WORLD COMMUNICATION REVIEW

FIRST EDITION

GLOBAL COMMUNICATIONS AGENDA 2015

INTRODUCTION

Stuart Bruce FCIPR
Editor, World Communication Review 2015

Welcome to the first edition of the World Communication Review. It is an eclectic collection of essays and papers from some of the world's top thinkers and doers in communications and public relations.

The strength of the World Communication Review is its diversity of content encompassing contributions from communications and public relations practitioners all around the world including Brazil, Bulgaria, Czech Republic, Germany, Hungary, India, Italy, Kazakhstan, Malaysia, Morocco, Netherlands, Russia, Slovak Republic, South Africa, Spain, United Kingdom, USA and Ukraine.

All of the articles and essays are in English, however many of them have been written by accomplished authors whose first language isn't English and only minor edits have been made to the drafts. The editorial committee and contributors are all volunteers who have given their time freely to contribute to the development and improvement of the global communications industry. So please enjoy, analyse and debate the ideas within them.

The review is in three parts. First: a series of essays addressing the global communications agenda. Second: a round-up of some of the fascinating panels and debates from the Davos World Communication Forum 2015. And, finally: looking into the future of the new communication world.

This is just the start of our journey together. Many of the essays and papers are the result of vigorous and informative debate at the 2015 World Communication Forum in Davos. Why not become part of the debate and shape the future of the global public relations and communications professions? You can join the annual World Communication Forum in Davos or one of the growing-in-number WCFDavos regional editions around the world!

WCFA

WORLD COMMUNICATION FORUM ASSOCIATION

APPLY FOR MEMBERSHIP IN THE WCFA AND GET SPECIAL PREFERENCES: WWW.FORUMDAVOS.COM/WCFA

GLOBAL THINKING FOR GLOBAL ACTING

KEY AREAS OF ACTIVITY:

- Forming a cross-border and cross-cultural community of professionals and increasing its strong global influence via an agenda focused on communications, media, public relations, branding and leadership.
- Proceeding from the idea of communication as a key factor in the development of the humanity and aiming to intensify the the research of future specifics: new behaviour models, educational models, recognition and influence.
- Supporting young professionals by financing cross-national internships for students from communications schools.
- Supporting the annual World Forum “Communication on Top” in Davos as a platform for discussion that shapes the global communications agenda and foresees the influence of different media channels on society, business and the communications industry.

For 6 years in a run, the WCFDavos community has quickly developed, uniting dedicated professionals who have today chosen the role of key change-drivers in the new communication world. These are colleagues who don’t look upon our profession just as a business service or source, but use zit actively as a key force in the progress of humanity.
Today, we stand united in the foundation of a social non-profit organization, aiming to increase our professional community's influence on the global development of the world.
You are welcome to share our vision for the future by contributing to the WCFA with active and devoted participation in its organizational and work projects.

YANINA DUBEYKOVSKAYA

WCF Committee co-Chair, President of the World Communication Forum Association

CONTACT:
Mattastrasse 21
CH-7270 Davos Platz
Davos, Switzerland
E-mail: yana@forumdavos.com
Tel: +41 76 277 1087

WHY THE WORLD COMMUNICATION REVIEW?

YANINA DUBEYKOVSKAYA:
The core mission of communications is to connect people, ideas, and resources. Yet, even just in the scope of the communications industry, we still see "failures" in the global map: disintegration of education in the field of communications from the practice within the industry, inadequate state regulators of communications which also affect the business activity of the PR and digital agency market, disintegration and isolation of media which continue striving to save their information influence and exclusivity, the still existing struggle for leadership between marketing and public relations... The purpose of WCR is to create a unified ideological environment for global communications.

GIANNI CATALFAMO:
Truly independent, truly international, truly experienced. WCR is the voice of the profession.

COLIN BYRNE:
Public relations is a fast evolving business with a global footprint. The World Communications Review captures global voices at the forefront of change and thought leadership in our industry.

KARA ALAIMO:
At the World Communication Forum in Davos, some of the world's top practitioners discuss best practices and the future of our industry. The World Communication Review documents ideas from the Forum's top thinkers and makes them available to a wider audience of practitioners and scholars around the globe.

MAXIM BEHAR:
The international public communications community is desperately in need of a well-balanced and professional report on the markets and innovations done by a variety of experts from different continents. The group of professionals around the World Communications Forum in Davos decided to make the very first and small step of a long road to the future and the first report now is in your hands. We will improve it, we will make it more interesting and the content will be absolutely constantly updated on our websites. Please, be critical and send us your comments.

SAURABH UBOWEJA:
WCR offers an exciting sneak peak into what goes on at the World Communication Forum in Davos every year. Several of my industry colleagues who wish to join the annual Davos meeting, yet are unable to do so, can read the WCR to get a rare glimpse of the brilliant deliberations and exceptional content from truly global, open-minded and loving people that get together each year to discuss communication.

VALENTINA ATANASOVA:
WCR is not just another periodical full of statistics (though important as well!), trying to capture in a still frame today's rapidly changing global communication industry. It is the real voice of dedicated experts from different cultures and regions who, being constantly alert to what is happening in their own area of expertise, feel the urge to share a professional view on the most argued aspects of communications and anticipate any future trends with a strong impact on the interrelation between business and society.

10

"EXPANDING AND EXPLAINING THE ROLE OF NEW PUBLIC RELATIONS IN THE MODERN GLOBALISED ECONOMY AND SOCIETY"
Stuart Bruce

20

GLOBAL COMMUNIC

Gianni Catalfamo
Founder of cc:catalfamo (Italy)
Member of the WCR Editorial Board and the WCFDavos Committee

THE AUDIENCE STILL VALUES CREDIBILITY: MAYBE THE MEDIA DID NOT DO A GOOD ENOUGH JOB TO UNDERLINE HOW IMPORTANT IT WAS TO THEM, BUT IT'S NOT LIKE THE AUDIENCE DOES NOT CARE ABOUT CREDIBILITY.

016

CATIONS AGENDA

Stuart Bruce
New PR adviser/trainer,
Founder of Stuart Bruce Associates (UK)

PUBLIC RELATIONS ISN'T PUBLICITY. PUBLIC RELATIONS ISN'T JUST MEDIA RELATIONS. PUBLIC RELATIONS ISN'T ABOUT GETTING FAVOURABLE MEDIA COVERAGE AND SUPPRESSING THE NEGATIVE ONE. HOWEVER, PUBLIC RELATIONS CAN INCLUDE ALL OF THESE THINGS.

A CHANGING WORLD

Gianni Catalfamo
Founder of cc:catalfamo (Italy)
Member of the WCR Editorial Board and the WCFDavos Committee

I HAVE BEEN FORTUNATE ENOUGH TO HAVE EXPERIENCED THE WORLD OF COMMUNICATIONS FROM MANY DIFFERENT ANGLES

I was a client for many years, then I had an agency offering communication services and now I am Head of Marketing and Communications.

As a Client I did not worry or care too much for Communications: I was mainly interested in its results, that is, visibility for my brand. I knew the Brand was an important element of my go-to-market strategy and I expected Communications to "set the stage" with a positive perception when I had the opportunity to meet a new potential customer.

It was the 80s and the role model was – no doubt – Microsoft who did an excellent job of establishing their brand in the minds and hearts of people who did not really understood what the product was. I was with Lotus Development at the time, and while we prided ourselves on a superior product (which at least for a while was true), we failed to understand something Microsoft understood only too well: you can't create a Brand, except in the hearts of the consumers.

Ultimately, this was the reason that drove me to leave the company, as I had become acutely aware of this mistake, but when I tried to move from my job as Country Manager for Italy to one of Marketing, my boss (a man who otherwise had excellent management skills) did not understand why I was doing that and neither did he support it, so I grew frustrated and left.

This was the start of my agency experience: I had zero prior understanding of the consultancy business model, but I understood our market very well.

In fact, this was perhaps the single most important reason for our success: I was "one of them" with our customers, since I understood what the challenges were, I understood the technology and was able to add value by turning the otherwise dry technology into exciting material.

I must say that I often found myself a little too ahead of the times for my clients: even the Client that I enjoyed the most stable and fruitful relationship with (IBM), my attempt to claim they had to focus on the consumer at the end of any B2B pipeline did not resonate much, until they came up with the Smarter Planet campaign in 2008, at which point the Chairman Sam Palmisano made it clear I had been right all along. Sadly, he did not even know I existed and the change of mind was the work of more capable advisors in the US.

Over this same 35 years stretch of time, the rest of the world also changed: namely, the digital revolution made the business model of most media obsolete, without replacing it with another one that could be equally sustainable.

You cannot create a Brand, except in the Hearts of the Consumers!

ACCESS AND CREDIBILITY

While I navigated these different roles, I never stopped thinking that a Brand's primary responsibility is to establish itself with its audience, the media being a mere conduit; this, however, is a faulty line of thinking.

The media did not merely provide access to the audience, it provided credibility by means of best practices such as fact-checking, second sources and so on. Sadly, what the market paid for was Access, and not Credibility.

Access had many components: media had the container (TV Channel, printed newspaper, radio station) it had the distribution (whether physical or on-air) to reach millions of consumers, it had the analytics (albeit not very sophisticated) to target specific section of the audience with a specific message. In fact, media grew so good at selling Access, that it started being mistaken for the real product: in short, Media started believing it was in the business of selling Access to the Audience.

Brands NO LONGER need the Media to access their Audiences.

Fast forward 30 years, and this unique grip that Media had on Access has all but vanished: the container has been disrupted by digital containers, distribution being carried out on the Internet which also enjoys far better analytics.

Brands do not need Media to Access their Audience any longer, therefore they stopped investing in Media, wreaking havoc on their business model: any Brand can today self-publish whatever content it comes up with, publicize it on Social Networks and attract an Audience of millions. As Dan Gillmor[1] said it over 10 years ago, truly, now we are the media.

[1] We, the Media (Dan Gillmor, O'Reilly Media, 2004)

Any Brand can now cement their direct relationship with the Audience without having to pay for any middlemen: the hundreds of good journalists who lost their jobs are only too eager to join the ranks of enterprise publishing, offering content or equal informative or entertainment value.

THERE IS ONE BIG DIFFERENCE, HOWEVER: CREDIBILITY IS GONE.

Silver-tongued spin doctors can now roam free, because nobody is checking on what they say. Storytelling has become a buzzword, because the only measure for the quality of produced content is its ability to engage the Audience.

TRIUMPH OF PROPAGANDA OVER NEWS REPORTING. OR IS IT?

The fact to the matter is that the Audience still values Credibility: maybe the Media did not do a good enough job to underline how important it was to THEM (in fact, it wasn't, as they were into selling Access, if you remember), but it's not like the Audience does not care about Credibility.

To get a confirmation, all you have to do is speak to someone who lives in a country where independent media never really existed: either because of the lack of a developed market economy, or because of widespread Governmental control, the Audience in these countries was never able to use Media to get an independent account of facts.

In 2012, I got to speak at a PR Conference in Almaty, Kazakhstan, and was very surprised to learn that one of the key issues in the Kazakh PR community was how to deal with trolls?! While the western world communities have had the time to learn how to protect themselves against people who abuse the social media and spread slander or propaganda, these behaviours were hard to tackle in that young communications culture.

Restaurants were forced to close because of false negative reviews and politicians' careers were ruined through the skillful use of rumors and accusations… the case studies piled up.

Given the possibility to abuse, people WILL abuse, and unless there is a strong, closely knitted community that can react quickly to isolate trolls, the damage will be significant: in fact, the damage will ultimately cause the death of that community itself, as people will stop believing what they see as genuine content and "tune out".

Once again, a perfect demonstration of the fact: what the Audience wants is Credibility, and once it disappears, so does the Audience.

THE CONSEQUENCES FOR PR

This outcome is, of course, undesirable for everybody except the Audience itself: as we know, there is plenty of alternative channels available, and if Yelp gets too infested with bogus reviews, I will stop using it in favor of Trip Advisor or any of the hundreds of alternatives.

In fact, authenticity (a.k.a. Credibility) is so important, that companies whose business is founded on Credibility go to extraordinary lengths to ensure it is preserved: see, for example, all that eBay does to make sure its feedback is realistic. Even in that case, however, what was conceived as a fairly detailed and granular feedback mechanism, turned into an "all or none" flip switch. Professional sellers insist on you not posting ANY feedback, if it is less than the maximum value, and want you to resolve any issues offline, without reporting them.

> What the Audience wants is Credibility – once it has gone, so does the Audience.

Which is good, as it shows how genuinely they care about their customers, yet it does not provide the next prospective buyer with ANY information on how often mishaps occur, therefore voiding much of the value in the feedback itself.

As PR professionals, we used to play the role of our Clients' advocates, upholding their views even when they were unbalanced: our task was to make the story interesting, attractive, and slick. Although most quality professionals would refrain from an outright lie, the reprimands were of an ethical nature, rather than a utilitarian one.

Today, we have a completely different situation: there is nobody on the other side to double check our story or to look up the facts, but the stakes are much higher.

For, if our Audience "tunes out" of our Media, what's the point of hiring us in the first place?___WCR magazine

EXPANDING AND EXPLAINING THE ROLE OF NEW PUBLIC RELATIONS IN THE MODERN GLOBALISED ECONOMY AND SOCIETY

Stuart Bruce
MPRCA MWCFA FCIPR
New PR adviser/trainer, Founder of Stuart Bruce Associates (UK)
Visiting lecturer at the Leeds Beckett University
National council member of the Chartered Institute of Public Relations (CIPR)
Editor of the World Communication Review
and Member of the WCFDavos Committee

WHAT DOES "PUBLIC RELATIONS" MEAN IN 2015? IS IT TRULY DEAD AS SOME CLAIM? HAS IT BECOME A PART OF MARKETING? IS IT THE SAME AS CORPORATE COMMUNICATIONS? ARE PUBLIC RELATIONS, MARKETING AND ADVERTISING MERGING TO BECOME A SINGLE DISCIPLINE?

These and many more are some of the questions that are being debated at conferences, on blogs and in mainstream media.

MY ANSWER TO ALL FOUR QUESTIONS IS AN ABSOLUTE "NO!"

Public relations is a management discipline in its own right and would lose its fundamental purpose, if we allowed it to be relegated to simply communications or simply part of marketing.

However, public relations – as a discipline, does have an image problem. Its reputation is tarnished. That's because too many people, many public relations practitioners included, don't understand that it is a management discipline. Often those with the weakest understanding of what public relations stands for are those in related disciplines such as advertising and marketing. For them, the most visible part of public relations is publicity and media relations. They therefore make the mistake of thinking that's what public relations is all about. Moreover, the situation is further worsened by the fact that too many people who work in public relations are mistaken and think that PR implies communications and publicity, or worse still – just media relations.

WHAT PUBLIC RELATIONS IS NOT

It's perhaps easier to say what the notion of public relations isn't, before we say what it is. Public relations isn't publicity. Public relations isn't "spin". Public relations isn't just media relations. Public relations isn't about getting favourable media coverage and suppressing the negative one. However, public relations can include all of these things. They are tools in the standard public relations toolkit.

Neither is public relations just about 'earned' media – getting other people to talk favourably about you as either traditional media coverage or, nowadays, just as often – on social media. Today it is fashionable to talk about 'owned' media – the content you create, curate and publish yourself – as if it is somehow new. Often, much of it is referred to as content marketing and we're told it's about creating interesting and informative content that people will actually want to read and look at, rather than being simply viewed as promotional pieces about your company or your organisation.

The reality is that owned media has been around forever and has always been something that public relations professionals used in the form of white papers, Relationships with Publics depend far more on what you DO than on what you SAY.

videos, company newsletters and magazines etc. And much of content marketing is actually just traditional public relations done well. Many content marketing techniques such as news, white papers, case studies, how-to guides, Q&As etc are ones that would have been just as familiar to the public relations professionals of thirty or fifty years ago as they are today. They simply wouldn't have called it content marketing – they'd have called it good public relations.

When you consider the PESO – paid, earned, shared, owned – model of communications: the paid one is too often not considered to be part of public relations. But in reality, paid communications or advertising has always been a legitimate public relations channel.

Real public relations has always been the channel neutral. It was during the 50s and 60s that PR became associated primarily with 'earned' media in the form of print and broadcast coverage. One of the main reasons why public relations didn't use advertising somewhat more was simply because it often wasn't the most effective way of improving public understanding and acceptance.

WHAT IS "PUBLIC RELATIONS"?

There are many definitions of public relations. None of them defines it as just media relations or publicity. Most, however, recognise the importance of the word relations and consider the mutuality of the relationship.

A definition of public relations that is solely about communications misses out what I believe to be the most important aspect. Namely, the notion that relationships with publics are affected far more by what you do than by what you say.

The UK's Chartered Institute of Public Relations (CIPR) definition of public relations says:
"Public relations is about reputation – the result of what you do, what you say and what others say about you. Public relations is the discipline which looks after reputation, with the aim of earning understanding and support and influencing opinion and behaviour. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics."

The Public Relations Society of America (PRSA) isn't as explicit in saying that PR is about what you do:
"Public relations is a strategic communications process that builds mutually beneficial relationships between organisations and their publics."

The PRSA's definition was updated in 2012 as a result of a crowd-sourcing discussion, but still doesn't adequately cover it.

Personally, I'm not convinced that either definition could adequately describe what public relations really is about. The CIPR's definition fails to mention relationships, which for public relations is fairly fundamental. The PRSA's explanation focuses on communications and fails to recognise that behaviour has a far bigger impact on relationships.

THE THREE PILLARS OF GOOD PUBLIC RELATIONS

Rather than offer an alternative definition, I will specify what the three pillars of good public relations are for me:

1. Listen and understand

The role of public relations is to understand and interpret the views and expectations of key stakeholders by engaging with and involving them. If done well, the very process of engaging with them can actually frame their expectations and improve their understanding, thus enabling or making it easier for the organisation to make certain decisions or pursue certain courses of action.

This is one of the many key differences between public relations and marketing communications. Public relations will have regard to all key stakeholder groups including customers, employees, journalists, politicians, investors, regulators and many others, whereas marketing focuses primarily on just customers.

2. Provide counsel on the reputational and relationship implications of decisions

This engagement with and understanding of stakeholders' expectations enables public relations professionals to counsel the CEO and senior executives on the reputational and relationship implications of the decisions made by them individually and collectively as the c-suite or board. Public relations professionals aren't qualified to give advice on every aspect of running a business or organisation, but we should be able to give expert counsel on the reputational and relationship implications of different decisions thus enabling the CEO and board to make better, more informed decisions. Our advice should be just as important as the advice they receive from finance, manufacturing and legal or any other professional discipline. It is the CEO's job to weigh up the balance of opinions and evidence and make decisions.

This is how public relations can fulfil its role of advising on corporate or organisational behaviour. In this role of corporate counsel, there is also the benefit in being close to the leadership, but not on the board, as that enables the public relation counsellors to stay neutral, since we aren't the decision makers.

The role of the public relations professional is to help define organisational or corporate values and principles which should underpin all of the company policies, processes and actions.

3. Implementing a communications strategy

Once the decision has been taken, the role of public relations is to develop a communication strategy to help the organisation implement that decision and achieve its business objectives. The communications activity continues to be multi-directional, as it is still about involving and engaging with a broad spectrum of key stakeholders.

The actual communications aims will vary, depending on the organisation or company, but might include:

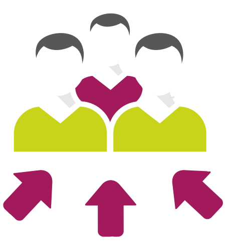
- Helping stakeholders to be aware of and understand the decision or action
- Influencing stakeholders to think or behave differently
- Crucially, it is about engaging with stakeholders to identify what information needs to transparently and truthfully communicated to them

The last bullet-point is another key difference from marketing which is far more about the information that the company wants to share and communicate, in order to boost sales. By contrast, public relations is more focused on providing the information that the stakeholders want or need to know, even if that information is not what an organisation would historically want to share or report.

PUBLIC RELATIONS IN PRACTICE

Public relations is a management discipline which means it doesn't necessarily make the decisions or do the communications, but rather helps to ensure the right decisions are made and the processes and resources are in place for them to be made and implemented in the optimum way. That means ensuring the appropriate people within the organisation understand the importance of reputation and how their relationships and communication will affect their organisation's reputation.

Public relations is about ensuring that people have adequate knowledge and access to the right information. That is why public relations is media-neutral and could include paid, owned, earned or shared media channels. That's why public relations should always use the best mix of traditional media channels such as face to face, print and broadcast, as well as digital and social media.



Good Public Relations = Human Resources recruit & retain the right people + Investors value the business adequately + Regulators allow the company to survive & flourish.

PUBLIC RELATIONS PROVIDES A 'LICENCE TO OPERATE'

Public relations is an 'always on' role. It is about creating a listening and understanding culture within the organisation that constantly delivers timely analysis and recommendations for improving stakeholder relationships that protect and enhance the organisation's reputation, thus creating a virtuous circle, providing the organisation with a 'licence to operate'.

This is the most important role of public relations in an organisation – to sustain its 'licence to operate' by protecting and improving its reputation amongst stakeholders. This helps to create an environment where marketing communications can be more effective. Where human resources can recruit and retain the right people. Where investors can value the business appropriately. Where regulators can allow and encourage the company to survive and flourish.

WHAT IS PUBLIC RELATIONS IN 2015?

So, no – public relations isn't dead. Public relations isn't part of marketing. Public relations isn't just the same as corporate communications. Public relations, marketing and advertising aren't merging to become a single discipline.

Let's make 2015 the year when we fight back to make sure people understand what modern public relations really is about and, more importantly, start to practice new public relations like the management discipline it really is.

___WCR magazine

PR PROFESSIONAL OF THE FUTURE

Paul Holmes
Founder and CEO
of The Holmes Report
and the SABRE awards (UK)
Member of the WCFDavos
Committee

OUR 2015 WORLD PR REPORT PUBLISHED AS AN ANNUAL SURVEY THAT RANKS THE LEADING PUBLIC RELATIONS AGENCIES FROM AROUND THE WORLD REVEALS THAT THE INDUSTRY GREW BY NEARLY 7% LAST YEAR.

That's healthy growth: it's above the rate of the GDP growth in most countries, and it would have looked even stronger, if not for the currency problems in the Eurozone and elsewhere. And yet, it still seems to me that our industry is under-performing, given the circumstances which we now find ourselves in.

For many marketers, social media have changed everything. CMOs have been forced to recognize that the brand is no longer defined by the things the company says about itself via its own advertising, website, sponsorships, press releases, and executive presentations. Rather, in the social media age the brand is defined by what all other people – the media and/or opinion leaders and also ordinary employees, consumer, neighbors – say about it.

It's NOW: work at high levels, address mission-critical issues, add real value!

To a large extent, this means that controlled messages – the things (advertising is the most obvious example) that marketers have traditionally been most comfortable with – are declining in importance. Activities that engage consumers in a dialogue, initiate conversations, and drive any third-party word-of-mouth, and also activities that have historically been integral to good public relations, are becoming much more central.

Meanwhile, social media have created new challenges in the corporate reputation realm. Information (and misinformation!) about companies is available far more readily than ever before. Stakeholders have quicker access to a wealth of information – labor practices, lobbying activities and political donations, corporate philanthropy, environmental performance, etc. – about the companies with which they do business and, in the developed markets at least, feel empowered to use that information when they make decisions about where to work, where to shop, and whether to allow companies to build stores and factories in their local communities.

In other words, the opportunity for public relations professionals – in-house and in agencies – to operate at the highest level, to address mission-critical issues, and to add real bottom-line value, has never been any greater than it is today.

At the same time, the internet has created an almost insatiable appetite for content – both written and visual – and a channel that allows public relations people to deliver that content directly to the people who want it, albeit consumers, employees, investors, legislators and regulators, or regular citizens.

Given the unprecedented opportunity presented by this environment, the 7% growth of the industry suddenly seems rather modest… Surely, with an opportunity to take a more central role in brand-building, with the need to protect corporate reputation and leverage it as a source of competitive advantage, with the chance to create compelling content for a diverse range of stakeholders, we ought to be aiming for double-digit growth at a minimum.

Biggest Obstacle to Growth? 44% of the PRs say: Ability to Attract Top Talent.

So why are we not growing more rapidly? A glance at the research we conducted for our World Report 2015 offers some hints.

When asked whether they agree that marketers are increasing the budget spent on PR relative to other disciplines, PR agency principals' average response from around the world, on a scale of 1 to 10, was 6.05 (slightly down from the 6.19 for the previous year). North American agencies (6.33) were the most optimistic on this score – however, I believe it should be higher. All marketers should be recognizing the power of earned media, of engagement, of the dialogue with consumers that PR offers.

There was slightly better news when we asked about the willingness of clients to turn to PR for non-traditional services (a category that includes advertising, digital and social media support, and word-of-mouth marketing). Firms in the Americas and Asia (7.29) were most likely to report demand for such services, but Western European firms were significantly more optimistic on this score than they were 12 months ago (6.95 as compared to 6.65).

On the corporate front, there is still a gap between the Anglo-Saxon markets and Asia, on the one hand, and Western Europe and the developing markets, on the other. North American agency principals are most likely (7.69) to say CEOs take reputation seriously, while agency heads in Eastern Europe are less convinced (6.88). Agency leaders in Asia, meanwhile, were most likely to agree that companies in their region take corporate social responsibility seriously (7.41) compared to those in Eastern Europe (6.32) who see companies as least interested in CSR.

The number that definitely stood out for me came in response to a question about whether PR agencies were successfully meeting their clients' digital needs. Globally, agency principals were lukewarm in their agreement with this statement (6.67) and in many markets there was even less confidence: UK and Ireland (6.58), Asia (6.54), Western Europe (6.47). Similarly, when we asked agency leaders to identify the biggest obstacles to growth, 24.1% cited the difficulty of mastering digital and any other new technologies (up from the 22.5% last year).

If you seek to understand why this is proving so difficult, I believe the answer lies in the area that PR agencies identified as the biggest obstacle to growth: the ability to attract top talent, which was identified by 44% of respondents, up from the 39.9% last year. When we asked whether agency principals agreed that there was a plen-

AS AN INDUSTRY, WE NEED TO ATTRACT MORE PEOPLE IN SEVERAL CATEGORIES:

DATA AND ANALYTICS

We are living in a world when the firm with the best data will have the strongest insight, and the firm with the strongest insight will develop the most compelling strategy. If we want to be strategic leaders, we need people who understand how to generate, analyze and utilize data.

SOCIAL SCIENCES

Understanding which stories resonate and how they change behavior is increasingly critical, and the industry will need people from areas such as cultural anthropology, behavioral science, neuroscience, where cutting-edge research is focused on precisely these questions.

CONTENT CREATION

PR people have always been creative, but today they are also creators. PR firms need to make video, animation, infographics, visual images that are as compelling as the words they actually accompany. Again, specialized skills are required.

INSIGHT AND PLANNING

Looking at a mountain of data and identifying a single insight – authentic, relevant and capable of arousing consumer passion! – is a difficult skill, and the PR industry needs to attract people for whom this is a primary focus, rather than hoping that "generalists" will be able to do this alongside all the other requirements and things we expect from them.

MEASUREMENT AND EVALUATION

As an industry, we need to find ways to prove a cause-and-effect relationship between what we do and how our target audiences behave. We need to go beyond media measurement using regression analysis and any such sophisticated techniques to convince C-suite executives that our activities create more brand ambassadors and reduce the number of brand critics.

Paul Holmes
Founder and CEO of The Holmes Report and the SABRE awards (UK)
Member of the WCFDavos Committee

tiful supply of "intelligent, well-educated talent" in their market, they were less confident than in previous years (5.76 on a scale of 1 to 10, compared to 6.01 last year and 6.13 in 2013).

A paucity of senior staff was the greatest concern in terms of talent, cited by 46.4% of respondents globally, ahead of mid-level staff (42.9%). There was considerably less concern about the pipeline of junior staff, cited by just 6.3% of respondents.

Key demand for the profession: a diverse, non-traditional set of talents.

As a result, when it comes to sourcing new talent, most PR firms still find it easier to cannibalize their direct competitors—other PR agencies were identified as a key source by 65.6% – than to look elsewhere. In terms of other sources, graduate programs (41.8%) were targeted more than any advertising and marketing firms (34.8%), journalism (29.3%) and in-house communications departments (20.3%).

These are all fairly traditional sources of talent for PR agencies. But the reality is that traditional sources no longer suffice.

The biggest change in our industry over the past five years is a transformation in the kind of skills that are required for success. Not that the traditional PR skills – critical thinking, writing, storytelling – are no longer relevant (they still are!), but they are no longer sufficient. Modern public relations demand a much more diverse set of talents.

Finding people who can do this is expensive. (That's one reason, I believe, why publicly-traded PR agencies are growing at a significantly slower rate – 3.5% last year, according to the World Report – than the industry as a whole; it is difficult to make investment hires like this without impacting quarterly profits, and publicly-owned agencies have less flexibility in this regard.)

More than half (50.2%) of the respondents to our survey confirmed that expected salary levels make it difficult to bring in non-traditional talent.

It's challenging in other ways, too: 25.5% say potential recruits are just not interested. Very few people who are currently studying statistics, cultural anthropology, neuroscience, animation or other visual arts are likely to think about applying all their newfound knowledge in the public relations industry... and few people with decades of experience in those fields have ever thought about switching careers to work in the PR field. As an industry – and on an agency-by-agency basis, we need to convince these people that PR is a challenging, exciting and a worthwhile area for them to use their skills.

I am convinced this is the single greatest challenge facing our industry. We are in competition with other disciplines – advertising and digital agencies, management consultancies, and academia – for a limited supply of relevant talent. Unless we win the war for talent, there is no way we can win the battle to become the client's most trusted advisor, or to achieve the kind of transformative growth – in the size and scope that ought to be achievable during the digital and social media age.

___WCR magazine

THREE BASIC CHALLENGES IN MODERN COMMUNICATIONS

Yanina Dubeykovskaya
CEO of Top Communications LLC in Bulgaria (Russia) Founding member and President of the WCFA association, Member of the WCR Editorial Board and the WCFDavos Committee, WCFDavos Founder and Content Director, Member of the C4F Davos Awards Board

ATIO EAQUI NUSCI AUT OFFICIT VELLABO REPERCID EUM FUGA. AS EOS ALICIAE PUDAE. VITIUMENT.MILIQUO VENIET EX ES SIN CON CUSDAE LABOR SE MAIOSSE CAECEREST VOLOREHENT PRO BLABORPORUM IL MAGNIHICIM FACITA

Propped up by three challenges, the modern world of communications is constantly changing, sprouting new formats, channels and subjects. Traditional public media are pushed aside by local and niche operators whose influence is comparable to that of personal media. Global 360° communication agencies become umbrellas for small specialized firms. Media, telecoms and web authorities have no precedents to refer to as they try to regulate privacy and intellectual property, and champion the rights of children while safeguarding them from adult content.

