What is Expected of the Media in a Reputation Society? (WEM)

Final report

Exploring expectations in a society where reputations rule.

http://mediaexpectations.blogspot.com/
https://www.jyu.fi/hum/laitokset/viesti/en/research/projects/wem

The WEM project addressed stakeholder expectations towards the media by asking what is expected of the media and whether the expectations of media institutions' actors and the stakeholders' meet. The aim was to find out whether the media (and through it media corporations) suffer from a legitimacy gap, and how to best deal with the various stakeholder expectations. The project is conducted at the Department of Communication at the University of Jyväskylä between 2011 and 2013.

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What exactly is Reputation Society?

Reputation Society refers to a society where corporate and individual reputations are viewed as capital (Eisenegger & Imhof, 2008). In Reputation Society, expectations guide perceptions, and those organizations, industries and individuals that are able to predict changes and adapt to the expectations of the society are the most successful (Klewes, 2009). Reputation Society is easily influenced by self-mass communication (Castells, 2009) and, as such, it is a vulnerable place for organizations and industries, as publics have the means and power to report both fulfilled and unfulfilled expectations quickly and broadly (Aula, 2010; Miel & Faris, 2008; Shirky, 2011; Veil, Sellnow, & Petrun, 2012). In this setting, there is a constant battle to maintain public approval and industry legitimacy as well as a search for mutual benefit and shared value (Freeman, 2004; Porter & Kramer, 2011). In fact, it can be claimed that organizations get their license to operate from the value they are able to create for their stakeholders (The Melbourne Mandate, 2012).

Legitimacy is "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs and definitions" (Suchman, 1995; 574). If media is seen to cultivate societies and their values (Gerbner & Gross, 1976), legitimacy becomes an important issue to study. For Weber (1994), the appearance of legitimacy is more important than legitimacy itself. In fact, reputation is central for legitimacy in a Reputation Society: organizations of good repute are considered more legitimate than those with worse reputations (Staw & Epstein, 2000). Reputation is the outcome of history and the sum of stories told about an entity among the stakeholders (Bromley, 1993; Fombrun & van Riel, 2003; Hon & Grunig, 1999; Misztal, 1996; Sztompka, 2000), and hence reputation is enhanced by "consistent information signals over time, which constituents believe, share and trust" (Dentchev & Heene, 2004; 57).

"What matters is not how things are, but how they are perceived to be."

David Hume, 1739

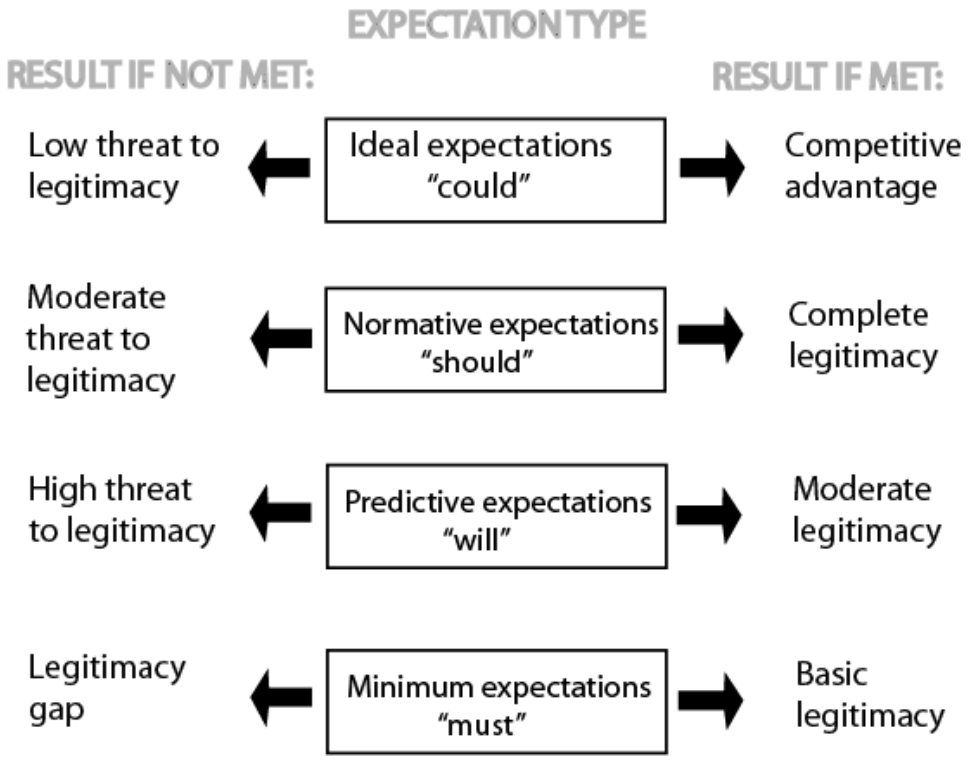
Expectations

As reputations consists of assessments, the expectations of stakeholders are of central importance. Expectations set a standard against which an institution and its behavior are mirrored. Drawing from customer management literature (see e.g. Creyer & Ross, 1997; Summers & Granbois, 1977), expectations contribute to publics' assessments and perceptions (Creyer & Ross, 1997), leading eventually to behavioral responses (Boulding, Kalra & Zeithaml, 1993). Expectations act as reference points for future assessments (Creyer & Ross, 1997) and guide how the organization is perceived. In fact, "behavior expected of you" is one way to define organizational reputation (Burt, 2005, p. 100), and unmet expectations can lead to loss of reputational capital (Aula & Mantere, 2008), or even result in legitimacy gaps (Sethi, 1979). Previous theorizing related to stakeholder expectations is presented in the table below:

