

Neo-Institutionalistische Perspektive

einleitendes Referat im
Seminar Unternehmenskommunikation

Dr. Dennis Schoeneborn

Institut für Betriebswirtschaftslehre, UZH

27.02.2012

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Kurze Fragen

- War hat bereits in einer Organisation gearbeitet (Praktikum, Studentenjob, Verein, Unternehmen, etc.)?
- Wer besitzt mindestens ein Apple Produkt (Macbook, Mac, iphone, ipod, TV, etc.) (benötigen wir für die Fallstudie)
- Murmelgruppe I: Was verstehen Sie unter Unternehmenskommunikation?
- Murmelgruppe II: Welche Punkte sind Ihnen bei der Lektüre zu Meyer & Rowan 1977 besonders aufgefallen?

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I U-Komm

- > Strategie
- > Stakeholder
- > Ideen, Entscheidungen & Lösungen
- > Legitimation
- > verbal / non-verbal
- > intern & extern
- > "in, von und über" Org/Unit.

II Meye & Rowen 1977

- > Ritual & Rhythmen
 - > Formalstruktur / Bürokratie
 - > Effizienz
 - > Legitimität
 - > Entkopplung
 - > Problemlösungskatalogen
 - > Rationalisierung
 - > hochstrukturalistische Ges.
 - > Konsumption
- Handwritten notes in green:*
 - "Hochstrukturalistische Ges." is written next to "Legitimität".
 - "Rationalisierung" is written next to "Entkopplung".

Institution

- ① Zustand
- ② Prozess



Ablauf

- Übersicht CC/UK & Institutionalismus
 - Trends & Entwicklungslinien Corporate Communications
 - Entstehungszusammenhang NSI
 - Klassiker I: Meyer & Rowan 1977
 - Klassiker II: DiMaggio & Powell 1983
 - Konsequenzen für die Unternehmenskommunikation
- Pause
- Fallstudie & Diskussion

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Intro Unternehmenskommunikation

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Job Summary

Company

Rockwool Ltd

Location

Hammersmith, London

Industries

Retail

Job Type

- Full Time
- Temporary/Contract/Project

Career Level

Experienced
(Non-Manager)

Salary

20,000.00 - 25,000.00
GBP per year

Job Reference Code

474523

Contact Information

- Rockwool Ltd
- Rockwool Ltd

Public Relations & Communications Executive

About the Job

Public Relations and Communications Executive - 12 month Fixed Term Contract

£20,000 - £25,000 basic + excellent benefits

Hammersmith, London

Rockwool Ltd is one of the UK's leading manufacturers of energy efficient insulation solutions and a member company of the Rockwool Group, one of the world's leading players in the building industry. Following an extensive period of investment, Rockwool is now looking to recruit a professional **Public Relations and Communications Executive** on a 12 month Fixed Term Contract.

As a key member of the wider Corporate Affairs team you will be responsible for providing support to the Corporate Affairs Director support in activities relating to public relations, public affairs and external relations.

This will involve:

- Liaising with external agencies to ensure deadlines are met and all external communication is factually correct and reflects the direction of the organisation.
- Producing research, analysis and copy relating to a number of market related communications
- Representing the organisation in external groups and coordinating activities with key NGO partners
- Monitoring the wider media on a range of issues, disseminating all relevant information to suitable parts of the business.
- Pro-actively acting as internal brand champion for the Corporate Affairs team.
- Ad hoc administrative and organisational tasks as directed by the Corporate Affairs Director.

The role is located at Rockwool's Hammersmith office in London which is commutable from **Chiswick, Ealing, Wandsworth, Richmond, Twickenham, Isleworth, Hounslow, Brent or Kingston.**

We offer a very competitive salary between £20,000 - £25,000 + excellent benefits which include 30 days annual leave plus bank holidays and a contributory pension scheme.

The successful applicant will be an accomplished PR professional educated to degree standard (at least 2:1) in either a Humanities or Public Relations related discipline who is able to demonstrate a keen interest in current affairs. You will have a number of years media experience, ideally in a PR agency, think tank or external communications team working as either a **Public Relations Officer, Public Relations Consultant, Communication Officer, Public Affairs Executive, Communication and Relations Officer.**

All applicants will have excellent communication skills, be self motivated with the ability to autonomously and be able to write high quality copy under pressure.

This is a unique opportunity to join a market-leading organisation.

organizational functions

- boundary-spanning
- environmental reflexivity
- monitoring (classifying)
- representing (legitimizing)
- enacting the environment
- performative expression
- access to top management
- > *symbolic / ceremonial management*

PR as professional field

- academic requirements
- socialization (normative form of isomorphism)
- certification (required)
- personal skills

7

the velvet ghetto

- badly paid
- low status
- feminization

<http://jobview.monster.co.uk/Public-Relations-Communications-Executive-Job-Hammersmith-London-UK-98412926.aspx>

EUROPEAN COMMUNICATION MONITOR 2011

Most important issues at a glance

| Most important issues for communication management until 2014 | | |
|---|--|-------|
| 1 | Coping with the digital evolution and the social web | 54.9% |
| 2 | Linking business strategy and communication | 44.0% |
| 3 | Dealing with sustainable development and social responsibility | 37.2% |
| 4 | Dealing with the demand of new transparency and active audiences | 35.1% |
| 5 | Building and maintaining trust | 30.1% |

Beratung und Planung



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Kommunikation & Wahrnehmung

It's time to think outside the barrel.

