

BOOK OF GRADUATES

2024

Research Abstracts

Part-time Executive Master of Science
in Corporate Communication



Research Abstracts 2024

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Disclaimer This Book of Abstracts is a collection of the original executive summaries of the final theses from the graduates of the MSc in Corporate Communication Programme in 2024. Please note that differences in writing style, spelling or referencing style may occur as a result.

Preface

This year we celebrate the 26th graduation of the Part-time Executive International Master of Science in Corporate Communication Programme (MCC) at Rotterdam School of Management, Erasmus University. The programme continues its mission to enhance the academic and professional growth of communication professionals, empowering them to manage communications and reputations and lead with impact.

Twenty new graduates have officially been awarded the **Master of Science in Corporate Communication** degree as a result. With pride, we present the abstracts of the thesis projects completed by this year's MCC graduates.

The MCC programme has brought forth 380 graduates, including this year's cohort. Their hard work and determination, combined with the knowledge, insights, and skills gained from the programme, have helped many alumni achieve significant career advancements.

The current graduates have been pushed to excel through challenging coursework, case studies, role plays, management games, cutting-edge academic theories, and guest lectures from renowned professors and industry professionals from various universities and companies across the globe. These experiences have equipped them to become even more successful communication professionals.

The new Master of Science in Corporate Communication graduates are: Clémence Benamar, Laura Brito Pires, Karen Castillo Gosker, Julie Dacanay, Mateus Dalmago, Claire Draper, Anton de Graaf, Sigrid Hesselink, Tanja Kliphuis, Alex Kranenburg, Nynke Lokhorst, Fabienne Merlet, Marjorie O'Connell, Shurminia Martina Rafael, Caroline Schaberg, Fenna Visser, Lidewij de Vries, Tessa Wagensveld, Jonne van Welij and Julian van de Wetering.

We hope that our graduates have gained much from their time in the programme, not just from our education but also from their peers and colleagues in the corporate communication field. On behalf of the entire teaching staff, we can say that we have learned a great deal from them as well. Their eagerness to share real-world situations and challenges from their own organisations and connect them to the topics covered in lectures was both inspiring and energising.

The new Masters of Science in Corporate Communication are:

- *Clémence Benamar*
- *Laura Brito Pires*
- *Karen Castillo Gosker*
- *Julie Dacanay*
- *Mateus Dalmago*
- *Claire Draper*
- *Anton de Graaf*
- *Sigrid Hesselink*
- *Tanja Kliphuis*
- *Alex Kranenburg*
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- *Lidewij de Vries*
- *Tessa Wagensveld*
- *Jonne van Welij*
- *Julian van de Wetering*

Part-time Executive Master of Science in Corporate Communication

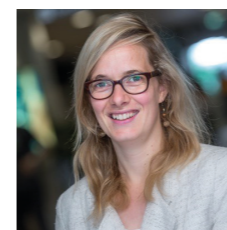
Rotterdam School of Management
Erasmus University



In more than twenty years of the Master of Science in Corporate Communication programme we succeeded in creating an international programme that presents all leading experts in a teaching role. We would like to thank the following people (teaching staff) who contributed tremendously to the success of this programme: Paul Argenti of Dartmouth College U.S.A.; Jaap Boonstra, ESADE Business School, John Balmer of Bradford University UK; Jean-Philippe Bonardi, HEC Lausanne; Peggy Simcic Brønn, BI Norwegian Business School; Michael Etter, King's College London; Carola Hillenbrand, Henley Business School; John Hayes, Leeds University Business School; Mark Hunter, INSEAD; Oriol Iglesias, ESADE Business School; Rita Linjuan Men, University of Florida; Michael Pratt of University of Illinois, Urbana/Champaign; Davide Ravasi of Bocconi University; Majken Schultz of Copenhagen Business School; Bob de Wit of Nyenrode Business University; Ansgar Zerfass, University of Leipzig and from our Faculty: Cees van Riel, Guido Berens, Pursey Heugens, Gui Liberali, Florian Madertoner, Lucas Meijs, Ton Roodink, Lonneke Roza, Erik van 't Klooster, Ingrid de Vries, Yijing Wang all working at the Rotterdam School of Management, Erasmus University.

It is also with great pride that we welcome Professor Emeritus Cees van Riel to award the 'Cees van Riel Award for Excellence and Impact in Corporate Communication' for the most impactful thesis in the field of Corporate Communication. The award is created in recognition to the founder of the Master of Science programme, Prof. Emeritus Cees van Riel. The Andreas Award for Innovation in Corporate Communication' is presented by Ing. Dries (Andreas) van de Beek, Former Chairman of the Board of CCC BV, to the author of the most innovative thesis. The winners of the awards in of the graduates of 2024 are announced during the official graduation ceremony.

We extend our warmest wishes for a bright future and successful careers to all the graduates and wholeheartedly congratulate them on their fantastic achievement.



Marijke Baumann
Executive Director



Prof. dr. Joep Cornelissen
Academic Director

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

Rotterdam School of Management
Erasmus University

Clémence Benamar

The human hand in AI scandals

Uncovering the role behind two case studies

The research investigates the emergence of Artificial Intelligence (AI)-related scandals in the public sector, focusing on two significant European cases: the Dienst Uitvoering Onderwijs (Executive Education Agency - Duo) case in the Netherlands and the A Grade results case in the UK. In both cases, biased algorithms have disproportionately affected marginalized populations, leading to significant public controversy and widespread scrutiny. The research seeks to understand how these crises arise not only from biased algorithms but also from human oversight in managing algorithmic inputs. Additionally, it examines the responses of public institutions to these scandals, assessing how their actions have influenced public opinion, trust, and accountability in the governance of AI systems. Employing a qualitative research approach, the study utilizes thematic content analysis to extract key insights from media reports, social media data, institutions' official communications.

The analysis revealed three core themes: accountability, transparency, and trust. These themes enhance how AI is intrinsically linked to Human Intelligence (HI). Indeed, these concepts are linked to human capabilities and decision-making, emphasizing the significant role of public institutions and individuals in shaping the outcomes of AI deployment. The findings indicate that accountability is not limited to identifying technical flaws within AI systems. It also involves holding the human actors responsible for designing, implementing, and overseeing these technologies accountable. Similarly, transparency goes beyond the interpretability of algorithms, it necessitates clear and open communication about the processes and decisions that underpin AI deployment. Trust, a critical factor in public sector AI applications, is deeply rooted in human interactions and perceptions. The research underscores that AI should be seen not as a purely technical system, but as a socio-technical system where human and technological elements are interdependent and mutually shape outcomes. Human involvement,

from the creation of algorithms to the regulation of their use, plays a pivotal role in how AI functions and how its decisions are perceived. The ethical and societal implications of AI, including issues of fairness, responsibility, and transparency, are deeply influenced by this interplay between human and machine. Thus, accountability for AI decisions must be shared between the technology itself and the human actors who develop, manage, and regulate it. This calls for a holistic approach to AI governance, one that integrates both technical and human considerations.

Future research should explore more diverse case studies and contexts to provide a broader understanding of AI governance challenges in the public sector. Further investigation into the concept of empathetic AI and how organizations can foster new competencies to ensure responsible and sustainable AI use is also recommended. Additionally, future studies could examine the role of organizational culture

in shaping the success of responsible AI initiatives and delve deeper into the implications of algorithmic decision-making on marginalized populations within educational and social systems. Finally, as the European AI Act comes into effect, future research could assess its impact on public institutions and evaluate its efficacy in mitigating societal and reputational risks associated with AI. This research highlights the importance of

viewing AI as a socio-technical system, where human judgment, ethics, and transparent governance are essential for responsible AI use. It underscores the importance of establishing governance frameworks that harmonise technological and human considerations while fostering a deeper understanding of the principles of algorithmic management and their practical implementation within organisations.

Biography

Clémence Benamar



Clémence has built a 15-year career in event management and public outreach, focusing on European intergovernmental organizations. Currently, as a Corporate Event Coordinator at EUMETSAT, she oversees high-profile Earth observation satellite launch events, conferences, and outreach initiatives. Her role allows her to bring creativity and structure to complex projects, from brainstorming innovative event concepts with experts to delivering polished livestreams that captivate both technical and general audiences.

Clémence likes to communicate about climate and science related content and intricate technical subjects into engaging experiences.

Whether collaborating with partners like European Space Agency and the European Commission or briefing speakers and moderators, she takes pride in creating events that truly resonate. She fosters partnerships with organizations and European weather presenters to raise awareness about the real-world benefits of Earth observation data.

Before joining EUMETSAT, Clémence gained diverse experience at the European Central Bank and in the private events sector, where she organized international conferences and product launches for industries ranging from luxury market to medical science. These roles sharpened her skills in stakeholder engagement, cross-cultural collaboration, and end-to-end project management.

Laura Brito Pires

DEI communication on social media: Building trust to enhance corporate reputation

In response to mounting pressure from different stakeholder groups, companies are increasingly compelled to communicate their Diversity, Equity and Inclusion (DEI) practices, occasionally approaching DEI related societal issues, through social media platforms. This multiple case study investigates the evolving role of social media as a platform for organizations to share DEI messages, examining the authenticity of these messages and their impact on corporate reputation.

To answer this main question, sentiment analysis was applied to LinkedIn posts from four companies in the food industry over a one-year period. Sentiment scores from stakeholder reactions to DEI-specific posts were compared with those from other corporate messages to assess the impact of DEI communication on stakeholders' perceptions.

The findings reveal that DEI has become a significant component on the companies' narrative, although their approach to the topic varies across the companies in the study. Social media has emerged as a key channel for conveying DEI messages, as in some companies, DEI communication is disseminated more frequently than other Corporate Social Responsibility (CSR) topics. However, companies engage in more causes in social media than the ones reflected in tangible projects or reports, and a limited approach to a DEI cause can be perceived as opportunistic, potentially leading to backlash.

Conversely, when DEI topics are communicated more frequently, it can contribute to more positive stakeholders' perceptions, as complementary messages from the same cause demonstrate a company commitment to influence the topic. Effective DEI communication must align with the

company's identity, reflect sustained actions over time, and demonstrate a continuous commitment to the cause, as explained in the authenticity model explored on this study. When a company advocates for a cause, stakeholders expect genuine organization-wide actions, and coherence in the message. Therefore, challenging even more the companies that present an authentic approach to DEI causes.

The findings also reinforce the importance of coherence between a company's stated values, the causes it advocates, and the transparency of its actions, which are crucial for building stakeholder trust in today's socially conscious business environment.

These results align with the primary objective of this study, which was to fill a gap in the literature by examining how companies utilize social media to disseminate DEI messages. But above all, it brings important insights to communicators, as the study suggests that companies should adopt a more strategic and consistent approach to DEI communication in social media. By ensuring that DEI initiatives are not merely reactive but authentic and embedded within the company's identity and long-term strategy, companies can experience positive impacts in their corporate reputation.

Biography

Laura Brito Pires



My name is Laura Brito Pires, and I was born and raised in São Paulo, Brazil - a dynamic but unequal city, that shaped my belief that education and purposeful action are the most powerful tools to create the change I want to see in the world. This conviction made me pursue a marketing and communications degree, followed by a MBA.

I began my career in Brazil, working with B2C and B2B companies where I discovered the transformative power of communication and marketing. These experiences taught me how to develop strategic go-to-market initiatives that inspire and align stakeholders toward a shared vision. One of the most impactful moments of my career in Brazil was leading an advocacy campaign in the agribusiness sector. This initiative not only enhanced farmer reputation but also reshaped the tone of agribusiness communication in the country.

Driven by curiosity and a desire to broaden my horizons, I embarked on a journey that took me from London in England, York in the United States,

Düsseldorf in Germany, and finally to Rotterdam in the Netherlands, where I have lived for the past several years. Along the way, I've had the privilege of contributing to diverse industries, from building the brand narrative of a Dutch lifestyle and backpack company to advocating for sustainability as a driver of value creation at global corporations like Danone and Cargill. These experiences have honed my ability to integrate consumer insights, multicultural communication, sustainability principles, and stakeholder engagement into compelling brand strategies that deliver measurable impact.

Pursuing a Master's degree in Corporate Communications has been a pivotal step in this journey, deepening my understanding of how purposeful communication can empower organizations to build more inclusive, sustainable, and impactful futures. This belief drives my ambition to continue shaping narratives that not only connect brands with their audiences but also contribute meaningfully to society.

Karen Castillo Gosker

The effects of CSR perceptions on citizenship behavior

A study on the effects of CSR beyond the professional sphere

As a good reputation, a strong brand, a distinguished market position and a new skillset through CSR activities affect the organization and its employees, it may be of interest to know how CSR affects employee capacity for change beyond the organizational scope. To what extent does CSR really affect them as the individuals they are? Or in other words, do all these socially responsible organizational efforts truly impact us as human beings? As individuals? Do they genuinely change us? Or do we leave these efforts and their effects behind at work?"

The outcome of this research aimed to explain the effects of CSR perceptions on individual citizenship, in this way contributing to the broader knowledge field of micro-CSR and providing clarity on a small part of this large puzzle through the following central research question:

"How do CSR perceptions affect citizenship behavior of employees regarding social and environmental topics?"