Theory	Authors	Focus	Outlook on expectations
Issues management	Grunig & Repper, 1992; Heath, 1997; Heath, 2002; Heath & Bowen, 2002; Reichart, 2003	Attitudes and opinions	Issues emerge from unfulfilled or unattended expectations
Relationship management	Ledingham, 2003; Ledingham, 2008; Ledingham & Brunig, 1998	Relationships	Meeting expectations is vital for maintaining relationships
Risk perception	Renn, 2008; Sjöberg, Moen, & Rundmo, 2004; Tulloch & Lupton, 2003; Williams, Brown, Greenberg, & Kahn, 1999	Human behavior	Risk perceptions are influenced by expectancies
Reputation management	Eisenegger & Imhof, 2008; Eisenegger, 2009; Fombrun & Rindova, 1998	Intangible capital	Reputation is to a large part assessed by the ability to respond to expectations
Legitimacy gaps	Sethi, 1979	Public approval	Legitimacy gaps originate from unattended expectation gaps
Corporate brand promise	Argenti & Druckenmiller, 2003; Balmer, & Gray, 2003;Stuart, 2011	Organizational identity and image	Corporate brand promise states what the organization thinks can be expected of it
Issue arenas	Luoma-aho & Vos, 2010	Attitudes and opinions	Expectations form in the discussion taking place in various issue arenas

We categorize expectations into four types: 1) minimum expectations (Miller, 1977), 2) predictive expectations (Summers and Granbois, 1977), 3) normative expectations (Summers and Granbois, 1977), and 4) ideal expectations (Boulding et al., 1993). Minimum expectations, as defined by Miller (1977), take place on the least acceptable level of expectations, and can be thus conceptualized as "must" expectations. Predictive expectations describe what is considered likely to occur, and normative expectations refer to what should or ought to occur (Summers and Granbois, 1977; Walker and Baker, 2000). Predictive and normative expectations are also referred to as "will" and "should" expectations (Boulding et al., 1993; Coye, 2004). Ideal expectations take place on the highest expectation level, representing enduring wants and needs, and they are more stable than stakeholder expectations of what should occur (Boulding et al., 1993). As ideal expectations indicate a level of what could be in ideal situation, they can be conceptualized as "could" expectations.

Maintaining legitimacy depends on an organization's ability to identify, comprehend, and respond to the demands of its diverse stakeholder groups (Gardberg and Fombrun, 2006). Both what is expected of the organization and what the organization is willing to deliver need to be constantly negotiated between organizations and their stakeholders (Luoma-aho and Paloviita, 2010). As the standards of what is considered legitimate can change over time and between stakeholder groups (Gardberg and Fombrun, 2006), expectations and their levels should be monitored as signals of these potential differences.



Expectations matter especially during times of major change (Chung, 2009) and are thus timely for the media industry as media convergence and technological developments have reshaped the media landscape (Compton & Benedetti, 2010; Lasorsa, Lewis, and Holton, 2012; Lawson-Borders, 2006). Most journalistic products are digitized and free online, and new and social media offer places for interaction between journalists and readers. The operating environment of today's media companies consists of diverse players, and in addition it is influenced by different technologies, infrastructures, and political agendas as they "translate" sometimes unexpected individuals and groups into important stakeholders on issues (see Luoma-aho & Paloviita, 2010). Search engines and other automated robots pick up weak signals and cues for change and process them in real time, and the digital is becoming the norm (Lasorsa, Lewis, & Holton 2012; Miel & Faris 2008). These changes have introduced new expectations that have previously not been studied enough, and the aim of the WEM-project was to analyze these new, rising expectations.

EXPECTATIONS FOR THE MEDIA INDUSTRY

- are subjective probabilities of the current or future existence of a state of affairs (Coye, 2004; James, 2007)
- are active, consciously anticipated, or passive; existing generally and not likely to be processed unless unconfirmed (Oliver & Winer, 1987 in Coye, 2004)
- are highly subjective in nature, and can display both trust and distrust (Lewicki, McAllister & Bies, 1998)
- are not always precise, but imprecise, fuzzy, implicit – or unrealistic (Ojasalo, 2001)
- are transient (Johnson & Mathews, 1997), and can turn into demands (Luoma-aho, 2008)
- can vary between subgroups and individuals (Klewes, 2009)
- can affect consuming, partnering, cooperating and identification (Olkkonen & Luoma-aho 2011)
- influence managerial decision making (James, 2007)

RESULTS

What do the different stakeholders expect?

