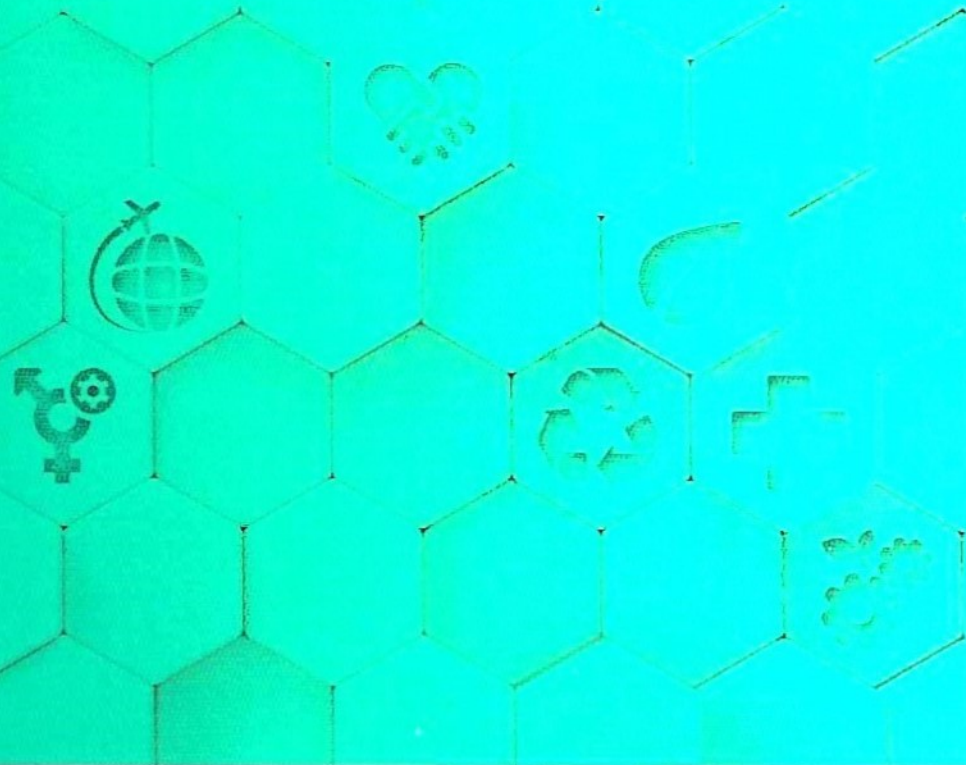


Andrea Oliveira / María-Isabel Míguez-González /  
Ferran Lalueza (eds.)

# Priorities for Public Relations Leaders



PETER LANG

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María-Isabel Míguez-González /  
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## Communicating Corporate Sustainability Through Podcast

**Abstract:** Intangible values, including Corporate Social Responsibility (CSR), are becoming increasingly important in the business world, where socially responsible and sustainable performance is becoming an element of differentiation in the market. Companies are aware of this, and in their search for social legitimization, they must take into account the social, environmental and economic consequences of their actions. However, as it is well known, “what is not communicated does not exist”, so, to achieve this legitimization, companies must publicize the responsible initiatives they carry out in these three areas of sustainability. In this context, the corporate podcast is presented, a priori, as a successful business communication tool to transmit corporate sustainability.

Given this reality, the aim of this research is to find out whether the corporate podcast is a useful tool for the dissemination of this type of content. For this purpose, a case study of the BBVA Podcast (*Blink*) has been carried out during the year 2022, resulting in a sample of 46 podcast deliveries. Among the main results, it stands out that sustainability is only addressed in 17.40 % of the podcasts broadcast, which means that, although the first steps have been taken, there is still a long way to go. On the other hand, those deliveries that talk about sustainability in the company do so with expressions connected to the Sustainable Development Goals (SDGs), so the achievement of the 2030 Agenda is very present in this type of communications.

