



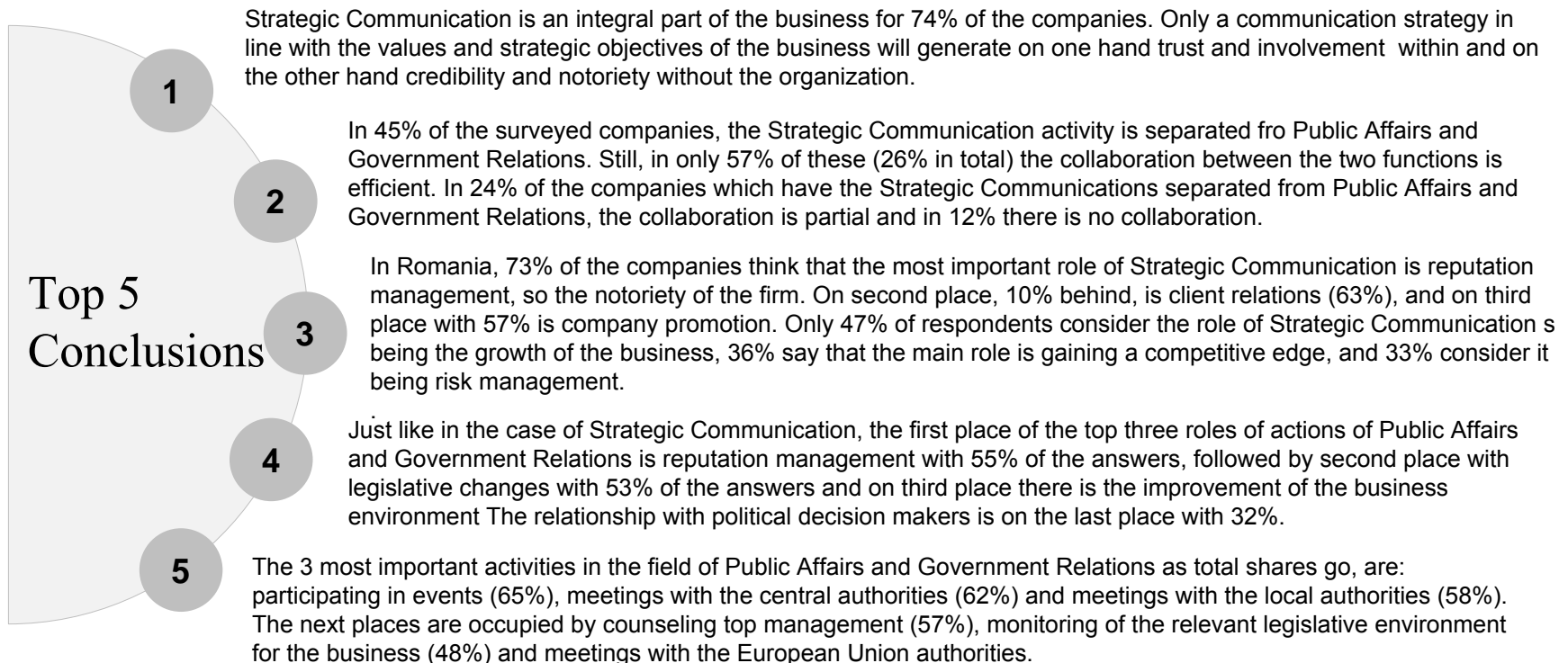
How do Romanian companies communicate strategically ?

A research on the role of Strategic Communication and Public Affairs & Government Relations, as they are addressed in Romanian companies in 2016.

How do Romanian companies communicate strategically ?

The study entitled “How do Romanian companies communicate strategically?: analyzes the answers of company representatives from a diverse field of Romanian industries regarding the way they tackle Strategic Communication, Public Affairs and Government Relations. Through this study, we aim to measure the different quantitative and qualitative aspects that could show how Romanian companies use these two functions.

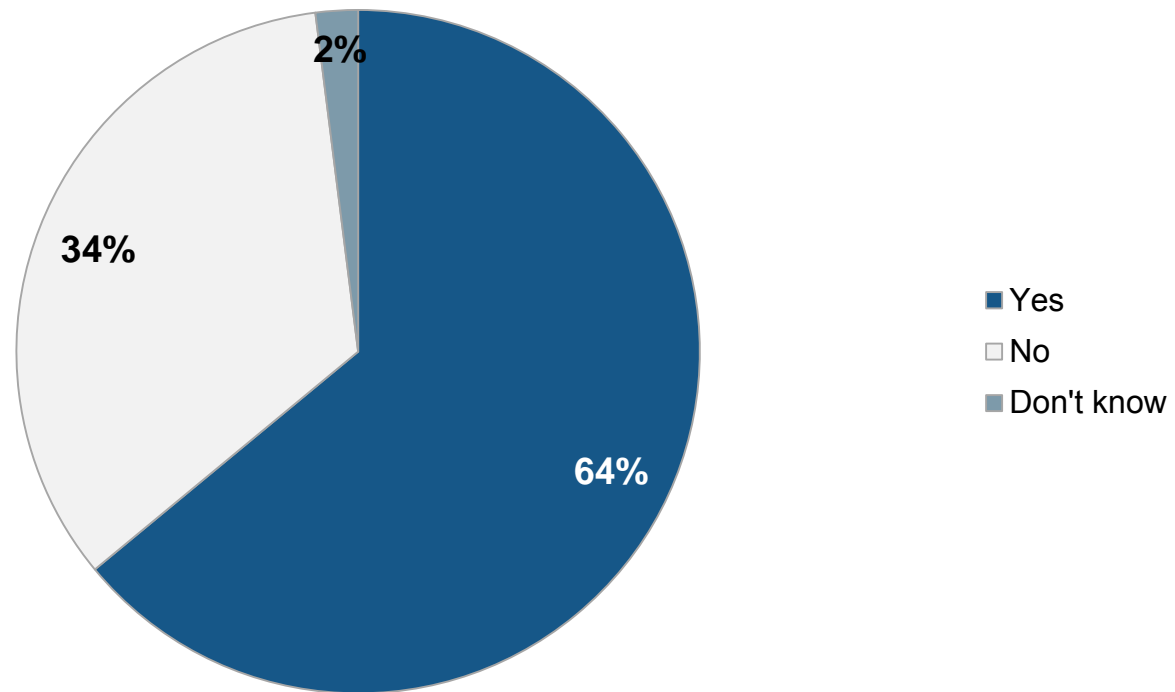
The study is based off of a questionnaire dated February 24th – April 9th 2016. In the rapport, the analysis is based on the answers gathered through applying an online 24 question CAWI (computer assisted web interview) style questionnaire from 141 respondents – top executives and marketing and communication specialists from the local business environment.



Section 1

Strategic Communication

Q1. Do you have a Strategic Communication Department? (only one answer possible)

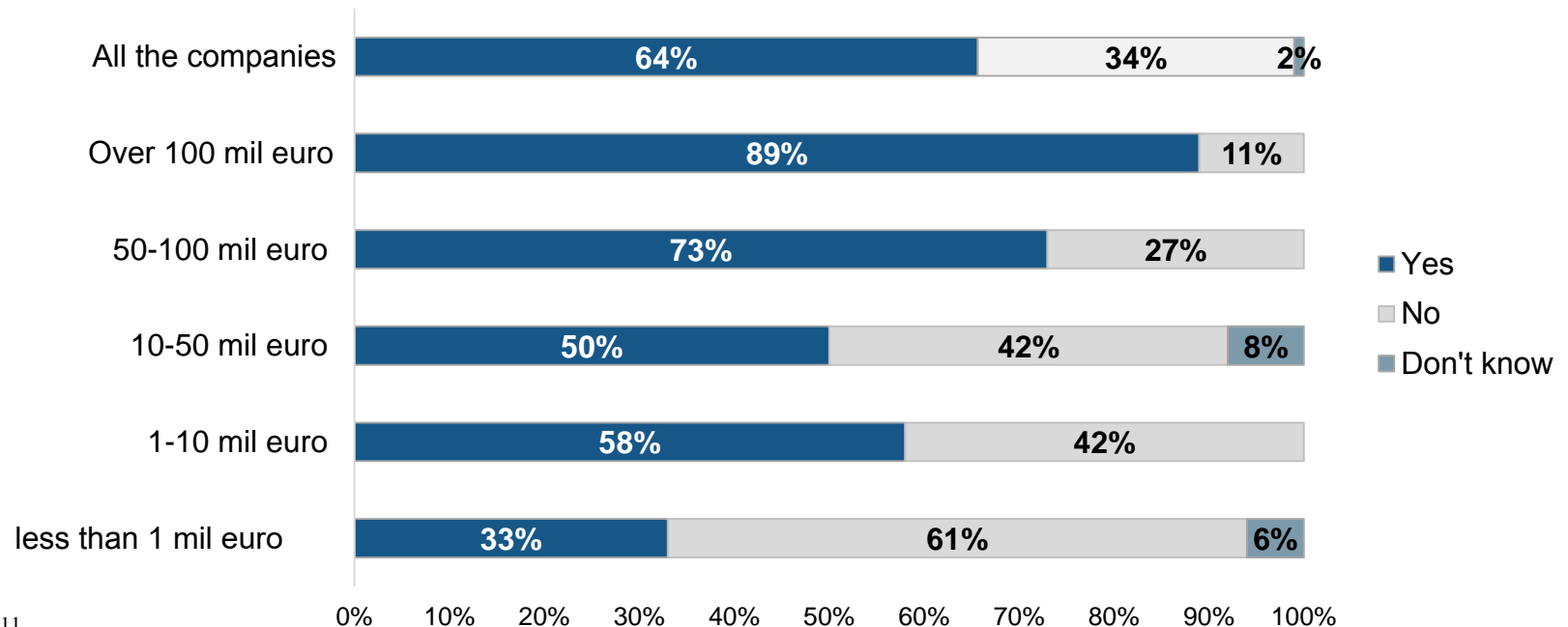


Answers: 111
Did not answer: 30

Strategic Communication means communicating a concept, a process or information in order to attain a strategic objective in the long run of an organization, based on systematic planning. In an organization, strategic communication is a function that deals with both external and internal communication processes. In Romania, 6 out of 10 companies say they have a strategic communication department.

Q1.a Do you have a Strategic Communication Department? (only one answer possible)

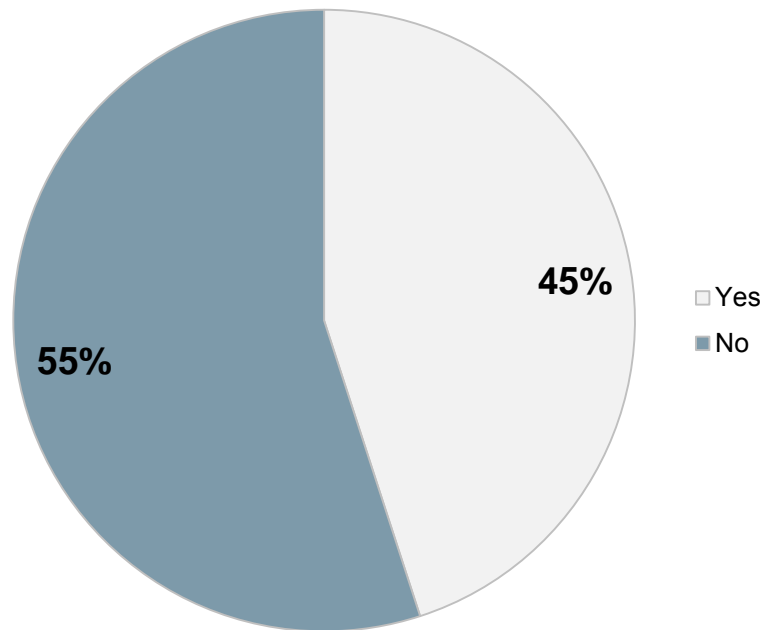
a. According to the company's revenue (data is normalized)



Answers: 111
Did not answer: 30

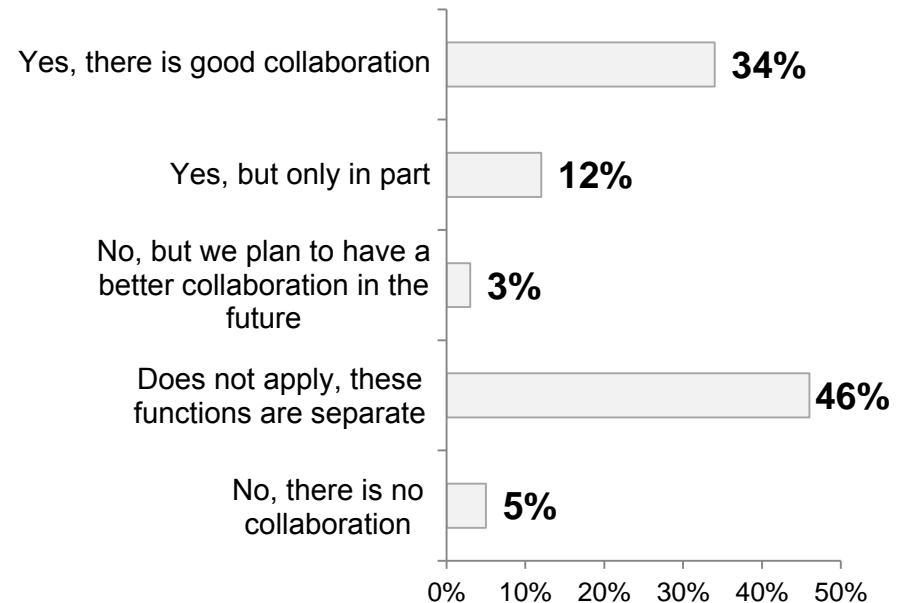
The function for Strategic Communication is handled differently by companies, 89% of those with a revenue of over 100 million euros having a department for Strategic Communication, while only 33% of companies with a revenue of less than 1 million euros have one.

Q2. Is the Strategic Communication activity separate from that of Public Affairs & Government Relations in your company ? (only one answer)



Answers: 119
Did not answer: 22

Q2.1 If yes, is there a collaboration between the two functions ? (only one answer)

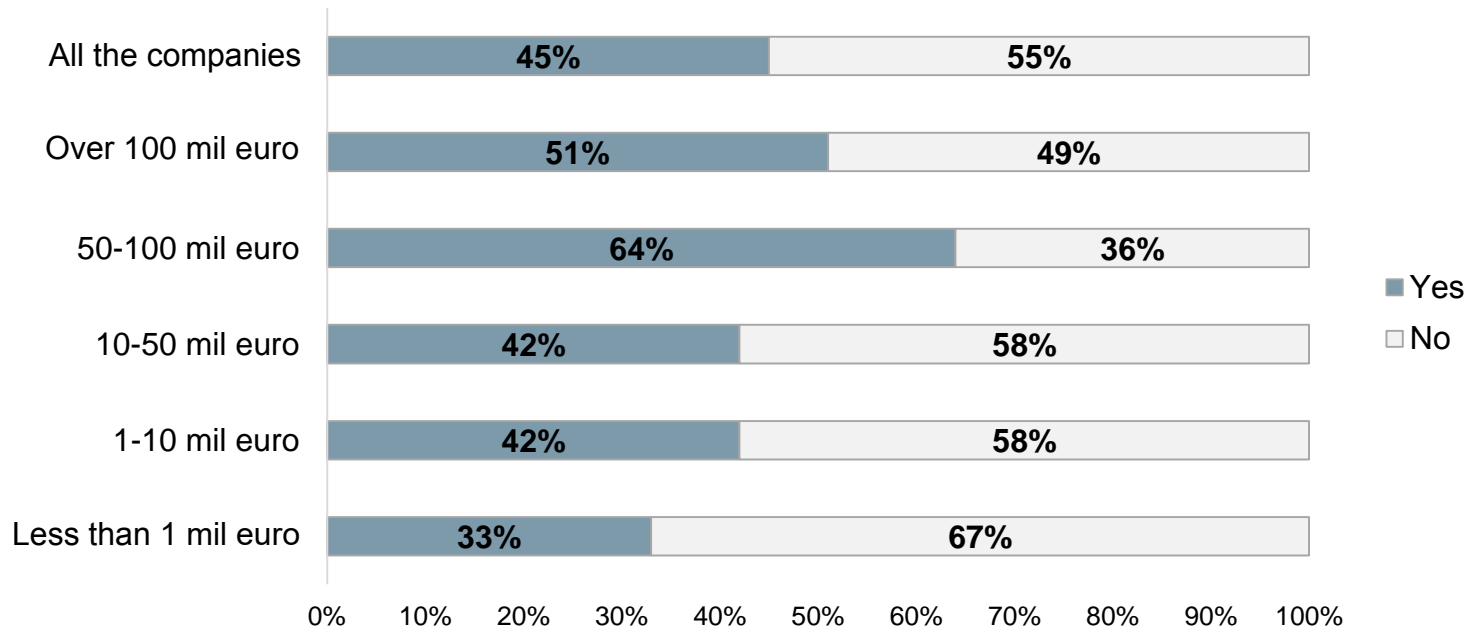


Answers: 53
Did not answer: 88

In 45% of the companies, the Strategic Communication activity is separate from Public Affairs & Government Relations. Also, in only 57% of these (26% total) there is good collaboration between the two functions. In 24% of the companies that have the Strategic Communication activity separate from that of Public Affairs & Government Relations, there is partial collaboration and there is no collaboration in 12% of these.

