

Index

- A/B/C testing, 16
- A/B testing, 141
- ABCDE (analysis, benchmark, creativity, development, execution) model, 145–146
 - measurement of engagement, 145–146
- Actual crisis and communications crisis, distinction between, 160–161
- Advertising value equivalent (AVE), 116
- Advocacy, 8–9, 11, 13–14, 94–108
 - aims of, 27–31
 - in business, 27, 32–33
 - campaigns, 14–16, 18–19
 - challenges of, 33–34
 - components of, 28
 - consumer, 54–55
 - content marketing in. *See* Content marketing
 - corporate social responsibility as, 81–83
 - defensive, 161–162
 - definition of, 9–10, 22–24, 54–55
 - department, 26
 - diagnosis tool, 11–12, 61
 - discourse analysis research, impacts of, 131–132
 - duality of, 10, 22
 - vs. lobbying, 23
 - measurement, 34–36
 - for new technology, 171–172
 - in non-for-profit context, 26–27
 - outcomes, 14–15
 - professionals, 33, 182
 - shifts, 31
 - skills, 26–27
 - social media, 135–137
 - state of art, 54–55
 - strategic management. *See* Strategic advocacy management
 - strategies, 28–29
 - tactics, 28–29
 - tools, 29–31
 - types of, 24–27
- Advocacy campaign strategic planning, conceptual model for, 124–125
- communication tactics, 122
- context analysis, 120
- creative and user-first content development, 123
- engagement calendar and campaign plan, 123–125
- impact and ambition level, setting, 119
- landscape mapping, 118–119
- measurement and reporting protocol, 123
- opinion tracking, 120–121
- platform identification, 121–122
- strategic narrative development, 122–123
- target audience identification, 120–121
- unique point of engagement, 118–119

- Advocacy conceptual planning,
 - influencing factors in, 117–118
- Advocacy funnel, 23–24
 - management, 24
- Advocacy management,
 - challenges to, 168–175
 - artificial intelligence, 175
 - big data, shaping public opinion and influence using, 174–175
 - future advocacy management model, 175
 - generational shift and demographic challenges, 172–173
 - integrated research approach, need for, 173–174
 - new technology, 171–172
 - virtual reality, 175
- Advocacy strategy development, 111
 - advocacy campaign strategic planning, conceptual model for, 124–125
 - communication tactics, 122
 - context analysis, 120
 - creative and user-first content development, 123
 - engagement calendar and campaign plan, 123–125
 - impact and ambition level, setting, 119
 - landscape mapping, 118–119
 - measurement and reporting protocol, 123
 - opinion tracking, 120–121
 - platform identification, 121–122
 - strategic narrative development, 122–123
 - target audience
 - identification, 120–121
 - unique point of engagement, 118–119
 - check-list for, 126
 - further research, 126
 - landscape of advocacy and communications, changing, 112–118
 - influencing factors in advocacy conceptual planning, 117–118
 - role of multi-step approach, 115–117
- Agenda-setting, theory of, 50
- AI. *See* Artificial intelligence (AI)
- AMEC. *See* Association for the Measurement and Evaluation in Communication (AMEC)
- Artificial intelligence (AI), 18, 175, 182, 183
- Association for the Measurement and Evaluation in Communication (AMEC), 36, 115–116, 123, 177
 - AMEC U.S. & Agency Leaders Chapter, 116
- Audience building, 141
- Augmented reality, 18, 182, 183
- Barcelona Principles, 115–117, 177
- Big data, 18, 183
 - shaping public opinion and influence using, 174–175
- Bilateralism, 114
- Brexit, 71, 168–169, 173
- Business of advocacy, 27, 32–33