Through a literature review 5 hypotheses and a causal model were derived suggesting an interplay of effects and mediating concepts explaining the impact of CSR perceptions on Citizenship behavior (CB).

Two distinct interdependent steps dominated this interplay: The effect on CSR perceptions on Employee Social Responsibility (ESR) mediated through trust and pride and the effect of ESR on CB mediated through Organismic Integration (OI). The hypotheses were tested through an experiment consisting of a positive and negative scenario based on the independent variable 'perceived CSR' and a pre- and post-measurement. One group was subjected to CSR perceived under positive conditions and one group was subjected to CSR perceived under negative conditions. Half of each group was subjected to a pre-measurement while the other half of the group was not, resulting in four randomized groups (Field & Hole, 2002).

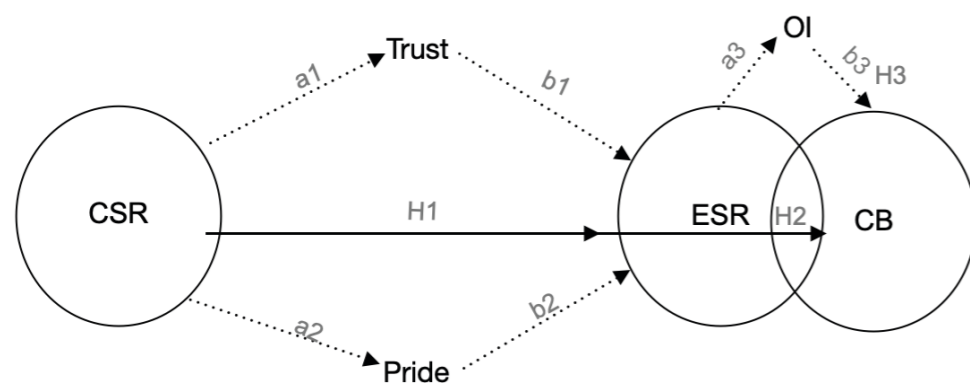


Figure 1: Causal model

Evidence for the relationships between perceived CSR, ESR, and CB was found, highlighting the mediating roles of pride and ESR in these associations. No causal link was confirmed through direct mediation effects. However, a causal link was detected through indirect/ sequential mediating effects of pride and ESR.

One of the key findings in the intricate interplay of mediation effects between perceived CSR and CB, of significant value to managers and practitioners, is the mediating role of pride. Pride plays a pivotal role in connecting employees' perception of CSR to their level of ESR. Pride, to some extent, lies within the organization's sphere of influence. It can be measured and nurtured, particularly when the guidelines regarding the intention behind CSR activities are followed.

Biography

Karen Castillo Gosker



Karen is a dedicated corporate communication professional with a passion for helping organizations connect their purpose with both employees and external stakeholders. Her career reflects a unique blend of perseverance, curiosity, and optimism, which have guided her through an unconventional yet fulfilling professional journey. Her professional story began in the skies, working as a cabin attendant in KLM. However, in 2016, Karen made a bold decision to pivot toward corporate communication, marking the start of a transformative career. She entered the field by leading communication efforts for a retail fashion chain navigating significant organizational changes following a financial relaunch. This role laid the foundation for her expertise in guiding organizations through challenging transitions. Since then, Karen has steadily built her expertise, holding communication advisory roles across industries such as healthcare, telecommunications, and at the Dutch ministry of Health, Welfare and Sports.

Alongside her professional growth, she completed a bachelor's in general communications and now an Executive Master's in Corporate Communication at RSM, both with honors. Her diverse career and academic achievements have given Karen a unique, multifaceted perspective on organizational dynamics. She seamlessly combines her global outlook, gained from years of international travel, with an insider's understanding of industries and stakeholder ecosystems. This broad view enables her to navigate complex landscapes and deliver next-level results that resonate across diverse audiences. Today, Karen is known for her curious mindset, relentless drive, and ability to uncover the unexpected spark in every project. Her mission is clear: to elevate organizations' communication strategies, enhance their reputations, and ensure their stories leave a lasting impact. Karen lives in the Hague with her partner and two children. She enjoys tennis, padel, hiking and swimming in the Dutch ocean in the early morning with her friends.

Julie Dacanay

Designing narrative to inspire identification with corporate values

Investigating how employees make sense of corporate values as both content and driver of narrative

This research is designed to gain a better understanding of narrative used as a vehicle for internal branding. Specifically, it is focused on investigating the effectivity of an experimental narrative developed specifically to improve identification with an organization's corporate values. Existing studies describe the vital role that employees play as ambassadors of the brand, essentially because of their capacity to demonstrate attitudes, beliefs, and behaviors consistent with corporate values and principles. Such behaviors are considered to positively influence organizational success.

They are likewise linked to the concept of identification, which plays a significant role in both internal branding and employee engagement due to its potential influence on the overall performance and success of individuals, teams, and companies. In the context of internal communication and human resource management, identification with the organization, its culture, and its values and principles has been found to be a key consequence of employee engagement and brand supporting behaviors. In marketing, entertainment, and media in general, identification is seen as a mechanism of narrative persuasion with a profound potential to improve understanding and therefore alter mindsets and influence actions. Existing studies offer an exploration of identification as a general concept, without necessarily addressing identification as a means to influence adherence to corporate values. And while research has been

conducted exploring the concepts of identification and narrative, as individual or related concepts, there is still ample room and opportunity to further expand on these concepts and how they can be leveraged strategically to impact organizational objectives. Recognizing this as an opportunity, this study sets out to address this gap in literature by investigating the impact of narrative as an internal branding tool aimed at promoting employees' sense of identification with corporate values, thereby contributing to the wide scope of academic research on internal communication, internal branding, employee engagement. In this way, this study also contributes to the social scientific literature on narratives and how narrative as a vehicle for promoting awareness and understanding of corporate values might influence how employees understand, adopt, manifest, and ultimately apply these values in their daily work.

Biography Julie Dacanay



With two bachelor's degrees in languages and the fine arts, Julie started her professional career working as a graphic designer for the World Health Organization's Western Pacific Regional Office in Manila. After a year at her first full-time job, she accepted the role of Design Manager at Bateel, a gourmet brand based out of Dubai. Not long after that, she moved to Tribe Advertising as Head of Corporate and Product Design and soon after as Associate Creative Director. After completing master studies in International Communication Management at The Hague University of Applied Sciences, she moved to Amsterdam and joined DENSO International Europe, the regional headquarters of the Japanese mobility technology

company DENSO, where she now works as Senior Manager responsible for Corporate Communications in Europe.

Through her work in design and visual communication, film, marketing, advertising and corporate communication, Julie has had the privilege of working on a wide scope of projects with a rare mix of people from different backgrounds and disciplines. She considers it her mission to inspire positive change in organizations, communities, and people's lives through compelling communication – a personal statement she developed while pursuing her second master's degree, this time from the Rotterdam School of Management.

Mateus Dalmago

What is the employees' perception of corporate communication in a company subject to a merger or acquisition in Europe?

Mergers and Acquisitions processes (M&A) have become increasingly common in today's business environment. This practice has been growing for the past few years and indicates that it will continue to rise. While M&A has the potential to save organizations, it can also negatively impact the internal dynamics of the company and its employees.

To answer the question "What is the employees' perception of corporate communication in a company subject to a merger or acquisition in Europe?" a questionnaire was administered to 14 employees from 6 distinct European companies that recently experienced an M&A. The findings reveal a strong connection between communication and the overall behavior of employees during an M&A. Corporate communication inside organizations increases the employees' acceptance of changes and can aid in more positive behavior during an M&A.

The communication channels and the message proposed inside the organization also impact employees' perceptions during the process. The findings show that employees have varying perceptions, ranging from positive to negative behaviors. When communication strategies are in place, employees typically show a more positive response and behavior toward the M&A. Therefore, attention is needed to the human side of the business during an M&A to increase the chances of success, employee satisfaction, and behavior toward the changes.

Biography **Mateus Dalmago**



My name is Mateus F. Dalmago, I was born in Santa Catarina, South of Brazil, where I lived for most of my youth. I'm married to a beautiful lady and together we have a son, 3 months old, who has decided since his birth that sleeping is not one of his priorities in life. My career background is in Information Technology and Software Development. This is also the area where I graduated at the Universidade do Contestado in Brazil. A few years back I moved to the Netherlands where I faced one of my most challenging experiences: changing the warm and sunny Brazilian days by the (mostly) gloomy, cold and rainy Dutch weather. Over the years I took roles in different corporate offices in Brazil,

USA and Europe, experiencing different work cultures and methods. This gave me the incentive towards starting my masters in Corporate Communication at Erasmus. My most recent work position is of Sales Manager in The Netherlands, in the B2B industry.

I go against the Brazilian passion for soccer, and my preferred sport is Rugby instead. In my first years in The Netherlands I've joined the Rotterdam Rugby team, which was very positive to develop my social network. It turns out I would spend too much time at meetings with customers explaining my black eyes and face scratches, so today I watch games more than I play them.

Claire Draper

Jolted, frantic and fantastic

Communicating while transforming

This study delves into the subjective experiences of change recipients regarding a transformational change and its concomitant change communication. It considers transformational change purely from the perspective of change recipients who are employees from the Information Technology, Telecom, Banking, Manufacturing and Healthcare industries. The organizational changes took place within the period 2001 through 2023.

I gathered the data gathered through in-depth interviews with 15 of my former officemates and business associates, selected through purposive sampling. The interviewees live in various countries (Singapore, Australia, India, The United States of America, Philippines, Malaysia and The Netherlands), and serve in various functions with their employers: Risk Management – Regulatory Compliance, Country Sales and Business Development, Technical Consulting, Solutions Design, Project Implementation and Program Delivery, Customer Success and Regional Sales and Business Operations, with job levels ranging from manager, director, to VP-level roles. Among the 15, 10 have managerial roles, with a team under their leadership.

Coding was done with the use of software MaxQDA, while the analytical phase was performed completely unaided by the software tool. I analyzed the data using Reflexive Thematic Analysis, as widely used in qualitative research in healthcare and psychology, following Braun & Clarke's (2012) 6-Step Process for doing Reflexive Thematic Analysis.

The key findings are: 1) that employees as change recipients personally arrive at their own definition of what makes for a transformational change, 2) that a change announcement hits them in very personal ways - immediately, and that 3) they perceive the change communications they experience to be either supportive or unsupportive at the personal level.

This study enhances understanding of transformational change and change communication within organizations by focusing on employees' subjective experiences during large-scale changes. It offers practical strategies and approaches for potent change communication, from the perspective of the change recipients.

Recommendations include the need to adopt a more thoughtful approach to change communication during transformation processes, ongoing reinforcement of middle manager's change communication skills, adding in a dimension of care and compassion in change communication and a consideration of the risks of talent flight due to unsupportive change communication experiences.

Biography

Claire Draper



I was born in Romblon province in the Philippines, as the fourth of seven siblings. In my early teenage years, my family relocated to the capital city Manila. I finished high school at Philippine Christian University – Union High School in Manila and then pursued a Bachelor of Arts degree in Organization Communication at De La Salle University. I had the honor of graduating as part of the inaugural cohort for the program in 1994.

I have been engaged in the Information Technology field for nearly 30 years, focusing on sales and sales enablement, with 15 of those years spent in Singapore. I previously worked for multinational organizations including Hewlett Packard Company, Getronics, Logica (now known as CGI), CSC Corporation, DXC Technology, and Plume Design. I am presently self-employed, working on local

and international projects in instructional design, sales training and enablement, and sales coaching, with Manila as my home base.

For leisure, I enjoy reading, listening to music, gardening, and offering my time as a volunteer at my local church, where I play an active role in the Leadership Development Team. I'm thrilled by long-distance travel, learning about other cultures and discovering what sets them apart.

I believe in living a focused, purposeful life and take inspiration from the words of The Apostle Paul:

"So I run straight to the goal with purpose in every step. I fight to win. I'm not just shadow-boxing or playing around."

- 1 Corinthians 9:26-26 The Living Bible

Anton de Graaf

Outside the spotlight

Greenhushing and the act of staying silent on environmental sustainability performance in the real estate asset management sector in the Netherlands

This research focused on the phenomenon of greenhushing, a practice where companies communicate less about sustainability compared to what is actually practiced (Falchi et al., 2022; Font et al., 2017). While there has been some research on greenhushing in the context of the United States and in B2C companies, other societies and B2B companies have been largely out of the scope of scholarly research. This research aimed to bridge that gap by answering the main research question: To what extent can greenhushing be observed within the real estate asset management sector in the Netherlands?

Studying greenhushing is not an easy task, because it is a hidden phenomenon. Drawing from other greenwashing and greenhushing studies, this study designed a mixed-method approach, incorporating both qualitative and quantitative methods. An important first step was to determine that the EU sustainability regulation (SFDR) is a generally accepted standard to define sustainability in the sector. By using this standard and the reports produced by companies based on this standard, it was possible to determine the sustainability level of real estate asset managers and compare their reporting practices and public communication. Potential differences between these types of communication and trends over the years were studied through a content analysis. Additionally, a survey among communication professionals was conducted to provide extra context.

The research results point to the presence of greenhushing within the Dutch real estate asset management sector. The SFDR disclosures revealed that all asset managers offer sustainable investment funds and their annual reports from 2021 (implementation of SFDR) to 2023 also showed an increased focus on environmental sustainability.