Challenge: To meet the fast-rising energy demand for electricity that production sites were needed to reduce greenhouse gas emissions. One step was to bring solar generation, a process that burns clean the electricity. At one of our refineries, it helped to reduce nitrogen oxide emissions by 50%.

Challenge: Our Leader Awards Program has added millions of dollars to schools and communities for educational programs. Our Solar in Schools Program, an innovative learning experiment, puts solar not just in the curriculum but in the school, providing energy for the building.

Challenge: To provide heat, power and mobility for the U.S., new pipelines had to be built. In Louisiana, BP pioneered a new standard for pipeline construction. Working with environmental groups, community leaders, state local systems, we produced a solution that preserved wetlands.

bp
beyond petroleum

Seid doch froh, dass wir keine Atomkraftwerke bauen!

bp
Das Bisschen Öl im Golf

<http://www.coloribus.com/adsarchive/prints/petrol-think-outside-the-barrel-6339605/>

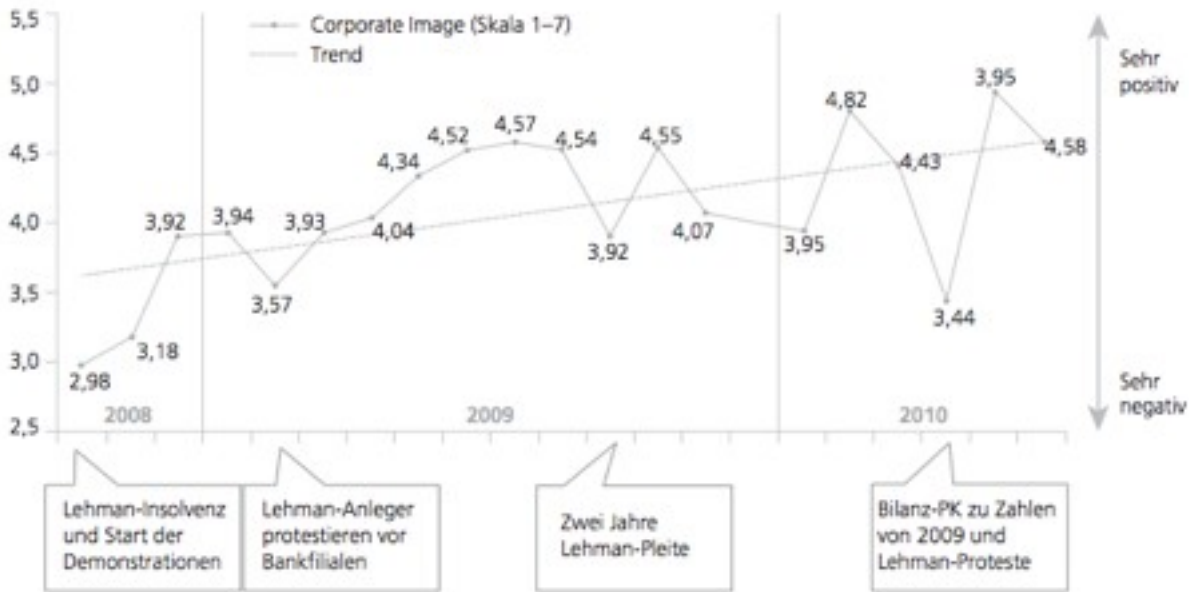
http://asset.soup.io/asset/0859/2100_0435.jpg

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Kommunikation gegen die Vertrauenserosion

Wie Daten Zeigen

Imageverlauf Oktober 2008 bis Juni 2010



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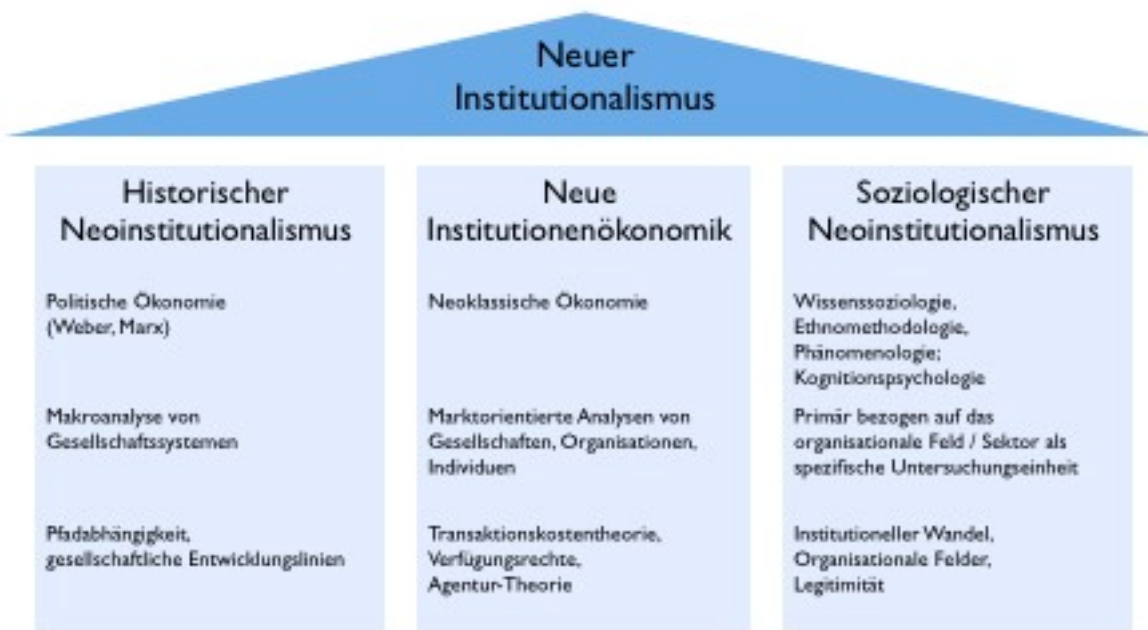


