



BALANCE
green and stable

**GREEN POLICIES & FINANCIAL
SUSTAINABILITY
TRAINING PROGRAM
IO2 – A5**

Module 6

Author(s): CCSDE

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the
Erasmus+ Programme
of the European Union



Module 6

Table of Contents

Module 6 – External and internal communication methods	3
Description	3
Learning outcomes (for decision-makers).....	3
Unit 1 – External communication	3
<i>Introduction</i>	3
1. <i>Promotion and visibility of a green initiative to customers and the general public</i>	4
<i>Challenges/Risks</i>	9
2. <i>Networking and further opportunities supporting green SMEs</i>	9
Unit 2 – Internal communication	11
<i>Introduction</i>	11
1. <i>Promoting green practices inside a company online and offline</i>	12
2. <i>Sensitising employees: finding a common vision</i>	15
3. <i>Alignment of internal and external communications</i>	16
<i>Effective communication strategies</i>	16
<i>Cost-effective communication</i>	17
Conclusion	20
Case studies/Success stories	20
References	23

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Module 6 – External and internal communication methods

Description

This module is about external and internal communication methods specific to green practices. The unit on external communication focuses on how to make visible an internal initiative related to a green practice. It further explains how external communication can foster networking and finding opportunities that support green SMEs. The chapter also tackles internal communication, which is essential to maintain cohesion within a company.

Learning outcomes (for decision-makers)

- Cognitive: Gain a deep understanding of the importance of green initiatives in a competitive market; cultivate knowledge of various communication channels, both formal and informal.
- Affective: Be open to criticism; utilise feedback; respond to challenges; organize appropriate action.

Timeframe: 45'

Unit 1 – External communication

Introduction

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Over the last decade, discussions **on good practices and sustainability initiatives** have become predominant in the business world, especially due to concerns over the alarming climate change (for the case of Ireland, see, for example, Cadogan, 2021). As a result, companies all over the world have become increasingly occupied with ways to **adopt** green practices, as well as with ways to **communicate** them to the public with the scope to turn them into a **competitive advantage** (Reilly & Larya, 2018, p.3).

1. Promotion and visibility of a green initiative to customers and the general public

In this rapidly changing world, green initiatives have become a matter of reputation and they significantly affect the image of a company and the “relationship-building between a company and its stakeholders” (Reilly & Larya, 2018, p.3). To that effect, companies benefit greatly when they invest in external communication regarding their good practice and sustainability initiatives: this is how they inform the public of their:

- *resource allocation priorities,*
- their *culture* (values, behaviours, etc.),
- and their *leadership in the sustainability domain*

(Reilly & Larya, 2018, p.1).

Subsequently, by using effective communication methods, not only do they differentiate themselves from their competitors, but they also attract and retain key stakeholders -like staff, clients, suppliers, investors, and members of the general public- that share the same vision and values.

“[...] external communication is about connecting with anyone outside of your business”

(Fabrik, 2021)

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Communicating social and environmental responsibility issues can take several forms depending on:

- the **company's size**,
- the **communication channels** that it uses,
- the **content** that it chooses to disseminate,
- and the **frequency** of communications.

Based on several studies, external communication takes place in:

- **Formal outlets**, like annual reports or other types of documentation -letters, presentations, web pages, etc. (Jouany & Martic, 2020).
- **Informal channels** like social media, or other informal information exchanges outside your organisation e.g. by your employees (these sort of channels cannot be directly regulated).
- Voluntary participation in **external rankings** (but this usually applies to large corporations, and, therefore, will not be analysed in this document)

(Reilly & Larya, 2018, p.11).

“Sustainability communication is a business strategy for companies who have integrated sustainability into their operational and strategic activities. It allows the company to tell customers, consumers, and other stakeholders on their business, operations, what you do and how you do your business using a sustainable approach” (Bhatia, 2021).

