



## Corporate Communication (CC) Practices & Trends in Hong Kong (HK) 2011-14

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1. The General Backgrounds
2. Issues addressed
3. The study & its findings
4. Conclusion & Observations

### The General Backgrounds

- A part of the following **benchmark studies** on:
- **The Chinese mainland**  
(Feng & Goodman, 2010)
- **The European Union**  
(Frandsen, & Johansen, 2008)
- **South Africa** (de Wet et al., 2008) &
- **The United States** (e.g. Goodman, 2011)

### The Design

A three-year **longitudinal Questionnaire-based** study conducted from **2011 – 2014** under the auspices of the HK Chapter of CCI

### The Questionnaire: both e- & hard-copy modes

- 2011/12 & 2012/13
  - **23** items
  - **17** MC items; **6** OE items
- 2013/14
  - **24** items
  - **18** MC items; **6** OE items
  - the **new** item is about **social media**

### The Objectives: To **establish**

1. A **profile** of the CC respondents &
  2. Their department, specifically
    - a) its major **clients**
    - b) its major **functions (global, perennial) & business tasks (one-off, specific)**
    - c) Functions & tasks usually **contracted out**
- For the purpose of **curricular development**, the study also attempt to identify:*

3. their **major concerns** *vis-à-vis* :
- The **challenges** ahead
  - The important **traits** of CC personnel
  - preferred attributes** of graduating students entering the profession
  - curricular contents** of programmes related to the profession

### The Study Population, Sample & Response Rate

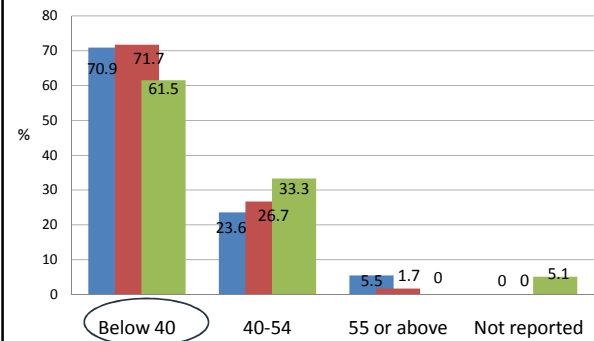
Medium → large size corps operating in HK

	2011/12	2012/13	2013/14
# of Corps. contacted	85	90	137
# of Corps participated	55	60	39
Response rate (%)	64.7	66.7	35.1

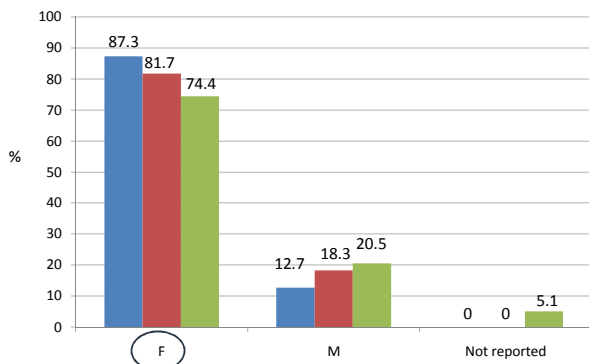
### The three Samples

- Considered comparable
- No significant differences in terms of:
  - Respondents attributes
  - Staff size
  - Budget size
  - Personnel changes
  - Headquarters locale

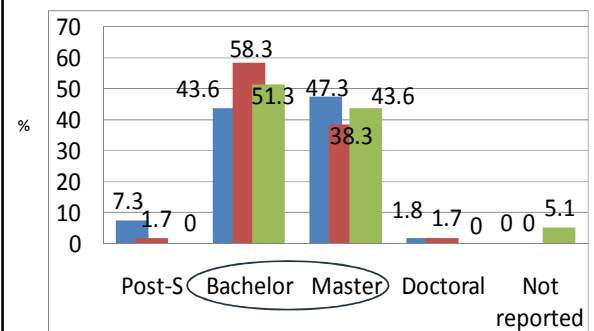
### Profile of the respondents Age (%) 2011/12; 13; 14

