communication becomes more relevant for companies as the employees expect more transparent and comprehensible information (cf. Huck-Sandhu, 2016, p. 1 et seq.; cf. Arthur W. Page Society, 2007, p. 11). By doing so, employees are engaged to the company and its decision-making processes (cf. Verghese, 2012, p. 20). As e.g. the current Gallup German Engagement Index shows, this is an important factor to ensure economic value-adding (cf. Nink, 2015, p. 11). Cornelissen states that managers increasingly communicate to their employees via enterprise softwares (cf. 2011, p. 165).

However, especially Enterprise Social Networks foster employee engagement as they function like a “social lubricant” (Leonardi, Huysman & Steinfield, 2013, p. 14) that allows bonding social capital by bridging across departments (cf., 2013, p. 15). That is how employees get digitally engaged in their companies: in a transparent digital dialogue they can participate in the configuration of their company (cf. Skierlo, 2013, p. 72). However, especially (dis) engagement issues are so far not really in the focus of empirical research on these issues.

Methodology
Main methodology for this paper was a quantitative semi-representative online survey with interviewees in different management function (especially communications people and managing directors) in 563 different German companies. Due to space limitations, the full methodological design cannot be elaborated here but will in the full paper.

First Results and Conclusions
Compared to 2013 study, the importance of internal social media within companies in Germany has nearly doubled: instead high or very high usage of this communication type in only 12 percent of German companies, today 21 percent are reached. One main purpose is better employee engagement.

Low hierarchies are becoming an even more important issue for the acceptance of this type of digital engagement. Concerning stakeholder engagement, employees demand much more than three year ago that managers should also in this area act as good example and that critical comments should be more accepted. As a new fact, strong change resistance is now identified as most importance problem when introducing digital employee engagement via social media.

Trust is seen by a very large majority as a (very) important factor for a successful digital employee engagement via internal social media though only in about one third of the companies this trust culture concerning engagement is really the case. However, four out of five interviews believe that trust a prerequisite (and, at the end, an effect) for successful use internal social media for employee engagement can be built up and developed in the future. Concerning the limitation, due to its nature, this study is only semirepresentative and it has all the well-known limitation of an online survey. Additionally, the 2016 survey has just...
been closed for some very few days at the time of the finishing of this abstract; therefore all results have still a preliminary character and especially all crosstabelling and clustering has not been finished so far, but will be for presentation in Bled.

Keywords: Employee Engagement, Media Engagement, Digital Engagement; Entreprise Social Network, Internal Social Media
The Dark Side of Engagement: Social Media Power in Confronting an Organization Directly During a Crisis

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Introduction and Purpose
Despite assumptions that social media empower publics to pursue organizational change, very little research has explored the use of social networking services (SNS) like Twitter and Facebook for engaging organizations directly to influence organizational behavior. Instead, studies have primarily explored public relations strategies for engendering positive public interactions with an organization, otherwise termed, “engagement”. This study examines the other side of engagement—the social media empowerment that influences publics to “use their side of the conversation to bash a company’s products” (Toledano, 2010, p. 231) or otherwise seek to influence organizational behavior. Specifically, we pose the question: How do publics engage an organization during a crisis? We selected examined two organizational issues faced by the Nestle Corporation during 2015: Nestle’s illegal water withdrawals during the California drought, and the FDA’s charge against Nestle’s Kind Bars for falsely advertising their health value.

Literature Review
There are three principal components to public engagement: 1) messages, 2) media, and 3) meanings. Messages and media tend to dominate public relations literature, as most research considers the effectiveness of strategic messages to “engage” publics to like, forward, or otherwise interact with an organization online (Briones, Kuch, Liu, & Jin, 2011; Lovejoy, Waters, & Saxton, 2012; Saxton & Waters, 2014; Ye & Ki, 2012). Meaning in engagement, or the emotions and cognitions of public engagement (Oh, Bellur, & Sundar, 2010), has only recently been explored. In public relations, engagement has been characterized as a positive, affective, and dialogic connection between public and organization (Kang, 2014; Taylor & Kent, 2014). Scholars have argued that engagement is a principle factor of a good organization-public relationship (Men & Tsai, 2014; Taylor & Kent, 2014). This relational focus has overshadowed the gamut of the other possible emotional connections including anger, disappointment, and the way social media grant publics voice and empower them in their interactions with organizations (Saffer, Sommerfeldt, & Taylor, 2013; Toledano, 2010).

Whereas “virtually all studies describe how organizations work to engage publics and attempt to show how engagement may help to build relationships” (Taylor & Kent, 2014, p. 386), this study examines how social media “increase the power [publics] wield in confronting organizations” (Valenti, et al., 2012, p. 875). This study also builds off of recent research that has shown that publics use social media to distribute negative information and build awareness about an issue among their networks (Smith, Men, & Al-Sinan, 2015).

Methodology
To examine the way publics engage an organization directly on social media, we content analyzed six months’ worth of comments and responses to Nestle’s illegal water withdrawal and false advertising claims on Nestle’s Facebook page from 2014 and 2015. To analyze engagement, we developed codes around communication power (French & Raven, 1968), uses and gratifications of social media (Pai & Arnott, 2013; Trammell, Tarkowski, Hofmokl, & Sapp, 2006), public engagement (Kang, 2014) and activism (Sommerfeldt, 2011). Reliability was established with a random sample of 30% of the total comments (N=1,110).