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



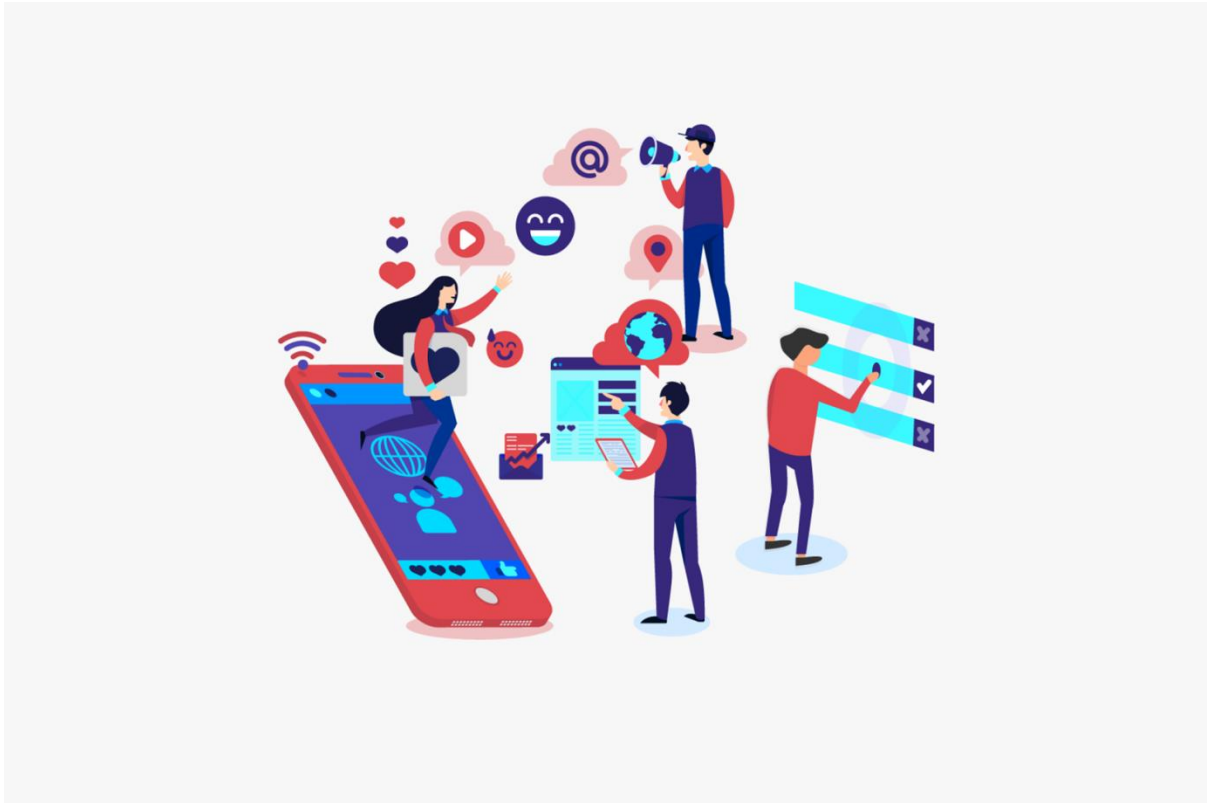


Image title: Social media

Source: Pixabay.com

The **formal** communication channels can allow SMEs to **disclose sustainability-related actions** to the public, with the scope to **enhance transparency** and **convey the message** that a green economy is a priority. These usually include:

- *Advertising* that helps a company connect with its audiences
- *Presentations and any other life events like conferences*, for sharing brand information with multiple stakeholders

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



- *Networking strategies* to enhance extroversion and help a brand grow. These include networking sites like LinkedIn.
- *E-mail marketing and newsletters*
- *Press releases*
- *Videos* (e.g. Facebook live video) for immediate outreach

(Fabrik, 2020).



In the form of reports, SMEs can publicise their principles and values and disseminate information on major issues (e.g. their energy-efficient/carbon-neutral operation, their responsible water use, etc.).



Responsible business practices can also be disclosed in the company's job adverts and during interviews to attract staff.