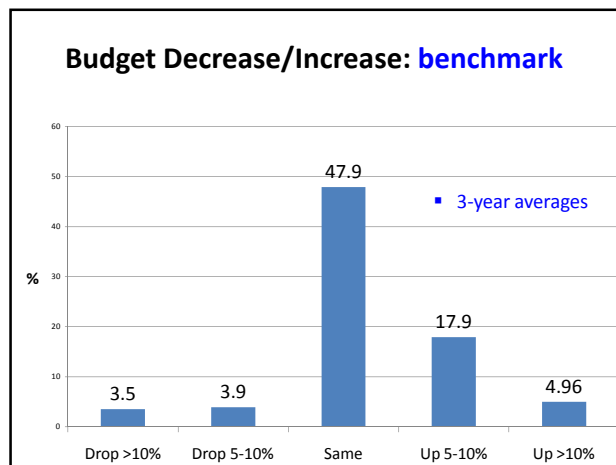
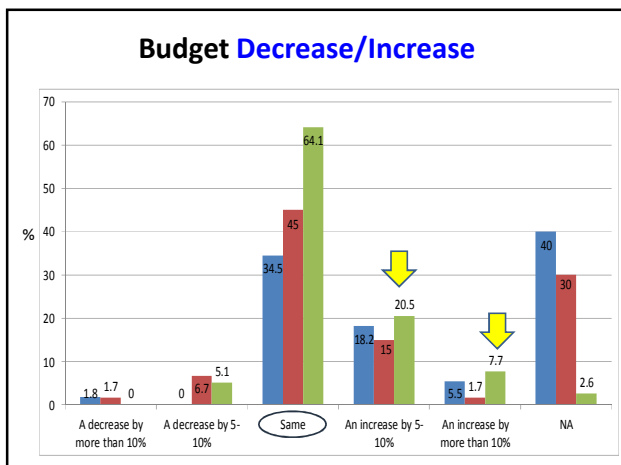
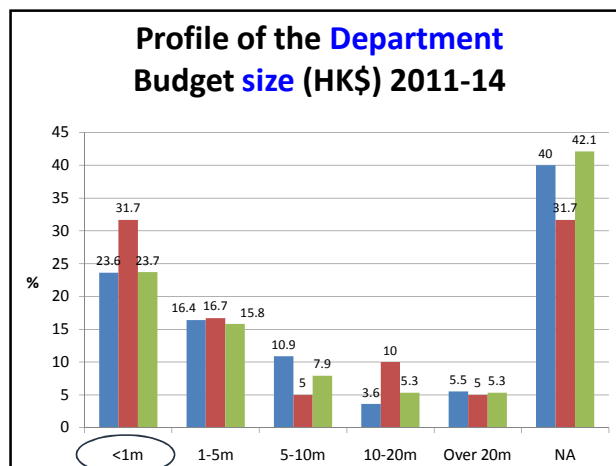
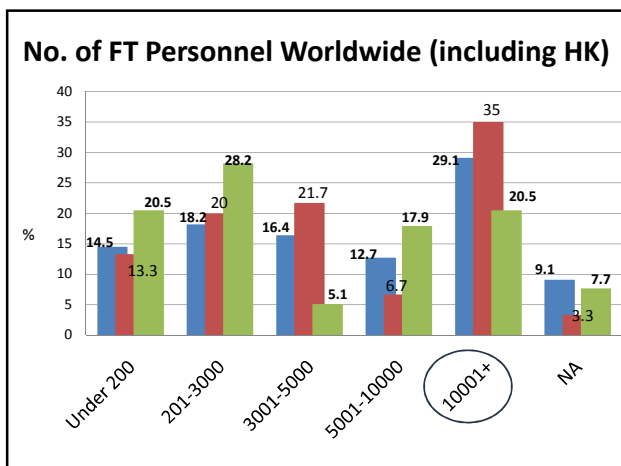
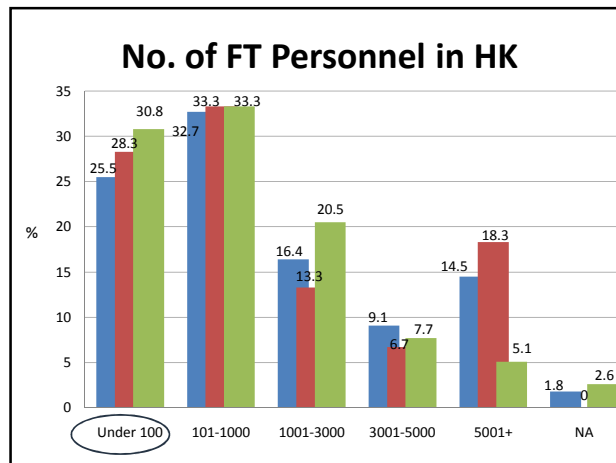
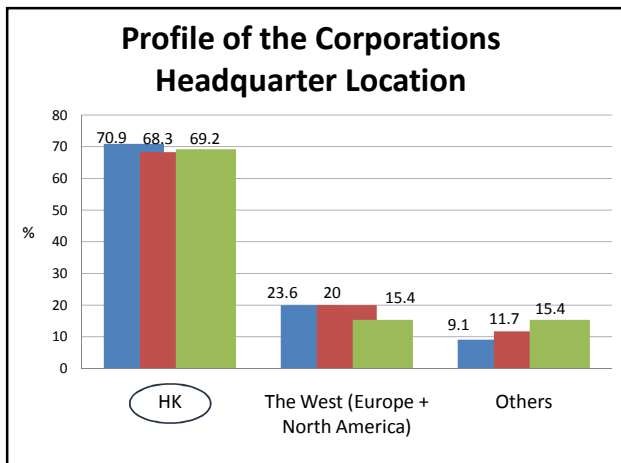


