



CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY

CCI Corporate Communication Practices & Trends Study 2017 Final Report

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with

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Baruch College/CUNY

5 September 2017





Session Overview

1. Findings from the CCI Practices and Trends Study 2017
 2. Company profile
 3. Communication officer profile
 4. Impact of changing reporting structures
 5. Key corporate communication function & budget responsibilities
 6. The communication officer's perceived role of corporate communication; staff and budget changes
 7. Internal communication [employee engagement]
 8. External communication -- social media use, channels, policies
 9. Use of agencies and other service providers
 10. Influence of uncertainty; challenges and opportunities ahead
- * A Note on the 2017 survey method and background information



1. Findings from the CCI Practices and Trends Study 2017



Findings from the CCI Practices and Trends Study 2017

- Continuation of rapid changes and the transformation of the discipline; Speed
- Unintended consequences of changing reporting structures
- Core functions that define corporate communication practice remain unchanged
- Budget and staff increases reflect economic confidence
- The search for talent
- Integrity
- Core competencies focus on “business acumen” to drive corporate value
- Intranet and employee engagement to build corporate culture gain impact
- “Counsel to the CEO” suffers as the role of the communication officer responds to changes
- Agencies continue to provide important services



Findings: Top critical issues in corporate communication (Interview Q1)

- Trust; integrity; candor
- Driving traffic to the stores, ...being nimble and effective
- Rapid and continuing shift of the digital engagement landscape; [what] globalization of our organization ... means to our corporate reputation and identity; an evolution in our talent landscape ... people from pretty different [communication] backgrounds ... people coming from consulting backgrounds ... actual marketing, brand marketing types
- Measurement; proliferation of channels
- Managing reputation in a very fraught environment; breaking through the political noise around our brand; expanding our capability to broadcast directly to constituents ... or to stakeholders that matter to us
- Lack of control over advertising; employee engagement; C-suite communications ... getting them to be proactive ... as part of change management ... primarily internal
- Reach, relevance, receptivity
- More of a political nature to our roles now; more conflict ... but kind of a turf battle between the CMO and the CCO, especially around the digital component, both see it as a vital portion of their portfolio



Findings: Top trends in corporate communication (Interview Q3)

- Integration ... a resurgence in the area of internal communications
- Breaking down ... internal communications, external communications ... silos; digital engagement landscape ... partnering with either their IT, or their marketing organizations to ... make it work differently; [ability to react to] fake news and/or non-corporate generated perception and your ability to react to that ...
- Mobile is one that impacts ... all of our channels; measure ... harnessing data big and small to improve whatever you're doing
- ability for brands to communicate directly with their stakeholders ... collapse of traditional print media and advertising ... opportunities to work with press and news outlets that are non-traditional
- our focus, and this is largely external but also applies internally, ... on storytelling
- Content creation, content management and then ... use these channels and promote things
- analytics, mainly because they should have been being used a long time ago; the merging of corporate communications and marketing under the CMO, which I'm not sure is a good idea
- a digital first, or even digital-centric approach; developing front line leaders into stronger communicators
- know what right looks like ... an over reliance on digital ... basic writing skills and how to tell a story; moving quickly from [one] organization to another, not staying long enough to really build teams and affect careers and affect the companies trajectory



Findings: strategic importance of corporate communication (Interview Q2)

- Guardian of our mission; purveyor of Truth; blending [marketing] ... and the communications teams ... a deeper respect for each other's purpose ... better leverage [of] the disciplines for the benefit of the organization
- Business focused communication plan that's driving business strategy through communications; proactive business strategy focus solutioning; engagement and then amplifying our corporate messaging ... drives actions
- Controlling the narrative of our company ... both internally and externally
- We look at it holistically and we don't look at things in a siloed way
- The ability to maintain a reputation is paramount
- Align our communications strategies and tactics to line up precisely with the business needs of the organization
- Enables us to do is create an environment in which we conduct our business more effectively
- We are the chief storytellers. We bring the “why” to what the organization should be focused on; we activate on the corporate character; and we bring the corporate strategy to life
- To help drive change management within the company; help build the reputation of an organization



2. Company profile



Company's main business (Q3)

Consumer (Automobiles & components: Consumer durables & apparel; Consumer services)	14.3 %
Consumer staples (Food & staples retailing; Food, beverage & tobacco; Household & personal products)	16.3 %
Financials (Banks; Diversified financials; Insurance; Real estate)	22.4 %
Healthcare (Healthcare equipment & services; Pharmaceuticals & biotechnology)	12.2 %
Energy	4.1%
Industrials (Capital goods Commercial & professional services; Transportation)	10.2 %
Information technology (Software & services; Technology hardware & Equipment; Semiconductors & semiconductor equipment)	6.1 %
Materials	2.0 %
Telecommunication services	4.1 %
Utilities	2.0 %



Trends in unique to industry sectors (Interview Q4)

- Financial services –
 - doing the right thing for your customer, not for the company;
 - to show we help real people, real communities;
 - dealing with ... skepticism amongst business reporters that is akin to what political journalists have to deal with, politicians had to deal with since the 70s and Watergate and Vietnam;
 - fiduciary accountability
- Retail -- 75% of our workforce is manufacturing based ... engage [our] people with consistent messages and make sure that they understand how their efforts day to day, hour to hour tie back to the strategic outcomes that we're trying to drive as an organization so they feel engaged and inspired
- Food and beverage -- transparency for companies with brands like ours ... authenticity may be a better word
- Transportation [freight & logistics] -- mostly reactive as an industry ... [so] we self-publish a lot of content
- Transportation -- rapid response
- Packaging -- telling the solution piece of it versus "We're just a packaging company"

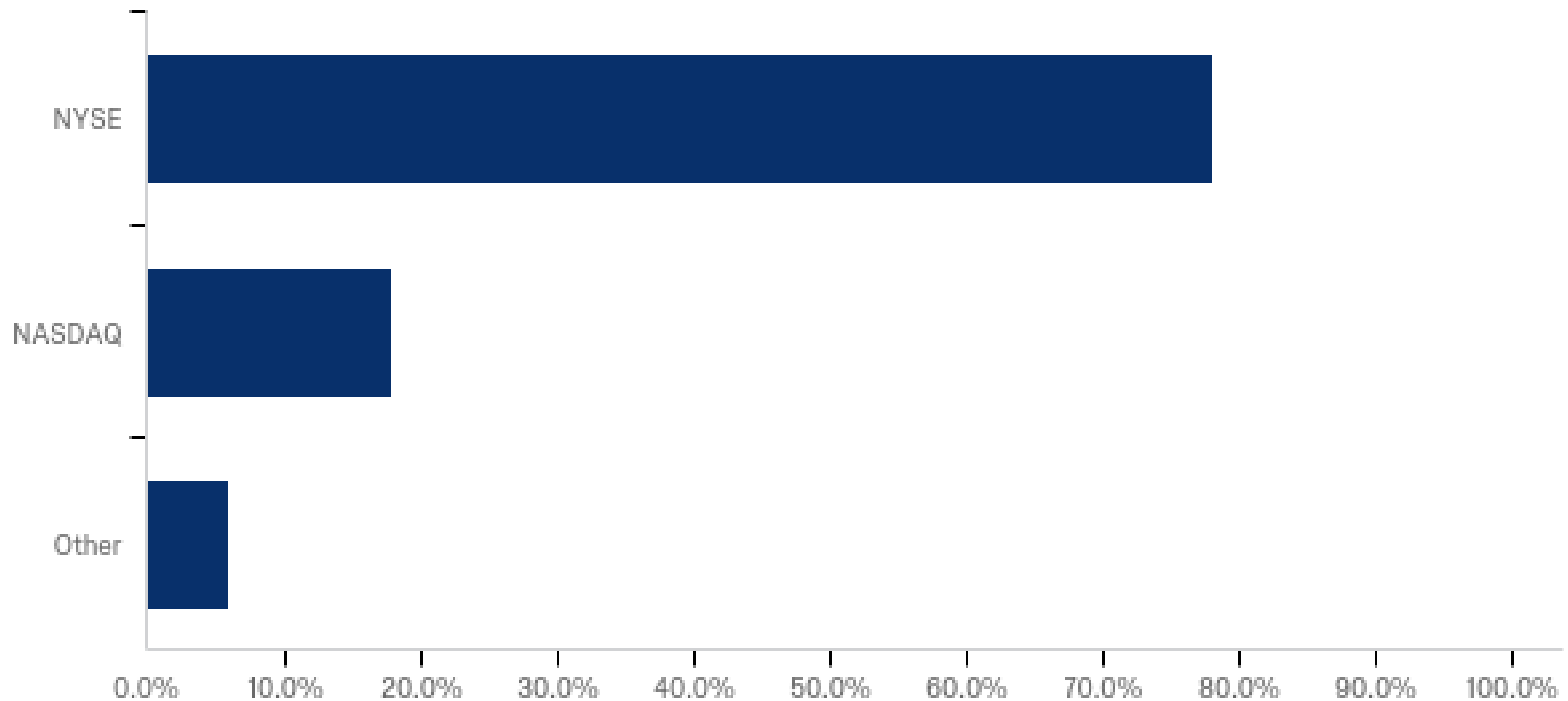


How corporate communication contributes to the organization's success (Interview Q5)

- CEO, to every one of his direct reports. has a corporate communications leader assigned ... they serve both functionally as experts, but personally as coaches and counselors to those leaders on everything from reputation, to business strategy, to operational execution
- Trusted thought leader; a halo effect to what ... we're doing ... from a CSR point of view, what we're doing from a sustainability view specifically
- Getting everyone internal and external to both understand our gross priorities as an organization and believe in the proof points of our progress
- Drive the key messaging to our four key stakeholder groups: ... employees, shareholders, customers obviously, ... the communities where we operate ... more than 7000 communities in the Western two-thirds of the United States
- Serve as a conscience for the business
- By telling the story of who we are, and particularly to employees, helping them understand where we're headed
- To be very vigilant as the lifeguard for your brand