In times of rapid dissemination of information, communications are transparent, multi-factor and multi-actor. Their development hinges on three challenges – Credibility Crisis, Shift of Focus and Integration of Communications.

FROM ILLUSORY NEW TRUST – TO CREDIBILITY CRISIS

By early 2015, intensification of political conflicts had led to dramatic change in social media in the former Soviet Union. Collapse of communication on Facebook and Twitter resulted in restructuring of connections among the core members, mass quantities of unfriendly and general content which regressed from motivating and engaging to manipulative and propagandist.

Social media crisis of trust replaced the illusions of web credibility. Critical perception of information in social networks stems from the same features that we extolled for their influence and engagement performance over the last five years. Social media were believed to represent a new level of communications due to their integration in behavior, advisory style, emotional content, storytelling, viral distribution, content personalization, selective social graph and freedom of speech.

Illusions of "new trust", "new engagement" and "immediate discovery of like-minded people" were also popular among corporations which rushed to create pages and accounts, repackage their media and content for Web 2.0, and involve customers in content creation. We all believed that integration of media in our lives, content personalization and emotionality, coupled with diversity of views and impossibility of keeping secrets online, would create new transparency and, consequently, new ethics as a basis for trust.

Digital was thought to be more than yet another communication channel. This belief fostered the illusions of self-verification of content and the alternative first-hand truth that travels faster than traditional news. A colossal goodwill was said to provide a foundation for new relationships between brands and

2015

The intensification of political conflicts had led to dramatic change in social media in the former Soviet Union consumers, companies and clients, states and citizens. The sheer concept of Digital Revolution conveys the magnitude of expectations of new justice and change in rules.

Russo-Ukrainian information war[1] has shown that:

- Presumption of credibility and a low level of critical reasoning give social media a huge potential for manipulation.
- Fusion of authored and reproduced content with personal reputation leads to interpersonal conflicts across deeper personality strata.
- Viral distribution tricks (visual, emotional, fun) enable fast unthinking propagation of fake content.

[1] The author believes similar examples can be easily drawn from other political and corporate conflicts, but her exposure to the Russo-Ukrainian conflict coverage was bigger.

Thus the transparent, trustworthy and ethical glasshouse of the Internet was shattered, and only bits of sun can be seen in its chips in good weather.

SHIFT OF FOCUS: MISSION OR SERVICE

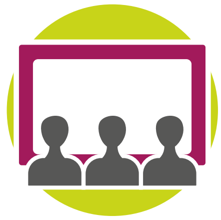
Media and public relations, the two facets of communications, used to set different goals. Media sought to exert real influence based on independent journalism, collegiate editorial office position and unrestricted access to information. However, advertising revenues and political views of owners triggered discussions of real independence of media. Such discussions usually centered on media impartiality. Media wanted to retain influence while not being seen as propagandists, ideological or political wheeler-dealers. Meanwhile PR firms rejoiced in this role – they became more client centric and eventually turned into global public behemoths. Certainly, the industry also struggled to develop customers, promote the concept of their product as a creative insight which both creates the intention to purchase/vote and perfects the client. It is this identity of communications as a service industry that caused the second rift in modern communications. Media and PR industry were not prepared for the institutional leadership offered by the New Communications Age in which speed and new formats of communications change behaviors, motivations and even values. Or it would rather change, if communicators embraced the responsibility that comes with leadership.

New Communications Age is the time of multimedia and blurred borders:

- Between personality and media where news-makers have learned to package their content (facts, as well as opinions and beliefs) for diverse audiences on Twitter;
- Between corporations and media as corporate websites and accounts become content providers;
- Between media and reality where the latter has become so media-saturated that manipulated photos seem more real than ugly reality. Media intensity, vividness and frequent superficiality have reshaped our perception, consumer behavior, identity and interpersonal relationships.

Thus communications professionals are faced with the following challenge – they can either embrace leadership, develop strategic communications to bolster long-term reputation, and avoid information wars and other short-term manipulations and propaganda campaigns; or they can keep profiteering off their private and public clients, peddling inefficient, unsolicited or even harmful communication services.

We can choose to remain a service function or assume the mission of impacting global development, nurturing a new generation of professionals eager to improve the world through open, positive and humane communications. Obviously, our growing ambitions for influence must be matched by an increased responsibility for a meaningful development agenda for clients, communities and corporations and, ultimately, the whole mankind.



Our growing ambition as PR professionals – A Much Stronger Influence! – should be matched by an adequately increased responsibility – A Truly Meaningful Agenda! – for our clients, communities, corporations, and, ultimately – for the whole mankind!

INTEGRATION

The traditional interpretation of PR as public relations was challenged during the Global Communications Forum. These are the answers provided by participants:

In a post media relations era, doomsayers of public relations are no longer considered mavericks. It is clear now that news-makers and media no longer need professional intermediation, since the public no longer consumes information “en masse”. Instead, smaller communities are engaged in local niche and multi-channel communications. Despite this multi-channel nature of communications, both channels and audiences are undergoing integration. Let’s look at the quarterly information disclosure: traditionally, PR Dept would send out a release to news agencies and publications, while Investor Relations prepared a bulletin for investment analysts. Journalists would analyze the release, interview analysts and publish articles that would impact company’s market value. What often happens now is that a CEO, whose subscribers include journalists, analysts, shareholders and investors, publishes key indicators on Twitter. Investors make their decisions right away rather than wait for morning press or analysts’ recommendations.

Internet communications, high speed of information delivery and lack of barriers led to integration of channels and audiences. While before the digital age a PR associate would develop a basic message, adapt it to audiences lured by specific channels, transmit it and collect indirect feedback, now channels differ much more in conductivity, (i.e. content propagation speed), rather than in their audience profile or delivery style.

Integration also means that any post will compete for attention with millions of other messages and posts. Our perception is constrained physically and psychologically in this over-saturated information environment. On average, we have 5 hours per day to receive external information; during this time, we digest a certain volume of news and develop intentions based on the strongest impressions. This information flows continuously via parallel channels and gets integrated thanks to our psycho-physical perception and evaluation capabilities.

At the institutional level, traditional structures, functions, competencies and notions are all jumbled up now. Advertising groups establish PR divisions while large PR firms acquire advertising video and graphic design agencies.

Corporations create powerful positions for Chief Communication Officers and Chief Reputation Officers. And CEOs bl blogs interact directly with the press and become media in their own right.

Four years ago agencies and corporate departments sought answers in the collision of marketing and PR. Heads of

Battle for dominance in an integrated-communications market!

largest PR agencies and biggest marketing companies claimed that an idea such as a positioning strategy was their chief product and the other party simply followed their cue as they executed PR or marketing campaigns.

The battle for dominance in the new market of integrated communications among PR, marketing, advertising and community management firms is still raging.

In this world of integrated communications, some self-sufficient, narrow subject-matter “continents” still stand tall.

Investor Relations is a prime example here due to strict disclosure regulations for public and pre-IPO corporations. IR is the domain of specialized agencies and IR departments which usually are not integrated with communications divisions.

Lobbyism and GR is another continent like that. These communications have significant local peculiarities. But even here lots of public tools have evolved to influence decision making.

Education in Communications is the least integrated piece of the puzzle. Universities still train journalists for generic ‘publications’ which are long dead. Many graduates don’t have critical social media skills such as community management, storytelling or visual content editing. Graduates with PR degrees often can write great press releases, which – alas – no one will ever read, let alone publish.

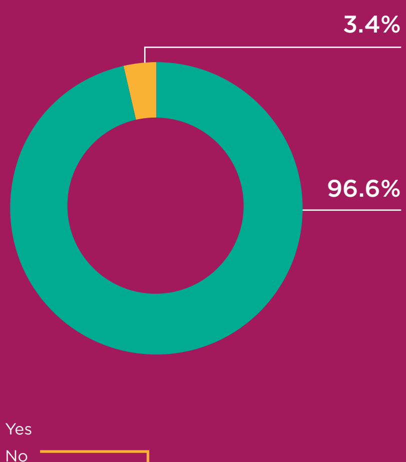
Niche communications in highly regulated industries are also stable. They are built into the industrial infrastructure characterized by a limited media pool and traditional communication strategies.

But even they will be threatened by integration of communications and the laws of content which help certain messages stand out in the clutter of impressions and surprises.

The industry of communications is going through a major transformation now. Technological challenges and identity crisis mentioned above are exacerbated by uneven development of relevant and engaging communications in different countries. This transformation should result in the industry appreciating its leading role in building global trust and fostering human development. ___WCR magazine

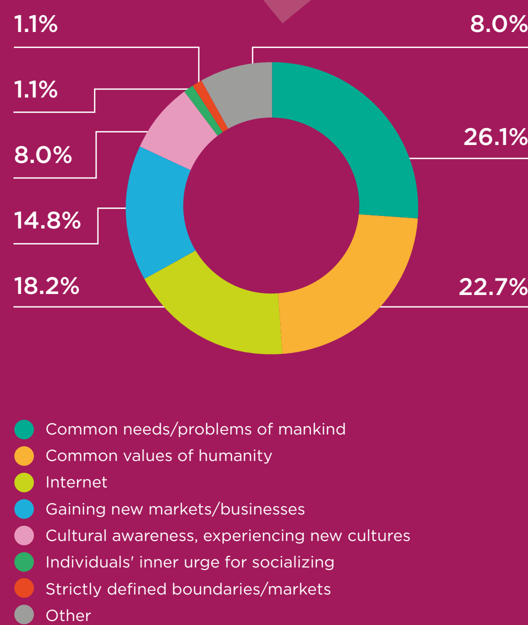
WHAT IS GLOBAL COMMUNICATIONS?

Do global communications exist and is there a necessity for this term?



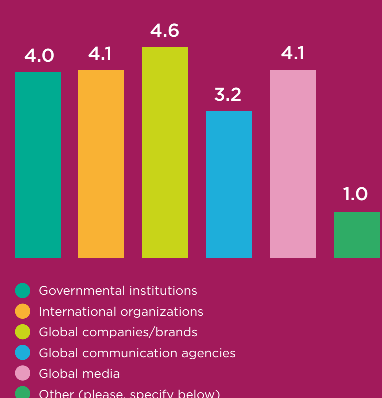
- «Trend of excellent communication is decentralized (see most recent discussion e.g. on Harvard Business School or INSEAD)».
- «In my opinion we have to do the global and the local communication together in many problems, and questions».

What is the core basis of global communications?



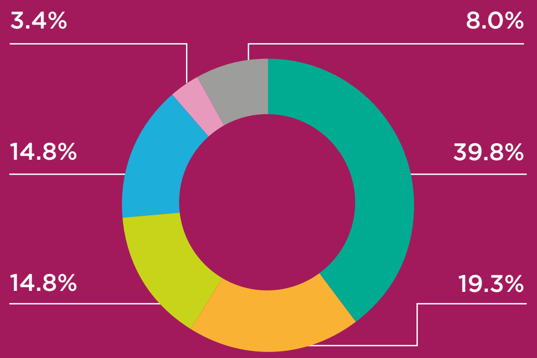
What is the key purpose of global communications?

Who are the key actors in global communications?



100 World Communication Forum community members from all over the world answered some questions concerning the future development of this term and occurence itself.

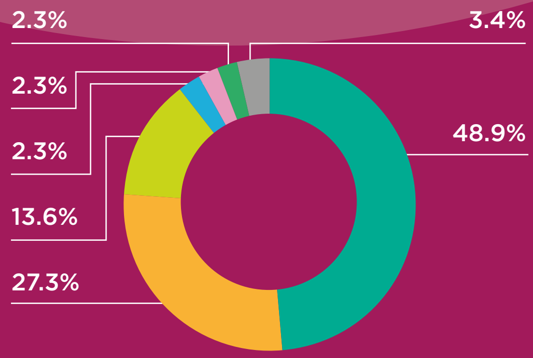
What is the first priority in global communications' future development?



- Involvement of all stakeholders
- Optimized communication channels
- New education
- New technology tools
- Sufficient budget
- Other

- Understanding that while "global communications" is possible, all communications is local. This means that a global plan will have to take into account cultural, language and value differences across the different regions/countries.
- Inclusive, solution-oriented approach to big-picture problems.

Who could benefit most from the future development of global communications?



- Society
- Business
- Non-developed countries
- Politicians/governments
- Developed countries
- Global tourism
- Other

- All should benefit.
- Society can be developed through business development.

This worldwide poll on global communications was conducted in July 2015 among representatives of communication agencies (42%) and other consultancies (19,3%), in-house communicators (13,6%), media and education professionals.

ROUND-UP

OF WORLD COMMUNICATION FORUM

201

5

Faith Muthambi
Minister of Communications of the Republic of South Africa

Mustapha Khalfi
Minister of Communications and Government's Spokesperson of the Kingdom of Morocco

PUBLIC MEDIA SERVICE AND CHALLENGES OF THE DIGITAL AREA

DELEGATES TO THE WORLD COMMUNICATION FORUM, DISTINGUISHED GUESTS, LADIES AND GENTLEMEN,

Speech by
H. E., HONOURABLE FAITH MUTHAMBI
Minister of Communications of the Republic of South Africa
On the occasion of the 6th World Communication Forum in Davos, 2015

MR. MUSTAPHA KHALFI
Minister of Communications and Spokesperson of the Government of the Kingdom of Morocco

DR. HASSAN FALHA
the General Manager of the Ministry of Information in Lebanon

DR. REFAT ALFAOURI
Director General of the Arab Administrative Development Organisation,
Delegates to the World Communication Forum,
Distinguished Guests,
Ladies and Gentlemen

I consider it a very special honour to be invited to address this august gathering of trend-makers and influencers from the global communications family. This is indeed an unrivalled platform to discuss and hone in on the future development of communications and their role in business, society and politics.

Back home in South Africa I recently announced that our nation would begin the march to digital migration in June this year. This is a groundbreaking step in the history of our nation and will open the world of communication to millions.

Our Digital Migration Policy will see a roll out of public services channels for youth, women, education, and eGovernment services. We are most excited about the potential of these services which will unlock access to basic internet services and digital information for millions of our people.

I know that for many here the digital reality and all its benefits are but an old hat. I look forward to engaging with you later to share experiences and best practices in this realm.

For South Africa, the significance of this major milestone can hardly be overstated. Just 21 years ago, this would not have been possible. In 1994, the new democratic government inherited the communication apparatus of the apartheid government which was totally out of touch with the needs of the democratic dispensation and only catered for one section of the population.

Before 1994, the government was characterised by a culture of secrecy, disinformation and restrictions on press freedom. The birth of our democracy in 1994 changed all this, and ushered in an era where government could no longer hide behind media restrictions and was for the first time fully accountable to the public.

The democratic government recognised that freedom of expression had to be an integral part of our new democratic society. At the same time the free and open flow of communication was central in our goal of achieving the vision of a non-racial, non-sexist and prosperous society.

In 1994 our nation was for the first time exposed to the wider world and the looming technological revolution. Twenty years ago the Internet, referred to then as the Information Superhighway, was gathering momentum as more and more users came online. Social media sites such as Twitter and Facebook were still only a dream in the mind of developers.

Two decades later we are in a vastly different country and world. Things that were impossible under the apartheid are now part and parcel of our social fabric. Media freedom is guaranteed, media diversity is increasing; more community radio stations are on air and journalists are able to work without intimidation or fear.

With the revolution in technology we now also live in a world that is unrecognizable from the one 20 years ago. Facebook, Twitter, Instagram have turned everyone into a reporter. Citizens

Access is just one pillar. Meaningful information is independence, excellence, diversity: a global challenge for public media.

use social media sites to report, inform, debate, and discuss issues. Journalists are adapting to the new media and media houses are diversifying their print media platforms and entering the realm of cyberspace. Governments are also actively engaging with these platforms to introduce policy and programmes and engage with citizens.

LADIES AND GENTLEMEN,

Today, government communication is characterised by the free flow of information. We live by the values of transparency and accountability. We utilise the power of communication to serve the community, by informing, educating and providing open access to information.

Our public media service is one of the major pillars in this endeavour. The South African Broadcasting Corporation or SABC has a mandate to ensure that all South Africans are informed about government activities.

The SABC has a strong radio and television presence in South Africa and has become the voice for millions. It also has begun to develop digital platforms to meet the changing needs of how audiences consume media today.

Given its history as an apartheid mouthpiece prior to 1994, the SABC has placed trust at the centre of its relationship with audiences. It continually strives to be the most credible and diverse national media broadcaster.

Communication, and especially public service media, must be transparent and strive for the common good. The content the SABC generates must do more than just entertain. It must inform and educate the public and adhere to the highest standards of moral integrity.

PROGRAMME DIRECTOR,

It is often said that if you fail to learn from history you are doomed to repeat it. Therefore we dare not repeat the mistakes of our tragic past. Public service media must be the voice for the voiceless. Its reach must be universal. For, the greatest divide in modern society is not between the rich and the poor. It's between those with access to information and those who are denied this basic right.

However, access is only but one pillar. For information to be meaningful, it must be driven by independence, excellence and diversity. This is indeed a global challenge for public service media. The question is how to remain relevant in a fast evolving world. How to be a trusted voice that acts with integrity and professionalism at all times and is diverse and pluralistic in its approach.

Another challenge is how public service media remains relevant amidst a digital revolution.

LADIES AND GENTLEMEN,

Our smartphones, tablets, laptops and notebooks have become ubiquitous. The information and communication dividend they provide is unparalleled but so too is their impact on our privacy, society and the economy.

This huge change is being driven by social media and the power of the internet. Information sharing has become all pervasive; albeit on Facebook, Twitter, WhatsApp, Skype or numerous other platforms.

The world has never been more connected. Social media has truly served to make us all part of the global community. When one sits down to take this all in a both liberating and frightening aspect.

The incomparable advances in communication, access to knowledge and information sharing also live alongside new forms of abuse and crime.

It would be naïve to think that any government or regulating agency has the answer to these complex problems. If we are honest we would admit to government policy is struggling to keep up with the pace of change.

Digital technology, and the communication dividend it brings, will no doubt change the world. It is, however, our task to ensure that this change is for the good of mankind.

Throughout history, whenever mankind has made progress, it has come with challenges. The anonymity and overwhelming reach of the internet has fuelled online crime and abuse. Extremists, terror networks and criminals use the online world to further their aims.

It is our task as governments and regulators to find a workable medium between the crucial need to ensure freedom of speech and expression, but also to safeguard society.

Governments, regulators, police, intelligence and security agencies need to be able to operate more effectively against online threats and abuse.

How to do this in a world where information can be spread at the click of a button is the true challenge. At the same time, we must tread carefully as we dare not trample over our liberties and rights to privacy.

PROGRAMME DIRECTOR,

No doubt this challenge will require a careful balancing act between our freedoms and the greater good of society. Like the proverbial walking-on-rope, one false step is likely to end in tragedy, unless we have a safety net.

Many countries have implemented legislation that regulates the use of online and social media in the workplace. There are countries that have implemented legislation that applies to online and social media issues between employers and employees in the workplace.

In the USA, several states have enacted legislation to prohibit employers from requesting that employees or applicants for employment disclose their usernames, passwords or other personal account information used for online and social networking sites.

The United Kingdom has the Data Protection Act 1998 in place, which requires an employer to obtain consent before they can collect an employee's online data.

In China, regulations are in place to prevent anyone endangering the 'legitimate interests of citizens' through the use of computer information systems.

In South Africa, there is currently no legislation that deals specifically with online and social media. However, there are Acts, such as RICA, the Electronic Communications and Transactions Act, and the Protection of Personal Information Bill, which will apply to online and social media.

In the absence of specific online and social media laws, employers must consider our common law and other statutes in order to determine their online and social media policy, and to balance and protect the rights of both the employer and its employees.

LADIES AND GENTLEMEN,

Perhaps the greatest challenge will be in ensuring social media control measures that encourage free speech, yet protect society from various ills. A great chunk of our lives is spent at our places of work. Employers therefore need to implement workable social media strategies and policies. There must also be enforcement mechanisms, coupled with staff training, and in the best case scenario – having an online and social media manager.

In our fast changing world, employers are scrambling to protect their business from thefts of trade secrets and thefts of client records for client solicitation and defamation. On the other hand, their employees' right to privacy and dignity must be maintained.

In closing, there are no easy answers. To tell the truth, there are many more questions than answers. However, certain truths remain constant. The information and digital revolution is gaining pace. Change is literally happening from day to day and we are all scrambling to keep up.

We are therefore uniquely privileged to be part of the 2015 World Communication Forum. Within this room are many of the champions who will shape the digital revolution in years to come. I have no doubt that the World Communication Forum is assured of its place in history as a platform where new solutions for an exciting new world are shaped.

INVESTING IN DIGITAL INFRASTRUCTURE: MOROCCO NOW REGISTERS MORE THAN 70% OF INTERNET PENETRATION, 10 MILLION INTERNET SUBSCRIBERS, AND OVER 9.5 MILLION FACEBOOK USERS.

Speech by
H. E., HONOURABLE MUSTAPHA KHALFI
Minister of Communications of the Republic of South Africa
On the occasion of the 6th World Communication Forum in Davos, 2015

There are three main driving forces that shape the relationship between government and communication: first, digital revolution – merging traditional and new ways of broadcasting via the internet; second, democratic transition – including political and economic reforms that regulate the interrelation between citizens and political parties, between civil societies and political systems, and between governments and parliaments; third, demographic changes and youth movements – the democratic Arab spring in 2011 is a clear example of how a youth movement can become an important factor in shaping and reshaping the relationship between political participation and participation of all other groups within society.

The Moroccan experience registers a developed policy based on improving the regulation system – via deep and genuine reforms aimed at strengthening its independency, and also – via investing in self-regulation for journalists, newspapers and ethical committees for public television. This policy further enhances the role and authority of audio-visual communication in Morocco. The policy has been initiated with the first generation of reforms implemented after 2002 under the leadership of His Majesty, King Mohammed VI, thus establishing the high authority of audio-visual communication and striving to preserve cultural diversity and political pluralism, allowing for the first time regulations that authorize the existence of private television and private radio. Today, in Morocco, in addition to public television, we have over sixteen private radio channels and one private television. Apart from this, in addition to online media, we have an emergent independent sector of printed press with more than 400 newspapers. These two sectors are becoming a key factor in securing access to information for the citizens and enabling them to oversee the work of the government.

With the recent digital revolution and democratic transition, we have moved to developing a second generation of reforms based on the new constitution adopted in 2011, their first goal being: to reform the legal framework of the media sector by drafting a new press code which de-criminalizes defamation, recognizes the role of online media, and creates an independent elected national press council to promote ethics and defend the freedom of expression, also by investing in self-regulation. Today we are facing the challenges of new technologies – a rather new area, and the best way to deal with them is to invest in self-regulation. Another goal is to consolidate the high authority of audio-visual communication and strengthen its power, in order to secure the independency of public television in providing its public service, and at the same time, to preserve the level of competition and creation. The third goal is to invest in digital infrastructure: Morocco now registers 70% of internet penetration, 10 million internet subscribers and over 9.5 million Facebook users. At present, we are working to draft the second national digital plan for Morocco 2020, after the success of the first strategy from 2013. The plan aims to invest in internet infrastructure and allow the Moroccan society to follow all major actions related to the second generation of reforms.

Despite of what has been achieved at large, there are still a number of challenges to be faced as they emerge from the three main driving forces: digital revolution, democratic transition and demographic changes. The first such challenge is the convergence between traditional and new media, since the latter has a great impact on consumers. Secondly, there is the issue of preserving cultural diversity and promoting political pluralism. Thirdly, there is the observation of the right to intellectual property and due respect of people's private life. These are the three key elements that need to be faced during the implementation of the second generation of reforms.
___WCR magazine

70%

of internet penetration is registered in Morocco now

REMARKS TO #WCFDAVOS 2015

Roman Vassilenko
Chairman of the Committee
for International Information
Ministry of Foreign Affairs
of the Republic of Kazakhstan

LADIES AND GENTLEMEN,

Let me first of all thank the organizers for their kind invitation. I am privileged to share this platform with such distinguished fellow speakers. And I am also humbled by the challenge of sharing something that you would still not know. But let me try.

I am a career diplomat. British Prime Minister Edward Heath once said that “A diplomat is a man who thinks twice before he says nothing”. I can assure you that is not the case today. For, the challenges we face as a result of the digital revolution are way too many to ignore. Today, I want to explore this new landscape and explain how Kazakhstan uses the new tools of diplomacy at our disposal, and also say what some of the challenges of the future might be.

In a country the size of Kazakhstan, bridging the gap between government and the citizens cannot be taken for granted: interactive online platforms are the key priority.

I began my diplomatic career in Kazakhstan in 1994. It is incredible to think how much has changed over the last 20 years in terms of digital diplomacy. Just think back at the clunky word processors, the modem connections and painfully slow faxes. Today, just two decades later, we possess the technology to communicate and share information with millions of people around the world in minutes, if not seconds. Not only words. Images, video, data – all of it gets supplanted across the world as fast as you could imagine it.

The impact of digital communication on the work we do at the Ministry of Foreign Affairs has been nothing short of revolutionary.

We have been determined not to be left behind by the digital revolution. Over the last few years we have made it a priority to harness the power of the digital age and social media.

There are two aspects to our digital diplomacy strategy. The first one is to communicate better the MFA’s policies to our citizens. The second one: to communicate our foreign policy to audiences in other countries. The two strands can overlap quite frequently, which in itself presents challenges in terms of choosing appropriate communications strategies.

For seven years, the Kazakhstan government has been bridging the gap between government and citizens. Online platforms, where citizens can interact with government officials, ask questions or make complaints, are the key to bridging that gap. In a country the size of Kazakhstan, it’s not something that’s taken for granted.

Closing that gap remains a priority. I am proud of the progress we’ve made. Today, any citizen can use online forms to contact any government department, MFA including, via the website, and they are guaranteed a speedy written response.

Social media is playing a large part too. We use the MFA's Twitter account and Facebook page to connect with our citizens travelling abroad.

Twitter helped to evacuate several Kazakh tourists who got caught up in the crisis near Gaza in July, 2014.

Social media is immediate. So we can assist immediately if things go wrong. We all know what can happen – a lost passport or a broken bone. It's in these moments that our citizens rely on consular support. We want them to know they can connect with us quickly. Twitter is a platform transforming how we offer our consular services. It's intuitive, fast and accurate. Twitter users are within a community. They're never isolated. In an emergency, it's much easier for them to tweet us than use Google to find our phone or email number.

Let me give you an example from last year. Several Kazakh tourists got caught up in the crisis near Gaza during the July 2014 crisis. They got in touch with us through Twitter and the machine whirled into action: the Ministry's communication team informed relevant officials, who got in touch with our embassy in Israel to organise their safe and timely return home. This emergency had a happy ending – all thanks to the speed of the reaction, all made possible by a couple of tweets.

It's a remarkable example for two reasons. First, it demonstrates that people do indeed use Twitter in emergencies, rather than email or phone. Second, it shows the speed of Twitter. The MFA in Astana knew all about the problem practically before our embassy in Israel.

Twitter then helps us, the foreign ministries, stay with the news curve. The role the MFA team played in securing the safe return of these citizens was covered across Kazakh media. And that coverage will ensure citizens know what an effective platform for communicating with the government it can be.

So we know, from our own experience, how news on Twitter gets spread much faster than through traditional media. Most journalists will tell you they get their news through the platform. That's why we make sure to use Twitter to monitor global developments, especially those that can potentially have an impact on Kazakhstan and its reputation abroad.

Twitter allows us to better prepare and react quickly. Twitter can help us as governments grasp the magnitude of unfolding news and immediately plot our reaction. Just last month, a Kazakh national was arrested in New York on charges of planning to join the so called Islamic State. Before that, Kazakh nationals were alleged to have aided and abetted the Boston marathon bomber in 2013.

In both cases, Twitter alerted us to the situation. In both cases, we were able to state clearly and immediately, on Twitter and elsewhere, our readiness to cooperate with the authorities in their investigations, and express our condemnation of terrorism and extremism in all of their manifestations. And the statements were carried over by other channels immediately allowing us to present our position.

Communicating quickly and clearly builds trust between government and its citizens. The MFA is committed to using social media to strengthen this bond.

Over the last two years we have regularly been organizing “Twitter chat” sessions with our Foreign Minister under the #ASK-MFAKZ hashtag. Anyone in Kazakhstan and beyond can ask Minister Erlan Idrissov questions on any issue. The sessions have proved to be extremely successful. They form a connection between citizens and the officials that represent them. And users from abroad can learn about our positions on a range of issues.

Our Minister writes blog posts, regularly sharing his thoughts on foreign relation issues, which we post on a monthly basis. They, too, get picked up and covered extensively in the traditional and social media.

As a result of our endeavours, the MFA has become one of the most trusted government bodies in Kazakhstan. All we have done – on the webpage, Twitter, Facebook and our blog – all reinforces the relationship of trust we have built with our constituents.

Sharing information is a pillar of our digital strategy. Our Facebook page is updated on a regular basis. Our posts are quoted as “the government position”. Why send a press release when journalists and commentators have immediate access to government lines?

Visual media is a powerful tool in our digital arsenal. We are increasingly using Instagram and Flickr as platforms to share images and visual content, such as graphs and charts. It is only a matter of time before media outlets start to use our visual content in their news articles.

Ladies and gentlemen, I have been working in diplomacy for many years, but I can safely say that the rise of social media has been one of the most exciting and useful developments over the last two decades. We can monitor events and quickly react to information. We can provide real time channels to deliver our messages directly to our audience. Social media has transformed the delivery of our services through closer engagement with our citizens. It has allowed us to react with speed to crisis. Last, but not least, it has made us more accountable and transparent through open dialogue. In an age of cynicism, we are building trust between governments and their citizens.

Yet more is to come. The speed of transformation is inspiring, as it is staggering! I would not be surprised if in just a few years it will transform once again the way we do our work.

If we were to agree with our distinguished Czech colleague that Diplomacy 2.0 is "imploding", I would say that the only way for it to go on is to transform into a sort-of Diplomacy 3.0, whose shape we cannot even begin to imagine now but which will come before we even know it, so we better prepare for it. Whatever the challenges and opportunities, Kazakhstan is committed remaining a pioneer in making the most out of any such developments.

3.0 Diplomacy is about to be born, but we cannot yet predict its "shape"

THANK YOU FOR YOUR ATTENTION. ROMAN VASSILENKO ___WCR magazine

TWIPLOMACY 2.015

Peter Susko
Press Department Director,
Ministr of Foreign and European
Affairs of the Slovak Republic

TWEETING HAS LATELY BECOME THE HOLY GRAIL OF THE DIPLOMATIC COMMUNITY. HE, WHO DOES NOT TWEET, SHALL DIM TO THE POINT OF INVISIBILITY

INTRODUCTION

Tweeting has lately become the Holy Grail of the diplomatic community. He, who does not tweet, shall dim to the point of invisibility. Unlike Facebook that targets predominantly the young; unlike Instagram that deals with images only; unlike YouTube that specializes in videos and unlike Tumblr that still has not gone beyond the celebrity gossip – in Twitter you combine all of the above: news, images, videos & even tag lines to address your peers.

