

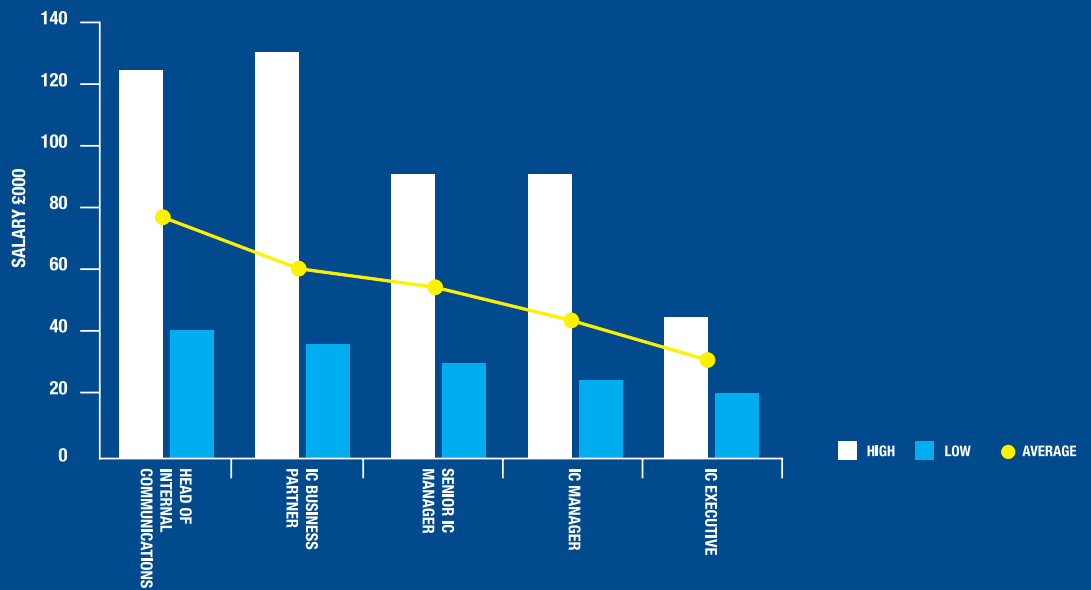
INTERNAL COMMUNICATIONS CAREER SURVEY 2008/2009



INSIDE

Over the course of 2008, leading communications recruiter, VMA Group, surveyed over 1,000 candidates and clients from a wide variety of industry backgrounds, on the current status of the Internal Communications market. The aim of the survey was to identify key trends in the profession, focusing on salary benchmarks, skill requirements and team structures as well as future challenges for the internal communicator.

As a profession that's still evolving, it's crucial to keep track of professional development trends in Internal Communications. In doing so we can adapt better to the changing demands of our clients, candidates and businesses at large. As the UK's leading Internal Communications recruiter, VMA Group is delighted to share the top line results of the Internal Communications Career Survey 2008/2009.



OUT

PAY BANDS

In terms of basic salary details, based on the survey responses the following average salaries were calculated for the five main Internal Communications job titles: Head of IC, Senior IC Manager, IC Business Partner, IC Manager and IC Executive.

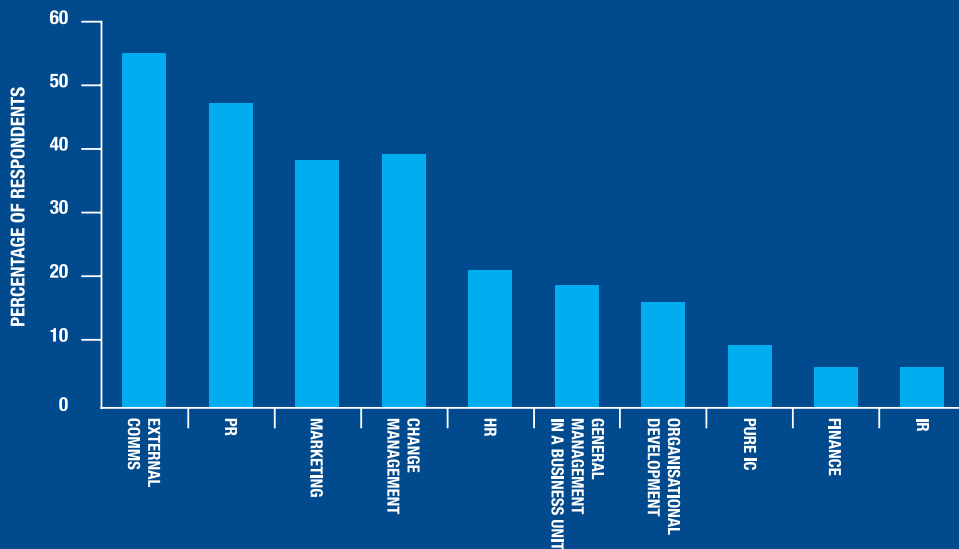
Heads of Internal Communications topped the salary ranking with an average basic salary of £78K, next came Internal Communications Business Partners with an average basic of £60K. Senior Internal Communications Managers, according to our survey, can command an average basic salary of £55K while the average basic salary for an Internal Communications Manager came in at £45K. Entry level rolls for Internal Communications have an average basic salary of £30K.