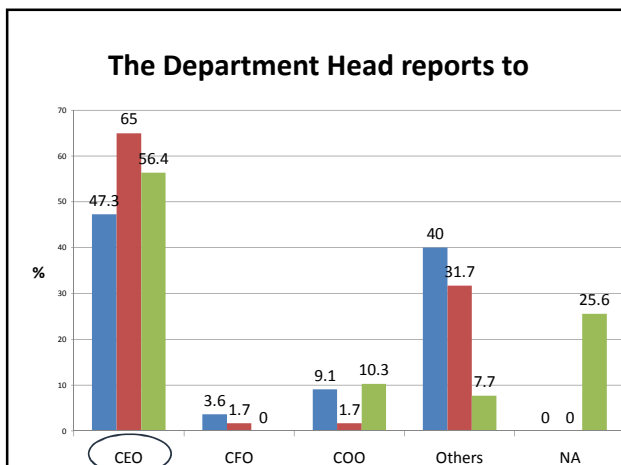
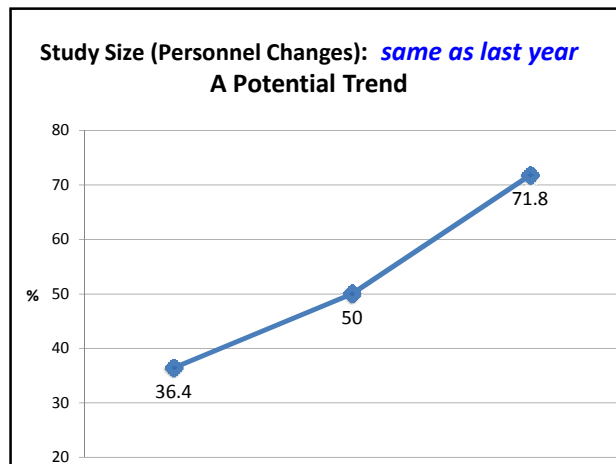
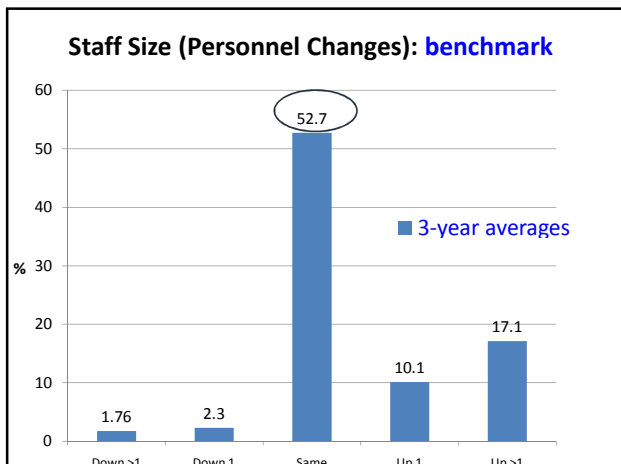
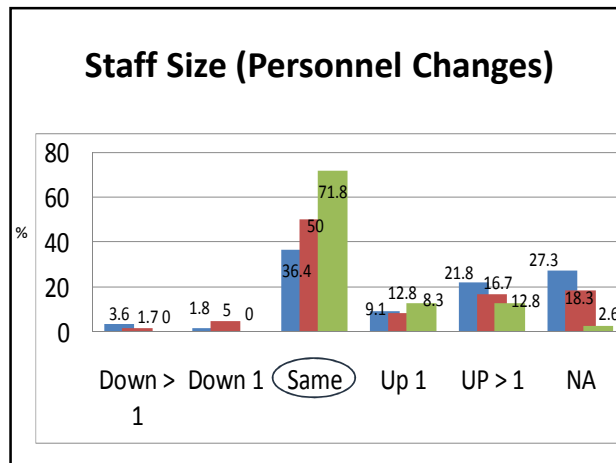
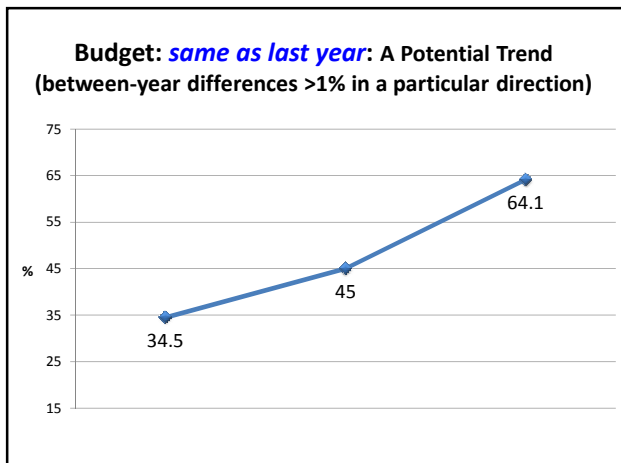
### Gender



