CCI is grateful to Robert DeFillippo, Chief Communications Officer, Global Communications, Prudential Financial, Inc. for his ongoing commitment to building our professional body of knowledge of corporate communication practices and trends in China.

EXECUTIVE SUMMARY

Major findings from this study of China’s corporate communication practice and trends in 2010 reveal a rapid development of this important management function:

1. Corporate communication is seen primarily as a means to manage corporate branding and reputation, and to support marketing and sales; similar to the findings of the previous CCI studies. What companies value most in corporate communication is whether it can improve corporate image and reputation, and whether it can support marketing and sales, rather than how it can be used to forge relationships with internal and external stakeholders.

2. More than half of the companies reported not having set up an internal department specifically for crisis management; corporate citizenship is recognized as an important function, but structures for implementing actions have also not been established.

3. The CEO in many Chinese companies is the top person responsible for corporate communication, and that suggests that Chinese companies are assigning much importance to it in the form of increased budget, staffing, and recognition of the importance of this function.

4. Corporate communication is not likely to bear the brunt of corporate cutbacks and corporate communication departments would be impacted “neither sooner nor later” than other departments.

5. It is acknowledged that in Chinese companies the core competencies of an excellent corporate communicator should include professional knowledge of the field, good communication, interpersonal skills, and PR abilities.

6. Chinese companies use third-party agencies or vendors mostly for advertising, training and employee development, and brand strategy.

7. Some local Chinese enterprises have not fully recognized the importance of corporate communication and do not allocate an adequate budget for it.

In 2010 China became the world’s second largest economy, and Chinese companies have served as one of the powerful engines driving the nation’s economy forward. Since the implementation of reform and policies to open up world trade in 1979, these companies have adopted “market-oriented” processes. They now compete fiercely in both the local and global marketplaces.

Attitudes towards corporate communication in China have underscored these gradual changes, and, at first, the function was not considered important. However, corporate
image and reputation are both now assuming growing importance in the Chinese marketplace and many of the respondents to this research study consider corporate communication an integral part of the survival and success of a modern company.

Increasing interest in corporate communication and the recognition of its value has forced Chinese companies to confront the challenges of undertaking corporate communication functions within their organizations. Crisis communication management and corporate social responsibility (CSR) are two critically important areas of concern. To address these challenges and to facilitate better communication among all their stakeholders, Chinese companies need to embrace more international dialogue and a greater exchange of ideas. Strongly driven by this need for global outreach, this study was conducted in 2010. The 2010 study is an extension of the two previous studies conducted in China by Jay Wang and Michael B. Goodman in 2006, and in 2008.

**PROJECT OBJECTIVES**

The 2010 study identifies corporate communication practices and trends in China. Specifically, this study addresses the following questions:

- What are the main roles that corporate communication plays in China?
- What are the main functions of corporate communication in China?
- For what purposes do Chinese companies use third-party agencies or vendors in their activities and programs related to corporate communication?
- Is top management in Chinese companies directly involved in corporate communication and to what extent?
- To what extent is crisis management emphasized as part of corporate communication?
- What are the core competencies that define excellence for corporate communication practitioners?
- What are the similarities in the three China studies concerning corporate communication practices?

As the latest study of corporate communication in China, these findings provide current information and insight into the development of the practice of corporate communication in the world’s largest emerging economy.
HOW THE STUDY WAS CONDUCTED

The study was undertaken in September-December 2010, using a convenience sample of 114 Beijing-based Chinese companies. As noted in the 2006 and 2008 CCI Studies in China, cultural preferences make the process of data gathering difficult. Chinese business professionals prefer to give information face to face to individuals they know and trust. The principal investigator and research assistants affiliated with the School of International Studies, University of International Business & Economics, Beijing met with 90 participants face-to-face and administered the survey to them. Twenty-four participants were identified and contacted by the researchers. These twenty-four took part in the survey via e-mail and telephone. The inclusion of companies of varying sizes in a variety of industries provides a “representation” of the Chinese enterprise landscape. See the “Participant Profile” discussion below for details.

The survey questionnaire consisted of two main parts. Part one was comprised of multiple-choice questions that focused on the structure and practice of corporate communication in China. The questions for the Chinese study were largely based on the corporate communication survey conducted by CCI-Corporate Communication International among U.S. companies, and were translated into Chinese and modified for Chinese cultural understanding of key concepts. Part two involved open-ended questions which addressed: the challenges facing corporate communication, its contribution to a company’s success, and the core competencies of an excellent corporate communicator.