Q2.a Is the Strategic Communication activity separate from that of Public Affairs & Government Relations in your company ? (only one answer)

a. According to the company's revenue (data is normalized)

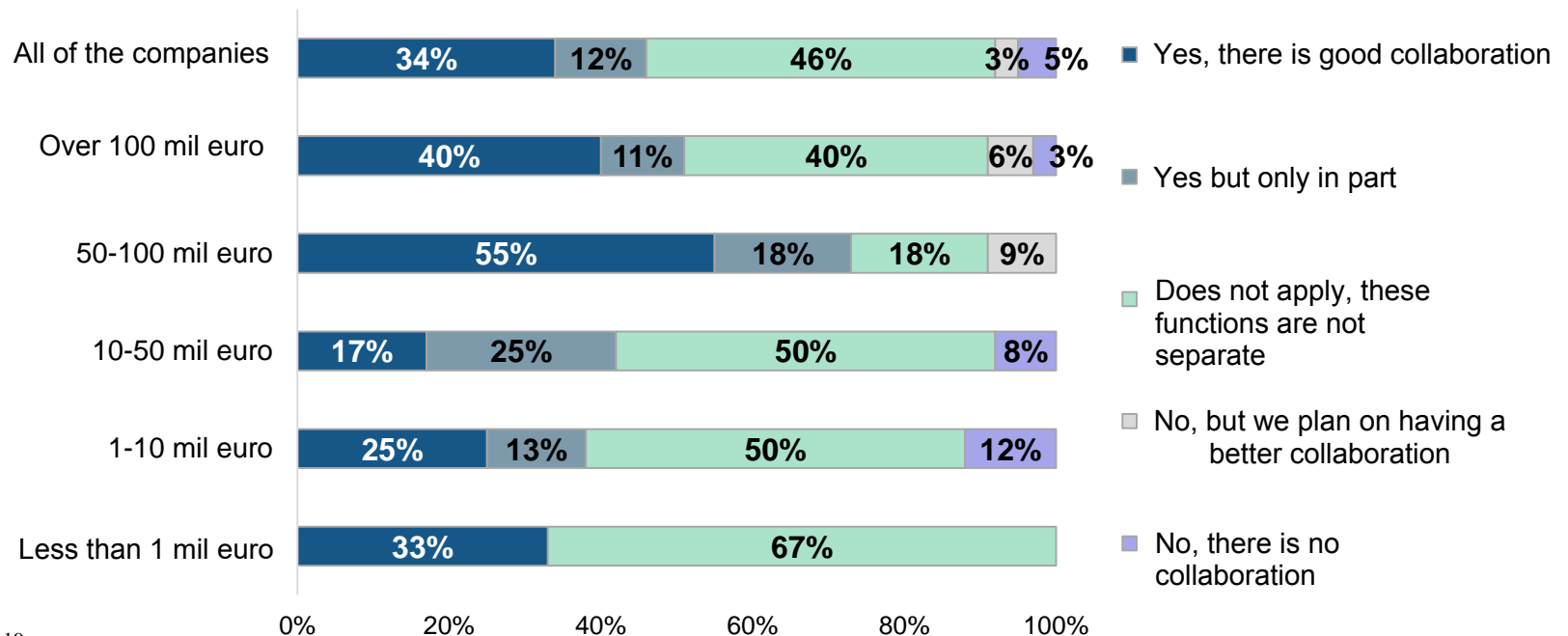


Answers: 119
Did not answer: 22

If in the case of companies with a revenue between 1 and 50 million euros, most companies reported that they don't have separate departments of communication and Public Affairs & Government Relations, in the case of companies with a revenue of over 50 million euros, most companies say that these departments are separate

Q2.1.a If yes, is there collaboration between the two functions ? (only one answer)

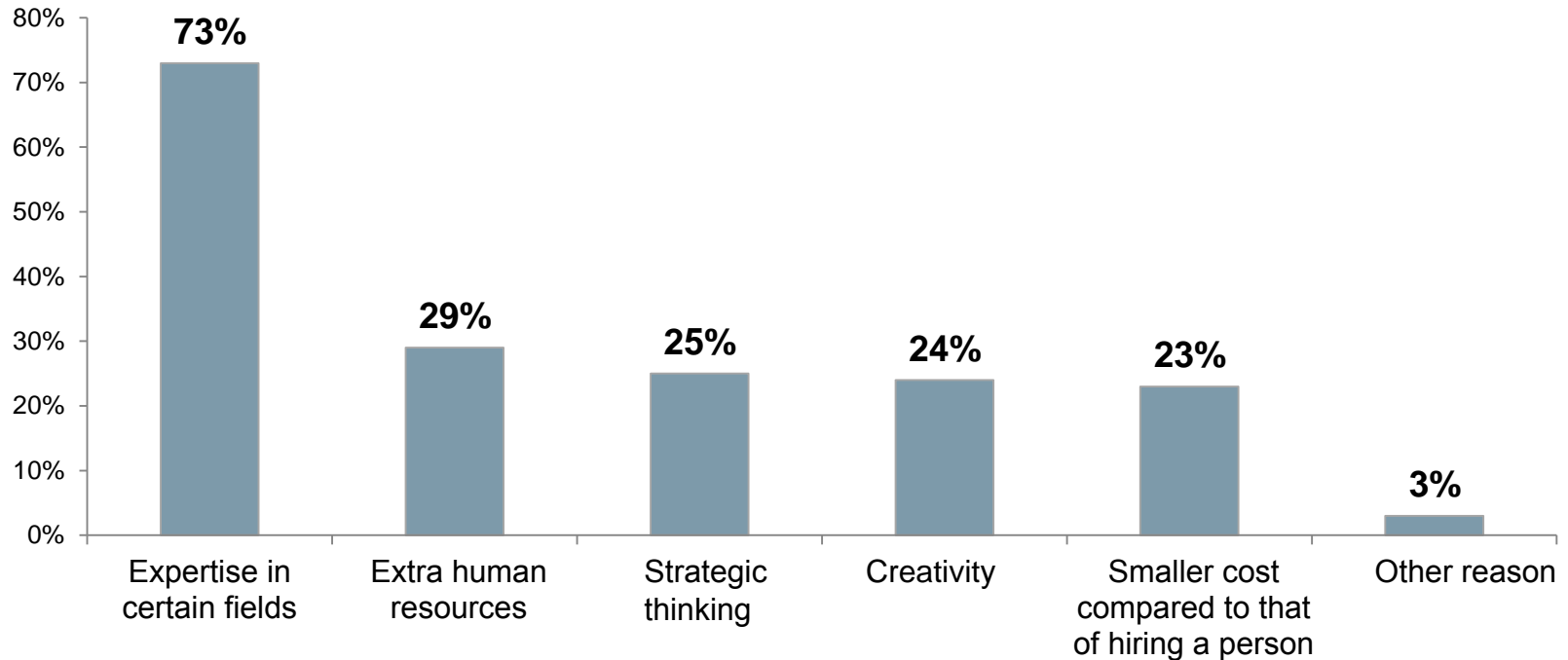
a. According to the company's revenue (data is normalized)



Answers: 119
Did not answer: 22

Companies with a revenue of 50-100 million euros have the largest share of firms in which Strategic Communication and Public Affairs have a good collaboration. At the opposite end are companies with a revenue of 10-50 million euros, of which only 17% say they have a good collaboration between their Strategic Communication and Public Affairs department.

Q3. If you were to outsource these activities, for what reasons would it be? (multiple answers)

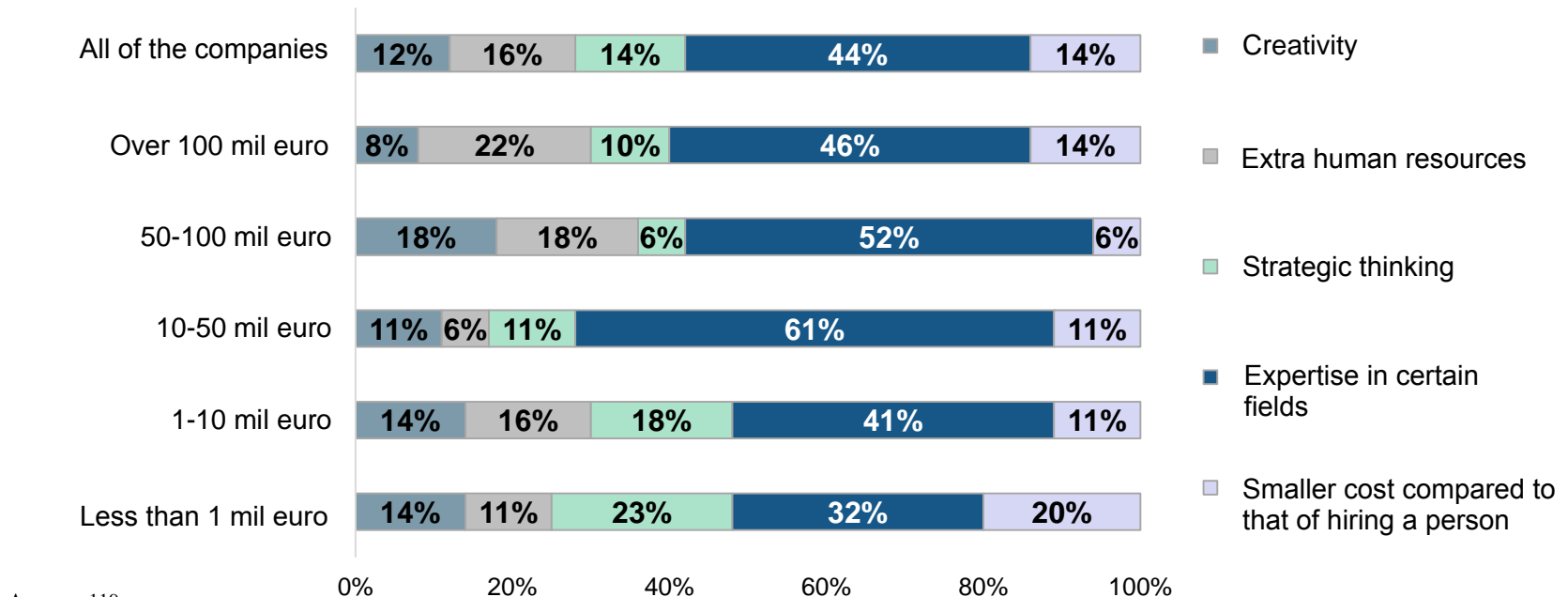


Answers: 119
No answer: 22

73% of companies say that they would outsource their Strategic Communication and Public Affairs & Government Relations activity in order to get the expertise of consultants working in these fields. At a great distance, 29% of the companies say they would outsource in order to gain additional human resources, 25% for strategic thinking, 24% for creativity and 23% in order to reduce costs from hiring additional people.

Q3.a If you were to outsource these activities, for what reasons would it be? (multiple answers)

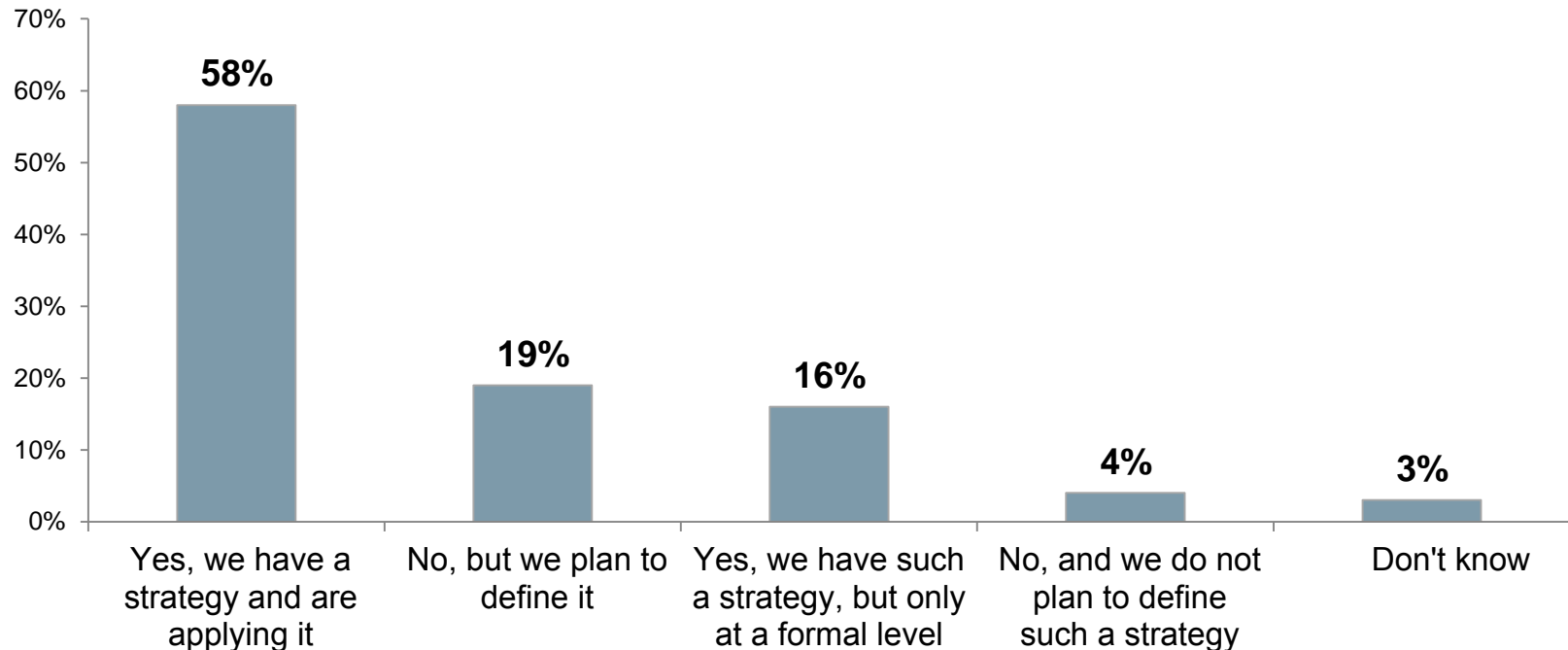
a. According to the company's revenue (data is normalized)



Answers: 119
Did not answer: 22

All of the companies, whatever their revenue, say that they would outsource the Strategic Communication and Public Affairs & Government Relations functions in order to access the expertise of consultants working in these fields. 20% of companies with a revenue of less than 1 million euros would outsource for lower costs associated with hiring a new person, while large firms with a revenue of 50-100 million euros would do it for the additional human resources.

Q4. Does your company have a formally defined strategic communication? (only one answer)

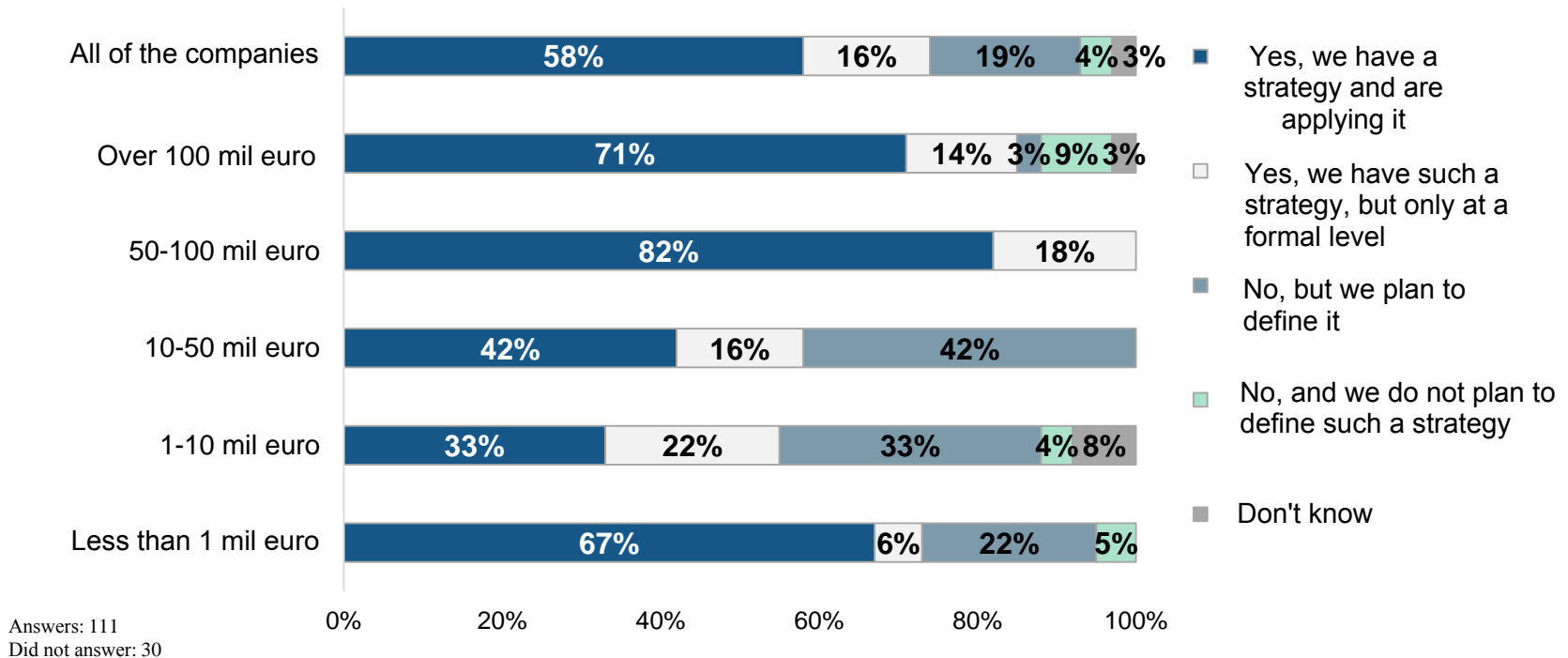


Answers: 111
Did not answer: 30

58% of the companies said they have a formal communication strategy and 16% say that they have such a strategy but it is not a formal one. At the other end of the spectrum, 19% of companies say they plan on defining a Strategic Communication, but 4% do not have and do not plan on defining a strategy in that sense.

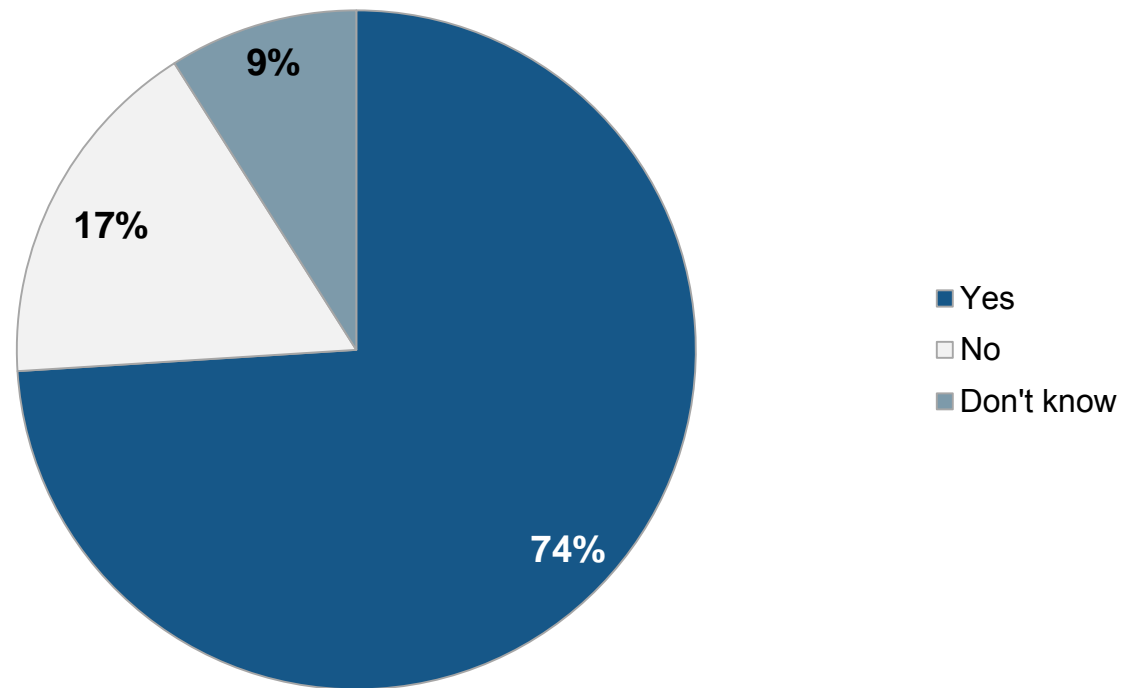
Q4.a Does your company have a formally defined strategic communication? (only one answer)

a. According to the company's revenue (data is normalized)



Maybe surprisingly, 67% of the firms with a revenue of less than 1 million euros say they have strategic communication, when only 33% of those with a revenue of 1-10 million say the same thing, followed by 42% of those with a revenue of 10-50 million euros. This could indicate the fact that as companies grow, they begin to put strategic communication as a second priority, focusing on operations, but they refocus on communication once their revenue passes 50 million euros.