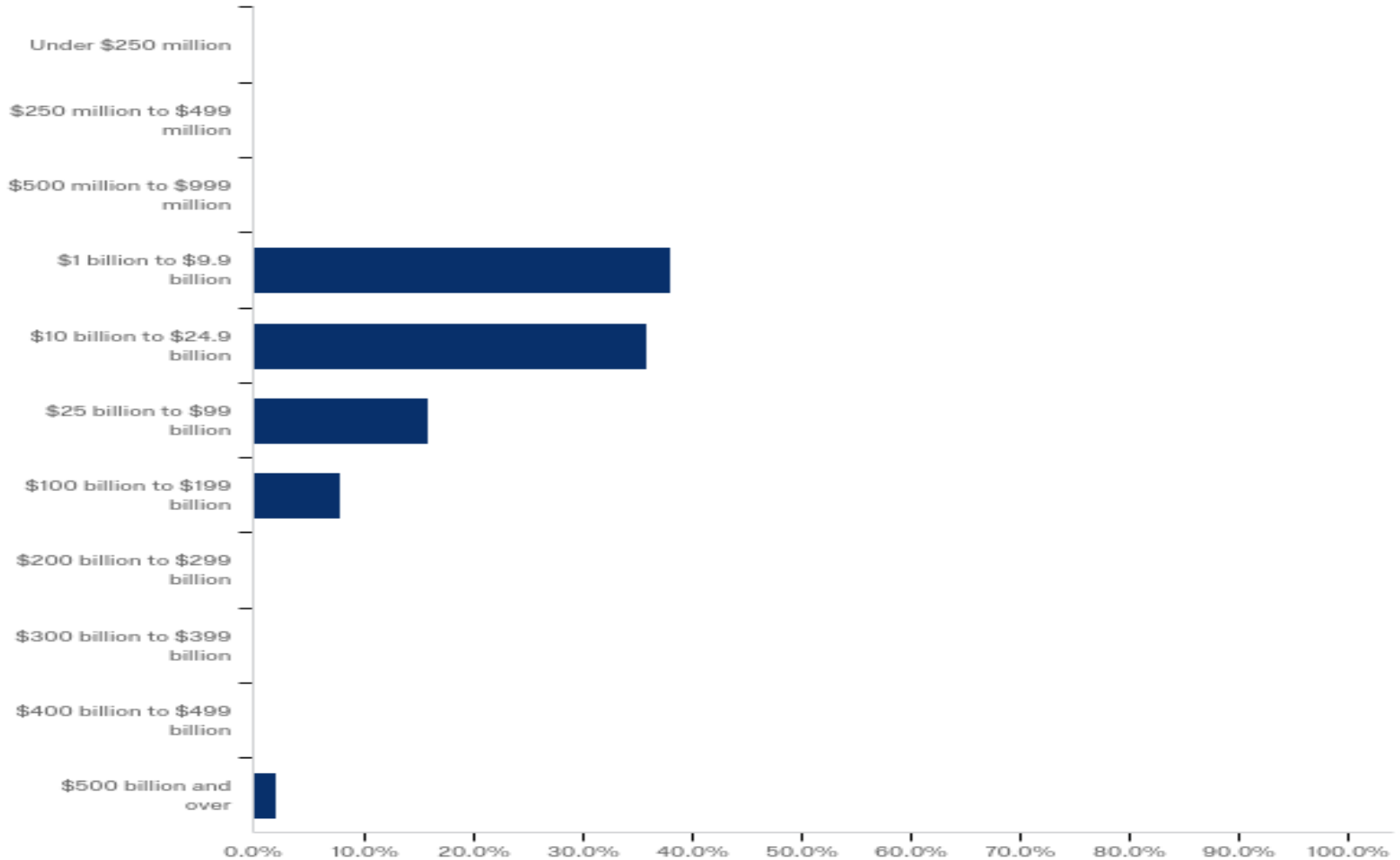


Where is your company listed? (Q4)



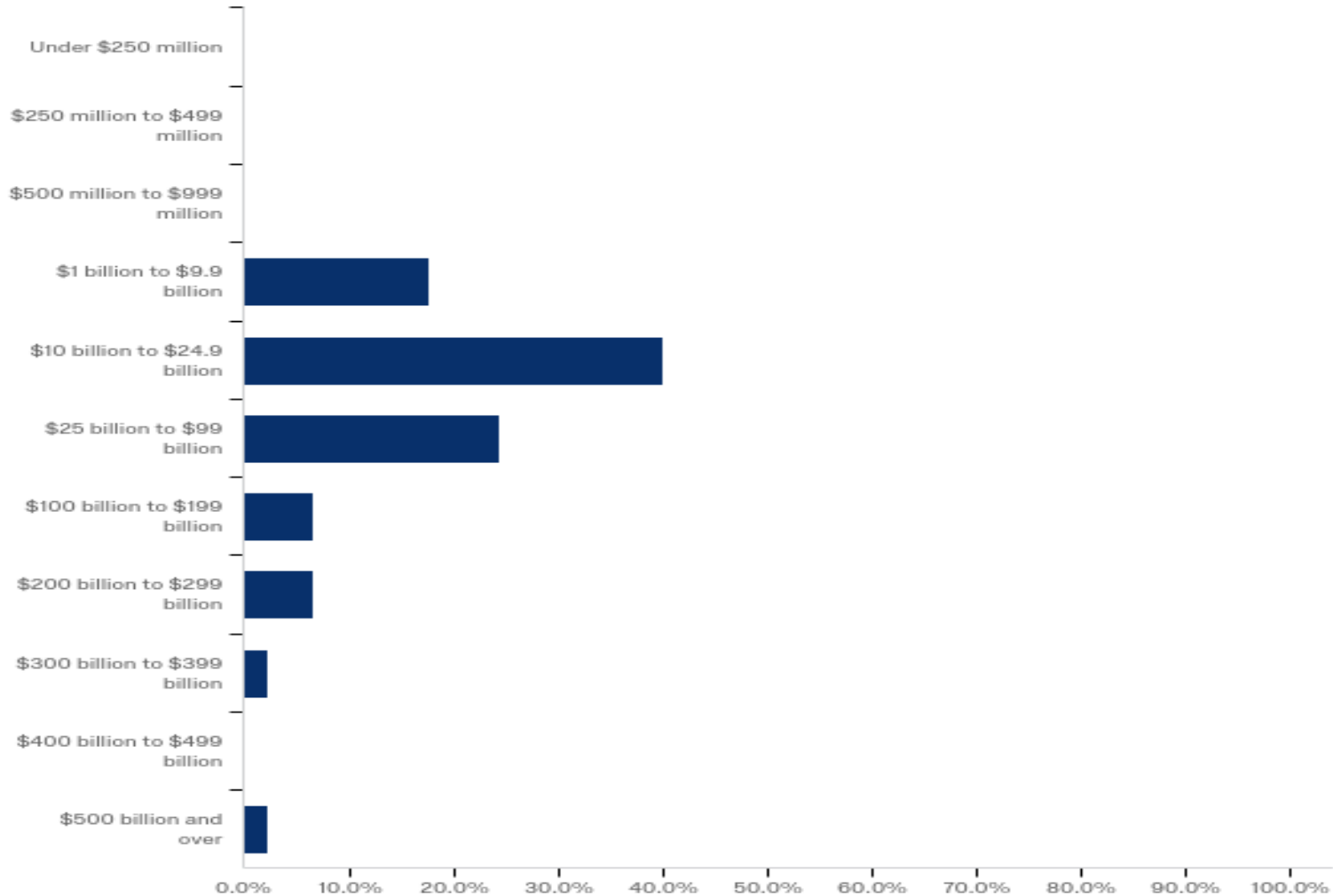


Total revenue in 2016 (Q5)



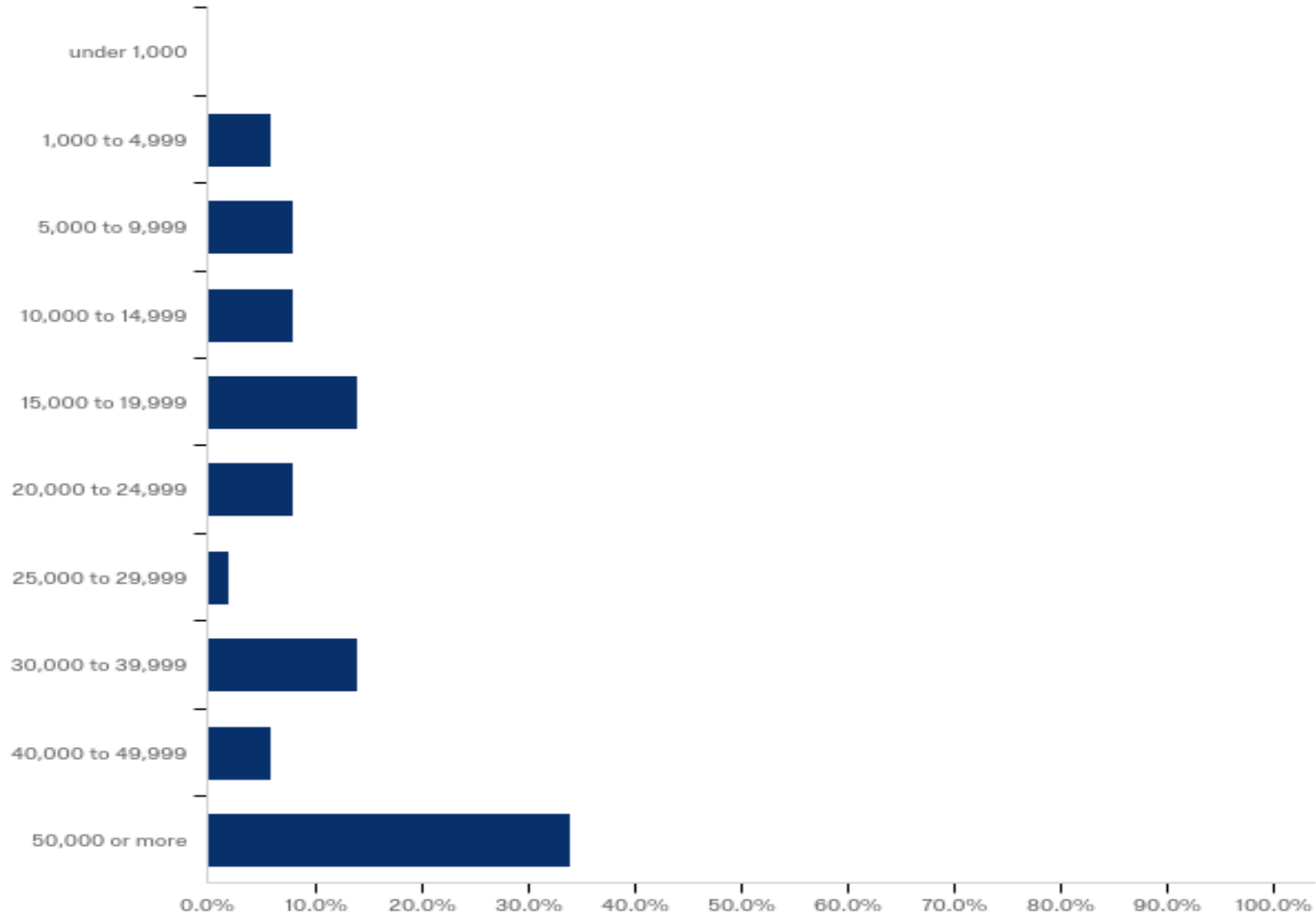


Market capitalization as of 1 January 2017 (Q6)



