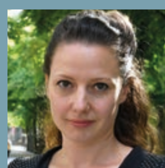
ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY
Part-time Executive International Master of Science in Corporate Communication

BOOK OF GRADUATES

Research Abstracts 2019

RSM - a force for positive change

BOOK OF GRADUATES

Research Abstracts 2019

Disclaimer This Book of Abstracts is a collection of the original executive summaries of the final theses from the graduates of the MSc in Corporate Communication Programme in 2019. Please note that differences in writing stye, spelling or referencing style may occur as a result.

Preface

This year we celebrate the 21st graduation of the Part-time Executive International Master of Science in Corporate Communication Programme (MCC) at Rotterdam School of Management, Erasmus University. The programme was established to foster the academic and professional development of communication professionals, so they are able to communicate and lead with impact in their organizations. This is still the philosophy of the programme today.

Eleven new graduates have officially been awarded the ***Master of Science in Corporate Communication degree*** *this year. We are proud to present the abstracts of the theses that have been written by our current graduates.*

Including this year's graduates, the MCC programme has delivered more than 320 MCC graduates. Many of them have made a significant career move after their graduation, which they were able to realise by the knowledge, insights and skills gained by the programme, and even more so by their own perseverance and ability to bring this into practice.

Over the last years they have been challenged with intensive courses, case studies, role plays, management games, the most recent academic theories and guest lectures from worldwide renowned professors of a diverse range of universities and businesses practitioners from different (inter) national companies, in order to support their goals to become even more successful communication professionals.

The new Masters of Science in Corporate Communication are:

- *Alma Feenstra*
- *Ted van Hintum*
- *Eveline de Koning*
- *Sanne van der Laan*
- *Bart van Leeuwen*
- *Rachel Martin*
- *Andreas Petrosino*
- *Marisa Saba*
- *Arno Schikker*
- *Sara Vernooij*
- *Petra van Zijll*

Part-time Executive
Master of Science in Corporate Communication

Rotterdam School of Management
Erasmus University

We trust that they have learned a lot during the courses over the past years, not only from our education but also from their peers, their 'colleagues' in the corporate communication field. The least we could say, also on behalf of all the teaching staff that worked with them, is that we have learned a lot from them too. Their willingness to discuss situations and challenges from practice in their own organisations and to relate these to the topics discussed in the lectures were inspiring and exciting.

In the more than twenty years of the Master of Science in Corporate Communication programme we succeeded in creating an international programme that presents all leading experts in a teaching role. We would like to thank the following people (teaching staff) who contributed tremendously to the success of this programme: Paul Argenti of Darthmouth College U.S.A.; John Balmer of Bradford University UK; Peggy Simcic Brønn, BI Norwegian Business School; Mignon van Halderen, Fontys Hogeschool; John Hayes, Leeds University Business School; Mark Hunter, INSEAD; Oriol Iglesias, ESADE Business School; Jan Kleinnijenhuis, VU University Amsterdam; Michael Pratt of University of Illinois, Urbana/Champaign; Davide Ravasi of University College London; Eliane Schoonman of the Issues Management Institute; Majken Schultz of Copenhagen Business School; Bob de Wit of Nyenrode Business University; Ansgar Zerfass, University of Leipzig and from our own RSM Faculty: Cees van Riel, Guido Berens, Frans van den Bosch, Dirk Brounen, Gerrit van Bruggen, Pursey Heugens, Slawek Magala, Florian Madertoner, Gerard Mertens, Lucas Meijs, Stefano Puntoni, Eric Waarts, all working at the Rotterdam School of Management, Erasmus University.

It is also with great pride that we announce two awards for best master theses. The first is the 'Impact in Corporate Communication Award' for the most impactful thesis in the field of Corporate Communication. The second one is the 'Andreas Innovation in Communication Award' for the most innovative thesis. The winners of the awards in 2019 are announced on November 29, during the official graduation ceremony.

We wish all the graduates a bright future with successful careers and we congratulate them with their accomplishment.

Marijke Baumann
Executive Director

Prof. dr. Joep Cornelissen
Academic Director

Part-time Executive International Master of Science in Corporate Communication programme

Alma Feenstra

The influence of storytelling on the engagement of teachers

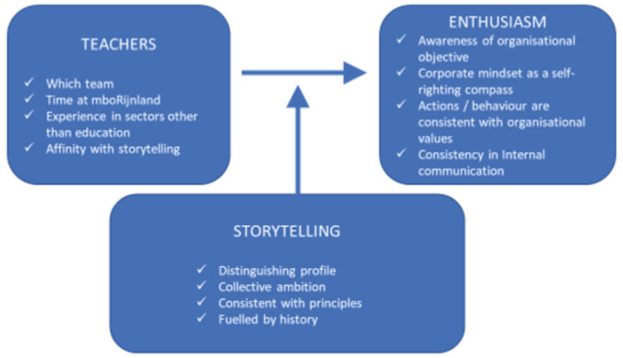
A study into the basic elements of an engaging corporate story

This practical study is focussed on increasing teacher engagement at a regional training centre, mboRijnland, through storytelling. More engaged teachers do not consider their organisation oppressive, but see it as a source of work satisfaction because they understand what their organisation stands for and are proud of this. More engaged teachers will teach with more satisfaction, and will, in turn, increase student satisfaction. The central research question is:
"Is storytelling a useful instrument to increase the engagement of teachers with their school, and, if so, which elements should a corporate story contain in order to increase teacher engagement?"

This study focusses on three aspects:

1. Theoretical relevance: storytelling as part of Internal Branding Policy shows that a corporate story helps to increase engagement.
2. Practical relevance: gathering specific stories and elements in the specific context of this research object, the mboRijnland regional training centre, and writing a functional corporate story based on this.
3. Academic relevance: the demonstrable elements that a good corporate story should contain to increase the enthusiasm of lecturers can also be applied to other educational institutions.
   In short, the objective of this study is contributing to the enthusiasm of teachers through storytelling by providing insight into the core elements that a good corporate story should contain.
   In order to investigate this systematically, a conceptual model was used in a qualitative study to indicate how certain phenomena have a (causal) relation in reality. The starting principle is that there is a causal explanatory theory: good storytelling has a positive influence on the enthusiasm of teachers (and, by extension, on student results and appreciation).

The literature review shows that internal branding policy has gained significance and relevance over the past 20 years, though it is acknowledged that this should be deployed consciously and comprehensively in order to effectively guide the attitude and behaviour of employees



Model 1: Conceptual model storytelling research:

(Raj, 2018 and Riezebos, 2002 and Löhndorf & Diamantopoulos, 2014). This study has shown that internal branding policy is an important cornerstone for the creation of enthusiastic employees. In line with this, research has been performed into what this enthusiasm entails and what it consists of, so it can be stimulated. This showed that an enthusiastic work attitude consists of three elements. These elements are vitality, dedication and absorption (Schaufeli and Dijkstra, 2015, 12). It is important that the employees are connected to and reached by internal communication (King and Grace, 2008). Finally, the literature review has shown that a good corporate story should consist of a distinguishing profile (Beers, van, 2010), the collective ambition (Sinek, 2009), should be in line with the corporate principles (Ravenstein, Glabbeek and Vuren, 2012) and fuelled by history (Ind, Iglesias, 2016). When writing a corporate story, the how, or the form, it is important to take a positive, appreciative approach (Csikszentmihalyi, 1991 and Masselink, 2017) and to maintain the structure of a classical narrative (Cambell, 2012).

Through surveys and interviews, research was done into the views of teachers at mboRijnland on storytelling, which internal information sources they use and which elements they can contribute that can be added to a corporate story. This showed that the variable teachers had significant affinity with storytelling: they consider storytelling important, and apply it themselves. Furthermore, the interviews showed that the teachers could list many internal information sources they used. This means that the corporate story can be conveyed through the appropriate channels within this organisation, mboRijnland. When it comes to the specific interpretation of the dimensions of storytelling as shown by the literature review, the conclusion is that the collective ambition is mostly focussed on educating students. A remarkable result was that the teachers were also focussed on the recognition of their own roles. This indicates a paradigm shift, since stories were normally described from the perspective of the student ('the student at the centre').

This study shows that a good story would be better if written from the perspective of the teacher. Moreover, it was remarkable that the interviews did not yield any useful material about the history, though we know, based on the literature, that this is an important item to consider. This once more shows the importance of the combination of both literature research and surveys.
Based on the results of this thesis, a corporate story was written for mboRijnland. Further research is required to see if this story will have the desired effect. Additional research is also necessary to determine whether the drawn conclusions also apply to other sectors outside of education. The value of this research lies in the fact that very little fundamental research was available regarding a frequently-used instrument such as storytelling in educational institutions. With the discovered elements that a story should contain, a 'fun story' can now be distinguished from an actually functional 'corporate story'; a story that has impact and will inspire teacher engagement.

Biography

Alma Feenstra

Open-minded, hardworking, servant's heart and passionate; Proud mother of two boys and beloved married lady; Sociologist; always curious about people's behaviour.

Employment History	Manager Public Relations and Communications Independent senior communication consultant Director and spokeswoman at the Public Broadcast Company (NPO) Faculty director Journalism and Communications (university of applied sciences)
Current job	Director Management and Communications (mboRijnland)
Enthusiasts	Councilor township Nieuwegein Eradicate extreme poverty and educate people Enjoy the nature by walking and running
Stay in contact	E-mail: alma@abantu.nl LinkedIn: www.linkedin.com/in/almafeenstra Twitter: www.twitter.com/AlmaFeenstra

Ted van Hintum

Determinants of trust in nuclear energy in the Netherlands

Nuclear energy accounts for a modest 3 percent of the electricity production in the Netherlands. Having a dialogue about this energy source as a more substantial part of our energy supply was considered as not to be done for a long time. However, from the end of 2018 that discussion has intensified. In June 2019, the Dutch parliament decided to request the government to study the possible future role of nuclear power for our country.

The basic missing element in the discussion is trust in various aspects around producing nuclear energy, including how to deal with the waste, and in actors in the nuclear field. The latter include: The national government, the Authority for Nuclear Safety and Radiation Protection (in Dutch: ANVS), the municipal health service (in Dutch: GGD), the National Institute for Public Health and the Environment (in Dutch: RIVM), the Dutch nuclear power plant operator (in Dutch: The Elektriciteits Productiemaatschappij Zuid-Nederland), nuclear scientists, the media and environmentalist NGOs.

