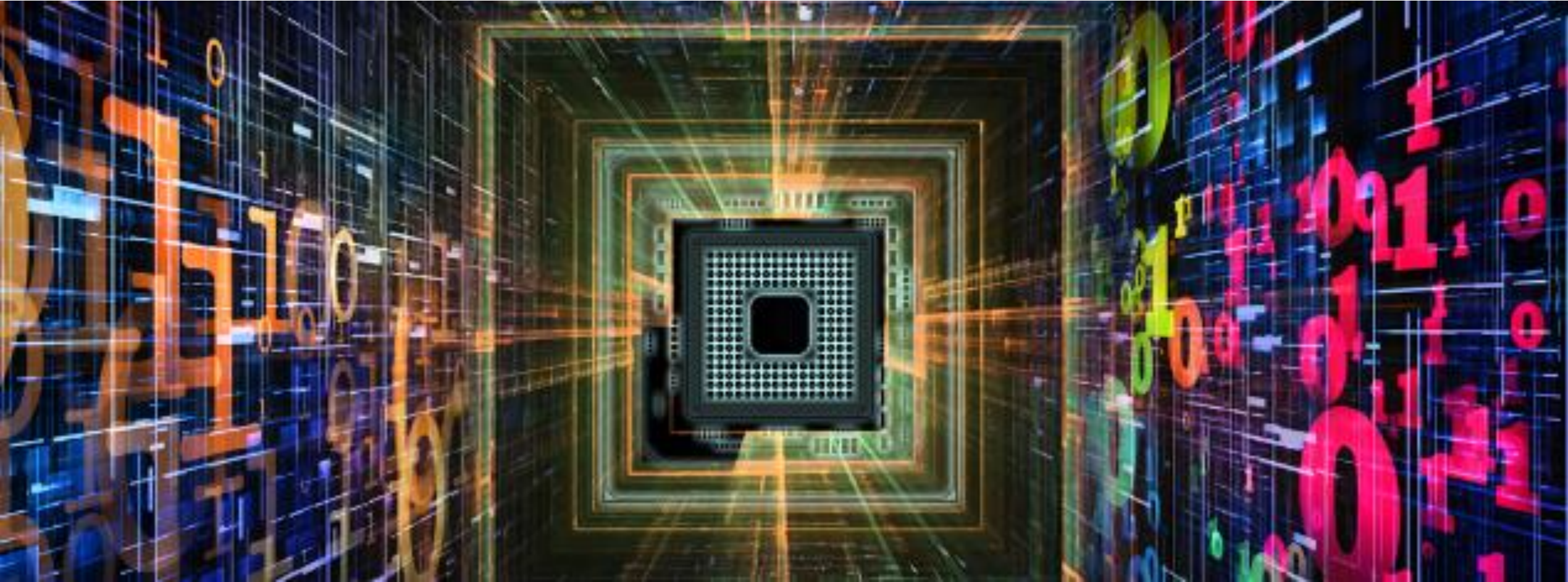


# Marketing & Communications Watch

## The Evolving Corporate Communications Practice

December 9, 2021



# Some of the critical questions and issues we will be answering today

- What is the profile of today's Chief Communications Officer (CCOs)?
- How has COVID-19 changed the focus and prioritization of CCOs?
- What has stayed the same?
- What are the key lessons that should remain with us?



