

# GLOSSARY OF CORPORATE COMMUNICATION AND OTHER COMMUNICATION TERMS

- 4 P's** Product, Price, Promotion (marketing communications) and Place (distribution)
- Above the line** All media that remunerate agencies on the basis of commission (e.g., advertising)
- Acceptance strategy** Organizational claim accepting responsibility or culpability for a crisis
- Accommodative strategy** Organizational claim accepting responsibility for a crisis and preventing it from happening again
- Account management** The process by which a communications (PR, advertising) or marketing agency or supplier manages the needs of a client (corporation)
- Accountability** An evaluation of the contribution of functions or activities against their costs
- Added value** The increase in worth of an organization's product or services as a result of a particular activity – in the context of communications, the activity might be effective stakeholder dialogue
- Additive change** A change that is an incremental addition to the existing strategies, routines and procedures within an organization (*see also Substitutive change*)
- Advertisement** A paid-for dedicated space or time in which only the advertiser is represented
- Advertising** The process of gaining the public's attention through paid media announcements
- Advertising agency** An agency specializing in advertising and other marketing communications on behalf of a client organization
- Advertising campaign** A planned use and scheduling of advertising over a defined period of time
- Advertising media** Paid-for communications channels such as newspaper (print) or television
- Advertising value equivalent (AVE)** A measure of evaluating press publicity by counting the column inches of press publicity and seconds of air time gained and then multiplying the total by the advertising rate of the media in which the coverage appeared
- Advertorial** An editorial feature paid for or sponsored by an advertiser
- Advocacy** An attempt to try to change stakeholder expectations and public opinions on an issue through issue campaigns and lobbying
- Advocacy advertising** Advocacy advertising expresses a viewpoint on a given issue, often on behalf of an institution or organization
- Agenda building** The process by which corporate communication professionals feed corporate news to journalists to build awareness for a topic, or set of topics, as a potential news item
- Agenda setting** Media reporting on organizations that primes awareness of an organization and certain content about that organization
- Ambient media** Originally known as 'fringe media', ambient media are communications platforms that surround us in everyday life – from petrol pump advertising to advertising projected onto buildings to advertising on theatre tickets, cricket pitches or even pay slips

- Ansoff matrix** Model relating marketing strategy to general strategic direction. It maps product-market strategies – e.g., market penetration, product development, market development and diversification – on a matrix showing new versus existing products along one axis and new versus existing markets along the other
- Anti-corporate activism** Political activism directed at specific organizations, industry sectors or general issues associated with corporations and capitalism
- Association strategy** Claim of connecting the organization to things positively valued by stakeholders and publics
- Attention** The act or faculty of a stakeholder attending to a corporate message or activity
- Attitude** A learned predisposition towards an object (e.g., organization, product), person or idea
- Audience fragmentation** The process or trend whereby audience segments become more heterogeneous and divided (and therefore more difficult to reach in one)
- Authenticity** The quality or condition of communication (e.g., leadership communication) being authentic, trustworthy, or genuine
- Audit** See *Communication audit*
- Awareness** Measure of a proportion of target audience who have heard of the organization, product or service
- BCG matrix** Boston Consulting Group matrix based on market share and market growth rate
- Below the line** Non-media advertising or promotion when no commission has been paid to the advertising agency. Includes direct mail, point of sale displays and giveaways
- Benchmark studies** Studies comparing organizations in a particular sector or industry, used to create yardstick comparisons for improvement and allowing outsiders to evaluate the relative performance of organizations
- Blog** A blog (short for weblog) is a personal online journal that is frequently updated and intended for general public consumption
- Boundary spanning** The role of corporate communication to act as an intermediary between the organization and external stakeholder groups
- Brand** The set of physical attributes of a product or service, together with the beliefs and expectations surrounding it – a unique combination which the name or logo of the product or service should evoke in the mind of the audience
- Brand acceptance** The condition wherein an individual, usually a customer, is well disposed towards a brand and will accept credible messages
- Brand awareness** The condition wherein an individual, usually a customer, is aware of the brand
- Brand equity** The notion that a respected brand name adds to the value of a product (and therefore generates returns to an organization upon customer purchase)
- Brand image** The perception of a brand in the eyes of an individual, usually a customer
- Brand loyalty** Extent to which individuals, usually customers, repurchase (or utilize) a particular branded product or service
- Brand management** The process by which marketers attempt to optimize the ‘marketing mix’ for a specific brand
- Brand portfolio** The total collection of branded trademarks that a company owns and applies to its products or services.