Marketing strategy, communications and promotional material:

Marketing tools can be used to “plan campaigns and develop communications material to promote products and services” (Linton, 2019). In the case of green practices, such strategic actions can be used to enhance **visibility** and appeal to a wide range of audiences.

Examples: digital marketing and branding; banner ads and utilisation of advertising networks (Duben, 2021), relative content on the company website, infographics, E-mail marketing/newsletters, social media marketing, press releases, leaflets, brochures.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





<https://www.youtube.com/watch?v=bixR-KIJKYM> “Digital Marketing In 5 Minutes |

What Is Digital Marketing? | Learn Digital Marketing | Simplilearn”



<https://www.youtube.com/watch?v=ZY3RFWKOTNU> “Creating a Communications

Plan”



Image title: Internet

Source: Pixabay.com

Informal communication via **social media** (e.g. Twitter, Facebook, Instagram, YouTube, blogs, etc.) can help SMEs disclose information about their sustainability agenda to large audiences and alert them of the company’s commitment to social responsibility.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Challenges/Risks

If communicated properly, a company's commitment to social/environmental responsibility can be transformed into a **marketing opportunity**, since it builds a company's image and reputation (Reilly & Larya, 2018). However, communication is a delicate matter that needs strategic planning and calculated decisions. As such, it is prone to problematic outputs linked both to its internal and to its external forms. Challenges and risks in sustainability communication can be summarised as follows:

- Failure to communicate the right message to the right audiences.
- Delivery channels must be carefully chosen based on their reputation and impact.
- Traditional channels benefit reporting and investing but digital channels have greater impact/outreach and offer the possibility for measurement.
- 'Greenwashing': the risk of appearing more sustainable in marketing and communication tools than what a company *really* is (Bhatia, 2021). Greenwashing results in transparency and trust issues.

2. Networking and further opportunities supporting green SMEs

Communicating responsible business practices can benefit the environment and the local community; it can also offer great advantages to the organization itself:

1. It keeps key groups informed of the respective planning and actions. Apart from devoted staff that shares the same vision, responsible businesses can attract and retain customers, investors, suppliers, and many other groups of people belonging to the general public.
2. It helps define the business's principles and values and earn the public's trust.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



To be successful, communications must deliver proper information to proper audiences with the scope to cultivate networking channels and include key actors in the company's efforts.

Networking helps:

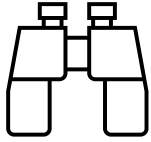
- *Broaden the information basis* on concerns, facts, arguments, and claims
- *Involve increased amounts of societal values*
- *Create a common understanding* of sustainability
- Build *bridges across numerous stakeholder groups* and engage new ones (e.g. investors)
- Find new business partners
- Increase resources/ secure financial support (e.g. grants)
- *Determine concrete goals* to be followed
- *Gain valuable feedback*
- Achieve *coordination on multiple levels*, involve many subsystems (e.g. political, scientific etc.)
- Develop a *consensus* about the implementation of sustainability strategies
- Gain *legitimacy* in sustainable development

(Genç, 2017, pp.514-515).

Networking helps a company *build a strong community around its brand*, by ensuring **positive and long-term relationships with employees, customers, and other stakeholders like investors or suppliers** (Jouany & Martic, 2020). As a result, the overall experience of interacting with the particular brand is enhanced through transparency and trust.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





<https://www.forbes.com/sites/theyec/2018/09/04/creative-networking-tips-for-small-businesses/?sh=52a87c5e6b88> “Creative Networking Tips for Small Businesses”

Unit 2 – Internal communication

Introduction

Internal communication refers to “*all the strategies that transfer information between different members of your organisation*” (Fabrik, 2021). This kind of communication must be aligned with a company’s external communication strategy to ensure cohesion and a strong brand image through unified messaging (Jouany & Martic, 2020). Internal communication strategies are employed to keep employees informed of company policies and practices, as well as to incentivise them to engage in a common vision.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





Image title: Hands

Source: Pixabay.com

1. Promoting green practices inside a company online and offline

Green practices can be communicated and promoted through online internal communication. This kind of communication can include:

- ***Employee newsletters/personalised alerts*** that can keep everybody updated about green initiatives
- ***Social intranets*** where employees can find valuable company information (e.g. Sharepoint)
- ***Team collaboration tools*** that improve communications between company employees (e.g. Microsoft Teams, Slack)

(Fabrik, 2020).