# Today's Speakers



**Craig E. Carroll, PhD**  
**(Moderator)**  
Communications Leader,  
M&C Center  
**The Conference Board**



**Kim Sample**  
President  
**PR Council**



**Brian Henry**  
Senior Vice President  
**3M**

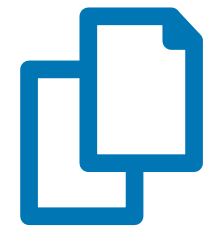
# Earn Credit



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CREDIT



# About the Sample



The  
Observatory on  
Corporate Reputation, LLC

Researcher

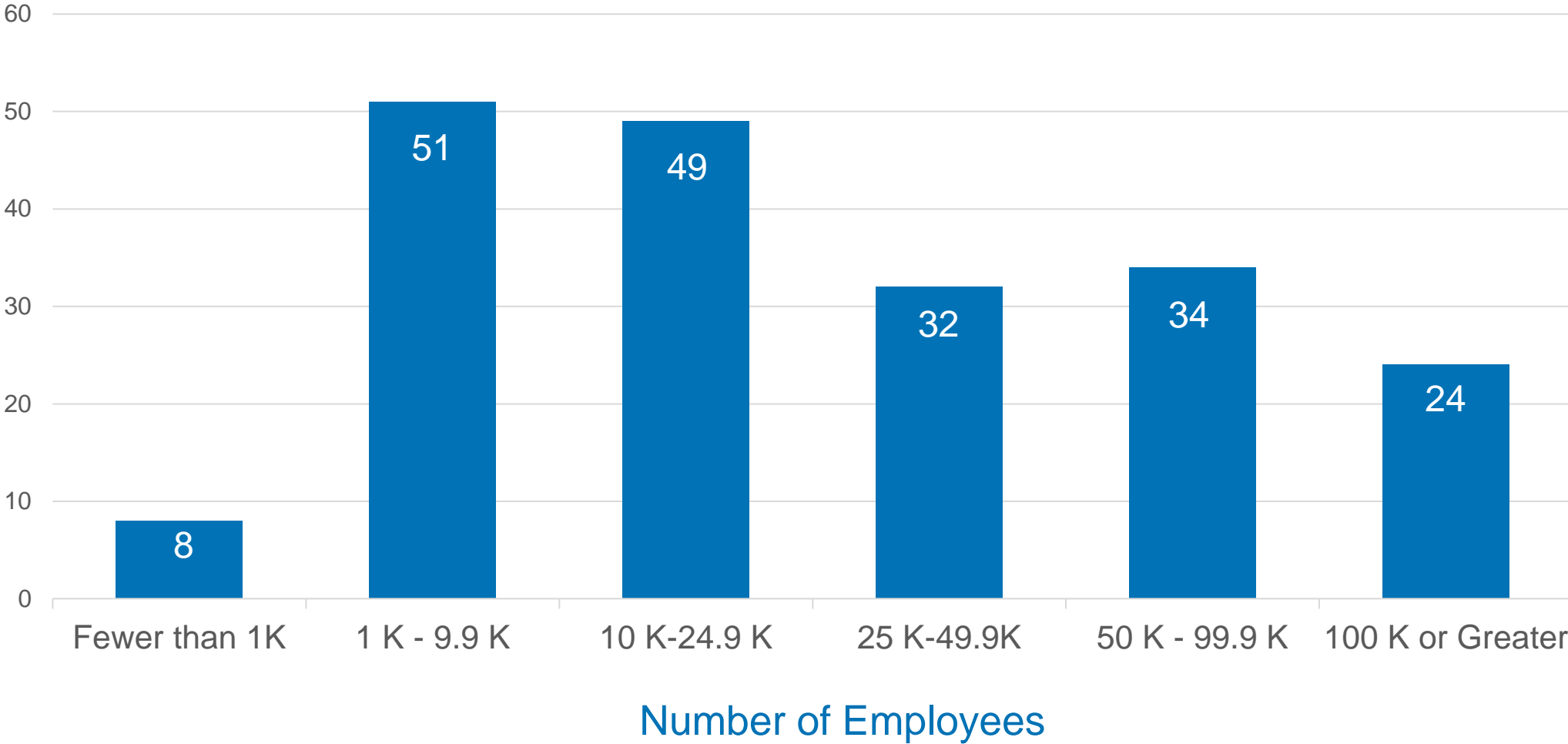
