



REPORT:
THE ROLE
OF CORPORATE
COMMUNICATION
IN POLAND

PUBLIC
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Dear All,

We are pleased to present you the fruit of a several months of challenging teamwork effort taken by our Public Dialog think tank - i.e. the report on "The role of corporate communication in Poland". This paper presents a most recent stand on key matters related to corporate communication and image management. We provide you with a publication, the first of this kind in Poland, designed in the first place to be used for practical purposes, as we present herein a hands-on knowledge based on experience of practicing insiders from 120 companies, both Polish and international, organizations which employ a minimum of 250 staff and which represent a miscellany of branches.

The aim of this report is to give you an insight into corporate communication, its trends and challenges, emphasize the importance of stakeholders and external consultants as well as demonstrate key challenges facing professionals of this line of business. The report aims to become a reference resource where you can find valuable information on the ways of measuring efficiency of communication activities within sizeable and well-established Polish and international companies.

In order to be able to mark its existence and compete effectively in the global village of the 21st century, an organization must, on the one hand, offer a good product or service, and show a sound financial status, on the other. Nonetheless, the top of any branch cannot be reached without holding a strong brand, which is built step by step through the process of strategic management of corporate communication. Companies can boast having state-of-the-art technology and know-how, however, not all of them can boast having goodwill.

Company brand is the main ground for communication between an organization and the internal and external audiences. Due to this tremendous tool it is possible for companies to generate higher profits and win a genuine edge over its competitors. It sends clear-cut and readable messages by way of unique identity, value and its separateness within the society. This is a carrier of information which creates



a multitude of tastes and gives rise to a variety of shopping decisions. **The strong company brand holds a tangible and, literally, financial value to its owner.** In view of unceasing market changes, technological advancement being the fastest-paced in the world history, improving transparency as expected from business environment by the stakeholders, it becomes obvious that building of a good image entails strategic thinking in the area of communication.

The importance of the company brand will be growing in the coming years, thus, it is worth making another effort to understand and properly schedule communication actions, standing in support of the main company assets. We have prepared our report on "The role of corporate communication" bearing in mind the idea of knowledge enhancement in this field. It is dedicated to all market players, and it is our strong belief that it will become a valuable source of inspiration needed to increase efficiency and competitiveness. We cordially thank all those who have devoted their precious time to fill in our questionnaire and by doing which, they have supported this initiative. It is the first edition of our research, which will be continued and conducted on a periodical basis and then made available free-of-charge each time to all the interested. In this way we want to support the process of professionalization of this important discipline of corporate communication.

Respectfully yours,



Paweł Bylicki
CEO / Public Dialog



Karolina Borkowska
Vice-CEO / Public Dialog

THE VAST MAJORITY OF ENTITIES PARTICIPATING IN THE RESEARCH ON “THE ROLE OF CORPORATE COMMUNICATION” CLAIM THAT ITS IMPORTANCE IS ON THE RISE

IS THE AWARENESS OF WHAT IT REALLY IS AND WHICH ROLES IT SHOULD PLAY ALSO GROWING?

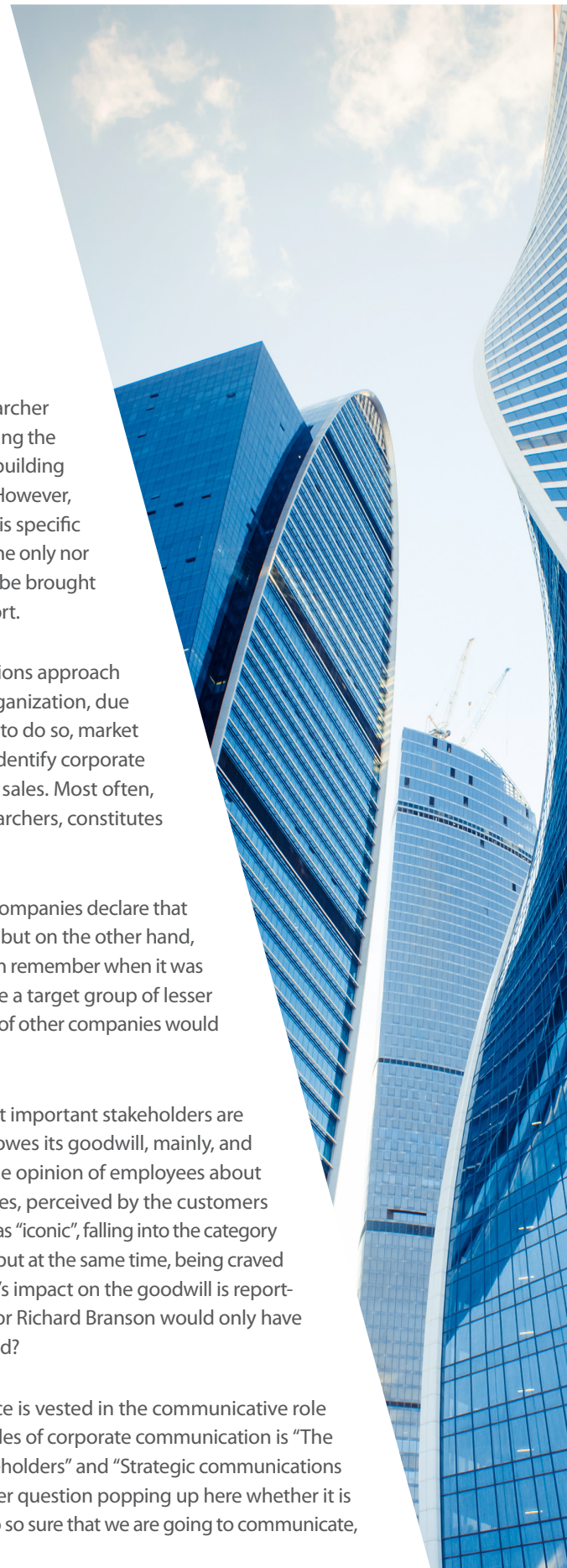
Referring to the words of Prof. Joep Cornelissen, a distinguished researcher in this field, “corporate communication is a management function, outlining the framework of effective internal and external communication aimed at building and maintaining company’s good reputation among its stakeholders”. However, in the results of the research “The role of corporate communication”, this specific role was mentioned by merely a quarter of respondents. This is neither the only nor in the least the most important cognitive dissonance, which is going to be brought to the minds of most attentive recipients on having read the whole report.

One of the reasons for such discrepancies may be that many organizations approach corporate communication reactively and implement this into their organization, due to the following: some other companies do so, someone puts pressure to do so, market trends are like this. No wonder that a remarkable group of companies identify corporate communication with marketing, and quite often with promotion and sales. Most often, it becomes a function of public relations, which, according to the researchers, constitutes a key area within this discipline.

The data on stakeholders is worth having a look too. On the one hand, companies declare that complex communication with all target groups is what actually counts, but on the other hand, nearly one third of the companies do not verify their stakeholders, or even remember when it was conducted last time. Perhaps, it is the reason why they turned out to be a target group of lesser importance, although without their financial contribution a big number of other companies would not have participated in our research at all.

It was surprising, however, that, according to the respondents, the most important stakeholders are employees. What’s more, according to the respondents the company owes its goodwill, mainly, and which is self-evident, to the quality of product and, surprisingly, to – the opinion of employees about their employer. Do the clients happen to reflect on what the employees, perceived by the customers as anonymous, think of their own companies whose brands are described as “iconic”, falling into the category of “lovemarks”, or being beyond financial reach due to exorbitant prices, but at the same time, being craved for by the customers all over the world? It is also intriguing that the CEO’s impact on the goodwill is reported to be low. Does it mean that, for instance, Bill Gates, Warren Buffett or Richard Branson would only have a minor influence on the goodwill of their businesses operating in Poland?

It is also worth noticing that on the part of companies huge confidence is vested in the communicative role of Internet. Since, according to the respondents, the most important roles of corporate communication is “The overall communication between an organization and all groups of stakeholders” and “Strategic communications management aimed at building company image”, don’t we have another question popping up here whether it is so certain that Facebook, Twitter, Snapchat, etc. play crucial roles? Is it also so sure that we are going to communicate,



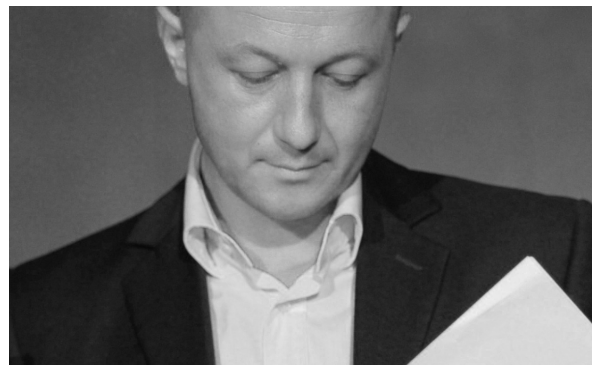


for example, with our business clients, partners, the regulator, government agencies, self-governments or shareholders through these channels? Here comes the reflection that supposing everyone communicates mostly on-line, and everyone is active in social media in the first place, so how customers are going to bear this increasing amount of corporate, image, product –related communications? Are the customers overloaded with information going to absorb and, what's the most important, understand and accept a growing number of communiqués? Another question arises as to whether social media channels will still be credible in this flood of corporate communications?

Alike dissonances, findings and surprises will be found in plenty by the readers of the research on “The role of corporate communication”. The chapter on “Key research assumptions and results”, an introduction to the research, presents these considered most important to be shown in the foreground and dealt with first. There are several conclusions arising from the research regarding sponsoring, CRS, the role of external consultants, surveys and internal-company communication, which can be of interest to the organizations among the companies dealing with this specific topic area. The strength and additional value of the research is not only this wide variety and noticing dependencies in a number of areas, but also the fact that it provides a basis for seeking and formulating individual conclusions for the use of companies, and which conclusions the companies may compare with the analyses made on their own of their organizations. It may provide support to entrepreneurs in preparing personalized analyses of their own corporate communication, their approach to communication, relations with stakeholders and help them to prepare better for effective management of both internal and external communication.

dr Jarosław Kończak

Warsaw University





**DETAILED
RESULTS**



Key assumptions and research results

THE KEY AREA IN CORPORATE COMMUNICATION IS PUBLIC RELATIONS.

In
93%
companies,
PR subject
the corporate
communications

The companies which maintain a separate organizational unit to handle corporate communication usually have public relations (93%) and internal communication (93%) divisions at their service. In the companies in which alike separate structures do not exist, the roles are mostly taken over by PR teams. It is most often the division or team of public relations (48%) or press office (18%). Therefore, the answers to the question "Which functions of corporate communication are realized most often?" pose no surprise.


It is exactly as many as 63 % of the respondents who single out the functions of public relations , internal communication (58%), press office and media relations (58%) as well as crisis communication (22%). All these functions are strongly connected with the area of PR.

CORPORATE COMMUNICATION
IS OFTEN IDENTIFIED WITH MARKETING

In **46%**
companies
marketing departments
manage
corporate
communication

It is in practice the units or departments of marketing (46%) ,along with public relations teams (48%), which according to the respondents, perform the function of organizational units managing corporate communication. Marketing is also one of the core functions of corporate communication. The above is noted by 28% of respondents, whereas another 19% define the function of corporate communication as integrated marketing communication and complex communication in this area.

Marketing departments are also the units with which common actions are often taken, and what's more surprising here– these actions are even more intensely correlated than with the CEO or the management board members, who, in turn very often monitor directly the work of the team of internal communication.



THE STAKEHOLDERS WHO ARE MOST IMPORTANT TO THE ORGANIZATION ARE ITS EMPLOYEES

Only **58%** companies conducts regular surveys in the area of **brand's internal environment**

They are in the foreground before shareholders, clients and business partners. The question appears as to how come companies know about this, whereas **almost one third of the respondents do not verify or do not know when they last verified their stakeholders.** It is also the question on goodwill, which shows how important employees are. According to the respondents, the opinion held by employees on the employer is a key component of company reputation. However, only 58% of companies conduct regular research on internal environment to facilitate internal communication. On the other hand, internal communication, understanding the role of communication and cooperation inside the company (the staff!) poses the biggest challenges in the area of communication. The question arises as to who should help it in the circumstances the employees are most important, and the ones in charge

of corporate communication within HR departments keep working with comparable intensity as those within legal, IT, financial and operational departments, which, from the communication's point of view are not the key ones.

The research on key groups provides one more important finding. The shareholders in Poland do not make an important stakeholder group when it comes to corporate communication. The respondents placed them seventh on the rating list of most important stakeholders. Lower ratings were only for self-governments, local communities and NGOs. Therefore it comes as no surprise that investor relations ended up the first ten of most often performed functions in corporate communication.

THE ROLE OF CORPORATE COMMUNICATIONS WILL BE GROWING DUE TO THE INTERNATIONAL STANDARDS SETTING DIRECTIONS ON THE ROADMAP

It can be assumed as almost certain that Polish companies will be adopting the patterns applied in international corporations, in which as many as 72% have separate corporate communication units, whereas Polish companies show only 30% of these. **The companies openly declare that they have been following the patterns of others and admit as well that in the case of corporate communication they keep acting reactively, by which they tend to adapt themselves to the market changes.** Although one quarter of organizations can see a growing importance of this discipline, they still frequently seek reactive reasons for the rise in importance of corporate communication. Here, they mention the following: “trends in management and communication observed at the leaders” (24%), “adaptation to demands of the market” (23%), or “actions in response to the activities launched by competitors” (10%).

SOCIAL CHANNELS ARE OFTEN MORE IMPORTANT THAN WHAT WE WANT TO CONVEY

During next
3 years
the most important
will be **social**
media chanel

Respondents asked about “which functions of corporate communication are realized within a company most often” place social media directly behind PR, media relations, press office, internal communication and CSR. Not only were they higher rated on the importance rating list than other key areas of communication such as building of image of CEO, management board and employer, crisis communication or brand visual identification, but in fact outdistanced whole disciplines, like brand management, sponsoring, investor relations, or public affairs, among other things. **Profiles, accounts or channels on YT, FB Twitter, Snapchat, etc., all have gained more importance than brand building, sponsoring, building image of CEO or the employer image.**

FOR CORPORATE COMMUNICATION TV IS TRULY A NICHE MEDIUM, AND INTERNET OUTRANKS THE OTHER ONES

There is a common belief in the power of Internet among the respondents, and in community portals in particular. They acknowledge that the growing role of modern communication channels, i.e. social, digital and mobile ones, has become a crucial variable exerting an impact on their work over the last 12 months. The results show that in the coming 3 years the most importance will be won by social media (82%) and Internet (77%). TV was placed as far as ninth, gathering only 10% indications. Simultaneously, for example now advertising share in TV and Internet remain at comparable levels, and in spite of the expansion of the latter medium no-one predicts a rapid decrease in the importance of TV. Some other attention-grabbing matter is the fact that although nearly everyone points to the increasing role of digital sphere and social media, it has not been noted in outsourcing. Taking advantage of specialized agencies operating in the above areas is not very common these days. In this range their work is mostly performed by PR agencies, or some other agencies, or companies handle the tasks on their own.

BRANDS PREFER TO SHOUT RATHER THAN LISTEN TO THEIR CLIENTS.

We are living at the time when the concept of a real dialog with the client makes a basis for modern communication. Hearing the needs and meeting them, constant effort to tailor services and products to the changing expectations and trends. Concurrently, **only every tenth organization measures understanding of corporate message among their stakeholders** (11%), which is nearly the same number as the number of companies which do not measure efficiency of actions taken within the area of corporate communication (9%). Slightly more than one half of companies (55%) identifies and verifies their stakeholder groups, at least, once a year. In every fifth company there is a common belief that once-identified stakeholders do not require another verification. Every tenth respondent in charge of communication in their company has no opinion on this topic. The growing role of corporate communication in every fourth company caused by "board's perception of communication as a key area of the company" (49%), or new "trends in management and communication noticed at the leaders" (24%). The stakeholders, including clients, and all their opinions and influence turn out to be in the background

Every **10th**
business
measures
understanding
of corporate
communications
among stakeholders

WHAT COUNTS IN CORPORATE COMMUNICATION IS QUANTITY, BUT IS IT ALSO QUANTITY?

We provide you with the report which does not answer this question thoroughly. Nonetheless, taking into account areas most often examined, these regard the ones which can be most easily counted and computed. The most popular company reports such as media reports, social media analyses, AVE (Advertising Value Equivalent) use research methods, which along with the context of positive/negative message show mainly statistics, which in turn can be easily included into a presentation or a graph and then shown to the president, board members, shareholders as an ultimate effect of the actions taken. By the way, does it mean that if someone clicks on something, sees something, listens to something that he/she understands it as well? It is merely every tenth company that carries out a research on whether the communications has been understood by the stakeholders. The quality of passing information seems to be unfamiliar to most of the companies. It is only every fourth company that looks into the changes in approach caused by communication activities. **It is still basic quantity indicators which prevail, and the efforts made to demonstrate a real impact on the customer made by the corporate communication activities (e.g. rising awareness, change in approach) seems to be still insufficient.**

Every **4th**
business
examines
the change
in attitudes
as a result
of conducted
actions





THE RESEARCH METHOD



The research method

THE RESEARCH WAS CARRIED OUT ACCORDING TO THE CAWI METHOD BETWEEN 10TH JUNE AND 8TH AUGUST 2016.

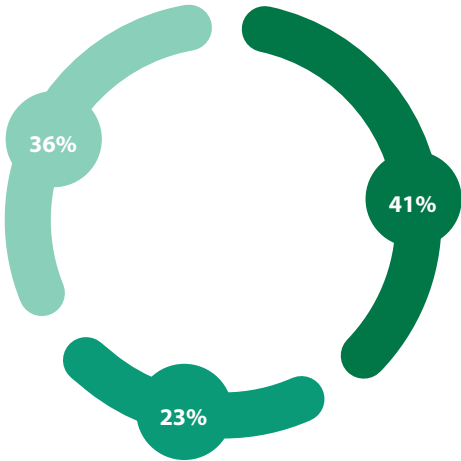
The breakdown of the organizations participating in the research was the following: all companies - 120: Polish companies – 77, international companies – 43. The main criterion for selection of a participating company was the staff count of minimum 250 people, which puts the companies into the group of sizeable organizations. These are the companies, which even due to their size, must follow appropriate communication procedures, not only the actions focused on marketing communication but also centered on strategic communication management and its constant maintaining within all groups of stakeholders.