The questionnaire was originally developed in English and translated into Chinese by professional researchers in Beijing. The Chinese translation was checked and reviewed by two bi-lingual researchers and discussions were held to reach an agreement on the final translation. As part of the data collection and analysis procedure, the names and affiliations of the respondents were held in strict confidence, and have not been associated with individual responses. In order to motivate the respondents to provide detailed answers and spend adequate time on the questionnaires, they were informed that the research findings of the present study would be provided to them after the study was completed.

The discussion of the research findings is in three sections. Section I discusses the answers that the respondents provided to the 27 multiple-choice questions; Section II presents the responses to three open-ended questions; and Section III is a brief comparison of the three studies concerning corporate communication practices in China.
SECTION I  
DISCUSSION OF MULTIPLE-CHOICE QUESTIONS

PARTICIPANT PROFILE

Industry Sectors Represented

Companies that took part in the study were from a cross-section of industry sectors. As shown in Figure 1, Participant Profile – Industry Sectors Represented, a majority of the participants came from two sectors, business services (28.07%) and industrial/machinery/auto (28.07%). The other participants represented a wide range of industries such as high-tech (9.65%), pharmaceutical (8.77%), financial services (7.89%), real estate (7.02%), telecommunications (5.26%), hospitality (3.51%), and retail (1.75%).

![Pie chart showing industry sectors represented](image)

FIGURE 1. Participant Profile – Industry Sectors Represented

Company Size

Participating companies in the study represent businesses of various sizes. Companies were first defined by their total sales (RMB) for fiscal year 2009. Figure 2A, Participant Profile – Company Size, shows that almost half of the participating companies (44.86%) had annual sales that reached and exceeded one billion yuan; 23.36% had sales ranging from 10 million yuan to 99.99 million yuan; 17.76% had annual sales ranging from 100 million yuan to 499.99 million yuan; 8.41% had sales that were below 10 million yuan;
and 5.61% had sales ranging from 500 million yuan to 999.99 million yuan.

![Bar chart showing company size by total sales](image)  
**Total Sales:** Unit = 10,000 yuan  
**FIGURE 2A. Participant Profile – Company Size by Total Sales**  
Companies defined by 2009 total sales (RMB) (N=114)

In Figure 2B, companies are defined by the total number of employees in their organization. The companies were put into one of six categories:

- 1-499 employees;
- 500-999 employees;
- 1,000-4,999 employees;
- 5,000-9,999 employees;
- 10,000-19,999 employees, or
- 20,000 and more employees.

The majority of the participating companies surveyed (56.64%) came from the less than 500 category, while 20.35% were from the 1,000-4,999 category. The remaining participating companies accounted for a very small proportion.
ROLE OF CORPORATE COMMUNICATION

Corporate communication often means different things to different companies. To better understand the role of corporate communication in contemporary China, respondents were asked to rate a series of statements on a scale of 1-5 (1 being strongly agree and 5 being strongly disagree).

The primary responses in Figure 3 pertain to branding and brand perception, to managing the company’s reputation, and to providing support for marketing and sales. Respondents also emphasized the importance of corporate communication in a company’s publicity and in serving as a source of public information about the company, as it is shown in the positive rating of the four columns.

On the other hand, corporate philanthropy champion and corporate citizenship champion received negative responses, indicating that the majority of respondents disagree with the importance of these corporate communication roles. The responses indicate that corporate communication is primarily perceived as a means to manage corporate branding and reputation, and to support marketing and sales.
Corporate Communication Practices and Trends: A China Study 2010

