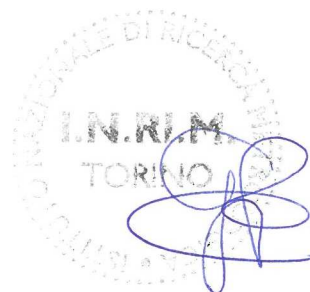
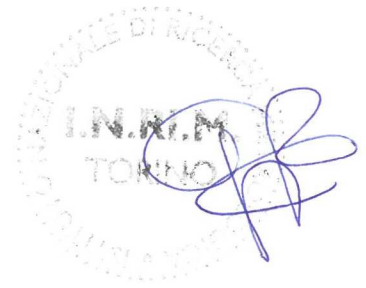


Bando 1/2023/TI/CAM
Prova orale n. 1



- 1) Immagini di organizzare la comunicazione di un evento di inaugurazione di un nuovo laboratorio, come procederebbe sul piano delle attività preliminari interne?
- 2) Definisca il concetto di "*Ghostwriting*" nel contesto del *copywriting* e spieghi come può essere utilizzato in strategie di comunicazione aziendale.
- 3) In un evento organizzato online attraverso una piattaforma di videoconferenza aperta a tutti, quali rischi si pongono? Con quali funzioni si possono arginare?
- 4) INGLESE – Brano n. 3

Bando 1/2023/TI/CAM
Prova orale n. 2



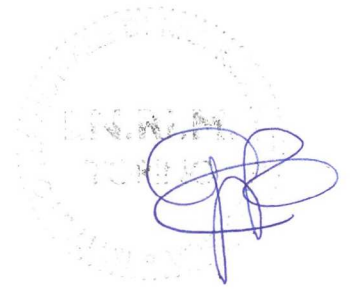
- 1) Immagini di organizzare l'inaugurazione di un nuovo laboratorio di ricerca promosso dal suo ente e da altri enti di ricerca del territorio. Quali sono le principali attenzioni sul piano delle attività di media relations di cui dovrà tenere conto?
- 2) Illustri l'importanza del "*Payoff*" in un messaggio pubblicitario. Come può un *payoff* efficace influenzare la percezione del marchio da parte del pubblico?
- 3) Nel caso in cui più utenti dovessero collaborare per preparare una presentazione in formato elettronico, quali strumenti potrebbero usare per evitare un continuo scambio di file attraverso posta elettronica?
- 4) INGLESE – Brano n. 5

Bando 1/2023/TI/CAM
Prova orale n. 3



- 1) Immagini di dover promuovere i risultati di una ricerca presso testate scientifiche: come procederebbe?
- 2) Descriva l'importanza dell'"Usabilità del Testo" nelle pagine web e nei messaggi sui social media. Quali elementi considera cruciali per garantire che il suo *copy* sia facilmente comprensibile e coinvolgente per il pubblico?
- 3) Che differenza c'è tra una presentazione in Power point e una in Pdf? Quali i vantaggi e gli svantaggi dell'una e dell'altra?
- 4) INGLESE – Brano n. 2

Bando 1/2023/TI/CAM
Prova orale n. 4



- 1) Immagini di dover realizzare il *restyling* del logo del suo ente: quali sono gli aspetti chiave che ritiene di dover sapere prima di procedere?
- 2) Spieghi il concetto di "Tono di Voce/*Tone of voice*" nel *copywriting* e fornisca un esempio di come un marchio potrebbe adattare il tono di voce/*tone of voice* per raggiungere un pubblico specifico su diverse piattaforme social.
- 3) Che cosa vuol dire che un sito è responsive? Che effetto produce sui *browser*?
- 4) INGLESE – Brano n. 1

Bando 1/2023/TI/CAM
Prova orale n. 5



- 1) Che cos'è il Manuale di identità visiva (o *Identity Manual*, o *Visual identity Guidelines*) e qual è la sua utilità?
- 2) Qual è l'importanza della "*Storytelling*" nelle campagne di *copywriting*?
- 3) Quali sono i vantaggi dell'adozione di strumenti di collaborazione online?
- 4) INGLESE – Brano n. 4

Bando 1/2023/TI/CAM
Prova orale n. 6



- 1) All'ufficio Comunicazione è richiesto di dare il proprio contributo alla definizione della strategia di comunicazione per l'intera durata di un progetto di ricerca. Quali sono i momenti chiave e quali azioni pianificherebbe?
- 2) Spieghi come il "Posizionamento del Marchio" influisce sulla scelta delle parole e del linguaggio in un testo pubblicitario. Fornisca un esempio di come un marchio potrebbe posizionarsi in modo unico attraverso il *copywriting*.
- 3) Illustri alcune funzioni di *editing* per migliorare l'efficacia della comunicazione di un testo impaginato su Word
- 4) INGLESE – Brano n. 6

Communicating Strategically

In the first chapter, we examined the changing environment for business over the last half century. In this chapter, we explore how these changes have affected corporate communication and why it has become imperative for modern companies to communicate strategically.

