

Organizational and Strategic Communication Section

ECREA European Communication Research and Education Association

Contents

- Conference format
- p. 1

- Call for papers
- p. 2

- Preliminary Programme
Toulouse, June 9, 2009
- p. 3

- Abstracts
- p. 4

- Registration 2009
(complete form page 10)
- p. 10

- Address
- p. 10

- Local Coordinators
- p. 10

- Venue
- p. 10

- Hotels
- p. 11

- Map
- p. 12

Organizational and Strategic Communication Section invites you to participate in its 2009 annual workshop organized in Toulouse.

Workshop ECREA Toulouse, June 9, 2009
Strategic and Organizational Communication in firms: Crisis as Opportunity?

- Conference format

This will be a small working conference, facilitating conversations intended to develop future connections between participants. Each scholar is asked to submit a paper (30-minute presentations and to provide one approach, theory or analytical tool that can be used to productively understand and/or resolve the issue presented in the paper. Examples could include a media text, a transcript of a conversation, a videotape of interaction, a web page, or a narrative written by a group member. Possibility to do a PowerPoint presentation.

Participants will share their case studies before the conference, and spend time during the conference analyzing them from a variety of approaches.

After the conference is over, the paper will serve as a common database to facilitate further research.

To facilitate discussions at the conference, the conference languages will be English and French.

Specific topics

1. Information and Public Relations in a period of crisis
2. Identity, Culture in a period of crisis

Abstracts

Abstracts were submitted to a the Scientific Committee for double-blind review.

The proceedings will be available in the next newsletter.

- Registration

All participants to the conference, including those who present papers, must register electronically. Registrations will open after May 15, 2009. The deadline for conference registration will be June 1, 2009. Fees: 15 Euros (Please fill in and e-mail the form, page 10).

- Information

Local coordinators:

- . Arlette Bouzon arlette.bouzon@iut-tlse3.fr
- . Laurent Morillon laurent.morillon@iut-tlse3.fr
- . Joëlle Devillard joelle.devillard@iut-tlse3.fr

- Call for papers (reminder):

The Strategic and Organizational Communication Section would like to analyse the current situation of communication ON and IN companies, in a period of crisis.

In 2008, a recession throughout the industrialized world was suggested by several important indicators of economic downturn. This crisis has led to increased unemployment, and other signs of contemporaneous economic downturns in major economies of the world.

This workshop aims at understanding contemporary developments in communication theory by looking backwards, as well as forwards. It intends to deal with the question of how communication is intertwined at various levels. Additionally, we would like to address the question of what kind of alterations can be used to adapt existing models and theories for current crisis. We want to encourage papers that explore tensions between older and new approaches.

The workshop will reflect on this cross-disciplinary process of conceptual and methodological transfer on the basis of which corporate communication phenomena are described.

Special attention will be paid to the interdisciplinary character of papers, and to emerging issues in Public Relations and communication sciences.

Specific topics

1. Information and Public Relations in a period of crisis
2. Identity, Culture in a period of crisis

Abstracts

Abstracts were submitted to the Scientific Committee for double-blind review.
30-minute presentations

Papers

Full papers should be maximum 7,000 words, excluding tables, figures, and references. Final paper will be evaluated by at least two anonymous reviewers. This evaluation process will decide whether your paper is accepted as a full refereed paper, or as a work in progress paper or as a poster. The defining of the theoretical frame and the concepts have to be indicate (among which the underlying hypotheses). The conditions of validity of the analysis are to be mentioned. Clarify the research methods or methodologies. Limits of the thinking need to be expressed.

Language for both abstracts and full papers: English, French.

The European Communication Research and Education Association (ECREA) was created in 2005 as a fusion of the two main European communications researchers, the European Communication Association (ECA) and the European Consortium for Communications Research (ECCR) and has the following objectives:

- Encouraging and spreading, within a European framework, the development of research in different areas of communications, as well as promoting an interest in communications research within, and between, the member states of the European Union.
- Promoting a forum where information can be exchanged between researchers in the communications field and facilitating communication and cooperation between members of the Association;
- Giving aid to, and favouring the publication of, research work by young European researchers;
- Taking into account the diversity of cultures and languages in Europe;
- Developing, improving and promoting educational projects linked to communication and the media.