Offline communication inside a company entails the cultivation of face-to-face interpersonal exchanges. These ensure direct communication of messages, as well as a bonding

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



atmosphere where feedback is encouraged and valued. In other words, offline communication speeds up information and opinion exchanges, thus creating a positive workplace atmosphere through socialising and bonding.



Informal communication channels' challenges and risks:

This kind of communication is unofficial and largely relies on personal attitudes and social skills. Whether *upward, downward, or lateral* (MSG, 2021), informal communication is **unstructured** and usually happens in a **casual** tone; it is also often **spontaneous** and, as such, it cannot be regulated. Information communicated informally can spread very fast and, since it is **unregulated**, it is prone to rumours and often generates invalid arguments.

Therefore, decision makers must always keep in mind the fact that informal communication channels are -occasionally- **undependable, vulnerable** against incomplete or false information, **inconsistent**, and unsafe when seeking legitimisation.

Another form of offline communication inside a company refers to printed material. This kind of material can attract attention and stay memorable. Therefore, it does not only help share information; it also helps retain said information.

Offline communication can also be effective through the organisation of speeches or events dedicated to green initiatives and the respective workplace culture. Such activities can improve transparency within an organisation, as well as increase individual engagement. Responsible business strategies can be communicated and promoted offline via learning opportunities and activities.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





For example, a company can organise:

- Seminars with the scope to inform, proselytize and train its employees per green practices.
- Brainstorming sessions with the scope to facilitate sustainability-related discussions and promote collaboration.



Tips for effective informal communication:

To tackle the challenges and pitfalls of informal communication channels, decision makers must “overcome the challenges of internal information management” (Eskelinen et al., 2017). To that effect, they are advised to:

- *Frequently organise meetings and/or group events to ensure transparency and enhance teambuilding processes.*
- *Constantly keep employees well informed of things that matter.*
- *Facilitate employee access to upper management with the scope to nurture a positive atmosphere of healthy and productive exchanges.*
- *Always welcome feedback!*

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





<https://www.youtube.com/watch?v=zcWtx8AAq1M> “What is Internal

Communication? We asked 16 experts to spill the beans”

2.Sensitising employees: finding a common vision

Research shows that discussing environmental issues can increase awareness and sensitisation over sustainability practices and motivate respective actions (Goldberg et al., 2019).

Communication in business is very important as it affects *meaning and expectations* within an organisation, thus linking its effectiveness to the company’s productivity and overall performance (Genç, 2017, p.513). In other words, decision-makers need to always be alert per the following:

- Meaning is largely dependent on the way a message is delivered.
- Expectations are formed and transformed in direct relation to message-delivery modes, regardless of intentions.
- Ineffective communication results in low productivity and bad performance.

To sensitise employees per responsible business practices and establish a common vision among all stakeholders, an organisation must:

- Invest in **educating** employees about sustainability issues so that they understand the goals behind the company’s efforts.
- Keep them **informed** per the company’s strategy and actions by keeping all communication platforms integrated.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



- Implement reward-and-recognition programs.
- Solicit employee feedback on sustainability issues, especially when these are linked to job performance.
- Create a sense of teamwork and increase positivity in the workplace

(Jouany & Martic, 2020).

3. Alignment of internal and external communications



An organisation must ensure that internal and external communications are aligned and that employees and customers receive the same information.

Alignment of internal and external communications ensures (among others):

- Strategic alignment among various stakeholders and strong teamwork sense
- A consistent and strong brand image
- A unified messaging system that prevents conflict and enhances trust and personal engagement
- High response rates against changes and unforeseen challenges or barriers
- The creation and sustainment of a strong community around the brand

(SMARP, 2021).