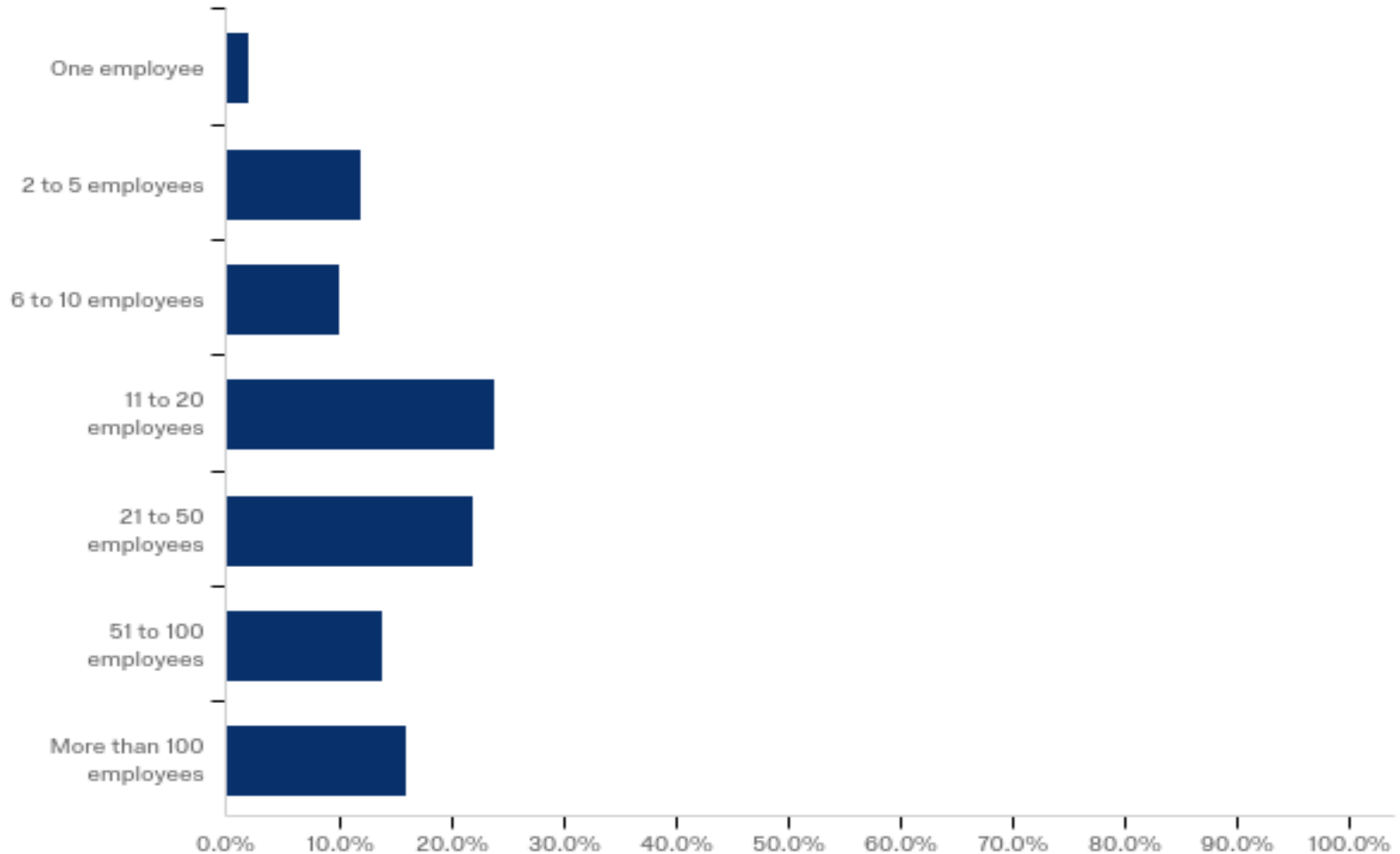


Number of employees 2017 (Q7)



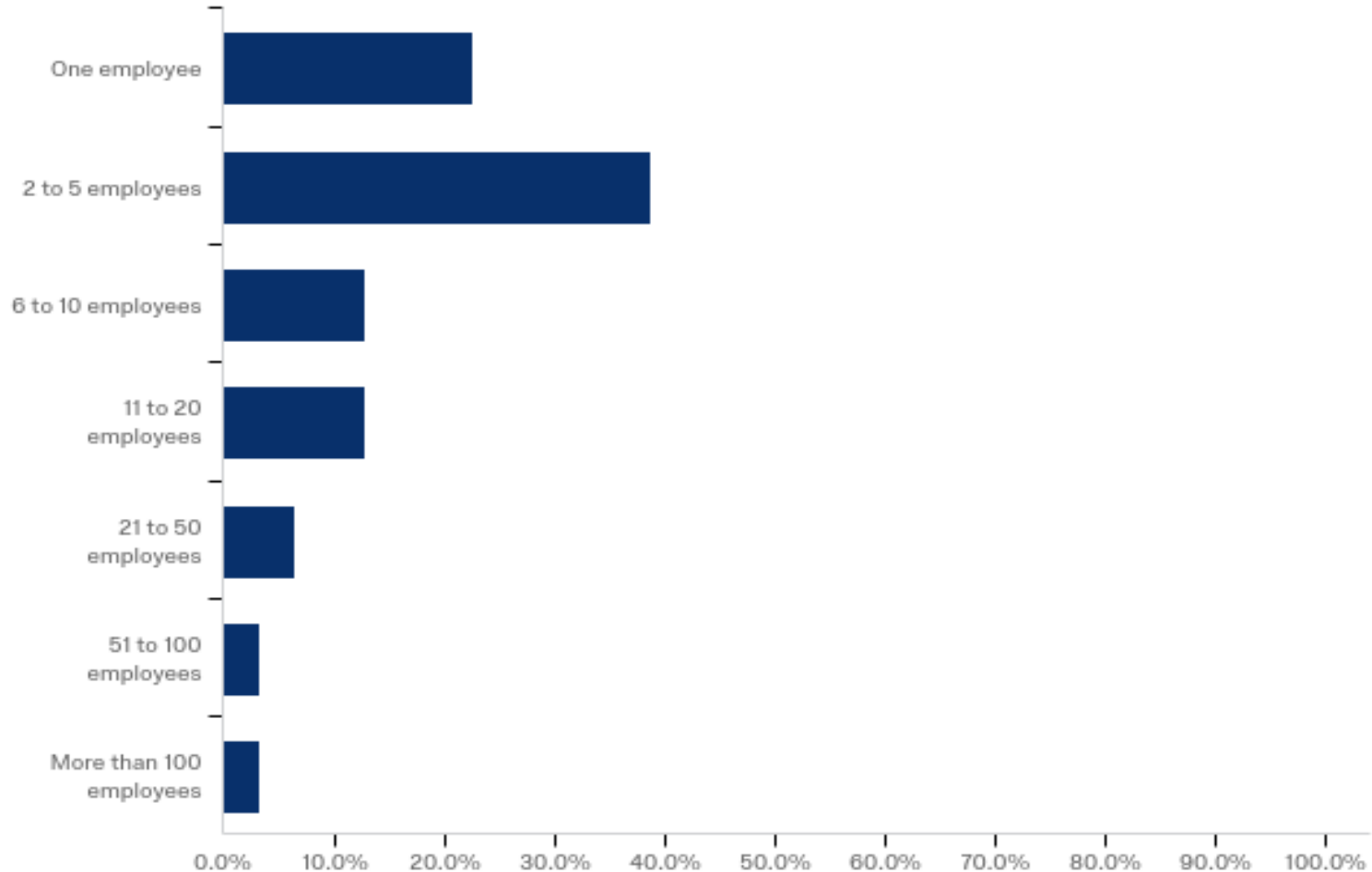


Full-time corporate communication staff (Q8)





Part-time corporate communication staff (Q9)





Representatives of the following groups in your corporate communication department (Q10)

Average reporting in category

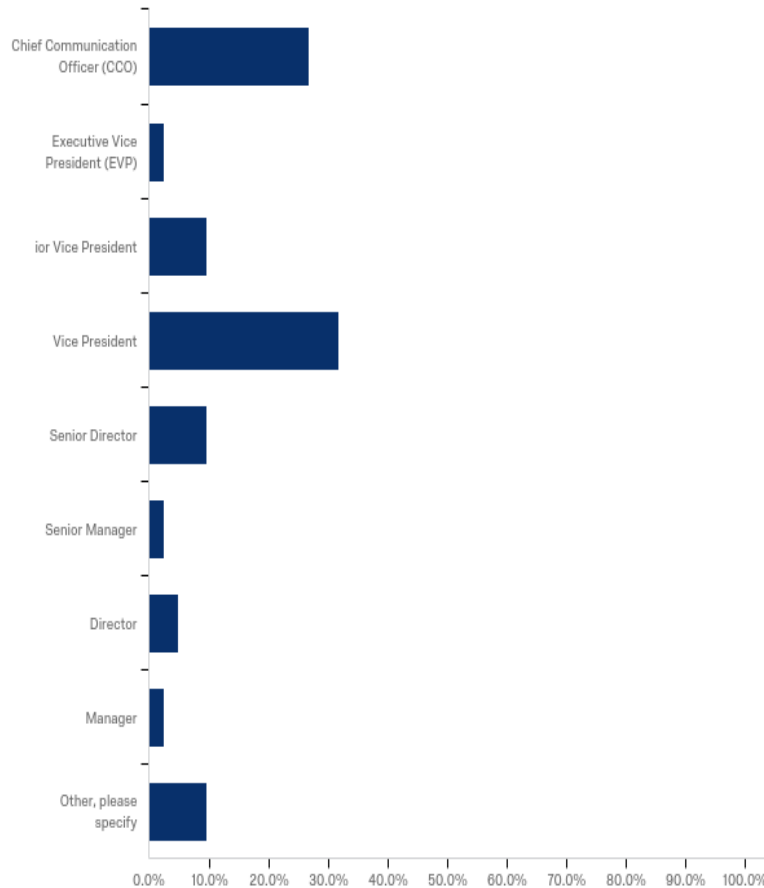
• Women	20.2
• African-American	2.2
• Hispanic	2.3
• American Indian or Alaska Native	0.4
• Native Hawaiian or Pacific Islander	0
• Asian	3.4
• Non-U.S. nationals	4.3
• People with disabilities	0.9
• Openly LGBT	2.5
• Veterans	1.5



3. Communication officer profile



Company title (Q12)