Results and Conclusions
Results showed that publics engaged Nestle primarily to talk directly to the company and question the company’s actions. Contrary to assumptions about empowerment, very few factors of communication power or activism were evident in Facebook comments, with the exception of building coalitions. Results demonstrate that engagement may be driven by both extremely positive and extremely negative opinions toward an organization, and that it may be measured using a scale of factors that include positive/negative affectivity, trust/distrust, empowerment/disempowerment, and satisfaction/dissatisfaction.

Practical and Social Implications
Results provide direction for practitioners in identifying and assessing the tone of public engagement, and categorizing positive and negative engagement. Practitioners may use results to isolate and analyze the salient issues related to each engagement type. Future research should explore the lack empowerment and activism towards an organization in Facebook comments, which is contrary to assumptions about the nature of social media.

Keywords: Social Media Engagement, Power, Crisis, Organization-Public Relationships
When work style meets lifestyle - energizing corporate environments through developing communities of practices for parents

Monika Sońta, COMM.on (Poland)

The purpose of the study is a further exploration of parents’ expectations towards their work style in multinational organisations. After a quantitative research (an online survey with 504 responses collected) on the expectations of working mothers conducted in May 2015 in Poland, the infographic of significant moments in the mother’s lifecycle and a model that is treated as a canvas in the business discussion about a workplace that is flexible to professionally active mothers’ needs have been introduced.

Single case study method
This time a case study will concentrate on the expectations of internal parenting communities of practice to develop the insights generated through the initial research.

The study will be conducted in one of the big companies in Poland (more than 350 employees) in which the business need to develop organizational capabilities to create working women’s friendly atmosphere had been diagnosed and stated as part of the Human Resources/Employer Branding campaign.

The research question
• What are the expectations of employees who are parents towards the employer’s best practices to adapt the working environment to the parent’s need?
• What actions are taken to improve the quality of workings parent life?
• How the parenting influences the work style of the employees?
• What is the current state of community of practice initiative in this particular company?

Theory
The community of practice concept by Wenger (1998) will be used as a leading theory with Appreciative Inquiry in the background. This research joins an academic discussion of employee engagement and communities of practices. The literature will cover also research on lifestyle management, for example SPREAD Sustainable Lifestyle 2050 (http://spread.demoshelsinki.fi/).

Methods used in the case study will include
• thematic analysis of corporate internal forum for parents
• in-depth interviews with the representatives of HR departments who coordinate activities designed for parents
• an online survey distributed among internal group’s members aimed at collecting their declaration towards closer cooperation and intensification of activities for parents inside the company
• alternatively, an online survey to the employees who are not parents to see what is the general attitude to parenting in this particular company.

Implications for the companies
The aim is to contribute to the discussion about business that changes the family lifestyle. There is also a question about the sustainable development of organisation that treats the family of the employees also as an integral part of the well-being ecosystem. Collected insights will be indicators for HR departments on the way to consider re-modelling of their policies and company benefits to include the needs of working parents.

M-Factor as a business campaign is a set of actions to manage employees and employers’ expectations better to attract and activate mothers to re-join the workforce in line with Sheryl Sandberg’s Lean In concept.

From the business perspective, the areas of influence are: Employer Branding and Lifestyle Management through collecting insights about working mothers’ expectations towards their workplace.

Implications for the society
M-Factor concept is rooted in Quality of Working Life and Social Innovation. The idea behind a research of the company’s attitude towards parenting communities of practice is to create a network of companies which are willing to work on the creation of the workplace which support a lifestyle of working parents.

Limitations
the research in one company is testing our concepts and M-Factor model which has been introduced after the qualitative research. This case study may be treated as a first step in testing the model in qualitative research in the corporate environment, however, strong conclusions still demand a scalable data.

Keywords: community of practices, quality of working life, employee expectations, social innovation, employee engagement
Strategic Standardization in Public Relations/Corporate Communication Research: Why it Matters and Where We Are

Don W. Stacks, University of Miami (USA)

Public relations and corporate communication research has expanded exponentially since the turn of the century. Moving from a focus on producing outputs, the needs of the client—internal or external—have forced the profession into new ways of thinking, practicing, and evaluating the outcomes of campaigns aimed at modifying or sustaining client positions on a variety of matters across a number of channels.

This has led to advances in theory, methodology, analysis, and evaluation. This presentation examines the reasons for such change, what that change means to the profession, and where we should be heading.

The main premise is that the profession has finally moved beyond a best practices focus and into the realm of standardization, a realm whereby comparison against norms—standards if you will—provides a way to evaluate how well a communication campaign has done.

The presentation will look at methodological, ethical, and a recently proposed model of campaign excellence advances that foreshadow new advances in theory and research.
Employee–Organization Relationships and Social Stake: Examining Factors in Employee Engagement on Social Media

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Brian G. Smith, Purdue University (USA)
Amanda J. Dugan, Purdue University (USA)

Introduction and purpose of the study
While the interest in employee-organization relationships seems to be growing (e.g., Kim, 2007; Kim & Rhee, 2011; Park et al., 2014), there is still a limited understanding of employees’ engagement on social media when it comes to communicating about the organizations they work for. In particular, the knowledge of what factors contribute to employee social media engagement, as well as the consequences of such communicative endeavors, is still relatively scarce. Social media posts from employees stand to add legitimacy and credibility to an organization through the conversational human voice such content provides, and yet very little research has explored the concepts that would encourage social media engagement by employees. Namely, there is a need to weigh the motives of employees’ engagement directed toward their organizations on social media, specifically because employees are in constant interaction with an organization’s external publics and stakeholders (Kim & Rhee, 2011).

