Global Strategic Communication

From the Lens of Coordination, Control, Standardization, and Localization

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In today’s global marketplace, corporations are members of a worldwide community, rather than merely members of their city, town, or state (Maignan & Ferrell, 2004). We are in an era where advances in communication technologies and increased access to information affect and empower every individual. The advent of innovative information technologies has multiplied the influence large corporations have on their communities. The “goldfish bowl” transparency created by globalization, the Internet, and the media (Steger, 2003) has emphasized the importance of trust and relationship between an organization and its stakeholders. The relationship any corporation shares with its stakeholders and consumers is crucial because the identity and values a corporation creates in society determine how much power it gains in the given social system (Ordeix-Rigo & Duarte, 2009).

Globalization and Strategic Communication

Globalization has even shifted stakeholders and corporations’ focus of attention towards developing countries rather than developed countries (Amann, Khan, Salzmann, Steger & Ionescu-Somers, 2007). Established multinational corporations (MNCs) from developed economies are striving to expand their business operations in developing and, in particular, emerging countries. Consumers and stakeholders from different echelons of society now have access to claims and offerings of organizations and their diverse products, services, ideas, and causes. They are being empowered by innovative and interactive communication technologies. Their choices in the marketplace or “marketspace” are expanding and, at times, becoming specialized and even tailored to meet their needs. Thus, the dynamic process of reaching out to stakeholders through coordinated strategic communication strategies is essential for MNCs to gain credibility in their host markets.

Stohl (2004) examined the theories of globalization and found communication to be central to this contemporary phenomenon, better to help plan and implement strategic communication campaigns. But what exactly strategic communication is and what it includes is highly debated (Paul, 2011). The role of strategic communication has been widely studied in MNCs, national policy making (Paul, 2012), supranational organizations, and military operations (Orgad, 2011). The term “strategic communication” is often prone to interpretation depending on the political, social, economic, or cultural factors of a society. This discussion will be relevant when attempting to provide a working definition of global strategic communication later in this chapter.
Purpose of the Chapter

The advent of globalization has made it imperative to comprehend strategic communication from a global perspective. Global strategic communication can be best understood as the strategies employed by organizations in any environment to engage in effective bidirectional communication with their stakeholders in an effort to build enduring symbiotic relationships with them. These environments are no longer isolated from each other, meaning that the influence an organization has on its stakeholders at home (where it is headquartered) impacts its influence on publics elsewhere, and vice versa. The impact may occur through marketing communication campaigns, crisis situations, or political or socioeconomic upheavals. Equally important is the transnational environment in which groups and institutions’ activities can have a simultaneous impact in several world locations and, perhaps, globally. As a consequence, organizations planning, executing and evaluating global strategic communication programs should understand this multi-geographic and virtual dynamic. This chapter will focus on the mechanics of strategic communication from a global perspective. The first part of the chapter will explain further what strategic communication is and present a definition to help clarify the concept. The second part of the chapter will look at how MNCs are planning, implementing, and managing their global strategic communication efforts. Strategies such as coordination, control, standardization, and localization are frequently refined by MNCs to carry out their strategic communication functions and practices around the globe.

The chapter will delve into the coordination and control mechanisms required to manage the global strategic communication function while aiming to strike a balance between standardization and localization. The third part of the chapter will look specifically at the growing field of international tourism promotion and will also analyze a case study as an illustration of the theoretical framework. The case study is on a global tourism campaign developed by the Costa Rican Institute of Tourism called “Costa Rica: No artificial ingredients.” The last part of this chapter will provide suggestions for research and practice in global strategic communications.

Defining Global Strategic Communication

The term strategic communication has been applied to any planned communication efforts by organizations (Botan, 1997). The planned efforts can result in achieving organizational goals and enhance corporate reputation through corporate diplomacy initiatives, corporate social responsibility campaigns, crisis communication, institutional or commercial advertising, and marketing campaigns, among others. Strategic communication incorporates planning and implementation involving all the organizational aspects and abilities (Hallahan, Holtzhausen, van Ruler, Verčič, & Sriramesh, 2007). Botan and Soto (1998) emphasized the components, such as comprehensive research, planning, and evaluation of strategic communication, that differentiate strategic communication from public relations.