Q5. Is Strategic Communication an integral part of the business strategy ? (only one answer)

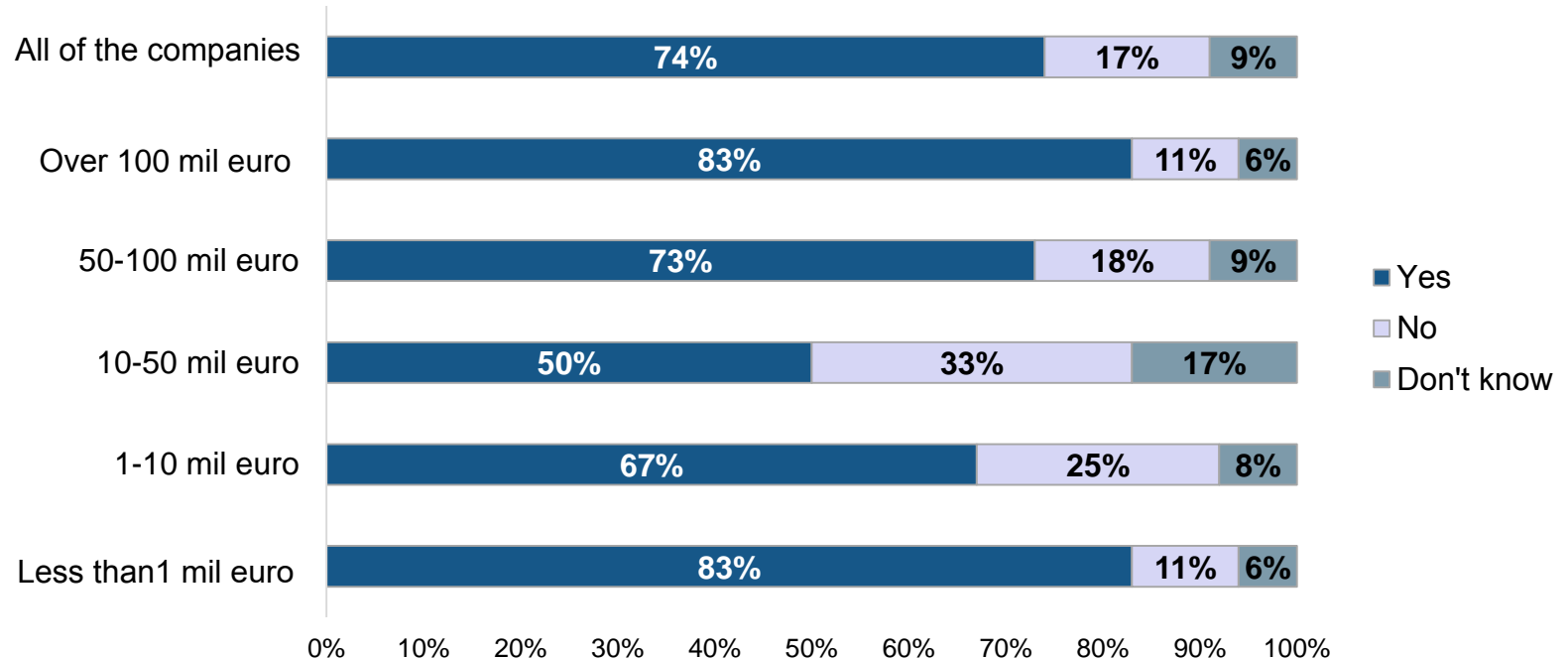


Answers: 111
Did not answer: 30

For 74% of the companies, Strategic Communication is an integral part of the business strategy. Only a strategic objective and value aligned communication strategy will generate, on one hand trust and involvement from within and on the other hand, credibility and notoriety outside of the organization.

Q5.a Is Strategic Communication an integral part of the business strategy ? (only one answer)

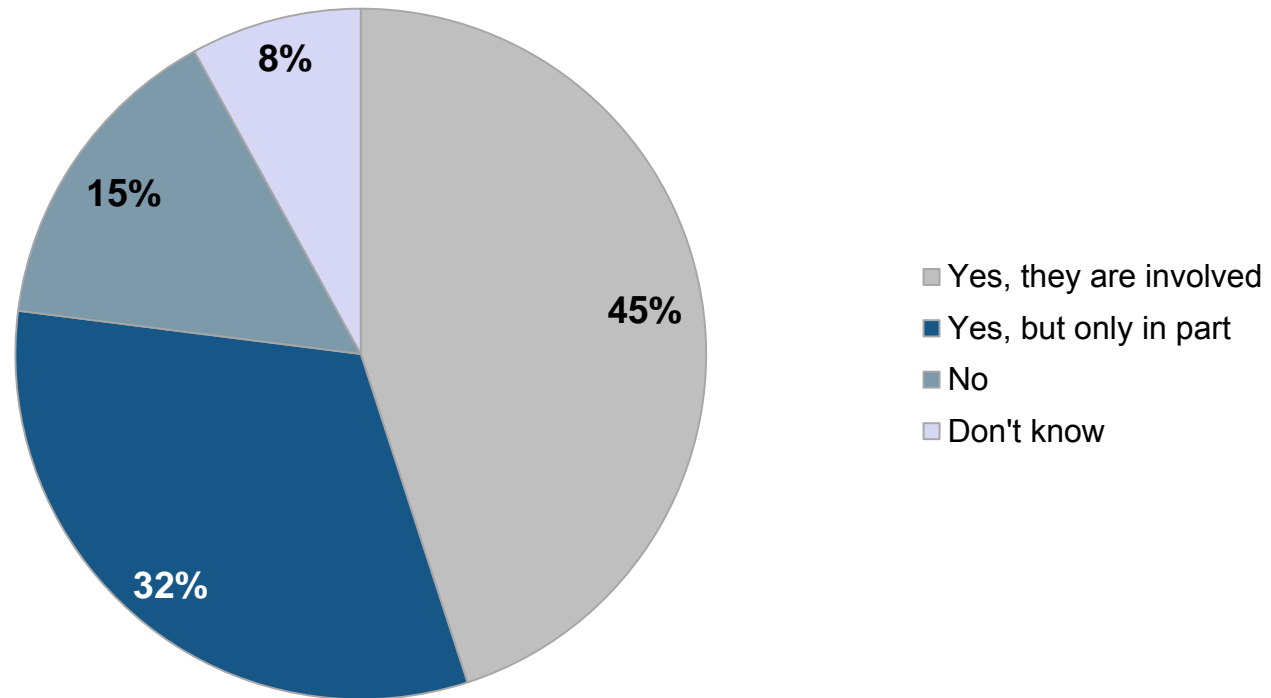
a. According to the company's revenue (data is normalized)



Answers: 111
Did not answer: 30

For most of the companies, no matter the revenue, Strategic Communication is an integral part of the business strategy. Still, for companies with a revenue of 10-50 million euros, the percentage of positive answers is only 50% (so only one in two companies answered "yes"). At the opposite side, there are companies with revenues of less than 1 million euros and over 100 million euros, of which 83% answered "yes" to this question.

Q6. Are the communications and/or Public Affairs officers involved in the strategic planing of the company? (only one answer)

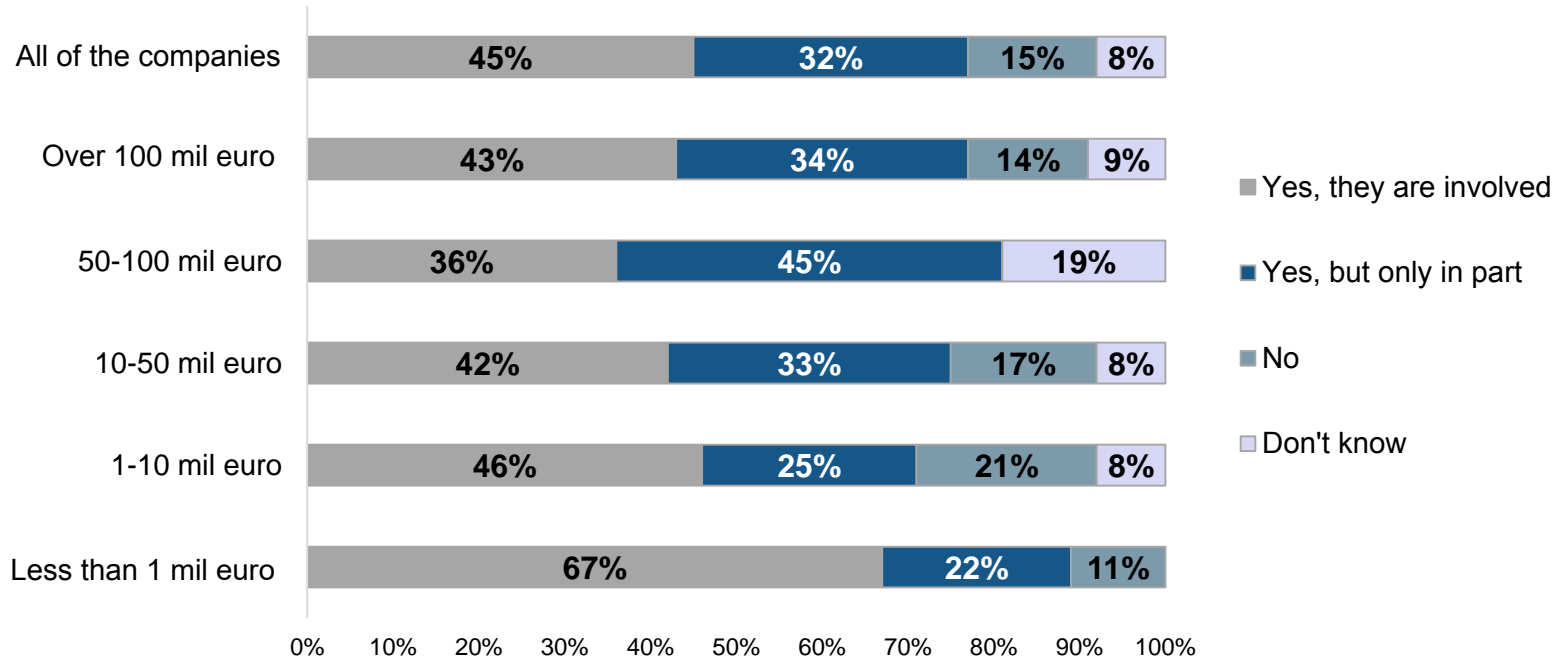


Answers: 119
Did not answer: 22

The Communications and/or Public Affairs & Government Relations Officers are involved in strategic planning in 45% of the companies, in 32% they are only partly involved, but in 15% they are not at all involved in this process. The result is in only 4/5 companies out of 10, Strategic Communications planning is done with the involvement of communications specialists from within the company.

Q6.a Are the communications and/or Public Affairs officers involved in the strategic planning of the company? (only one answer)

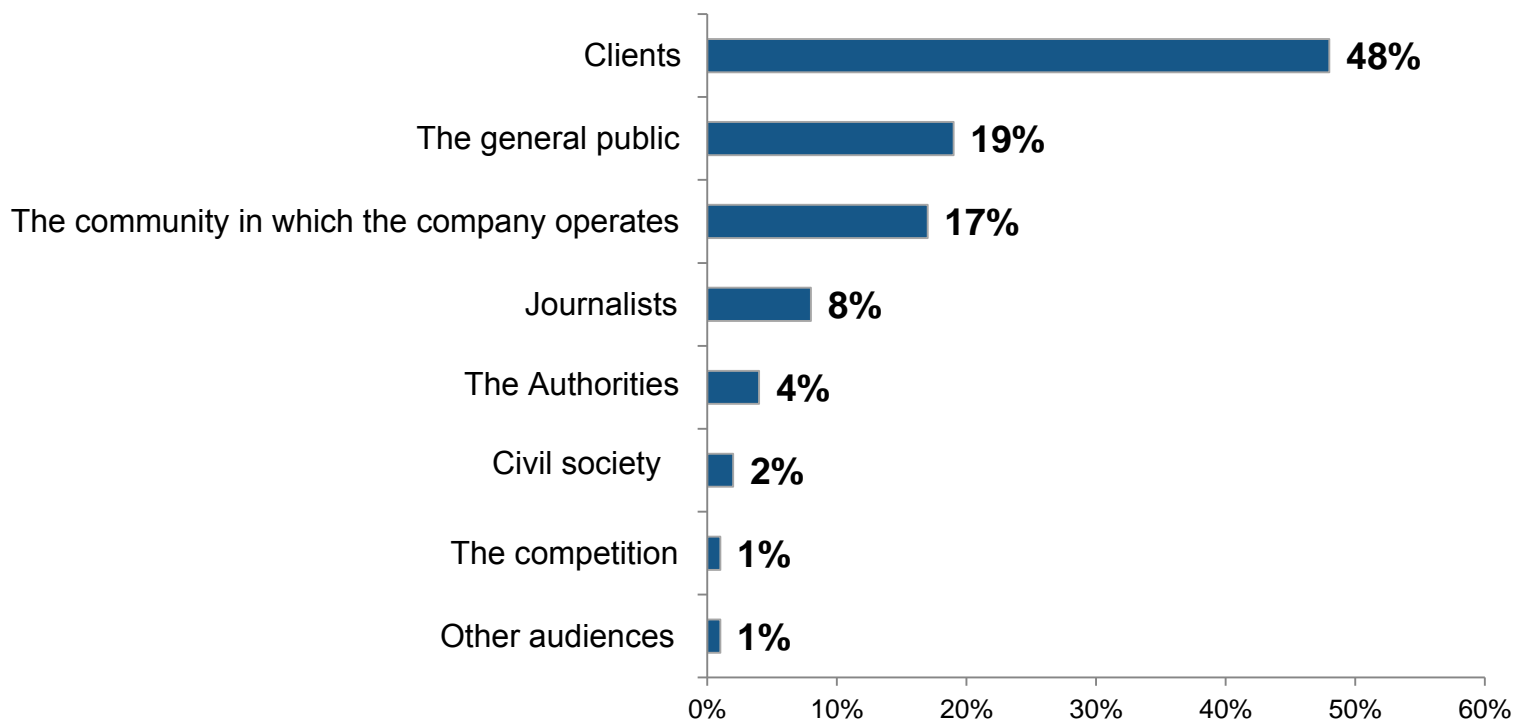
a. According to the company's revenue (data is normalized)



Answers: 119
Did not answer: 22

For small companies with a revenue of less than 1 million euros, the simplest way is for communications and Public Affairs officers to be involved in the strategic planning of the company as 67% of the respondents show. In the case of companies with a revenue of over 100 million euros, only 43% answer "yes" to this question. Also, in the case of these companies, the percentage of those who say they are only partly involved in the strategic planning of the company drops.

Q7. What is the main audience of the company in external communication? (only one answer)

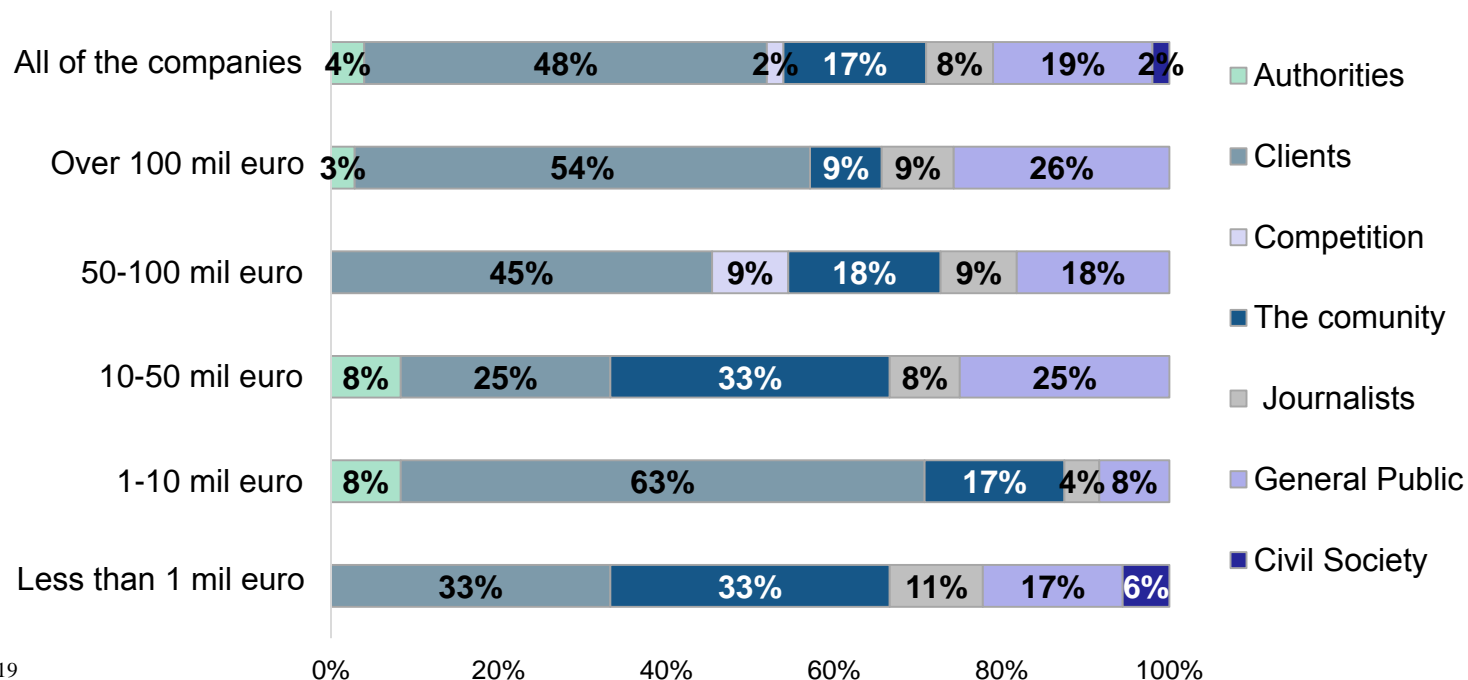


Answers: 119
Did not answer: 22

For 48% of romanian companies, the main audience in external communication is the clients. Next upis the general public with 19%, the community of which it is part of with 17%, journalists with 8% and the authorities with 4% of the total answers. Only for 2 out of 100 companies, the main audience is the civil society.