THE RESPONDENTS WERE THE INDIVIDUALS IN CHARGE OF CORPORATE COMMUNICATIONS WITHIN THE ORGANIZATION (AMONG OTHERS: DIRECTORS OF COMMUNICATIONS, DIRECTORS OF CORPORATE COMMUNICATIONS, PUBLIC RELATIONS MANAGERS, MARKETING MANAGERS, CMO, MEMBERS OF EXECUTIVE BOARD)

They often represented the organization which was a leader of its branch. The research tool was a questionnaire made up of 29 questions. The questions covered 3 following areas of research: role and positioning of corporate communication, external audiences and consultants, quality and efficiency of communication. The survey was complemented by the questions that identified the respondent profile and the organization background.

Companies by origin

What type of company You represent? All respondents.



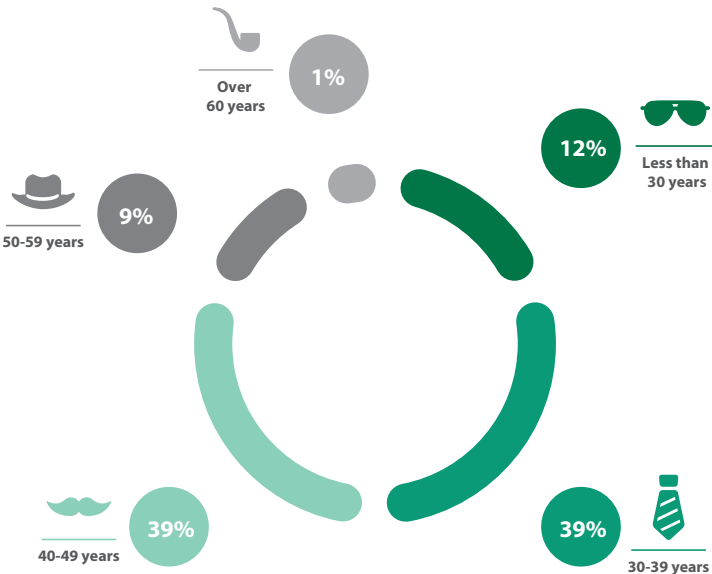
N=120

- Polish (with 100% of Polish capital and origin)
- Polish (or jointly with foreign capital)
- International

The report presents the results divided into Polish companies (including Polish capital only, mixed or foreign capital) - N = 77, and the international companies - N = 43.

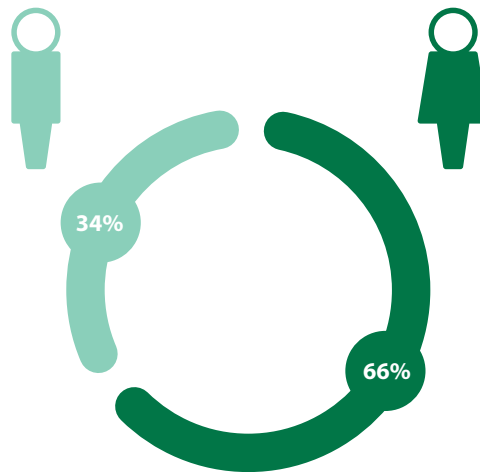
Age

N=120



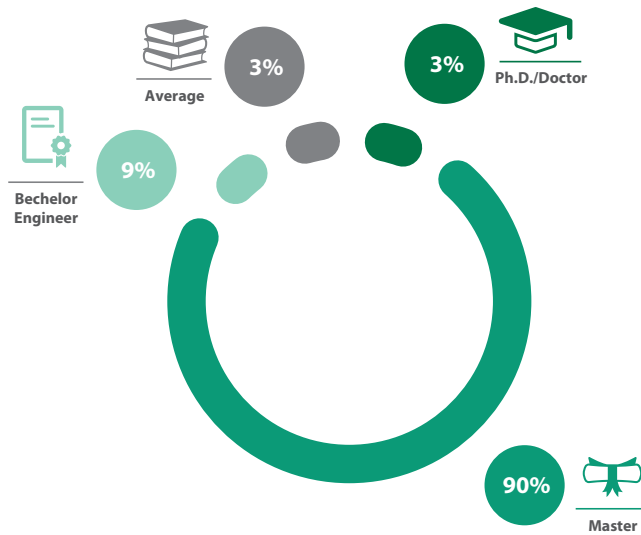
Sex

N=120



Education

N=120



How many staff do you manage?

N=120



How many years of professional experience do you have?

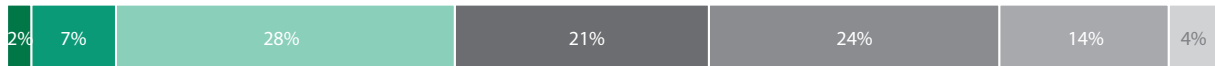
N=120



- less than 5 years
- 10-15 years
- 20-30 years
- 5-9 years
- 15-19 years
- more than 30 years

What does the title (Mr/Mrs/Sir/Madam) mean in the corporate job hierarchy?

N=120



- Member of the Board
- Director of the Department
- Manager
- Division Director
- Head of the Department
- Specialist
- Other





THE ROLE AND POSITION OF CORPORATE COMMUNICATION



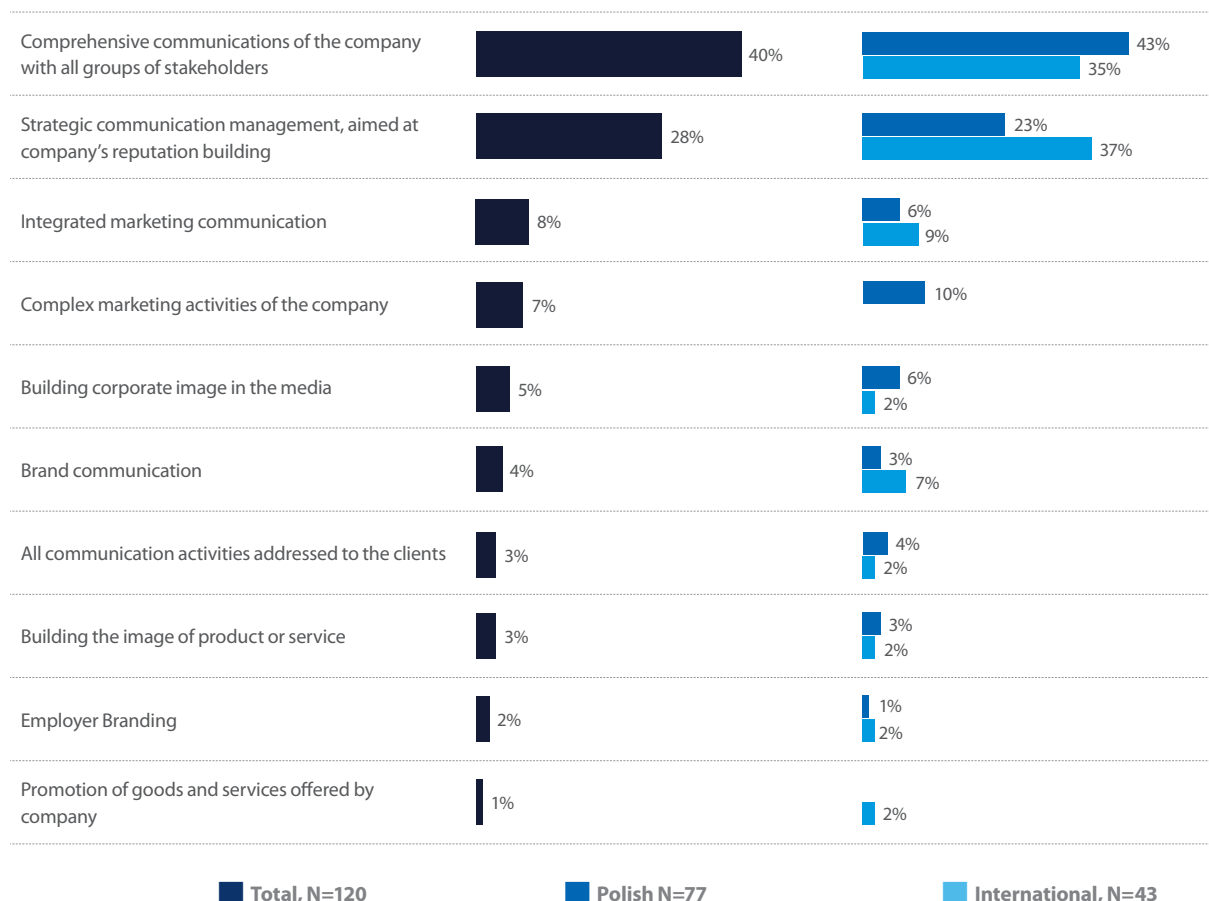
The role of communication in a company

According to the respondents, **corporate communication has two distinctive and vital roles to play**. The first is „Comprehensive company’s communication with all stakeholder groups” (40%), and second is „Strategic communication management, aimed at building the company’s reputation” (28%). In the perception of the role of corporate communications can be noticed a clear difference between the Polish and international companies. Strategic role of communication is emphasized only by 23% of Polish companies and even 37% of international companies, for which it is the prime role of corporate communication.

The tendency to be noted is **the equal sign put between -/* zero article corporate communication and marketing activities**, which in both Polish and international entities are treated the same by respondents: „Integrated marketing communication” (8%) and „Complex marketing activities of the company” (7%). Much less frequently the role of corporate communication is identified by the surveyed companies with „Building corporate image in the media” (5%), „Brand communication” (4%) and „Building the image of products and services” (3%), or „Employer Branding” (2%).

Some companies declare the role of corporate communication as a form of communication only with clients, or as „All communication activities addressed to the clients,” or as „Promotion of goods and services offered by company”, whose addressees are also customers.

What is the role of corporate communication in your company?



The existence setting up a separate unit within a company structure carrying the wording of 'corporate communication' in its name.

Less than half of the surveyed companies have in their organization separated structure containing in the name „Corporate communication“. **There was a clear difference between Polish companies, only 30% have such department, and foreign companies (72%). In companies that have above mentioned structure, corporate communication is primarily responsible for the four disciplines: „Public Relations“ (93%), „Internal communication“ (84%), CSR (81%) and „Corporate brand management „(80%).** The majority of corporate communication structures are also responsible for „Sponsorship“ (65%), and „Public affairs & lobbying“ (54%). They are also run most **events (65%)** and „Social Media“ (56%). While only 31% of them carries „Investor Relations“.

In companies that have that structure, corporate communication is primarily responsible for four disciplines:



93%
public relations



84%
internal communication



81%
CSR



80%
corporate brand management

Most of the structures of corporate communications is also responsible for sponsorship public affairs and lobbying

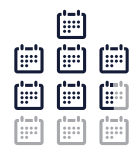


65%
sponsorship



54%
lobbyng

In their competence are also events and social media. However only 31% has in its structure investor relations



65%
events



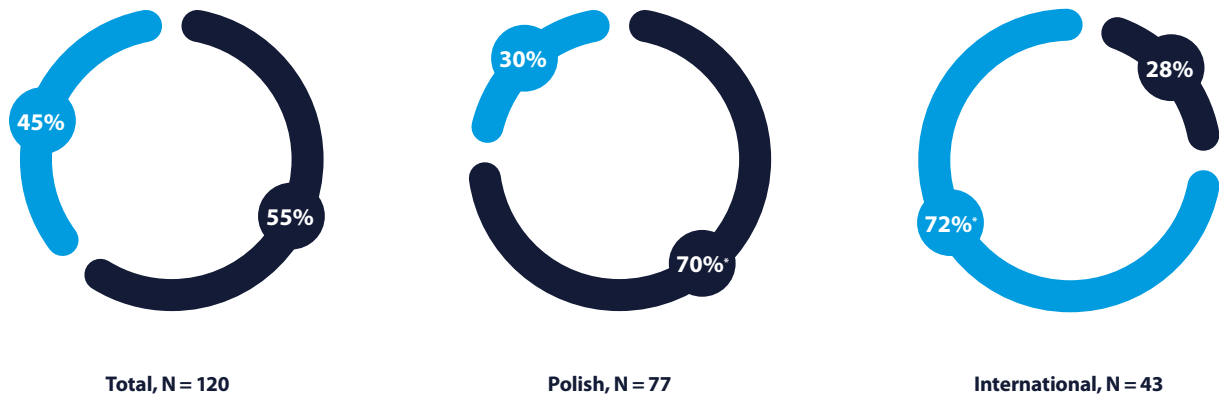
56%
social media



31%
investor relations

Does your company have separate units carrying the „corporate communication” wording in their names?

All respondents.



■ Yes ■ No

* Statistically significant difference - the percentage significantly higher than in the second group

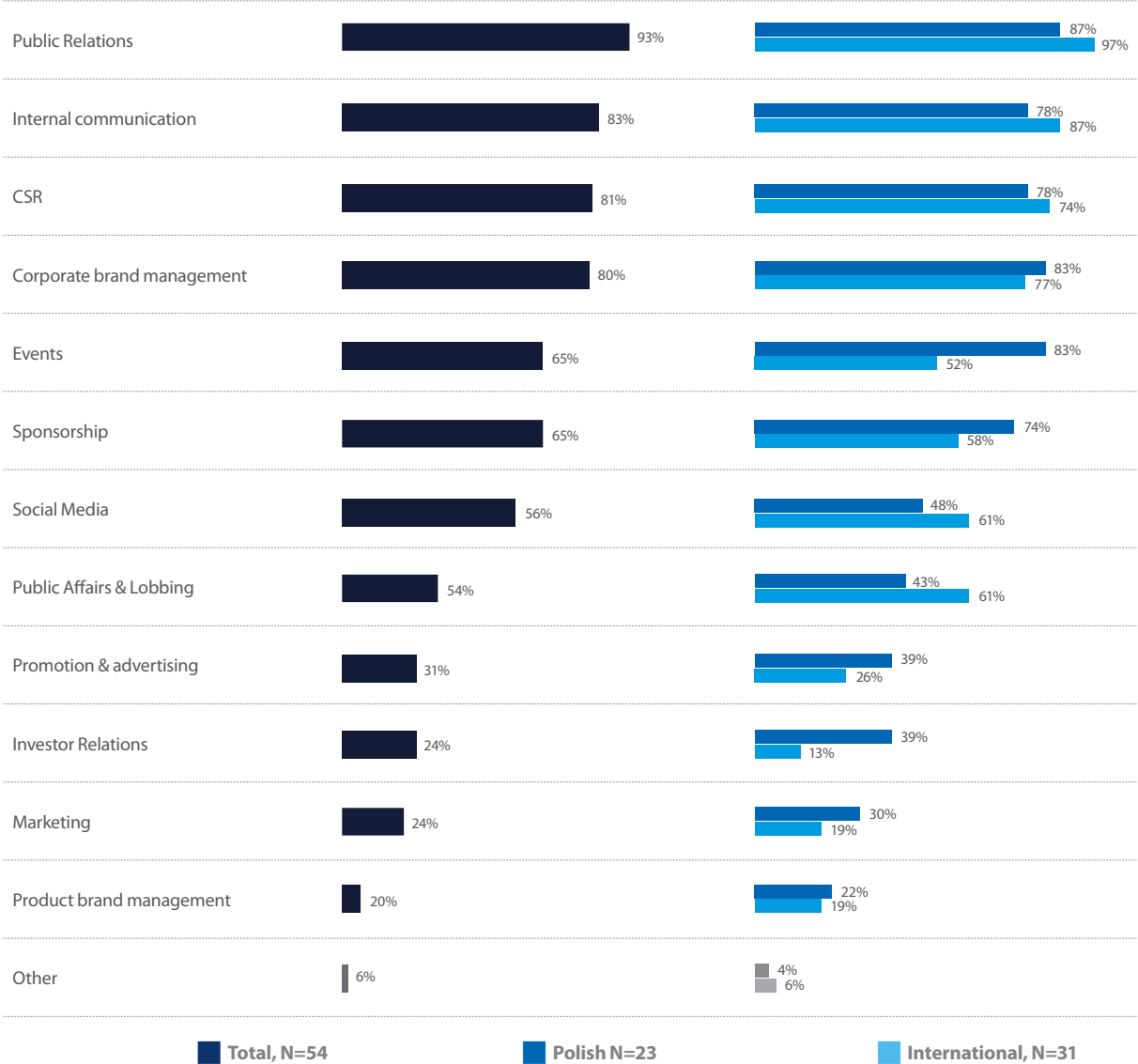
What is also clearly visible is a strong structural relation between corporate communications and marketing, promotion and products. **One in three of separate departments of corporate communication are responsible for „Promotion and Advertising” (31%), and a little less for „Marketing” (24%).** In every fifth department also includes responsibility for „Product brand management”. In some areas there are clear differences between Polish and foreign companies. In Polish firms the structure of corporate communication more often is responsible for the events, sponsorship, marketing, and even three times more than in case of foreign companies – for investor relations. However, involvement in Social Media, Public Affairs & Lobbying is smaller.





Which of the following areas of communication are within the competence of this structure?

