

I Ketut Budarma



CORPORATE COMMUNICATION

and Tourism Networking



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Corporate communication and Tourism Networking is a strategy built to knit relationships between companies and their stakeholders. It is a theoretical and empirical study that is very important for an entrepreneur in the tourism sector to master and professionally operated to gain favorable support from the business environment. The ability to design, implement, manage and evaluate communications between companies and stakeholders is the key to success. Stakeholders' support for the company, both internal and external, will enable the company to achieve a predetermined business plan. Corporate communication and tourism networking is a strategic management tool that used to orchestrate information broadly to corporate stakeholders through appropriate channels of communication according to stakeholder clusters. Tourism enterprises are characterized by complexity of stakeholders which must be managed professionally to ensure that each stakeholder contributes according to their part to improve the company's performance. The corporate network will be strengthened and expanded through the planning and implementation of professional corporate communications through in-depth research and studies so that the performance results of corporate communication and tourism networking can be measured and evaluated simultaneously.

CORPORATE COMMUNICATION AND TOURISM NETWORKING

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PREFACE

This book cited, compiled and abstracted from several resources publicly published, adapted to the structure of the curriculum and syllabus, only used internally in the process of teaching and learning, not for commercial purposes.

This book elaborates principles of tourism corporate communication from theoretical and practical aspects and Tourism networking that can be flexibly adapted into Tourism Corporation. Learners will be able to identify, analyze and formulate an appropriate design of corporate communication to build strong favorable relationship with stakeholders to sustain the business of the corporation.

The author would like to acknowledge those whose works are cited, quoted and compiled to enrich this book. The valuable ideas and insights pertaining to corporate communication will bring light to our generation and future corporation for the holistic prosperity.

Badung June 6th, 2019

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CORPORATE COMMUNICATION AND TOURISM NETWORKING

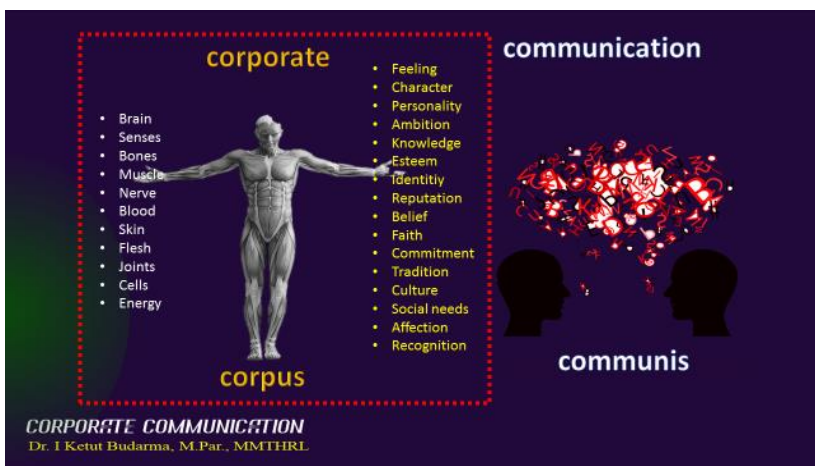


CHAPTER

1

INTRODUCTION

Corporate communication has been started 150 years but the term was not known at that time. Before starting defining what corporate communication is, it would be better to see the term ethimologically. Corporate communication consist of two words Corporate and Communication. Corporate deripved from word corpus in Latin, meaning body or phisical body. A corporate is regarded as human being or personified as human being. It has phisical appearance that has to be attractively presented. It has also non phisical properties such as character, mission, vision values and commitment. Considered animate a corporate has to exist in an environment that can support and appreciate its presence. The word communication is also originally from latin *communis* meaning to make something common or known. From the ethymological point of view, corporate omunication is an activity done to let stakeholders know about the corporate at large



CHAPTER

2

DEFINITION OF CORPORATE COMMUNICATION

Corporate communication is not public relation, neither marketing communication, but a communication used by management to develop effective and strategic communication to coordinate both internal and external stakeholders to create and keep good reputation with stake holders. The primary goal of this book, therefore, is to give readers a sense of how corporate communication is used and managed strategically as a way of guiding how organizations can communicate with their stakeholders.

