

Oral effective presentations: how communication leads to success in business.

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ABSTRACT

In today's affluent society we live in a constant over-stimulation through mass media and the diverse offers of products and services on the market. In this environment, corporate communication is the key strategy to differentiate the own firm and products from the competition and is one of the most important tools to create an efficient work environment leading to sustainable and profitable work results.

The example of Cosentino S.A. will illuminate in this project the use of corporate communication and how it leads to success.

RESUMEN

En la sociedad opulenta de hoy en día, vivimos en un constante exceso de estimulación a través de los medios de comunicación y las ofertas de diversos productos y servicios en el mercado. En este entorno, la comunicación corporativa es la estrategia clave para diferenciar la propia empresa y sus productos de la competencia y además es una de las herramientas más importantes para crear un ambiente de trabajo más eficiente y resultados del trabajo sostenibles y rentables.

El ejemplo de Cosentino S.A. ejemplificará en este proyecto el uso de la comunicación corporativa y la forma en que conduce al éxito.

STRUCTURE

This project is made of four main parts. The first two parts define communication and explain its origin and development over time. The third part discusses corporate communication, dividing it in internal and external communication. Finally corporate communication is explained on an example of a company.

INDEX

- INDEX*5
- LIST OF FIGURES*6
- 1. Introduction**.....7
- 2. What is Communication?**8
- 3. Origin of Corporate Communication**.....8
- 4. Corporate Communication**11
 - 4.1 Characteristics, Measures and value- enhancing Effects** 14
 - 4.2 Controlling/Management**..... 15
 - 4.3 Internal Communication**..... 17
 - 4.3.1 Internal Communication measures and instruments..... 19
 - 4.3.2 Requirements on the Internal Communication..... 19
 - 4.3.3 Value-Added Post..... 20
 - 4.4 External Communication** 22
 - 4.4.1 External Communication instruments – Marketing Communication..... 22
 - 4.4.1.1 Public Relations 23
 - 4.4.1.2 Advertising 26
 - 4.4.1.3 Sponsorship 26
 - 4.4.1.4 Sales Promotion 27
 - 4.4.1.5 Product Placement..... 27
 - 4.4.2 Intentions and Requirements on the External Communication..... 28
 - 4.4.3 Value Added Post 28
- 5. Cosentino S.A.**.....30
 - 5.1 Corporate Communication in Cosentino S.A.** 31
 - 5.2 Internal Communication of Cosentino S.A.** 32
 - 5.3 External Communication of Cosentino S.A.**..... 34
 - 5.3.1 Public Relation 34
 - 5.3.2 Advertising..... 36
 - 5.3.3 Sponsorship 39
 - 5.3.4 Sales Promotion..... 40
 - 5.3.5 Product Placement 42

5.4 Value Added Post “Cosentino S.A. and Communication”	43
6. Conclusion	46
<i>BIBLIOGRAPHY</i>	49

LIST OF FIGURES

I. CORPORATE COMMUNICATION	13
II. INCREASING SUCCESS THROUGH INTERNAL COMMUNICATION	21
III. COMMUNICATION INSTRUMENTS.....	23
IV. INCREASING SUCCESS THROUGH EXTERNAL COMMUNICATION	29
V. CAMPAIGN 2010/2011.....	37
VI. CAMPAIGN 2009.....	38
VII. CAMPAIGN 2008.....	38
VIII. PRODUCT PLACEMENT – TV SHOW WITH KARLOS ARGUIÑANO.....	42
IX. PRODUCT PLACEMENT – TV SHOW WITH MIKE ROBINSON	43

1. Introduction

Due to the rapid development of our economy and its constantly changing environment, the international competition is growing and it gets more and more important for companies to give the right information, at the right time and at the right place, to be competitive and work sustainably profitable.

For this purpose the Corporate Communication Management is responsible, which describes the communication in and of organizations, which will be explained in this project.

The models of Corporate Communication give an extensive view of the communication process. It is a system of selectivity and reflexivity, which requires an understanding that characterizes the communication as a relational process between items and incidents with complex structures and characteristics. Through this process and with appropriate resources, strategies and visions business success will be realized.

Further the coordination of information circulation, within the company, has become a necessary assumption for a prosperous business, because people's attention has become a scarce resource. In the everyday life of the modern media technologies, the society is confronted with infinity of information, so that we can speak of sensory overload. Throughout the day we see posters and ads on websites, hear slogans on the radio or on television, etc. In addition offered products and services worldwide are the same with the same quality and a similar price. With the result that only the brand image decides about the purchase or non-purchase decision of a particular brand. This refers not only to the image of customers, but also stakeholders, investors, employees and members of the company and by the community in which the company resides.