- Brand positioning** The way in which a brand is communicated to its target market, describing the attributes and values of the brand and its added value/appeal relative to its customers and the competition
- Branded identity** A structure whereby businesses and product brands of an organization each carry their own name (without endorsement by the parent company) and are seemingly unrelated to each other
- Bridging** Organizations adapting their activities so that they conform with external expectations and claims of important stakeholder groups
- Budgeting** The costing of communication activities against a specified amount of money

- Buffering** Organizations trying to ignore the claims and interests from stakeholders or stop them from interfering with internal operations
- Business communication** The (vocational) discipline of writing, presenting and communicating in a professional context
- Business plan** A strategic document showing cash flow, forecasts and direction of a company
- Business strategy** The means by which a business works towards achieving its stated aims
- Business-to-business (B2B)** Relating to the sale of a product for any use other than personal consumption. The buyer may be a manufacturer, a reseller, a government body, a non-profit-making institution, or any organization other than an ultimate consumer
- Business-to-consumer** Relating to the sale of a product for personal consumption. The buyer may be an individual, family or other group, buying to use the product themselves, or for end use by another individual
- Buzz** Media and public attention given to a company, its products or services
- Centralization** Bringing tasks and/or activities together as the responsibility of one person or department in an organization
- Change communication** Communication activities to support the formulation, implementation and routinization of a change (e.g., restructuring) within an organization
- Channels** The methods and media used by a company to communicate and interact with its stakeholders
- Channel noise** Confusion caused by too many messages trying to be delivered at one time
- Charitable donation** A gift made by an individual or an organization to a non-profit organization, charity or private foundation
- Clutter** The total number of messages competing for attention of the audience; usually mentioned in the context of excessive amounts of communications
- Cobweb method** A technique whereby individuals rate an organization on a number of selected attributes, which is then visually represented in the form of a wheel or web with eight or more scaled dimensions
- Collaborative projects** Technologies that allow individuals to jointly and simultaneously work together in an online setting
- Communication audit** A systematic survey of members of a target audience (often members of the media or potential customers) to determine awareness of or reaction to a message about a product, service or company
- Communication climate** The ease with which information flows freely between managers and employees through an organization's formal and informal networks
- Communication effects** The impact of communication programs or campaigns on the awareness, opinions, reputations and behaviours of stakeholder groups
- Communication efficiency** The accomplishment of communication with a minimum expenditure of time, effort and resources
- Communication facilitator** Role in which practitioners act as liaisons, interpreters, information brokers and mediators between the organization and its stakeholders
- Communication strategy** The general set of communication objectives and related communication programs or tactics chosen by an organization in order to support the corporate strategy of the organization
- Community of practice** A group of people who share common interest in a particular domain or area, often created specifically with the goal of gaining knowledge and advancing ideas and technologies related to their field
- Community relations** The various forms of activity and communications companies use to establish and maintain a mutually beneficial relationships with the communities in which they operate
- Competence** Knowledge of a certain (professional) area that is difficult to emulate/a domain of knowledge or specific expertise that an individual needs to properly perform a specific job
- Competitive advantage** The product, proposition or benefit that puts a company ahead of its competitors
- Competitors** Companies that sell products or services in the same market as one another

- Consumer** Individual who buys and uses a product or service
- Consumer behaviour** The buying habits and patterns of consumers in the acquisition and usage of goods and services
- Consumer research** Research into the characteristics, changes, usage and attitudes of consumers
- Content communities** Internet sites through which users share media content such as text, photos, videos or PowerPoint presentations
- Continuous research** Research conducted constantly to pick up trends, issues, market fluctuations etc.
- Conversational voice** An engaging and natural style of communicating through social media as perceived by the organization's stakeholders and as based on their direct communication with the organization
- Copy** The written words (storyline, formatting etc.) to appear in a communications medium (press release, commercial etc.)