<table>
<thead>
<tr>
<th>Role of Corporate Communication</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>branding and brand perception steward</td>
<td>1.6250</td>
<td>.73674</td>
</tr>
<tr>
<td>manager of the company’s reputation</td>
<td>1.6355</td>
<td>.69217</td>
</tr>
<tr>
<td>support for marketing &amp; sales</td>
<td>1.6881</td>
<td>.72899</td>
</tr>
<tr>
<td>driver of company publicity</td>
<td>1.7523</td>
<td>.78358</td>
</tr>
<tr>
<td>source of public information about the company</td>
<td>1.9817</td>
<td>.88172</td>
</tr>
<tr>
<td>manager of relations between the company and all of its key constituencies</td>
<td>2.0190</td>
<td>.86581</td>
</tr>
<tr>
<td>counsel to the CEO and the Corporation</td>
<td>2.0935</td>
<td>.88523</td>
</tr>
<tr>
<td>manager of employee relations (internal communication)</td>
<td>2.2358</td>
<td>.93148</td>
</tr>
<tr>
<td>manager of relationships between the company and its key non-customer constituencies</td>
<td>2.3019</td>
<td>.99685</td>
</tr>
<tr>
<td>corporate citizen champion</td>
<td>2.3846</td>
<td>.88469</td>
</tr>
<tr>
<td>corporate philanthropy champion</td>
<td>2.5000</td>
<td>.98113</td>
</tr>
</tbody>
</table>

* Mean scores on a 1-5 scale, with 1 being strongly agree and 5 strongly disagree

FIGURE 3. Respondents’ Perceptions of the Role of Corporate Communication

FUNCTIONS OF CORPORATE COMMUNICATION

The concept and practice of corporate communication can be interpreted through a wide range of business functions and budgetary responsibilities. We were interested in learning what specific functions constituted corporate communication in these Chinese companies. Respondents were asked to identify the functions they viewed as part of corporate communication in their companies from a list of more than 20 functions. Figure 4A reveals that brand strategy (mentioned by 76.6% of the respondents) and corporate culture (69.4%), were seen as the key functions of corporate communication among the respondents.
On the other hand, corporate citizenship, community relations, and corporate crisis management were lower on the list. Similarly, labor relations, and even investor relations received less than 50% of the responses. See Figure 4B.
**USE OF THIRD-PARTY VENDORS FOR CORPORATE COMMUNICATION ACTIVITIES**

The findings indicate that companies are using external agencies and/or specialized vendors for select corporate communication functions, such as advertising (42%), training & employee development (41.1%), and brand strategy (30.4%). The participating companies were also using agencies for help with media relations and marketing communication. See Figure 5A Agency/Vendor Use for Corporate Communication.

![Figure 5A. Agency/Vendor Use for Corporate Communication](image)

On the other hand, corporate communication functions such as internal/employee communication, internet communication, corporate philanthropy, and crisis communication are not included in the “outsourcing” list. See Figure 5B. It is likely that these are considered sensitive or confidential functions, and that they are best managed by “internal” teams. In addition, also ranked low among functions for which these companies use agencies or vendors were community relations and executive communication or speeches.
Corporate Communication: An indispensable function?

With Chinese businesses increasingly operating in a market-oriented environment, it is critical to determine the value of the corporate communication function in Chinese companies. To gauge its importance to Chinese executives, respondents were asked whether their department would be the first to bear the brunt of corporate downsizing.

Figure 6 shows that a majority of them (72.9%) reported that their department would be impacted “neither sooner nor later” than other departments within the company. About 15% did believe that their department and its budgets would be the first to be cut in the event of financial misfortune, while 12.15% said that they would be the last to go.
Spending on Corporate Communication Activities

The responses shown in Figure 7 reveal that nearly 60% of companies spend no more than 1 million yuan on corporate communication activities, and only 8.7% of companies are willing to pay more than 10 million yuan on corporate communication.
Changes in Corporate Communication Staff Size in 2009

To support the growing role of corporate communication, respondents were asked about the increase in their staff size in fiscal year 2009. Figure 8 shows that only 3% of the companies reported cutting staff size, while 54% of companies stayed unchanged, and 43% of companies reported an increase. Of those reporting an increase, 65.12% increased by a cautious figure of 5%, and 18.6% of companies increased by 10%.

Changes in Corporate Communication Company Budgets in 2009

Another indicator of the increasing importance of corporate communication among Chinese companies is the level of resources devoted to the function in each fiscal year. Compared with the year 2008, Figure 9 shows that more than half of the companies increased their budget in the fiscal year 2009, of which about half increased their budget by 5%. Among the remaining companies, 29.09% and 10.91% of the companies increased by 10% and by 15% respectively. This positive trend in resource allocation attests to the perceived importance of corporate communication in the executive suite.
A further illustration of the importance that Chinese companies are assigning to corporate communication is that, according to the respondents as illustrated in Figure 10, the chief executive officer (CEO) is the top person responsible for corporate communication functions in most companies in this study (58.77%).