Accordingly, the purpose of this research is to establish a theory of employee engagement via social media. Whereas most research on employee engagement considers employees’ internal connection to their organization, this research explores the potential drivers and concepts of external manifestation of their internal connection (Chiles & Zorn, 1995; Men, 2011) via social media content generation. In this study we propose the following research questions:

• R1: What are the factors that influence whether an employee communicates about his or her employer on social media?
• R2: How does an employee’s sense of social stake (risk and empowerment) influence communication on social media about his or her employer?
• R3: How does the organization-employee relationship influence employee social media activities?

Delving deeper into the above questions, our study hopes to contribute to a better understanding of the relationships between employees and organizations in the context of social media engagement. In addition, the main goal of this study is make both practical and theoretical advances in establishing the concept of social stake (Smith, 2010) by examining the factors that influence employee social media activities about their employers.

Literature review
While much public relations research has been devoted to employee-organization relationships and employee communication behavior (see e.g., Kim & Rhee, 2011), social media engagement is a rather new area of research that is yet starting to gain attention among public relations scholars and practitioners. Due to rather unclear definition and use of the concept of social media engagement, Smith and Gallicano (2015) made an important distinction between social media usage and social media engagement, where the latter is concerned with “cognitive and emotional involvement” (p. 82) rather than with loosely defined social media activities such as commenting, viewing, and sharing content online. Up to date, the current literature on social media and employees has primarily been interested in exploring organization-centric questions, such as what are the benefits and constraints of social media usage at work (e.g., Leonard et al., 2013), the impact of social media on internal communication (e.g., Huang et al., 2013), and the use of social media as opposed to other internal communication channels (e.g., Friedl & Tkalc, 2011). Not surprisingly, given the relevance and importance of the topic at hand, in recent years more researchers have become interested in cognitive and emotional aspects of communicative actions on social media among employees (e.g., Krishna & Kim, 2015) as well as the sense of empowerment among social media publics (e.g., Smith, Men & Al-Sinan, 2015). In this study, we draw on the theoretical and conceptual foundations of employee-organization relationship and social media engagement to further establish the concept of social stake (Smith, 2010), which comprises an individual’s sense of risk and network empowerment as a determinant for social media engagement.

Methodology
This study uses in-depth qualitative interviews to study how and with what motivations employees use social media to communicate about the organizations they work for. We employed a convenience sampling technique to interview employees of various organizations who consider themselves as being active on social media. Given the complexity of emotional and cognitive aspects of social media engagement that highly affect and/or are highly affected by the perceived relationship that employees have with their employers (Smith & Gallicano, 2015), such qualitative approach to studying employee social media engagement allowed us to gain deeper understanding and meanings of how and why employees communicate about their organization via social media.

Expected findings and conclusions
While the empirical part of this study is still ongoing, based on previous research done in this area (e.g., Smith, 2010), we expect that employees will consider social media as granting
them expertise power, enabling them to contribute to decision-making within their organizations. At the same time, we expect that employees will also weigh the risks of communicating via social media about their organizations, preferring to use their social media expertise to advise and provide guidance in communication decisions. Social empowerment might be tempered by a sense of risk when communicating about their organizations, leading to high levels of self-censorship. Our study hopes to add insight to Smith's (2010) theory of social stake, indicating that individuals post social media information based on sense of risk and social empowerment.

Practical and social implications
Social media provides an outlet for authentic and legitimizing information from inside an organization through employee social media engagement. Communication managers may use social stake to assess likelihood of employees to communicate about the organization and encourage personalized social media engagement.

**Keywords:** Social stake; employee-organization relationship; social media; employee engagement
Messages of Menace: The Recruitment Propaganda of Islamic State

Gareth Thompson, University of the Arts London (UK)

Introduction and purpose
In 2015, the Islamic State (IS) was variously described by the US Secretary of State, UK Prime Minister and French President as medieval, senseless and nihilistic. Yet, in 2014, according to The Times “hundreds more” British Muslims joined IS than joined the British Army and one in four of its foreign fighters is now British (Haynes and Hamilton, 2014).

The purpose of this paper is to analyse the integrated system of recruitment communications that is deployed by IS in order to target disengaged young people in Western democracies. Based on a study of recruitment propaganda and interviews with radical Islamists, the paper sets out a counter narrative to the political and media depictions of IS summarised above and, instead, conceptualises the organisation’s recruitment communications as modern, rational and systematic – as well as highly effective in engaging certain young people as recruits.

Literature review
In his keynote speech at Bledcom 2004, Ray Hiebert (2005, p. 8) presciently saw “landmines ahead” in the convergence of new technologies, public relations and democracy, identifying fast internet as an innovation that “will revolutionalize the recruiting of angry and disaffected audiences” by terrorist groups such as Al Qaeda.

Al Qaeda was the first exponent of a post-classical terrorism (Wieviorka and White, 2004) that goes beyond the classical era of regional or ideological groups recruiting locally and undertaking terrorist acts primarily in that locality, such as the Basque separatists ETA and the Irish Republican Army (IRA). In contrast, post-classical terrorist groups adopt a global outlook, emphasise the propaganda of the deed, interaction with global media infrastructures such as satellite television and the internet, and a transnational approach to recruitment.

The online propaganda infrastructure of IS has been surveyed by Jared Cohen (2015) director of Google and Adjunct Senior Fellow at the US Council on Foreign Relations, who has outlined ideas for a “digital counterinsurgency” but a gap remains in the emerging literature on the recruitment propaganda process used by IS to recruit disengaged young people.