- Copy date** The date by which a publication or medium requires copy
- Copy testing** Research into reactions and responses to written copy
- Copywriting** Creative process by which written content is prepared for communication material
- Corporate advertising** Advertising by a firm where the corporate entity, rather than solely its products or services, is emphasized
- Corporate brand** *See Monolithic identity*
- Corporate citizenship** Expressions of involvement of an organization in matters concerning society as a whole
- Corporate communication** The function and process of managing communications between an organization and important stakeholder groups (including markets and publics) in its environment
- Corporate identity** The profile and values communicated by an organization/the character a company seeks to establish for itself in the mind of its stakeholders, reinforced by consistent use of logos, colors, typefaces and so on.
- Corporate image** The way a company is perceived, based on a certain message and at a certain point in time/the immediate set of meanings inferred by an individual in confrontation or response to one or more signals from or about a particular organization at a single point in time
- Corporate information and communication systems** Technologies (e.g., intranet) used to disseminate information about the organization to employees across all ranks and functions within the organization in order to keep them informed on corporate matters
- Corporate personality** The core values of an organization as shared by its members (*see also Organizational identity*)
- Corporate public relations** Public relations activities towards 'corporate' stakeholders, which exclude customers and prospects in a market; but include issues management, community relations, investor relations, media relations, internal communication and public affairs
- Corporate reputation** The general evaluation of an organization (compared to its nearest rivals), leading to likeability and preference
- Corporate social responsibility (CSR)** Actions which do not have purely financial implications and which are demanded or expected of an organization by society at large, often concerning ecological and social issues
- Corporate strategy** The general direction taken by a company with regard to its choice of businesses and markets and approach of its stakeholder groups
- Coverage** Percentage of target audience who have the opportunity to be confronted with the communications message at least once
- Crisis** A point of great difficulty or danger to the organization, possibly threatening its existence and continuity, and that requires decisive change
- Crisis management** The reactive response to a crisis in order to preempt or limit damage to the organization's reputation
- Culture** The general values and beliefs held and shared by members of an organization
- Customer** A person or company who purchases goods or services (not necessarily the end consumer)
- DAGMAR** Defining Advertising Goals for Measured Advertising Response – a

- model for planning advertising in such a way that its success can be quantitatively monitored
- Database marketing** Whereby customer information, stored in an electronic database, is utilized for targeting marketing activities. Information can be a mixture of what is gleaned from previous interactions with the customer and what is available from outside sources
- Decoding** Process where the receiver converts the symbolic forms transmitted by the sender
- Demographics** Information describing and segmenting a population in terms of age, sex, income and so on, which can be used to target communication campaigns
- Departmental arrangement** The administrative act of grouping or arranging disciplines, activities and people into departments
- Depth interview** An interview, usually one-to-one, exploring deeper motivations and beliefs
- Desk research** Using publicly available and previous data (e.g., on certain issues, markets)
- DESTEP** Demographic, Economic, Social, Technological, Ecological, and Political analysis. A broad analysis of macro factors that may impinge upon an organization's business and operations
- Dialogue strategy** A process of communication in which both parties (organizations and stakeholders) mutually engage in an exchange of ideas and opinions
- Differentiation (competitive strategy)** A competitive strategy whereby the unique and added value of a product or service is emphasized (which then warrants a premium price)
- Direct mail** Delivery of an advertising or promotional message to customers or potential customers by mail
- Direct marketing** All activities which make it possible to offer goods or services or to transmit other messages to a segment of the population by post, telephone, e-mail or other direct means
- Direct response** Communications (e.g., advertising) incorporating a contact method such as a phone number, address and enquiry form, web site identifier or e-mail address with the intention of encouraging the recipient to respond directly to the advertiser by requesting more information, placing an order and so on
- Distance strategy** Claim of distancing the organization from direct responsibility for a crisis
- Distribution channels** The process and ways of getting the goods from the manufacturer or supplier to the user
- Dominant coalition** The group of people, usually the executive or senior management team, within an organization making the important decisions (concerning the direction and focus of the firm etc.)
- Downward communication** Electronic and verbal methods of informing employees about their organization, its performance, and their own performance in terms they can comprehend
- Elaboration likelihood model** A theoretical model of how attitudes are formed and changed based on an 'elaboration continuum', which ranges from low elaboration (low involvement and attention) to high elaboration (high involvement and attention).