In the literature much research can be found about trust associated with the acceptance of nuclear energy, and the role trust plays in the acceptance of risk, specifically including nuclear energy as an example. Sociological research on nuclear energy is almost always connected to risk which has different meanings for everyone. A notable gap exists between scientific experts and lay people on this subject.

Research on how living near a nuclear power plant influences trust in this energy source does not provide a coherent picture. Various analyses show that people living close to such a facility are less critical and less concerned with its risks than people who are living at a distance and also consider the benefits as higher. Other studies conclude the contrary.
Three major accidents have had an impact on risk perception and trust in nuclear energy: Three Mile Island (USA, 1979), Chernobyl (Ukraine, 1986) and Fukushima (Japan, 2011). The extent of the impact on public opinion and how long it lasted, varies widely by country. The general picture is that in many countries, sometime after these disasters trust returned, with Japan as the exception.

Studies abroad show moderate to high correlations between trust in actors in the nuclear field and the perception of risk, and between trust in these actors and attitudes toward nuclear energy. In general higher levels of knowledge and trust in the government and inspection authorities have a positive influence on the acceptance of nuclear energy.

The main objective of this study was to determine how trust in nuclear energy in the Netherlands is associated with trust in the actors in the nuclear field. Since these actors are typically also sources of information for the public, the perceived trustworthiness of their information on this subject was a second and closely related objective. These aspects had not yet been researched in the Netherlands as far as I know.

The research concentrated around three questions:

1. How is trust in actors in the Dutch field of nuclear energy associated with trust in nuclear energy?
2. Which sources of information do people trust when they want to know more about the advantages and/or disadvantages of nuclear energy?
3. Is there a difference in trust in information sources between people who want more information about the advantages and/or disadvantages of nuclear energy and people who do not want this information?

The Dutch public was studied through an online survey. With a sample of 1,091 respondents the results are representative for the adult population on gender, age and education level. The general attitude toward nuclear energy in the Netherlands is dispersed: A third of the population takes a moderate position (neither positive, nor negative), more than a fifth is negative and almost a third is positive about nuclear energy that is produced in the Netherlands as one of the energy sources for the Netherlands. The safe storage of nuclear waste is the distrusted aspect that has to be taken into account here. All other aspects of nuclear energy are trusted by a majority. 'Science in general' is the most trusted and 'journalists' are the least trusted actors in the nuclear field. This is the same for information sources on advantages and disadvantages of nuclear energy. There is a moderate to strong correlation between trust in the Dutch government, in nuclear scientists and especially in the Dutch nuclear power plant operator and trust in nuclear energy.
There are strong and consistent differences within the researched population: Men, people aged 25 – 34 years and people with a higher education have significantly higher trust in nuclear energy and in the information sources. Women and people with a lower education have significantly lower trust in nuclear energy and in the information sources. There is one exception: Environmentalist NGOs are trusted by women, not by men. Around a quarter of the population claims not to be informed about advantages and disadvantages of nuclear energy. Also around a quarter wants to be informed about this. Men claim that they are better informed than women. Higher educated people claim they are better informed than the middle and lower educated. People who want more information have significantly more trust in the information sources than people who do not want to be informed.
There is some potential for dialogue in the Netherlands on the future role of nuclear energy as an energy source considering the general attitude toward nuclear energy and the expressed need for learning on advantages and disadvantages. It will be a great challenge for all actors in the nuclear field to engage in the dialogue as well as to inform and involve the public. Trust is a prerequisite for dialogue and therefore trusted actors are needed. This study shows that there is much work to be done by actors in the nuclear field who are regarded as not trustworthy, especially the media. Trusted actors, in particular scientists, have a responsibility to build on the trust that is given to them.
The insights presented here give directions to both proponents and opponents of nuclear energy who intend to formulate a communication strategy in order to reach their audiences. The results of this study can act as a starting point for further research, in particular explanatory research into the causes of the expressed opinions.

Biography

Ted van Hintum *(1967)*

Ted van Hintum is a driven communication professional who thinks on the basis of facts and acts on the basis of values. He likes to bring complicated issues back to the core (message) as a starting point for the communication strategy, knows how to translate this into a concrete approach and thereby let people work together. When working with different stakeholders in a complex environment he is at his ease.
After graduating at one of the -back then- only two Dutch schools of higher professional education in communication (HEAO Communicatie), he has worked as a consultant and in communication management roles at PR agencies, in the ICT business, for the Dutch government and in environmental services. His experience include management communication as well as marketing and corporate communication.
When not working Ted loves to spend time with his family and friends, where a good meal is never far away, or play drums with his pop cover band.

To contact Ted, please visit his LinkedIn profile:
www.linkedin.com/in/ted-van-hintum

Eveline de Koning

Creating shared value for PC Uitvaart and the elderly in the Amsterdam region

"Loneliness and the feeling of being unwanted is the most terrible poverty"

Mother Teresa

Today, companies don't only focus on their goal to create shareholder value, but also on good corporate citizenship. Since the last decade, society and governments have increasingly put pressure on companies to act in a socially responsible manner, and take the lead in creating social value by addressing society's challenges and needs (Porter and Kramer, 2011). Therefore, many companies focus their philanthropic efforts on societal issues. Many social issues cannot be solved by a company alone. Therefore, companies enter into strategic partnerships with governments, social organisations, NGOs, other companies and citizens to solve complex social issues.

Loneliness is a complex social issue. Loneliness is the experience of lacking meaningful social relationships (Gierveld-De Jong and Van Tilburg, 2007). In the Netherlands, loneliness is an urgent and growing issue. Because loneliness is a complex problem with no quick or easy solutions, stakeholders in this domain should work together to mitigate this problem.

Research objective

Amsterdam-based company PC Uitvaart is a large regional player in the Dutch funeral industry. The company has social roots and wants to revitalise the social role it had in the past. PC Uitvaart wants to explore how it can translate its social ambitions into philanthropic activities that have a positive impact on society. Because the company's main customer group consists of elderly people, who often run the risk of becoming lonely after losing a loved one, PC Uitvaart wants to focus its social activities on this lonely elderly demographic.

This research aims to answer the following main research question:

To what extent can funeral companies, such as PC Uitvaart, engage in corporate philanthropy and thereby help to mitigate the problem of loneliness among the elderly, and which strategic partnerships are needed to successfully create shared value?

The formulated sub-questions are:

1. How is the problem of loneliness perceived by the relevant stakeholders of PC Uitvaart?
2. What can PC Uitvaart do to create the most impact to structurally combat loneliness among the elderly in the Amsterdam region?
3. With which strategic partners should PC Uitvaart cooperate to further enhance shared value?

Methodology

Qualitative exploratory research was conducted. Specifically, a combination of three methodologies; AR (action research), EMM (expert management methodology) and SSM (soft systems methodology) was used. The data collection consists of desk research, semi-structured interviews, and a workshop with representatives of relevant internal and external stakeholder groups.

Main findings

In co-creation with internal and external stakeholder groups, the problem of loneliness among the elderly has been thoroughly researched and a common understanding of the problem has been defined. Furthermore, opportunities have been explored for PC Uitvaart to contribute to the improvement of this problem, and possible partnerships have been explored to do this in an effective and impactful way.

In conclusion, funeral companies such as PC Uitvaart, can help mitigate the problem of loneliness among the elderly by engaging in partnerships with other stakeholders and create shared value.

Loneliness occurs at all ages, but the percentage of people that are lonely increases with age (Gezondheidsmonitor Volwassenen en Ouderen, GGD-en, CBS en RIVM, 2016). Because the Dutch population is ageing and the number of elderly people is rising steadily, combatting loneliness among the elderly and improving their quality of life is therefore an important social topic. Furthermore, changes in Dutch society, such as decreasing social cohesion and solidarity, digitalisation of contacts and services, and the trend that the elderly live longer independently today, aggravate the problem.

In particular, people whose partners have died have a high risk of loneliness (Gierveld-De Jong and Van Tilburg, 2007). Funeral companies, such as PC Uitvaart, often come into direct contact with elderly people who have just lost a loved one and, subsequently, run the risk of becoming lonely. Therefore, PC Uitvaart can help mitigate the problem.

Furthermore, the perceived fit between PC Uitvaart and loneliness among the elderly is high. A high perceived fit positively influences consumer beliefs, attitudes and purchase intentions.

This will create a long-term competitive advantage and, ultimately, shared value; economic value that also produces value for society.

Loneliness is a complex and urgent problem in the Netherlands that needs to be jointly addressed by stakeholders in this domain because it cannot be solved by individual actors. Therefore, PC Uitvaart should engage in partnerships to improve the situation. PC Uitvaart has several options: endorse and/or provide resources to existing initiatives, refer the lonely elderly to existing initiatives and/or activities of selected partners, or join forces with a partner to create a new initiative. It has proven to be very difficult to convince lonely elderly people to engage in activities. Simplicity and accessibility of the social initiative will lower the threshold, and increase the chance that the lonely elderly will consider engagement and eventually actually participate.

Furthermore, coming into contact with the lonely elderly is a challenge for many stakeholders. Many lonely elderly are difficult to trace, or even invisible because they have often withdrawn themselves from society and don't participate in social activities anymore. The value and possibilities of the contacts of PC Uitvaart are interesting discussion points when further exploring the possibilities of partnerships with other stakeholders.

Next steps

In the next phase, possible scenarios for desirable and feasible solutions to mitigate the problem of loneliness among the elderly will be further explored in co-creation with stakeholders. Subsequently, one or more pilots will be defined and executed with one or more stakeholders to take action in improving the situation for the lonely elderly.

References:

Porter, M. E. and Kramer, M.R. (2011), Creating shared value, Harvard Business Review, Vol. 89 (1/2): pp. 62-77.

Gierveld-De Jong, J. and Van Tilburg, T. (2007), Zicht op eenzaamheid: achtergronden, oorzaken en aanpak. Assen: van Gorcum, pp. 7-23.