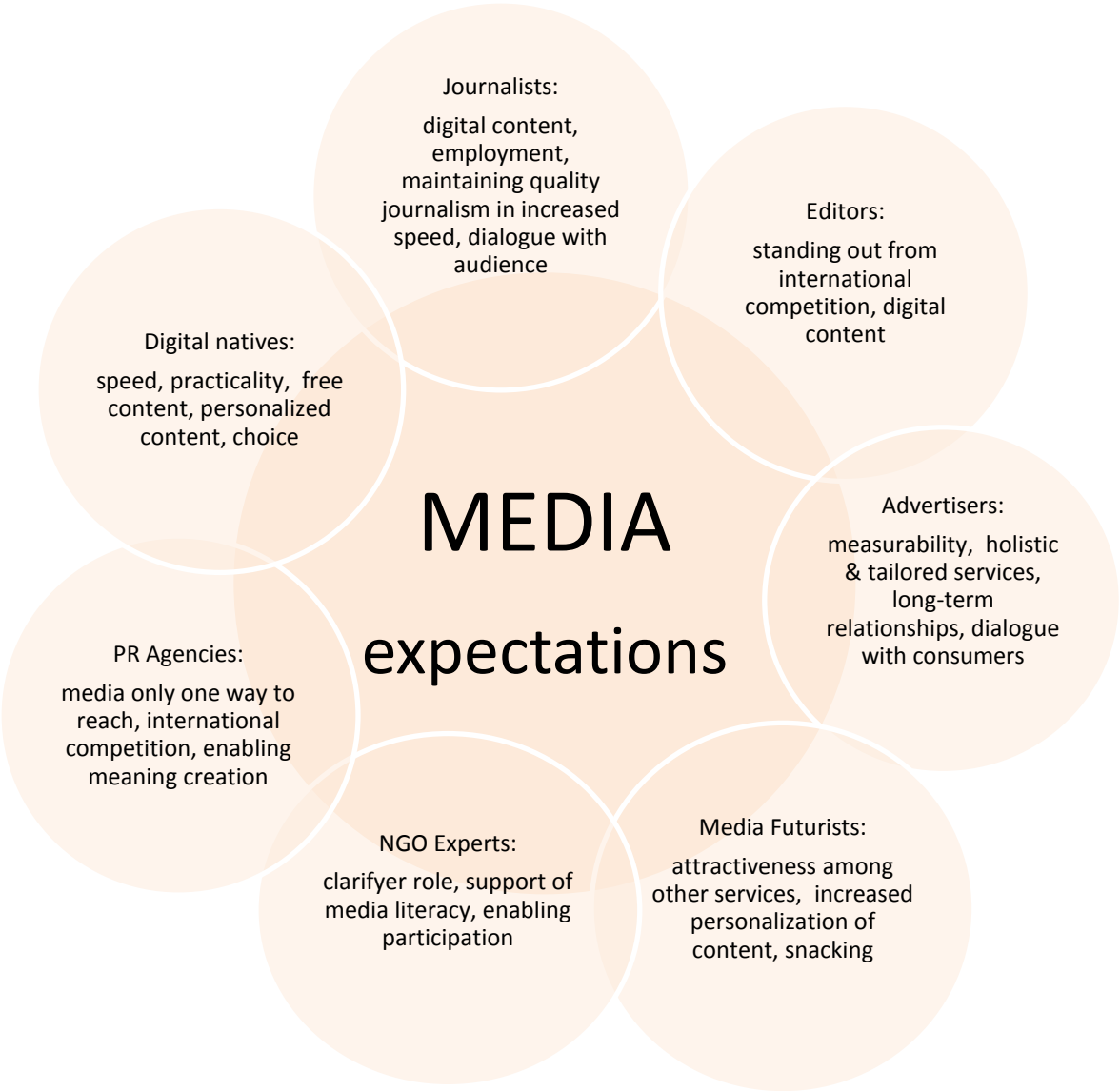
The WEM-project took a qualitative approach to studying the different stakeholders, and chose groups and individuals to interview that have a role in defining the media in the future but have thus far not been the focus of studies. A central group for the future of the media we understood to be the **journalists** and **editors** working for the media. As insiders, their word and experience is more credible than that of other stakeholders. As funders and enablers of the current media business model, the **advertisers** are another important stakeholder group. As predicting the future is challenging, so we included **media futurists** into our study. As non-governmental organizations are said to be the new consumers and citizens, we also studied what **NGO experts** expected of the media. Sources for the media are said to become even more central, and to study their expectations, we also turned to **heads of PR agencies** to map their expectations. To get the point of view of future users, we interviewed **digital natives**, students between 16-19 years of age.

No two stakeholder groups were the same: each had their own expectations and their own worries. Some leading thoughts, however, arose from the data on the whole. Most stakeholder groups agreed that the new media had not done away with the traditional media, but that they meet different needs and influence each other. In fact, stakeholders agreed that more than one media is needed to meet their different needs and that tailoring of content is becoming the status quo. Trends and expectations regarding the ways of media consumption were also established throughout the data, one of them being the change from slow-paced reading and digesting toward fast-paced browsing, scanning and checking out what is happening.

"Media consumption has changed from consuming and reading to media snacking, and stakeholders expect the media to adopt and meet this need."

