THE VIEW

An in-depth look into communicating in an integrated world
Over the past four decades VMA GROUP has been the leading resourcing and career partner for the corporate communications sector. To celebrate our 40th anniversary we have produced the first edition of ‘The View’, a comprehensive research report which focuses on the UK corporate communications profession, with input from over 410 communications practitioners across various disciplines.

Compiled from survey responses in 2017, The View is an invaluable tool to help every external communications professional navigate through times of uncertainty and looks at key issues affecting the communications sector, ranging from digitalisation to the changing nature of skills in demand.

**Proving digital’s value to the bottom line**
Digital and social media is at the forefront of every communications trend. Our study found that three in four corporate communicators agree that digital communications is the future of the function. However, practitioners believe the key challenges facing their profession relate to the difficulty in demonstrating the channel’s return on investment and their ability to adapt to the speed of the evolving media landscape. It is clear that social media and digital are not being harnessed to their full potential, with more than half of respondents rating the current usage within their organisation as ‘poor’ or ‘average’ and almost two thirds saying they have not had any communications related training in the past year. These alarming statistics provide organisations with an opportunity to evaluate how their financial resources are invested, and it is questionable as to how well equipped communications professionals are to leverage these channels. Is the onus on organisations or individuals to upskill?

**Size doesn’t matter**
Our analysis reveals that the size of the organisation does not necessarily have a bearing on the size of the communications budget. Overall, the largest contingent of respondents have a significant budget over £1 million. We found organisations at the smaller end of the spectrum with fewer than 100 employees are also investing heavily in communications, spending on average between £500k to £750k or over £1 million annually. This finding reflects the renewed confidence for communications, with the function’s importance valued by CEOs and senior leaders. In 2018, we can also expect to see communications play an integral role in an organisation’s key strategy and decision making, as the demand for the function and its influence within the organisation grows.

**Building the right calibre of team**
In the year ahead, employers will be tasked to build the right calibre of team to withstand changes in the macro environment such as the impact of Brexit and the advancement of technology in the workplace. Nonetheless, the study indicates that communications teams will need to get the basics right first, as good business acumen and strong writing skills are found to be lacking in the talent pool. In addition, it is concerning that a third of communications teams do not have a formal communications strategy in place and only half of the respondents in the study agree that their communications objectives are thoroughly monitored and reviewed.

During periods of inevitable change, we have found interim contractors in great demand, with over 60% of respondents across organisations of varying sizes having at least one interim working in their team. We have also found that the majority of interim contracts are for project/change based work or because a specialist skill is required.

This report provides key insights for communications practitioners looking to advance their career, grow or retain their team, keep abreast of the current trends or benchmark against what’s happening in the industry.

On behalf of VMA GROUP, I would like to thank everyone that participated in our survey and the valuable insight provided for the benefit of the sector.

Julia Meighan
CEO
The communications industry is largely female led. Notably, the gender gap decreases as job level increases and there are also 44% more females in executive to senior manager level positions and 9% fewer females reaching senior ‘head of’ and ‘director’ level.

The majority of respondents who completed the survey are aged between 31 to 45 years old.

Whether a prerequisite of a role or otherwise, the communications industry is comprised of highly educated professionals with 79% of respondents holding at least a Bachelor’s degree, if not a post graduate qualification.
63% of respondents are highly experienced communications professionals with more than 10 years experience.

Flexible working is at the forefront of many recruitment discussions and in our remuneration chapter the results show flexible working is the second most important employee benefit. Surprisingly, not many organisations are embracing flexibility with 49% of respondents only occasionally working from home. Also for communications practitioners looking for part-time roles this may be a challenge as only 3% of respondents currently work on a part-time basis, potentially indicating the limited number of roles available.

More than half of respondents work in a general corporate communications specialism and only 11% work in a ‘media relations’ specialist role, which corresponds with the trend that more broader communications skills are in higher demand.
Delivering strategic communications to a business is a delicate balancing act. The key is recruiting people at every level who can make sound judgements about how they can deliver business value and support strategy.

Barney O’Kelly
Global Head of Communications
FRESHFIELDS BRUCKHAUS DERINGER LLP
Further analysis into the average team size reveals the bulk of respondents across a wide range of sectors have fewer than four people in a team. Notably, the sectors most likely to have the largest communications teams (more than 200 people) are Agriculture, Banking and Financial Services and Public Sector (central government).