The respondents whose companies have a department that contains in its name the 'corporate communication' wording. Possibility of multiple answers

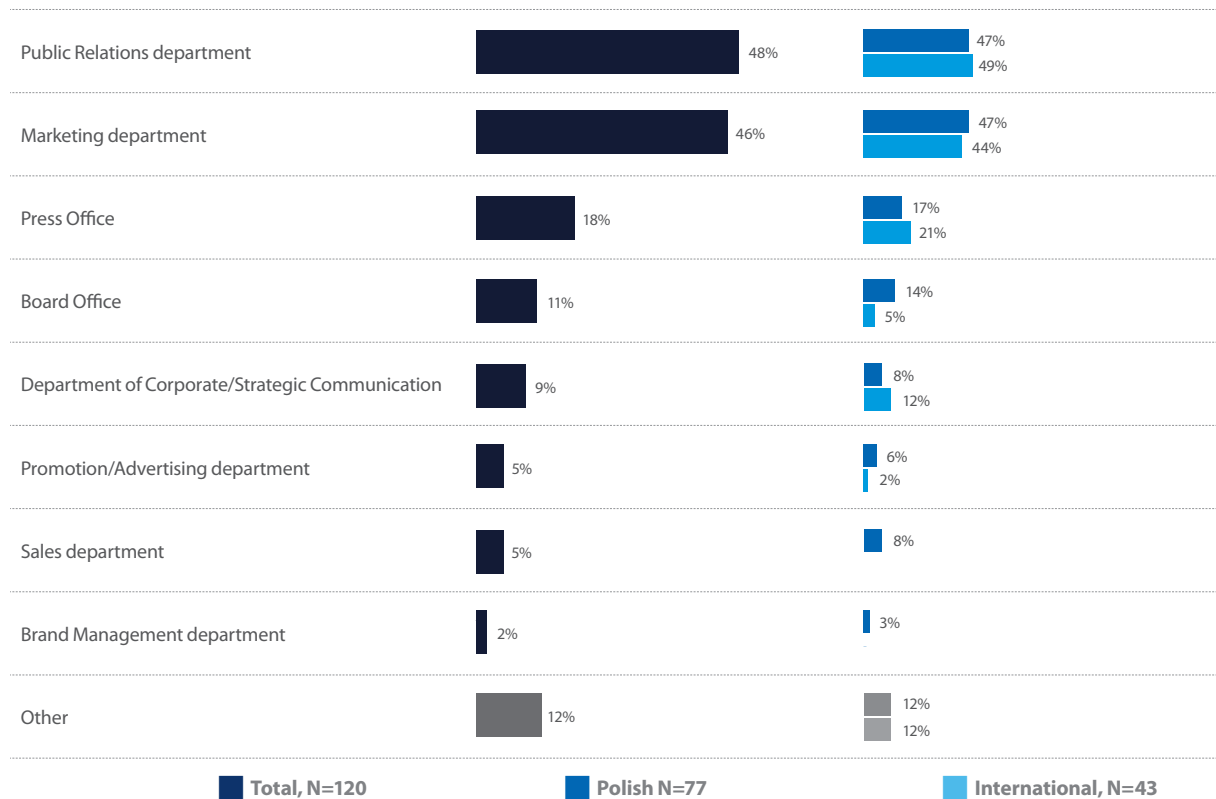


Organizational units responsible for corporate communication

In the companies that do not have an independent corporate communication unit this function is performed primarily by departments related with PR. Most frequently it is Public Relations division (48%) or press office (18%). Almost as frequently these tasks are performed by marketing departments (46%). Less frequent it is matter for Board Office (11%) or strategic department (9%). What is interesting, the corporate communication functions are least likely to be found in brand management departments (2%) and are more common in sales (5%), or advertising and promotion (5%).

Which department of your company is engaged in corporate communication (e.g. brand management, PR, internal communication, marketing)?

All respondents. Up to 3 answers.



Immediate supervisor

Persons responsible for corporate communication typically have a shortened path to the most important decision-making authorities. Most report directly to the CEO (34%) or to the Board (33%). It is worth noticing that in Polish companies direct reporting to the Board occurs more often than twice as compared to international companies.

Only 24% of respondents report to the manager with rank of a director, and only 3% to the manager not being on the director's position.

To whom do you typically report?

All respondents.



Total, N=120



Polish, N=77



International, N=43

- CEO
- Board
- Manager with the rank of director
- Manager
- Abroad HQ
- Other



Functions performed by corporate communication

Corporate communication most often performs the functions associated with PR. As many as 63% of respondents say the functions of public relations, internal communication (58%), the press office and media relations (58%) and crisis communication (22%). The CEO/Board brand management is indicated by 23% of respondents, and Employer Branding by 17%.

It is worth noting is that there are very distinctive differences between local and international companies. In the first case, corporate communication is used for building of image by more than twice and marketing by more than three times.

It is also a radically different approach to investor relations, being part of corporate communication bigger by almost **six times** than in the Polish companies, whereas sales promotion and advertising are higher by **even eleven times!**

Huge disparities also apply to the functions of CSR, social media, crisis communication and public affairs and lobbying, which, in turn, are often components of corporate communications in multinationals.

63%
public relations

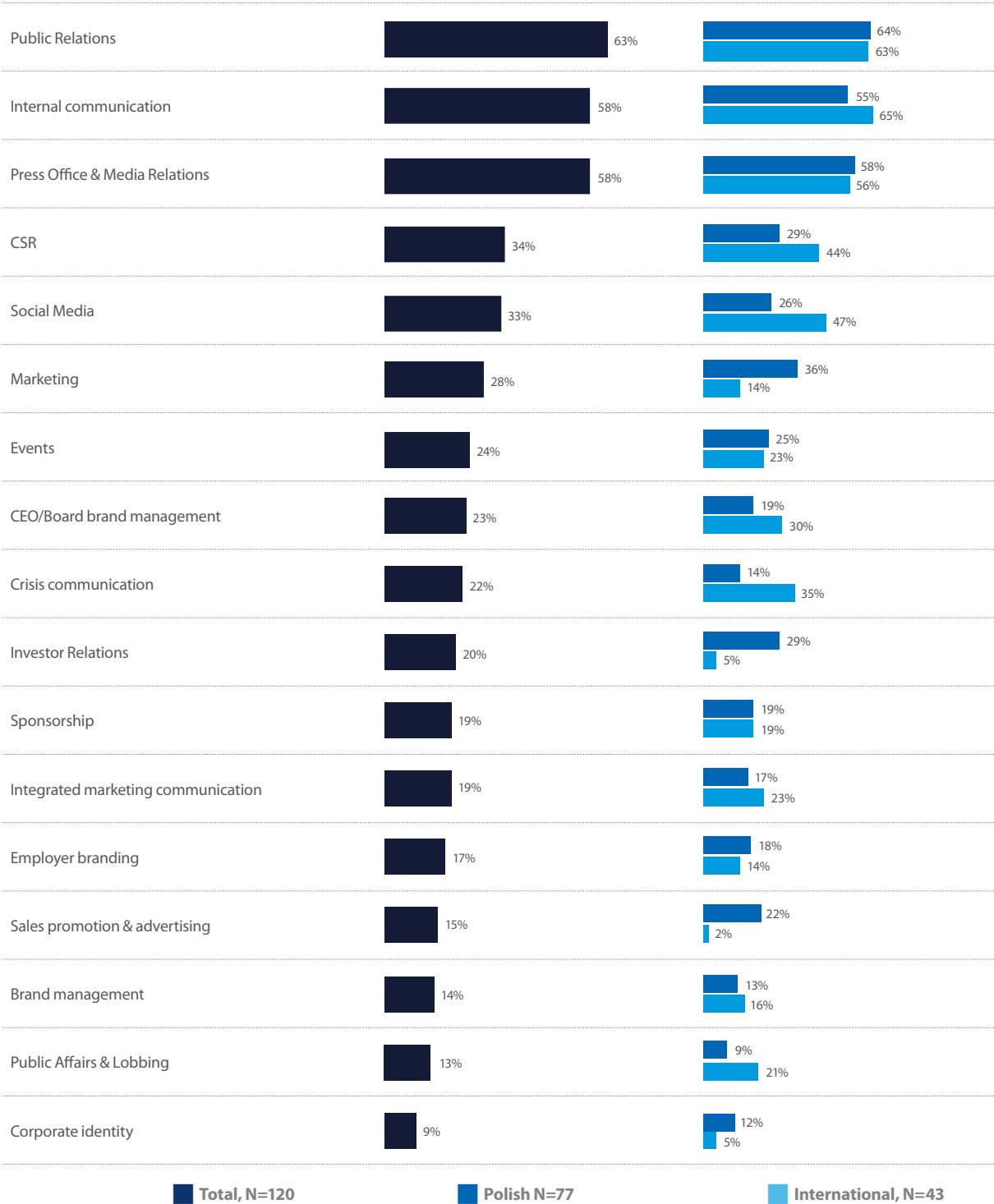
58%
internal
communications

58%
press office and
media relations



What functions of corporate communication are executed in your company most frequently?

All respondents. Up to 5 answers.



Changes in the importance of corporate communication

Nearly three quarters of companies declare that over the last three years the importance of corporate communication has increased, and only 3% has opposite opinion. Above all, respondents perceive the growing importance of corporate communication „in the perception of the Board communication is a key area for the company” (49%), “The growing importance of brand reputation” (44%) and “New tools & channels of information distribution” (40%).

A large number of respondents believes that the companies respond reactively to what is happening on the market. To adjust to the “Trends in management and communication observed in market leaders” points out 24% of respondents, and for Polish companies it is twice more important than for international. Among the reactive reasons often mentioned is also “adaptation to market requirements” (23%) and much less “Response to competition activities” (10%) and „Stakeholders demand” (6%). What is interesting, despite the many differences observed in the entire study between Polish and international companies respondents agreed that “Involvement of foreign capital” rarely is the cause of the growing importance of corporate communication in a company. That was stated only by 3%.

Almost **three-quarters of companies declare**, that over the last 3 years the importance of corporate communications has increased, and only 3% have the opposite opinion

Did the importance of corporate communications your company has changed in the past three years?

All respondents



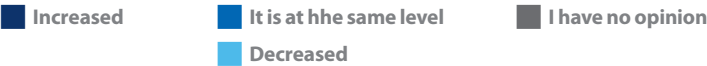
Total, N=120



Polish, N=77

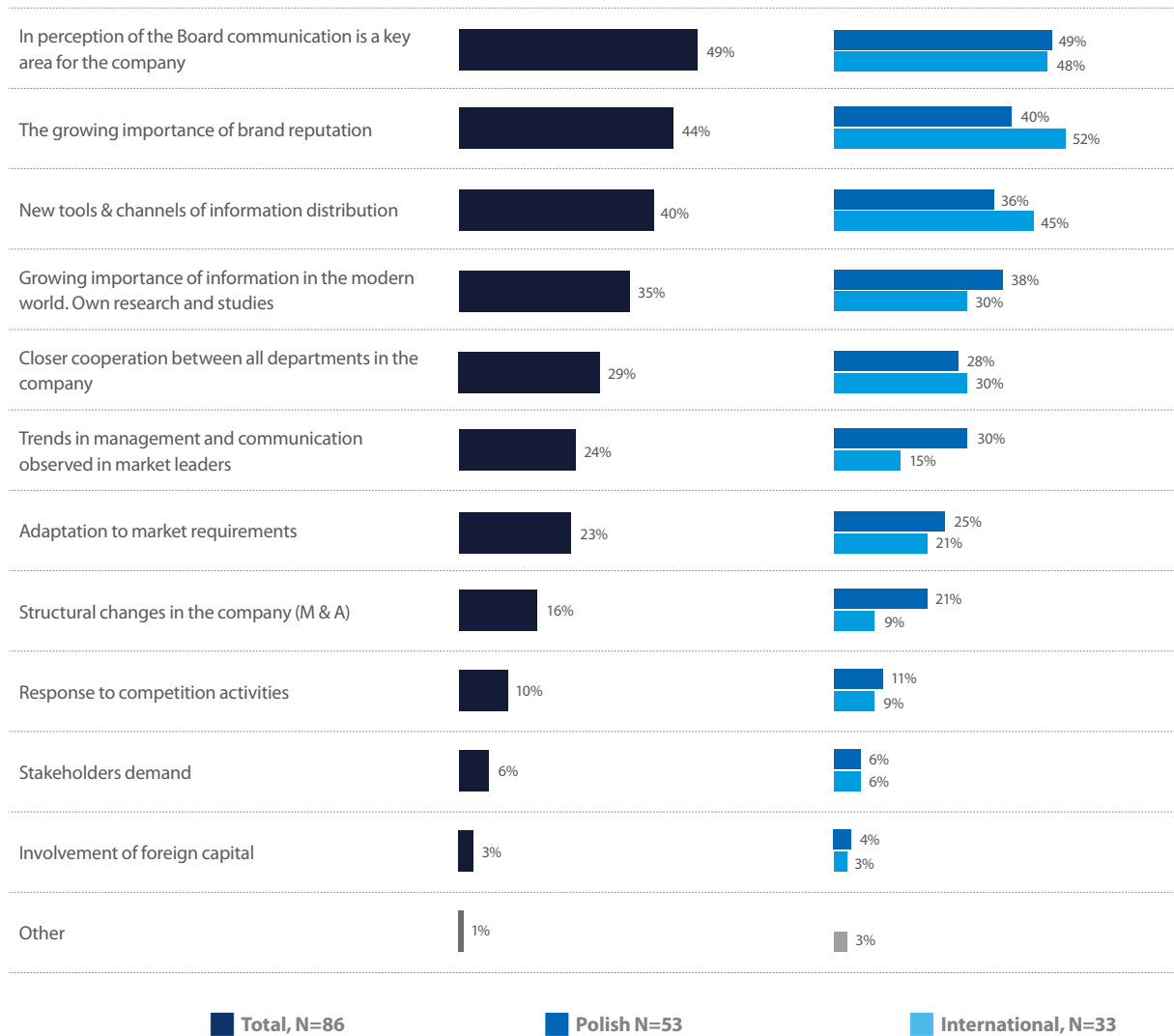


International, N=43



What in your opinion are the reasons for the growing importance of corporate communication?

The respondents in whose companies the importance of corporate communication has increased. Up to 3 answers.



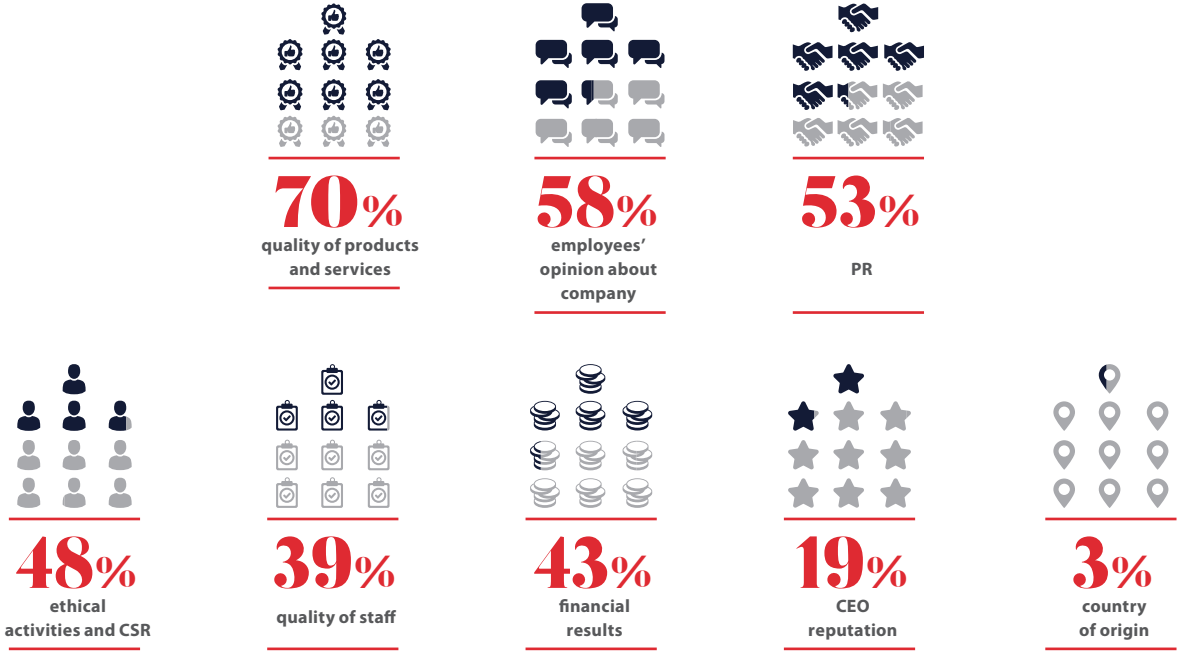
Elements of reputation building as highlighted

Definitely the most frequently mentioned element was the „quality of products and services“ (78%). About 12% less respondents declared that the „opinion of the employees about on the company“ matters and such an opinion that opinion was declared more often by the representatives of Polish rather than international companies.

Public Relations build reputation, according to 53% of respondents, a little less (48%) draw attention to the role of ethical business practices and CSR.