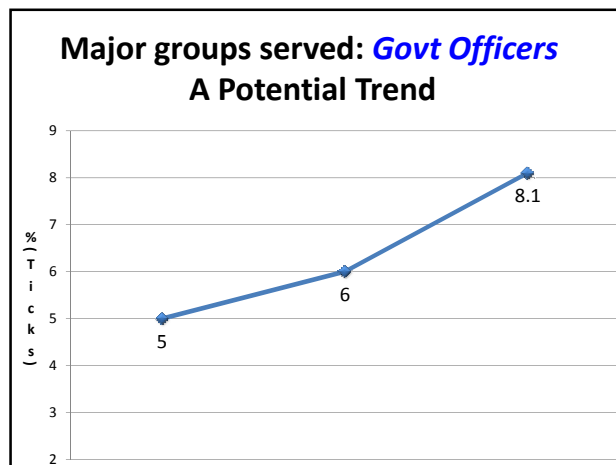
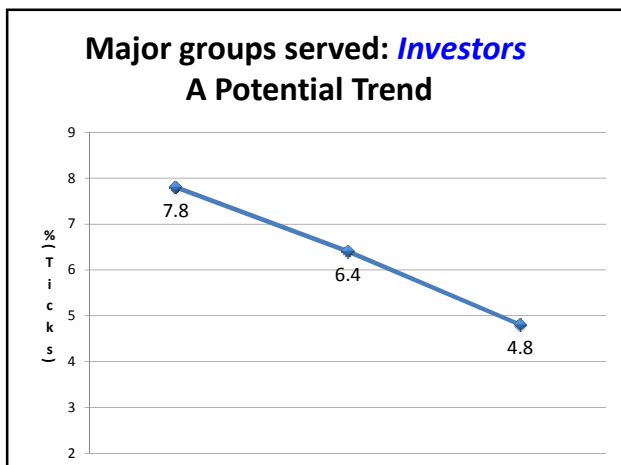
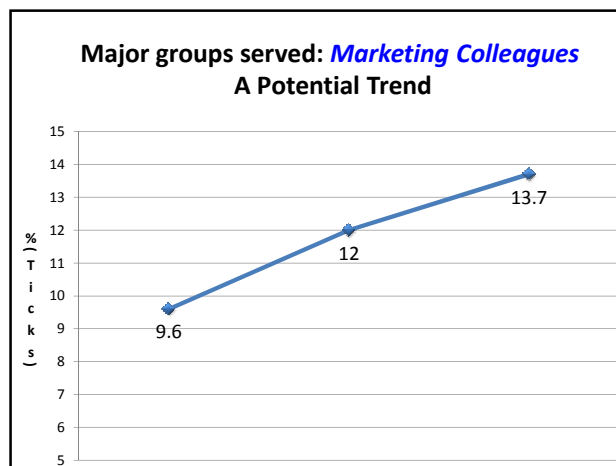
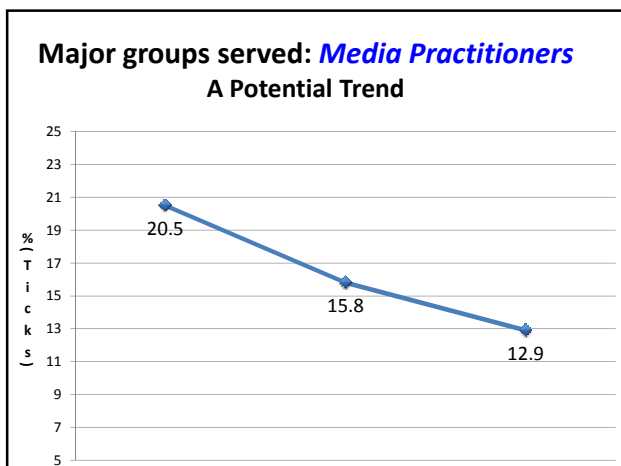
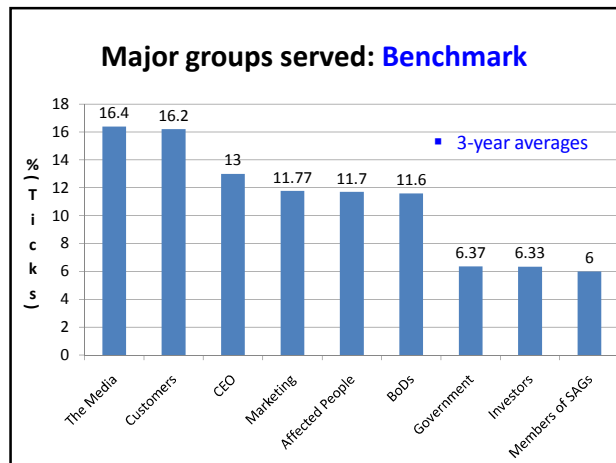
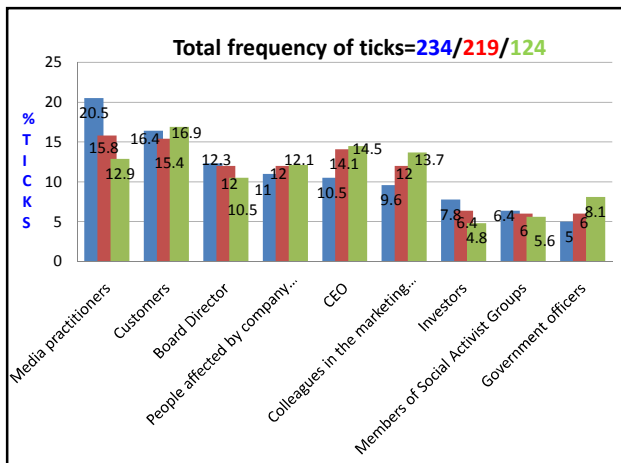
### Educational Qualifications