Übersicht Neo-Institutionalismus

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Strömungen Neuer Institutionalismus



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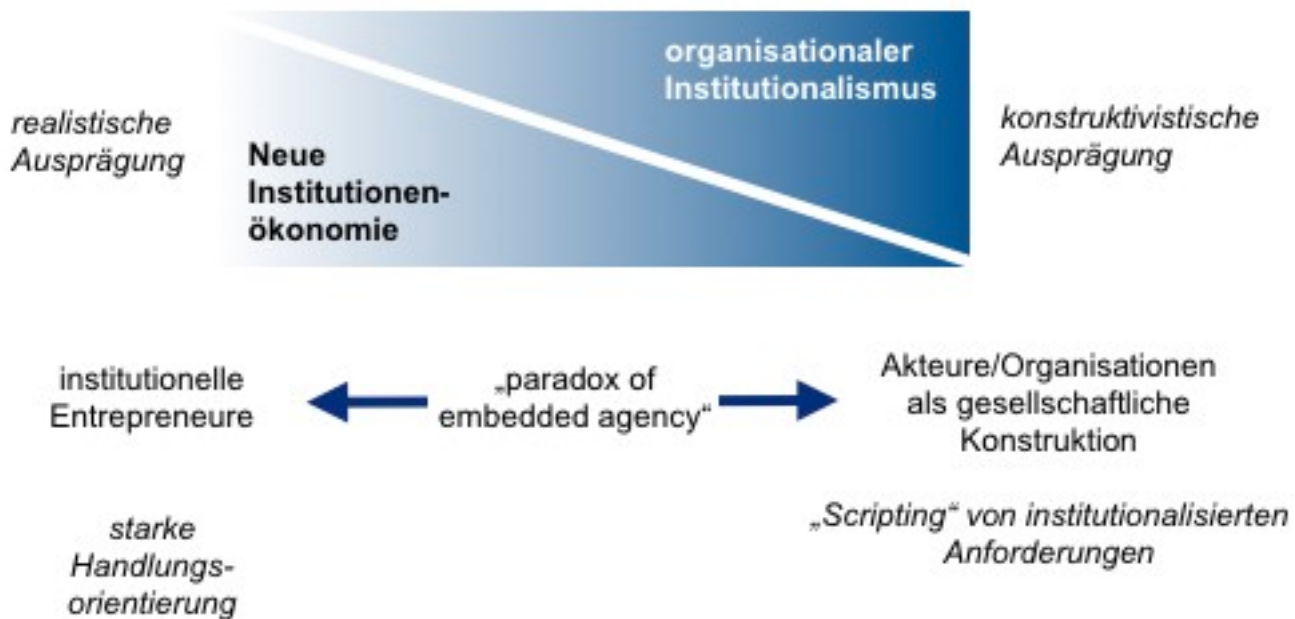
Grundlagen

- „The new institutionalism in organization theory and sociology comprises
 - a **rejection of rational-actor models**,
 - an interest in institutions as **independent variables**,
 - a turn toward **cognitive and cultural explanations**,
 - and an interest in properties of **supraindividual units of analysis**.“

DiMaggio & Powell 1991, S. 8

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Akteurs- / Organisationsverständnis



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Institutionenbegriff

- „historische, zeitlich und räumlich weitreichende soziale Phänomene mit objektivem Wirklichkeitsgehalt und sozial legitimer Existenz“ (Schiller-Merkens 2008, S. 42)
- „the process by which social processes, obligations, or actualities come to take on a rulelike status in social thought and action (Meyer & Rowan 1977, S. 341)
- „übergreifende Erwartungsstrukturen (...), die darüber bestimmen, was angemessenes Handeln und Entscheiden ist“ (Hasse & Krücken 2005, S. 15) beschreiben.

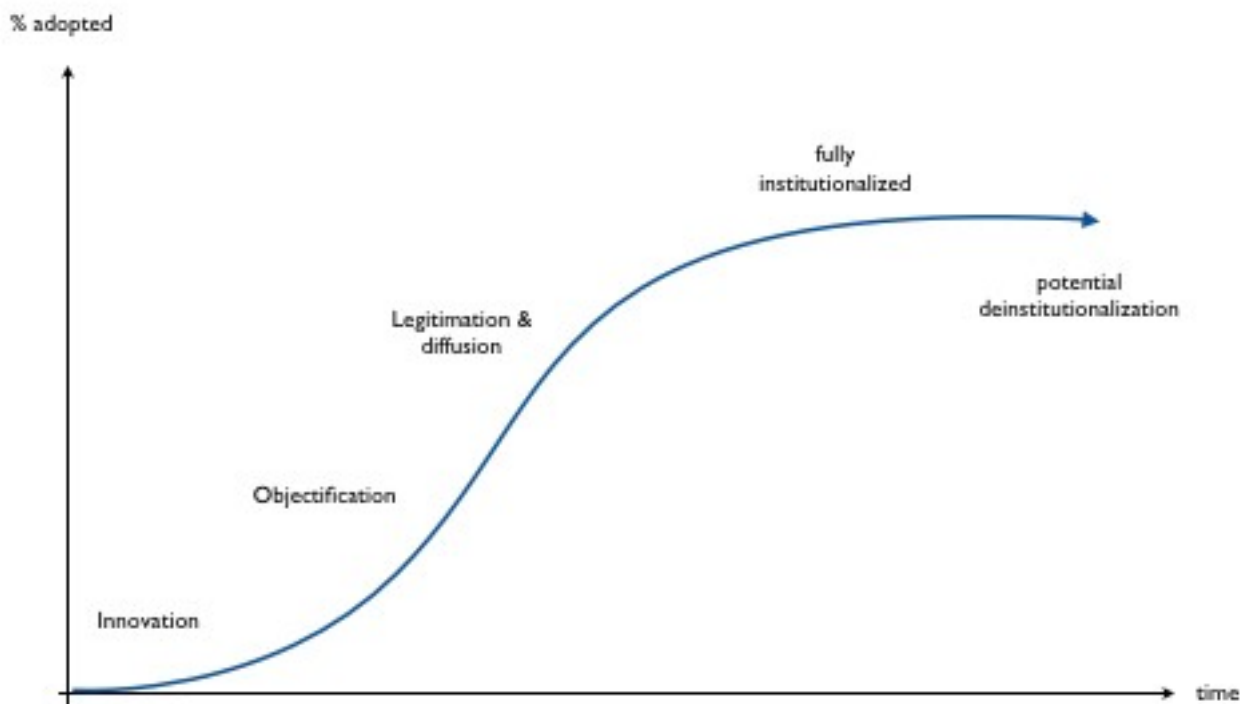
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Institutionen manifestieren sich...