The ECREA section for Organizational and Strategic Communication promotes an active and critical dialogue among scholars in view of consolidating an interdisciplinary field for thoughts, debates, applications and complex projects.

The participation rules of the Section allow contributions from researchers, professors, master and doctoral students, as well from corporate representatives whose aim is to develop the internal research portfolios of their own organizations.

The Section also allows contributions of independent specialists and consultants in marketing, public communication or related fields, as the very field of organizational communication is difficult to observe unless part of the organizational systems.

Our section concerns the influence of different sorts of communications, from and in organization, including public-relation, advertising, human resource management, by mass media or social media...

Each of these fields has expended its outlook and domain beyond its conventional definition and extent to integrative communication processes.

**- Preliminary Programme Toulouse,
June 9, 2009**

08.45 – 09.00 Registration

09.00 – 09.15 Welcome

Arlette Bouzon, Chair

Joëlle Devillard, Laurent Morillon, Conference
Chairs

**Information and Communication in a
period of crisis**

***1. Crisis Communication in Bankruptcy
Proceedings***

Luis Mañas Viniegra

Spain.

barreneo@hotmail.com

Keywords: crisis communication, bankruptcy
proceeding, unemployment, corporate reputation,
Spain.

***2. Deconstructing Organizational Communication
for (productive) Dissensus***

Carolyn Lee,

Australia

carolyne@unimelb.edu.au

Keywords: organization, communication,
hegemony, critical, deconstruction

Coffee / tea break

***3. Persuasion Methods used by the Interactive
Advertising***

Nelson Zagalo, Helena Pires, Ana Melo

Department of Communication Sciences,
University of Minho, 4710-057 Braga, Portugal
nzagalo@ics.uminho.pt <hpires@ics.uminho.pt>
<anamelo@ics.uminho.pt>

Keywords: advertising, persuasion, interactivity

***4. Textual Agencies and Organizing Processes:
The Case of Safety and Crisis Management in a
Petrochemical Industry***

Bertrand Fauré,

France

be_faure@yahoo.fr

Key words: textual agency, organizing processes,
security practices, performativity

12.00 – 14.00 Lunch

**- Preliminary Programme Toulouse,
June 9, 2009**

2.00 PM

Identity, Culture in a period of crisis

***1. Le management de la diversité et ses
dimensions communicationnelles dans un monde
globalisé. Quelques études de cas françaises.***

Valérie Carayol

France.

Valerie.carayol@u-bordeaux3.fr

Mots-clés : management de la diversité,
discrimination, organisation, communication,
France

***2. One Case, Different Cultures, Different Ways to
Manage the Crisis: Turkish Airlines Plane Crash
in Holland***

**Melike Aktas Yamanoglu and Besime Pinar
Ozdemir**

Turkey

aktas@media.ankara.edu.tr,

Melike.Aktas@media.ankara.edu.tr

Key words: communication strategies, crisis
response strategies, cultural context of crisis,
information flow, media relations

Coffee / tea break

***3. Corporate Contingencies in Inter-
Organisational Collaborations: A Process-System
Model of Effective Communication***

Ivana Modena,

Switzerland,

ivana.modena@unifr.ch

Tino G. K. Meitz,

United Kingdom

tino.meitz@gmail.com

Keywords: Communication, Organisations, Inter-
organisational Collaborations, Process-System,
Corporate Culture.

***4. The Global Economic Crisis as a Crisis of
Trust. Business Coverage in Opinion-Leading
Print and TV Media in Times of Crisis***

Christian Kolmer

Switzerland,

c.kolmer@mediatenor.com

Keywords: Content analysis, Trust, Economic
coverage, Business coverage, Framing

16.45 End of workshop

Abstracts

9.30 AM

Information and Communication in a period of crisis

1. Crisis Communication in Bankruptcy Proceedings

Luis Mañas Viniegra

Spain.

barreneo@hotmail.com

Keywords: crisis communication, bankruptcy proceeding, unemployment, corporate reputation, Spain.