PRSA led an international effort to modernize the definition of public relations and defined public relations as a strategic communication process that builds symbiotic relationships between organizations and their publics (Public Relations Defined, 2012). Public relations process comprises a set of objectives and goals, identifying the specific public, planning the strategies for each public with organizational goals in mind, implementing the strategies and tactics, and finally measuring the effectiveness of those strategies and tactics for the achievement of established measurable goals and objectives. This also is typically the process of strategic communication (Pfau & Wan, 2006) with the additional practice of other persuasive and goal-oriented communication and marketing techniques and efforts. The focus of strategic communication is on the end result of persuasion and hence the communication starts and ends with stakeholders and consumers in mind (Botan & Hazelton, 2006).

Thus, the essence of strategic communication is purposive and its deliberate efforts to advance the mission of organizations from an integrated, multidisciplinary perspective (Hallahan et al., 2007). The
term is used as a unifying framework for coordinating communication functions (e.g., advertising, marketing, and public relations) and their plans, strategies, and tactics to achieve organizational goals. These functions support all types of sectors and industries both domestically and across geographical borders. In this chapter, **global strategic communication** is defined as a pursuit that multinational and multilateral organizations undertake to efficiently manage and effectively engage with stakeholders and consumers worldwide. The management process is performed through careful coordination and control of centralized or decentralized operations and activities, whereas stakeholders’ and consumers’ engagement is achieved by the continuous attempt to balance standardization and localization. Global strategic communication can, therefore, be seen as a strategically planned and structurally applied approach to communication, which integrates analysis and evaluation at each stage of design and implementation.

Strategic communication has specifically changed in the emergent media landscape. Communication through the emergent interactive media is based on how stakeholders and consumers are engaged so that corporations can be active producers and participants in a true dialogue. According to Lewis (2010), social media continues to have great influence on both the theory and practice of advertising, public relations, and marketing professions and practices. McCorkindale (2009) reported that around 69% of the *Fortune* 2000 companies use social networking sites. As cited by Wright and Hinson (2010), Burson-Marsteller reported the extensive use of social media platforms (i.e., Twitter, Facebook, YouTube, and corporate blogs) by 79% of the *Fortune* Global 100 companies. The growth every year is indicative of the fact that social media is being increasingly used by organizations to actively interact with their target audiences. Both scholars and practitioners of public relations, particularly, share the opinion that technology plays a crucial role in fostering meaningful dialogue and relationships with important publics (Heath, 1998; Kent & Taylor, 1998), which has created opportunities in managing strategic communication globally. Strategic communication in interactive media will aim at not controlling but facilitating or mediating the discussions. Friedman (2005) stated how media has the potential to bridge cross-cultural gaps and brings people closer together around the world. The globalization of markets constitutes management challenges for MNCs that necessitate an international orientation of their strategic communication decisions and actions.

**Coordination and Control**

Lenovo, the second world-largest personal computer manufacturer (Shah, 2012), has principal operations in China, Singapore, and the United States; seven research centers in China and one each in Japan and the United States; sales headquarters in China, France, Singapore, and the United States; and four manufacturing centers in China and one each in India, Mexico, and the United States (“Our locations,” 2012). This complex structure is typical of corporations operating globally, which requires coordination and control of functional areas, including marketing—advertising and public affairs or public relations, among other related communication functions.

Coordination has been defined as “the linking or integrating of activities into a unified system” and control systems as “the measurement of performance so companies can respond appropriately to changing conditions” (Daniels, Radebaugh & Sullivan 2013, p. 646). Examples of coordination mechanisms are all the components of the global supply chain, as well as supplier relations, logistics, and the administration between the headquarters and subsidiaries of all marketing and communication programs and activities. Examples of control systems include structure and performance assessments. MNCs use coordination and control mechanisms “to synchronize, integrate, and evaluate value activities” (Daniels et al., 2013, p. 574). In particular, the coordination and control of global marketing—advertising and public relations or public affairs have been conceptualized and documented though cultural and transnational crisis perspectives (e.g., de Mooij, 2010; Molleda & Laskin, 2010).
The techniques and efforts to integrate and evaluate global operations follow three principles: efficiency, learning, and flexibility or responsiveness (Bartlett & Ghoshal, 2002). These principles, in a global strategic communication context, take different connotations that are described next. Global efficiency means the coordination and control, with various degrees of centralization or decentralization, of the management of programs, campaigns, plans, and daily activities or tactics. Worldwide learning refers to documenting, sharing, analyzing, and perhaps awarding and/or compensating the best domestic and multi-national practices. Finally, multinational flexibility or national responsiveness describes the need to adapt or conform to country-specific legal or social regulations, as well as stakeholders’ and consumers’ expectations and needs. Two out of the three principles, efficiency and flexibility or responsiveness, imply a continuum between two extremes: standardization and localization, which will be addressed next.