This was the case in shallow mentions (+21%) and in detailed reporting on specific targets and progress (+38%). Opposite to that, the same companies became more silent in their public communication. The asset managers combined reduced their overall communication by 52%, while environmental coverage dropped by 34%. This discrepancy between reporting and public communication pointed to greenhushing. Moreover, the survey results among corporate communication professionals showed under-communication and a cautious approach to public communication of environmental sustainability topics.

The presence of greenhushing has several implications for actors in the real estate asset management sector. The studied companies should consider whether greenhushing truly aligns with their ultimate sustainability goals, as hiding progress could hinder change. NGOs, governmental bodies and regulators should be aware that increased sustainability scrutiny may lead to organizational silence. Therefore, like-minded organizations should consider a different approach, one where they don't silence each other, but collaborate openly to achieve their shared overarching goal: a sustainable future.

Biography

Anton de Graaf



Anton de Graaf is a corporate communication professional working at Bouwinvest, a large real estate investment manager from the Netherlands. At Bouwinvest, he works on aligning communication strategies with the company's mission of integrating financial returns with societal impact.

Prior to this role, he worked as a Media Analyst at CFF Communications, specializing in media analysis and reputation monitoring. Anton holds a Master's degree in History from the University of Amsterdam and completed an Executive Master in Corporate Communications at the Erasmus University of Rotterdam.

Sigrid Hesselink

Managing the reputation of the port of Rotterdam in an era of sustainable transformation

The objective of this research is to explore and explain how residents in and around the area of the port of Rotterdam (PoR), a key stakeholder group, are influenced by the increased attention for the quality of the living environment in the port by climate movements. Over the past 60 years, the port of Rotterdam has developed into a successful mega-hub for fossil energy flows, and a world-class petrochemical trading and production centre. In this era of climate change, the transition to sustainable energy is accelerating. Rotterdam wants to lead the way by operating as an attractive business location for sustainable activities based on renewable energy, building on the existing industrial cluster and creating new clusters. Nevertheless, the port's industrial complex was responsible for approximately 14% of Dutch CO₂ emissions in 2021 (Centraal Bureau voor de Statistiek, 2022).

This vast and complex transition will change the traditional role of the port and turn it into a carbon neutral industrial complex, which operates a different business model. Although profit remains to be important in order for the port authority to invest in the infrastructure of the port, it is no longer just about turnover from land lease and port dues. These days the corporate strategy is also about creating positive impact on a healthy and sustainable society.

Regardless of the vast amount of projects and the high ambitions, the PoR is getting more negative publicity by media and climate movements. Over the course of last year the port, more frequently became the target of various climate movements. Extinction Rebellion (XR) being one of the movements that has set his sights on the port of Rotterdam and the Port of Rotterdam Authority.

In 2023 the Rotterdam chapter of XR started the 'Recapture the port' campaign. Next to their own campaign, XR Rotterdam is also joining other campaigns that have links to the activities in the port and the shipping sector. Such as campaigns against the negative side effects of the use of LNG, but also against the imports of coal from Colombia, which is according to XR linked to human rights violation. All protests are aimed at drawing attention to climate justice and social welfare.

Simultaneously the reputation research of 2023 revealed that (although the overall downward trend seemed to have stabilized) the port is perceived as being less of a healthy living and recreational environment and is scoring lower at environmental and safety issues compared to 2022. The question is therefore when the tide will turn for the port's reputation and how the reputation and license to operate can be maintained?

Communication plays a critical role in safeguarding the reputation. Obviously, reputational issues cannot be solved solely by means of communication. A solid strategy focused on providing social and economic value has to be firmly embedded in the organisation. Research on how to influence residents and build trust (Felício et al. 2022) shows that it is important for ports to find the balance between their economic, social and environmental ambitions. Sustainable social port practices help reduce opposition by local communities. When local communities have a positive perception of the importance of a port cluster, this situation facilitates the 'social license to operate' and can help the port develop and create competitive advantages at the same time (Adams et al. 2009).

This study includes a review of academic literature as well as data collected through interviews with members of city and town councils. The results were interpreted and structured using qualitative data analysis.

The literature review and interviews show that at this point in time residents are affected in a limited way by the increased negative attention for the port by climate protests. The protests and actions of climate activist that focus on the port, therefore seem to have a limited effect (neither positive nor negative) on the reputation of the port and port authority. This by no means implies that there will be no moment in future when the reputation will get affected by ongoing protests. The protests should therefore be taken seriously and under no circumstances be downplayed or ignored.

Although this research suggests that currently the effect on the reputation by actions of climate movements is limited, other variables such as noise pollution, health and safety concerns and lack of space for housing, have come forward that do influence residents in their support towards the port.

Based on the insights gathered during this research, recommendations are made to the Port of Rotterdam Authority to mitigate negative effects that influence the reputation and help keep support for its license to operate. These recommendations can be used by the port authority as well as other industrial or logistics companies that want to be prepared for a societal norm change towards their business activities or are in need to either safeguard or further improve their reputation.

Based on the findings, the main recommendation for the port authority is to set-up a strategic communication plan, which is based on newly defined content pillars which target the right stakeholders and uses the right tone of voice. The port authority has a great diversity of stakeholders. The current communication does not reach the majority of residents and is mainly focused on commercial stakeholders. Therefore the message, tone-of-voice and communication channels need to be reviewed for each target group. Priorities have to be set as to which stakeholders deserve the most attention.

The socially committed communication plan can bring together marketing and corporate communication efforts and should be a more integrated communication plan focusing on the most important target audiences (public as well as business target groups). With a holistic approach and revised content pillars a strong foundation to safeguard the reputation will be laid.

Biography

Sigrid Hesselink



Sigrid Hesselink is currently spokesperson and press officer at the Port of Rotterdam Authority. After obtaining her bachelor's degree in Tourism Management at the Breda University of Applied Sciences, Hesselink began her career at several logistics companies, where she gained valuable experience in sales, marketing and corporate communication. She brings over 20 years of experience in a wide variety of roles in logistics, shipping and supply chain management.

Her previous positions include National Sales & Marketing Manager at Kuehne + Nagel, a leading global freight forwarder and Deputy General Manager Market Intelligence & Sales Support at MOL Europe, one of the world's largest multi-modal transport organisations.

In 2015, Sigrid joined the Port of Rotterdam Authority, the largest port in Europe, which core tasks are the sustainable development, management and operation of the port and maintaining the smooth and safe handling of shipping. In her first role as marketing communication advisor she focused on improving external communications towards commercial stakeholders, with a special focus on logistics and supply chain management. In 2022 she took on the role as spokesperson/press officer. In this role she acts as a spokesperson for the executive board and focuses on financial-economic subjects, logistics, digitisation and accessibility.

Tanja Kliphuis

What are the challenges of integrating sustainability in business operations?

How do businesses use internal communication to help achieve this goal?

In the present era, defined by a growing awareness of environmental issues and a heightened social consciousness, businesses are under pressure to integrate sustainable business practices into their corporate strategies. This is in order to guarantee long-term sustainability and relevance (Hasanuddin et al., 2024, p. 221). Many organizations struggle to build and implement a sustainable business model when it comes to doing rather than preaching about a more sustainable future (Farri et al., 2022).

The origin of the corporate sustainability concept is often linked to the Brundtland Commission report's (1987) definition of "sustainable development" as "development that meets the needs of the present without compromising the ability for future generations to meet their own needs". Despite the popularity of Brundtland's definition, its efficacy in giving practical guidance to organizations has often been questioned. According to Marshall and Brown (2003), although par excellence the definition is, it lacks any guidance for action.

This research paper explores the challenges of integrating sustainability into business operations and examines the role of internal communication in achieving this goal. Conducted as an exploratory case study at Rabobank, a leading financial institution in the Netherlands, the study aims to provide in-depth insights into the complexities of embedding sustainability within an organization's core business strategy.

The study begins by highlighting the increasing importance of sustainable practices in the corporate world. Despite the growing emphasis on environmental, social, and governance (ESG) issues, many organizations struggle to effectively integrate sustainability into their operations. This research identifies key challenges, including the ambiguity surrounding the concept of embedded sustainability, the lack of a clear vision, and the difficulties in aligning organizational structures and processes with sustainability goals.

Internal communication emerges as a critical factor in overcoming these challenges. Defined as the deliberate and proactive structuring of messages tailored to employees' needs, internal communication plays a strategic role in fostering employee engagement, trust, and effective organizational functioning. The study underscores the importance of internal communication in managing sustainability and stakeholder relations, yet notes that it is often overlooked in favor of external communication efforts.

The case study at Rabobank provides practical insights into how internal communication can facilitate the integration of sustainability. Rabobank's strategic ambition to embed sustainability in all its operations requires engaging its employees in the sustainability transformation. The research reveals that effective internal communication can enhance employees' understanding of sustainability issues, promote sustainable behaviors, and support the overall sustainability strategy.

The findings of this study have significant implications for both academics and communication professionals. By shedding light on the role of internal communication in sustainability-related knowledge creation and use,

the research contributes to the broader understanding of business transformation towards sustainability. The communication strategies and tactics derived from this case study can serve as valuable resources for other organizations seeking to enhance their internal sustainability communication.

In conclusion, this research highlights the pivotal role of internal communication in embedding sustainability within an organization. By addressing the identified challenges and leveraging effective communication practices, businesses can achieve their sustainability goals and contribute to a more sustainable future.



Biography

Tanja Kliphuis

Tanja Kliphuis (1969) is a creative and versatile senior communications professional with a strong background in marketing and expertise in both internal and external communications. She specializes in brand identity, sustainability, crisis, integration, and transformation communication and marketing campaigns. Tanja is known for her passionate approach to achieving the best results with her team. She is result-driven and excels in motivating a project-team through enthusiasm and a focus on improving customer processes and sustainability. Tanja thrives in dynamic and changing environments, where her ability to deal with ambiguity is an asset.

She holds a Bachelor of Science degree in Economics with a specialization in Marketing Communications from Stenden University of Applied Sciences, awarded in 1992. In 2000, she completed a Master of Science in Business Economics with a specialization in Marketing Management at the University of Amsterdam. Tanja began her career at Rabobank as a management trainee in 1992 and has since held various roles in Account Management, Product Development, Marketing, and Communications.

In her free time, Tanja enjoys spending time with her husband Rob, sewing, photographing, traveling, and cooking. To contact Tanja, please visit her LinkedIn page: <https://www.linkedin.com/in/tanjakliphuis/>

Alex Kranenburg

Strategic narratives in crisis communication

The Dutch perspective on the Ukraine war

This master thesis is a case study that explores how the Dutch government makes use of strategic narratives to gain support for its aid to Ukraine. It builds on existing literature about crisis management and communication, strategic narratives, the strategic roles of public leaders in managing crises and how governments seek support for military interventions. The research highlights how public leaders are not only responsible for crisis preparedness, resilience, and readiness but also engage in strategic tasks such as sensemaking, decision-making, coordination, meaning making, and accounting. A central focus is on how leaders use strategic narratives to project their interpretations of events, influence outcomes, and build alliances.

Through an extensive thematic content analysis of 26 speeches by senior Dutch politicians, the Dutch government serves as a key case study, demonstrating the deliberate use of strategic communication to shape public perception and international partnerships during the Ukraine war. Dutch political leaders make meaning of the crisis by using consistent narratives that integrate both moral and strategic-interest arguments, fostering a sense of urgency and unity.

The research identifies similarities to earlier Western political narratives used to build support for a military intervention in Afghanistan. The Dutch government combines moral arguments with strategic-interest type of arguments by appealing to European and Western values that are under threat from Russia. The Dutch narrative for supporting Ukraine is action oriented: it is explicit in what needs to be done to steer the war into the desired outcome while keeping NATO and Europe safe. This can be summarized as the need for a more geopolitical Europe with a stronger military

and better cooperation, while Ukraine should get all the support it needs to defend itself against the Russian aggression. This strategic task of accounting is a key responsibility of public leaders during crisis. The findings suggest that strategic narratives not only shape public understanding but also play a critical role in crisis management elements such as crisis preparedness, resilience and readiness.

This case study adds to the existing literature by advocating that coalition-building could be researched as a separate strategic task for public leaders during crises. The Dutch government uses public strategic communication as a tool for building partnerships with international partners. This shows that such coalition-building is not confined to diplomatic efforts behind closed doors but is also achieved through strategic communication in the public domain. Future research into the topic of coalition-building through communication as a strategic task of public leaders would therefore be academically and practically relevant.

Biography

Alex Kranenburg



Alex Kranenburg (1989) is currently the Deputy Head of Communications at the Royal Netherlands Navy. Over the last 12 years Alex has worked within the Navy and Ministry of Defence (MoD) in various communication roles, starting as an intern.

After obtaining his bachelor in Communications and becoming an officer in the Navy in 2013, Alex has been a communication advisor and spokesperson for the Navy and MoD in the Naval Base of Den Helder and at the MoD in The Hague.

Alex has deployed three times in the role of Public Affairs Officer to missions abroad such as an EU counter piracy mission and the UN Mission in Mali. He started the Executive Master in Corporate Communication in 2022. His master thesis is about how public leaders influence crisis situations through strategic narratives. This thesis is a case study of 25 speeches by the Dutch most prominent political leaders about the support for Ukraine from The Netherlands.