**Keywords:** Sustainability, CSR, corporate communication, podcast, banking sector, SDG

### 1. Introduction

In today's world, intangible values increasingly represent a larger proportion of companies' value (Carreras et al., 2013). According to data gathered by Ocean Tomo (2020), intangible values can constitute up to 90 % of a company's market value. Consequently, socially responsible and sustainable action by an organisation, as a way of relating to their stakeholders, becomes a differentiating element in the market. Companies are aware of this, and their quest for social legitimacy involves including Corporate Social Responsibility (CSR) in their corporate strategies.

We began to talk about sustainable development back in 1987, when the Brundtland report was released. This saw the dawn of what is known today as the Triple Bottom Line (Elkington, 1998), where companies release triple reporting based on economic, social and environmental sustainability. These three types of sustainability guide companies' responsible action so that CSR and sustainability become intertwined within corporate actions.

To attain social legitimacy, organisations must consider the social, environmental and economic consequences derived from their actions. Not only that, following the maxim of public relations to "do it well and let people know about it", organisations must roll out responsible initiatives around these three areas of sustainability. In this context, the corporate podcast is a successful business communication tool to present the company's intangible assets (Barbeito-Veloso & Perona-Páez, 2019), and consequently its corporate sustainability.

## 2. Theory

### 2.1. CSR and Sustainability

Talking about CSR means talking about sustainability in companies. These two concepts are intrinsically linked and are presented as equal in the professional world. In fact, the DIRSE association (2020) in the report entitled *Impact of COVID-19 on the CSR/Sustainability priorities and in the role of its professionals* uses these terms as synonyms. Furthermore, the results of the DIRSE report (2019) on the CSR administrator figure in companies shows the most-used expressions to name this job, including terms relating to CSR and elements related to sustainability. Along this line, Fernández et al. (2014, p. 27) define this professional profile as "people who perform the function of Social Responsibility, Corporate Responsibility or Sustainability manager in any type of organisation."

However, convergence between CSR and sustainability is nothing new, as these two concepts were bound together as far back as 1983. That year, the United Nations General Assembly asked the World Commission on the Environment and Development to write a report, released in 1987, known as the Brundtland Report. This document mentions the term "eco-development" which encompasses three types of sustainability: social, environmental and economic (Quintero, 2011, 39). This report represented the first step on the sustainability agenda, known today as the Triple Bottom Line, leaving behind the traditional, purely economic, balance statement to provide triple reporting that seeks to harmonise economic development, environment protection and social justice (Elkington, 1998).

The Triple Bottom Line theory gives us the three dimensions of sustainability that a company's responsible actions should combine, thereby presenting the concepts of CSR and sustainability as inseparable and, as mentioned previously, synonymous in this search for social, environmental and economic sustainability by the actual company and its surroundings. According to papers by De la Cuesta and Valor (2003) and Barrio-Fraile (2019), these three types of sustainability available to companies refer to the following:

Social sustainability alludes to all initiatives that the company performs to improve the well-being of its audiences. As an example, for workers, actions might help them conciliate work and family life, such as flexible working hours or the chance to work from home. There might also be policies in favour of non-discrimination and workplace safety. Considering consumers, there are actions intended to improve their experience revolving around the quality and accessibility of the goods on offer. This also encompasses initiatives that favour society's well-being, such as awareness-raising actions on healthy lifestyles or workshops on nutrition and eating properly.

In turn, environmental sustainability comprises all actions intended to reduce the environmental impact of activities throughout the organisation's value chain. As an example, this dimension encompasses actions that promote use of raw materials with a sustainable origin, reducing energy consumption in the business, lower water consumption, increasing the percentage of renewable energy sources used and awareness-raising campaigns on climate change, reducing waste or pollution.

Finally, economic sustainability includes any initiatives that seek efficiency and productivity, and that consequently generate economic value for the company and its stakeholders. As an example, there are actions focused on providing financial benefits for employees, such as training actions and chances of moving up the company. In the case of consumers, we might find initiatives focused on improving the economic conditions of the products and services. In terms of suppliers, here we would find actions that make them more competitive in the market. It is also interesting to mention actions intended to promote economic activity for the local community by offering advice or working with the local business network. This sustainability also includes all actions which ensure that investors are using their money correctly and transparently.