Chief Communication Officer (CCO) 26.8%

Executive Vice President (EVP) 2.4%

Senior Vice President 9.8%

Vice President 31.7%

Senior Director 9.8%

Senior Manager 2.4%

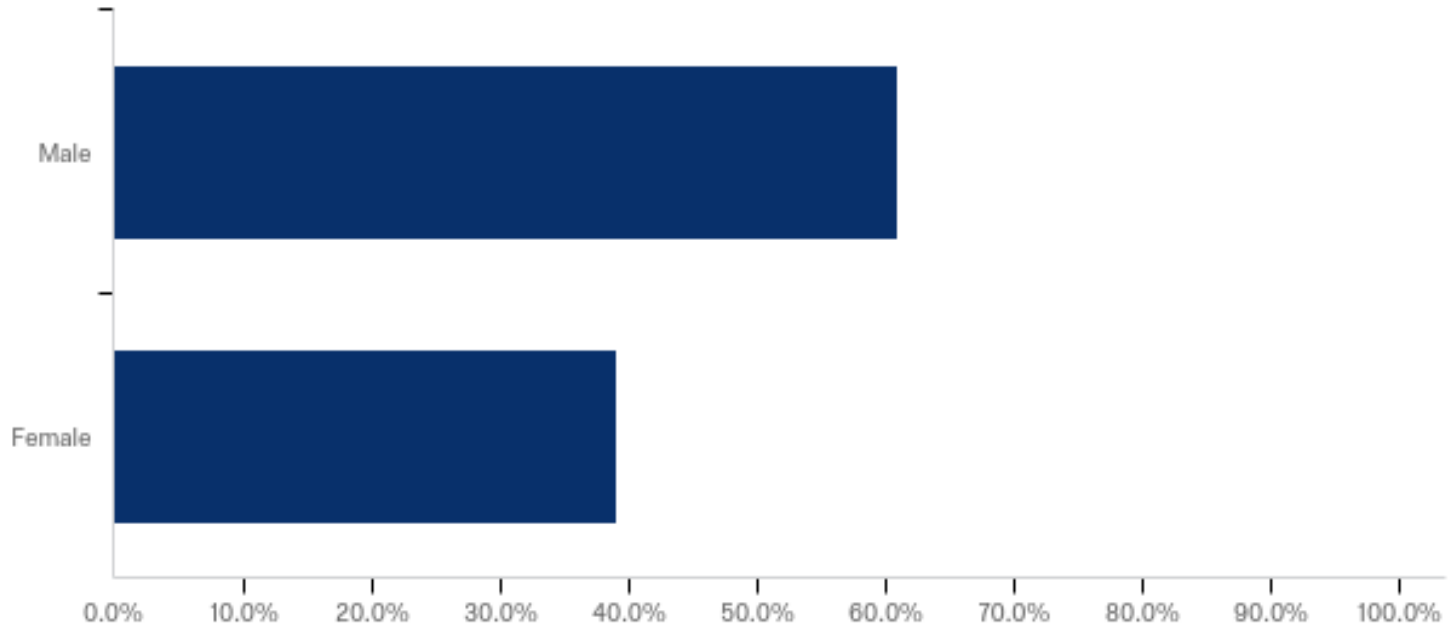
Director 4.9%

Manager 2.4%

Other, please specify 9.8%

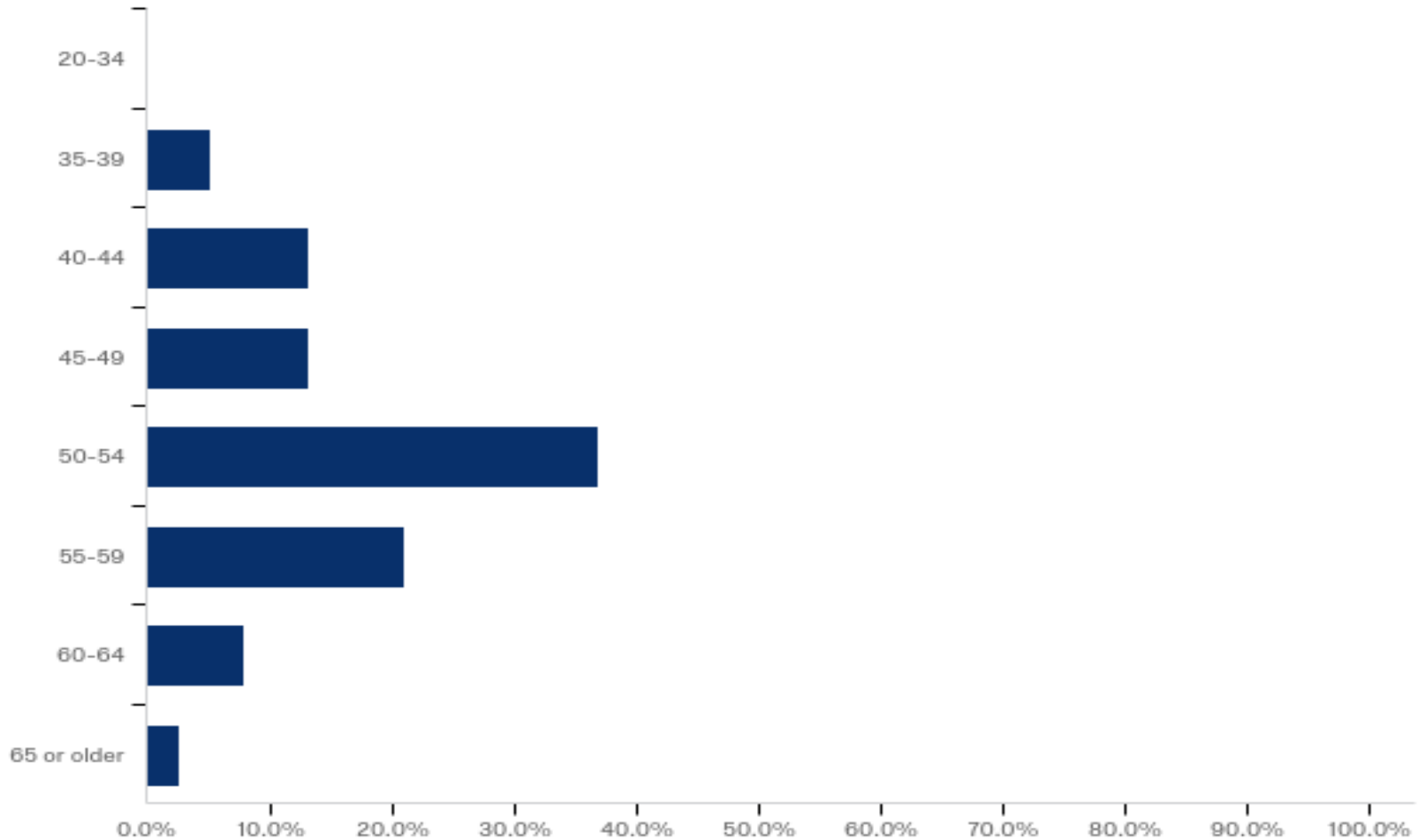


Gender (Q13)



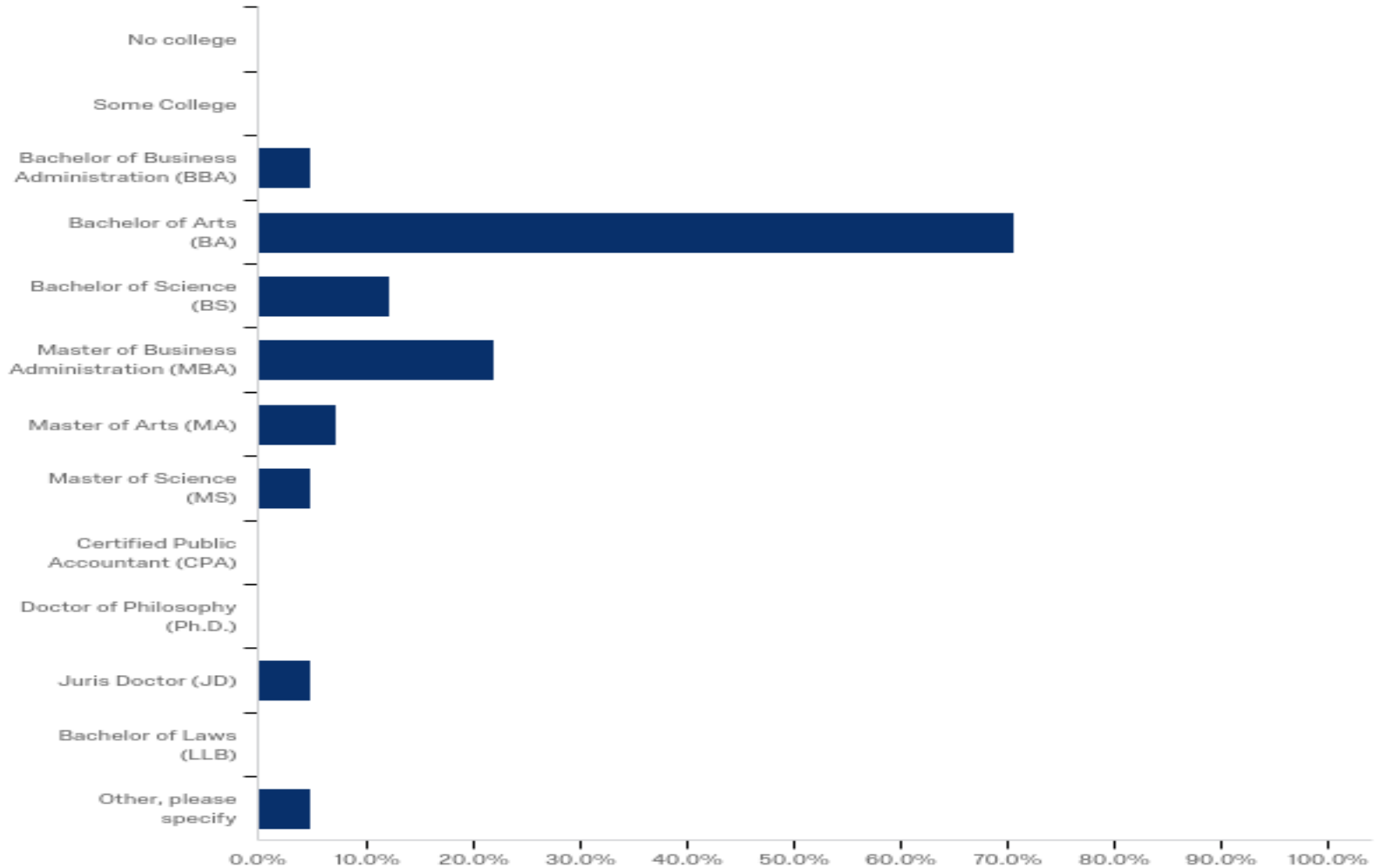


Age (Q14)





Education (Q15)





Undergraduate major (Q16)

Business administration	2.7%
Communication	14.8%
Computer Science	0.0%
English	4.4%
History	1.9%
Journalism	24.1%
Marketing	1.9%
Political Science	14.8%
Public Relations	7.4%
Psychology	3.7%
Statistics / Mathematics	0.0%
Other major in the arts or humanities (Philosophy, French lit., Humanities, Speech, Art Hist., Writing)	11.1%
Other major in the sciences (Biology, Agriculture, Biochemistry, Anthropology)	9.3%



Salary (Q17)

under \$100,000	0.0%
\$100,000 to \$199,999	19.5%
\$200,000 to 299,999	26.8%
\$300,000 to 399,999	14.6%
\$400,000 to 499,999	4.9%
\$500,000 or more	32.1%



Core competencies for corporate communication (Interview Q7)

- Writing, editing, and truth-telling
- Business acumen; global perspective; strategy development; change management; project management; consultative mindset; broader leadership skills
- Agility; speed; business savvy
- Ability to adapt and change
- If you're a good writer, you have two legs up on everybody else
- Have an outside in view ... and the courage to voice it and to say it and to provide that feedback to the company
- Talk to the company in a way that it can hear and talk to the public in the way that it can hear and be persuaded
- Vision, excellence, character, teamwork, organization, and respect
- Strategic mindset
- Intellectual curiosity, a willingness to take intelligent risks, the ability to influence beyond positional authority
- Ethical compass
- Resilience



Time spent day to day; changes over the last 12 – 24 months (Q43)

“Considerably more time spent on issues associated with technology - new products, recruiting and security.”

“20% issues management

20% on building our charitable platform

40% managing my team and ensuring alignment on all of our internal and external PR and public affairs programs.

20% aligning with the rest of our organization”

“Strategic counsel and content development -- has evolved to focus primarily on strategic counsel.”

“... My biggest change is involvement in talking about company strategy and talent versus the day to day running of the communications function.”