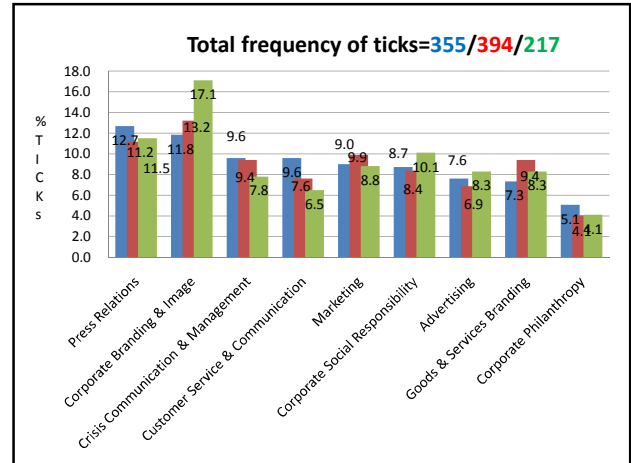




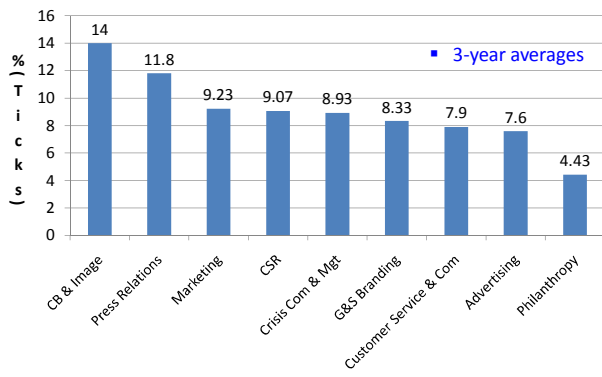
**Major groups served by the Department**