## 2.2. CSR Communication

Corporate Social Responsibility is an area of organisational management that will have an impact on all levels of activity of the company and especially on

its corporate culture (Muela & García, 2021). It is the result of communication, negotiation and commitment between the organisation and society (Xifra, 2003). And therefore, this is where public relations come into play, as they will allow establishing and maintaining this dialogue between them, framed in the Public Information Model (Muela & García, 2021).

An organisation's socially responsible behaviour is closely bound to generating positive reputation (Araujo & Kollat, 2018; Estanyol, 2020; Hetze & Winistörfer, 2016; Kollat & Farache, 2017; Zeler & Capriotti, 2018). However, some companies have been mistrustful of broadcasting their CSR actions. Villagra (2007) mentions that this particularly happens in organisations which apply an instrumentalist function to CSR communication which leads its audiences to perceive it as a simple cover-up. Benavides (2015) also alludes to this and explains that when CSR is understood from a volunteering approach, when a company's social actions are reported outwardly – which is what usually happens – society almost exclusively understands this as an image strategy, as marketing for purely commercial purposes.

Villagra (2007) states that, considering this context, the company might choose not to communicate, although the author considers this unsustainable as, in some cases, this communication is mandatory (such as financial communication for listed companies). One intermediate option seems to involve communicating their actions, but in a moderate way, using channels targeting specific audiences and avoiding mass communication channels (such as advertising in traditional media to avoid confusion with a cosmetic action), leading many organisations to use other new formats, as analysed in this case study.

Therefore, when answering the question of whether it is beneficial to disseminate an organisation's CSR, an organisation should be guided by the principle that what is not communicated does not exist, but it is also necessary to understand that what does not exist should not be communicated. It is necessary to turn the declaration of intentions into reality. And the way to do this has to be segmented by audiences, as the messages do not necessarily have to coincide, they can be different depending on the audience to whom they are addressed, as it is also the case with the communication channels (Romero-Rodríguez, 2020). CSR communication should be planned based on the RACE model of public relations.

Epstein and Birchard (2001), in turn, uphold that the key to communicating CSR, regardless of format, involves transparent communication, as mentioned by Villagra, Cárdbaba and Ruiz de San Roman (2016), which is also credible. The company must select topics which make them stand out from the competition, that would be perceived as positive by their audiences.

Romero-Rodríguez and Fernández-Camacho (2021, p. 114) define CSR communication as “dissemination of information, designed and distributed by companies, on interactions with their stakeholders and an important instrument in the dialogue between companies and society.” CSR communication is therefore closer to what the company “is” rather than what it “seems” to be, although the former inevitably influences the latter. Better alignment with CSR can be seen from this perspective of communication.

Out of all the communication instruments available to disseminate CSR initiatives to audiences, such as corporate websites, social media or the intranet, the one which seems to stand out as the most-used tool is the sustainability report (Dircom, 2011). The Association of Spanish Advertising Agencies (2021) also provides significant data showing that brands have backed more committed communication over the last few years, leading to an increase in the use of advertising to disseminate organisations’ CSR. Further, the report by Llorente and Cuenca (2021) highlights that consumers favour brands which make a positive impact on society.