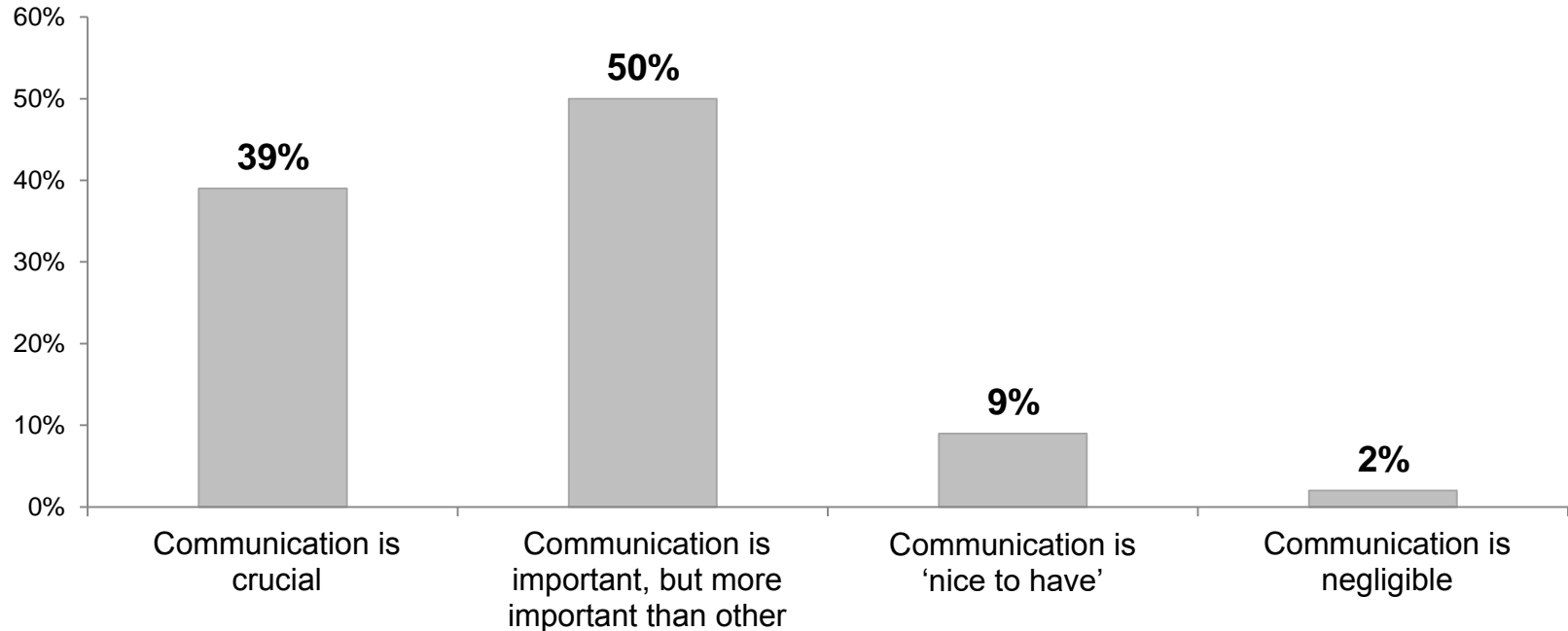
Q7.a What is the main audience of the company in external communication? (only one answer)

a. According to the company's revenue (data is normalized)



Acest grafic ne arată un tablou foarte diferit al audiențelor principale ale companiilor în ceea ce privește comunicarea externă. Pentru companiile cu venituri mai mici de 1 milion euro audiențele principale sunt clienții și comunitatea în care compania funcționează. Pentru companiile de 1-10 milioane euro audiența principală sunt clienții, dar pentru cele de 10-50 milioane euro este comunitatea locală. Clienții revin în prim plan pentru companiile de 50-100 + milioane de euro, dar aici publicul larg are a doua cea mai importantă pondere.

Q8. Which of the following statements is describing best the communication activity in the company? (only one answer)

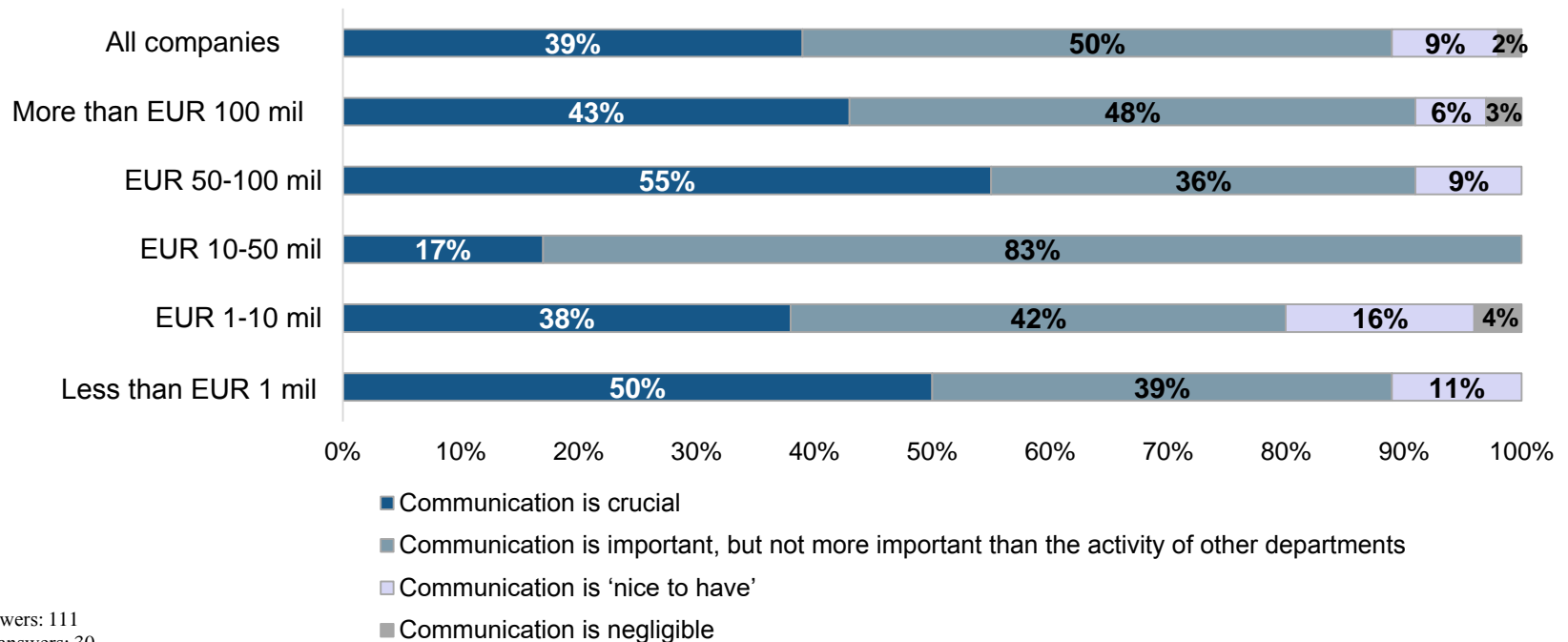


Answers: 111
No answer: 30

Half of the companies participating in the research consider communication is important, but not more important than the activity of other departments. 39% of companies consider that communication is crucial. On the opposite side 9% of Romanian companies believe communication is nice to have while 2% consider it is negligible.

Q8.Which of the following statements is describing best the communication activity in the company? (only one answer)

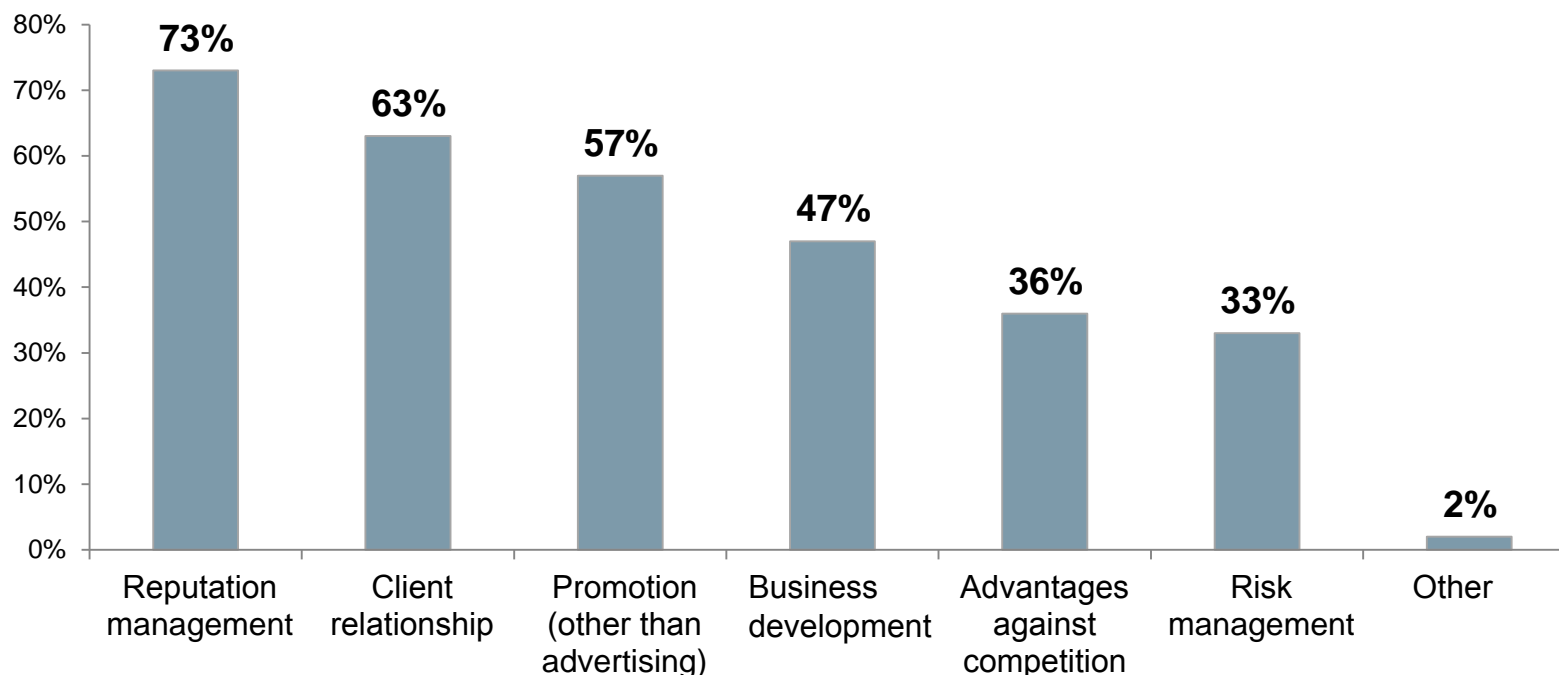
a. Depending of the company's revenues



Answers: 111
No answers: 30

Depending on revenues, the communication activity is crucial in companies with revenues of EUR 50 to 100 million (55%) and less than EUR 1 million. It is interesting to see the high percentage of companies with revenues less than EUR 10 million for which communication is 'nice to have'.

Q9. What is the role of strategic communication? (multiple answers)

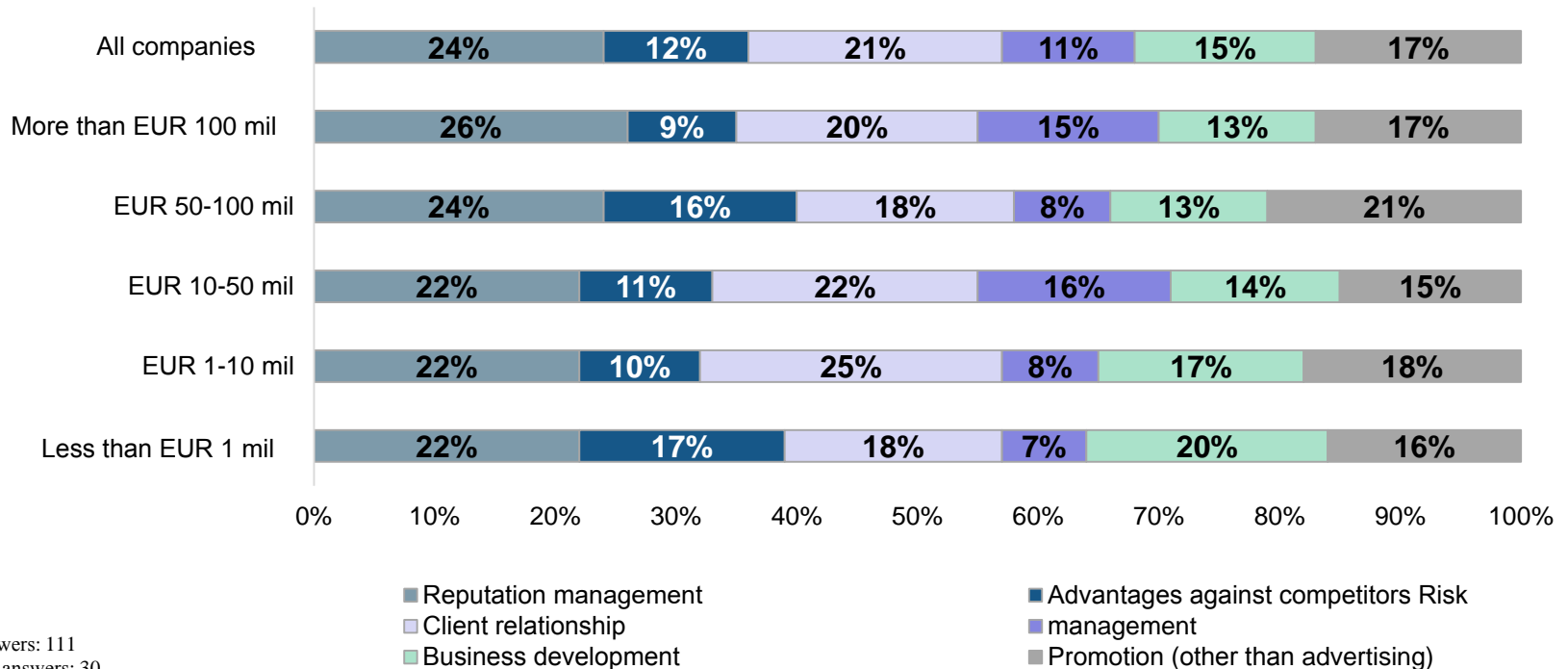


Answers: 111
No answer: 30

In Romania, 73% of companies consider that the most important role of strategic communication is reputation management. On second place is client relationship (63%), while on the third, with 57%, is promotion. Only 47% of respondents consider that the role of strategic communication is about business development, and 36% say it is about advantages against competitors. On the other hand 33% say it is about risk management.

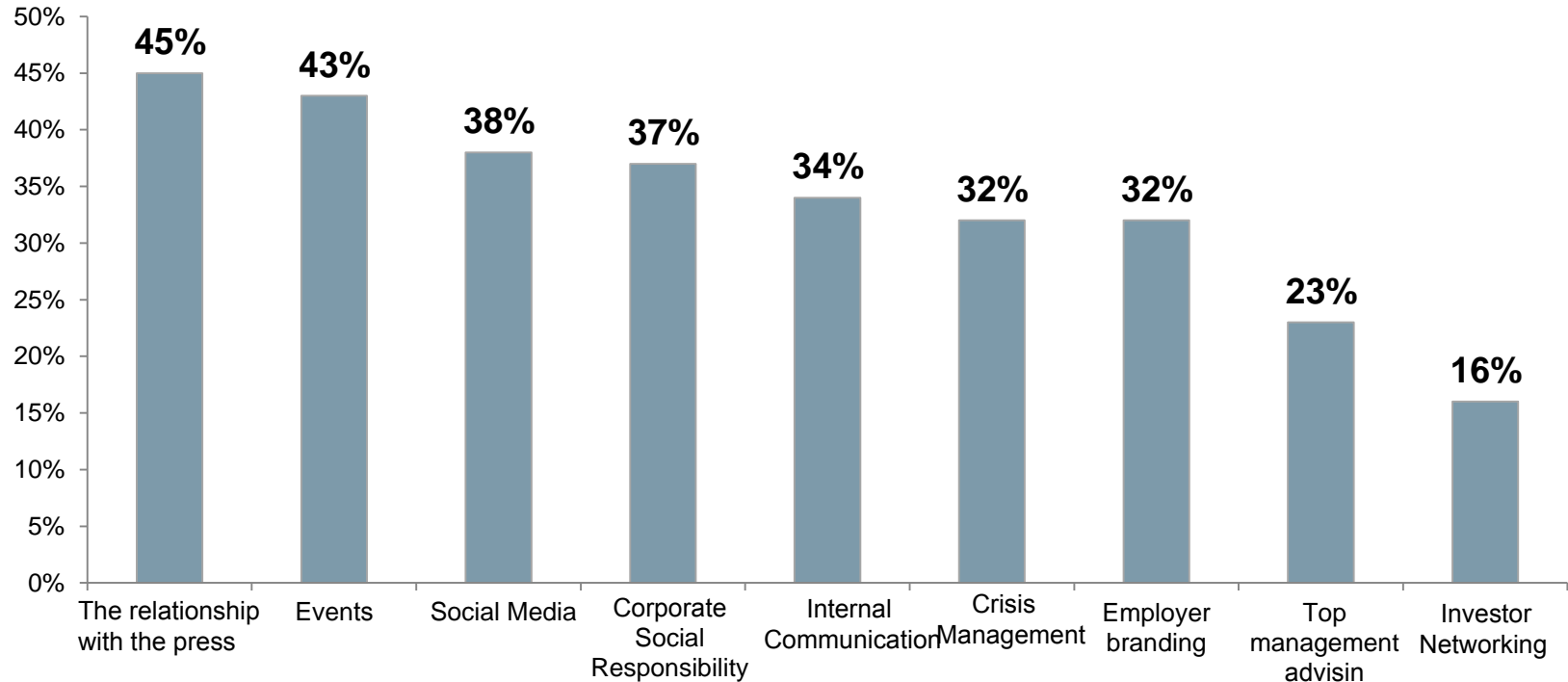
Q9.a What is the role of strategic communication? (multiple answers)

a. Depending on companies' revenues



Considering the revenues of companies, the role of communication is primarily focused on reputation management for all companies, excepting those with revenues between EUR 1 and 10 million, for which the most important is the relationship with the clients (25%). Business development is second in terms of the role of communication for 20% of the companies with revenues less than EUR 1 million.

Q10. What are the 3 most important activities in the area of Strategic Communication as total share ? (Exactly 3 answers)

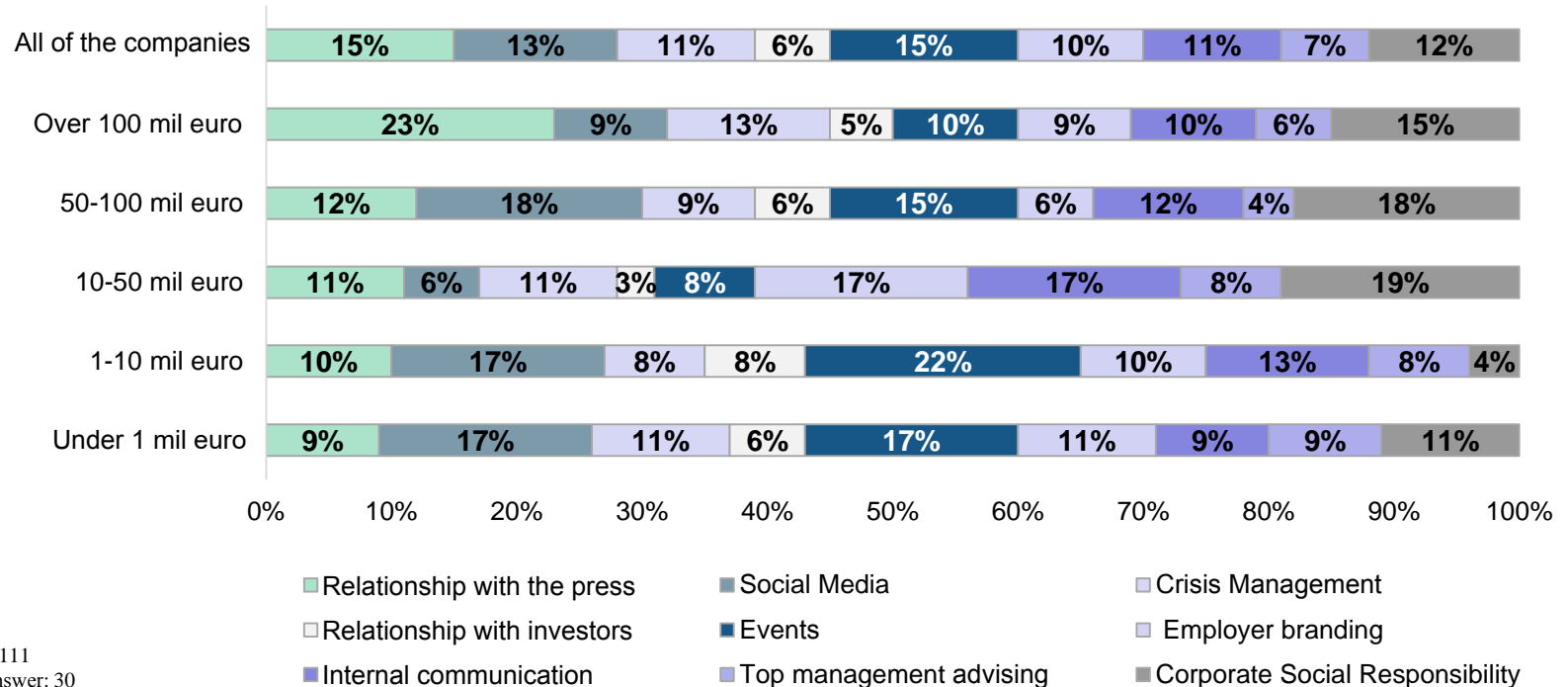


Answers: 111
Did not answer: 30

The top 3 most important activities in the Strategic Communication fields as a percentage of total share has as the most important , with 45%, the relationship with the press, although only 8% of the ompanies that answered said that the main audience for Strategic Communication are the press officials and journalists. The second place is taken by events (so PR activities) with 43% and the third place is taken by social media with 38%, followed at a one percent difference by CSR.