Alex lives together with his partner Rebecca and two daughters in Rotterdam.

Nynke Lokhorst

From ambition to action

Communication and employee alignment around goals in healthcare alliances

This thesis addresses how communication contributes to employee alignment around a mutual goal in the specific setting of healthcare alliances in the Netherlands. While alliances in the healthcare sector are abundant and may help healthcare organizations in facing complex challenges such as keeping healthcare accessible and dealing with staff shortages, studies indicate that approximately 50% of the alliances fail, among other reasons because goals are not achieved.

In organizational settings, having employees that understand, are engaged by and act in alignment with their organization's strategic goals is critical for success, and communication is an important contributor to this. However, if this is also the case in the specific context of a healthcare alliance, it has not been thoroughly addressed yet by research.

The context of an alliance differs from an organizational one - or even other settings with enhanced complexity such as mergers and acquisitions - because employees involved in alliances must work towards the goals of their own organization as well as the alliance's goals.

The purpose of this study was to bridge the existing knowledge gaps by uncovering which challenges in creating employee alignment around the mutual goal of a healthcare alliance exist, and how they can be addressed by communication. By uncovering best practices of communication strategies that contribute to employee alignment, both from the perspective of leaders and employees, this study answers the research question: How can communication contribute to employee alignment around mutual goals in healthcare alliances?

This study was explorative, and a multi-method qualitative research approach was used. Secondary data, consisting of 298 blog post entries by U.S. healthcare professionals around the topic of employee alignment in an organizational setting, and primary data consisting of 17 semi-structured interviews with alliance coordinators, communication professionals, employees, and managers involved in four different healthcare alliances in the Netherlands were used. The data-analysis followed a grounded theory approach.

The results of this study show that communication contributes to five concepts that affect employee alignment around a mutual goal. These are: Awareness and clarity of goals, inter-organizational collaboration, employee engagement, mission drift due to financial and workload pressure, and leadership & coordination. In addition, the results indicate that the best practice communication strategies include internal communication, inter-organizational communication, and a branding strategy. Because the organizations involved in the alliance remain independent and each have their own identity, it is critical that the unique communication climate (e.g. culture, information flow) of each organization is considered for communication

to be effective. Key elements of the communication strategy are frequent and bi-directional communication by visibly present leaders, the use of (agreed upon) communication channels that facilitate frequent, personal (formal and informal) authentic, open and bi-directional communication in and between the organizations involved in the alliance, and a clear, well formulated goal narrative, personalized for each organization, but with mutual elements. Also, it involves branding the alliance as a valuable and relevant entity (for employees and financiers). Key in successfully executing all of this is the involvement of managers and alliance coordinators with excellent communication skills, the involvement of communication professionals, and the coordination of the professional communication.

This research has practical relevance for managers and communication professionals involved in alliances. The results of this study may aid them in developing (communication) strategies to align employees around a healthcare alliance's mutual goal. Managers must be aware that they are key strategy ambassadors and providing goal clarity ought to be a top priority for them. They can do this by incorporating the alliance's goals into their organizational strategies and policies, being clear on goal prioritization and explaining the connection between the alliance, the organization, and an employee's job. In addition, frequently and enthusiastically communicating about the alliance's goals in personal interactions with employees is advised. Using stories that show how employees' actions in alignment with the alliance's goal has value, for example patients, is recommended. Furthermore, communication

professionals involved in alliances can use the practical guide I developed, 'The Alliance Communication Grid,' to formulate a communication strategy to enhance employee alignment around the alliance's mutual goal. This practical guide was developed based on this study and addresses the beforementioned key elements of the best-practice communication strategy. Besides strategy development, communication professionals must focus on advising and coaching, enhancing strategic alignment, and operationalization of the communication and branding activities.

Additionally, this study adds value to the academic field by bridging existing knowledge gaps about the contribution of communication to employee alignment around strategic goals in the specific setting of an alliance. As this topic spans multiple research fields, e.g. communication, management, and HR, multiple avenues for future research were revealed. Future research should focus on studying this topic in different sectors to gain more well-founded knowledge. In addition, conducting a longitudinal study may add insight into the effect of the various phases of an alliance's life cycle on this topic. Also, more in-depth knowledge may be gained by studying the concepts uncovered by this study independently or in a demarcated case-study. Furthermore, there are two key topics that are worth pursuing as these have not been thoroughly studied by academics yet. These are: the effect of branding an alliance, e.g. on employee alignment or attaining funding, and the role and profile of the communication professional / communication coordinator in (healthcare) alliances.

Biography

Nynke Lokhorst



Nynke Lokhorst is a versatile communication professional with a passion for making a positive impact on society and people's well-being. As a Communication Advisor at Ziekenhuis Gelderse Vallei, she develops and implements strategies that align with diverse stakeholders.

Her professional foundation includes a Bachelor of Arts in Communication and trainings in strategic reputation management, crisis communication, and advising skills. This comprehensive background enables her to provide thoughtful, practical, and effective advice across organizational levels. Fluent in Dutch and English, she thrives in cross-functional and international contexts.

With the Executive Master in Corporate Communication at Rotterdam School of Management, Nynke has honed her expertise in strategic communication, branding, and crisis management. Her thesis, *From Ambition to Action: Employee Alignment Around Goals in Healthcare Alliances*, exemplifies her commitment to achieving alignment and actionable outcomes in complex systems. With her blend of strategic insight, curiosity, and dedication to meaningful outcomes, Nynke is an asset to organizations aiming to turn ambition into impact. She can be reached through LinkedIn: Nynke Lokhorst.

Nynke currently lives in Ede, the Netherlands. In her free time, she enjoys sports, reflecting her dynamic and team-oriented mindset.

Fabienne Merlet

Jungian archetypes integration in corporate social responsibility communication within cultural institutions

A case study on the Locarno Film Festival

This research examines the impact of archetypal versus non-archetypal CSR communication on public emotional engagement and perceived authenticity, focusing on the Locarno Film Festival as a case study. The research aims to understand how CSR messages shaped by Jungian archetypes - universal, emotive symbols - compared to purely factual CSR communication in terms of their effectiveness in building public support and fostering genuine emotional connections. In addition, the research examines the role of pre-test exposure in shaping participants' attitudes towards CSR messages, as well as the moderating effects of prior knowledge and audience expectations.

The study employs a Solomon four-group design to assess participants' responses to CSR materials, using quantitative methods and qualitative thematic analysis. The results show that while archetypal messages significantly increased public support for CSR initiatives, they did not generate higher levels of emotional involvement or perceived authenticity than non-archetypal, factual messages. The study also highlights the importance of audience readiness and prior exposure, suggesting that pre-test exposure influenced how participants received and evaluated CSR messages.

The main conclusion is that building public support and engagement for CSR initiatives depends more on the relevance of the content to the audience's expectations and needs than on the narrative style, whether archetypal or factual.

While archetypal storytelling can be effective in building broad support for CSR efforts, it needs to be complemented with relevant, fact-based content to ensure authenticity and credibility.

The research's findings challenge the assumption that archetypal narratives always outperform factual communication in CSR messaging. Archetypes can build support, but they do not inherently lead to greater emotional engagement or improved perceptions of CSR impact. The effectiveness of CSR communication strategies depends heavily on contextual factors, audience characteristics and message content.

The study recommends that cultural institutions such as the Locarno Film Festival combine archetypal storytelling with factual, data-driven communication to increase both emotional impact and credibility.

Biography

Fabienne Merlet



Fabienne Merlet graduated from ZHAW in 2018 with a degree in multilingual communication, and holds advanced certificates (CAS) in project management and corporate social responsibility. She is currently completing an Executive Master in Corporate Communications at the Rotterdam School of Management.

Since 2018, Fabienne has been working with the Locarno Film Festival, an A-list international film festival, where she initially contributed to the Communications and Marketing department and eventually led it from 2021 to 2023. During this period, she oversaw the publication of the Festival's first Sustainability Report. In 2023, Fabienne took on the role of Head of Partnerships & CSR, working with over 70 private partners to create joint projects with social, environmental and economic impact.

Alongside her professional career, Fabienne is deeply involved in the cultural sector. Passionate about contemporary art and music, she is a committee member of a classical ensemble that brings together professional and amateur musicians and choristers. The initiative fosters collaboration and growth, promotes lesser-known compositions and encourages new generations to take an interest in challenging repertoire.

Fabienne's academic and professional pursuits are also strongly influenced by her personal journey within Jungian psychology. This interest has led her to explore the intersection of corporate communications and archetypes for her Master's thesis, in order to understand the deeper narrative and emotional resonance behind brand identity and organisational communications.

Marjorie O'Connell

Mastering organisational change communication in hybrid organisations

This research provides an understanding of the challenges hybrid working brings with it for change communicators and the strategies which can be employed to address these. It represents a valuable contribution to academia by helping to fill the research gap about communicating change to hybrid employees.

Relevance of the topic

There is a wealth of resources (tools, models, methods) for effective change management and the communication thereof. Despite this, high levels of organisational change failure are consistently reported. It is frequently cited (and counter-argued) in the literature that 70% of organisational change initiatives fail (Burnes 2011, Kotter 2007). In a McKinsey survey from 2021 on organisational change, the authors cite that less than one-third of the respondents who had undergone an organisational transformation five years previously acknowledge that the transformations had improved organisational performance (Bucy et al. 2021).

Why does this matter? Poorly managed change is costly, and organisations cannot fully realise their strategic ambitions. In addition, frequent changes can lead to widespread disengagement, change cynicism, and change fatigue. Change throws employees into a period of uncertainty characterised by fear of the unknown and fear of threats to their status which can ignite resistance. Communication can be seen as the red thread running through successful change. It explains the rationale for the change to those affected and those involved and contributes to securing buy-in and commitment. If the information flow is

poor, incomplete, and insufficient information is being communicated along with unclear goals and lack of commitment from management, this can hamper the change process. With all these factors influencing the course of the change, the act of communicating a change can be seen as an uphill battle.

Since the COVID-19 pandemic, the way employees work in the Netherlands has changed entirely. Hybrid working can have a positive effect on employee well-being but at the detriment of collaboration and innovation. So how has the advent of hybrid working affected the way organisational change is communicated? What has changed with hybrid working is the shift from the 9 to 5 norm of working in the office to working 2-3 days at another location be that at home or elsewhere. Physical offices have become hubs used for team building, brainstorming, meeting with clients and for working independently. Collaboration in groups and/or after meetings at the coffee machine has been replaced by collaboration on digital platforms such as Slack, Zoom and Microsoft Teams which provide the ability to chat, share ideas and update real-time regardless of where the employees are located. This begs the question as to whether organisational change management and more specifically, change

communication can be successful in hybrid working environments? With employees in hybrid organisations no longer working in the office five days a week, can change be communicated as effectively as in pre-COVID-19 times, has change communication become more difficult or are different approaches required to traditional change communication? These questions form the basis of the research question: How can planned organisational change be communicated successfully to hybrid workforces?

Methodology

This research involved a deductive approach analysing the existing rich theory on change management and communication, identifying a research gap and formulating research questions to bridge that gap. Good change management including the importance of communicating change is very well documented in the literature but how to communicate organisational change specifically in a hybrid working environment post COVID-19 has, to the best knowledge of the author, not been treated in academic literature at all. Global researchers such as Gartner and management consultancies (PWC, McKinsey) have explored hybrid work but there is a clear gap in academic research about communicating organisational change to a hybrid workforce.

20 semi-structured interviews were carried out with a selection of change and communication professionals in hybrid organisations in the Netherlands over a period of three months. Purposeful and snowball sampling were used to enlist the participants.

A conscious choice was made to also interview change professionals as, in some organisations, they devise the change communication strategy instead of the corporate communication department. The experts were at various levels within their organisation and had minimum of five years' experience in change management or change communication. It is assumed that the interviewee with this number of years of professional experience will be knowledgeable of change communication strategies and best in a position to answer the interview questions.

Results

The results were analysed, and revealed an array of new challenges change communicators are confronted with which requires them to adapt their communication strategies accordingly. Employees are missing out on face-to-face contact in the office which distorts the sensemaking process of the change. It is now harder to ascertain whether a change message has really landed in an organisation and whether employees are onboard. For this reason, change communicators are advised to reach out to line managers as they are the linking pin between the organisation and hybrid employee. In addition, change communicators need to be digitally savvy and more creative: organising physical change workshops or sessions to engage employees and to judge change sentiment. Content that can be viewed 24/7 and feedback channels are more important than ever. Hybrid is an integral part of communication and the change communicator who recognises this and adapts as a result will be effective.

Biography

Marjorie O'Connell



Marjorie O'Connell is a seasoned internal communication professional with a strong background in digital and change communication.

Born and raised in Ireland, Marjorie graduated from Trinity College Dublin with a BA in European Studies. She went on to complete another bachelor in human resource management. A move to the Netherlands necessitated her to explore career opportunities in communication. After two years within the Investor Relations department at Arcadis in Arnhem, she joined Rabobank as Communication Advisor to the traders in the

dealing room of the bank. Rabobank made way for AkzoNobel within time where she acted as the Communication Business Partner to the Head Global Business Services and the CIO.