Standardization and Localization

The main assumption of coordination by standardization is operational consistency, which entails the application of “rules and precise procedures” that help a multinational (an MNC) “leverage its core competency as well as minimize inefficiencies” (Daniels et al., p. 574). In global strategic communication, standardization means the consistency of programs and strategies across dispersed world markets of the MNC. Coordination by standardization entails “universal rules and procedures that apply to units worldwide” (Daniels et al., p. 574). That also includes policies, rules, and procedures for global strategic communication and its various areas of specialization. On the other hand, localization is about understanding and accepting the unique local challenges.

The decision on standardization or localization definitely goes beyond just product, pricing, or distribution to include the choice of communication strategy adopted by the MNCs (Schmid & Kotulla, 2011). Pudelko & Harzing (2008) suggested considering both the internal and external factors to choose between standardization and localization. Molleda, Kochhar and Wilson (2012) reviewed the literature on standardization and localization from a multi-disciplinary perspective to conceptualize and empirically test the extent of localization practiced by MNCs. They conducted a content analysis of the online newsrooms of U.S. based MNC subsidiaries in China, India, and the United Kingdom. The study found a high extent of localization in the form of localized newsrooms on organizational websites and found news releases to be the most common localized information subsidy on the corporate portals. The extent of localization was also found to be dependent on the industry type and the level of impact the corporation has on its stakeholders (Molleda, Kochhar & Wilson, 2012).

A similar study done by Halliburton and Ziegfeld (2009) analyzed how major European multinationals communicate using their organizational websites and create a corporate identity. The study found evidence that the organizations adopt a “glocal” approach that varies according to the industry type. The discussion on standardization versus localization is significant for the tourism industry because of the uniqueness of the industry. Gotham (2005) analyzed how tourism, a truly global industry, integrates with local actions to develop different forms of the industry. Tourism is seen as a process that symbolizes the differences and commonalities between standardization and localization (Gotham, 2005). The following sections of this chapter will connect the theories of coordination and control with the theories of standardization and localization by applying these theories to tourism industry practices.

Tourism in Costa Rica

Tourism is one of the world’s largest industries, or economic sectors, contributing trillions of U.S. dollars annually to the global economy, creating jobs and wealth, generating exports, boosting
taxes, and stimulating capital investment (Travel & Tourism, 2011). In 2011, the World Travel and Tourism Council expected it to contribute almost USD 6 trillion to the global economy, or 99% of global gross domestic product. Eco-tourism has especially become popular because of the increased awareness of global environment degradation. Hence, tourists are more likely to spend their leisure time visiting natural areas (Wight, 2002).

Tourism has been a key area of economic growth for Costa Rica and its contribution to the global economy (Rivers-Moore, 2007). Since 1987, the socioeconomic dynamics of Costa Rica have been increasingly affected by the impact of foreign tourism (Céspedes, Gómez & Becerra, 2010). Tourism has grown to become Costa Rica’s most important source of income and, in 2011, more than two million tourists visited the country, the vast majority from the United States (Costa Rica Tourism, 2011).

According to the United Nations Statistics Division (2010), Costa Rica’s 4.5 million residents enjoy a relatively high standard of living compared to other Latin American countries. The average per capita income in Costa Rica is USD 5,800 a year, and the adult literacy rate is 96%, which further helps promote and develop tourism in the country.

Costa Rica’s extensive national park system represents 25% of the country and provides a perfect example of ecotourism (Cook, 2007). Apart from the adventure tourism activities like hiking, bird-watching, observation of flora and fauna, and visiting volcanoes (Céspedes, Gómez, & Becerra, 2010), medical tourism is also a growing aspect of tourism in this Central American nation (Bristow, Yang, & Lu, 2011).

Allan Flores, serving his second term as Costa Rica’s tourism minister, cited the strength of Costa Rican tourism as marketing a potent national identity (cited in Tellez, 2011). The NoNArtificial Ingredients campaign has delivered great results since 2002 and has helped Costa Rica build a “country brand,” with emphasis on eco-friendly aspects of the country and examples of its culture, people, and history. As the campaign has been termed one of the most successful campaigns in tourism, the chapter will next examine the case study to understand the use of coordination and control, and standardization and localization strategies adopted in the campaign.

