

FUTURE DEVELOPMENTS IN STRATEGIC COMMUNICATION


Insights from international research

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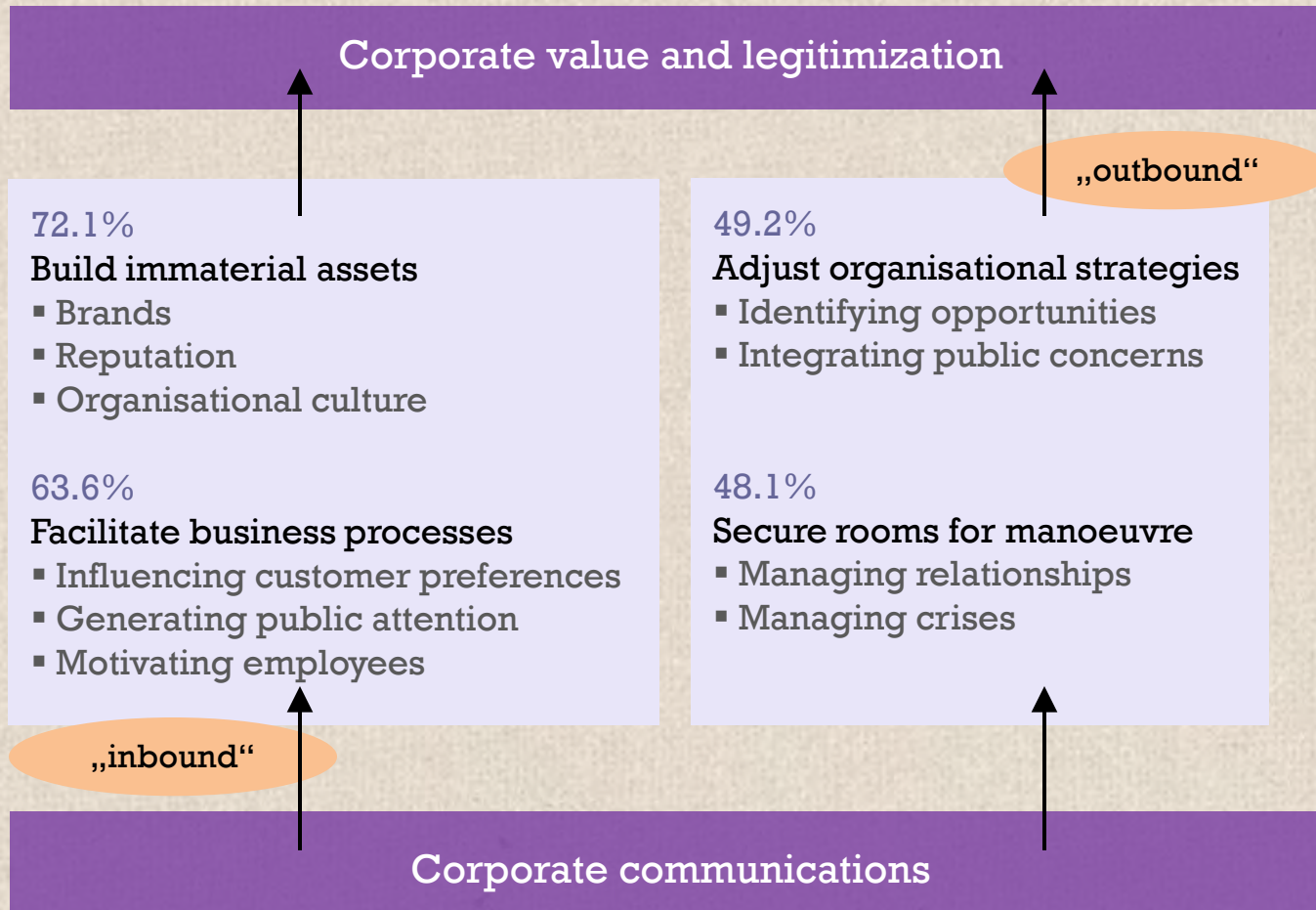
What I would like to share with you.

Five key insights from recent studies on strategic communication.
Some conclusions and suggestions for action.
As well as your ideas, thoughts and comments.