Gezondheidsmonitor Volwassenen en Ouderen, GGD-en, CBS en RIVM (2016). Accessed on https://www.volksgezondheidenzorg.info.

Biography

Eveline de Koning

Eveline is an enthusiastic and results-driven, all-round MarCom professional with over 18 years of experience. After graduating in International Business from Maastricht University, Eveline began her career at PostNL as Account Support Manager. Since then, she has held a number of different marketing and communications roles in several other organisations, both corporate and start-up.

Her professional interests include competitive (re)positioning to build brand preference, creating distinctive and effective marketing and communications campaigns and building successful teams.

Currently, she leads the Marketing team at PC Uitvaart - a large, regional player in the Dutch funeral industry. She is part of the management team and ultimately responsible for all marketing and communication. One of her most interesting assignments is to revitalise the organisation's social role and enlarge its social impact in the Amsterdam region. This has sparked her interest in corporate social responsibility, social entrepreneurship and sustainable development to create a better world.

Eveline lives in Amsterdam. In her spare time, she loves to travel and explore new places, enjoys spending time with friends and soaking up all the beautiful, cultural and gastronomic experiences that Amsterdam has to offer.

Sanne van der Laan

Speech is golden?!

How to know when a company should speak up and when to stay silent about societal issues

In 1970, the economist Milton Friedman was very clear about the role of business when he published "The Social Responsibility of Business is to Increase its Profits." At that time, businesses taking up broader responsibilities to society were far from mainstream. If we fast forward to today, we see more and more companies actively taking a stand on a variety of societal topics, and the benefits seem bright and clear: employees are more likely to work for you, customers are more likely to buy from you, and shareholders are more likely to invest in you. Many companies are however struggling with when and how to comment on these societal issues. Key concerns are, for instance, alienating current or potential customers, employees, or shareholders by taking the wrong stand. So how do you know when speech is golden, and when it is better to stay silent?

The objective of this thesis is to provide organizations and communication practitioners with a framework to support the decision making, strategy development, and execution process related to commenting on societal issues. To unravel the different elements that come into play when commenting on societal issues, an extensive literature review was conducted that included both academic views and insights from communication practitioners. This literature review provided answers as to why companies comment on societal issues, the risks and opportunities related, and what tactics to use.

Why would you do it?

The literature review suggests that there are two main reasons for companies to comment on societal issues. First, the role of business seems to be changing. Both academics and practitioners see a shift: business is broadening its scope, they realize they are no longer operating in a vacuum, and just making as much profit as possible seems no longer the only goal. Retreating governments, scale of markets, and the potential influence especially large corporations can have on society are the main reasons mentioned. The most recent proof point of this shift is the "Statement on the Purpose of a Corporation" from the Business Roundtable (2019) in which 181 CEOs of U.S. companies declared that maximizing shareholder profits can no longer be the primary objective of corporations.

Closely linked to the argument that companies are no longer operating in a vacuum is the increased pressure from stakeholders. Academics and practitioners are aligned in their view that different groups of stakeholders are putting pressure on companies to get involved in the debate around societal issues. Customers and employees are seen as the groups putting the most pressure on companies to speak up, followed by shareholders. Academics also identify NGOs as pressure groups, while practitioners add political pressure and pressure from media to this.

Is it risky or is there something to gain?

The literature review brought forward five main risks related to commenting on societal issues; the flip side of each risk is the opportunity.

1. Reputational damage or gain
2. Losing or winning customers
3. Weakening or strengthening the employer brand
4. Harming or protecting shareholder interest
5. Damaging or improving business performance and competitive position

So how do you do it?

Looking at the list above, it seems like quite a mine field a company steps into when entering the societal issues debate. Luckily the literature review uncovered several tactics to circumvent these mines.

1. Choose your topic wisely; some topics are riskier than others
2. Take a stand that is in line with company purpose and values
3. Take a stand that fits with business strategy and activities
4. Perform a stakeholder analysis
5. Collaborate with internal and external partners
6. Communicate often, consistently, and transparently

How a company uses these tactics, most likely links back to the reason why they are commenting on societal issues. Companies that have an intrinsic belief that they are responsible for value creation for all stakeholders and not just shareholders, should have a proactive, integrated approach to commenting on societal issues. They make sure their company purpose, values, strategy, policies, and activities are aligned and issues and stakeholders are continuously managed. This approach seems the most optimal way to ensure credibility, limit the amount of backlash, and make the most use of the opportunities linked to commenting on societal issues.

Companies that are confronted with pressure from stakeholders but do not have all this in place could benefit from the framework that was deducted from the literature review. The framework could serve as a tool to make a conscious decision whether to comment or not. The framework suggests that the riskier the topic and the weaker the link between the topic and the company purpose, values, and business activities, the higher the risk level will be. It also indicates that the higher the risk level, the more emphasis a company should place on performing a stakeholder analysis. This stakeholder analysis should reveal the amount of pressure from different stakeholder groups, with which partners the company should or could collaborate with to minimize the risk of negative impact, and what preferred channels, tone of voice, and frequency of communication should be.

To test if the framework holds true, the following two research questions have been investigated:

1. Is there a relation between having tactics in place while commenting on a societal issue and the amount of negative or positive online media attention?
2. Is there a relation between having tactics in place while commenting on a societal issue and the share price of a company?

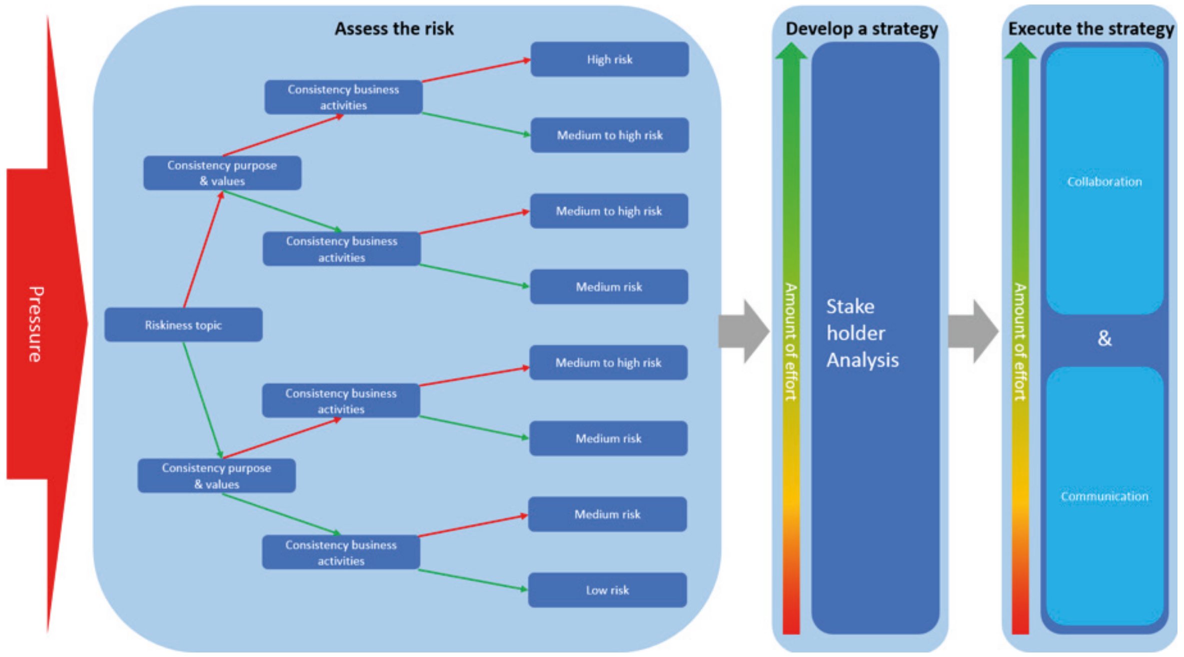


Figure 1 Framework

How does this work out in practice?

The framework was applied to four companies that launched a campaign related to the societal issue of gender stereotyping or gender equality: Gillette, Bonobos, Audi, and RAM. This revealed a relation between having the tactics in place and the amount of negative online media attention. The case with the most tactics in place (RAM) received the least negative feedback, the case with the least tactics in place (Gillette) generated the most negative feedback. Gillette however also generated the most positive attention on YouTube and Facebook. Applying the framework to the cases showed that commenting on societal issues is a complex system of elements, that need to be addressed in a balanced way. The research uncovered that none of the campaigns had a significant impact on the share price of the corresponding company, which is a notable finding. The risk of commenting on societal issues on the share price and hence losing shareholders, was pointed out by both academics and practitioners. The question is how valid this fear of losing shareholders is, as this is not supported by the results of this research.

Authenticity is what it comes down to

So, do companies always need to speak up? Probably not. There are certainly risks related to speaking up so if there is no pressure and no intrinsic motivation to make an impact on a specific topic why would a company risk the potential negative effects? On the other hand, if there is pressure or intrinsic motivation, the tactics are in place, and the developed strategy is executed with care, commenting on certain issues might be the best option. The risks, especially related to online backlash, will not be zero but there will probably be little to no effect on the share price. If companies are able to approach this topic in a genuine, authentic way, the upward potential in terms of reputation, customer satisfaction, employer brand, or competitive advantage could certainly be worth it.

Biography

Sanne van der Laan *(1978)*

Sanne Verhoeven is a Senior Corporate Communications Leader with 15+ years of experience working in the public sector and food & biotechnology industry in complex international business environments. Her areas of expertise are Corporate & Strategic Communications, Change Communications, Sustainability, Issue & Crisis Communications, and Branding.

Over the years, Sanne gained deep experience in working with senior leadership on positioning, reputation building, employee engagement, and sustainability. She is highly skilled in translating complex information into easy to understand, compelling messages and conveying them to relevant stakeholders in order to connect people, business and society.

The first 10 years of her career Sanne worked for several public organizations. After graduating, Sanne started her career at the health care unit of the Ministry of Defence were she was in charge of building one culture and one brand out of ten subsidiaries. Followed by a role as Communications Manager at the Police Corps where she developed and implemented several change programs.

In 2012, Sanne joined Corbion, a great company with a mission close to her heart: improving the quality of life for people today and generations to come. Sanne has a pivotal role in building the brand and supporting the company and its management on its journey to become the leading innovator for sustainable ingredient solutions.