The book combines reflections and insights from academic research and professional practice in order to provide a comprehensive overview of strategies and tactics in corporate communication. In doing so, the book aims to provide an armory of concepts, insights and tools that communication practitioners and senior managers can use in their day-to-day practice (Marchand, R. (1998). Corporate communication thus defined as follows:

Corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent

CHAPTER

3

CLASSIFICATION OF CORPORATE COMMUNICATION

Classification of corporate communication according to target audience can be gathered generally in three groups market, consumer and employee. These three groups can be achieved by interpersonal communication or mass communication methods. In market communication which is one of institution's communication directions management communicates with consumer. In consumer communication employee steps in. Another classification of corporate communication implements corporate communication in three main models. They are management communication, marketing communication, corporate communication.



Corporate Model of Communication

A. Management Communication

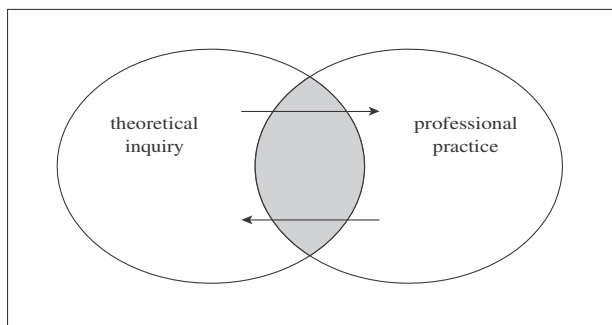
It is the activity realized by institution manager. Experienced management uses communication with the aim to achieve definite results. These are; to develop shared vision of the firm within the corporate, to form confidence in leadership of the corporate and to continue it, to begin the change of process and to conduct it, to provide the employee motivation and to

CHAPTER

4

THEORY AND PRACTICE PERSPECTIVES ON CORPORATE COMMUNICATIONS

The theory of corporate communication worth understanding, since it lays foundation of the practical one. The picture below demonstrates the field of corporate communication, where theoretical enquiry and professional practices enriching the success of the communication. New understandings and knowledge will in fact come from well-established collaborative links between academics and practitioners, which ensures validity in the collection and codification of data, offers anchorage for abstractions and data and tests for hypotheses, and also provides for new understandings that may arise from putting academic knowledge into practice. A good example of such conjoining of academic and practitioner forces is the Reputation Institute, an corporate committed to the development of reputation measures that are academically rigorous and valid, but at the same time practical enough to be used by communications consultancies and market research agencies in practice.



Theoretically corporate communication requires various theories such as the theory of communication and the theory of

CHAPTER

5

STAKEHOMLDER THEORY

As what has been discussed in the previous chapters, corporate communication is a tool for the corporate to communicate with their stakeholders, both internal and external. Since to both stakeholder the corporate depends. The importance of the stakeholders' role, this chapter specifically deals with the stakeholder theory.

Stakeholder perspective in business marks a move away from the neo-classical economic theory of the firm to a socio-economic theory, within which the stakeholder perspective is embedded. A neo-classical economic theory of the firm prescribes that the purpose of corporates is to make profits in their accountability to themselves and shareholders, and that only in doing so can business contribute to wealth for itself as well as society at large.³ The socio- economic theory suggests in contrast that the notion of accountability in fact looms larger: to other groups outside shareholders, for the continuity of the corporate and the welfare of society.

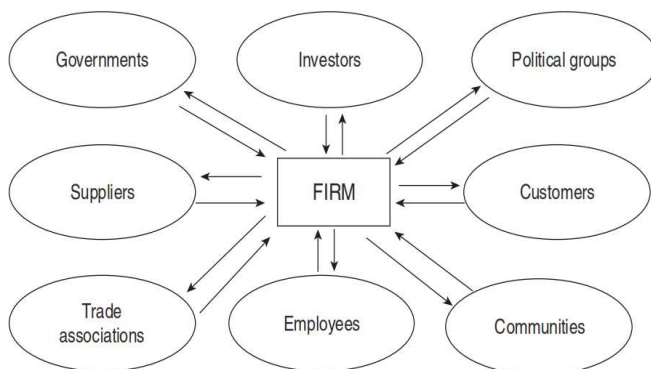


Figure 1. Stakeholders of A Company

CHAPTER

6

AIMS OF CORPORATE COMMUNICATION

After going through the concept of stakeholder, now we need to find out the aim of corporate communication for the corporate. There are four basic functions of corporate communication. They are; to *support internal and external activities (corporate function)*, to *develop identity for institution and product management (persuasion function)*, to *inform internal and external target audience (informing function)*, to *socialize individuals as a good citizen of institution (integration function)*.