However, CSR communication’s intended audience is increasingly widespread geographically which leads us to a new paradigm in the field of spreading business information due to continuous progress in information technology (Amin et al., 2021). This has been addressed by various authors providing research focussed on CSR communication channels. In addition, some authors have addressed the dissemination of socially responsible practices over Twitter (Amin et al., 2021; Araujo & Kollat, 2018; Farache et al., 2018; Kollat et al., 2017; Monfort et al., 2019; Moyaert et al., 2021; Suárez-Rico et al., 2018); other authors have focussed their papers on Instagram (Kwon & Lee, 2021); some researchers have targeted Facebook (Ju et al., 2021; Martínez et al., 2022; Suárez-Rico et al., 2019; Zeler & Capriotti, 2018); other works have studied corporate websites (Georgiadou & Nickerson, 2020; Hetze & Winistörfer, 2016; Rajandram, 2019); other research projects analyse CSR communication on the television (Jin & Chunggun, 2015; Sanjuán et al. (2023); while some authors look at the radio as a CSR communication channel (Barrio-Fraile et al. (2022)). However, the corporate podcast has not been analysed as a channel to circulate companies’ socially responsible action.

### 2.3. Podcasts as a Strategic Aural Communication Resource for Organisations

Although corporate podcasts have not been studied as a communication channel for business sustainability, over the last few years various papers have been published which, after analysing the use made of this aural format by companies

and institutions, have highlighted the importance of the podcast as a strategic tool for corporate communication (Parra & Onieva, 2020; Barbeito & Perona, 2019; Geets, 2019; Sellas, 2018). In this respect, some of the main advantages it provides for organisational communication are highlighted by Geets (2019) for whom the podcast is an “excellent way of accessing a new audience and introducing a brand to them.” The author maintains that the investment involved in producing this audio product is usually much lower than for a video and, although it is still a relatively under-valued format, it is becoming one of the best options to reach a target audience in the digital sound-sphere context. In fact, this audio branding element is on the rise, destined to become “an anchoring point to identify, recognise and construct brand identity” (Barrio et al., 2021, p. 108). Along the same lines, and after an exhaustive study of *Blink*, the quintessential podcast by BBVA, Barbeito and Perona (2019, p. 1) mention that this tool “provides a plus to the corporations’ strategic-communicative management and strengthens the emotional value of their intangibles.”

To date, radio advertising has been upheld as the main aural mechanism used by all types of corporations to connect with their audiences aurally. However, advertisers’ relationships with this medium have not been as prolific as one might expect, although it certainly enjoyed a golden age in Spain before television became the main audiovisual means of communication. Over the last few decades, there has been a prevailing trend towards relegating the radio into the background, in so far as the medium does not show products and services “using images” despite its high rates of penetration. This trend took the shape of low-cost complementary advertising campaigns that, in general, respond far more to the “being” effect, in other words, appearing on all conventional platforms, than the possible return effect (Balsebre et al., 2006). Furthermore, for many years, radio advertising has been suffering from creative stagnation, clearly reflected both in the formats and in the construction of the – basically informative – messages and in the use of aural language and its unlimited expressive possibilities (Perona, 2007; Espinosa & Vico, 2016; Fajula et al., 2021).

However, in the light of this situation, the advent of podcasts on the media consumption scene might retrieve this expressive capacity of aural language applied to the organisations’ communication activities, at a time when we are witnessing a “transfiguration of the sound ecosystem” (Piñeiro & Pedrero, 2022, p. 1). Evidence of the scenario taking shape is, for example, the increasingly sophisticated and meticulous installation of sound in public spaces (Fajula et al., 2021), nurturing corporate voices intended to express greater measures of trust and business and institutional credibility, or developing sound-logos or

audio-logos, which are undergoing considerable growth, particularly in sectors such as automotive, transport and food (Barrio et al., 2021).

As some authors state, “we are witnessing the start of a great evolution in communication, where audio is taking centre stage” (Aguilar, 2019, p. 63) and everything seems to indicate that, in this new context, organisations are increasingly aware that, as Sellas states (2018, p. 157), “the evolution of corporate audio will include podcasting, a singular option, although still minor in public relations”, also due to the need for specialists in corporate podcasts who know how to get the most out of this tool to create new channels to make contact with audiences.

Talking specifically about corporate podcasts, following Steve Pratt, co-founder of Pacific Content (a company specialised in branded sound content), Espinosa de los Monteros (2020) clarifies that this format is a very different creation from a brand podcast. A corporate podcast implies that the programme’s focus is the company: its executives, its products or its services, while a brand podcast is a space that does not look at these issues, and rather presents itself as fiction or an informative programme promoted by a particular organisation, without content on the company. In other words, this is the brand thinking and acting like a media company, “making a real show that real people voluntarily spend their valuable time listening to.”