Herewith communication is the key factor for the success of a product and brand and it should be given particular attention to the internal and external communications. As this project will prove, a good communication system and strategy can lead to more efficient work results, make the customers, stakeholders, investors etc. buy the products and invest into the company and finally leads the firm to success.

This project defines organizational communication, why communication is nowadays an indispensable part of corporate management and how you can work more

efficiently with the use of a good communication system and strategy. Furthermore it explains the basic theories of superior internal and external communications and illustrates them at least on a practical example.

2. What is Communication?

Communication is defined as transmission and receiving of verbal and non verbal information. Especially in business and marketing the definition is built up on the social-psychological understanding, because it is considered mainly on the exchange of information in the area of mass communication and attitude influence and change (Witte, 2007).

In this connection communication is not a synonym to advertising but it is always related, because in every moment in which we communicate our interlocutor is getting an opinion about us. On this moment it depends if we can communicate an image of sympathy, credibility and confidence, which is the aim of communication.

So it is evident that it doesn't really matter if a person works in public relations, in a shopping center or speaks to a friend in his free time, the aim of communication is every time to transmit the other person a good image of us and are trying that our opposite likes us. That is why we have to communicate carefully and considered as well as a company or as a human being, because our opposite relates the person with the company in which he works.

3. Origin of Corporate Communication

Organisational Communication is a very young research field. It touches almost all scientific disciplines like Organizational psychology, sociology or the scientific analysis of organizations in business administration (Ries, 2010).

The concept of corporate communication emerges in different parts of the world at similar time, but one country should be especially mentioned, the U.S. It was the first

or one of the first countries, which presented experiences as results of the management of organizational communication.

The history of corporate communication started in the second half of the XIX century. Press agents, who were public service people or journalists, tried and achieved to convince the media to publish positive information about their representative organizations or persons. To make the media talk in the best way of the clients and organizations, the press agents have even invented information and results and bribed sometimes the newspapers for publishing good articles of companies.

Over time, the number of press agents grew and they worked for artists, entrepreneurs and politicians and supported the promotion of goods and services. Through the growth of advertising as well as the high number of agents in the market, the environment of the communication became more complex and got more importance in public (Diaz, 2004). This newly born way of organizational between press agents and stakeholders was named "Public Relations" up to 1970 (Cornelissen, 2011).

Due to the deceitful way, in which many agents tried to get their clients in the newspaper, in the XX century, the first theoretical foundations of journalism were created. They were formulated in a pursuit and quest for the truth, with the purpose of reaching the majority of society, services of general interests, vigilant observation of public authorities and with the objective of serving the welfare of the general public.

After this period public relation agencies were formed. The first office was founded in 1990 in Boston, named "The Publicity Bureau". Gradually, other products of communication were added as direct marketing, event management and educational programs.

In the field of organizational communication many activities are directly managed by organization entities. So the market for public relations agencies have always been a dimension less than the advertising, just as by the turnover, as by the number of professionals working in the sector (Diaz, 2004).

Internal and external Stakeholders began to ask more information about the companies and the communication reached an internal and external status of importance and started to be seen as more as only public relations. This is the origin of the idea and function of corporate communication. This new function came to include a whole range of special disciplines: including corporate design, corporate advertising,

internal communication to employees, issues and crises management, media relations, investor relations, change communications and public affairs (Cornelissen, 2011).

According to Losada Diaz, Bernay was the first, who presented a complex theoretical approach to explain the corporate communication, especially in the point of view of professionals. In Europe got known the existents of the public relations in the XX century.

The first and the second world wars were an incentive for institutional communications, in form of political propaganda and psychological warfare. After 1945 the organizational communication got in the United States on the way to a real profession. The function of communication was generalized in every kind of business, public institutions and non-profit sphere, therefore there were increasing the number of practitioners.

Also the public institutions providing communication services were increasing. There was published scientific literature; both manual and research texts were hold on regular public relations courses in Faculties of Journalism at American universities.

The first professional associations were built up, for instance the “Public Relations Society of America (PRSA)” and the “International Association of Business Communicators (IABC)”. These two associations still exist and are common with the European association “International Public Relation Association (IPAR)”, the two of the main references in the global business. They set the first statutes of the profession and created the ethical codes.

In the sixties, according to the philosophy of “Buena voluntad”, the world of institutional communications entered into crisis.