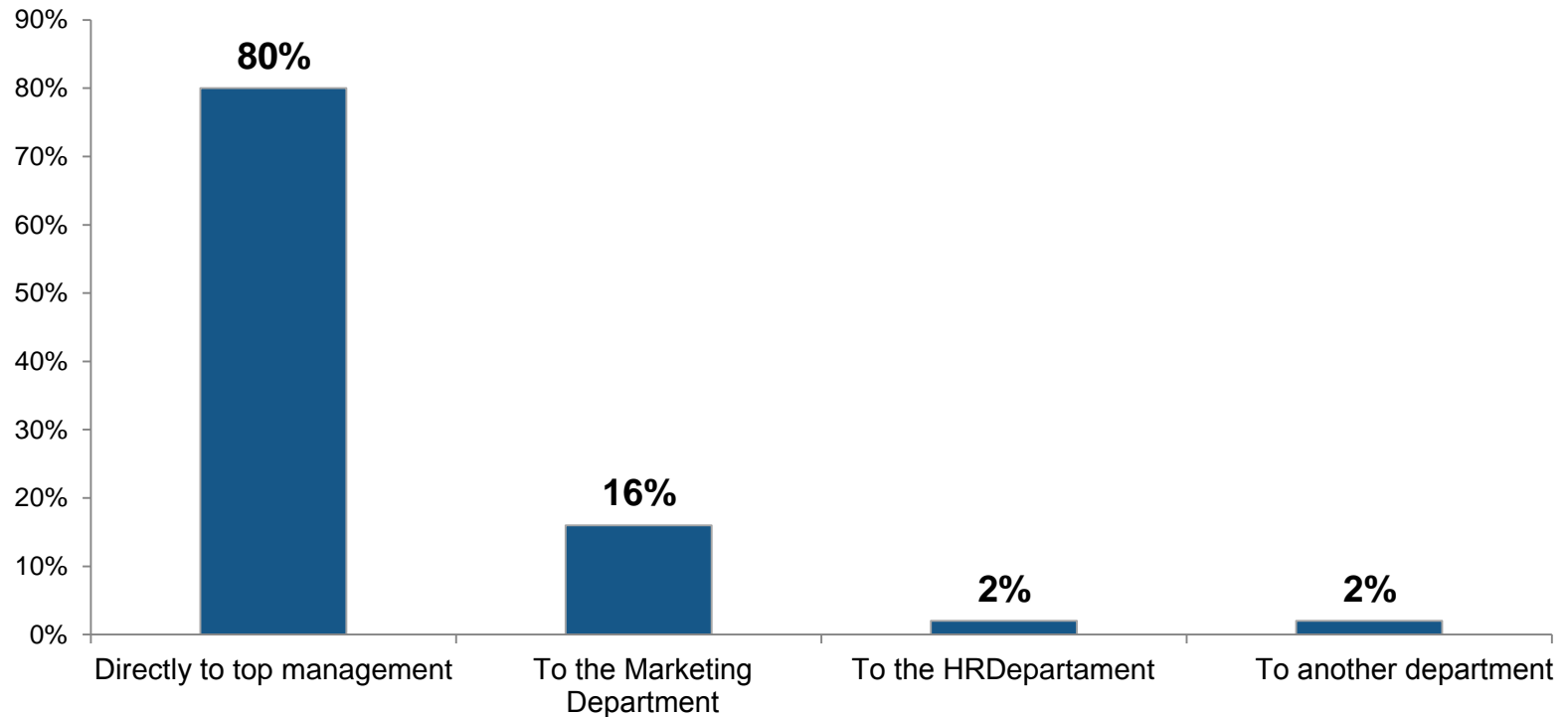
Q10.a What are the 3 most important activities in the area of Strategic Communication as total share ? (Exactly 3 answers)

a. According to the company's revenue (data is normalized)



Depending on the revenues of the responding companies, the 3 most important activities in Strategic Communication, as a total share, are: The relationship with the press (The most important to companies with a revenue of over 100 million euros), events (the most important to companies with a revenue of 1-10 million euros) and social media (for companies with a revenue of 1-10 million euros).

Q11. To whom is the Strategic Department directly answering ? (only one answer)

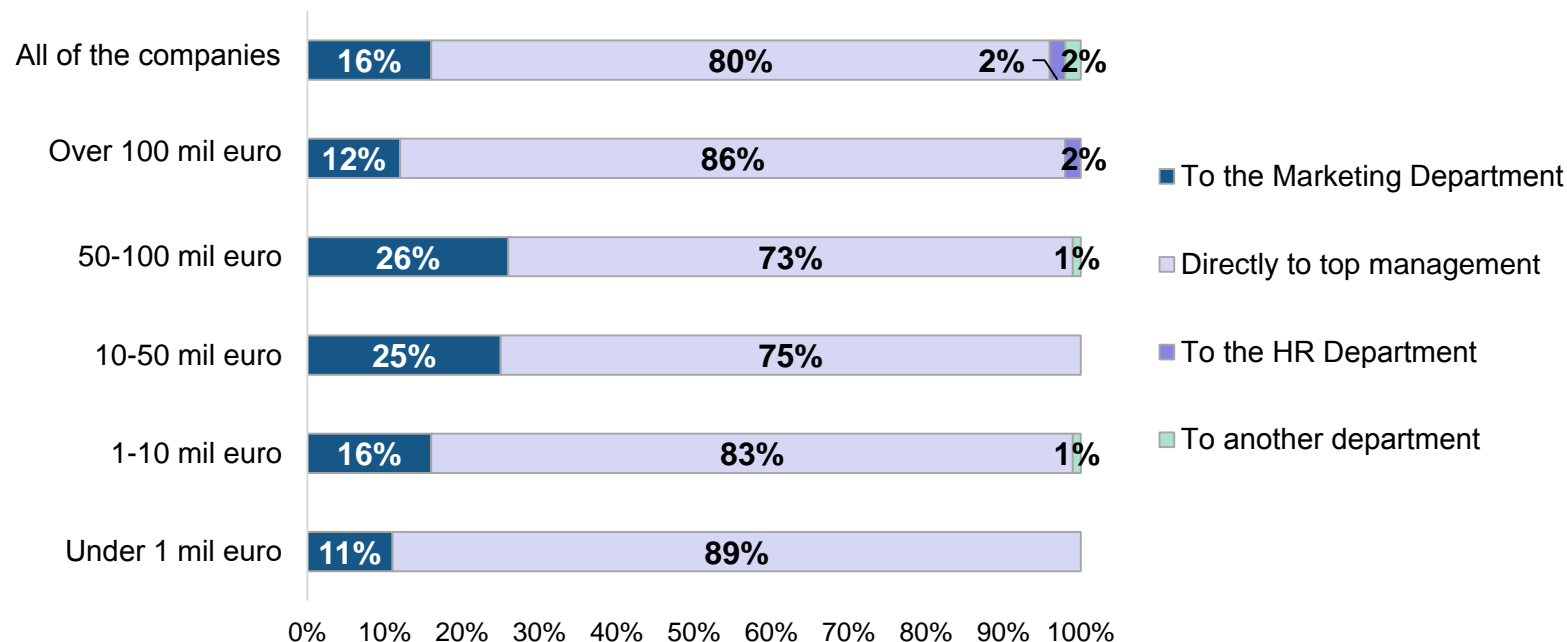


Answers: 114
Did not answer: 27

The Communications Department is directly answering to top management in 80% of the companies, which shows the importance the executives show this function. Only 16% of the companies have the Strategic Department answer to the Marketing Department.

Q11.a To whom is the Strategic Department directly answering ? (only one answer)

a. According to the company's revenue (data is normalized)



Answers: 114
Did not answer: 27

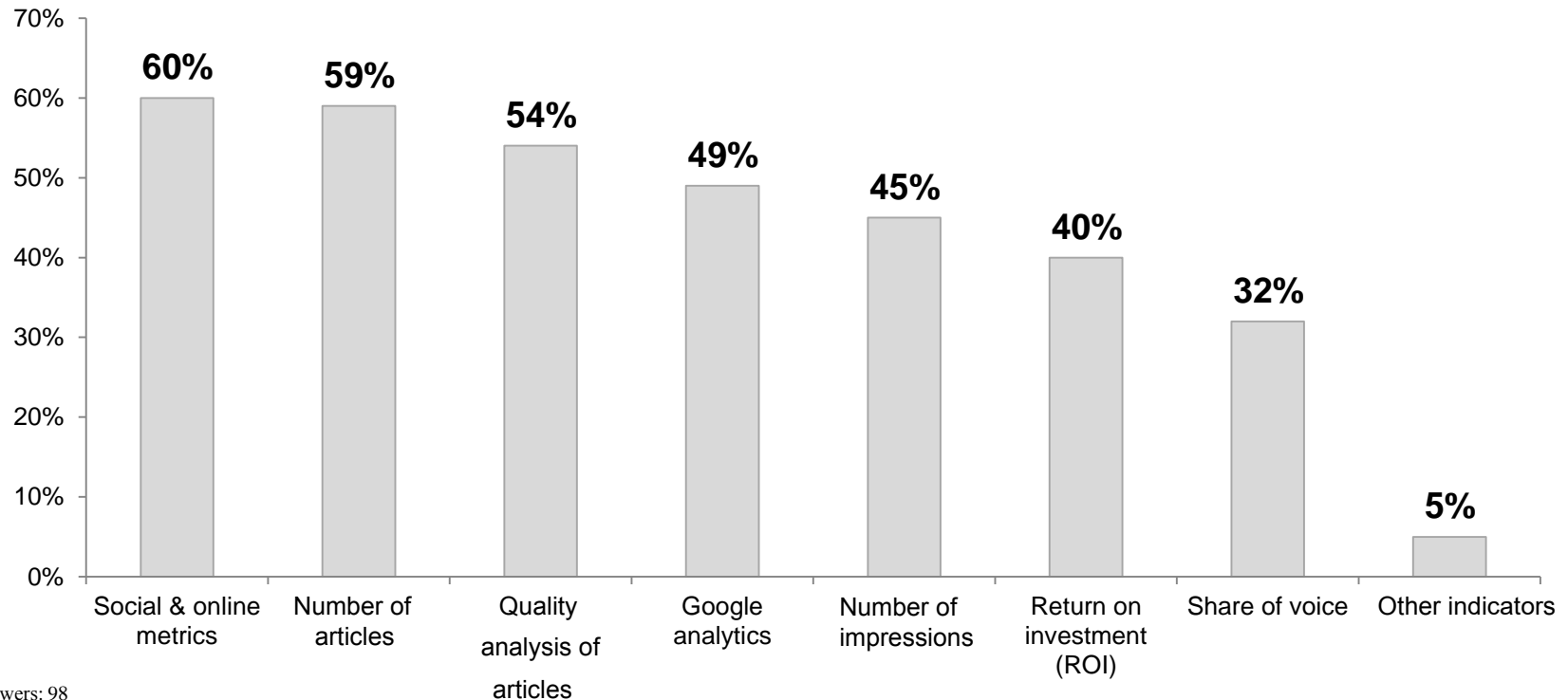
Although most of the times, the communications Department is directly answering to top management, in 2/3 companies with a revenue of 10-100 million euros, the department answers to the Marketing Department, unlike the other companies where this situation is reported in most cases by only 1 of 10 companies.

Q12. What methods do you use to evaluate the Strategic Communications actions ? (open answer)

1. Media coverage (quantitative, qualitative evolution, interest to tackle subjects in the business oriented press), satisfaction survey/events feedback.
2. Direct reporting recurrent to agencies. Comparative analyses for the targets of previous years. Interating a unitary global concept and evaluating the adaptation to the specifics of the market.
3. Performance indicators determined at the start of actions: Number of media apparitions, number of hits on the website, Events feedback, anual image survey, etc.
4. Studiu anual de consumatori, media trackers pentru investițiile în media, ca să măsurăm intenția de cumpărare generată de anumite mesaje/canale de comunicare.
5. Monitoring client and business partner growth
6. Indicatori de performanță specifici organizației, impuși de rețeaua globală.
7. Evaluating the brand's reputation in social media and in relevant interest communities
8. Calculation of the messages sent in the market vs. sales
9. Internal surveys (on internal communication), stakeholders dialogue (CSR), brand surveys and informal discussions with the media and bloggers (PR).
10. Depending on actions we use: Evaluating questionnaires, (events, punctual actions), direct feedback; numer of articles, media analysis, SOV, SOI (for the press), google analytics (for the intranet and websites), etc
11. Image ana;ysis and media coverage, studies and sociological investigations, client satisfaction ainvestigations

Companis use a wide array of indicators in order to evaluate Strategic Communication action.

Q13. What indicators do you use to evaluate the results and efficiency of Strategic Communication ? (multiple choice answers)

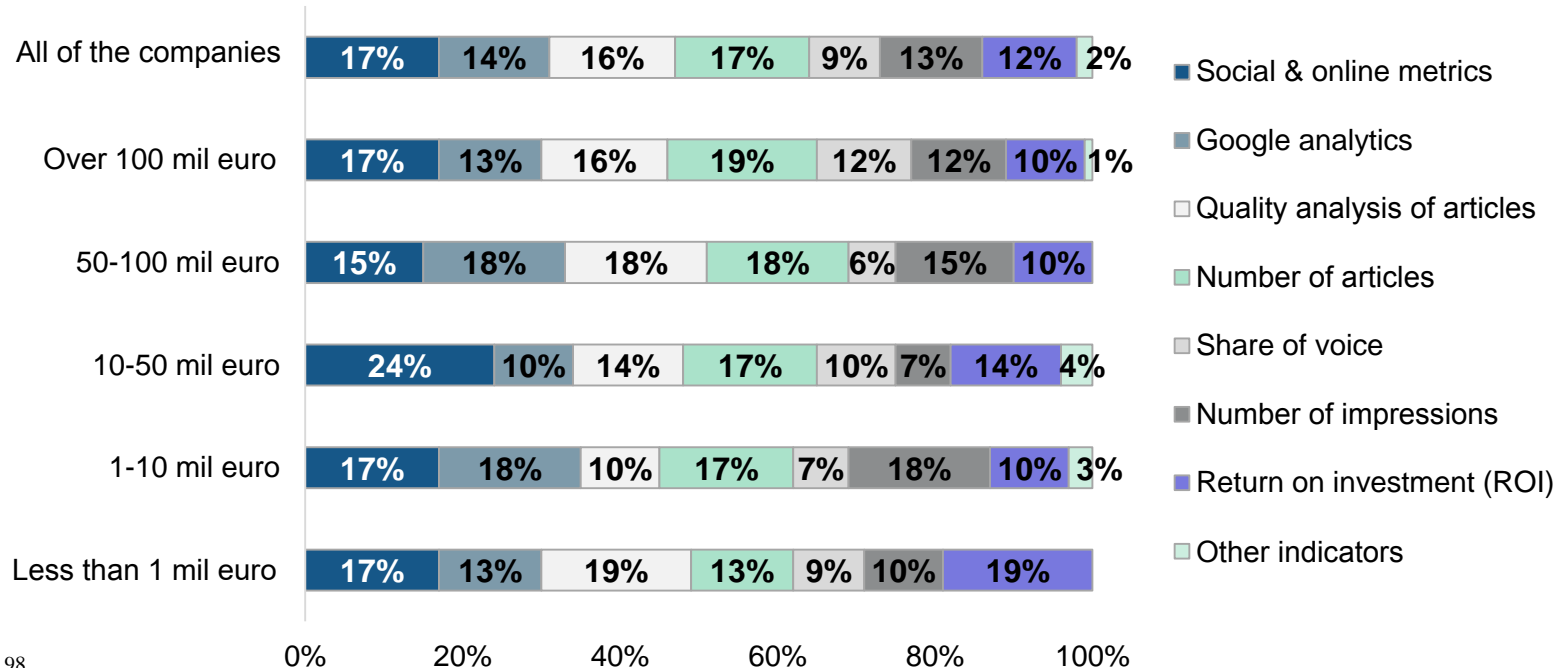


Answers: 98
Did not answer: 43

The first position in the top analysed indicators to evaluate efficiency and Strategic Communication results are social and online metrics with 60%. Next up, at only one per cent below, is the number of articles with 59% and third place is held by quality analysis of articles with 54%. Thus, it is very clear that advertising value equivalent (AVE) has been dropped in favor of measuring the efficiency of Strategic Communication.

