



CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY

2009 CCI Corporate Communication Practices and Trends: United States – Final Report

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with

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and

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Briefing Overview: Key Insights from the CCI Study 2009

- 1) Increased anxiety in response to the global financial crisis
- 2) Dramatic budget & staff decreases reflect overall corporate responses to the global economic downturn
- 3) Social media has changed dramatically the media landscape for corporate practice
- 4) Communication executives continue to see their primary role as “counsel to the CEO” & “manager of the company’s reputation”
- 5) Increased responsibility for the management of Investor Relations
- 6) Communication officers -- more mature; better paid & educated, mostly male
- 7) Executive compensation issue being managed through greater disclosure
- 8) Alignment of messages with action demonstrates a “commitment to candor and consistency”
- 9) More use of vendors to help with critical functions
- 10) Communication officers require business acumen, as well as the ability to “articulate ideas and persuade others”



Focus of this Briefing

- Insights (10) from the CCI Practices & Trends Study 2009
- Key corporate communication function & budget responsibilities
- Responses to three open-ended questions
- Interviews (15 telephone & email)
- Survey Data 2000-2009 (61 Charts) for reference
- CCI Briefings October 2009 – Baruch College/CUNY; CCI Sponsors
- CCI Briefing November 2009 – Aalborg Univ. (Denmark)



Goals of the 2009 Study

- Outline & analyze *state of the art* in public, multinational companies
- Continue the CCI Studies from 2000 - 2008
- Identify & analyze Corporate Communication practices
- Identify trends in Corporate Communication
- Continue to build the database for further study

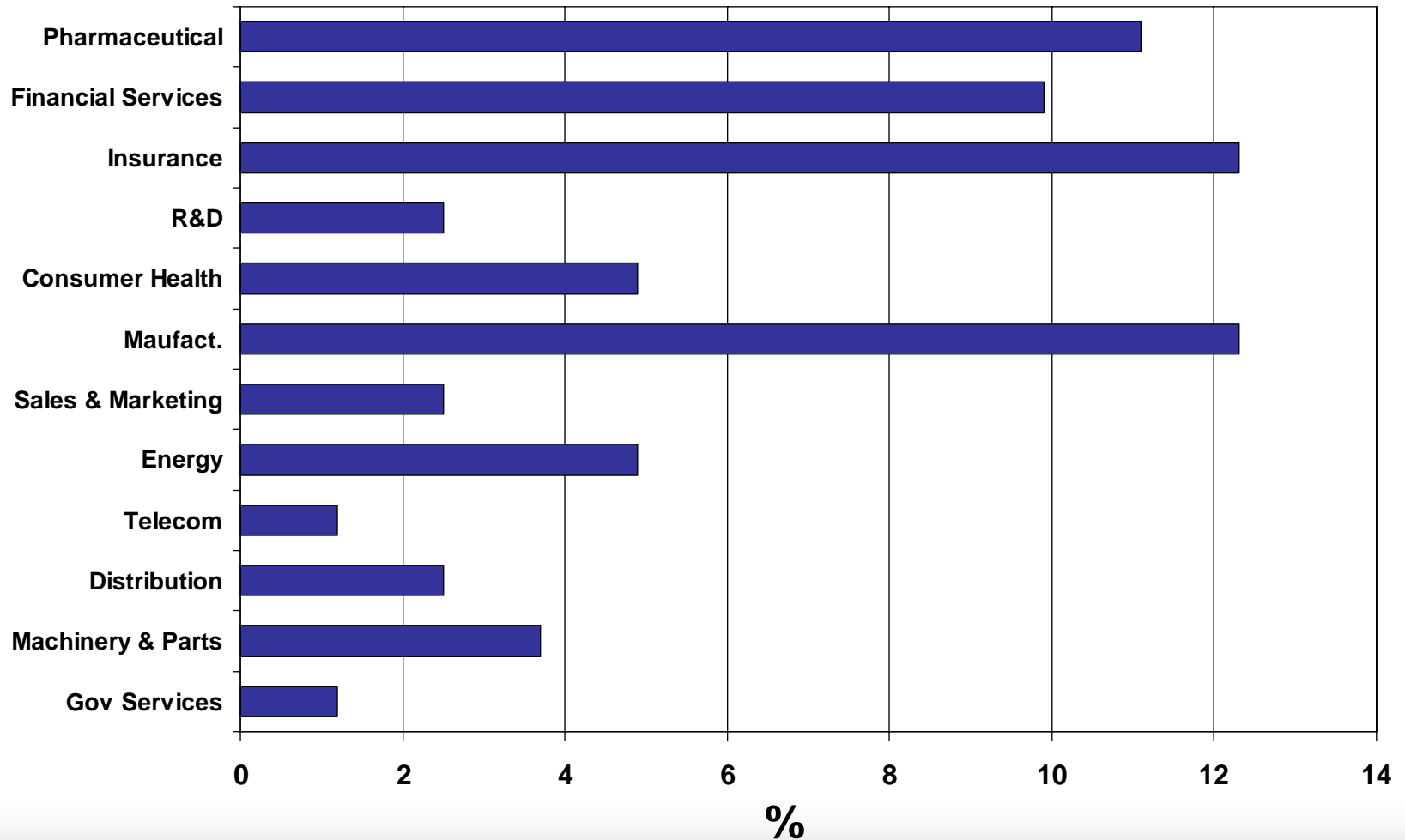


Methods of the Study

- Survey: 27 Questions
- Survey available online with password access
- Mailed to 1000 companies: April & June 2009
- Follow-up postcard reminder: May 2009
- Telephone calls and Email reminders: June - September
- Response rate: 7%
- Interviews: 15

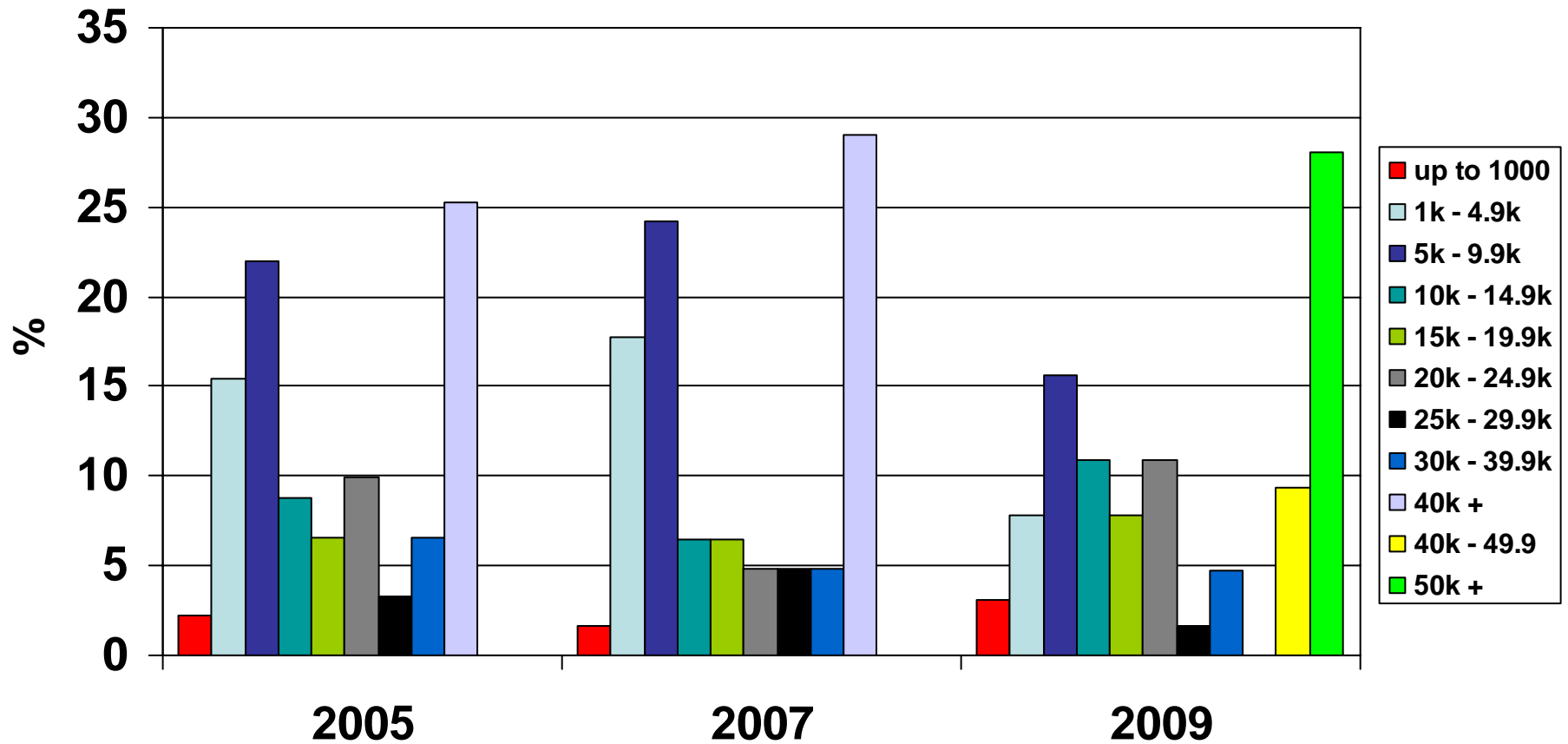


Industry Sectors for 2009 [Q #1]



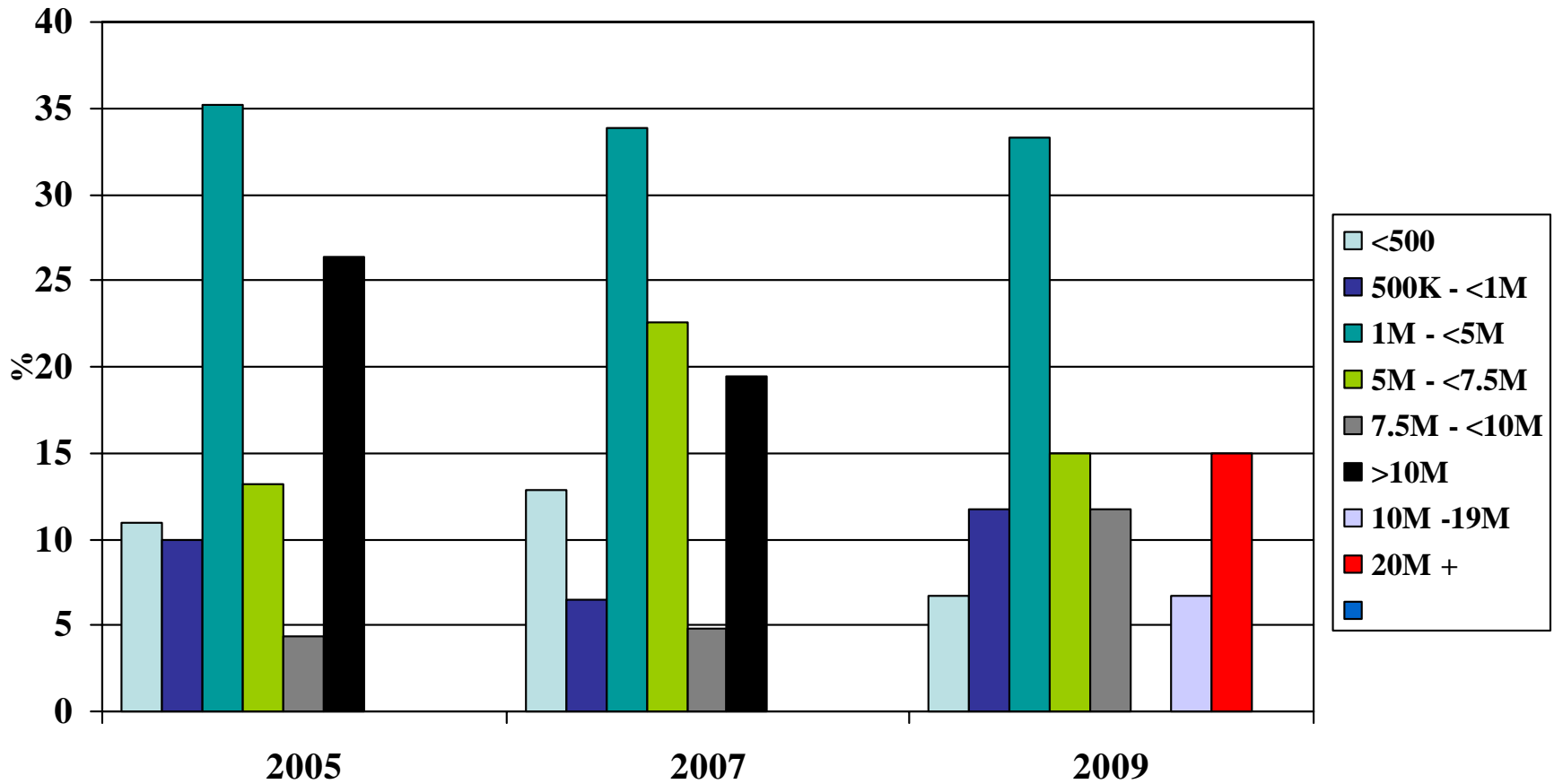


Number of Employees 2009 [Q#3]



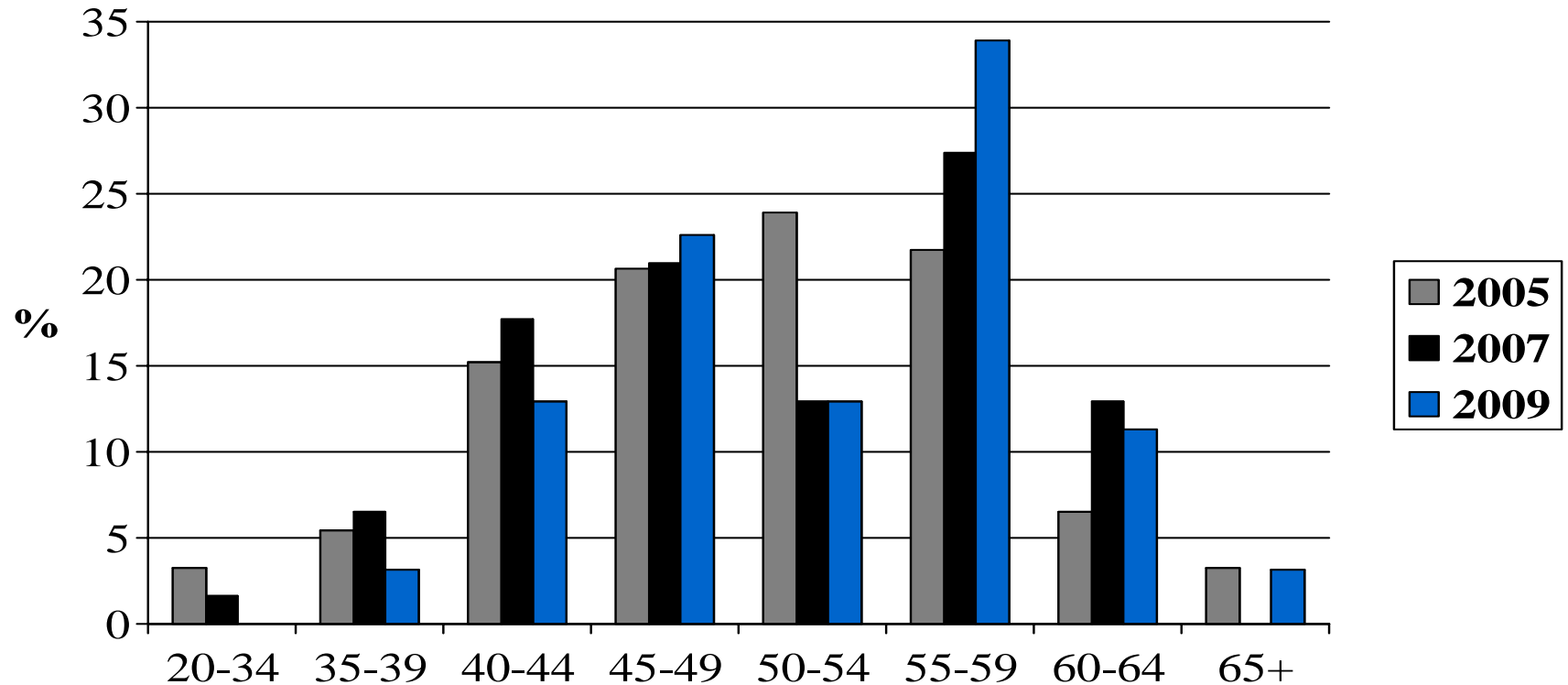


Corporate Communication Dollar Value 2009 [Q#17]





Age - Corporate Communication Executives 2009 [Q#7]





Key Study Insights 2009 (1)*

Increased anxiety in response to the global financial crisis, business model transformation, & the networked enterprise

The economic crisis underscores the need to build trust in business, as well as the immediacy of adapting to a transformed media landscape

In 2007:

Build trust with all audiences, particularly internal audiences;

TREND: Trust continues to underscore the simplicity of the business case – your community grants, or revokes, your “license to operate”

OPPORTUNITY: Concentrate on how your company acts & adapts

* Q 13, 14, 15, 16, 18; Interviews



Key Study Insights 2009 (2)*

Dramatic budget (43.1% report >5%) and staff (28.1% report >5%) decreases reflect overall corporate responses to the global economic downturn, contrasting sharply with modest increases in the past

Nevertheless, communication executives remain optimistic that budgets will **not be “among the first to be cut”** (90.8%) reflecting the value of the function

In 2007:

Modest budget and staff increases (5%) have accelerated, staff responsibilities increase more rapidly to meet the challenge of new media technologies.

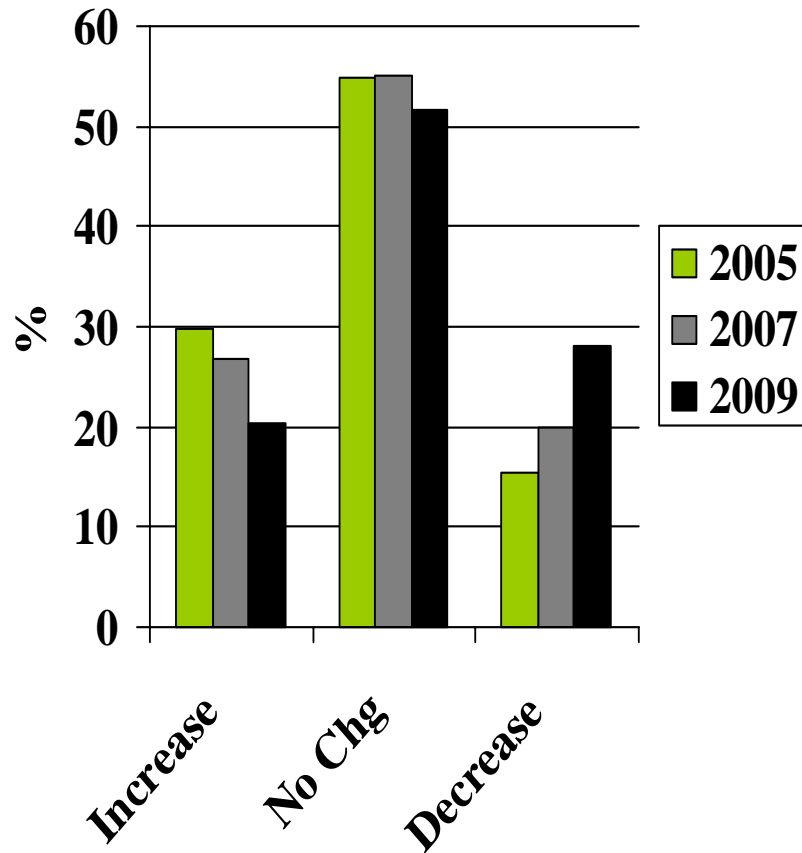
TREND: Companies expect corporate communicators to accomplish even more with ever decreasing resources

OPPORTUNITY/CHALLENGE: To leverage business expertise & media technology to add strategic advantage and value

* Q 14, 15, 18, 22; Interviews



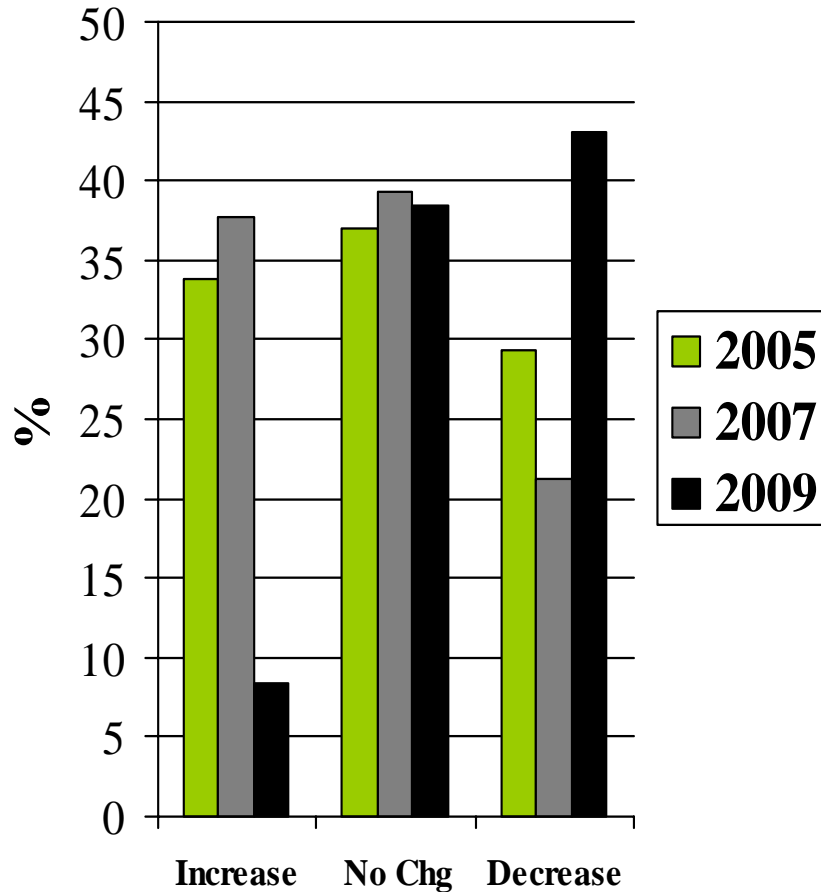
Staff Changes 2009 [Q#14]



INCREASED Staff			
2005	2007	2009 (20.3%)	
12.1%	21.7%	10.9%	[5% incr]
7.7%	1.7%	3.1%	[10% incr]
1.1%	0	1.6%	[15% incr]
8.8%	3.3%	4.7%	[15%+]
DECREASED Staff			
2005	2007	2009 (28.1%)	
3.3%	11.7%	12.5%	[5% decr]
4.4%	1.7%	3.1%	[10% decr]
0	3.3%	3.1%	[15% decr]
7.7%	3.3%	9.4%	[15%+ decr]



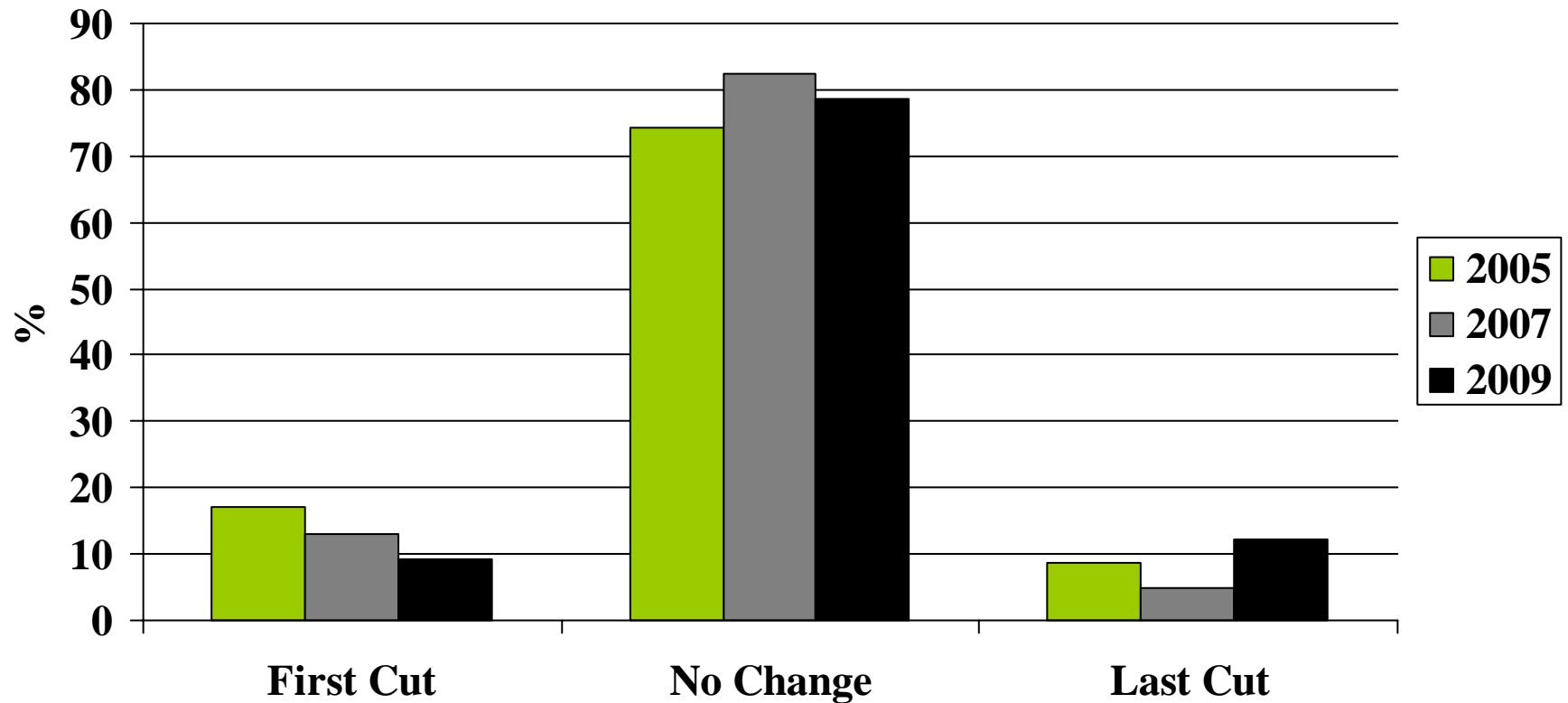
Budget Changes 2009 [Q#15]



INCREASED Budget			
2005	2007	2009 (18.4%)	
12.0%	23.0%	9.2%	[5% incr]
12.0%	8.2%	4.6%	[10% incr]
6.5%	4.9%	3.1%	[15% incr]
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2005	2007	2009 (43.1%)	
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1.1%	1.6%	4.6%	[15% decr]
6.5%	8.2%	12.3%	[15%+]



Budget Cuts to Reduce Cost 2009 [Q#18]





Key Study Insights 2009 (3)*

Social media has changed dramatically the media landscape for the practice of corporate communication

In 2007:

New technologies such as Web 2.0 offer a new crisis, creating a “geometric progression” of more challenges as a result of more transparency and hyper-connectivity

TREND: A substantial majority of communication officers are responsible for social media function (78%) and budget (64%); they use vendors sparingly (28%)

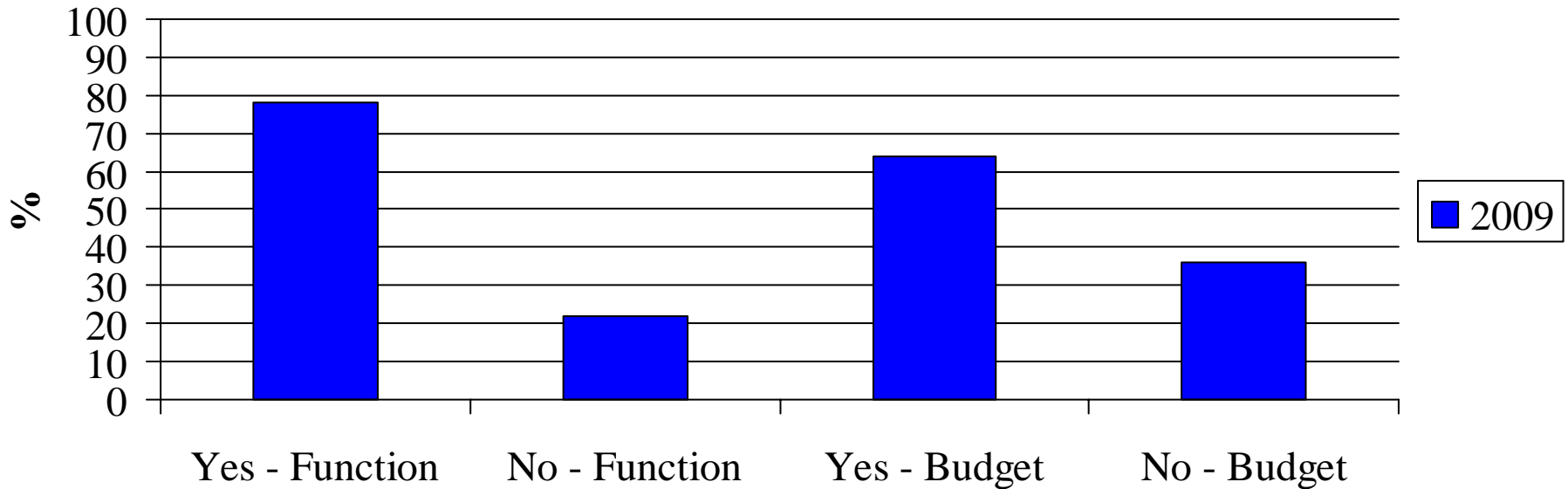
OPPORTUNITY/CHALLENGE: To focus on the strategic, rather than the tactical, use of the new technology