**Case Study—“Costa Rica: No Artificial Ingredients”—A Global Campaign Of The Country’s Tourism Board**

The government’s participation in tourism development began in 1930, with the creation and promotion of the first privately owned luxury hotel, Gran Hotel Costa Rica (“History and institutional,” n.d.). Foreign tourists entered the country via the Port of Limón (Atlantic coast), and then commuted to San José (capital city) by train. In 1931, the first regulation of tourism activity was decreed, by means of Law 91, on June 16, when the National Tourism Board was created. It operated until 1955, when the Instituto Costarricense de Turismo was created by Law 1917. The Costa Rican Tourism Board (ICT Spanish acronym hereafter) is a governmental organization that promotes and regulates the tourism industry in this Central American country. The ICT is responsible for promoting tourism attractions and destinations nationally and internationally; establishing tourism norms, regulations, and incentives; and certifying Costa Rica’s hotels, travel agencies, rental cars, and other tourism service providers under its Certification of Sustainable Tourism program (E. Obando, personal communication, October 2, 2012). The ICT coordinates and controls all global promotional efforts of Costa Rica with internal human and material resources and the outsourcing of specialized advertising and public relations agencies with a global reach.

In 1997, the ICT launched the global campaign No Artificial Ingredients to promote the natural environment. Costa Rica is 31,600 sq. miles in area, which represents 55% of the Earth’s biodiversity (“Costa Rica’s natural heritage,” 2010). A quarter of the country’s landmass is protected by law as national parks and/or wildlife refuges (J. Perlaza & E. Obando, personal communication, January 12, 2010). In 2009, a research firm evaluated the branding effort of Costa Rica and concluded that
the brand was very strong and well positioned. Burson-Marsteller’s Latin American hub in Miami has been the global public relations agency in North America since 2007 (J. Perlaza & E. Obando, personal communication, January 12, 2010).

According to ICT’s statistics, Costa Rica’s main market is North America (more than 50%). U.S. tourists come from Florida, Texas, New York, Indiana, and California. Canadian tourists mainly come from Toronto, Vancouver, and cities in Quebec. Europe is an important market for Costa Rica, too (close to 20%). The majority of the European visitors come from UK, France, Germany, Holland, Italy, Spain, and Switzerland. European tourism in Costa Rica happens year-round but peaks in the winter (summer for Costa Rica). Since the end of 2012, the ICT has worked with a promotion agency in Spain named the Central America Tourism Agency (CATA). The economic crisis that started in 2008–2009 forced the ICT to increase its visibility and promotion in the European market, especially in markets such as UK, France, Germany, Spain, and other markets such as Belgium, Russia, Sweden, and Switzerland (E. Obando, personal communication, October 2, 2012). In 2008, two million tourists visited the country, generating two billion USD. In 2009, the number of tourists declined by 99% (“Instituto Costarricense de Turismo,” 2010). The visits of foreign tourists had increased more than 10% by the end of 2011 (“International tourist arrivals,” 2011). Overall, tourism represents 7.4% of Costa Rica’s GDP and 19% of total exports.

The ICT’s main strategy has been to educate and attract all demographics (e.g., families, students, eco-tourists, adventure seekers, etc.) that may find the characteristics of Costa Rica interesting. Allan Flores explained the offerings of the destination for a variety of tourists:

Tourists can also go diving among a wealth of marine species, sport fishing, bird watching, surfing, hiking through forests, canopying, white-water rafting, and kayaking. There are also dozens of beaches that offer year-round open air [sic] activities thanks to the beautiful tropical forests and pleasant temperatures throughout the country.

Flores, 2012, para. 3

The ICT sponsors and carries out formal and informal research to understand the media use of the identified tourists, and that helps ICT develop, execute, and measure effective campaigns. ICT has successfully developed and included social media and interactive online campaigns in its communication efforts to attract potential foreign tourists.

How is the Global Strategic Communication Function Structured?

The ICT’s vision is “to be the leading and rector institution for the country’s tourism activity” (“Vision,” n.d.). Its mission is stated in a National Development Plan, quoted on the ICT website: “Promote a wholesome tourism development, with the purpose of improving Costa Ricans’ quality of life, by maintaining a balance between the economic and social boundaries, environmental protection, culture, and facilities” (“Mission,” n.d). ICT’s main functions are:

strengthening of the processes of formulation and implementation of planning for tourism development, attraction and assessment of investors, development of quality and competitiveness systems, development of marketing in an integral way, tourist attention, generation of information for decision-making, reinforcement of processes for improving administration (comptrollership services, income, administrative analysis, among others)”.