HIGHEST PAID SECTORS

- | | |
|-------------------------|------------------|
| 1 FINANCIAL SERVICES | 6 IT |
| 2 ENERGY | 7 TELECOMS |
| 3 HEALTHCARE | 8 RETAIL |
| 4 PHARMA | 9 UTILITIES |
| 5 PROFESSIONAL SERVICES | 10 PUBLIC SECTOR |

The entry points to an Internal Communications career are extremely varied. As a relatively new profession, it is not uncommon for an Internal Communications professional to have worked in a number of corporate functions before taking on Internal Communications as their main responsibility.

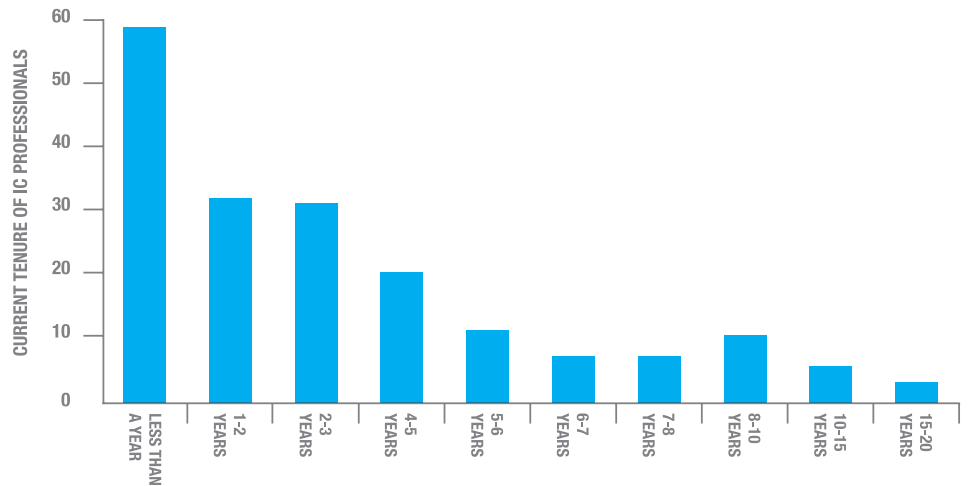
BACK



The survey results showed candidates coming from External Communications, Marketing, HR and even business functions such as Finance and Change Management.

AVERAGE TENURE

While it can be difficult to calculate an exact ‘average tenure’ for internal communicators, it seems that on average most people move organisations every two to three years. The top three factors that encourage internal communicators to leave an organisation are: the opportunity to broaden their role scope, the challenge of a new industry and the opportunity to work more closely with senior leaders.



GROUND

ABOUT JOB TITLES

While ‘Head of Internal Communications’ and ‘Internal Communications Manager’ are the most prevalent job titles in the profession, our survey did show a significant number of ‘Internal Communications Business Partners’. This trend perhaps reflects a growing need for strategic networkers within large businesses whose main responsibility is to ensure consistent messaging from a central function into individual business units or project teams.

UNUSUAL JOB TITLES

- HEAD OF ENGAGEMENT
- AWARENESS MANAGER
- ADVOCACY MANAGER
- BUSINESS RELATIONSHIP MANAGER
- HEAD OF STAKEHOLDER MANAGEMENT

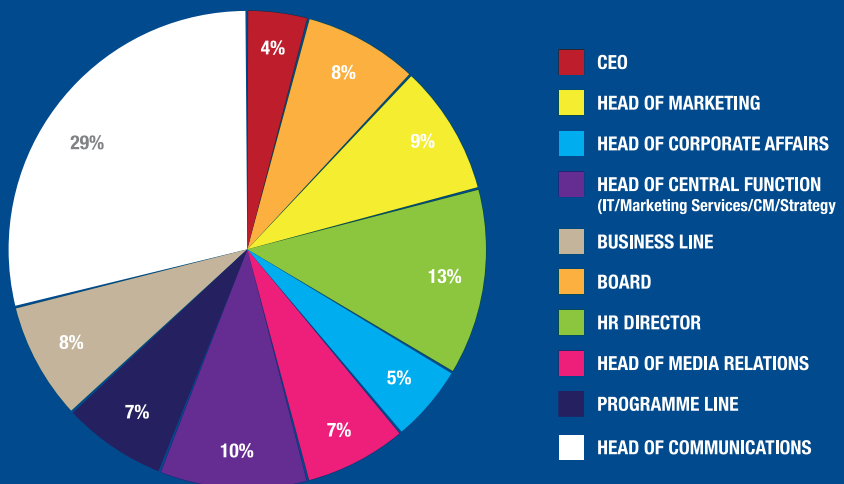
REPORTING LINES

The age-old debate of where Internal Communications should sit: here are the most up-to-date figures for Internal Communications reporting lines.

