



AKADEMISCHE GESELLSCHAFT  
FÜR UNTERNEHMENSFÜHRUNG & KOMMUNIKATION

# DAS ENDE DES ÜBERFLUSSES

Knapp Ressourcen als Thema für die Kommunikation  
und das Kommunikationsmanagement

Ansgar Zerfaß, Nils Haupt, Daniel Ziegele – Science Update # 4, Hamburg, 25.11.2022

# AGENDA

## 01



**Wissenschaftsimpuls**

Ansgar Zerfaß,  
Universität Leipzig

## 02



**Praxisimpuls**

Nils Haupt,  
Hapag-Lloyd

## 03



**Workshop & Diskussion**

Alle Teilnehmenden

Moderation:  
Daniel Ziegele,  
Universität Leipzig

## 04



**Wrap-Up & Ausblick**



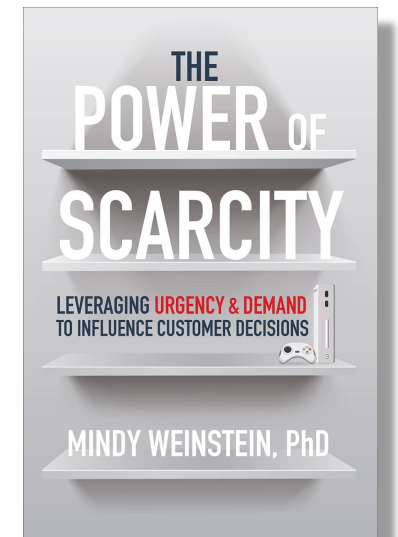
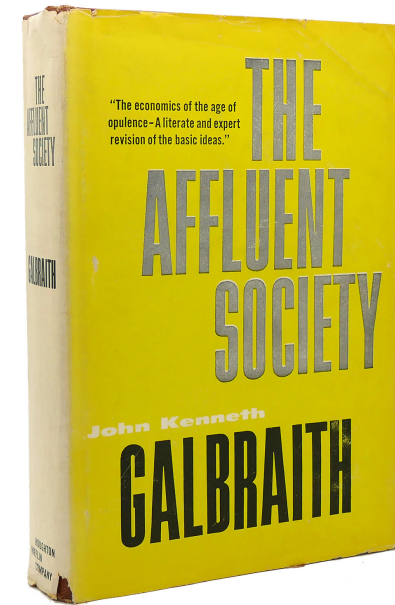
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# 01 Scarcity management and its impact on corporate communications

Ansgar Zerfass, Leipzig University

# What is it all about?

- Companies and their stakeholders have relied on the **affluence and abundance** for long – all needs can be satisfied immediately; it all comes down to price and quality
- This is impeded by the rise of military conflicts, protectionism, limited availability of natural resources and skilled labor, leading to an increase of **shortages and bottlenecks** in all parts of the value chain
  - Scarcity and shortages challenge existing business models as well as **how companies communicate with stakeholders** and **how they manage their communications**
  - **Scarcity Management** = dealing with shortages and bottlenecks with the intention to ensure the accomplishment of corporate goals or functional objectives



# Impact of scarcity in the economic sphere

Scarcity has been studied for many years, esp. in economics, marketing, and psychology:

## Macro level (economies, societies)

- Economic downturn due to the failure of infrastructure, e.g., energy, public transportation, healthcare
- More sustainable economies through reduced mobility, less animal-based food, etc.

## Meso level (companies)

- Failure of business models based on just-in-time supply or delivery
- Boosting sales through positive framing: "The scarcer, the more attractive" marketing (Cialdini, 1984); pre-orders used by start-ups (e.g., on kickstarter.com)

## Micro level (consumers, employees, private investors)

- Irrational or endangering behavior such as stockpiling purchases; fear of loss
- Reflecting on the essentials, e.g., more responsible consumption and financial investments

PS5 restock updates: where to buy a PlayStation 5 today  
By James Pickard last updated 2 days ago  
Where to buy a console in the US and UK today



# Dealing with scarcity in corporate communications

- Scarcity offers challenges and opportunities – depending on the concrete impact on specific stakeholders, their predispositions, and expectations
- Communication strategies must address the tension between economic rationality and social responsibility as well as between proactive and reactive approaches

	Driving competitive advantage	Assuming social responsibility
Proactive participation in relevant discourses	Positive framing of scarcity (Marketing Comms)	Transparent communication about delayed delivery dates (Marketing Comms)
Reactive participation in relevant discourses	Motivating frustrated employees suffering from lack of supplies (Internal Comms)	Refusing public statements on the security of supply in critical industries (Public Affairs)