- ... in der Praxis (und sind deshalb beobachtbar)
- ... in „Glaubensätzen“ (beliefs) und beinhalten kognitive und emotionale Fundamente für Entscheidungen
- ... in langsamen Wandlungsprozessen („persistence“)
- ... durch formalisierte Regeln („written, archived“)

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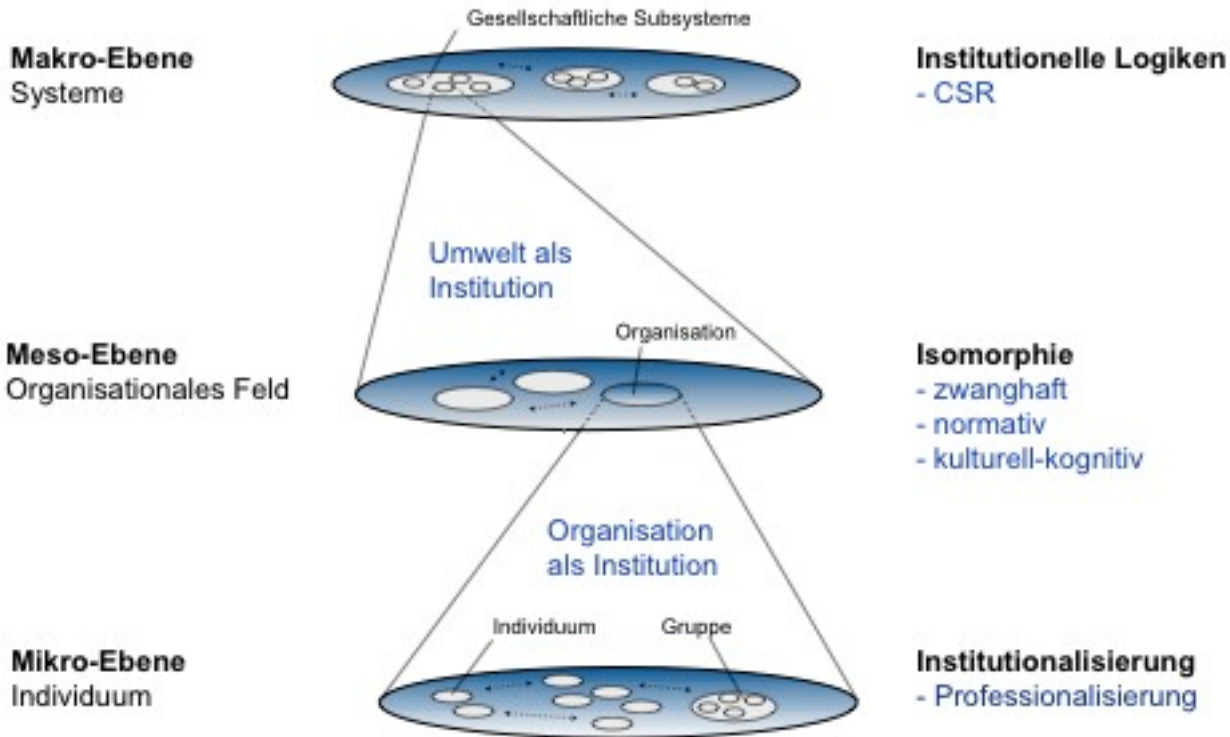
Institutionalisierung als Prozess



adapted from Jennings/Greenwood (2003): Constructing the iron cage. Institutional theory and Enactment. In Westwood/Clegg (Ed.): Debating Organizations. Oxford: Blackwell, p. 196