Considering the rising consumption of aural products and the versatility offered by the podcast, it seems necessary to look in greater depth at how companies use a communicative tool that, as Balsebre, Ortiz-Sobrino and Soengas (2023, p. 25) state, “in a few short years, is no longer DIY Media and has become commercial mass media in the English-speaking world.” Consequently, in Spain, according to AIMC data (2022) corresponding to 2021, more than one million people listen to podcasts every day, although the most popular are re-runs of radio programmes that were previously broadcast live. On the other hand, and according to this same source, a little over eight million Spaniards state that they occasionally listen to podcasts. Another source behind this rising podcast trend in Spain can be found in data provided by Amoedo (2022) in the Digital News Report Spain 2022, according to which, 41 % of internet users listen to this digital audio file format, with figures rising to 62 % among younger listeners (18 and 24 years old).

### 3. Methodology

This proposal intends to reveal how useful corporate podcasts might be as a communication tool for sustainability-related content in a company. To meet this objective, research based on a case study was proposed, as this is an appropriate

method of research when the purpose is to understand and explain a specific modern phenomenon in its real-life context (Yin, 2003). Although the case study is not statistically relevant (Enrique and Barrio, 2017), it does allow an analytical generalisation “as far as the case is theoretically pertinent (in other words relevant), the conclusions of a study can be related to a theory or set of theories” (Coller, 2005, p. 68).

The selected case study was the series of *Blink* podcasts by BBVA. *Blink* was chosen because it was innovative, as BBVA decided to incorporate sound formats into its communicative strategy: “The launch of the podcast channel is a first step in voice content development that will complement the development strategy to give the group its own voice” (BBVA, 2018).

Pinpointing the case study as *Blink* by BBVA breaks down the general research objective into the following specific objectives:

1. To analyse what extent the BBVA bank makes use of corporate podcasts as a channel to disseminate sustainability in the company.
2. To find out what expressions are most used when disseminating sustainability in the sound content on the *Blink* by BBVA podcast.
3. To find out what types of sustainability are addressed most in the sound content on the *Blink* by BBVA podcast.

To meet these specific goals, a descriptive investigation was carried out which chose to analyse the content of the titles and explanatory texts for each episode of *Blink* published during 2022. According to Riffe, Lacy and Fico (1998), it is not viable to carry out a study on the use of a communication medium without analysing its content. Released at a rate of one a week, the sample comprises 46 units. As indicated by Kerlinger (1986), this makes it possible to analyse the communications systematically, objectively and quantitatively being broadcast. This sample represents a little over 16 hours of podcasts. The methodological design was based on an analysis that has made it possible to extract information on corporate sustainability disseminated by the company. To this end, a systematic search for the words “sustainable” and “sustainability” was carried out in the headlines and explanatory texts of the 46 podcast instalments that make up the sample. After identifying episodes that include one of these two terms in their title and/or description, this podcast was completely reviewed to verify that its content really did address corporate sustainability. To catalogue the typology of sustainability addressed in these podcasts, the work of Elkington (1998), De la Cuesta and Valor (2003) and Barrio-Fraile (2019) has been followed, differentiating between three typologies of sustainability: social, economic, and environmental.

## 4. Results

After analysing the 46 *Blink* podcasts broadcast throughout 2022, the results are presented below. Firstly, in an attempt to contextualise the case study for the reader, there is a brief description of the *Blink* podcast series by BBVA, followed by the previously-determined, specific research objectives.