Background of the research.

0

Strategic communication



Empirical studies

Cross-Cultural Study of Leadership in Communication Management
N=4,484 PR professionals from 23 countries globally; survey
Focus: Strategic issues, leadership practice and development

European Communication Monitor 2012
N=2,185 PR professionals from 42 countries; survey
Focus: Integration, influence, ethics

Social Media Delphi 2012
N=860 PR professionals + 32 experts in Germany; survey, 2-wave delphi
Focus: Governance, organisation, budgets, measurement

Investor Relations 2.0 – Global Benchmark Study 2012
N=190 listed corporations in USA, UK, FR, GE, JP; content analysis
Focus: Utilization of owned and external platforms, dialogue, benchmark

Dialogical communications on the social web
N=100 non-profit organisations in USA, GE; content analysis
Focus: Strategies to stimulate dialogue, benchmark



More information,
new configurations.

1

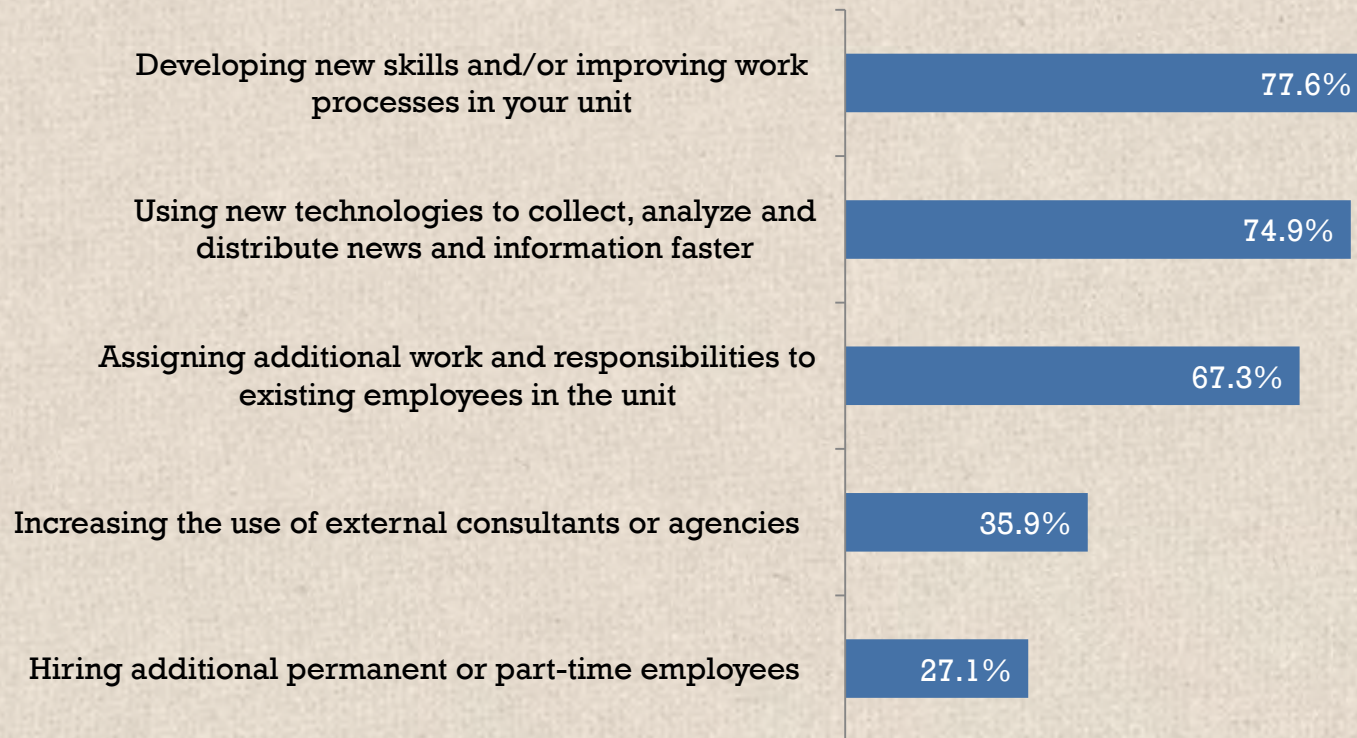
Most important issues for communication management