- Cadbury Report, 68, 74
- Cambridge Analytica scandal, 4, 174
- Campaign approach, 8–9
- Campaign measurement framework, 123
- Campaign outputs, 15–16
- Campaign plan, 16, 123–125
- Channel agnostic view, 129
- Channel management, 39–40
- Chatbots, 175
- Circular model of content management, 143
- CMS Wire, 93, 94, 96, 102
- Coalition building, 29
- Commission of the European Communities, 76–77
- Communication, 1, 2
 - corporate. *See* Corporate communication
 - in corporate strategic management, 6–8
 - crisis, 150–155
 - department within companies, role of, 7
 - landscape, changing, 4–8
 - leadership, 12–13
 - management, 40–41
 - changing view on, 49–51
 - marketing, 48
 - orchestral, 49–50
 - professionals, 6
 - professionals, 39–40, 47–48
 - tactics, 15–16, 122
- Community management, 92–93
- Company/organization/industry statements, 30
- Confirmation bias, 2–3
 - definition of, 2–3
- Congresses, 30
- Consumer advocacy, 25, 54–55
- Content
 - hubs, 142
 - marketing, 16
 - role of, 16
- Content-based advocacy model, 143–145
 - discourse, influencing, 144–145
- Content marketing, 129
 - ABCDE for content advocacy strategy, 145–146
 - measurement of engagement, 145–146
 - applying theory into practice, 141–143
 - content hubs, 142
 - corporate communications channels, perceiving, 142
 - newsroom concept, 142
 - organizations as broadcasters, 142
 - structural model, in content management, 143
 - content-based advocacy model, 143–145
 - discourse, influencing, 144–145
 - digital advocacy, 133–141
 - content types and performance in engagement, 134–135
 - grass-root movements and social media, 141
 - social media advocacy, building structure for, 135–137
 - social media channels, 138–139, 140

- tactics to leverage paid solutions in digital advocacy, 139–141
- discourse analysis research, impacts on advocacy, 131–132
- social media communications, 133
- Context analysis, 15, 120
- Corporate communication, 39–41, 142
 - changing view on communications management, 49–51
 - convergence of the functions, 46–55
 - definition of, 49
 - management, shifts in, 46–55
- Corporate reputation, 1, 17, 39, 48–49, 64, 69, 74, 149, 150–151, 163
 - benefits of, 69–70
 - definition of, 69
 - management, future of, 163–164
- Corporate Social Performance (CSP), 74
 - measurement of, 78–79
- Corporate Social Responsibility (CSR), 12, 21–22, 27, 44–45, 47–48, 67
 - as advocacy, 81–83
 - definition of, 75–78
 - effective corporate engagement, conclusions and conditions for, 86–87
 - evolution of, 73–75, 79–81
 - further research, 87–89
 - management of expectations towards companies, 72–81
 - measurement of, 78–79
 - SDG integration model, 84–83
 - stakeholders, definition of, 72–73
- Sustainable Development Goals, 82–83
- sustainability, 81–83
- trust, 70–71
- Corporate strategic management, communication in, 6–8
- Corporate sustainability, 44, 67–68
- Creative content development, 16, 123
- Crisis communications, 150–155
 - distinguished from actual crisis, 160–161
 - management and crisis management, distinction between, 161
 - protocol, 152
 - and reputation management, 153–154
- Crisis learning, 153
- Crisis management
 - in advocacy campaigning, 154–155
 - concepts and tools in, 151–153
 - conceptual model of, 155–161, 157–159
 - actual crisis and communications crisis, distinction between, 160–161
 - crisis recovery and organizational learning, 161
 - social media and crisis, 156–160
 - distinguished from crisis communications management, 161
 - external crisis, 155
 - internal crisis, 155
 - phases of, 156

- Crisis mitigation, 151
- Crisis preparedness, 151
- Crisis recovery, 161
- Crisis response, 152–153
- Crisis review, 153
- Crisis room, 153
- Crisis team, 153
- Crisis toolkit, 152
- Cross-channel amplification, 141
- CSP. *See* Corporate Social Performance (CSP)
- CSR. *See* Corporate Social Responsibility (CSR)
- Cultural anthropology, 129–130

- Decision-making process, 8
- DEFEND model, 18, 162
- Defensive advocacy, 161–162
- Diagnosis tool for advocacy, 61
- Digital advocacy, 25–26, 94, 133–141
 - content types and performance in engagement, 134–135
 - grass-root movements and social media, 141
 - social media advocacy, building structure for, 135–137
 - social media channels, 138–139, 140
 - tactics to leverage paid solutions in, 139–141
 - team composition, 136–138
- Digital influence
 - analysis funnel, 98
 - four-dimensional model for, 100, 101
 - three-dimensional model for, 98
- Digital influencer assessment process, 103
- Digital influencer engagement model, 103–104, 105–108