Bart van Leeuwen

How to manage Industry Reputation – Growing like a snowball being rolled

On various occasions, firms in a certain industry suffer from the bad reputation of the industry as a whole, especially if these occasions have a major impact on society. A well-known example from the past decade is the reputation of the banking sector after the financial crisis in 2008. Sometimes what happens at one firm influences the reputation of the whole sector, for instance in the Volkswagen-case (fraud with emissions testing in 2015, also known as 'Diesel-gate'). This is called the spill-over effect.

This spill-over effect is stronger with banks. The reputation of banks is connected with the trust in the financial system. For instance, if a bank gets into trouble, a bank run can occur and people can lose faith in other banks as well. Therefore, reputation is an important asset for a bank.

Reputation, in fact, is an important – or intangible - asset for all companies and industries. As Henry Ford (1863-1947) stated: "The two most important things in any company do not appear in its balance sheet: its reputation and its people".

Reputation is "a general evaluation of a company by its various stakeholders". If the company meets with the expectations, it will be trusted. Eventually, the company builds up 'reputational capital'.

How do various industries deal with their reputation? How can firms profit from collective reputation management? What is the role of their trade associations? This thesis compares the approach of various industries and makes a case study of the banking sector; in the Netherlands but also in international perspective. The findings contribute to the field of study by giving new insights into how existing theory can be extended upon.

Research question

This thesis studies the interaction between industry reputation and corporate reputation. The research question is: *What are the critical success factors for managing an Industry Reputation in the banking sector, and what should be the role of trade associations?*
Collective reputation management means that various companies in an industry work together to influence the reputation of the industry. The firms all expect to benefit from that. Usually, Trade Associations are involved with that. Competitive reputation management means that a firm works on its own reputation, maybe even at the cost of other firms in the industry.

Where's the tipping point between the two strategies? In general, collective action takes place when an industry is in crisis and stakeholders threaten with sanctions. Competitive action takes place when firms try to achieve a competitive advantage by being different or – for instance – only they are attacked by action groups. The experience of trade associations is that this may differ from time to time, also when the industry is under stress.

Methodology

My literature analyzes have shown that the theory does not always get to the bottom of the question how to deal with a deep crisis situation, in combination with a complex reputational challenge. That's why I have decided to view a number of sectors and companies from the inside. How do 'reputation managers' (mostly directors of Communication) feel about Industry Reputation, both from the perspective of a Trade Association as from individual firms? I have chosen to have interviews with them with a more or less open agenda, to learn their experiences, challenges and their approaches regarding the reputation of their organization. As head of communication at the Dutch Banking Association – and therefore a colleague - I was able to conduct this two-way interview based on peer review. I have combined my own insights with theirs in a Conceptual Model: critical success factors for managing Industry Reputation

General conclusions

Not only is there a spill-over effect inside one industry, there is also a spill-over effect across the borders of various industries (as a snowball effect). According to theory, the spill-over effect within an industry is well known. Also, the Reputation Institute measures the reputation of countries. But there is not much theory and evidence about supra-industrial reputation spillover, at a meta-level. This is, in fact, the layer between industrial and country reputation and might even concern the reputation of the national industry as a whole, as my research shows. Further research is necessary here.

A general challenge requires a common approach to reputation: by Trade Associations, groups of companies and even at the general level of business: employers' organizations.At the same time, reputation is becoming more and more a competitive factor. Companies want to be forerunners regarding to digitization and sustainability. There is a tendency that Captains of Industry more often take a stance toward societal issues, especially in the United States. According to a report by Weber Shandwick, the public believes that 'CEO Activism' influences government.

Polarization also takes place in the pollical arena. Trade Associations have to adapt. Their role will change in the future. There will be more regulations from the government, under the pressure of parliament and the public opinion. This will leave less space for self-regulation by the industry. Trade Associations will remain important for the common interests of the industry and to connect the industry and society. In industries and clusters of industries that are under stress at the supra industrial level, firms stick together in order to defend their reputation. Plans are being made to strengthen their reputation, for instance by showing their contribution to the economy, employment and welfare.
More than defending an industry's reputation, a proactive, common agenda is needed. Individual firms benefit from a better industry reputation. Banks have a commercial role and a utility function to their customers and society. The utility function is especially important to reputation of the industry. The Trade Association could play a central role in that respect. The Trade Association organizes the dialogue between the industry and society. Perhaps Trade Associations should choose between being a typical lobby organization or being an intermediary between the industry and society. Being both is confusing for stakeholders.

For banks, trust is essential because of their responsibility for the financial system. Unlike most other sectors, for banks leadership and behavior are more important elements than products and services when it comes to managing Industry Reputation. In order to change the image most people have of bankers, the Trade Association should develop a compelling, human narrative, based on the identity of the industry: facilitator and financier of a sustainable economy.

Epilogue

I have chosen Industry Reputation as subject for my thesis because of the big, sometimes disrupting impact this can have on society. In the Netherlands, a bad reputation of several companies and some industries eventually touched the Dutch industry as a whole. 'Volkswagen'-gate touched the solid reputation of Germany. Reputation often seems elusive. In many cases, a reputation is not even based on people's own experiences, but on the experiences or stories of others. Therefore, in addition to my model, building an image, framing and influence opinion leaders is an indispensable way to build a good reputation. At the same time, a reputation is not only the result of experiences, but also of expectations that have to come true. If not, the reputation is lost.

Biography

Bart van Leeuwen

Bart van Leeuwen has studied journalism, Political Science and Corporate Communication. At the age of 25, he became a political journalist. Eight years later, he made the switch to the Ministry of Social Affairs and Employment, where he was a spokesperson for 14 years for various ministers and state secretaries, the last six years as team manager. At that time, he has led a project called 'Publicity Dutch cabinet' under the authority of the Communication Council. Since 2010, he has worked at the Dutch Banking Association, as a spokesman and in recent years as Head of Communication. In this capacity, he's a member of the Communications Committees of the European Banking Federation (Chairman) and VNO-NCW, the Dutch employers' organization.

He's married to Loes Elshof and together they have three children: Bob (21), Jesse (19) and Linde (19). In his free time he does a lot of sports and he's a member of the Lions Club.

Rachel Martin

Creating a reputation of an industry

The role of trade associations in reputation management. A case study of the publishing industry

Research shows that trade associations play a pivotal role in creating a favourable environment that provides a competitive advantage for businesses with similar interests. To do this trade associations also act as the "voice of an industry" and have a role in managing the collective reputation of the industry. However, very little attention has been given to understanding exactly how trade associations mange reputation and its implications for individual business and their own corporate communications. This study aims to gain a better understanding of the role trade associations play in the collective reputation management using the European publishing industry as a case study.

Focus and research questions

This study sought to build upon the established work of Tucker (2008) who identified two key drivers for trade associations when managing industry reputation; trust and promises. The study aimed to test these key drivers, along with a possible third, expertise, within the European publishing industry. The objective was to establish that trade associations within the publishing industry did indeed have a role in managing the collective reputation and to test the hypothesis that trade associations would be perceived to be more trustworthy, promises made more effective and expertise perceived more positively by key stakeholders than when given by an individual company.

Research approach

The study used a comparative research design to compare the perspectives and observations from eight senior leaders from international trade associations, national EU-based associations, individual publishing companies and policy makers. To test the study's hypotheses, data was gathered through a series of qualitative, semi-structured interviews that were transcribed and subsequently analyzed using a thematic analysis to identify similarities and differences across the data set.

The results confirmed that stakeholders perceive the role of managing the industry's reputation does indeed belong with trade associations. Furthermore, trust and promises are the two key drivers in the relationship between trade associations and their stakeholders. The third, expertise, i.e. the ability to exchange reliable information, was found to be a subset of the characteristics that underpin trust and not a core driver. Finally, reputation management on an industry level was found to be issue-based, with communications largely executed as a reaction to certain trigger events. This issue-based approach gives flexibility in how certain issues effecting the industry are dealt with; either through a collective voice or through an individual publishing company's voice. However, the downside is that the industry does not proactively communicate and as such struggles to frame conversations to their collective advantage.

Recommendations and implications

The findings from the study have three main implications for the publishing industry:

Firstly, for trade associations to effectively manage the collective reputation of the publishing industry, they need to be staffed and resourced appropriately. The study confirmed that while members expect trade associations to take a lead, there is a lack of budget and resources available to dedicate to reputation management beyond the myriad of communication functions currently undertaken by trade associations. Additionally, it is the member-based organizational structure of associations that require member alignment that can lead to "watered down" communications that rarely penetrate or contribute to the dialogue on key issues. The study suggests that to secure additional resources and to enable more timely and proactive communications, it is the trade associations themselves, who need to build the business case and mandate for effective reputation management towards their members.

Secondly, while the study confirmed that trust is a key driver in collective reputation management, for policy makers, trust is first built on an individual rather than organizational level. The importance of having a trusted personal relationship was key in establishing the trust that could then later be reflected back on the trade association. In fact, in formal settings and in current industry communications, the publishing industry is often perceived as defensive, technical and complex. These finding suggest informal networks and connections could be more influential for the industry's reputation than formal communications. The implications for trade associations could be the need to adopt an engagement approach towards lobbying and establish an ongoing informal dialogue between policymakers and trade association staff.

Finally, the study also highlighted trade association's current communications are primarily issue-based, in response to an issue being discussed in the public discourse and increasingly taking place over social media channels. Additionally, the respondents reported that messages when deployed are rarely amplified by members, suggesting a disconnect between the corporate communications departments of members and the "voice of the industry" of the trade association. The study suggests that trade associations need to engage with and connect with communication specialists of their members, establishing agreed proactive messages that can be quickly deployed and amplified over newer communication channels such as social media without needing to wait for member alignment and approval.

The results of this study confirmed that trust and promises are key drivers in the reputation management role of trade associations within the EU-based publishing industry. However, the results indicated that additional factors such as the trade association's governance and structure have an impact on reputational management. Additionally, the academic literature has largely ignored the lobbying function of trade associations and in particular the influence of social media, technology and the current polarization of opinion in policy. This research suggests that the changing dynamics of modern politics also has an impact on how an industry's reputation can and should be managed and would warrant further research.

