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A STUDY CONDUCTED BY THE EUROPEAN PUBLIC RELATIONS EDUCATION AND RESEARCH ASSOCIATION (EUPRERA) AND THE EUROPEAN ASSOCIATION OF COMMUNICATION DIRECTORS (EACD) SUPPORTED BY PARTNER PRIME RESEARCH INTERNATIONAL AND MEDIA PARTNER COMMUNICATION DIRECTOR MAGAZINE

EUROPEAN COMMUNICATION MONITOR 2015

EXCELLENCE IN STRATEGIC COMMUNICATION
CREATING COMMUNICATION VALUE THROUGH LISTENING, MESSAGING
AND MEASUREMENT. RESULTS OF A SURVEY IN 41 COUNTRIES.

TOPICS INCLUDE:

FUTURE RELEVANCE OF MASS MEDIA

COMMUNICATION AND CONTENT STRATEGIES

MEASUREMENT AND EVALUATION

CHARACTERISTICS OF EXCELLENT COMMUNICATION FUNCTIONS

10 STARTING POINTS ...

1 FUTURE RELEVANCE OF MASS MEDIA

61.3% of European communication professionals believe that strategic partnerships with mass media (co-produced content, joint publications and services) will gain importance within the next three years. Yet only 36.3% of organisations have established frequent collaborations today.

2 INTEGRATING COMMUNICATION

The vast majority of respondents (85.6%) see a strong need to integrate communication activities – because all communication functions nowadays use the full range of instruments online/offline, sometimes only under disparate names.

3 CONTENT STRATEGIES

Popular concepts like content strategy, content marketing, brand journalism and native advertising are acknowledged and considered important by communicators. However there is a large gap between importance and real use in most European countries.

4 STRATEGIC ISSUES

Linking business strategy and communication continues to be the most important issue for communication management in Europe. It is mentioned by 42.9% of the communicators, leading the list of top issues for the third year in a row.

5 VALUE CONTRIBUTION

When explaining the relevance of strategic communication to top executives, eight out of ten communicators (79.8%) commonly talk about the positive effects of reputation, brands or organisational culture. Only every second (55.4%) tries to demonstrate economic effects.

6 ORGANISATIONAL LISTENING

While 78.3% of all organisations have established messaging strategies for reaching out to stakeholders, only 55.7% use listening strategies to monitor the public sphere or integrate feedback from stakeholders.

7 MEASUREMENT AND EVALUATION

Most organisations focus on output measures, i.e. media clippings, but neglect both costs (input) and impact on organisational targets or resources (outflow). Only 43.3% use measurement insights to lead teams and agencies.

8 RELATIONSHIP BETWEEN AGENCIES AND CLIENTS

Communication departments and agencies have very different perceptions of why they work together. Also, there is no agreement about the main reasons for conflict in such relationships.

9 SALARIES

The annual income of communication professionals in Europe is quite diversified, with 3.8% earning more than €200,000 per year and 25.1% not more than €30,000

10 CHARACTERISTICS OF EXCELLENT COMMUNICATION FUNCTIONS

Excellent communication departments are stronger aligned to the top management, more geared towards organisational listening, and much better in measuring the business impact of communication.

... FOR FURTHER DISCUSSION

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The European Communications Monitor is an international research initiative conducted by the European Public Relations Education and Research Association (EUPRERA), an autonomous organisation, in partnership with the EACD and the Communication Director magazine. The study is conducted with the aim to stimulate and promote the knowledge and practice of communication management in Europe.

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