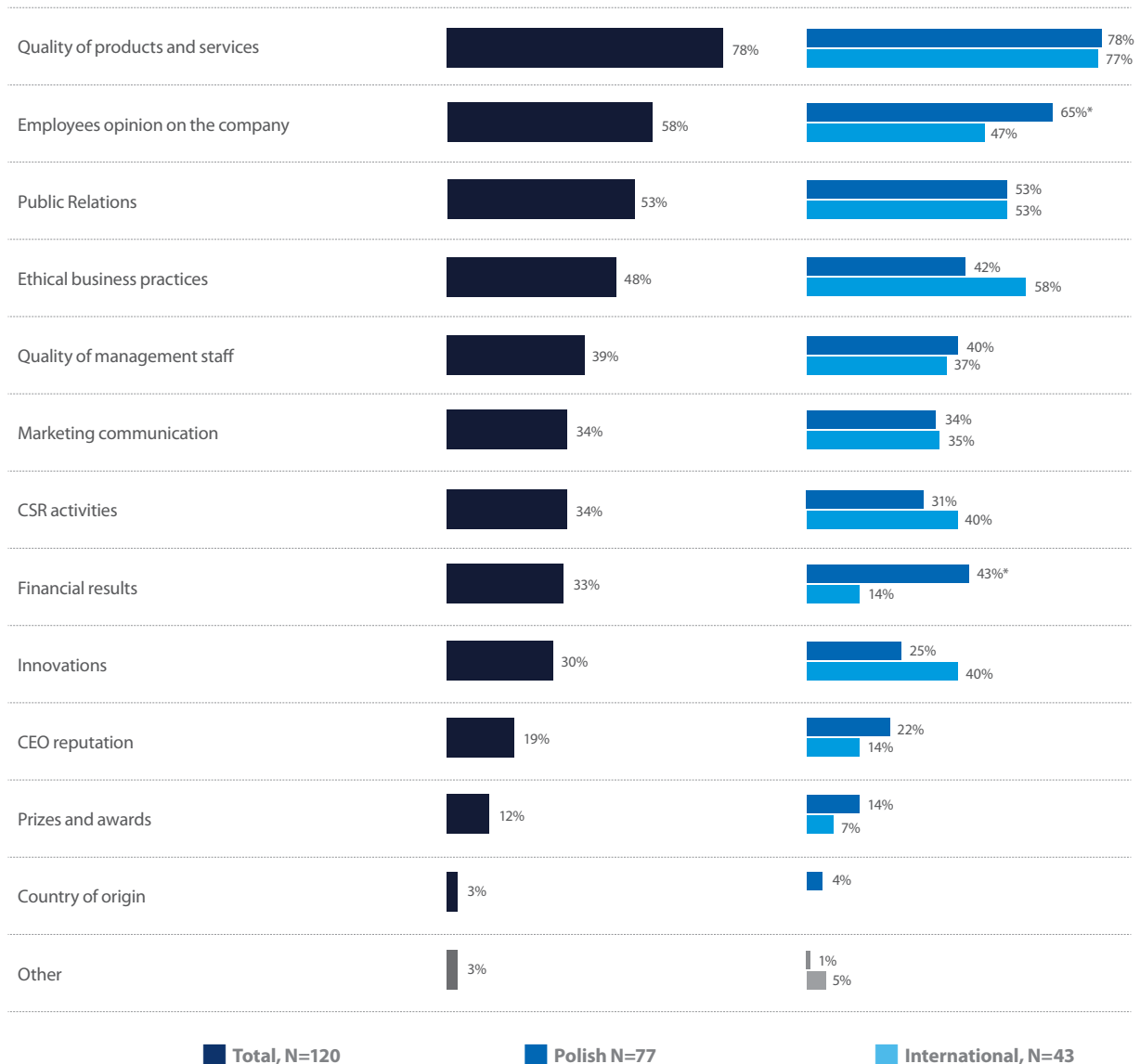
According to the respondents „CEO reputation „(19%) was twice less important than the „quality of management staff“ (39%). „Financial results“ build reputation in the opinion of 43% of Polish, while only in case of 14% respondents from international companies.

The lowest, impact according to the respondents, is made by the „country of origin“ of the company as indicated only by 3%.



What are in your opinion, the most important elements building the company's reputation?

All respondents. Up to 5 answers



* A statistically significant difference - the percentage significantly higher than in the second group



**BUSINESS
ENVIRONMENT
AND EXTERNAL
CONSULTANTS**

Stakeholders of corporate communication

According to the respondents, the most important stakeholder group in corporate communications are the employees (79%), as pointed out by the representatives of both Polish and international entities.

In second place were the media (74%), which more often indicated by persons with international companies (86% vs. 68% of Polish companies).

The stakeholder third in importance turned out to be business customers, as indicated by 58% of respondents. The Followers were business partners, including distributors and suppliers - 55%.

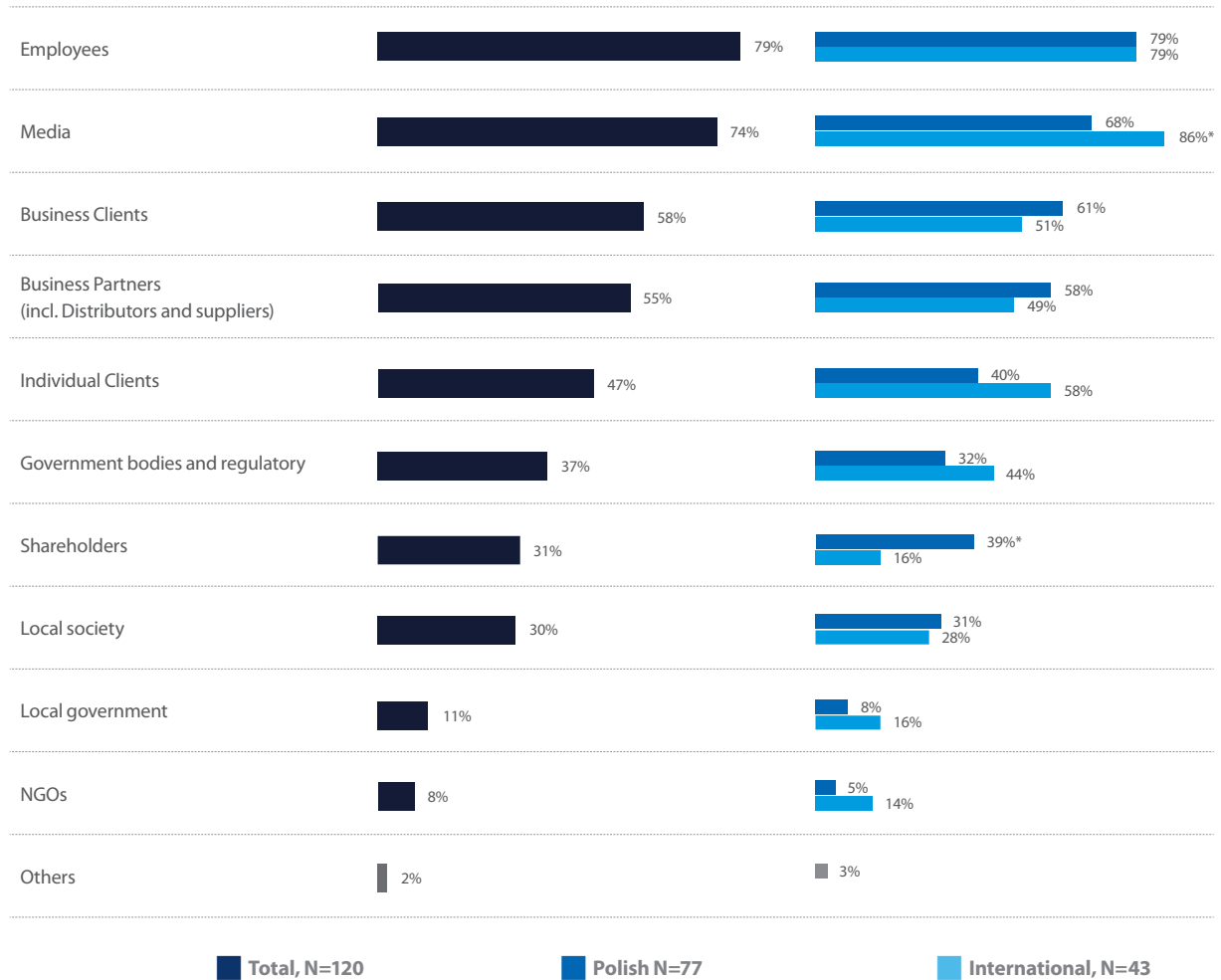
The fifth priority stakeholders in order of were individual customers - 47%. Here, more often they were marked by the representatives of international brands (58% vs. 40% of Polish companies).

Shareholders are the most important stakeholders mainly to Polish companies (39% vs. 16% international ones). The possible reason for the discrepancy is location of company headquarters abroad, or a direct impact made on their perception of communication actions.



Who are the most important stakeholders of corporate communications in case of your company?

All respondents. Option to choose up to 5 answers



* A statistically significant difference - the percentage significantly higher than in the second group



Stakeholders for corporate communication

The increasingly globalized market requires continuous adaptation of brands to new consumer expectations, trends, communication channels, as well as changes in external environment. Meanwhile, according to the research, a little more than one half of the organizations (55%) identify and verify stakeholder groups at least once a year.

Every fifth person believes that once identified stakeholders do not have to be doublechecked. And every tenth respondent being in charge of corporate communication had no opinion on the subject.

How often do you carry out identification and verification of the most important groups of stakeholders?

All respondents



Total, N=120



Polish, N=77



International, N=43

- At least once a year
- At least once every three years
- Once identified and verified need not be subject to subsequent verification
- I do not know

Cooperation with external consultants and agencies

Types of external entities

In the past 12 months, most companies used the services of PR agencies (59%). Much more likely for the support of external public relations specialists decided international companies 72%, against 52% of Polish. Nearly half of the surveyed organizations hired the specialized the companies specializing in organizing events (49%). Similarly, international companies make use of event agencies more often than the Polish ones (63% and 42%, respectively).

The 3rd place is advertising/creative agencies (43%). They are followed by the media houses (39%), often contracted by nearly in international organizations.

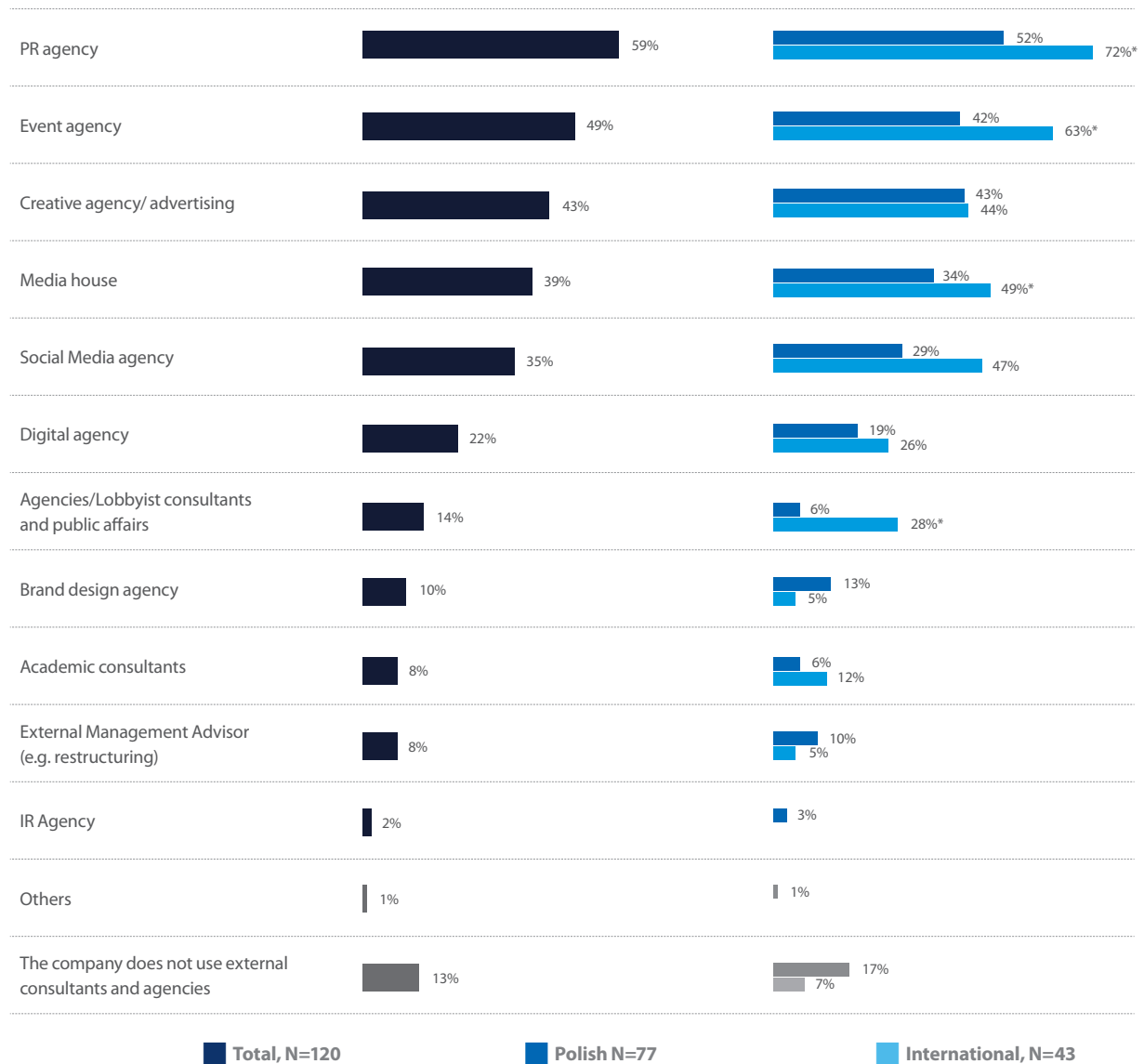
Multinationals, as compared to the Polish ones, significantly more often than Polish ones also benefited from the social media agencies (47% vs. 29%), lobbyist and public affairs consultants (28% vs. 6%), which results from the fact that international companies implement the above functions of corporate communications widely and frequently.

Almost every third international brand has used the services of specialized lobbying or public affairs agencies (28%), moreover, the respondents show they can seek support in their communication activities and, even more often by two times, rely on the scientific knowledge and expertise held by external consultants (12% vs 6%).



Which external consultants and agencies did your company mostly use last year?

All respondents. Option to choose up to 5 answers



* A statistically significant difference - the percentage significantly higher than in the second group

Cooperation with external consultants and agencies

The number of external entities

On average, Polish companies use the services of 2.6 external entities, and 3.5 international ones.

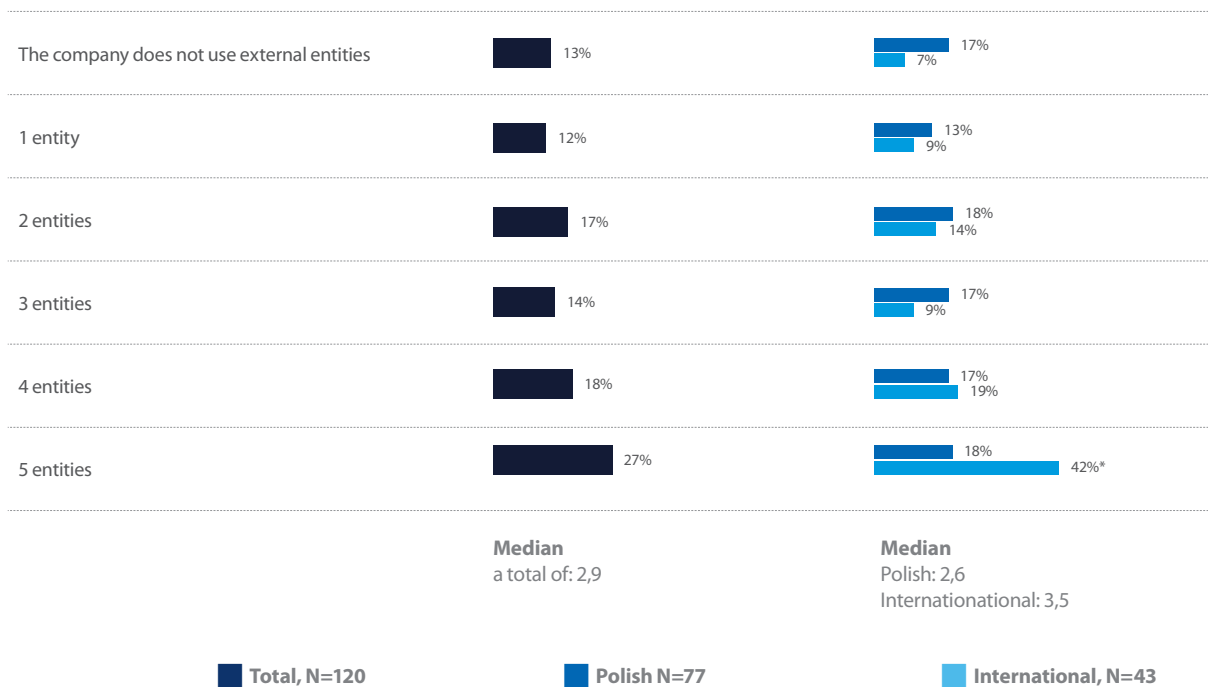
The most common is 5 contractors (27%). Here you can observe a tendency to use a larger number of different agencies and external consultants by international organizations - 42% vs. 18% Polish.

Many organizations coordinate corporate communications only through their internal structures. Almost every fifth Polish company (18%) does not make any use of external consultants and agencies (vs. 7% showned by international companies)..

How many external consultants and agencies did your company mostly use the last year?

All respondents. The possibility to choose up to 5 answers

The graph shows how many external entities were ticked by the respondents.
 Note: respondents could select up to 5 players, so it is possible that some companies have collaborated with more than 5 players.



* Statistically significant difference - the result of significantly higher than in the second group

Cooperation with external consultants and agencies

Expectations from cooperation

The main expectation of the respondents in the context of cooperation with external entities is to get a fresh look/perspective, to show new trends and channels of communication (78% of responses). In addition, a unique experience is expected (59%) and ongoing maintenance, which is easier to outsource than perform by own forces (55%).

40% of respondents search to supplement internal expertise and an objective point of view, in terms of existing activities every third (27%).

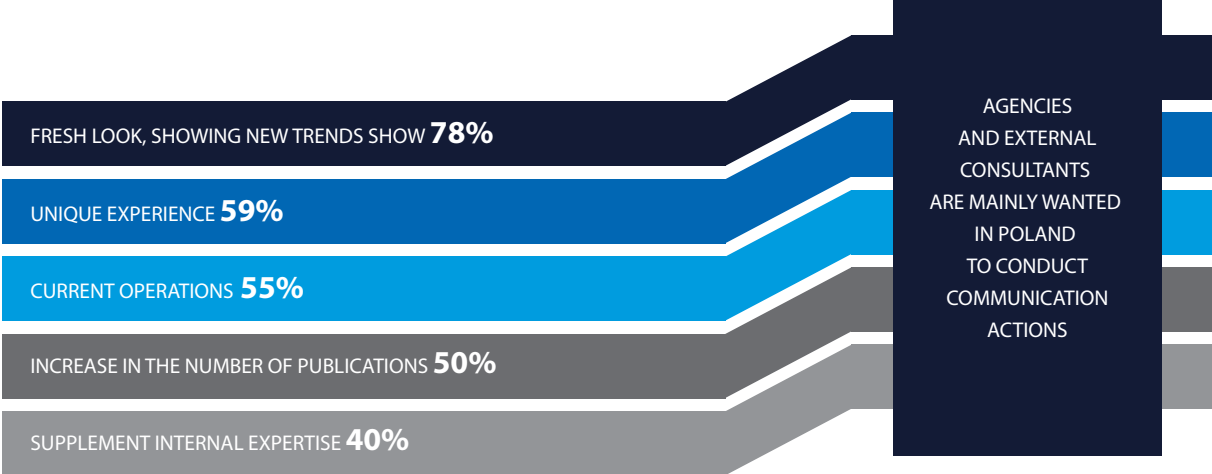
People from international companies significantly more likely aimed at promoting the positive image. They expect to increase the number of publications in the media (50% vs. 27% from Polish companies).