* Q 13, 16, 22, Interviews



Corporate Communication Functions & Budget 2009 (23)[Q13,16]

Social Media [new in 2009]





Key Study Insights 2009 (4)*

Corporate communication executives continue to see their primary role in the company as “counsel to the CEO” (23.3% #1 & 16.7% #2) and “manager of the company’s reputation” (18.0% #1 & 14.8% #2)

In 2007:

Communication is now more strategic than ever; corporate communication executives now see their primary role in the company as “manager of the company’s reputation” more so now than their role as “counsel to the CEO”

TREND: Strategic communication counsel (2001 -- 2009)

OPPORTUNITY: Reputation management requires a strategic partnership and counsel with the CEO

* Q 13, 16, 21, 24, 25; Interviews



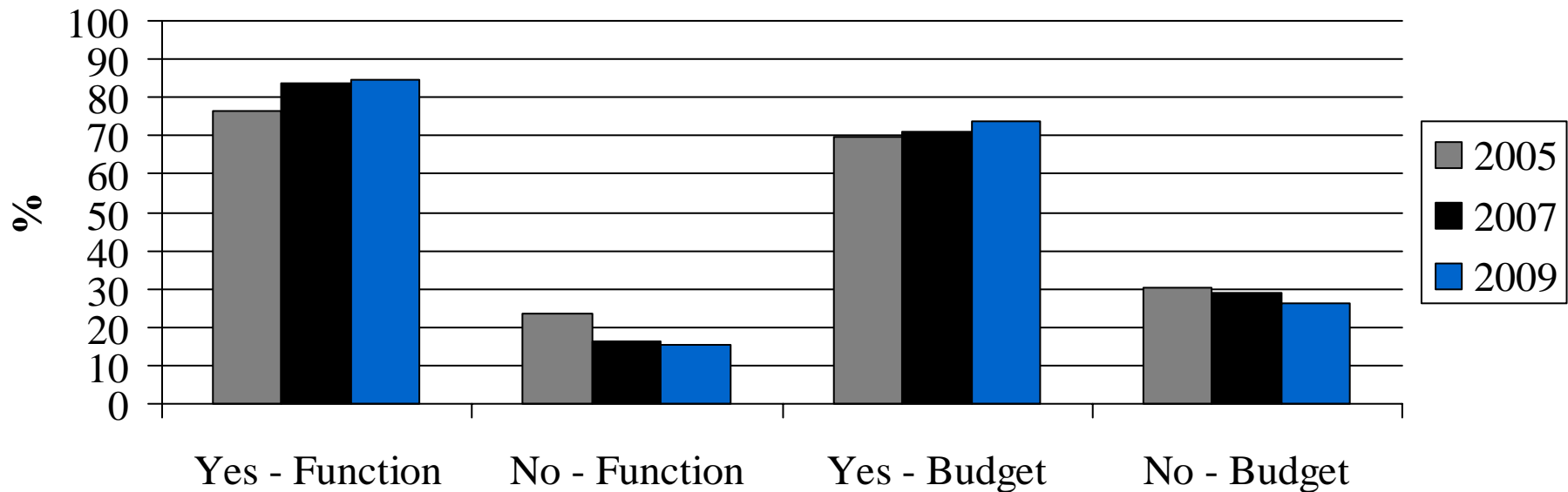
Corporate Officer Best Prepared to Manage Reputation [Q 25]

Corporate Officer	
Chief Executive Officer (CEO)	54.9%
Chief Communication Officer (CCO)	12.7%
VP, Corporate Affairs	2.8%
Chief Marketing Officer (CMO)	2.8%
Director, Corporate Communication	1.4%
Other	25.4%



Corporate Communication Functions & Budget (22)[Q13,16]

Reputation Management





Key Study Insights 2009 (5)*

Communication officers' responsibility for the management of the **Investor Relations** function and budget is increasing (only 1 in 3 even with an increase), reflecting the financial crisis & transforming business model

Engaged with the creation of the Annual Report by 3 to 1

In 2007

Corporate communicators are less responsible for the management of the Investor Relations function; Nevertheless, they are increasingly engaged with the creation of the Annual Report

TREND: Understanding the capital markets during the financial crisis of 2008-2009 is central to building positive relationships

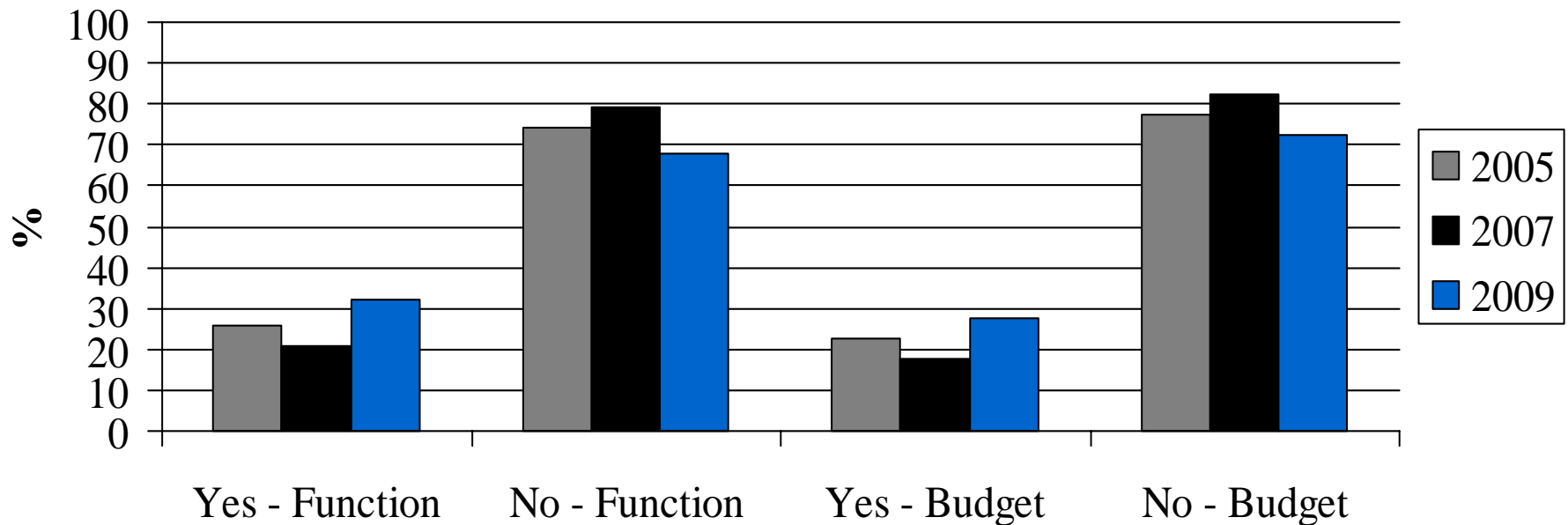
OPPORTUNITY: Demonstrate strategic understanding of the rapidly changing business environment by becoming more involved with investor relations

* Q 13,16,23, 24; Interviews



Corporate Communication Functions & Budget 2009 (17)[Q13,16]

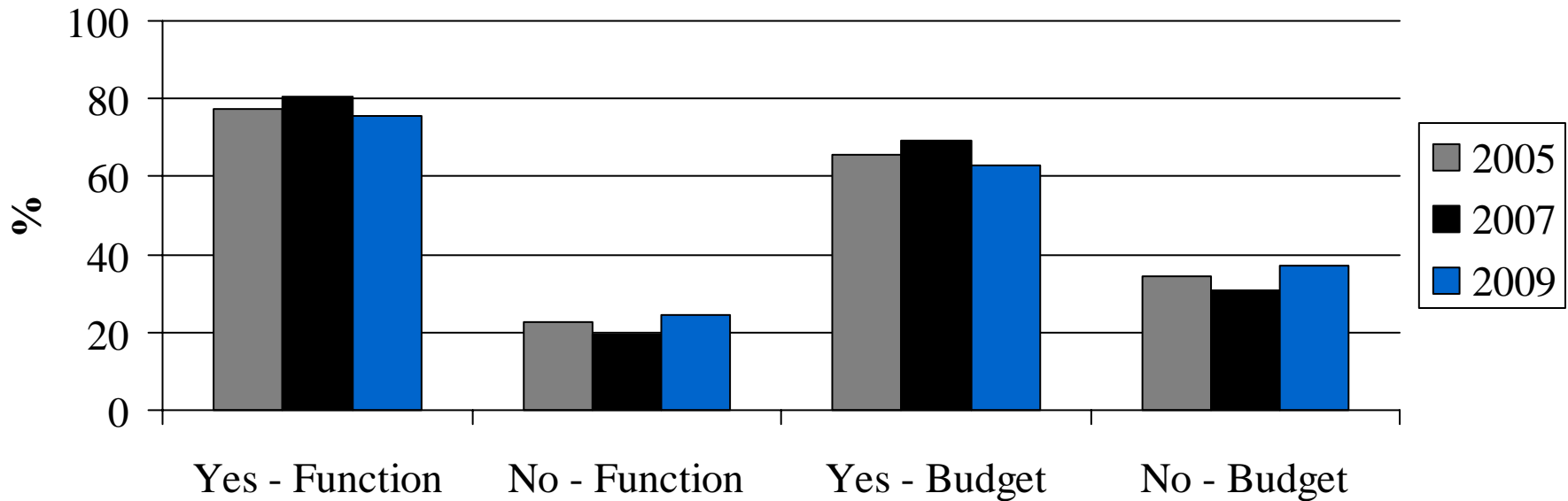
Investor Relations





Corporate Communication Function & Budget 2009 (2)[Q13,16]

Annual Report





Key Study Insights 2009 (6)*

Chief communication officers are even more mature (60% over 50); paid more (30% over \$300K); More managers have BS, MS, and JD, fewer MBAs; More corporate communication executive officers are male (66.7%)

In 2007:

Managers are more mature; paid more; better educated; Slightly more corporate communication executives are male; Since almost half of corporate communication executives are over 50

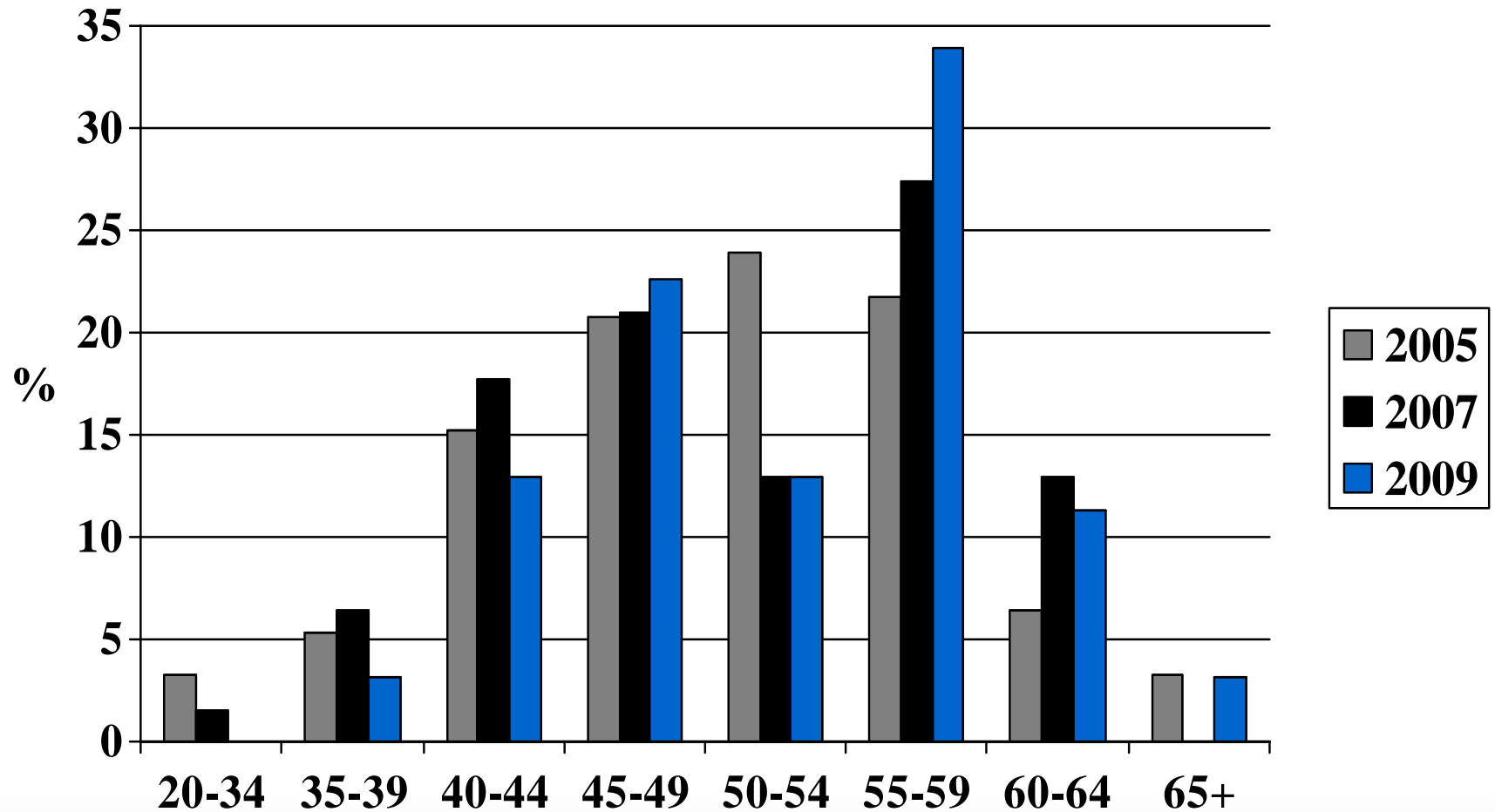
TREND: Since almost 2 out of 3 corporate communication executive officers are over 50, and 1 out of 3 is paid over \$500K, consider the different experiences between managers and their staff; **consider the need for succession planning**

OPPORTUNITY: Build on technology competencies of new staff & leadership experience of managers

* Q 6,7,8,10; Interviews

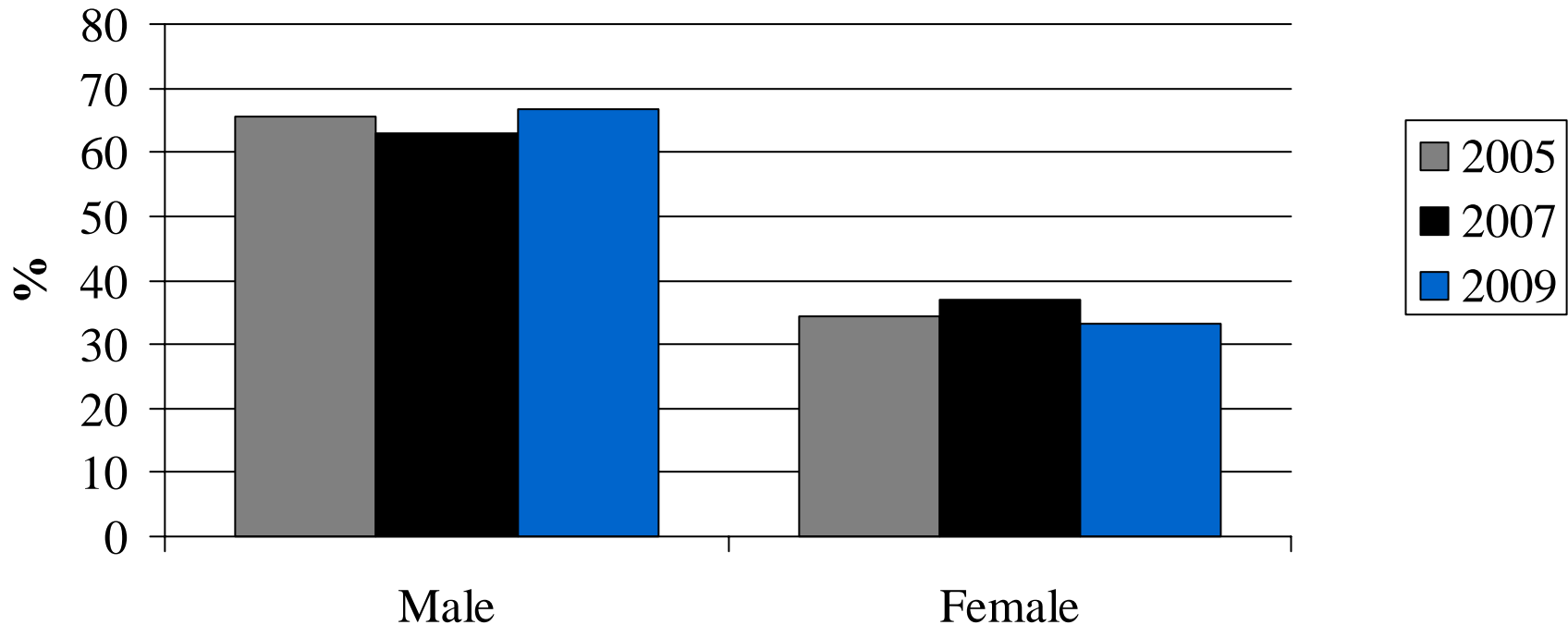


Age - Corporate Communication Executives 2009 [Q#7]



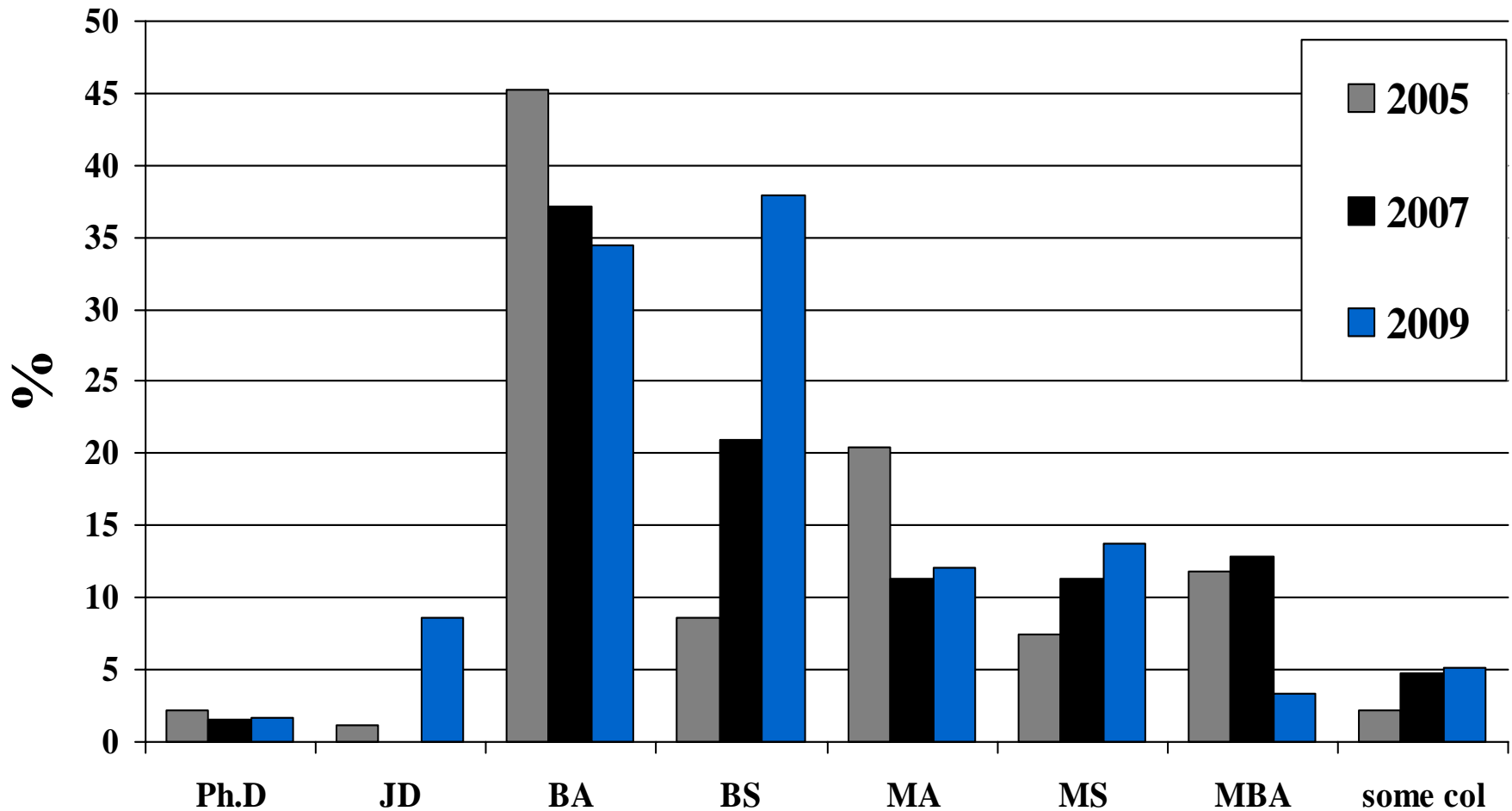


Gender -- Communication Executives 2009 [Q# 6]



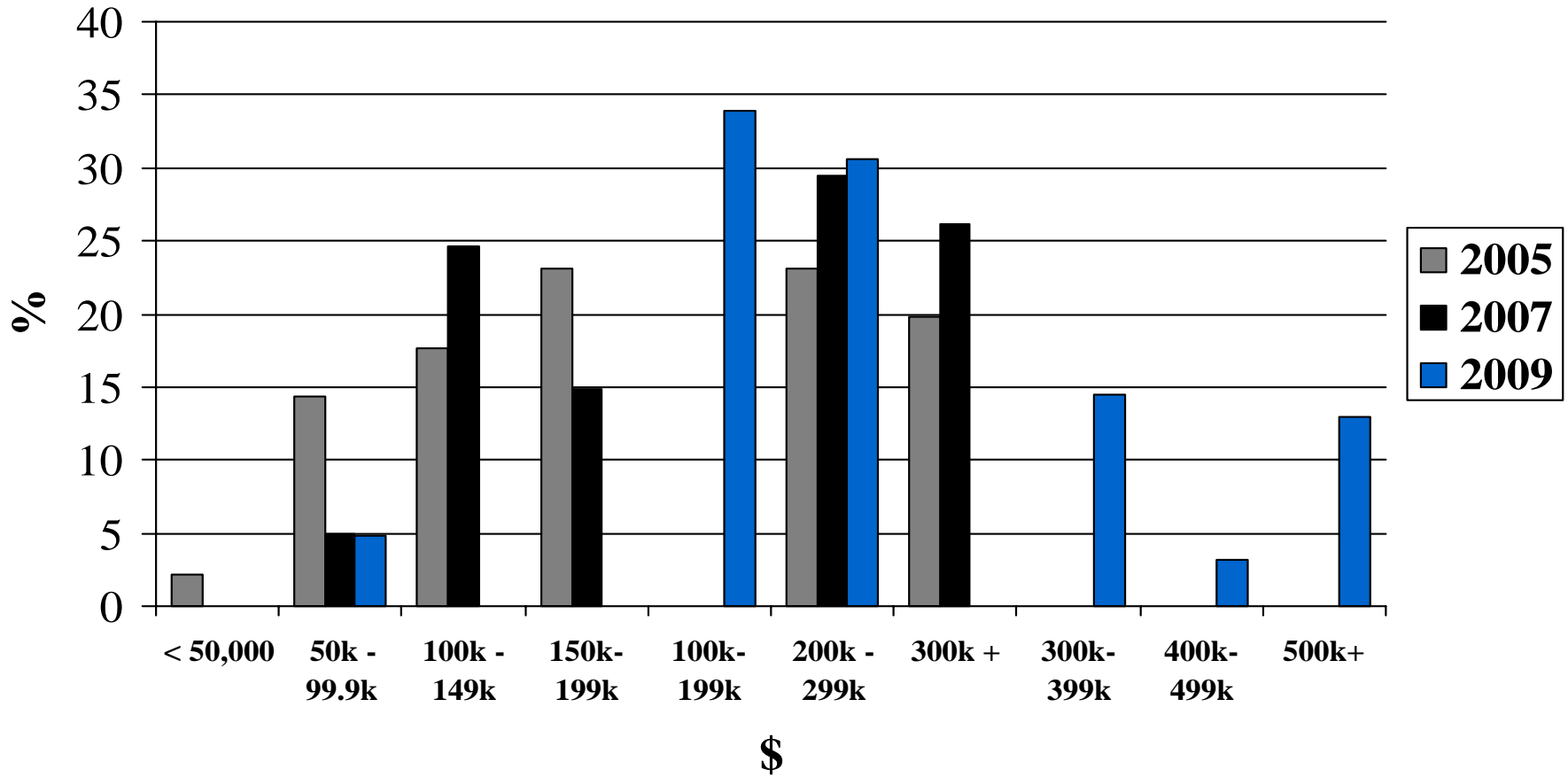


Education - Communication Executives 2009 [Q#8]





Salary 2009 [Q#10]





Key Study Insights 2009 (7)*

Corporations manage the **executive compensation** issue through greater disclosure; a majority commented that the issue had “no significant impact” on the practice of corporate communication

In 2007:

Executive compensation issues have increased the need to clearly articulate “pay for performance” criteria, to educate constituent groups about retaining top talent, and to educate executives about the need for open, factual, non-defensive discussion about their compensation

TREND: Greater engagement on this issue with the media and investors seems to have dampened stakeholder backlash

OPPORTUNITY: Continue to embrace through action & behavior the company commitment to accountability and transparency

* Q 23; Interviews



Key Study Insights 2009 (8)*

Alignment of messages with action demonstrates a “commitment to candor and consistency” in the contemporary environment of ever increasing transparency and disclosure

TREND: Ethics and values offer a strong base for a culture of accountability; communication is used to “highlight truth”

OPPORTUNITY: Public scrutiny leads to better decision-making, “enabling an ethical culture”

* Q 24; *Interviews*



Key Study Insights 2009 (9)*

Corporate communication executives are **using vendors more** than in 2007 to help with government relations (+18%), corporate identity (+10%), crisis communication (+10%), and executive communication (+10%)

TREND: Uncertainty concerning the direction of the economy strengthens the need for vendors, interns, and “contingent workers”

OPPORTUNITY: Access to experts without long-term commitment

CHALLENGE: Avoid dependence on outside experts at the expense of developing internal capability and expert counsel

* Q 22; *Interviews*



Key Study Insights (10)*

Corporate communication officers require **business acumen** -- “a deep understanding of business and business strategy,” as well as the ability to “articulate ideas and persuade others”

In 2007

Although writing is still the core skill for Corporate Communication, the communication officer needs to have business knowledge; to understand budgets, and to know how to measure the value of communication to the organization

TREND: Adapting to the transforming business environment requires strategic thinking; problem-solving; integrity; crisis management

OPPORTUNITY: Function as a partner in the strategy process to achieve business goals

* Q Interviews



Communication Officer Reporting Line 2009 [Q 12]

Top Communication Officer Reports to:	
Chief Executive Officer (CEO)	50.7%
Chief Financial Officer (CFO)	9.0%
Corporate Counsel	7.5%
Chief Operating Officer (COO)	6.5%
Chief Information Officer (CIO)	1.5%
Other	25.4%



Key Functions 2009 [Q13] (%yes)

• Media Relations	100.0%*	• Community Relations	61.5%
• Public Relations*	98.4%*	• Mission Statement	56.9%
• Communication Strategy	96.9%*	• Corporate Citizenship	50.8%
• Crisis Communication	93.8%*	• Brand Strategy	50.8%
• Communication Policy	92.3%*	• Marketing Communications	41.5%
• Executive Communication	87.7%*	• Advertising	41.5%
• Reputation Management	84.6%*	• Corporate Culture	40.0%
• Internal Communication	81.5%*	• Investor Relations	32.3%
• Social Media	78.0%	• Government Relations	15.4%
• Internet Communication	76.9%	• Technical Communication	13.8%
• Intranet Communication	76.6%	• Ethics	9.2%
• Annual Report	75.4%	• Training & Development	7.7%
• Corporate Identity	69.2%	• Labor Relations	4.6%
• Issues Management	67.7%		

* ***Almost ubiquitous***



Role of Corporate Communication In Companies 2009 [Q21]

Percent of Respondents who RANKED the following functions #1:

23.3% - Counsel to the CEO & the Corporation (*new-2002*) [16.7% #2]

18.0% - Manager of company's reputation [14.8% #2]

12.9% - Source of public information about the company [14.5% #2]

10.2% - Driver of company publicity

9.7% - Manager of the company's image

6.8% - Advocate or "engineer of public opinion"

5.8% - Manager of relationships – co. & NON-customer constituencies

5.0% - Branding & brand perception steward (*new-2002*)

3.5% - Member of the strategic planning leadership team (*new-2009*)

3.4% - Manager of employee relations (internal comm.) (*new-2002*)

1.9% - Manager of relationships -- co. & ALL key constituencies

1.8% - Support for marketing & sales

1.8% - Corporate philanthropy (citizenship) champion (*new-2002*)



Open Ended Questions

[Q23, Q24, Q25]

Impact of executive compensation issue on the practice of corporate communication [Q23]

Corporate communication function's role in leading strategic change [Q24]

Corporate officer best prepared to manage the corporation's reputation [Q25]



Impact of executive compensation issue [Q23]

“No significant impact.”

“There has been additional responsibility to communicate changes to our program based on the economic unrest.”

“It hasn’t had a significant impact. We have tried to be transparent on this topic for years.”

“...We are in a small community and the topic is front page news and generates many local comments. All negative.”

“We have become more transparent ...to ensure changes in compensation practices are ...explained in a credible way.”