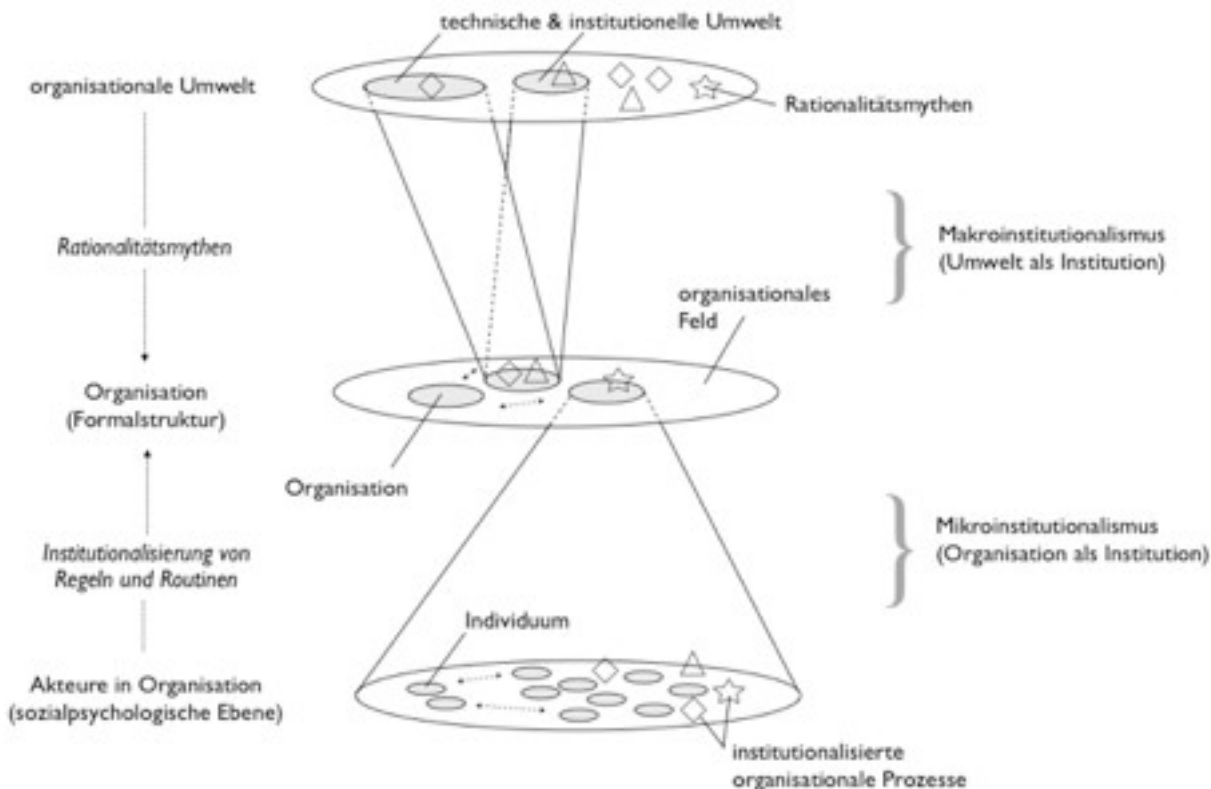
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Institutionenverständnis



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Zusammenhang der Ebenen



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Autoren

▪ John W. Meyer

- PhD Columbia University, NY
- seit 1978 Stanford University, CA
- Neo-Institutionalismus, World Polity



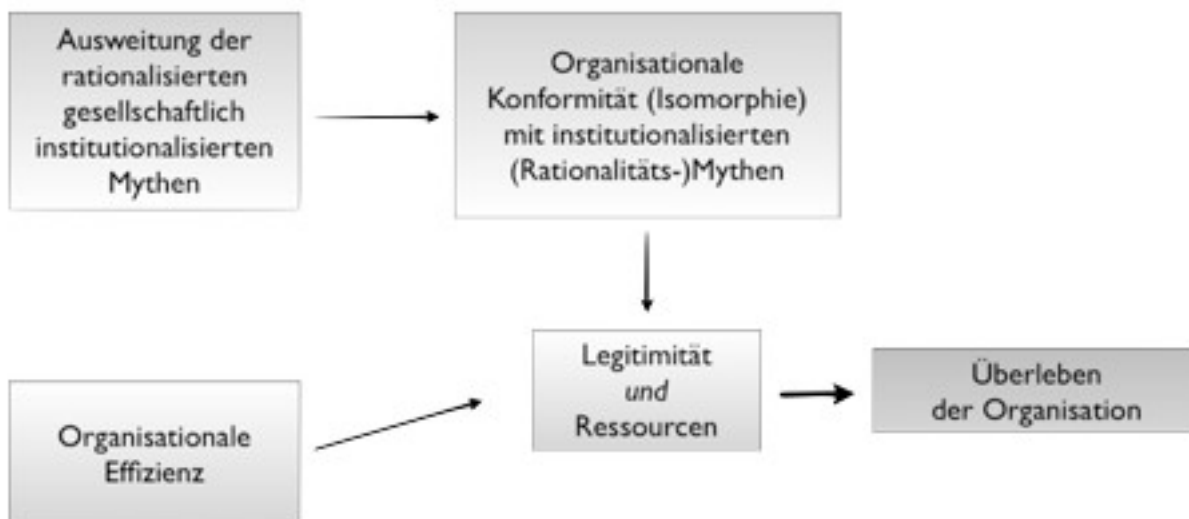
▪ Brian Rowan

- PhD-Student von Meyer
- PhD Stanford
- Prof. University of Michigan
- Schulreform, institutioneller Wandel