Abstract

According to data from the National Statistics Institute, in 2008 there were 2,902 bankruptcy proceedings in Spain, representing an increase of 197.3% compared to 2007. In addition, 610,000 jobs were destroyed, ending the year with 3.2 million unemployed. 67.2% of companies declared bankrupt in 2008 are concentrated in construction, industry, real estate and business services.

If in 2008 the main problem of Spanish companies was the lack of liquidity and lack of financing, in 2009 the problem is compounded by the lack of productive activity.

In this situation, it's necessary to develop a crisis communication plan adapted to a new situation, that includes steps to safeguarding and recovering corporate reputation.

Corporate communication must include a humanistic vision, not immune to the difficulties that the crisis has on other business concerned: workers, subcontractors, suppliers... The personal attention to those affected, the speed, proximity and transparency are the basis of this proposal, avoiding at all times to generate alarms.

Similarly, efforts should focus on explaining to society that proceedings and records of employment regulation are tools that allow sanitation, sustainability and business continuity. Failure derogatory perception about their business can continue to prevent operating on the market, while lack of potential consumers.

Additionally, it is necessary to enhance internal communication processes for regulation of employment, so that rumors and the media do not

become the source of information for workers, avoiding criticism and leaks from within the enterprise and the motivation as a result of the uncertainty, which also affects workers not initially included in the Record of Employment Regulations.

2. Deconstructing Organizational Communication for (Productive) Dissensus

Carolyn Lee,

Australia

carolyn@unimelb.edu.au

Keywords: organization, communication, hegemony, critical, deconstruction

Abstract

The term 'period of crisis' has quickly become our current metanarrative, and therefore in at least some organizations, it has also emerged as the underlying or even explicit theme of much of the communication used within the organization to strategically construct its identity and culture in a specific way, relative to 'the crisis'. The processes by which certain conceptions of reality, such as this current one, predominate over others have been usefully theorized by way of Gramsci's notion of hegemony, a notion that has enriched much research into communication. In particular, 'critical organizational communication scholars have shown how these "structures of dominance" exist not simply ideationally, but through the communicative constitution of quotidian taken-for-granted realities' (Mumby 1997).

Building on this framework, then, I develop an argument in this paper for a research approach based not on discourses that are normative and interpretive, as in much research into organizational communication, but instead on those that are critical and dialogic. This is an approach that pays 'explicit attention to moral and ethical issues' (Deetz, 2000), and therefore seems urgently necessary in researching the increasingly complex communicative situations that our organizational workplaces have become.

From there I proceed to outline a methodology that is essentially an ethnography of a communicative site (Deetz, 2000)—a contemporary workplace in the form of a large organization. This ethnomethodology will be piloted, and then used as the basis to seek from a small sample of employees the expression of their own views and feelings towards quotidian organizational communication,

ECREA- Organizational and Strategic Communication Section

Coordination : Arlette Bouzon

Université Paul Sabatier Toulouse 3, 115 route de Narbonne – 31300 Toulouse

arlette.bouzon@iut-tlse3.fr ; Fax : +33 (0)5 62 25 81 97

ISSN (en cours d'obtention)

in particular seeking any topics employees perceive are missing from this communication. It is intended that these responses contribute to a dialogic perspective (Habermas, Bourdieu, Derrida, Laclau and Mouffe) on the organisation's communication processes, with the aim of facilitating positive outcomes for both organizational communication, and researchers' ways of discussing and theorizing it. Finally, the 'texts' generated by the employees will be read deconstructively, seeking the binaries perceived in organizational communication, the terms suppressed or marginalized (Derrida), with the aim of making explicit a productive dissensus—one that can lead to open discussion about the communicative construction of the organization's identity and culture.