Leading Strategic Change [Q24]

- “Communications is now an integral part of the change discussion, informing and providing counsel as strategy is put into place.”
- “...broader culture is driving internal business/culture to better communication (public has grown to expect blogs, and feedback loops; those are now being mimicked in the corporate environment).”
- “The communications function has been part of every major strategic change that has occurred at our company in the last 10 years by helping to recognize, identify, and ultimately communicate the need for strategic change.”



Corporate Officer Best Prepared to Manage Reputation [Q 25]

Corporate Officer	
Chief Executive Officer (CEO)	54.9%
Chief Communication Officer (CCO)	12.7%
VP, Corporate Affairs	2.8%
Chief Marketing Officer (CMO)	2.8%
Director, Corporate Communication	1.4%
Other	25.4%



Interview Questions 2009

Nine questions sent by e-mail -- option to have a telephone interview or send return e-mail:

- The top three critical issues in corporate communication
- Strategic importance of corporate communication in your organization
- Top three trends in corporate communication in companies
- Trends unique to the corporation's industry or sector
- Corporate communication contribution to overall success of the corporation
- Core competencies: for individual practitioners; for the corporation as a whole
- Impact of transparency and disclosure on the relationship between ethics and advocacy in the practice of corporate communication
- The practice of corporate communication in the future
- Additional comments



Selected Comments 2009: Top Three Critical Issues

“Building trust internally and externally.”

“Demonstrating the function’s value in driving business performance.”

“...social media and how we can adapt to this environment from a reputation and crisis standpoint ...as the current practices [traditional news releases] are dying off ...”

“... globalization, in particular how to support oversight towards the emerging markets in the US & Europe”

“...reputation management ...sustainability, crisis communication, and key message development.”



Selected Comments 2009: Strategic Importance of Corporate Comm.

- “There’s not much that any Fortune 500 company can do that isn’t driven by corporate communication. Anything that touches on a company’s reputation touches on corporate communication.”
- “Align the actions of the corporation with what the people will consider a corporation worthy of admiration. You can only influence decision only if they are in accordance with what people are thinking.”
- “Helping the organization define itself and what it stands for ... working with the leadership teams in order to better define your mission and work on ways to express that with key audiences.”
- “...beyond managing communication issues. A lot of it has to do with talent recruitment and development...”
- “It is critical to establish the culture of the firm ... to inspire people to be highly ethical and responsive to clients with the highest standard of integrity ... to attract and train the best people.”



Selected Comments 2009: Top Three Trends

- “More authenticity and transparency, which requires a deep commitment to ethics and values”
- “More integration between corporate communications and marketing especially in using unpaid media and social media to build reputation”
- “Emerging importance of employee engagement”
- “...a reinvestment in communication ... companies ... used to always cut out communication first, but now they’re investing more in communication.”
- “... developing content that can be leveraged on both internal and external platforms ... employees now have *Twitter* and *Facebook* accounts.”
- “... the environment and sustainability and how do they best communicate that.”



Selected Comments 2009: Industry Sector Trends

Insurance and financial services – “Hypersensitivity to any perception of wasteful or inappropriate business conduct.”
-- “We are in the headlights.”

Healthcare – “We are seeing a greater willingness to take a stand on issues that may be risky or divisive. We also are seeing more collaboration to address some of the big healthcare issues our nation and the world is facing.”

Automotive Sector – “Restoring trust & reputation; the need to better articulate the role of our industry .. dominated by manufacturers; the OEM are the face to the consumer; we are B to B; no OEM uses corp. com. to its greatest extent.”

Pharmaceuticals -- “The biggest one is the outreach to the public about health care reform because the public’s vote is the life of our company.”

Aerospace and Defense – “... a lot in common with medicine because people unfortunately [die].”



Selected Comments 2009: Contribution to Overall Success

- “Corporate communication is considered essential to helping identify and build awareness of the needs of various customer segments and then articulating (with Marketing) what we do (or can do) to meet those needs.”
- “... we play an important role in issues management and reputation enhancement/measurement, and we have a large role in ensuring that the right dialogue is taking place amongst our stakeholders.”
- “... think it helps the CEO/ management to really have a strategic plan. We help establish a culture. Employees understand what it is we want them to achieve. We focus on our constituents. We are the group that kind of brings it all together.”



Selected Comments 2009: Core Competencies

“Courage and tenacity to speak truth to power.”

“Ability to demonstrate ROI”

“Integrity; Ability to respond to crisis and conflict without ambiguity; Strategic relationship building”

“Business acumen; news judgment; ability to articulate ideas and persuade others; confidence”

“Trust, credibility.”

“the ability to write and express oneself very strongly; ... to take lots of information and to distill it into a clear and compelling message; ... to think strategically from the business point of view; think like a business person.”



Selected Comments 2009: Transparency & Disclosure

- “We have continued to push for greater transparency, while at the same time have struggled with leadership to be clear about what can and cannot be shared due to regulatory requirements. It is sometimes hard for leaders to realize that they/we can’t “control” communication anymore (not that we could do much previously), thus making it more necessary than ever to be consistent with all stakeholders and in actions as well as words.”
- “... paramount to what we do. It’s a core requirement not just for corporate communication but for our whole company. On the homepage of our internet we have a link called “Doing Business the Right Way.”
- “Some people will say more transparency but I believe that there is less transparency. There are an increasing number of corporations consolidating their results.”



Selected Comments 2009: The Future Practice

- “... the function continues to be perceived as critical and its importance will sustain in the future, but it will increasingly be expected to make a tangible contribution to business success.”
- “I think the traditional approach to corporate communications will fade away as companies grapple with multi-generational workforces and a variety of stakeholders. Add to that mix the splintering of mainstream media and the onset of social media, and the departments that can truly morph into business problem-solvers will survive while others who rely on traditional press releases and employee newsletters will eventually be found irrelevant.”
- “I see an increase interaction and blending with a lot of the marketing related disciplines as well as the increase in broadcast and communication market shares.”



Selected Comments 2009: Anything to add?

“No, but I love what you guys do and I think that you’re doing a wonderful study. Please always keep me in mind when you’re doing something else.”

“Uhhh No...(chuckles) this has been great! I normally don’t get to share my thoughts like this. So thank you.”



Thanks

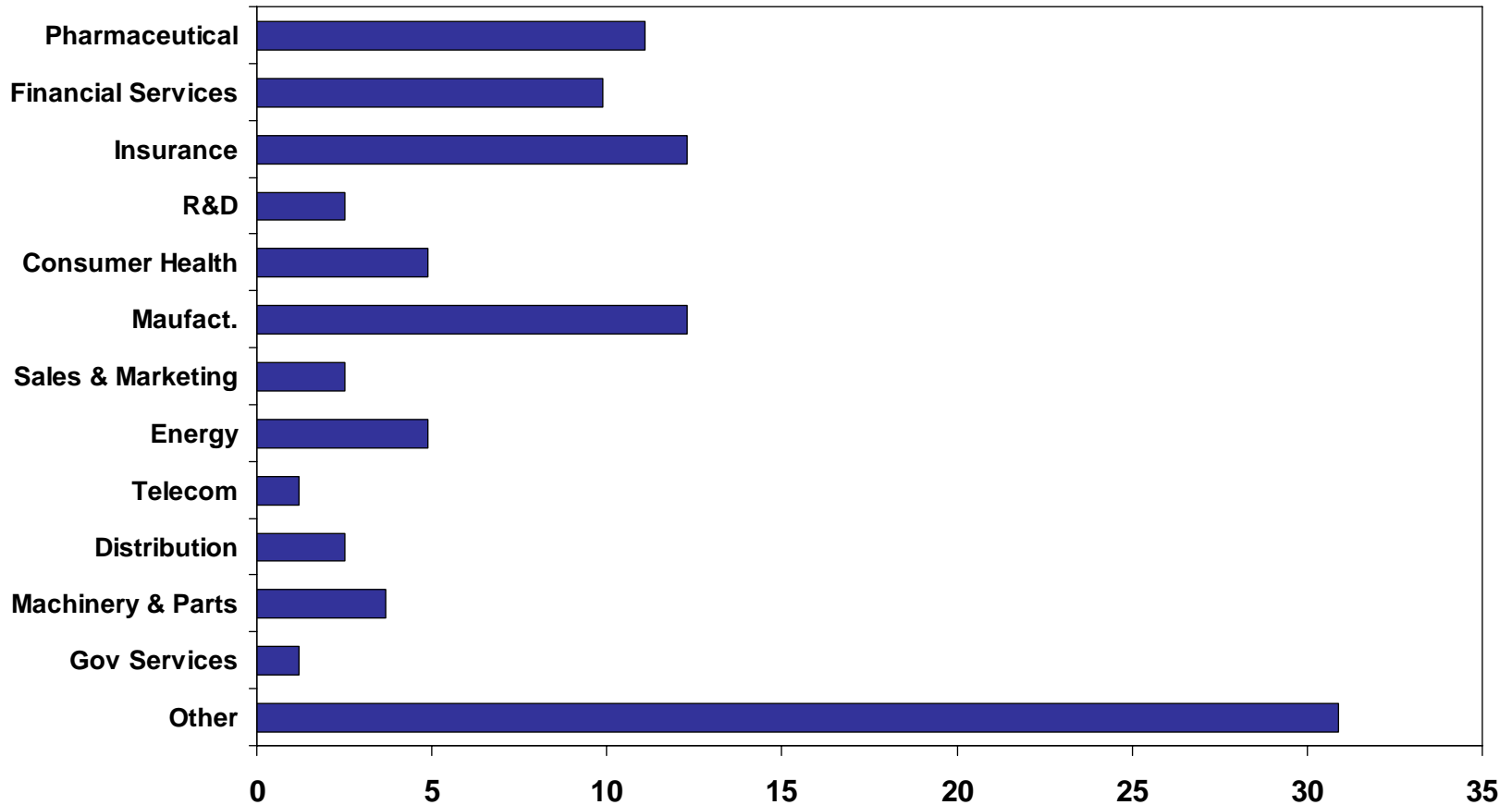


CCI Study 2009 Survey Data

*[Includes information from previous
CCI Studies --
2000, 2001, 2002, 2003, 2005, & 2007]*

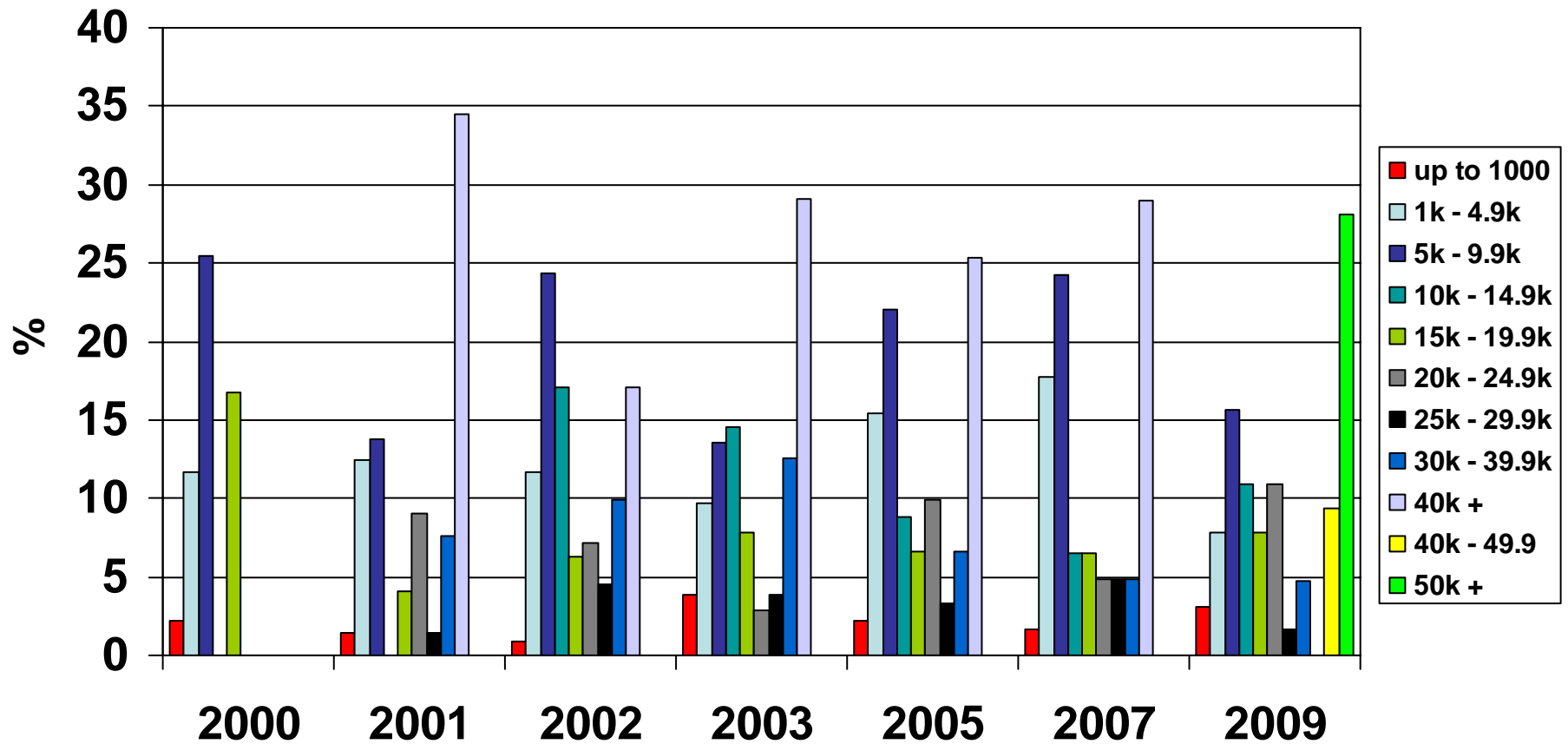


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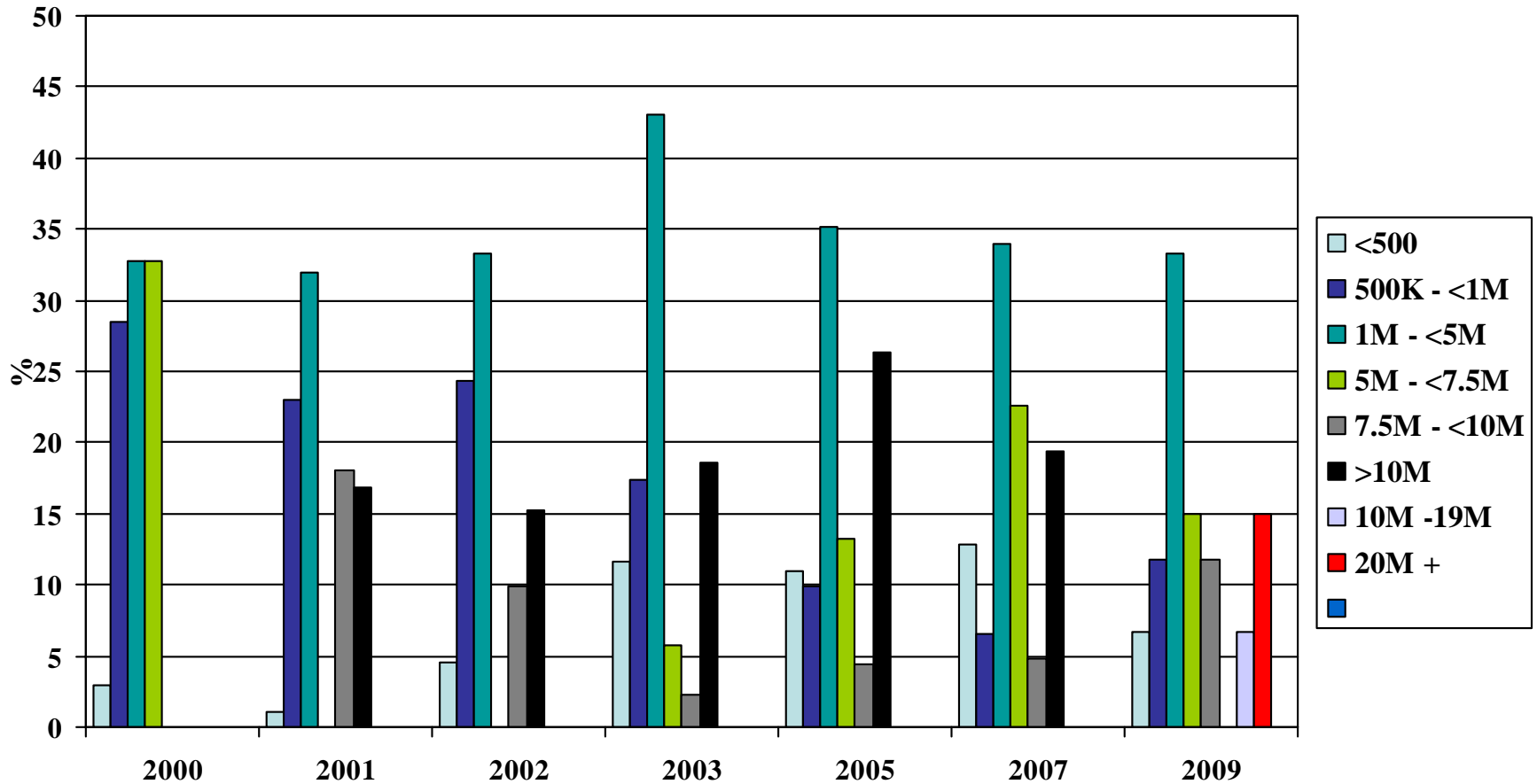


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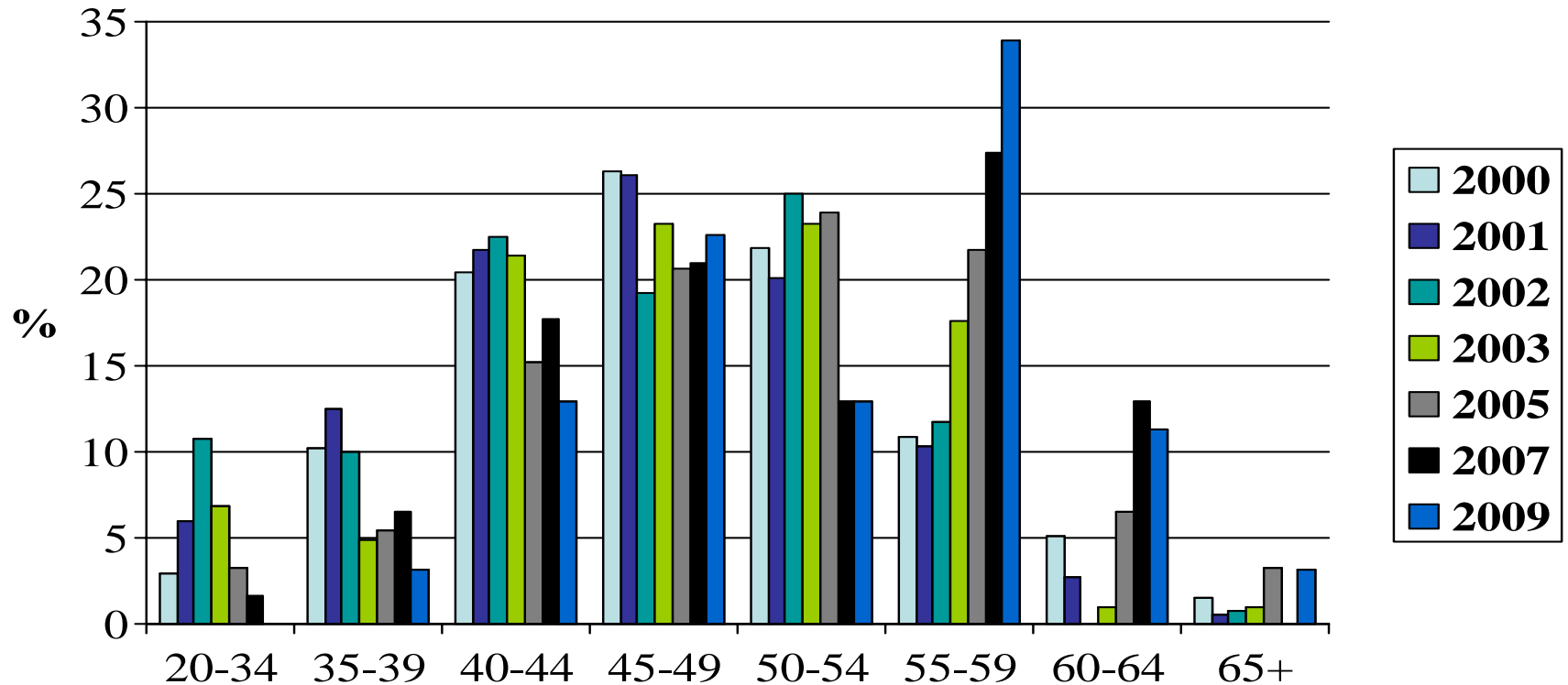


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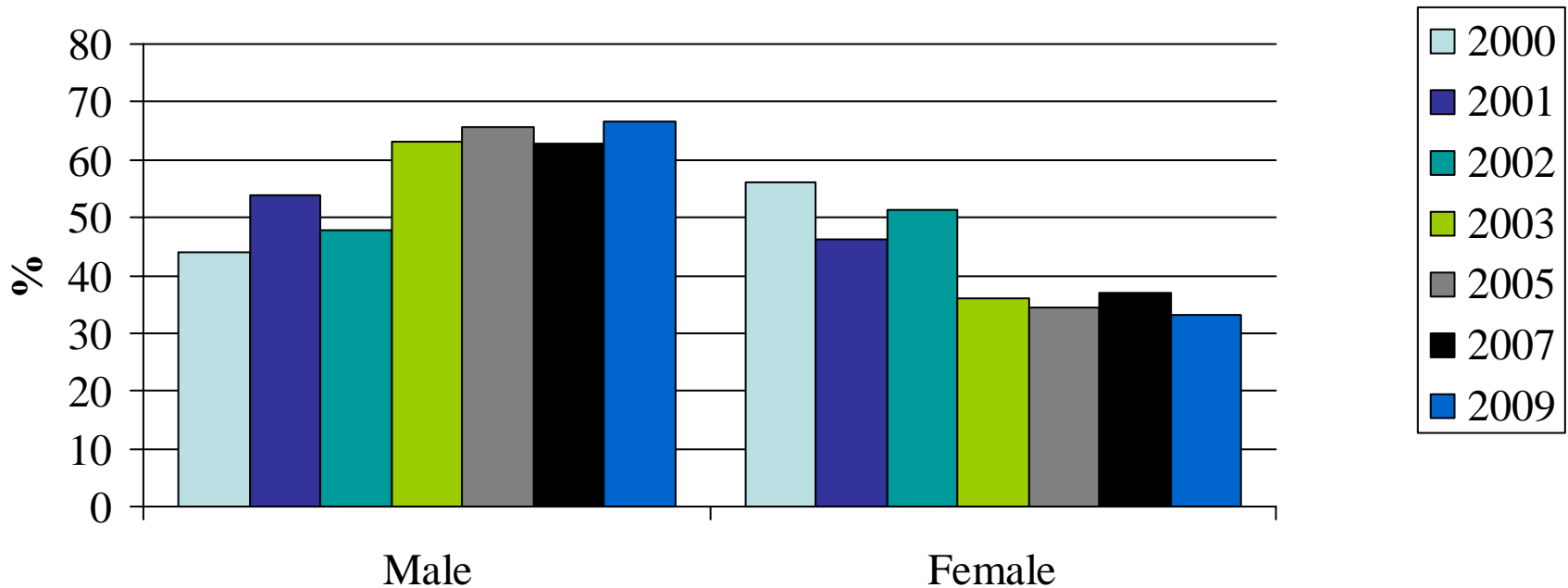


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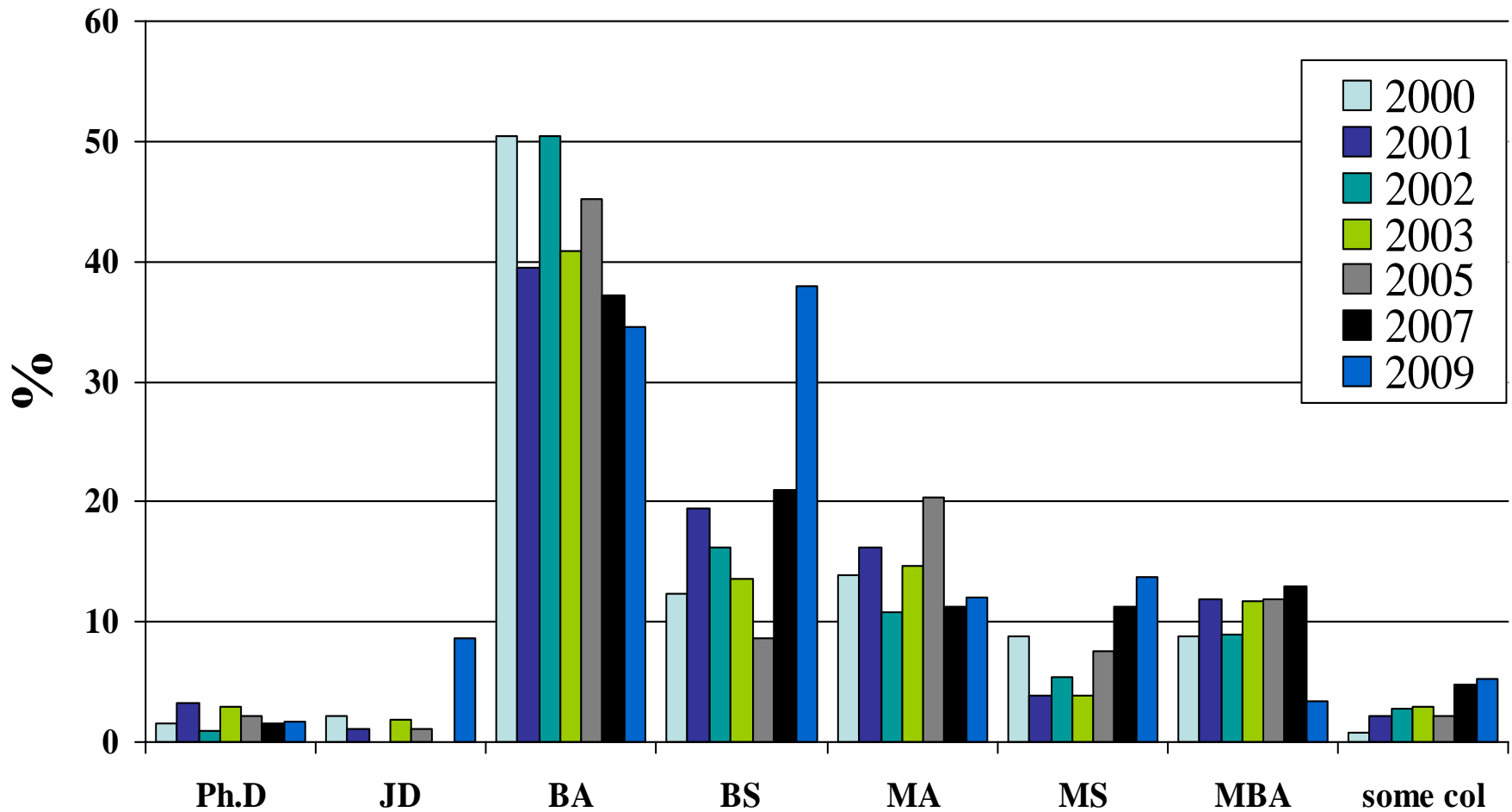


Gender -- Communication Executives 2009 [Q# 6]