“What keeps you up at night?” (Interview Q8)

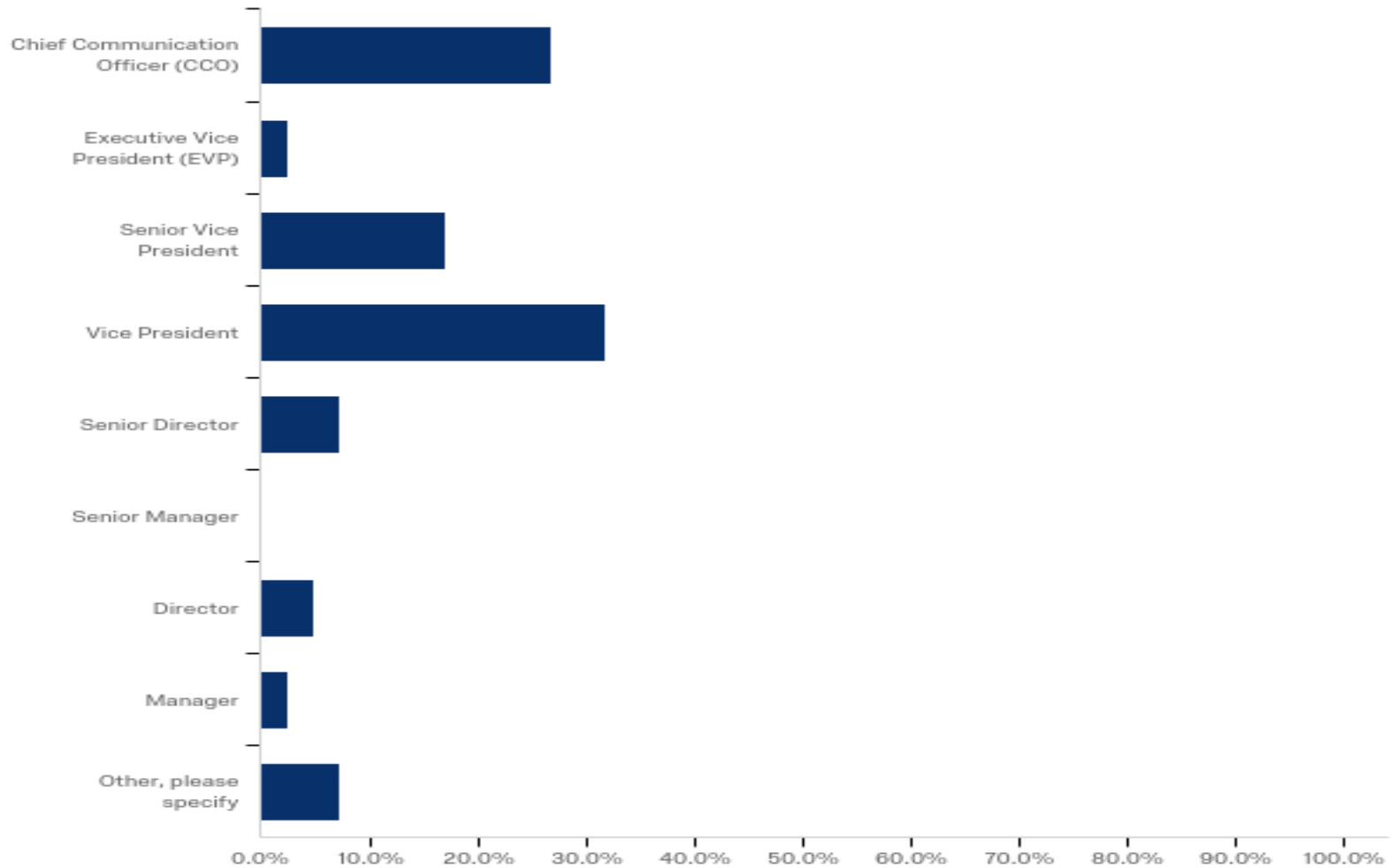
- We have 31,000 people here. I don't worry about security, I don't worry about fraud, I worry about somebody making a mistake
- The domino effect of something that's happening anywhere in the world on our business, on our corporate reputation, and our ability to react nimbly to that
- That I am ... not long term focused enough ... that I'm going to look up and miss an opportunity that gets my team or organization ahead
- Employees can reek a lot of damage much more quickly than they used to ... [now] they could send one Tweet or post something stupid on Instagram
- The speed with which information moves
- Treat people well, and tell the truth, be honest, and have good ethics, nothing then should be keeping you up



4. Impact of changing reporting structures



Top communication officer's title (Q18)





Communication officer reports to (Q19)

Chief Executive Officer (CEO)	31.0%
Chief Financial Officer (CFO)	7.1%
Chief Marketing Officer (CMO)	7.1%
Chief Operating Officer (COO)	4.8%
Chief Information Officer (CIO)	0.0%
Corporate Counsel	14.3%
Other	35.7%
[Chief of staff; CAO; Vice president; EVP of HR; Chief Administrative Officer; Chief HR Officer; CHRO; Chief of staff, CEO; SVP Corporate Affairs; Chief HR Officer; EVP Strategic planning and corporate affairs; President; Chief Corporate Responsibility and Reputation Officer; Chief Human Resources Officer]	



Reporting structure (an example)

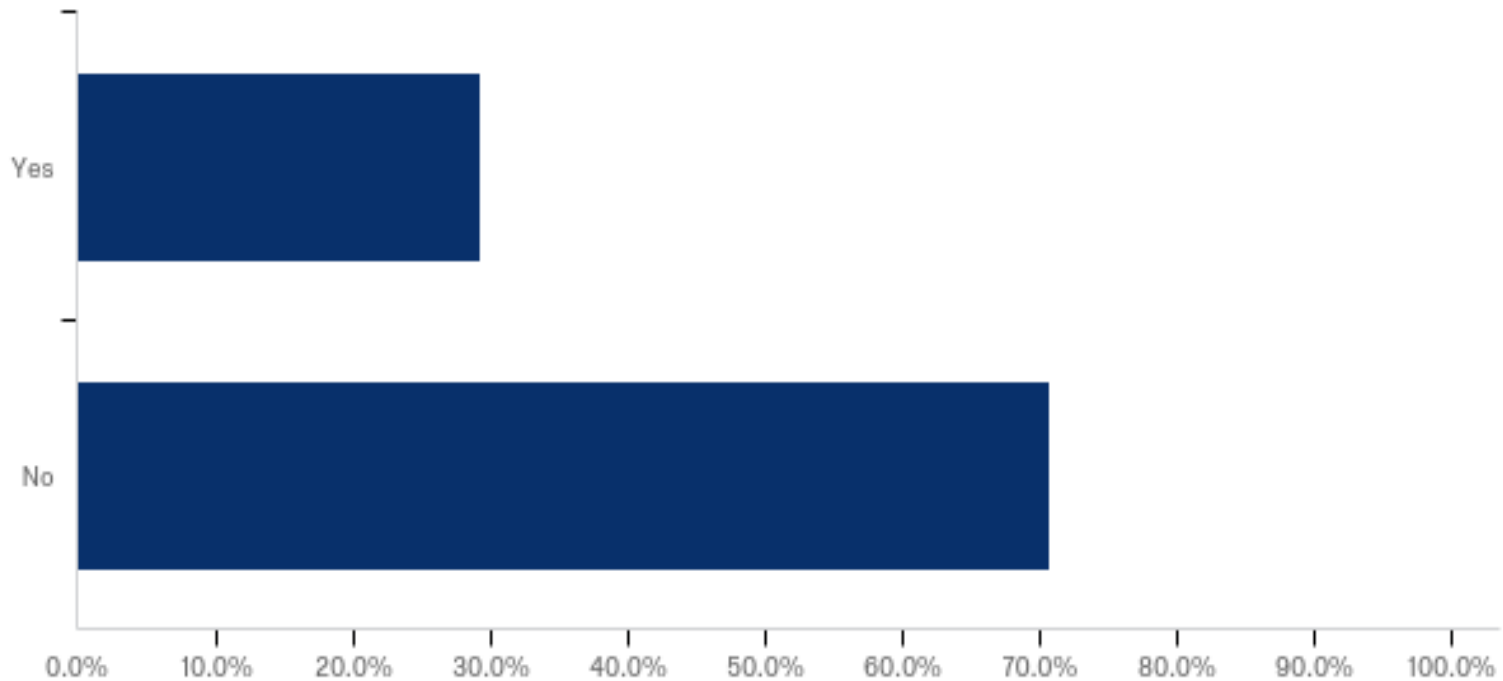
Other [Chief of staff; CAO; Vice president; **EVP of HR;** **35.7%**
Chief Administrative Officer; **Chief HR Officer; CHRO;**
Chief of staff, CEO; SVP Corporate Affairs; **Chief HR**
Officer; EVP Strategic planning and corporate affairs;
President; Chief Corporate Responsibility and
Reputation Officer; **Chief Human Resources Officer]**

For Example:

CHICAGO, Jan. 21, 2016 /[PRNewswire](#)/ -- United Airlines (NYSE: UAL) today appointed James T. Olson as senior vice president of Corporate Communications, bringing to the airline 25 years of public relations and employee engagement experience from several of the world's most admired and innovative companies, including Starbucks, US Airways and Nissan. **He will join United on Feb. 1, reporting to Michael Bonds, executive vice president of Human Resources and Labor Relations.**



Communication officer on executive committee (Q20)





5. Key corporate communication function & budget responsibilities



Responsibility for corporate communication includes (Q21)

- **Communication Strategy** 100 %*
- **Media Relations** 97.6 %*
- **Crisis Communication** 97.6 %*
- **Reputation Management** 95.1 %*
- **Communication Policy** 90.2 %*
- **Employee (Internal) Comm** 90.2 %*
- **Executive Communication** 90.2 %*
- **Public Relations** 89.3 %*
- **Intranet Communication** 82.9 %*
- Issues Management 73.2 %
- Social Media 70.7 %
- Internet Communication 68.3 %
- Corporate Identity 63.4 %
- Annual Report 63.4 %

* **Almost ubiquitous**

- Community Relations 61.0 %
- Philanthropy (Citizenship) 58.5 %
- Sustainability (CSR Reporting) 51.2 %
- Mission Statement 43.9 %
- Corporate Culture 39.0 %
- Brand Strategy 31.7 %
- Marketing Communication 29.3 %
- Government Relations 24.4 %
- Advertising 19.5 %
- Investor Relations 9.8 %
- Technical Communication 7.3 %
- Ethics 7.3 %
- Training & Development 4.9 %
- **Other** 12.2 %

[corporate history/archives; visual communication; **enterprise emergency response; business continuity**; recruiting; events; dealer communication



Dollar value for corporate communication (Q29)

under \$500,000	0.0 %
\$500,000 to \$999,999	8.8 %
\$1,000,000 to \$4,999,999	34.2 %
\$5,000,000 to \$7,499,999	15.8 %
\$7,500,000 to \$9,999,999	7.9 %
\$10,000,000 to \$19,999,999	18.4 %
\$20,000,000 or more	15.8 %



Budget for corporate communication covers (Q28)

• Media Relations	95.1 %*
• Crisis Communication	92.7 %*
• Communication Strategy	90.2 %*
• Executive Communication	87.8 %*
• Employee (Internal) Comm	87.8 %*
• Public Relations	80.5 %*
• Reputation Management	78.0 %*
• Communication Policy	78.0 %*
• Intranet Communication	75.6 %*
• Issues Management	65.9 %
• Social Media	61.0 %
• Philanthropy (Citizenship)	58.5%
• Sustainability (CSR) Reporting	53.7 %
• Internet Communication	51.2 %
• Corporate Identity	48.8 %

* **Almost ubiquitous**

• Annual Report	48.8 %
• Community Relations	46.3 %
• Mission Statement	36.6 %
• Corporate Culture	34.1 %
• Marketing Communication	29.3 %
• Brand Strategy	22.0 %
• Government Relations	22.0 %
• Advertising	19.5 %
• Investor Relations	7.3 %
• Technical Communication	7.3 %
• Training & Development	4.9 %
• Ethics	4.4 %
• Other	7.3 %

[events; business continuity; emergency response. Employee grassroots; dealer communication]



Crises – responsibility; budget; planning (Q42)

“The Communications team is responsible for communications response. We're part of a larger business continuity team that assesses and categorizes crises to determine how to plan and respond ... appropriate[ly].”