Methodology
The currency of the object of the investigation and the geopolitical and legal barriers to access in the Islamic State itself led to adoption of a mixed methodology in order to understand the workings of IS propaganda operations. The resulting study is part contemporary history (an examination of the broader propaganda of Islamic extremism) and part ethnography (a combination of content analysis of IS propaganda with interview material from 12 Islamic extremists). The interview content includes discussions conducted by the author with reformed extremists in the UK, along with interview transcripts from broadcast interviews with extremists and personal accounts taken from news sources.

Results and conclusions
Despite being characterised as medieval, senseless and nihilistic by some politicians and media commentators, the paper concludes from its content analysis that IS’s recruitment propaganda shows a high degree of empathy and emotional intelligence in the way it understands and communicates with disengaged young people in Western democracies, whether or not they are Muslims at the outset of the communications process.

Based on a profound understanding of the different factors that lead to disengagement, IS deploys an integrated system of recruitment communications that combines elements of public relations, social media marketing, digital content production and online messaging. This is followed by a phase of digital grooming that builds intimacy and drives the potential recruit to make the journey to join the Jihad.

The paper concludes with a conceptualisation of IS’s recruitment communications that describes and analyses the integration of verbal, visual and action channels in a rational, modern and highly effective system of recruitment propaganda.

Practical and social implications
The findings, analysis and conceptualisation presented in this work are intended to help reduce uncertainty about the approach to recruitment of disengaged young people adopted by IS and provide a foundation for further research into the communication systems of terrorist recruitment.

The results also offer a point of reference from which to devise counter-recruitment narratives, preventative communications and other anti-radicalisation interventions that could disrupt IS’s existing system of recruitment propaganda.

Keywords: Islamic State, propaganda, terrorism, youth, disengagement.
Communicating Corporate Social Performance: A Research on Twitter

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Selin Türkel, Izmir University of Economics (Turkey)
Burcu Yaman, Izmir University of Economics (Turkey)

Introduction
Corporate social responsibility (CSR) concerns companies' efforts to fulfill societal and environmental obligations without compromising on the ultimate objective of profitability. Eventually, the scholarly inquiry into CSR has redefined the notion as stakeholder responsibility (Freeman et al., 2010). In order to meet these responsibilities, companies focus on different categories of CSR, i.e. economic, ethical, and legal (Schwartz and Caroll, 2003). Furthermore, the rising expectations of stakeholders with regard to social role of business has led to increasing attention devoted to the CSR communication, which begins with “anticipation of consumers and other stakeholder’s expectations about CSR” (Podnar, 2008: 80).

Contemporary consumers have high expectations, and are empowered by the emergence of digital technologies and the expansion of social media platforms. They are no longer satisfied with being passive in their experiences with the companies, rather they expect to be fully engaged and involved in every stage of decision-making processes of organizations. It is assumed that ensuring the involvement of consumers would provide better experience, resulting in their becoming brand ambassadors, willing to voluntarily disseminate CSR related messages.

This study attempts to investigate whether CSR related messages regarding distinct categories (i.e. economic and ethical) and areas (i.e. product and community relations) would have different impact on consumer outcomes. Twitter will be utilized as the medium of this study.

Literature review
Consumers with easy access to information through social media have become more sensitive and responsive to ethical and sustainability issues (Ballew, Omoto, and Winter, 2015). Compelling need for interaction makes CSR communication a key component in terms of achieving consumer participatory experience, leading to increased engagement. Subsequently, it has the potential to strengthen emotional bonds and advocacy for the company. Unquestionably, the interactive nature of social media makes it suitable means of CSR communication (Capriotti, 2011). In particular, companies' growing adoption of social media such as Instagram, Facebook, and Twitter allow the CSR message dissemination in an instant, continuous, and connective manner. This opportunity could impact on consumer outcomes creating a positive attitude towards message, brand and consumer engagement consisting of “attention, participation and connection” (Vivek, et al., 2014: 409).

Methodology
This research will utilize an experimental study as it “can provide much stronger evidence of cause and effect than can data collected through descriptive research” (Parasuraman, A., Grewal, D., & Krishnan, R., 2007: 66). To this aim, the below hypotheses are postulated:

H1. Exposure to a CSR message of product dimension, compared to that of community relations, will differ in their effect on:
   a. attention towards the message,
   b. attitude towards the message,
   c. attitude towards the corporate brand,
   d. engagement, and
   e. WOM intentions.

H2. Exposure to a CSR message of purely economic domain, compared to that of economic and ethical domain within product dimension, will differ in their effect on:
   a. attention towards the message,
   b. attitude towards the message,
   c. attitude towards the corporate brand,
   d. engagement, and
   e. WOM intentions.

H3. Exposure to a CSR message of purely ethical domain, compared to that of economic and ethical domain within community relations dimension, will differ in their effect on:
   a. attention towards the message,
   b. attitude towards the message,
   c. attitude towards the corporate brand,
   d. engagement, and
   e. WOM intentions.

Three pretesting phases will be conducted to construct the experimental stimulus and manipulations. In the exploratory phase, a content analysis was conducted on 5 Turkish Twitter accounts (BMW, Google, Intel, Microsoft and Sony). The list of Companies with the Best CSR Reputations was utilized for determining the corporate brands to be examined. Schwartz and Carroll’s (2003) construct and Kinder, Lydenberg, Domini & Co., Inc. (KLD)’s criteria (Deckop, Merriman and Gupta, 2006), served as content analysis categories. It was decided to employ the most recurrent CSR dimensions and domains in the experimental
stage. Accordingly, ‘purely economic’ and ‘economic and ethical’ domains within product, and ‘purely ethical’ and ‘economic and ethical’ within community relations dimension (see Table 1.) will be operationalized. The purpose of the second pretest is to specify the brand to be used as experimental stimulus, according to the level of engagement with the brand (Vivek et al, 2014).