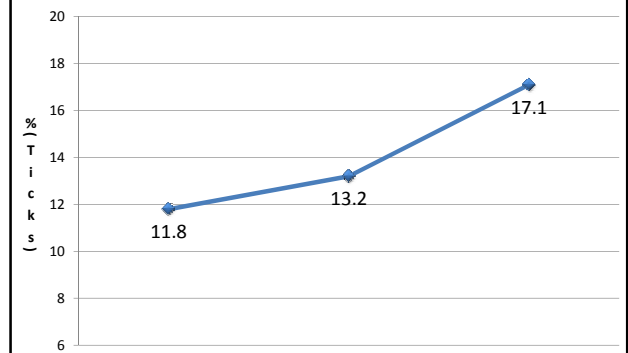
# Major functions of the Department



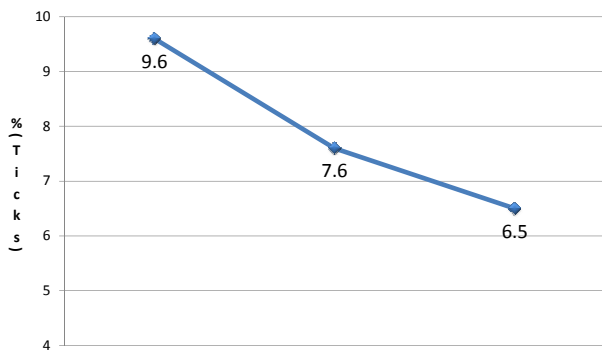
## Major Functions: Benchmark



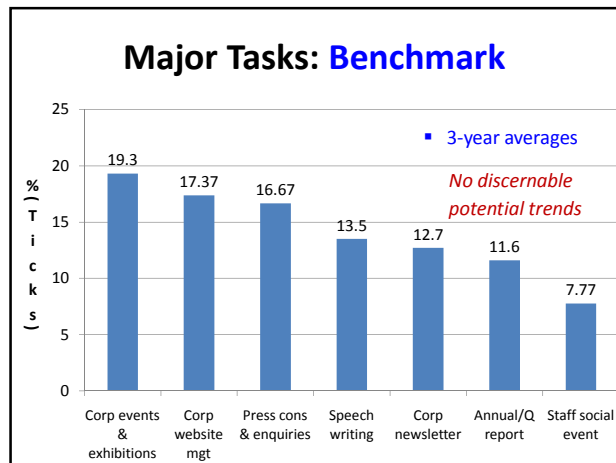
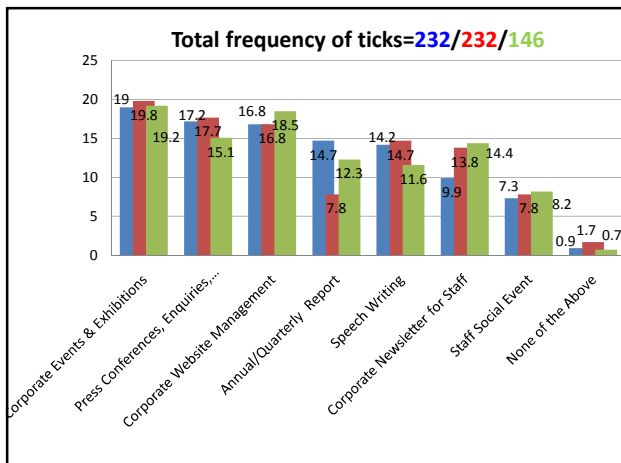
## Major Functions: CB & Image A Potential Trend