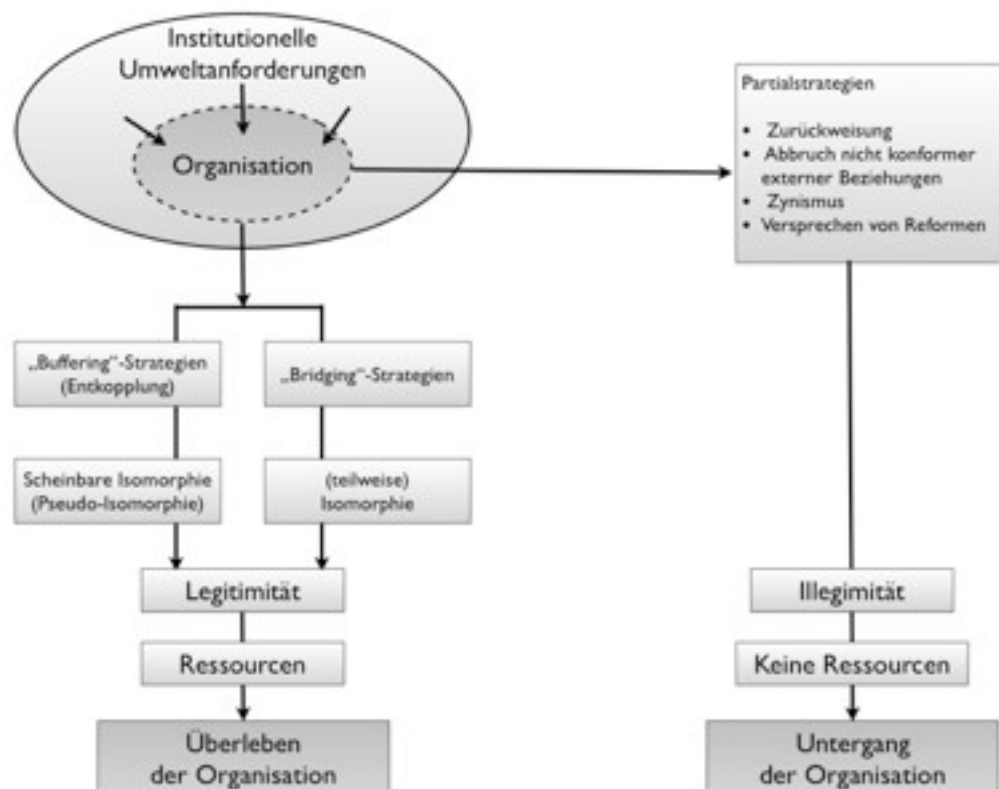
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Argumentationslinie



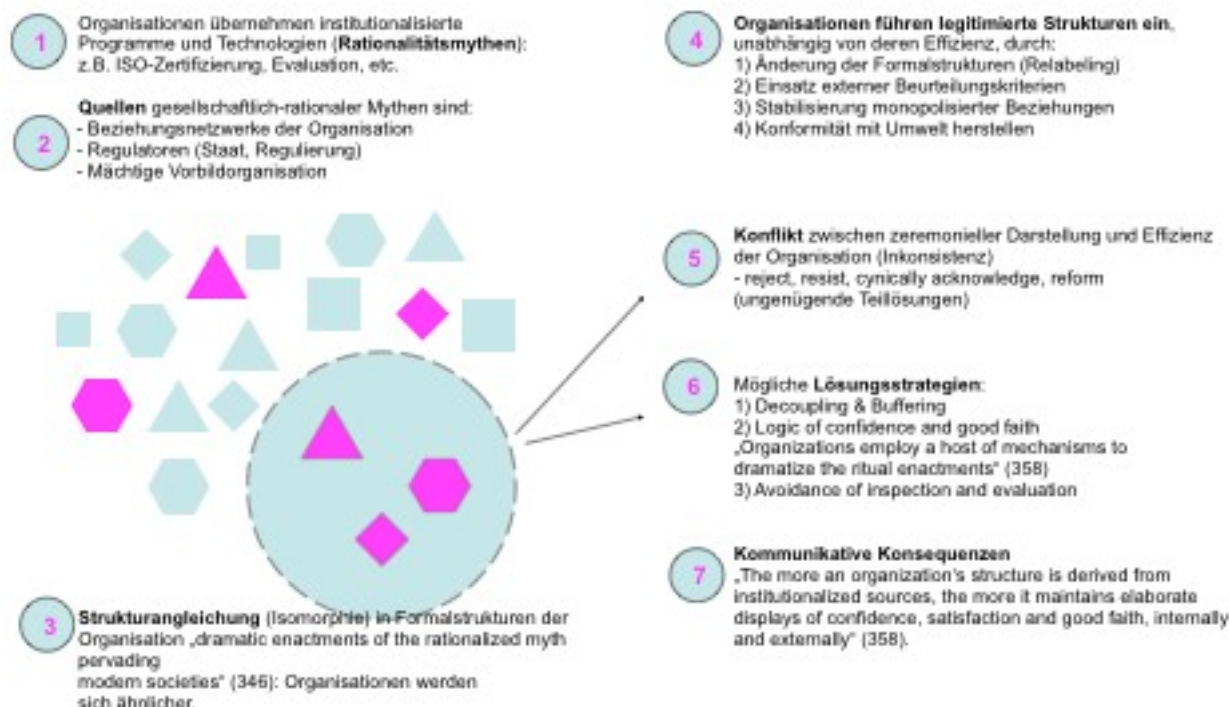
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Argumentationslinie II