3. Persuasion Methods used by the Interactive Advertising

Nelson Zagalo, Helena Pires, Ana Melo
Department of Communication Sciences,
University of Minho, 4710-057 Braga, Portugal
nzagalo@ics.uminho.pt <hpaires@ics.uminho.pt>
<anamel@ics.uminho.pt>

Keywords: advertising, persuasion, interactivity

Abstract:

The worldwide crisis results from developments in the real economy – but the dynamics of the downturn is influenced by media coverage. Groundbreaking research by Lamla et. al. has established a strong correlation between the tone of economic coverage and the decisions taken by companies.¹ This paper analyzes how reporting about the economy and business has developed since the economic crisis, which evolved in the wake of the “new economy boom”. The paper compares the coverage of the state of the economy and the reporting about companies over the period from January 1998 until March 2009. Based on the changing patterns in sectoral coverage and topic structure of reporting, the analysis explores, how media coverage interacts with developments in the real economy and perceptions and intentions of companies and consumers.

The analysis is based on two long-term data sets:

1) an exhaustive quantitative-qualitative analysis of the coverage of the economy in opinion-leading German TV and print outlets, which assesses the

¹ Lamla, Michael, Lein, Sarah M. and Sturm, Jan-Egbert: News and Sectoral Comovement, Zurich 2007 [= KOF Working Papers No. 183]

tone of coverage and the topic structures on story level

2) a comparable analysis of the coverage of industries and individual companies on story level.

Preliminary results show:

1) Dynamics and intensity of negative coverage of the economy have increased notably in the period 2008/2009 compared to 2002. Negative coverage thus anticipated the development in the real economy, e.g. the downturn in employment.

2) Reporting about companies turned markedly negative in the period of 2008/2009 with a strong focus on management issues. This development was accompanied by an increasing personalization of business coverage.

3) At the same time, the salience of share price coverage was less marked in 2008/2009 than in 2002. But on the other hand the tone of the reports focusing on shares was even more negative than in the previous period, when the shares of Deutsche Telekom hit their lowest point. The example of Deutsche Telekom is especially significant, because the IPO of DT marked the beginning of a share boom in Germany and was accompanied by an extraordinary PR campaign which involved a famous actor. The downturn of the Telekom shares was accordingly featured prominently in popular media, like TV news or the leading national tabloid Bild-Zeitung.

4) Reporting about the causes and the possible effects of the American sub-prime crisis affected the development of the real economy in a way, that further undermined trust in the existing structures and the financial reserves of companies, thus aggravating the adverse refinancing conditions for banks and other companies.

5) The crisis frame of reporting re-inforced the perception of an all-encompassing downturn by fading out reports about companies that were not reporting losses.

6) Reporting about economic policy focused strongly on political protagonists and their programs. Public support for a much stronger role of the state in economic affairs, ranging from a marked extension of subsidies to the nationalization of banks rose accordingly in the wake of this coverage.

4. Textual agencies and Organizing Processes: The Case of Safety and Crisis Management in a Petrochemical Industry

Bertrand Fauré,
France
be_faure@yahoo.fr

Keywords: textual agency, organizing processes, security practices, performativity

Abstract

This article aims to clarify some aspects of the contribution of texts to organizing processes. To what extent can texts such as reports, procedures, policies or work orders be said to be performing something within organizational contexts – acting On and IN these contexts? This question has recently been the subject of growing interest in organizational communication studies concerned by the mode of being of organizational forms - their constitution, maintenance and transformation- (Taylor & Van Every, 2000, Putman et al. 2009). In this view, texts are not only stabilized (institutionalized) representations or descriptions of a given organizational reality but are also agents by which this reality can be created and sustained. Under certain circumstances, and within specific contexts of use, they make a difference (Cooren, 2004): they enable organizational artefacts to be identified as actors – or speakers- able to “act” – or to “speak”- in their own name (Robichaud et al. 2004).