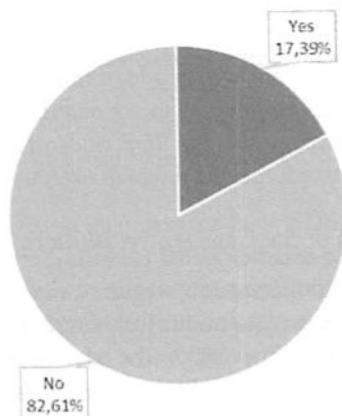
### 4.1. Contextualisation of the Case Study: *Blink* by BBVA

When the BBVA communication team set out to make a corporate podcast in 2018, the bank was seeking new solutions that would make content more accessible and easier to distribute, drawing on the advantages of digital technology. In this way, sound became a further tool in the organisation's strategy that made the most, not only of the constant growth of this format to increase points of contact with its stakeholders, but also increased the voice content offer as mentioned above.

Although BBVA's audio offer has expanded in the five years following the launch of *Blink*, with other initiatives and more specific topics, our study focus was a benchmark in this communicative approach from the bank. Even though this podcast offers "practical training on personal finances, 'fintech' solutions, work methodologies and advice to help users make the best financial decisions" (BBVA, 2018), it does not stray far from the sustainability focus, as this became an axis around which many of the current financial market's actions revolve.

### 4.2. Diffusion of Company Sustainability in the *Blink* Podcast by BBVA

The first task was to identify whether the various episodes of the *Blink* podcast by BBVA actually addressed the topic of sustainability. Consequently, there was a search for keywords relating to the macro-concepts of "sustainable" and "sustainability". Over the whole 46-episode sample, these keywords were found in a total of 8 episodes. As a percentage, 17.40 % of the podcasts include this topic (Graph 1).



**Graph 1.** Presence of sustainability-related terms in the podcasts.

Source: Own work

Identifying keywords relating to the generic concepts of “sustainable” and “sustainability”, as mentioned previously, generated a total of 9 formulation variants. Consequently, the general concepts that act as a starting point for prospecting were expanded after completing the analysis to include the following expressions: “sustainable producers”, “sustainable growth”, “sustainable fund”, “sustainable future”, “sustainable investment”, “investment in sustainability” and “sustainable development goals”. Table 1 shows the number of mentions for each of these statements.

**Table 1.** Variants Related to Sustainability Detected in the Podcasts

Expressions	Number of mentions
Sustainability	3
Sustainable	2
Sustainable producers	2
Sustainable growth	1
Sustainable fund	1
Sustainable future	1
Investment in sustainability	1
Sustainable investment	1
Sustainable Development Goals	1

Source: Own work

Consequently, the presence of various expressions beyond the general concepts of “sustainable” and “sustainability” demonstrate that these podcasts cover various topics relating to sustainability. Although preconceptions might assume that aspects such as “fund”, “growth” or “investment” are coherent with the BBVA financial business, it is interesting to spot, even just symbolically, the appearance of topics such as the Sustainable Development Goals (SDG). The SDGs are a set of 17 goals approved by the United Nations Member States as part of the 2030 Agenda for Sustainable Development and they are a worldwide call for action to end poverty, protect the planet and improve quality of life for people all over the world (United Nations, 2022). It is very interesting to include topics more focussed on social and environmental dynamics in the financial sector as this aligns with the BBVA’s business proposal to “provide solutions to grow economically by protecting the environment and social development” (BBVA, 2023). In fact, a more qualitative analysis of the content of these podcasts showed us that, the 8 episodes centred on sustainability mention SDG 12 (sustainable product and consumption) and 13 (climate change), focussing on aspects relating to



Figure 1. Concept Cloud Relating to “sustainability”