Agriculture, Banking & Financial Services, and Public Sector - Central Government are the sectors most likely to have the largest communications teams (more than 200 people). The vast majority of organisations have a centralised team structure. Notably, slightly more global organisations operate a decentralised structure, possibly due to the growth in the business partnering model across different territories.

Optimism is high with 33% of headcount growth due to an increase in demand from the business. Thus, relaying the importance of a strong communications offering to a large number of organisations.

The vast majority of organisations have a centralised team structure. Notably, slightly more global organisations operate a decentralised structure, possibly due to the growth in the business partnering model across different territories.
The best interim communications professionals are trusted to hold up an honest mirror, give incisive advice on how to achieve greatest impact from communications at best value, and then kick-start and lead delivery including tough changes. All at pace.

That can have huge value to an organisation leader, especially at points of change, crisis or when there are tough commercial choices about how best to channel tight resources.

What interims hear most from CEOs is “I’m paying you to tell me what I need to hear, not what I want to hear.” That’s pretty cool. So often communications practitioners find themselves in organisations sceptical about communications’ value, struggling to get heard, or to win backing at key moments.

Nick Gammage
Interim Director of Policy and Communications
BARNARDO’S

There is strong demand for interim communications professionals across different organisation sizes with 61% of respondents stating at least one interim is employed within their function.

When looking into the average number of interim contractors based on sector, the majority of sectors have an average of one to two interim contractors within their function. Our analysis also found the industries with the strongest demand, and most likely sector to employ more than 10 interim contractors within their organisation are: Agency, Banking and Financial Services, Energy, Healthcare, IT/Technology, Media, Public Sector and Transport.

The View | Interim Market
Over a third of interim contracts last four to six months. Based on our experience, we find the majority of contracts are extended and it is rare that an initial contract length is cut short.

A significant proportion of interim hires (43%) are for project/change based work. From our first-hand experience, we see an uplift in interim hires during key periods of organisation change which may need additional support when communicating with external stakeholders.

The focus of the work includes, but is not limited to: internal change; mergers and acquisitions; regulatory changes; new product/service launches or crisis communications. This is then followed by ‘for their specialist skills’ (21%) as the top reason to hire interim contractors.

Only 22% of communications teams forecast their need for interims to increase. However, from a recruitment perspective, the majority of interim roles are due to unexpected business changes. Therefore, we expect to see this figure increase in real terms over the next 12 months.

In addition, we have also seen an increase in interim contractors who work on projects and change programmes that sit outside the centralised communications team.

Do you expect more interims/contractors to join your team in the next 12 months?

- Yes: 30%
- No: 22%
- Don’t know: 48%

How long is your average contract length?

- 1-3 months: 16%
- 4-6 months: 33%
- 7-9 months: 11%
- 10-12 months: 23%
- 12-18 months: 11%
- 18 months+: 2%

What is the primary reason your team hires interim contractors?

- Project/change based work: 43%
- For their specialist skills: 21%
- Maternity cover support: 17%
- Recruitment freezes: 10%
- Other: 6%
- To bring communications inhouse (from previous agency support): 2%
- Sickness support: 1%

If we are to do our jobs properly, influencing on behalf of our organisations, it is vital that we are also influential within our organisations. Our professional insight and advice needs to be heard and shape thinking at every level, from the Board room to the front line.

Andrew Whyte
Director of Communications
FINANCIAL CONDUCT AUTHORITY
The communications function plays an integral role in an organisation’s strategy and decision making with 46% of respondents confirming that their communications function is either represented at board level by a communications professional or a Marketing Director sitting on the board.

It is encouraging to see that 66% of communications teams have a reporting line to a board member. This ensures the function is involved at the highest level, and is seen as a strategic adviser.

Is there a communications professional sitting on your company board?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No – but communications is represented by the Marketing Director or someone else at board level</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>27%</td>
<td>42%</td>
</tr>
</tbody>
</table>

The profile of communications at senior leadership levels has never been higher, and is now seen as an integral part of critical business decision making and strategy. This isn’t going to change any time soon – the pace of change and flux in which businesses and organisations now operate, and have to pre-empt and respond to, will only see this growing.

Jo Ouvry
Director of Corporate Affairs
DELOITE

Confidence is high as 75% of respondents feel the importance of communications is recognised by their CEO/Md. Across the different employee base, the perceived value of the function is generally consistent.