Biography

Rachel Martin

Rachel Martin is the Information Industry Relations and Communications Manager at Elsevier, a global information analytics business and leading academic publisher, where she works with a small nimble team managing the external relations related to the wider publishing and information industry.

Since joining Elsevier in 2010, she has held various positions within Elsevier in both marketing and communications. She began marketing life science journals before being responsible for the strategic marketing and positioning of Elsevier's first open access academic journals. She then worked in Access and Policy, creating successful communication campaigns around Open Access, Open Science, accessibility and text and data mining. Additionally, she has worked as a strategic communication advisor on industry initiatives such as CHORUS, CLOCKKS and the Accessible Books Consortium. She then went onto become the Chief of Staff to Michiel Kolman during his two-year International Publishers Association (IPA) Presidency.

Rachel was part of the team that launched the United Nations Sustainable Development Goals children's book club and also served as a communication advisor on the IPA's Education Publishers Forum's positioning and targeted communications campaign explaining the role and purpose of educational publishing. Currently, she is focused on the impact of the United Nation's Sustainable Development Goals on the publishing industry and serving as communication advisor and project manager on various inclusion and diversity activities within the industry.

She also serves on the International Association of STM Publishers Association membership committee, regularly attending industry events and managing Elsevier's international industry relations. Prior to Elsevier, Rachel worked in marketing and events management at companies such as Diabetes UK and Reed Exhibitions organizing large medical professional events in the United Kingdom.

Rachel is originally from Australia and currently based in Amsterdam. A passionate traveler, amateur photographer, lover of books and absolute coffee addict. She is a proud mother of two small children, strong advocate for gender equality and inclusion and attempts to live sustainably by #sayingnotoplastic.

To contact Rachel, connect or follow via
LinkedIn: www.linkedin.com/in/rachelmartinholland
Twitter: www.twitter.com/rachelcmartin

Andreas Petrosino

Communicating in the age of thinking machines: the impact of Artificial Intelligence on reputation and persuasion

Artificial Intelligence (AI) has been an academic research discipline for decades and has become more than a bundle of technologies by now – it is a phenomenon which is increasingly discussed in business and society. In Corporate Communication however, both in theory and practice, the phenomenon seems to have left less marks compared to other business or science areas.

Therefore, the thesis' objective is to shed light on the relationship between AI and Corporate Communication. Its key research question is: How does AI impact communication strategies, especially considering the concepts of persuasion and corporate reputation?

With no significant academic research done so far in this field, this thesis first brings together the world of AI with Corporate Communication. Therefore, the thesis is highly relevant on a theoretical level as it starts to fill a gap. But also, in terms of practical relevance, AI moves into the focus of communication professionals, as recent reports from business associations as well as publications from practitioners show, which calls for further investigation.

The thesis explores various concepts. It starts out by exploring what AI actually is, how it has developed, and where potential touchpoints to Corporate Communication can be identified. It also considers the ethical side of AI, what "thinking machines" could mean to society, and whether they should be regulated. The thesis also illuminates the phenomenon of fake news in the context of AI and show their potential impact on organizations.

Furthermore, the thesis looks closely at the existing basic concepts of reputation and persuasion, and provide definitions, business relevance and their touchpoints with AI. In this context it describes how a communication strategy is created.

To investigate what AI means for Corporate Communication today, and considering the complexity of the topic, a qualitative research approach has been chosen to navigate that complexity. Research was conducted through a series of seven interviews which can be divided into two main groups: technology experts and communication practitioners. The interviews were based on and structured along a dedicated technology acceptance model.

The research carried out reveals that, while many basic ideas exist, there is very little concrete knowledge about or actual use of AI in Corporate Communication right now, while the impact on reputation and persuasion is clearly visible. This influences all elements of a communication strategy

As technology further develops really fast, and this thesis treats a new topic, there is a need for subsequent studies focusing on various elements of the relationship between AI and Corporate Communication, such as a quantitative analysis, the role of data and analytics in Corporate Communication, or the impact on reputation, persuasion and communication strategies as the technological capabilities of AI evolve towards even more human-like behavior.

Biography

Andreas Petrosino

Andreas Petrosino is a passionate communication professional. He started out his career in the automotive industry, where as a student he researched the relationship between corporate publishing and branding for the BMW Group. Later on, for Leica Geosystems, he was responsible for global brand and product communications as well as regional marketing communication in Western Europe and South America.

Most recently, he worked for fintech firm Avaloq where he led the global Corporate Communication and Media Relations team and acted as an advisor for the Chairman and the CEO amid the fast-changing world of financial technology which is often susceptible to crises.

Andreas holds a degree in business and cultural studies from the University of Passau, Germany. In his master thesis for Rotterdam School of Management, he investigated the impact of Artificial Intelligence on reputation and persuasion. Andreas currently lives in Zurich, Switzerland. He is a keen traveler and gearhead, interested in technology and innovation, and he has a soft spot for theater and literature.

Marisa Saba

CEO Activism in the Netherlands:
What drives business leaders to speak up on social, political and environmental issues?

The applicability and strategic implications of CEO activism in the Netherlands

As a relatively new field of study, CEO activism has attracted a growing academic interest. One speaks of CEO activism when business leaders speak out on social and environmental policy issues which are not directly related to their company's core business, and try to influence those issues independently. CEO activism has become a fairly common and rising phenomenon in the U.S. in recent years, and most academic research on this topic has therefore been focused on high-profile U.S. corporations such as Apple, Nike and Starbucks. However, little is known regarding the status of CEO activism in the Netherlands.

Undoubtedly, there are clear differences between both countries, and several factors and circumstances influence the degree to which CEO activism is practiced, such as business culture, the national system, the political environment and relevant issues, and different stakeholder expectations. The drivers behind CEO activism, and the possible factors that influence diverging approaches to CEO communication and positioning have not been researched in the Netherlands until now.

Therefore, this study is aimed at identifying the opinions of CEOs who are working in high-profile Dutch organizations. The objective is to understand and to provide new insights about the applicability of CEO activism and its potential impact on CEO communication and positioning in the Netherlands, thereby to answer the main research question: *What are the underlying drivers for CEOs in the Netherlands to speak up on social, political and environmental issues not directly related to their core business or what prevents them from being part of the conversation?* A qualitative approach is adopted. Semi-structured interviews were conducted with 15 CEOs /board members in the Netherlands. This study, as a first of its kind, finds that CEO activism in the Netherlands is not yet very alive. More than half of the CEOs and board members interviewed were unfamiliar with CEO activism, and the majority have not yet experienced any major social pressure to speak out.
Regarding the drivers, we found four categories of underlying drivers that affect business leaders' communication and their decision to speak out on issues not directly related to their core business. First, external influences from Dutch society and business culture are playing a role in the decisions of business leaders. Second, the type of industry, industry reputation and regulation within that industry affect their communication. Third, CEO activism is also determined by the type of organization a CEO represents. Finally, personal drivers such as motivations and personalities influence diverging approaches to CEO positioning and communication and the extent to which CEOs speak out.

Both the categories of drivers for CEOs in the Netherlands to speak up on social, political and environmental issues, and the desired goals or impact are leading to different types of CEO communication. Despite the positive attitude towards CEO activism, expected risks—such as the chance to offend people, reputational damage, loss of customers, dissatisfied shareholders, or self-glorification—prevail, and most business leaders choose to stick to their businesses. At the same time, CEO activism is considered inappropriate and unsustainable, as it allows an individual CEO to bear the burden of a better society. In the Netherlands, the focus is extended to collectivity and interaction between companies and society in which they operate. As for collectivity, shared responsibility is suitable if we are to address social issues and to bring about changes.

It can be said that the importance of corporate purpose, or social significance, is recognized as increasingly important or even necessary for a licence to operate. The general picture is that the roles of companies are becoming more important in society, and they must embrace their responsibility to make the world a better place. A company or CEO needs to back up expressions with actions, both internally and externally. The challenge will be to build trust by being transparent about purpose, strategy, and values; to create consistency between all internal and external messages and actions; and to ensure a good reputation and a sustainable social licence to operate.

On the basis of the results reported here, it can be concluded that, for this challenge, it is not likely that business leaders in the Netherlands will embrace CEO activism. They are not likely to consider CEO activism a priority, nor will this phenomenon increase enormously in the Netherlands. For the time being, CEO activism in the Netherlands appears to be predetermined for the well-known 'captains of industry' like Paul Polman, Frans van Houten and Feike Sijbesma, and independent entrepreneurs.

The majority of business leaders will stick to their business, values and activities or business-related issues when they speak out, deriving authority from their professional knowledge, not their positions. In the Dutch context, this is seen as the most appropriate, accepted, credible and expected strategy with which to guarantee their legitimacy.

Although this qualitative study has produced individualistic data regarding deeper levels and has gained new insights into Dutch CEOs perspectives, the quality of the data gathered in this study is subjective and it is therefore difficult to demonstrate data validity. The small sample of 15 interviewees used in this qualitative study is not statistically representative. Because CEO activism in the Netherlands has hardly been investigated, further research is required to gain more and more useful insights. The perspectives of other interest groups involved, like communication practitioners, employees or millennials, are highly interesting for further research. Another interesting angle to investigate might be CEO activism as related to the type of industry, and finally, more research is also needed about CEO activism related to the type of organization.

Biography
Marisa Saba

Marisa Saba is an all-round communications professional with over 20 years of experience. Marisa graduated from the HEAO Communications in Eindhoven in 1997. Since the start of her career in communication, Marisa has fulfilled communication functions within various branches of business, ranging from the media and tourism to the healthcare sector. For three organizations that employed her she was the first person to fulfil a new position. One might say that this experience makes her an 'architect' with a clear vision of communication - from developing and implementing communication strategies, to setting up, implementing and expanding the communication division within an organization.

She is very eager to learn, so she is continually on the lookout for new experiences, both professionally and privately. For many years she worked voluntarily as a communication consultant for an international NGO that offers structural support in Ethiopia in the fields of drinking water, basic healthcare and agriculture. She also worked voluntarily as a communication advisor at an eoctourism association in Addis Ababa (Ethiopia). Currently Marisa is Head of Communications at Breman Installatiegroep, one of the major players in the Dutch installation sector. She is passionate about traveling and travel photography.