THE CONFERENCE BOARD 

Datahost

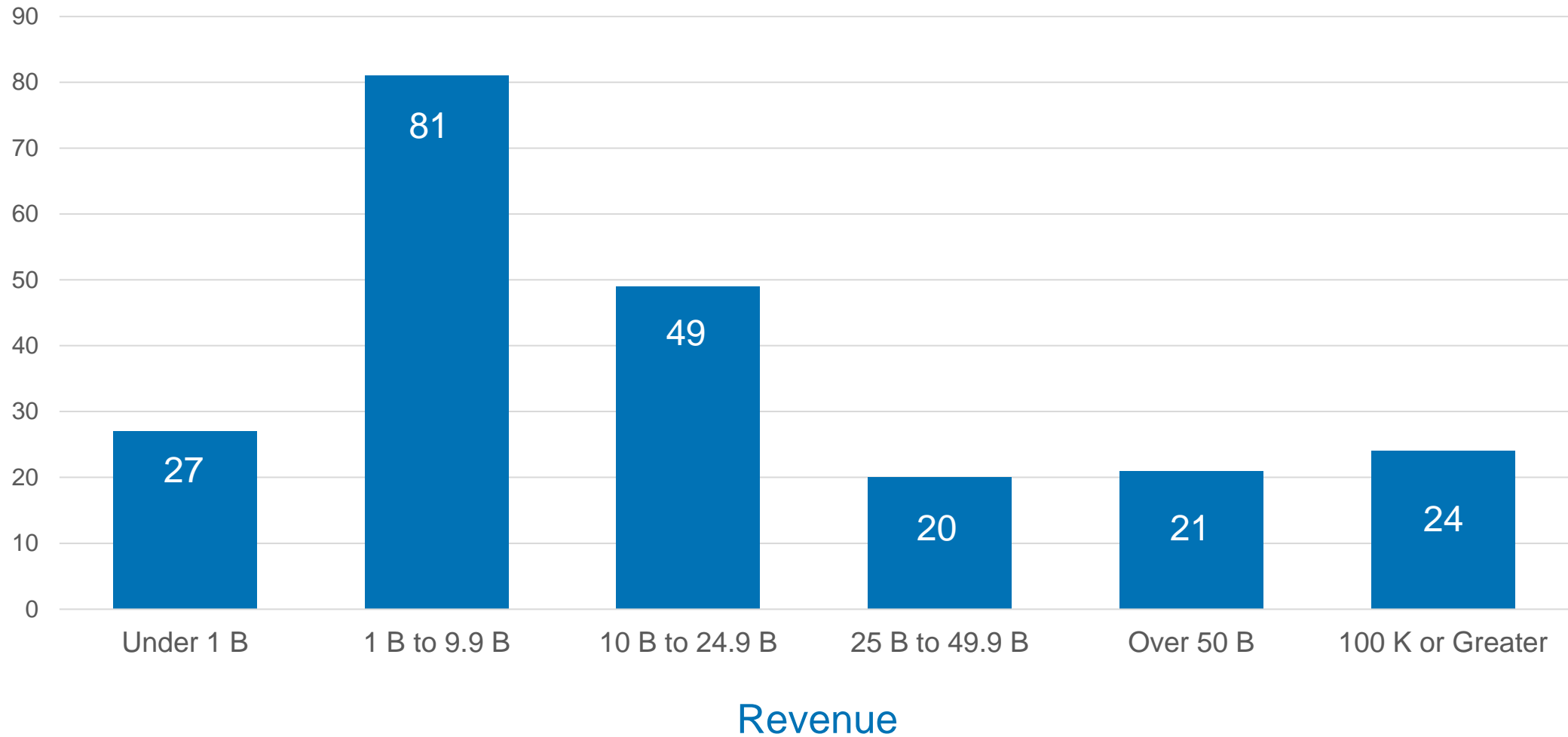
# Double-Blind

198 leading companies

# 29 percent of companies had 50,000+ employees



## 59% of sample companies had > \$1 Billion Revenue;





# Additional corporate demographics

## Organizational Structure

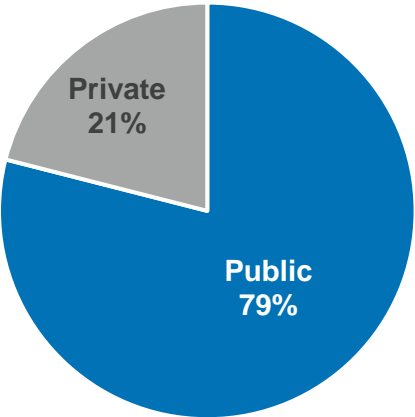
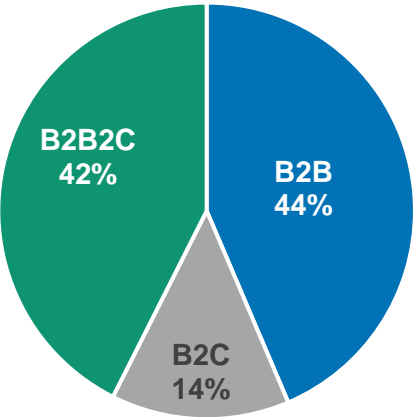
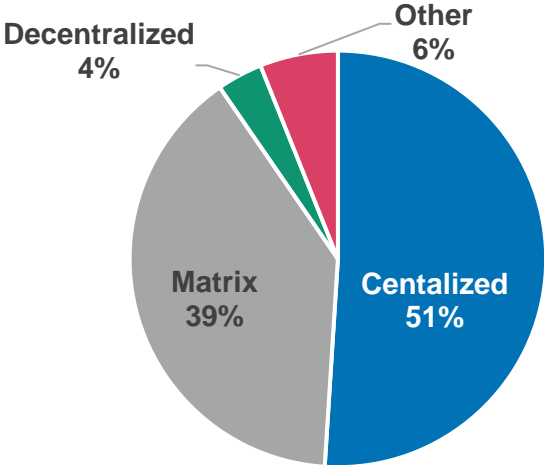
Centralized	101
Matrix	78
Decentralized	7
Other	2