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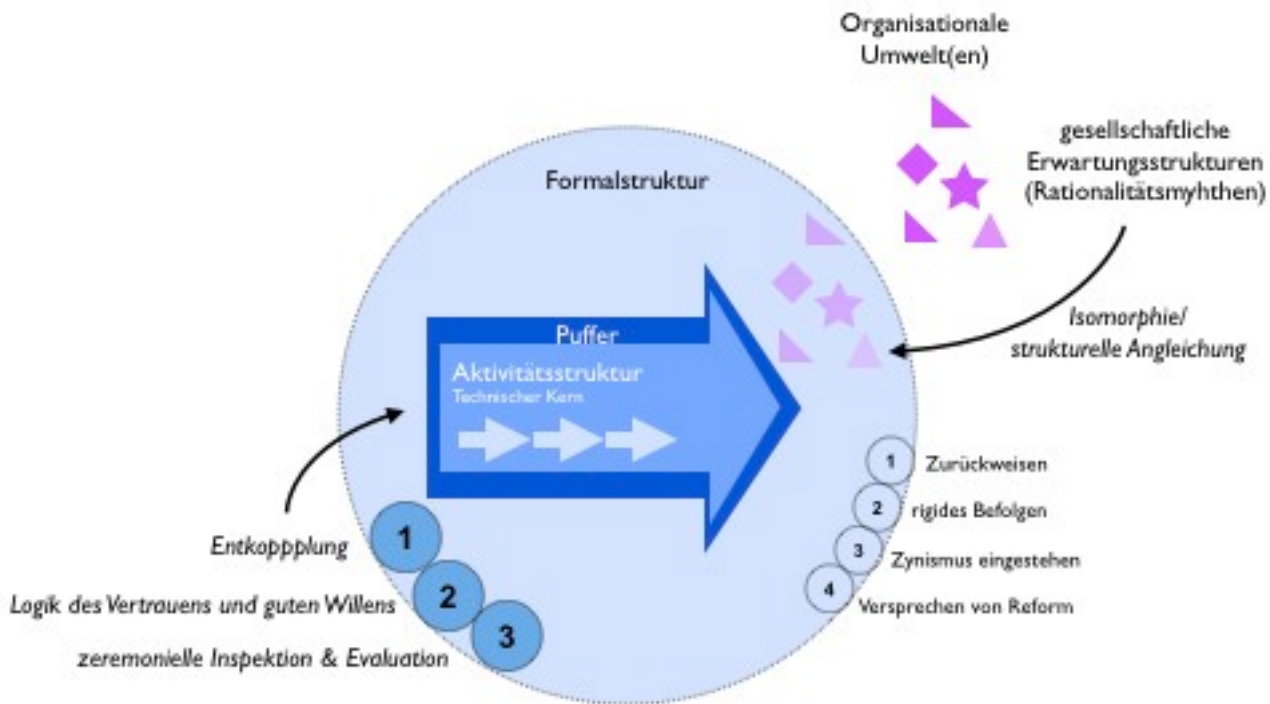
Meyer & Rowan 1977



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Meyer, J. & Rowan, B. (1977): Institutionalized Organizations: Formal structure as myth and ceremony. In: AJS, 83(2), 340-363.

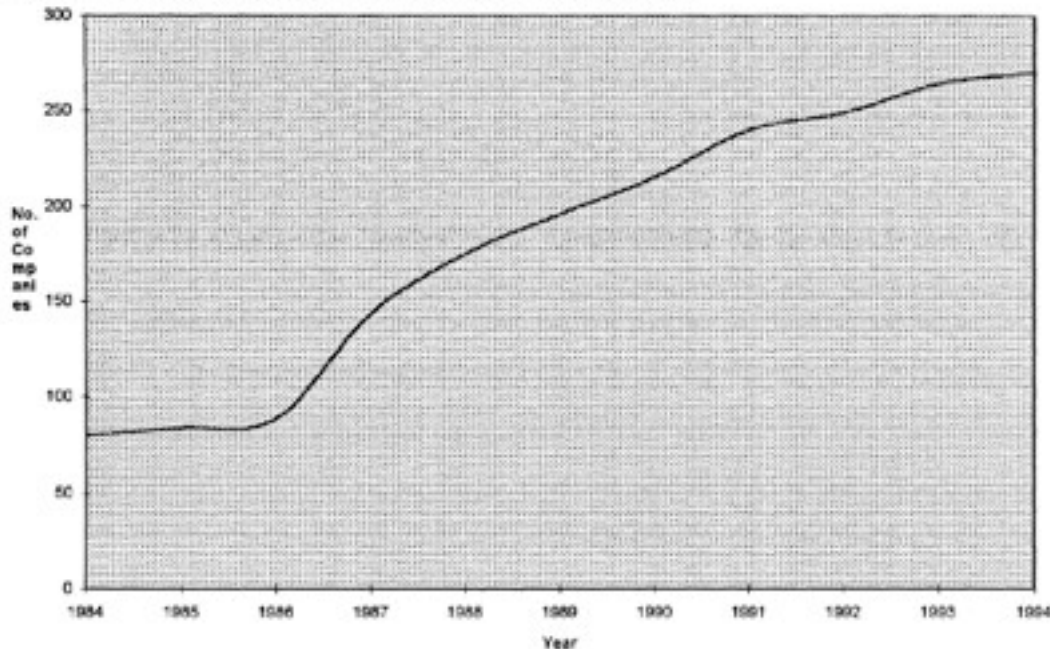
Theoriefigur Entkopplung



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Investor Relations in Fortune 500 companies

Investor Relations Departments in Fortune 500 Industrial Companies



Quelle: Rao, H. & Sivakumar, K. (1999): Institutional Sources of boundary-spanning structures: The establishment of Investor Relations Departments in the Fortune 500 Industrials. In: Organization Science, 10(1), 27-42, 29