Nearly every third of an international company is looking for "extra hands to work" (28%).

Respondents much more looking for agencies or external experts to carry out communication activities on Polish territory. Occasionally they seek outside expertise in the field of communication on foreign markets (8% of respondents).

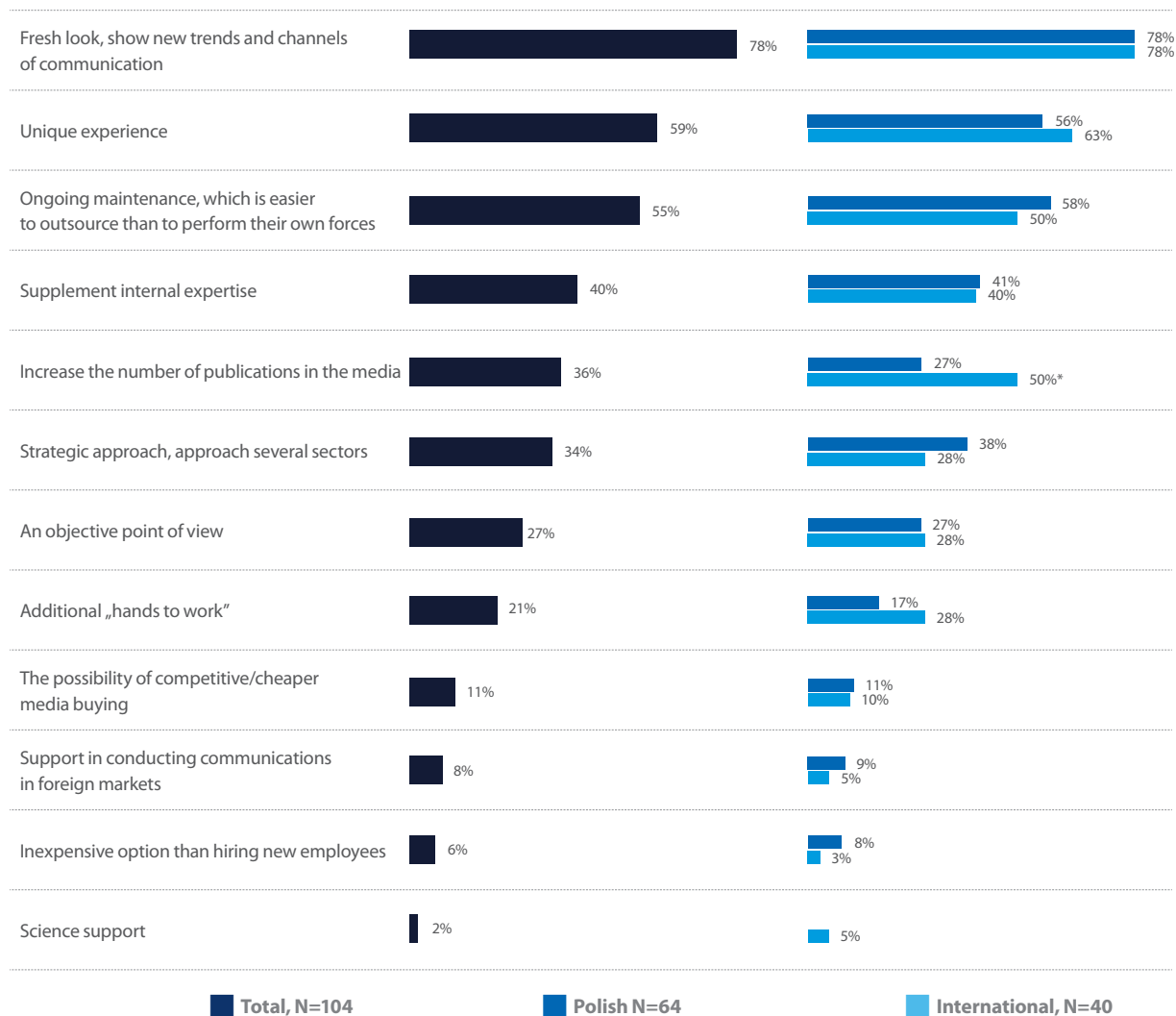


COOPERATION WITH EXTERNAL CONSULTANTS IN AGENCIES EXPECTATIONS FROM COOPERATION



What do you usually expect from cooperation with external entities (agencies, consultants)?

Respondents from the companies which cooperated with external consultants and agencies. The option to choose up to 5 responses.



* A statistically significant difference - the percentage significantly higher than in the second group

Projected changes in corporate communication

A total of up to 80% of respondents say that the importance of external consultants dealing with various aspects of corporate communications will remain unchanged (37%) or increase (43%). These figures show that employment in the sector and the demand for such services are both stable. One of ten team members (10%) believes that the external consultants dealing with various aspects of corporate communication will have less significance.

Do you think that in the coming years the meaning of external consultants dealing with various aspects of corporate communication will change?

All respondents.



Total, N=120



Polish, N=77



International, N=43

- Will get lower
- Remain unchanged
- Will increase
- I have no opinion

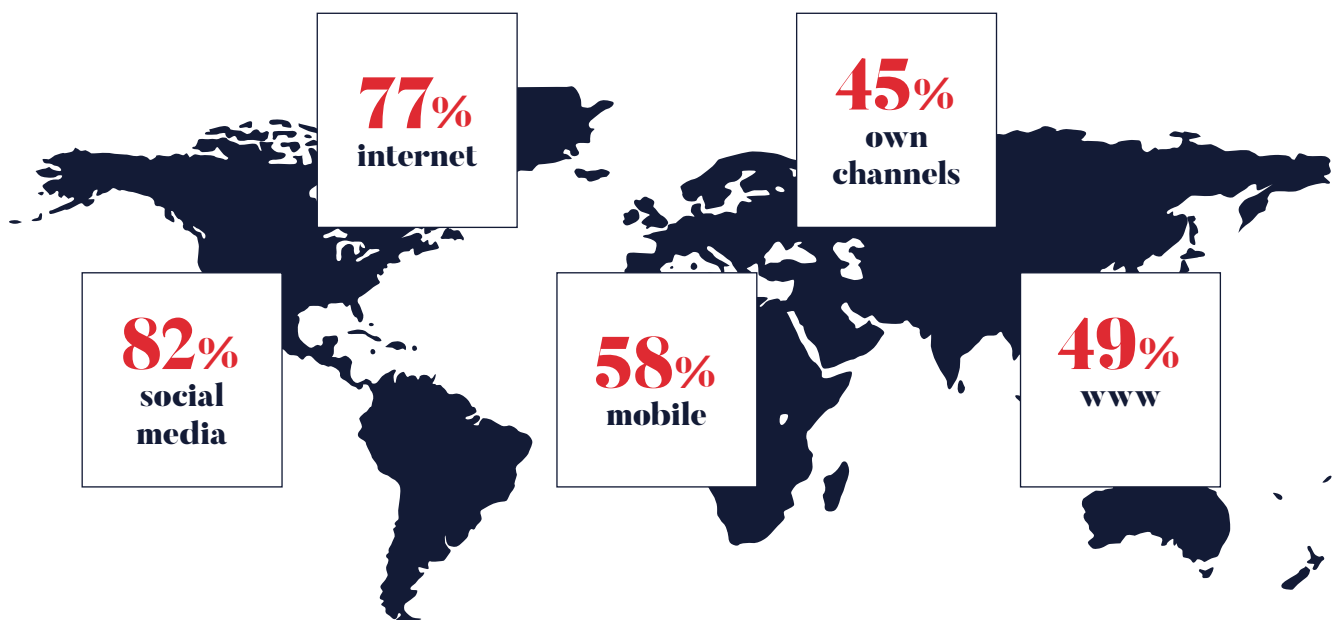


Projected changes in corporate communication Trends

Corporate communication more and more common starts to be determined and based on channels associated with owned and paid media. As indicated by the respondents - social media (82%), the Web (77%), Mobile (58%) and their own corporate channels (45%) – the role and importance of these will rise in the next 3 years. In particular, the respondents from international companies point out the importance of social media channels (95%).

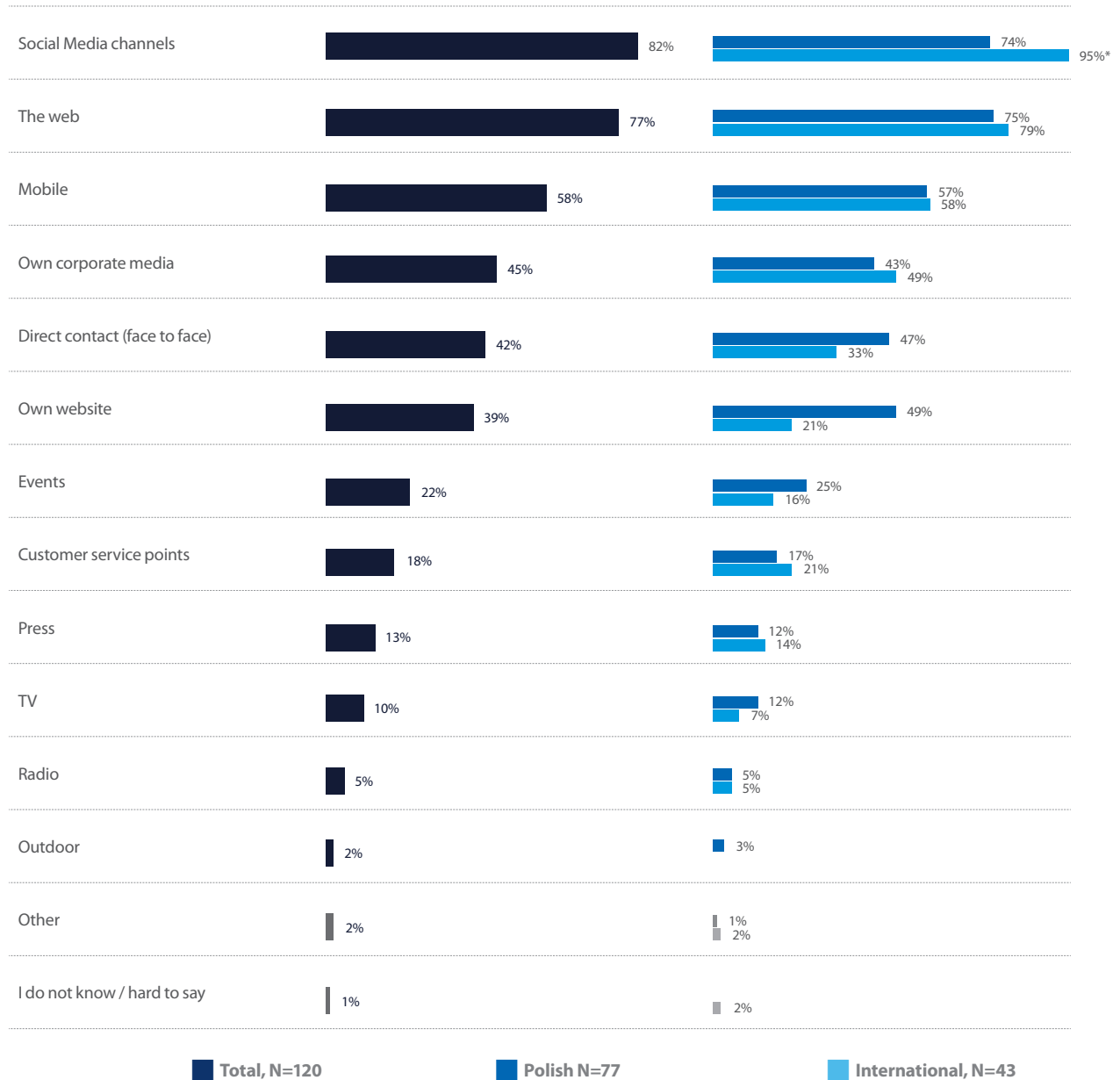
Respondents from Polish and international organizations vary in their approach to the significance of their own websites - half of those (49%) from the Polish companies show that this channel will be one of the most important, whereas similar belief is held by only one in five (21%) when it comes to international companies.

As regards the future, the respondents point out smaller role of traditional media such as newspapers (13%), television (10%), radio (5%), outdoor (2%).



Which of the following communication channels will be most important in the next three years?

All respondents. The option to choose up to 5 responses.



* A statistically significant difference - the percentage significantly higher than in the second group

The impact of selected trends on work patterns and performance

Trends

As many as 70% of people who participated in the survey said that the growing role of modern communication channels (social, digital and mobile) had the biggest impact on their work - this is the trend indicated much more often than the others.

Nearly half of the respondents as an important trend indicated constantly changing internal and external environment of the company (48%) and communications integration with other departments of the organization (46%). Visible in more than 1/3 of companies trend is the growing role of the activities in the area of corporate social responsibility (CSR).

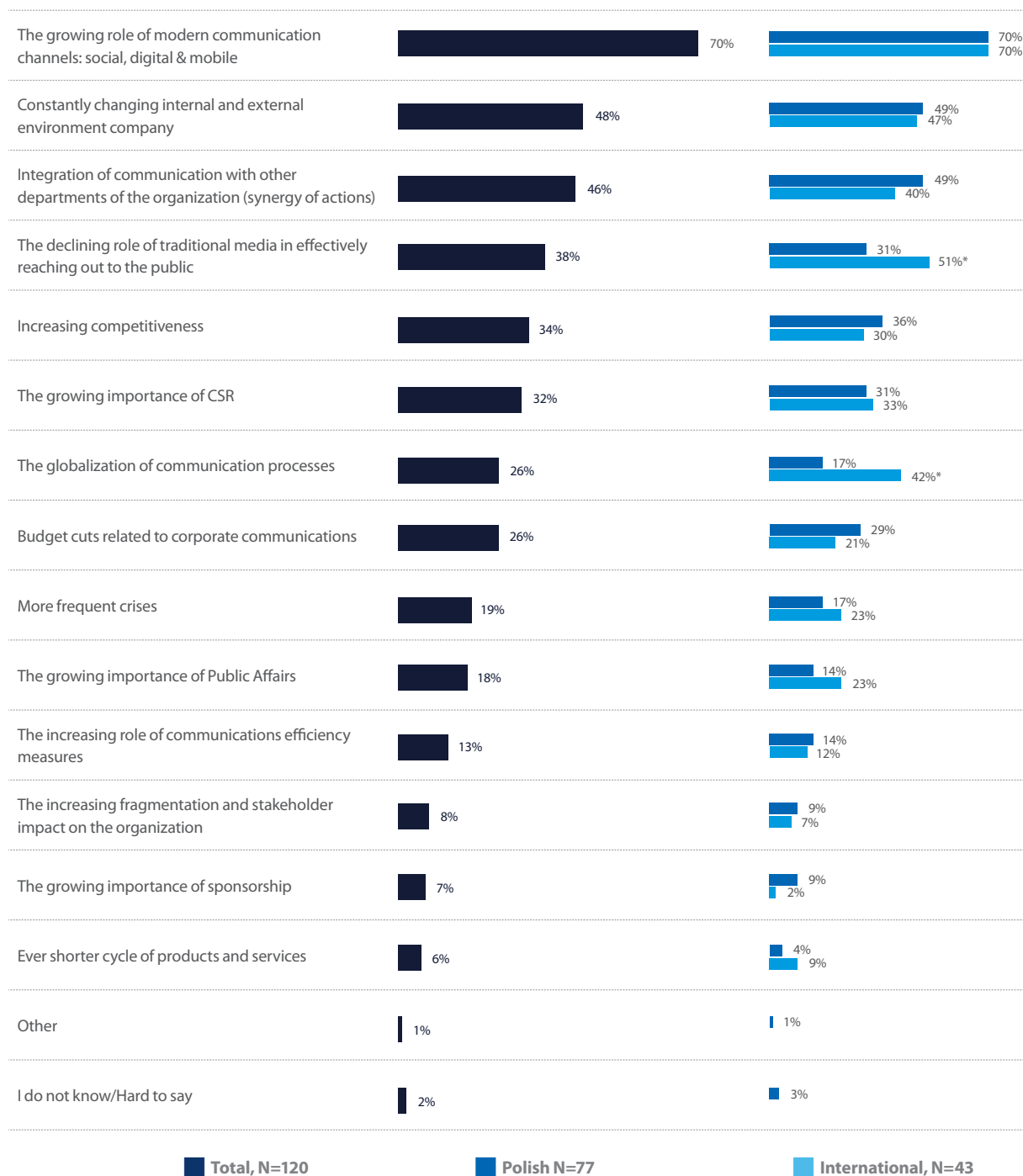
51% of international companies noted declining role of traditional media to effectively reach the public, together with the simultaneous major challenges related to globalization of communication processes (42%).

One in four companies (26%) feel the impact of budget cuts in the area of corporate communications (29% vs. 21% Polish international). Increasingly shorter product cycles and services are not significant trend shaping the character of corporate communications (6%).



Which of the following trends have had an impact on your work to the greatest extent over the last 12 months?

All respondents. The option to choose up to 5 responses.