Tweeting is synonymous with sharing – information, viewpoint, attitude. It started as a social feed on describing what a person is doing; then it became a platform for posting fresh ideas, comments and observations on a particular issue of interest; then politicians and diplomats started using it to notify their followers where they are going to be next. Today Twiplomacy - using of Twitter by politicians and diplomats to conduct diplomatic outreach and public diplomacy - is more about shaping policies, approving or disapproving of events or trends. It even substitutes news services and becomes a source of information, a newsflash (Twitter was the platform used to break the news on the raid on Usama bin Laden, on the downing of MH17 in Eastern Ukraine, etc.).

Tweeting is synonymous with sharing – information, viewpoint, attitude

While the general public often uses Twitter for casual communication, in Twiplomacy tweets are often than not messages to one another, balloons to test the wind and the public opinion, tokens of appreciation for one another, especially after visits to another country and/or invitations to a forum, meeting. A 2013 study by Twiplomacy found 505 Twitter handles used by world leaders and their foreign ministers, with their tweets able to reach a combined audience of over 106 million followers. More than two-thirds of heads of state and government in the world are on Twitter, according to the Twiplomacy study.

At the Ministry of Foreign and European Affairs of the Slovak Republic (MFEA for short) we have embraced twiplomacy: apart from the MFEA´s account – the handle @SlovakiaMFA – Minister Lajcák tweets abundantly, State Secretary, Political Director and various other diplomats and Ambassadors abroad have their own accounts. Minister Lajcak (@MiroslavLajcak) started tweeting in April 2013. He tweets on average once a day, often including pictures of his meetings and, regularly mentioning other users, often retweeting them and mutually following 10 other foreign ministers.

CHALLENGES:

FOR THOSE NEW TO DIPLOMATIC TWEETING THERE ARE SEVERAL GOLDEN RULES TO REMEMBER:

1. First and foremost among them is the brevity of the message. Size does matter in this case: by its design a tweet is limited to paltry 140 characters, thus obliterating carefully prepared and often ambiguous phrasing typical of diplomatic community. Short and to the point is the name of the game. The shorter the message, the more creative the writer must be to give it the meaning desired.

SOLUTION: Hire people who master English not on a company clerk´s level, but on the level of poets and writers.

2. The art of retweeting defines that the optimum overall tweet length is 110 – 120 characters, to leave room for a retweet (reposting a tweet). Being retweeted by another person (or institution) increases your visibility and the likelihood of getting more followers on Twitter. If you want more visibility, you should add a comment, thus „reprocessing“ the tweet, e.g.: „Well done @ iroslavLajcak....“

SOLUTION: Keep on searching for excellent tweets by people and plan to include these in your future posts.

3. The most common form of diplomatic tweeting is the routine dissemination of condensed versions of official statements, often with links to a full-text original. These may not be sexy or glamorous, but they expose policy statements to casual users not likely to seek out or come across official communications. However, the links - even the shortened versions of them using bit.ly and other similar tools - and images „steal“ the 140 limit space, so be careful what you include in your tweet. Fact to remember: studies have shown that tweets that contain images are twice as likely to be retweeted than those that do not.

SOLUTION: Do not try to squeeze in all the information in a single tweet – if necessary, post several tweets of the same topic, some with images, others with links to press statements or websites.

4. One way to streamline your tweets is to use hashtags, words, acronyms or phrases denoting a country, organization or event prefixed by the hash character. The problem is that not all “good-looking” hashtags point (refer) to the right source. Sometimes you get caught up in situations where you have used a hashtag associated with something unsavory or embarrassing.

SOLUTION: Research the hashtag before you use it (use hashtagify.com).

Optimum overall tweet length is 110 – 120 characters, to leave room for a retweet.

5. Use your mother tongue or English? It all depends on whether you want to address the local audience only and/or who your followers and peers are. The problem here is the inner duel between the effort to broaden the scope of followers in countries that do not necessarily speak English and the limits of one´s credibility. How many languages can an individual speak fluently? Two? Three? Remember: if you tweet in Spanish using Google Translate, you may be confronted at a conference or elsewhere by a Spaniard trusting you to speak his language. The embarrassment is all yours.

SOLUTION: Stick to your mother tongue, plus English, plus one other language you are fluent in and comfortable with. If necessary, your peers can post a MT (modified tweet) for you.

6. For a tweet to succeed, the recipe must contain a large dose of witticism, a pinch of sharpness, 3 tablespoons of daring... However, one person is usually unable to browse the Twitterspace looking for ideas to retweet, events to tweet upon using fresh language and original puns.

SOLUTION: Have a dedicated staff supplying you with ideas and tweet wording, and also to bounce your original tweets against for feedback purposes. Maintain control over what tweets are posted under your name.

#TheQueenTweets

7. Avoid publishing lots of tweets one after the other, as people are likely to get bored and scroll past you. How many tweets a day? 1-2 a day is fine, just to keep your followers interested, if the tweets are topical, then of course more. You have to remember that once you start, you have to keep your account alive!

FUN FACT: Most active world leader is the Venezuelan President Nicolas Maduro (@PresidencialVen) – has posted close to 50,000 tweets, averaging almost 40 tweets each day!

REMEMBER: If Her Majesty can do it, you can! ___WCR magazine

THE SOCIAL CEO
Business leadership in an engagement world

Colin Byrne
Chief Executive Officer of Weber Shandwick for Europe (UK)
Member of the WCR Editorial Board

TO SAY THAT THE WORLD HAS CHANGED FOR ALL CURRENT BUSINESS LEADERS AND/OR COMMUNICATORS (INCREASINGLY THE SAME THING!), IS BUT AN UNDERSTATEMENT.

Today, technology permeates every aspect of our lives – from smart phones and tablets, to virtual reality gaming and to being practically able to tweet from your fridge... Businesses and individuals can undoubtedly utilise these new ways of communicating and empower customers, investors, employees or other stakeholders, for a better inter-relation. However, these new methods can also inevitably come with a much greater reputational risk.

Recent research amongst global senior executives shows that corporate reputation has never been so highly regarded as a corporate asset, with 60% of market value being attributed to it. At the same time, our firm's global executive study "The CEO Reputation Premium" (published earlier this year), reveals that global senior executives attribute 44% of their company's market value to their CEO's reputation. Yet, corporate reputation can be literally shredded by a single tweet or an activist with a smart phone! CEOs are increasingly being thrust into the public eye (often - when something bad happens), facing the same social and traditional media intrusion that most of the current politicians face today.

Goldman Sachs' chairman & CEO, Lloyd Blankfein, has recently been quoted for his statement about consumers: "I think the average American had never heard of Goldman Sachs some three years ago. Shame on us for not anticipating how important that would be. We're an institutional business with no consumers. It turns out, another definition for consumers are: citizens and taxpayers!"

Today's business leaders and CEO's are operating in a world of ever increasing layers of complexity, where they manage larger networks, dealing with all challenges in supervising news cycles across multiple time zones and cultural boundaries, responding quickly to crises, outpacing competitors and connecting with employees and customers worldwide. Communication – as in real engagement, rather than as in 'spin' - has become more important than ever. In-house communicators are far more influential than before. Similarly, the CEO is increasingly becoming the Chief Communications Officer!

REPUTATION RISK

As leaders and spokespersons for their business, today's CEOs would really hate to be ungooglable. Given the increasingly digital ways in which people research, discover, and assess business, it is important for leaders to appropriately manage their company's image online.

Let's face the facts: Google is not just a search engine. It's a reputation engine.

Our firm's CEO Reputation study found out that 81% of the global executives felt it is important for CEOs to have a visible public profile, in order for a company to be highly regarded. A further 41% believe that a highly visible and truly public leader would help improve a company's reputation overall.

THE SOCIAL CEO

While it is no longer surprising to comment on the dramatic transformation that media has undergone in the recent years, to discuss the scale and speed of this transformation is still fresh and new to many. The cycle of current new-media platforms' adoption has accelerated and technology has helped quicken the pace of this acceleration. What actually took Radio 38 years, seems to have taken Twitter just 9 months - the latter was over 50 times quicker at reaching 50 million users!

The business leaders are now facing one of their greatest challenges: figuring out how to integrate best social media and new technologies into their everyday job. It is no longer a matter of "do-that-nicely", or "try-to-avoid", but rather a "must-do" and even a "must-do-well".

23% of the well-regarded CEOs and 66% of the Global Fortune 50 companies participate actively in today's social media!

Looking at the current social media landscape, it is easy to see where the confusion comes from. There are now far more avenues for social communications – from microblogging, to tweeting and photo-sharing. At its latest count, Facebook had 1.35 billion monthly users and Twitter – 233 million. Social media can be a truly fertile ground for CEOs to use and build a positive profile for themselves and the company as a whole. For example, according to our research, 23% of the well-regarded CEOs and 66% of the Global Fortune 50 companies, participate actively in today's social media.

A DOUBLE-EDGED SWORD

If used well, social media proves the above true, and yet – when wielded without a strategy, it can turn into a double-edged sword. As much as it may sound obvious, one thing should be repeated again: for the CEO, being public also means facing the need to be more cautious about what is "radiated" in the public space. Whether it is a private opinion, a social commentary, or just general musings, once publicly stated, a single thought may cause great problems for the company. Our research found that executives are more likely to consider it inappropriate for the CEO to take a public position, as opposed to the importance of taking one in general. CEOs should carefully weigh the pros and cons and be sure that their stand aligns closely with the company's business goals. 48% of the executives believe that it is inappropriate for CEOs to take public positions on any public policy or political issues.

Furthermore, one rogue or ill-timed tweet or a Facebook status have been known to land CEOs and company leaders into some incredibly hot water. I am sure we are all familiar with the story of the PR director at InterActiveCorp (IAC) who posted a tweet shortly before her 11-hour flight from London to Cape Town, South Africa – to around 200 (only!) twitter followers. The tweet read "Going to Africa. Hope I don't get AIDS. Just kidding. I'm white." The inappropriate tweet, once picked up by Buzzfeed, was trending on at a quick pace with #HasJustineLanded. Having landed, the CEO became aware

81%

of the global executives felt it is important for CEOs to have a visible public profile, in order for a company to be highly regarded

of the incredible social media controversy that surrounded her and immediately deleted the tweet, eventually posting an apology. By then, however, the damage had already been done. She lost her job the next day: despite it being posted on Justine's personal Twitter, the users made little difference between her and her company. All this comes to show: while there are great reputational rewards to be gained from social media, conversely, there is also an even greater reputational risk associated.

CEO CREDIBILITY

That being said, it is difficult to downplay the huge advantages that social media brings to businesses and business leaders in helping manage a crisis. Take, for example, Tony Fernandes – the CEO of AirAsia. His airline's flight QZ8501 crashed in the Java Sea in the end of December, 2014. He , however, has an amazing story to tell. He quit using Twitter last summer to devote more time to his soccer team, Queens Park Rangers (QPR) – the English football team, and also because he had just turned 50 and wanted to turn his attention elsewhere... With nearly 100,000 followers and always being on the top 50 most social CEO lists, people were naturally heartbroken to see him go. Yet, when the flight went down, being the experienced pro that he was, he immediately jumped right back on Twitter and is now widely recognized as providing a textbook story on how CEOs can use social media in a crisis... humbly, honestly and honourably. Ultimately, authentically.

Our research CEO Reputation Premuim (March 2015) found that highly-regarded CEOs are nearly six times more likely to be described as humble (in comparison to lesser-regarded CEOs). Building a CEO's reputation is no longer about being a celebrity. Today, it is all about a CEO's credibility.

SO, REMEMBER TO TWEET JUST LIKE THE WAY YOU SHOULD DRINK – RESPONSIBLY! ___WCR magazine

SUMMARY OF THE STORYTELLING PANEL AT WCFDAVOS 2015

Eva Snijders
GM & Chief Storytelling Officer, Ogilvy Public Relations, Madrid (Spain)
Member of the WCFDavos Committee

On March 9, 2015, Katja Schleicher, Kirk Cheyfitz, Shawn Callahan and myself were invited to a debate on Storytelling at the World Communication Forum in Davos, Switzerland. Designed as an interactive discussion with the audience, the panel was brilliantly moderated by Guntram Kaiser, CEO of KaiserCommunication in Germany.
Below is the summary of the hour we were on stage.

EXPECTATIONS

For a start, having invited everyone to the session, Guntram had collected all available flip charts and recruited the volunteers to make sure the entire discussion is duly recorded. He asked the public "why are you still here" in an attempt to urge a voiced response defining any expectations from the panel and having them written down, to make sure they would be met.

Some of the expectations were:

- How to excite others with your stories.
- How to tell contagious stories.
- How to make a story "sharp".
- How to convince the attendees that storytelling is not just a buzzword.

Moderator
GUNTRAM KAISER
Chief Executive Officer KaiserCommunication (Germany)

INTRODUCTION

Instead of having the moderator read our resumés, we handed out a personalised postcard to the audience and introduce each other in a rather unorthodox way.

KirkCheyfitz kicked off by introducing KATJA SCHLEICHER whom he had met the night before: "In her life and work, she is both a story practitioner and a storyteller who believes passionately in the power of storytelling to persuade, convey, and convert. She loves Hollywood and is a huge fan of Marlene Dietrich. She reminds me of the fact that every aspect of our lives involves drama."

Then Katja presented SHAWN CALLAHAN as a colleague from the other end of the world (Australia) who is "not into Hollywood at all! His company is called Anecdote, not Story, and that is a meaningful choice. Instead of working with drama, Shawn offers a smooth, easy and effective process to all clients who want to use storytelling in their business."

After that Shawn introduced me – EVA SNIJDERS – as "someone whose work is based mainly on real life experience and who is completely in love with storytelling", highlighting my "bubbling personality" and "typically Dutch forthrightness", and adding he expects me to be "very direct in answer to certain questions."

About KIRK CHEYFITZ I simply stated that if asked, he would describe himself as "a writer at heart" and I hurried to share he is one of the biggest and kindest liars I've ever met. Storytellers are often referred to as liars. I highly admire Kirk's craftsmanship in terms of story-shaping, as "he sits at home, does a lot of research and then works tremendously hard to produce the best story possible."

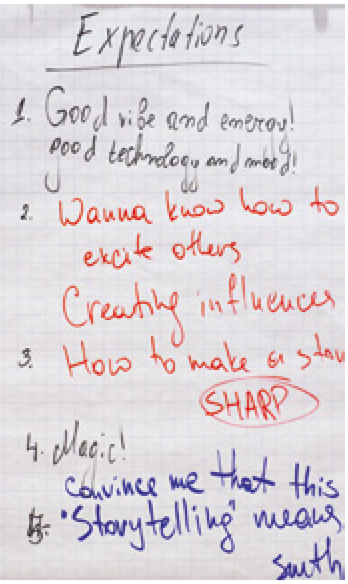
Katja summarized the above as a useful storytelling tool to take away: talking about someone else and choosing specific words to describe them could start a process of connecting with people in an unexpected way and making the audience sit on edge, eager for more...

EVA SNIJDERS
Professional Storyteller

KATJA SCHLEICHER
Founder & Manager
IMPACT!Communication (Netherlands)

SHAWN CALLAHAN
Founder & Director
Anecdote (Australia)

KIRK CHEYFITZ
CEO & Editor-in-Chief
Story Worldwide
(USA)



Questions
were asked by
GUNTRAM KAISER,
panel moderator

QUESTIONS AND ANSWERS

Q: What is a good story?
Shawn: When you can actually see a story in your mind's eye, it's a good story. An easy way to achieve that is to picture a specific moment, like your first day at work, and ask yourself what happened during that day.
Kirk: No matter whether we're talking fiction or nonfiction, there has to be a truth to a story, a universal truth that gets through and involves the audience. This is what makes a story credible and attractive. A story's key purpose isn't to please the teller, but to connect to the universe and help the audience to connect with each other.
Katja: There has to be a bond between you and the story, it has to mean something to you. Yet, beware! As soon as you have shared a story, your audience can hold you responsible. You are sharing a part of yourself and in doing so, you are vulnerable.
Eva: We experience everything through our senses. Being alive means to see, hear, smell, taste, feel the world around. When sharing a story, we actually guide the others in experiencing what we have felt at a given time. That's the beauty of narratives: they help us empathize by feeling what the story conveys. A picture or a photo alone is not enough to achieve that – only words have that power.

Q: So, what then makes a story good?
Eva: Katja and I are good friends, but we don't agree on the idea about Hollywood. I personally do not like the assumption that storytelling has to follow the Hollywood movies. If you ask me what makes a story good, I would say it's the capacity to stay in harmony with yourself. There is a huge difference between the effect of the cinema and the film you will remember for weeks and months to come.
Shawn: While coaching a Senior Executive for a Pharmaceutical company in Singapore who had to go to Germany and pitch the success of her project, I was trying to get her recall when the turnaround had happened. Suddenly, she remembered: "I got it. It was the day the president came visiting from Germany."

While saying that, her face glowed and her eyes were shining. I could see she was reliving the moment. You remember how you felt – so, it is emotion that inspires action.

Katja: Exactly, the five senses! Try and recall if there was any music when something happened, and do so with all your senses!

Kirk: We always remind ourselves at our agency that noone buys anything for a reason. You can throw facts at people for ages, but they won't engage with data or numbers. You have to provoke emotion!

Eva: Back to the question how to tell contagious stories – I normally ask my clients what inspires them. It's hard to imagine a start with "make the audience cry". Instead, ask yourself what makes you happy or sad and your stories will naturally become contagious, just because they share your own feelings.

Q: A good story is one that stays with the audience. Today, there are so many stories! How can we make sure our story lingers on (not replaced or erased by a next one)?

Eva: First of all, we need to get rid of the idea that we need to create impact. There are so many impacts per second, we just can't compete... Instead of answering your question, let me tell you a little anecdote. A few months ago, I met an acquaintance whom I hadn't seen in years. We agreed to meet at a juice bar in the centre of Barcelona. To catch up, we chatted about the usuals: job, family life, common friends. Then my companion asked me to "please, tell more about this storytelling thing" (I was still working in PR). So I told him about my work and we pondered on communication and how business has changed over the past years. We agreed there is so much noise today, that it has become increasingly hard to be heard or remembered. I said that people have started craving for stories, just like we crave for oxygen, food or attention. My friend objected: "Come on, Eva, people hardly have time for that!" My answer was: "Just look at your watch." We had sat there for three hours, with just one glass of juice each, and all our stories! I believe that answers your question.

Shawn: We've been telling stories for thousands of years and they've proven very successful. There's a hierarchy in stories which is based on biological factors and is cross-cultural. First, there's the stories associated with death. They spread wildly. Second, there's the ones that focus on children. Anything that happens to a kid, quickly gets to the top of the news cycle. What do you think the third one is?

> No one would buy something for a good reason – you can keep throwing facts at people for ages, but they won't engage with data or numbers... You have to provoke emotion!

Answer from audience: "Sex."

Shawn: Well, that's actually the fourth one... The third category is power. It comes in many different flavours: achieved through money, celebrity, beauty, etc. People who have power can affect us significantly. Leaders, especially – as people in charge, need to be aware not only of the stories they tell, but also of the ones that are being told

about them. In my experience, it's rather hard to work into business storytelling.
Katja: Power may be defined differently across cultures. But remember – when telling stories as a leader, you empower others to tell theirs. It doesn't matter whether it is a 140 character tweet, a keynote, or a speech to employees – whatever you say, it can empower your audience. And sex may be a difficult topic, but it's one that definitely speaks of first-times, so the question about meeting your spouse or falling in love immediately triggers a specific experience...
Eva: Stuart Bruce posted a question on Twitter earlier – are we allowed to answer that now?

Storytelling is like a dance between the teller's intention and recipients' comprehension. Keep the end unknown!

Q: Sometimes I remember the story, but not the purpose or the teller. Why is that so?
Eva: The purpose or the intention of a teller is one thing, but what you extract from it is a completely different issue. Whatever the story may mean to you, it's still ok, provided it is meaningful. And as far as authors are concerned, sometimes it is useful to know them, but the story is much more important. Many of our colleagues who perform as professional storytellers, tell narratives that are centuries old, yet the authors are unknown.
Kirk: Let's go back to those fifty thousand years for a second, because we all remember the cave paintings of buffalos in the South of France. A certain anthropologist reckons these were the first religious pictures – stories evoking from the world of the spirit, which created power for the teller. The images drew attention to the spiritual world and served as a proof of connection between that world and the guy who painted them. It is inherent in our culture to be drawn by the power of imagination.

Q: If recipients don't get the story's intention, does it mean communication has failed?
Eva: Storytelling is like dancing, a dance between the teller's intention and the recipient's comprehension. Storytellers cannot control what you understand. They can only influence it, in a way.
Katja: If we use all the five senses, then we can certainly influence the way a story is comprehended. We can't, however, and we shouldn't try to control the narrative.
Shawn: There are a few useful things you can do. First of all, test your story – ask a group of people what each one gets out of the narrative and you will easily see a pattern emerge. Second, never use the "s" word, i.e. don't say you will tell a story. Third, try to preface your stories with a viewpoint, start with something like: "Small things can make a big difference. Three weeks ago ..." People will get hooked and stay alert, eager to hear the evidence for your statement. Frame the story, but never tell your audience what the meaning is – you make it pointless, if you take away the people's own control and pleasure in finding its sense.
Katja: Storytelling is only the very last part of the process. This is why you need to develop your stories, digging deep into yourself or your organisation. Then, you find the right words, the ones that trigger the kind of response you are looking for and you test the stories. Once

you've told them, the best thing that can happen is for people to retell your stories. If so, you will have created evangelists for your brand or your company.
Kirk: I disagree with Eva. The first question you need to answer is what you are trying to accomplish and whom you are trying to accomplish it with. The most deadly thing you can do is tell a story fit for a particular public to another audience who doesn't even care. Great storytellers worry about their audience and what they will embrace.

Q: How do you reckon your body language and energy helps telling a story?
Kirk: First of all, storytelling is about interaction, so we energise each other. Then, it helps a lot when you talk about something you are truly passionate about. When Luis Ramos told the Thyssen-Krupp story earlier today, I felt like I wanted to join that company! That was a passionate delivery. It has to do with the truth I mentioned earlier, you cannot tell a story about stuff you don't care about.
Eva: Like Shawn said earlier, and I think we should all tweet this, "stories are not about words". Stories are about the desire to connect with other human beings. And what you're noticing is probably just our happiness to be sitting here, answering all your questions.
Kirk: When you say connecting... The term Social Media is a junk term. What media isn't social? What media isn't meant to connect society and build a community?
Katja: What we're doing here, is social media. To add to what Kirk has just said: we need passion and words, yet we also need "something bigger", "the one thing that is different" and then find the right way to express that. Luis's speech was not about elevators, it was about connection, mobility, and eventually, about making the world a better place. Now, that is something we are all ready to hear! The best thing for a story is to express extraordinary things with ordinary words. Normally, we do the opposite.

Stories are not about words. Stories are about the desire to connect with other human beings.

Q: Why do we tend to talk more often about negative experiences, instead of creating and spreading a positive narrative?
Shawn: Storytelling is not the whole thing. There are a few things we haven't touched upon yet. The first one is story-listening, the capability to listen to other people's stories. This is incredibly powerful when we talk about engaging people. The other one, and I don't hear anyone mention it, is story-triggering. It implies doing something remarkable, something to talk about. I will give you an example: The new CEO of the Bank of Australia, on his first day at the job, while doing a tour around the headquarters, noticed there was an empty meeting room on each floor. At a closer look, he saw on each door a sign that read: "this room can only be booked by the General Manager". He went from floor to floor and ripped all the signs. How quickly do you think that story spread? Like wildfire! People watch what their leaders do. So if you want to create a new narrative, the best thing you can do, is behave in line with it and do something "news worthy".
Kirk: News is about the unusual. If an employee would have done the same that Shawn described, it would have

been revolutionary: a completely different story! Journalism offers us a lot of insight on how to look at the stories in our organisation. Story listening is what good reporters do – they listen closely, hear new questions, write things down, as accurately as possible, to reflect not only the message, but also the tone. A good story has a beginning, a middle and a satisfying end. Stories are all around us, we just need to learn to see them.

Reporters tend to duck away from PR people as they always say “Boy, do I have a story for you!” and it’s never true... Politicians and corporations are part of society, but seem to have forgotten it. Remember: you are human.

Q: As you said, a good story should have some truth in it. Furthermore, it should have a message behind the message. Do you agree that these two aspects are critical?

Eva: When we mentioned truth earlier, we didn’t mean “the one and only truth” like politicians and judges would use the word. Whereas we are all individuals with our own points of view, there are truths that are bigger than us. If I say “it is a good thing to have a friend” or “it is good to be loved” I think all of you would agree with that. As for the message, I think good stories don’t have one or two messages, they have many different things you can take away from them. Good stories have layers, they are rich.

Shawn: An Australian storyteller says that “stories are: people + place + trouble”. Working with the idea of trouble is always going to be a challenge in an organisation. We prefer to make everything rose coloured and perfect. Stories have shapes, they go up and down, if we take all the edges out, we end up with truly boring, dead stories.

Kirk: I guess organisations primarily do that because they are thinking too much about themselves. As a reporter, I spent my life ducking away from PR people, because they would always start a conversation with “Boy, do I have a story for you!” and it was never true.

Katja: Never tell a journalist a story – it’s his job to do that. You can offer a few interesting, stunning points, but let him do what they do best.

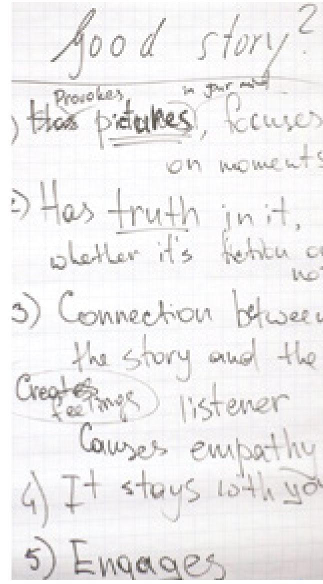
Q: Storytelling has been around for ages, influencing the human existence. Is it high time to reverse the issue and ask what corporate life can do for Storytelling?

Eva: I’ll give you a short answer. Politicians, corporations, they are all part of the human race and society, but they seem to have forgotten. So, the best thing they can do is to remember who they are.

Katja: You are all in communications. Please, try it out and start it.

Q: Does a story which inspires a human being qualify as a good story?

Kirk: Depends on what it inspires us to do. Someone earlier mentioned religious storytelling inspiring humanity. Of course, religious storytelling has caused much more trouble in the world than other types of narrative. Stories are neither good, nor bad. They are simply



transactional: you will know a good one right after you start reading or hearing it. What we are trying to stress is that a brand's best interest is served only when their audience's requirements are met. That means what you do has to be sustainable and in the best interest of the human race. We all work under strict ethics. If not, we'd branch into propaganda.

Shawn: Another thing to consider is that we all assume we know what stories are. Many of the CEOs I work with tell me they are storytellers already. When I invite them to share their stories, they start with "Our company focus is on three key areas..." and go on for several minutes. Stories are very specific things, and here's a giveaway: if someones starts with a time marker like "last week" or "in 1991", you will be very likely to hear a story. If, however, they start with "I feel that" or "therefore", you will most probably hear an opinion. With that in mind, see if you can become a story-spotter.

Eva: If there are bullet-points in a written text, it's not a story.

Q: Storytelling is considered challenging in internal communication. Any tips by you?

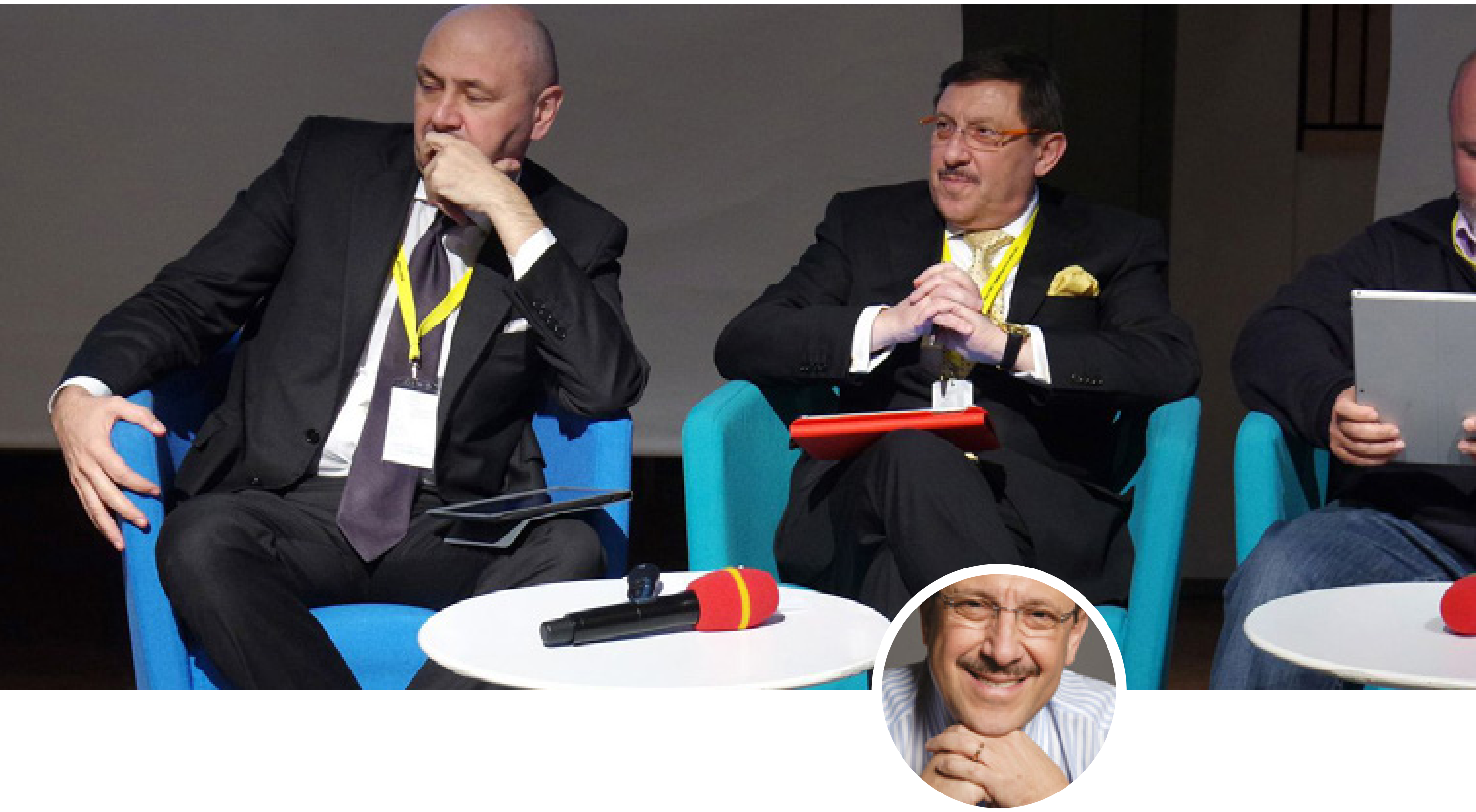
Shawn: First thing is to keep it oral, even if you have to use a video. Written language is different from oral language. You can repeat yourself a lot when you speak, but not when you write. Apple has a great story process. Every morning, before they start work, the manager will say something like "Gary, you got a 10/10 yesterday (applauses). Do you remember the client who bought that iMac? How did that happen?" And then, Gary tells the story. There is no model or poster on how customer service should be done, only stories about it. So, my tip is to make sure your stories flow throughout the organisation.