- Emotional message style** This attempts to provoke involvement and positive reactions through a reference to positive (or negative) emotions
- Employee voice** A state in which employees are able to speak up, express opinions and are listened to by managers
- Encoding** The process of putting information into a symbolic form of words, pictures or images
- Endorsed identity** A structure whereby businesses and product brands of an organization are endorsed or badged in communications with the parent company name
- Environmental scanning** The process whereby the environment of an organization is continuously scanned for issues and trends, usually in relation to important stakeholder groups
- Equal dissemination strategy** A process of communication in which managers disseminate information to all stakeholders early, often and, most importantly, on an equal basis

- Equal participation strategy** Two-way communication (i.e., both disseminating information and soliciting input) between managers and stakeholders
- Evaluation** An assessment of the effects of a communication program or campaign
- Exchange** The process by which two or more parties give up a desired resource to one another
- Execution** The act of carrying something out (usually a set of planned for communications programs)
- Executive team** The senior management team of an organization, typically led by the Chief Executive Officer, responsible for the overall management and strategic direction of the firm
- Expert prescriber** A role in which a communication practitioner acts as a specialist on communication problems but largely independently of senior management
- Exposure** The condition of being exposed to a company-related message or activity
- External analysis** Study of the external environment of an organization, including factors such as customers, competition, and social change
- Faux pas** A claim made by an external agent (e.g., NGO) that the organization violates accepted, although unwritten, social rules and expectations
- FMCG** Fast Moving Consumer Goods – such as packaged food, beverages, toiletries and tobacco
- Focus group** A tool for market, communications and opinion research where small groups of people are invited to participate in guided discussions on the topic being researched
- Forecasting** Calculation of future events and performance
- Formal research techniques** *See Informal research techniques*
- Formative evaluation** A type of evaluation which has the purpose of improving communication programs or campaigns
- Frame alignment** A situation where an organization's explanation of a decision, issue or event coincides with the way in which journalists think about the same decision, issue or event
- Frame contest** The negotiation between communication practitioners and journalists about the preferred angle to a story about an organization
- Framing** Presenting a story about an organization from a particular angle
- Frequency** Average number of times the target audience will have the opportunity to be exposed to (see) a certain message
- Full service agency** An agency that specializes in a whole range of communications disciplines and can assist the client in the full process of communications planning and execution
- Gatekeeping research** An analysis of the characteristics of a press release or video news release that allow them to 'pass through the gate' and appear in a news medium
- Generic message style** Straight claim about industry or cause with no assertion of superiority
- Geodemographics** A method of analysis combining geographic and demographic variables
- Global brand** A brand which has worldwide recognition (e.g., Coca-Cola)
- Goal** The primary and direct result a company is attempting to achieve through its communications efforts
- Grassroots campaigning** People or society at a local level (e.g., citizens) rather than at the center of major political activity who campaign on political or corporate issues
- Hierarchy of effects** The sequence of effects that audiences may go through from exposure to a message to ultimately behavioural change
- Image** An individual's perceptions of an organization, product or service at a certain point in time
- Industrial goods** Products/resources required by industrial companies
- Industry coalition** A collation of corporate organizations and interests representing a corporate voice to government and politicians
- Informal research techniques** Casual observations on audiences, markets or industries acquired through informal contacts and communication (*see also Formal research techniques*)
- Informational strategy** A process of making information available about the organization to its stakeholders

- Infomercials** An advertising commercial that provides extensive information
- Integrated reporting** A concise representation of a company's performance in terms of both financial value and social and environmental value.
- Integration (integrated communication)** The act of coordinating all communications so that the corporate identity is effectively and consistently communicated to in- and external groups
- Intentional communications** Message that an organization intends to convey
- Intermediary** Any individual/company in the distribution channel between the supplier and final consumer
- Internal analysis** The study of a company's internal resources in order to assess opportunities, strengths or weaknesses
- Internal communication** All methods (internal news letter, intranet) used by a firm to communicate with its employees
- Issue** An unsettled matter (which is ready for a decision) or a point of conflict between an organization and one or more publics
- Issues management** The pro-active attempt to identify and control issues in order to preempt or limit damage to the organization's reputation
- Kelly grids** *See Repertory grids*
- Laddering** A research technique whereby people's opinions are represented as means-end chain; used to infer the basic values and motivations that drive people
- Leadership** The skill and activity of leading others within an organization
- Legitimacy** The assessment of an organization against the norms, values and expectations of its stakeholders in terms of what those stakeholders deem acceptable and favoured of the organization.