- Digitalization, 50–51
- Digital natives, 2–3
- Direct stakeholder approach, 28
- Discourse analysis research,
 - impacts on advocacy, 131–132
- Duality of advocacy, 10, 22
- “Dumb ways to die” campaign, 5

- Edelman Trust Barometer, 2–3, 70–71, 173
- Employee advocacy, 25
- Encoding-decoding, 47
- Engagement calendar, 16, 123–125
- EU. *See* European Union (EU)
- European Commission, 52, 77
- European Monitor surveys, 74
- European Parliament, 52
- European Union (EU), 166, 168–169, 170–171
- Exhibitions, 30
- Expectations from consumers,
 - changing, 2
- External advocacy, 25
- External relations management, 1

- Facebook, 113, 139, 140
- Fake news, 112
- 5G technology, 166–167, 169–170, 172
- Flickr, 139
- Fourth Industrial Revolution, 181
- FTSE for Good, 72

- G7, 168–169
- G20, 168–169
- Gamification, 183
- GDPR principles, 102, 166, 170–171, 174
 - Article 89 (1), 170, 171

- General Data Protection
 - Directive, 174
- General Electric, 142
- Generational shift, 172–173
- Global Alliance, 116
- Global Compact, 72, 86
- Global warming, 42
- Grassroot engagement, 29
- Grass-root movements, and social media, 141

- Health check, 14, 104–108
- Holistic advocacy approaches, 31

- ICCO, 116
- Influencer advocacy, 25
- Influencer engagement, 93, 99–100
- Influencer mapping process, 121
- Infographics, 30, 134
- Information overload, 41
- Instagram, 139, 140
- Instagram Stories, 113, 134–135
- Institute for Public Relations, 116
- Invisible Children, 50–51
- ISO 14000, 168
- ISO 14001, 72
- ISO 14001:2015, 168
- ISO 14006:2011, 168
- Issues management, 152
- Issues monitoring, 152

- Journal of Public Affairs, 51

- Landscape mapping, 14–16, 118–119
- Landscape of advocacy and communications, changing, 112–118
- Leadership communication, 12
 - conditions for, 12–13
- LinkedIn, 139, 140

- Live streaming, 135
- Lobbying, 8, 9, 21, 28, 52, 53
 - vs. advocacy, 23
 - definition of, 53

- Marketing communication, 48
- Marketing professionals, 6
- Materiality index, 152
- MDGs. *See* Millennium Development Goals (MDGs)
- Media coverage, and corporate communication, 50–51
- Media relations, and corporate communication, 50–51
- MeToo movement, 141
- Micro-influencer, 100–103
- Micro-influencer strategies, 13
- Millennium Development Goals (MDGs), 43–44, 45
- Multilateralism, 114
- Multi-stakeholder cooperation, need for, 41–46

- Narrative, 131
- Nestlé
 - Creating Shared Value (CSV), 79–80
- Network theory, 8, 97
- News releases, 30
- Newsroom concept, 142
- Non-for-profit advocacy, 26–27

- Omni-channel advocacy, 31
- Omni-channel engagement, 29
- One-pagers, 30
- Opinion tracking, 15, 120–121

- Orchestral communications, 49–50
- Organizational advocacy
 - conceptual model for, 176–177
 - integration considerations, 176–177
 - profiles, 58–60
 - delegative, 56–57
 - following, 57
 - leading, 57–60
 - shaping, 57
 - sleeping, 56
- Organizational digital strategies, evolution of, 95
- Organizational learning, 161
- Organizational learning theory, 7, 19
- Oxfam, 154–155

- Perishable content, 113, 134–135
- PESTEL analysis, 15–16, 120, 122
- Pew Research Center, 102–103
- Philip Morris International, 73–74
- Platform identification, 15, 121–122
- Political stakeholders, 114
- Position papers, 30
- PPPs. *See* Public Private Partnerships (PPPs)
- PR. *See* Public relations (PR)
- Press conferences, 30–31
- Privacy Act, 174
- Profit center, advocacy as, 31
- Public advocacy, 25
- Public affairs, 51–53, 76
 - definition of, 51
- Public campaigning, 29
- Public–Private Partnerships (PPPs), 4, 21
 - characteristics of, 43
- Public relations (PR), 39–40, 48, 75–76
- Public Relations Council, 51
- Public Relations Society of America, 116