“Crisis communications is coordinated and managed through Corporate Communications including spokespeople, budget, planning, and drills.”

“Enterprise Emergency Response handles all the response, budget and planning/drills. That is in the Communication Department at my organization. Emergency Responses manages 32 different teams that represent the different functional areas that would be activated to manage a response, including Communications. There is a Headquarters Emergency Command Center that is activated and each executive has a defined role in a response effort. ER manages our response manual and checklists and drills one time a year, issues two updates a year to the manual and brings the leads of the 32 teams together four times a year.”



Success factors to manage corporate reputation (Interview Q6)

- Consistent definition of it within the corporation; able to measure it in some actual non-purely subjective way; benchmark of where we ... [aspire] to be
- Earn the confidence of the leadership team; that you know what you're doing
- Having a robust understanding of the digital media landscape is critical
- Integrating all our communication strategy across ... many platforms ... with our marketing people to help make sure our reputation is being driven the same way to customers as it is to elected officials, through our government affairs teams, through communities, to the employees
- Have a very strong focus on, the differentiating, values of the company
- Intentional investment in relationships ... putting deposits in the goodwill bank



6. The communication officer's perceived role of corporate communication; staff and budget changes

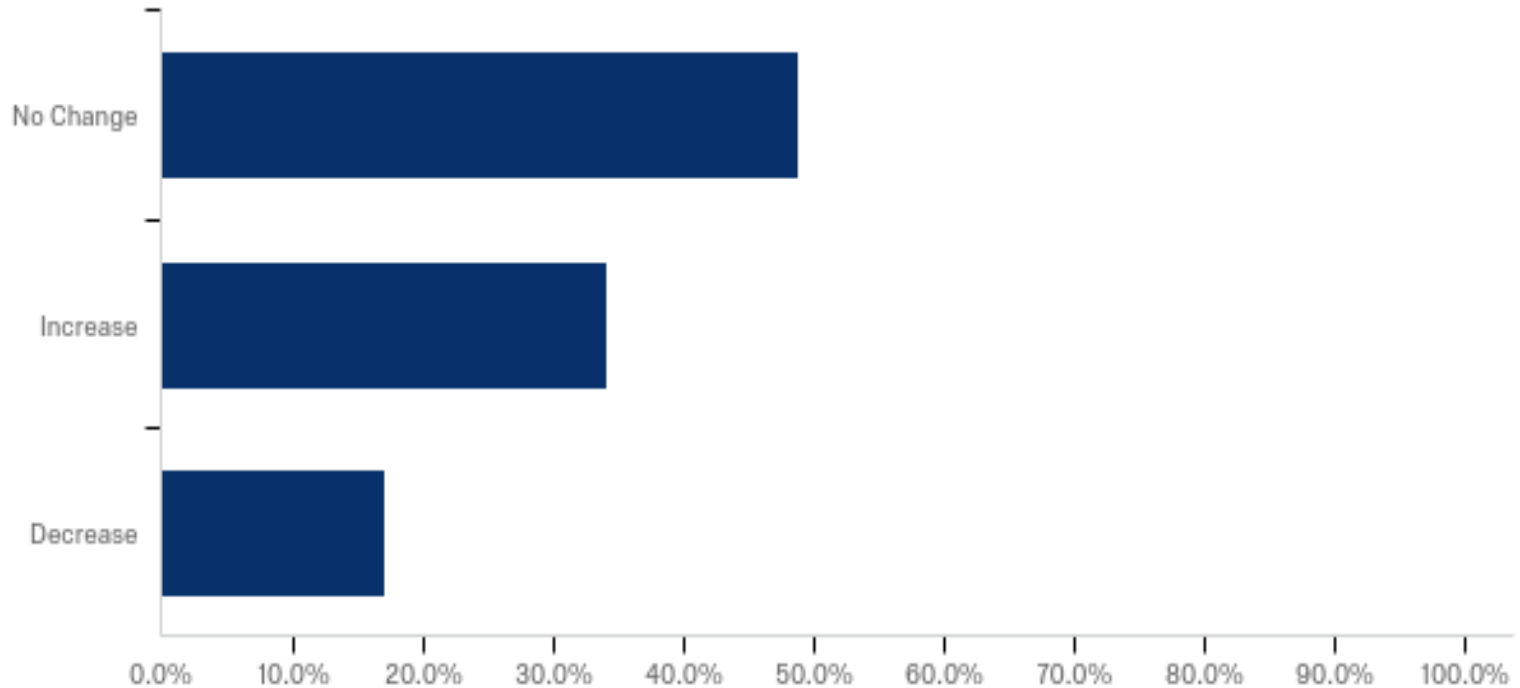


Function [rank] that BEST describes the role of corporate communication (Q36)

	1st	2nd	3 rd
Manager of the company's reputation	40.0 %	10.0 %	2.5 %
Counsel to the CEO and the Corporation	20.0 %	10.0 %	10.0 %
Advocate or "engineer of public opinion," in support of the company's policies	10.0 %	12.5 %	17.5 %
Source of public information about the company	10.0 %	5.0 %	5.0 %
Manager of employee relations (internal communication)	5.0 %	10.0 %	12.5 %
Manager of the company's image	5.0 %	7.5 %	7.5 %
Driver of company publicity	2.5 %	12.5 %	15.0 %

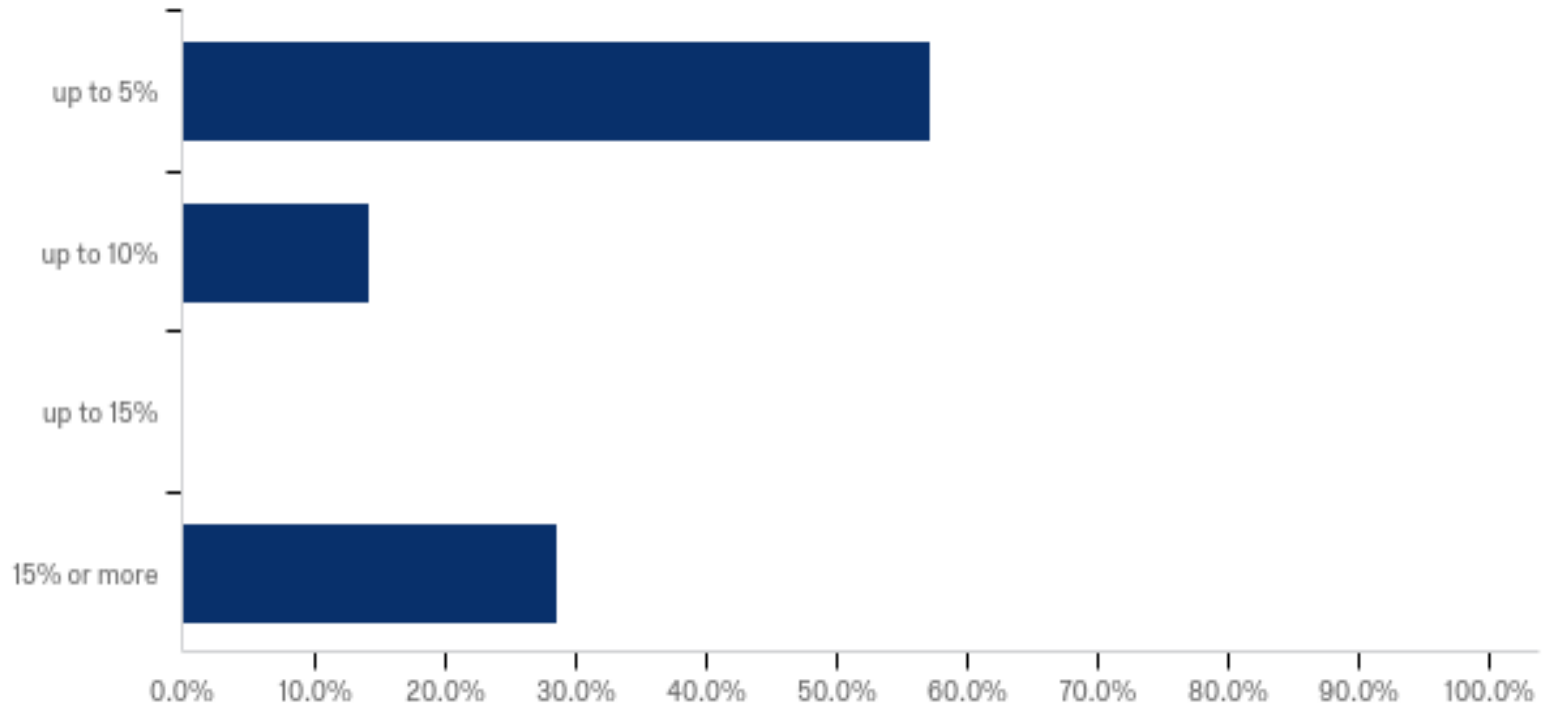


Communication staff changes (Q22)



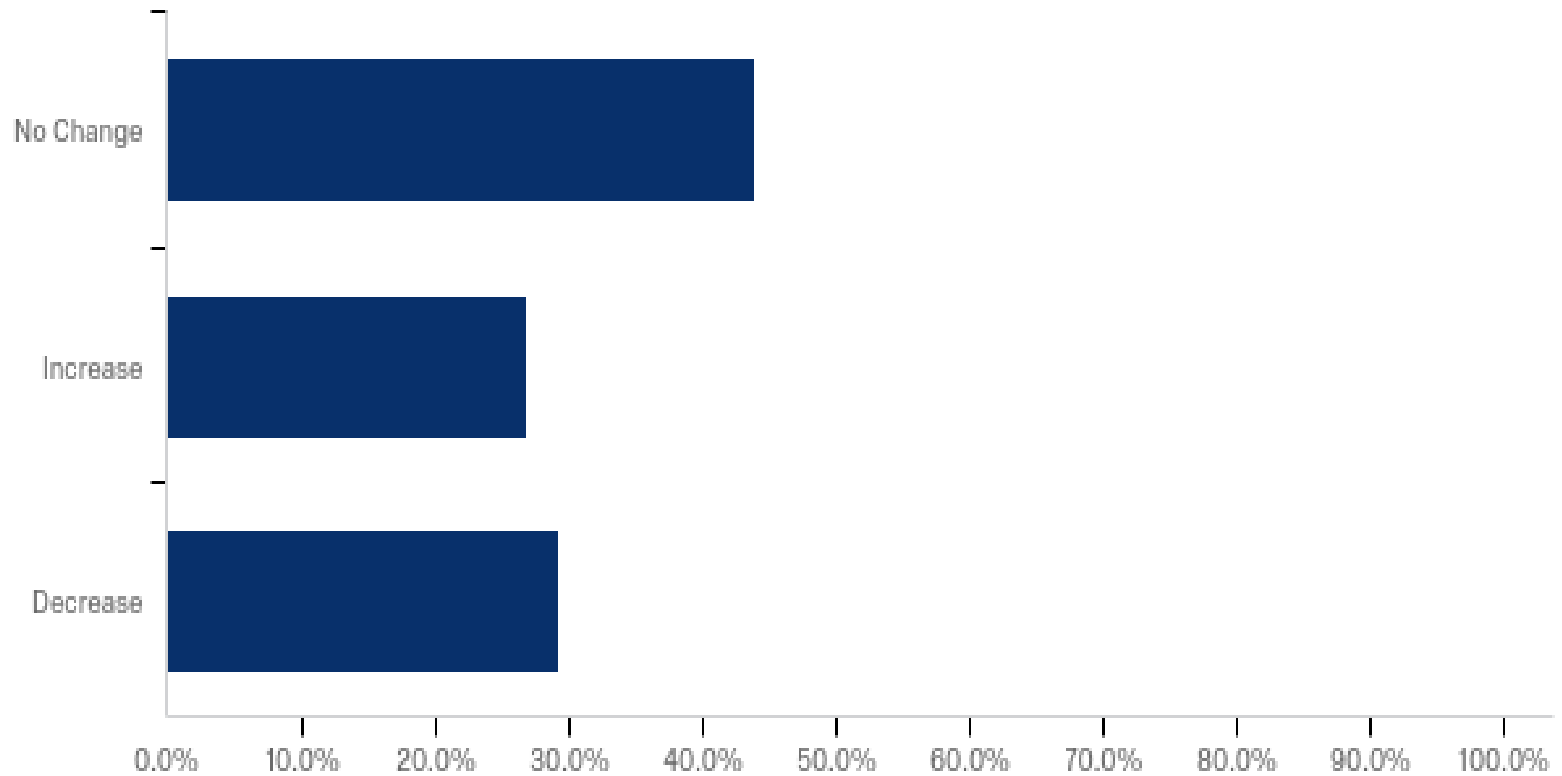


Percentage increase in staff (Q23)