Do you feel your CEO/Md truly values the importance of communications within your organisation?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>25%</td>
</tr>
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</table>

Overall, how is communications viewed by senior leaders in your organisation?

- They are strong advocates of communications: 35%
- They are ‘on board’ with communications: 34%
- They understand the value of communications, but are not key advocates: 22%
- They do not understand the importance of communications: 9%

It’s also reassuring that 91% of senior leaders understand the value of the function, even if they are not all advocates.

The relationship between communications and the c-suite has been growing for some time, so it is heartening to see that extending to representation at board level as well. I am optimistic this trend will continue as the importance of communications, whether it is supporting business objectives or managing reputation, is seen as integral to company strategy regardless of market conditions.

Angela Warburton
Global Head of Communications
JANUS HENDERSON INVESTORS

“Communications will have more influence within my organisation during the next 12 months.” Do you agree/disagree?

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>26%</td>
<td>38%</td>
<td>29%</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

We expect the recognition from top level management for the function to increase considering 64% of respondents strongly agree/agree communications will have more influence within their organisation during the next 12 months.
Budgets are being squeezed, and it cuts both ways. You have less resource so there’s more licence to experiment with ideas that otherwise wouldn’t be considered. Some of the best campaigns of 2017 were low on cost and high on imagination - that trend seems set to continue.

That said, core communications is coming under greater stress as staff and agency resources are withdrawn. This hampers the ability of the function to deliver on vital outputs like employee engagement and external stakeholder management.

David Hass
Director Of UK Communications
AKZONOBEL
Communications teams will be expected to increase their outputs with no additional resources, with the survey data indicating 49% of communications budgets have remained static in the last 12 months with an unlikely growth in 2018, regardless of the expected increase in demand for communications from within the organisations.

With budgets being tightened and communications professionals already working more than the UK national average, teams will need to be more creative with their strategy. It is important for organisations to note that an under resourced team will hinder the function’s ability to perform at their full potential.

COMMUNICATIONS BUDGET
Over the past year has your communications budget:

- Increased
- Increased
- Stayed the same
- Decreased
- Decreased

2% 22% 49% 24% 3%

Do you expect your communications budget to increase in the next 12 months?

19% Yes 48% No 33% Don’t know

COMMUNICATIONS BUDGET

A well thought through strategy is a must. Without it, you’re driving a car with a set of broken headlights in the dead of night. That could be a fatal combination.

Mark Cullen
Director Brand, Marketing and Communications
EMEIA FINANCIAL SERVICES
ERNST & YOUNG LLP
Whilst it is positive to see that an astounding 81% believe the demand for communications will increase in their organisation within the next 12 months, it also indicates that communications teams may be under-resourced in the year ahead with the survey revealing an expected freeze on headcount and budget.

Alarmingly 31% of organisations do not have a formal communications strategy within their organisation and our analysis indicates that size of the organisation does not have a bearing and there are no key trends on whether a formal strategy is in place.

With the proliferation of technology it is not a surprise that 76% strongly agree/agree that digital communications is the future of communications. We can continue to expect a complete digital transformation of the function.

Does your company have a strategic CSR policy in place?

Establishing a strategic CSR policy can be a crucial factor for an organisation’s competitive advantage and reputation. It is surprising that half of respondents do not have one in place.

Demand for communications is growing. An effective strategy brings together a broader communications mix behind one clear sense of brand and purpose to help an organisation achieve its goals. That this now includes digital communications is a given. The strategy needs to be flexible so that teams have space to adapt and change in the face of new digital opportunities, as well as more dynamic business challenges and opportunities.

When the PR industry talks about ‘digital’, it is often a very limited definition - for example, managing corporate social channels. In this day and age, that is not good enough. Businesses today are either digital-born, like Just Eat, or have gone or are going through a significant digital transformation. PR professionals need to improve their understanding of digital in its widest sense - including what that word means for marketing colleagues and how digital channels drive revenue. In exchange, agencies and brands should invest in their people to ensure they are trained in broader business and marketing skills earlier in their careers and that PR isn’t just seen as a bolt-on tool for campaigns but a key part of the marketing and communications mix.