Q13.a What indicators do you use to evaluate the results and efficiency of Strategic Communication ? (multiple choice answers)

a. According to the company's revenue (data is normalized)



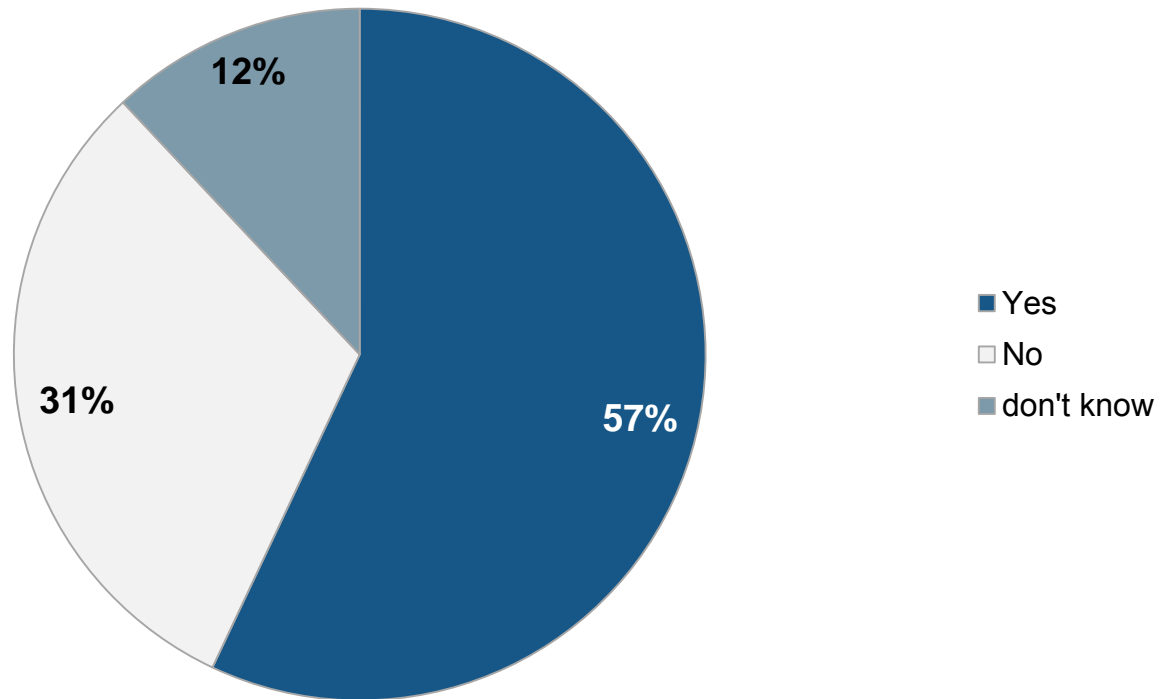
Answers: 98
Did not answer: 43

Taking into consideration the revenue of the responding companies, the most used indicators for evaluating communication efficiency and results are: number of articles (19%) for companies with a revenue of over 100 million euros, Google analytics, quality analysis of articles and number of articles (18% each) for those with a revenue of 50-100 million euros, social media (24%) for companies with a revenue of 10-50 million euros, Google analytics and number of impressions (18%) each for those with a revenue of 1-10 million euros and quality analysis of articles, and ROI (19% each) for companies with a revenue of under 1 million euros.

Section 2

Public and Government Relations

Q14. Is your company active in Public Affairs & Government Relations ? (only one answer)

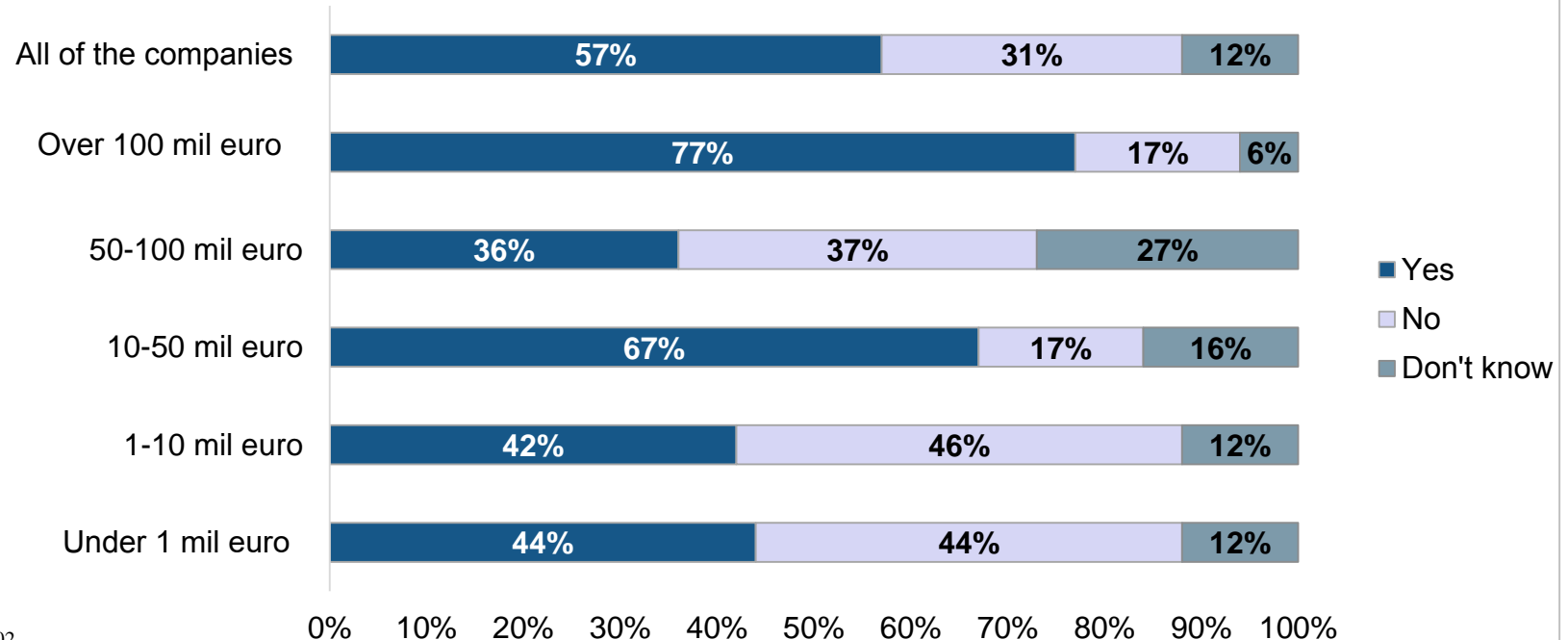


Answers: 102
Did not answer: 39

The majority (57%) of the companies that answered say they have projects in the field of Public Affairs & Government Relations, but 31% say they do not engage in this type of activity within their companies. This percentage (57%) of positive answers is a perfect match with the 57% percent of medium and large companies from the research sample.

Q14.a Is your company active in Public Affairs & Government Relations ? (only one answer)

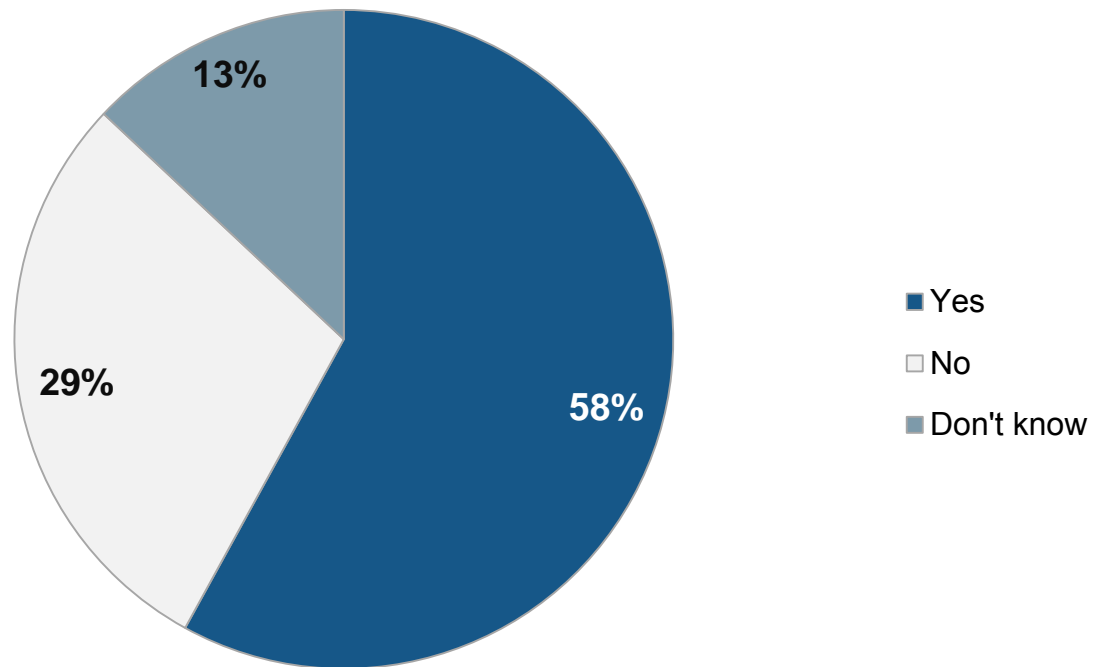
a. According to the company's revenue (data is normalized)



Answers: 102
Did not answer: 39

On average, 57% of respondents have projects relating to Public Affairs & Government Relations with the following differences according to revenue: 77% of companies with a revenue of over 100 million euros, 36% of those with a revenue of 50-100 million euros, 67% of companies with a revenue of 10-50 million euros, 42% of companies with a revenue of 1-10 million euros and 44% of companies with a revenue of under 1 million euros.

Q15. Is the Public Affairs & Government Relations strategy an integral part of the business ? (only one answer)

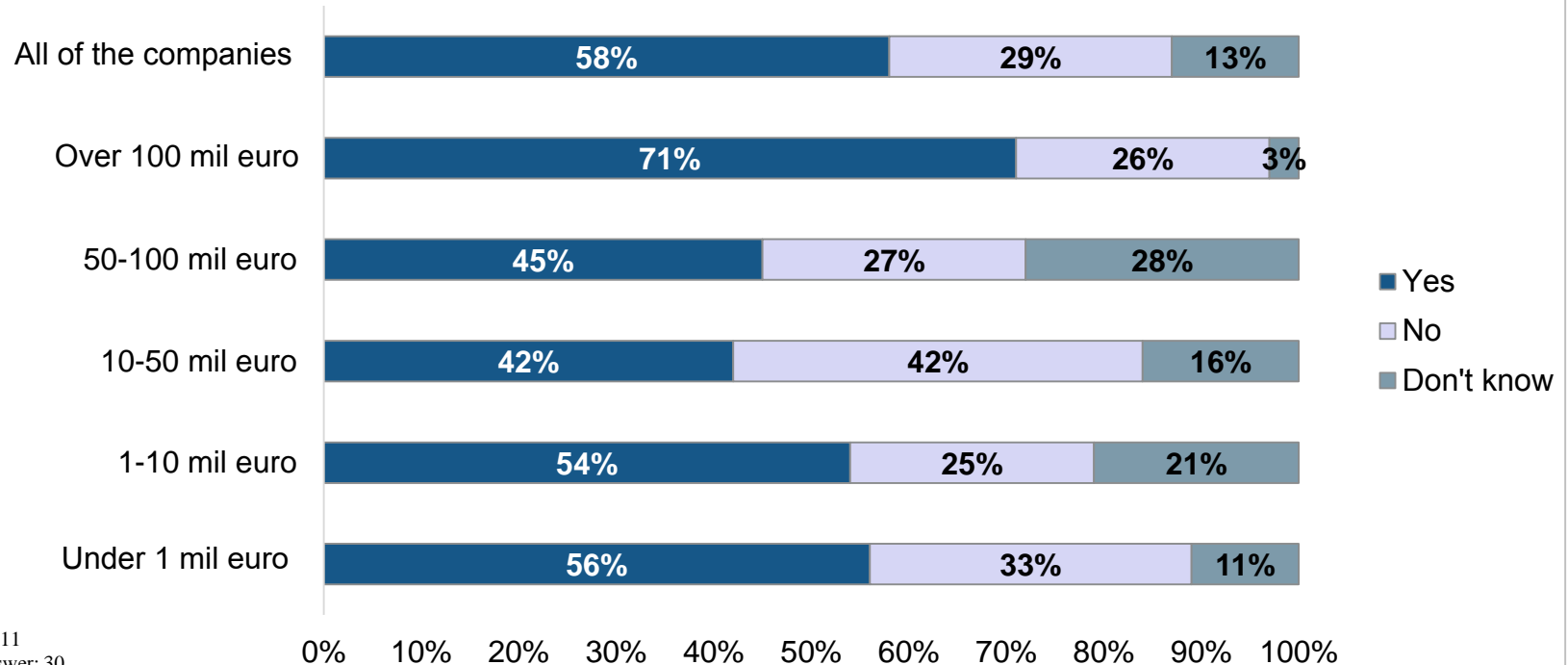


Answers: 111
Did not answer:: 30

58% of the answering companies have the Public Affairs & Government Relations strategy as an integral part of the business and 29% do not engage in this activity.

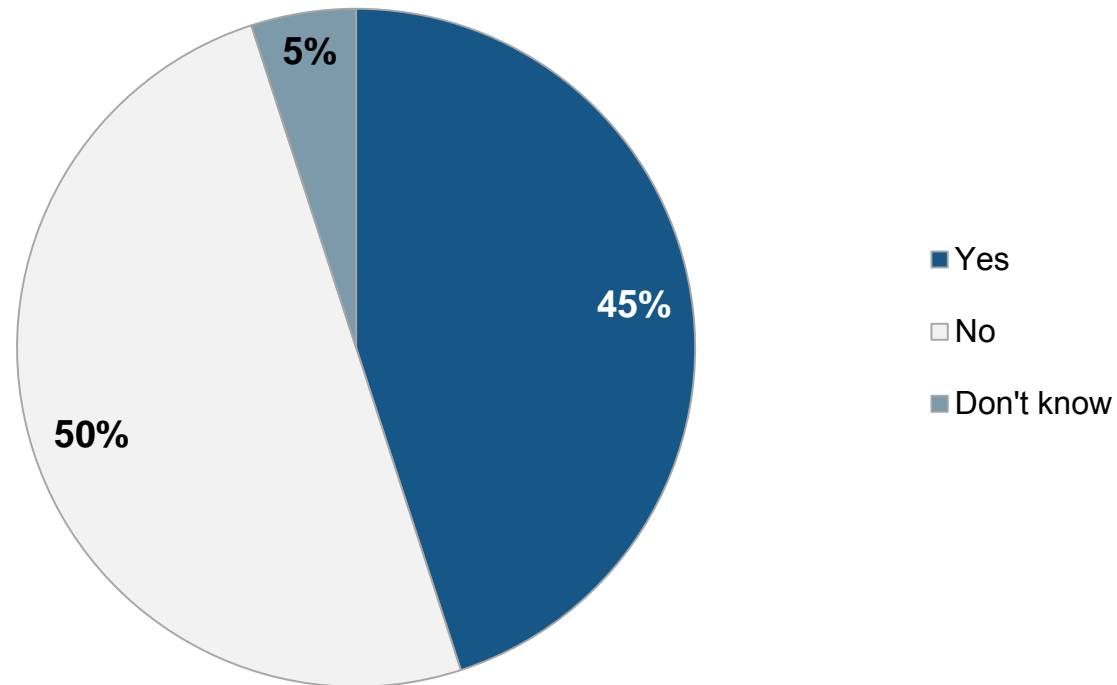
Q15.a Is the Public Affairs & Government Relations strategy an integral part of the business ? (only one answer)

a. According to the company's revenue (data is normalized)



Except for the companies on the 10-50 million euro revenue bracket, where for 42% of the companies, the public relations strategy is not an integral part of the business strategy, for all of the other companies, the Public Affairs & Government Relations strategy is an integral part of the business in significant ways.

Q16. Do you have a Public Affairs & Government Relations Department? (only one answer)

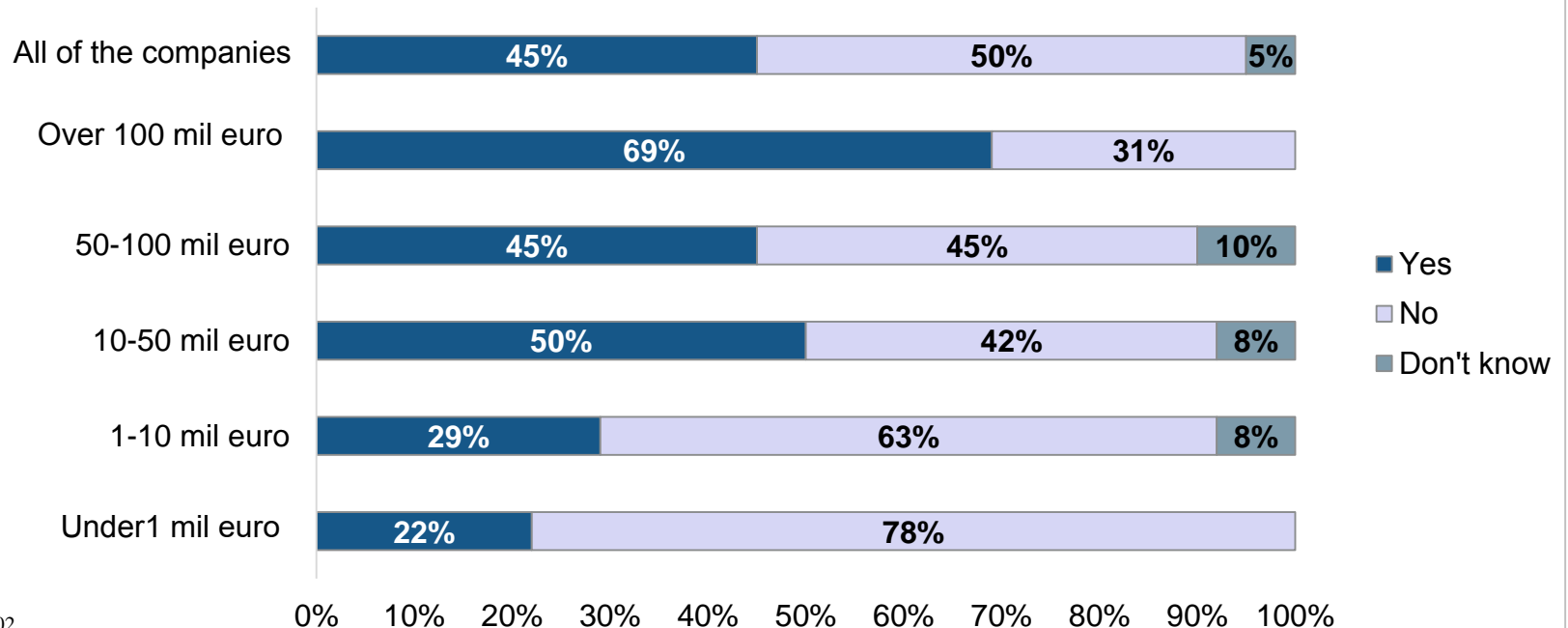


Answers: 102
Did not answer: 39

Only 45% of the responding companies have a Public Affairs & Government Relations Department, while 50% do not.