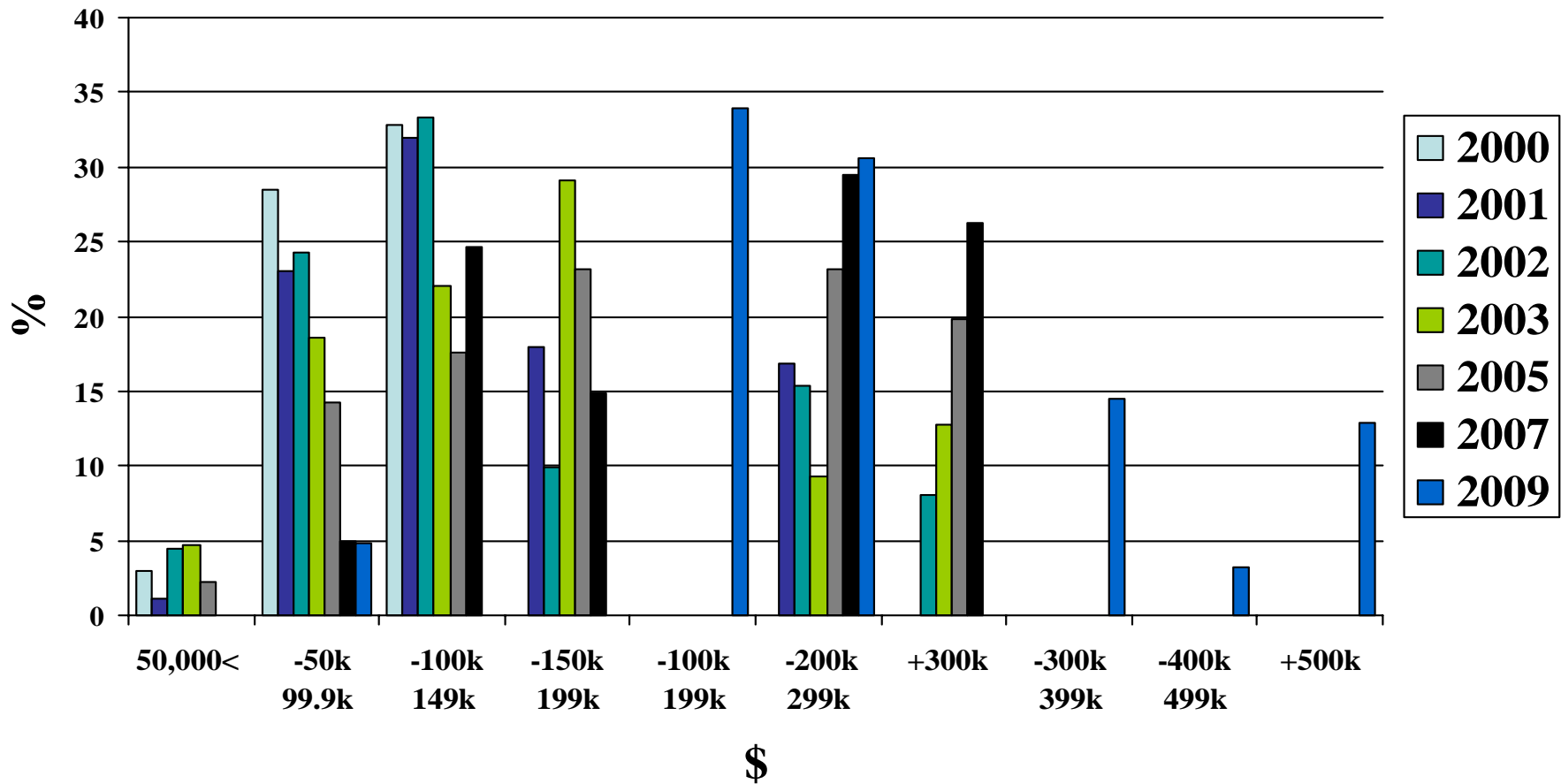


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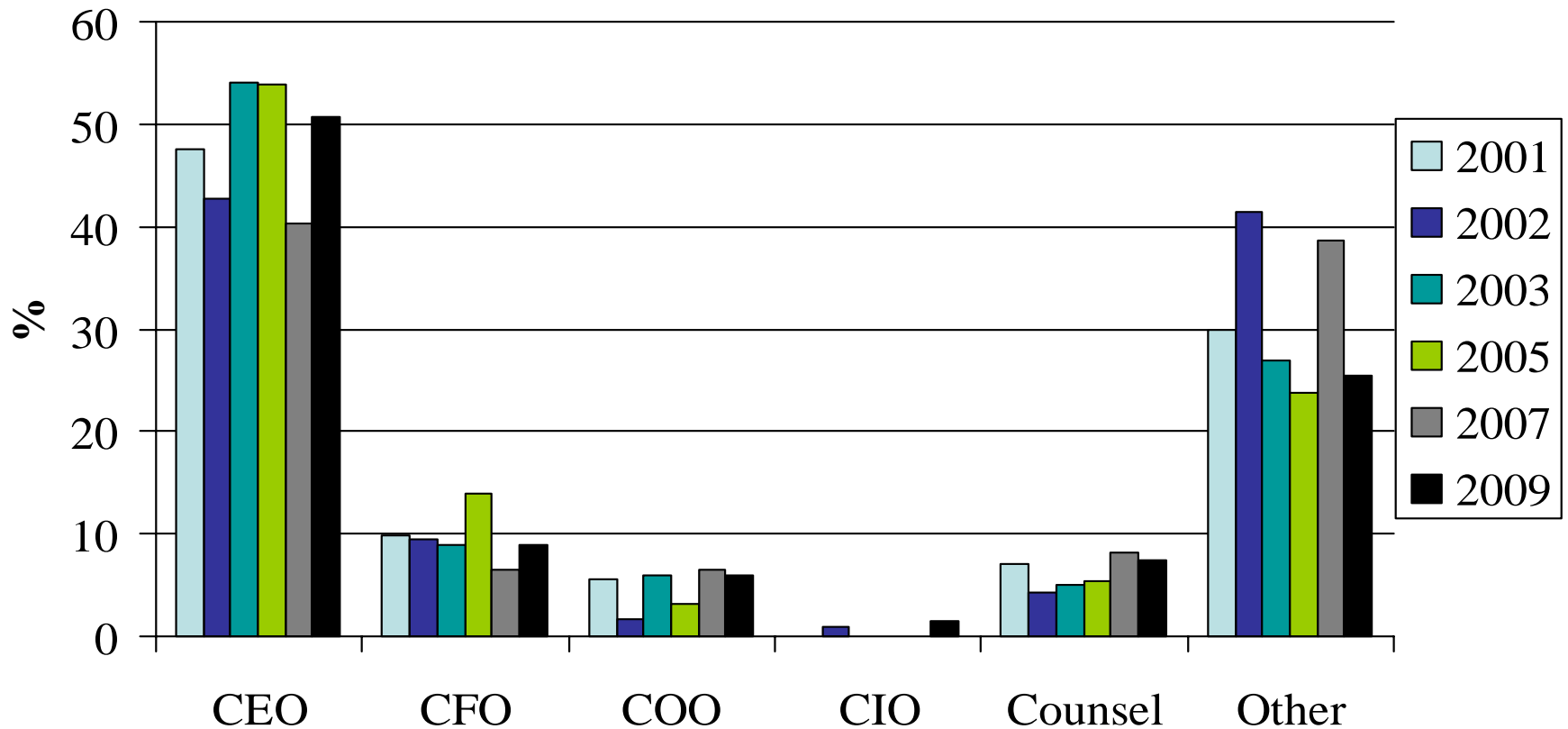


Salary 2009 [Q#10]





Reporting Lines 2009 [Q#12]





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Titles for Top Communication Officer 2009 [Q 5]

Titles for Top Communication Officer:	
VP, Corporate Communication	21.6%
Director, Corporate Communication	12.2%
SVP, Corporate Communication	6.8%
Chief Communication Officer	5.4%
VP, Corporate Affairs	4.1%
VP, Public Affairs	4.1%
Corporate Communication Manager	2.7%
Director, Investor Relations	2.7%
Other	40.0%

Top Corporate Communication Officer 2007: VP, SVP, EVP, Dir., Mgr
And other titles: Chief Comm. Officer, VP Global Comm.

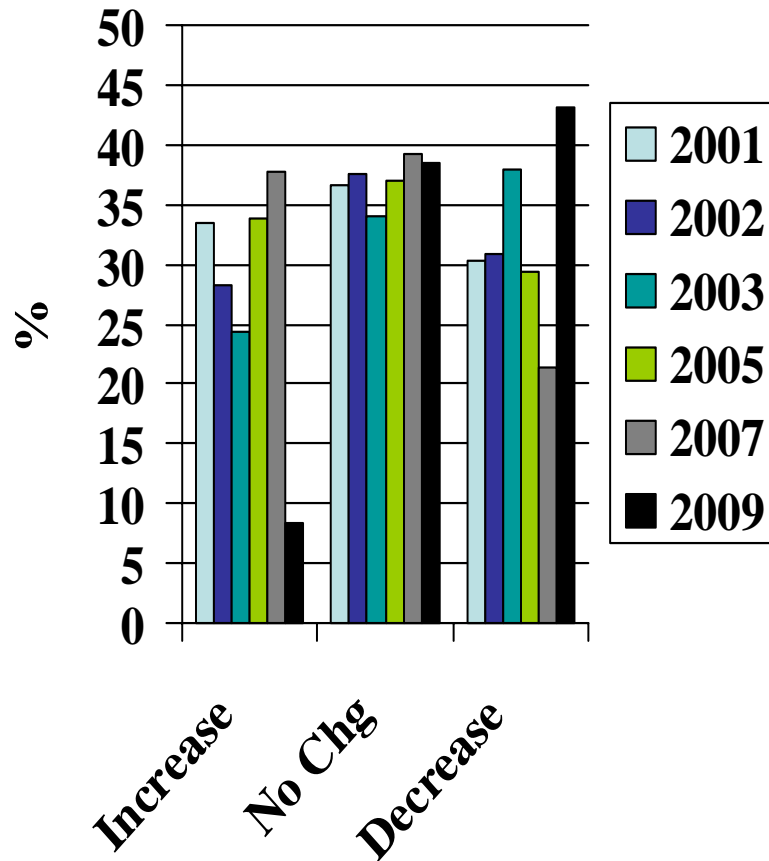


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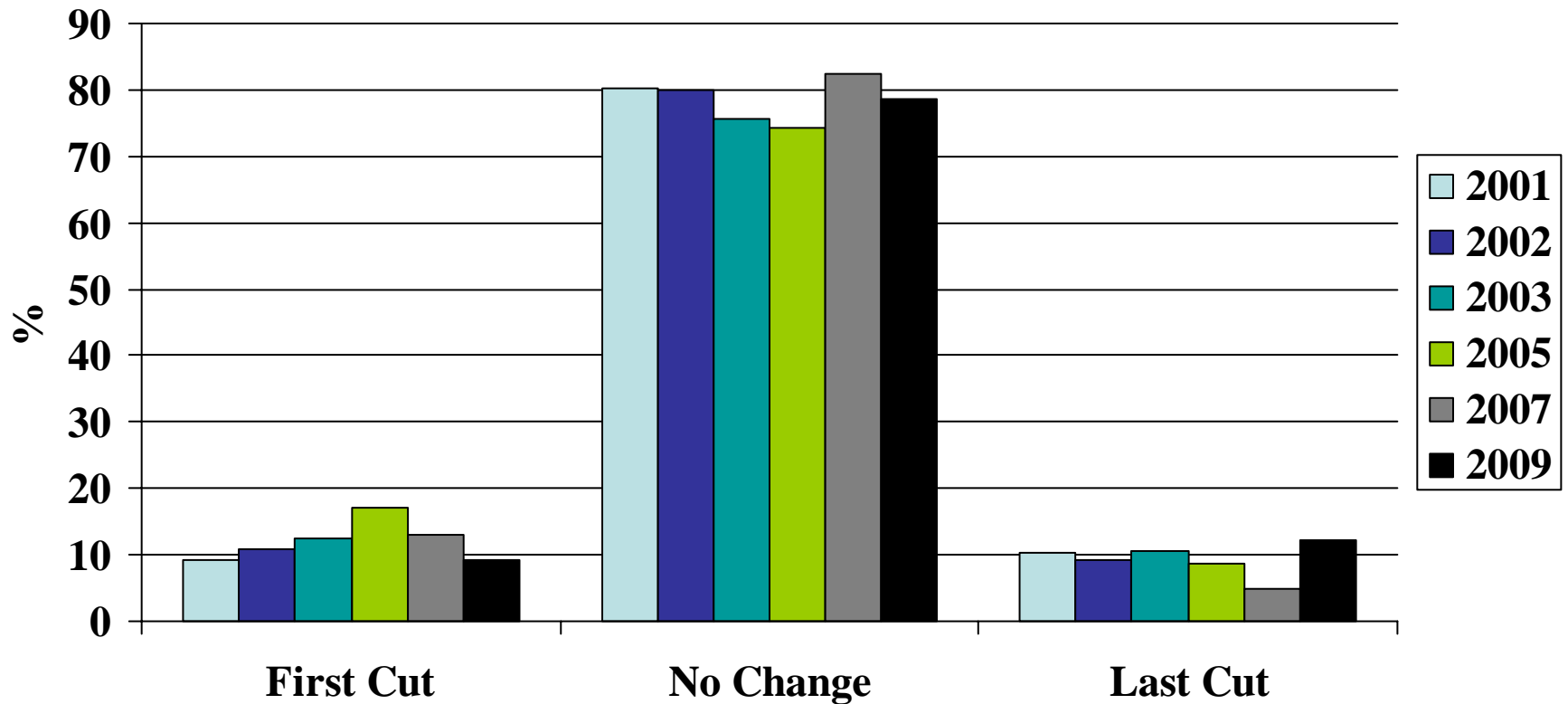
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2005	2007	2009	
13.0%	8.2%	10.8%	[5% decr]
8.7%	3.3%	15.4%	[10% decr]
1.1%	1.6%	4.6%	[15% decr]
6.5%	8.2%	12.3%	[15%+ decr]

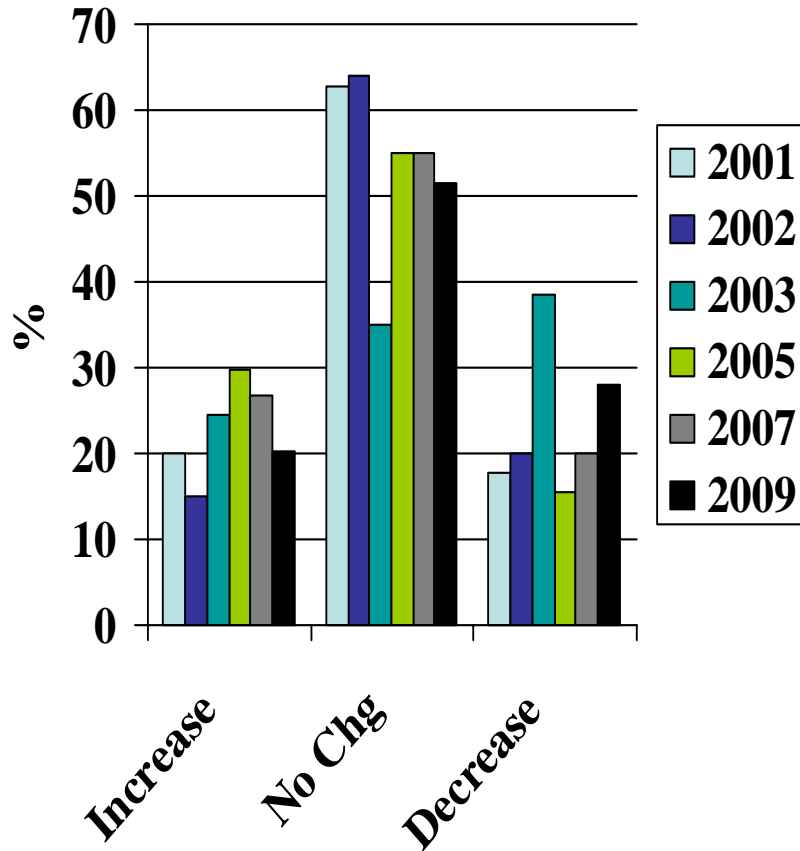


Budget Cuts to Reduce Cost 2009 [Q#18]





Staff Changes 2009 [Q#14]

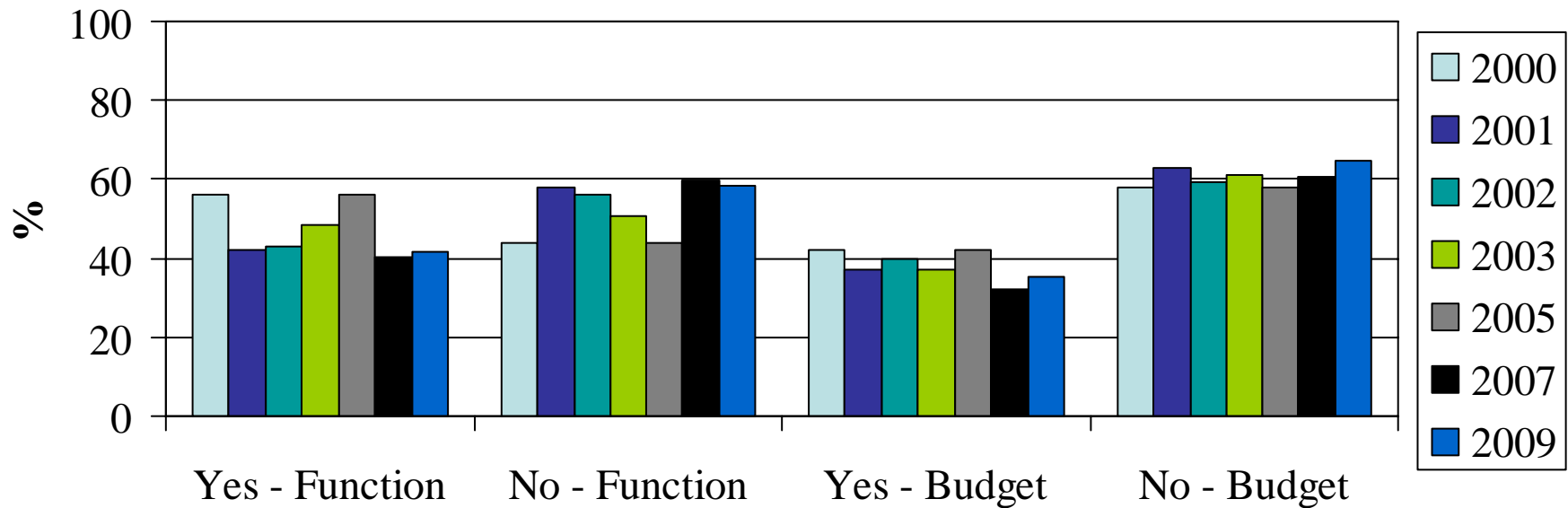


INCREASED Staff			
2005	2007	2009	
12.1%	21.7%	10.9%	[5% incr]
7.7%	1.7%	3.1%	[10% incr]
1.1%	0	1.6%	[15% incr]
8.8%	3.3%	4.7%	[15%+]
DECREASED Staff			
2005	2007	2009	
3.3%	11.7%	12.5%	[5% decr]
4.4%	1.7%	3.1%	[10% decr]
0	3.3%	3.1%	[15% decr]
7.7%	3.3%	9.4%	[15%+ decr]



Corporate Communication Function & Budget 2009 (1) [Q13,16]

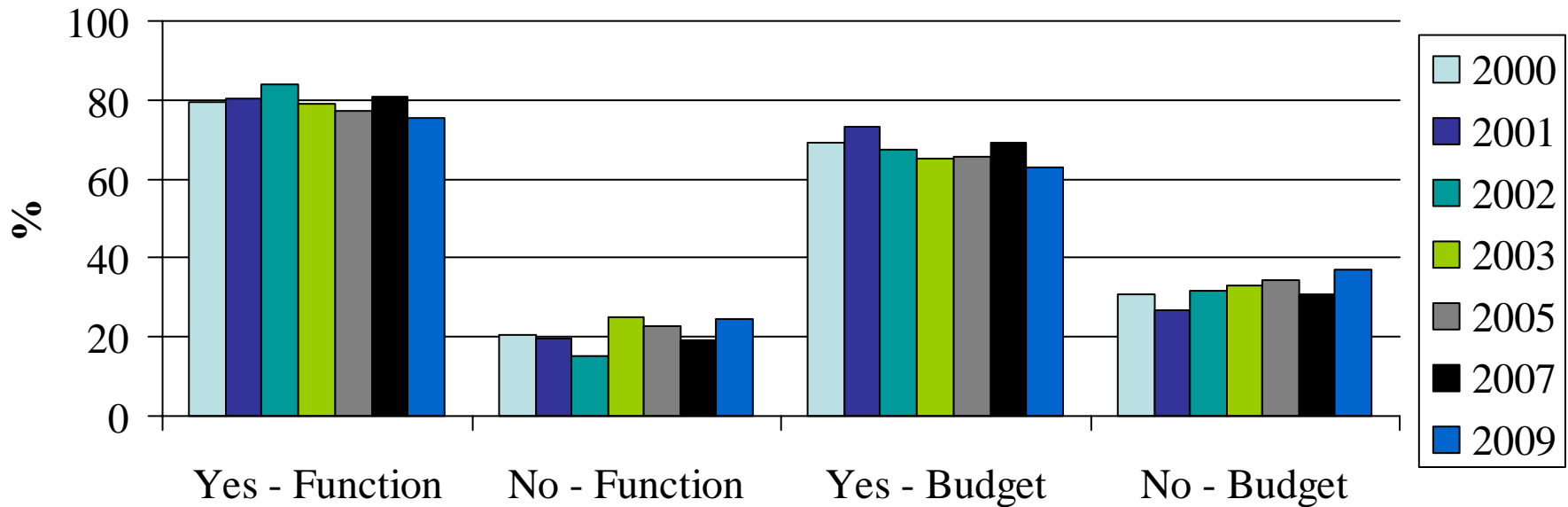
Advertising





Corporate Communication Function & Budget 2009 (2)[Q13,16]

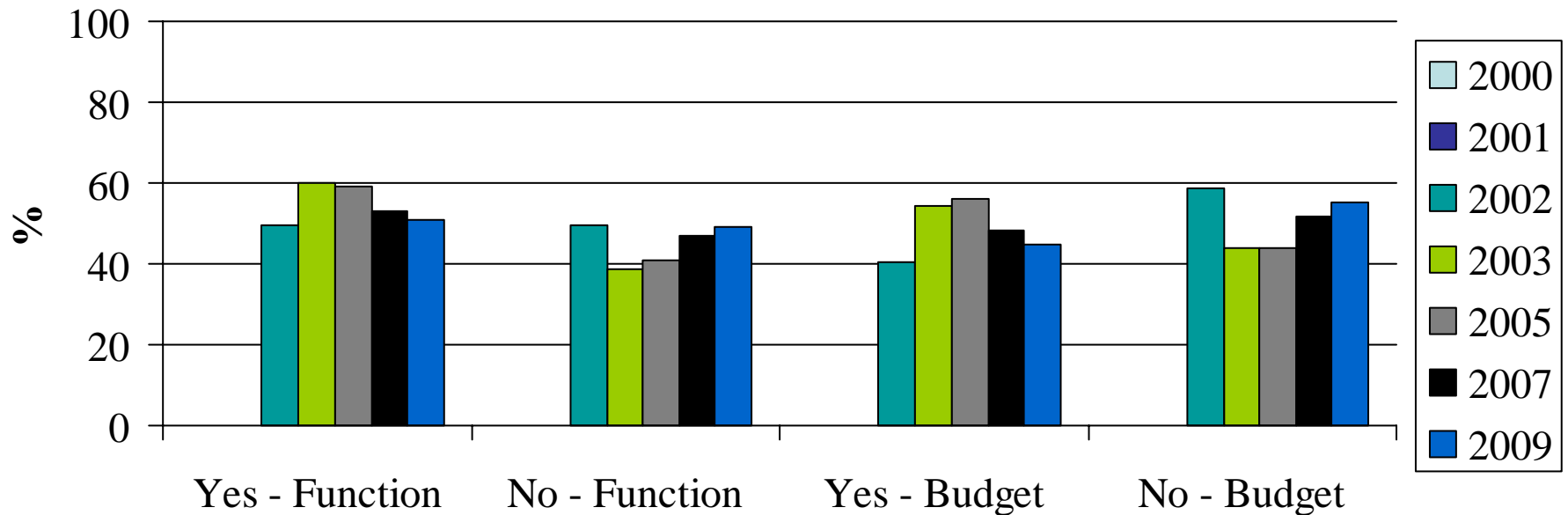
Annual Report





Corporate Communication Functions & Budget 2009 (3) [Q13,16]

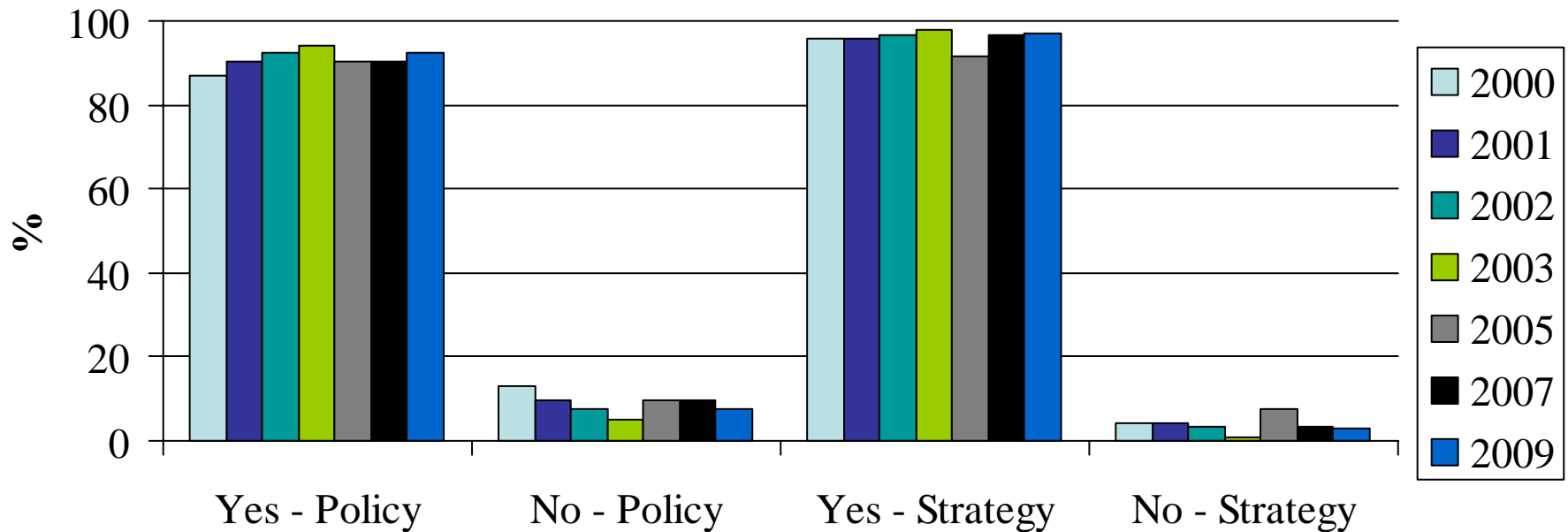
Brand Strategy (new --2002)





Corporate Communication Functions 2009 (4) [Q13]

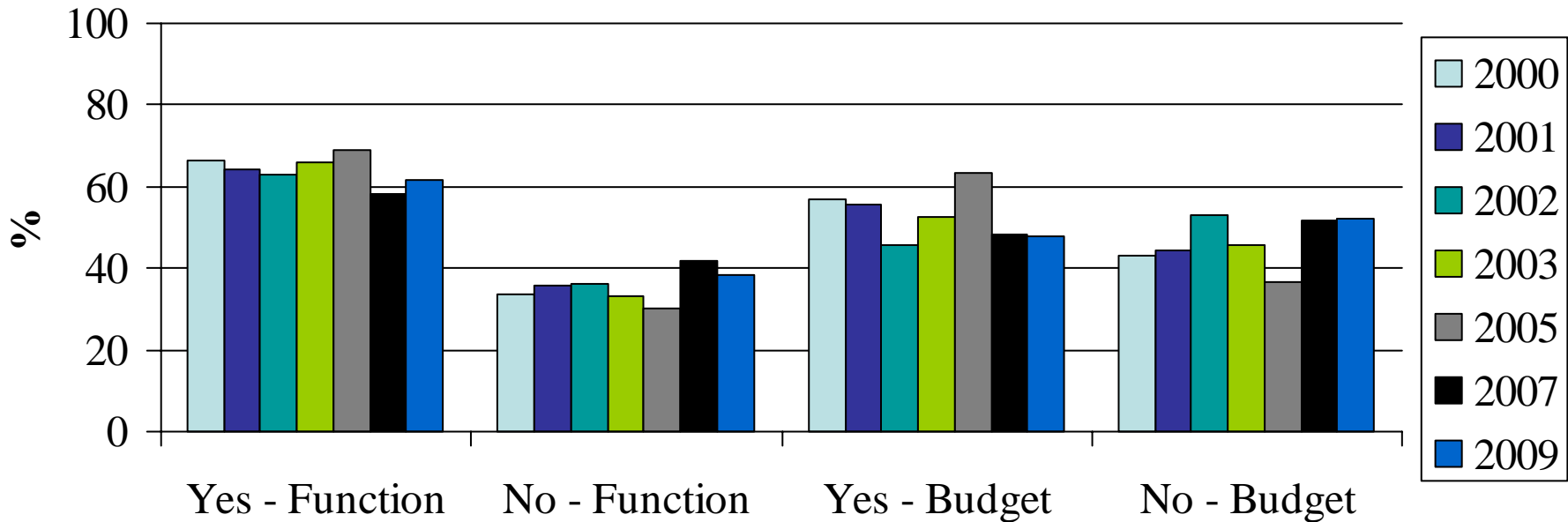
Communication Policy & Strategy





Corporate Communication Functions & Budget 2009 (5) [Q13,16]

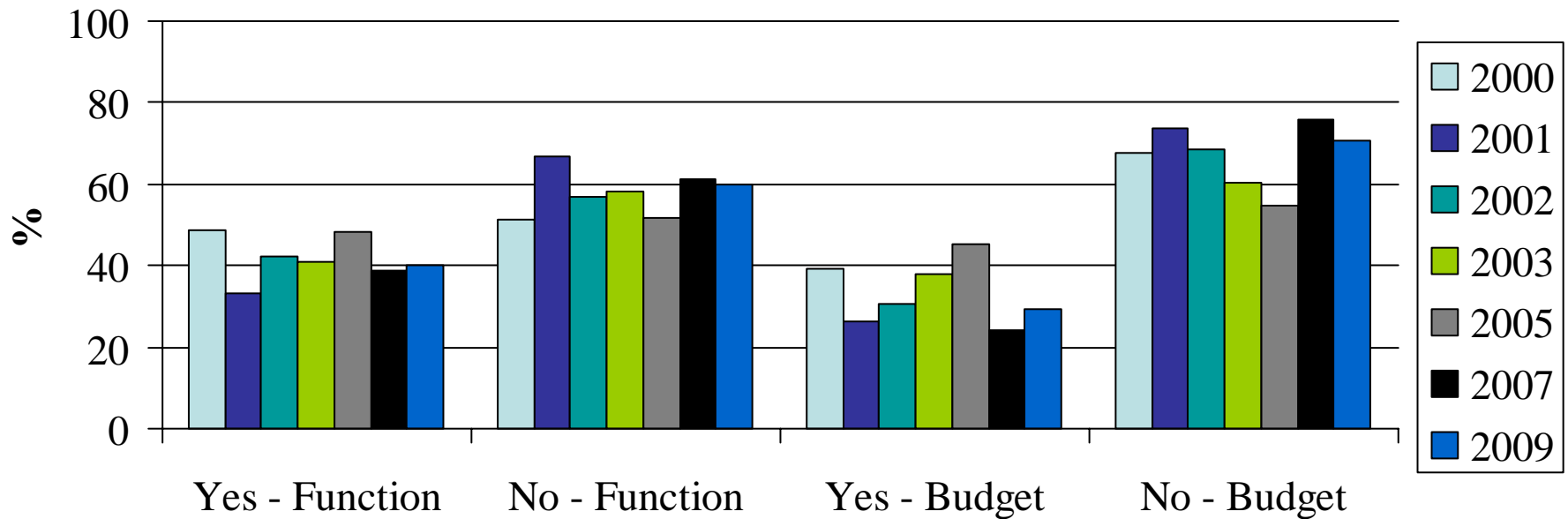
Community Relations





Corporate Communication Functions & Budget 2009 (6) [Q13,16]