Joanna de Koning
Head of Corporate Communications
JUST EAT PLC
Digital and social media are invaluable communications channels, however our research indicates they are not being harnessed to their full potential with 53% of respondents rating the current usage within their organisation as ‘poor’ or ‘average’. This begs the question, whether the lack of usage is due to organisations not investing in digital and social media or whether it is due to communications professionals needing further training to leverage these channels more effectively?

Social media can be a powerful business tool allowing organisations to have a voice. The majority of organisations are taking advantage of social media to communicate corporate messages, increase brand awareness and engage with their customers.

On the whole, agency usage has remained stable in the last couple of years. The main reason organisations are turning to agencies is due to specialist skills not being available in-house.
The results speak of a rise in confidence in the industry. The increase in salaries in the past two years and expected pay rises in the year ahead are a reflection of the value that communications professionals add to an organisation.

Whilst an increase in salary is a motivator to change jobs, employers must not forget to leverage non-financial incentives such as additional annual leave days, flexible working and private health care insurance. These attractive employee benefits may be deciding factors to get future talent across the line and to retain them.

Julia Meighan
CEO
VMAGROUP

8. REMUNERATION
The best-paid corporate communications professionals in the industry are from the following sectors:

• Banking and Financial Services
• Professional Services
• IT and Telecommunications

Basic salaries are only one part of the overall remuneration package, this is where employee benefits can give employers an advantage in attracting and retaining the best talent. Our results show the most attractive and top employee benefit received is ‘pension contribution’. Interestingly, employers are already offering employee perks such as ‘more than 25 days holiday’, and ‘flexible benefits’ which corresponds to how much they are valued.

Also, highly sought after by communications professionals are non-financial incentives such as ‘more than 25 days holiday’, ‘private healthcare/insurance’ and ‘flexible working’.

REMUNERATION
Has your salary/day rate changed in the last two years?

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Increased</th>
<th>Stayed the same</th>
<th>Decreased</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension contribution</td>
<td>59%</td>
<td>33%</td>
<td>8%</td>
</tr>
<tr>
<td>Private healthcare/insurance</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>More than 25 days holiday</td>
<td>55%</td>
<td>45%</td>
<td>17%</td>
</tr>
<tr>
<td>Flexible working</td>
<td>55%</td>
<td>45%</td>
<td>17%</td>
</tr>
<tr>
<td>Flexible benefits</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>Season Ticket loan</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>Childcare vouchers/arrangements</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>Bonus (1-10% of base salary)</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>Cash car allowance</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>Training and development allowance</td>
<td>33%</td>
<td>50%</td>
<td>17%</td>
</tr>
</tbody>
</table>

TOP 10
Which benefits do you receive as part of your package?

1. Pension contribution
2. Private healthcare/insurance
3. More than 25 days holiday
4. Flexible working
5. Flexible benefits
6. Season Ticket loan
7. Childcare vouchers/arrangements
8. Bonus (1-10% of base salary)
9. Cash car allowance
10. Training and development allowance

TOP 10
Which benefits are most important to you?

1. Pension contribution
2. Flexible working
3. More than 25 days holiday
4. Private healthcare/insurance
5. Flexible benefits
6. Training and development allowance
7. Bonus (1-10% of base salary)
8. Travel benefits
9. Sabbatical options
10. Childcare vouchers/arrangements

Despite the uncertain economic climate, it’s encouraging to see that of those who received a bonus, 83% have had an increase or maintained the same amount in the past two years.
On the whole, almost two thirds of communications professionals feel they are fairly paid for the demands of their role.

Optimism is high with 57% of respondents expecting to receive a pay rise in the next 12 months.

Salary is a driver for changing jobs with 30% of respondents stating they would leave their current company for a salary increase of less than 10%. Overall, the largest contingent (40%) believe a salary increase of 11-20% is acceptable to move externally.

When conducting cross data analysis with the below job levels, it is not a surprise that respondents at the senior ‘Head of’ and ‘Director’ level are more likely to expect a higher salary increase, 11% to over 31%, to change roles externally.

From our perspective 2018 will be static and we’re not looking to recruit directly, but hold on to and grow the team we’ve got. We’ll see how successful we can be in that aim.

Barnaby Hooper
Director of Communications
THE O2
There is a considerable amount of uncertainty in the communications industry with redundancy being the top driver for moving roles. While an increase in salary is still an influential factor when changing roles, our results reveal that the key motivators are challenge, role, progression and development.