Arno Schikker

CSR and employee well-being

The role of CSR as a driver of work engagement and organizational commitment

Corporate social responsibility, purpose, shared value, sustainable development. In today's business media a staggering number of publications appear about these topics, however a lot of confusion exists about their meaning and influence on our daily lives and personal well-being. A number of these publications point at the potential added value of an organization's social responsibility practices on its employees' work engagement and/or organizational commitment, in addition to the benefits it brings to society. In other articles however scholars argue that it might be more effective to focus on the improvement of core human resource practices to improve employee engagement rather than allocating attention and resources to CSR. Which of these contradictory conclusions is true or are they both partly valid?

This study investigated whether a relationship could be observed between the perceptions of their company's CSR and the work engagement and organizational commitment of the employees of Boskalis, a globally operating marine contracting and services company, and if the CSR activities this company undertakes could actually contribute to their engagement and commitment. And if this is the case, if differences exist between cross sections of employees in terms of generation, gender, function group, job tenure and country/region.

Main outcomes

Based on a company-wide survey among nearly 4,000 respondents the following main insights were gathered:

CSR perceptions

Employees' CSR perceptions can be considered a driver of work engagement and organizational commitment. This influence is strongest for commitment. Furthermore, employees' social responsible identity and behavior (ESR) are playing a role in these relationships, especially in relation to employees' work engagement where a significant interaction effect has been observed on the relationship between perceived CSR and work engagement. This means that employees with higher levels of social responsibility experience higher levels of work engagement, which underscores the importance of taking ESR into account in CSR strategy development as well as the related communication approach.

Awareness of CSR activities

The study pointed out that awareness of CSR activities doesn't influence employees' perceptions about their company's social responsibility positively. It must be noted however that a possible selection effect might have been at play here. An alternative reason for the outcome might be that employees who are aware of the CSR activities might raise their expectations about the company's CSR compared to those who are not aware.

CSR participation

Participation in CSR activities strengthens the relationship between employees' perceived CSR and their commitment to the company. This means that organizations should not only initiate CSR activities to make a societal or environmental contribution, but to strengthen their employees' organizational commitment at the same time as this most probably increases company pride. This effect is not at play for work engagement as awareness of the CSR activities of their employer probably doesn't make employees feel different about executing their work tasks.

Employee cross sections

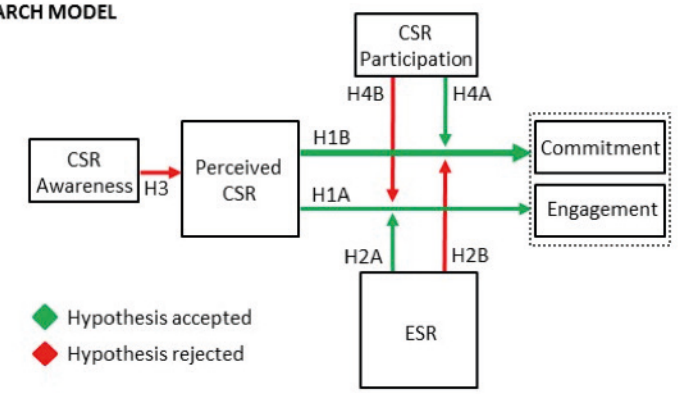
This study also looked into several cross sections of employees and gained some interesting insights with regard to the influence of CSR on the employee-related outcomes being investigated in this study. First of all, differences exist between generations of employees with regard to perceived CSR and its influence on engagement as well as commitment. For generations X, Y and Z it can be concluded that perceived CSR is a significant predictor of work engagement and organizational commitment in contrast to Baby Boomers, whose work engagement nor organizational commitment are influenced by their perceptions of external CSR even though they attach a lot importance to it. When looking at function types differences are observed between blue-collar workers and white-collar workers. Perceived CSR is a predictor of blue-collar workers' engagement and commitment in contrast to the white-collar workers for whom CSR only seems to be a predictor of organizational commitment. Furthermore, the research shows that CSR perceptions significantly influence work engagement and organizational commitment for all employees with varying job tenures, however a difference has been observed between the relative newcomers and employees with longer tenures. In contrast to employees with job tenures exceeding two years the CSR perceptions of the employees with a tenure of 0-2 years don't seem to influence their engagement. With regard to gender the study confirmed the results from previous studies that CSR positively influences both female and male employees' organizational commitment.

Summary

The study shows that employees' perceptions of CSR are significantly positively influencing work engagement and organizational commitment, however the extent of this influence differs depending on the level of ESR and if employees participated in CSR activities or not. In addition, with regard to this relationship differences have been observed between generations, function groups, job tenures and countries/regions. Figure 1 presents the research model and whether the hypotheses that were tested have been accepted or rejected as well as the main outcomes of the subgroup analyses.

Even though a significant positive effect was found in this study it's important to put the influence of CSR as a driver of engagement and commitment in the right perspective. The regression analyses point out that drivers such as alignment, autonomy and trust are stronger predictors than CSR. This means that it remains crucial for organizations to make sure they have their core HR practices in place to ensure that the work-related needs of their employees are met knowing that these are of greater influence on their engagement and commitment than CSR. But if all other drivers are equal CSR can make a significant difference in terms of strengthening the relationship between the employer and its employees, which means that CSR offers an opportunity to stand out as an organization, not just externally but also internally.

RESEARCH MODEL



MAIN OUTCOMES SUBGROUP ANALYSES

Generation	CSR significantly influences engagement and commitment levels of generation X, Y & Z.
Function	CSR significantly influences blue-collar workers' engagement and commitment in contrast to white-collar workers for whom CSR only influences commitment.
Job tenure	Newcomers' (tenure of 0-2 years) engagement isn't influenced by their perceptions of CSR in contrast to employees who have job tenures exceeding 2 years.
Gender	A difference was observed between male and female employees regarding CSR being a driver of engagement, however there are reasons to believe a selection effect causes this outcome. No gender difference with regard to the influence of CSR on commitment.
Country/region	CSR significantly influences engagement and commitment in the Netherlands. Differences between various regions observed. Cultural differences might play a role. Further research required.

Figure 1: Summary of results

Biography

Arno Schikker *(1972)*

Arno Schikker is a communications professional with over 20 years of working experience in an international business-to-business environment. He graduated from the Radboud University in Nijmegen in 1996, where he obtained a Master of Arts degree in Communication Science.

Arno started his professional career at Royal KPN, the Dutch incumbent telecom operator, where he was commercial product manager of the company's initial portfolio of internet access services for the business market. After a number of years he became marketing manager of KPN's webhosting services for the SME market.
Following this exciting period in which he launched many new services and witnessed the widespread adoption of the Internet, Arno decided to join Lucent Technologies to be part of the rollout of the next big technological breakthrough: Wi-Fi. At the time Lucent had been hired by Steve Jobs to integrate its WaveLAN technology (also known at the time as wireless ethernet or wireless LAN) in Apple's iBook and consumer-grade router called AirPort. In his role as Global Marketing Manager he worked closely with Microsoft and many PC manufacturers that soon followed Apple's example integrating Lucent's Wi-Fi technology in their products. After being self-employed for a number of years and having worked as marketing manager for an international broadband services provider, Arno decided to make a career switch and join Royal Vopak, the world's largest independent tank terminal operator, as manager corporate communication. After five years in which the company executed its global growth strategy with great success and strengthened its reputation among its key stakeholders he joined Royal Boskalis Westminster, a leading global marine contractor and services provider, where he has been working as manager corporate communication for the last eight years.

Arno lives in De Meern, the Netherlands, with his partner Inge, daughter Esmee and son Twan.

Sara Vernooij

Communicating with Victims and Relatives during Crisis

Linking Crisis Communication with Victimology

When a crisis hits, society reacts. Organizations involved, stakeholders, (social) media, and the general public will get involved and form opinions. After public attention fades away, one group is left. A group that might have to deal with the lifelong consequences of severe injuries, lost relatives, or serious damages. No matter how sophisticated and technically advanced society gets; crime, accidents and errors occur, and threats will never completely disappear. There will always be victims and relatives, who deserve special attention.

This research determines the key-factors in the position, process, and experiences of victims and how crisis communication can address these adequately. This can be done by linking the insights from victimology to crisis communication strategies. Although these disciplines come from different backgrounds, integrating them can offer guidelines and principles that will benefit victims, their relatives, and organizations in crisis.

The research started with an extensive literature review on crisis communication strategies and on victimology, followed by two case studies: Anne Faber and Dutch Railways NS. People involved were interviewed about their experiences and additional desk-research gave knowledge about the cases and its context. The Anne Faber case focuses on the impact of her death on her relatives and their process of coping. The NS case focuses on the way the organization handles crises and the extensive crisis processes of the organization.

From the research four dimensions emerged that should help organizations to structure the contact and assistance with victims and relatives.

- ***Legal grounds*** – conditional base consisting of procedures and judicial grounds. For victims, this dimension is about the certainty that their rights are taken care of and there is a legitimate procedure in place. For organizations, this dimension concerns their legal and judicial position in regard to responsibility, liability, and accountability.
- ***Ethical considerations*** – about needs of victims and relatives and the moral choices and priorities of the organization. Both have to be met to reach the desired satisfactory outcome in terms of retribution, acknowledgement, settlements and preventing reoccurrence. The outcome should reflect the impact of the occurrence and both parties should be content with the outcome of the process and settlement.