In particular, the Director of Marketing is in charge of global strategic communication efforts through the departments of Research and Evaluation and Promotion (Instituto Costarricense de Turismo,
The ICT Director of Marketing coordinates its campaigns with the network of embassies and
consulates of Costa Rica worldwide, as well as with advertising and public relations firms and travel
agency operators. The ICT’s institutional policies state: “All of the international and national promo-
tion will be done according to specific plans that have been designed keeping in mind the private
sector’s and related communities’ proposals, responding to a vision and the country’s tourism goals
at large” (Institutional policies, n.d., para. 9).

**What are the Outsourcing Marketing, Advertising, and Public
Relations Agencies Employed?**

The agency in charge of the advertising efforts in North America and other markets is 22Squared.
This agency is located in Atlanta, Georgia. Burson-Marsteller handles the public relations for North
America, the rest of the markets are handled through CATA or in-house (E. Obando, personal com-
munication, October 2, 2012). The ICT is also interested in developing domestic tourism among
Costa Ricans, especially during the low season of international tourism. The ICT targets domestic
tourists and encourages travel through local public relations and advertising campaigns. The goal is
to use the extensive tourist infrastructure to spread awareness among citizens about the importance
of the tourist industry and the preservation of the natural environment Costa Rica has to offer to
the world. The domestic agency for the ICT is Comunicación Corporativa Ketchum, which is an
affiliated agency of the Omnicom Group with roots in Costa Rica. ICT works closely with its vari-
ous outsourcing agencies, both local and global, to develop specialized campaigns and drive efforts
to attract domestic and international tourists.

**How was the Campaign Planned, Executed, and Evaluated
in terms of Coordination and Control?**

The planning of the “no artificial ingredient” campaign was carried out by the ICT Director of
Marketing and McCann Erickson Worldwide, a marketing communication agency of the Interpublic
Group of Companies. The approval of the global strategic communication plan and its objectives,
strategies, and tactics was granted by the ICT Board of Directors (E. Obando, personal communi-
cation, October 2, 2012). The execution is also the responsibility of both the agency and the ICT
marketing team. The main evaluation efforts have focused on the assessment of the country brand.
These global branding efforts were still underway while this chapter was being written. A highly
standardized approach was adopted for the campaign, in which the ICT (client) exercised the control
and McCann Erickson (marketing communication agency) coordinated the effort. A moderate level
of centralization was followed for the content of communication materials, in which language and
currency accounted for a degree of localization, with the rest of the content standardized.

**No Artificial Ingredients** has been one of the hallmark campaigns of ICT, and the tourism brand-
ing efforts, including advertising, sales promotion, marketing, and public relations, are still being
used to promote Costa Rica globally. The branding efforts of the destination have been effective
according to the studies ICT has commissioned (E. Obando, personal communication, October 2,
2012). The Foreign Agents Registration Act (FARA) reports the money spent on media relations
campaigns carried out by Burson-Marsteller for the Costa Rican Tourism Board since 2009. A total
of $2,966,082 has been spent on monitoring and analyzing news coverage, writing news releases,
distributing to the key media, organizing events with travel industry partners for consumers and
agents, fulfilling media inquiries, and organizing media familiarization trips to Costa Rica (Foreign
Agents Registration Act, 2011).

Media relations techniques were part of the strategic plan. The most successful efforts resulted
from familiarization tours, in which media professionals had a direct encounter with the land of “no
artificial ingredients.” The following section focuses on one aspect of the ICT global strategic communication efforts to cultivate effective global media relations.

**Familiarization Tours: Teaming Up With Foreign Media Professionals**

Invited by the ICT, the first author of this chapter participated in a familiarization tour throughout Costa Rica in Summer 2010. This opportunity was used to conduct participant observations. This section of the chapter summarizes the first author’s observations of the global media relations activity that was conducted by ICT. Guided by the no artificiality theme, the author’s itinerary included an eco-lodge, a grand tourism hotel with national and global sustainability certifications, hot springs, zip lining, marine life and wildlife watching, volcano sights, national parks, pristine beaches, and an indigenous territory. The familiarization tour also entailed talks on sustainable development and indigenous cultural preservation given by managers of the lodge and hotel where the author stayed.