Katja: Create the appropriate emotional environment and make people feel secure and safe.

Kirk: Take into account the simple fact that, today, there is that precious little difference between internal and external communications.

Eva: In one sentence: reserve time and space to share your stories.

___WCR magazine



A VIEWPOINT ON MODERN AND COMPETITIVE EDUCATION IN COMMUNICATIONS

Maxim Behar
Chair of H+K Strategies (Prague)
and CEO of M3 Communications (Bulgaria)
Founding member of the WCFA association
and Co-Chair of the WCFDavos Committee
Member of the WCR Editorial Board and the
C4F Davos Awards Board

PR PROFESSIONALS ARE FACING A WHIRLPOOL OF DYNAMIC CHANGES IN THE MODERN COMMUNICATION INDUSTRY WHICH THE EDUCATION SECTOR FAILS TO KEEP UP WITH AND COVER ADEQUATELY.

We all know what a great effort the world puts on education nowadays. Students strive to choose the best Universities, professors feel respected and knowledgeable when presenting their research or opinion on TV, in talk shows, workshops, and international conferences... Nothing against that, of course. I also believe that education is the very base of success in every business. For the past couple of years, however, the practice in the Public Relations business had changed upside down, therefore a most logical consequence would be for the theory also to change, with the same speed.

My personal observation shows that it does not happen. In other words – if the practice in PR is moving ahead with 100 miles per hour, the PR education very often maintains a speed of no more than 30 miles...

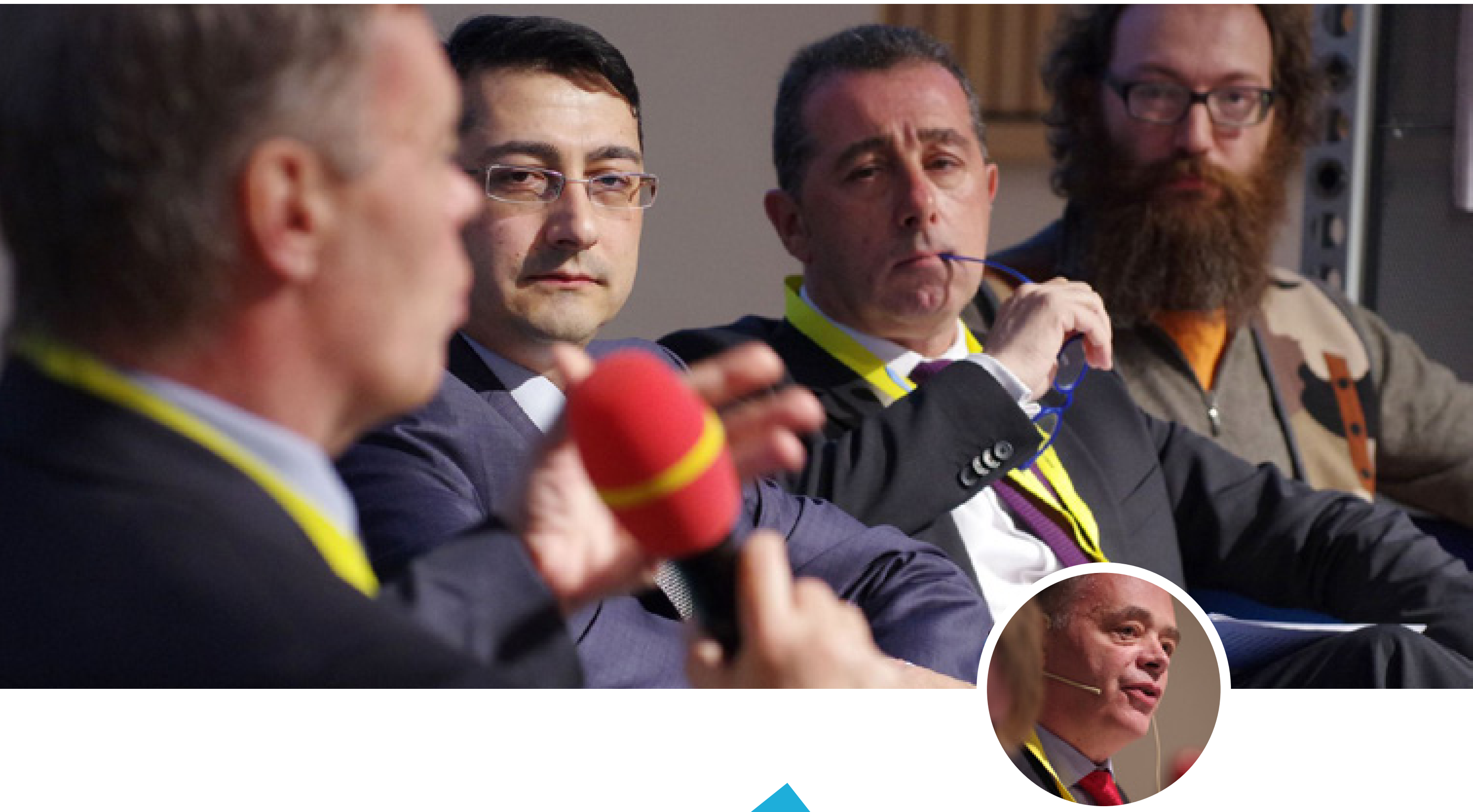
The "tsunami" of social media has left the current education in communications crawl at a real slow speed in the majority of countries worldwide – every single day adds to the large gap between practice and theory and makes it even larger.

And the problem is not with the difference in speed, as it naturally happens very often in life, and also in business.

The inconvenience is the slow speed of current education itself – and I am sure it is valid for the majority of the countries in the world – every single day adds to the large gap between practice and theory and makes it even larger. One of the reasons, of course, is the "tsunami" of social media and the total change of the way the modern Public Relations business operates. In fact, the academic theory was truly very strong and very useful some years ago, when a PR strategy and its implementation used to be crystal clear – we create an event, then a press conference, the necessary press releases, and the media monitoring process... It was so easy and predictable, from today's point of view, indeed.

Also, at the time – I mean years ago – all of us, the PR experts, had more than enough time to react to a crisis or respond to an "attack" by the competitor. Now we have less than a minute and it requires absolutely unknown until recently abilities and advanced preparation.

To make it short, and I hope you will bare with my straight honesty – the theory in public relation does not exist any longer. The practice, the daily work and the case studies are the only methods to drive the whole process called "modern PR".
___WCR magazine



MAJOR THOUGHTS ON THE WCFDAVOS'2015 PANEL ON:

How to engage the globe – Investments and Place Branding

Gabor Hegyi
Managing Director Capital Communications (Hungary)
Co-Chair of the WCFDavos Committee

SEVERAL CASES OF BRANDING AND IMAGE-PROMOTION STRATEGIES FOR ACTIVE INVOLVEMENT OF ALL COMMUNITY STAKEHOLDERS

This panel amply demonstrated the shift in place branding from branding a destination as in "somewhere you visit" to branding a place as in "somewhere you join in, live in, work in, study in, invest in, take part in, and help develop as part of our global village". Any activity by individuals or groups can help contribute to the overall place branding story.

All this was clearly demonstrated by the panel speakers. The panel leader, Gabor Hegyi, Founding Managing Director of Capital Communications (Hungary) led off with a very appropriate presentation on: "How new activities and assets can develop a place brand – 18 years of building eco-awareness for Mali Lošinj, Croatia." He offered a detailed summary of the 18-year work of Capital Communications in supporting the branding of the marine environment of the Croatian island of Lošinj through its involvement with the Adriatic marine conservation NGO Blue World Institute of Marine Research and Conservation, and related initiatives. The presentation explained the transformation of the brand proposition of Lošinj, from its historic reputation for a seaside of leisure and health, to a new focus on environmental and cultural offerings, which have won it a new audience and new stature.

MARC PUIG I GUÀRDIA, Barcelona City Council's Chief Marketing and Information Officer (Spain), presented on: "Positioning Barcelona as a city that inspires through innovation and quality of life", showing how, in the last few years, Barcelona has crafted and projected a "new story", thanks to a cross-sector strategy that enhances city visibility and empowers strategic stakeholders, with the objective "to become one of the leading cities for business, innovation and creativity." Innovation, creativity and quality of life are key aspects of the new positioning, which can be conveyed as: Barcelona, a city that inspires.

LEV GORDON, co-Founder, Izhevsk Association for City Development (Russia), presented on: "360° Communications for Leadership in the 21 century." In order to create a smart city with a soul, the task is to attract resources for development: ideas, people, technology, investments. Izhevsk has strong potential – however, it requires the adoption of new approaches. His team is working hard on this with the city, local and national governments, business associations and other organizations. Lev Gordon emphasized that human capital is essential to develop the cities of tomorrow.

DR. MURAT MAZIBAS, Head of Research & Business Development at Borsa Istanbul (Turkey), explained Istanbul's ambition to become an international financial centre and how Borsa Istanbul is working to achieve this. This is another great example of how a stock exchange becomes a major element of a city-branding story.

The transformation of place branding was captured in the viewpoints of the speakers and the comments from the audience as a work in progress with a long way still to go, therefore demonstrating it will have to be revisited again in the years and WCFDavos panels to come. One of the conclusions of the panel was that Place Branding means engaging all your stakeholders – citizens, local groups, organizations – to build a better future for your place. ___WCR magazine

Panel leader
GABOR HEGYI
Managing Director
Capital Communications (Hungary)

MARC PUIG
Barcelona City CouncilMarketing Officer
(Spain)

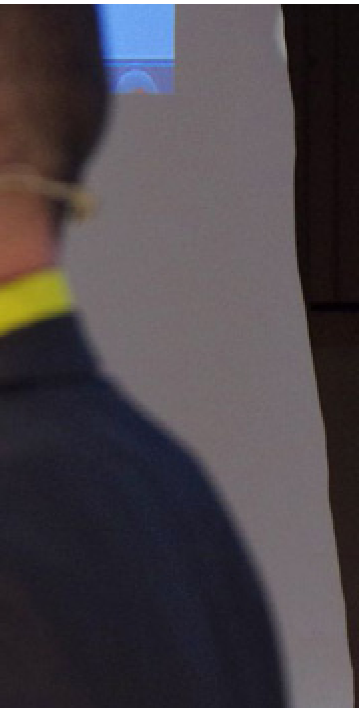
LEV GORDON
co-Founder, Izhevsk
Association for City
Development (Russia)

DR. MURAT MAZIBAS
Head of Research &
BD at Borsa Istanbul
(Turkey)

DEBATE ON GLOBAL COMMUNICATIONS VS CROSS-CULTURAL COMMUNICATION:

Which shall be the communication of the future?

Flavio Junger de Oliveira
Community Manager, Pharma Portfolio
at UBM plc (Netherlands)
WCFDavos Ambassador for Brazil
and the Netherlands



THE QUESTION OF THE DEBATE LEANED ON THE ASSUMPTION THAT THERE ARE TWO FORMS OF COMMUNICATION ON AN INTERNATIONAL LEVEL

Debate Moderator
FLAVIO OLIVEIRA
Global PR Consultant and #WCFDavos Ambassador

RANA NEJEM
an expert in cross-cultural communications and business protocol with a long track record of improving diplomatic awareness on cultural differences in Jordan and Middle East

DR. VOLKER STOLTZ
veteran in the field of global PR & communications, founder of the Global Communication Institute

On the one hand, global communications, encompassing the international dimension of the process and established between counterparties from two or more nations. On the other hand, cross-cultural communication between representatives of two or more different cultures that may or may not be located in the same area. Rather than the initial idea to discuss which alternative would prevail in the future, the debate focused on whether there should be any difference between those two terms at all.

The debate was moderated by FLAVIO OLIVEIRA, Global PR Consultant and #WCFDavos Ambassador. The defender of cross-cultural communications was Rana Nejem, an expert in cross-cultural communications and business protocol with a long track record of improving diplomatic awareness on cultural differences in Jordan and Middle East. Her opponent advocated global communications – DR. VOLKER STOLTZ, a veteran in the field of global PR & communications, founder of the Global Communication Institute (GlobCom project).

CROSS-CULTURAL COMMUNICATION

A compilation of the ideas defended by RANA NEJEM: Sociologists and culturalists have developed different models that aim to help us understand how culture affects the way we approach certain tasks or how we view things. Among those is Roland Muller, whose anthropological and sociological research was among the Bedouin.

The KnowledgeWorkx organization carried his theory into application for the business world.

Muller suggests that all societies could be grouped into three main categories or worldviews with reference to the main motivators that drive behaviour. He calls these groups:

- Innocence/Guilt
- Honor/Shame
- Power/Fear

A unique mixture of the three is found in each society, yet they stand distinct from one another. The first principle is that all three worldviews are present in every personality or a group of people. You never get a pure honour/shame culture, a pure power/fear culture, or a pure innocence/guilt culture. Each worldview has its strengths and weaknesses, and all three have abuse mechanisms.

Still, these are just guidelines: we do not deal with cultures – we deal with individuals, and each individual has a "self-culture" developed as a result of personal experiences. Since all of us keep communicating in everything we do, it is not just words that we use, but our code of behaviour, too.

Universal VS cross-cultural meanings of Trust: "be honourable", "do the right thing", or simply "protect me"?

HOW DOES THIS AFFECT COMMUNICATION AND HOW TO INTERPRET THE SO-CALLED UNIVERSAL CONCEPTS?

Let's take a look at the universal concept of trust:

- For an Honour/Shame individual it would mean "I trust you'll do the honourable thing."
- For the Innocence/Guilt type of person it means "I trust you to do the right thing."
- For someone with a Power/Fear worldview it means "I trust that you will protect me."

That is exactly where communications break down – we use the same word, thinking it is a universal concept with a universal meaning, only to discover later that this is far not the case!

The same thing happened during the uprisings of the Arab Spring. People were calling for reform, the international community and all donors were calling for reform, some governments agreed and also called for reform. Yet, the word had a completely different meaning for them.

CAN THE CULTURAL-BEHAVIOURAL GAP BE BRIDGED?

RANA NEJEM'S ANSWER: "Yes. But: it requires conscious and continuous efforts by businesses, governments and communicators around the world – the efforts to open up. Start by taking an honest look at your own cultural values, feel the glass through which you determine right from wrong. Then open up to other people's ways of doing, perceiving, and saying things. Inter-cultural intelligence is defined as the ability to anticipate other people's culturally motivated behaviour, correctly interpret it, and then adjust your own behaviour accordingly. This requires a continuous conscious effort that starts with a healthy degree of self-awareness."

GLOBAL COMMUNICATIONS

The global PR veteran DR. VOLKER STOLTZ introduced the following thoughts:

There are easily observable patterns of "globality":

- We all speak English (Lingua Franca)
- We all eat hamburgers
- We all drink coke
- We all watch Hollywood films
- We all "google"
- We all try to impress our Facebook friends
- We all consume the same news at the same time
- We develop a sort-of "global culture" on a lowest denominator
- We contribute for a sort-of "McDonaldization" of our world (as some already begin to fear...)

The good news: the impact of this McDonaldization varies from culture to culture!

Therefore, Global Communication is inevitably cross-cultural. As long as it deals with more than just one country and, consequently, with more than just one culture, global communications will always be cross-cultural, by default.

HIGHLIGHTS OF THE FOLLOW-UP DISCUSSION

Both debaters made it clear that the initial question: which type of communication will prevail in the future, should rather be dropped and give the floor to a far more pertinent issue: is there any difference between Global and Cross-Cultural and should we, as PR practitioners, invest time in finding a clear distinction or rather acknowledge the fact that communications on an international level must always take into account cultural dimensions?

Our world is diverse and will continue to be diverse. Globalization is definitely an on-going process on the way towards a global market with free exchange of goods and services. However, we are still far from "globality" in terms of humanity or culture. Regional approach (also known as "glocalization") is a step towards globalization.

DR. STOLTZ also discussed the concept of "global organisation": A sort-of large-scale international organisation with headquarters and local units that locally follow a global strategy with regards to Finances, Research & Development, Procurement, Production & Processing, Marketing, and Communication & Sales.

Global communications within an organization would mean a global (regional) net of local units, because of the different:

- Language
- Culture
- Religion
- Political system
- Media structure, etc.

Global communication must then always consider local variables and the fact that all it would be, by nature, a cross-cultural process.

CONCLUSIONS:

Starting with the question whether cross-cultural or global communications will prevail in the future, the debate concluded that such a question is not to be asked at all.

Global communications, international PR, or any type of communication effort involving two or more different nations, should definitely consider cultural dimensions in the communication process, in order to achieve better outcomes and avoid (or manage) possible conflict.

To quote Hofstede: "Culture is more often a source of conflict rather than synergy."

However, both debaters also pointed out that if we manage cross-cultural communication processes properly, it is definitely possible to achieve the desired cultural synergy, where a cumulated amount of efforts on the part of each individual or group entity from any two different cultures will have a stronger effect, bring creative and successful results, and bridge the gap. ___WCR magazine

The world is so diverse! Globalization is the highway to a free-exchange market, yet universal humanity or culture is at the skyline. "Glocalization" is the key step forward.

A MEMO FROM DAVOS:
Takeaways From the World Communication Forum

Kara S. Alaimo, Ph.D.
Assistant professor of public relations at Hofstra University (USA)
Former communicator in the U.N. and President Obama's administration
Member of the WCR Editorial Board and the WCFDavos Committee

ON MARCH 10-11, I HAD THE PRIVILEGE OF SPEAKING AT THE WORLD COMMUNICATION FORUM IN DAVOS

ROMAN VASSILENKO
chairman of the Kazakhstan Ministry of Foreign Affairs' Committee for International Information

PETER SUSKO
director of the Slovak Republic Foreign Ministry's Press Department

TANUJA KEHAR
Unitech's vice president of corporate communications

SUBHAGATA MUKHERJEE
head of marketing and communications for Nokia in India

JOERG WINKELMANN
CEO and founding partner of Ming Advisory

RANA NEJEM
Founding Director YARNU, Jordan

Discussions at the conclave of senior global practitioners made it clear that some long-overdue changes are finally underway in our profession – including an improved quality of government practice, increased recognition of the limitations of our work, the need for authenticity in our communications and a markedly greater focus on engaging employees.

Yet even as our profession evolves, other aspects remain the same, including the value of the traditional press in countries such as the United States, and the remarkably poor reputation that practitioners have garnered in too many places around the world.

Here are some of the key takeaways from the influential forum in Switzerland:

GOVERNMENTS ARE BECOMING SAVVY

Roman Vassilenko, chairman of the Kazakhstan Ministry of Foreign Affairs' Committee for International Information, opened his talk with the old adage that a diplomat is someone who thinks twice before saying nothing.

Well, not anymore. For the first time, the forum included sessions on government and public diplomacy, along with an additional discussion on place branding. It was clear that government communicators are getting savvy – so much that, in a rather striking role reversal, the corporate communicators were the ones in the room taking notes.

One highlight was the talk on "Twiplomacy 2.015" by Peter Susko, director of the Slovak Republic Foreign Ministry's Press Department. Susko advised practitioners to hire staffers to set up a steady supply of tweet-worthy ideas – preferably "people who have mastered English on the level of poets" and can also help squeeze nuanced ideas into 110 characters or less (to leave room for retweets).

Other sound advice from Susko: Bounce your messages off your staff before hitting "tweet" to ensure that they won't be misinterpreted, and look up hashtags before using them so that you don't associate yourself with something "unsavory or embarrassing." Finally, don't over-tweet because "it's not about the numbers, it's about the influence." One or two sharp tweets per day should suffice.

COMMUNICATORS ARE BECOMING HUMBLE

Professionals in Davos stressed that we should strive for authenticity rather than alchemy or, in the words of Tanuja Kehar, Unitech's vice president of corporate communications, "communications can't perfume a pig." But what does build a brand is simply consistent product performance and customer service, Kehar said.

Subhagata Mukherjee, head of marketing and communications for Nokia in India, argued that brand trust is earned by delivering the experience that customers are expecting. As PR professionals, we are still needed, however. "At the end of the day, you have to build a massive system of engagement based on people evangelizing for you," said Joerg Winkelmann, CEO and founding partner of Ming Advisory.

EMPLOYEE ENGAGEMENT IS RISING

Speakers in Davos repeatedly emphasized that internal communication, once the red-headed stepchild of our profession, is essential.

For example, according to Winkelmann, the essence of a brand "all comes back to an inspired, skilled and motivated employee."

Practitioners described the "dream company" as one that communicates its values to its employees, is generation-sensitive and nonhierarchical, promotes work-life balance, empowers women and has emotionally intelligent leaders.

The traditional press is still influential in places like the U.S., while in China thought-leaders on social media are more influential, because citizens don't trust the mainstream, government-controlled media.

TRADITIONAL MEDIA STILL MATTERS – IN SOME PLACES

The opening session on March 10 debated whether the "old days" – in which there was a neat separation between journalists and advocates – are over. I argued that the answer is place-specific. In the United States, for example, alongside Fox News and MSNBC, we still have broadcasters, such as ABC, CBS and NBC, which strive to be objective and to report the news with accuracy and fairness.

And this traditional media still matters. Americans may increasingly get their news through social media platforms, but a huge percentage of the stories they read on such platforms come from outlets such as The New York Times.

In other countries, the old days never arrived. In China, for example, audiences are justifiably skeptical of the news that they receive from the government-controlled mainstream press, but a bevy of thought influencers – from actors to professors to independent journalists – have sprung up on social media and gained reputations for being reliable sources of news and other information.

COMMUNICATING IN GLOBAL MARKETS REQUIRES MORE THAN ADAPTING OUR MESSAGES

Given this diversity, participants agreed that the best communications are refined at the local level. Rana Nejem, founding director of the Jordanian cultural intelligence firm Yarnu, made a standout presentation on this subject.

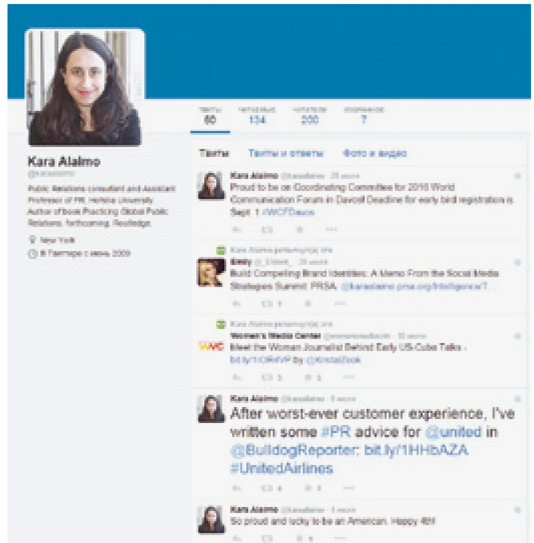
Nejem argued that, as communicators, we must view the world through the lenses of our stakeholders and partners. We already know that we must adapt our messages to our audiences. But Nejem also talked about the ways in which we need to adapt our business practices.

Americans, for example, might be willing to eat a sandwich in the car between business meetings, but in the Arab world, sitting down for lunch is important. For the increasing number of organizations taking on foreign subsidiaries and partners, management needs to give top priority to cultural adaptation.

WE STILL NEED HELP WITH OUR OWN REPUTATION

Although the theme of ethics surfaced on numerous occasions, one discussion that participants left open-ended is whether practitioners need a better global ethical code. I discussed how, in interviewing practitioners around the world for my forthcoming book on global public relations, I was struck by the large number of professionals who do not like to use the term “public relations” to describe their work, because it carries a negative social connotation and is associated with “spin.” This appears to be especially prevalent in Western Europe, where PR practitioners increasingly call their work “strategic communications.”

Although we may be successfully bolstering the reputations of our clients, as global practitioners, we clearly need to find a way to improve impressions of our own profession, which depends on the way each and every one of us conducts ourselves. ___WCR magazine



Kara Alaimo is currently writing a book about global PR, to be published by Routledge.

Follow her on Twitter:

@karaalaimo

Cultural adaptation – a priority! Americans may eat a sandwich in the car between business meetings, but in the Arab world sitting down for lunch is important.

COMMUNICATION & LEADERSHIP:

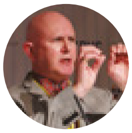
How can communication help your company be #1?

Nurul Ashiqin Shamsuri
Program Director, Information and Communication Secretariat at Wanita UMNO and Head of Program at UCSI University (Malaysia)
Member of the WCFDavos Committee

TAKING PLACE IN THE BREATHTAKING MOUNTAIN VILLAGE OF DAVOS, SWITZERLAND, THE WORLD COMMUNICATION FORUM WAS HELD ON 10TH AND 11TH MARCH, 2015, ATTENDED BY 150 DELEGATES FROM 34 COUNTRIES ALL OVER THE WORLD

Moderator
MISS NURUL ASHIQIN SHAMSURI
Malaysia

MR. DOMINIC KÖFNER
VP Corporate Communication at MOL Group, Hungary



MR. COLIN BYRNE
CEO of Weber Shandwick for UK and Europe

MR. ADVAIT DIKSHIT
Director of AND Consulting, India

MR. SOLLY MOENG
Managing Director & MarCom, DonValley Brand, South Africa

Among all the sessions held during the forum, one of the Panel Discussions covered the issue of Communication and Leadership. In this session, the speakers shared valuable expertise on the role of communications in the positioning of a company as Number #1.

Dominic Köfner, the Vice President of Corporate Communications at MOL Group – the company that acted as the official sponsor of the session, started the discussion by sharing useful insight on meeting the challenges lying before his organization as already occupying a leading position on the CEE market, yet gaining little exposure in other regions (especially on the international arena), though more than 30,000 workers are currently united under its brand. When it comes to striving to be Number #1, the real question is: what does that mean for MOL Group?

The company policy, based on a collective decision, is for the Group to become number one in three key aspects: as a partner, investment, and employer of choice.

To be able to achieve that goal, MOL Group has come up with the idea of a Brand Story. Based on the corporate Business Strategy, such as story has been developed as a basis for further steps or relations, since, in order to master all communications, for a company it is very important to create an authentic brand story.

MOL Group has come up with a story of the company striving to become number one, voicing its ambition as a strong challenger brand which deliberately follows its goal. Consequently, MOL Group focused on the online channels for communication and developed a social media strategy with a dedicated program of reaching over 10,000 views per month.

Apart from that, Mol Group also designed a 360° HR Program Communication and 360° Sponsorship Communication focused on internal and external communication at race location.

To sum up, the authentic story for MOL Group in their effort to become number one is an attempt to position the company as a challenger brand that continues to support people who want to be challenged as leaders, regardless of their age group.

The next speaker, Colin Byrne, rendered a presentation titled “The Social CEO, Business Leadership in an engagement world.” He started by rewiring the inter-relations between society, media and business, emphasizing on how recent social technologies have adopted a record speed of development. Twitter has reached 50 million users much faster – actually, fifty times quicker than such predecessors like radio channels. The speed of change has definitely accelerated in all other fields as well. Currently, 60% of the market value is being attributed to corporate reputation. The trend also witnesses a rise in the role of the Chief Communication Officer. Marketing and communications convergence is likely to be driven by the intrinsic lack of visibility of corporate and brand reputation. Focus is also placed on the importance of highly reputable CEOs perceived as excelling at external relations. 81% global executives report that it is important for a CEO to have a visible public profile, in order for the company to be highly regarded.

CEOs sociability comes with reputational rewards. Highly regarded CEOs have a higher social medial participation rate and being a good communicator is now perceived as a requirement for the CEO. Corporate reputation is more important than ever, so what communicators do today is much more valuable, as communication has become the key to corporate success.

60% market value is gained via corporate reputation. Rise of the CCO's role has lead to focus on CEOs excelling at external rels. 81% of the CEOs say that for the company to be highly reputable, a publicly visible CEO is a "must".

The third speaker, Advait Dikshit, talked about how all of us need to move from our comfort zone to the unorthodox, unusual personal and professional space. His presentation was titled "We need more students than experts: are you willing?" It focused on solutions for finding fruitful opportunities at times of crisis.

Advait advocated the essence of communication from the viewpoint of being able to listen, focusing on what the real reason for listening might be. In a situation where a company or an individual may need a breakthrough, they need to enter unusual environment and listen to unusual people. Finding that breakthrough or new ideas in life sometimes means that we not only have to listen, but we have to be attentive and open to nontraditional situations and people, outside the boundaries of our circles. The world is unpredictable so it is better for a communicator to listen carefully before sending out a message.

In terms of crisis, a broader definition of such a period, according to Advait, would be "the loss of things we have cherished". However, behind every crisis, there lies a new possibility. And with this knowledge, seizing the chance for change, we should take a crisis positively and seek for the opportunity it may offer. In a world full of crisis, we should either acknowledge our own crisis and strive for a change, or actively seek for potential opportunities hidden in another.

Solly Moeng, the former President of PRISA and a representative from South Africa, talked about "How 'upstream integration' is a Sine Qua Non for a strategic business communicator".

He presented Zaremba's system theory of communication where organizations are described as made of interdependent units that should function interdependently in order to achieve maximum potential. Being a system, each organization tends to consist of subsystems, including different departments or service providers – all linked vertically and horizontally, in order to enable the information flow. When subsystems functions as silos, information permeability is constrained, resulting in a more closed systems and entropy and rendering the whole system vulnerable in times of crisis.

Many corporate/crisis/issues/stakeholder communication managers get set-up to fail because they are either not senior enough in their organizations (and therefore do not enjoy sufficient access to top decision-making) or because their organization are structured as impenetrable silos. Therefore, it is important to look at how close you stand to the actual decision making and define what type of business communicator you are.