Currently, Marjorie is employed by ING in the CTO domain as a Senior Communication Expert for the Payment and Settlement Services Division.

She's a family-oriented person who likes to do sport in her free time. If you would like to contact Marjorie, you can find her on LinkedIn: <https://www.linkedin.com/in/marjorieoconnell>

Shurminia Martina Rafael

Co-creation with adolescents

A tool to developing engaging communication strategies for promoting healthy eating habits on Bonaire

This research explored how co-creation with adolescents can inform the development of communication strategies to promote healthy eating habits on the Dutch Caribbean island of Bonaire. With obesity rates among adolescents in Bonaire reaching 36%, addressing this issue is vital for public health. The study aimed to uncover adolescents' nutritional knowledge, eating habits, and social influences, while identifying their preferences regarding communication channels, messaging styles, and involvement in health campaigns. By incorporating co-creation, this research fills a gap in adolescent health communication, offering insights into strategies that resonate with this demographic for more effective public health interventions.

Methodology

An exploratory qualitative approach was used to collect data through expert interviews and focus groups. A total of 23 participants aged 13 to 17 were recruited for the focus group using purposive, convenience, and snowball sampling. Four focus group sessions were conducted, allowing adolescents to share their views on healthy eating and effective communication. Two expert interviews were conducted to identify emerging themes and provide corroboration. Thematic analysis was used to uncover patterns and insights from the data.

Findings

Nutritional Knowledge: Adolescents understood healthy eating to some extent, but had limited knowledge of nutritious options and portion sizes, with older participants (16-17) demonstrating more awareness compared to younger participants (13-14).

Eating Habits: Despite being aware of what unhealthy eating entails, adolescents continued to prefer junk food. Many expressed a dislike for vegetables.

Influences on Eating Habits: Parents emerged as the most significant influencers, with mothers playing a particularly prominent role. The findings also revealed a gap in nutritional knowledge among parents. Schools also influences adolescents' eating habits by providing basic nutritional knowledge, promoting healthy lifestyle environments, and enforcing cafeteria policies that prioritized healthy food options.

Social Media and Peers: Social media was perceived primarily as a source of entertainment, with limited use and interest for gaining in-depth health information. However, visually appealing content had some influence. Peer influence was moderate, with younger adolescents (ages 13-14) being more susceptible.

Preferred Communication Approaches

Adolescents favored:

- Messaging that connects healthy eating to tangible benefits, such as improved sports performance and appearance.
- Relatable, motivational, and visually appealing content.
- Interactive, hands-on methods, such as workshops, learning new easy and accessible recipes, competitive learning style such as challenges, collaborative learning and peer-led initiatives. Theoretical learning styles are less desirable.
- Participants expressed interest in joining co-creation initiatives, particularly in action-oriented phases and peer-to-peer communication.

Discussion

The findings highlight the need to address gaps in nutritional knowledge for both parents and adolescents and stress that schools must take a more active role in this issue, which affects not only adolescents but the entire school community. Adolescents' preferences emphasize the importance of engaging in co-creation to ensure strategies are more informed and effective. The information gathered can enhance traditional communication strategies, such as identifying areas where adolescents need to be influenced (e.g., knowledge or attitude), topics for awareness campaigns, and age-specific strategies for instance when it comes to the Transtheoretical Model. It also highlights the benefits and consequences adolescents find important and can help assess strategies to promote self-efficacy, informing models like the Health Belief Model. The findings further shed light on approaches like nudging, where subtle attempts to influence adolescents could be perceived as undermining their autonomy.

Beyond informing traditional models, these findings can help develop more impactful and engaging communication strategies by considering adolescents' preferences for content, messaging, and medium. Understanding how these preferences interact with influences on their eating habits can help tailor communication strategies that are more relevant and effective, ensuring adolescents feel more engaged and motivated to change their habits.

Conclusion and Implications

Promoting healthy eating among adolescents in Bonaire requires a collaborative, triangular approach involving parents, schools, and adolescents:

- **Parents:** Serve as practical guides, reinforcing healthy habits at home and fostering open communication with teens.
- **Schools:** Provide foundational nutritional knowledge and promote policies supporting healthy eating environments.
- **Adolescents:** Actively participate in campaign co-creation, ensuring messages are engaging, relevant, and impactful.

Policymakers and stakeholders must equip both parents and schools through a dual approach with tools to serve as effective intermediaries, while fostering collaboration to maintain alignment in messaging. Social media can complement these efforts by disseminating accessible and visually appealing content but should not replace influence from parents and schools. Active involvement of adolescents in co-creating communication strategies is crucial, and it must be ensured that this involvement is based on their interests, skills, and knowledge. Their contributions should be valued and visible, respecting their autonomy and fostering a sense of collaboration from a peer-to-peer perspective.

Future research should explore additional aspects of adolescent health, such as physical activity, mental health, and overall lifestyle, to enhance health promotion strategies. Investigating the cultural context of healthy eating in Bonaire, including preferences for fast food over balanced meals, affordability, and cultural influences, would provide valuable insights. Comparing food preferences with regions like the Netherlands could highlight cultural and socio-economic differences, allowing for more tailored strategies. The relevance of the Schijf van Vijf in the Caribbean context should also be evaluated, as adolescents in Bonaire struggle to implement it due to cultural norms, food availability, and affordability, suggesting the need for context-specific health messages. Further research into youngsters' intrinsic motivation when it comes to eating habits can also inform the development of communication strategies.

This research has important academic implications. It supports existing literature on the nutritional knowledge gap among parents and adolescents, the importance of autonomy in food decisions, and the influence of socializing agents. However, a new finding emerged: participants did not view social media as a medium for creating long-lasting impact on healthy eating.

Additionally, the results challenge the KAB model, as adolescents were not motivated to change unhealthy eating behaviors despite knowing the risks. While literature suggests apathy toward healthy eating, participants in this study showed interest in learning more about the consequences of poor eating habits, offering new insights into adolescent health communication.

Biography

Shurminia Martina Rafael



Shurminia Martina Rafael (1983), born and raised on the island of Curaçao, has always been passionate about communication. Shurminia is people-oriented, practical, creative, empathetic, and always eager to learn and grow. She is passionate about empowering others to be the best versions of themselves, both personally and professionally. A versatile communication professional, Shurminia has extensive experience across both the government and non-profit sectors. Her career spans various fields. She has worked with Curaçao's largest disability organization, De SGR-Groep, as well as at the Ministry of Justice and the Public Prosecutor's Office of Curaçao, specializing in public relations, media relations, internal communications, and public information.

Shurminia also contributed to education as a lecturer at ROC van Flevoland, teaching Communications and Business Skills. In the Netherlands, she also worked as a communication advisor at Vilans, a national knowledge center for healthcare, and at UWV, the Dutch Employee Insurance Agency. Starting her career in communications at a young age, Shurminia gained a diverse set of skills, from translation services and radio voice-overs to producing TV shows and organizing large corporate events. She has also held strategic roles as a management advisor and advisor to the

Minister of Justice of Curaçao, in addition to developing communication policies. She excels at blending strategic communication with tactical and operational work, making her an effective bridge-builder within organizations.

While Shurminia's career has flourished in corporate communication, her passion lies in societal issues, particularly in the health sector. This is reflected in her current role as policy officer in charge of communications at Mental Health Caribbean, serving Bonaire, Saba, and Sint Eustatius. Her thesis, focused on communication strategies for promoting healthy eating to youth in Bonaire, underscores her commitment to social causes.

In her free time, she enjoys spending time with family and friends, sharing good food, music, dancing, laughter, and the sense of community that comes from being with loved ones. Her faith serves as a guiding force, providing her with strength, purpose, and direction, both personally and professionally. Those who know her well describe her as enthusiastic, ambitious, and goal-oriented. Her motto in life and career is simple but powerful: "Make a difference, seize opportunities, and do it afraid."

Caroline Schaberg

The impact of purpose-driven business on share price and reputation

Does it pay to stop financing oil & gas?

The question of the primary purpose of business has long been a topic of debate, tracing back to influential discussions in the 1930s. This debate has evolved over decades, with a significant milestone in the 1970s when economist Milton Friedman posited that the sole purpose of business is to increase its profits. However, contemporary business paradigms have shifted towards a broader understanding of corporate purpose, emphasizing the value delivered to a wider array of stakeholders, including communities and future generations.

This shift is encapsulated in the notion of purpose-driven business, which focuses on whether a company's operations make the world a better place, as exemplified by Paul Polman's leadership at Unilever.

This transformation in business philosophy is underscored by societal expectations for companies to "do the right thing." The Edelman Trust Barometer (2024) highlights that business remains the most trusted institution compared to NGOs, government, and media, with a significant proportion of employees expressing trust in their CEOs to make ethical decisions. Furthermore, RepTrak data (2024) indicates that the Dutch public prioritizes environmental sustainability as the foremost responsibility for companies in 2024.

While the concept of purpose-driven business is often linked to Corporate Social Responsibility (CSR), its impact on financial performance remains debateable. Some studies suggest a positive correlation between CSR and financial outcomes, attributing benefits to enhanced employee engagement, customer loyalty, and organizational resilience. However, the

relationship is complex and context-dependent, with varying results based on industry, type of CSR initiative, and timing. Equally, other scholars argue that there is no definitive positive link between CSR and financial performance, suggesting that a focus on purpose might detract from operational efficiency or even harm economic outcomes.

A practical study in this context is ING's announcement to cease financing oil and gas exploration by 2040. This decision, implicitly framed as a purpose-driven initiative, highlights the complexities and challenges of aligning corporate actions with societal expectations. Despite the announcement, activist groups like Extinction Rebellion and Greenpeace critiqued ING for not implementing immediate changes, illustrating the tension between corporate actions and stakeholder expectations. Furthermore, Friends of the Earth announced legal action against ING, underscoring the precarious balance companies must navigate between purpose, perception, and legal accountability.

The research at hand investigates the impact of ING's announcement and the subsequent lawsuit threat on

its share price and reputation. As the largest bank in the Netherlands, ING serves as a critical case study for assessing the effects of purpose-driven announcements within the financial sector, with broader implications for other system-critical banks like Rabobank and ABN AMRO.

The study's findings reveal that ING's announcement did not significantly impact its share price, nor did similar announcements by other banks. This lack of impact is attributed to the perception that such announcements do not pose a major disruption to future business operations. However, the announcement did lead to a short-term negative shift in media sentiment towards ING, though the company's strong pre-existing reputation facilitated a swift recovery in Q2 2024. This underscores the importance of a robust reputation in mitigating potential reputational damage from controversial decisions.

Moreover, the research suggests that ING's announcement was perceived as risk-driven rather than purpose-driven. To be genuinely regarded as purpose-driven, corporate actions must be comprehensive, aligned with a broader vision of

sustainability, and communicated transparently. Effective purpose-driven actions require clear, honest communication that resonates with various stakeholders, thereby building credibility and trust.

In conclusion, the research highlights the complexities of purpose-driven business in the financial sector. The findings indicate that while purpose-driven announcements may not immediately impact financial performance, they can influence media sentiment and reputation in the short term. For companies like ING, the challenge lies in aligning corporate actions with a genuine purpose, communicated transparently to stakeholders. This involves a strategic approach to purpose-driven initiatives, ensuring they are perceived as authentic and aligned with broader societal goals.

The study also emphasizes the need for further research to explore the nuances of purpose-driven announcements across different sectors and contexts. By deepening our understanding of the relationship between corporate purpose, financial performance, and reputation, businesses can better navigate the evolving landscape of stakeholder expectations and societal demands.

Biography

Caroline Schaberg



Caroline Schaberg is a corporate communication professional based in Amsterdam, The Netherlands. She is deeply committed about sustainability and purpose, consistently seeking opportunities to integrate purpose-driven and sustainable practices into her personal and professional life.

Currently holding a position as team lead/product owner at ABN AMRO, Caroline is responsible for all in- and external communications for end-to-end team Functions: covering the HR, I&T, Risk Management and Operations-departments

of the bank. In this role she is managing a team of twelve colleagues, including communications advisors, spokespersons and content producers.

Previously, Caroline was internal communications manager at Accenture the Netherlands and consultant at MSL Group. Caroline studied Cultural Studies and Comparative Literature Studies at the University of Amsterdam, graduating at the Dutch Studies' Publishing/Editing master.

Caroline lives in Haarlem with her husband and two sons Friso and Coen.

Fenna Visser

Managing public organization reputation through corporate communications

This thesis investigates the reputation management strategies of public organizations in the Netherlands, focusing on the Dutch Employee Insurance Agency (UWV) and the Dutch Tax Authority. Public organizations face unique challenges in managing their reputations, including political constraints, limited autonomy, and the balancing act of fulfilling both service delivery and enforcement roles. These complexities are compounded by broader scrutiny following the childcare benefits scandal and the Temporary Commission for Governmental Executive Organizations (TCU) report, which criticized public organizations for lacking a human dimension in their services.

Research question:

How do Dutch public organizations aiming for a positive reputation with the general public address the challenges posed by their public sector status in their communication strategies?

Highlights from the Literature Review

The literature outlines three main approaches to public sector reputation management:

1. **Organizational Approach:** This contextualizes generic reputation management theories within the public sector but identifies some challenges such as balancing conflicting identities and responding to political constraints.
2. **Corporate Communication Approach:** Scholars like Luoma-aho argue that public organizations should aim for a neutral reputation. Given their missions often involve addressing "wicked problems" like unemployment or tax collection, striving for an excellent reputation is resource-intensive and potentially counterproductive.