The process of familiarization tours are controlled by ICT and coordinated by the public relations agency. Foreign journalists and media professionals request guided tours or are invited strategically by the ICT, targeting various media outlets of specific markets with their potential to reach prospective tourists. Once the list of invitees is finalized, sent out, and confirmed, the marketing team assesses the needs and expectations of the professional guests through emails and telephone conversations. The logistics are planned in detail, and the marketing team sends out regulatory paper work (including visa documents or formal invitations), itineraries, logistics, timelines, welcome guides, and information regarding the assigned trained guides and/or drivers. The ICT is always very careful in explaining and setting expectations for the media guests regarding rules and conditions of travel expenses and sponsorships. Upon arrival, media guests are assigned to their respective guides or drivers who are responsible for ensuring a successful stay for the guests. Each media guest’s requests for language translators and assistance in overcoming other cultural barriers and time orientations are specially arranged.

English is an international language that facilitates the work with media representatives from various markets of the world, and it is the preferred language for the ICT familiarization tours, unless otherwise specified by the media guests. The guides and drivers have experienced a variety of behaviors and attitudes from visiting media professionals, and find it easier to interact with and relate to some guests more than others. Rapport and empathy between guides and guests inform interpersonal relations on the tours, and, ultimately, may affect guests’ impressions of their visit. The ICT marketing and promotion team is aware of how preparation, coordination, and personal treatment of visiting media professionals may influence the perceptions they have or develop regarding not only the professionalism and qualities of ICT personnel, but also, more importantly, Costa Rican tourism itself.

The first author’s guide and driver explained some sensitive issues that should be treated carefully during familiarization tours, such as the exchange of gifts and valuable perks, the safety and comfort of guests, and hotel and tour operators’ expertise on environmental and sustainability issues, among other subjects. Close coordination and constant communication between the ICT administrative headquarters and the guides and drivers guarantee a smooth running of the media professionals’ familiarization tours. Any change or delay in the agenda is immediately reported and adjustments are subsequently made. Almost all aspects of familiarization tours for international media are guided by written policies, especially those which refer to guides or drivers’ allowed behaviors and interactions with guests. Administrators and guides or drivers issue standard final reports with evaluations and recommendations. These reports are intended to support stated objectives and register best practices.

At the end of the familiarization tour, the slogan “no artificial ingredients” acquired a different meaning for the first author. It became a tangible subject with multiple reinforcements. The campaign’s claims and promises were fulfilled greatly in the context of the tour. Media familiarization tours are one
of the examples of how ICT strengthens its global strategic campaign. These tours support the solid foundations of tourism in Costa Rica by emphasizing the country’s long-term programs to preserve and enhance their natural, human, and cultural environments. This is a universal theme that should resonate with today’s international tourists, and will resonate for generations of tourists to come.

Conclusions and Perspectives

The complexity of global strategic communication increases because of the existence of a multiplicity of home, host, and transnational stakeholders and consumer groups. They are exposed constantly to claims, promises, and calls for action from a variety of organizations with domestic and foreign roots. Organizations operating in multiple markets face the challenge of being consistent with their core messages and yet relevant to local needs and expectations. Coordination, control, and standardization are essential to the success of multinational campaigns. Regarding the standardization—localization continuum, the approach taken by an MNC is not as important as the core foundation and distinctiveness of its offerings and rewards. Here the authors have presented an international case in which standardization was the strategic preference over localization in certain management functions. Costa Rica, as described in this chapter, is a unique case in that it offers a tourist destination with appealing characteristics for domestic and international tourists who are in search of natural and safe environments.

The case study was a unique way of applying the fundamentals of strategic communication in a tourism setting. However, in terms of research, studying other economic sectors will help determine the use of specific coordination and control mechanisms and the extent of standardization or localization of global strategic communication strategies and tactics. Further research is important to understand how organizations, operating in a diverse but interconnected world, can accomplish their goals and objectives through the adaptation of coordination control and standardization and localization efforts.

Research in strategic communication should analyze political, social and economic factors that can influence any organization. Comparative research of these determinants can guide organizations to deal with environmental complexity and reinforce a clear brand identity. Thus, organizations ought to invest in global strategic communication that accounts for challenges in strategically planning and effectively executing communication campaigns.

Note

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References


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