Communication budget changes (Q25)





Communication budget increase (Q27)

Increased budget

up to 5%

45.5 %

up to 10%

36.4 %

up to 15%

0 %

15% or more

18.2 %



Communication budget decrease (Q26)

Decreased Budget

up to 5%	45.5 %
up to 10%	45.5 %
up to 15%	0 %
15% or more	9.1 %



Budget cut (Q30)

among the first to be cut 7.3 %

**neither sooner nor later
than other department
budgets 78.0 %**

among the last to be cut 14.6 %



7. Internal communication [employee engagement]



Communicate organizational decisions to employees (Q31)

Ad hoc letter or written memorandum	22.0 %
Email	95.1 %
Enterprise Social Networks other than the company's Intranet or blog	39.0 %
Face to face, at global staff meetings or town halls	85.4 %
Face to face, at team/line manager briefings	80.5 %
Internal blog	34.1 %
Intranet	87.8 %
Newsletter (print)	22.0 %
Newsletter (online)	34.1 %
Webcast (live or on-demand)	43.9 %
Other	2.4 %
[Please specify: Video message from leadership]	



Enterprise social network used for internal (employee) communication (Q32)

Adobe Experience	2.9 %
Atlassian Confluence	0
Chatter	5.9 %
Employee-only LinkedIn Group	2.9 %
Employee-only Facebook page	11.8 %
Evoq Social	0
IBM Connections	11.8 %
Jive	8.8 %
Microsoft SharePoint	67.6 %
MindTouch	0
SAP StreamWork	0
Socialcast	0
Yammer	38.2 %
Zimbra	0
Other [SocialChorus, Slack, Google Groups, Google +, Symphony]	11.8 %



8. External communication -- social media use, channels, policies



Official channels of external communication (Q33)

Blog	46.3 %
Facebook	87.8 %
Google+	22.0 %
Instagram	43.9 %
LinkedIn	75.6 %
Pinterest	24.4 %
Public website	95.1 %
Reddit	0
Tumblr	4.9 %
Twitter	87.8 %
YouTube	75.6 %
Investor relations website (or designated section in public website)	82.9 %
Other [connections; online newsroom; business wire]	9.8 %
None of the above	0

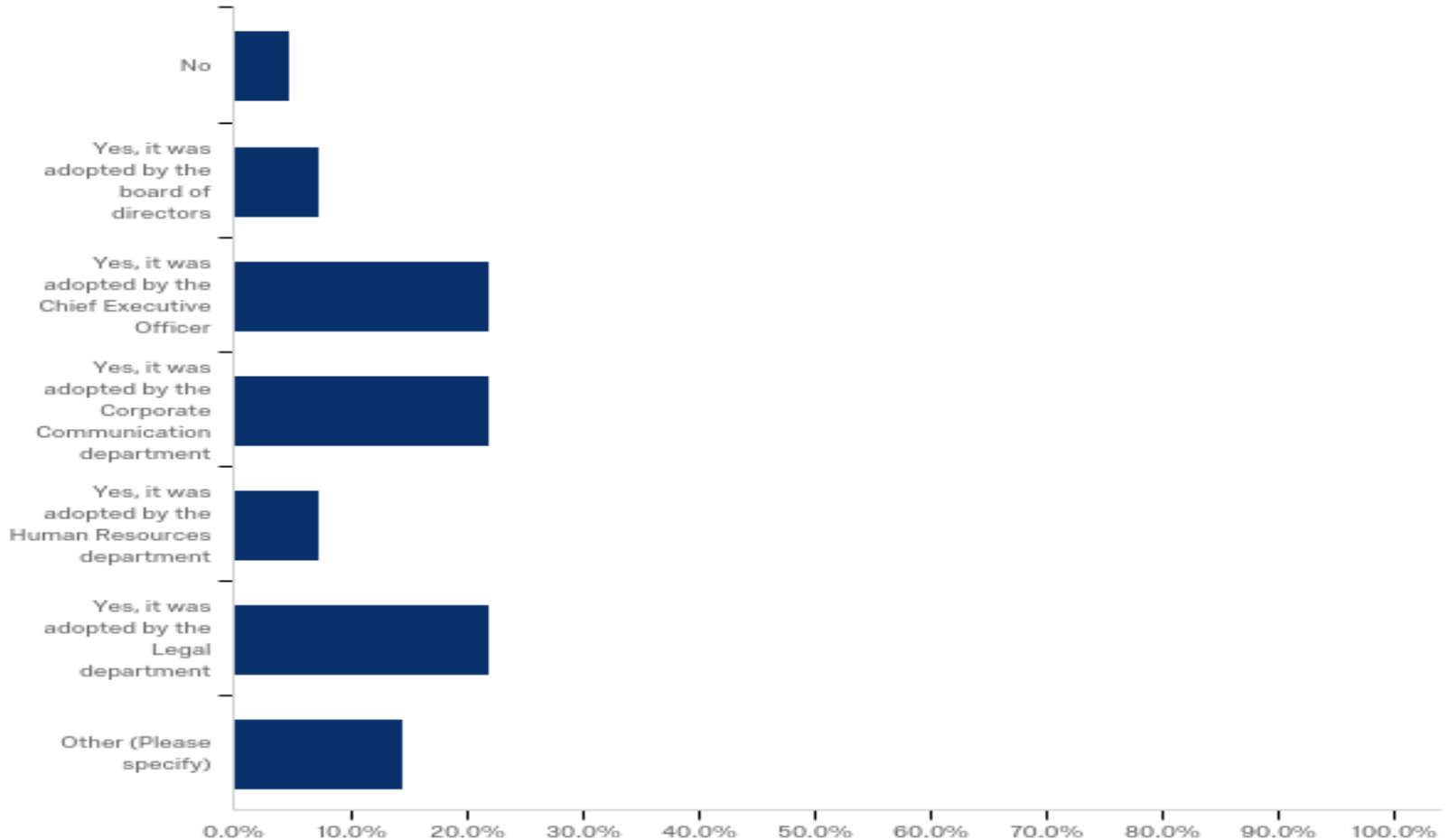


Access to and authorized to use such channels of communication (Q34)

Chief Executive Officer	17.1 %
Corporate Communication Officer	95.1 %
Finance officer	9.8 %
General counsel	7.3 %
Investor Relations Officer	46.3 %
Marketing officer	29.3 %
Public Affairs Officer	26.8 %
Other employees designated as official spokespersons	46.3 %
Other [Please specify -- Broader Corp Communications Team; all employees]	4.9 %



Policy on the personal use of social media by employees (Q35)





9. Use of agencies and other service providers



Use of agencies and other service providers (in a substantial way) (Q37)

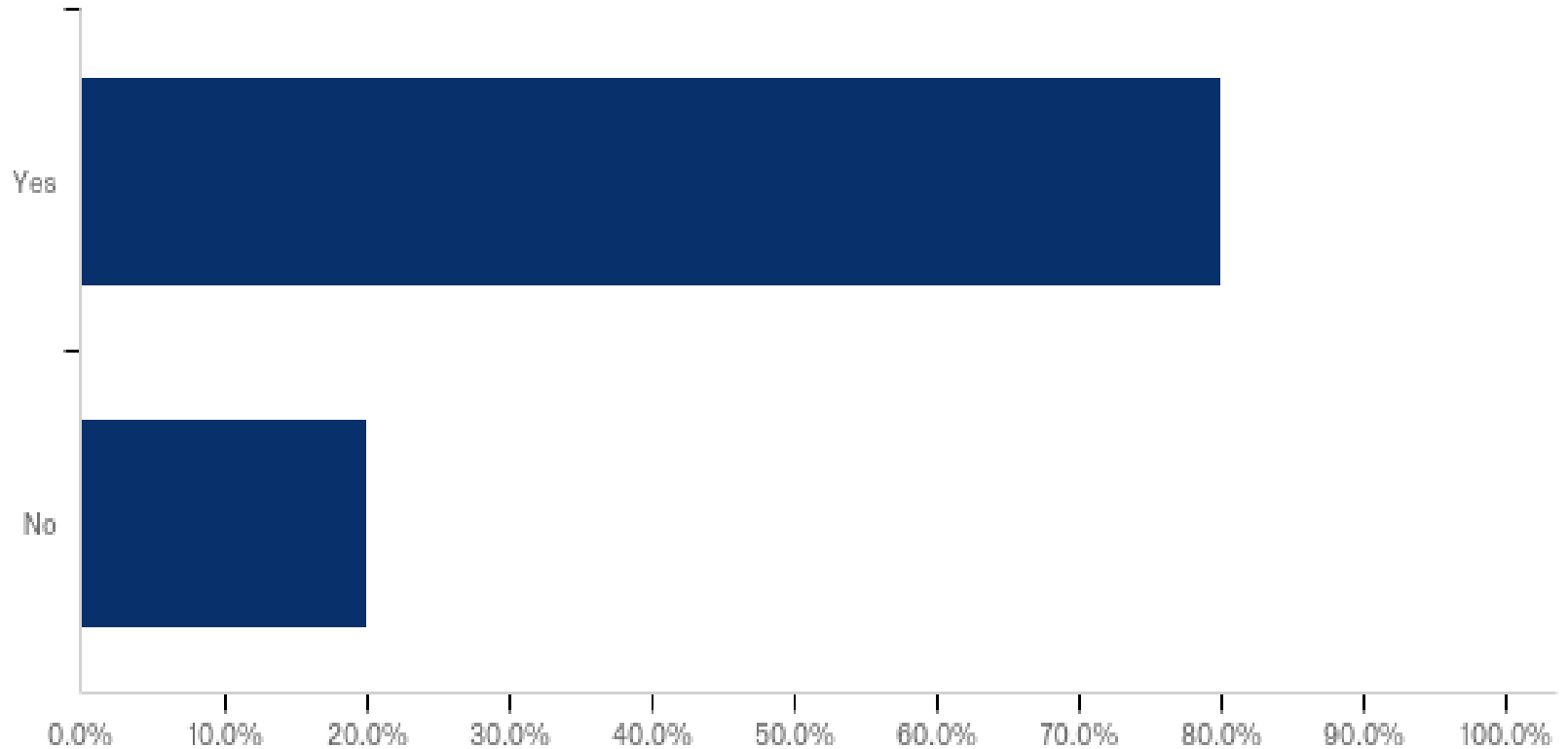
• Advertising	55.0 %	• Philanthropy (Citizenship)	15.0 %
• Annual Report	50.0 %	• Training & Development	15.0 %
• Public Relations	47.5 %*	• Employee (Internal) Comm	12.5 %*
• Crisis Communication	45.0 %*	• Executive Comm (speeches)	12.5 %*
• Reputation Management	37.5 %*	• Investor Relations	12.5 %
• Social Media	35.0 %	• Community Relations	12.5 %
• Media Relations	35.0 %*	• Labor Relations	12.5 %
• Brand Strategy	35.0 %	• Corporate Culture	10.0 %
• Corporate Identity	30.0 %	• Intranet Communication	7.5 %*
• Government Relations	27.5 %	• Mission Statement	5.0 %
• Issues Management	25.0 %	• Communication Policy	2.5 %*
• Marketing Communication	25.0 %	• Ethics	2.5 %
• Communication Strategy	20.0 %*	• Technical Communication	2.5 %
• Sustainability (CSR Reporting)	17.5 %	• Other	2.5 %
• Internet Communication	15.0 %		