3. **Political Science Approach:** Carpenter's bureaucratic reputation theory identifies three key elements:

- **Reputation Uniqueness:** Demonstrating services that distinguish the organization within the public sector.
- **Audience-Based Reputation:** Shaping perceptions strategically for different audiences.
- **Reputation Multidimensionality:** Balancing performative, moral, procedural, and technical reputations, often with trade-offs between these dimensions.

Methodology

The research employs qualitative content analysis (QCA), analyzing semi-structured interviews with communication professionals and public communications from both organizations during 2022 and 2023. Interviews revealed saturation in responses after three interviews per organization. Messages from these years were selected for their focus on human-centered service delivery post-TCU report.

The coding framework consists of three dimensions derived from the research question. The subcategories of the coding frame are concept based as well as data based. Meaning they are derived from the concepts in the literature and from the data.

The three dimensions and the subcategories of the coding frame are:

1. **Public Sector Challenges:** Trust, political influence, consistency, uniqueness, and the excellence problem.
2. **Communication Strategies:** Transparency, storytelling, brand management, and balancing service and enforcement roles.
3. **Communication Tools and Channels:** Public campaigns, stakeholder engagement, media relations, and digital platforms.

Key Findings

Public Sector Challenges

Building and maintaining public trust is central to reputation management in the public sector. Both organizations emphasize transparency and accountability but face challenges due to overarching government reputation issues. The respondents recognized these challenges to reputation management in the public sector.

1. **Political Influence:** Political constraints limit autonomy as laws determine organizational missions. Both organizations attempt to manage this through stakeholder engagement, such as the “bottleneck letters” to parliament.
2. **Consistency:** UWV struggles with dual identities as a service provider and enforcer, while the separation of the benefits department has clarified the Tax Authority's identity.
3. **Uniqueness:** Both organizations use their unique missions as the foundation for their brand strategies, aligning with Carpenter's bureaucratic reputation theory.
4. **Excellence Problem:** Respondents agreed on pursuing a neutral reputation, as striving for excellence is resource-intensive and unnecessary for maintaining legitimacy and trust.

Communication Strategies

1. **Communicating Societal Value:** Both organizations highlight their societal roles. UWV showcases its efforts to help individuals return to work, while the Tax Authority emphasizes its helpfulness in tax compliance. They use story telling techniques to show their societal value. Authentic stories from clients and employees humanize the organizations and demonstrate their impact.
2. **Brand Strategies:** Both organizations have adopted brand frameworks. UWV emphasizes human-centred services, while the Tax Authority focuses on helpfulness as a guiding principle.
3. **Transparency:** Open communication about successes, failures, and challenges builds trust. UWV has more autonomy in addressing failures, while the Tax Authority faces political constraints in acknowledging mistakes due to its governance structure and the position of the communication department.
4. **Managing Political Influence:** Communication is used to influence legislative processes and manage public expectations, with UWV's strategy being more proactive.

Communication Tools and Channels

For communication to influence reputation a great reach of the communication is necessary. Both organizations have selected channels that generate this reach.

1. **Public Campaigns:** Both organizations use campaigns to demonstrate their societal roles, with UWV focusing on branding campaigns and the Tax Authority on informative campaigns.
2. **Media Relations:** Media is used strategically to address issues and shape public narratives. UWV has more freedom in using media relations to emphasize challenges and developments in its service delivery.
3. **Stakeholder Engagement:** Both engage with stakeholders, including members of parliament and journalists, to address legislative complexities and enhance understanding of the organizations operations.

Discussion and conclusion

The discussion emphasizes that reputation management in public organizations centres on building public trust and legitimacy rather than pursuing excellence. Both UWV and the Dutch Tax Authority have implemented strategies to address their unique challenges, including political constraints, multiple organizational identities, and maintaining public support while navigating complex laws. Their approaches align with Carpenter's bureaucratic reputation theory, focusing on demonstrating societal value, moral reputation, and mission-driven branding.

UWV and the Tax Authority emphasize transparency and human-centred communication to rebuild trust following the TCU report and the childcare benefits scandal. However, UWV's communication strategy should integrate its enforcement role more explicitly to strengthen its identity and increase coherence. The Tax Authority, benefiting from a streamlined mission after separating its benefits division, focuses on helpfulness and credibility.

The conclusion recommends that public organizations should aim for a neutral reputation. This approach balances resource allocation with realistic goals, acknowledging the constraints of their political environment. Open and transparent communication fosters legitimacy and trust but requires organizations to address challenges openly, which can impact reputation.

Limitations and Future Research

The research has limitations, including potential bias due to my professional affiliations and the focus on external communications. Internal communication's role in shaping organizational identity was not explored. Additionally, the case study method limits generalizability to other public organizations. Future research could expand on these findings by examining internal communications and comparing strategies across diverse public sectors.

My thesis contributes to understanding reputation management in public organizations, offering insights into the strategic use of communication to navigate public trust, legitimacy, and identity challenges.

Biography

Fenna Visser



My name is Fenna Louise Visser, and I am a communication professional with a strong passion for developing strategic solutions in complex organizational settings. I hold a law degree from Utrecht University, but practicing law and the other legal roles I held early in my career did not inspire me. In 2010, I joined Dutch Employee Insurance Agency (UWV), a public service provider dedicated to supporting people in returning to work and helping them participate in society. This mission has been deeply inspiring and has given my career a meaningful purpose.

Initially, I worked in roles focused on project development and service delivery at UWV, but in 2016, I transitioned to corporate communication. Since then, I have held various strategic roles, culminating in my position as Manager of the Content Team. In this role, I lead a team of 15 professionals and oversee the strategic development and implementation of integrated, data-driven content across the organization.

In 2018, I began taking electives from the Master's in Corporate Communication at Rotterdam School of Management, Erasmus University, to deepen my knowledge. Inspired by the field, I pursued and completed the full degree in December 2024, equipping myself with expertise in Reputation Management, Crisis Communication, and Corporate Branding.

I am excited to continue building my career in corporate communication, aligning my skills and aspirations with meaningful work. Outside of my professional life, I enjoy Pilates, baking, and spending time with my supportive family - my husband Edwin Dalenoord and our three children, Ties (12), Evelijn (9), and Floris (7), who were a tremendous source of encouragement during my studies.

Lidewij de Vries

Exploring the strategic dynamics of CEO messaging via LinkedIn

Implications for corporate communication strategy and stakeholder perception

In today's digital landscape, LinkedIn has become a vital platform for corporate communication, particularly for CEOs aiming to engage diverse stakeholders. This thesis explores the strategic use of LinkedIn by MedTech CEOs, focusing on how social, technical, and sales-oriented messages influence stakeholder engagement, sentiment, and brand perception. By examining 375 LinkedIn posts from 40 MedTech CEOs and conducting interviews with communication professionals, the study offers actionable insights into optimizing CEO digital communication strategies.

Objectives and Research Questions

The research aims to understand how LinkedIn facilitates CEO communication with stakeholders and its impact on engagement and brand perception. Key research questions include:

1. What types of CEO messages generate the highest engagement rates on LinkedIn?
2. How do LinkedIn messages affect brand perception?
3. Which stakeholders are targeted by various message types?
4. How do companies navigate the challenge of addressing diverse stakeholders on LinkedIn?

Methodology

A mixed-methods approach integrates sentiment and engagement analysis with qualitative interviews. LinkedIn posts were categorized as social, technical, or sales-oriented and analyzed for engagement metrics (likes, shares, comments) and sentiment (positive, neutral, negative). Interviews with communication professionals provided context for understanding strategic decisions behind CEO messaging.

Key Findings

1. Social Messages Drive Engagement and Positive Sentiment

Social posts, focusing on leadership, inclusivity, and employee recognition, consistently achieved the highest engagement scores (average: 3.1). Examples include posts celebrating company anniversaries or team achievements. These messages resonate emotionally, building trust and loyalty among employees and end-users.

- Sentiment analysis revealed overwhelmingly positive responses to such content, reinforcing brand perception as approachable and inclusive.

2. Technical Messages Build Credibility Among Professionals

Technical posts, such as product launches or regulatory milestones, averaged an engagement score of 2.7. While these messages appealed to healthcare professionals, trade partners, and regulators, they struggled to connect with broader audiences unless framed within relatable narratives, such as societal or patient impact.

- Posts combining technical achievements with storytelling - such as highlighting how a product improves patient outcomes - garnered higher engagement and positive sentiment.

3. Sales Messages Require Strategic Framing

Sales-oriented posts, including financial updates and corporate milestones, showed the lowest average engagement (1.9). These posts attracted investors and analysts but lacked the emotional resonance needed to engage other stakeholders.

- Posts contextualizing financial achievements within societal or organizational contributions (e.g., reinvestments in innovation or employee development) demonstrated higher engagement and sentiment-adjusted scores.

4. Sentiment Enhances Engagement Across All Message Types

Positive sentiment amplified engagement, particularly for social and technical messages. Sales posts also benefited from sentiment-driven adjustments when tied to broader narratives. However, negative or neutral sentiment dampened engagement, especially for transactional or overly technical content.

5. Stakeholder-Specific Messaging is Essential

Different stakeholder groups responded uniquely to LinkedIn content:

- **Investors:** Preferred sales posts emphasizing transparency and strategic progress.
- **Healthcare Professionals:** Engaged most with technical posts highlighting innovation and regulatory achievements.
- **Employees:** Resonated with social posts celebrating inclusivity, leadership accessibility, and team accomplishments.
- **End-Users:** Responded to emotionally resonant stories about patient impact and societal contributions.

6. Cultural Nuances Influence Message Tone

Regional differences shaped stakeholder preferences. U.S. audiences favored personal storytelling in CEO messages, while European audiences valued professional and formal tones. Tailoring messages to cultural contexts is crucial for maximizing engagement and maintaining professionalism.

Strategic Implications

Based on the findings, the following recommendations are proposed:

1. Align Content with Stakeholder Priorities

Tailor messages to the unique preferences of each stakeholder group. For instance, emphasize transparency in financial posts for investors while framing them within broader narratives for employees and end-users.

2. Leverage Emotional Resonance

Highlight themes of inclusivity, leadership, and societal impact to foster emotional connections and enhance brand perception. Social and technical posts benefit significantly from relatable storytelling.

3. Incorporate Visual Storytelling

Use multimedia elements such as infographics and videos to make technical content more engaging and accessible. Visual aids improve relatability and comprehension for diverse audiences.

4. Adapt to Cultural Expectations

Recognize regional differences in communication preferences. For example, U.S. audiences respond well to personal milestones, while European stakeholders prefer messages rooted in professional values.

5. Monitor and Adjust Strategies

Continuously analyze engagement and sentiment metrics to refine messaging. Use these insights to identify emerging trends and address potential gaps in stakeholder communication.

Contribution to Theory and Practice

This study extends Freeman's Stakeholder Theory (1984) by demonstrating its application in a digital, multi-audience context. LinkedIn's unique platform dynamics require CEOs to balance competing stakeholder priorities while maintaining consistency and authenticity. By incorporating sentiment analysis, the research adds a measurable dimension to understanding stakeholder perceptions.

Practically, the study offers a framework for leveraging LinkedIn as a strategic tool for CEO communication. It emphasizes the importance of aligning messages with stakeholder needs, using sentiment and engagement data to optimize content, and adapting to the platform's professional tone.

Limitations and Future Research

While the study focuses on MedTech CEOs, its findings may not fully generalize to other industries with different communication priorities. Additionally, manual sentiment analysis introduces potential biases, and external factors (e.g., global events) were not explicitly accounted for. Future research could explore cross-industry comparisons, longitudinal trends, and the role of LinkedIn alongside other social media platforms.

Conclusion

LinkedIn's professional yet versatile nature makes it a powerful tool for CEO communication, enabling leaders to engage diverse stakeholders and shape brand perception. By prioritizing social and technical content, leveraging sentiment to enhance emotional resonance, and tailoring strategies to stakeholder preferences, CEOs can optimize their LinkedIn presence. While rooted in the MedTech sector, the insights from this research provide valuable guidance for leaders across industries navigating the complexities of digital communication.

Biography

Lidewij de Vries



My name is Lidewij Suzanne de Vries, born in Zeist, Netherlands, as the youngest of five. Growing up in a God trusting, loving and entrepreneurial family taught me gratefulness, resilience and drive, which shaped my path. After completing my bachelor's degree, I worked in Tanzania, where life-changing experiences influenced my outlook. Later, I co-founded a company with my husband, an exhilarating yet challenging journey that ended in bankruptcy but taught us invaluable lessons.

My career in MedTech has been deeply fulfilling, combining my passion for business with the purpose of improving lives through medical devices. The inspiration for my thesis arose from an issue in this cost-sensitive industry: our CEO's LinkedIn post on quarterly results triggered criticism from healthcare professionals about our

margins. This sparked my desire to understand how LinkedIn communications impact diverse stakeholders—healthcare professionals, end-users, investors, and more—and how they interpret the same messages differently.