- Licensing** The act of formally accrediting an agency or professional, often done by a professional association or legal body
- Life-cycle** Stages through which a product or brand develops (*see PLC*)
- Lifestyle** Research classification based on shared values, attitude and personality
- Likert scale** Research scale which uses statements to indicate agreement or disagreement
- Line extension** Extending existing brands to other products in the same product category
- Line function** An organizational function that is directly involved in the core and operational business process (i.e., the 'line') of producing products and bringing them to market (i.e., marketing)
- Lobbying** A form of corporate advocacy with the intention of influencing decisions made by legislators and officials in the government
- Logo** A graphic, usually consisting of a symbol and/or group of letters, that identifies a company or brand
- Low-cost (competitive strategy)** Competitive strategy where the lower cost of a product or service is emphasized
- Macro environment** The external factors which affect a company's planning and performance, and are beyond its control: for example, socio-economic, legal and technological change.
- Management communication** Communication between managers and employees; restricted to dyads and small groups
- Manager (communications manager)** Practitioner who makes strategy or program decisions concerning communications, and is held accountable for program success or failure; engages in research, strategic planning and management of communications
- Market** A defined group for whom a product is or may be in demand (and for whom an organization creates and maintains products and service offerings)
- Market development** The process of growing sales by offering existing products (or new versions of them) to new customer groups (as opposed to simply attempting to increase the company's share of current markets)
- Market orientation** Steadfast adherence to the marketing concept: an approach in which customer needs and wants are the underlying determinants of an organization's direction and its marketing programs
- Market penetration** The attempt to grow one's business by obtaining a larger market share in an existing market
- Market research** The gathering and analysis of data relating to marketplaces or customers; any research which leads to more market knowledge and better-informed decision-making

- Market segmentation** The division of the marketplace into distinct subgroups or segments, each characterized by particular tastes and requiring a specific marketing mix
- Market share** A company's sales of a given product or set of products to a given set of customers, expressed as a percentage of total sales of all such products to such customers
- Market structure** The character of an industry, based on the number of firms, barriers to entry, extent of product differentiation, control over price, and the importance of non-price competition
- Marketing** The management process responsible for identifying, anticipating and satisfying customer requirements profitably
- Marketing audit** A comprehensive and systematic review and appraisal of every aspect of a firm's marketing program, its organization, activities, strategies and people
- Marketing communications** All methods (advertising, direct marketing, sales promotion, personal selling and marketing public relations) used by an organization to communicate with its customers and prospective customers
- Marketing concept** The process by which the marketer responds to the needs and wants of the consumer
- Marketing mix** The combination of marketing inputs that affect customer motivation and behaviour. These inputs traditionally encompass four controllable variables 'the 4 Ps': product, price, promotion and place
- Marketing objective** A market target to be achieved reflecting corporate strategy
- Marketing public relations** The use of what are traditionally seen as public relations tools (media, free publicity) within marketing programs; used to reach marketing objectives
- Marketing strategy** The set of objectives which an organization allocates to its marketing function in order to support the overall corporate strategy, together with the broad methods chosen to achieve these objectives
- Matrix structure** A structure where a professional has a dual reporting relationship; this structure aims to foster both functional expertise and coordination at the same time
- Media** 1. Members or tools for disseminating the news; unbiased third parties (press representatives) 2. Communication channels for a certain campaign
- Media coverage** Mention of a company, its products or services in the media
- Media favourability** Positive news coverage of an organization in which the organization is praised for its actions or is associated with activities that should raise its reputation
- Media logic** The dominant or overriding frame of reference adopted by a news organization that influences how they cover and reports news on organizations
- Media plan** Recommendation for a media schedule including dates, publications, TV regions etc.
- Media relations** The function or process of gaining positive media attention and coverage
- Media richness** The ability of a medium to allow for immediate feedback between the two parties and for expressing and articulating the message in different ways
- Media schedule** Records of campaign bookings made or a proposal (with dates, costs etc.) for a campaign
- Merchandising** Traditionally in-store promotion and displays
- Message style** The way in which a message is given form and delivered to a target audience
- Metrics** Operational measures of online behaviours (such as click-throughs) that can be tracked over time
- Microblogging** The practice by which an individual quickly posts and comments on messages online (e.g., through Twitter)
- Micro environment** The immediate context of a company's operations, including such elements as suppliers, customers and competitors
- MIIS** Management Intelligence and Information System – a system for collecting and examining environmental and/or market data



- Mission** A company's overriding purpose in line with the values or expectations of stakeholders
- Mission statement** A company's summary of its business philosophy and direction
- Monolithic identity** A structure whereby businesses and product brands of an organization all carry the same corporate name
- Multinational** A corporation whose operational and marketing activities cover multiple countries over the world
- Need to know strategy** A process of communication in which managers keep quiet about decisions or changes except to those stakeholders who really need to know or who explicitly express a desire for the information.