To structure crisis communication and the contact with victims and relatives, organizations can follow the following five steps:

	Crisis communication	Contact with victims and relatives
1.	Define crisis type	Define victim types (or possible relatives)
2.	Assess position (responsibilities, performance history and prior relations)	Assess effects of crisis on victims/relatives
3.	Identify stakeholders and their interests	Identify rights and needs
4.	Choose crisis communication strategy	Choose framework of victim/relative support
5.	Execute communication (message, channel, feedback, evaluate)	Execute victim/relative assistance

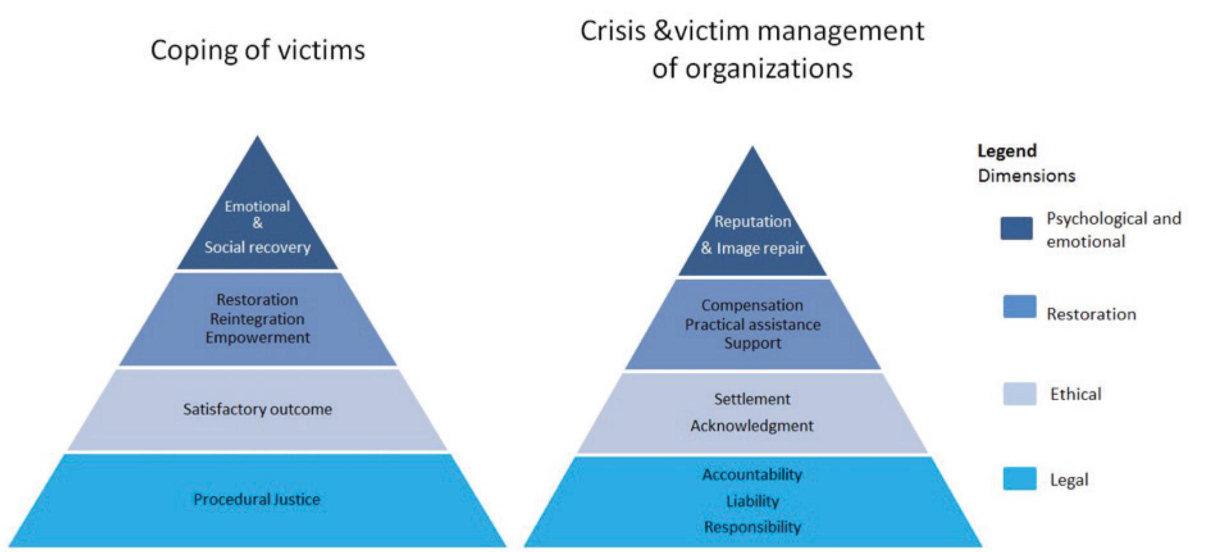


Figure 1 Framework

- ***Restoration*** - about restoring harm and supporting victims and relatives in their coping process. Dimension where the organization can shape their legal and ethical considerations into a practical approach and where victims get their position in the process and stay in charge of their personal lives. This should support their return to society and lift stigmatization. Organizations can restore harm done by providing support and assistance, reaching out on a symbolic level and by compensating incurred costs and loss of income.
- ***Psychological and emotional*** – this dimension is the most difficult to influence directly because it concerns personal and psychological processes that cannot be controlled. For victims, the emotional and social healing is a private process which can be affected indirectly by the three other dimensions and by reestablishing the relationship with parties involved and society. For organizations, this dimension offers room to focus inward and to start repairing its reputation.

In the contact with victims and relatives special attention needs to be given to the following issues:

- Responsibilities of the organization: the organization has to know and take their responsibilities explicitly. Responsibilities should not be considered the same as liabilities.
- Acknowledgement for victims and relatives: recognizing harm suffered and acknowledging victims and relatives in their loss and position, is a key-factor in the coping process of victims and relatives. Acknowledgement could (and should) be given in various ways and on different moments during the process, for example via offered care and attention, settlements and possible apologies.
- Empowerment of victims and relatives: to reduce impact and support victims and relatives in coping with the occurrence, it is important to give them a formal position in the process and enable them to be in charge of their life and decisions.
- Social position of victims and relatives: crises have a social impact and evoke both positive and negative forms of social interaction. On the one hand, social support can help victims and relatives in their coping process. On the other hand, victims and relatives might have to deal with social stigmatization and excessive media attention. It is recommended to support victims and relatives with those issues.

Based on this research the conclusion is that communication is very important during a crisis, and the SCCT of Coombs can help in preparing and executing crisis communication and communication with victims and relatives. Nevertheless, more is needed to meet the rights and needs of victims and relatives to help them coping with the effects of the crisis.

Biography

Sara Vernooij *(1981)*

Sara Vernooij has a background in communication and started her career in the health-care industry and local government. Along the way she discovered that her strength lies in the more complex and sensitive issues, where transparency and clear communication is needed the most. Serving the public interest is an important motivator for her.

Sara currently works as senior communication advisor and spokesperson at the Dutch Safety Board. The Board investigates major accidents and crises to draw lessons and improve safety.

During her work the contact with victims and relatives caught her special attention, resulting in an policy for the Dutch Safety Board in regard to this group. From this the wish emerged to do a more profound research into communicating with victims and relatives, resulting in her MSc thesis.

Sara lives with her husband and two daughters in Haarlem. For more info: www.linkedin.com/in/saravernooij

Petra van Zijll

Double trouble

Corporate rebranding after a spin-off

Just like change is part of our daily lives, so is organizational change a constant in today's world. Almost every day the national and international business news channels share updates about the next mergers and spin-offs. In recent years the semiconductor industry in particular has undergone major consolidation. The new organizations formed following a merger, acquisition or spin-off have all faced major organizational changes.

One of the major changes that a company can face is being spun off from its parent company and then having to rebrand itself as a completely new company. Corporate rebranding as a result of a spin-off is a dual change and could be considered as 'double trouble'. It requires the entire organization and all employees to move from one viewpoint to another (Merrilees and Miller, 2008). Both the company positioning and the look and feel have to change. Employees of the organization will lose the structure and the identity they knew, which may result in employee uncertainties (Elstak et al., 2015). Yet this revolutionary organizational change also provides opportunities for the company to reinvent itself.The aim of this thesis was to examine the impact this revolutionary organizational change has on employees and understand the challenges they might face to live the new brand following on from the corporate rebranding.

Research questions

The research for this thesis was centered around the following questions:

- How do employees experience a spin-off? Are they impacted by the spin-off, and if so how? Which commonalities and differences can be found in their experiences?
- How do employees experience corporate rebranding as the result of a spin-off? Which challenges do employees face to live the brand following a rebranding?
- And, what recommendations can be made to (international) technology companies after researching the experiences and challenges of employees?

Research methodology

This thesis is a case study research of a real-life situation in the context of a rebranding as a result of a spin-off. In June 2016, NXP Semiconductors announced to divest Business Unit Standard Products, which would then become an independent entity with the name Nexperia. This independent entity consisted of approximately 11,000 employees, 5 factories and locations in 19 different countries, and is headquartered in the Netherlands. The reason for choosing this case, is my personal involvement in this spin-off and access to people and details around this change process. Although other research methods could be possible, for this thesis a case study was the ideal strategy. It builds on the quantitative employee engagement survey Nexperia conducted in May 2017 and provides a deeper understanding of the responses provided in the quantitative research regarding the spin-off. The case study method focused on the underlying experiences and then gave a better insight into how employees were impacted by the spin-off and the challenges they faced as a result.To gain insight into the impact of the spin-off and the experience with the corporate rebranding and allow participants to tell their own story and personal experiences, I chose to do semi-structured interviews with a number of employees of Nexperia.

Research findings

The insights and the feedback from the eighteen interviews I conducted resulted in the creation of five employee personas, which allowed me to group the most distinctive experiences.These employee personas experienced the spin-off and the corporate rebranding differently. The main reason for the differences is the level of personal impact the spin-off had for each employee persona, and whether this was negative or positive. The research showed there is a relation between the impact of the spin-off on the employee persona and the ability to live the brand. The more negative the impact of the spin-off for the employee persona, the lower the engagement and ability to live the brand.

Between the official announcement of the intended spin-off and the actual 'Day One', there was a communications plan in place to keep Business Unit Standard Products and the future Nexperia community and stakeholders up to date on the progress of the disentanglement. The senior management put effort into reaching out to the employees, making sure they felt connected, involved and engaged. The progress of the results of key milestones was communicated either through video messages or by visiting the different locations and host 'town hall' meetings to answer questions and address any concerns. However, it appears that working in the Netherlands or having regular interaction with the senior management gave a sense of security. And seeing the senior management acting with trust and enthusiasm inspired employees directly to support the new corporate brand.

Recommendation

Changing the corporate brand as a result of a spin-off is a major change for a company. It is a highly complex and costly event, that should not be taken lightly, as it impacts and involves every employee in the organization. In the case of a spin-off and corporate rebranding, the CEO and the senior leadership of the organization are the initiators of the change which naturally results in a top down communication. Employees play an important role in corporate rebranding as they need to endorse the new corporate brand promise (Gotsi and Andriopoulos, 2007). The organization therefore needs to carefully develop an internal communication plan that keeps the employees up to date on the progress of the disentanglement, ensuring they feel connected, involved and engaged. In parallel the organization should put effort in to anticipating and understanding how the differences in experience and perception occur, so it can address the concerns and insecurities accordingly.

The CEO and the senior leadership play a crucial role in the execution of the communication plan and their delivery style and authenticity have an impact on how employees perceive the communication around the change. So, when developing the communication plan, their communication and stories must be thoroughly prepared and stylized, while maintaining authenticity.

Biography

Petra Beekmans - Van Zijll

Petra Beekmans – van Zijll (1970) is senior Director and Head of Global Communications at Nexperia and she leads the Global Communications function across the organization. Nexperia is a former division of NXP Semiconductors and became an independent entity beginning of 2017 with over 11500 employees globally. Petra was responsible for developing and implementing the new global corporate identity and brand strategy for Nexperia, which was recognized by Red Dot with an award in the category 'Corporate Design & Identity'. Petra has over 22 years of experience managing strategic communications projects in leading international companies. Before joining Nexperia, she worked at NXP Semiconductors as Director Marketing Communications. And prior to that, she worked for 15 years in different communication functions at Philips. At Philips Healthcare she was responsible for the marketing communication for cardiology solutions and magnetic resonance imaging (MRI) and at Philips Design she was communication account manager for different Philips business groups. In 1994 she started her career in product marketing at Robinson Nugent, an international semiconductor manufacturer. She completed the bachelor Communication at Fontys University of Applied Sciences in Eindhoven in 1994.

To contact Petra, please visit her LinkedIn profile www.linkedin.com/in/petra-beekmans-van-zijll

Coaches

Joep Cornelissen
Professor of Corporate Communication and Management
Academic Director MSc. Corporate Communication
Rotterdam School of Management

Joep Cornelissen is Professor of Corporate Communication and Management at the Rotterdam School of Management, Erasmus University. The main focus of his research involves studies of the role of corporate and managerial communication in the context of innovation, entrepreneurship and change, and of social evaluations of the legitimacy and reputation of start-up and established firms. In addition, he also has an interest in questions of scientific reasoning and theory development in management and organisation theory.