Dealing with the speed and volume of information flow	23.0%
Managing the digital revolution and rise of social media	15.3%
Improving the measurement of communication effectiveness to demonstrate value	12.2%
Being prepared to deal effectively with crises that may arise	11.9%
Dealing with growing demands for transparency of communications and operations	8.4%
Improving employee engagement and commitment in the workplace	7.9%
Finding, developing and retaining highly talented communication professionals	7.5%
Meeting communication needs in diverse cultures and globalizing markets	6.1%
Meeting increasing demands for corporate social responsibility	5.3%
Improving the image of the public relations/communication management profession	2.5%

Diverse perceptions and priorities within the field

- Information speed is the top issue in Western countries and Russia, also quite important in Latin America and China, but not a Top 3 issue in India and South Korea
- In China and India, finding and developing talents is leading the list of priorities
- Social media is not ranked within the Top 3 in Brazil, Russia, Estonia and Latvia
- Crises are the top issue in South Korea and Chile, also relevant in the US and Spain, but not in other regions
- Employee engagement and information speed are valued significantly more important by leaders and by professionals with a longer job experience

Approaches to handle the rising flow of information



**RECONFIGURE PROCESSES AND STRUCTURES
WITHIN THE COMMUNICATION FUNCTION**

**More reflection,
more influence.**

2

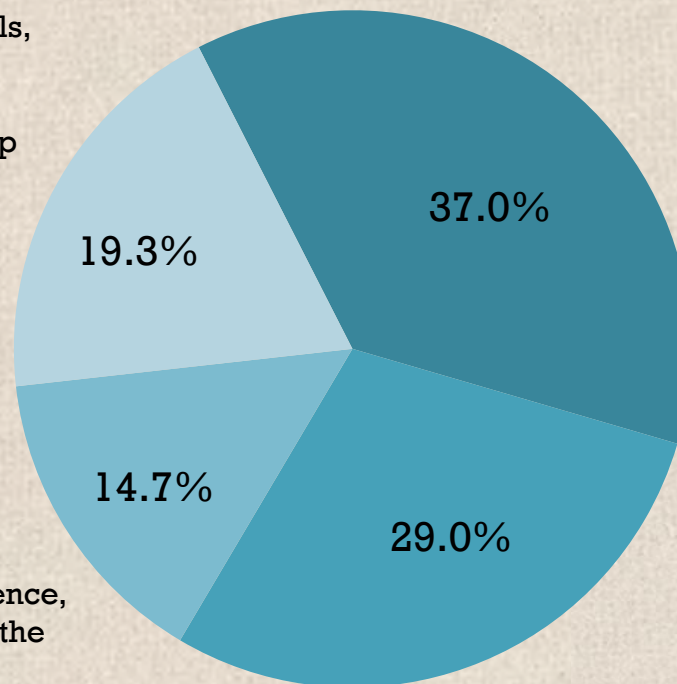
A collection of various-sized triangles in shades of purple, brown, and white, scattered across the right side of the page. Some triangles are solid, while others are outlined. They are arranged in a somewhat chaotic but artistic pattern, with some overlapping.

How European communication professionals spend their productive time at work

Aligning communication, the organisation/client and its stakeholders
(studying business and social research reports, identifying organisational goals, monitoring public issues and stakeholder expectations, debating visions and business strategies with top management and other departments, developing scenarios, building legitimacy)