The third phase entails generating the tweets that will be displayed in the experiment. Independent coders will be recruited and trained to ascertain the quality of variables. The coders will be asked to classify tweets on the basis of CSR domains within the dimensions and rate them on a five point scale on measures of valence, arousal, cognition, and behavior; so as to obtain tweets with equal impact in each experimental condition.

In the experimental study, a 2x2 factorial design will be employed to observe interactions between variables. The four experimental conditions will be as follows: purely economic within product; economic and ethical within product; purely ethical within community relations; and economic and ethical within community relations.

<table>
<thead>
<tr>
<th>CSR dimensions</th>
<th>CSR domains</th>
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<tbody>
<tr>
<td></td>
<td>Purely economic or ethical</td>
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<tr>
<td>Product</td>
<td>Group 1</td>
</tr>
<tr>
<td>Community relations</td>
<td>Group 3</td>
</tr>
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</table>

Table 1. Experimental design

Convenience sampling will be applied in this research to collect data. A total sample of 240 students will be exposed to tweets presented within their natural setting (via a tablet computer) to avoid artificiality of the stimuli. After the exposure, the questionnaire will be provided to measure consumer outcomes.

**Results and conclusions**

As the study intends to demonstrate the extent to which consumer outcomes are affected by different categories and areas, the results will shed light on the effective communication of CSR in social media. The study will fill the void by extending current knowledge through a quantitative approach, contributing to the generalizability of results. Although the use of student sample is a limitation, they are in fact fairly representative of social media users in Turkey. Furthermore, conducting the research through a single platform is another limitation. More communication platforms are recommended to be investigated in future studies.

**Practical and social implications**

The results within this study are expected to reveal practical implications with regard to design and conveyance of CSR related messages which aim to engage consumers. The insights concerning consumer outcomes will also provide greater strategic understanding of the concept of CSR communication. To the authors’ best knowledge, this study will be the first attempt to operationalize the well-known CSR construct (Schwartz and Carroll, 2003) through an experimental study which aims to identify the existence of a causal relationship.

**Keywords:** CSR Communication, Engagement, WOM, Social Media, Consumer Outcomes
Engaging employees through internal communication

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Nina Pološki Vokić, University of Zagreb (Croatia)

Introduction and purpose of the study
Engagement is one of the most popular concepts in various social sciences, especially psychology, organizational behavior, human resource management, and of course public relations. Even though engagement is applied in multiple areas of public relations, it is most commonly explored in connection to internal communication. The purpose of this paper is to make a contribution to public relations theory by further exploring the relationship between internal communication and employee engagement. Particularly we wanted to test the relationship between the eight dimensions of internal communication satisfaction and three employee engagement dimensions.

Literature review
Engagement is becoming one of the more popular paradigms in describing the way organizations try to interact, integrate, and cooperate with their stakeholders. In public relations engagement has been studied in various contexts, has been defined in multiple terms and with different operationalizations. It has been used as the umbrella term that includes a wide array of organizational attempts to include stakeholders in its activities and/or decisions. In public relations engagement has been studied as civic engagement, stakeholder engagement, public engagement and other, however the area where engagement has been mostly applied is employee engagement.

Methodology
In order to test the relationship between the established dimensions of employee engagement (vigor, dedication and absorption) and dimensions of internal communication satisfaction (satisfaction with feedback information, satisfaction with communication with superiors, satisfaction with horizontal communication, satisfaction with informal communication, satisfaction with information about the organization, satisfaction with communication climate, satisfaction with the quality of communication media, satisfaction with communication in meetings) we applied two established instruments. Employee engagement was tested by using the Utrecht Work Engagement Scale (the longer 17-item version), while internal communication satisfaction was measured by using UPZIK (The Internal Communication Satisfaction Scale). Both instruments were applied within a large Croatian organization (with more than 2000 employees).

Results and conclusion
Through measuring various dimensions of internal communication satisfaction and employee engagement we hope to discover relationships between particular dimensions. We expect these relationships to be especially strong between interpersonal elements of internal communication satisfaction and dedication as one of the employee engagement dimensions. We will also test the correlation between both concepts and certain demographic variables.

Practical and social implications
The main practical implication of the study is to help organizations in deciding which internal communication dimensions are most important in enhancing employee engagement. In a world in which there is more disengaged than engaged employees, it is crucial to find new ways of increasing engagement.

Keywords: Internal communication, Employee engagement, Internal communication satisfaction, UWES-17, UPZIK
What “engagement” means to European communication managers?

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Introduction
In the past decade, “engagement” became a fashionable concept in public relations. Yet, the usage of the term makes its meaning very fuzzy. With many communication professionals using Facebook ‘Likes’ as an indicator of engagement, it seems worthwhile exploring how practitioners conceptualise and operationalise the term “engagement”.

Purpose of the study
The purpose of the study is to test a basic definition of the term »engagement« among communication professionals in Europe and observe how they operationalise it. Our research question is: How communication professionals in Europe understand the concept »engagement«. We start with some basic definitions and operationalisations, develop two questions with multiple options and administer them in the context of the largest survey in professional communication in Europe.

Literature review

Methodology
This study is based on the tenth European Communication Monitor data. In March 2016, 3,287 communication professionals in 43 European countries completed a survey with 32 questions, two of which specifically addressed knowledge of the concept and its perception among the communication professionals.