His work has been published in the Academy of Management Review, Journal of Management Studies, Organisation Science and Organisation Studies, and he has written a general text on corporate communication (Corporate Communication: A Guide to Theory and Practice, Sage Publications) which is now in its fourth edition. He is an Associate Editor for the Academy of Management Review, a Council member of the Society for the Advancement of Management Studies, a former General Editor of the Journal of Management Studies (2006-2012) and serves on the editorial boards of the Academy of Management Journal, Journal of Management, Journal of Management Studies and Organisation Studies.

Paul A. Argenti
Professor of Corporate Communication
Tuck School of Business at Dartmouth
United States of America

Professor Paul A. Argenti has taught management, corporate responsibility, corporate communication, and healthcare management starting in 1977 at the Harvard Business School, from 1979-81 at the Columbia Business School, and since 1981 as a faculty member at Dartmouth's Tuck School of Business. He has also taught as a visiting professor at the International University of Japan, the Helsinki School of Economics, Erasmus University in the Netherlands, London Business School, and Singapore Management University. He currently serves as Faculty Director for Tuck's Leadership and Strategic Impact Program, and Tuck's executive programs for Coach.

Professor Argenti's textbook, Corporate Communication, Seventh Edition, was published through McGraw-Hill/Irwin in 2016. He also published the first edition of a seminal work in 2016 entitled Corporate Responsibility for Sage, which focuses on corporate values, shared value, corporate character, and the purpose of the corporation in modern society. Argenti co-authored (with Courtney Barnes) *Digital Strategies for Powerful Corporate Communication,* published by McGraw-Hill in 2009. Some of his other books include: *Strategic Corporate Communication*, published in 2007 by McGraw-Hill, The Power of Corporate Communication (co-authored with UCLA's Janis Forman), published by McGraw-Hill, and The Fast Forward MBA Pocket Reference (several editions), released through Wiley. Professor Argenti has written and edited numerous articles for academic publications and practitioner journals such as Harvard Business Review, California Management Review, and Sloan Management Review.

Professor Argenti also blogs regularly for publications such as Harvard Business Review, the Washington Post, and US News & World Report and appears frequently on radio (NPR and APM) and television (CNBC Fox Business) commenting on topics related to management, communications, reputation, and corporate responsibility.

Professor Argenti is a Fulbright Scholar and a winner of the Pathfinder Award in 2007 from the Institute for Public Relations for the excellence of his research over a long career. The Ethisphere Institute also listed him as one of the most influential people in Business Ethics. He serves on an advisory board to the President of the World Bank and the Board of Trustees for the Ethisphere Institute. He has also served on advisory boards to CEOs globally for a variety of companies. Finally, he has consulted and run training programs in communication for executives at hundreds of organisations over the last three decades including General Electric, The Detroit Lions, Mitsui, Novartis, and Goldman Sachs.

Guido A.J.M. Berens (PhD)
Assistant Professor
Rotterdam School of Management

Dr. Guido Berens is an Assistant Professor at the Corporate Communication Centre (department Business Society Management) of Rotterdam School of Management, Erasmus University. He earned his doctoral degree in Corporate Communication from the Erasmus Research Institute of Management (Erasmus University) and Master degrees in Psychology and Philosophy from the University of Nijmegen. Guido's research interests include corporate communication, corporate social responsibility, and issues management. His research has been published in the Journal of Marketing, Journal of Management Studies, and Journal of Business Ethics, among others. Guido teaches Research Methodology as well as Communicating Sustainability in the Master and PhD programmes at RSM.

Mark Lee Hunter (PhD)
Adjunct Professor
INSEAD Business School

Mark Lee Hunter is a recognized innovator as a scholar and media practitioner. He is a founder of the Global Investigative Journalism Network and the lead author of its manual for practitioners, Story-Based Inquiry, published by UNESCO in 2009 and currently available in 14 major and minor languages. He co-founded the Future Media Management Programme at Stockholm School of Economics Riga, which trains independent media leaders from the former Soviet countries. He has taught stakeholder crisis and leadership communication at RSM since 2006. At the INSEAD Social Innovation Centre, where he is an Adjunct Professor, he co-founded the Stakeholder Media Project, whose work on emerging media sectors and communities has been published in Harvard Business Review, California Management Review, MIT Sloan Review, and Corporate Communications Review as well as practitioner journals.
The most recent of his ten books is Power is Everywhere: How stakeholder-driven media build the future of watchdog news (2017). He has won seven US and international awards for his scholarly writing and journalism. Since 2006 he taught and consulted (for Al-Jazeera, RTE, France Télévisions and others) in 40 countries across Asia, Europe, Africa, the Arab world and the Americas. He earned his doctorate at the Université de Paris II (in French, his second language) and his undergraduate degree at Harvard. When not working, he plays the electric guitar, solo and in bands.

Erik van 't Klooster (PhD)
Department of Marketing Management
Rotterdam School of Management (RSM)

Over the past 10 years Erik has been a teacher (both bachelor and master level) and a consultant on marketing strategy, marketing communications and consumer behavior. Also, Erik has coached many master theses on a wide range of marketing topics (e.g. consumer retail, b2b marketing, financial services, brand management, marketing automation, social media). Erik is experienced in both qualitative and quantitative research methods.

Florian Madertoner
Lecturer
Rotterdam School of Management

Florian Madertoner is a Lecturer at the Rotterdam School of Management, Erasmus University.
He holds a degree in Banking- and Finance. Florian's research interests include Capital Structure Theory, Behavioral Finance, Fraud and the History of Finance.
He is responsible for the Finance part of the course "Introduction to Business". In addition, Florian teaches Foundations of Finance, Corporate Finance as well as the minor "Money and Banking" in the international bachelor program. In the Master program Finance & Investment Florian is involved in the course "Financial Analysis and Valuation" and the supervision of Master theses.
He has been awarded the "Professor of the Year Award" three years consecutively in 2016, 2017 and 2018 for his undergrad course on Corporate Finance.

Lucas Meijs
Professor of Volunteering, Civil Society and Businesses and Professor of Strategic Philanthropy
Department of Business-Society Management
Rotterdam School of Management

Lucas C.P.M. Meijs is professor of Strategic Philanthropy and Volunteering at Rotterdam School of Management, Erasmus University (RSM). Professor Meijs' current research focuses on issues related to strategic philanthropy, volunteer/non-profit management, corporate community involvement, voluntary energy as a natural resource and involved learning (life-long development by volunteering).

He served two term as the first non-american co-editor in chief of Nonprofit and Voluntary Action Quarterly. He has been an appointed member of the Raad voor Maatschappelijke Ontwikkeling, the official policy advisory body for the Dutch government and parliament.

He was a guest researcher at the Centre of Philanthropy and Non-profit studies at the Queensland University of Technology in Australia. He has also been a visiting scholar at the University of Georgia's Department of Political Science as well as its School of Social Work.

Professor Meijs teaches NGO/NPO management and several business-non-profit relations courses at the master level, as well as service learning, consultancy and social entrepreneurship at the bachelor level.

Ton Roodink (IR. PhD)
Assistant Professor
Rotterdam School of Management

Ton has been an assistant professor at the Rotterdam School of Management at Erasmus University Rotterdam since 1990. Ton teaches Management of Change and predominantly he gives lectures to students between the ages of 30 and 50 who attend the programme of the Part-time Master Business Administration (MScBA). In addition, he has been a member of the faculty's Examination Board for many years.

As a consultant he performs organization research, provide organizational advice, work as a mediator and give workshops and training courses.Since December 2004 Ton is a senior lecturer in courses at Sezen Academy in Wijk bij Duurstede.

Graduated in Applied Mathematics, with a specialization in Operations Research (Technical Highschool Twente), he worked as a researcher from 1979 to 1983 at the Institute for Theater Research Amsterdam. From 1983 until 1990 I was a lecturer of Philosophy of Science at the University of Twente in Enschede. His main focus areas are change management, organizational development and conflict management. He is especially interested in the use of stories as a diagnostic and interventional methodology.

Lonneke Roza (PhD)
Academic Researcher
Department of Business-Society Management
Rotterdam School of Management (RSM)

Dr. Lonneke Roza is a part-time Adjunct Assistant Professor at Rotterdam School of Management and she specializes in non-commercial (i.e. impact first and impact only) strategies to create positive social change. Her research is mainly focused on (employee engagement in) Corporate Citizenship & Corporate Social Investments. She published articles in renowned journals such as Journal of Business Ethics and Nonprofit and Voluntary Sector Quarterly. In addition, Lonneke is the leading editor on the first academic book on Corporate Foundations, published by Springer in 2019. Her latest project is a co-edited book that will be published at Sage on employee engagement in Corporate Social Responsibility, expected in summer 2020.

Next to her research, Lonneke teaches courses and trainings for master students and professionals on Non-Profit Management, Social Entrepreneurship, Employee Engagement in Corporate Social Investments and Employer Branding through Corporate Social Investments. In addition, she works with the University of Pennsylvania (Philadelphia, United States) and co-delivers a course on Corporate Citizenship. Next to her position at the university, Lonneke is a consultant for companies, corporate foundations and charitable organizations and works with (international) platforms, such as European Venture Philanthropy Association and RW Institute. She serves as a chair of the board of Vattenfall Foundation (corporate foundation) and on the board of Facilicom Group Foundation (corporate foundation), KPN Mooiste Contact Fonds (corporate foundation) and Lokale Fondsen Nederland (umbrella organization for community foundations). She is frequently asked to speak at public events and conferences on the role of businesses in society.

Ingrid de Vries
Teacher
HZ University of Applied Sciences
Research Associate
ERIM Centre for corporate eco-transformation
Rotterdam School of Management

Ingrid de Vries currently works at HZ University of Applied Sciences and the Rotterdam School of Management (RSM), Erasmus University Rotterdam. Ingrid does qualitative research in Circular Economy, using systems thinking and soft systems methodology.

Research
Abstracts
2019