It's encouraging to see that a (albeit small) proportion of internal communicators are now reporting directly to the CEO and senior executives on the board. This 'clearer line of sight' to Senior Management could be a good indicator that Internal Communications is becoming increasingly important as an integral driver of business performance.

For the purposes of this question, the respondents were filtered to include only those in a corporate, in-house position. The reporting line represents where the whole function reports, rather than the individual roles (e.g. Internal Communications Manager, Internal Communications Executive) that sit within those functions.

BUSINESS



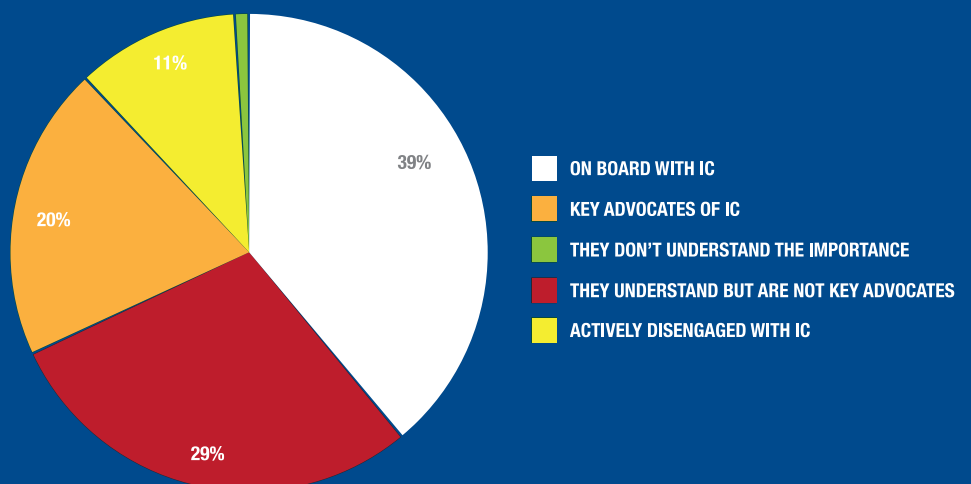
HOW IS INTERNAL COMMUNICATIONS VIEWED BY SENIOR LEADERS?

Encouragingly, 20% of internal communicators surveyed reported that their senior management were 'key advocates' of Internal Communications.

DRIVER

A further 39% said that their senior leaders were 'actively on board' with Internal Communications followed by a further 29% who reported that the senior executive 'understood the importance of Internal Communications but weren't key advocates'. Only 11% had senior leaders who didn't understand the importance of the function and a sorry 1% had senior leaders who were actively disengaged with the importance of Internal Communications.

This means that in total, a remarkable 88% of Internal Communications professionals are working with senior leaders who, if not key advocates for Internal Communications, are certainly involved with, and appreciative of, the function's importance.



As experts in recruitment within the Internal Communications profession it is crucial that VMA Group consultants stay one step ahead of emerging skills deficits, so that we can advise candidates how to get the most out of their Internal Communications careers. With this aim in mind, the 'Internal Communications Career Survey 2008/2009' drilled down into what key skills internal communicators believed they lacked and those that hiring clients actually required.

Interestingly, candidates believed that their top skill deficits were around channel-focused tasks, such as intranet development and Social Media expertise. Conversely, clients hiring Internal Communications professionals said that the key skill deficits were in areas such as Measurement, Working with Senior Leaders and Strategic Internal Communications Theory:

HOT

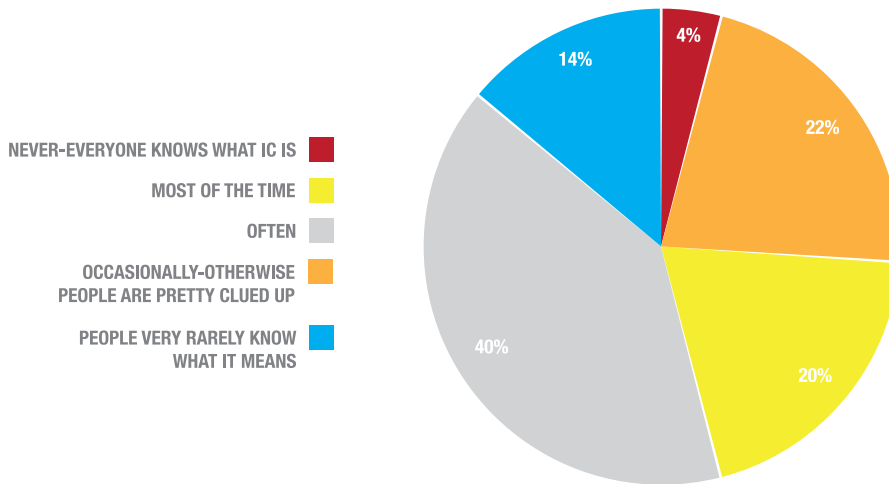
TOP TEN SKILL DEFICITS AS PERCEIVED BY CANDIDATES