Q16.a Do you have a Public Affairs & Government Relations Department? (only one answer)

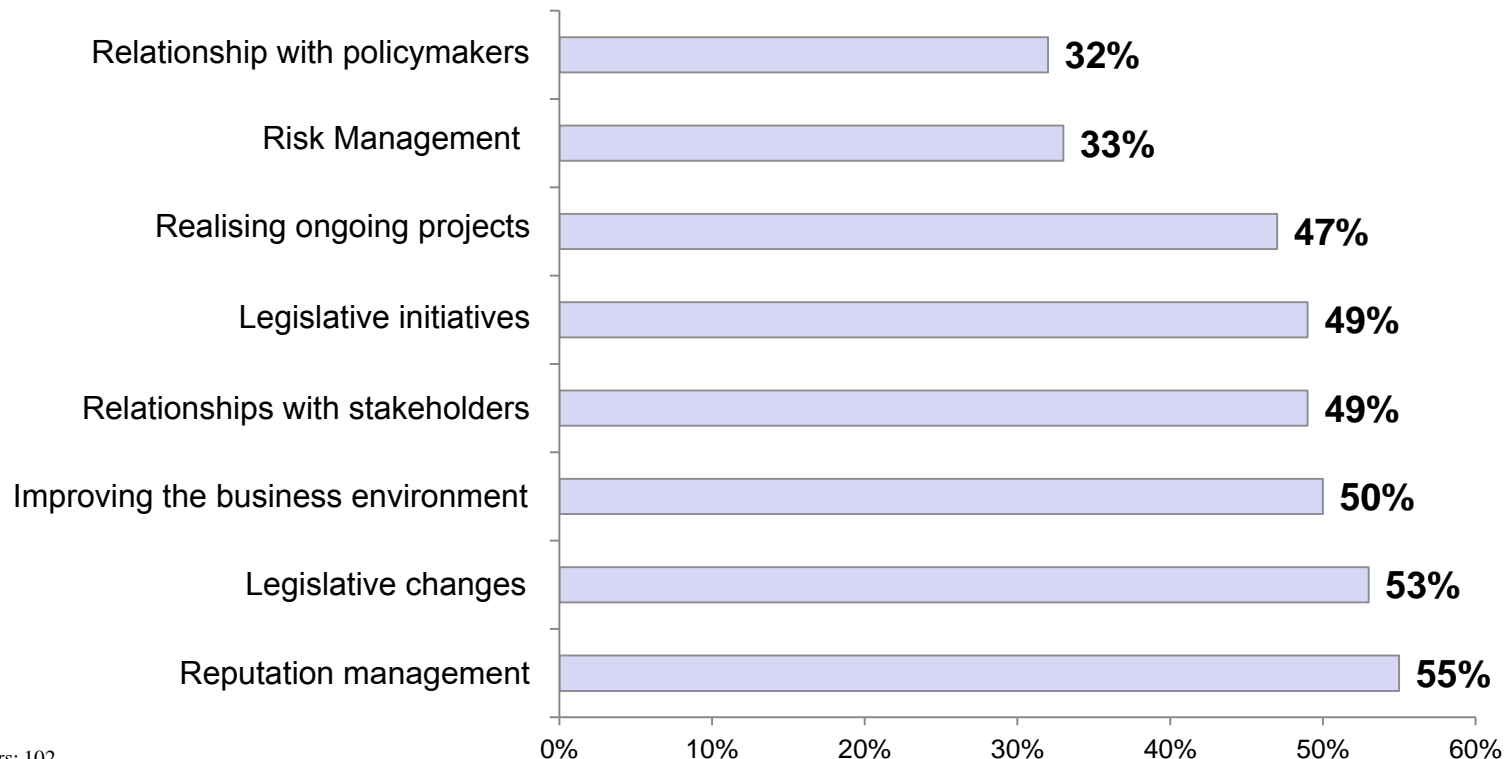
a. According to the company's revenue (data is normalized)



Answers: 102
Did not answer: 39

Considering the revenue of the companies, only the ones with a revenue of 10-100 million euros have a Public Affairs & Government Relations Department (54% on average). The majority of companies with a revenue of under 10 million euros don't have such a department (70% on average).

Q17. What is the role of Public Affairs & Government Relations actions ? (only one answer)

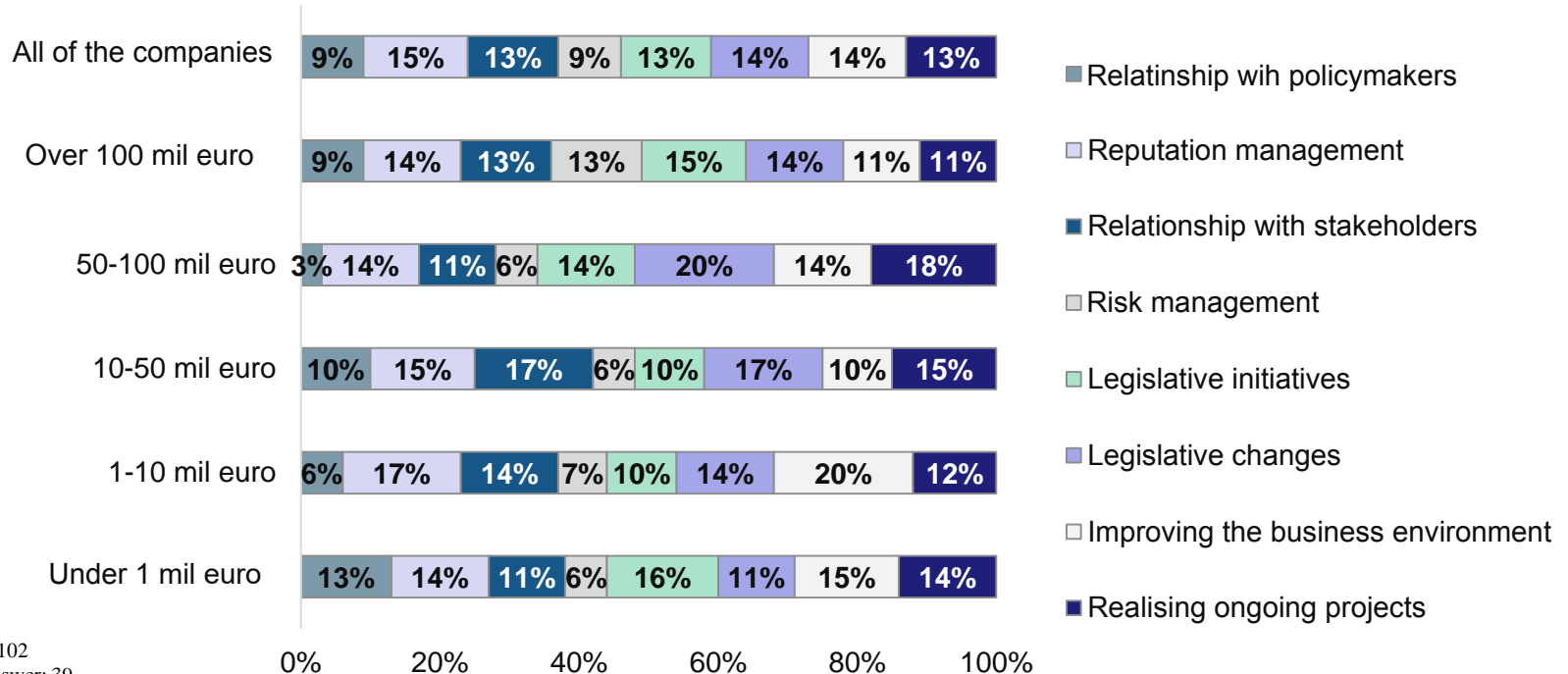


Answers: 102
Did not answer: 39

Just like in the case of Strategic Communication, the first of the top three actions of Public Affairs & Government Relations is reputation management with 55% of the answers, followed on second place by the legislative changes with 53% and on third place by improving the business environment with 50% of the answers. The relationship with policymakers is on the last place with 32% of the answers.

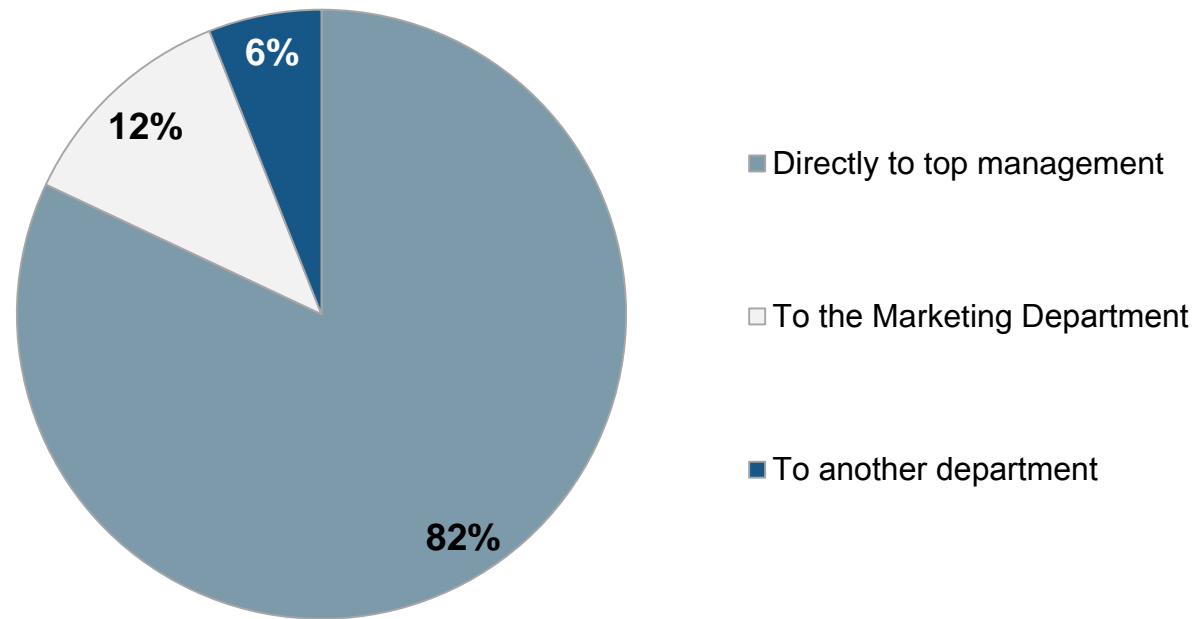
Q17.a What is the role of Public Affairs & Government Relations actions ? (only one answer)

a. According to the company's revenue (data is normalized)



The role of Public Affairs & Government Relations actions is different based on the revenue of the companies as such: For companies with a revenue of over 100 million euros, the role is tied to legislative initiatives (15%), for those with a revenue of 50-100 million euros, the role is tied to legislative changes (20%), for companies with a revenue of 10-50 million euros the role is about the relationship with stakeholders and legislative changes (17% each), for those with a revenue of 1-10 million euros, the main role is tied to improving the business environment and for companies with a revenue of under 1 million euros, the role of Public Affairs & Government Relations actions is tied to legislative initiatives.

Q18. To whom is the Public Affairs & Government Relations Department answering ? (only one answer)

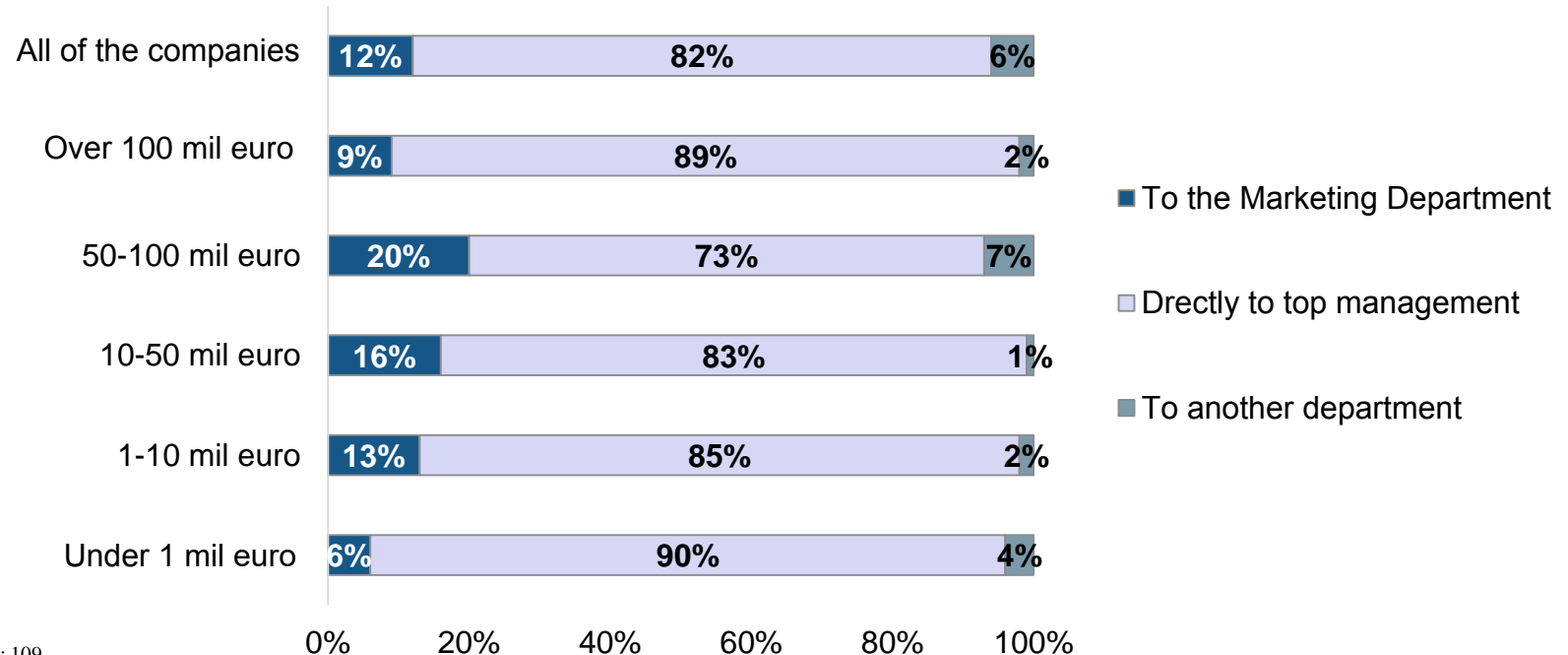


Answers: 109
Did not answer: 32

In 82% of the responding companies, the Public Affairs & Government Relations Department is answering directly to top-management. Only in 12% of the cases is the department answering to Marketing.

Q18.a To whom is the Public Affairs & Government Relations Department answering ? (only one answer)

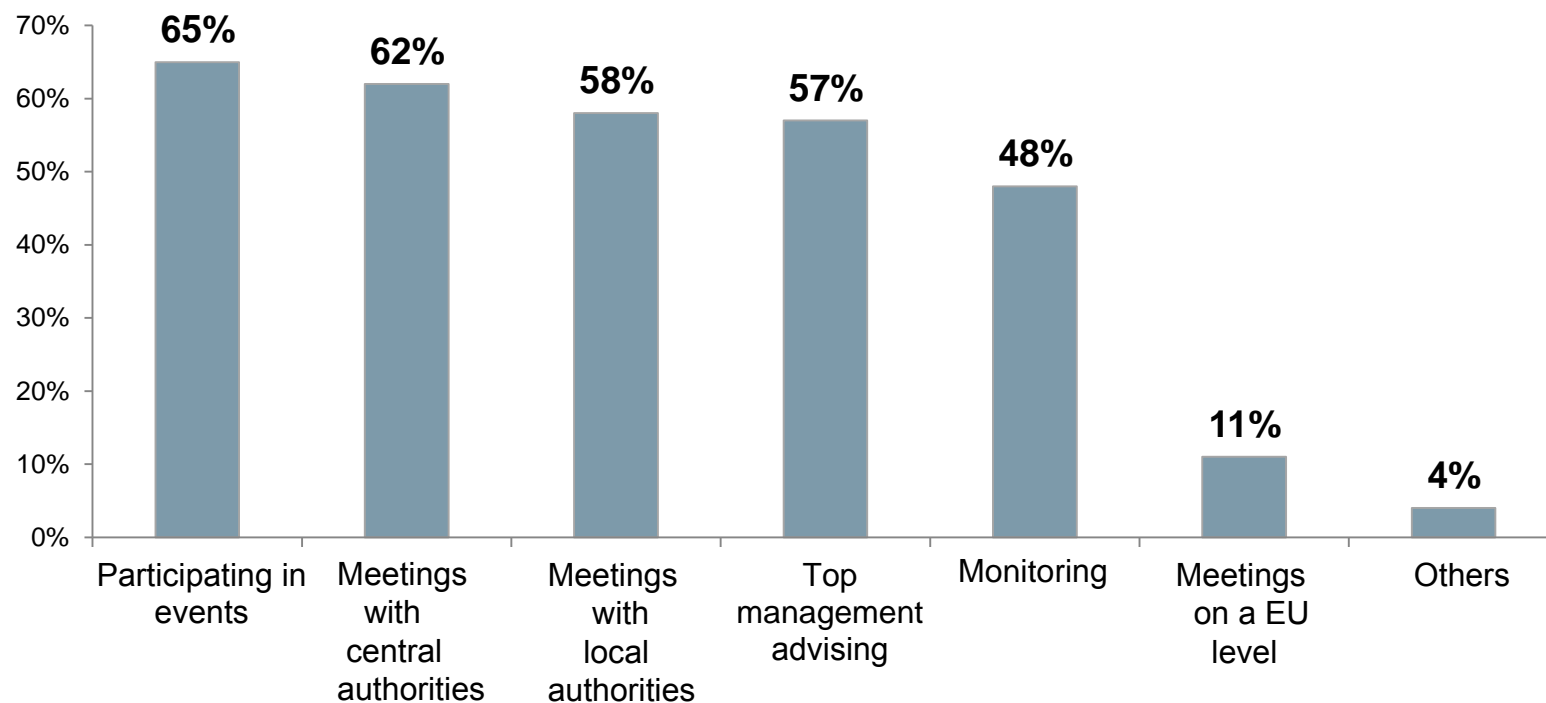
a. According to the company's revenue (data is normalized)



Answers: 109
Did not answer: 32

Similarly to the Communications Department, the Public Affairs & Government Relations Department is answering directly to top management for most of the companies, but it must be noted that in the case of 2 out of 10 companies with a revenue of 50-100 million euros, the Public Affairs & Government Relations Department is answering to the Marketing Department, unlike the other companies.

Q19. Which are the 3 most important activities in Public Affairs & Government Relations as total share ? (Exactly three answers)

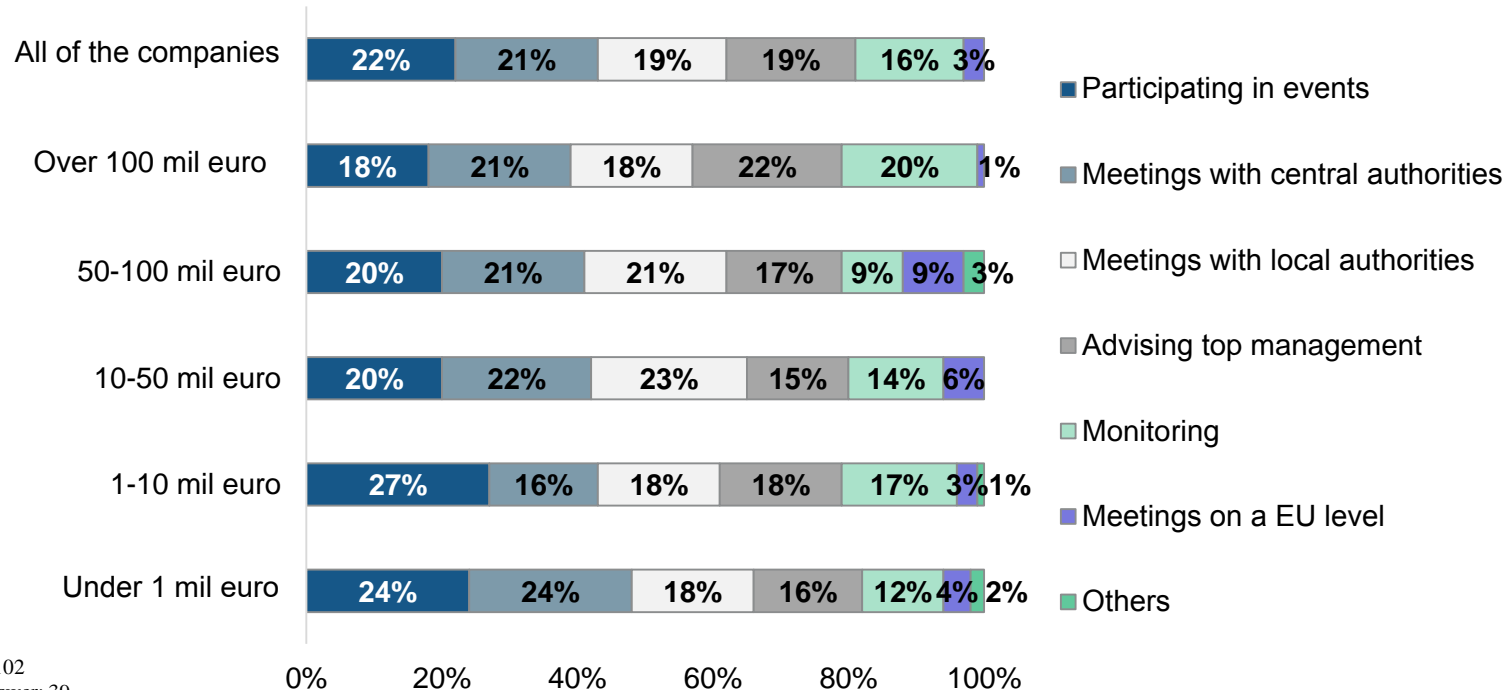


Answers: 102
Did not answer: 39

The three most important activities in Public Affairs & Government Relations as total share are: participating in events (65%), meetings with central authorities (62%) and meetings with local authorities (58%). The next positions are occupied by: advising top management (57%), monitoring the relevant legislative environment (48%) and meetings at a EU level (11%).