Are you the runner type or the specialist, the delegator type or a chess player? For the sake of the profession, we need to build effective communicators and be the business communicators we look up to. A gained understanding of the organization and its strategic intent, the comprehension that the world operates on a micro and macro level, or even a developed strategic far-sight can cease all opportunity for continued education and self-improvement.

CONCLUSIONS

In order to make a company number one with the assistance of communication, we should build an authentic brand story. A social CEO with good communication skills and social visibility is an intrinsic part of the success story of a company. We need to seek opportunity in a crisis by stepping out from our perpetual comfort zone, entering unusual situations, and listening to unusual people. Communication is favoured by a system where units are interdependent from each other instead of set-up in silos. It takes a lot of effort to be a good business communicator and we all should strive to develop the strategy of a chess-player in communications.

Through shared insight and knowledge, it is highly possible for any company to strive intelligently to become Number #1 in its business area. ___WCR magazine

10k

views per month:

this is MOL Group's result reached in terms of focusing on the online channels for communication

REVIEW OF THE WCFDAVOS’2015 PANEL ON:

Communications VS. Customer Experience for building a brand

Saurabh Uboweja
Founder, CEO and Director Brand Strategy at Brands of Desire (India)
Founding member of the WCFA association
Member of the WCR Editorial Board and the WCFDavos Committee

With inputs from Joerg Winkelmann, Saurabh Uboweja (panel moderator), Tanuja Kehar and Subhagata Mukherjee

TODAY WE LIVE IN A HYPER-NETWORKED, REAL TIME WORLD OF MASS PARTICIPATION IN PRODUCT DESIGN, DEVELOPMENT, MARKETING AND DISTRIBUTION IN WHICH TRUST AND HENCE VALUE-CREATION IS INCREASINGLY MEDIATED THROUGH SOCIAL RELATIONSHIPS AND THE SCARCE COMMODITY IS ATTENTION

Panel Moderator
SAURABH UBOWEJA
Founder, CEO & Director Brand Strategy at Brands of Desire (India)

JOERG WINKELMANN
CEO & Founding Partner, Brand & Culture Change Advisor, Ming Advisory (Switzerland)

TANUJA KEHAR
Vice President, Corporate Communications at Unitech (India)

SUBHAGATA MUKHERJEE
Head of Marketing and Communications, Nokia (India)

In this world, our corporate cultures clearly extend beyond our organizational boundaries. In fact, our organizations have become completely transparent, even if unwillingly so. How you are is equal to who you are, and who you are is becoming increasingly difficult to define in a rapidly changing world. In this transparent world, it is no longer possible to put forward a segmented view of one's enterprise.

Your culture becomes your brand! In other words: you can no longer separate what you try to communicate to the outside world from what is going on inside the organisation. Because of this, our role as marketers, communicators and brand custodians has changed dramatically, as it has become insufficient to merely communicate to employees or talk about our brands. We must instead enable our people to live our values and that ensure our brand and organisation is authentically experienced throughout each and every of its touchpoints. Whether your buyer is a business or a consumer, there's a person behind every interaction. While the buying objectives may differ when buying at work or for personal use, people expect the same high-quality experience in both instances that serves to inform, build trust and provide a solution for their needs, even if that need was unknown to them at the time.

The brand is an asset and the value of this asset is not a constant. Brand value is an index which keeps changing during the different phases of a customer's journey from need identification to rewards. It is observed that communication is the focus area during the time when a need is created or when a customer is deciding on a purchase and after-service support. However, recent trends in brand building demonstrate that customer experience is increasingly turning out to be the key driver of brand equity, a position which was earlier owned almost exclusively by communications or the way a brand communicated itself.

The potential of a brand can be transferred to create new brand equity and vice versa. The manifestation of this depends on our ability to interlink and multiply communications and customer experience in a seamless and consistent manner.

$E=MC^2$, the famous equation inspired from Einstein's mass-energy equivalence, can be interpreted in terms of branding, where e stands for equity (or brand equity), m stands for mass (weight or potential of your brand), and c stands for communications and customer experience.

During the whole phase from pre-purchase to post-purchase the brand value is highly dependent on the experiences and communication a customer encounters during the journey and keeps oscillating based on their quality. Every touch point is an opportunity to build relationships, trust, and value. Every step in the journey should be designed in a way that it triggers the consumer to move to the next level in the journey and repeat this cycle multiple times. However, it is important to note that it is not feasible to create a wow experience every time. Consistency is that secret ingredient that can overcome the disappointment of a not-so-wow experience.

If this process of creating brand value is followed judiciously, it becomes possible to transform your customers into your brand ambassadors and even custodians. They will not only talk about your brand to other potential customers in a positive light, but will also defend it against any negative onslaughts in times of crisis. The reverse is also true. A brand that has registered negatively in the customers' minds creates a massive risk potential. Any negative event about the brand, even if unrelated to this customer, is likely to be supported by them, while bashing the brand with flamboyance.

Consistency in brand experience – global leaders' superpower! Consumers' satisfaction is irrespective of locations. Global brands' high-quality product performance and communications lead to market expansion, better pricing, and higher brand value.

Trust in a brand is developed over a period of time, via consistency in brand communication and experience. The world's leading brands display exceptionally high levels of consistency, if you observe them carefully. Each time consumers interact thay feel the same satisfaction level irrespective of whether they are in a different country or location. Example: Apple, McDonalds, Audi, Dunhill and Cartier. All great brands focus on consistent product performance and brand communication which is further reinforced by supporting services and communication. High quality communication, on the one hand, contributes to market expansion, better pricing and a higher brand value. It also helps a non-customer to become your first customer and turns your customer into a regular customer. People believe what they experience and hear. Both can be combined well, if communication can focus on the client's anticipation and expectation of a great experience.

Telecom is one of the industries where the service providers' brand equity is difficult to build and where customer experience plays an important role, in spite of the significant finances spent on marketing. As per a recent survey, advertising & marketing costs to acquire new subscribers are increasing every year. In USA, providers spend over $300 to acquire a single subscriber and in India operators spend $2 billion/year. In the telecom industry, loyal leaders excel in network and service quality where the customers care, and where cost & billing, service & device portfolio, and network & service quality are the retention drivers.

A Nokia 2014 Acquisition and Retention Study across 12,000 interviews in 11 countries came up with a data that the customer thinks an operator must offer excellent network quality, even if it costs more, where for a few customers messaging and internet service quality continues to be important, with 60% of them having problems with data usage. Telecom operators are often ridiculed on social media for the disconnection between marketing communication and performance.

In short, we need to shift away from Interruptive brand marketing broad audiences are being communicated with by using predominantly outbound touches and progress along the relationship cycle is dictated by gaining the customers' permission to do so and where customers are wrongly seen as non-participatory receivers of messages.

The growth of the internet and social media has led to an incredible rise of self-directed learning, forcing us to effectively engage our with audiences in a dialogue that creates trust, by providing content that brings value to them – in a packaged format that they prefer and at a time when they want to consume it. This requires us to provide more active, participatory learning experiences that share useful knowledge and enable lasting engagement, honest preferences, trust, and client loyalty.

Consequently, we need to reposition our concept of content, how it is designed, how it is used and measured, across all touchpoints of a brand's outreach. We need to move away from company specific content management systems that bombard the audiences with messages. Instead, we need to transform content into learning experiences and value-adding services that lead to engaging conversation and enhance the client's' insights and knowledge, support their decision journey, and increase their desire to re-engage, based on a repetitive and lasting positive personal experience. More importantly, we need to develop content that is closely related to brand performance and brand experience in thair past, present, and future meaning.

___WCR magazine

12k
INTERVIEWS

in 11 countries have shown that the customer thinks an operator must offer excellent network quality, even if it costs more

$300
ARE SPENT

by providers in USA to acquire a single subscriber.

Content design, communication, usage, measuring – across all touchpoints of a brand's outreach. Repetitive positive customer experience and value-adding services – to enhance insight and provoke desire to re-engage.

WHERE IS TODAY'S PR HEADING TO?

Guntram Kaiser
Chief Executive Officer
of KaiserCommunication GmbH (Germany)
Member of the WCFDavos Committee

THE NEW TECHNOLOGIES HAVE CHANGED THE COMMUNICATION WORLD DRAMATICALLY – WE ALREADY WITNESS THE DEVELOPMENT OF INTERNET 4.0

INTRODUCTION

Just like the first day, the second day of the World Communication Forum dealt with an exciting number of topics relevant to the future development of the global communication industry. As the moderator of the day, I was impressed by the wide range of views addressed by the speakers and also by the outstanding solutions suggested.

In this article, I would like to share three key points from the conclusions made in the forum discussion.

I have worked in PR in the last 25 years and have been teaching corporate communication at universities in Berlin and Moscow for the last 10 years.

THE FUTURE OF PUBLIC RELATIONS

The future of public relations is one of the most discussed themes among the PR-community worldwide and also in Germany. It is obvious that there is not a single answer to this. Just the opposite – views on this topic vary from expert to expert, from country to country, and from organization to organization.

More or less, all experts agree that the communication environment has changed tremendously in the last twenty or thirty years. And this trend will continue. When I entered the PR-industry in 1990, the demands to the profession focused on three main criteria: good writing skills, good understanding of media (printed media) and good contact with journalists. Additional requirements included general knowledge, open-mindedness, and organizational skills.

The new technologies have changed communication dramatically. We have witnessed the development of internet 4.0. Mobile phones, I-pads, Podcasts and many other tools such as the social platforms and networks (Facebook, Twitter, YouTube, Flickr, Instagram and Wikipedia) have entered our day-to-day business. Internet users are no longer simple recipients of information – they can also generate news and content.

TV and radio have become digital and the habits of following these channels have changed. The appearance of private stations has fragmented the audience in many sub-audiences. Among the young generations, the role and importance of TV is becoming lesser in many parts of the world.

Communication is not controllable any more. People can communicate from almost every point in the world. Communication has become extremely fast and very often the conventional media is not the first distributor of breaking news. It's spread by individuals who use mobile phones to send a message and a picture via SMS, Twitter, Facebook or WhatsApp – to their friends or even to the professional media.

50%

of the overall communication budget: this is how much online and social media activities absorb already

We have moved from an information-based society to an attention-focused society. In order to get messages across, you need to use real exciting “big-bang” news or a gripping hook.
In other words, the presentation of News has become more important than the News itself... For a PR expert, this is rather sad, as it often forces us to over-simplify information. As a result, the complexity or diversity of an issue gets lost. On the other hand, this encourages us to be more creative than ever.

It has become extremely difficult for the audience to differentiate between important and marginal data or news and to qualify information in terms of relevance – sometimes, it is even impossible to judge whether the shared detail is true or not.

Presentation outraces News Relevance & Importance: PR gets far more creative.

Back in 1985, the German sociologist and philosopher Juergen Habermaas was talking about the “New obscurity” (Jürgen Habermas, Die neue Unübersichtlichkeit, 1985, Suhrkamp). What he meant was the flood of information and the complexity of developments within society, which makes it difficult (if not impossible) to understand the interrelations.

Printed media is attempting to fill this gap by claiming it helps readers to filter News and put them in a wider context... Nevertheless, its role is diminishing in many parts of the world, and this process will go on in the next years. The consequence: printed media are struggling to survive, which forces them to identify new sources of income.

Naturally, the various opinions on the future of communications very often reflect the professional background of the person who expresses the view. Representatives of big agencies or networks with offices all over the world often tend to say that communication will become global or more international. Moreover, they foresee it will become digital or may need to apply a mixture of the various types of tools and carriers.

Representatives of smaller agencies predict that communication will become specialized, according to the various industry sectors, tools or fields – such as consumer PR, corporate PR, financial PR, Governmental Relations, and so on.

Talking about PR-agencies, some representatives of the business expect that PR professionals will develop in the direction of management consultants, as they do not just implement certain measures but consult their clients in a whole process of reputation or change-management, for example.

The views of in-house communication experts who work in companies/corporations and organizations/associations usually depend on the size of the organization. While smaller companies feel overburdened by the many new developments and changes in communication and often just follow the flow (e.g. using social media, but having no real online strategy), bigger organizations have immediately taken the challenge, eager to restructure their whole communication strategy and approach.

Today, very often, bigger corporations and smaller or medium sized companies reduce their spending on advertising and increase the budget for PR. However, these two are not the main pillars of communication anymore. A new and constantly increasing budget item has appeared. Online and social media activities absorb 30% and even 50% of the overall communication budget already. Here, by the way, I see the main conflict area between advertising and PR agencies in the future. Both claim that they are experts in online and social media activities and both will compete for business in this area.

As for marketing skills, communication experts are also getting used to the three categories: paid content (advertising), earned content (free coverage as a result of spread information) and owned content. The latter means that big players, especially, endeavor to establish themselves as their own media source or company. One of the most advanced examples is the Red Bull Stratos project, which was a space-diving project involving Austrian skydiver Felix Baumgartner. On 14 October, 2012, Baumgartner flew approximately 40 kilometers into the stratosphere over New Mexico, United States, in a helium balloon, before free-falling in a pressure suit and then parachuting to Earth. Red Bull managed to complete almost all the production with their own tools, so they were able to sell it to conventional media. Other big companies are expected to follow the same trend... or are already following it.

Hence, it is not the development of a communication strategy as such which has changed over the years. I rather see differences in the implementation. Tools, activities and measures vary from country to country. This naturally reflects the different national or organizational cultures, the level of application of new technologies, the specifics of the media landscape, etc.

In my experience, all professionals try more or less to follow the RACE model (research, analysis, communication, evaluation) or the SOSTAC model (search, objectives, strategy, tactics, action, control), when establishing a communication/PR strategy. They conduct proper research/situation analysis and determine the communication objective, the target audiences, the communication messages, and so on – before they suggest any concrete action. In addition, due evaluation of results is usually taking place upon completion of the action/measures.

> Key models for communication and public relations strategy: RACE (research, analysis, communication, evaluation) and SOSTAC (search, objectives, strategy, tactics, action, control)

EDUCATION IN PUBLIC RELATIONS

The public relation courses I currently teach are normally part of bachelor programs for students in the field of international business management. My students are not specialized public relations students. They are more likely the general managers of tomorrow. I try to explain to them the role of public relations as part of the communication mix. We practice the establishment of a proper public relations strategy, we talk about how to carry out successful media work, and discuss the increasing role of social media.

The above are the basics for any curriculum on public relations. However, preparing good PR specialists is a big challenge today, due to the many facets playing a role in this profession. You have to be fluent in English (almost at a native-speaker level), you have to understand all new technologies and not just social media or the internet, and you also have to be able to apply them. It is very difficult to squeeze all of this in an academic curriculum.

Speaking as an entrepreneur and the CEO of a medium sized PR agency who is constantly looking for potential new staff, I can state that we prefer newcomers who are graduates from universities and colleges of applied sciences, with a more general education in communication. When I entered the PR industry 25 years ago, the subject communication was not yet a separate university subject. This has changed, yet the quality of education has become very different. As a businessman, I feel the focus is primarily set on the theory, thus overwhelming the education at the expense of practical experience. Therefore, in my agency we prefer developing our own people starting from an internship followed by intensive training on the job and combined with external training. We also invite people to work with us who are having the right spirit but who studied a different subject, rather than communication.

To squeeze all PR skills in an academic curriculum gets more and more difficult.

Bigger agencies and larger companies or organizations may have a different view on the above. They may search for specialists in certain areas, especially experts in online PR. This again underlines the enormous challenges education is facing today.

In this context, I have doubts that a bachelor program can continue long enough to provide all the necessary preparation of a future specialist in the communication sector. I am also concerned about the time gap that may occur between the dynamic changes in communication and the implementation of these changes in the educational programs.

I am not in favor of mixing PR and journalism and forming a joint program at universities – which is the trend in some countries, nowadays. PR and journalism are different professions and require different skills. According to my experience, a good journalist cannot automatically become a good PR specialist and vice versa.

THE ROLE OF INTERCULTURAL AWARENESS IN COMMUNICATION

Communication is becoming global. This is not only a challenge for multinational or large corporations; it is an even bigger challenge for small and medium enterprises, especially in Germany, where they are the backbone of the economy. Many small and medium sized German companies are hidden champions in their area of business. They export their goods worldwide.

Cultural intelligence, the awareness and acceptance of cultural differences and the ability to adapt this knowledge into action, is the precondition for fewer conflicts in cross-border interactions among personnel and customers.

In other words, communication also has to adapt to the new situation. It often starts with good language skills within the communication department and expands into the ability to communicate properly with clients, partners and media abroad.

Communication cultures are different. A press release in Germany has a different structure from the press release in the USA. Social media habits in the so-called “multi-active” cultures such as Latin America or Southern Europe are different from the habits in “linear-active” cultures like Germany, Switzerland, Austria (Richard Lewis, When Cultures Collide, Nicholas Brealey Publishing, 2006). One example is hitting the “like” button on a Facebook post. There are also differences in designing a website. Low-context cultures such as Germany prefer a well-structured website with precise and clear information, while high-context cultures such as Asian ones prefer more animation, more colors and more gimmicks (Edward Hall, Beyond Culture. Garden City, New York 1976).

Listening styles vary in the different cultures, which has an impact on presentations and speeches. Germans, for example, want to see facts, figures and the whole picture of a development, including its past, present and future, while Americans prefer to concentrate on the main aspects. Americans seek to win the audience by presenting their personality and engaging with the spectators, while German speakers want to impress the public with their competence, underlining it by a lot of statistical data. The difference in the “listening habits” has an impact on the radiated image and video-production for the different markets and also affects the design of an advertisement or a commercial, for example.

In a deeper context, one can trace back the above-mentioned differences in the values, norms and symbols which represent different cultures or beliefs.

Over 3/4 of international acquisitions fail due to cultural differences. Companies suffer massive losses due to mismanagement of global projects.

Being aware of them can make it easier to interact with their representatives and sometimes can provide the necessary competitive advantage, when participating in an international tender.

Statistically, over three quarters of international acquisitions and alliances fail due to cultural differences. Many companies have made massive losses due to the mismanagement of international projects. The poor, inadequate or entirely missing communication in these cases has lead to an even worse situation, bringing it to the link between intercultural management and crisis communication.

I am well aware of the argument whether communication should be cross-cultural or global. This topic was also on the agenda in Davos. I believe that one can develop a global communication strategy, yet in the meantime, it is necessary to secure implementation on the ground of different countries, adapting to their local cultures. In marketing terms, this would mean: as much as possible standardization, yet also observing the necessary differentiation. ___WCR magazine

40

KILOMETERS

into the stratosphere – this is where marketing has moved.

THE NEW COMMUNIC WORLD

CATION

HOW TO BE PREPARED FOR THE FUTURE?

CHALLENGE OF COMMUNICATION

Valerii Kopiika
Professor, Director of the Institute
of International Relations
Taras Shevchenko National University of Kyiv

COMMUNICATION'S PENETRATION INTO HUMAN CO-EXISTENCE AND COMMODITY PRODUCTION MAY CAUSE DIVISION OF MANKIND INTO THOSE WHO CAN FACE THE CHALLENGE WITH RELEVANT PSYCHOLOGY AND ADEQUATE CULTURE AND EDUCATION, AND THOSE WHO WILL HAVE TO WAIT ON THE OTHER SIDE

Konstantin Simonov is a worldwide famous writer whose well-known novel "The alive and the dead" depicts events of the Second World War. One of the episodes describes a situation when a bridge, destroyed by the enemy's aviation, divides the military unit into those whose destiny is to survive and those doomed to die. The comparison is quite sad, and it is known that all comparisons are feeble, but I believe it contains a rather sound concept about the phenomenon of communication in the modern world and the capacity of a single person and whole peoples to accustom to this total urge to communicate. We are not talking about the economic or technical aspect of the issue that most researchers of the global information society refer to. I would like to draw your attention to the fact that penetration of communication into people's co-existence and commodity production may cause, just like in the mentioned fiction, a division of mankind into: those who possess the relevant psychological type and the adequate cultural and educational level to face challenges, or – in terms of peoples – are correspondingly mindset on the same civilizational level, and will be able to cross the river of communication, and those who will have to wait on the other side. Each and every one will face the challenge of communication that has become the product of the society itself and will determine the future of the society just as the ice age determined the destiny of the Neanderthals and Homo sapiens.

In the future, Universities may well become communication hubs producing not only knowledge but also methods of their delivery to the customers as well as knowledge standardization and synchronization.

This situation shall be regarded as the modern challenge for all national centers of science and culture that will obtain more and yet more features of centers for basic communication skills acquirement and trialing of know-how in this field. Let's say, universities will become communication hubs for producing not only knowledge, but also methods of its delivery to a customer; as well as knowledge standardization and synchronization. Actually, the above mentioned tasks are the typical peculiarities of a typical communication process. This is the case we call an algorithm of global society establishment.

___WCR magazine

WHAT NEW DEVELOPMENTS IN COGNITIVE SCIENCE TEACH PUBLIC RELATIONS PROFESSIONALS ABOUT HOW TO PERSUADE

Kara Alaimo, Ph.D.
Assistant professor of public relations
at Hofstra University (USA)
Former communicator in the U.N.
and President Obama's administration
Member of the WCR Editorial Board
and the WCFDavos Committee

IN A RECENT ARTICLE, NEW YORK TIMES COLUMNIST NICHOLAS KRISTOF (2009) EXPRESSED REGRET THAT HIS REPORTING ON THE HUMANITARIAN CRISIS IN DARFUR HAD NOT BEEN MORE PERSUASIVE.

Kristof had “interviewed people who had seen men pulled off buses and killed because of their tribe and skin color, and … spoke to teenage girls who had been taunted with racial epithets against blacks while being gang-raped by the Sudanese-sponsored Arab militia, the janjaweed.” Around the same time, Kristof explained,

"Manhattan erupted in a controversy showing that even cynical New Yorkers can brim with empathy for a hawk. A red-tailed hawk dubbed Pale Male, one of the best-known residents of the Central Park area, had become embroiled in a housing dispute with the Upper East Side co-op on which he had a nest. The co-op removed Pale Male’s nest, outraging New Yorkers and generating considerable news coverage. Now, don’t get me wrong: I was on Pale Male’s side, but I also dreamed that the plight of people driven from their villages in Darfur or Congo could get the same sympathy as a homeless bird."

Why did the tale of Pale Male generate greater outrage among these New Yorkers than the slaughter of millions of people? The problem, Kristof concluded, was not that Manhattanites are callous, racist, or xenophobic. It lay, rather, in the different psychology underlying how the two stories were told. Readers connected with Pale Male because it is easy to sympathize with another member of humanity – and tough for the human brain to cognitively process and react emotionally to the concept of large-scale problems impacting huge numbers of people.

The finding is part of a body of recently-published studies in the cognitive science literature that are shedding new light on how the human brain processes and assesses information – with important implications for those who seek to persuade. This study considers the implications of recent developments in psychology for the field of public relations. It draws upon the latest findings of psychologists to present twelve lessons for public relations practitioners on how to craft and convey messages for maximum persuasiveness.

First, a 2014 study has found that the optimal number of claims to make in a persuasive attempt is three. This is the case because people feel equipped to make an informed judgment after learning three facts, but the addition of claims after the third makes us more cognizant of the communicator’s motive of persuasion.

Second, it is critical for public relations professionals to repeat their messages. Studies have found that people judge information that is familiar to be both more likable and more credible. Once an individual has heard a claim, even if he or she learns that it is false, the person will often nevertheless later judge it to be true, simply because the idea feels familiar. Additionally, researchers have found that the majority of people do not have specific beliefs on most policy issues, so when they are asked for their opinions in surveys, they simply repeat an argument they have recently heard.

Third, public relations professionals should strive to be the first to tell their stories. Studies show that people tend to judge whatever version of events they hear first to be most accurate. First impressions are also critical: once a person has formed an impression of a subject, a "confirmation bias" kicks in, and he or she is likely to discount information which contradicts that initial belief.

Negative info has a greater impact on us, as we pay greater attention to risks.

Fourth, human beings exhibit a powerful herd mentality, often radically changing their beliefs, behaviors, and impressions to conform to those of others. This means that it is often possible to persuade simply by claiming that other people already agree with a claim.

Fifth, one of the best ways to persuade on policy issues is to tell powerful stories of people who have been impacted. This is the case because psychologists have found that the human brain struggles to conceptualize the idea of large numbers of people. Another tool for eliciting emotional reactions is to utilize proportions as opposed to percentages, because it is easier for people to see the humanity in single (or smaller numbers) of subjects.

Sixth, people generally have a greater motivation to avoid losses than to achieve gains. For example, telling people that they stand to lose money if they do not change their behavior is much more effective than telling them that they stand to save money; simply rephrasing messages can have a major impact.

Seventh, negative information has been found to more significantly impact people's beliefs than positive information – perhaps because we evolved to pay greater attention to risks in our environment.

Eighth, human beings have greater emotional reactions when they picture an event in their heads; for example, one study found that people were willing to pay more for flight insurance covering terrorism than for flight insurance covering any possible event, simply because the idea of a terror attack was so palpable. This means that public relations professionals can persuade through conveying powerful mental imagery.

Ninth, as public relations professionals have long known, it is critical to use credible sources. Milgram's famous study found that people were willing to forcibly administer high voltage electric shocks to strangers, simply because a researcher who they considered to be an authority asked them to do so.

Tenth, cognitive scientists have discovered that people judge messages which are easier to understand as both more likable and more credible. The simplicity of an organization's name has even been found to significantly impact outcomes such as stock prices.

Eleventh, people are also more trusting of information which is easier to read or to audibly process. The implication for public relations professionals is that simplicity and legibility are critical to persuasion.

Finally, communicators should personalize their messages when possible. Because human beings generally hold themselves in high regard, they transfer such positive associations to messages which remind them of themselves – such as communications containing the same letters as their name or the same numbers as their birthday.

The findings offer important new insights to practitioners – suggesting, for example, that they should limit the number of claims they make and re-phrase common messages such as those promising cost savings. The studies also reinforce some of the key tenets of the field of public relations – such as the importance of sending clear messages and offering credible sources – with remarkable evidence suggesting that practitioners should place renewed emphasis on such strategies.

1. MAKE THREE CLAIMS

In a fascinating study published in 2014, reporting on the results of a series of experiments attempting to influence how human subjects assessed everything from cereal to a politician, Suzanne B. Shu and Kurt A. Carlson found that when a source is perceived to have a motive of persuasion, the optimal number of claims to make is three. Giving three reasons should be sufficient to persuade, because "most people believe they can form a complete impression of an object after learning three things about it." (2014, p. 129).

While each additional claim a persuader makes is helpful up to the number of three, after then, additional claims become counterproductive because "after consumers have viewed enough information to draw an inference, additional claims will cause those who are aware of the source's persuasion motive to become skeptical of the entire message." (p. 128). The exceptions were cases when a third party – Consumer Reports – could credibly verify the claims or when subjects were operating under a "high cognitive load" – responsible for remembering a seven-digit phone number – and therefore had less cognitive resources to identify the communicator as making too great of an effort to persuade. (p. 138).

The authors summed up their findings this way: in efforts to persuade, "three charms but four alarms."

2. REPEAT YOUR MESSAGES

Researchers have repeatedly identified a "mere exposure effect" which causes human beings to like a stimulus more the more that we are exposed to it. Jennifer L. Monahan, Sheila T. Murphy, and R.B. Zajonc have noted that this effect is a "robust and important social psychological phenomenon" which has been repeatedly documented across not only human cultures, but also other species (2000, p. 462). This might be the case because repeated exposure makes the stimulus easier for people to mentally process (Reber, Schwarz and Winkielman, 2004, p. 370), while humans and other species are biologically predisposed to be fearful of new and potentially dangerous developments in our environment (Winkielman, Schwarz, Fazendeiro, and Reber, 2003, p. 202).

Research also finds that being repeatedly exposed to the same stimulus can improve our mood. For example, Monahan, Murphy, and Zajonc (2000) showed Chinese ideographs to students who were not familiar with the language. Students who were shown five different ideographs five times each reported themselves to be in a significantly better mood afterwards than students who viewed twenty-five different ideographs (p. 463).

In addition to liking something more when it is repeated, we are also more likely to believe that something we have heard before is therefore true – a phenomenon researchers have dubbed the "illusory truth effect." Ian Maynard Begg, Ann Anas, and Suzanne Farinacci argue that this is the case because repeated statements are more familiar to us (1992, p. 446). This familiarity causes us to erroneously assume that things are true. Studies show a "sleeper effect" in which information conveyed by discredited sources might be discounted in the short term but still influence our beliefs over the long term, as we forget the original source of the information (p. 447). Andrew C. Butler, Lisa K. Fazio, and Elizabeth J. Marsh found that, after being corrected that something they believed to be true was inaccurate, undergraduate students repeated many of their original answers when re-tested just one week later (2011). And in their article "How Warnings about False Claims Become Recommendations," Ian Skurnik, Carolyn Yoon, Denise C. Park, and Norbert Schwarz found that older adults are particularly susceptible to the illusory truth effect, likely due to memory loss. They found that "the more times older adults had been warned that a claim was false, the more likely they were to misremember the claim as true." (2005, p. 713).

Another reason for public relations professionals to repeat their messages: Studies of how people form the political opinions they share in polls indicate that individuals very often simply repeat an argument they have recently heard. John Zaller found that "most people really aren't sure what their opinions are on most political matters ... because there are few occasions ... in which they are called upon to formulate and express political opinions. So, when confronted by rapid-fire questions in a public opinion survey, they make up attitude reports as best they can as they go along. But because they are hurrying, they are heavily influenced by whatever ideas happen to be at the top of their minds." (1992, p. 76). Thus it will often be advantageous for public relations professionals to keep repeating their core messages, to ensure that they are top of mind.

3. TELL THE FIRST VERSIONS OF EVENTS AND MAKE YOUR BEST CASE FIRST

In his classic History of the Peloponnesian War, Thucydides sagely observed that "most people, in fact, will not take trouble in finding out the truth, but are much more inclined to accept the first story they hear." (Finley, 1972, p. 47). Modern cognitive scientists have proved him right.

For example, in a series of experiments, Daniel B. Wright and Marianna E. Carlucci (2011) found that when people are asked to describe their memories of events but disagree with one another over what happened, they believe that the account given by whoever speaks first is more accurate. Wright and Carlucci suggested that this is the case because, in the course of ordinary conversation, the speaker who introduces a subject is typically most accurate. People therefore instinctively weigh the responses of first speakers more heavily, without stopping to consider the reason why a particular speaker has gone first in every situation.

One analysis of the favorability ratings of candidates in U.S. presidential elections between 1972-1996 found that the first information people received about candidates was disproportionally influential. The authors reasoned that this was the case because paying particular attention to new stimuli would have been important to the survival of our ancestors. Therefore, “people should be especially attentive to the first information they receive about the object, in order to form an accurate first impression. Then, if the object appears to pose no great and immediate threat, vigilance can taper off, so the impact of each additional piece of information about the object may diminish.” (Holbrook, Krosnick, Visser, Gardner, and Cacioppo, 2001, p. 932).