<https://blog.smarp.com/12-reasons-why-internal-external-communications-go-hand-in-hand>

“12 reasons why internal and external communications go hand-in-hand”

Effective communication strategies

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Effective communication ensures greater impact and inspires people to share the same vision. This is especially important for green practices, as these require consensus to be legitimised and are interlinked with several societal values.

For communication to be effective -on any level, decision-makers must ensure that their organisation cultivates an environment where:

- the right tone and style are used to address the right audience,
- ideas are organised and not just floating around,
- people are encouraged to communicate using clarity, precision, and logical utterances,
- people are encouraged to show empathy and respect toward all audiences,
- feedback is crucial.

Cost-effective communication

Some forms of communication cost nothing (e.g. face-to-face discussions), and others cost time and/or money that a SME hesitates to spend (e.g. digital marketing and communication plan). However, investing in communication has more value than the toll that one pays for it since it benefits an organization in the long run.

Decision-makers must keep in mind that:

- Training employees and establishing effective upskilling projects ensures that a company always has valuable staff that can respond to any new challenges.
- Investing in reward and recognition programs enhances positivity and incentivises employees to perform better.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



- Keeping employees informed of every essential detail in the company helps them feel included and increases their level of engagement.
- Receiving feedback can lead to deeper insights into the company's operational mode and culture, and even generate new ideas.
- Maintaining effective communication channels increases the sense of teamwork, as well as productivity.

To sum up:

Effective communication is good *Return On Investment (ROI)*:

- It builds brand awareness
- It brings new partners/clients/resources
- It increases the sense of teamwork and positivity
- It increases the quality of performance
- It increases productivity



In digital tools like, for example, social media applications you can use metrics to measure *ROI* in relation to key objectives, namely awareness and engagement, as seen in the table below (Hoffman & Fodor, 2010):

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



RELEVANT METRICS FOR SOCIAL MEDIA APPLICATIONS ORGANIZED BY KEY SOCIAL MEDIA OBJECTIVES

This table organizes the various social metrics for social media by classifying them according to social media applications and social media performance objectives. While it is not exhaustive, it should give marketers a useful starting point for measuring the effectiveness of social media efforts because all of the metrics listed are easily measured.

SOCIAL MEDIA APPLICATION	BRAND AWARENESS	BRAND ENGAGEMENT	WORD OF MOUTH
Blogs	<ul style="list-style-type: none"> •number of unique visits •number of return visits •number of times bookmarked •search ranking 	<ul style="list-style-type: none"> •number of members •number of RSS feed subscribers •number of comments •amount of user-generated content •average length of time on site •number of responses to polls, contests, surveys 	<ul style="list-style-type: none"> •number of references to blog in other media (online/offline) •number of reblogs •number of times badge displayed on other sites •number of "likes"
Microblogging (e.g., Twitter)	<ul style="list-style-type: none"> •number of tweets about the brand •valence of tweets +/- •number of followers 	<ul style="list-style-type: none"> •number of followers •number of @replies 	<ul style="list-style-type: none"> •number of retweets
Cocreation (e.g., NIKEiD)	<ul style="list-style-type: none"> •number of visits 	<ul style="list-style-type: none"> •number of creation attempts 	<ul style="list-style-type: none"> •number of references to project in other media (online/offline)
Social Bookmarking (e.g., StumbleUpon)	<ul style="list-style-type: none"> •number of tags 	<ul style="list-style-type: none"> •number of followers 	<ul style="list-style-type: none"> •number of additional taggers
Forums and Discussion Boards (e.g., Google Groups)	<ul style="list-style-type: none"> •number of page views •number of visits •valence of posted content +/- 	<ul style="list-style-type: none"> •number of relevant topics/threads •number of individual replies •number of sign-ups 	<ul style="list-style-type: none"> •incoming links •citations in other sites •tagging in social bookmarking •offline references to the forum or its members •in private communities: number of pieces of content (photos, discussions, videos); chatter pointing to the community outside of its gates •number of "likes"
Product Reviews (e.g., Amazon)	<ul style="list-style-type: none"> •number of reviews posted •valence of reviews •number and valence of other users' responses to reviews (+/-) •number of wish list adds •number of times product included in users' lists (i.e., Listmania! on Amazon.com) 	<ul style="list-style-type: none"> •length of reviews •relevance of reviews •valence of other users' ratings of reviews (i.e., how many found particular review helpful) •number of wish list adds •overall number of reviewer rating scores entered •average reviewer rating score 	<ul style="list-style-type: none"> •number of reviews posted •valence of reviews •number and valence of other users' responses to reviews (+/-) •number of references to reviews in other sites •number of visits to review site page •number of times product included in users' lists (i.e., Listmania! on Amazon.com)
Social Networks (e.g., Bebo, Facebook, LinkedIn)	<ul style="list-style-type: none"> •number of members/fans •number of installs of applications •number of impressions •number of bookmarks •number of reviews/ratings and valence +/- 	<ul style="list-style-type: none"> •number of comments •number of active users •number of "likes" on friends' feeds •number of user-generated items (photos, threads, replies) •usage metrics of applications/widgets •impressions-to-interactions ratio •rate of activity (how often members personalize profiles, bios, links, etc.) 	<ul style="list-style-type: none"> •frequency of appearances in timeline of friends •number of posts on wall •number of reposts/shares •number of responses to friend referral invites
Video and Photosharing (e.g., Flickr, YouTube)	<ul style="list-style-type: none"> •number of views of video/photo •valence of video/photo ratings +/- 	<ul style="list-style-type: none"> •number of replies •number of page views •number of comments •number of subscribers 	<ul style="list-style-type: none"> •number of embeddings •number of incoming links •number of references in mock-ups or derived work •number of times republished in other social media and offline •number of "likes"