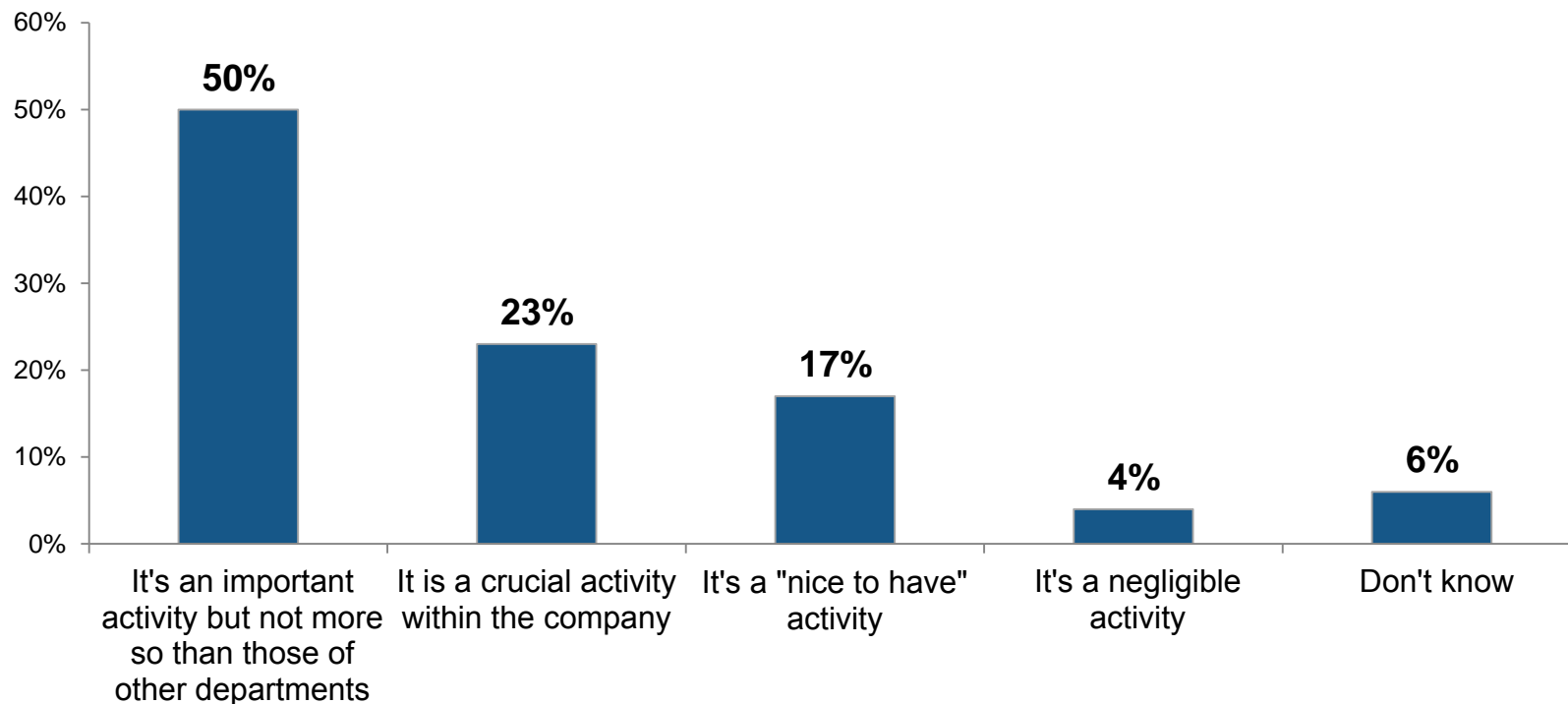
Q19.a Which are the 3 most important activities in Public Affairs & Government Relations as total share ? (Exactly three answers)

a. According to the company's revenue (data is normalized)



Depending on the revenue of the companies, the three most important activities in Public Affairs & Government Relations are: Advising top management (22%) for companies with a revenue of over 100 million, meetings with local and central authorities (21% each) for companies with a revenue of 50-100 million euros, meetings with local authorities (23%) for companies with a revenue of 10-50 million euros, participating in events (27%) for companies with a revenue of 1-10 million euros respectively (24%) for companies with a revenue of less than 1 million euros.

Q20. Which of the following affirmatons best describes the Public Affairs & Government Relations activity? (only one answer)

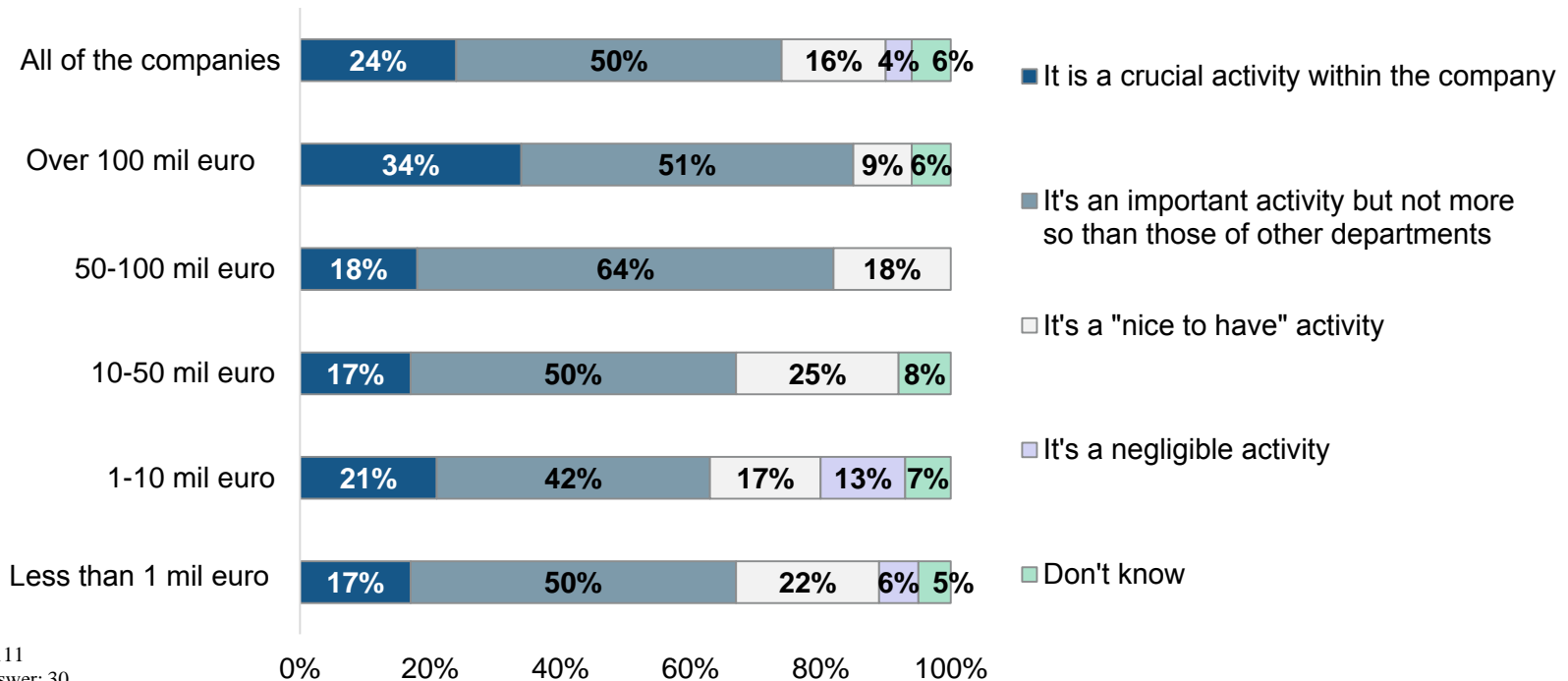


Answers: 111
Did not answer: 30

For 50% of romanian companies, the Public Affairs & Government Relations activity is best described as being an important one, but not more important than those of other departments, but 23% consider it a crucial part of the company. Only for 4% of the companies, the Public Affairs & Government Relations activity is a negligible one.

Q20.a Which of the following affirmatons best describes the Public Affairs & Government Relations activity? (only one answer)

a. According to the company's revenue (data is normalized)

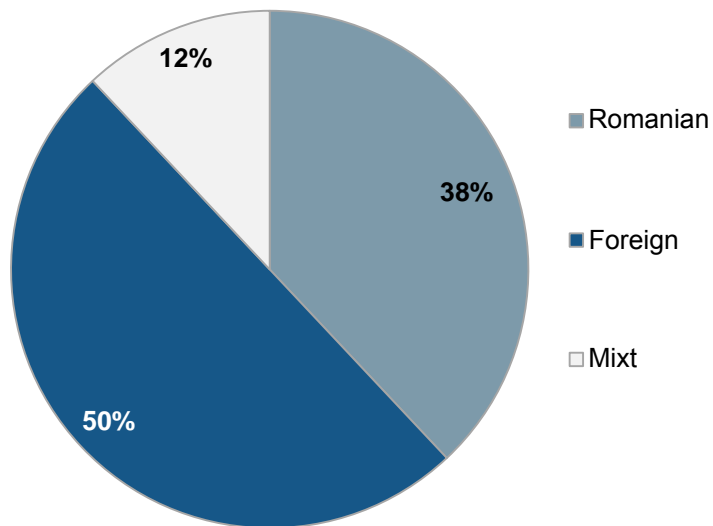


With different shares, the Public Affairs & Government Relations activity is important but not more so than those of other departments (50% on average) for all the responding companies regardless of revenue. It's important to note that, as is natural, 34% of companies with a revenue of over 100 million euros consider that this is a crucial activity.

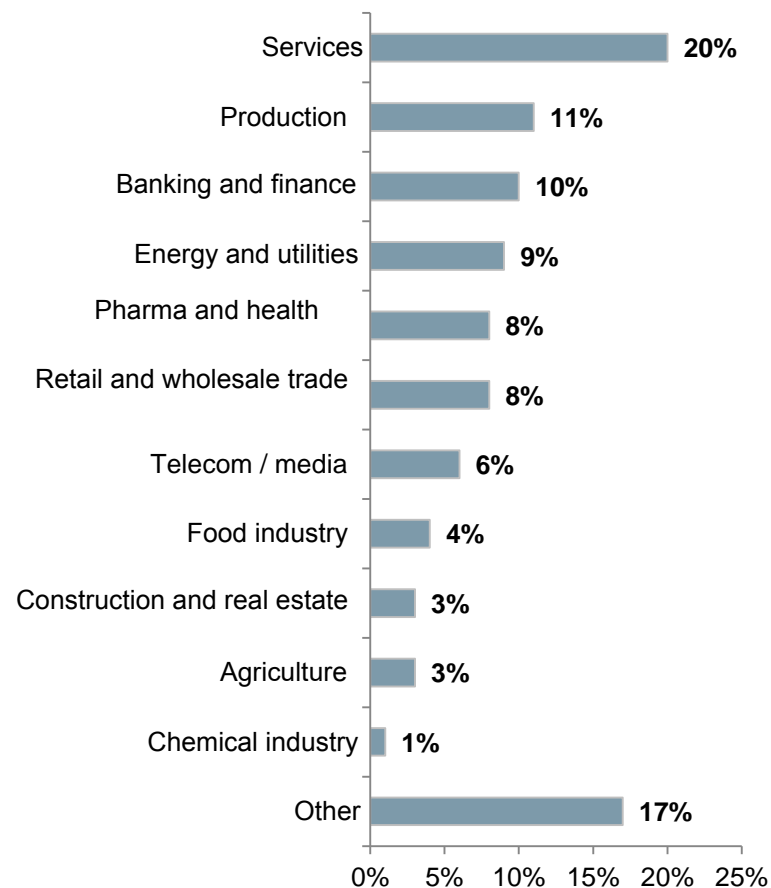
Demographic data

Demographic data

Type of the company

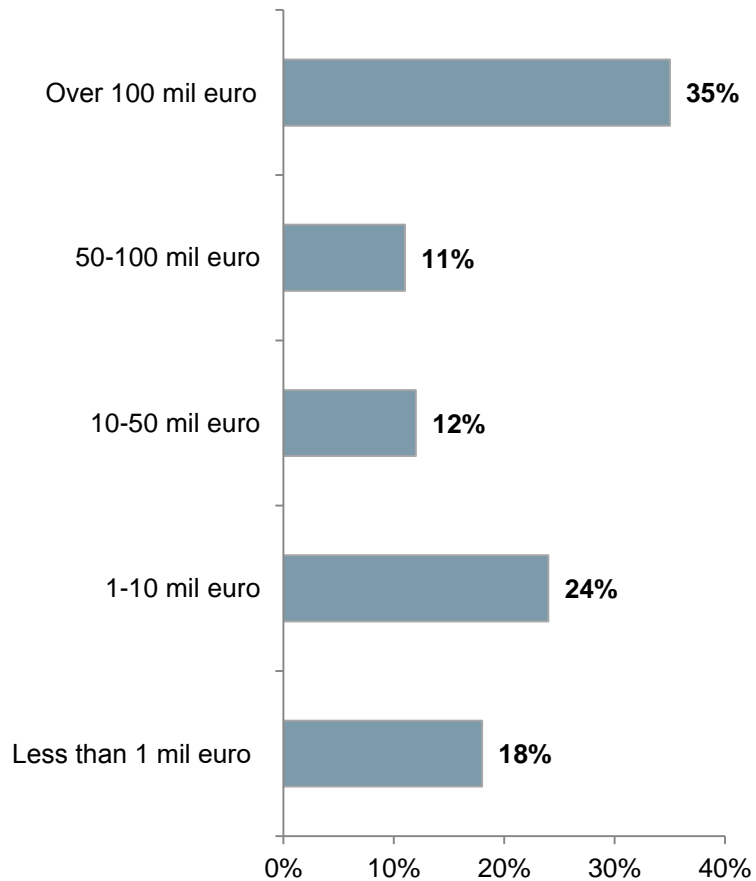


The industry in which the company activates

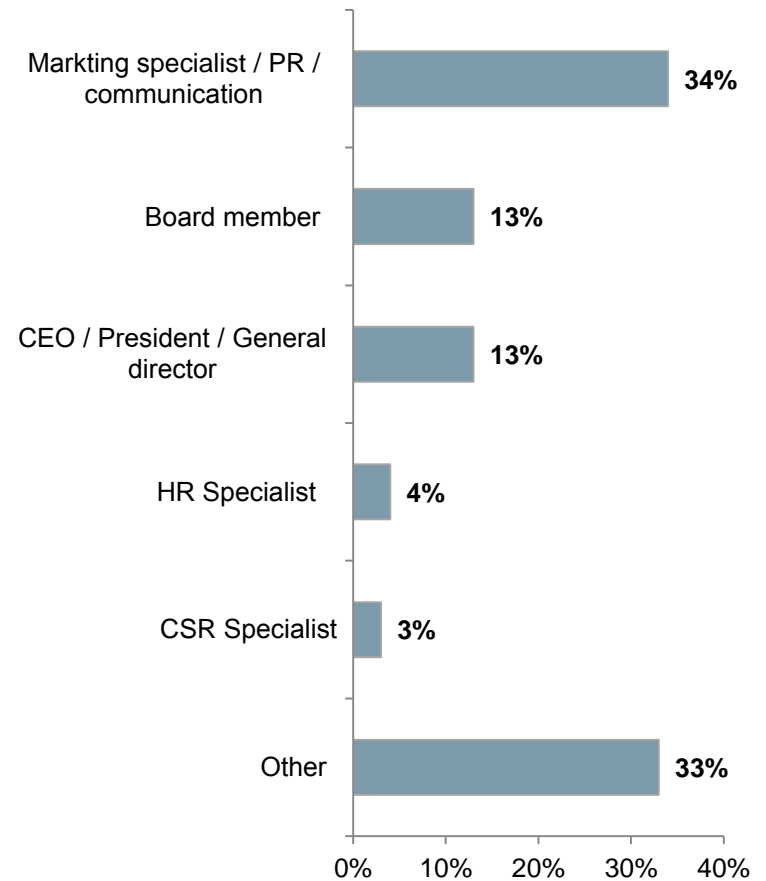


Date demografice

2015 Fiscal Value



Position of respondent



Authors of the study

Authors' testimonials



Nadia Crișan

Senior Vice President
International Government Relations
McGuireWoods Consulting

We aimed to measure certain key-aspects that characterize the Strategic Communication function in correlation to the Public Affairs & Government Relations function, in order to bring upfront the way in which Romanian companies see these two services. This research is just the beginning. We wish to take it into further detail and develop it strategically in further iterations. We think it's time that all companies, from those that are just getting started, to those that are of medium and large size, include communication as a strategic dimension in their business vision and plan. Only this way will they be competitive and able to answer to the demands of future clients and business partners - starting with those in Generation Y.



Elena Badea

Partner & Senior Consultant
Sfera Business

Our study, which is now at its first edition, proposes to identify the trends in Strategic Communication, Public Affairs and Government Relations which are relevant to the Romanian business environment. We wish to offer marketing directors and top executives alike, a set of relevant information which will facilitate the understanding of the way that companies from different industries in Romania evolve each year in their corporate communication and also in constructing their relationship with clients and the other relevant target audiences, in a business environment that is more and more focused on communication.

Project team



George Carpov

Strategic Communications Coordinator
McGuireWoods Consulting

bcarpov@mcguirewoods.ro



Elena Badea

Partner & Senior Consultant
Sfera Business

elena.badea@sferabusiness.ro

We would like to thank the respondents for their support in the making of this study. We were delighted to see the interest in the subject and the fast responses.

This is a study/quality analysis that proposes to bring to light trends regarding this subject and to offer work hypotheses that can later be validated through extensive market research on representative samples. This material is accurate to the information that we had at the moment of its conduction. It has an informative role and for that it is recommended to call for specialized assistance before taking any action on the basis of the study.

Thank you!

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