First impressions are also critical. Although the “halo effect” has been understood by psychologists for a century, it is just now entering the layman’s lexicon. Daniel Kahneman, in his bestselling book Thinking, Fast and Slow, explained it this way: “If you like the president’s politics, you probably like his voice and his appearance as well. This tendency to like (or dislike) everything about a person – including things you have not observed – is known as the halo effect.” (2011, p. 82). “Sequence matters … because the halo effect increases the weight of first impressions, sometimes to the point that subsequent information is mostly wasted.” (p. 83).

Of course, these cognitive processes particularly complicate attempts at persuasion because it becomes harder to convince individuals to change their perceptions or points of view once they have made up their minds. Studies have shown that human beings apply less scrutiny to information with which we already agree and exhibit a “confirmation bias” which causes us to discount information which contradicts our beliefs (McGraw, 2003, p. 418). Further complicating the work of public relations professionals, while individuals who have not formed opinions should be easiest to persuade, they are also the hardest to reach, because they may not pay much attention to the news (Zaller, 1992, p. 19).

The “halo effect” increases the weight of the information we hear first.

Still, to the extent possible, public relations professionals should tell their version of events first – and focus on sharing their most positive messages first, since it will figure disproportionately in the later assessments of their audiences.

4. PROVE THAT EVERYONE ELSE AGREES

A major body of research suggests that human beings judge their own behavior in comparison with that of their peers. In their famous book Nudge: Improving Decisions About Health, Wealth, and Happiness, Richard H. Thaler and Cass R. Sunstein noted that, since Solomon Asch’s famous 1950s experiments asking people to compare lines on a simple exam, in which people responded with obviously wrong answers in order to mirror the incorrect responses of previous respondents, scholars around the globe have documented this phenomenon. More than 130 “conformity experiments,” conducted in countries from Germany to Kuwait, find that people will give obviously inaccurate answers twenty to forty percent of the time, in order to conform to previous respondents. “It is almost as if people can be nudged into identifying a picture of a dog as a cat as long as other people before them have done so." (2009, p. 56).

Thus, an easy way to convince people to change their behavior is to tell them – or signal – that everyone else is doing so. For example, Thaler and Sunstein note that the state of Montana was able to significantly decrease smoking by running advertisements indicating that "most (70 percent) of Montana teens are tobacco free."

More proof comes from a study by P. Wesley Schultz et. al (2007) in which researchers sent messages to 209 residents of San Marcos, California, reporting how much energy their households had consumed in recent weeks, and how their energy consumption compared with that of their neighbors. The researchers put a smiley face on the messages to households that consumed less energy than average, and a frowning emoticon on the messages they sent to households consuming more than average. The over-consumers immediately began using less energy.

Annoying "laugh tracks" in TV shows make you find the program to be funnier.

Like behavior, beliefs are also subject to a herd mentality. For example, only nineteen percent of people studied agreed with the statement that "free speech being a privilege rather than a right, it is proper for a society to suspend free speech when it feels threatened." However, when individuals were told the beliefs of four other people, fifty-eight percent agreed with the statement (Thaler and Sunstein, 2009, p. 59). Likewise, numerous studies have documented the phenomenon of "memory conformity." When people experience a shared event, the way they describe their memories of the event is influenced by the way others describe it (Gabbert, Memon, and Wright, 2006).

Many of these cues may be picked up below the level of consciousness. In one 2010 election debate, researchers in the U.K. manipulated the "worm" on the bottom of television screens indicating how undecided voters were responding in real time to the candidates. Different groups of interview subjects saw on-screen results favoring different candidates – and each group reported that the candidate in whose favor the worm had been manipulated had won the debate (Davis, Bowers, and Memon, 2011). The annoying "laugh tracks" inserted into television shows also cause audiences to find the programs to be funnier (Cialdini, 2007, p. 115).

A similar phenomenon occurs in politics. Thaler and Sunstein note that "candidates for public office or political parties emphasize that "most people are turning to" their preferred candidate, hoping that the very statement can make itself true. Nothing is worse than a perception that voters are leaving a candidate in droves. Indeed, a perception of that kind helped to account for the Democratic nomination of John Kerry in 2004 [in the United States]. When Democrats shifted from Howard Dean to John Kerry, it was not because each Democratic voter made an independent judgment on Kerry's behalf. It was in large part because of a widespread perception that other people were flocking to Kerry." (2009, p. 65).

The studies suggest, then, that if public relations professionals can convince their audiences that others already believe or are doing something, their message may become a self-fulfilling prophecy.

5. TELL STORIES, NOT STATISTICS

In a fascinating explanation of why Manhattanites were more preoccupied with Pale Male's nest than the human beings being murdered in Darfur, Paul Slovic has argued that the reason that people fail to intervene during a genocide lies partly in the framing of messages. "The statistics of mass-murder or genocide, no matter how large the numbers, fail to convey the true meaning of such atrocities. The numbers fail to spark emotion or feeling and thus fail to motivate action." (2010, p. 38). Slovic argued that our brain may be designed to detect small changes in our environment, making it difficult for us to conceptualize large-scale problems such as mass genocide. He explained that this principle – which he calls "psychophysical numbing" – explains why human beings will go to extraordinary lengths to save a single human life, but stand by while millions are killed. "Psychologically, the importance of saving one life is diminished against the background of a larger threat – we will likely not 'feel' much different, nor value the difference, between saving 87 lives and saving 88, if these prospects are presented to us separately." (p. 45). As a result, "all too often the numbers represent dry statistics, 'human beings with the tears dried off,' that lack feeling and fail to motivate action." (p. 47).

The best public relations tactic is therefore to humanize a situation. Slovic explained that cognitive scientists have found that "when it comes to eliciting compassion, the identified individual victim, with a face and a name, has no peer." (p. 48). He called this the "identifiable victim effect." (p. 50).

For example, one study found that people would donate significantly more money when told about Rokia, a seven-year old girl in Mali who was described as "desperately poor" and facing the possibility of starvation, than when they were given statistical information about hunger in Africa (Small, Loewenstein, and Slovic, 2007, p. 152). Another study found that the benefits of personal identification may diminish when we are asked to consider a group as small as two. A 2009 study found that when subjects were asked to donate money which would help both Rokia and Moussa – a seven-year old boy from Mali also in need of food – they were willing to give less money than subjects asked to help either Rokia or Moussa individually (Slovic, 2010, p. 53). (Interestingly, they gave mean donations of $25.20 to Rokia and $25.30 to Moussa. However, Kristof (2009) wrote that he believed that "readers cared above all about girls, so when I came across a young man with a compelling story, I would apologize and ask him if he knew any girls with similar problems.")

130

"Conformity experiments" find that people will give obviously inaccurate answers twenty to forty percent of the time, in order to conform to previous respondents.

"Psychophysical numbing" explains why human beings can identify with a single person, but not with millions.

Disturbingly, even when human beings are made aware of their cognitive bias to help individuals more than groups, Political psychology says conclusions on personality traits also dominate the voter's impression of a candidate. Such inference is rooted in our need to understand the causes of human behavior, predict the future, and control events.

they do not appear to overcome it. When research subjects were told that people typically have stronger reactions to individuals than to statistics, they simply reduced their overall giving by donating less to individuals, without giving more to the statistical victims. (Small, Loewenstein, and Slovic, 2007, p. 146). Telling personal stories is therefore a powerful tactic for building support.

The importance of humanizing individuals, however, goes far beyond building support for policy issues. Political psychology research has found that the conclusions voters draw about the personality traits of political candidates also dominate their impressions of the candidates (McGraw 2003, 398). McGraw explained that such "trait inferences are rooted in the perceiver's need to understand the root causes of human behavior, to be able to predict the future, and to control events ... A number of scholars have argued that traits perform this instrumental role in political impressions, namely, the ability to predict how a given leader will perform in elected office." Of course, McGraw notes, such judgments are highly subjective; a variety of different inferences might be drawn about the personality traits underlying any particular behavior a politician exhibits – providing a critical opening for public relations practitioners to attempt to shape the way a politician's characteristics are identified and interpreted (p. 399). Advertisers have long attempted to claim that their products are imbued with human traits and values – perhaps because this makes it easier for consumers to connect with them (Drewniany and Jewler, 2014, p. 2).

In addition to telling personal stories, a number of other strategies are also available to public relations professionals for overcoming the challenges people have in cognitively processing statistics. For example, John Monahan and Henry J. Steadman have noted that the U.S. National Weather Service uses probabilities to report the risk of common weather events (for example, a twenty percent chance of rain). However, for more severe events, the NWS uses words instead of statistics (issuing, for example, a hurricane watch or a flash flood warning). The reason "appears to lie in the NWS's skepticism about the competence of users – particularly the general public to optimally process information about low-probability events ... For example, 72 hours before landfall, the maximum probability of hurricane conditions at any given coastal location does not exceed .10 ... It can be argued – with much support from psychological research ... that people will either overvalue or undervalue such relatively small probabilities, with potentially catastrophic consequences for their decision making." One study, for example, found that people were more likely to evacuate based upon hearing a descriptive statement of a hurricane risk than based upon a probability, because with probability statements they chose to remain in their homes if the risk to neighboring areas was higher, regardless of the overall risk they faced (1996, p. 934).

Another tactic for diminishing the anesthesia induced by statistics is to use the format of proportions or frequencies as opposed to percentages. For example, in one study, when doctors were asked to estimate the risk that a patient would commit a violent act, they estimated a higher risk of violence when they used frequencies (x out of ten) than when they used percentages. The researchers suggested that this was the case because of "a tendency for communication of a relative frequency to stimulate frightening images of one or more persons committing acts of violence." (Slovic, Monahan, and MacGregor, 2000, p. 289).

Another study likewise found that when cancer risks were presented as probabilities (1 in 100,000), research subjects judged the risk to be greater than when they were presented in non-probabilistic terms – perhaps because the research subjects could picture the one person in the first formulation (Purchase and Slovic, 1999).

The takeaways for public relations professionals are clear: Stories are optimal for eliciting emotional reactions to policy issues, and it is also easier for people to see the humanity in statistics when they are presented as smaller, whole numbers (x out of ten or x in a thousand) than as harder-to-conceptualize percentages or larger, aggregate numbers. As Slovic explained, "proportions appear to convey more feeling than do numbers of lives." (2010, p. 46).

6. FRAME MESSAGES TO TELL PEOPLE THEY WILL AVOID LOSSES AND MAKE A SIZABLE DIFFERENCE

A significant body of research shows that human beings are significantly motivated to avoid losses. According to Thaler and Sunstein, "roughly speaking, losing something makes you twice as miserable as gaining the same thing makes you happy." (2009, p. 33). They explain:

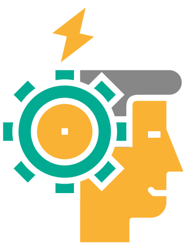
"Consider the following campaigns: (a) If you use energy conservation methods, you will save $350 per year; (b) If you do not use energy conservation methods, you will lose $350 per year. It turns out that information campaign (b), framed in terms of losses, is far more effective than information campaign (a). ... Framing works because people tend to be somewhat mindless, passive decision makers. Their Reflective System does not do the work that would be required to check and see whether reframing the questions would produce a different answer." (p. 37)

The simple framing of messages can therefore make a huge difference. For example, Kahneman noted that doctors were significantly more likely to select surgery for their patients when told that "the one-month survival rate is 90%" than when they were told "there is a 10% mortality in the first month," because the latter phrasing emphasized the risk of loss. (2011, p. 367).

Another psychological phenomenon, the "proportion of the reference group effect," means that messages are more persuasive if they convince people that their behavior will make an appreciable difference (Small, Loewenstein, and Slovic, 2007, p. 144). Perhaps because we have difficulty conceptualizing large numbers, subjects are more likely to support a cause when they are told that it will make a significant dent in the problem. For example, one study found greater support among college students for an effort to improve airport safety that would save ninety-eight percent of 150 lives than for one that would save 150 lives (Slovic, 2010, p.

46). Another study found that subjects believed the minimum number of lives that a treatment would have to save in order to merit $10 million in funding depended on how many people they were told were at risk; when more people were at risk, 65 percent of subjects required that more lives be saved in order to merit the same amount of funding (Fetherstonhaugh, Slovic, Johnson, and Friedrich, 1997, p. 294).

For public relations professionals, this means that simply re-phrasing messages to emphasize the avoidance of loss and aggregate impact can significantly boost their persuasiveness.



Communications that contain negative words – such as no, not, never, nothing, none, and other words with negative connotations – tend to receive closer attention, are remembered longer, and have greater impact than messages with positive words.

7. THE NEGATIVE HAS GREATER IMPACT

The study of favorability ratings in U.S. presidential elections discussed earlier also found that negative information about a candidate had a greater impact on voters' judgments than positive information. The authors chalked this up to "the greater survival value of threat avoidance in comparison to reward acquisition." (Holbrook, Krosnick, Visser, Gardner, and Cacioppo, 2001, p. 932). Scholars have offered a variety of explanations for this well-documented "negativity bias." (McGraw, 2003, p. 406). For example, researchers have argued that "generally, it is functional to attach more weight to negative than to positive information, because (a) one single negative characteristic is sufficient to interfere with the value of positive characteristics of the same stimulus, while the reverse is usually not the case… (b) the avoidance of negative outcomes requires a quicker response than the approach of positive outcomes… and (c) the effects of negative events are more often irreversible than those of positive events." (Vonk, 1996, p. 852). Furthermore, "negative information tends to be more diagnostic as to underlying traits and abilities … and it draws more attention because negative acts and attributes are less common than positive ones." (McGraw, 2003, 406).

Thus, sharing negative information may have a greater impact than emphasizing the positives. Simply rephrasing messages can be effective. Covello reported that "communications that contain negatives – e.g., words such as no, not, never, nothing, none, and other words with negative connotations – tend to receive closer attention, are remembered longer, and have greater impact than messages with positive words." For this reason, if an organization is the subject of a negative attack, "it takes three or more positive messages to counterbalance a negative message." (2009, p. 146). Of course, companies or candidates that overtly run smear campaigns are unlikely to win the affection of potential buyers and voters. However, the research suggests that the reams of resources devoted to opposition research are actually time and dollars well spent.

8. CONVEY VIVID MENTAL IMAGES

Researchers have also found that mental images create “affective reactions” (essentially emotional responses), which, in turn, influence our priorities (Rottenstreich and Hsee, 2001, p. 186). Studies have even found that information that is vivid and concrete may be nearly as influential on us as events we personally experience (Kogut and Ritov, 2005, p. 159). This means that painting pictures in the minds of audiences can be a particularly effective public relations tactic.

For example, one study found that people were willing to pay significantly more for flight insurance policies covering their death in case of “any act of terrorism” than they were for flight insurance that covered their death for “any reason” – likely because the idea of terrorism was “more vivid and available” than the mental imagery triggered by the words “any reason.” (Johnson, Hershey, Meszaros, and Kunreuther, 1993, p. 39).

In another study, when students were asked to imagine their first trip to Paris, Venice, or Rome, and then were asked to choose between coupons which would give them a one percent chance of winning either a $500 coupon for a summer European vacation or a $500 coupon for tuition at their university, they priced the trip coupon significantly higher than the tuition coupon – even though their values were, of course, exactly the same (Rottenstreich and Hsee 2001, p. 187).

For public relations professionals, this suggests that using vivid words and images to paint pictures in the minds of audiences can be a particular potent strategy for influencing behavior.

9. USE AUTHORITATIVE SPOKESPEOPLE

The classic experiment proving just how deferential human beings are to authority was conducted by Stanley Milgram, who famously found that the great majority of his research subjects were willing to administer high-level electric shocks to other people who gave incorrect answers on a test of their memory, even after the people being shocked screamed in agony, demanded to halt the experiment, and said they were having heart trouble. Why did Milgram’s research subjects keep administering the shocks? Simply because the person administering the research – someone who the participants viewed as an authoritative figure – asked them to do so. (Cialdini, 2007, p. 211-213).

Public relations professionals have long appreciated the importance of using credible, authoritative spokespeople. In particular, authority figures viewed by the audiences as trustworthy and having expertise are most persuasive (Pornpitakpan, 2004, p. 244). However, sometimes, even the illusion of authority appears to be enough. One commercial featuring the late actor Robert Young proclaiming the health benefits of decaffeinated coffee was enough to significantly boost sales of Sanka coffee. Young was famous for playing a doctor on the ABC series Marcus Welby, M.D. (Cialdini, 2007, p. 220-221).

Credible sources may be especially influential when audiences find information to be difficult to understand. One study found that when a message was delivered quantitatively, individuals looked to a source for expertise (Pornpitakpan, 2004, p. 254).

10. CREATE COGNITIVE EASE

A variety of studies suggest that people will be more likely to both like and to believe messages which they can easily understand. Rolf Reber, Norbert Schwarz, and Piotr Winkielman (2004) have outlined a body of research which finds that, the faster that people can cognitively process words, pictures, and music, the more they like them. This phenomenon has been dubbed the "hedonic fluency model." (Winkielman and Cacioppo, 2001, p. 990). Piotr Winkielman and John Cacioppo argue that human beings may be biologically primed to receive more pleasure from things we can readily understand because it serves as an indication of a "positive state of affairs" within our own cognitive systems or in the external world. Meanwhile, we tend to dislike situations we cannot understand (2001, p. 991, 996). In their study, for example, they found that individuals had more positive facial reactions to pictures that were easily processed and were presented for a longer duration of time (p. 995).

People are more likely to like and believe messages they can easily understand. Easy-to-comprehend images and words are also perceived as more credible.

Easy-to-understand language is not only more likeable, but also perceived as more credible. Matthew S. McGlone and Jessica Tofighbakhsh found that subjects believed that aphorisms which rhymed ("what sobriety conceals, alcohol reveals") were more accurate than the same aphorisms presented in non-rhyming propose ("what sobriety conceals, alcohol unmasks."). (2000, p. 424).

In another series of experiments, Daniel M. Oppenheimer found that the authors of college admissions essays, translations of an essay by Descartes, and excerpts of a dissertation were judged as less intelligent when their texts were manipulated to replace simpler words with longer, more complex language – results which he attributed to the "lowered processing fluency" of the more complicated documents (2006, p. 151). And Kahneman explained that we more readily process words that are familiar. "Words that you have seen before become easier to see again – you can identify them better than other words when they are shown very briefly or masked by noise, and you will be quicker (by a few hundredths of a second) to read them than to read other words." (2011, p. 61).

Researchers have found that having a simple name also helps. In one study, subjects were more likely to recommend Turkish brokerage firms with easier-to-pronounce names to investors, and believed that their stocks would perform better than those of firms with more difficult names (Shah and Oppenheimer, 2007, p. 375-376). In a study of actual stock performance, stocks which subjects judged to have more complex names had lower performance after they had been on the New York Stock Exchange for one day as well as for one month. The impact was diminished over time, as with greater age stockbrokers presumably had more cues to measure a stock's value. Still, an investor who had placed $1,000 in a stock with a less complex name would have earned an extra $112 after one day, $118 after one week, $277 after six months, and $333 after one year (Alter and Oppenheimer, 2006, p. 9370).

The psychologist Robert Cialdini has argued that the familiarity = likeability principle also explains the victory of a candidate for the office of attorney general in the U.S. state of Ohio, who was believed to have little hope of winning until he changed his last name to Brown – and won the election (2007, p. 177).

For public relations professionals, the message is clear: make your name and messages as simple as possible to understand.

11. MAXIMIZE READABILITY

In his 2006 study, Oppenheimer also found that authors were judged to be less intelligent when the font of their texts was harder to read (p. 148). Another study found that information that is presented clearly more heavily impacts the judgments of readers. When research subjects were given specifications for an MP3 player and a negative consumer review about the product, subjects who read the consumer review in a more legible font, color, and size (black, 12 point, non-italicized, Times New Roman) recommended a lower price for the product than those who read the bad review in the more difficult-to-decipher grey, 12 point, italicized Monotype Corsiva font (Shah and Oppenheimer, 2007, p. 373). In another experiment, Shah and Oppenheimer (2007) also found ratings of lobbying groups to more heavily influence the evaluations of subjects when the ratings were easier to read than when they were darkened and made blurry (p. 374).

Readability affects not just credibility and judgments, but also likeability. For example, when undergraduate students were asked to rate how pretty different circles were, they rated pictures with higher contrast (which were easier to process) as prettier than those with lower contrast (Reber, Winkielman, and Schwarz, 1998, p. 46).

The color of words matters, too. In one experiment, participants were shown sentences on a white screen, claiming that a particular city was in a particular town. When the sentence was written in the primary colors of red or blue, which the authors describe as “highly visible colors,” readers were significantly more likely to judge the sentences to be true than when they were written in “moderately visible colors” such as green, yellow, and light blue (Reber and Schwarz 1999, p. 339). In another study, subjects given questions with their answers on a screen that was easy to read (yellow words on a green background) were more likely to tell researchers they knew the answers all along than those who read them on a screen with low visibility (yellow words on a red background). (Werth and Strack, 2003, p. 416).

Kahneman gave the same simple advice: "The general principle is that anything you can do to reduce cognitive strain will help, so you should first maximize legibility. Compare these two statements:
Adolf Hitler was born in 1892.
Adolf Hitler was born in 1887.
Both are false (Hitler was born in 1889), but experiments have shown that the first is more likely to be believed."
(2011, p. 63)

If messages are delivered verbally, clarity also counts. In another experiment, subjects believed statements such as “a giraffe can go without water longer than a camel can” were less accurate when read by a non-native speaker than when read by a native speaker – not because of prejudice (the subjects were told that the non-native speaker was merely reading a statement written by a native speaker) but rather because the subjects had a harder time understanding the statements read by speakers who had an accent (Lev-Ari and Keysar, 2010).

Thus, for public relations professionals, clarity counts in both messaging and delivery. Messages that are presented in bold, bright, easy-to-read fonts or delivered by speakers who an audience finds easier to understand should be most persuasive.

Effective messages remind people of themselves, illustrate the human impact, indicate others agree, emphasize avoidance of loss, use vivid imagery, and elicit emotional reactions.

12. PERSONALIZE MESSAGES

Finally, a 2014 study by Keith Coulter and Dhruv Grewal found that people are more likely to both like and to purchase a product if the price of the product, when written (for example, five dollars and fifty cents) starts with the same letters as their first or last name or if the numbers in the price match their birthday. The authors concluded that this was the case because cognitive scientists find that people are subconsciously attracted to things that remind them of themselves. The theory, known as "implicit egotism," argues that people hold themselves in high regard and their positive impressions of themselves "transfer or spill over into their assessments of things with which they associate themselves." (Coulter and Grewal, 2014, p. 103). This suggests that public relations practitioners should strive to personalize their messages – and help their audiences associate themselves with the product, candidate, or issue they are seeking to promote.

Thus, this study argues that public relations professionals should be able to enhance their persuasiveness by applying the lessons of recent developments in cognitive science. To maximize persuasiveness, practitioners should consider making three claims, repeating their core messages, and striving to be the first to tell their story and to present their most favorable attributes first. Practitioners should also carefully frame their messages. Claims which indicate that others agree, illustrate the human impact of issues, and emphasize the avoidance of loss, the significant aggregate impact a proposal stands to make, and the negative, all stand to be most effective. Utilizing vivid imagery can elicit emotional reactions, while audiences will often defer to sources they believe to be trustworthy and to possess expertise. Messages that remind people of themselves also stand to be particularly influential. Finally, all of these tactics should be employed utilizing the simplest language and clearest possible form of delivery. The findings both suggest new strategies for practitioners and offer evidence calling for an enhanced appreciation and stronger emphasis on some of the industry's current practices. The story of Pale Male suggests that, when wielded effectively, these psychological principles can win over "even cynical New Yorkers." (Kristof, 2009). ___**WCR magazine**

REFERENCES

Alter, A. L. and Oppenheimer, D. M. (2006), "Predicting short-term stock fluctuations by using processing fluency", Proceedings of the National Academy of Sciences, Vol. 103 No. 24, pp. 9369-9372.

Begg, I. M., Anas, A. and Farinacci, S. (1992), "Dissociation of processes in belief: Source recollection, statement familiarity, and the illusion of truth", Journal of Experimental Psychology: General, Vol. 121 No. 4, pp. 446–458.

Butler, A. C., Fazio, L. K. and Marsh, E. J. (2011), "The hypercorrection effect persists over a week, but high-confidence errors return", Psychonomic Bulletin & Review, Vol. 18 No. 6, pp. 1238–1244.

Cialdini, R. B. (2007), Influence: The Psychology of Persuasion, HarperCollins, New York, NY.

Coulter, K. S. and Grewal, D. (2014), "Name-letters and birthday-numbers: Implicit egotism effects in pricing", Journal of Marketing, Vol. 78 No. 3, pp. 102–120.

Covello, V.T. (2009) "Strategies for overcoming challenges to effective risk communication", in Heath, R.L. and O'Hair, H.D. (Eds.), Handbook of Risk and Crisis Communication, Routledge, New York, NY.

Davis, C. J., Bowers, J. S. and Memon, A. (2011), "Social influence in televised election debates: A potential distortion of democracy", PloS one, Vol. 6 No. 3, p. e18154.

Drewniany, B. and Jewler, A. (2014), Creative Strategy in Advertising, Wadsworth, Boston, MA.

Fetherstonhaugh, D., Slovic, P., Johnson, S. and Friedrich, J. (1997), "Insensitivity to the value of human life: A study of psychophysical numbing", Journal of Risk and Uncertainty, Vol. 14 No. 3, pp. 283–300.

Thucydides (1972), History of the Peloponnesian War, ed. M.I. Finley, trans. R. Warner, Penguin UK, London, UK.

Gabbert, F., Memon, A. and Wright, D. B. (2006), "Memory conformity: Disentangling the steps toward influence during a discussion", Psychonomic Bulletin & Review, Vol. 13 No. 3, pp. 480–485.

Holbrook, A. L., Krosnick, J. A., Visser, P. S., Gardner, W. L. and Cacioppo, J. T. (2001), "Attitudes toward presidential candidates and political parties: Initial optimism, inertial first impressions, and a focus on flaws", American Journal of Political Science, Vol. 45 No. 4, pp. 930–950.

Johnson, E. J., Hershey, J., Meszaros, J. and Kunreuther, H. (1993), "Framing, probability distortions, and insurance decisions", Journal of Risk and Uncertainty, Vol. 7, pp. 35–51.

Kahneman, D. (2011), Thinking, Fast and Slow, Farrar, Straus and Giroux, New York, NY.

Kogut, T. and Ritov, I. (2005), "The 'identified victim' effect: An identified group, or just a single individual?", Journal of Behavioral Decision Making, Vol. 18 No. 3, pp. 157–167.

Kristof, N. (2009), "Nicholas Kristof's advice for saving the world", available at: http://www.outsideonline.com/outdoor-adventure/Nicholas-Kristof-s-Advice-for-Saving-the-World.html (accessed 16 September 2014).

Lev-Ari, S. and Keysar, B. (2010), "Why don't we believe non-native speakers? The influence of accent on credibility", Journal of Experimental Social Psychology, Vol. 46 No. 6, pp. 1093–1096.

McGlone, M. S. and Tofighbakhsh, J. (2000), "Birds of a feather flock conjointly (?): Rhyme as reason in aphorisms", Psychological Science, Vol. 11 No. 5, pp. 424–428.

McGraw, K. M. (2003), "Political impressions: Formation and management", in Sears, D.O., Huddy, L. and Jervis, R. (Eds.), Oxford Handbook of Political Psychology, Oxford, New York, NY, pp. 394–432.

Monahan, J. L., Murphy, S. T. and Zajonc, R. B. (2000), "Subliminal mere exposure: Specific, general, and diffuse effects", Psychological Science, Vol. 11 No. 6, pp. 462–466.

Monahan, J. and Steadman, H. J. (1996), "Violent storms and violent people: How meteorology can inform risk communication in mental health law", American Psychologist, Vol. 51 No. 9, pp. 931–938.

Oppenheimer, D. M. (2006), "Consequences of erudite vernacular utilized irrespective of necessity: Problems with using long words needlessly", Applied Cognitive Psychology, Vol. 20 No. 2, pp. 139–156.

Pornpitakpan, C. (2004), "The persuasiveness of source credibility: A critical review of five decades' evidence", Journal of Applied Social Psychology, Vol. 34 No. 2, pp. 243–281.

Purchase, I. F. and Slovic, P. (1999), "Quantitative risk assessment breeds fear", Human and Ecological Risk Assessment: An International Journal, Vol. 5 No. 3, pp. 445–453.

Reber, R., Schwarz, N. and Winkielman, P. (2004), "Processing fluency and aesthetic pleasure: is beauty in the perceiver's processing experience?", Personality and Social Psychology Review, Vol. 8 No. 4, pp. 364–382.

Reber, R. and Schwarz, N. (1999), "Effects of perceptual fluency on judgments of truth", Consciousness and Cognition, Vol. 8 No. 3, pp. 338–342.

Reber, R.,Winkielman, P. and Schwarz, N. (1998), "Effects of perceptual fluency on affective judgments", Psychological Science, Vol. 9 No. 1, pp. 45–48.

Rottenstreich, Y. and Hsee, C. K. (2001), "Money, kisses, and electric shocks: On the affective psychology of risk", Psychological Science, Vol. 12 No. 3, pp. 185–190.

Schultz, P. W., Nolan, J. M., Cialdini, R. B., Goldstein, N. J. and Griskevicius, V. (2007), "The constructive, destructive, and reconstructive power of social norms", Psychological Science, Vol. 18 No. 5, pp. 429–434.

Shah, A. K. and Oppenheimer, D. M. (2007), "Easy does it: The role of fluency in cue weighting", Judgment and Decision Making, Vol. 2 No. 6, pp. 371–379.

Shu, S. B. and Carlson, K. A. (2014), "When three charms but four alarms: Identifying the optimal number of claims in persuasion settings", Journal of Marketing, Vol. 78 No. 1, pp. 127–139.

Skurnik, I., Yoon, C., Park, D. C. and Schwarz, N. (2005), "How warnings about false claims become recommendations", Journal of Consumer Research, Vol. 31 No. 4, pp. 713–724.

Slovic, P. (2010), "If I look at the mass I will never act: Psychic numbing and genocide", in Roeser, S. (Ed.), Emotions and Risky Technologies, Springer, New York, NY, pp. 37–59.

Slovic, P., Monahan, J., and MacGregor, D. G. (2000), "Violence risk assessment and risk communication: the effects of using actual cases, providing instruction, and employing probability versus frequency formats", Law and Human Behavior, Vol. 24 No. 3, pp. 271–296.