Nevertheless the public was looking with mistrust at the public relation activities, which was not useful to integrate companies in the market, it was still an increasing activity. That is why it was necessary to make a new concept of the function of communication.

It was not any longer enough to act in a philanthropic way, it was necessary to made commitments, for example, to consumers, the environment or minorities. Given through the new circumstances, the communication got a more strategic character and should be seen as an essential function, like other areas of the organization. An advantage of the new point of view was, that the organizations could enjoy more their ideas and their

visions and didn't have to submit themselves any longer so much to the demand of citizens.

Since the eighties of the twentieth century cooperate communication was mature. It was practiced in the developed countries and was not only considered as normal by large companies and important political institution, but also the communicative function is integrated in all types of businesses like in local or nonprofit institutions. Additionally the profession was installed in countries in process of development in those nations that since the nineties left communism and installed regimes of liberal democracy and market economy. Even states that kept an authoritarian political system, which started reforms to liberalize its economy especially to the foreign countries, started to practice Public Relations.

In this time there were found many communication agencies, which helped companies to settle in new countries and thus naturally helped the country to link with the outside world. During this years cooperate communication increased noticeably, agencies just like internal departments (Losada Diaz, 2004).

Nowadays employee communication is seen "as a new top management priority" (Dolphin, 2005: 171) and corporate communications is defined as the totality of acts of communication process in an organisation and outgoing information of an organization, which are related to a specific audience. Therefore communication measures are used including all activities and are consciously used to achieve communicative goals (Gutzwiller 2007).

4. Corporate Communication

Corporate communication is part of corporate identity. The corporate identity is according to Regenthal; " [...] die Summe aller Aktivitäten, mit denen sich das Unternehmen/die Organisation vor Mitarbeitern, den Zielgruppen und der Öffentlichkeit präsentiert und damit eine strategisch und konzeptionelle Verbindung aller Aktivitäten nach innen und außen." (Regenthal, 2003: 77) This means that the corporate identity is the amount of all activities with which the company or organisation presents itself to employees, target groups and the public and so it links all activities

strategically and conceptually inside and outside of the company.

The corporate identity consists of four parts, performance which includes products and services, corporate behavior, corporate design and corporate communication. This project will concentrate on the corporate communication and its value added post for companies/organizations.

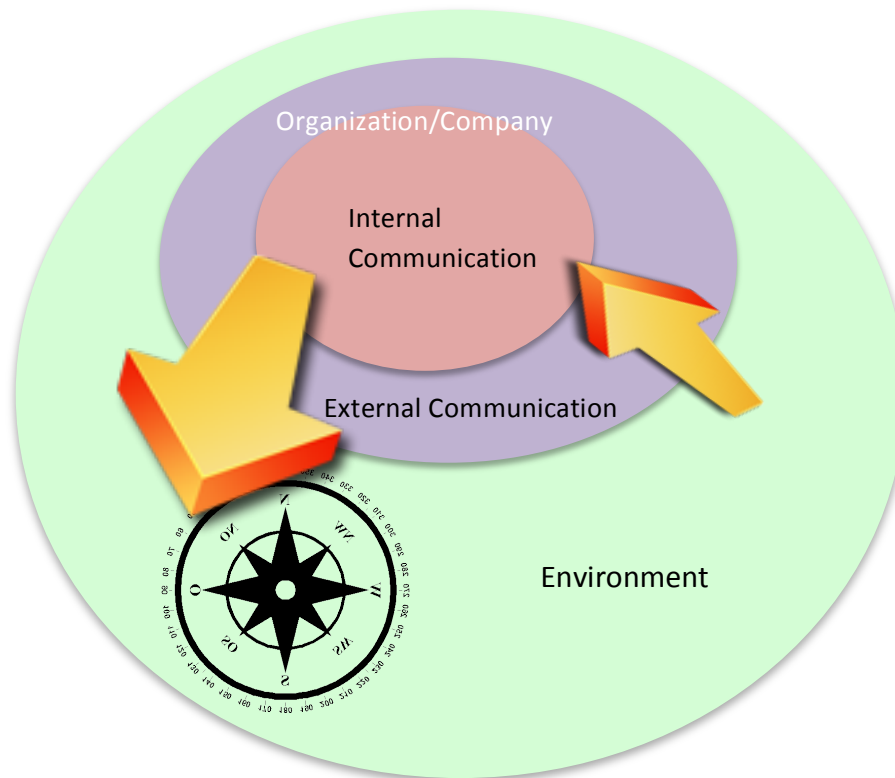
The communication of an organization or company is strategically oriented and contains both the internal and the external communication of an organization, with the aim of creating a corporate image and corporate identity. This goal is related with a value added post for the company/organization.