- 1 Social Media Development
- 2 Intranet Development
- 3 Budget Management
- 4 Coaching Senior Leaders
- 5 Influencing
- 6 Negotiating
- 7 Presenting
- 8 Change Management
- 9 Strategy Setting
- 10 Financial Communication

TOP TEN SKILL DEFICITS AS PERCEIVED BY CLIENTS

- 1 Measurement
- 2 Coaching Senior Leaders
- 3 Writing (Specific Corporate Messaging)
- 4 Strategy Setting
- 5 Internal Communications Theory
- 6 Influencing
- 7 Social Media Development
- 8 Negotiating
- 9 Writing (Online)
- 10 Tactical Communication Planning

INTERNAL COMMUNICATIONS TIME FOR A RE-BRAND?



HOW WELL KNOWN IS INTERNAL COMMUNICATIONS?

The Internal Communications profession has certainly made great strides over the past five years, becoming part of the corporate vernacular. But just how widespread is the general understanding of what internal communicators do? Do you find yourself having to reach for a flip chart to explain yourself?

DEMAND

DO YOU THINK INTERNAL COMMUNICATIONS AS A JOB TITLE ADEQUATELY REFLECTS WHAT YOU DO?

The majority of Internal Communications Professionals believe not!

YES 46%
NO 54%

TOP TEN: RENAMING INTERNAL COMMUNICATIONS?

- 1 Employee Communications
- 2 Employee Engagement
- 3 Stakeholder Engagement
- 4 Team Communication
- 5 Insight
- 6 Business Communication
- 7 Employee Advocacy
- 8 Integrated Communications
- 9 Employee Motivation
- 10 Interaction

Whatever the financial markets have in store for us over the next couple of years, it is more critical than ever to prove your worth as an Internal Communications professional.

FUTURE

The VMA Group 2008/2009 Survey revealed that the top three future challenges to be faced by this industry were shrinking budgets, quickly evolving technology and maintaining credibility with the senior executive team.

“Internal Communications professionals will need to focus on innovation amid shrinking budgets, to provide Internal Communications solutions to real business needs”.

“Gaining a seat at the top table and independence from HR, Marketing, PR - recognition for Internal Communications as an individual discipline”.

“IT'S VITAL TO MAINTAIN THE MOMENTUM OF RECOGNITION FOR THE PROFESSION, AS IT WILL GET HARDER TO 'PROVE' OUR WORTH”

The good news is that according to the VMA Group Internal Communications Career survey 2008/2009, Internal Communications is now firmly on the corporate agenda. Amid a changing corporate landscape it's vital that employees are kept motivated and at peak performance.

CHALLENGE

The internal communicator of tomorrow will be a sound negotiator, have excellent writing skills and a thorough understanding of business drivers. Our survey uncovered a huge amount of passion for this profession; it's time to raise the bar.

"I ENJOY HELPING PEOPLE TO UNDERSTAND HOW THEY CAN HELP THEIR ORGANISATION SUCCEED AND THUS SUCCEED THEMSELVES"

"Internal Communications provides a dynamic, ever-changing environment which offers professional challenges. There is scope to be imaginative and creative and when done well, Internal Communications has such a positive effect on the morale and success of a business"

"You are much closer to your audience than in external communication. You can have a greater impact and you can see for yourself what that impact is".

WHY VMA GROUP?

VMA Group is the leading Internal Communications recruiter in the UK. In the past five years we have placed more Internal Communications professionals than any other recruiter. It is a niche market that we understand and a community that we nurture, supporting the professional development of our candidates with regular events, advice and peer networking.

At the core of our offering is an expert understanding of the industry and an appreciation of day-to-day skills and candidate requirements. With our experience in recruitment and consultants from within the Internal Communications profession, we lead the search for talent in Internal Communications.

Our approach builds communities and long-term relationships with both clients and candidates. Our regular events and seminars provide an opportunity to network and share industry best practice. It's a unique approach that has clients and candidates coming back to us time and time again.

Our offices in London and Manchester allow us to work regionally within the UK, sourcing talent from local markets. We also work across the globe, having successfully placed candidates in the Middle East, Northern Europe and Asia.

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