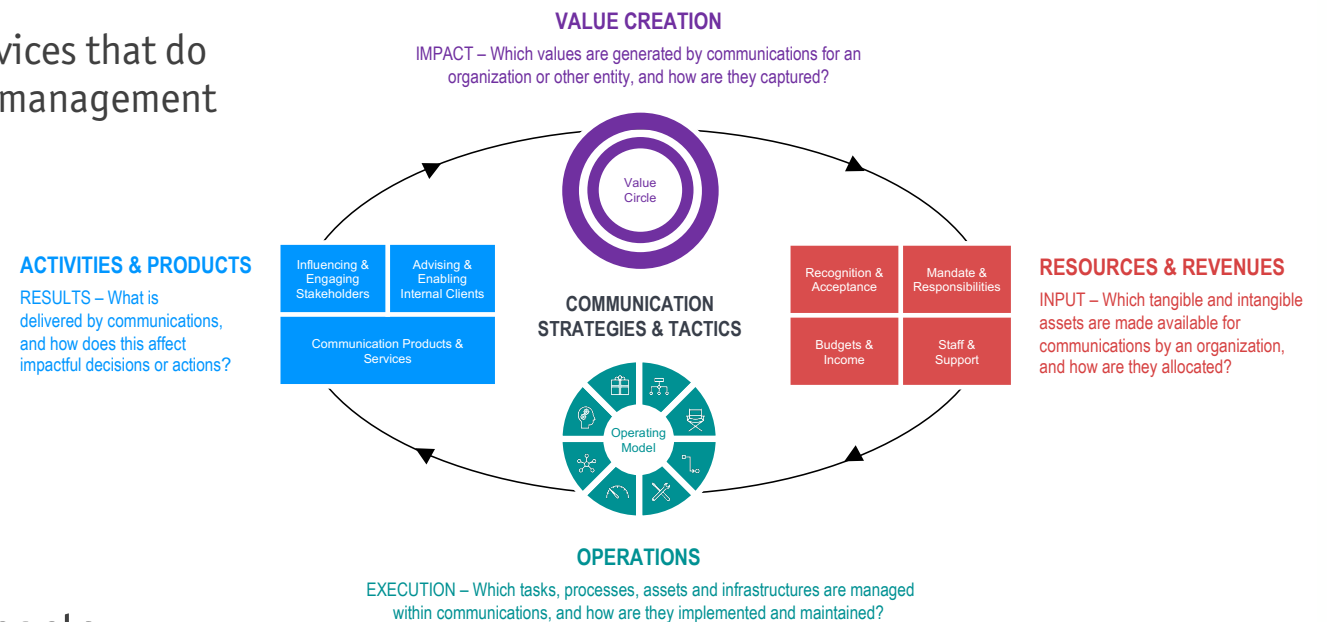
EXEMPLARY STAKEHOLDER COMMUNICATION ACTIVITIES ADDRESSING SCARCITY AND BOTTLENECKS

# Managing scarcity in communication departments

- Scarcity and bottlenecks force communication leaders to assess and redesign the business models of their departments, e.g.:

- Introduce new communication products and services that do without scarce resources; modified expectation management
- Build more resilient internal workflows
- Enforce internal budgeting and revenue models that cover uncertainties of supply
- Outline the value created by buffering negative business effects of bottlenecks through corporate communications

→ This requires a thorough understanding of corporate strategies, the business impacts of scarcity, and the scope of influence of communications





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# 02 Praxisimpuls

Nils Haupt, Hapag-Lloyd



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# 03 Workshop & Diskussion

Moderator: Daniel Ziegele, Leipzig University



*Jetzt sind alle gefragt!*

- ① Welche Knappheit bzw. welcher Engpass beeinflusst ihr Kerngeschäft derzeit oder in der jüngsten Vergangenheit am meisten?**

*Bitte notieren Sie ein Stichwort auf einer Karte.*

- ② Und wie kommunizieren Sie dazu?**

*Notieren Sie bis zu drei zentrale Stakeholder mit den jeweiligen Botschaften auf weiteren gleichfarbigen Karten (bzw. „keine Kommunikation“).*

- ③ Pinnen Sie die Karten an die Moderationstafel.**

	Driving competitive advantage	Assuming social responsibility
Proactive participation in relevant discourses		
Reactive participation in relevant discourses		



*Schnelle Frage an alle (bitte nur 1 Minute):*

**Welche Engpässe bedrohen die Leistungsfähigkeit  
Ihrer Kommunikationsabteilung am meisten?**

**Haben Sie einen Ansatz,  
um strategisch damit umzugehen?**



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# 04 Wrap-up & Ausblick



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# Vielen Dank!

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