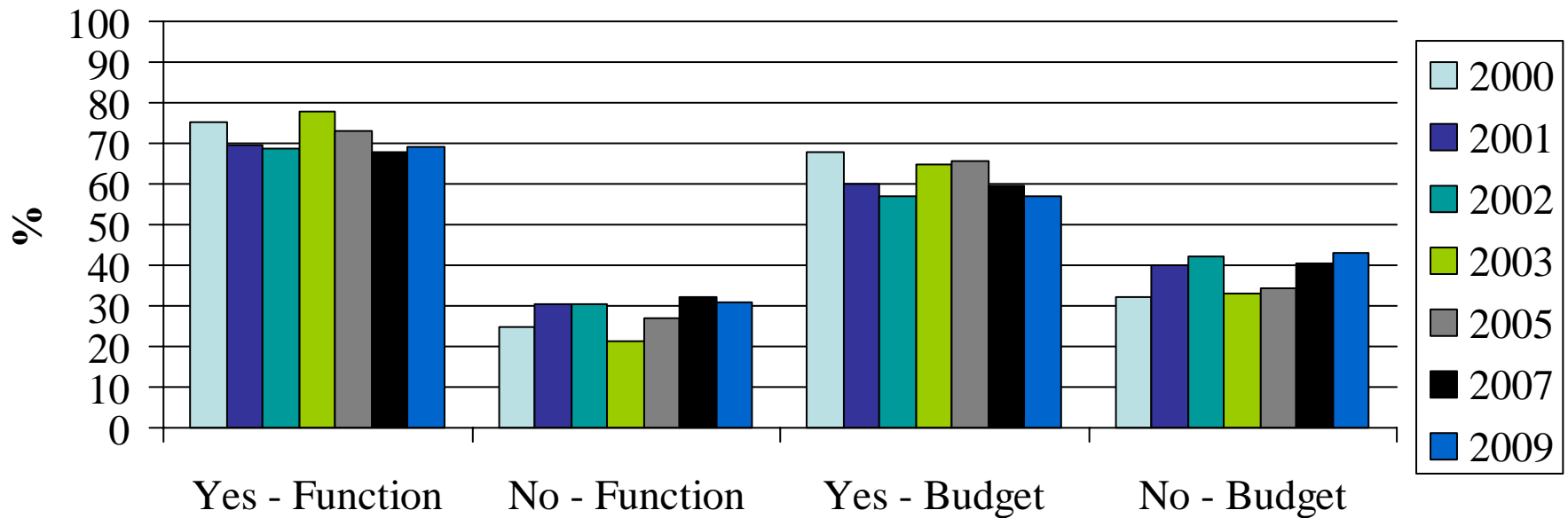
Corporate (Organizational) Culture





Corporate Communication Functions & Budget 2009 (7) [Q13,16]

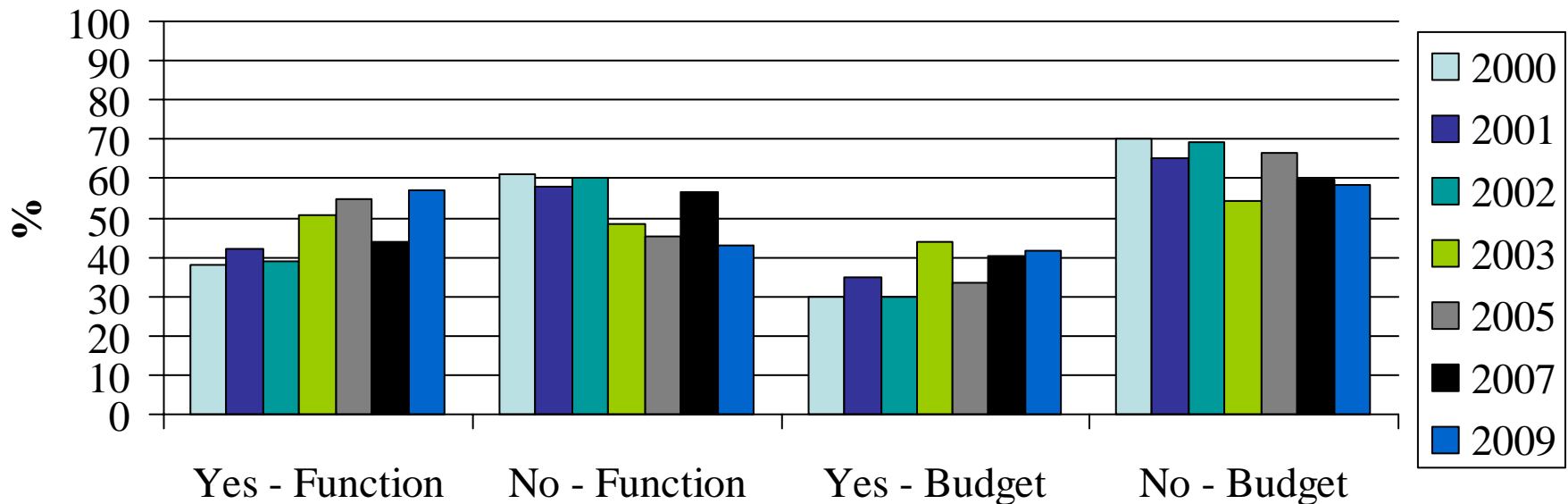
Corporate Identity





Corporate Communication Functions & Budget 2009 (8) [Q13,16]

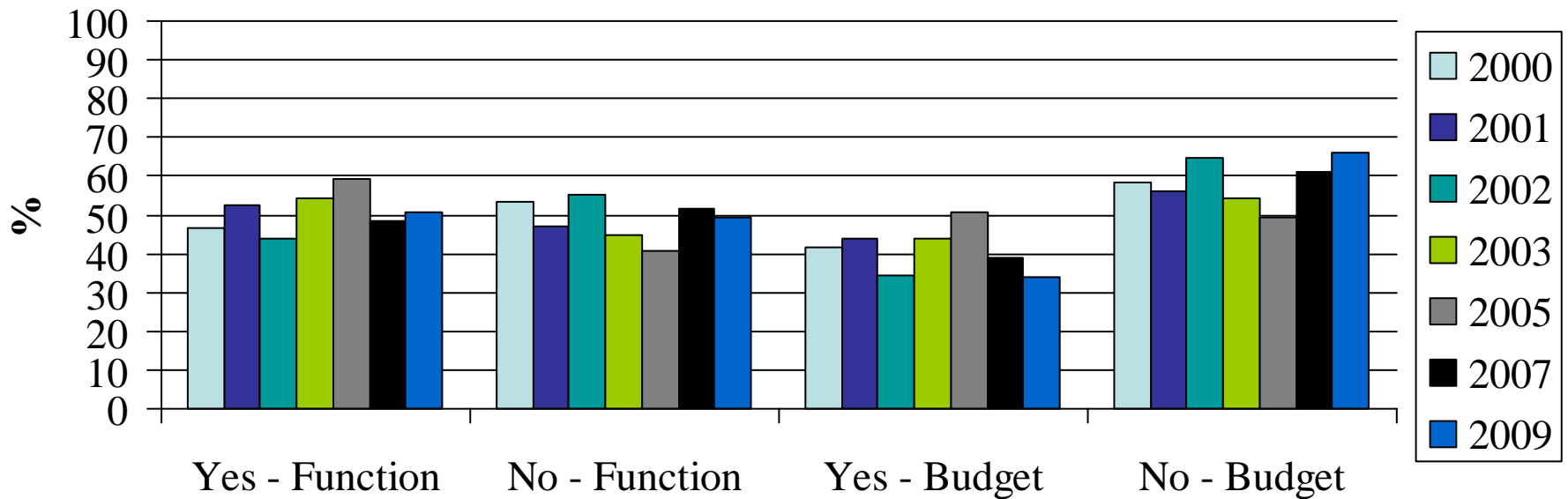
Mission Statement





Corporate Communication Functions & Budget 2009 (9) [Q13,16]

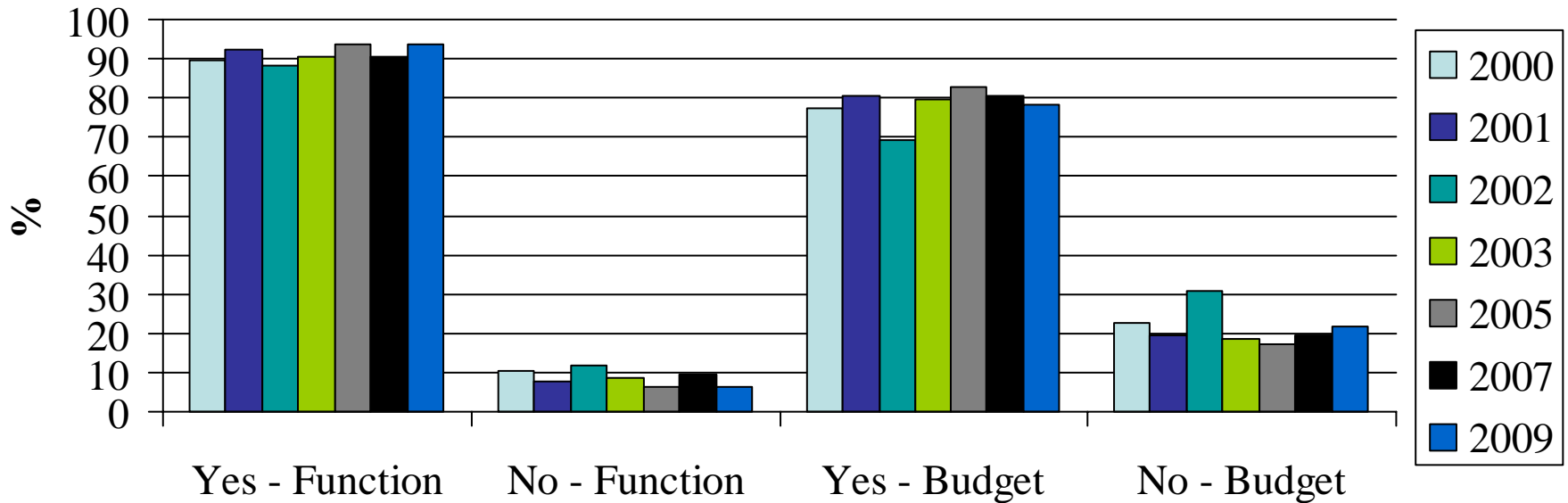
Philanthropy (Citizenship)





Corporate Communication Functions & Budget 2009 (10)[Q13,16]

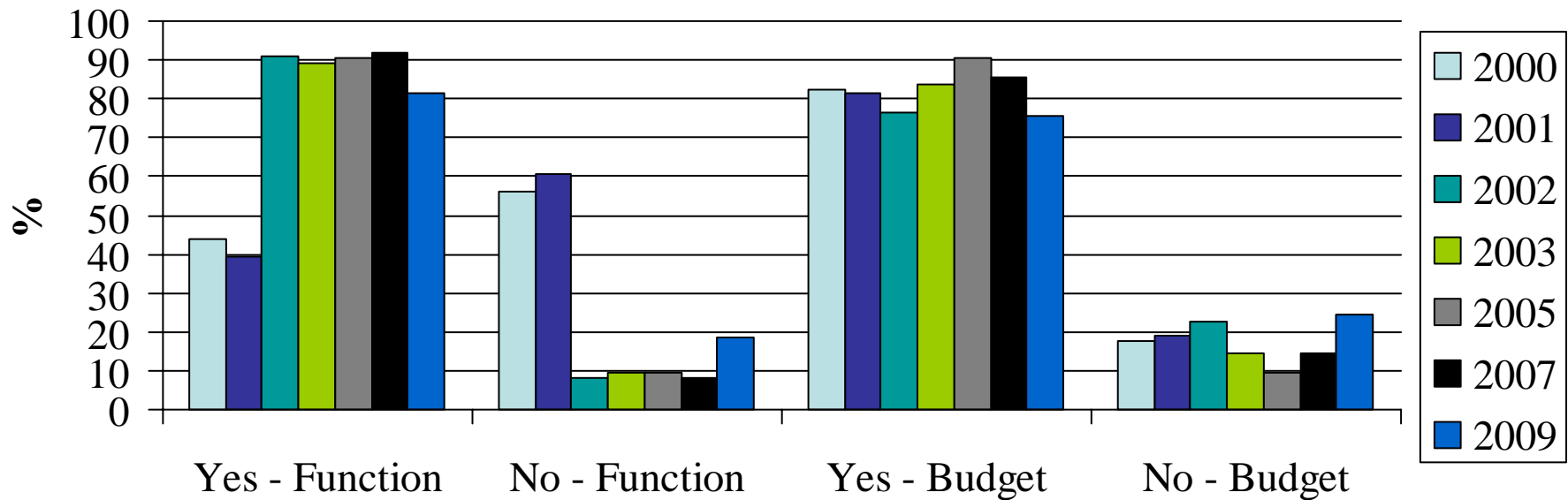
Crisis & Emergency





Corporate Communication Functions & Budget 2009 (11)[Q13,16]

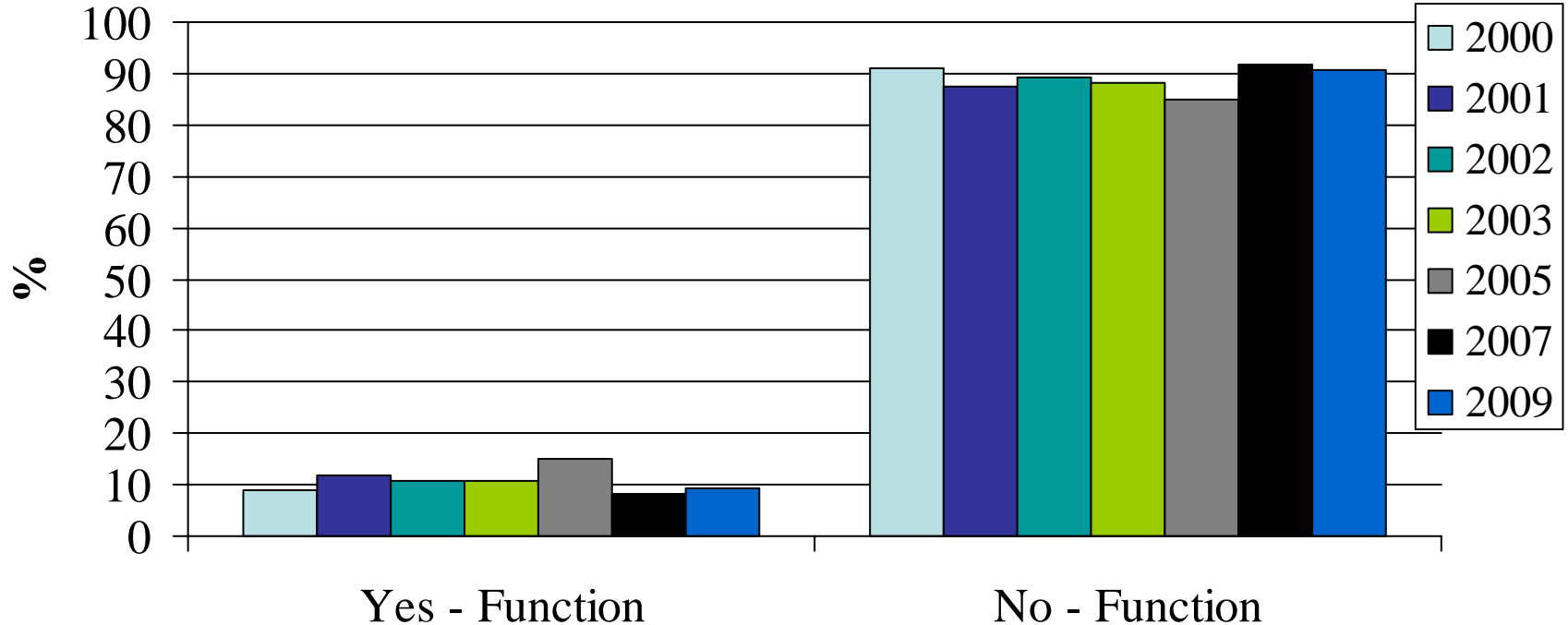
Employee Relations





Corporate Communication Functions & Budget 2009 (12)[Q13,16]

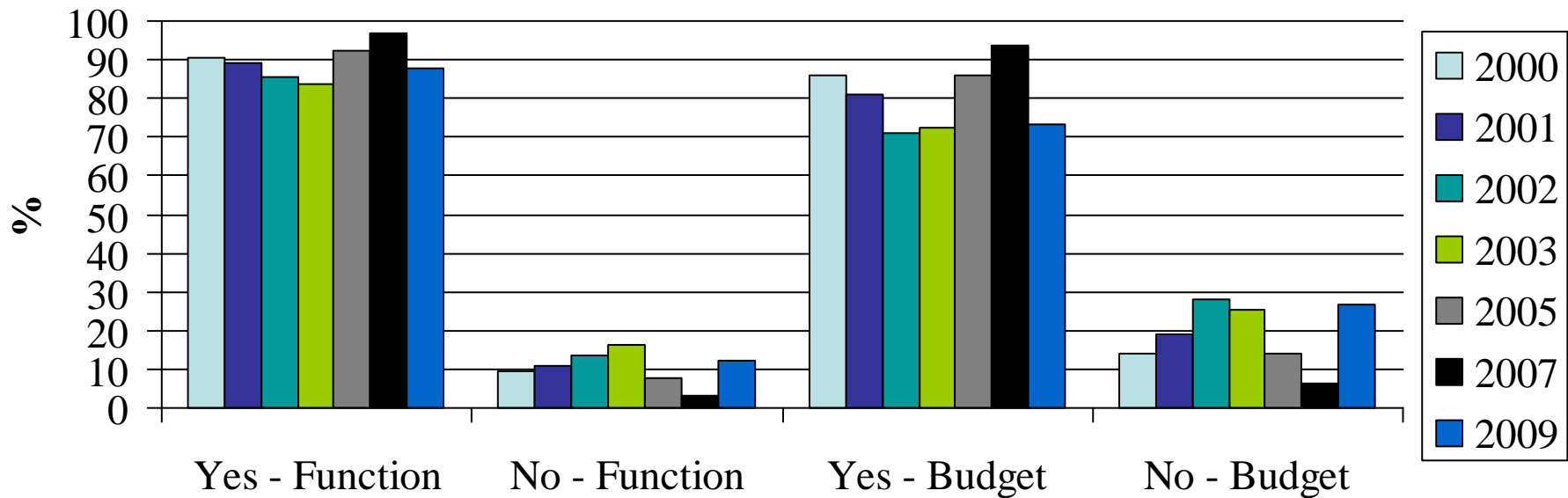
Ethics Code





Corporate Communications Functions & Budget 2009 (13)[Q13,16]

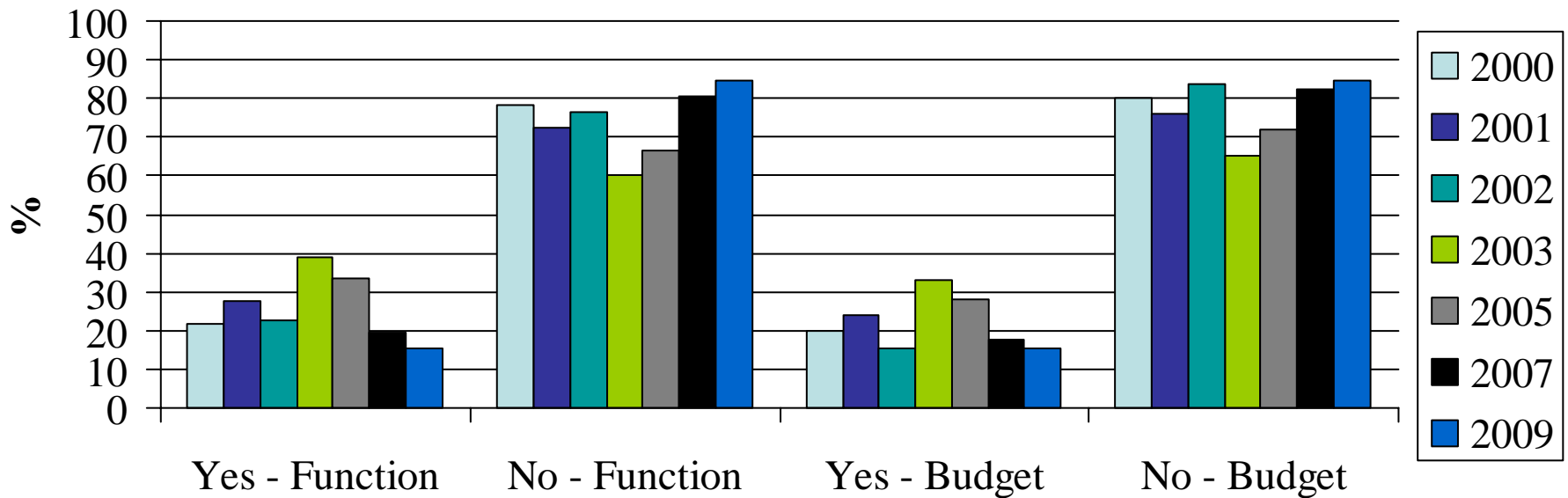
Executive Speeches





Corporate Communication Functions & Budget 2009 (14)[Q13,16]

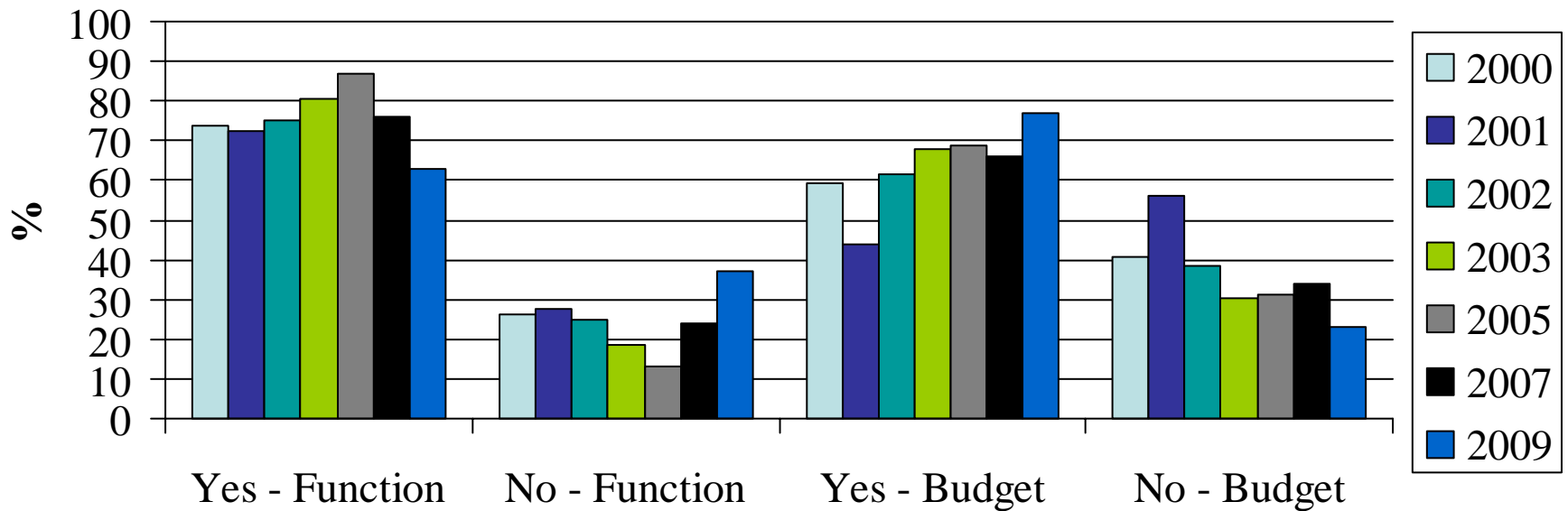
Government Relations





Corporate Communication Functions & Budget 2009 (15)[Q13,16]

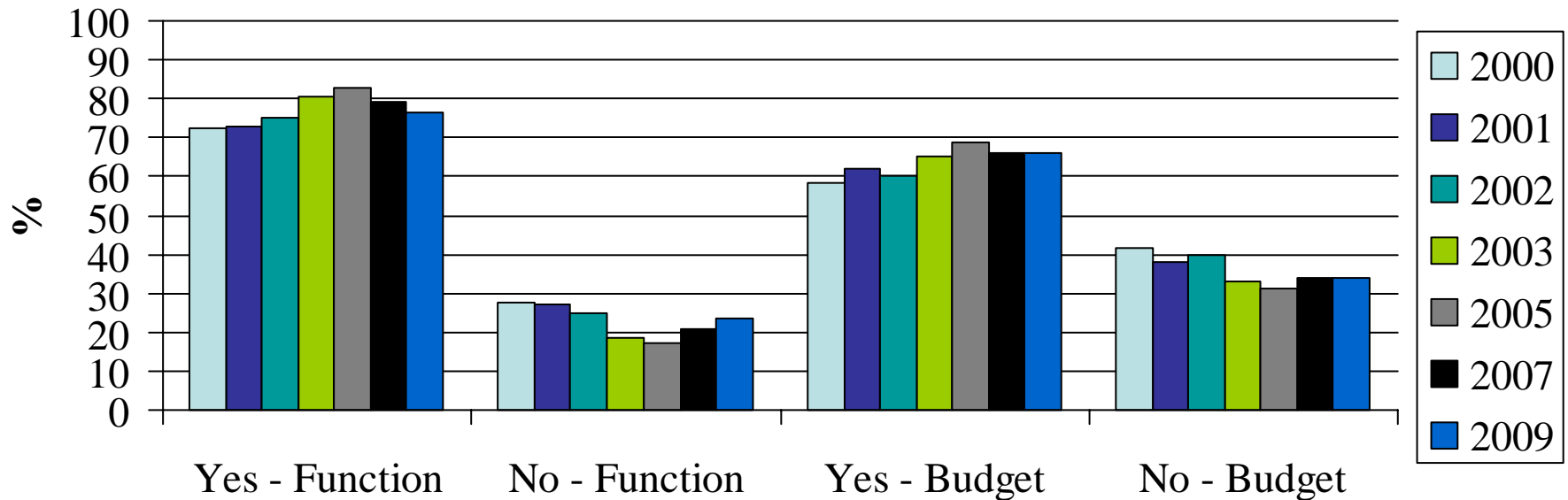
Internet Site





Corporate Communication Functions & Budget 2009 (16)[Q13,16]

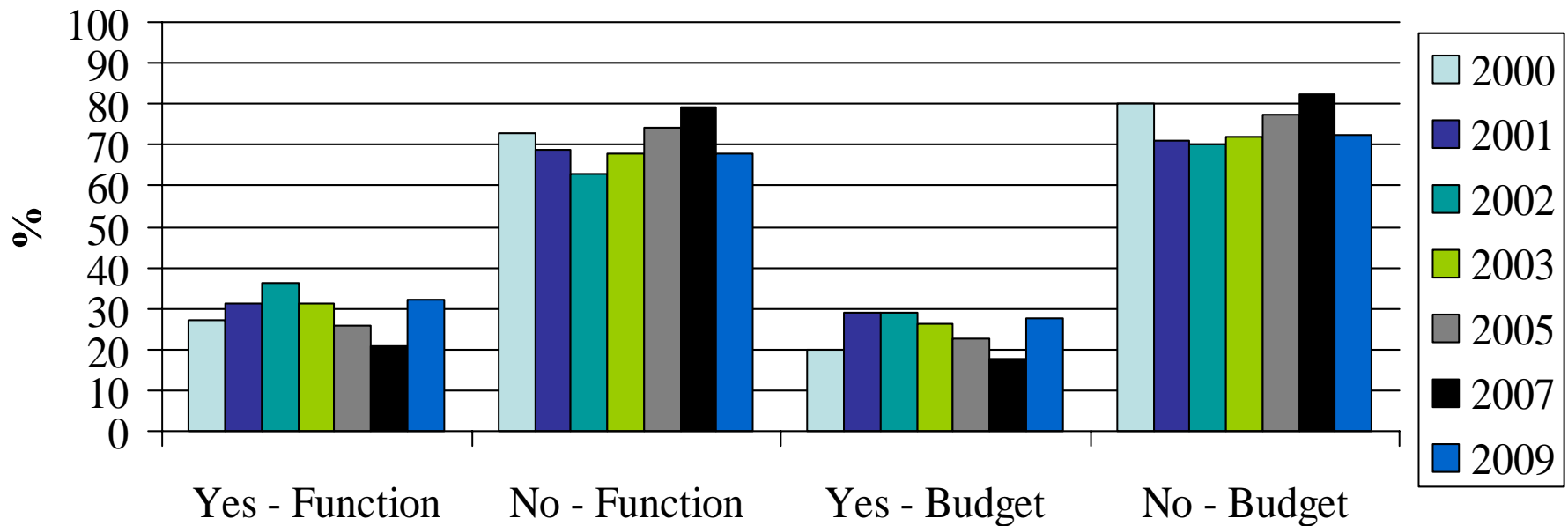
Intranet Site





Corporate Communication Functions & Budget 2009 (17)[Q13,16]

