



Cornell's Center for Advanced Human Resource Studies

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***Targeted Benchmarking on  
Best in Class Global Communications  
& Global Public Affairs***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



## CAHRS Benchmarking Summary

### Best in Class Global Communications & Global Public Affairs

Conversations included a Consumer Goods and Pharmaceutical Company

#### ***How is the Global Communications & Global Public Affairs function organized / structured globally? Regionally? By brand?***

##### **Company A:**

- We have a Global Corporate Communications function which is centralized based in NY (HQ) that is responsible for all the corporate communications (executive communication, webcasts, global emails, corporate social media, media regarding the corporation, media regarding our executives) and for communications related to our company purpose and news. This does not include investor relations which is a separate function but works very closely with corporate communications. There are corporate communicators in certain key subsidiaries and regions, but for the most part, corporate communications is a centrally managed function.
- Brand communications are managed by the brand teams that are organized regionally by division.
- As for Public Affairs, our company doesn't have a dedicated global public affairs function – if needed, hires a specialized agency to do it.

##### **Company B:**

- Global communications/ public affairs teams are one team – under new leadership.
  - Previously prior to new leader; Chief Patient Officer.
  - Under the new leader – the structure is the same – communications and policy is still together.

#### ***What is the size (i.e., total headcount – FTE, contractors, etc.) of the Global Communications / Global Public Affairs team(s)***

##### **Company A:**

- Total FTE permanent employees: 17.
- Contractors: 1 Graphic designer, our Corporate PR Agency (ICR- 4 people), crisis communications (PR Agency- KEKST- 2 people), 1 Digital Media Manager.

##### **Company B:**

- Policy teams are broken out regionally and by specialty – communication teams support each other.
  - LATAM, APAC, US/CANADA, EMEA – but have individuals everywhere.

#### ***What are the key leadership roles on Global Communications and Global Public Affairs team(s)?***

##### **Company A:**

- Chief Communications Officer
- Head of Media Relations
- Head of Internal Communications
- Head of External Communications, Function Communications and Corporate Social Responsibility
- Head of Graphic Design Services
- Head of Corporate Digital Media

##### **Company B:**

- Corporate global communications organization: 100 headcount- all levels from AVP to Senior Specialist level – reports up through a VP and then to EVP leader.
  - Global – predominately in the US.
  - Individuals that sit in the regions – 10 are outside of the US: business pays for communication headcounts (i.e., vaccine communications, vaccine business will pay for the head) – matrixed org – report to the communication leader.

***How is the internal communications team organized? - What is the support structure for function communications? For brand communications?***

**Company A:**

- Head of Internal Communications responsible for communicating through internal channels (email, broadcasts, intranet, newsletters).
- Supported by an associate manager.
- Function communications is supported by the head of external communications, function communications and CSR. The head covers sustainability and DE&I. There is a manager for CSR who also covers supply chain. There is a manager who covers innovation (marketing, R&D, global design, clinical research,) and HR.
- Brand communications are managed by brand managers in the regions. For brands that are global, there is a global brand marketing team that sets the strategy and shares the strategy with regional brand teams to execute. Internal and external communications amplify the work that the brand teams are doing through corporate channels. Brand teams globally and regionally don't have a communications person, they use an agency for PR, media relations, etc.

**Company B:**

- Public affairs – reports up through a VP and then EVP leader.
  - Global policy group – sit in the regions (40 headcount).
  - US based policy group (federal team) – (~20 headcount).
- ESG: dedicated team - reports up now through Chief Patient Officer/philanthropic work.
  - 2 VPs and have teams below them.
  - Separate from the global communications/GPA group
- How do they partner with the communications team – working through the communications support now that the teams are separate – have individuals who work on ESG communications but not full-time (double hatting) – cut resources across the board, will not be adding any
- Not a focus to have a full-time team focused on ESG communications (more focused on vaccines, etc.)
  - Top heavy within global communications – trying to figure out the top two layers of the organization – something they are tackling.
  - GPA has the appropriate structure doesn't need much rightsizing.
  - Less than 20 individuals - Cover support functions: HR/Legal/Finance – cover internal functions, employee reputation work - aligned by function.