* A statistically significant difference - the percentage significantly higher than in the second group



**THE QUALITY AND
EFFECTIVENESS OF
COMMUNICATION**

The impact of internal factors on the quality of corporate communications

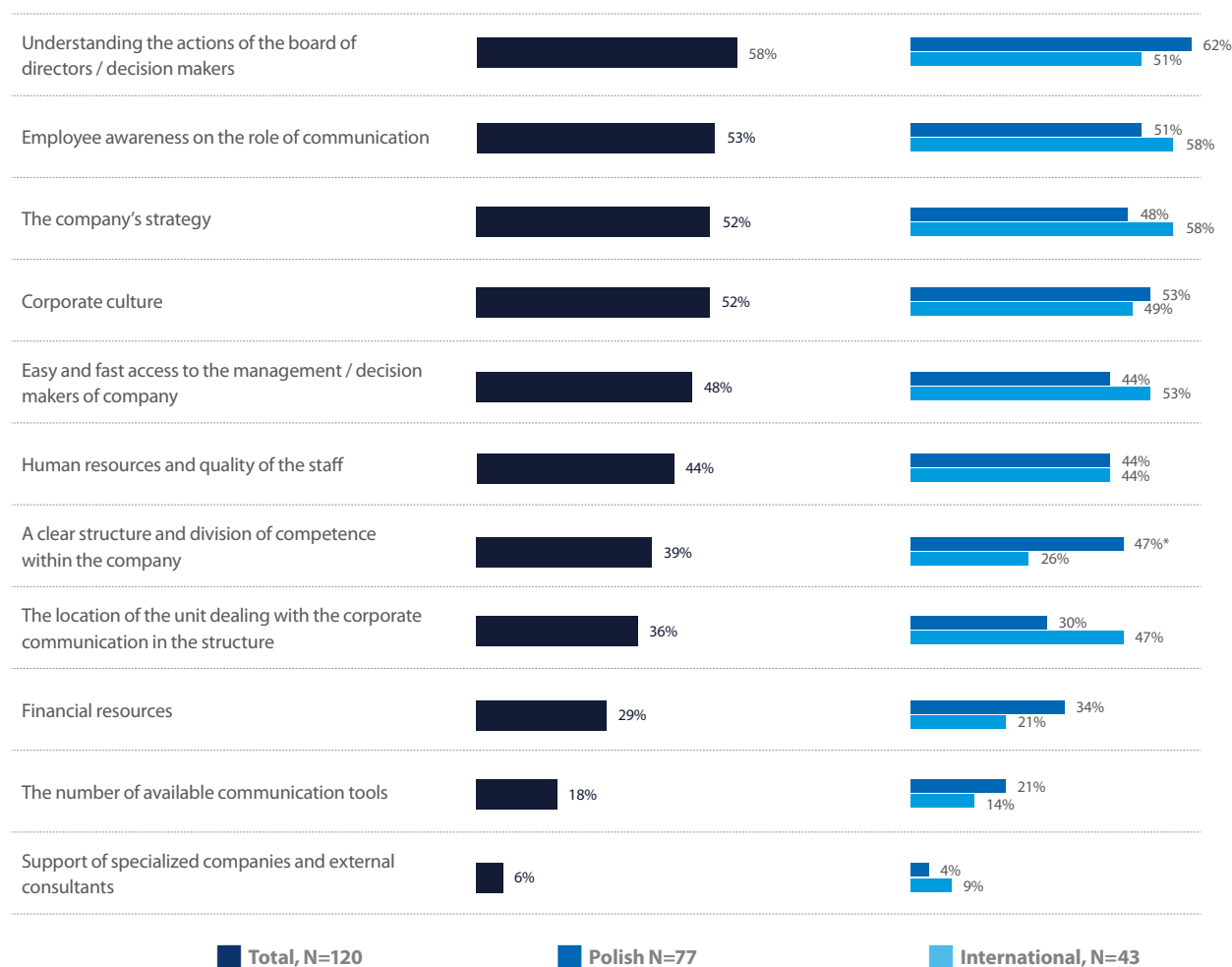
None of the internal factors that may affect the quality of corporate communications gains a clear edge over the other. A bit more often respondents point to the understanding of actions from the board / decision makers (58%). More than half of the respondents also point to: employee awareness of the role of communication (53%), company's strategy (52%) and corporate culture (52%).

47% of Polish companies indicate that the clear structure and internal distribution of competences affect the quality of corporate communications as compared to 26% representatives of international brands.

In turn, the location in the structure of the unit dealing with corporate communications is important for nearly half of the international organizations (47% vs. 30% of Polish).

Which internal factors have the greatest impact on the quality of corporate communication?

All respondents. The option to choose up to 5 responses.



* A statistically significant difference - the percentage significantly higher than in the second group

The biggest challenges in corporate communications

For the employees of Polish companies the biggest difficulty appearing in the area of communication is understanding of the role of corporate communications within the other units the organization (49%). The second is coordination of cooperation within the organization (40%).

In contrast, the staff members of international companies point out the following as the biggest challenges: information overload and excess of resources – which is more than indications received from Polish companies (53% vs. 22%).

The challenge and the difficulty is availability/involvement of the board members in formulating actions in the area of corporate communications (25% Polish vs. 9% international). Potential risks resulting from operating activities were more often indicated by domestic companies rather than international actors (23% vs. 5%).

53%

Too many sources of information for individuals and international companies are the greatest difficulty in corporate communications.

49%

Understanding the role of corporate communications for the rest of the organization.

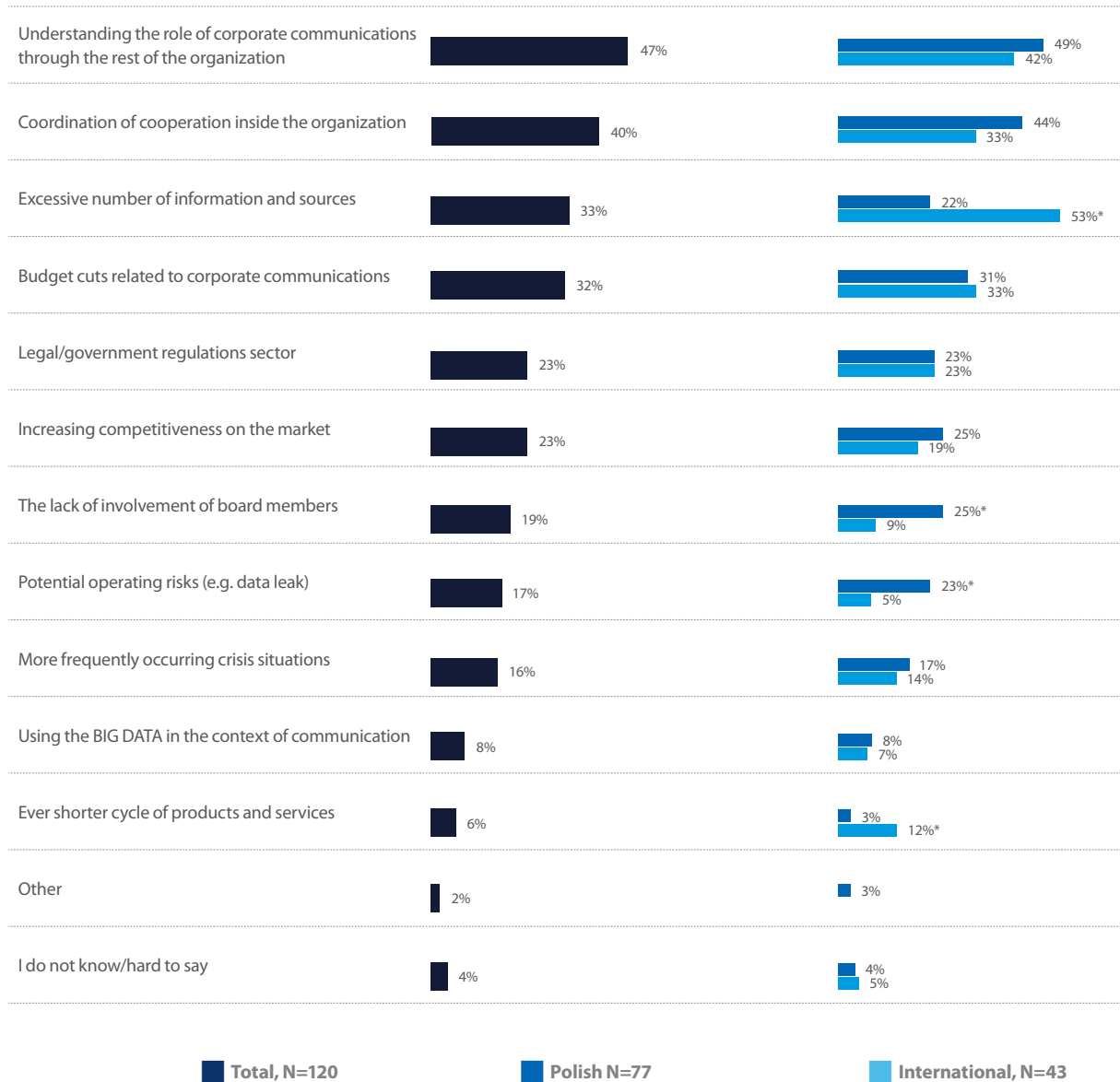
53%

Coordination of cooperation within the organization



What in causes most difficulties in communications?

All respondents. The option to choose up to 5 responses.



* Statistically significant difference - the percentage significantly higher than in the second group

Involvement in making business decisions

The vast majority of respondents (87%) feel involved in decision-making in the area of communication strategy (PR) and corporate social responsibility (CSR) (74%). The third place is the activities connected with brand management (62%).

Areas with the lowest decision-making involvement is mergers and acquisitions (62% of respondents do not feel involved) and entries into new markets (58%).

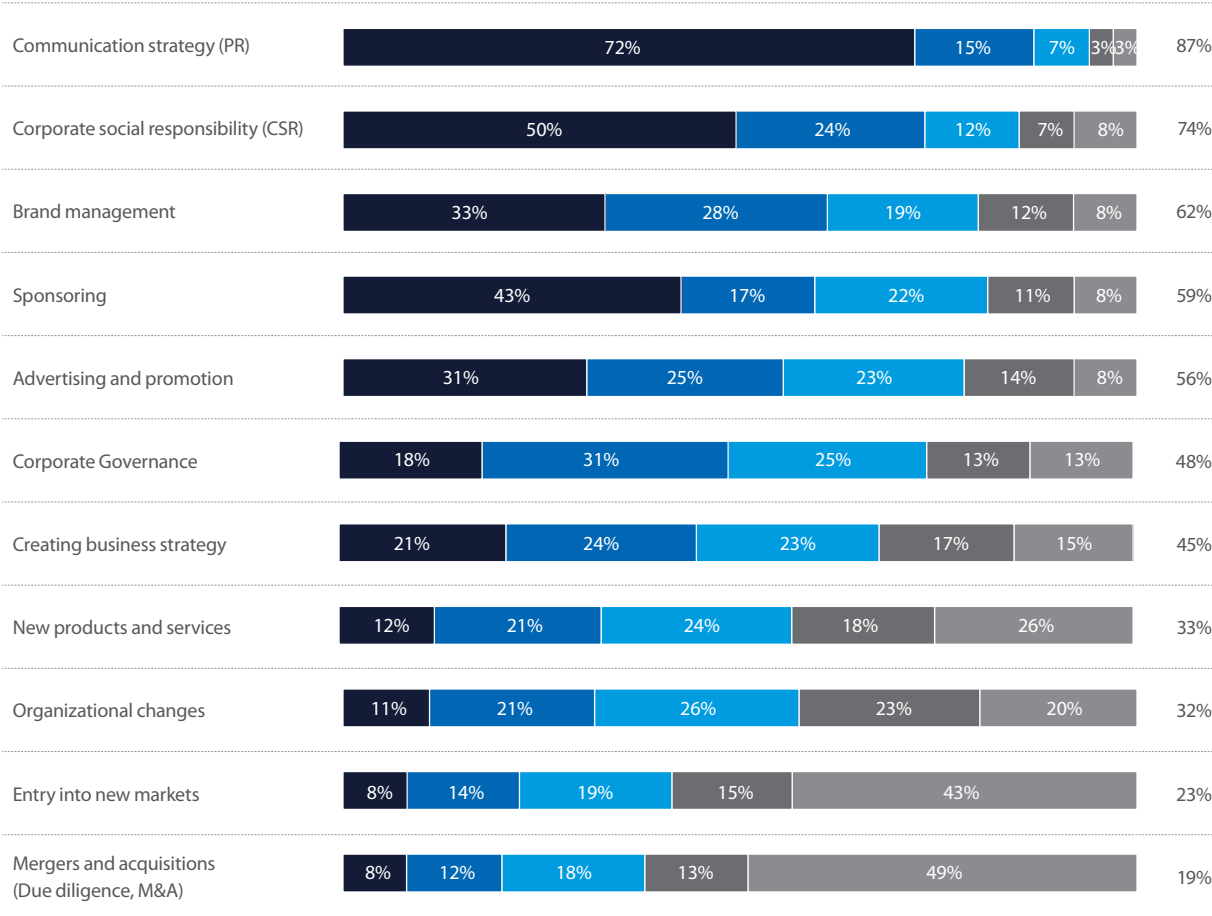
How much do you feel involved in decision-making in the following business areas?

1 - „definitely not engaged“; 5 - „very involved“

All respondents

Total, N=120

T2B**



** T2B (top2boxes) – Percentage indicated 4 and 5 on a scale 1-5

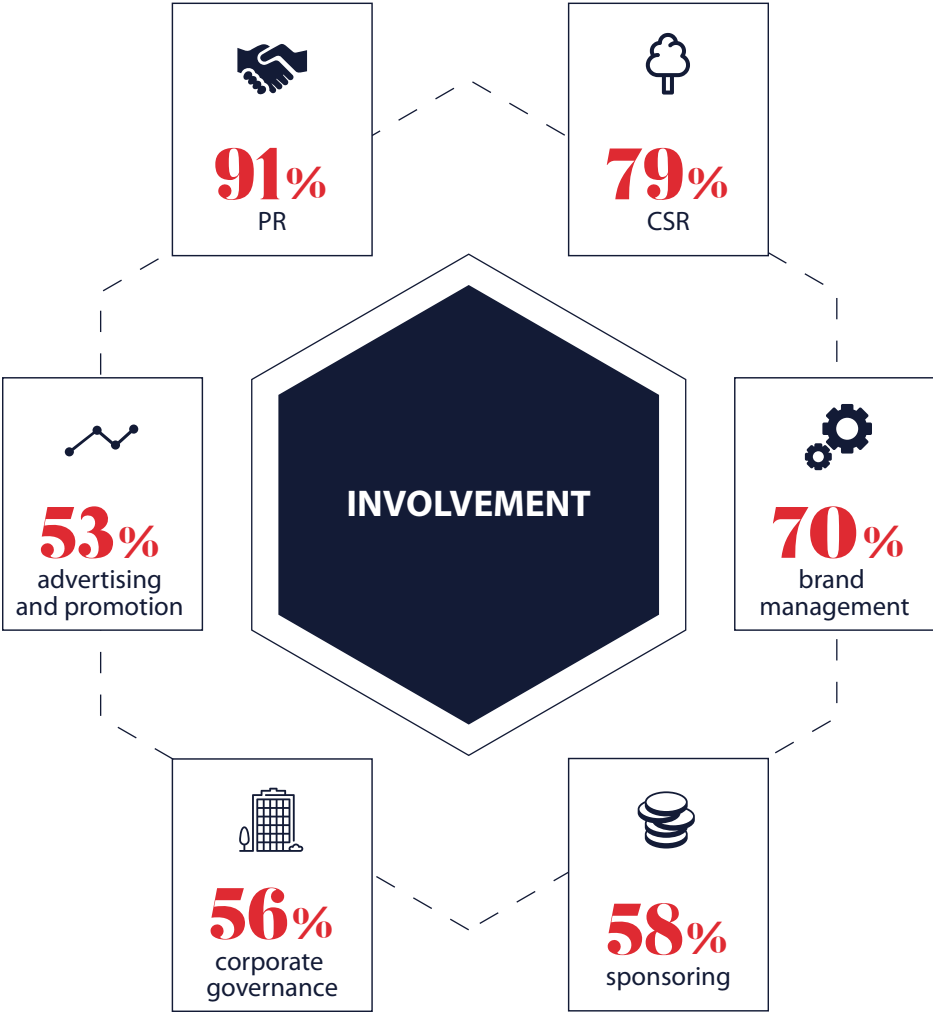
Involvement in making business decisions

In most business areas multinationals show a slightly higher involvement than the Polish companies. As many as 91% of respondents representing international brands are significantly involved in the implementation of PR strategies (at 84% in case of Polish companies).

More than 79% of respondents from international organizations are involved in activities related to corporate social responsibility (CSR) (with 71% of Polish companies).

70% of the representatives of international companies are firmly involved in brand management (at 57% of Polish companies).

Involvement in making business decisions in international companies



How much do you feel involved in decision-making in the following business areas?