## Customer Base

B2B	85
B2C	27
B2B2C	83

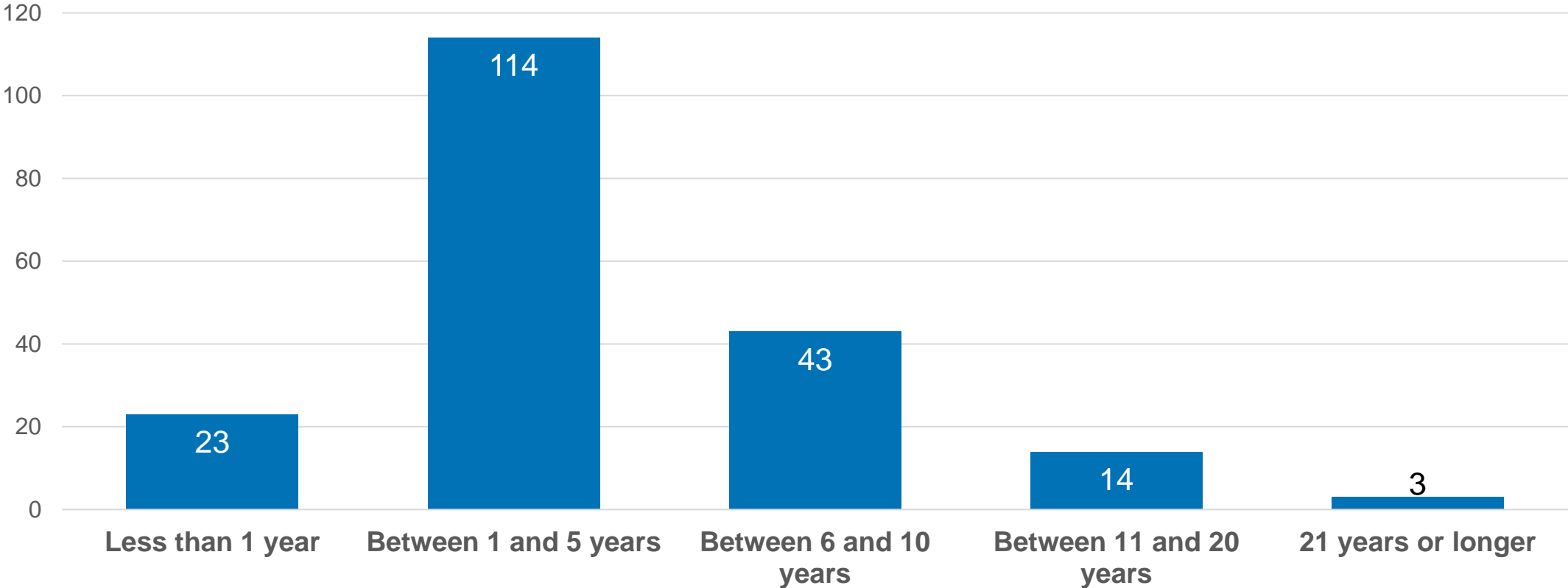
## Ownership

Public	154