Source: Hoffman, D. L., & Fodor, M. (2010). Can You Measure the ROI of Your Social Media Marketing? *MIT Sloan Management Review*, 52(1), 41–49.

<https://sloanreview.mit.edu/article/can-you-measure-the-roi-of-your-social-media-marketing/>

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





ROI can also be measured in E-learning solutions, should your clients invest in employee training. The way to achieve this is by:

- *Setting clear goals for the online training solution*
- *Analyzing the course completion rates*
- *Studying analytics to gain deeper insights*
- *Evaluating cost against performance results*

[https://elearningindustry.com/ways-to-measure-roi-of-online-training.](https://elearningindustry.com/ways-to-measure-roi-of-online-training)

Conclusion

SMEs can utilise various tools and methods of communication to raise brand awareness in connection to their green initiatives and agenda. By strategically planning how the right message is delivered to the right audiences and how internal and external communications are aligned, decision-makers can create and sustain a strong and consistent brand with great outreach and appeal.

Case studies/Success stories

Business in the Community, Ireland.

<https://www.bitc.ie>

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Business in the Community (BITC) helps large companies and SMEs develop Responsible Business Strategies. Apart from consulting services around realistic sustainable plans, workshops, extensive and up-to-date information on grants for Irish businesses, the company offers an array of resources and tools, e.g. for training and communication regarding social-environmental commitment and the respective initiatives.

- **Tico Mail Works, Ireland**

<https://www.ticomailworks.ie>

Tico Mail Works offers customised mailing solutions. **BITC** has helped them with communicating their good practices through their sustainability report:

https://ticomailworks.ie/pdf/Sustainability_Report_2016.pdf

The report is a comprehensive guide about the company culture and values, as well as their operational model that thrives through a constant commitment to green practices and policies and to helping local communities.

Through the analysis of their vision and their organisation, the report ensures transparency regarding the company's initiatives and networking priorities.

SME2B – The Networking and Trade Platform for SMEs by European Entrepreneurs CEA-PME

<https://sme2b.european-entrepreneurs.org>

https://www.youtube.com/watch?v=rQW_pMD2fvo

SME2B is a free platform where SMEs can exchange information about services and products, search for business partners, utilise virtual meeting spaces, organise offline meetings, and foster new opportunities.