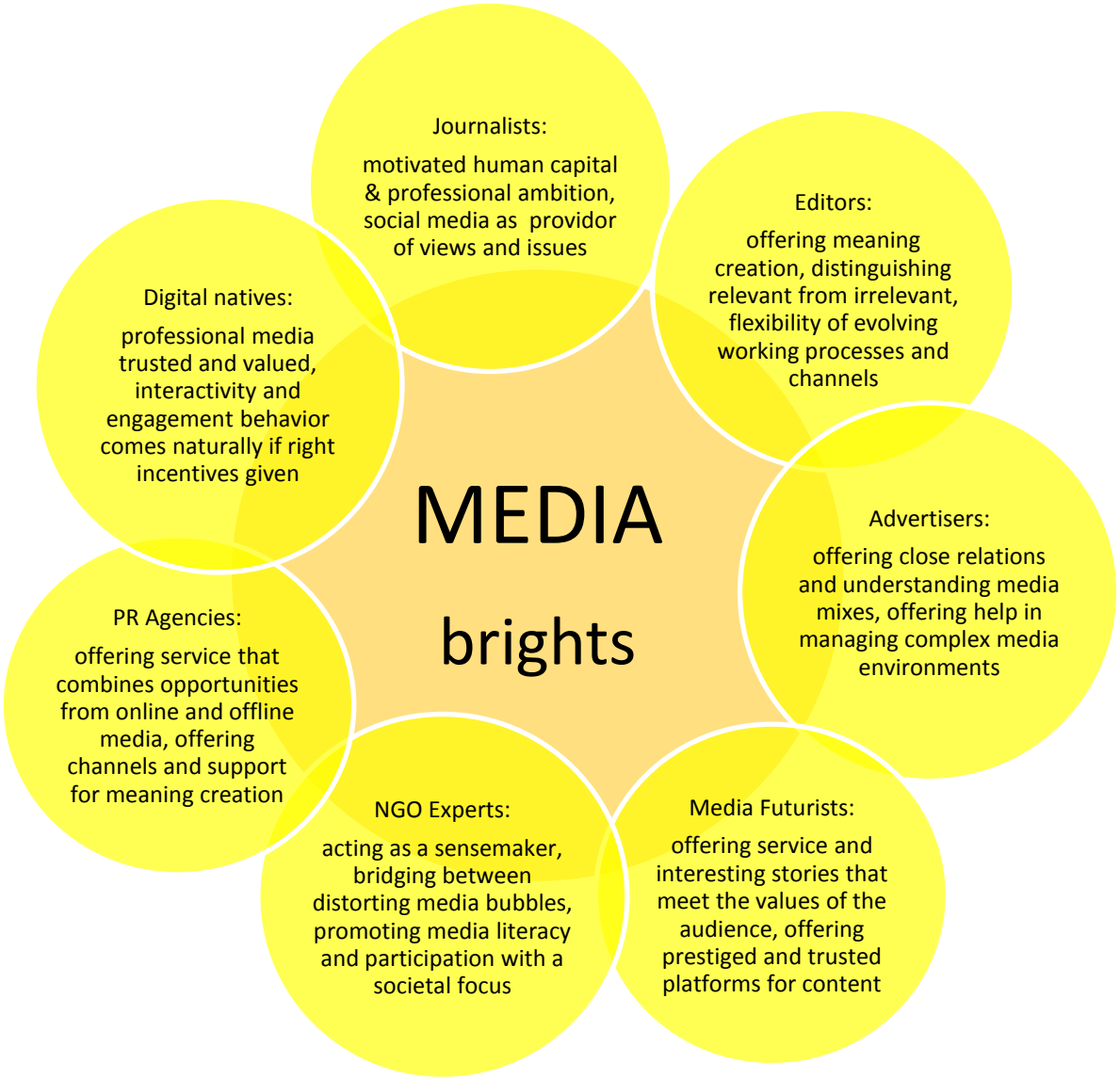
Media expectations map

The media expectations map demonstrates how different groups expect different things depending on what they value and how they perceive their relationship with the media. For journalists and editors, expectations are closely connected to concrete change processes, such as digitalization and development of employment. The expectations of advertisers are also on a concrete level, dealing with issues such as measurability and tailoring. Media futurists' expectations turn more towards the broad implications of media practices, whereas digital natives express mostly expectations that deal with very personal levels of media use, including preferences and needs. PR agencies express their professional needs in their expectations, most importantly the need to be able to create meanings via media. NGO experts look at media mostly as a societal actor that is expected to fulfill certain responsibilities.



Media brights map

The mapped expectations of different stakeholders proposed some opportunities and future possibilities for media organizations to tap into. The media brights map below summarizes these opportunities implicated by the expectations of different groups. Many of the brights have to do with what media organizations can offer to specific stakeholder groups in order to fit their services better with expectations, such as enabling meaning creation, building close relationships and providing trusted platforms, but some deal more with how media should act as a social actor (for example, as a sensemaker). The brights implicated by social media are its supporting role in finding views and issues, its ability to offer new channels and formats, its interactive participatory tools, and its function as a conversation hub. The brights suggested by each groups' expectations are explained in more detail on page 9.



Journalists' Future brights: Media organizations have motivated human capital: journalists, who take pride in their profession. Journalists are receptive towards new tools & practices, and they are professionally rewarded when they are able to deliver high quality content. Social media can serve traditional media by providing different views and access to emerging issues. Professionally edited content adds value to content that originates from social media, as it provides backgrounds and explanations in a broader context.

Editors' Future brights: As digitalization increases competition on an international level, media can prosper if it succeeds in serving media users by helping them to navigate in the multifaceted communication environment and to make sense of complex issues. Media is needed for meaning creation that distinguishes the relevant messages from the irrelevant. Media organizations can thrive in the new media environment if they have the ability to change their working processes flexibly according to new emerging channels and formats.