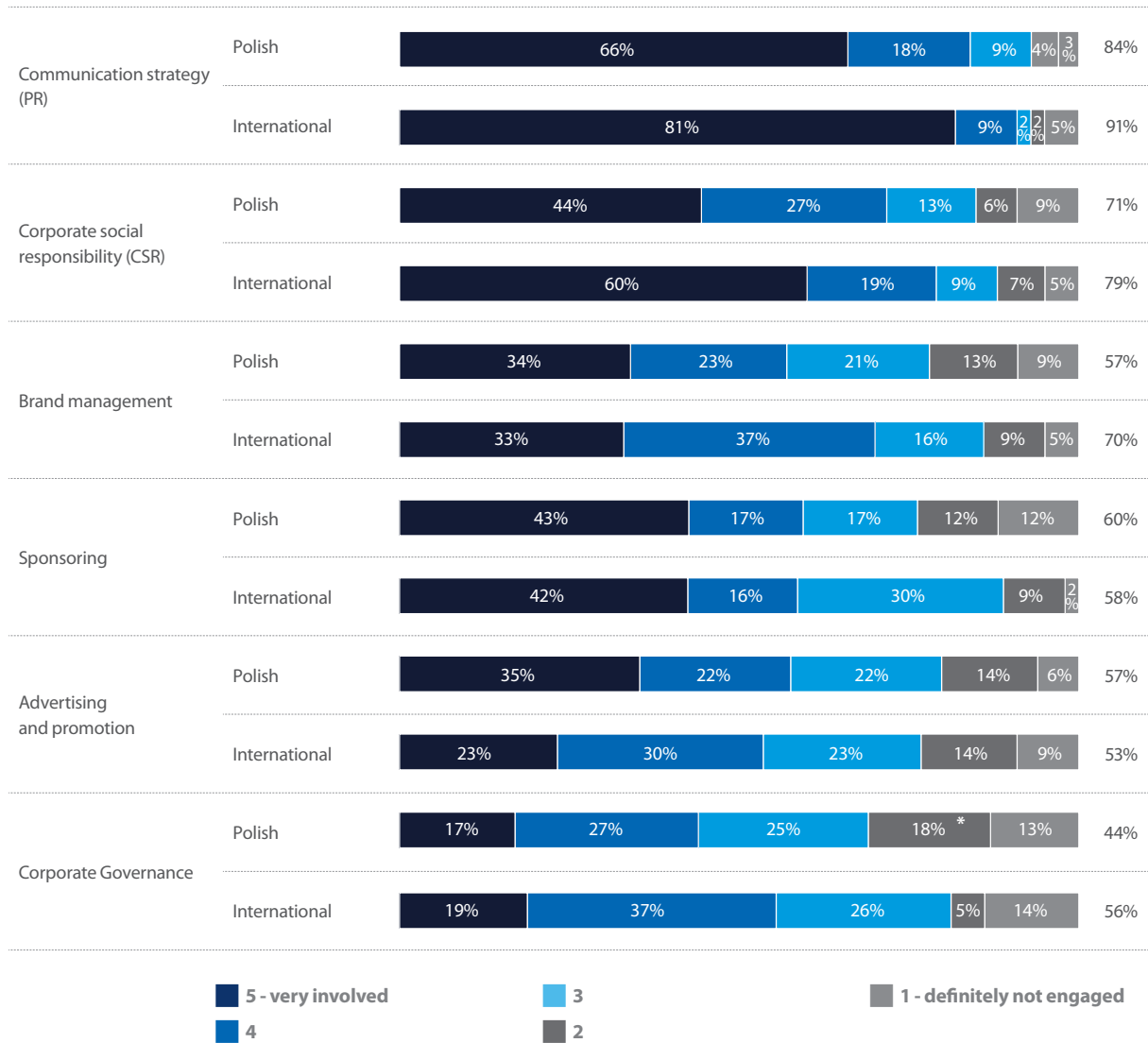
1 - „definitely not engaged“; 5 - „very involved“

All respondents.

Polish companies, N=77

International companies, N=43

T2B**



* Statistically significant difference

** T2B (top2boxes) – Percentage indicated 4 and 5 on a scale 1-5

Involvement in making business decisions

The issues related to organizational changes more frequently involve specialists of corporate communication in case of International companies (44% vs. 25% in case of Polish companies).

The areas to be the least absorbing are mergers and acquisitions (due diligence & M&A) (53% vs. 57% International Polish) and communication activities around corporate governance (56% vs. 44% of Polish).

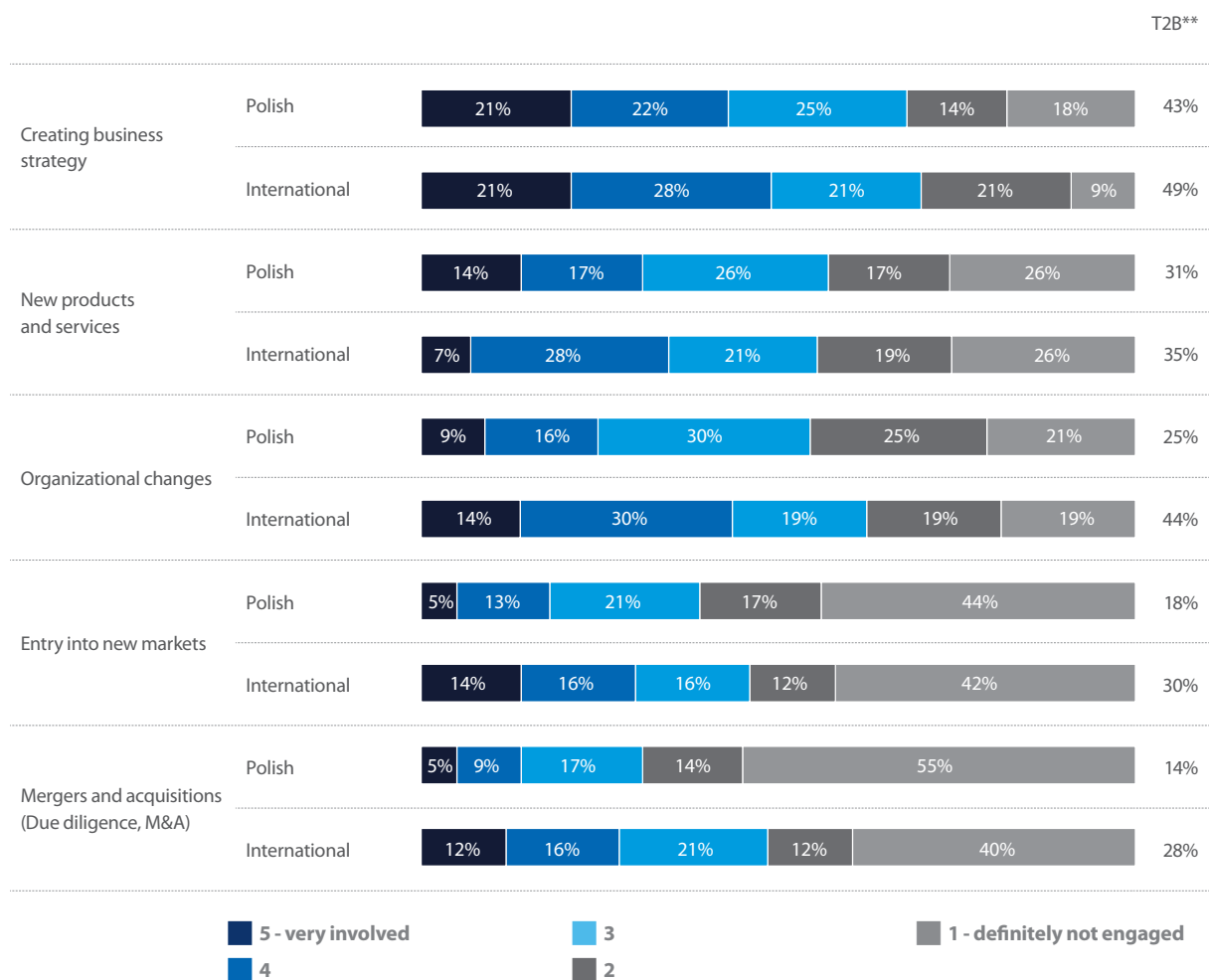
How much do you feel involved in decision-making in the following business areas?

1 - „definitely not engaged“; 5 - „very involved“

All respondents.

Polish companies, N=77

International companies, N=43



* Statistically significant difference

** T2B (top2boxes) – Percentage indicated 4 and 5 on a scale 1-5

Cooperation with other units of the company

78% of the involved in corporate communications in the past 12 months, either every day or several times a week, cooperated with the CEO, Management Board, and 77% with the marketing department.

Third place goes to the Human Resources Department (HR) of 52%.

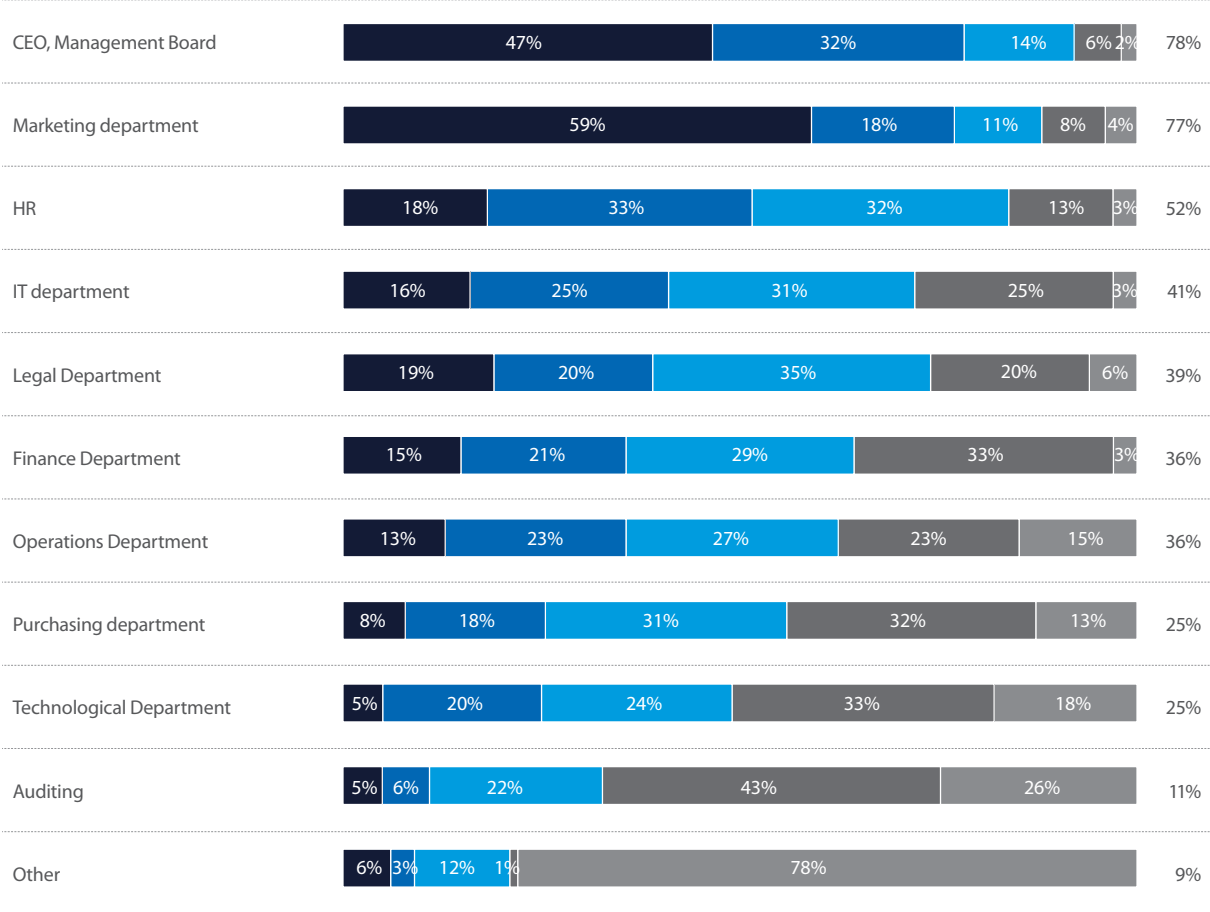
Least often cooperation took place with the Purchasing Department (25%), IT/Engineering (25%) and Audit (11%).



How closely did you cooperate with the following units in the last 12 months? All respondents.

Total, N=120

T2B**



5 - every day
 3 - often
 4 - regularly several times a week
 2 - rarely
 1 - never

** T2B (top2boxes) – Percentage indicated 4 and 5 on a scale 1-5



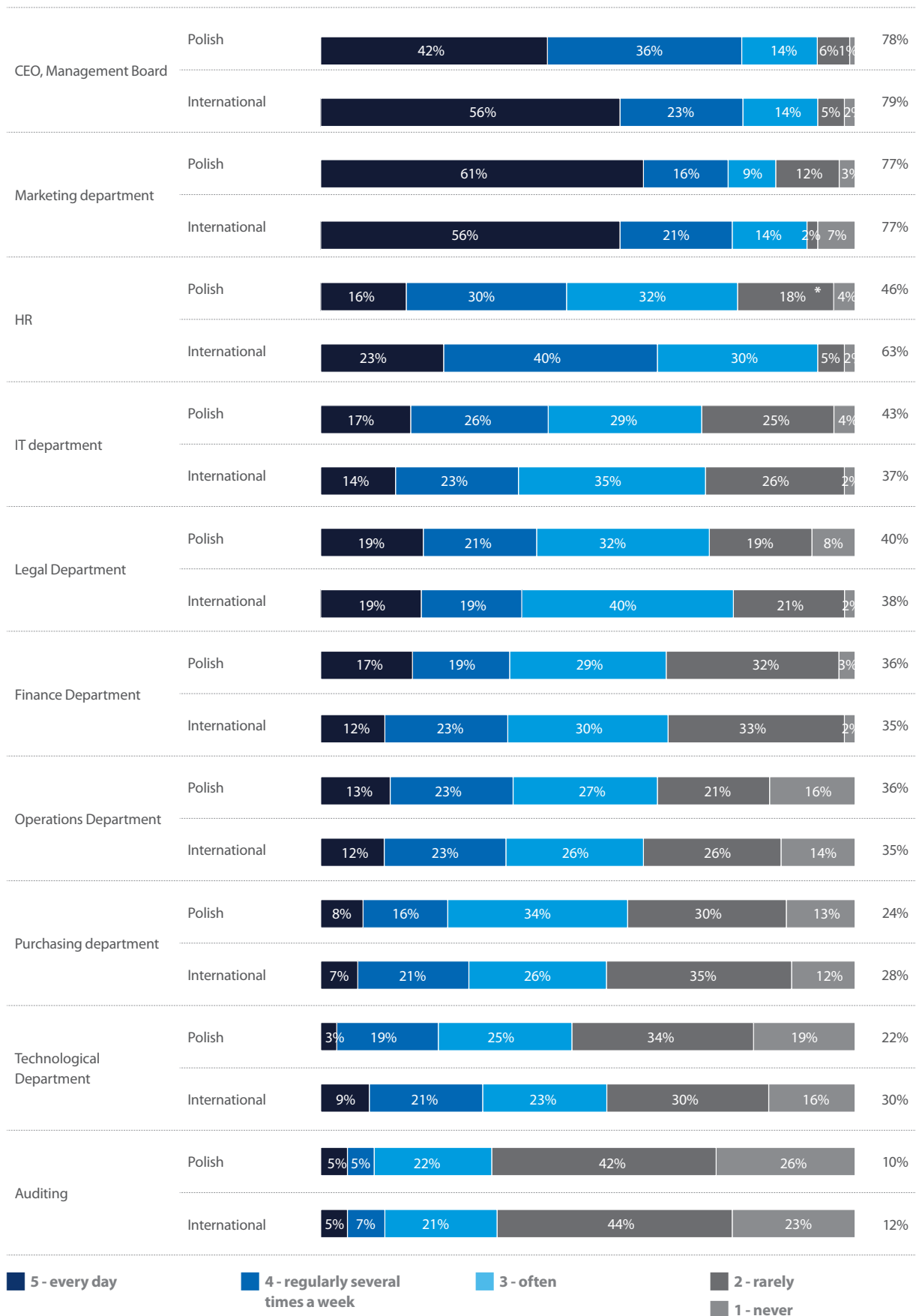
How closely did you cooperate with the following units in the last 12 months?

All respondents.

Polish companies, N=77

International companies, N=43

T2B**



* A statistically significant difference - the percentage significantly higher than in the second group

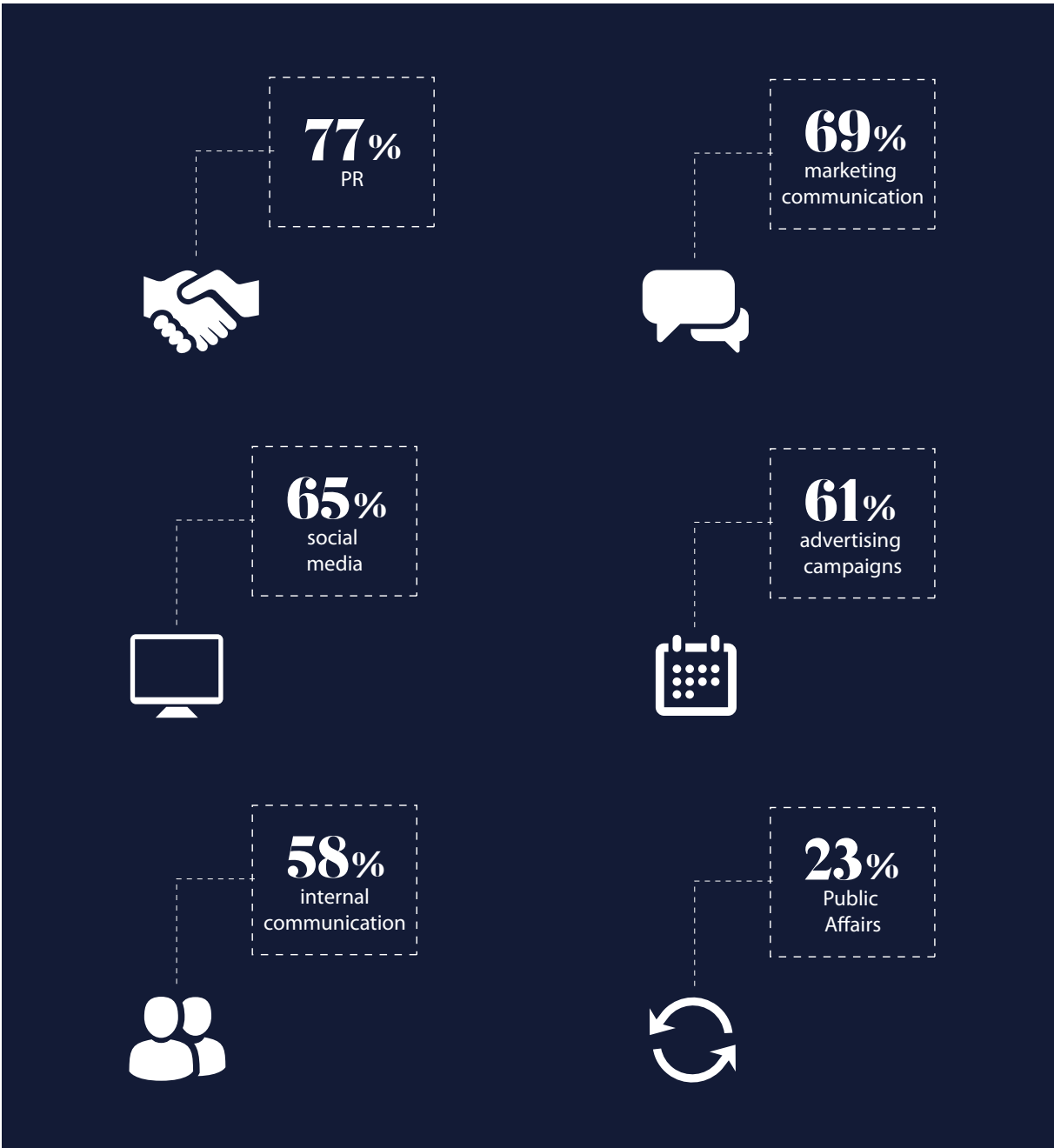
** T2B (top2boxes) – Percentage indicated 4 and 5 on a scale 1-5

Conducting research on effectiveness of corporate communications

Studies on the effectiveness of own PR activities are conducted at least once a year, by 77% of respondents. Most people say that their companies conduct regular research on the effectiveness in the areas of marketing communications (69%), social media (65%) and advertising campaigns (61%).