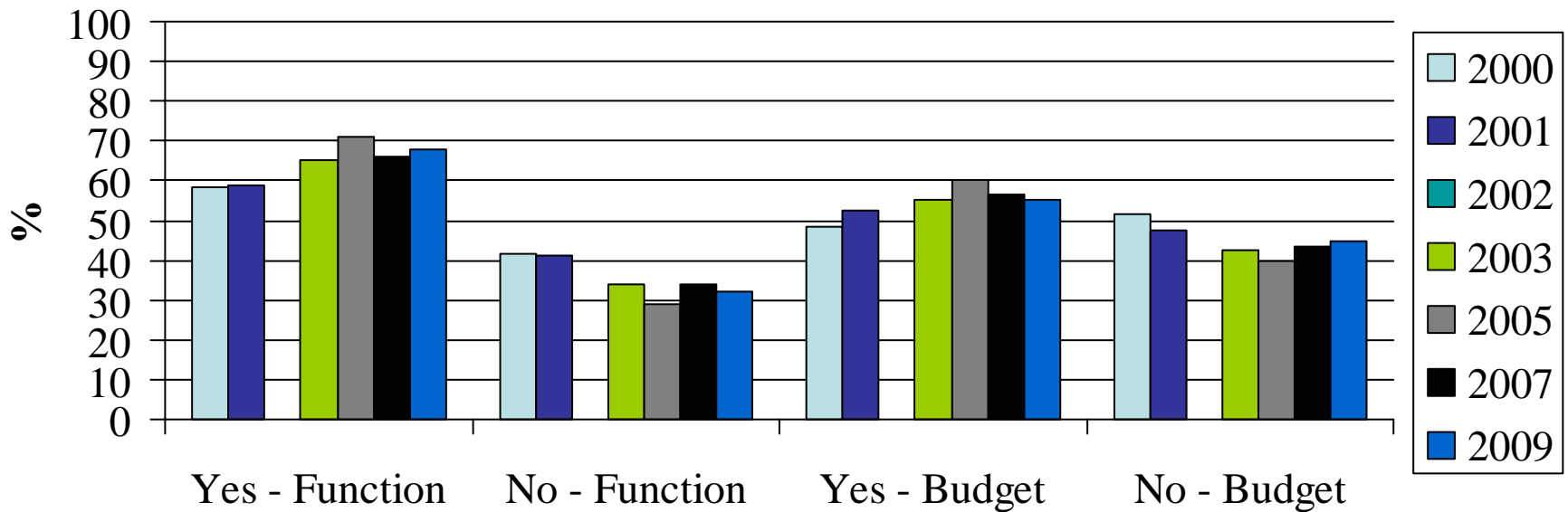
Investor Relations





Corporate Communication Functions & Budget 2009 (18)[Q13,16]

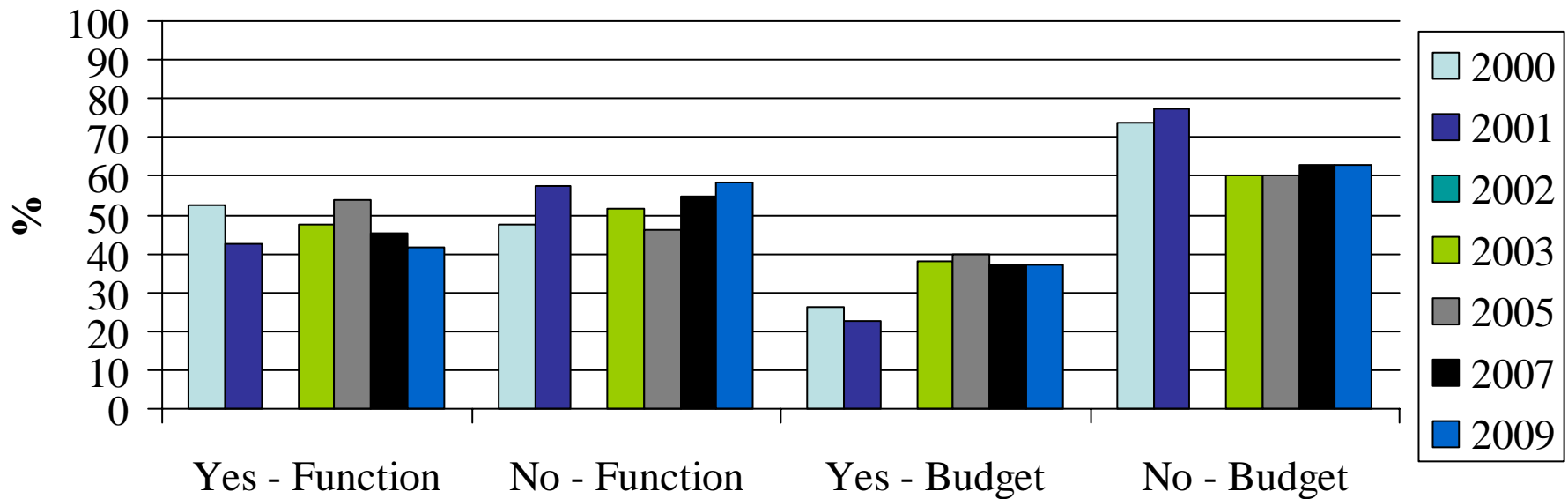
Issues Management





Corporate Communication Functions & Budget 2009 (19)[Q13,16]

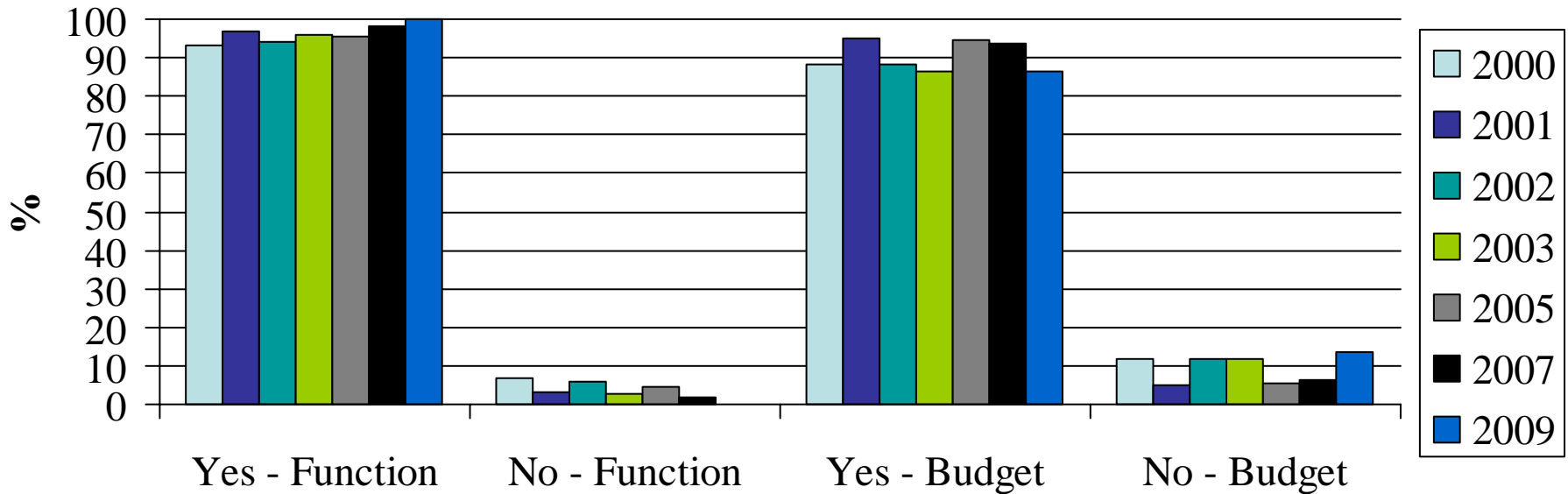
Marketing Communications





Corporate Communication Functions & Budget 2009 (20)[Q13,16]

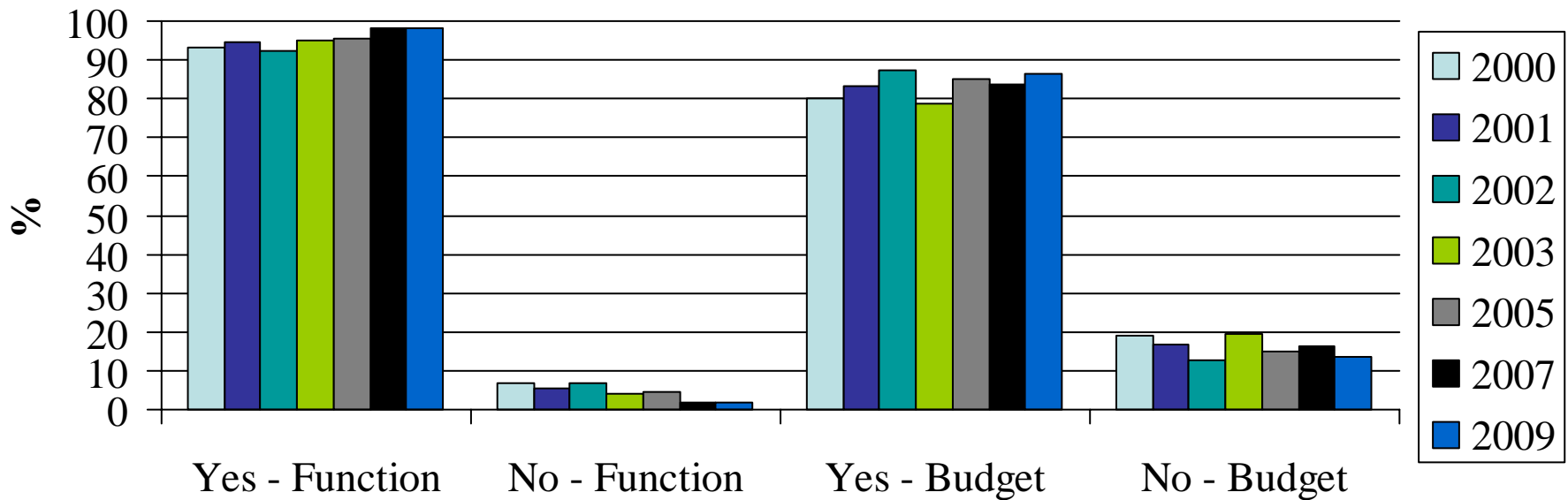
Media Relations





Corporate Communication Functions & Budget 2009 (21)[Q13,16]

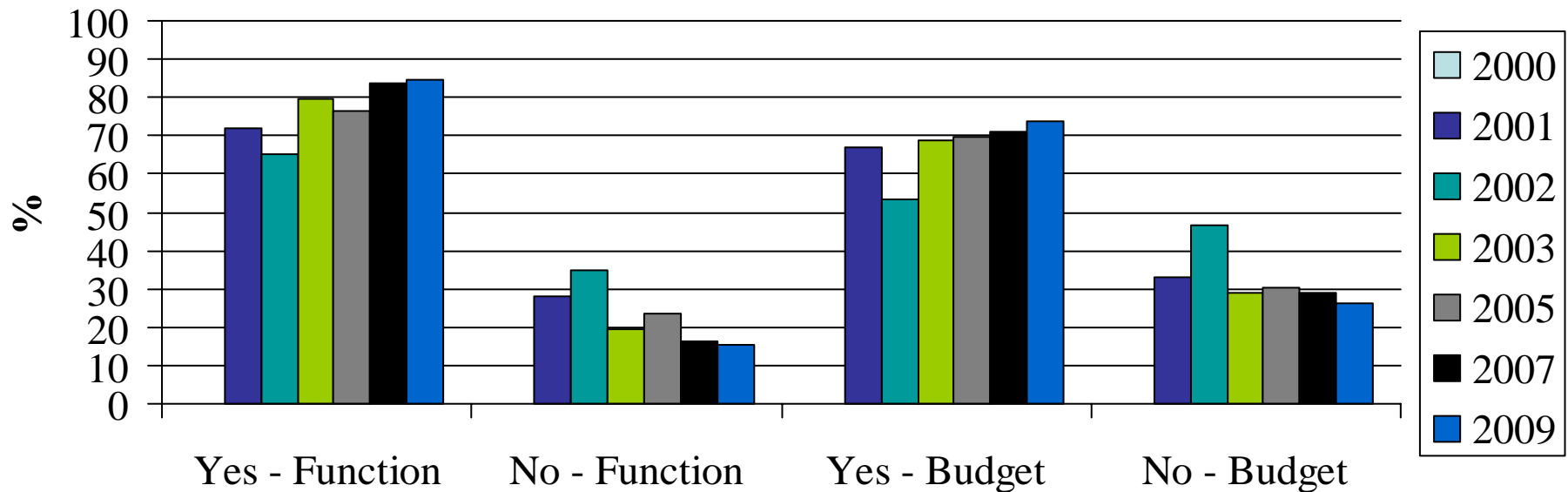
Public Relations





Corporate Communication Functions & Budget 2009 (22)[Q13,16]

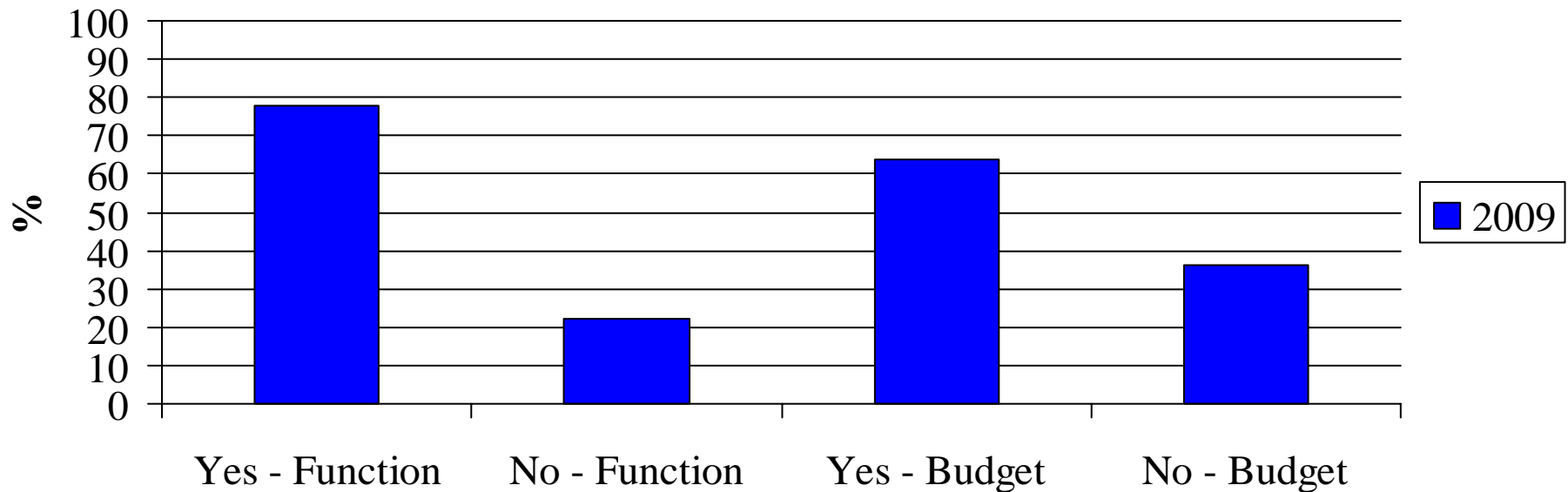
Reputation Management





Corporate Communication Functions & Budget 2009 (23)[Q13,16]

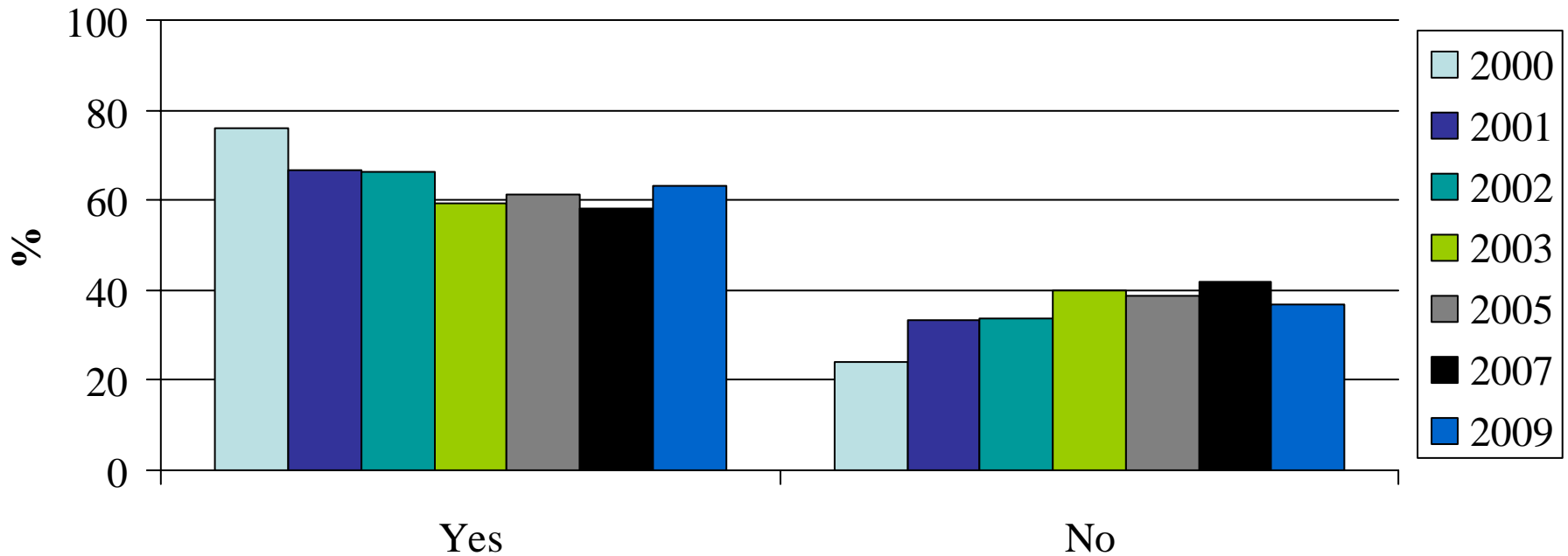
Social Media [new in 2009]





Agency & Vendor Use 2009 (1)[Q22]

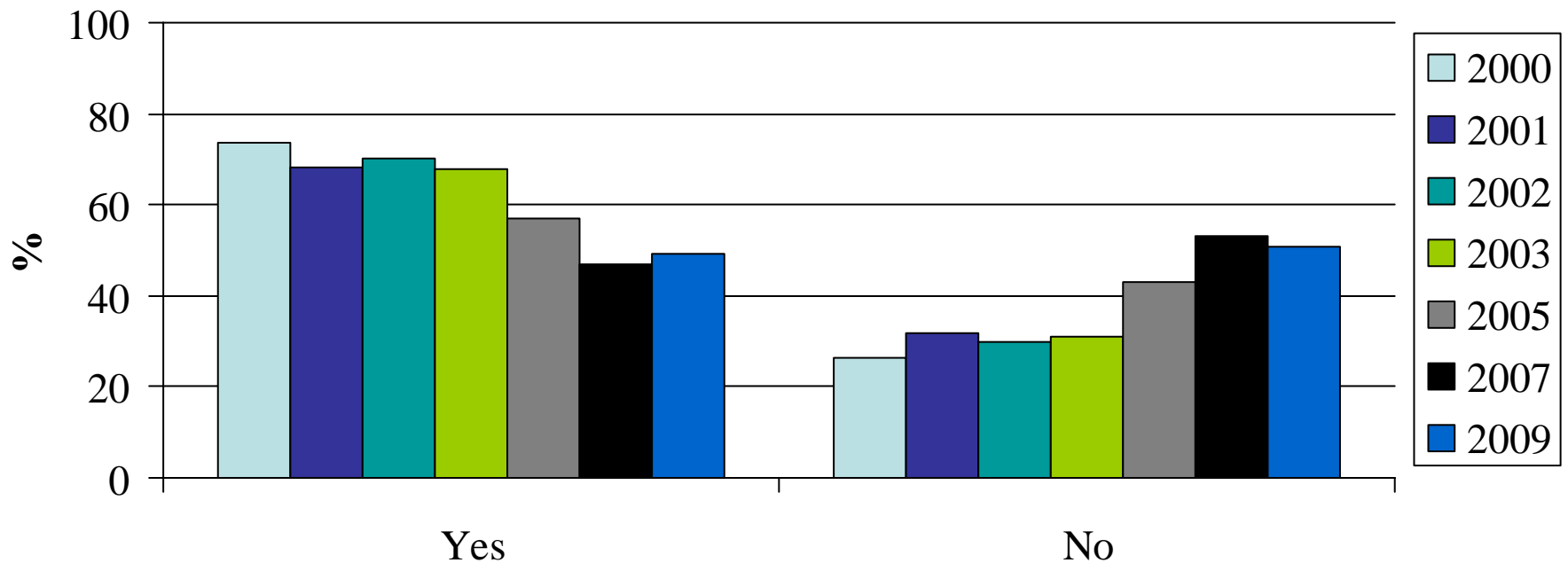
Advertising





Agency & Vendor Use 2009 (2) [Q22]

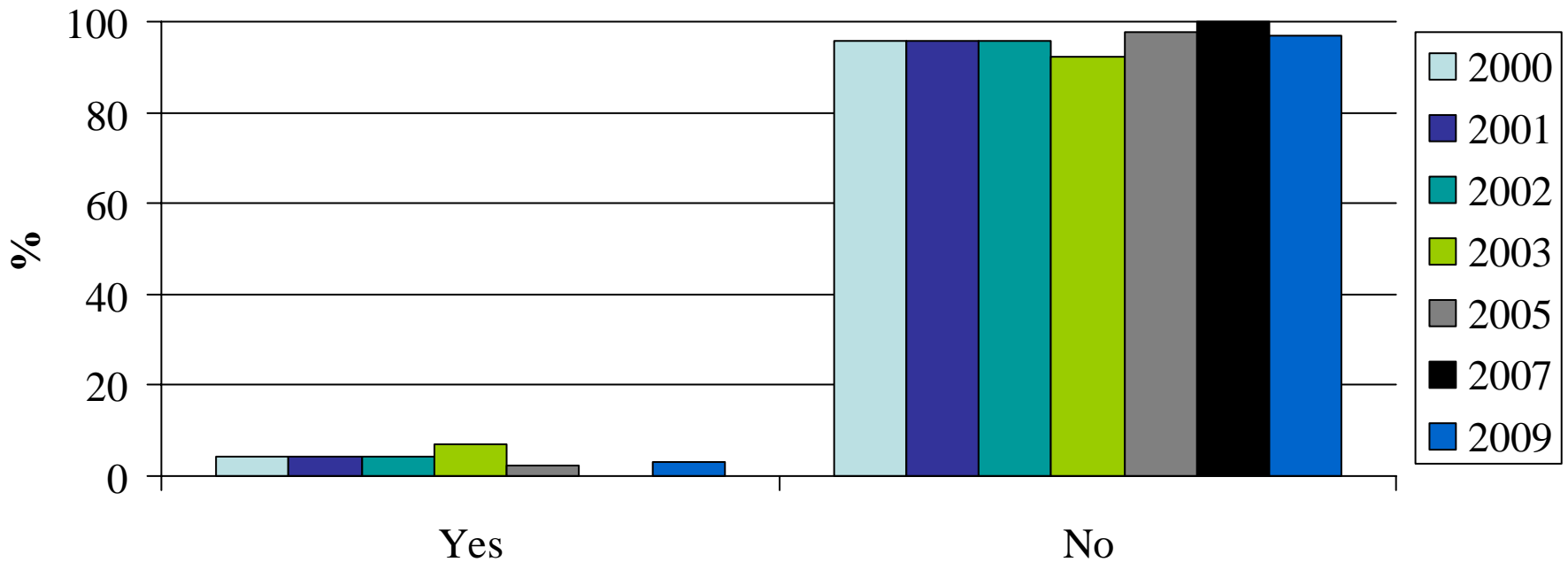
Annual Report





Agency & Vendor Use 2009 (3)[Q22]

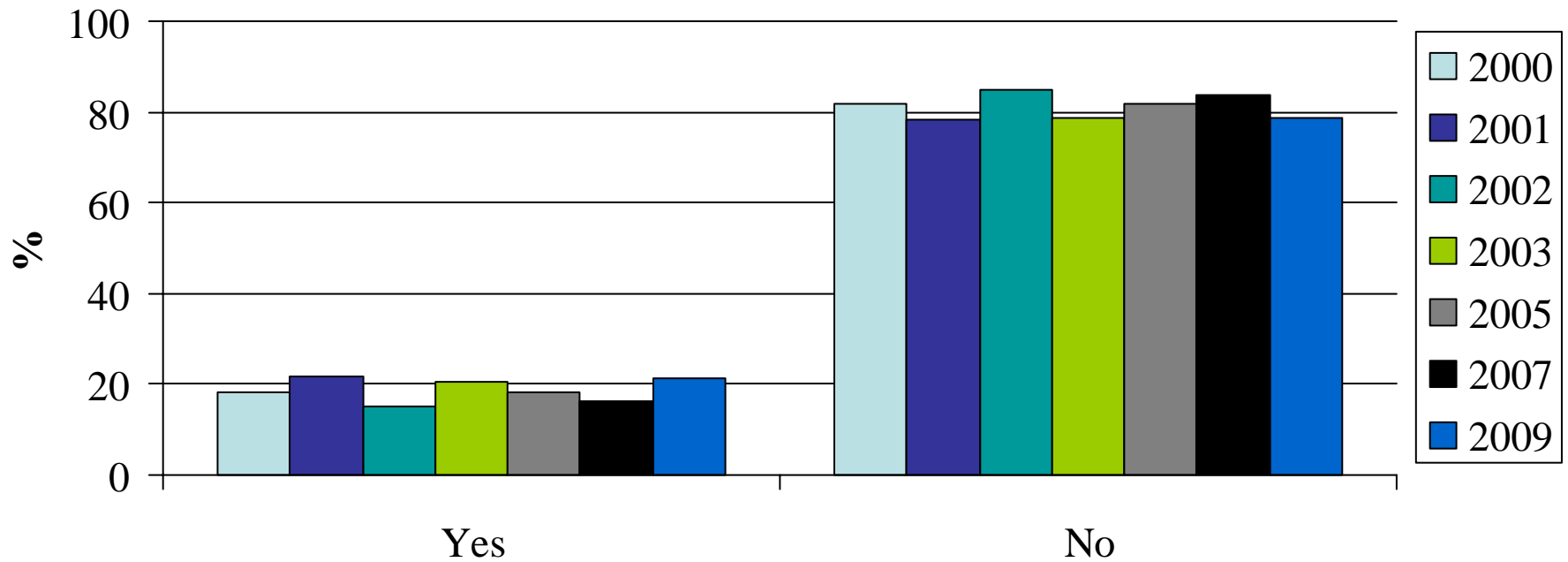
Policy





Agency & Vendor Use 2009 (4) [Q22]

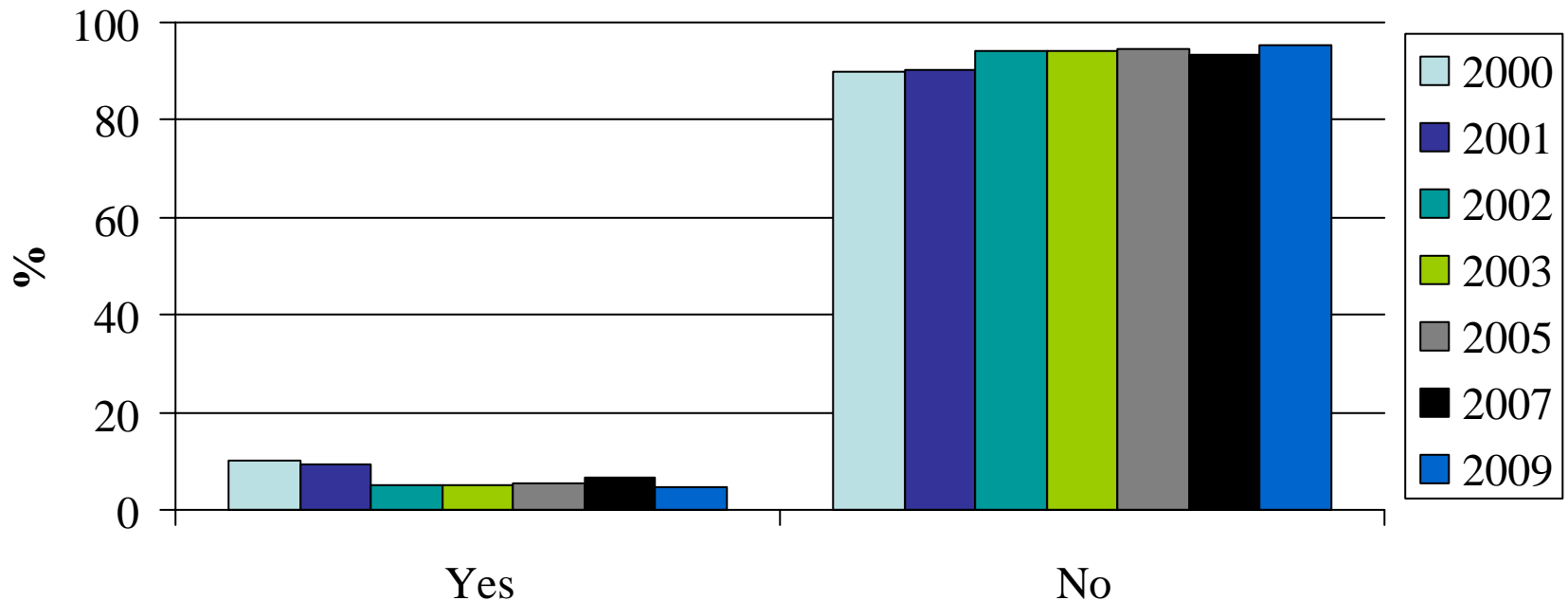
Strategy





Agency & Vendor Use 2009 (5) [Q22]