Results and conclusion
Communication professionals in Europe perceive stakeholder engagement primarily as a communication activity with little agreement on its behavioural features. Furthermore, affective aspects of engagement (e.g. being excited, proud or emotionally attached) are recognised as relevant by a little more than half of respondents (vis-à-vis three quarters supporting cognitive features). It is clear that communication professionals in Europe have a very limited, skewed understanding of the term »engagement« and this may be endangering their positioning within organisations.

Practical and social implications
The results of the European Communication Monitor in the context of studying engagement indicates two potential biases worth further exploration. Firstly, there seems to be a communication bias versus behaviour, opening questions on conceptualisation of the public relations profession as concerned with symbolic or behavioural relations (with stakeholder) and of the status of the very term »communication« in that context (does s public relations equal communication or using communication?). And secondly, there seems to be a public relations bias for cognitive against affective aspects of communication (in a kind of opposition to advertising favouring affective versus cognitive?). From these biases follow practical and social implications: practical in terms of determining the function of public relations in organisations, and social in determining the societal consequences of public relations work.

Keywords: engagement, public relations, communication management, strategic communication
Online (Dis)engagement: Content Analysis of a Company’s Newsfeed Against the Backdrop of an Organizational Ethnography

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Introduction and purpose of the study

Even today, almost a decade after the first organizations started adopting software to make intra-organizational communication more social (Leonardi, Huysman, & Steinfield, 2013, p. 5), research on how these tools are used and perceived is scarce and monotonous. Scarce because most of the attention in the field of Public Relations has been devoted to communication with external stakeholders, and monotonous because we found the bulk of existing studies focusing on factors influencing technology adoption or addressing the putative effects resulting from the introduction of these tools.

Literature review

In 2010 Tina McCorkindale (p. 1) stressed that “(...) there needs to be more in terms of engagement and relationship-building strategies [...]. Although McCorkindale’s article addressed engagement on social media with external publics, we wonder to what extent current research has provided answers to this important question. We suggest that an alternative epistemological framework might offer refreshing insights by asking original questions. To this end we apply a Critical Management Studies (CMS) framework. This allows us to look beyond the technology and discover how people appropriate technology in their work-practices.

What we want to know is how communication professionals perceive what has become known in the literature as Enterprise Social Media (ESM) or Enterprise Social Software (ESS). The fact that there is no consensus on which term to use is a first indication that the research field is not yet consolidated. In our paper we take a first step towards consolidation by introducing a new classification system to position existing tools on different dimensions. Our classification includes variables such as the origin and goal-orientation of the tool in combination with environmental variables such as the fashion in which the tool is introduced in the organizational context.

Because of the limited number of studies published specifically on ESS, we argue that there is still plenty of room for descriptive research. Some scholars who addressed the barriers to adoption of ESS revealed that management sometimes fears the kind of interactions taking place on corporate platforms (Cardon & Marshall, 2015, p. 277; Turban, Bolloju, & Liang, 2011, p. 214). By allowing bottom-up electronic communication organizational elites do indeed run the risk of getting negative comments. Some scholars have also found that traditional hierarchy is challenged through the introduction of ESS (Stieglitz, Riemer, & Meske, 2015). However, we still know relatively little about what kinds of interactions take place on social corporate platforms. This is why our research compares communication professionals’ perceptions with what goes on in terms of interactions on ESS.

Methodology

For this study we combined ethnographic research with a content analysis of posts that we found on an ICT company’s “newsfeed”. The ICT company is a Belgian based for-profit organization with 1000+ employees and a yearly turnover in excess of 200 million Euro. With regard to the data we included all original posts from 2015, as well as reactions to these posts. All posts and reactions were coded at the hand of two professional researchers and subsequently analyzed with SPSS. Our triangulation of qualitative with quantitative data allowed us to get a rich understanding of the research data.

Results and conclusions

As the analysis is still ongoing our findings are still emerging. However, the ethnographic data already reveal that communication professionals are somewhat skeptical towards the employees’ use of the newsfeed. We found that what seems to be the main trigger for this skeptical attitude is their perception of the newsfeed as a “wall of complaints” and vector of trade union propaganda. What we do through the analysis of posts is test whether the assumptions held by communication professionals are congruent with the data found in the newsfeed.

Practical and social implications

We believe our research to be valuable for a number of reasons. First, with this paper we provide the field with a systematic literature review on the tools that build on a web 2.0 modus operandi but are specifically adopted for intra-organizational communication. Only recently did El Ouardi et al. (2015) publish a similar overview, albeit one with a broader scope including all forms of social media usage in work environments. Secondly, we have focused on questions related to the comparison of perception with actual use of ESS. This is particularly interesting to test whether popular beliefs shared amongst practitioners hold up in the face of empirical evidence. A third innovative element is our unique set of methods that have as yet not been widely used to study social interactions on digital corporate social platforms.

Keywords: internal communication, enterprise social software, organizational ethnography, content analysis
The usage of Enterprise Social Networks in Engaging Employees

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Daniela Lalić, University of Novi Sad (Serbia)
Danica Radovanović, University of Novi Sad (Serbia)

Introduction and the purpose of study
Many organizations have recognized the great potential of the Enterprise Social Networks (ESN) in engaging employees. ESN are relatively new phenomenon that is present for 15 years in the research body of knowledge, and their dynamics and benefits are not fully yet explored and researched. In the web paradigm, for the enterprises, social media and social networks enable communication and collaboration among co-workers and give employees a sense of online community. However, there is a high need to support collaboration, communication, and information exchange between employees with IT department. The purpose of the paper is to analyze the usage of ESN in Engaging Employees.