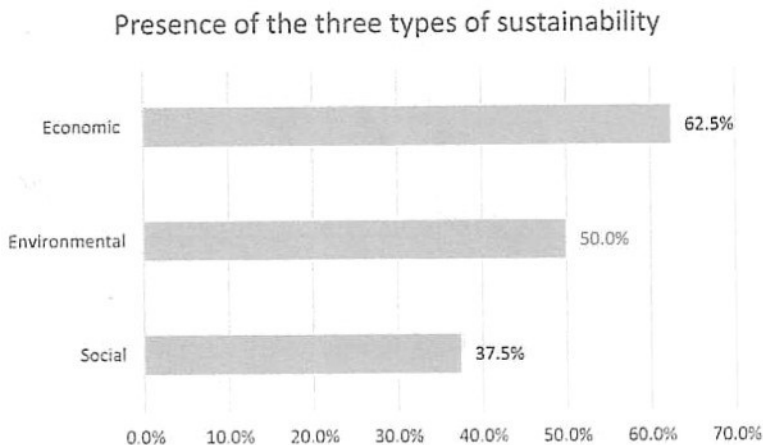
Source: Own work

economic transition as a mechanism for mitigating the effects of climate change. One example of this would be the episode dedicated to the Awards for the Best Sustainable Producers that recognises the contribution to sustainability made by farmers and food producers.

The concept cloud below (Figure 1) shows the variants in relation to “sustainability” present in the podcasts studied, plus their greater or lesser importance from the point of view of frequency of appearance.

#### 4.3. Dimensions of Company Sustainability in the BBVA Podcasts

Having confirmed the presence of sustainability-related content in the study sample, other objectives were then addressed in the research, identifying the type of content following Elkington's classification (1998). The data obtained after analysing the 46 podcasts show that all three types of sustainability identified by this author (social, environmental and economic sustainability) are present in the study sample. Economic sustainability is the best represented. Out of the podcasts including content-related sustainability, economic guidance is identified in 62.5 % of cases. It is followed in order of appearance by topics related to environmental sustainability, in 50 % of the episodes. Last comes social sustainability which is present in 37.5 % of the podcasts that address the sustainability issue.

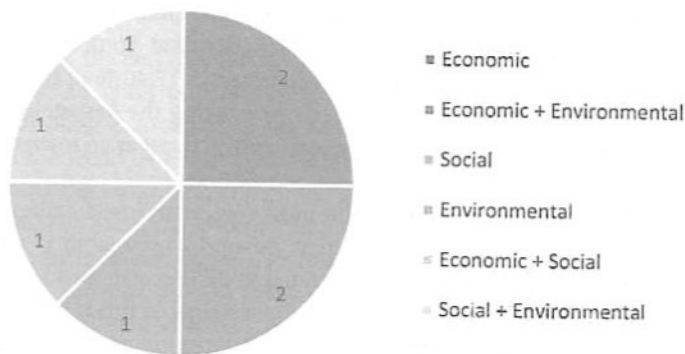


**Graph 2.** Presence of the three types of sustainability in the *Blink* podcasts by BBVA

Source: Own work

It is also relevant to highlight that half of the podcasts that cover sustainability-related topics address more than one issue (Graph 3). Compared to the 4 episodes that only work one topic (two podcasts related to economic issues, one to social sustainability and one to environmental matters), another four mix two types. The economic and environmental combination is represented in two cases. In turn, the mixture of economic and social topics is identified in one podcast, and the same for cases merging social and environmental topics. There are no examples found of podcasts that deal with all three types together.

Number of podcasts which mention the different combinations of sustainability types



**Graph 3.** Combinations of topics bound to corporate sustainability mentioned in the *Blink* by BBVA podcasts

Source: Own work

In short, whether it is a single or combined topic, the economic aspect of sustainability is the most commonly mentioned in the podcasts analysed as a whole. This is congruent with the nature of the case study because the BBVA is a bank. In fact, a qualitative approach more focused on the discourse of these podcasts shows us how economic sustainability content looks at questions directly related to the entity's actual working sector. These matters include sustainability economic growth, financial knowledge, sustainable production, impacts on production sectors and on the economy's value chain or sustainable investment as a guarantee for profitability.