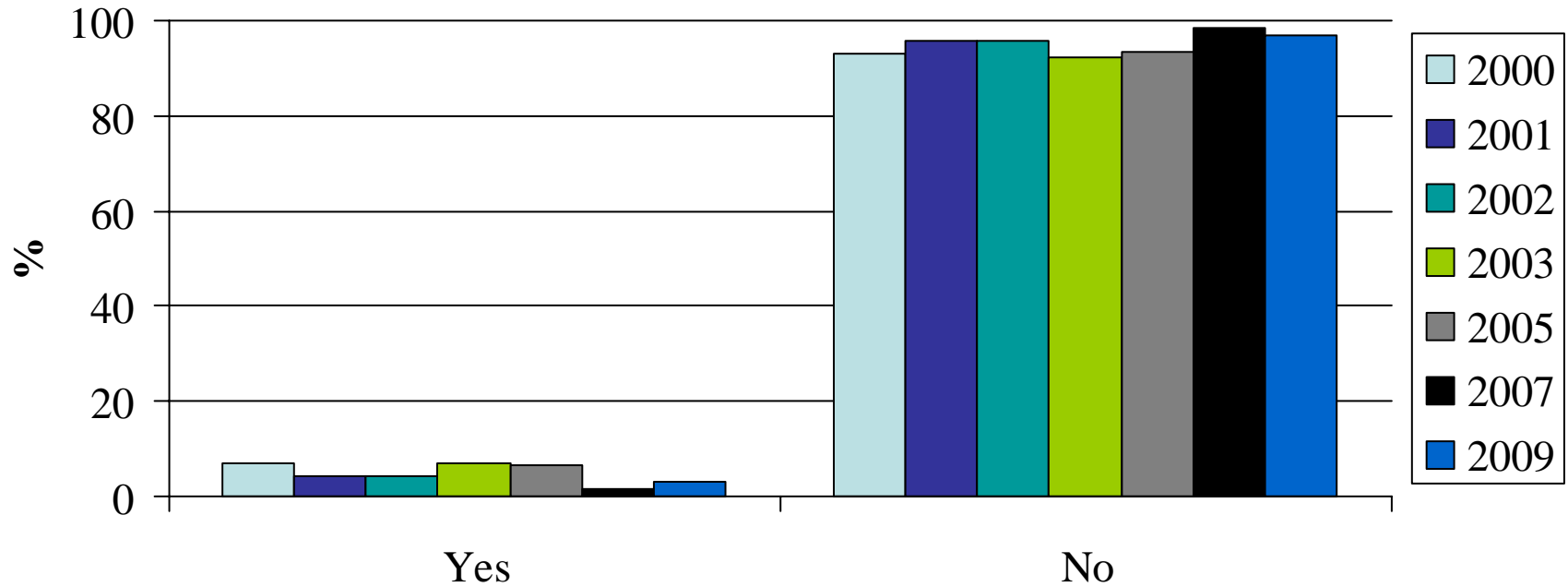
Community Relations





Agency & Vendor Use 2009 (6) [Q22]

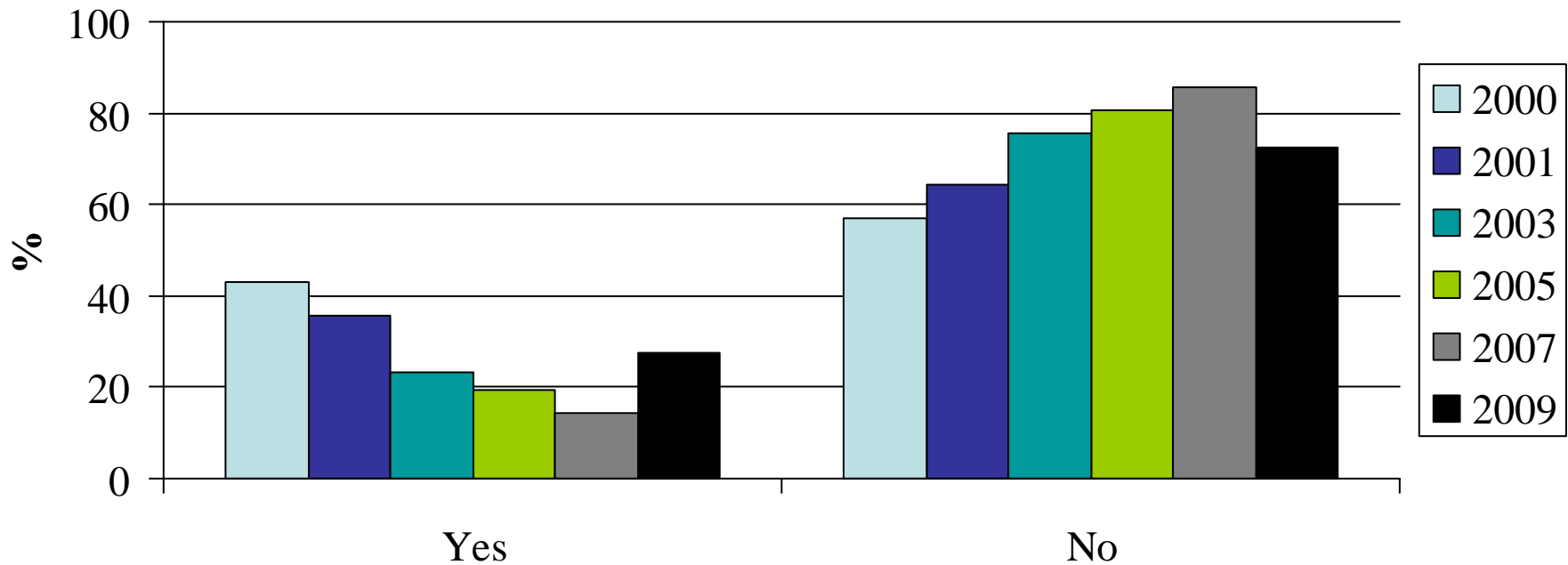
Corporate Culture





Agency & Vendor Use 2009 (7) [Q22]

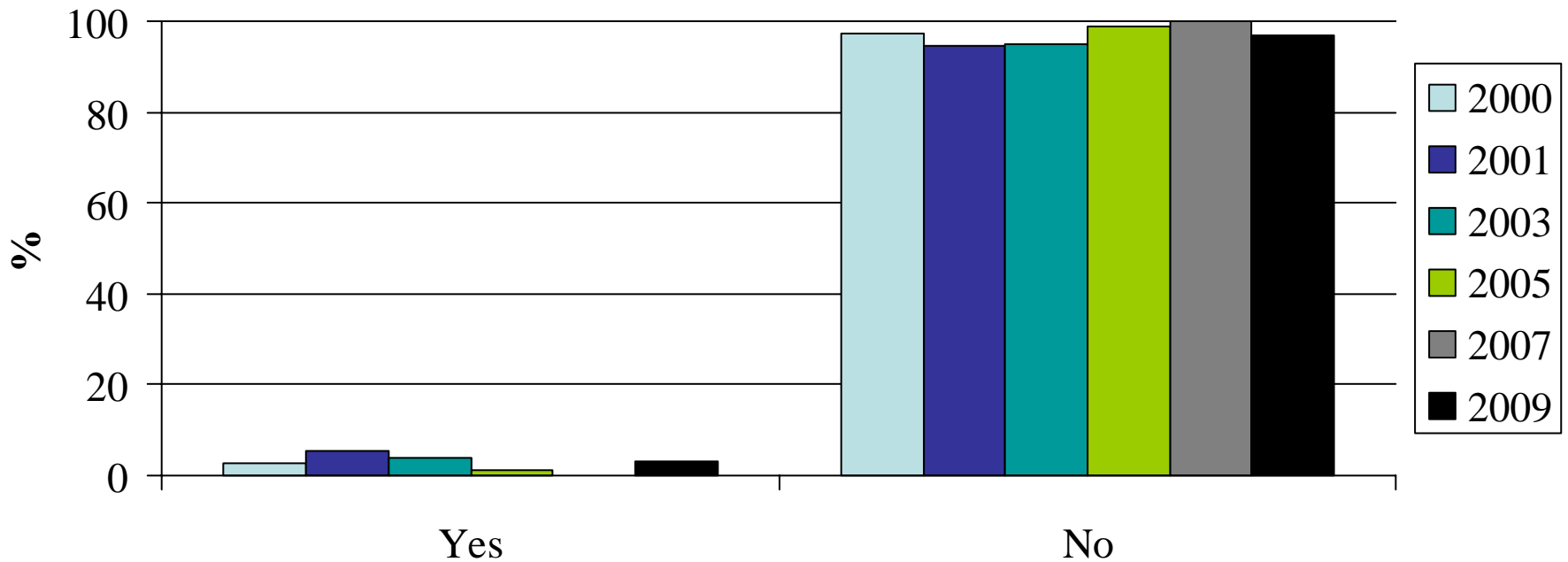
Corporate Identity





Agency & Vendor Use 2009 (8) [Q22]

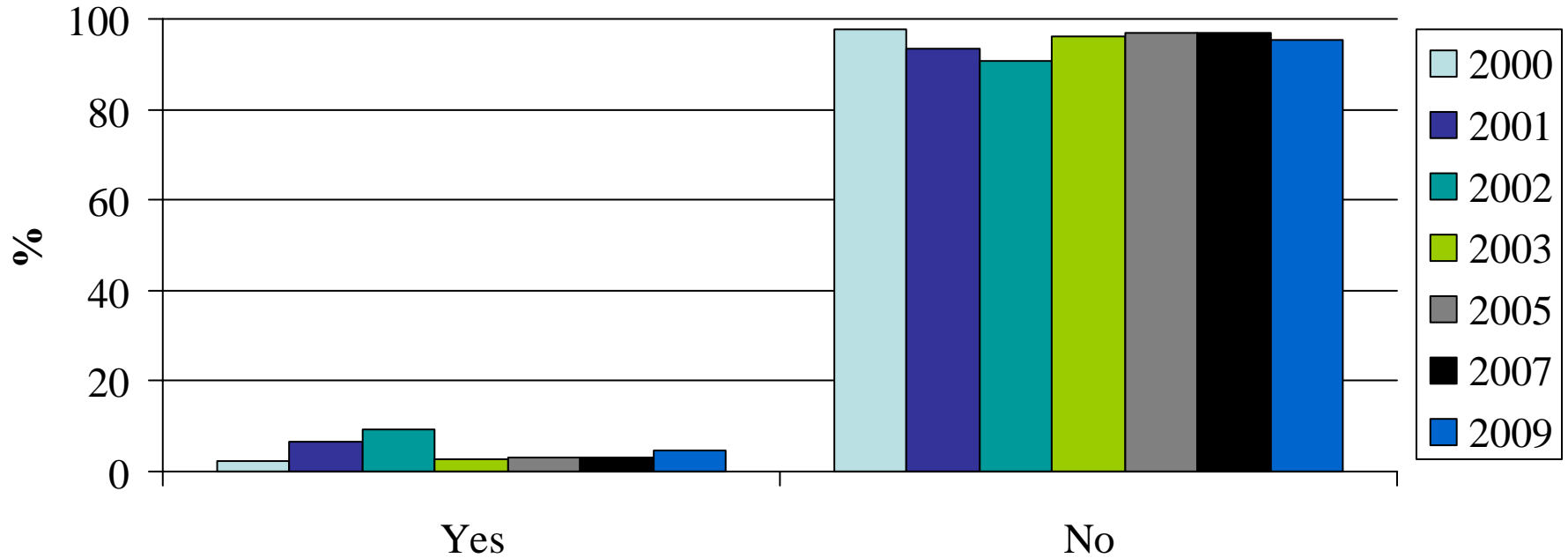
Mission Statement





Agency & Vendor Use 2009 (9) [Q22]

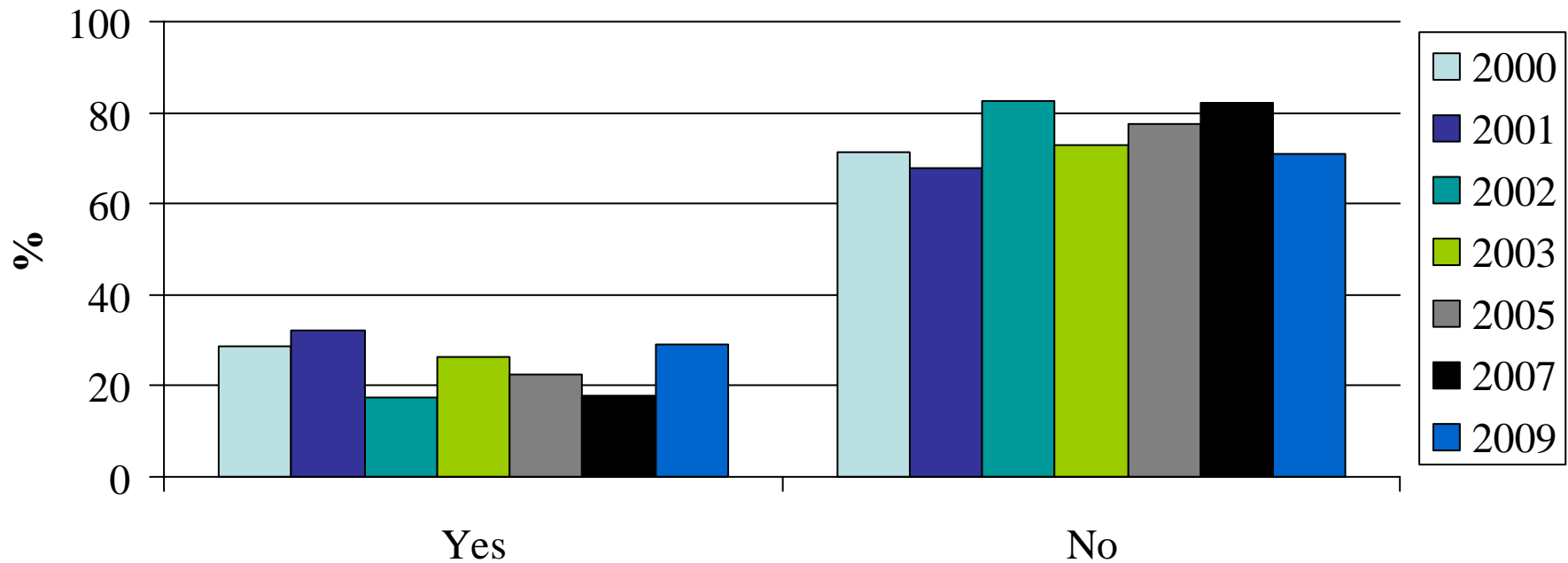
Citizenship





Agency & Vendor Use 2009 (10)[Q22]

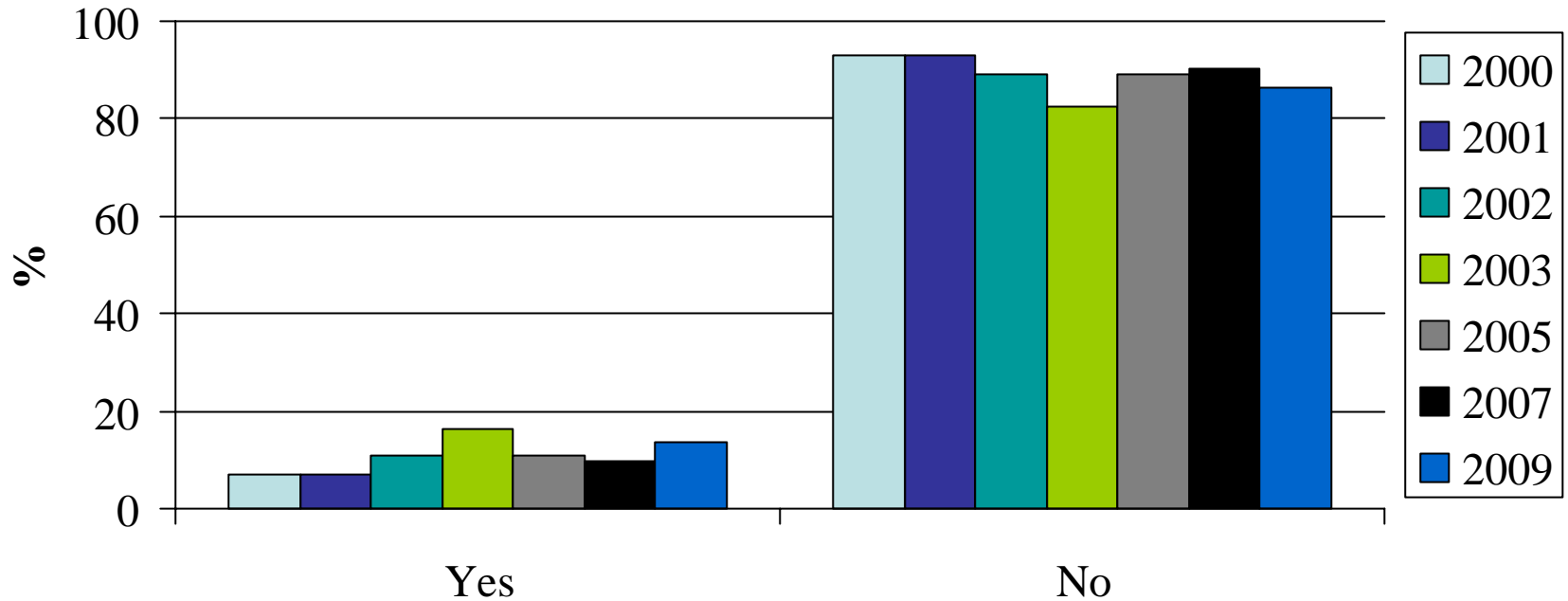
Crisis & Emergency





Agency & Vendor Use 2009 (11)[Q22]

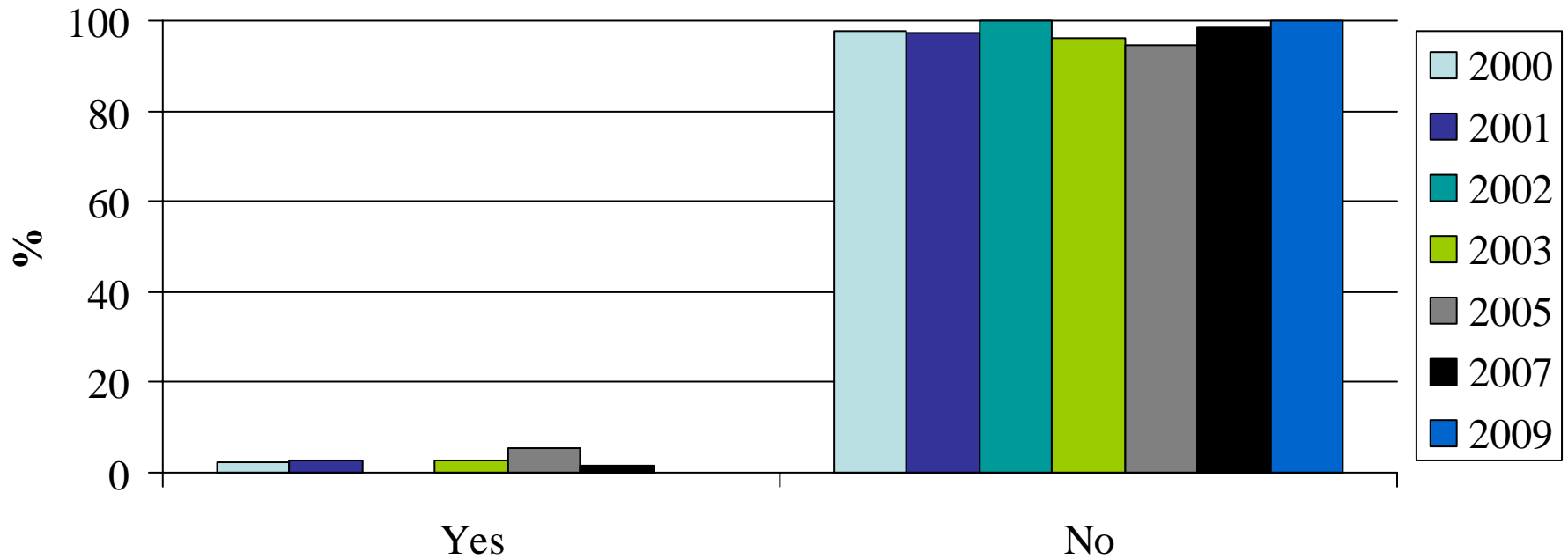
Employee Relations





Agency & Vendor Use 2009 (12)[Q22]

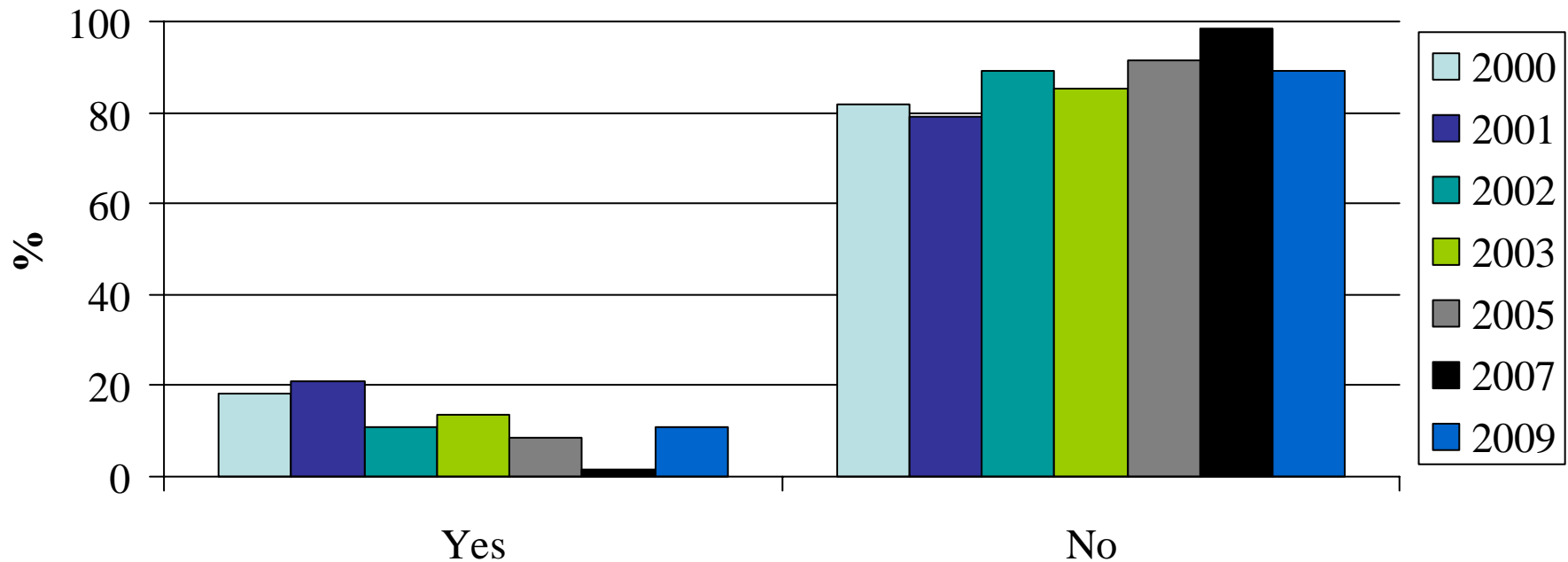
Ethics Code





Agency & Vendor Use 2009 (13)[Q22]

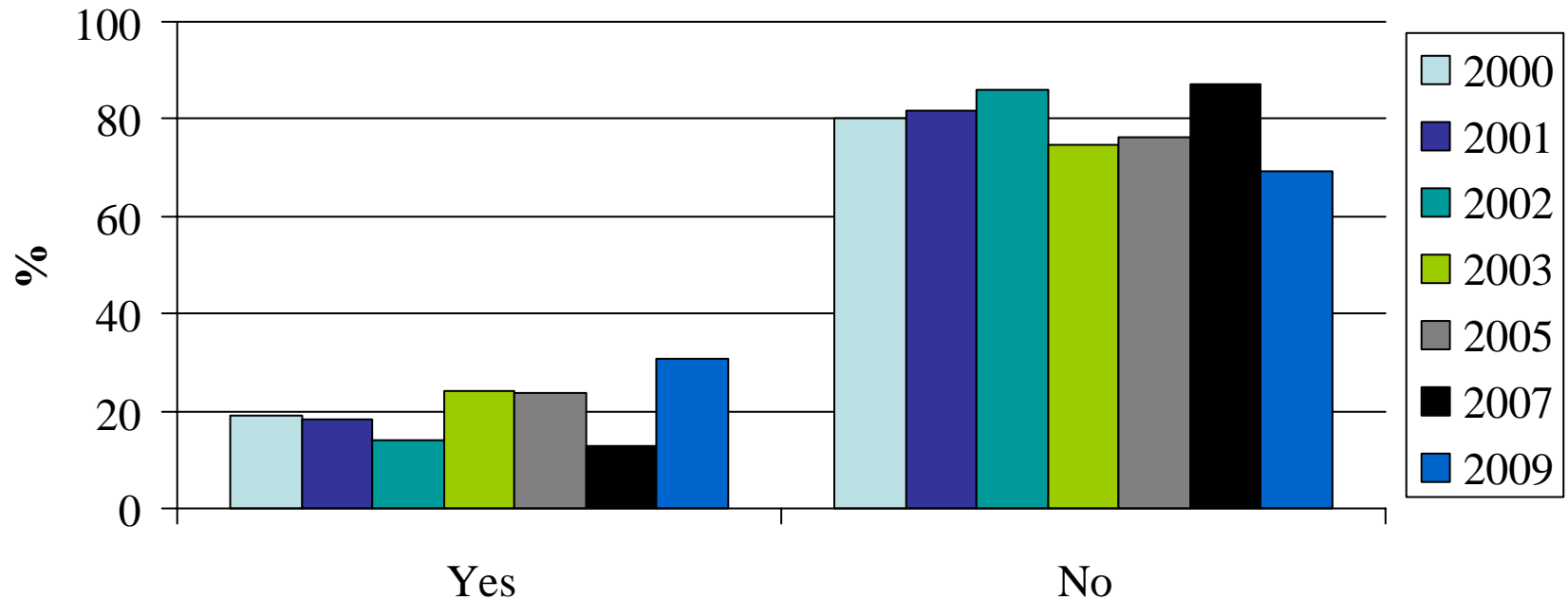
Executive Speeches





Agency & Vendor Use 2009 (14)[Q22]

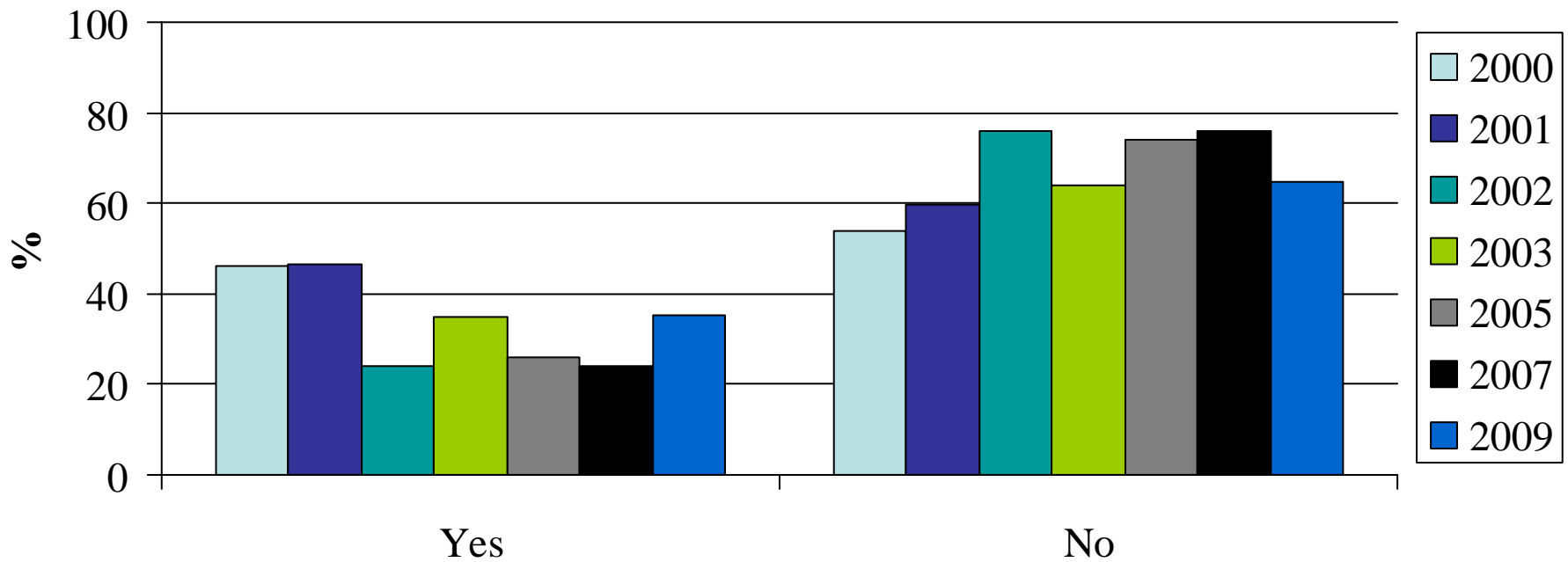
Government Relations





Agency & Vendor Use 2009 (15)[Q22]