Private	41



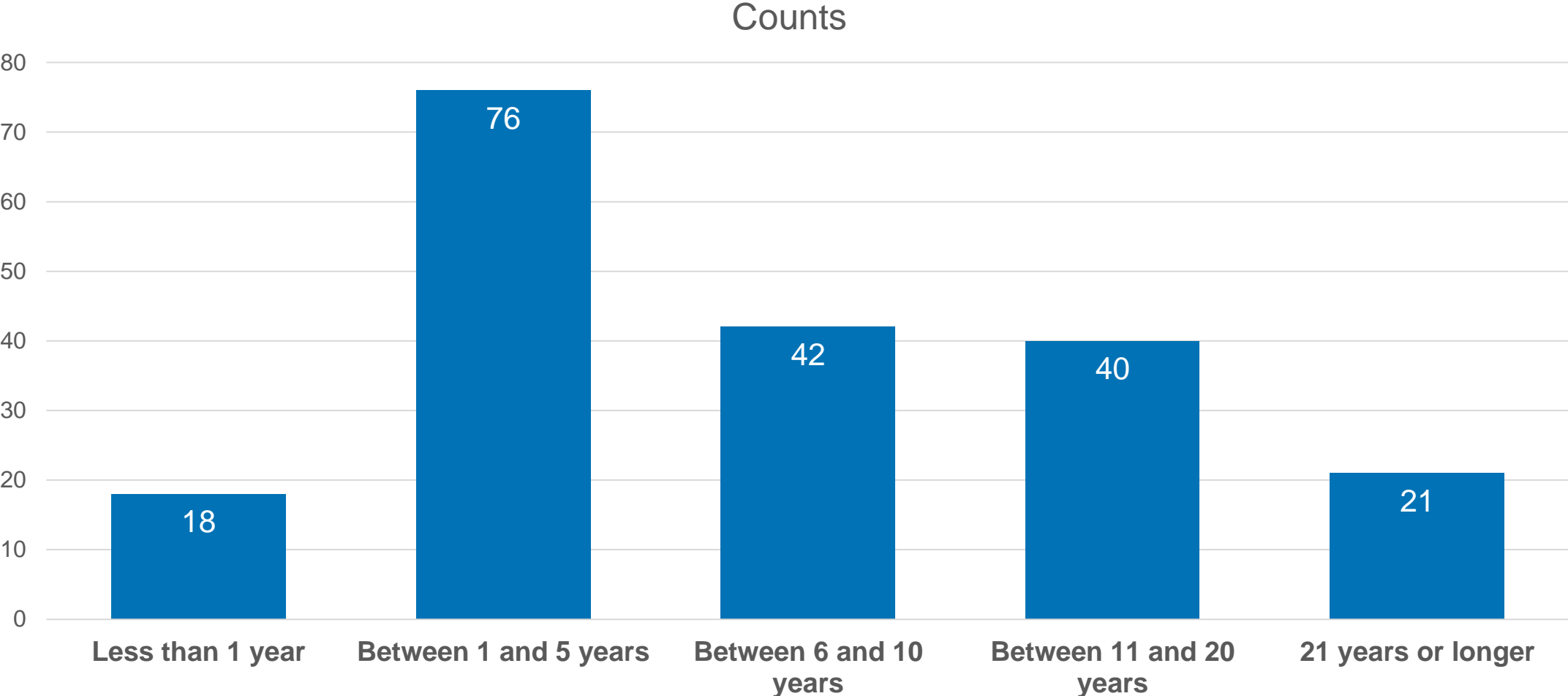
# 70% of the CCOs have been in the job less than 5 less years