There is a lot of predicted movement in the communications market with 79% of respondents applying for a new job in the last 12 months and 85% open to looking for a new role in 2018. Are you considering seeking/taking a new job within the next 12 months?

We are seeing more candidates looking to move into the charity sector, they want the creative challenge and to make a tangible positive impact in people’s lives. People are willing to take a hit on salary in exchange for, what they see as, a more rewarding career in terms of personal responsibility for promoting and developing the brand and developing their own specific policy expertise.

When seeking a new role, which media/methods are you using to conduct your search?

A substantial 90% of respondents use the professional networking site LinkedIn to find a job. However, in this technology-driven age, it is great to see recruitment consultants as the second most popular method, with a significant 85% of respondents using recruiters during their search.

When recruiting someone new for your team, how long does the average recruitment process take?

Finding the right talent is never easy, our results suggest that an average recruitment process takes four to eight weeks. For organisations looking to recruit directly, this can take up a lot of internal resources and time.
I was greatly impressed by VMA’s professionalism, responsiveness and ability to understand our business requirements, which resulted in us being able to make the placement well within the agreed time frames. In addition, the quality of the shortlist presented surpassed my expectations and we were left with a choice between two extremely capable individuals who were both the correct fit for the role.

Group HR Director
NAMPAK (Johannesburg)

The data shows a story of two halves. There’s a high level of awareness of the skills required by a modern corporate communications professional but a modest level of commitment to personal development. Improving business literacy and skills is key to communicators realising their optimal value within the organisations that they serve. The CIPR is committed to supporting communicators through the development of robust competency frameworks and continuous professional development.

Sarah Hall
President
CIPR

A specialist qualification in communications is necessary to be a successful communications practitioner. Do you:

- Strongly agree: 2%
- Agree: 13%
- Neutral: 25%
- Disagree: 35%
- Strongly disagree: 25%

Despite 60% of respondents disagreeing that a specialist qualification in communications is necessary to be a successful communications practitioner, respondents state that they do believe a degree in Communications or Journalism and/or Chartered Institute of Public Relations diploma or Chartered Institute of Marketing qualifications would be helpful in a corporate communications role.

In your opinion, when recruiting for your company, does the candidate need previous sector experience, to ensure they will be successful in their job?

Professional bodies provide great support for personal development so it's surprising that 58% of communications professionals are currently not affiliated with any professional body and 58% are not planning to join any in 2018.

Are you a member of any of the following professional bodies?

- Not a member of any: 25%
- Chartered Institute of Public Relations (CIPR): 21%
- Other: 8%
- The Chartered Institute of Marketing (CIM): 7%
- Public Relations and Communications Associations (PRCA): 5%
- International Association of Business Communicators (IABC): 1%
- Investor Relations Society: 1%

Are you considering joining any of the professional bodies mentioned on the left in the next 12 months?

- Yes: 21%
- No: 21%
- Already a member: 58%
More than two thirds of practitioners now allocate time every month for personal development. This is a sure sign that PR and communication management is evolving as a professional, strategic management, discipline.

We are obviously pleased to see that practitioners believe a professional qualification such as the CIPR will help their careers – this supports our own research with the practitioners who learn with us.

Ann Pilkington
Director
PR ACADEMY

Have you been on a communications related training course in the last 12 months?

- Yes – internal training
- Yes – external training, funded by my organisation
- Yes – external training, self-funded
- No

It is concerning that individuals and organisations are not taking learning and development as seriously with three in five respondents stating they have not had any communications related training in the last 12 months. There may be challenging times ahead for communications professionals to keep abreast of developments in the industry, to adapt to the digitisation of the function, and to keep up with the increasing needs from the organisation with this lack of training. It begs the question, is the onus is on organisations or individuals to upskill their workforces?

Top skills/competencies for a communications professional

1. Communications planning
2. Crisis communications
3. Influencing
4. Media relations
5. Proactive communications
6. Writing (specific corporate messaging)
7. Stakeholder/relationship management
8. Creativity
9. Business acumen
10. Corporate messaging

Candidates with strategic communications planning, crisis communications and influencing skills are highly sought after. Especially as employers are looking to build the right calibre of team to withstand the challenges that lie ahead such as uncertain economic conditions, the impact of Brexit, and digital transformation.