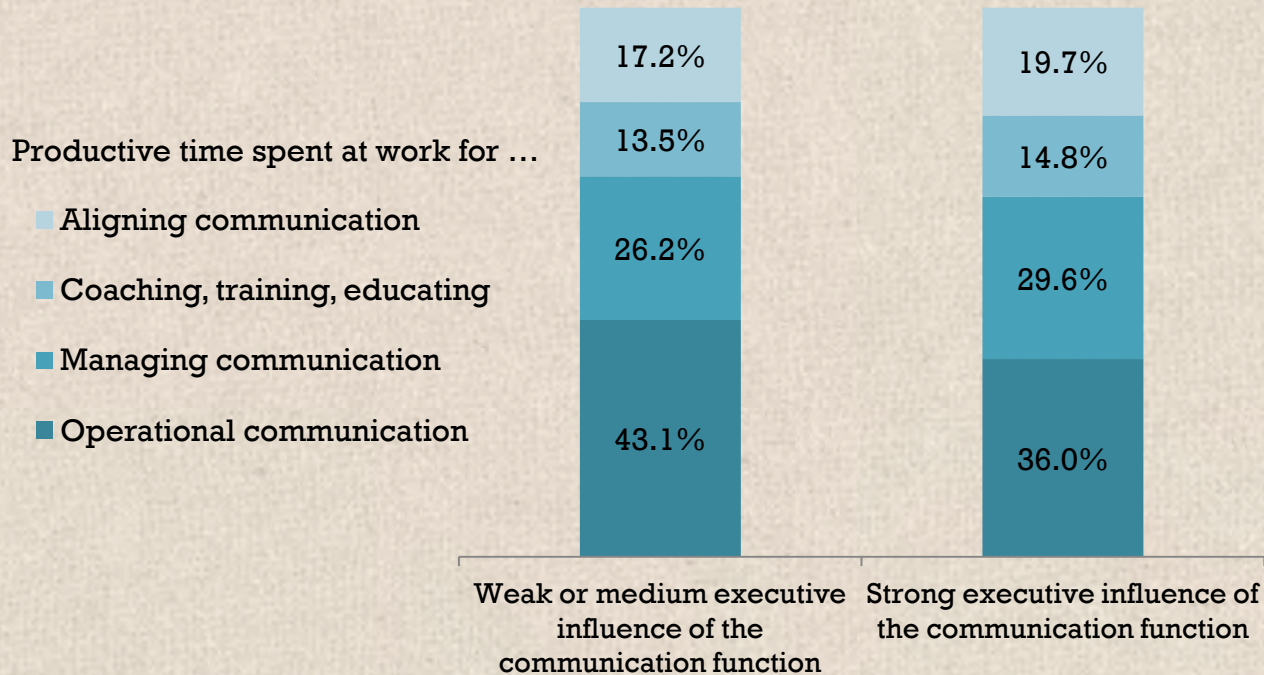
Coaching, training and educating members of the organisation or clients
(on the vision, mission and other communication related issues as well as upgrading their communicative competence, preparing them for communicating with the media, stakeholders etc.)

Operational communication
(talking to colleagues and journalists, writing press releases and print/online texts, producing communication media, monitoring results of our activities, organising events etc.)



Managing communication activities and co-workers
(planning, organising, leading staff, budgeting, evaluating processes and strategies, justifying communication spending, preparing for crises)

Stronger focus on management, coaching and goal orientation correlates with stronger influence



Relevance of collaboration for excellent leadership in communication is underestimated

Leadership capabilities and conditions	Mean (Scale 1-7)	Standard Deviation	
Participating in your organization's strategic decision-making regarding the issue	6.30	0.97	◆
Possessing communication knowledge to develop appropriate strategies, plans and messages	6.14	1.06	◆
Providing a compelling vision for how communication can help the organization	6.04	1.13	◆
Having the ability to build and manage professional work teams to address the issue	5.91	1.12	◆
Having the ability to develop coalitions in and outside the organization to deal with the issue	5.71	1.26	◆
Working in an organization that supports 2-way communication and shared power	5.63	1.39	◆
Possessing a strong ethical orientation and set of values to guide actions	5.63	1.37	◆

◆ Organizational conditions ◆ Communication skills ◆ Collaboration skills ◆ Ethical orientation



STOP COMMUNICATING YOURSELF,
ENABLE OTHERS TO DO SO

More touchpoints,
multiple images.