## In the Current Job



# 70% of the CCOs have been in the job less than 5 less years

## With the Company...





# Audience Poll Question

- Employees

Fewer than 1K

1 K - 9.9 K

10 K-24.9 K

25 K-49.9K

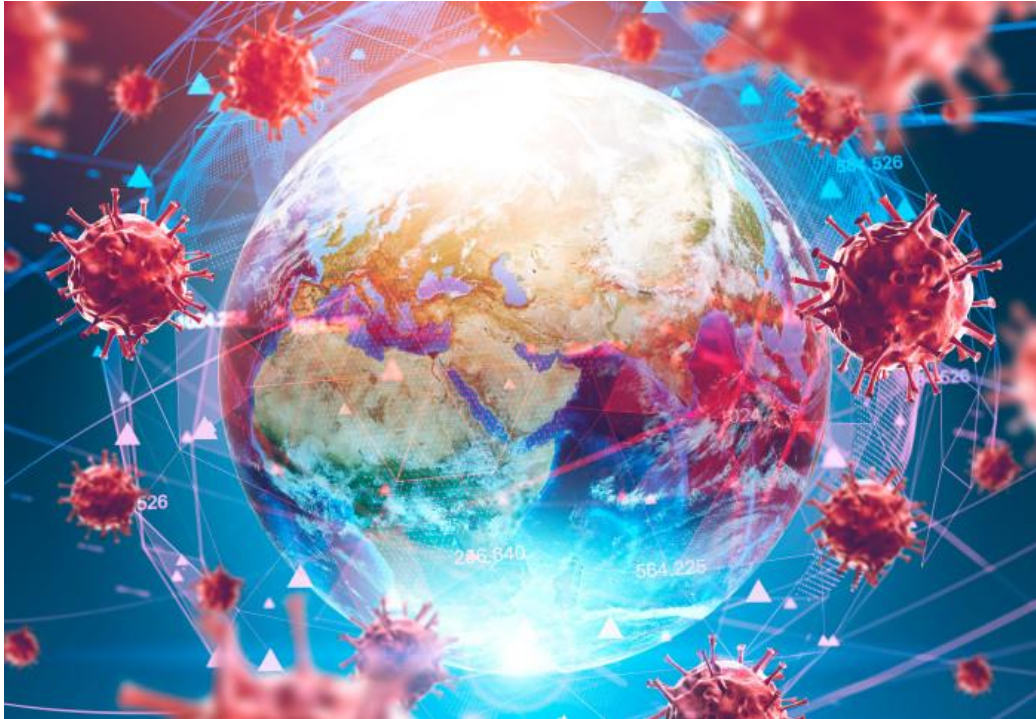
50 K - 99.9 K

100 K or Greater



# Key Challenge Today

## All COVID all the time



- Transitioning to remote work
- Remote corporate culture
- Vaccination
- Employee burnout and mental well-being
- Going back-to-the-office