Literature review
We begin with theoretical background and historical perspective by offering a definition of enterprise social media and we offer a review of relevant papers on enterprise social media, focused on ESN concepts and engaging employees. Employee engagement is a unique concept that deserves the same theoretical and practical attention as other more established concepts within the organization. Although the external social networks are more popular and widely distributed, internal networks are more appropriate for the communication and connection between the employees in the organization. The quality and performance of the external communications will depend on the internal relations and good communication among the employees. Employee engagement within the enterprise social networks is comprehensive and extensive concept and it represents the future of internal public relations.

Methodology
This paper analyzes the usage of ten enterprise social networks such as a Yammer, Jive, Tibr, Connections, Social Cast, etc. which are the most widely used in business environment. The criteria for selecting these ESN are simply based on distribution on the Internet and popularity (we used the Fortune 500 reference). Here, we seek to determine which enterprise social networks exist in digital media landscape and which are the most widespread in their use. The aim of the paper is to analyze the value of different characteristics of ESN, to determine their perceived value to the ESN company, as well as their value to the ESN users. We explore ESN by interviewing tech support and IT departments - creators of these networks, and from the experience of users' point of view, interviewing employees.

Results and conclusions
Based on the content analysis of ten ESNs which are the most frequently used in the world, we have singled out the main characteristics of ESN, common to most of the analyzed ESN. This paper investigates the importance of the following characteristics: organization - of team communication in one place; collaboration - between team members; participation - seek and share new ideas with real-time feedback; accessibility - an access from anywhere, at anytime, and from any device, and break down barriers - across locations and job titles by giving everyone a voice.

Practical and Social implications
Finally, in this paper, we are providing practical and social implications, suggesting that a successful implementation of ESN depends on the engagement of employees and is the future of internal public relations.

Keywords: enterprise social networks (ESN), employee engagement, internal social networks, internal communication
Emotional engagement strategies in PR firms: senior level perspectives of professional relationships

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Introduction and purpose of study
Much of the PR literature tends to focus on engagement in building relationships between organisations and publics or stakeholders. However, less is known about everyday interpersonal engagement, especially in regard to the professional context of the PR consulting firm (Sissons, 2015). This paper asks what it means to engage with clients and journalists, from the perspectives of managing directors and owners of London-based public relations agencies. What are the “feeling rules” (Hochschild, 1983) that govern these relationships and importantly, how and when are emotional/relational strategies passed on to PR executives and PR teams?

Literature review
Engagement is an elusive concept. It has been referred to as an “ideograph” which is something that is “concrete, vague, and evanescent all at the same time” (Taylor and Kent, 2014, p. 385). Nevertheless the concept of engagement is widespread and used in various contexts to refer to the building of social capital through interactions between groups. Five types of engagement have been identified in public relations: social media, employee, CSR, civic and dialogic (Taylor and Kent, 2014). Engagement using dialogue is considered to be the most ethical approach since many types of engagement are of a one-way nature, whereas dialogue, it is argued, is relational and engages the emotions through “underlying principles” including mutuality and empathy (Taylor and Kent, 2014, p. 387).

This paper reports on a study approached from a socio-cultural perspective that aims to explore the emotional dimension of professional relationships in public relations consulting firms. It aims to provide a nuanced understanding of public relations emotional/relational work, drawing on the sociology of emotion (e.g. Hochschild, 1983; Scheff, 1994; Clark, 1997; Burkitt, 2015; Flam and Kleres, 2015) and emotion in organisations (e.g. Fineman, 2010; Bloch, 2012; Gabriel and Ulus, 2015).

Methodology
The methodology adopted is social phenomenology which is concerned with analysing the meaning structures of everyday life (Aspers, 2009). Few scholars have published empirical approaches in social phenomenology; however, Yeomans (2013) developed an approach to explore how junior and middle-level PR executives experience, practise and understand their professional relationships. Drawing on rich, qualitative data, Yeomans (2013) was able to build a conceptual understanding of relational work in public relations, using emotional labour (Hochschild, 1983; Bolton, 2005) as an interpretive framework.

Data to be gathered in Spring 2016 adopts a similar research approach. This will comprise a minimum of six in-depth semi-structured interviews of up to 1.5 hours in length conducted with a purposive sample of participants. Participants are directors and owners of PR firms identified as “emotional experts” (Kleres, 2015) who set the emotional tone of their enterprises. Interviews will be triangulated with observational data and the researcher’s self-reflexive account based on diary notes.

As adopted in Yeomans’ previous study (Yeomans, 2013), an initial analysis of key themes will be re-constituted as an anonymised ‘account of practice’ and sent to all participants as part of a member checking/validation process (Creswell, 2007). This descriptive account of practice will form the basis of further feedback/dialogue and data generated with participants, as well as further theorising of emotional engagement in PR professional relationships.

Results and conclusions
The answers to the research questions posed in this paper are likely to reveal the complexity of emotional engagement in professional relationships. Based on Yeomans (2013) earlier study of PR executives, the preliminary assumptions of this study are that the directors/owners of PR firms are likely to play an important role in the socialisation of new entrants, including the setting of emotional engagement expectations with clients and journalists, as well as of themselves. Further, typical emotional engagement strategies will be related to specific media/client contexts and situations, often characterised by practitioners’ adopting an instrumental form of empathy to achieve business objectives (Yeomans, 2016).

Practical and social implications
First, this paper aims to prompt practitioner debate on building social capital and social competencies through emotional reflexivity in interpersonal relationships within a professional context. This is an area of PR practice that tends to be taken for granted rather than explicitly discussed and valued. This study will contribute to public relations knowledge in two possible ways. First it will offer insights into senior level emotional/relational engagement strategies within the PR firm and thus how a specific aspect of “PRP culture” is produced and re-produced (Hodges and Edwards, 2014); second, the study can be viewed from the perspective of new institutional theory (PR consulting as an institution in its own right), contributing an emotional dimension to the notion of “institutional logics” – field-level practices: theories, frames and narratives (Fredriksson, Pallas and Wehmeier, 2013, p. 189).