3

Increasing complexity of communication

81.7%

of organisations have more touchpoints with their publics,
compared to five years ago

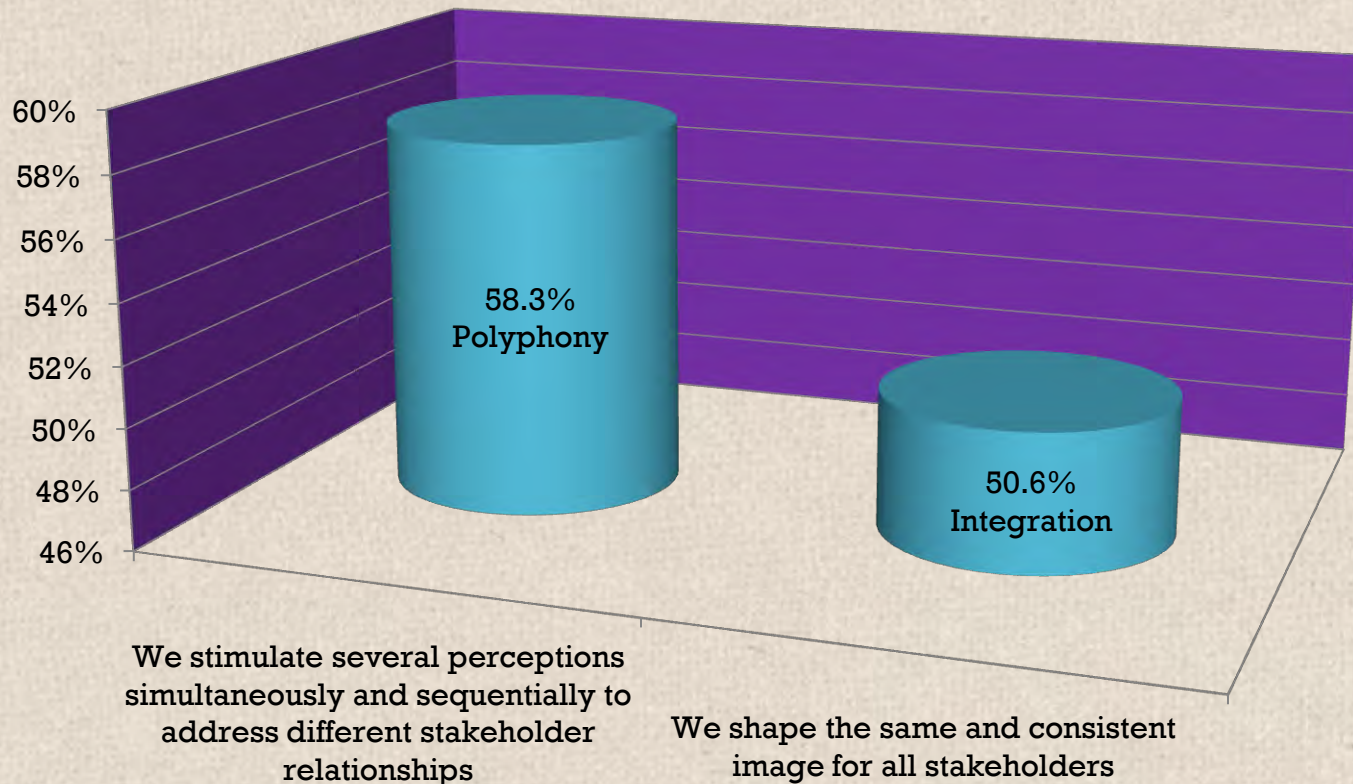
74.1%

say organisational voice is created by all organisational
members interacting with stakeholders