Although apparently extremely theoretical, these questions echo deeply with very empirical issues concerned with the normative influence of written rules within organizations (Who should write them? What sustains their authority?). The conjuncture of the current crisis gives a particular prominence to these issues because it reveals that financial texts, although extremely normative, were also very arbitrarily related to the organizational activities that they aimed to appraise (the crisis is financial before being economical). But, these issues are also raised by more structural reasons. Within economic systems characterised by an increasing diversity of normative sources (multi localisation, multi disciplines, multi cultures, multi constraints, multi jurisdictions...) organizing textuality becomes a major issue. Indeed, texts do not always “make a difference”: they sometimes fail to perform anything at all. Any contemporary manager involved in organizing a service, a project or a teamwork knows how difficult it is to write – or command someone to write – a procedure, a norm, a rule (i.e. to inscribe onto a permanent record a prescribed mode of functioning) and then to ensure that the text thus produced is clearly understood and effectively applied by all.

To explore these issues, we ground on a longitudinal study of the creation and transformation of a safety procedure guide within a national petrochemical company (from 1984 to

2004). We first describe how this text, originally shaped by the local dialects of one subsidiary of the company, becomes progressively an official language, incorporated into the global syntax of the Security Management System of the company. We then raised the difficulties encountered by the company in ensuring a coherent evolution between these multi supports, multi sources, multi levels corpus of normative texts and the day to day practices of security during industrial activities. Each accident, each mistake, each failure is the result of numerous factors interacting in specific situations (Gilbert et al. 2007) and requires both a systematic treatment (organized, formalized, written²...) and a contingent reaction (spontaneous, informal, oral...). Texts then fail in articulating the *then* and *there* of global safety processes with the *here* and *now* of local events. In the company studied, the role of informal knowledge and non written communications in security’s improvement is indirectly recognized by the recently emphasized importance of safety culture development (this renewed interest to the topic of safety culture – or climate- is also shared in the literature (Zohar, 1980, Guldenmund, 2000).

Finally, this article argues for a nuanced vision of texts’ authority within contemporary organizations. Dislocated, embedded, recombined...texts become a hybrid substrate of normativity which interplays more and more closely with other communicational processes. In this perspective, their performativity relies on an evolutive intertextuality which enables flexible contractual combinations or variable expressions of rights and duties.

Bibliography

- Cooren, F. (2004). Textual agency: How texts do things in organizational settings. *Organization*, Vol. 11, N° 3, p. 373-393.
- Gilbert C., Amalberti R., Laroche H., & Paries J. (2007), Errors and Failures: Towards a New Safety Paradigm, *Journal of Risk Research*, Vol. 10, N° 7, p. 959-975.
- Guldenmund FW (2000), The nature of safety culture: a review of theory and research, *Safety Science*, Vol 34, N° 1-3, p. 215-257.
- Putnam, L. L., & Nicotera, A. M. (Eds.). (2009). *The Communicative Constitution of Organization: Centering Organizational Communication*. New York, Routledge.
- Robichaud, D., Giroux, H., & Taylor, J. R. (2004). The meta-conversation: The recursive property of language as the key to organizing. *Academy of*

² Notably through methods such as REX, incident analysis, causes’ tree...,

Management Review, Vol. 29, N° 4, p. 617-634.
Taylor, J. R., & Van Every, E. J. (2000). *The Emergent Organization. Communication as Site and Surface*. Mahwah, NJ: Lawrence Erlbaum Associates.
Zohar D. (1980). Safety Climate in Industrial Organizations: Theoretical and Applied Implications, *Journal of Applied Psychology*, Vol. 65, N° 1, p. 96-117.

2.00 PM

Identity, Culture in a period of crisis

1. Le management de la diversité et ses dimensions communicationnelles dans un monde globalisé. Quelques études de cas françaises.

Valérie Carayol

France.