Advertisers' Future brights: Social media is not replacing other media but offers a channel for advertisers to reach and engage consumers in "conversation hubs" where traditional and online content meet. Media is regarded as a highly important partner in advertising, and long-term and close relationships are valued. Especially big media organizations are considered competent in providing holistic services in advertising and those media wanting to thrive in their advertiser relations should be able to understand advertisers' entire communication mixes.

Media Futurists Future brights: Both new and traditional media can succeed if they offer attractive services that can compete not only with other media services, but with any service that take up individuals' time. Offering appealing stories is central as media use becomes increasingly personal. Interesting stories attract regardless of the format – however, digital formats are more convenient for the current trend of "media snacking" i.e. scanning and picking content from different sources. An important advantage of professionally edited media is that it has more prestige and trustworthiness than social media where content is harder to verify.

NGO experts' Future brights: Media is expected to inform, clarify and act as a watchdog also when media and journalistic processes evolve. Traditional media is needed especially for providing an archive for later reference ("what happened"), and social media especially for fast information sharing ("what is happening"). Media is needed for bridging between fragmenting channels that create distorting "bubbles" of only like-minded people. Taking part in promoting media literacy and using the potential of existing participatory tools for societal issues can affirm media's role as a social actor and reinforce reputational capital.

PR Agencies' Future brights: Media can serve PR agencies by providing an attractive and prestigious channel for reaching targeted audiences as channels continue to fragment. Especially recognizing the opportunities of combining online and offline media is valued. Those media that can act as partners in meaning creation are the most prosperous, as the most important goal for PR agencies is to get their messages to stand out from the crowd.

Digital natives Future brights: Media can serve diginatives by providing up-to-date, easily accessible content. Though professionally edited content might be used less than social media content, professionally edited content is trusted and given a different value than messages from social media. In fact, diginatives doubt unedited content whereas established media channels are believed to provide more credible information. Media can reach interactivity and even engage, if diginatives feel the content fits their personal preferences and values, and if they feel they have some control in the relationship and are listened to.

Media threats map

The mapped expectations of different stakeholder also proposed some threats for the future of media organizations. The media threats map below summarizes the dangers implicated by the expectations of different groups. Many of the threats have to do with changing channels and formats that enable fast publishing and making content globally available with one click, bringing forth threats such as likelihood of mistakes and intensifying international competition. However, also practices change as media use becomes more egocentric and attention is granted with increasing selectivity to only a few. Together they make audience relations more fickle and create fragmented groups and bubbles that may be hard to penetrate. Social media challenges traditional formats in many ways, especially in measurability of advertising and offering a non-mediatized appeal. The threats suggested by each groups' expectations are explained in more detail on page 11.

Journalists' Future threats: As the newsroom is under the pressure of a 24h deadline, speed increases the likelihood of mistakes and can decrease the quality of content. Due to continuing cutbacks of workforce, the industry is expected to be an even more unstable employer in the future. This can decrease the attractiveness of the media industry as an employer and increase competition of talented employees with other creative industries.

Editors' Future threats: Digital formats increase competition on an international scale and continue to fragment media use. New practices and formats spring up continuously and sometimes unpredictably, making it challenging to assess which ones to adopt and which ones to abandon. Being first in adopting may lead to competitive advantages, being the last to abandon might hinder success.

Advertisers' Future threats: The appealing measurability of online media, non-mediatized appeal of social media and possibilities of engagement are hard to achieve with traditional media. This can threaten the viability of media organizations, if they do not find ways to respond to these rising expectations or to bring equal value with other means.

Media Futurists' Future threats: Media services need to compete increasingly with other services that take up individuals' time and attention. As media content is mixed & matched from multiple sources through "media snacking", long-term relationships that are based on audience loyalty are hard to establish. Catering for egocentric media environments can also form a threat for diversity of content, if interest is only given to media content that has personal appeal.

NGO experts' Future threats: "Media bubbles" of likeminded people can become hard to penetrate and content can easily be left unnoticed. If media does not succeed in bridging between bubbles, they may fail in their role as a sensemaker. If using participatory tools for societal issues and taking part in promoting media literacy are ignored, the corporate responsibility and through it the credibility of media organizations may suffer.