1

Strategic communication can be defined as “communication aligned with the company’s overall strategy, [intended] to enhance its strategic positioning.”¹ An effective strategy should encourage a company to send messages that are “clear and understandable, true and, communicated with passion, strategically repetitive and repeated, [and] consistent (across constituencies).”

We begin this chapter with a summary of the basic theory behind all communication, whether individual or organizational in nature. We will also briefly discuss influential models in modern communication theory. Although many communication experts have adapted these theories to help leaders communicate in writing and speaking, few have looked at how these same basic theories apply in the corporate communication context—that is, the way organizations communicate with various groups of people.

2

Communication, more than any other subject in business, has implications for everyone within an organization—from the newest administrative assistant to the CEO. Thanks in part to important strategy work by academics such as Michael Porter, Gary Hamel, and C. K. Prahalad, most managers have learned to think strategically about their business overall, but few think strategically about what they spend most of their time doing—communicating.

3

This chapter discusses what it means to develop a cohesive communication plan within an organization, emphasizing the critical link between corporate communication and the firm’s overall corporate strategy.

Communication Theory

Most modern theories associated with communication can be traced back thousands of years to a single common ancestor, the Greek philosopher Aristotle.

¹ Paul A. Argenti, Robert A. Howell, and Karen A. Beck, “The Strategic Communication Imperative,” *MIT Sloan Management Review*, Spring 2005.

An Overview of the Corporate Communication Function

The past two chapters painted a broad picture of the business environment and provided a framework for communicating strategically. Against this backdrop, we will now discuss the corporate communication function itself. More and more companies recognize the value of corporate communication and are adapting their budgets and internal structures accordingly. The sixth Public Relations Generally Accepted Practices (GAP) Study, released by the Strategic Public Relations Center at the University of Southern California, revealed that despite the economic downturn in 2008, 57.8 percent of businesses saw an increase or no change in their public relations (PR) and/or communications budgets between 2008 and 2009.¹ The Communications Executive Board of the Corporate Executive Board Company reported that 96 percent of communication teams expected their staff to grow in size or remain the same between 2010 and 2011.² Dan Bartlett of leading public relations and public affairs agency Hill & Knowlton observed in 2011 that PR and communications “will fare better in budget pressures because the CEOs are seeing the strategic value”³ even while other departments face significant budget reductions.

4

This chapter traces the evolution of corporate communication and the developments in recent years that have led to heightened recognition for the field. After examining corporate communication’s roots, we discuss the most appropriate structure for the function within an organization, including reporting relationships. We also briefly showcase each corporate communication subfunction, all of which are developed in greater detail later in this book.

¹ GAP Study, <http://annenberglsc.usc.edu/CentersandPrograms/ResearchCenters/SPRC/PrevGAP.aspx>.

² Communications Executive Board, Corporate Executive Board Company, “2010 Resource Allocation Benchmark.”

³ PR Week/Hill & Knowlton, “Corporate Survey 2010,” <http://www.hillandknowlton.com/content/pr-weekhill-knowlton-corporate-survey-2010-document>.

1970s became the norm in corporate America. The focus now shifted to structuring these new corporate communication departments effectively to fit the function into the existing corporate infrastructure.

Corporate Communications Today

5

In more recent years, the corporate communication function has continued to evolve to meet the demands of the ever-changing business and regulatory environments. At the outset of the millennium, a string of financial scandals at corporations including WorldCom and Enron resulted in the Sarbanes-Oxley Act of 2002, which although only legally affecting public companies, increased the public's expectations for transparency, responsiveness and corporate responsibility for all companies large and small. The need to maintain this level of transparency has elevated the corporate communication function within companies to a new strategic level. Messages, activities, and products—from investor conferences and annual reports to philanthropic activities and corporate advertising—are now analyzed by regulators, investors, and the public at large with unprecedented scrutiny. And the proliferation of online communication vehicles, including web portals, instant messaging, and blogs, has accelerated the flow of information and the public's access to it to record speeds. (Chapter 6 covers media relations in more detail and Chapter 8 discusses investor relations at length.)

6

In its report, "The Authentic Enterprise," the Arthur W. Page Society, an association of chief communications officers of large corporations, characterizes the changes in corporate communications into three groups: (1) new audiences, (2) new channels and new kinds of content, and (3) new measurements. It also asserts that corporate communications professionals today must not only "position" their companies but also must "help to define" them.⁴

Under today's higher-resolution microscope, the clarity, alignment, and integration of communications to all constituents can make or break a corporate reputation. As a result, 77 percent of in-house communicators cite spending a "moderate amount" or "great deal" of time developing integrated communications.⁵

Specific Responsibilities of Corporate Communications

While organizations may have unique combinations of needs at any given time, in its 2010 Resource Allocation Benchmarks report, the Communications Executive Board of consultancy Corporate Executive Board, identified almost 30 distinct responsibilities that a modern communications team is likely to have.

Responsibilities categorized as *external communication activities* include:

- Investor Relations
- Financial Communications
- Annual Report
- Corporate Web Site

⁴ Arthur W. Page Society, "The Authentic Enterprise: Relationships, Values and the Evolution of Corporate Communications," May 17, 2007.

⁵ Weber Shandwick, "Corporate Survey 2005," *PRWeek*, June 27, 2005.