Valerie.carayol@u-bordeaux3.fr

Mots-clés : management de la diversité, discrimination, organisation, communication, France

Résumé

La France a connu plusieurs vagues d'immigration, depuis le 19^{ème} siècle, du Sud de l'Europe, d'Europe de l'Est et d'Afrique du Nord ; les périodes récurrentes de pénurie de main-d'œuvre ont fait de la France un des pays d'immigration les plus importants depuis le commencement de l'industrialisation. L'intégration des populations issues de l'immigration est de nos jours une préoccupation publique importante. Les émeutes suburbaines, très médiatisées, qui se sont déroulées en France ces dernières années illustrent les problèmes sociaux « des zones urbaines sensibles », où une majorité d'habitants sont des immigrés. Pendant longtemps, la seule manière d'envisager la diversité culturelle, en France, a consisté à mettre en place des politiques « d'intégration » et de « mixité sociale ». Les politiques d'assimilation n'ont pas été toujours très performantes et, en partie sous la pression de l'Union européenne, les concepts de diversité et de non-discrimination ont acquis graduellement de la légitimité dans le domaine public. En France il n'y a aucune donnée statistique officielle sur la population en termes de groupes ethniques ou culturels. Il est dès lors difficile, pour certains, de mettre en application une lutte contre la discrimination ethnique ou raciale. La non prise en compte des différences ethniques est justifiée par les valeurs universalistes de la République Française construite sur le principe de

l'égalité et non pas selon le principe d'équité communément revendiqué aux USA. Les politiques de discrimination positive, par exemple, sont régulièrement critiquées par les élites intellectuelles et politiques en France (Calvès 2004) parce qu'elles sont considérées comme étant inspirées par le modèle culturel américain. Un débat assez virulent existe autour de ces questions qui transcende les frontières politiques traditionnelles. La critique de la discrimination positive empêche les responsables d'entreprise d'adopter les modèles américains de gestion de la diversité et ont permis le développement de nouvelles pratiques autour de la gestion de la diversité dans les entreprises françaises. Ces dernières doivent être observées et étudiées en prenant en considération ce fond culturel particulier. Le travail proposé considérera la dimension communicationnelle des pratiques de management de la diversité à travers plusieurs études de cas françaises.

Albertini, F. (ed.) (2006) *Communication interculturelle et diversité en méditerranée*. Editions Dumane

Bender, A. (2004). Égalité professionnelle ou gestion de la diversité. *Revue française de gestion*, 151(2004/4), 205-217.

Calvès, G. (2004). Les politiques françaises de discrimination positive: trois spécificités. *Pouvoirs*, 29-40.

Fridman, V., & Ollivier, M. (2004). Ouverture ostentatoire à la diversité et cosmopolitisme: Vers une nouvelle configuration discursive? 1. *Sociologie et sociétés*, 36(1), 105-126.

Garner, H., Méda, D., & Senik, C. (2006). La place du travail dans les identités. *Economie et statistique*, 393, 21.

Levine, D. P. (2003). The Ideal of Diversity in Organizations. *The American Review of Public Administration*, 33(3), 278-294.

Peretti, J. (2007). « Richesses de la diversité des salariés pour l'entreprise ». *Tous Différents*, Editions des Organisations, 17-29.

Pitts, D. W. (2006). Modeling the Impact of Diversity Management. *Review of Public Personnel Administration*, 26(3), 245-268

2. One Case, Different Cultures, Different Ways to Manage the Crisis: Turkish Airlines Plane Crash in Holland

Melike Aktas Yamanoglu and Besime Pinar Ozdemir

Turkey

aktas@media.ankara.edu.tr,

Melike.Aktas@media.ankara.edu.tr

Key words: communication strategies, crisis response strategies, cultural context of crisis, information flow, media relations

Abstract

Crisis management is one of the prominent study area of both public relations and corporate communication. Multinational companies' operational areas became more diverse and vast because to the globalization, which brings forward "identity" and "cultural" concepts. By approaching the issue from crisis management perspective, it can be argued that same crisis condition in different countries should be handled differently due to the different cultural formations and experiences of these countries. This study aims to highlight different crisis response strategies of two different countries with different cultural background experiencing the same crisis at the same time. The case study examined in this paper is a Turkish Airlines plane crash, landing at Amsterdam's Schiphol international airport on 25th February 2009, killing nine people and injuring 84, six critically. This crisis denoted that different cultural contexts differentiate being ready for crisis, tools and styles of communicating with public, information flow between parties and also relationship patterns with media. This plane crash produced another crisis between Holland and Turkey because of the countries' different crisis management style and emphasized that there is no only one best way to handle crisis. The process of crisis management in this case study also highlighted that cultural differences in these two countries produces different public expectations in the sense that public-private distinction of information, information quality, information speed and communication style.