Balancing a full-time job, this thesis, and family life has been a challenge, and I am deeply grateful to my husband for his unwavering support. His encouragement during the highs and lows has been invaluable, and he remains an inspiring example for our three daughters. I also want to thank Professor Berens and Professor Argenti for their guidance and feedback, the space you gave me, which made this journey so rewarding. This experience has been one of growth and discovery, and I look forward to continuing my professional journey, always striving to make a meaningful impact.

Tessa Wagenveld

Participative leadership in the hybrid workplace

Navigating communication

The Covid-19 pandemic has significantly reshaped work dynamics, with hybrid working taking centre stage. Organizations cannot revert to their pre-pandemic state, now that the Pandora's box of working arrangements has been opened. Some scholars agree that it is more difficult to lead hybrid teams than face-to-face teams, especially when performing traditionally hierarchical leadership behaviours such as motivating members and managing team dynamics.

Traditionally, leadership has been viewed as a vertical process, with one individual holding the majority of the power and designated with the authority for all other group members. However, this has changed in the last decades. Scholars have begun to explore the concept of participative leadership styles, where leaders actively involve team members in shaping organizational outcomes and distribute leadership among multiple group members. So, what are the characteristics of a participative leader in the hybrid working environment? And how do participative leaders motivate team members to be part of the decision-making process, and through what communication strategies and channels do they manage team dynamics in the hybrid setting? These research questions directed the data collection process, which included secondary research and semi-structured interviews.

The study reveals that leading a hybrid team requires similar skills to leading an in-office team, with the main difference being reduced face-to-face interaction. The physical distance demands more interpersonal skills from participative leaders, making effective and intentional communication crucial for building relationships. Participative leaders, who grant autonomy and trust, can motivate teams to engage in decision-making.

Key traits of effective participative leadership in hybrid teams include: (1) autonomy and trust, (2) interpersonal skills, (3) leading by example, and (4) shared decision-making. Participative leaders must be aware of social interactions and intentionally make time for individual connections, whether in-person or online.

Trust-building is crucial; participative leaders empower their teams, align them toward common goals, and avoid micromanagement. Decisions in hybrid teams are collaborative, with participative leaders having final authority but encouraging open discussions. Building trust and confidence ensures team members feel supported. Clear verbal communication is essential due to the difficulty of interpreting nonverbal cues on screens. Periodic face-to-face meetings are crucial for fostering relationships and building trust, particularly at the start of projects. Participative leaders emphasize open dialogue and transparent communication to build trust and avoid misunderstandings. These leaders ensure that communication channels are purposefully aligned, whether for professional or casual interactions, and empower teams to choose their preferred channels while adhering to data and privacy regulations.

Biography

Tessa Wagenveld



Tessa Wagenveld works at Rabobank as the Lead Product Manager for Attract & Product Experts. She plays an important role in developing the employer brand and works on strategies for internal mobility. Tessa focuses on stimulating

personal growth and leveraging talent within the company. Besides her work, she has an interest in psychology and behavioural sciences and enjoys sports, especially CrossFit. She also has a passion for continuous learning and exploring new challenges.

Jonne van Welij

How communication professionals deal with NGO activism

The role of businesses in society is evolving, with stakeholders pressuring corporations to address societal problems such as climate change, beyond just increasing profits. NGOs are becoming increasingly powerful constituents for businesses, as they pursue their goals through activist actions. This creates a significant threat to the reputation of financial institutions.

Given the increased pressure of climate change on our societies, the increasing power NGOs have towards businesses, and the expectations that stakeholders have towards businesses in solving societal problems, this research aims to analyze how communication professionals in the Dutch financial services industry deal with NGO activism.

In doing so, this study investigates communication strategies for mitigating reputational risks caused by climate activism. The study considers the impact of digital media on reputational risk management and explores the playing field in which businesses and NGOs interact. In order to investigate the communication strategies when dealing with NGO activism, this research relies on a qualitative approach through semi-structured interviews conducted with communications professionals in the Dutch financial industry.

The main results of this research show that climate change activism is perceived to pose a significant threat to the reputations of organizations. Engaging with and understanding the perspectives and concerns of climate activist NGOs is considered to be a valuable and effective way to proactively manage reputational risks. Although engagement is seen as a common strategy, real collaboration between financial institutions and NGOs is challenging and rarely occurs.

Despite sharing long-term objectives, financial institutions and NGOs tend to operate differently and consider reputational risks that hinder collaboration. This research also indicates that financial institutions have well-defined communication strategies for engaging with climate activist NGOs, which emphasizes openness, honesty, and respect, as well as the importance of transparency. Communication specialists find it necessary to be realistic about the company's stance on climate change and plans to address it. This research also reveals that digital media has a significant impact on the threat of climate activism on the reputation of financial institutions.

Digital media enables quick access to large audiences, and poses a risk of misinformation and loss of control. Corporations are restricted by truthfulness and considering the interests of multiple stakeholders, while NGOs can be more extreme, are less tied by truthfulness, focus their messaging on a narrow stakeholder group, and thus benefit more from social media. This research includes recommendations

in addressing NGO activism, in which corporate communication specialists are advised to monitor digital media continuously, draft reactive statements, proactively inform stakeholders, leverage digital media and be transparent in addressing challenges and

progress. The research concludes with areas for future research that build on the current findings and take on a further in-depth exploration of the dynamics from an NGO perspective.

Biography

Jonne van Welij



Jonne van Welij holds a bachelor's degree in International Business from the University of Groningen and a master's degree in Strategic Management from the Rotterdam School of Management. After spending time living and studying abroad, Jonne joined NN Group in 2019 at their head office in The Hague.

Sustainability, Communication, Branding, and Digitalization are key interests, which led her to join the Corporate Communication programme at RSM in 2022. While going through the programme (2022-2024), she worked at NN as Business Manager of the Chief People, Communications and Sustainability Officer.

The increasing amount of climate activism led her to choose a thesis topic in which she explores communication strategies for dealing with NGO activism, specifically in the Dutch financial industry. The strategies deployed both by NGOs and corporates create an interesting playing field, in which crisis communication, stakeholder management and reputational management play an important role.

Jonne is always open to connecting and sharing insights. Feel free to reach out via LinkedIn: [Jonne van Welij | LinkedIn](#)

Julian van de Wetering

Why am I here?

Two Dutch pension funds and their evolving corporate purpose

This thesis aims to explore the evolution of the corporate purpose of the two largest Dutch pension funds ABP and PFZW through an explanatory multiple-case study approach. The research has been undertaken in order to answer the following research questions: do Dutch pension funds ABP and PFZW have corporate purposes and if so, have they changed them over the past 10 years, to what and why have they changed their corporate purpose?

Corporate purpose as a concept has seen significant growth in acceptance, implementation and evolution amongst organisations across regions and sectors. The rise of stakeholder capitalism has encouraged organisations to look within themselves as well as outside into the sphere of their impact and operations to understand more clearly why they exist beyond generating profit. Organisations attempt to both define this in a corporate purpose, as well as give form to their purpose through action. In this process, organisations are subject to internal and external drivers as well as an institutional context which gives rise to unique forms of corporate purpose (George et al., 2023). The broader context includes challenges to business such as environmental issues, inequality and a general mistrust of business (Mayer, 2021).

The case studies were supported by data collection covering 10 years of primary documentation such as annual reports, press releases and media interviews. The data was then analysed using a pattern-matching methodology which firstly aimed to deconstruct how these two pension funds talk about their purpose via textual pledges and aspirational statements over time. Secondly the analysis captured at a high-level how

these aspirational corporate purpose statements have found concrete form over time in choices and concrete commitments made. To provide further context to the case studies, seven semi-structured interviews were undertaken with relevant stakeholders. The interview transcripts were also subjected to a pattern-matching methodology using the same themes as the case studies.

The conclusions note that the two pension funds have extended their corporate purpose of pension provision over time to achieve this "in a liveable world." The evolution of their corporate purposes to include a non-financial objective was strongly informed by internal and external stakeholders such as participants and NGOs, as well as new regulation such as the Pension Code. This process was gradual and it is continuing to find form in new types of investments such as impact, divesting from harmful companies and investment processes such as engagement to influence the companies they invest in to support a liveable world. The role-modelling of these two pension funds provides other financial actors inspiration to assess their own corporate purposes.

Biography

Julian van de Wetering



Julian van de Wetering leads corporate communications and marketing in the Netherlands for asset manager BlackRock. Prior to joining BlackRock, he worked at communications agency Edelman, managed business development for a start-up and undertook corporate development and investor relations roles for listed companies

in the animal nutrition and telecommunications sectors. Julian started his career at a venture capital fund of funds in Auckland, New Zealand. Julian earned a Bachelor's Degree in Commerce majoring in Finance and a Bachelor's Degree in Arts with First Class Honours majoring in International Relations from the University of Auckland.

The thesis coaches and co-readers of the 2024 graduates



Prof. dr. Joep Cornelissen

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

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



Paul A. Argenti

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

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

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

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



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



Dr. Michael Etter
Associate Professor
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Michael Etter has a PhD in organisation studies and cultural theories from the University of St. Gallen, Switzerland. He has worked as assistant professor at Copenhagen Business School and as Marie-Curie Research Fellow at Cass Business School, City, University of London. His work has appeared in academic journals, such as Academy of Management Annals, Academy Management Review, Journal of Management Studies, and Business and Society. Michael Etter has received multiple awards for his research and teaching excellence, as well as several research grants from prestigious funding institutions, such as the British Academy. Before joining academia, he has worked in public relations and founded his own advertising agency.

Michael Etter is interested in the construction of social evaluation of new and established firms, such as organisational reputation and legitimacy, in the new media landscape, which is shaped by new information and communication technologies (ICT). He looks at strategies, which new and established firms use to establish favourable social judgments in the digital economy. The role corporate social responsibility is thereby prevalent in his work.



Dr. Mark Lee Hunter
Doctor of Information Sciences
Université de Paris II

Mark Lee Hunter is a recognized innovator as a scholar and media practitioner. He is a founder of the Global Investigative Journalism Network and the lead author of its manual for practitioners, *Story-Based Inquiry*, published by UNESCO in 2009 and currently available in 14 major and minor languages. He co-founded the Future Media Management Programme at Stockholm School of Economics Riga, which trains independent media leaders from the former Soviet countries. He has taught stakeholder, crisis and leadership communication at RSM since 2006. At the INSEAD Social Innovation Centre, where he served as Adjunct Professor from 2001-21, he co-founded the Stakeholder Media Project. Its work on emerging media sectors and communities has been published in Harvard Business Review, California Management Review, MIT Sloan Review, and Corporate Communications Review as well as practitioner journals. Among his recent books is *Community-Powered Journalism* (Marie and Gustav Ander Centre for Media Studies, Stockholm School of Economics Riga, 2020). He has won seven US and international awards for his scholarly writing and journalism. Since 2006 he taught and consulted (for Allianz, BP, Al-Jazeera, RTE, France Télévisions and others) in 40 countries across Asia, Europe, Africa, the Arab world and the Americas. He earned his doctorate at the Université de Paris II (in French, his second language) and his undergraduate degree at Harvard. When not working, he plays the electric guitar.



Dr. Nicholas Ind (Phd)

Professor

School of Economics, Innovation and Technology
Kristiana University College, Oslo

Nicholas Ind is a Professor at Kristiana University College, Oslo. Previously Nicholas ran Icon Medialab's brand consultancy arm in Sweden, had his own consultancy in the UK, was a Director of a design group and an Account Director in an advertising agency. In the Executive Master of Science in Corporate Communication programme, he teaches in the 'Corporate Branding' masterclass next to the leading lecturer Dr. Oriol Iglesias.

Nicholas is the author of thirteen books that have been published in 9 different languages, including *The Corporate Image* 1990, *Terence Conran – The Authorised Biography* 1995, *The Corporate Brand* 1997, *Living the Brand* 2001, *Brand Together* 2012, *Brand Desire* 2016, *Co-creating Brands* 2019 and *In Good Conscience* 2022. He was the editor of *Beyond Branding* 2003, *Brands with a Conscience* 2016 and *The Routledge Companion to Corporate Branding* 2022. He has also written articles for *California Management Review*, *Business Horizons*, *Journal of Brand Management* and *Industrial Marketing Management*. Nicholas has undertaken consulting projects for such organization as adidas, The Economist, Telenor, Telia, Foreign and Commonwealth Office, Vlisco, Greenpeace International and WWF. Nicholas has a BA, an MBA, and a PhD from the European Graduate School in Switzerland. He is a former Director of the Design Business Association (UK), a member of the advisory board of Corporate Reputation Review and the editorial board of the *Journal of Brand Management*. He was formerly non-Executive Chairman of a Swedish design consultancy.

Since 2009 he has been a Visiting Professor at ESADE, Barcelona where he teaches Master courses on Conscientious Brands and Co-creation and at Edinburgh Napier University. He was a founder member of the Medinge Group - an international branding think tank.