According to Van Riel Corporate Communication is the “orchestration of all instruments in the field of organization identity” (Thomaz, 2010: 178), which includes communication, symbols and the behavior of the organization members. They are expressed in verbal and nonverbal communication with the objective to create and maintain a good reputation and the competitive position of the company in the market (Thomaz, 2010).

The depiction below illustrates like previously described the different areas of organization’s communication, which will be explained in the further course of the project more accurately.

The orange arrows show the communication flow; the compass represents the direction, which a company chooses basing on its corporate image and identity. Further it should show that communication is structured and is pursuing a goal.

I. Corporate Communication



Own research.

The question of the value-enhancing effect of corporate communication could be answered in two directions:

The first one is: The communication should support and facilitate the current work and support and facilitate, here it is about employee motivation and make them act purposefully, or even to produce attention and goodwill (internal communication).

The second one is: The communication to the market, which is used to influence the preferences of the customers (external communication) (Aerni and Bruhn, 2008).

4.1 Characteristics, Measures and value- enhancing Effects

The main characteristics of corporate communication are the following once:

- Corporate Communication is the process and the attitude towards the communication internalized by the employees, for example how the company transmits their messages to key constitutions, in meetings, interviews, speeches, reports, image advertising and/or through online communication.
- An effective Corporate Communication should permeate the whole organization and guarantee a good information flow (Argenti and Forman, 2002).
- It provides internally and externally a unified, clear image of the organization and the social values and needs must be harmonized with the objectives of the organization to work successfully (Ries, 2010).

To implement a corporate communication system in a company/organization successfully can be used, for instance, the following measures:

- Specified guidelines consistent with those of firm behavior (corporate behavior) and correspond to the design (corporate design).
- Avoid costly individual actions and look for meaningful coordination of all possible communication
- The greatest possible orientation, continuity, transparency, particularly in view of increasing information overload.
- Anchoring and securing of the corporate guiding principles in communicative action field (public relations, sponsorship, advertising, product placement, sales promotion)

- Anchoring of competence in a statement, which presents the central core statement (statement of competence) of a company. It is often expressed in a slogan that will remember them distinctively.

Concerning the measures it is important to take into account, that the introduction of various communication measures with various instruments caused cost, but should be paid ultimately through higher incomes and lower costs (Althaus and Rawe, 2007). Further these measures should lead to some other positive, value-enhancing effects:

- An increasing customer acceptance.
- An increasing employee motivation and identification with the company.
- An increasing acceptance by various stakeholders.
- An improved targeting.
- A consolidated and strengthened self-image (corporate identity) and public image (corporate image)
- Differentiation of the company or organization from competitors.
- Improvement of the performance of the control possibilities of communicative action.

4.2 Controlling/Management

Due to this possible implementation of measures and its promising effects, corporate communication has to be planned before and controlled by the management. The goal of the control is to check the target achievement of the formulated

communication goals, to correct deviations in the planning process or individual planning steps. This control is done in three different analysis.

1. **Process Analysis:** analyzes the implementation of projects, whether and in which form the project took place in the planned time. The aim of the process analysis is the determination of the integration degree of the communication system.
2. **Impact Analysis:** refers to the control of selected communicative reactions of the target groups to communication work. Here cognitive, affective and cognitive reactions are important for the evaluation.
3. **Efficiency Analysis:** provides a comparison of costs and benefits of the communication instruments. The effectiveness of individual instruments is assessed and the overall efficiency of the communication system (Aerni and Bruhn, 2008).

Further the management is responsible for the coordination of the different areas of communication like advertising, public relations, sponsoring, product placement, sales promotions and internal communication and also for linking of internal and external communication, with the aim to influence or change the public attitude, of customers and employees in accordance with the company identity. The management has to align the corporate communication to the vision of the company and to harmonized internal and external communication as effectively and efficiently as possible (Cornelissen, 2011) and to create a unique and consistent image through communication. The consistent, planned and strategic transmitted vision, is the most important feature of corporate communication. It is communicated to different reference groups as the same message and if the company is not able to create and communicate a unified message the firm seems implausible.

Based on the previous explanation in this chapter, the basic issue for corporate communication is to achieve positive internal relations, to promote positive external communication, and therefore internal and external communication have to be

harmonized to present internally and externally a uniform before defined corporate identity and design.