43.2%

think they have less control over their messages

New dominant strategy

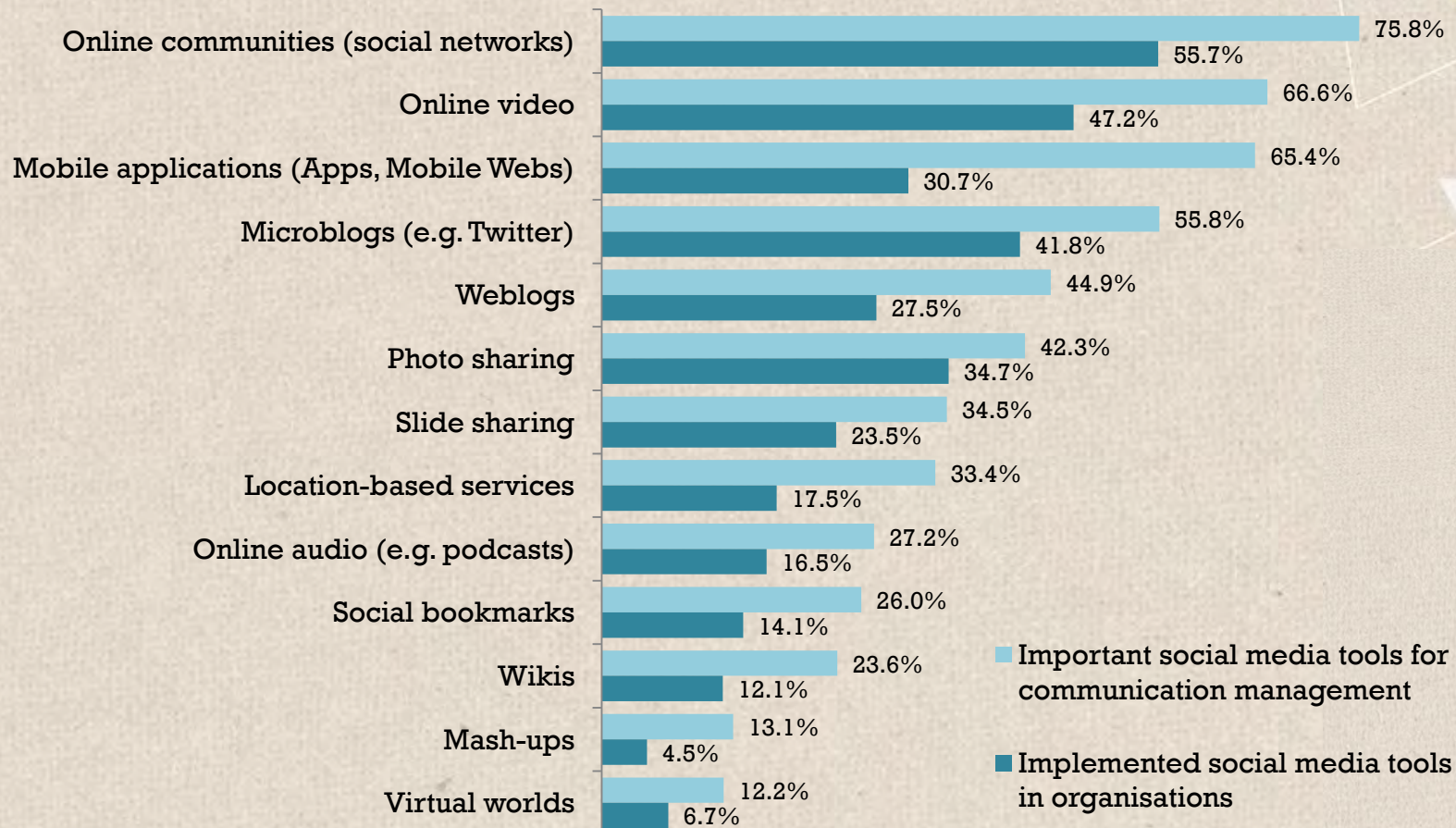


RETHINK CONCEPTS OF INTEGRATED COMMUNICATIONS – CREATE FLEXIBLE IDENTITIES

**More social media,
enhanced measurement.**

4

Social media communications: Large gaps between importance and implementation



Governance structures for social media are evolving slowly



Measuring social media communication

When will comprehensive measurement systems for social media be established on a large scale?

Until the end of 2013	6.3%
Within 1 to 3 years	40.6%
Within 4 to 6 years	28.1%
Within 7 to 9 years	9.4%
Will not happen in the long run	15.6%

How difficult is it to align social media evaluation to strategic goals?



■ 1 (not at all) ■ 2 ■ 3 ■ 4 ■ 5 (very much)

How strong will social media evaluation be focused on outreach?