*25 respondents didn’t answer the question.*
This result continues to support the findings of Wang (2006, 2008), which suggests that corporate communication is not relegated to the lower echelon of the Chinese corporate hierarchy.

**Employee Involvement in Corporate Communication**

As shown in Figure 11, 44% of the companies have less than 5 employees engaged in corporate communication, 21.5% have 5-9 employees, 19% have 10-29 employees and only 15.5% have more than 30 employees.

![Figure 11. Employee Involvement in Corporate Communication](image)

**Crisis Communication**

Respondents were asked if their company had set up a dedicated function for crisis communication. Figure 12 shows that 57.89% of companies do not have a specific function in place to cope with enterprise crisis, and 40.35% of companies do have such a function. This also supports the earlier finding by Wang and Goodman (2006) that crisis communication was not viewed as an integral part of the corporate communication function in China. The current study results show that companies in China have made some progress, however they are still inadequately prepared for crisis management.
Respondents were asked about the title of the highest-level person in their company responsible for corporate communication. As shown in Figure 13, 47.06% of the companies gave the title “chief officer,” 38.82% used the title “manager,” and only 9.41% adopted “president.”
Gender of Executive Responsible for Corporate Communication

Figure 14 shows that in terms of the highest post for corporate communication in Chinese companies, the number of men is greater than the number of women. Men accounted for 47.37%, while women were 37.72%. It is apparent that men continue to play a larger role in the top management of Chinese companies.

Age Distribution of Top Corporate Communication Executives

Age distribution for the top management in corporate communication is as follows:
- 30 - 35 -- 26.32%
- 40 - 45 -- 25.44%
- 35 – 40 -- 21.93%
- 20 – 30 -- 11.4%
- 50 – 60 -- 0.88%

*16 respondents didn’t answer the question.
Educational Background of Corporate Communication Executives

Figure 16 shows that almost half of respondents (46.24%) reported having a bachelor’s degree (BA) as their terminal degrees. About one quarter had an MA. About one-fifth had an MBA. Undergraduate majors ranged across communication, management, computer science, finance, engineering, international business, marketing, and language studies.

<table>
<thead>
<tr>
<th>Degree</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA</td>
<td>46.24%</td>
</tr>
<tr>
<td>MA</td>
<td>25.81%</td>
</tr>
<tr>
<td>MBA</td>
<td>21.51%</td>
</tr>
<tr>
<td>some...</td>
<td>3.23%</td>
</tr>
<tr>
<td>no college</td>
<td>2.15%</td>
</tr>
<tr>
<td>Ph.D</td>
<td>1.08%</td>
</tr>
</tbody>
</table>

FIGURE 16. Educational Background of Corporate Communication Executives

Overseas Learning Experience of Corporate Communication Executives

In Figure 17 69.47% of respondents reported that corporate communication executives in their companies have not studied overseas, as opposed to 30.53% of people who reported to have had an overseas learning experience.

FIGURE 17. Overseas Learning Experience of Corporate Communication Executives
**Income of Top Corporate Communication Executives**

Figure 18 shows that 21.59% of top corporate communication managers received income of over 300,000 RMB, and 21.59% reported an income of 100,000-150,000 RMB. In addition, 20.45% of people earned 50,000-100,000 RMB; 15.91% of respondents had an annual income below 50,000 RMB. Only 6.82% reported an annual income between 200,000 RMB and 300,000 RMB.
SECTION II
RESPONDENTS’ ANSWERS TO OPEN-ENDED QUESTIONS

Only 73 of the 114 surveyed gave answers to the three open-ended questions. The three questions were:

- What are the biggest challenges or problems faced in conducting corporate communication in China?
- In what aspects does corporate communication make important contributions to the development and success of a company?
- As a corporate communication employee, what core competencies or qualities should corporate communication personnel have?