Small, D. A., Loewenstein, G. and Slovic, P. (2007), "Sympathy and callousness: The impact of deliberative thought on donations to identifiable and statistical victims", Organizational Behavior and Human Decision Processes, Vol. 102 No. 2, pp. 143–153.

Thaler, R. H. and Sunstein, C. R. (2009), Nudge: Improving Decisions About Health, Wealth, and Happiness, Penguin, New York, NY.

Vonk, R. (1996), "Negativity and potency effects in impression formation", European Journal of Social Psychology, Vol. 26 No. 6, pp. 851–865.

Werth, L. and Strack, F. (2003), "An inferential approach to the knew-it-all-along phenomenon", Memory, Vol. 11 No. 4–5, pp. 411–419.Winkielman, P. and Cacioppo, J. T. (2001), "Mind at ease puts a smile on the face: psychophysiological evidence that processing facilitation elicits positive affect", Journal of Personality and Social Psychology, Vol. 81 No. 6, pp. 989–1000.

Winkielman, P., Schwarz, N., Fazendeiro, T. and Reber, R. (2003), "The hedonic marking of processing fluency: Implications for evaluative judgment", in Musch, J. and Klauer, K.C. (Eds.), The Psychology of Evaluation: Affective Processes in Cognition and Emotion, Lawrence Erlbaum Associates, Mahwah, NJ, pp. 195–226.

Wright, D. B. and Carlucci, M. E. (2011), "The response order effect: People believe the first person who remembers an event", Psychonomic Bulletin & Review, Vol. 18 No. 4, pp. 805–812.

Zaller, J. (1992), The Nature and Origins of Mass Opinion, Cambridge University Press, New York, NY.

BARCELONA CASE STUDY:

from Barcelona to Barcelona. A positioning journey

Marc Puig i Guardia
Chief Marketing & Information Officer
of Barcelona City Council (Spain)

THANKS TO ITS STRATEGIC GEO-LOCATION, BARCELONA IS ONE OF THE MAIN ECONOMIC ENGINES OF THE MEDITERRANEAN, ESTABLISHING ITSELF AS A CENTER FOR ATTRACTING FOREIGN INVESTMENT.

BACKGROUND

Barcelona is a city exceeding 1.6 million inhabitants, and as capital of Catalonia (Spain), it is the center of a metropolitan area with a total population of about 5 million.

Thanks to its strategic geo-location, Barcelona is one of the main economic engines of the Mediterranean, establishing itself as a center for attracting foreign investment (4 billion €). This has led to the creation of a favorable environment for the proliferation of companies and startups, resulting in a city cluster of over 7,000 businesses, as well as a local population entrepreneurial activity rate (EAR) of 6.7%, ranking above figures in Germany, France and Finland.

STARTING POINT

Since the '92 Olympics, Barcelona's tourist attendance has grown every year and, to date, the city has become one of the top destinations in Europe. The city's initial positioning, which ensued from the Olympic Games, was essentially based on leisure and holiday tourism.

Even with the impact of tourism on the city's economic development, the need for the worldwide repositioning of the Barcelona brand was defined in order to face the international faced in terms of attracting business, investment and talent.

For this reason, several marketing studies of the city where commissioned in collaboration with companies and institutions. These identified a gap in the perception of the city's image between its own citizens and the outside public, as well as a gap in the international perception of the city as a business and investment center.

During this process, the need to develop a new brand management strategy became clear in order to normalize this perception, and present the world with the image that reflects the city of Barcelona's true identity.

The main objective was to project not only the vibrant and festive aspects of Barcelona, but its creative and entrepreneurial potential as well, thus responding to the needs of all strategic sectors in the city.

GOALS

In 2012, the Communications Department of the City of Barcelona began developing a new storytelling and positioning for the city based on new strategic sectors that invite active participation of everyone involved with the brand. Thus, the City Council identified the following as main objectives:

- Create a new brand management model for Barcelona in response to the current competitive situation and the new challenges of attracting interna-

tional investment and talent, in collaboration with organizations, companies and other entities the city.
- Define, build and manage a new story that can add value to the Barcelona brand, which is tied to any of the strategic sectors to be promoted, and which is aligned with the image perceived and understood by the citizens.
- Position Barcelona as an open, creative and vibrant city, that is capable of reaching top positions in the various areas of activity.
- Generate pride of belonging among citizens and strengthen their involvement in the construction and consolidation of the brand.

STRATEGY

1. DEFINITION OF THE NEW DNA

Parting from the work of identifying and selecting the values aligned to the new brand image, the new DNA for the city was defined:
- Value proposition: Barcelona is a city that inspires.
- Vision: Barcelona is a creative, open, vibrant and committed to a culture of innovation and a culture of happiness.
- Values: Barcelona is a city that breathes nonconformity, proximity, leadership, a Catalan identity, an innovation culture, a culture of happiness.
- Personality: Barcelona is a leading city, creative, human, intimate, vibrant, diverse and open.

2. NEW POSITIONING

The definition of Barcelona's new brand positioning parted from the existence of historical and cultural assets that have brought the city allure and recognition. But the new challenges of the international market demanded other assets to be part of the new positioning, assets for which the city wishes to be recognized.

In response, the new challenge set forth was to define a new storytelling and a multi-sector, comprehensive positioning for all new brand assets. Thus, it had to project the vibrant character of the city and its people. Barcelona is a city in constant turmoil, it's considered creative, innovative and ambitious, a city in motion, and, at the same time, very human, open, approachable, and committed to serving the people who live in it.

Parting from this cultural frame -a result of the city's geographic location in Catalonia, which gives it its own and multi-sector character- the new positioning was generated from two key territories: the culture of innovation and the culture of happiness, both of which are embodied in Barcelona, a city that inspires.

BARCELONA inspires

3. NEW GRAPHIC IDENTITY

Creating a graphic image of the new positioning of Barcelona was needed in order to synthesize it visually.

The new graphic represents a container that collects everything that happens in the city: an ambitious city in motion and, at the same time, a city that serves the people living in it.

4. NEW STRATEGIC SECTORS

Barcelona's new positioning responds, apart from some of the values identified earlier, to the city's main strategic sectors:

Innovation: Barcelona is the world's mobile phone capital and an international leader in the use of technology as a means for developing intelligent city management. It is the 1st smart city in Spain and the 4th in Europe.

Business: thanks to a long tradition of business and trade, Barcelona is one of the most important cities for business in Europe today. The city generates and attracts local and foreign entrepreneurs, and is establishing itself as a European center for entrepreneurship. An additional highlight is the creation of company clusters in leading sectors, such as Information and Communications Technology (ICT), media, biotechnology, energy, design, social sciences and mobility.

Creativity: with a history of over two thousand years and a unique identity, Barcelona is known worldwide as a city that exudes culture and creativity, in constant flux.

Research and Knowledge: Barcelona as a leading city in clinical research and human health, is home to 90 research centers where more than 400 research groups that are consolidated and dedicated to the field of life science and excelling in areas such as oncology, bio-nano-medicine or cardiovascular disease.

Quality of Life and Sports: Barcelona is the European city with the best quality of life for employees, according to the European Cities Monitor 2011, a status it has enjoyed for the past 14 years and one of the main cities in the world for sports practice and international sports events organization.

Responsible & Sustainable Tourism: Barcelona promotes a model based on respect for citizens and city resources in economic, social, environmental and cultural terms.

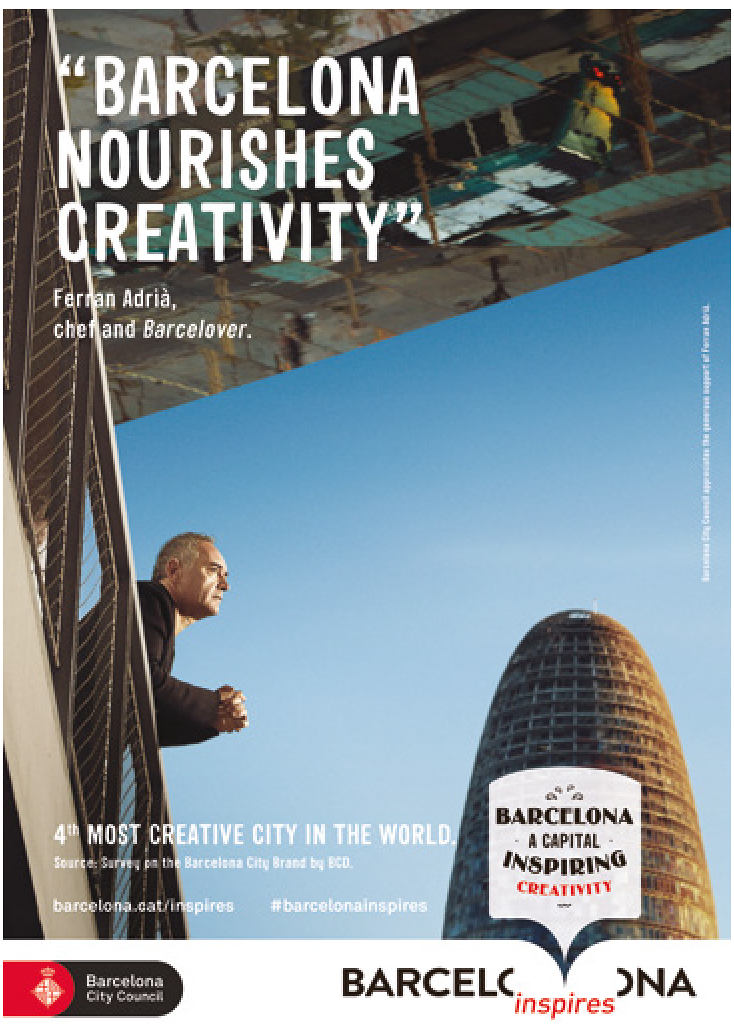
5. NEW BRAND ASSETS

The brand assets are the human resources and the tangible and intangible assets we rely on to build and communicate the city's new positioning.

The new ambassadors of the city are human resources that help reinforce the messages and brand values through their own work. Among others, this is the case of chef Ferran Adrià in creativity and innovation sectors through its work in cuisine; his restaurant El Bulli and the development of a creative laboratory project -the Bulli Foundation- have placed the city as a benchmark for creativity and innovation in the world. Another example in the field of biomedicine is Anna Veiga, she is known for being a pioneer in the study of embryonic stem cells and placing Barcelona on the map as a reference in the field of innovation.

Other brand assets are the companies that support the construction of Barcelona's image at home and abroad. In this regard, the City Council is working with associations, companies and strategic partners associated with the values and the Barcelona Inspires positioning in order to strengthen and build the new city story with tangibles. The link between the Barcelona Inspires positioning and these direct or indirect collaborations with strategic partners such as Adobe, Cisco, Microsoft, Estrella Damm, or Roca, allow the co-creation of the new Barcelona brand with city stakeholder participation.

The creation of a new storytelling and positioning of Barcelona has led to the emergence of new icons that complement the traditional image based on historical emblems, such as the Sagrada Familia, the Parc Guell, the promenade (Passeig Maritim) or the Ramblas. Other samples of the new iconography are the Design Museum of Barcelona, the Encants Market or the intelligent building Barcelona Growth (Media-TIC).



Major international events also help promote new values and strategic sectors of the city, which provide the perfect showcase for the new international positioning, as seen with the World Mobile Congress. Held in Barcelona since 2006, it is the most important event in this industry thanks to Barcelona's ownership as mobile capital. For four days, Barcelona becomes the world stage for innovation and a meeting point for key companies in the field of innovation and new technologies. Similarly, the music festivals Sónar and Primavera Sound, or the Montmeló Formula 1 circuit, are strong promoters of Barcelona's new international image.

Finally, the Catalan culture has various intangible assets linked to their cultural heritage and identity, which help build and communicate the city's new positioning.

6. CREATION OF A NEW STORYTELLING

With the aim of explaining the new positioning and brand values of the Barcelona city brand, a new city narrative was developed from different marketing and communication tools and aimed at an international audience -visitors and external public- as well as local citizens.

The main tools are:
Communication campaigns: creation of a communications campaign to explain to citizens, visitors and the international public the city's new storytelling, in which they identify and select new ambassadors sharing their vision of the city and how it has inspired their careers. Similarly, differ-

ent emblematic settings were chosen as related to Barcelona's new icons.

Later on, two media campaigns were developed that were related to the Barcelona Inspires positioning: Tourism decentralization campaign and Barcelona as a prototyping, innovation and new technology city campaign.

Branded content: the creation of a city storytelling associated with the new Barcelona Inspires values (culture of innovation and quality of life) in major magazines and in daily and financial press (Financial Times, New York Times, Wall Street Journal, The Economist, etc.).

New website: the creation of a virtual space to present the city's allure and character, as well as the strategic sectors that make it an ideal city for investment, education or travel. The new website or virtual space -barcelona.cat- wants to serve visitors who plan to visit the city, as well as those who are already there, such as interested businessmen and investors, who wish to discover reasons that make Barcelona a privileged city for new business.

Social Media: defining a new narrative associated with the new values and positioning of the Barcelona on social networks linked to the city. The new story is based mainly on the construction of a message that focuses on a creative, restless, open and vibrant city committed to the culture of innovation and quality of life.

New story audiovisual narrative: explanation of the new Barcelona brand storytelling by means of audiovisuals aimed at the city's different strategic targets (international and local public).

New tools available for visitors: the creation of the Barcelovers magazine with the aim providing a brief overview of the new strategic brand positioning and story for all visitors to the city. Published in Catalan, Spanish and English, it is designed for new visitors and provides a global and crosscut vision of the new Barcelona brand.

RESULTS

The work for Barcelona's brand management in the last two years has resulted in an improved positioning of the city in major international ranking, and it has also been recognized worldwide with several awards.

Barcelona ranks as top 6th brand image in the study compiled by The Guardian - Saffron, 34th smartest city in the world according to IESE Cities in Motion (ICIM2015); best project of the Mayors Challenge by Bloomberg Philanthropies in 2014; 7th best European city in the globe, 1st and 5th best city in southern Europe, and best European city infrastructure according to European Cities Monitor 2014 and regions of the future; 11th most popular city according to the Global Destination City Index 2014; 4th city in the world for the organization of international meetings according to the World Country & City Rankings 2013, and 4th smart city in Europe in 2013 according to Europe's 10 Smartest Cities in 2013.

Similarly, Barcelona has been recognized as iCapital of Europe (European Innovation Capital), the mayor has been listed among the 50 most important leaders in the world by Fortune magazine, Barcelona's brand strategy has also been awarded the Aster (ESIC) in the category of Corporate Communications for its work on the creation of a clear and motivating positioning; and it has recently received the City of the Future award at the World Communication Forum in Davos.

___WCR magazine

6th
PLACE
in the brand image ranking – this is only one the results of Barcelona new brand strategy.

NEW TIMES, NEW COMMUNICATION PARADIGMS

José Antonio Llorente
Founding Partner and Chairman
of LLORENTE & CUENCA

WE ARE LIVING TIMES OF CHANGE. TIMES IN WHICH, IF WE LOOK BACK, IN BARELY A DECADE WHAT DEFINED SOCIETIES HAS BEEN TRANSFORMED AMAZINGLY FAST

The Great Recession, which began in the USA and spread to Europe, caused deep wounds that undermined the health of domestic economies and blurred the traditional concept of the Welfare State.

This grim scenario transformed into a crisis of confidence, in which citizens, especially young people, grew bored and weary. In a hostile environment, citizens took it upon themselves to oversee their political representatives, supranational organisations and conduct in the corporate sector. In short, there was a widespread sense of distrust, of everything and everyone, “nobody trusted anybody”.

At the same time, the lowering of barriers has marked this century, which commenced almost two decades ago. Borders have faded on several levels. Geographical frontiers have become blurred, making way for a global, interconnected society sharing concerns, in which the problems of domestic economies have turned into issues of global interest. This has had positive effects, such as those deriving from the possibility of working in countries other than one’s homeland, or getting to know other cultures and learning other languages, which gives people a more open-minded outlook on life.

More importantly, the disappearance of barriers has created global information chains, thanks to which knowledge is within everybody’s reach. Consequently, citizens have greater expectations of the systems in which they live and work and demand a coherent, responsible attitude of their leaders. Ethics, Integrity and Transparency are the fundamental pillars on which development and the future of societies to come are now based.

Against this backdrop, the corporate and institutional sectors have undergone a far-reaching transformation, entirely changing their management and leadership models. The elimination of barriers also affects the business sector, where competitive barriers are not so clear between different sectors, and particularly the communication and strategic consultancy sector.

Shareholders, investors, suppliers, employees and other stakeholders impose new management practices, which are subjected to constant oversight in all sections of the value chain as part of the new model of control by citizens.

Innovation must generally form part of the essence of business activity, as a way of becoming more competitive and not getting left behind in a monotonous commercial offer lacking in differentiation. Demand will focus not only on detecting good practices but also on the differential, added value offered by companies that invest in innovation and thus become market leaders.

Corporate intelligence will be another of the key factors defining business management. Not only must we innovate, but we must also observe what our rivals are doing to go one step further. It is time for intelligent management of our business-

10 YEARS AGO,
it took three or four days for a critical issue to come to light, but nowadays a massive, severe crisis can be unleashed in the time it takes to write 140 characters.

es, which require companies to take an active approach to the market.These new business management models in turn affect communications management very directly. It is a new working environment, in which communication has transformed into a transparency process where there is nowhere to hide.

Whereas up to now the added value of companies revolved around creating hyper-creative advertising campaigns and catchy slogans, the new communication tool for companies in the XXI century is reputation management. In a highly competitive environment, emotional or rational storytelling is not enough; the story must be accompanied by storydoing.

Communication is no longer based on the values that the company wants to put across to produce a positive impact on its public image. It is now based, above all, on the opinion that others have of it, i.e. its reputation; and that reputation is the added value that must be provided by communication.

Apart from the influx of new technologies or the evolution of the media, the new communication paradigm entails reputation management, as a vehicle for companies, organisations and institutions of modern-day society to generate value.

But building and managing reputation is no mean feat. It requires time, effort and continuity. In this regard, social networks, characterised by the opportunity of establishing a direct conversation with consumers, have become an essential tool for companies and a fundamental part in the process of building their reputation.

One of the main reasons why companies need to be present on the Web is that its existing and potential customers will search for information on their activities and who is involved in them before deciding to contact or contract their services.

Moreover, every citizen is now a voice, which can take a leading role and bear an influence on the reputation of a company. Ten years ago, it took three or four days for a critical issue to come to light, but nowadays a massive, severe crisis can be unleashed in the time it takes to write 140 characters. In this regard, companies' presence in the social networks has ceased to be an option and is now an obligation.

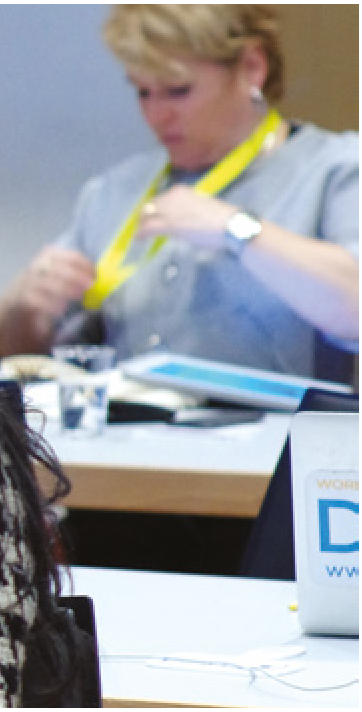
However, it is not a question of just being there. Mere presence on the web does not guarantee success. A company's activity in social networks must be characterised by interaction, participation and the contribution of relevant information that its stakeholders will find interesting, listening, chatting and, in short, building its reputation online through the perception that others have of it. Although social networks are now one of the most favourable tools for building a good reputation, we must remember that they also entail certain challenges and threats if they are not well managed.

So a company must define a strategy in the social media in keeping with its global strategy. This must be personal, clearly putting across the values, principles and stand of the company with a view to steering messages and ensure that the contents published are not only coherent but also consistent and solid. In short, considering the panorama we face, the company must include in its communication the new values of transparency, efficiency, solvency and responsibility in order to build a reputation based not on words, but on facts that can lead to firmer bonds with its stakeholders, within this context of constant change.

___WCR magazine

THE IMPORTANCE OF DIGITAL MEDIA AND NET NEUTRALITY – IN THE CONTEXT OF AN EMERGING ECONOMY LIKE INDIA'S

Tanuja Kehar
Vice President Corporate Communications at Unitech (India)
Member of the WCFDavos Committee



INDIA WILL REACH 500 MILLION USERS BEFORE THE END OF 2016 THEREBY MAKING INDIA THE SECOND LARGEST INTERNET USER MARKET IN THE WORLD AFTER CHINA.

CIRCA APRIL 2015

Global institutions like the World Bank, IMF and Moody's lift their economic growth outlook for the Indian Economy and expect India to clock 7% growth rate. A leading Indian business newspaper quotes the IMF and World Bank in separate forecasts as saying, "India's economic growth clip this year and next will be better than previously assumed, overtaking China in 2015 to become the world's fastest growing major economy and widening the gap further in 2016."

The reasons quoted for lifting the growth outlook are manifold and some of the notable ones are lesser external vulnerabilities, plunging crude oil prices and above all Prime Minister Narendra Modi government's reforms drive. The PM has often described India as having a "3D Model – Democracy, Demand and Demography." The last D, i.e. Demography, is intriguing as 65% of India's population is below the age of 35 years.

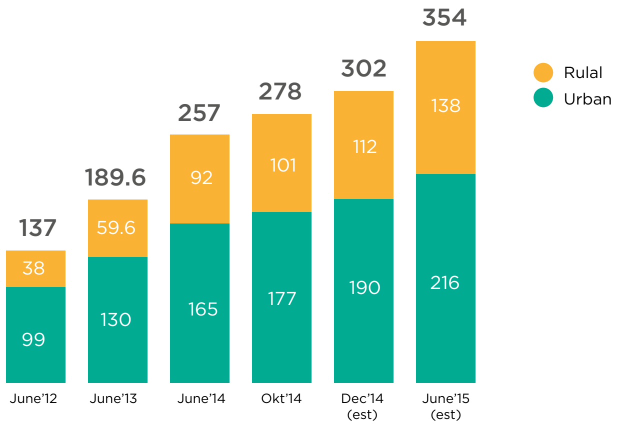
Having a predominantly young population has an overarching impact on the way different mediums of Communications are consumed as well as their relative importance in the Communication Mix. As is the trend the world over, Social Media/Digital Media is fast emerging as the key medium of communication and is poised to emerge as the Future of Communication replacing Traditional Media. (The term Traditional Media represents all media known in the past: TV, Print, Radio, Outdoor, etc., while the term Digital Media or Social Media represents both Online and Mobile Internet)

INTERNET USERS GROWTH IN INDIA

To delve deeper on the impact of Social Media on the way communication messages will be transmitted in the future in emerging economies like India, it is imperative to shed light on the historical perspective of the manner in which Internet usage has grown in India.

According to "Internet in India 2014", a report jointly published by the Internet and Mobile Association of India (IAMAI) and IMRB International, India had 278 million internet users in Oct 2014 making India the 3rd largest Internet user market in the world after China and USA. Since the internet penetration rate is only around 20-24% the growth potential is immense. In fact, the acceleration of internet growth in India is reflected by the fact that India took 10 years to move from 10 to 100 million users. It took 3 years to move from 100 to 200 million users, whereas the next 100 million (from 200 to 300 million) user milestone will be achieved in just 1 year.

Internet Users Growth in India

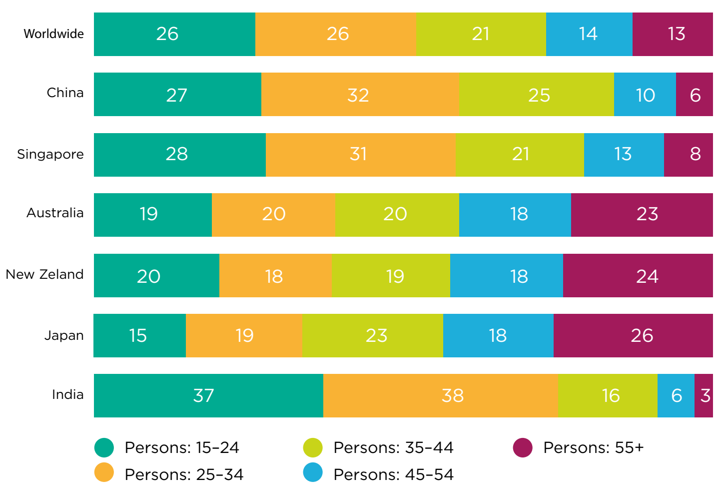


Source: Internet in India 2014 by IAMAI and IMRB International

According to the report, if the same growth is maintained, India will reach 500 million users before the end of 2016 thereby making India the second largest internet user market in the world after China.

Directly co-related to India's population demographics is that 75% of India's online population is under the age of 35 years.

Demographic composition of online audience across markets in Asia Pacific, %



Source: comScore MMX, Ag 15+, September 2013

Source: India Digital Future in Focus 2013 by Comscore

If we assume that the internet demographics will continue to be dominated by people below 35 years of age then as the internet penetration grows (and coupled with the fact that these young people will continue to hold the digital media as a key source of content, information and news) we are staring at a dominance of social media in future. While I have specifically presented facts and figures pertaining to an emerging economy like India, I am more than certain that the trends would be similar in other countries too, with varying degrees of differences.

HOW DOES THE INTERNET COMPARE TO THE OTHER CHANNELS OF COMMUNICATIONS

If we take the adage that "advertising money will follow where the eye-balls go" then at face-value the advertising revenue split clearly illustrates the growing domination of Digital Media. According to the below illustration, Digital Media (including Online and Mobile) will experience an almost 30% CAGR (2011-2016) compared to 11.5% for Print and 14.7% for TV.

Advertising Revenues in India, by Media, 2011-2016 (Billions of Indian Rupees)

	2011	2012	2013	2014	2015	2016	CAGR
Print	139	154	172	193	215	241	11.5%
TV	116	130	148	170	197	230	14.7%
Out-of-home	18	20	22	24	26	29	10.0%
Digital*	15	20	26	34	44	57	29.9%
Radio	12	13	16	20	24	30	20.7%
Total	300	337	384	440	506	586	14.3%

NB! Numbers may not add up to total due to rounding.
* Includes Online and Mobile

Source: Federation of Indian Chambers of Commerce and Industry (FICCI) and KPMG International. "Indian Media and Entertainment Industry Report 2012: Digital Dawn: The metamorphosis begins" March 10, 2012

The absolute advertising revenue numbers for Digital Media may seem small compared to those of the Traditional Media and this is largely on account of the fact that the cost of advertising on traditional media is many times more than the cost of advertising on digital media. While Traditional Media may not be replaced completely in the near future, Communicators or Marketers will still necessarily have to have a Digital Communication Strategy which will be very different from that of the Traditional Media, due to certain inherent differences:

Differences between Digital and Traditional Media

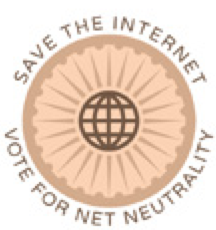
Parameter	Traditional Media	Digital Media
Reach	Limited and Targeted	World-wide
Cost	Usually High	Low
Measure of Media Consumption	Not Measurable	Measurable
Interactivity	None to very limited	High
Access to Media	Schedule driven	24/7

With its low-entry barrier, Digital Media is a preferred communication medium for small and medium enterprises as well as for start-ups. Whereas, the larger companies need to also have a strong digital media strategy (in addition to the traditional media communication strategy), since the interactivity factor gives the reader/consumer the power to share real-time feedback. If the feedback is negative and if it goes viral, the money invested on Traditional Media will become wasted. Therefore, no company can ignore Digital Media.

THAT'S WHY NET NEUTRALITY IS SO IMPORTANT

The internet gives the power to the reader/consumer to voice their opinion as well as ask questions directly in real-time. Many Law-makers, CEOs and influential people have Facebook, Twitter and other social media accounts allowing people to address any concerns and queries directly as well as give their feedback. The Internet is a great equalizer and provides a level playing field like no other Media does. This is also a reason why its independence is so fiercely protected by the internet users. In India, there is a raging debate on Net Neutrality.€

SO WHAT IS NET NEUTRALITY?



According to Wikipedia, Net Neutrality is the principle that Internet service providers and governments should treat all data on the Internet equally, not discriminating or charging differentially by user, content, site, platform, application, type of attached equipment, or mode of communication. The term was coined by Columbia University media law professor Tim Wu in 2003, as an extension of the longstanding concept of a common carrier.

The debate on Net Neutrality was triggered when the Telecom Regulatory Authority of India (TRAI), in March 2015, put up a consultation paper seeking views on placing additional fees for using OTT (Over-the-top) services like Whatsapp, Viber etc. This led to a discussion on the larger issue of Net Neutrality. Netizens united and started a movement called #savetheinternet (www.savetheinternet.in). TRAI received over 1 million emails from concerned netizens at the close of the deadline. Indians had spoken in one voice – there could be no compromise on the neutrality of the internet, the Internet belongs to all and not just to a few.

To be fair, this debate is not new to India and several other countries in the world are going through similar debates. To give a global perspective, there are few countries in the world which have Net Neutrality as part of their Law – Chile, Netherlands and Brazil. Chile was the first country to make Net Neutrality provisions to its General Telecommunications Law 2010.

While TRAI is examining the stakeholder responses, never have we experienced this kind of consumer involvement over any regulation of any other medium of communication in the way as we have seen this for the Internet.

ROLE OF JOURNALISTS WITH THE ADVENT OF DIGITAL MEDIA

The Digital Media has also altered the role of the journalists as the sole writers and informers of news/opinions as is in the case of Traditional Media. Most online news-articles have a comment section where regular netizens can add their feedback. If a netizen does not agree to the editorial view of even the most read newspaper, they express it. Other people read the contrary view and many diverse opinions are formed. Also, people are free to post their thoughts through online blogs etc. Such freedom of expression had never existed in the Traditional Media. With the Internet being perceived as a "trusted source of news", and moreover, as its penetration increases, more and more people will move towards the digital world in order to get their daily news updates.

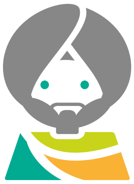
IN SUMMARY

As Communications professionals, we need to recognize that Digital Media is the future of Communications. While it may not completely replace Traditional Media, it will certainly occupy the most important place in the Communication-Mix to reach out to our audience. The tools of trade of Digital Media are very different from those of Traditional Media and we need to adapt – fast! ___WCR magazine

500

MILLION USERS

will be reached by India before the end of 2016 thereby making it the second largest internet user market in the world after China.



65%

of India's population is below the age of 35 years.