*** Almost ubiquitous for CCOs responsibility**

[content creation; specialized financial communication]

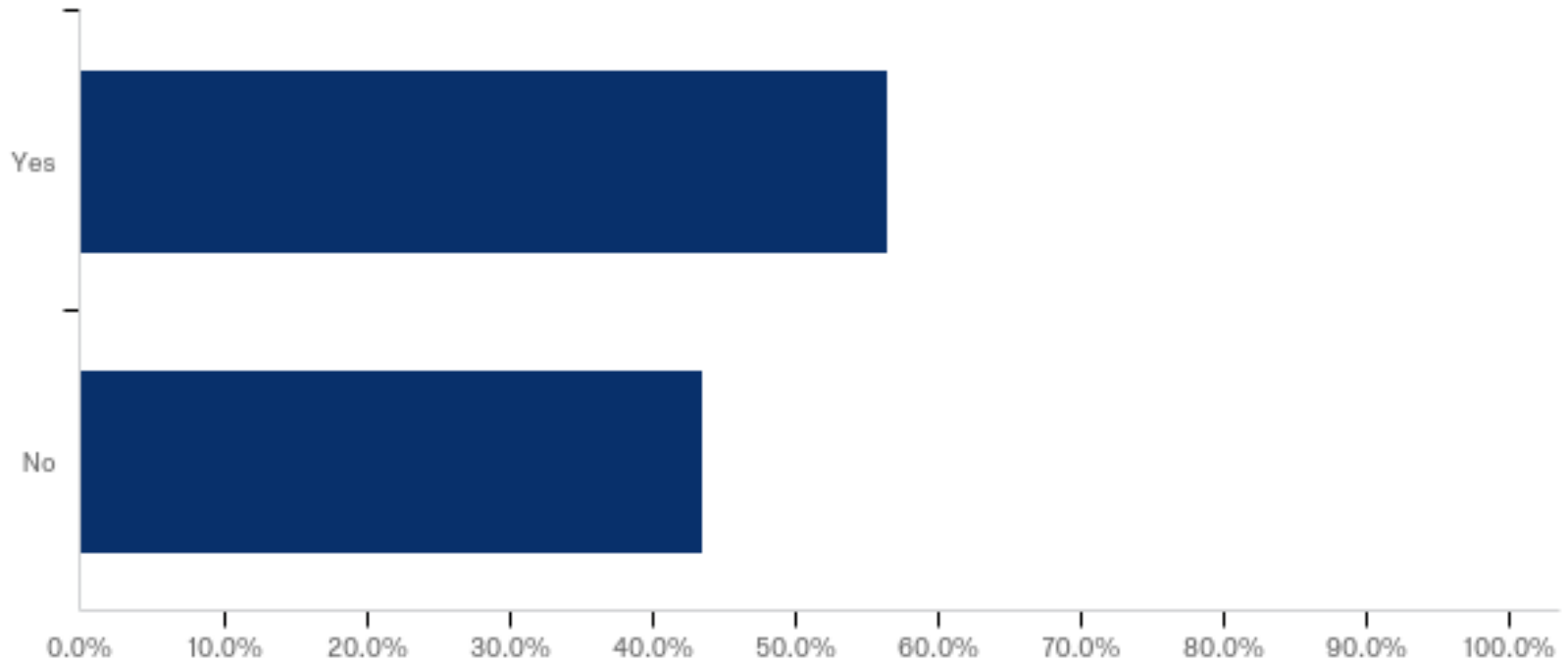


Procurement policy (Q38)



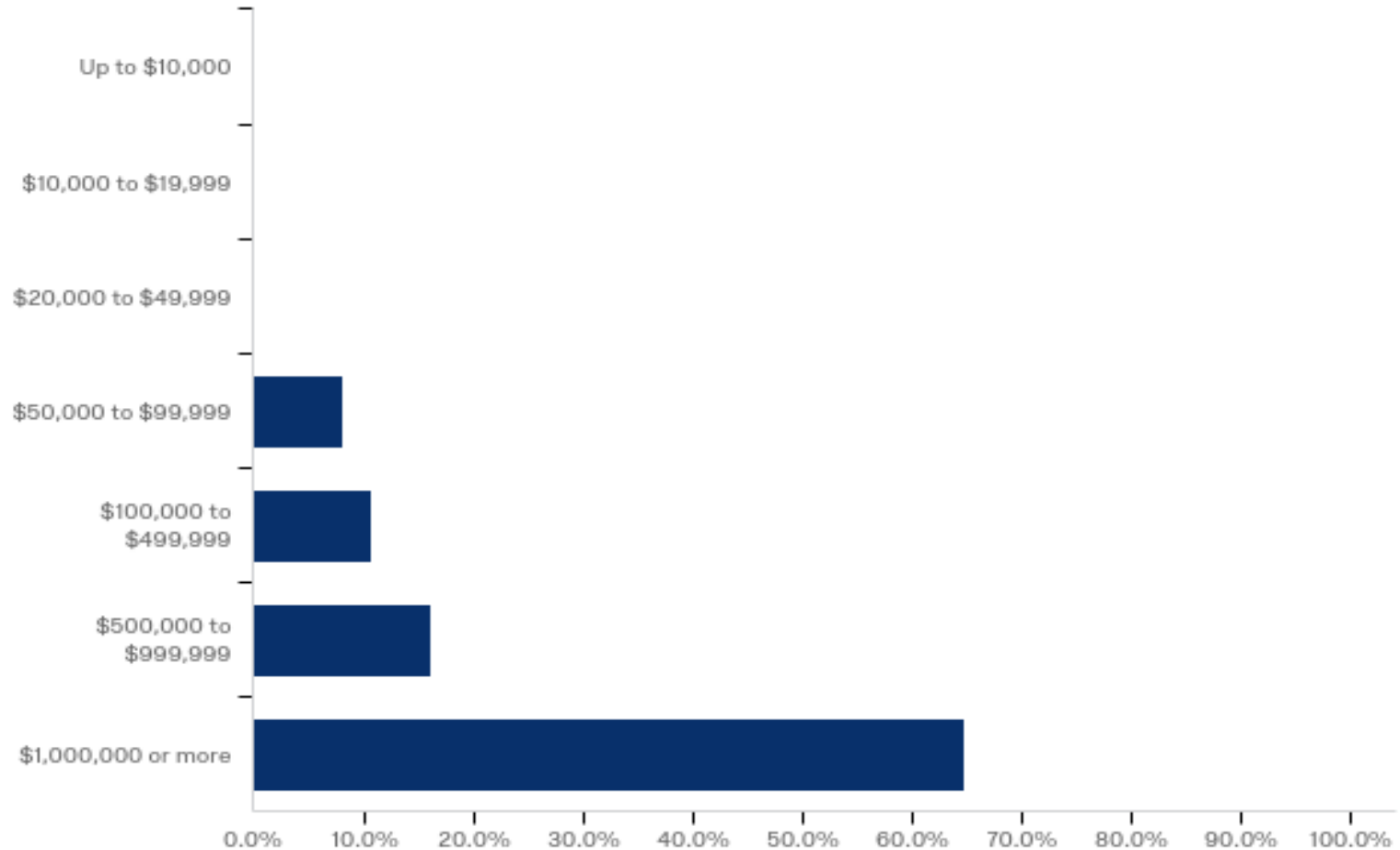


Pre-approved list of agencies or other service providers (Q39)





Total spent for these services (Q40)





10. Influence of uncertainty; Challenges and opportunities ahead



Influence of uncertainty -- political, financial, technological (Interview Q9)

- We always take the high road, and we don't dip our toes into unnecessary political waters
- We don't do press releases, we do tweets
- It's made us more disciplined in focusing on controlling what we can control ... and more deliberate in what we do
- We embrace a little ... complexity and turbulence and uncertainty involved as a firm that as a risk manager [not only] for our own balance sheet and our own reputation, but also for our clients
- [politically] being in that pipeline of knowledge is really the best way we can deal with it, so we know we're joined very closely with our government affairs teams
- Politically it has made us a bit more cautious
- Because of the cyber threat, cyber security, we've actually added in a cyber practice ... around business continuity



Influence of uncertainty -- political, financial, technological (Q41)

“It has affected it greatly, with speed probably at the top of the list. You must assess a situation quickly and determine a course of action quickly, often ahead of all the facts being known. That requires a high level of trust among senior leaders to launch without all the approvals knowing there is a desire and expectation to own and guide the story.”

“Uncertainty is a part of daily life. We plan for potential issues but accept that black swans may emerge. We have a rapid response approach to crisis communication and can adapt existing plans quickly in the event of an unforeseen incident or situation, whether internal or external.”



Challenges & opportunities ahead (Interview Q10)

- Working to ensure that the pure function of corporate communications doesn't get engulfed or swallowed up by the bigger more robustly-funded function of marketing
- Convergence of strategy consulting ... , marketing ... , digital analytics and insights ... , employee engagement and behavioral movement in [corporate] communications
- Continue to be seen as a business advisor ... not a communications advisor
- Managing your company's reputation
- Take something soft and make it feel ... hard ... people appreciate that soft things, like CSR
- Recruit talent and retain talent



Findings from the CCI Practices and Trends Study 2017

- Continuation of rapid changes and the transformation of the discipline; Speed
- Unintended consequences of changing reporting structures
- Core functions that define corporate communication practice remain unchanged
- Budget and staff increases reflect economic confidence
- The search for talent
- Integrity
- Core competencies focus on “business acumen” to drive corporate value
- Intranet and employee engagement to build corporate culture gain impact
- “Counsel to the CEO” suffers as the role of the communication officer responds to changes
- Agencies continue to provide important services



CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY

THANKS!





* A Note on the 2017 survey method & background information

- Qualtrics Survey: 43 questions
- Survey sent by email to the top communication officer of Fortune 500, publicly-traded, companies: February, March, April, May 2017
- Response rate: 10.8%
- Preliminary Presentation – CCI Conference on Corporate Communication, June 2017
- 10 (20) Telephone Interviews; 11 open-ended questions (10 hours, transcribed): May – August 2017

- Background Information: CCI Practices and Trends Studies 1999 – 2015; Global Communications Report 2017 (USC); European Communication Monitor 2017 (EUPRERA); Arthur W. Page Society Reports (2007 – 2017)