- Network ties** The connections that individuals have formed between them as a result of communication
- News routines** The way in which news is produced in a particular media organization starting with the journalist consulting sources and ending with the editor making the final decisions about an article or feature
- Niche marketing** The marketing of a product to a small and well-defined segment of the market place
- Noise** *See Channel noise*
- Non-existence strategy** Claim made by an organization denying an issue or crisis
- Non-verbal communications** Transmission of a message without the use of words or language
- Objective** A company's defined and measurable aims for a given period.
- Online newsroom** An online facility, often on the corporate website, archiving press releases, video materials and company reports
- One-time studies** Studies focused on measuring the effects at a single instant in time; for example after a corporate advertising campaign
- Organizational identity** The set of values shared by members of an organization (*see also Corporate personality*)
- Organizational identification** The perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) of which he or she is a member
- Organizational silence** A state in which employees refrain from speaking up and withhold information about potential problems or issues
- OTH Opportunities To Hear** – number of opportunities a target consumer has of hearing an advertisement
- OTS Opportunities To See** – number of opportunities a target consumer has of seeing an advertisement
- Output analysis** A measurement of the amount of exposure or attention that the organization receives in the media; often done by collecting press clippings (copies of stories or articles in the press) and by recording the degree of exposure in terms of column inches in print media, the number of minutes of air time in the electronic media or the number of cites on the web
- PR** *See Public relations*
- Partnership promotion** Joint promotions aiming to achieve additional exposure
- Perception** The way a corporation/product/event/stimulus is received and evaluated by an individual
- Personal selling** One-to-one communication between seller and prospective purchaser
- Persuasion** A means by which a person or organization tries to influence and convince another person to believe something or do something, using reasoning and coaxing in a compelling and convincing way
- Persuasive strategy** A process of communication in which an organization through campaigns, meetings and discussions with stakeholders tries to change and tune the knowledge, attitude, and behaviours of stakeholders in a way that is favourable to the organization
- Philanthropy** The act and effort of increasing the wellbeing and welfare of communities through charitable aid or donations.
- Pitch** Prepared sales presentation by an agency to a client organization, usually one-on-one
- Planning** Setting communication activities and campaigns on the basis of communication objectives and against a timeline

- PLC** Product life-cycle. Supposed stages of a product, e.g., birth, growth, maturity and decline
- Political action committee** A committee formed by business, labour, or other special-interest groups to raise money and make contributions to the campaigns of political candidates whom they support
- POS** Point-Of-Sale – The location, usually within a retail outlet, where the customer decides whether to make a purchase
- Porter's five forces** An analytic model developed by Michael E. Porter. The five forces in terms of which the model analyses businesses and industries are: Buyers, Suppliers, Substitutes, New Entrants and Rivals
- Portfolio (and portfolio analysis)** The set of products or services which a company decides to develop and market. Portfolio analysis is the process of comparing the contents of the portfolio to see which products or services are the most promising and deserving of further investment, and which should be discontinued
- Position–importance matrix** A tool to categorize stakeholders and publics according to their position on a particular issue and according to their importance to the organization.
- Positioning** The creation of an image for a company, product or service in the minds of stakeholders, both specifically to that entity and in relation to competitive organizations and offerings
- Power–interest matrix** A tool to categorize stakeholders on the basis of the power that they have and the extent to which they are likely to have or show an interest in the organization's activities
- Preemptive message style** Generic claim about an organization with a suggestion of superiority
- Press agency** The use of press agents, promoters and publicists to promote and publicize an organization and its products or services through the media; often used to describe communications during the early decades of the twentieth century
- Press kit** Several press deliverables combined in one package (usually a folder)
- Press conference** An organized gathering or event where an organization announces decisions or fiscal results to journalists
- Press release** A paper or electronic document submitted to the media with the intent of gaining media coverage
- Prestige** The level of respect or status associated with an organization, and which may reflect upon its members
- Problem solving process facilitator** Role in which communication practitioners collaborate with other managers to define and solve organizational problems
- Process effects** Evaluation of the cost-effective manner in which a communication program or campaign has been planned and executed
- Proposition** The message that the advertiser wants the customer to focus upon
- Projective technique** Qualitative research technique by which an individual is asked to respond to ambiguous stimuli such as vague statements or objects; designed to measure feelings, opinions, attitudes and motivations
- Psychographics** A base for segmentation derived from attitude and behavioral variables
- Public** A population of individuals (say, within a society), often defined in broader terms as specific groups such as stakeholders or audiences.