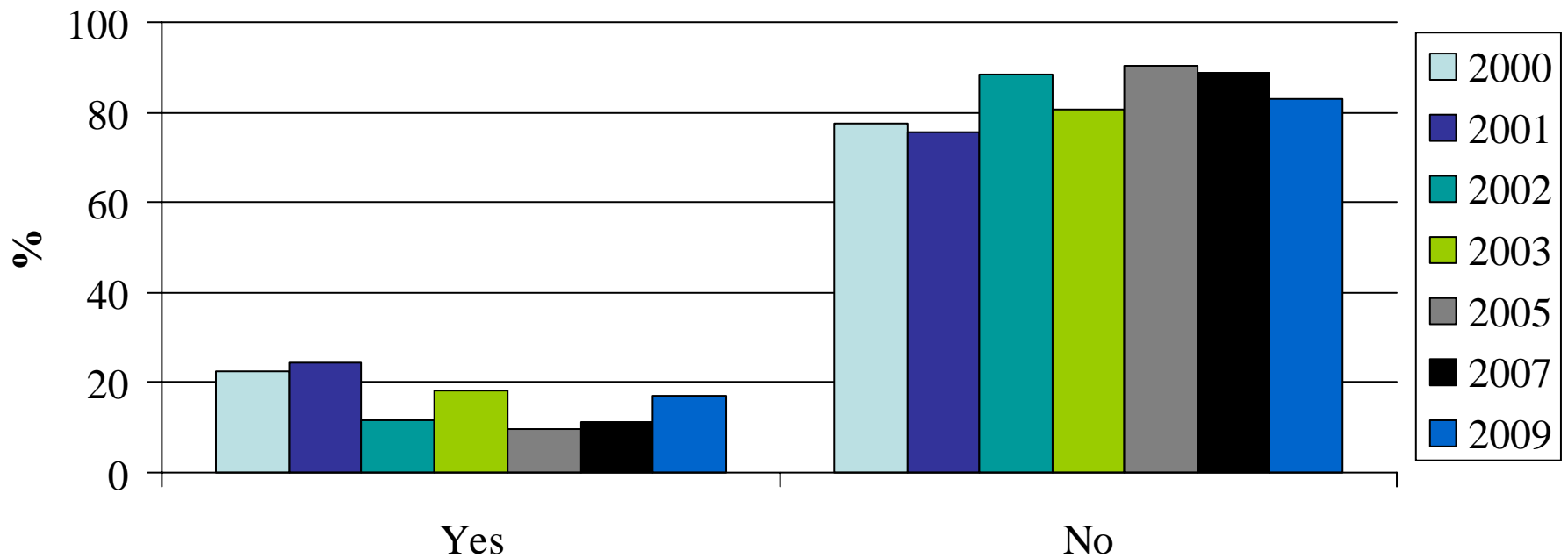
Internet





Agency & Vendor Use 2009(16)[Q22]

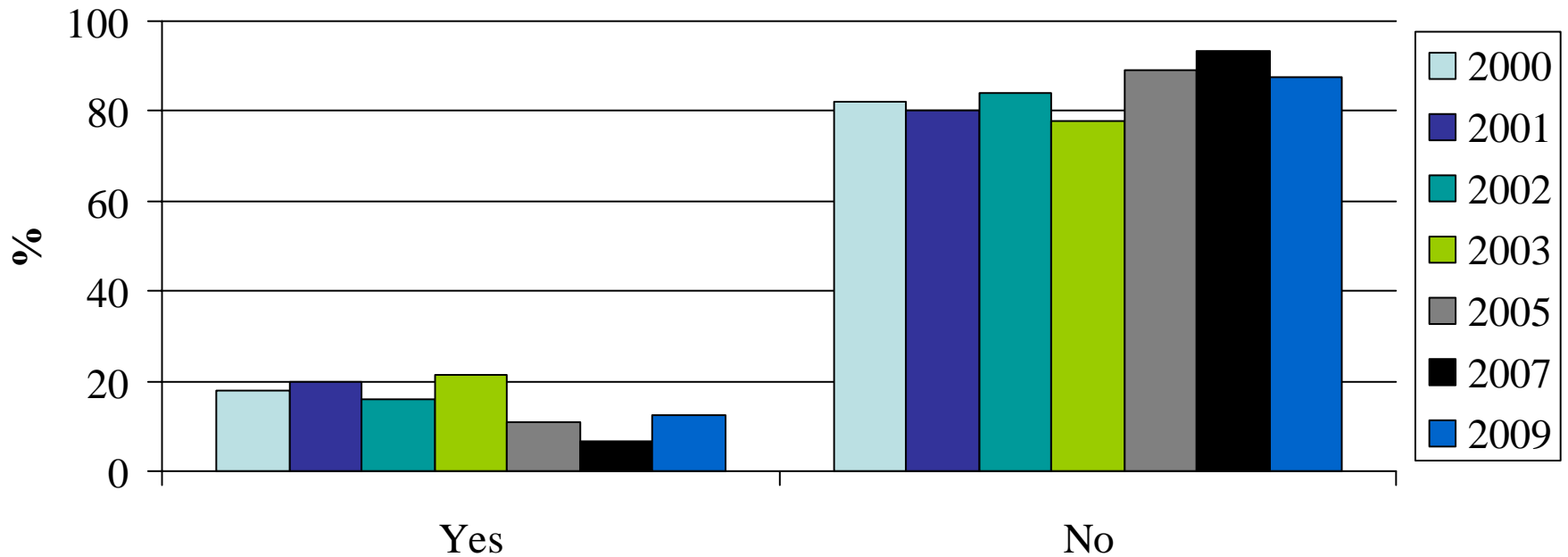
Intranet





Agency & Vendor Use 2009 (17)[Q22]

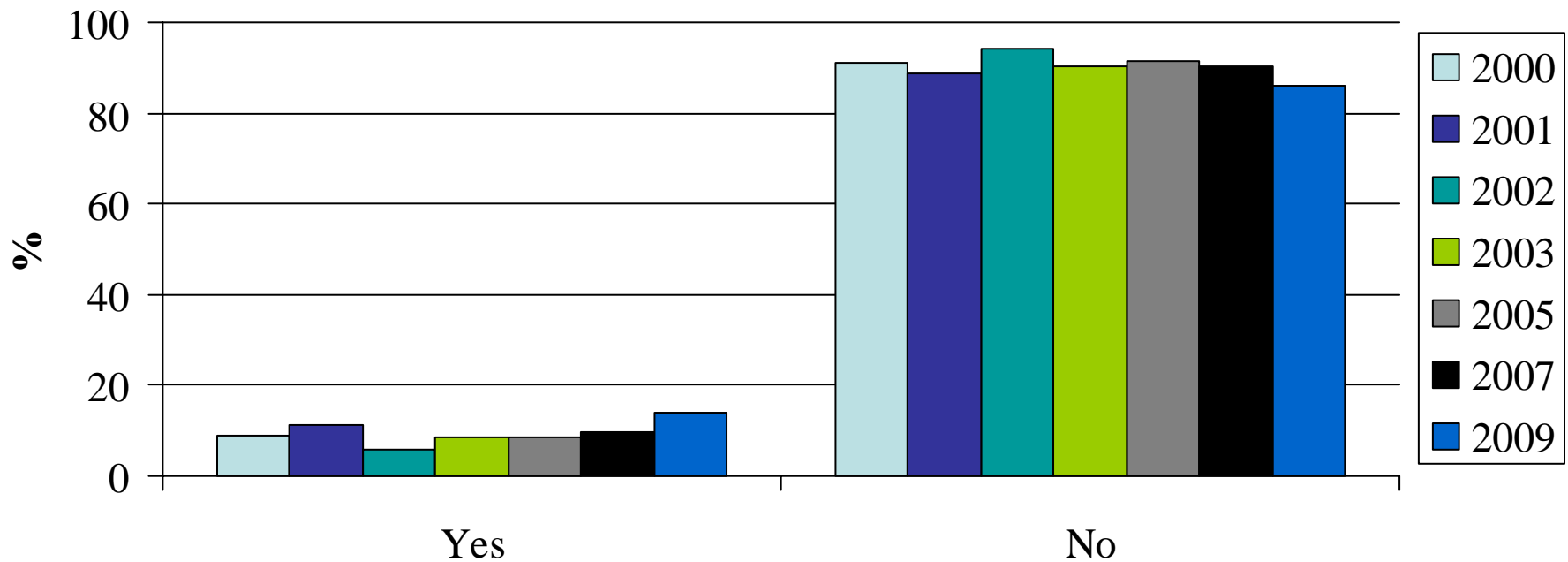
Investor Relations





Agency & Vendor Use 2009 (18)[Q22]

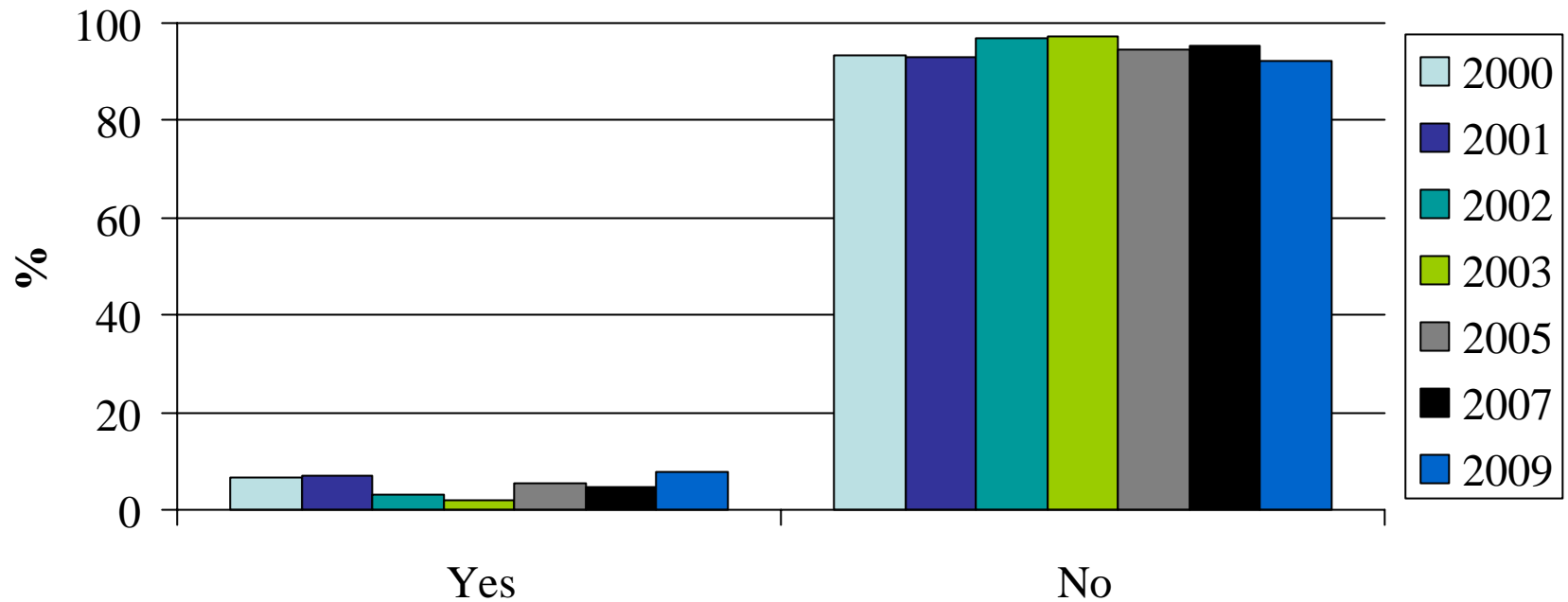
Issues Management





Agency & Vendor Use 2009 (19)[Q22]

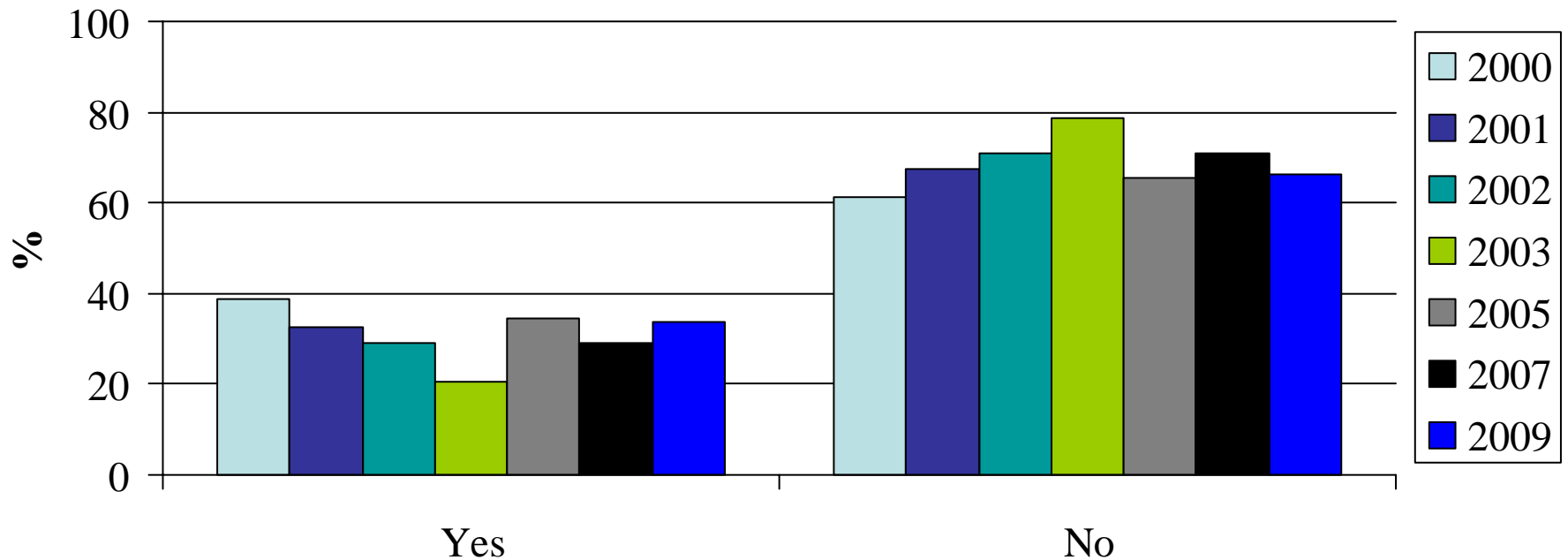
Labor Relations





Agency & Vendor Use 2009 (20)[Q22]

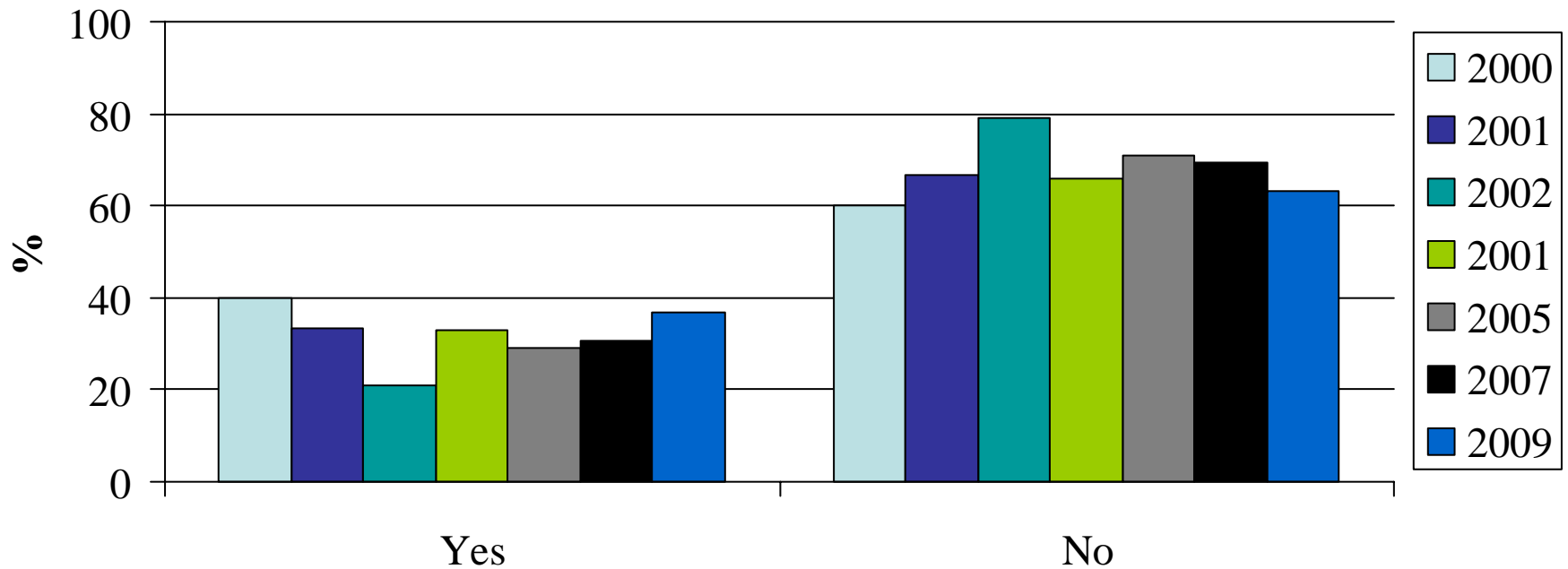
Marketing Communications





Agency & Vendor Use 2009 (21)[Q22]

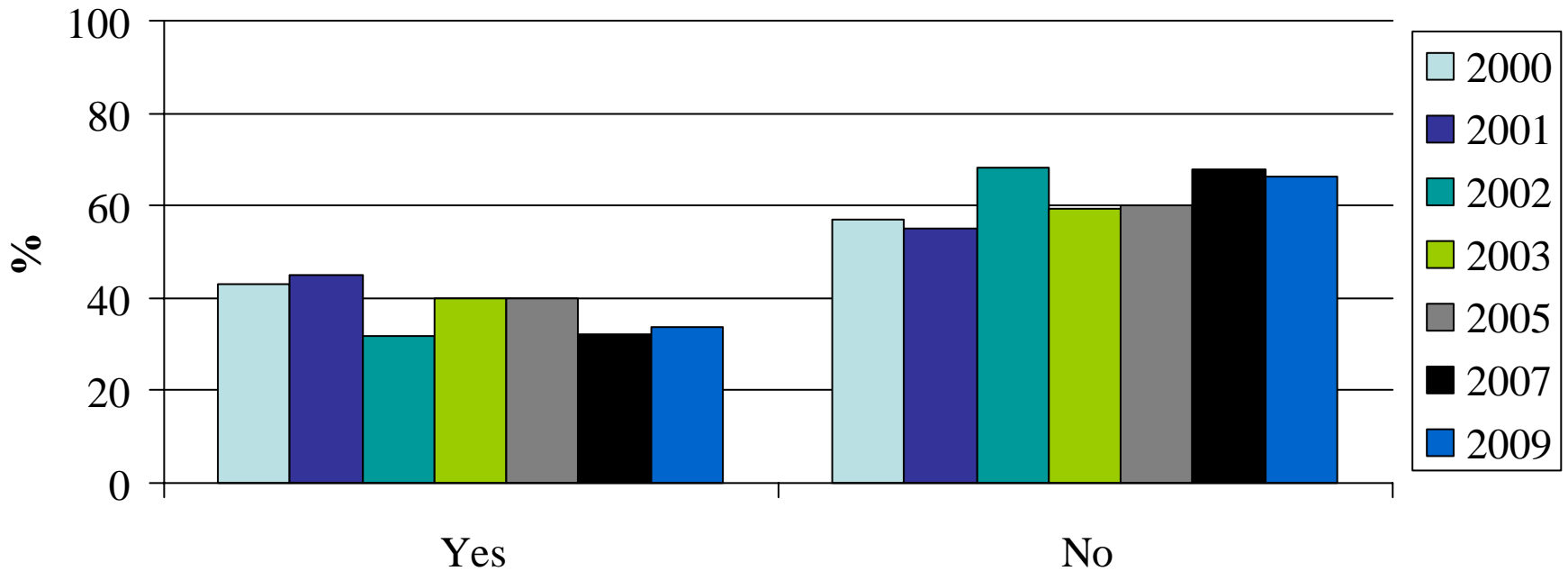
Media Relations





Agency & Vendor Use 2009 (22)[Q22]

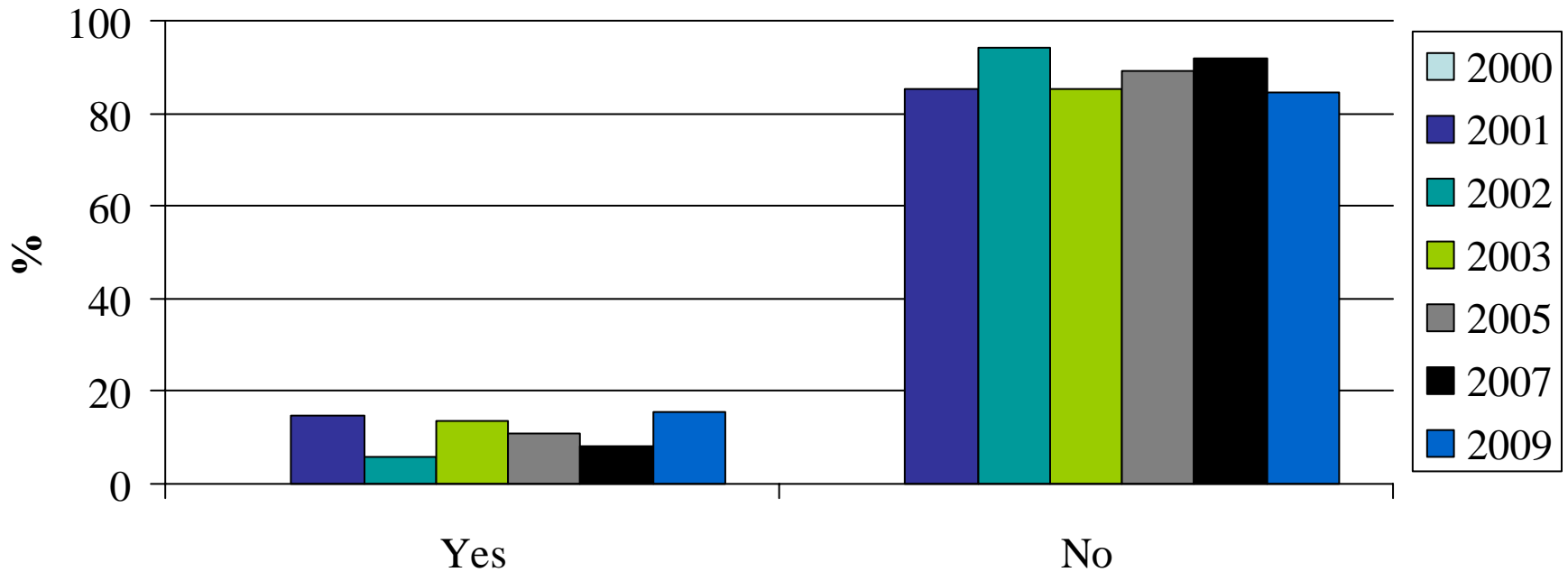
Public Relations





Agency & Vendor Use 2009 (23)[Q22]

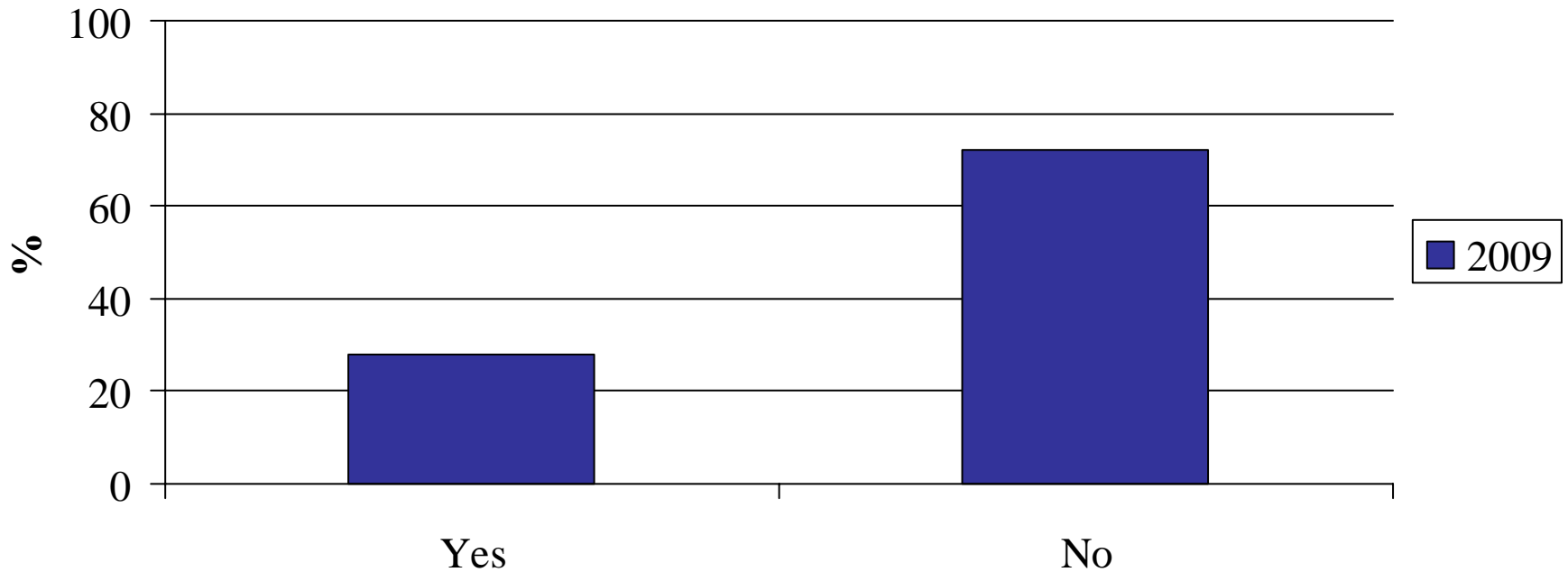
Reputation Management





Agency & Vendor Use 2009 (24)[Q22]

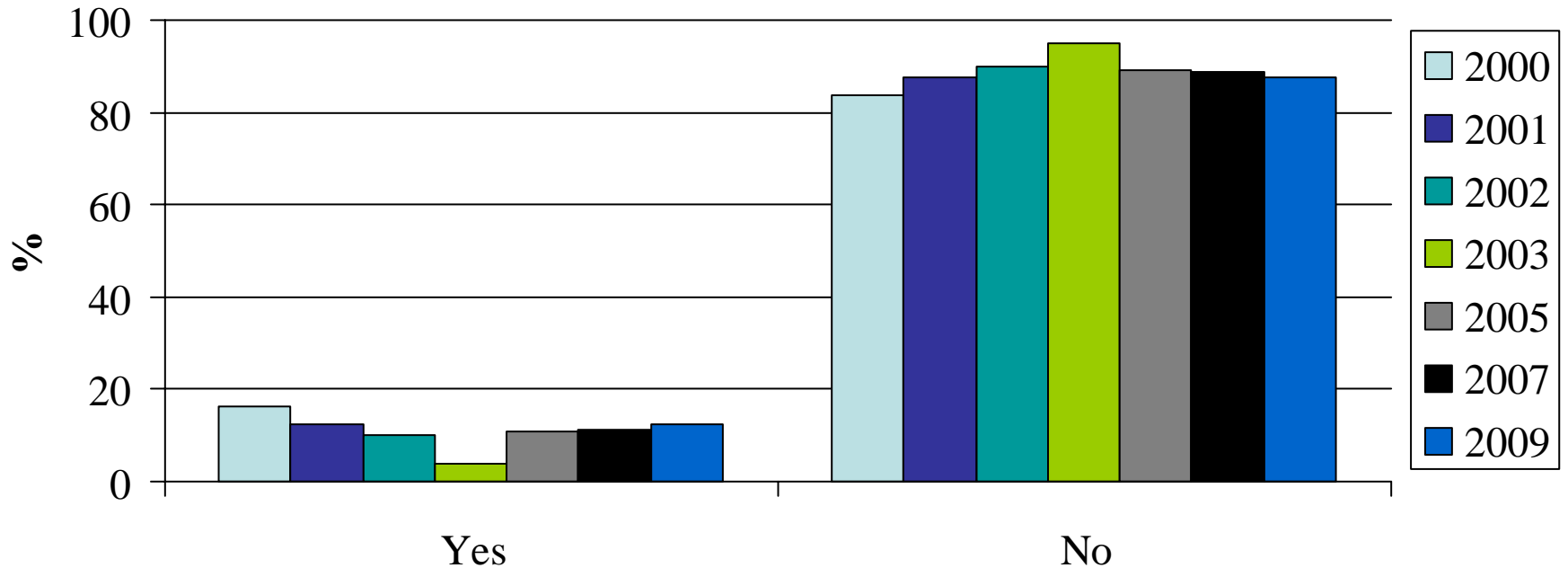
Social Media





Agency & Vendor Use 2009 (25)[Q22]

Training





CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY

Corporate Communication Best Practices: CCI Practices & Trends Study 2009

Dr. Michael B. Goodman

Director, Corporate Communication International
Professor and Director, MA in Corporate Communication
Baruch College, City University of New York