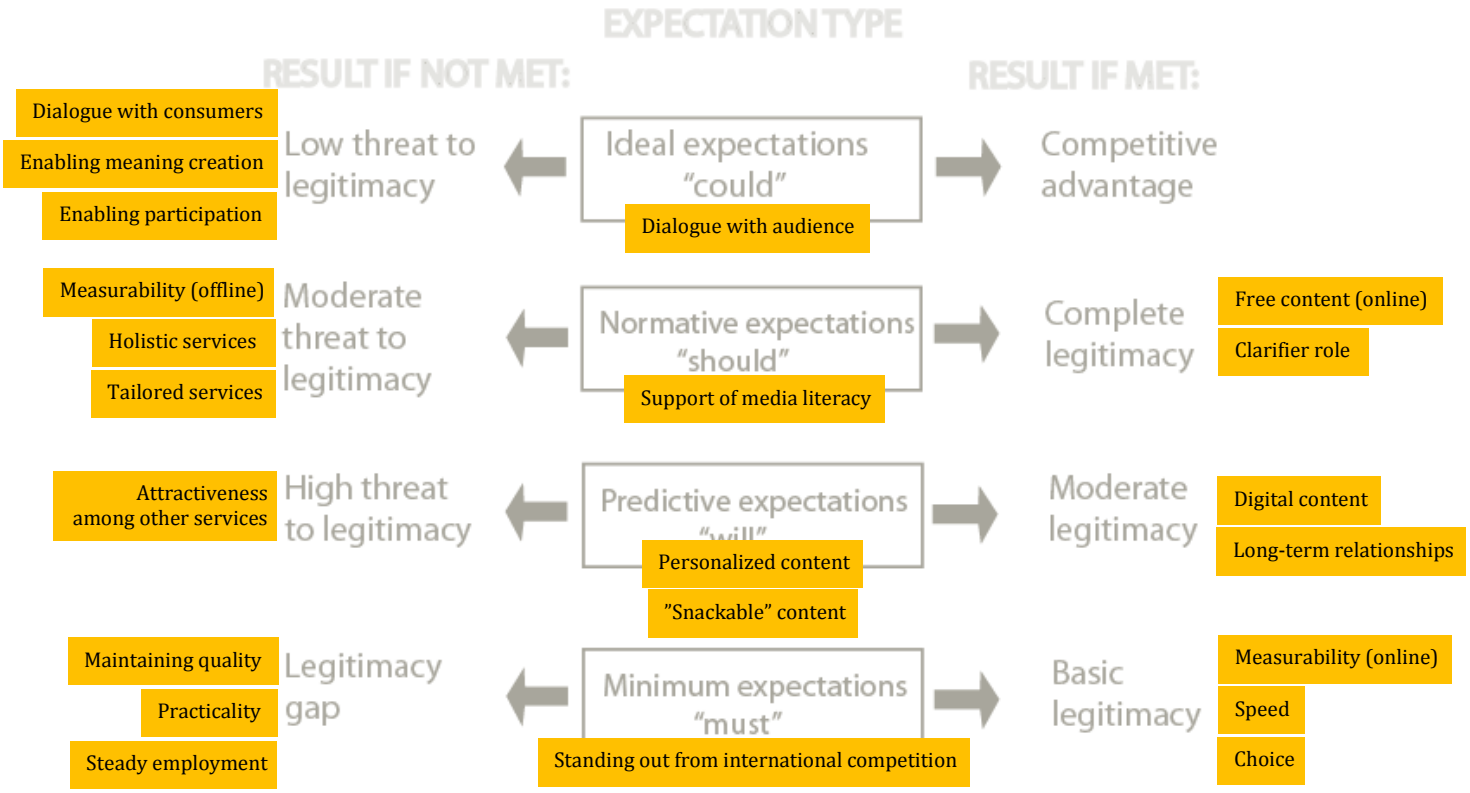
PR Agencies' Future threats: In a multitude of fragmented media channels online and offline, traditional media has become only one way to reach audiences among many others. Local and national media compete increasingly with international media that may offer more targeted channels for targeted groups. For PR agencies the question is not only who can provide the best channels, but who can help them create the best meanings for their clients' messages.

Digital natives' Future threats: As speed, practicality and free content are among the most important criteria for choosing media content, traditional formats may find it hard to compete with online services. Long-term audience relations are rarely established as content is mixed & matched from multiple channels according to personal preferences, while others are ignored. Though interactivity becomes naturally for diginatives, engagement is far from automatic as overpromoting and feeling of not being listened makes diginatives shun away.

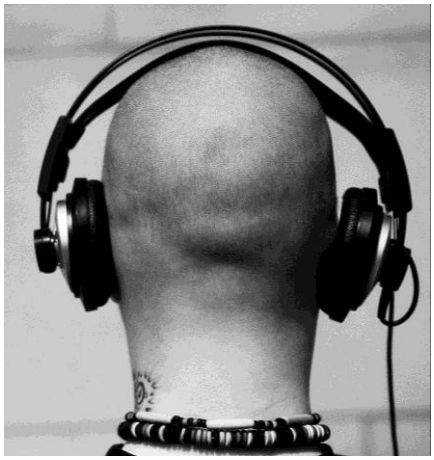
> "Sometimes it feels like it doesn't make a difference whether you give feedback or not, because they don't listen and they're not interested."
>
> Interviewee, digital native

FUTURE OF THE MEDIA
EXPECTATION GAPS?

According to the stakeholders, media is currently meeting their expectations to a varying degree. The figure below summarizes the state of legitimacy for the media industry based on the mapped expectations and the brights and threats they implicate. Some of the most crucial expectation gaps that are threatening the legitimacy of the media are produced by the pressures of maintaining journalistic quality in the 24 hour deadline environment, offering practical formats and channels that are convenient and easy to access, and maintaining a skilled and motivated workforce in the current pressures of downsizing. Also, standing out from international competition can cause gaps for legitimacy of the Finnish media, if local expertise does not bring value and quality over the competition. In addition, media may be losing ground to other services that take up individuals' time, especially if content does not meet the expectations of personalization and "snackability". Some expectations, such as measurability is currently met much better by digital channels than traditional formats, posing a moderate threat that needs monitoring. The ideal expectations of dialogue with consumers (for advertisers), enabling meaning creation (for PR agencies), and enabling participation for social purposes offer the biggest opportunities for building competitive advantages and distinguishing from the competition in the future.



FUTURE OF THE MEDIA
EXPECTATION MANAGEMENT?