Florian Madertoner

Lecturer

Rotterdam School of Management

Florian Madertoner is a Lecturer at the Rotterdam School of Management, Erasmus University. He holds a degree in Banking- and Finance. Florian's research interests include Capital Structure Theory, Behavioral Finance and the Economic History. He is responsible for the course "Economics" in the bachelor study programs International Business Administration and Business Administration. In addition, Florian teaches "Corporate Finance" and supervises bachelor theses in both programs. In the master program Finance & Investment Florian supervises Master theses. Florian teaches the elective "Finance for Communication Professionals" in the executive master program Corporate Communication and at the Rotterdam school of Management he teaches the executive training "Finance for Non-Financials". He has been awarded multiple awards for his teaching activities: the "Professor of the Year Award" seven years consecutively from 2016 to 2022 for his undergraduate course "Corporate Finance" in the programs IBA and BA. In 2020 Florian has also been awarded the "Professor of the Year Award" for his course "Economics" in the IBA program as well an award for "Best Adaptation to the Coronavirus Situation".



Prof. Rita Linjuan Men

Professor in the Department of Public Relations
University of Florida

Rita Linjuan Men, Ph.D., APR, is Professor in the Department of Public Relations at the University of Florida. Men's background is based primarily in corporate communication research and consulting. Her research interests include employee communication, leadership communication, public engagement, measurement and evaluation, relationship/reputation management, start-up public relations, and emerging technologies.

In the Executive Master of Science in Corporate Communication programme, she teaches in the 'Employee Communication' masterclass. Men is a renowned expert in employee communication. Her work has been widely published in academic journals in communication, management, and public relations. In addition to nearly 80 articles, she has lead-authored or edited three books, *Excellence in Internal Communication Management* (Business Expert Press), *Current Trends and Issues in Internal Communication: Theory and Practice* (Palgrave Macmillan), and *Strategic Communications for Start-ups and Entrepreneurs in China* (Routledge). Her fourth co-edited book, *Internal Communication and Employee Engagement: A Case Study Approach* (Routledge) is scheduled to be published in Fall 2022. Men has received 27 top paper and research awards and recognitions from national and international communication associations and conferences. She is the 2010 recipient of the Ketchum Excellence in Public Relations Research Award from the Institute for Public Relations, a three-time Arthur W. Page Legacy Scholar, a 2017–2022 Plank Scholar of the Plank Center for Leadership in Public Relations, and the 2016 recipient of the PRIDE Outstanding Journal Article Award for Outstanding Innovation, Development, and Educational Achievement in Public Relations from the National Communication Association in the United States. In addition, Men was identified as the most published scholar in internal communication (1970-2019) and in social media and public relations (2006-2020) respectively, according to two systematic review articles published in *Public Relations Review*. Men's works have been cited over 5,200 times according to Google Scholar Citations.

Men's scholarship and consulting experience have led her to serve multiple leadership roles in the field, including as an associate editor for *Journal of Communication Management*, an advisory board member for the International Public Relations Research Conference (IPRRC) and the International Association for the Measurement and Evaluation of Communication (AMEC) and chief research editor for the Institute for Public Relations' Organizational Communication Research Centre. She is also a member of the prestigious Arthur W. Page Society. Men earned her Ph.D. in Communication from the University of Miami. She holds an M.Phil. in Communication from Hong Kong Baptist University, Hong Kong, and a B.A. in International Communication from Zhejiang University, China.



Ton Roodink (IR. PhD)

Assistant Professor
Rotterdam School of Management

Ton Roodink has been an assistant professor at the Rotterdam School of Management at Erasmus University Rotterdam since 1990. Ton teaches Management of Change and predominantly he gives lectures to students between the ages of 30 and 50 who attend the programme of the Part-time Master Business Administration (MScBA). In addition, he has been a member of the faculty's Examination Board for many years. As a consultant he performs organisation research, provide organisational advice, work as a mediator and give workshops and training courses. Since December 2004 Ton is a senior lecturer in courses at Sezen Academy in Wijk bij Duurstede. Graduated in Applied Mathematics, with a specialisation in Operations Research (Technical Highschool Twente), he worked as a researcher from 1979 to 1983 at the Institute for Theater Research Amsterdam. From 1983 until 1990 I was a lecturer of Philosophy of Science at the University of Twente in Enschede. His main focus areas are change management, organisational development and conflict management. He is especially interested in the use of stories as a diagnostic and interventional methodology.


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

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

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

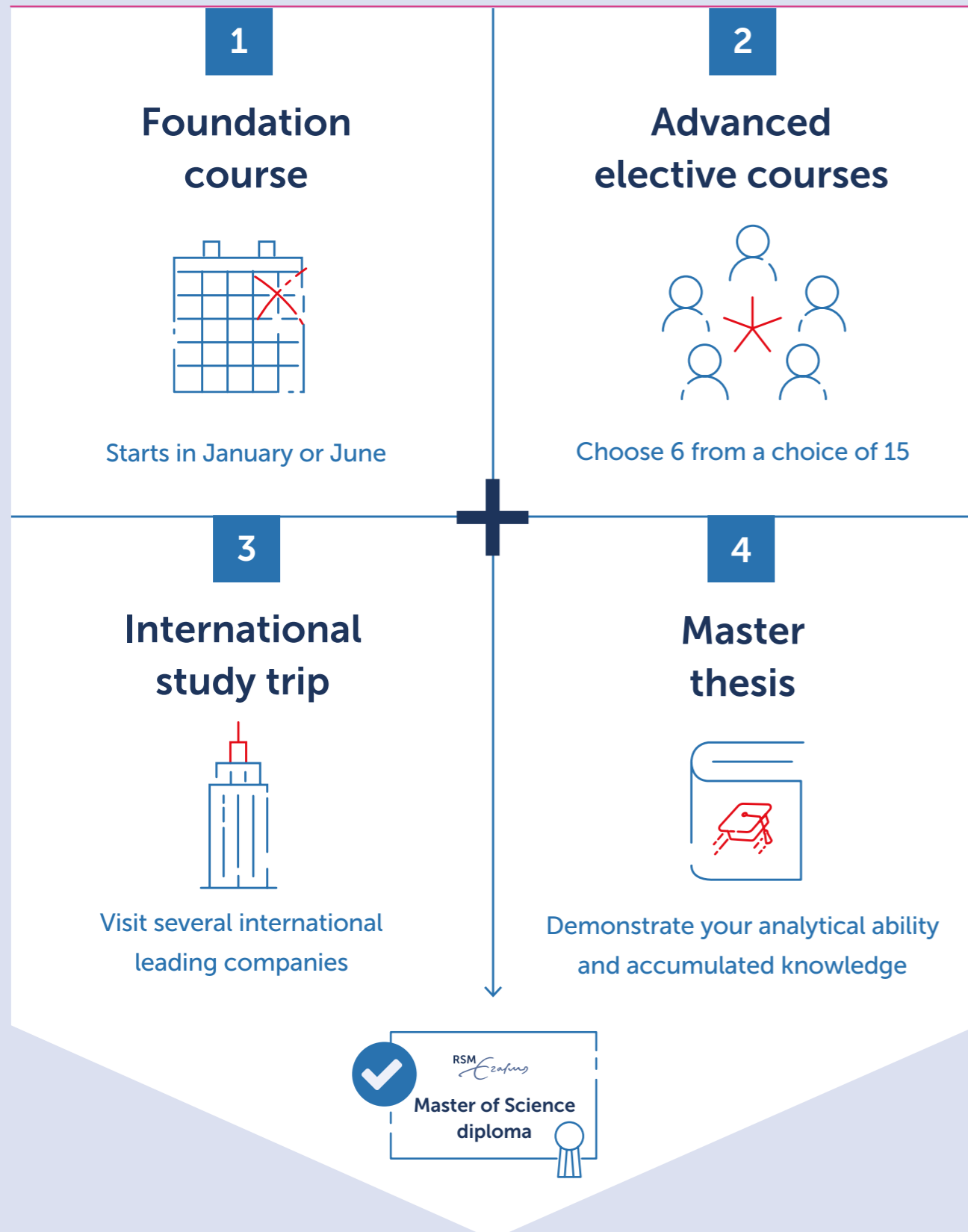

Ingrid de Vries
Lecturer
HZ University of Applied Sciences
Research Associate
**ERIM Centre for corporate eco-transformation
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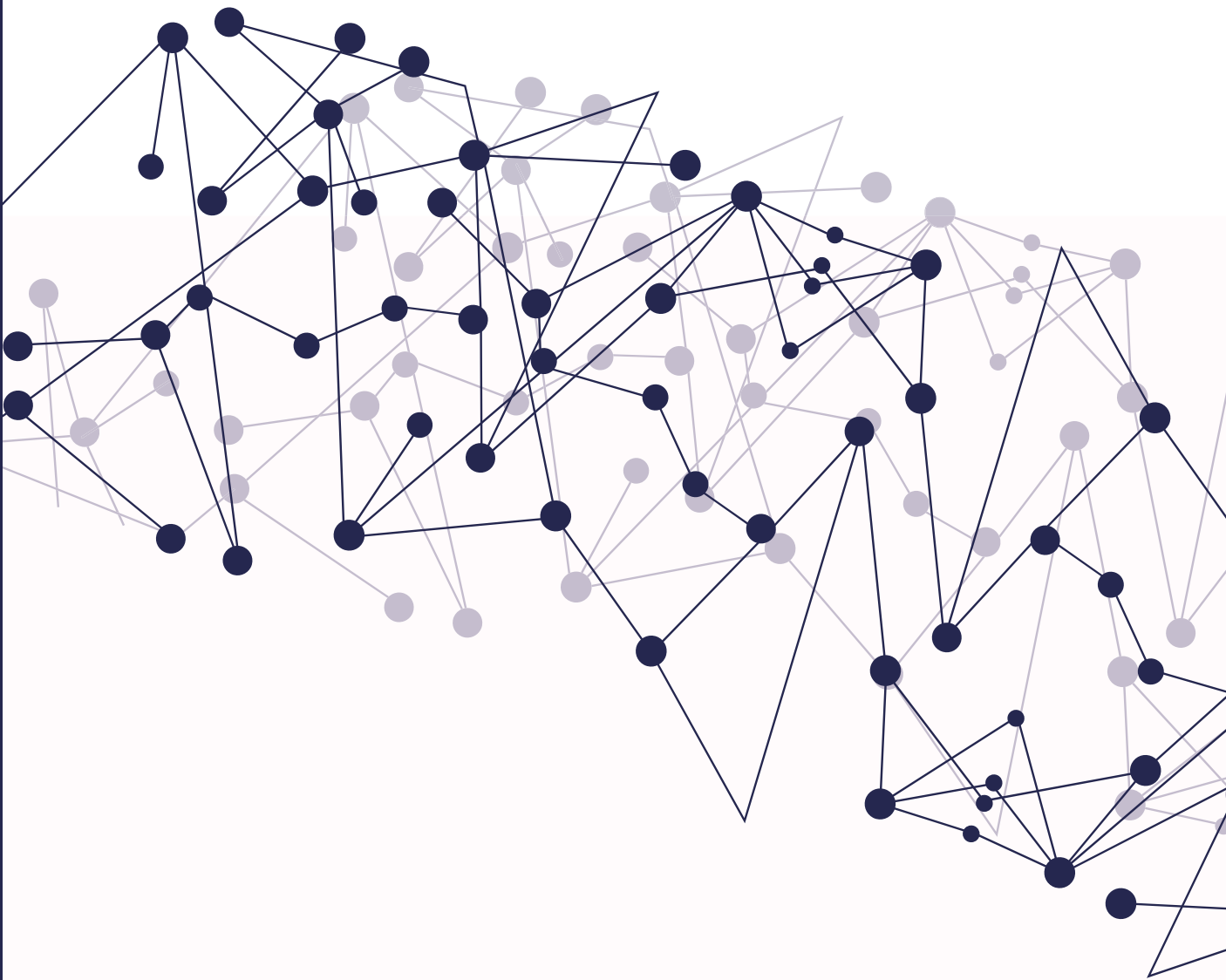
Ingrid de Vries has her Master Degree in Business Administration and her Post Master Degree in Controlling from Erasmus University Rotterdam. She currently works both at HZ University of Applied Sciences and Rotterdam School of Management (RSM), Erasmus University Rotterdam. Ingrid does qualitative research in Circular Economy, using systems thinking and soft systems methodology. She has an important role as research associate at Erasmus University's official research centre; ERIM centre for corporate eco-transformation. Other fields of expertise of Ingrid include management accounting & control, change management, green events.


Dr. Yijing Wang
Associate Professor
Erasmus University, Rotterdam

Yijing Wang, Ph.D. is a strategic communication scholar specialized in the study of crisis communication and sustainability transition. She is Associate Professor in the Department of Media and Communication at Erasmus University Rotterdam. She serves as Vice Chair of the ECREA Crisis Communication Section, Editor-in-Chief of Corporate Reputation Review, and Editorial Board Member of Business Horizons. Yijing has guest-edited several special issues, including those in Public Relations Review and the International Journal of Communication. She is the Principal Investigator and Coordinator of the Horizon Europe project CUES (EUR 6.5 million, 2024-2028), a Management Committee Member of the COST Action project Alert Hub, and a member of the Crisis Communication Think Tank (CCTT). Yijing obtained her PhD degree in Corporate Reputation and Stakeholder Management from Rotterdam School of Management (RSM), Erasmus University Rotterdam. She is the author of numerous international publications in journals such as the Journal of Business Ethics, Journal of International Management, Business Horizons, Convergence, Public Relations Review, Journal of Contingencies and Crisis Management, and Media and Communication.

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**Research Abstracts
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