REFERENCES

Economic Times: 5 reasons why global institutions expect India to clock 7% plus growth rate

Wikipedia: Demographics of India

Internet in India 2014 by IAMAI and IMRB International

Indian Digital Future in Focus 2013 by Comscore

Indian Media and Entertainment Industry Report 2012: Digital Dawn – The metamorphosis begins by KPMG International and FICCI

Wikipedia: Net Neutrality

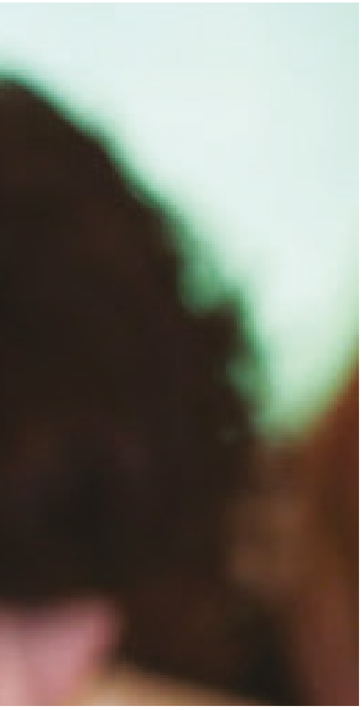
Newsweek: How is Net Neutrality working for the Countries that have it?

www.savetheinternet.in

According to Wikipedia, Net Neutrality is the principle that Internet service providers and governments should treat all data on the Internet equally, not discriminating or charging differentially by user, content, site, platform, application, type of attached equipment, or mode of communication. The term was coined by Columbia University media law professor Tim Wu in 2003, as an extension of the longstanding concept of a common carrier.

Iryna Zolotarevych
PR & GR Director, AGAMA
Communications (Ukraine)
Member of the WCFDavos Committee
and C4F Davos Awards Director

UNIVERSITY-BUSINESS PARTNERSHIPS A GATEWAY TO IMPROVING THE COMMUNICATIONS INDUSTRY



JUST A FEW DAYS AGO, I SPOKE TO MY GOOD FRIEND AND A CARING MOTHER OF AN UNDERGRAD, TRYING TO EXPLAIN TO HER WHY HER DAUGHTER CAN'T FIND A PAID EMPLOYMENT AS A STUDENT IN SPITE OF HAVING GOOD KNOWLEDGE AND EVEN SOME EXPERIENCE...

Most students usually fall into two large groups:

- Those who don't want to work.
- Those who want to work, but still can't land a job with a company of their choice.

In today's world, mistakes are costly and clients are increasingly demanding, which makes employers less inclined to take the risk of employing students.

"So where should young professionals get their experience from, then?" wondered my friend. I suggested an internship.

There's another story as well. Communication agencies are engaged in a never-ending fight for talent. The market needs talent, talent sells, and it can make a difference in an agency's quest to achieve its business goals.

So, why not grow your own talent by launching an internship program in your company?

As recent research studies show, on top of supplying you with prospective talent, initiatives like internship and mentoring may actually result in your existing employees being more satisfied with their jobs.

Findings of the 2014 edition of the European Communication Monitor[1] (ECM) shows that communication professionals who had been mentors as well as mentees during their career are most satisfied in the job, followed by those who had been mentors and those who had only been mentees (See Chart 1 below). This may as well be extended to interns and their supervisors.

[1] European Communication Monitor (ECM) is an annual empirical survey in communication management and public relations worldwide. The ECM 2014 survey is based on responses from 2,777 communication professionals in 42 countries. The study was organised by the European Public Relations Education and Research Association (EUPRERA) and the European Association of Communication Directors (EACD), supported by Ketchum, a leading communications agency.

Professionals who had been mentors, mentees or even both report significantly higher levels of job satisfaction. Overall job satisfaction

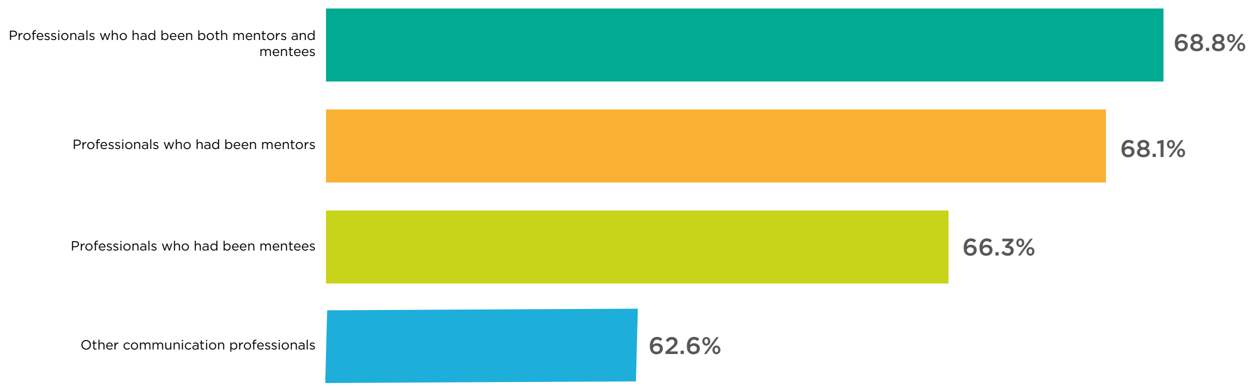


Chart 1
Source: ECM2014-Results

I love internships and believe them to be one of the most effective tools both in terms of kick-starting a new-grad's career and developing talent within the company. However, for the idea of internships to work the best way for both parties, colleges and businesses should seek the closest possible cooperation. That's the only way my friendly advice will hit the spot.

This is the situation where both sides should be equally interested in establishing an ongoing dialog to help colleges stay up to date with the ever-changing business requirements and adjust their curriculum accordingly. In turn, communication agencies should contribute by providing students with real-life experience opportunities.

Universities are able to equip graduates with a fundamental academic education, but their faculties are not always able to provide students with the practical skill-set they will need in the business world. If properly addressed, this gap may be easily bridged by giving students some quality face-to-face time with practitioners and by establishing an effective undergraduate internship system.

Joint academic and educational efforts will benefit both parties, providing them with a clear and tangible value.

Most relevant aspects of career development for different age groups

	29 or younger	30 – 39	40 – 49	50 – 59	60 or older	Overal
Networking among peers and colleagues	76.1%	77.9%	77.2%	82.3%	76.2%	78.2%
Further education (on/off the job)	67.1%	68.5%	71.1%	78.8%	76.8%	71.2%
Moving to a new employer	57.5%	74.4%	72.1%	71.2%	64.0%	70.8%
Academic education (prior to the lob)	68.7%	68.7%	67.0%	65.9%	65.7%	67.6%
Mentoring by senior colleagues	67.5%	65.2%	62.3%	62.9%	66.7%	64.2%
Job rotation or new assignments within the same organisation	55.4%	59.3%	58.2%	57.9%	57.3%	58.2%
Internships (prior to the job)	74.1%	55.6%	40.8%	44.6%	46.2%	51.2%

What do universities get as a benefit by entering such cooperation?

- Guaranteed hands-on experience for the specialists;
- Participation in projects endorsed by the practitioners helps college professors upgrade their skills and knowledge;
- Company professionals and faculty are able to exchange freely and build on each other's experiences;
- Graduates get specific employment prospects based on their internship results.

For a student, an internship is an opportunity to get practical experience that is at times dramatically different from what he or she comes across in a classroom. Additionally, participation in an internship makes the student a more attractive candidate, and can also be a key to a full-time job.

Going back to the ECM 2014 research, we can see that most professional aged 29 or younger have rated internships and mentoring among the top aspects of career development (See Chart 2 below).

Chart 2
Source: ECM2014-Results

For employers, a successful internship program can bring some very important long-term benefits.

What do employers gain when creating internship opportunities for students?

- Mold the talent market to suit best the company's needs. Be the first employer to an intern: values, principles, and vision will shape up the intern's business attitude;
- Expand a lead-generation network. Although interns don't always end up full-time employees at the same company, they are likely to return as clients or to recommend the business, if they have had a positive internship experience;
- Train and develop the company's workforce: "It takes more intellect to teach something to someone than to learn it yourself";
- Gain access to more brainpower;
- Recruit prospective talent for the company. (Some of our agency's best people have joined us through internships. We saw their potential and offered them full-time positions. Some of them became executives in time, while others became our clients);
- Develop the local industry branch and the country's economy.

As recent research studies show, on top of supplying you with prospective talent, initiatives like internship and mentoring may actually result in your existing employees being more satisfied with their jobs.

78.2%

PEOPLE

consider networking among peers and colleagues the most relevant aspect of career development.

It's been just a few months since I stepped down as Pleon Talan CEO, meaning that most of my internship experiences are linked with this agency. There, we have a very well structured internship system based on some important principles that I'd like to share within this article:

- Every intern is assigned to a mentor. That is a person who meets the intern during the initial interview, provides them with a workplace and defines a workload. A supervisor is also responsible for teaching the intern to do certain tasks and provide feedback;
- Each of the internships starts with a plan, listing the intern's tasks and projects they are willing to take on. Further on, the plan undergoes a reality check, with the mentor looking into the way to accommodate the intern's wishes with the agency's realities. For example, most interns coming to Pleon Talan put 'strategy development' on their lists. Seeing that, their mentor usually explains that they are not qualified enough to develop a complete strategy on their own and then suggests they should try their hand in some of the strategy-related tasks such as collecting and processing information, working on some of the documentation, and so on;
- Internships are always limited in time, but never last less than two months. If they did, interns wouldn't have enough time to learn the basics and get comfortable with their tasks. Likewise, if lasting any longer than that, they would de-motivate the students, who would soon switch to more serious tasks which they can also get paid for;
- All interns have a strict working schedule. Be it one hour a day, or one day per week, the mentor always has to be able to include into their schedule some work with the intern;
- Interns are never allowed to connect directly with clients, partners, or contractors;
- Upon completing an internship, an intern may request a detailed feedback from a mentor and a letter of recommendation.

Finally, I'd like to conclude this article it with an appeal to the communications market: Let's try to be more socially responsible and help our global industry grow by engaging and training the young talent of our students! ___WCR magazine

Katja Schleicher
Founder and Managing Director,
IMPACT! Communication Coaching
(Netherlands)

TRY A LITTLE GENDERNESS

USE BOTH MALE AND FEMALE COMMUNICATION PATTERNS TO BECOME A COMPLETE MANAGER AND LEADER

Of course women are from Venus, and some indeed cannot park a car. Men, those Martian creatures, are often more than reluctant to talk about feelings. Perhaps there is some truth in that, but it leads to premature assumptions concerning communications in the area of management and leadership, which are of little use. It is much more useful to find ways of achieving the best possible results in leadership communication. The problem is not the difference between Adam and Eve as such… but that we need to (re)discover male AND female communication patterns and utilise their full potential in leadership communication. For, neither women nor men are per se better or worse leaders or managers. Success will come to those who fully understand both male and female communicative patterns and know when to apply which pattern, according to each situation.

This article is based on two main assumptions:

- In childhood socialisation, frequently only one of these develops distinctly. This pattern is then often used in stressful situations (time pressure, emotional challenge or other such). The Little Princess who achieved most things in her childhood by turning on the waterworks will only realise how difficult it is to survive on this pattern alone when she is an adult, working in a management position in which she is responsible for 200 members of staff.
- The male communication principle was the dominating one since the beginning of the industrial revolution, and has remained dominant to a large extent to the present day. Only in the last few years has the female communication principle entered the area of management, perhaps coinciding with the realisation that there will be a limit to Ford's capitalist ideal of unrestricted growth and expansion. But the male principle is still often considered the only one guaranteed to lead to success. Women in management positions frequently try to imitate the male principle, especially when they are more familiar with the female principle. The male principle, which dominated the world of management over the last 100 years, did indeed achieve many things, but is hardly sufficient to deal with the complex challenges of the 21st century. If both genders can develop both patterns to the same degree, we could use a significantly broader range of communicative resources, which are inherent in us.

The main focus of this article is business communication, but experience has shown that the same mechanisms apply in private situations. After all, a family needs to be managed successfully in the same way as a department or an entire company.

4

AREAS

(corpus, lingus, intellectus and sensus) are present in both male and female patterns

Each public form of communication developments its impact in four areas, each of which finds expression in male and female communication patterns:

- Corpus – i.e. everything we express through our posture, movements, facial expressions and gestures (in the best case scenario we support our message through these elements and in the worst case we debunk it).
- Lingus – language itself: our voice, volume, pauses, intonation, modulation, how fast we speak, but also dialects and accents.
- Intellectus – the structure of our communication, how directly or indirectly we approach the subject, how we introduce and present our topic, how far we divert from it, as well as our choice of how to finish a presentation.
- Sensus – this is a difficult aspect of communication. It concerns "reading between the lines", indirect factors that are often felt and can't easily be pinned down. Often the man or woman needs to take these in intuitively (for example sounds, smells, light or spatial conditions).

All four of these areas are present in both male and female patterns (for example, corpus is not a specifically male area, nor is sensus a specifically female pattern). They may simply manifest themselves differently in men and women.

It is still considered unusual for a man to successfully apply female patterns, or for a woman to use male patterns in verbal and nonverbal communication. An interesting example for such a change in pattern is Hillary Clinton: part of her whole process in running for President in 2016 is the development of her female communication pattern. She has realised that a balance of both patterns is essential for her in her aim for leadership, as it will allow her to successfully work with people.

FACTS VS. EMOTIONS

Recent neuro-communicative studies confirm what we have known for a while: people react to feelings and empathy more directly than rational messages. In addition, the incorporation of narrative elements such as storytelling in various communication channels reinvigorates this female communicative pattern. This doesn't necessarily mean that the "storytellers" are more successful: if the facts (male pattern) are neglected, even the most emphatic team gets the impression that the speaker just talks a lot of hot air and lacks in substance. A very simple way of strengthening the male pattern is the deliberate disregard of all "felt" factors, which should be replaced with an extreme focus on one, and really only one aspect.

Likewise, an easy way to practice a more female pattern one should let go of the aim of the communication for a while and put all emphasis on the environment of the situation (even considering the colour of earrings or the pattern of socks).

LINGUS

In professional dialogues it can often be observed that staff members only operate in female empathetic patterns, while managers often use exclusively male patterns.

A significant indicator for female patterns is the question mark, whereas male patterns are typically resembled by exclamation marks (perceived categorical imperative!). Isn't it great that we can pick and choose from those patterns, depending on our communicative goal? And we can, of course, use them in varying combinations, which can be practiced and learnt easily. For example, "Oh, why don't you tell us more about this?" is a much more emphatic encouragement to talk than the instruction "Tell us!"

A simple piece of advice on how to strengthen male communicative patterns: consequent use of main clauses. Sub-clauses (a predominantly female pattern) tend to qualify the core message. Likewise, sub-clauses can be of great use to those who mainly apply male patterns, as they would contribute greatly to the overall communicative toolbox.

Those who mainly make use of female patterns can practice by simply using harder-sounding key words and phrases, while retaining the same intonation, or the other way round: "gentler" phrasing, in combination with trustworthy sounding intonation (with the voice going down at the end of a statement or sentence).

SEND - RECEIVE

A distinctive nonverbal female communication pattern is the so-called "bird-posture", i.e. the speaker's head is tilted slightly to one side, thus exposing the side of the neck, giving an appearance of vulnerability. This is a very receptive, warm pattern, which signals an interest in what the speaker has to say and allows him or her to finish a train of thought.

Recent neuro-communicative studies confirm what we have known for a while: people react to feelings and empathy more directly than rational messages.

However, if you really want to get ahead with an argument other non-verbal methods are more effective.

In the structural area of the intellectus it is much better to be decisive and to prioritise. The female pattern typically collects a wide range of information without qualifying it and only evaluating it roughly.

HARD VS. SOFT DEMARCATIONS

Words, phrases, sequences, stronger segmentation, distinctive demarcations, conveying an impression of toughness - that's a typically male communication pattern. It is also apparent in several languages: German, Dutch and Norwegian are usually perceived as sounding authoritative, like giving orders. The same sentence, with the same intonation, may sound flattering in French, which is like a typical female pattern: more open and flexible, gentler.

There is no distinct advantage of using one or the other. A serious alert, delivered in a melodious lilt, will fail to make an impact, just like a polite request that

Of course, it makes a difference whether you begin a meeting with a statement contribution or whether you are responding to a question. But both patterns can lead to success.

is being delivered like an order. Anybody who acquired a foreign language will have a rough idea what this means, because both communicative patterns are manifested in different national cultures. Cultures with a hierarchical social structure, such as Germany or France, in which male communication patterns dominate, usually have no or few emotional problems with very direct utterances (although they sound very different!). If a businessman or manager uses the same pattern in a similar situation, yet in cultures with a pronounced female communicative, such as Norway or the Netherlands (which phonetically sound male) he or she will encounter resistance or cause emotional misunderstanding.

APPROACHABLE OR TRUSTWORTHY VOICE PATTERNS

These give a slight advantage to those who are more familiar with male patterns. Margaret Thatcher practised this trustworthy voice pattern relentlessly in order to appear more serious and to give more acoustic weight to her message, by lowering her voice at the end of a sentence or an argument. We trust this type of voice instinctively more than a high-pitched one. A lowered voice automatically exudes confidence and conveys a sense of trust. If your intention is to sound affirmative and inviting this should be reflected in your intonation. A critical point is reached when the focussing style of the male pattern is paired with a perceived female pattern (where the voice goes up at the end of a sentence or argument). Your audience may experience some kind of panic.

TIMING

The parameters of timing are often a clear indicator for a successful communicative pattern. Male communication patterns are often perceived as stronger and more assertive because they are more tied to a strict time-frame. This means that if time is of the essence, then the male communicative pattern tends to be a more appropriate choice. Another basic tendency: the more urgent the content, the more male patterns apply. A situation which requires a heightened sense of urgency (for example a car crash) is a good example: The time frame is by nature so limited that quick and clear utterances (imperatives, exclamation marks) are necessary. By contrast, this style is clearly not appropriate at a roundtable discussion.

In female patterns, each contribution is given a roughly equal weight. A frequent phrase would be something like this: “Why don’t we gather everything we have at the moment ...” Male patterns, on the other hand, typically start with the least important contribution and build up to the most significant one. This is often found in combination with a particular announcement of that contribution

(Boss: “Let’s see how the sales dept has solved this…”). This is at least an indication that there is a certain degree of understanding for female communicative patterns, or some kind of unwritten law is in place at a meeting. And then the new team-member, who likes sharing her knowledge, may lose out on scoring points. A smug prompt such as “Well, we should first find out what our new colleague has to offer on this topic”, can be elegantly rebuffed by this kind of response: “It would be very useful for me to deal with this after we have discussed product management.”

INDIVIDUALISM – COLLECTIVISM

The male “me” and the female “us” are among the most easily recognizable communication patterns. With a little bit of effort either pattern can very easily be learnt. If using both patterns in combination poses the risk of polarizing the target audience in a particular situation one could apply a neutral alternative method. Neutral in this context means, for example: Instead of saying “I decide that… ”, or “In our opinion…”, constructions like „Considering the aim to enhance the progress…” or “Taking into the account the outlook of the upcoming quarter… ”A common pitfall for male pattern is to pair the “us” with too much emotion. For female patterns it does not work well to combine “me” with an affirmative directive and present this as an individual emotional utterance (that could be contested again afterwards).

ACTION - REACTION

Of course, it makes a difference whether you begin a meeting with a statement contribution or whether you are responding to a question. But here, too, the same rule applies: both patterns can lead to success. Many people think that the first contribution should always be an action of some kind (male pattern). But it can be equally effective to let others come forward first (encouragement of interaction: female pattern).

In order to establish which pattern is likely to lead to the best results, you should ask yourself, preferably prior to each communicative situation, what your audience should think, feel, do and tell others. If it needs a quick decision that conveys security, it is advisable to apply male patterns. If it prefers an “emotional home” and wants to feel looked after and cared for, then you should probably switch to a female pattern.

As adults we are much more prominently connected with one of the two patterns, and this is the one we will usually resort to in stress situations, because the other pattern will be less familiar to us. But we can broaden our portfolio through practice, just as it works with the acquisition of any other communicative tool – a little bit, each day! Once you expertly manage and utilize both female and male patterns, your professional and personal relationships will benefit AND you will save precious time. In management situations the formula for success is to be able to master both patterns, regardless whether you are a man or a woman.

___WCR magazine

Dr. Volker Stoltz
President of the Global Communication Institute e.V. (Germany)

GLOBAL COMMUNICATION PROJECT – GLOBCOM TERM XIII / 2015

For contact:
Große Präsidentenstr. 5, D-10178
Berlin, Germany
Phone: +49-30-280 96 250
Mob.: +49-171-6 4499 11
Fax: +49-30-280 96 251
e-mail: volker.stoltz@web.de

GlobCom is an international project run by 15 universities of 15 countries on 6 continents. The students of the universities study PR / communications at least in the 3rd Semester. Eight or more virtual international student teams are formed and each will act like an international PR agency. The teams will get the same PR brief and have to develop and submit a PR strategy as a presentation (ppt format etc) like in a real agency pitch. The students of the virtual teams communicate and co-operate with each other via e-mail, internet phone, twitter, facebook etc.

GlobCom follows seven objectives:

- To collaborate in a multicultural team.
- To overcome cultural barriers.
- To act together online in a virtual team.
- To work as an agency solving a global PR issue.
- To recognize the strength of cultural diversity.
- To learn implementing global strategies locally.
- To convince via a presentation.

In 2003, the project was run for the first time with great success. Each year, more than 200 new students of 14 universities around the world join to take part. At present, the 13th term in 2015 is in preparation: the executive phase was launched in February and will finish in the beginning of June with a symposium in Sarawak / Borneo, Malaysia. Other symposiums held so far: Boston, USA (2014), Stellenbosch, South Africa (2013), Abu Dhabi (2012, 2009 and 2008), Barcelona (2011), Cheltenham, UK (2010), Lisbon (2007), Palma de Mallorca (2006), Gorizia, Italy (2005), Barcelona (2004) and Erfurt (2003).

The participating universities are:

- Australia: Curtin University of Technology /Perth WA
- Chile: Universidad de Valparaiso, Valparaiso
- Germany: University of Erfurt / Erfurt
- India: Convergence Institute of Media Management and Information Technology Studies (M C National Journalism University) / Bangalore
- Italy: Università degli Studi di Udine/ Gorizia
- Malaysia: Curtin University of Technology, School of Business, Sarawak / Borneo
- New Zealand: Aut University, Auckland
- Portugal: Superior School of Mass Communication and Media Arts /Lisbon
- Russia: State University St. Petersburg / St. Petersburg
- South Africa: University of Stellenbosch /Stellenbosch, Cape
- Spain: Ramon Llull University – Blanquerna / Barcelona
- Thailand: Chulalongkorn University
- UAE: Zayed University /Abu Dhabi
- United Kingdom: Leeds Metropolitan University, Leeds
- USA: Emerson College, Boston

Co-ordinator of the project is Dr. Volker Stoltz – president of the charity organisation, Global Communication Institute e.V. and member of the Council, once CEO of Shandwick Europe and of the worldwide affiliate network and a former owner of a German PR agency sold after 20 years to Shandwick plc, London.

The VP of the Global Communication Institute is Enric Ordeix, PhD, Barcelona. Member of the board and project moderator is Averill Gordon, Lecturer of the AUT University, a former director of Shandwick plc, London.

Iris Jammernegg is member of the board and lecturer of the Università degli Studi di Udine.

www.globcom.org
is the common platform
of the project

Solly Moeng
Managing Director of DonValley Brand, Marketing & Communications (South Africa)
Member of the WCFDavos Committee

PROTECTING AND ENHANCING CORPORATE REPUTATION HIRE AND NURTURE THE BEST TALENT; DEVELOP A 360° VIEW OF YOUR BRAND

DELIQUATUR, QUI DEST, QUOS EST DELITE QUAM, SUNTIA SOLORES TISCID MAGNAM EL IPSUM, SIT ASSITIO RECTEM FACERERUNTUR MOLOREM OLUPTIAM NUS MOLORROVID MOLOR SUNT MAGNAT.

написать 160-180

PROLOGUE

This paper formed part of the discussions that were held at the 2015 World Communication Forum-Davos, in Switzerland. In its sixth year since it was established, the Forum “Communication on Top”, successfully brought together bigger numbers of communication experts from around the globe to discuss various aspects of their profession and how it can contribute to the realisation of strategic objectives in all forms of organisations, including the bottom-line, thus making our world a better place.

The paper deals with the increased need for strategic communicators to have the requisite training, experience, and develop a wider view of the brands they work for in order to gain the recognition they need to inform strategic decision-making at the highest level.

INTRODUCTION

Many corporate communication managers, whose mandate also often includes protecting and enhancing corporate reputation, stakeholder communications, issues management and crisis communications, often get set-up to fail. This is because they are either not positioned high enough in their organisations, or because their organisations are structured in impenetrable silos – preventing them from enjoying sufficient access to the top decision-making levers, or all of the organisation’s business or operational units.

It is needless to state that limited access and influence result in restricted impact on the fortunes of the organisation.

WHO OCCUPIES THE WORLD OF COMMUNICATORS?

A cursory look at the kind of people who often get employed as communication officers or executives or establish PR and communication agencies reveals a world full of former:

- Bored housewives / retrenched men
- Frustrated ex-models
- Idle-looking employees
- The pretty girls in the candidate list line-up
- Ex Personal Assistants (PAs)
- In South Africa, nouveaux entrepreneurs with hands in a diversity of cookie jars: “Jacks of all trades, masters of none”
- Qualified and / Experienced Professionals

Although the last group should dominate the world of communicators, this is not always the case in some countries.

Clearly, unlike professions in law, accounting, architecture, engineering,

360° VIEW OF BRAND is what you need to develop. We live in a world where media platforms are proliferating on a daily basis.

and many others, too many recruiters of communication practitioners do not insist on requisite academic qualifications and appropriate experience when they seek to fill-in communication vacancies. This is not only the case in specialised fields, where the assumption is often made that technically qualified and experienced persons will also make good communicators. This, we know, is not always the case. A brilliant mathematician, scientist, accountant, engineer, or even a brilliant CEO, will not always make a brilliant corporate communicator; in the same way that a brilliant corporate communicator will not always make a brilliant mathematician, scientist, engineer, or CEO of a business. Corporate communications is a science for which specialised training is required. Of course, this argument does not imply that mathematicians, scientists, accountants, engineers, or CEOs cannot ever make brilliant corporate communicators. With a combination of personal flair, some training and coaching - especially media training – some specialists in other fields can combine their specialist knowledge and skills with good corporate communication training to make excellent communicators for their fields of specialisation and companies. They can be trained to be good brand representatives and reputation managers. But they need the training.

While the understanding of the technical aspects of any business is always helpful for developing appropriate and convincing communication messages, one doesn't have to be technically trained in order to communicate in specialised fields. It suffices for trained communication practitioners to have access to specialists in the business or organisation that employs them to draft strategies and content that will help the business communicate effectively with its stakeholders.

An example would be a corporate communications person who works for a large retailer whose business might be divided into Foods, Clothing and General Merchandise. The corporate communications manager need not be a specialist in textile sourcing, a dietician, or food technician, but it would help them to have access to such specialists when drafting messages or responses focusing on such areas, especially during issues management and crisis communication. They would, however, need to have requisite strategic communications training and experience in order to know what questions to ask and to draw the right input from the specialists for drafting the right messages for appropriate communication needs.

Businesses and organisations should not be surprised when they get mediocre corporate communications if they use the wrong criteria, e.g. physical beauty instead of brains, when recruiting strategic corporate communicators.

DEVELOPING A 360° VIEW OF BRAND

We live in a world where media platforms are proliferating on a daily basis, sources of information are diversifying and audience attention spans have become shorter. People are connected with strangers and all sorts of interest groups online. They freely voice their opinions and readily get influenced by the views of others, near and far. They have also become increasingly aware of rights issues: animal rights, human rights, women's rights, children's rights, as well as environmental and green issues. This awareness contributes to shaping their views on brands and corporate behaviour. News travels fast and brands no longer have a place in which to hide from stakeholder scrutiny. The proverbial “big brother” is all over the place. Organisations whose conduct is not underpinned by a solid set of values risk getting exposed and their reputation damaged. Bad corporate reputation leads to loss of goodwill and, eventually, investor trust and profit loss.

Whereas there was a time when companies and other organisations considered only their shareholders and customers as their stakeholders; this is no longer the case. Everyone is your organisation’s stakeholder, directly or several times removed. If they do not get directly affected by your organisation’s decisions and conduct, someone else they know will. When this gets out, it easily gets spread further through digital media, leaving your organisation on the back foot, trying to cover lost ground; the place any brand would like to be in.

Strategic corporate communicators have a responsibility to constantly scan and understand internal corporate behaviour and how it might impact on goodwill and reputation. They also have to scan and understand the organisation’s micro and macro environments, as it is in these environments that broader stakeholder issues are constantly at play. Understanding the nature of issues that matter to their organisations’ stakeholders will enable them to contribute meaningfully in strategic discussions, ensuring that no decisions are taken that may place the organisation’s reputation in peril.

Instead of remaining ‘runners’ who spend their time fighting-off fires, strategic corporate communicators should be ‘chess players’ who see potential issues and crises long before they impact their organisation, and act to protect corporate reputation from harm. ‘Chess players’ do not wait for things to happen. They understand the media environment. They therefore spend their time observing their organisation’s ever evolving stakeholder environments and informing corporate decision-making processes in order to remain in sync with the world around them. They do this to optimise the operational environment for better stakeholder goodwill and, by extension, healthy returns.

CONCLUSION

Corporate communicators who manage to attain the level of ‘chess player’ are strategic in their approach and get taken seriously by their employers or clients. They cease to be treated as mere ‘runners’ who only implement (often ill-informed) decisions made by others. At this level, no strategic moves get taken without their input because they bring an element to decision-making that will ensure that their organisations are not found wanting, with shareholder-value compromised and goodwill in peril. Armed with a strategic 360° view of their brands and the environments in which they operate, as well as deep understanding of the issues that matter to their organisations’ stakeholders, they know how to predict stakeholder reaction to planned strategic corporate decisions and moves. They are thus best suited to protect and enhance corporate reputation.

Solly Moeng is brand reputation management adviser and CEO of the strategic corporate communications consultancy DonValley. He writes a weekly column on corporate reputation management for www.fin24.com ___WCR magazine

EDITORIAL COUNCIL
WCR edition 2015


COMMUNICATION
ON TOP
IN DAVOS
World
Communication
Forum
SEE YOU
IN DAVOS!
#WCFDavos
is to take place in Davos, Switzerland
on 08-09 March 2016
www.forumdavos.com

For contact:

World Communication Forum Association

Mattastrasse 21, CH-7270 Davos Platz, Davos, Switzerland

E-mail: forum@forumdavos.com, Phone: +41 76 277 1087