As expectations derive from different sources (Robledo, 2001; Webb, 2000), organizations and industries can only influence them partially and managing expectations "calls for a conscious effort to monitor, identify, understand, and react to expectations" (Miller, 2000: 95). The future of the media industry depends on the ability to avoid expectation gaps by either meeting expectations accordingly, or by being able to explain why they are not met. Negotiating and taking part in the process where expectations are created are crucial, as perceived inconsistencies between organizational behavior and expectations can threaten legitimacy. By taking interest in expectations, organizations can enhance their sensitivity towards signals coming from their stakeholders (The Melbourne Mandate, 2012).

Expectation management starts with the analysis of expectation gaps (Parasuraman et al., 1985). Legitimacy gaps result from expectation gaps or discrepancies between organizational behaviour and the societal expectations of stakeholders (Sethi, 1979). When a legitimacy gap is wide, the organization's survival is threatened (Chung, 2009). A revealed expectation gap is a potential threat to an organization's reputation (Coombs, 2007), and failure to meet positive expectations can result in conflict situations between the organization and its stakeholders (Kim et al., 2010). Unmet positive expectations can cause gaps in organizational reputation and in legitimacy, the commitment to societal norms and expectations (Deephouse and Carter, 2005)

Expectation management is an on-going process consisting of finding the right arenas both online and offline where issues and ideas relating to the organization are discussed and influenced (see Luoma-aho & Vos, 2010). In practice, monitoring, conducting panels, surveys, collecting feedback, or building more direct relationships to stakeholders can be used to address a gap in an organization's knowledge of stakeholders' expectations (Zeithaml et al., 1990). If organizations know their stakeholders well and constantly monitor for changes in attitudes, values, norms and expectations, an emerging expectation gap and the possibility of a legitimacy gap is less likely. Succeeding in this can define the success of media organizations in the Reputation Society.

WEM publications

Luoma-aho, V. (2013). Corporate Reputation and the Theory of Social Capital. In Carroll, C. (ed.) Handbook of Communication and Corporate Reputation, John Wiley & Sons, Inc. Forthcoming. (REF)

Luoma-aho, V., Olkkonen, L. & Lähteenmäki, M. (forthcoming). Expectation management for public sector organizations. Accepted for publication in Public Relations Review, (REF)

Luoma-aho, V., Tirkkonen, P. & Vos, M. (forthcoming). Monitoring the issue arenas of the swine-flu discussion. Accepted for publication in Journal of Communication Management, (REF)

Luoma-aho, V., Vos, M., Lappalainen, R., Lämsä, A.-M., Uusitalo, O., Maaranen, P. & Koski, A. (2012). Added value of intangibles for organizational innovation. Human Technology: An Interdisciplinary Journal on Humans in ICT Environments, 8(1), 7-23. (REF)

Luoma-aho, V. (2011). Skapes offentlig sektors omdømme av forventninger? In Wæraas, A.,Byrkjeflot, H. & Angell, S. I. (eds.) Substans og fremtreden: Omdømmehåndtering i offentlig sektor. (REF)

Luoma-aho, V., Uskali, T., Heinonen, J. & Ainamo, A. (2011). Corporate reputation and the news media in Finland. In Carroll, C. (ed.) Corporate Reputation and the News Media: Agenda-Setting Within Business News Coverage in Developed, Emerging, and Frontier Markets. NY: Routledge.

Olkkonen, L. (2011). Understanding stakeholder expectations. Proceedings of the ECREA Organisational and strategic communication section workshop. Covilhã: Labcom, University of Beira Interior.

Olkkonen, L. & Luoma-aho, V. (2011). Managing mental standards with corporate citizenship profiles. Electronic Journal of Business Ethics and Organization Studies, 16(1), 13-20. (REF)

Tirkkonen, P. & Luoma-aho, V. (2011). Online authority communication during an epidemic", Public Relations Review, 37(1), 172-174. (REF)

Forthcoming

- Tolvanen, K., Olkkonen, L. & Luoma-aho, V. "The legitimacy of the media industry – what do advertisers expect?" SUBMITTED TO Journal of Media Business Studies
- Luoma-aho, V., Rissanen, H. & Olkkonen, L. "Not engaged? What digital natives think about engaging with brands and organizations" SUBMITTED TO Journal of Public Relations Research
- Olkkonen, L. & Luoma-aho, V. "Expectation Management: An Emerging Task for PR?" SUBMITTED TO Journal of Public Relations Research
- Luoma-aho, V., Leppänen, M. & Uskali, T. "Errand boy or entrepreneur? Journalists' expectations of their future roles"
- Olkkonen, L. & Luoma-aho, V. "Mapping expectations of corporate responsibility for media organizations"
- Olkkonen, L. & Luoma-aho, V. "Public Relations as Expectation Management?"

Conferences

World public relations forum, Melbourne, Australia, November 2012. Paper presentation ”Public Relations as Expectation Management?” (Olkkonen, L. & Luoma-aho, V.)

Viestinnän tutkimuksen päivät (Communication Research Days) Jyväskylä, Finland, August 2012. Organizing workshop “Organizational survival in the new media environment”(Luoma-aho, V. & Olkkonen, L.)

Viestinnän tutkimuksen päivät (Communication Research Days) Jyväskylä, Finland, August 2012. Paper presentation “Contribution of expectation management to organizational legitimacy” (Tolvanen, K.)

Viestinnän tutkimuksen päivät (Communication Research Days) Jyväskylä, Finland, August 2012. Paper presentation “Finding issue arenas in social media” (Mäkinen, T.)