- Public affairs** The public policy aspect of corporate communication
- Public information** The use of writers and publicists to inform and reassure the general public of corporate practices; often used to describe communications before the Second World War
- Public relations** The function or activity that aims to establish and protect the reputation of a company or brand, and to create mutual understanding between the organization and the segments of the public with whom it needs to communicate
- Publicity** Media coverage
- Pull strategy** Pull communications, in contrast to push communications, addresses the customer directly with a view to getting them to demand the product, and hence 'pull' it down through the distribution chain. It focuses on advertising and above the line activities
- Push strategy** Push communications relies on the next link in the distribution chain – e.g., a wholesaler or retailer – to 'push'

- out products to the customer. It revolves around sales promotions – such as price reductions and point of sale displays – and other below-the-line activities
- Qualitative research** Research that does not use numerical data but relies on interviews, ‘focus groups’, ‘repertory grid’, and the like, usually resulting in findings which are more detailed but also more subjective than those of ‘quantitative research’
- Quantitative research** Research that concentrates on statistics and other numerical data, gathered through opinion polls, customer satisfaction surveys etc.
- Quid pro quo strategy** A process of communication in which managers give more communicative attention to those stakeholders who have something valuable (e.g., expertise, approval power, resources) for a decision or change process
- Rational message style** A superiority claim based upon actual accomplishments or delivered benefits by the organization
- Reach** The percentage or number of people exposed to a media vehicle at least once
- Recall** Used by researchers to establish how memorable a certain communications message was
- Receiver** In communications theory the party receiving the message
- Repertory grid** A technique for representing the attitudes and perceptions of individuals; also called Personal Construct Technique. The technique can be useful in developing market research (and other) questionnaires
- Reputation** See *Corporate reputation*
- Return on investment (ROI)** The value that an organization derives from investing in a project
- Sales promotion** A range of techniques used to engage the purchaser. These may include discounting, coupons, guarantees, free gifts, competitions, vouchers, demonstrations, bonus commission and sponsorship
- Sampling** The use of a statistically representative subset as a proxy for an entire population, for example in order to facilitate quantitative market research
- Secondary research** See *Desk research*
- Segmentation** See *Market segmentation*
- Selective attention** Where receivers only notice some of the message presented
- Selective distortion** To see and hear differently from the message presented
- Selective exposure** Idea that individuals only expose themselves to certain messages
- Selective perception** The process of screening out of information that is not of interest, and retaining information of use
- Sender** In communications theory the party sending the message
- Share of voice** Calculation of a brand’s share of media expenditure in a particular category
- Shareholder value** The worth of a company from the point of view of its shareholders
- Skill (communication skills)** The ability to produce or craft communication materials (e.g., a written document by way of writing skills)
- Slogan** Frequently repeated phrases that provide continuity in messages and campaigns of a certain corporation, its products or services
- SMART objectives** Objectives which are Specific, Measurable, Achievable, Realistic and Timely
- SME** Small to Medium-sized Enterprise. Various defined: according one EU definition, it must employ under 250 people, have either a turnover of less than EUR 40 million or net balance sheet assets of less than EUR 27 million, and not be more than 25 per cent owned by a larger company
- Social identity** The degree to which individuals describe and define themselves, as individuals, in terms of their membership of a certain social group
- Social networking sites** Internet sites that allow users to present personal information and create profiles of themselves, and to share these in turn with others
- Social reporting** The social and environmental issues and achievements declared by an organization and as assessed and written down in a formal report
- Spin** The attempt to manipulate the depiction of news or events in the media through artful public relations – often used with derogatory connotations
- Spokesblogger** Official spokesperson for an organization who, whilst publishing an independent blog, often does not speak

- only for themselves, but also on behalf of their employer or the organization that he represents
- Spokesperson** Official representative of the organization who deal with journalists and the media
- Sponsorship** Specialized form of sales promotion where a company will help fund an event or support a business venture in return for publicity
- Staff function** An organizational function (e.g., communications) carrying no direct executive power over the primary operational process or responsibility for it, but fulfilling an advisory role to other functions within the organization