In fifth place is studies in the field of internal environment brand - internal communication was indicated by 58% of respondents.

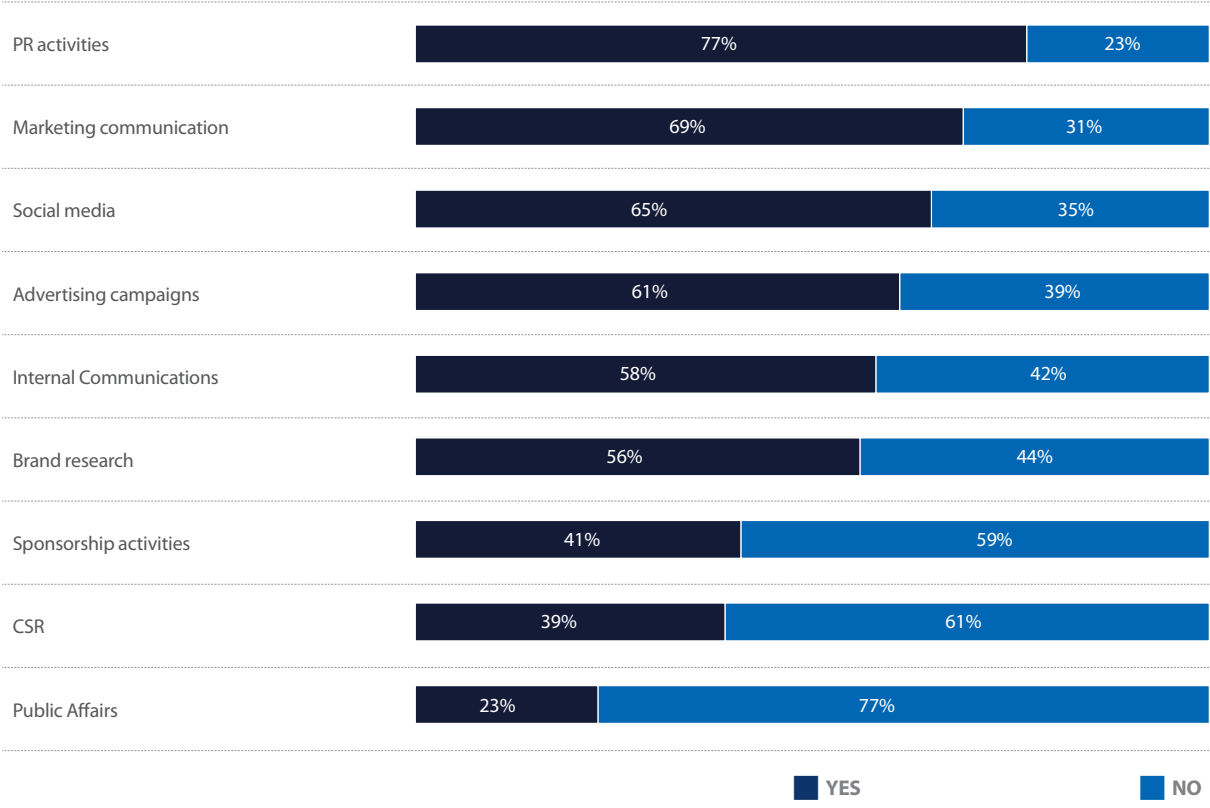
The worstly measured area of corporate communications is Public Affairs, which is done rarer than even once a year and is an area of subject evaluation in every fourth company (23%).



Do you conduct a study of effectiveness of communication activities in the following areas, at least once a year?

All respondents.

Total, N=120



**INTERNATIONAL COMPANIES MORE OFTEN THAN THE POLISH ONES
EXAMINE EFFECTIVENESS OF COMMUNICATION.**

THE DIFFERENCES REGARD PARTICULARLY THE FOLLOWING AREAS:

INTERNATIONAL COMPANIES

POLISH COMPANIES

88%



PR activities

70%

79%



Marketing communication

64%

79%



social media

57%

77%



advertising campaigns

52%

70%



internal communications

52%

67%



brand research

49%

51%



CSR

32%

30%



Public Affairs

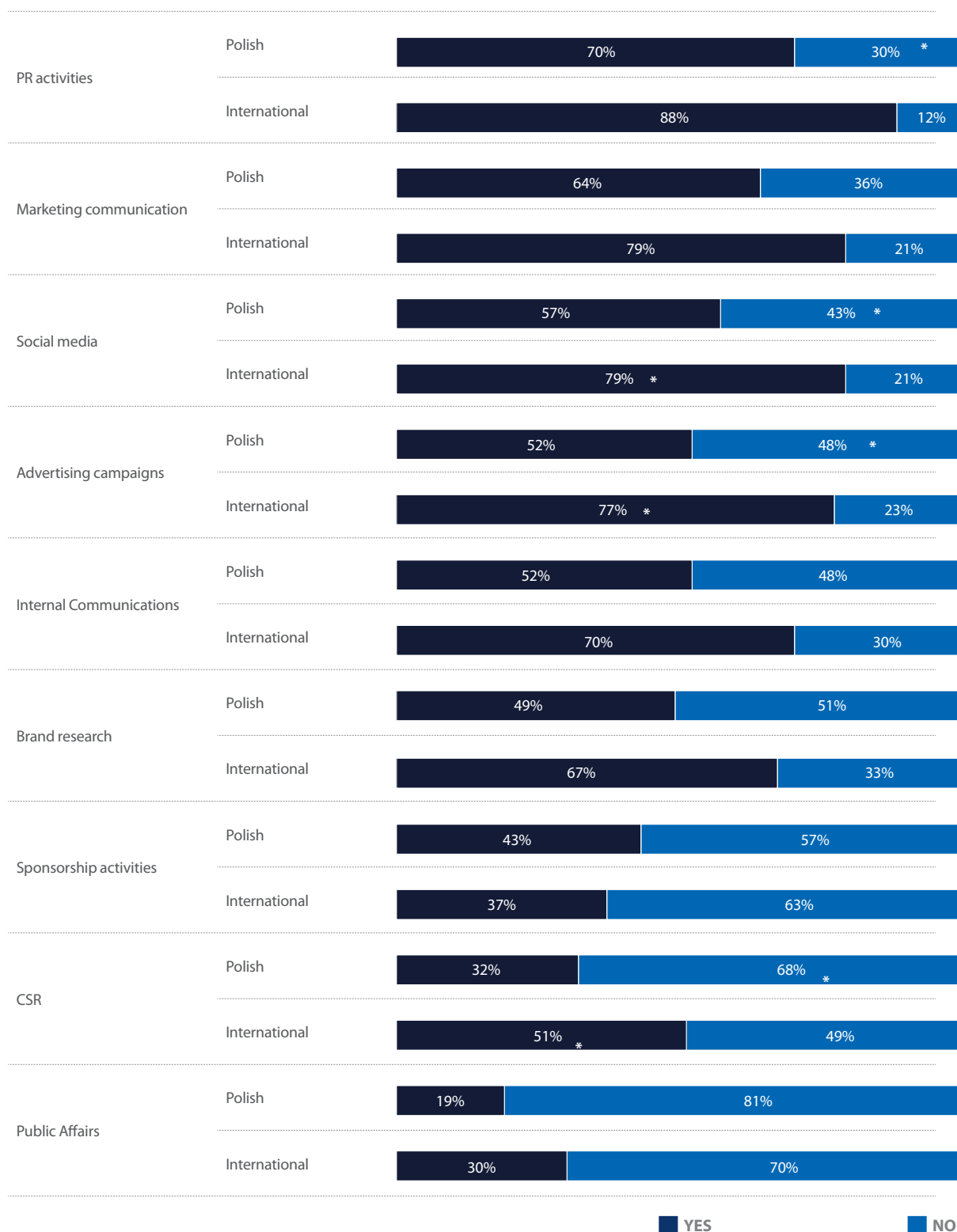
19%

Do you conduct study on effectiveness of communication activities in the following areas, at least once a year?

All respondents.

Polish companies, N=77

International companies, N=43



* A statistically significant difference - the percentage significantly higher than in the second group

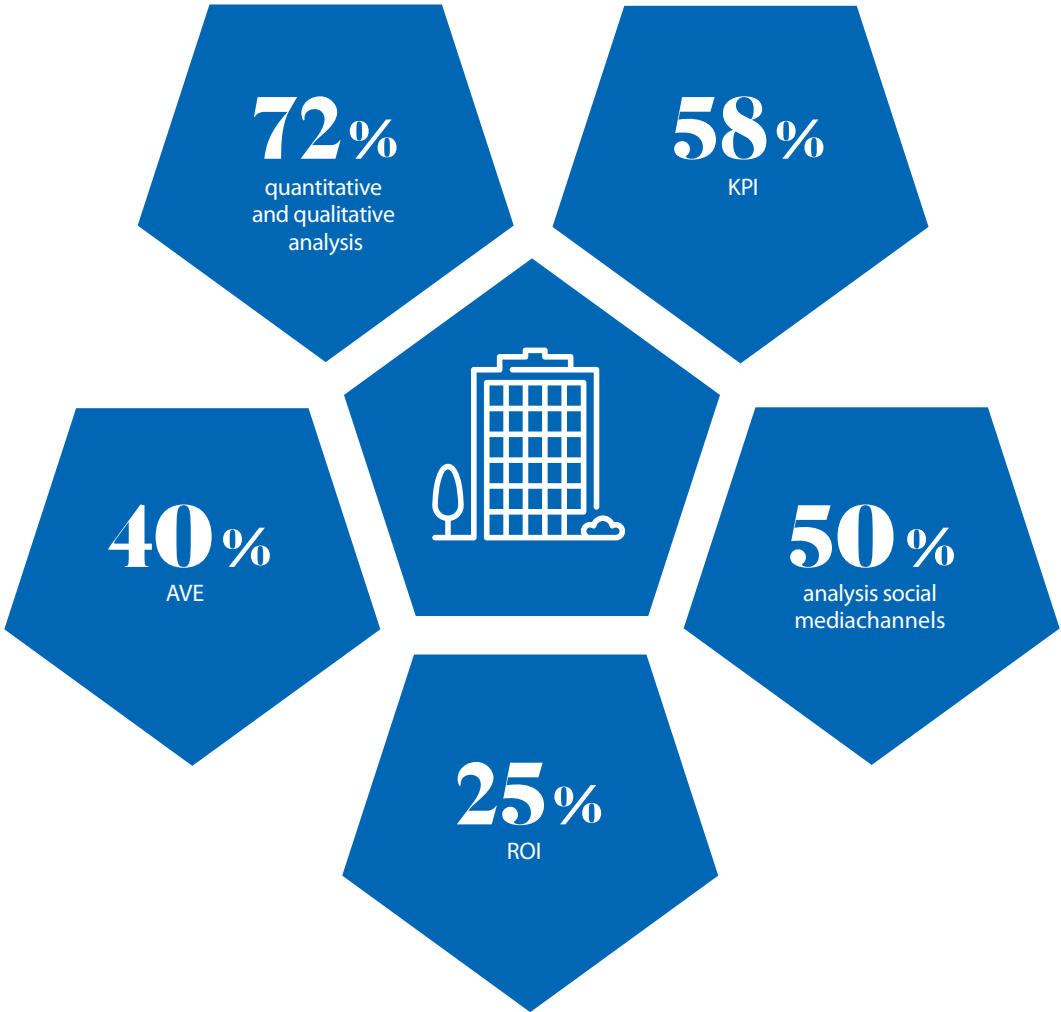
The key findings

In measurement of measure the effectiveness of mainly media reports were used, including mainly quantitative and qualitative analyses (72% of respondents indicated this score). Less frequently used channel used in analyses were social media (50%) and the AVE (40%).

KPI is used by more than a half (58%) of international organizations and only by 27% of the Polish ones.

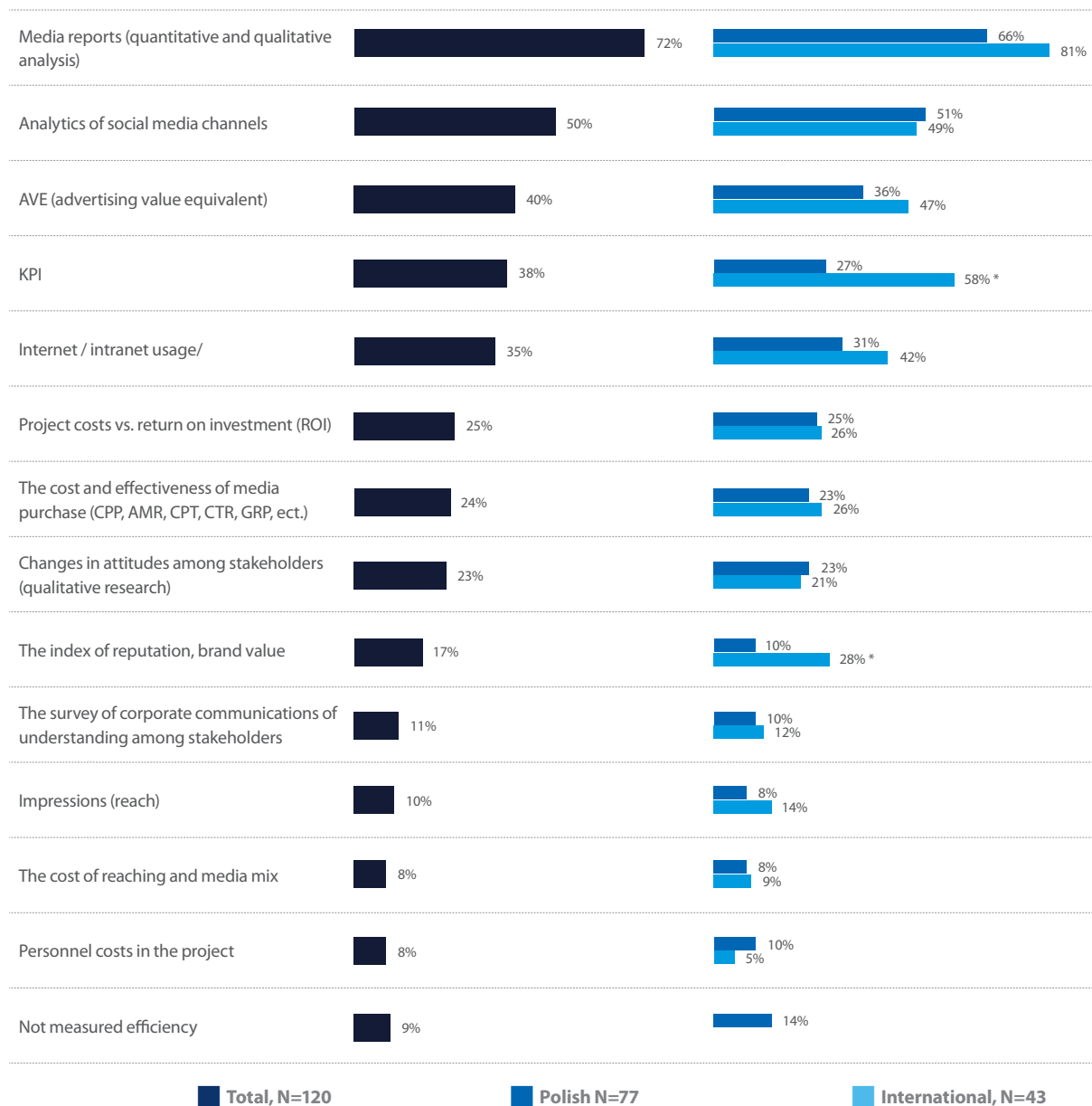
One in four companies (25%) examines the correlation between the costs of the campaign and the return (ROI). A significant difference can be seen between the international and Polish companies in the field of brand index and brand value (respectively 28% vs.10%)

Only every tenth company measures the understanding of corporate communications among their stakeholders(11%), and it is almost the same number of companies which do not measure effectiveness of actions in the area of corporate communications (9%).



Which of the following indicators to measure the effectiveness is mostly used used in your company in the field of corporate communication?

All respondents. The option to choose up to 5 responses.



* A statistically significant difference - the percentage significantly higher than in the second group

Public Dialog is a consultancy offering a wide range of effective solutions in the area of public communications. Our agency has gained a vast experience in supporting Polish and international companies, public institutions, associations and trade organizations.

Our clients are provided with effective strategies relying on a miscellany of communication channels used in reputation management, corporate communication, internal communication, product PR, CRS and educational campaigns, B2B, public affairs, financial communications and IR, social marketing, event marketing and training schemes. We have realized more than 100 communication strategies and PR projects. Our objective is to build up and protect our clients' reputation in their own internal and external setting. We acknowledge that only professional, reliable and honest approach to management of information flow between a given company and its related environment can lead to creation of a thorough understanding and building positive relations with all the stakeholders.



Agency has won many awards: Golden Clip (2013), IPRN Project of the Year (2014), Magellan Award (2014 i 2015), IPRA (2015) and Mercury Excellence Awards (2016). Public Dialog is the only Poland based agency associated with the global network of IPRN. We have members in the most important countries and contacts all over the world covering markets in North and South America, Western and Eastern Europe, the Middle East, the Far East, China and Australasia. The combined fee income of our members exceeds US\$250 with staffing of over 5.000 public relations professionals providing local knowledge and global reach for all our clients who require selective market PR programs.

Public Dialog is a member of Association of Public Relations Companies (ZFPR), the biggest Polish organizations associating professional PR agencies.

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