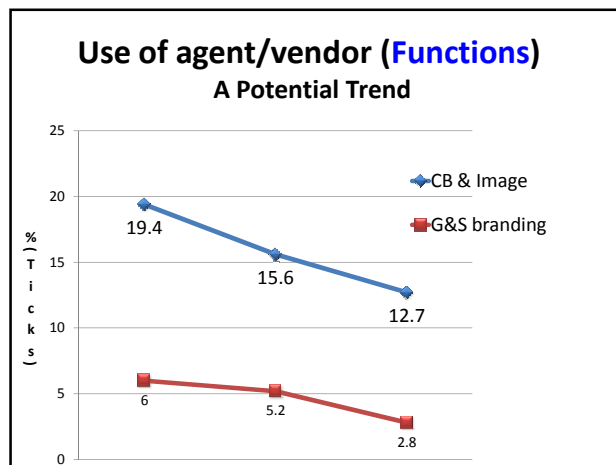
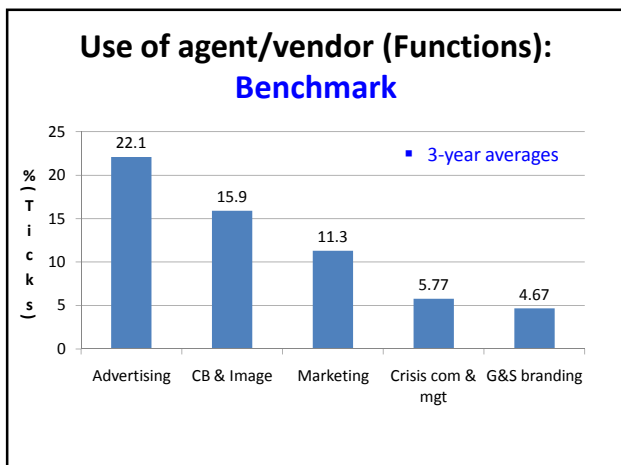
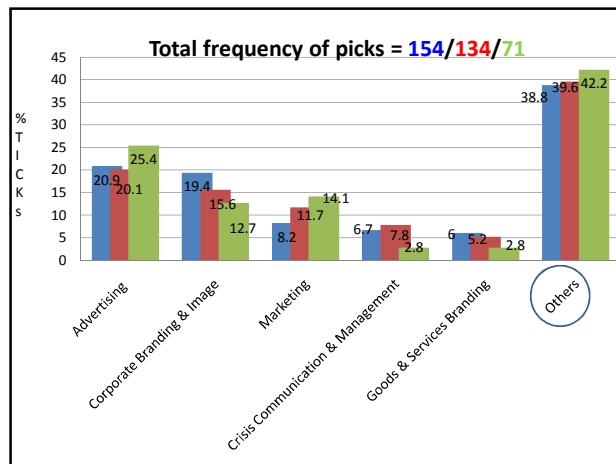
## Major Functions: Customer Service & Com A Potential Trend



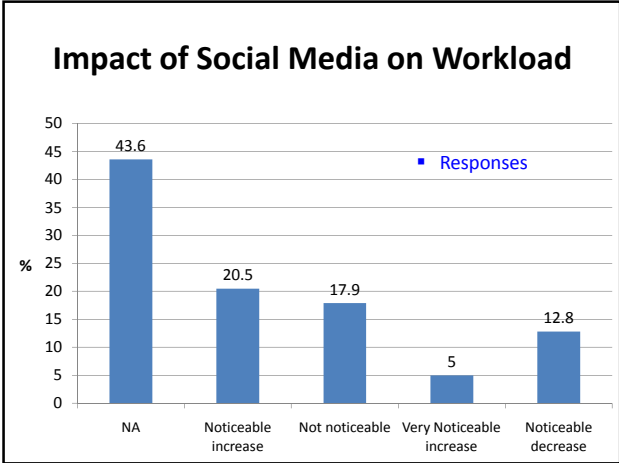
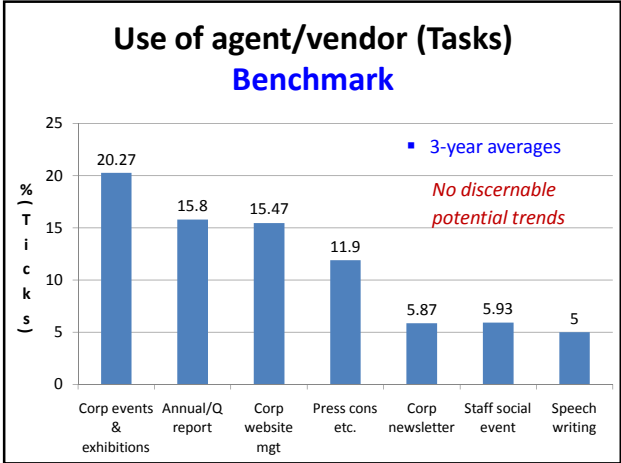
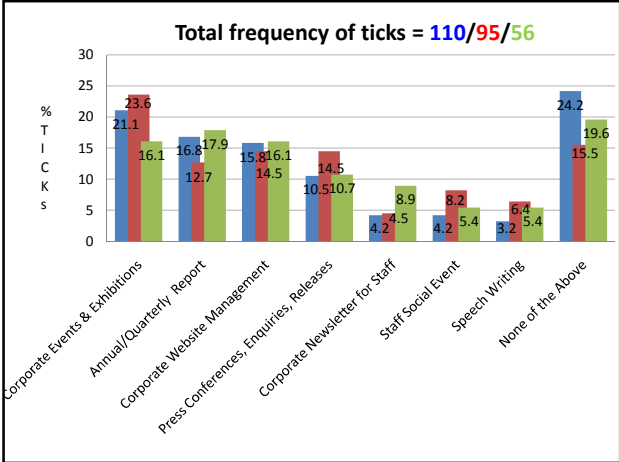
# Major tasks of the Department



