



Communication strategies for building better relationships between communities and corporations in Nigeria's oil and gas adventure

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1st South-South ACSPN Empowerment Series Wellington Hotel, Effurun, Nigeria August 20, 2015





- ❖ The idea of adventure
- Nigeria's oil and gas adventure: Highlights of the storyline
- Generic kinds of comm-corp relationship







- ❖ The idea of communication strategy
- Why communication strategy affects "comm-corp" relationship
- * Kinds of communication strategy used in Nigeria's oil and gas adventure
- How the strategies probably determined the relationship







- "New" communication strategies
- * "New" "comm-corp" relationships
- ❖ Why the "new" strategies will facilitate the "new" relationships
- Possible "new" points in the storyline





The idea of adventure

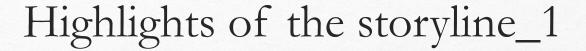
"commercial speculation"

"daring and exciting activity calling for enterprise and enthusiasm"

"an unusual and exciting, typically hazardous, experience or activity"

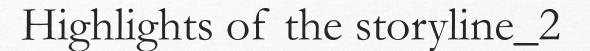






- ❖ Relinquishment 1938! British/Dutch corporation
- Discovery 1956!
- ❖ Partial recovery 1971 joining OPEC
- Enter more & different corporations & communities
 (& cultures!) American, French, Italian
- ❖ Elite international alliances − local & foreign business elites tango with traditional & modern civilian ruling elites





- Enter the military ruling elite
- Inter-class confrontations ethnic peoples/urban masses versus international elite alliances
- * Enter the militias
- State-Militia rapprochement "security contracts"







Generic kinds of relationship_1

❖ 1 – Indifferent community, indifferent corporation

- ❖ 2 Indifferent community, supportive corporation
- ❖ 3 Indifferent community, hostile corporation
- ❖ 4 Supportive community, indifferent corporation
- ❖ 5 Hostile community, indifferent corporation





Generic kinds of relationship_2

- ❖ 6 Supportive community, hostile corporation
- ❖ 7 Hostile community, supportive corporation
- 8 Hostile community, hostile corporation
- ❖ 9 Supportive community, supportive corporation







The idea of comm.strat.

- * "A communication strategy is a single, coherent narrative that describes a communication solution to a problem or bundle of problems"
- * "A strategy provides answers to 'what?', 'why?' and 'who?', while a plan fills in more detail around 'when?' and 'how?' "





- * "... it sets out: the nature of the problem ... the key considerations in addressing it ... the choices that have been made ... the key drivers of those decisions ..."
- * "... it considers the wider context ... tends to take a longer-term view ... avoids the details of individual activities"





Why comm.strat affects relationship

- Communication strategy functions as a bridge between objectives of corporations/communities and the tactics/actions of corporations/communities
- It functions as a converter of objectives into actions





The relationship problem

- The problem: a relationship of confrontation/distance/estrangement rather than intimacy/cordiality/friendliness between communities and corporations
- The solution: choice (and deployment) of contextually more appropriate (and hence more effective) communication strategies





Kinds of comm.strat in the adventure_1

- Option 1: CSR one group (i.e. a corporation or a community) is obligated (on pain of suffering retribution) to fulfill a moral duty toward another different/alien group
- Option 2: CSI one group (a corporation or a community) is obligated (in hope of making gain/profit) to make a capital/financial outlay on another different/alien group

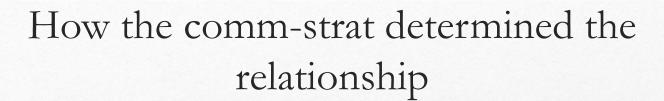




Kinds of comm.strat in the adventure_2

- Option A: <u>reputation</u> —what does who think of us? Why does who think of us the way s/he does
- ❖ Option B: <u>behavior</u> − what does who do about us/to us? Why does who do what he does to us/about us?







- One group constructed the other as different/alien. This construction was reflected in corporate objectives, in choice of communication strategy, and in tactics/actions.
- ❖ Tactics/actions became the constituents of relationships (i.e. "the way in which people regard and behave toward one another").





- ❖ Option 1: "new" CSR − one group (i.e. a corporation or a community) is obligated (on pain of suffering retribution) to fulfill a moral duty toward another similar/familiar group
- ❖ Option 2: "new" CSI one group (a corporation or a community) is obligated (in hope of making gain/profit) to make a capital/financial outlay on another similar/familiar group

"New" comm.strat_2

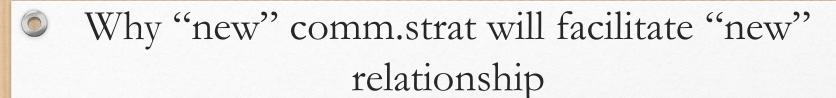
- What? "new"/better relationship: communities and corporations become more supportive/facilitative of one another
- ❖ Who? stakeholder inclusivity: a greater range of the spectrum/structure of communities and corporations become active in the comm-corp relationship (i.e. high/low status, male/female gender, young/old age groups, etc)
- Why? holistic profitability & productivity: gain maximization & loss minimization for both corporations and communities





- * Because communities and corporations come to "regard and behave toward" one another as similar and familiar groups,
- * Their intercourse/relationship become more facilitative and supportive of one another.







- One group constructs the other as similar/familiar. This construction is reflected in corporate objectives, in choice of communication strategy, and in tactics/actions.
- ❖ Tactics/actions become the constituents of relationships (i.e. "the way in which people regard and behave toward one another").





Possible "new" points in the storyline

- * Enter the era of state-market-society partnership ...
- ❖ Promoting the processes (i.e. policies and programs) of "similarization" & familiarization among communities and corporations in Nigeria's oil and gas adventure.
- "Similarization" & familiarization: promotion of perceptions of fundamental sameness between communities and corporations & behaviors of mutual facilitation/support between communities and corporations.