Viestinnän tutkimuksen päivät (Communication Research Days) Jyväskylä, Finland, August 2012. Paper presentation “Public Relations as Expectation Management?” (Olkkonen, L. & Luoma-aho, V.)

IPRRC (Institute of Public Relations Research Conference), Miami, Florida, March 2012. Paper presentation “Are you a pradvertiser?” (Tolvanen, K., Olkkonen, L. & Luoma-aho, V.)

IPRRC (Institute of Public Relations Research Conference), Miami, Florida, March 2012. Paper presentation “Expectation management, mission impossible?” (Olkkonen, L., Tolvanen, K. & Luoma-aho, V.)

ESA (European Sociological Association), Geneva, Switzerland, September 2011. Paper presentation “Societal expectations of the media” (Olkkonen, L.)

NordMedia conference, Akureyri, Iceland, August 2011. Paper presentation “Stakeholder expectations of media companies” (Olkkonen, L.)

Doctoral workshop on stakeholder thinking with R.E. Freeman, Tampere, Finland, June 2011. Research plan presentation (Olkkonen, L.)

Organizational communication and strategic communication section of ECREA (workshop), Covilha, Portugal, May 2011. Paper presentation “Understanding stakeholder expectations” (Olkkonen, L.)

EUPRERA (The European Public Relations Education and Research Association), Jyväskylä, Finland, September 2010. Paper presentation “Building protection against crises – what can corporate citizenship do?” (Olkkonen, L.)

EUPRERA (The European Public Relations Education and Research Association), Jyväskylä, Finland, September 2010. Paper presentation **“**Monitoring the issue arenas of the swine-flu discussion” (Luoma-aho, V., Tirkkonen, P, Vos M. & Hurri S.)

EBEN (European Business Ethics Research Network), Tampere, Finland June 2010. Paper presentation “Increasing expectations: stakeholder influence on corporate citizenship” (Olkkonen, L.)

MA theses

Leppänen, M. 2012. “Future of the media–sights from the inside”, University of Jyväskylä. Available online: http://urn.fi/URN:NBN:fi:jyu-201211283085

Matilainen, J. 2012. “Flying solo or working together? How are the media professionals managed? Perceptions of heads of PR-agencies and editors-in-chief”, University of Jyväskylä. Available online: http://urn.fi/URN:NBN:fi:jyu-201209272530

Rissanen, H. 2012. “Engaging Digital Natives”, University of Jyväskylä. Available online: http://urn.fi/URN:NBN:fi:jyu-201206061813

Tolvanen, K. 2011. ”Dialogue instead of a monologue” – Advertisers’ expectations towards the media, University of Jyväskylä. Available online: http://urn.fi/URN:NBN:fi:jyu-2011110811645

Other writings and activities

Teaching visit, Artevelde University College Ghent, December 2012, "Expectation management" Two workshops by L. Olkkonen to communication management students.

Alumn Days, University of Jyväskylä, November 2012, "Expectation management, a task for public relations?" L. Olkkonen presented project results and their implications for the profession of organizational communication and public relations

Blogpost: "Odotustenhallinta on nyt IN" V. Luoma-aho guest writes in the Media Cabinet Statement blog that expectation management is needed more than reputation management of visibility http://tinyurl.com/9tb9e8l

Blogpost: "Lisää Whuffia, kiitos!" V. Luoma-aho guest writes in the Media Cabinet Statement blog that online reputation is all about social capital, how well the organization has behaved in the past http://www.mediacabinet.fi/statement/kirjoitukset/56/lisaa_whuffieta_kiitos!

YLE Suoralinja TV-Interview on "KONY2012" V. Luoma-aho interviewed on social media phenomenon, March 9th, TV2 7:20 pm

YLE Suoralinja Article on "KONY2012" V. Luoma-aho interviewed on social media phenomenon, March 9th, available online: http://yle.fi/uutiset/verkkoilmioksi_noussut_kony-video_herattaa_kritiikkia/3321453

Survey on the social media use of MA-students, University of Jyväskylä, February 2012

Alumn days, University of Jyväskylä, November 2011, "Huomiotyö tulee, oletko valmis?" V. Luoma-aho talked about how changes in media will affect the future work of communication specialists http://www.slideshare.net/vilmaluo/huomioty-tulee-oletko-valmis

Blogpost: "Sosiaalisehko media" V. Luoma-aho guest writes in the Media Cabinet Statement blog that social media could better be described as the "moderately social media". http://www.mediacabinet.fi/statement/kirjoitukset/24/sosiaalisehko_media

Interview on YouTube: "Issue arenas of social media" V. Luoma-aho discusses the issue arenas of social media. http://www.youtube.com/watch?feature=player_embedded&v=0ztuvayFxh4

Interview with Kuopion Energia: When in social media…listen & discuss. V. Luoma-aho talks about the importance of corporation-stakeholder interaction in social media. http://www.sahkoviesti.fi/uutiset/kuuntele-ja-keskustele-sosiaalisessa-mediassa.html

References

Argenti, P.A. & Druckenmiller, B. (2003). *Reputation and the corporate brand*. Tuck School of Business at Dartmouth, Working Paper No. 03-13.

Aula, P. (2010). Social media, reputation risk and ambient publicity management. *Strategy & Leadership*, 38(6), 43-49.

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