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Institutionelle Einflussfaktoren auf Unternehmenskommunikation

| Scott's (2008) Typologie | <i>Regulative Säule</i> | <i>Normative Säule</i> | <i>Kulturell-kognitive Säule</i> |
|--|--|--|--|
| Meyer and Rowan (1977) | Gesetzliche Vorschriften | Öffentliche Meinung | Unhinterfragte Maßnahmen |
| DiMaggio and Powell (1983) | Zwang/Regulierung | Normative Regeln | Mimesis/Anpassung |
| Institutional indicators | Regeln, Gesetze, Sanktionen | Zertifizierung, Akkreditierung, Evaluation | Gemeinsam geteilte Überzeugungen |
| Mechanismen der Institutionalisierung | – gesetzliche Regelungen wie die Veröffentlichung von Jahresberichten bei AGs | – Öffentliche (An-)Forderungen; aber auch Logik des Mediensystems – Professionalisierung der Ausbildung | – Kopieren oder imitieren erfolgreicher Organisationen – Einfluss von Beratern und Agenturen |
| Beispiele für strategische Kommunikation | – Konstitution der Finanzkommunikation, Corporate Social Responsibility, etc.; auch mit Funktionen und Ausbildungen in Organisationen | – Einfluss der Medienlogik auf die Organisation – Regel- und Beziehungsnetzwerke zwischen Organisationen und Mediensystem – Rolle von Verbänden (SPRG, SPRI) | – Managementmoden in der PR (Social Media, Evaluation) – Diffusion von Managementmodellen in Organisationen (Wertschöpfung, etc.) |

„Was der Scheinwerfer sichtbar macht, das hängt ab von seiner Lage, von der Weise, in der wir ihn einstellen, von seiner Intensität, Farbe und so fort; es hängt natürlich auch weitgehend von den Dingen ab, die von ihm beleuchtet werden.“

Karl Popper



Fallstudie & Diskussion

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Was reagieren Sie als Apple-Kommunikationsverantwortlicher?

- http://www.youtube.com/watch?v=jMQCbE54_5g
(ZDF Frontal zu den Arbeitspraktiken von Apple)
- Warum handeln die Kommunikationsverantwortlichen so, wie sie handeln?
- Was sagen Neo-Institutionalisten dazu?
- Und was würden CCO-Vertreter entgegnen?

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Supplier Responsibility Progress Report

Apple's Supplier Responsibility Progress Report details our efforts to improve worker protections and factory conditions. This report also includes results from our 2011 audits.

Highlights from the 2012 Report

- In 2011, we conducted 229 audits throughout our supply chain — an 80 percent increase over 2010 — including more than 100 first-time audits. We continue to expand our program to reach deeper into our supply base, and this year we added more detailed and specialized audits that focus on safety and the environment.
- Apple-designed training programs have educated more than one million supply chain employees about local laws, their rights as workers, occupational health and safety, and Apple's Supplier Code of Conduct.
- Our audits have always checked for compliance with environmental standards. In 2011, in addition to our standard audits, we launched a specialized auditing program to address environmental concerns about certain suppliers in China. Third-party environmental engineering experts worked with our team to conduct detailed audits at 14 facilities. We uncovered some violations and worked with our suppliers to correct the issues. We will expand our environmental auditing program in the coming year.
- We have a zero-tolerance policy for underage labor, and we believe our system is the toughest in the electronics industry. In 2011, we broadened our age verification program and saw dramatic improvements in hiring practices by our suppliers. Cases of underage labor were down significantly, and our audits found no underage workers at our final assembly suppliers.
- We offer continuing education opportunities at our suppliers' facilities free of charge. More than 60,000 workers have enrolled in classes to study business and entrepreneurship, improve their computer skills, or learn English. And the curriculum continues to expand. We've also partnered with some local universities to offer courses that employees can apply toward an associate degree.

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[iPod](#)
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Supplier Responsibility at Apple

Apple is committed to the highest standards of social responsibility across our worldwide supply chain. We insist that all of our suppliers provide safe working conditions, treat workers with dignity and respect, and use environmentally responsible manufacturing processes. Our actions — from thorough site audits to industry-leading training programs — demonstrate this commitment.



Labor and Human Rights

Our suppliers must uphold the rights of their workers. Apple does not tolerate involuntary labor, underage labor, or discrimination. And as a member of the [Fair Labor Association](#), we are setting a new standard in our industry for



Worker Health and Safety

Our suppliers must create a safe and healthy work environment for their workers. Safety equipment, proper ventilation, and emergency procedures are just the beginning. We go even further with safety training and worker



Environmental Impact

Our suppliers must use environmentally sound processes, including managing hazardous substances, treating wastewater, and limiting air emissions. It's all part of a commitment that starts with product design and continues



Code of Conduct



Labor & Human Rights



Health & Safety



Environmental Impact



Ethics

Apple Supplier Code of Conduct

Full commitment to the principles and standards of the Apple Supplier Code of Conduct is a condition of doing business with us. And while our code is based on strict international standards, it's how we enforce it that truly makes a difference to the people who are involved in making our products in facilities around the world.

[Download the Code of Conduct \(PDF\) ▶](#)



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Workers at an Apple supplier facility in Shanghai

What the code says.

The Apple Supplier Code of Conduct requires suppliers to provide safe and healthy working conditions, to use fair hiring practices, to treat their workers with dignity and respect, and to adhere to environmentally responsible practices in manufacturing. To that end, the code includes standards in the areas of [Labor and Human Rights](#), [Health and Safety](#), [Environmental Impact](#), and [Ethics and Management Commitment](#).