**THE BIGGEST CORPORATE COMMUNICATION CHALLENGES THAT COMPANIES FACE**

![Pie chart showing the biggest corporate communication challenges that companies face.](image)

**FIGURE 19. The Biggest Corporate Communication Challenges that Companies Face**
In response to the first question about the biggest challenges faced in conducting corporate communication, Figure 19 shows that more than one third of those surveyed thought that people at the higher level of management didn’t recognize the importance of corporate communication and might even have little awareness of what corporate communication is, especially entrepreneurs in the private sector. One respondent wrote, “I have worked at PriceWaterhouseCoopers, one of the four biggest accounting firms in the world, and in a local financial institution. The former attaches great importance to corporate culture and public relations, while the latter doesn’t take it seriously. And the biggest problem is that management does not recognize the value of corporate communication.”

By contrast, 13% of the respondents argued that corporate communication costs a great deal of money, and most companies do not allocate enough of their budget for these communication activities. 10% of those surveyed said that even if some companies undertook some corporate communication activities, they tended to choose traditional channels and showed a lack of originality and creativity. This explained why 6% of the respondents felt that their company’s forms of doing corporate communication were dull and boring. Likewise, one person in ten thought that corporate communication employees lacked professional knowledge. What’s more, 7% of the respondents mentioned that some corporate communication activities needed the approval of the relevant government departments due to legal requirements, and that the government would sometimes strongly interfere with the company’s communication efforts. Unfortunately, the respondent did not provide any specific examples.

Of those responding to this question, 15% of them considered the biggest challenges for corporate communication to be: the lack of social responsibility, intercultural conflicts, no awareness of charity, dishonesty, and no public relations building.

The second question asked participants what they thought the contribution of corporate communication was to the success of a company. The following pie chart in Figure 20 shows different views of the respondents.
Figure 20 also shows that as many as 45% of the respondents felt that corporate communication contributed a lot to the improvement of corporate brand and reputation, which was considered an integral part of corporate assets. Only 14% of those surveyed said that well-planned corporate communication could increase sales volume and bring more business opportunities, and consequently facilitate the future development of a company. Almost one tenth (9%) of people hold the view that successful corporate communication could enhance a company’s competitive edge. In addition, 8% of the respondents mentioned that corporate communication could boost the formation of corporate culture and create a good working environment for the staff.

The third question asked respondents to identify the core competencies for corporate communication professionals. Figure 21 shows their responses.
Almost 15% of respondents felt that it was important to have some professional knowledge about corporate communication, followed by good communication skills (13%), and good interpersonal skills and PR ability (12%). At the same time, 12% of those surveyed considered that having a keen sense in observing the market was as important as good interpersonal skills for the successful accomplishment of corporate communication.

On the other hand, having some relevant working experience (9%) was considered a key to one’s success. And 8% of people viewed having innovative ideas as important in conducting corporate communication. Apart from the qualities listed above, several respondents also mentioned that the core competence of an excellent corporate communicator should include the following: good spirit of teamwork, self-confidence, responsibility, learning ability, ethics code, working under pressure and hard work.
SECTION III
A BRIEF COMPARISON OF THE THREE STUDIES CONDUCTED IN CHINA

The three studies concerning corporate communication in China were undertaken respectively by Jay Wang and Michael B. Goodman (2006), Jay Wang (2008), and Jieyun Feng and Michael B. Goodman (2010). The following is a brief comparison of the three studies and discussion of their similarities.

ROLE OF CORPORATE COMMUNICATION

It is interesting to note that participants in the three studies seem to hold similar opinions concerning what are viewed as the first three important roles of corporate communication, in spite of a slight change in the ranking. See Figure 22. In a word, what they value most in corporate communication is whether it can improve corporate image and reputation, and whether it can support marketing and sales, rather than forging relationships with internal and external stakeholders.

<table>
<thead>
<tr>
<th>The year</th>
<th>Degree of agreement</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Branded and brand perception steward (1.625)</td>
<td>Manager of the company's reputation (1.635)</td>
<td>Support for marketing &amp; sales (1.688)</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>Driver of company publicity (1.58)</td>
<td>Support marketing and sales (1.63)</td>
<td>Branding and brand perception steward (1.64)</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>Manager of the company's image (4.61)</td>
<td>Driver of company publicity (4.61)</td>
<td>Support for marketing &amp; sales (4.52)</td>
<td></td>
</tr>
</tbody>
</table>

※Mean score on a 1-5 scale, with 1 being strongly agree and 5 strongly disagree for 2010 and 2008, with 1 being strongly disagree and 5 strongly agree in 2006

FIGURE 22. A Comparison of Participants' Views on the Roles of Corporate Communication
FUNCTIONS OF CORPORATE COMMUNICATION

Figure 23 illustrates that brand strategy and managing the company’s image are most commonly viewed as the most important functions of corporate communication in the three studies, no matter what industry sectors the respondents come from. Again, this emphasizes the importance of branding and managing the company’s image, while neglecting the other functions of corporate communication. This is consistent with the previous findings about the role of corporate communication in the three Chinese studies.