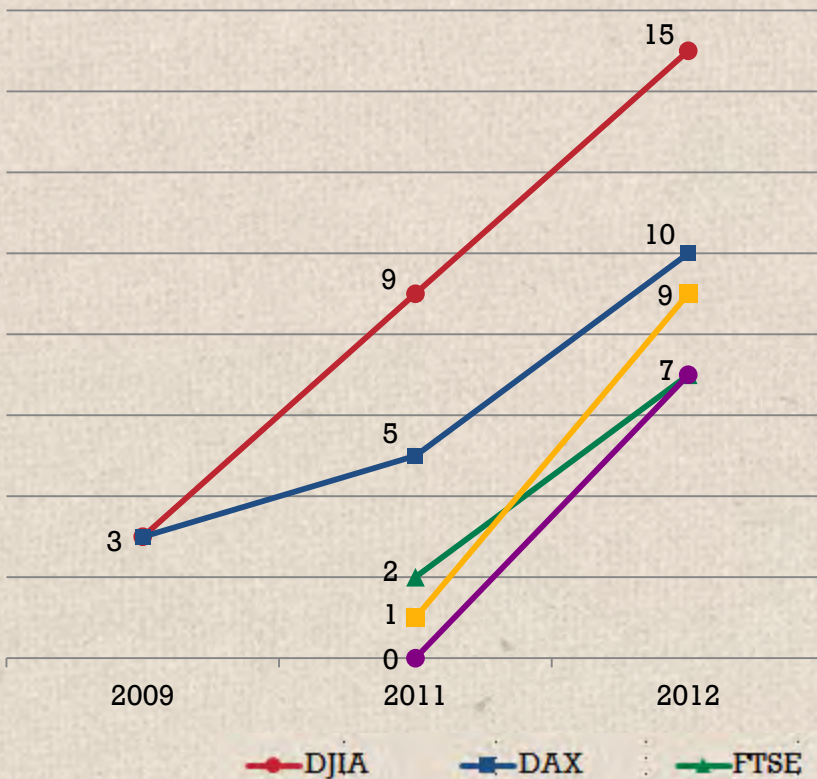
**DEFINE GOALS FOR ONLINE COMMUNICATIONS –
MEASURE IMPACT ON SEVERAL LEVELS**

More dialogue,
new communication styles.

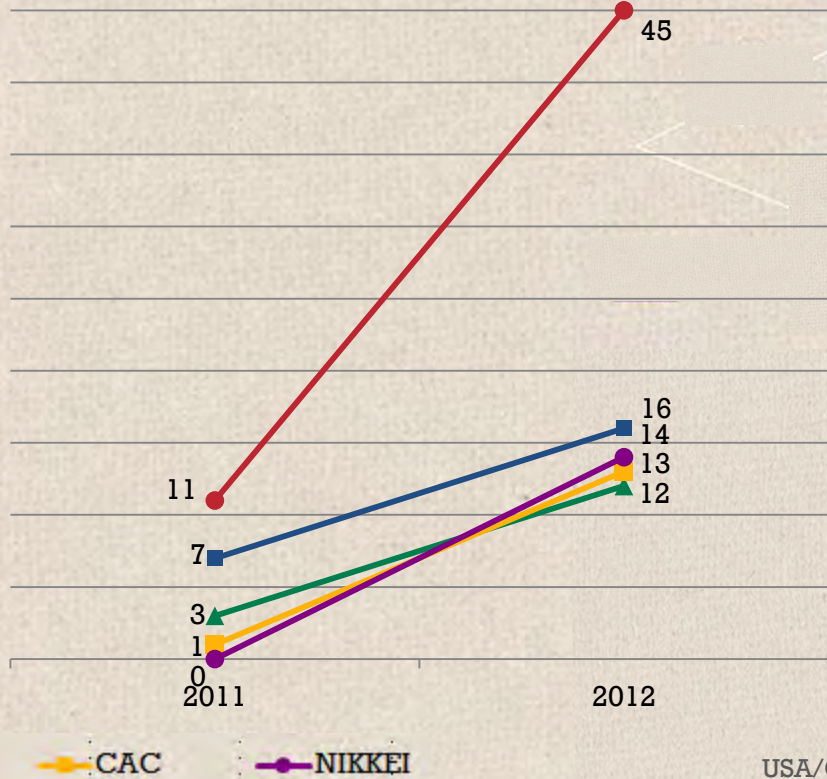
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Social media is seldom used for dialogue – but the numbers are rising