Dedicated to European small and medium-sized companies, this platform maximises the effect of the European Single Market by connecting people across the continent and creating new partnerships.

InterTradeIreland, Ireland.

<https://intertradeireland.com>

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



InterTradelreland helps SMEs increase their networks and grow their sales numbers while supporting innovation and offering funding and business insights. This company offers mentoring services and aims at improving its clients' skills, capabilities, and knowledge in a highly antagonistic market. Furthermore, **InterTradelreland** offers different support structures to ensure that innovative business ideas turn into profitable resources through proper communication channels.

McKinsey, Ireland.

<https://www.mckinsey.com/ie/overview>

McKinsey, Ireland, is part of the homonymous global management consulting company.

McKinsey offers **multilevel** consulting services for the growth and development of both large and smaller companies. It also conducts research on climate change and respective risks. Furthermore, it researches and proposes viable solutions to reduce emissions, thus offering valuable transformation insights.

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



References

- Bhatia, M. (2021). *What is sustainability communication? Is it different than ESG communication?* (Sustainability strategy, sustainability reporting, digital communication). Retrieved January 16, 2022, from <https://www.thesustainability.io/what-is-sustainability-communication-esg>
- Cadogan, S. (2021, April 22). *Ireland's strategy to be a world leader in sustainable food by 2030*. Irish Examiner. Retrieved January 16, 2022, from <https://www.irishexaminer.com/farming/arid-40272203.html>
- Duben, V. (2021, October 4). *How to create a banner ad? How to make a banner ad in 2021?* Retrieved January 10, 2022, from <https://viewst.com/how-to-make-a-banner-ad/>
- Duggan, T. (2019, January 31). *Examples of external communications in the Workplace*. Small Business - Chron.com. Retrieved January 17, 2022, from <https://smallbusiness.chron.com/examples-external-communications-workplace-10949.html>
- Eskelinen, T., Rajahonka, M., Villman, K., & Santti, U. (2017). *Improving internal communication management in SMEs: Two case studies in service design*. Technology Innovation Management Review. Retrieved February 1, 2022, from <https://timreview.ca/article/1081>
- Fabrik. (2020, July 2). *External Communication Strategies: Finding Your Marketing Megaphone*. Fabrik Brands. Retrieved January 17, 2022, from <https://fabrikbrands.com/external-communication-strategies/>
- Genç, R. (2017). The importance of Communication in Sustainability & Sustainable Strategies. *Procedia Manufacturing*, 8, 511–516. <https://doi.org/10.1016/j.promfg.2017.02.065>
- Goldberg, M. H., van der Linden, S., Maibach, E., & Leiserowitz, A. (2019). Discussing global warming leads to greater acceptance of climate science. *Proceedings of the National Academy of Sciences*, 116(30), 14804–14805. <https://doi.org/10.1073/pnas.1906589116>

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



- Jouany, V., & Martic, K. (2020). *12 reasons why Internal & External Communications go hand-in-hand*. The Employee Communications and Advocacy Blog. Retrieved January 22, 2022, from <https://blog.smarp.com/12-reasons-why-internal-external-communications-go-hand-in-hand>
- Linton, I. (2019, January 25). *Responsibilities of Marketing Department*. Small Business - Chron.com. Retrieved January 21, 2022, from <https://smallbusiness.chron.com/responsibilities-marketing-department-69931.html>
- MSG. (2021). *Communication Flows in an Organization*. MSG Management Study Guide. Retrieved February 1, 2022, from <https://www.managementstudyguide.com/communication-flows.htm>
- Reilly, A.H. & Larya, N. (2018). External communication about sustainability: Corporate Social Responsibility Reports and social media activity. *Environmental Communication*, 12(5), 621–637. <https://doi.org/10.1080/17524032.2018.1424009>
- SMARP. (2021). *12 reasons why Internal & External Communications go hand-in-hand*. The Employee Communications and Advocacy Blog. Retrieved January 27, 2022, from <https://blog.smarp.com/12-reasons-why-internal-external-communications-go-hand-in-hand>

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

