

Contents

List of figures	11
List of tables	14
1. Introduction	17
2. Economy as communication – communication as economy	19
2.1 Corporations as agile value systems	19
2.2 Corporations and markets as values framing social systems	21
2.3 Corporate agility driven by self-organizing communication systems	23
2.4 Converging logics: Economics, management, market, communication, media, branding	28
2.5 Speaking-up, call-out, narrative and cultural Economics	32
2.6 Macromarketing as business and communication: communication economics	37
2.7 Key-Finding: The communicative turn of management and markets	39
3. Management as communication	45
3.1 Management as systemic communication on micro, meso, and macro levels	45
3.2 Management as evolving stages 1.0 to 4.0	47
3.3 Management roles and functions as communication approaches of executives	54
3.4 Management styles as communication styles	56

3.5	Management as knowledge management: corporate education	58
3.6	Management as areas of communications	59
3.7	Management as communicating personalities	61
3.8	Management as CEO-communication and post-heroic management	64
3.9	Management as motivating and appreciating communication	67
3.10	Management as interactive dialog and negotiation	69
3.11	Management as conversational leadership and stakeholder experience management	72
3.12	Management as internal branding	78
3.13	Management as aesthetics	78
3.14	Management as media competencies 4.0	82
3.15	Key-Findings: The communicative turn to educative management	87
4.	Corporations as communications	89
4.1	Companies as value creation systems	89
4.2	Corporations as personal, hierarchic and media communication systems	92
4.3	Corporations as project communications	94
4.4	Corporations as areas of communication management	95
4.5	Corporations as (lacking) internal communication strategies	102
4.6	Corporations as employees voice	105
4.7	Corporations as cultures and climates with stored knowledge	106
4.8	Corporations as diversity communication	109
4.9	Corporations as Images and (lacking) Reputation	111

4.10 Corporations as (lacking) corporate governance and integrity strategies	115
4.11 Corporations as crisis communications	120
4.12 Corporations as change communications	124
4.13 Corporations as ethic macromarketing institutions	127
4.14 Corporations as digitization of social systems	132
4.15 Corporations as agile marketing communication	137
4.16 Corporations as customer and corporate journeys	139
4.17 Corporations as (de-)professionalized digital communication	141
4.18 Corporations as digitized boom or bust of servitization	147
4.19 Key-Findings: Corporate communications as a (mis)success factor in value creation	151
5. Markets as communications	153
5.1 Markets dynamic communication systems	153
5.2 Markets as connectivity of social-digital networks	161
5.3 Markets as social systems with stakeholders	165
5.4 Markets as customer communication: STP, segments and stages	168
5.5 Markets as the customers' voice: Consumer-to-consumer communications and word-of-mouth (WOM)	173
5.6 Markets as communications about production	175
5.7 Markets as communication about products and services: fashions	178
5.8 Markets as communication about consumption: the Instagram effect	180
5.9 Markets as communication about aesthetics	181
5.10 Markets as externalities of production and consumption	183
5.11 Markets as images and (missing) reputation	184

5.12	Markets as currencies and identities: National banks as brands of national economies	185
5.13	Markets as agenda setting and framing	186
5.14	Markets as scandal communication: business ethics vs. moral control	187
5.15	Markets as (lacking) trust and confidence	189
5.16	Markets as narratives: communicating climates and sentiments	191
5.17	Markets as rituals	195
5.18	Markets as cultures	197
5.19	Key-Findings: Communications characterize markets	200
6.	Communication as markets	205
6.1	Communication markets as a transformation from media to social systems	205
6.2	Communication markets as media markets and media consumption	211
6.3	Communication markets driven by media logics and economic logics: new economy and information economy	217
6.4	Communication markets as mass communications	219
6.5	Communication markets as (digital) advertising	221
6.6	Communication markets as digital marketing communication	225
6.7	Communication markets as branding	228
6.8	Communication markets as social media	231
6.9	Communication markets as influencer marketing	233
6.10	Communication markets as social, mobile and conversational commerce	235
6.11	Communication markets as (virtual) events	241

6.12	Communication markets as information society, knowledge age, reputation and attention economy	243
6.13	Communication markets as drivers of business models	245
6.14	Communication markets as socionomics and socialnomics: social media moods as call-outs on corporations	246
6.15	Communication markets as media economics and media communications	250
6.16	Communication markets as the new fourth power in the state	252
6.17	Communication markets as googlization, filter bubbles and echo chambers	252
6.18	Communication markets as post-truth, (fake) news, rumors and crowdurfing	253
6.19	Communication markets as (lacking digital) trust	256
6.20	Key-Findings: Media as drivers of call-out economics	259
7.	Brands: Integrating corporations and customers within (macro-)marketing	261
7.1	Brands as media or systems	262
7.2	Brands as paradigms: from information tools to social systems	263
7.3	Branding: conceptualizing, living, communicating and educating	266
7.4	Brands as condensed value propositions	267
7.5	Brands as names, logos, claims and packages	271
7.6	Brands as creative campaigns	275
7.7	Brands as virality and word-of-mouth	276
7.8	Brands as social movements and brand evangelism	277
7.9	Brand as digitization: Business intelligence and smart management	281

7.10	Brands as content marketing and value fusion	284
7.11	Brands as identities and dialog platforms	286
7.12	Brands as frames: Storing and transformation of meaning	288
7.13	Brands as mutual education of identities and images	289
7.14	Branding as knowledge management: Brand-ucation	289
7.15	Brands as the aesthetic (Inter-)face: applied macromarketing	292
7.16	Brands as consumption critique and brand hate: No Logo – slow Logo	293
7.17	Brands as (dis-)trusted Systems	294
7.18	Brands as power: knowledge about “in” and “out”	296
7.19	Brands as market growth or market fluctuations	298
7.20	Key Findings: Brands as a transformation from media to social systems	299
8.	Key-Findings: Economy as communication – communication as economy	301
	References	305
	Subject index	359