Major functions involving the use of agent/vendor



# Major business tasks involving the use of agent/vendor



- ### The OE items
- In these **four** items the respondents are invited to comment on
  - 'the major **CC challenges** for your company / industry in the coming year'
  - the 'three important **traits** for CC personnel'
  - 'the **qualities of graduates** of HK universities
  - What the universities should do for **programmes related to CC** with regard to their views on the foregoing issues

### Major CC challenges in the coming year

Rank (freq-based)	2011-12	2012-13	2013-14
1	Budget		(Social) media relations & Big Data (Digital) com.
2	Corp. branding	Media relations	Relations with Government & the Legislature
3	Media relations	• Corp branding • CSR	Budget



### Important **traits** for CC practitioners

Rank (freq-based)	2011-12	2012-13	2013-14
1	<b>Good Communication/Language Skills</b>		
2	<b>Emotional Maturity/People Skills</b>		
3	<b>Cognitive Ability</b> (can readily be in tune with demands & trends of the profession & the related technologies)		

### Quality of local **graduates vis-a-vis** Important CC practitioner traits

Rank (freq-based)	2011-12	2012-13	2013-14
1	Lack of Good Communication/Language Skills		
2	Lack of Emotional Maturity/People Skills		
3	Lack of grounding for the profession		

### Recommendations to local universities

Rank (freq-based)	2011-12	2012-13	2013-14
1	Com & lang skills enhancement	Provide grounding for the profession (via collaboration with the industry)	
2	Provide grounding for the profession	Com & lang skills enhancement	
3	Emotional maturity development		

### Conclusions & Observations

1. There are **no clear established titles** for CC departments and its heads
2. CC practitioners are mostly well educated **women <40** in age.
3. The **size** of CC departments is relatively small
4. Most departments appear to have been going through a period of **consolidation**

5. A **cluster** of major **clients** served and **functions (+tasks)** performed is in evidence.
6. A cluster of **traits** and **skills** essential for success in the profession is also in evidence
7. Significant impact of the growing popularity of **social media** on workload is not in evidence

8. Two potential **upward** moving trends are identified. They are functions/tasks related to (a) 'CB & Image', (b) 'Corp Newsletter'
9. Two potential **downward** moving trends are identified: (a) Departmental functions related to 'Customer Service & Com.', (c) Use of agents/vendors for 'CB & Image', & 'G&S Branding'

10. They respondents perceived **budgetary concerns & media relations** to be major challenges in all 3 years
11. The respondents' responsiveness to changes to certain aspects of the **socio-political environment** is reflected in the returns:
  - a) 2012-13 is a year of corporate scandals for HK. In the returns of the year, a plurality of the respondents perceived **CSR** as one of the top challenges

- b) Since summer of **2012** HK saw
  - (i) the assumption of power of a **CE** with a more interventionist style.
  - (ii) A **Legislative Council** with a larger no. of members with a more populist orientation.
- c) In the returns of this year, **Government Relations** was taken as one of the top challenges

## Limitations of the Study

- According to the HK Vocational Training Council, there are over 22,000 people employed in the advertising and CC industry in 2010. The survey sample of these two studies is therefore hardly representative of the CC population of HK. Also, the participant-corporations are mostly large corporations. Therefore the findings might have a degree of representation of CC departments of large, multi-national corporations only. The interpretation of the findings must take these constraints into account accordingly.

A soft copy of this presentation & the final report of this benchmark study will be available at the website of the CCI (HK Chapter) <http://www.cbs.polyu.edu.hk/CCIHKC/reports.html> by respectively June and December 2014.

Thank you!