3. Corporate Contingencies in Inter-Organisational Collaborations: A Process-System Model of Effective Communication

Ivana Modena,
Switzerland,
ivana.modena@unifr.ch
Tino G. K. Meitz,
United Kingdom
tino.meitz@gmail.com

Keywords: Communication, Organisations, Inter-organisational Collaborations, Process-System, Corporate Culture.

Abstract

The aim of this theoretical paper is to stress the importance to develop a non-linear process-system of communication to manage contingencies in inter-organisational collaborations. Multinational companies seek new ways to expand their businesses or to survive in periods of crisis through inter-organisational collaborations, such as alliances, joint-ventures, mergers and acquisitions, relationships headquarters-subsidiaries. So far, communication between organisational members working inter-geographically or inter-organisationally requires specific communicative qualities crucial to avoid misunderstandings and failures in collaborative projects. These are the causes for instability in organizational settings which take to contingency in corporate communications or communicative gaps due to the inter-organisational differences of corporate cultures.

The construction of a non-linear and process-oriented theory of communication presupposes a proper explanation of the basic concepts needed for such a construction. These concepts are designed to refer exclusively to the cognitive and the social domain of human beings. Hereby, the conceptual scope of 'systems' covers a continuity of processes which relate to one another in a specific and describable way while the system's transformational changes according to its environments are unpredictable, i.e. they are 'non-linear'. 'Process' is chosen to cover the modification of relations between components or elements in a certain domain in space and time. These modifications are irreversible, and they are governed by patterns of circular causality. Thus, communication can be theoretically modelled as a dynamic process-system which consists of interactive reflexive processes.

Due to reflexivity as the basic mechanism of communication, and due to the cognitive autonomy of agents (Schmidt 1994), the effects of communication processes cannot be explained by clear-cut reasons. Instead, communication processes can be described as enabling conditions which, at the best, trigger a sequence of activities in self-organising systems whose modes, results and efficiencies can normally not be precisely predicted. The paper addresses the following questions: how can organisational members effectively communicate in inter-organisational contexts? How can different corporate cultures match to reach organisational consensus through communication? This investigation seeks to contribute to the field of organisational communication by proposing a model of effective communication in inter-organisational collaborations applicable to

organisations aiming to expand their businesses geographically or through alliances.

4. The Global Economic Crisis as a Crisis of Trust. Business Coverage in Opinion-Leading Print and TV Media in Times of Crisis

Christian Kolmer

Switzerland,

c.kolmer@mediatenor.com

Keywords: Content analysis, Trust, Economic coverage, Business coverage, Framing

Abstract:

The worldwide crisis results from developments in the real economy – but the dynamics of the downturn is influenced by media coverage. Groundbreaking research by Lamla and al. has established a strong correlation between the tone of economic coverage and the decisions taken by companies.³ This paper analyzes how reporting about the economy and business has developed since the economic crisis, which evolved in the wake of the “new economy boom”. The paper compares the coverage of the state of the economy and the reporting about companies over the period from January 1998 until March 2009. Based on the changing patterns in sectoral coverage and topic structure of reporting, the analysis explores, how media coverage interacts with developments in the real economy and perceptions and intentions of companies and consumers.

The analysis is based on two long-term data sets:

1) an exhaustive quantitative-qualitative analysis of the coverage of the economy in opinion-leading German TV and print outlets, which assesses the tone of coverage and the topic structures on story level

2) a comparable analysis of the coverage of industries and individual companies on story level.

Preliminary results show:

1) Dynamics and intensity of negative coverage of the economy have increased notably in the period 2008/2009 compared to 2002. Negative coverage thus anticipated the development in the real economy, e.g. the downturn in employment.

2) Reporting about companies turned markedly negative in the period of 2008/2009 with a strong focus on management issues. This development

was accompanied by an increasing personalization of business coverage.