- Questionnaire, for strategic advocacy management, 61–63

- RACI model, 16, 123–124
- Real influencers, influencing, 94–108
 - digital influencer engagement model, 103–104, 105–108
 - influencer engagement, 99–100, 101
 - measurement of influence, 97–99
 - raise of micro-influence, 100–103
 - social media, quantitative vs. qualitative influence of, 96–97, 98
- Reporting protocol, 16, 123
- Reputation Institute, 1
- Reputation management, 152
 - crisis communications and, 153–154
- Return on engagement (ROE), 17
- Return on investment (ROI), 14, 17, 115–116
- ROE. *See* Return on engagement (ROE)
- ROI. *See* Return on investment (ROI)
- Round tables, 30

- SDG. *See* Sustainable Development Goals (SDG)
- SEAP, 53

- Segmentation of influence, 2
- Self-regulation, 8
- Side-events, 30
- SMART framework, 115, 119
- Snapchat, 134–135, 139, 140
- Social capital, 8, 93, 100
- Social media
 - advocacy, building structure for, 135–137
 - channels, 138–139, 140, 165
 - communications, 133
 - and crisis management, 156–160
 - grass-root movements and, 141
 - influencer, 93
 - landscape, 112–113
 - quantitative vs. qualitative influence of, 96–97
- Sociology, 129–130
- Soft laws, 8, 168
- Stakeholders
 - changing expectations from, 2
 - definition of, 72–73
 - engagement, 153
 - mapping process, 121
 - political, 114
- Stories, 134–135
- Storytelling, 16, 129, 130, 132
- Strategic advocacy
 - management, 39
 - conceptual model of, 55–63
 - diagnosis tool for advocacy, 61
 - organizational advocacy profiles, 56–60
 - questionnaire, 61–63
 - future research, 63–65
 - multi-stakeholder cooperation, need for, 41–46
 - shifts in corporate communications management and convergence of the functions, 46–55
 - advocacy, 54–55
 - changing view on communications management, 49–51
 - public affairs, 51–53
 - socio-economic context, 41–46
- Sustainable Development Goals, as platform for engagement, 43–46
- Strategic narrative components, 132
- Strategic narrative development, 16, 122–123, 144
- Strategic planning, in advocacy, 115–117
- Structural model, in content management, 143
- Summits, 30
- Sustainability, corporate social responsibility as, 81–83
- Sustainable Development Goals (SDG), 2, 12, 21, 44–46, 72, 79, 80, 82–83, 86, 87, 88, 98–99
 - integration model, 84–83
 - operationalization of, 112
 - as platform for engagement, 43–46
- SWOT analysis, 15–16, 118, 122
- Symbiotic sustainability model, 74–75, 77
- Target audience identification, 15, 120–121
- Thought leadership, 12, 29

- Transparency Register of
 - European Union, 51, 52–53
- Triple bottom line, 67
- Trust, 70–71, 112
 - level of, 2
- Twitter, 113, 139, 140

- UN. *See* United Nations (UN)
- UNGC. *See* United Nations Global Compact (UNGC)
- UN General Assembly, 169
- UNICEF Advocacy Toolkit, 9–10

- Unilever
 - Sustainable Brands, 79, 80–81
- Unique point of engagement (UPE), 14, 118–119
- United Nations (UN), 45
 - Sustainable Development Goals, 2, 12, 21, 45–46, 72, 79, 80, 84–83, 86, 98–99, 112
 - Millennium Development Goals, 43–44, 45
- United Nations General Assembly, 45, 122
- United Nations Global Compact (UNGC), 44–45
 - Ten Principles of, 44

- UPE. *See* Unique point of engagement (UPE)
- User-first content development, 16, 123

- Videos, 30, 134
- Virtual reality (VR), 18, 175, 182, 183
- Visuals, 134
- VR. *See* Virtual reality (VR)
- VUCA (volatility, uncertainty, complexity and ambiguity), 3, 19, 72–73

- White papers, 29–30
- WOMM. *See* Word of Mouth Marketing (WOMM)
- Word of Mouth Marketing (WOMM), 22
- World Bank, 43
- World Economic Forum (WEF), 42–43, 181
- World Economic Forum Annual Meeting, 122
- World Trade Organization (WTO), 168–169
- WTO. *See* World Trade Organization (WTO)
- WWF, 154–155

- YouTube, 139, 140