<table>
<thead>
<tr>
<th>The year</th>
<th>Key functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Brand strategy (76.6%)</td>
</tr>
<tr>
<td></td>
<td>Corporate culture (69.4%)</td>
</tr>
<tr>
<td></td>
<td>Government relations (61.5%)</td>
</tr>
<tr>
<td>2008</td>
<td>Brand management (73.3%)</td>
</tr>
<tr>
<td></td>
<td>Corporate mission statement (73.3%)</td>
</tr>
<tr>
<td></td>
<td>Marketing communication &amp; Internet communication (53.3%)</td>
</tr>
<tr>
<td>2006</td>
<td>Brand strategy (87%)</td>
</tr>
<tr>
<td></td>
<td>Media relations (87%)</td>
</tr>
<tr>
<td></td>
<td>Internet communication (82.6%)</td>
</tr>
</tbody>
</table>

FIGURE 23. A Comparison of Participants’ Views of the Key Functions

USE OF 3RD-PARTY COMMUNICATION SERVICE PROVIDERS

The three studies indicate that companies often use external agencies or specialized vendors for brand strategy. See Figure 24. The 2010 and 2008 studies showed that companies tended to use agencies for organizing advertising activities, with an increase of 43% in 2010.

<table>
<thead>
<tr>
<th>The year</th>
<th>Agency work</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Advertising (42%)</td>
</tr>
<tr>
<td></td>
<td>Training &amp; employee development (41.1%)</td>
</tr>
<tr>
<td></td>
<td>Brand strategy (30.4%)</td>
</tr>
<tr>
<td>2008</td>
<td>Brand strategy (45%)</td>
</tr>
<tr>
<td></td>
<td>Advertising (31.7%)</td>
</tr>
<tr>
<td></td>
<td>Communication strategy (31.7%)</td>
</tr>
<tr>
<td>2006</td>
<td>Brand strategy (65.2%)</td>
</tr>
<tr>
<td></td>
<td>Corporate identity (56.5%)</td>
</tr>
<tr>
<td></td>
<td>Public relations (43.5%)</td>
</tr>
</tbody>
</table>

FIGURE 24. A Comparison of Agency/Vendor Use
CORPORATE COMMUNICATION: AN INDISPENSABLE FUNCTION?

In response to the question “if your company had to reduce overall costs, would cuts to the corporate communication department budget be among the first to be cut,” the three studies revealed that Chinese companies have begun to attach some importance to corporate communication. In 2010, 72.9% of the respondents, 65% in 2008, and 73.9% in 2006 reported that their departments would be impacted “neither sooner nor later” than other departments with regards to cutbacks. These responses indicate that corporate communication is now regarded as an indispensable function in Chinese companies.

Concerning crisis management, respondents in the three studies were all asked if their companies had set up a department specifically for crisis management and communication. More than half of participants in the 2010 study and in the 2008 study said that they had not set up a crisis communication department. Another important similarity is that more than half of the participants in the three studies (58.77% in 2010), (76.7% in 2008) and (69.6% in 2006) all pointed out that the CEO was the top person responsible for corporate communication. It again illustrates that companies in China assign a great deal of importance to corporate communication.

Chinese companies, then, regard corporate communication primarily as a means to manage corporate branding and reputation, and to support marketing and sales; similar to the findings of the previous CCI studies. They value the ability of the corporate communication function to improve corporate image and reputation, and to support marketing and sales, rather than its capacity to build relationships with internal and external stakeholders. Chinese companies continue to lack a specific crisis communication capability. Overall, Chinese companies value the importance of corporate communication through budget allocation and hiring, although local Chinese enterprises have not fully recognized the importance of corporate communication and do not allocate enough budget for it. The core competencies of a corporate communicator include professional knowledge, good communication and interpersonal skills, and PR abilities.

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