3) At the same time, the salience of share price coverage was less marked in 2008/2009 than in 2002. But on the other hand the tone of the reports focusing on shares was even more negative than in the previous period, when the shares of Deutsche Telekom hit their lowest point. The example of Deutsche Telekom is especially significant, because the IPO of DT marked the beginning of a share boom in Germany and was accompanied by an extraordinary PR campaign which involved a famous actor. The downturn of the Telekom shares was accordingly featured prominently in popular media, like TV news or the leading national tabloid Bild-Zeitung.

4) Reporting about the causes and the possible effects of the American sub-prime crisis affected the development of the real economy in a way, that further undermined trust in the existing structures and the financial reserves of companies, thus aggravating the adverse refinancing conditions for banks and other companies.

5) The crisis frame of reporting re-inforced the perception of an all-encompassing downturn by fading out reports about companies that were not reporting losses.

6) Reporting about economic policy focused strongly on political protagonists and their programs. Public support for a much stronger role of the state in economic affairs, ranging from a marked extension of subsidies to the nationalization of banks rose accordingly in the wake of this coverage.

³ Lamla, Michael, Lein, Sarah M. and Sturm, Jan-Egbert: News and Sectoral Comovement, Zurich 2007 [= KOF Working Papers No. 183]

-Registration 2009

Please fill in and e-mail the following form before June 1, 2009..

Personal data

Last Name

First Name

Organisation

Address

Postal code

Town/city

Country

Email

Phone number

Member of ECREA

- Choice for fees

When registering before June 1, 2009 the Early Bird Fees apply: € 15.
Full conference fee, including meal and tea/coffee, a copy of all the presentations full texts

After 1st of June 2009, the normal fees will be: €20
Full conference fee, including meal and tea/coffee, a copy of all the presentations full texts

We recommend you to pay in cash at your arrival

- Information local coordinators:

. Arlette Bouzon 06 15 207 463
. Laurent Morillon 06.21.01.06.61
. Joëlle Devillard 06 63 99 06 59

. Tel. Département Génie Chimique 05 62 25 88 90

- Address

**University of Toulouse III (University Paul Sabatier)
Département Génie Chimique
137, avenue de Rangueil,
31077 TOULOUSE**

Metro :

**Ligne B direction Ramonville, station
« Faculté de pharmacie »**

http://www.ups-tlse.fr/87086150/0/fiche_pagelibre/

To reach us, you have the choice between public transportation, car or taxi

- Venue

By public transportation

From the airport, you first need to reach the train station (gare routière/SNCF).

Take the airport shuttle (exit C) and then exit at terminus Matabiau SNCF train station.
Then, to reach us from the train station, take the metro line A towards "Basso Cambo"
Exit at the station "Jean Jaures".
Take metro line B towards "Ramonville".
Exit at the station "Faculté de pharmacie" in order to reach the Génie chimique building which is close.

By taxi

Ask for "Complexe scientifique de Rangueil".
Then, once on the campus, ask for the Génie chimique building.

By car

Drive on the freeway and take the exit n°21 "Complexe scientifique de Rangueil".
Then follow the instructions to reach the university campus.

Once on the campus, go to the Génie chimique building, which is close.

A map of the campus is available to download online on the university website and on page 12.

Hotels :

Hôtel ROYAL WILSON - www.royal-wilson.com
- 05 61 12 41 41 -

Kyriad Hotel Toulouse Centre - www.kyriad.com
- 05 61 34 11 71 -

B&B Hotel Toulouse Centre - www.hotel-bb.com
- 08 92 78 81 02 -

Etap Hotel Toulouse centre - www.accorhotels.com
- 08 92 68 31 10 -
Etap hotel, Rue Garance, Labège,
(env. 40 euros)
08 92 68 31 27

Hôtel Ours Blanc Centre - www.hotel-oursblanc.com
- 05 61 21 25 97 -
(env. 70 euros)

Hotel Ibis Toulouse Centre - www.accorhotels.com
- 05 61 63 61 63