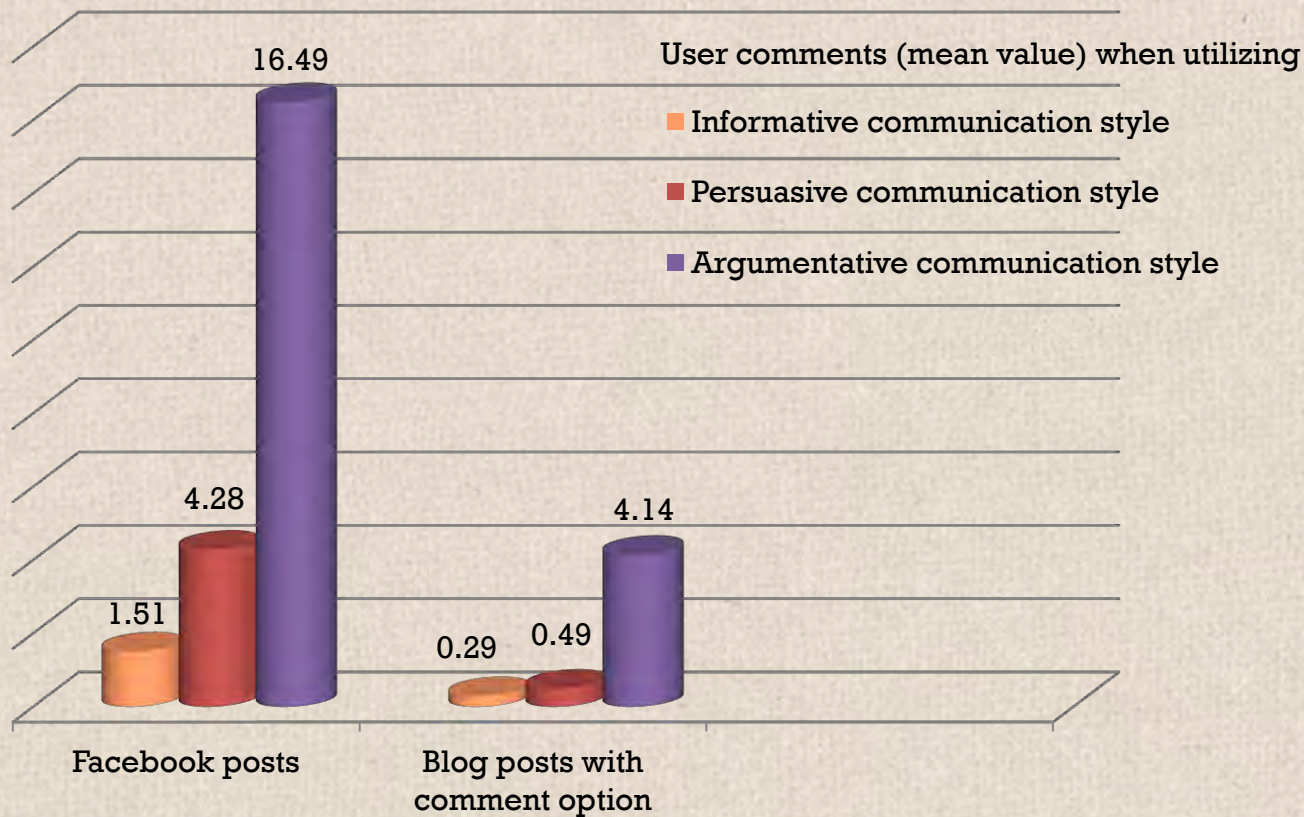
Corporations offering social media tools with feedback possibilities on their IR website



Number of social media tools with feedback possibilities on IR websites



Significant correlations between communication style and feedback



ESTABLISH ROUTINES FOR STIMULATING
OR PREVENTING DIALOGUE



Questions?
Comments.
Ideas!

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