Figure 3. Process of Developing Communication

Other aims are; to develop corporate image in financial community, to provide wide coverage of corporate activities in media, to provide employee and distributors' understanding of corporate problems to influence law makers and decision makers in decisions that influence the corporate, to develop the conceit of being in corporate among community members and employees.

CHAPTER

7

CORPORATE COMMUNICATION STRATEGY

Seeing corporate communications as a strategic function, in contrast, requires the strategic involvement of communications practitioners in managerial decision making. Such a strategic view of communications, which in part has already been realized within the business world but in part is also still aspirational, means that communications strategy is not just seen as a set of goals and tactics at the functional level – at the level of the communications function – but that its scope and involvement in fact stretches to the corporate and business unit levels as well. At the corporate level, where strategy is concerned with the corporate mission and vision as well as corporate positioning through the corporate identity mix, communications practitioners can aid managers in developing strategies for interaction with the environment. In this sense, communications practitioners are directly involved or support strategic decision making through their ‘environmental scanning’ activities, which may assist corporate strategy-makers in analysing the organization’s position and identifying emerging issues that may have significant implications for the organization and for future strategy development. Communications practitioners can at this corporate level also bring identity questions and a stakeholder perspective into the strategic management process, representing the likely reaction of stakeholders to alternative strategy options, and thereby giving senior management a more balanced consideration of the attractiveness and feasibility of the strategic options open to them. Lastly, communications practitioners of course may also implement the corporate strategy by helping to communicate the organization’s strategic intentions to both internal and external stakeholders, which may help avoid misunderstandings that might

CHAPTER

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CORPORATE COMMUNICATION PRACTITIONERS

A. The Roles and Practices of Communications Practitioners

On a day-to-day basis, practitioners working in communications are engaged in a broad variety of activities ranging from, for instance, editorial work, internal counselling, handling of inquiries, gathering information, looking at data from research, talking to press contacts, drafting communications plans, delivering presentations, producing communications materials (brochures, visuals, etc.), and administrative tasks within the department. The job of communications practitioners, at various levels of seniority, thus consists of a broad range of activities that in its scope and variety not only varies with the tasks that have been assigned to a communications department (i.e. whether the department is a service unit or is involved in counselling and decision making at the senior management level), but also with the range of issues and enquiries from stakeholders that are directed to communications practitioners for handling. In companies where stakeholder groups indeed wage many claims upon the organization and raise issues that require a response, practitioners often work at an unrelenting pace to counsel management, draft resolutions and policy documents, and respond to and communicate with those outside stakeholder groups.

As in many other organizational jobs, practitioners often work at a fast pace and under pressure on a whole range of different tasks and activities.¹ While these activities may be characterized by variety and brevity, and thus differ from

CHAPTER

9

TOURISM NETWORKING

The term network has been widely used to denote a mutual relationship among individuals and businesses. Historically network was a metaphor for the complex interactions between people in the community. However, with the development of quantitative approaches the concept of a network became formalized and related to mathematical theory. In graph theory a network is a: “finite set of points linked, or partly linked, by a set of lines (called arcs) called a net, there being no restriction on the number of lines linking any pair of points or on the direction of those lines. A relation is a restricted sort of net in which there can only be one line linking one point to another in the same direction, i.e. there are no parallel arcs”. (Mitchell, 1969: 2-3) as quoted by Scott, 2008.

The concept of the network then taken into the sociology as relation (ties) linking defined sets of persons, objects or events (Mitchell, 1969), and the sets of persons, objects or events on which a network is defined are called actors or nodes. Thus a network consists of a set of nodes, and ties representing some relationship between the nodes. The study of organizations where, for example, Gamm (1981) defines a network as a system or a field comprised of organizations and interorganizational relationships.

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