Keywords: emotional engagement strategies, PR firms, professional relationships
An 11-Year Longitudinal Analysis Study Tracking Social and Digital Media Use in Public Relations Practice

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This paper reports on the results of an eleven-year long research project examining how social media and other digital technologies are impacting public relations practice. The study's methodology involves a web-based survey that's part of a longitudinal trend analysis. The 2016 findings are based on 412 responses and results show public relations practitioners continue to agree strongly that social and other digital media are changing the way public relations is practiced.

This impact continues to be much more pronounced for external than internal audiences. These 2016 results are part of a data set that includes more than 4,500 responses from public relations practitioners since our first published report on this topic in 2006; more than 3,700 responses since we dramatically revised our questionnaire in 2009; and nearly 3,200 since we started asking specific questions about Facebook and Twitter in 2010. That's an average of more than 450 respondents each year.

As was the case in each of the past four years, our major finding this year in 2016 involves the use of Facebook and Twitter in public relations practice. Although Facebook was used more than Twitter each year from 2010 through 2013, in 2014 Twitter narrowly replaced Facebook as the most frequently accessed new medium for public relations activities in 2015. This was the first time Twitter was on top of this list in the years we have been asking this question. Many of our respondents tell us they frequently send the same messages via both Facebook and Twitter.

This year in 2016, our findings indicate Facebook use is slightly higher than Twitter. It's important to note these questions focus on how frequently subjects access specific digital media sites as part of their work in public relations. Respondents are specifically asked not to count personal use on these sites.
Creating An Authentic and Engaged Learning Community via Twitter: Insights from a Cross-Institutional Twitter Activity

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Introduction
The popularity of today's digital landscape is slowly influencing traditional pedagogical approaches in higher education. For a highly applied field like public relations, such trends to digitize teaching and learning are even more prominent. An increasing number of public relations professors have begun to experiment with various digital tools and social media platforms to facilitate teaching such as Twitter, Facebook, Periscope, Snapchat, and various Google Apps for Education (GAFE). These emerging pedagogical approaches have substantially influenced students' learning experiences, especially in terms of collaboration, engagement, active/authentic learning, and students' sense of belonging to and building a learning community. However, one important but under-investigated area is whether or not social media can build authentic and engaged learning communities among spatially disengaged people (Research Question). This is a critical question as a growing number of colleges and universities have begun to provide online courses and programs, and to adopt hybrid teaching pedagogies. This study therefore fills in the void in the literature by examining how cross-institutional Twitter interactions among undergraduate students can influence the creation of an authentic and engaged learning community when the students are spatially separated and have never met.

Literature Review
The social theory of learning defines learning as social participation. This theory notes the importance of community in the learning process and proposes four major components in learning: community (learning as belonging), practice (learning as doing), identity (learning as becoming), and meaning (learning as experience). Rainie and Wellman's (2012) theory of networked individualism holds that modern individuals regularly use social media at their disposal to form social networks that provide them with information, support, and community. Sociologist Mary Chayko (2014) has theorized and demonstrated the relevance of these collaboratively created “portable communities” to modern “techno-social life,” noting that they tend to be experienced as real and meaningful. One of Chayko's studies (2002) demonstrated that spatially separated people can form bonds and communities, and that the Internet and digital technology excel at providing such individuals with the means to form useful and supportive social connections.

Methodology
Based on these theoretical foundations, the authors of the present study designed two cross-institutional Twitter activities among three universities on the East Coast. Student participants completed four specific tasks via Twitter while interacting with students within and outside their own institutions. A common hashtag was created to track the activity. Upon the completion of the Twitter activity, students reflected on the experience and wrote an essay addressing a number of questions developed to examine their interactions and community building process.

Findings and Implications
Tweets will be collected and analyzed using open source analysis tools, specifically NodeXL, which provides capabilities for network analysis and visualization. Reflective journals will be analyzed using qualitative content analysis. The visual illustrations generated via NodeXL and the findings of content analysis will help shed light on the virtual connections and engagement among the student participants. The study will also draw implications for creating authentic and engaged learning environments among spatially separated people and identify ways to make undergraduate public relations education more engaging to the students and more relevant to practice.

Keywords: social media pedagogy, Twitter, social theory of learning
The primary mission of the international symposia that have been organized over the past 23 years under the aegis of BledCom, is to provide a venue for public relations scholars and practitioners from around the world to exchange ideas and perspectives about public relations practice in all its forms such as corporate communication, public affairs, reputation management, issues and crisis management, etc.

Building from this history, BledCom seeks to help establish a state-of-the-art body of knowledge of the field with each annual symposium attempting to widen the horizons of the field by attracting current and new perspectives and state-of-the-art research from public relations and related disciplines. Toward this end, every BledCom symposium seeks to offer a venue for practitioners and scholars to share their conceptual perspectives, empirical findings (adopting any/all methodologies), or case studies related to the field.

As an international symposium, BledCom welcomes participation of scholars (including doctoral students) and practitioners from every region of the world so that we can help improve the public relations profession and theory-building to cope with a world that is globalizing rapidly. The symposium is known for its relaxing, pleasant and above all informal atmosphere, where all the participants can engage in debate and discussions with colleagues who have similar interests, and of course, enjoy the delights of the beautiful Lake Bled setting.
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