# New Corporate Communications Practice

# Diversity, equity, and inclusion



- Diversity, equity, and inclusion 83%
- Race-engagement 56%





# Corporate purpose

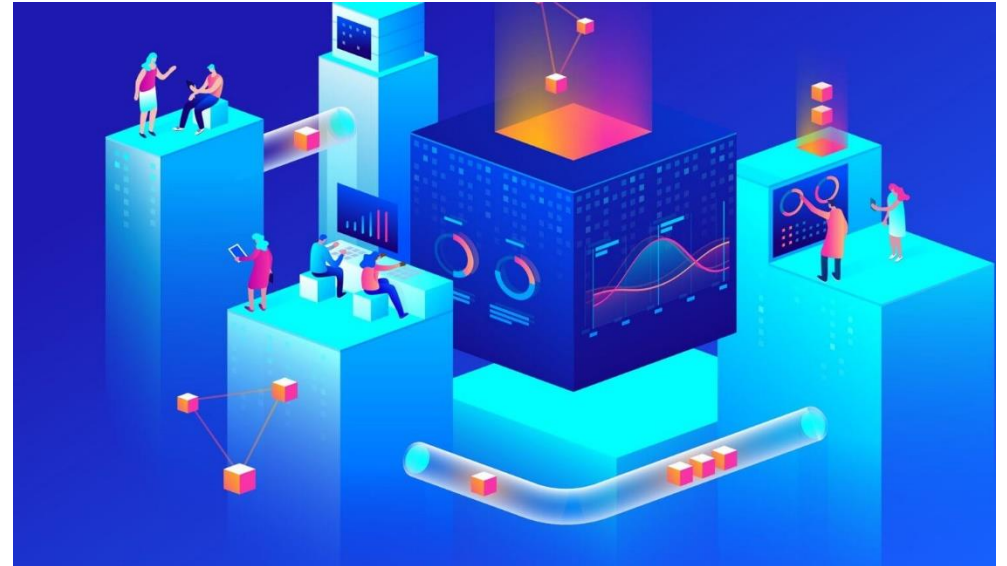


- Corporate purpose 84%
- Social issue advocacy 34%



# Digital Transformation

- Digital transformation 25%
- Cyber security and data privacy 25%



# Corporate political activity



- Corporate political activity 32%
- Corporate diplomacy 25%
- Public policy 40%



# Compliance and Ethics



- Compliance and ethics 24%



# Key Challenges

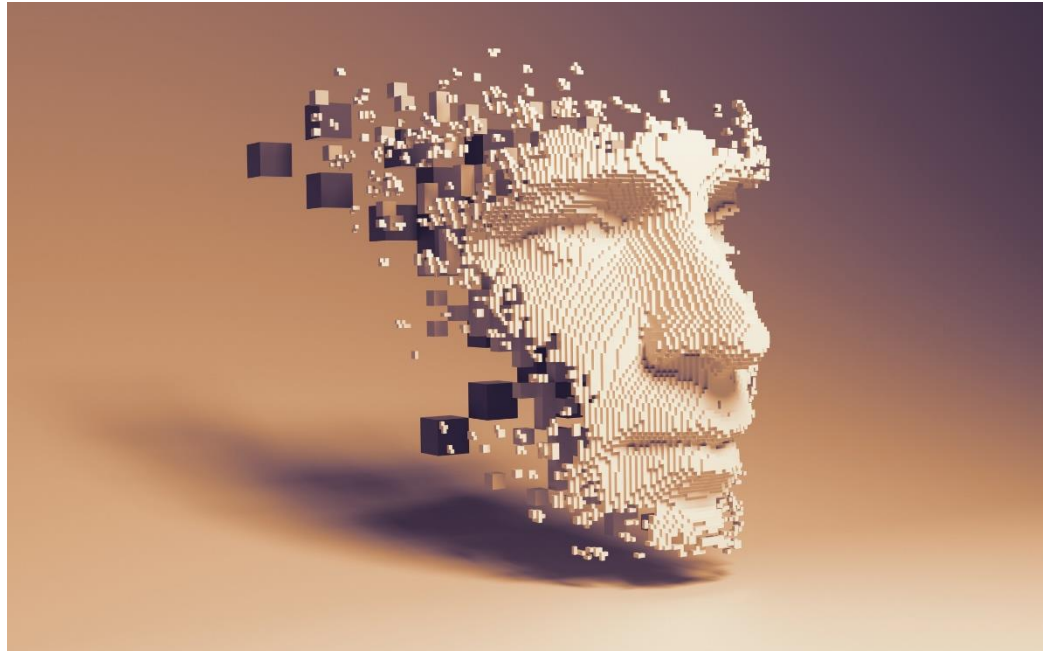
## What's New: All COVID, all the time



- Transitioning to remote work
- Remote corporate culture
- Vaccination
- Employee burnout and mental well-being
- Going back-to-the-office



## What else is new?



- Digital transformation 25%



## What else is new?



MANUEL BALCE CENETA / ASSOCIATED PRESS

- Racial unrest 47%
- Capital riot (January 6th) 40%





## What else is new?



- Loss of cultural memory 34%



## What else is new?



- Cyber attacks 25%
- Supply chain disruption 25%



## What else is new?

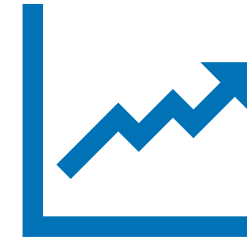


- Investor activism 23%



## What has increased from 2019 to 2021

■ Furloughs and layoffs	8 to 49%
■ Mergers and acquisitions	29 to 54%
■ Government investigations	8 to 16%
■ Procurement	4 to 11%
■ Product recalls	8 to 15%
■ CEO succession	26 to 31%
■ Material litigation	13 to 15%



## What has decreased compared to previous tracking...



▪ Hacking of sensitive data or other violation of customer privacy	10.1 to 7%
▪ Labor unrest	10.7 to 8%
▪ Environmental violation	10.1% to 7%
▪ Auditing	11.4 to 5%
▪ Whistleblowing	5.4 to 4%
▪ Executive malfeasance	7.4 to 1%
▪ Financial restatement	10.7 to 3%
▪ Sexual harassment	6.7 to 4%
▪ Whistleblowing	5.4 to 4%



## What has increased compared to previous tracking...



▪ Talent recruitment	18 to 43%
▪ Talent retention challenges	17 to 35%