## 5. Discussion and Conclusions

The concepts of CSR and sustainability have become intertwined as strategic organisation management has progressed over the last few decades. The Brundtland Report, commissioned by the United Nations and published in 1987, combined the path of CSR and company sustainability from that day onwards as responsible management of companies must combine economic, environmental and social sustainability. These three types of sustainability represent the three dimensions of organisations' socially responsible action, seeking mechanisms to present initiatives to their audiences that they devise in favour of this triple sustainability. In this context, the corporate podcast appears as an opportune public relations instrument to disseminate the organisation's most committed aspect, the part that is most closely-related to corporate values, with socially responsible action and initiatives that work towards all three dimensions of sustainability.

In the specific case study, the series of episodes called *Blink* by BBVA corresponding to 2022, sustainability is only addressed in 17.40 % of the podcasts being analysed, which demonstrates that, despite taking the first steps, there is still a long way to go in terms of using the corporate podcast as an instrument for sustainability dissemination.

On the other hand, in relation to the most frequently-used expressions to address this topic, it has been observed that, beyond "sustainability" and "sustainable", there is a wide variety of terms related to BBVA's own business, such as the following expressions: sustainable growth, sustainable fund, investment in sustainability or sustainable investment. This is interesting as it shows how the company brings sustainability into its own business, rather than leaving it on the surface of communications, echoing the public relations watchword to "do things well and let people know about it". Furthermore, these variants include expressions which are closely related to the SDGs, proving that the 2030 Agenda is ever-present in this type of communication. The case study is therefore an example of good practice in public relations referring to the use of corporate podcasts and transmitting sustainability as a way of "doing things well and letting people know about it" (Xifra, 2007, p. 249).

In relation to Elkington's three types of sustainability (1998), the data show that they are present in the podcasts released. In the specific case of the episodes that cover this topic, social sustainability is named in 37.5 % of the episodes, environmental sustainability is present in 50 % of the programmes and economic sustainability is mentioned in 62.5 % of the episodes. It is interesting to observe how, once again, the very nature of the actual business becomes important and the type of sustainability most mentioned is economic, highlighting matters such

as inclusive and sustainable economic growth, sustainable production, the economic transition and sustainable investment.

This study shows, on the one hand, that the podcast is beginning to be taken into account as an interesting channel for companies to communicate CSR and, on the other, that the concepts of CSR and sustainability are clearly linked. It also shows that the use of podcasts as a CSR communication channel is due to an attempt by companies to broaden the possibilities of contact with certain stakeholders.

The research brings a novel approach to the field of CSR communication as it analyzes the use of a booming sound channel, the podcast, as a strategic resource in the communication of corporate sustainability. Although there are some studies that have pointed out the importance of the podcast as a strategic corporate communication tool, there are no similar examples to the work that has been carried out.

Obviously, the fact that the research has focused on a specific case, the analysis of BBVA's Blink podcast, entails a series of limitations. Complementary studies of other companies in the same field would make it possible to verify whether the trend detected in this study is also shown in other cases. Similarly, broadening the range with companies belonging to other areas of activity could show whether there are sectors that are more sensitive to the issue of CSR and corporate sustainability. It is also worth mentioning the need for longitudinal studies that allow us to observe the evolution of the phenomenon of sustainability communication and socially responsible actions carried out by companies in the podcast format and to be alert to the emergence of possible new CSR communication channels.

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Andrea Oliveira / María-Isabel Míguez-González /  
Ferran Lalueza (eds.)

## Priorities for Public Relations Leaders

Throughout the history of Public Relations, many academics and professionals have been concerned about the social function of the discipline. One of the research focuses that persists, now more than ever from various points of view, is on the relevance of communication strategies in processes of social change. This focus derives from the European doctrine of Public Relations whose main reference is Lucien Matrat, focused on the social subject. Even Ferguson, addressing a perspective from management, highlights that to understand relationships it is required not only to understand the communication process and its effects, but also to understand the different actors within the communication process and their social context. One of the priorities, and at the same time emerging challenge for public relations leaders, is how to address diversity and multiculturalism in the public sphere, society and organizations from this anthropological perspective. This topic provides the possibility of a broad and interesting debate that can enrich research on the management of relationships between different social actors.

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