- Stakeholder** Any group or individual who can affect or is affected by the achievement of the organization's objectives
- Stakeholder advocacy** The process by which stakeholders actively argue in favour of and support a particular organization
- Stakeholder audit** A systematic survey of stakeholders to determine the nature of the relationship, issues and possible reactions to corporate actions
- Stakeholder collaboration** A situation where an organization builds long-term relationships through working together with stakeholders on issues of common concern
- Stakeholder engagement** The process of actively involving stakeholders in communication, listening to them and allowing them to have a say in corporate decision-making
- Stakeholder mapping** An analytical tool whereby stakeholder groups are identified and their relationship to the organization becomes visually represented in a map
- Stakeholder salience** The visibility or importance of a stakeholder based on their possession of one or more of three attributes: power, legitimacy, and urgency
- Storytelling** The act of telling stories or narratives in an organization to persuade employees or other stakeholders into certain ways of thinking about an organization
- Strategic intent** The general direction of an organization, often articulated in objectives, together the general patterns of actions that will be taken to achieve these objectives
- Strategy** General broad patterns of actions to accomplish corporate, market and/or communications objectives
- Substitutive change** A drastic change within an organization that changes the very status quo and previous ways of working
- Suffering strategy** Claim that the organization suffers from a crisis or a public policy decision
- Supportive behaviour** Behaviours of stakeholders that are positive and supportive towards the organization (e.g., investing in shares, buying products and services, etc.), often in a way that is desired by the organization
- SWOT** A method of analysis which examines a company's Strengths, Weaknesses, Opportunities and Threats. Often used as part of the development process for a corporate or marketing plan
- Symbolic association message style** Claim of associating the organization with general (culturally shared and recognized) moral values, symbols and sentiments
- Tactics** Specific action items to support strategies and objectives
- Target audience** The key groups or individuals that a company wants to reach with its communications messages
- Target market** The segment of a market at which marketing efforts are directed
- Targeting** The use of market segmentation to select and address a key group of potential purchasers
- Tagline** A short and memorable phrase at the end of an advert or other corporate message that aims to either sum up a company's claims or to reinforce and strengthen the recall of those claims
- Technician (communication technician)** A practitioner who in their day-to-day work focuses primarily on programmatic and tactical communication activities such as writing, editing, producing brochures, etc.; a technician thus tactically implements decisions made by others
- Telemarketing** The marketing of a product or service over the telephone
- Themed message** Messages that are identified as central to the organization's reputation and that are designed to change or reinforce perceptions in line with the vision of how the organization wants to be known

- Through the line** Mixture of below and above the line communications
- Tracking** Surveying attitudes and perceptions (images and reputations) of individuals to an organization, products or services on a continuous basis
- Trademark** Sign or device, often with distinctive lettering, that symbolizes a brand
- Transgression** An intentional act taken by an organization that knowingly places stakeholders or publics at risk or harm
- Transparency** The state where the image or reputation of an organization held by stakeholder groups is similar to the actual and/or projected identity of an organization
- Triple bottom line** The idea that organizations have social ('people') and ecological ('planet') responsibilities besides their economic imperative of generating of profits and healthy financial accounts
- Unintentional communication** Message that an organization does not intend to convey
- Upward communication** Information from employees that is cast upwards towards managers within the organization; involves information about the employee themselves, information about co-workers, information about organizational practices and policies, and information about what needs to be done and how it can be done.
- USP** Unique Selling Proposition (also: 'Point') – the benefit that a product or service can deliver to customers that is not offered by any competitor: one of the fundamentals of effective marketing and business
- Vision** The long-term aims and aspirations of the company for itself
- Volunteering** The act of people working on behalf of others or a particular cause without payment for their time and services
- Web 2.0** Web applications that facilitate interactive information sharing, interoperability, user-centered design, and collaboration on the World Wide Web
- Word-of-mouth** The spreading of information through human interaction alone
- Zero-based planning** A review of media options during communications planning based on research, analysis and insight, not habit and preference