▪ Inadequate system for measuring the department's performance	37 to 50%
▪ Insufficient data capabilities	31 to 38%
▪ Skill deficiencies	24 to 30%
▪ Budgetary constraints	61 to 66%
▪ Insufficient digital capabilities	25 to 27%
▪ Departmental layoffs	18 to 19%



9% of companies reported  
“No Challenges”



## What has improved

- Organizational changes 44 to 37%
- Lack of decision-making power 22 to 15%
- Internal collaboration issues 40 to 37%





# Use of Agencies

## Top use of agencies

- Advertising (product or service) up 31.5 to 53%
- Advertising (corporate brand) down 46.3 to 44%
- Social listening up 14.1 to 49%



## Top use of agencies “Mostly agency”)

- Business market intelligence 50% (new)
- Measurement and evaluation 39% (new)
- Advertising (social issue advocacy) 36% (new)



# How would you rate your agencies...?

QUALITY



VALUE



RESULTS



COST



ACCOUNTABILITY



# Additional Takeaways

## Additional insights

- The role CCOs play in corporate strategy – in times of crisis versus times of calm
- The gift of forced prioritization for CCOs
- The new acknowledgement in the workforce that there is "no back to normal"
- The importance of continuing the journey of diversity and racial equity inside corporations
- The application of technology and digital transformation to the work of the CCO
- The evolving strategies around stakeholder engagement for CCOs



# Corporate Purpose: A Primer for Marketing & Communications



Marketing & Communications executives *must* play an essential role in creating, implementing, and communicating corporate purpose. But how to begin?

Check out our latest publication authored by **Timothy Powell**, Senior Fellow for The Conference Board Marketing and Communications Center and President of The Knowledge Agency

Read the publication here:

<https://www.conference-board.org/publications/corporate-purpose-a-primer>





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