Top skills/competencies that candidates are lacking

1. Business acumen
2. Writing (specific corporate messaging)
3. Creativity
4. Writing (online)
5. Political awareness
6. Measurement
7. Communications planning
8. Writing (publications)
9. Strategy development
10. Coaching senior leaders

A focus on the basics is just as important. However, employers found that candidates are lacking good business acumen and strong writing skills which are core components of any communications role.
11. THE FUTURE

Given the current scale and pace of change in the external environment – from political volatility and corporate activism to technology – corporate communications have a pivotal role to play, like never before. This is magnified by the survey highlighting the truism that the only constant in future will be change.

The survey flags the challenge of grappling with the fast fragmenting “traditional” media landscape and trying to harness social media, while facing budget constraints. It also underscores that people/team are the best part of the job. I think this all means the way to successfully tackle the future is, ironically, a return to basics: namely you need good people with excellent relationship building skills, media savvy and personal credibility who can understand the core strategic priorities of the business they represent. By doing that, the corporate story can be told to all appropriate audiences in a way that adds true value to the business – and that’s something that will always stand the test of time.

Simon Steel
VP, Global Corporate Media Relations
GSK

The View
Future
Adapting to the speed of social media and evolving media landscape

To improve the function’s reputation, justify its role and demonstrate its effectiveness

Matching an organisation’s expectations with the resources available

What do you think will be the biggest challenge for the communications profession over the next five years?

- Adapting to the speed of social media and evolving media landscape
- The ability to leverage digital and social media channels
- Uncertainty and impact of Brexit across all sectors
- To improve the function’s reputation, justify its role and demonstrate its effectiveness
- Matching an organisation’s expectations with the resources available

12. ABOUT VMA GROUP

VMA GROUP is the leading international search and selection specialist for corporate communications and marketing. Over the past 40 years, we have grown to become the leading international resourcing and career partner for clients and candidates.

Our company stands out from its competitors because our dedicated consultants come from across all communications and marketing disciplines or have worked within the sectors we operate in. This means they bring a wealth of industry experience, have a unique insight and understand the roles they are recruiting for and the industry they are recruiting into. Our committed consultants have direct access to a network of leading professionals that can deliver on a variety of briefs, whether that’s inhouse or agency, permanent or interim and from mid-level to c-suite.

We work with a range of clients, from SMEs to multinational corporations across both the B2B and B2C sectors.

While communications teams are getting a grip on digital communications, we’re still struggling to quantify ROI in this space, particularly to a generation of senior leaders who don’t understand the power of social media.

Why do you think profitability/growth of business over the next 12 months will be?

- Profitability/growth of business: 24%
- Business/process changes: 19%
- Salary increases: 12%
- Headcount decreases: 12%
- Budget cuts: 12%
- Headcount increases: 8%
- Regulatory changes: 6%
- Other: 5%
- Future monetary investment: 2%
- Increased training being provided: 0%

The media landscape is becoming increasingly disparate, generating competing demands on an already stretched resource and making it harder for communicators to know where to direct their effort.

We have placed almost 450 roles and in the last two years we have recruited for roles in over 24 countries.

Extensive knowledge of the market, relationships with clients and candidates and a commitment to delivering meaningful research for the profession ensures we have a solid view of how the market is evolving.

The View | Future

Uncertainty and impact of Brexit across all sectors

future monetary investment

24% 19% 12% 12% 12% 8% 6% 5% 2% 0%

The media landscape is becoming increasingly disparate, generating competing demands on an already stretched resource and making it harder for communicators to know where to direct their effort.

Helping businesses to navigate Brexit communications will undoubtedly be one of the key challenges for 2018. Irrespective of the politics, the lack of certainty will be the key theme in our side as we seek to protect and promote our businesses.

“This appears to be a positive outlook for the next 12 months with the majority of respondents expecting their organisations to grow in profitability and size, to undertake business and process changes, and to increase their salaries.”

Oliver Walker-Jones
Head of Communications
Aerospace
ROLLS-ROYCE PLC

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We'd like to take this opportunity to thank everyone that took the time to complete this survey and the individuals below for their contributory comments.

We also hope that you found the information and results useful and would welcome any suggestions you may have for future editions. Please contact: marketing@vmagroup.com.

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Global Head of Communications  
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Nick Gammage  
Interim Director of Policy and Communications  
Barnardo’s

Andrew Whyte  
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