Although Corporations recognize that the separating line between internal and external communication doesn't any longer exist, because of a mutual influence and overlapping tasks (Dolphin, 2005).

Nevertheless I like to separate these areas in my assignment for a better understanding.

4.3 Internal Communication

Like mentioned in the part of history internal communication got importance at the end of the last century. With the creation of a more complex and ever-changing environment over time, won the mediation of information to the employee even more importance. The better the staff is informed, the faster they will find solutions to problems and it is really useful for the efficient implementation of innovations. In this point in time internal communication became a success factor for a lot of companies and an important top management task (Schünemann, 2006).

Internal communication may be defined as all the processes of communication within organizations; this refers to both verbal and non-verbal communication. The communication dynamics in a company are very multifaceted and complex. The purpose is the design and optimization of organizational processes and information processing and the creation and maintenance of a fertile business culture. Some examples of important elements of the internal communication are the inter- and intranet, staff appraisal, work meetings, circular letters and announcements.

At the manager level, the main task in internal communication is to provide a clear, understandable and motivating vision, that is internally consistent through these communication tools, and pervades horizontally and vertically the entire organization (Weimann, 2006).

As well, emotional communication can influence the success of an organization. According to the present state of research, emotions are communicable between the interlocutors. They are subtle exchanged and thus part of the subconscious communication. In other words moods are transmitted and received through

communication. If managers are aware of this fact, they can navigate with emotional intelligence the emotional stimuli and manage to control the communications and exploit it (Bentne and Krenzin, 2008). The emotional communication is highly influenced by esteem and confidence and if it is used well it creates a good basis for the transport of the factual content and its acceptance (Weimann, 2006).

As reported by the modern corporate management theories a hierarchy-free communication structure in the company is of great advantage. They are convinced that the most important relationships are those with the employees. This idea is based on the consciousness of the increasing importance of the skills and potentials of every single employee. A well-structured communication system is the basis for a harmonious, productive work environment. The employees are informed appropriately, which makes them feel led. They are more motivated, because they feel important and integrated in the organization, they will have a supportive attitude towards the company and work more efficiently. This enhances the everyday business, but helps especially in situation of crisis and further it improves the external reputation of the organization.

Additionally a good information system helps the employee to identify themselves with the company. It provides the goals and objectives, the developments, activities and achievements of the firm, which enables the employees to distinguish their organization from other once and it is used to create a unified organizational identity. So communication systems create a united culture of all collaborators with a shared vision of common future goals (Dolphin, 2005).

All these aspects support the personal further development of the employees; make them able to cope with different tasks and to overcome difficult situations. Thus contribute to obtain and maintain a competition advantage towards the competitors.

Consequently a well-structured communication system supports the sustainable success of the company (Weimann, 2006).

The identification of the employees with the organization gets further an extremely importance in the case of the good reputation, because it influences corporate reputation and organization above-average performance, which affects the external reputation and the actions of stakeholders. These stakeholders can receive opportunities to choose to work with the organization, provide products and services to it, form partnership with it, or they are even disposed to pay a different price for its

products and services (Thomaz, 2010).

4.3.1 Internal Communication measures and instruments

Internal communication tools and measures are used to create and coordinate information in the organization. Its aim is to transmit the version and values of the company, which leads the company in the same and desired direction and to reach employee motivation, satisfaction, commitment and an efficient work environment. These goals can be achieved by personal or oral communication, written communication, auditory or audio-visual communication and electronic communication.

Measures of the oral and personal communication are conferences, talks and meetings. Especially the personal interview in private eye is essential for the trust and confidence of the employees in the organization. In these talks the employees could talk about their fears, ideas and proposals and further problems could be solved.

Other tools of internal communication are Employee newsletters, social media, intranet, e-mails, the bulletin board, workshops, business TV, appropriate incentives and reward (Shahriar Ferdous, 2008).

4.3.2 Requirements on the Internal Communication

Implement objectives of internal communication, requires continuity and consistency. The information system within an organization should be regulated fundamentally and clearly. Also employees should be involved to secure an optimal workflow.

To ensure a successful and credible corporate communication, the following aspects should be taken into account:

- Internal communication should be systematically planned, organized and carried out promptly.
- It must be a clear and understandable message, which is intelligible to everybody to avoid misunderstandings.

- It has to be active; the action must be before the reaction, because only in this way you can avoid prejudices, misinformation and misjudgments.
- The information has to be accurate; it should be based on facts and figures, which are verifiable.
- It should be credible; credibility and trust play an important role. The information must be exchanged openly and directly to induce these emotionally driven features.
- It has to be problem orientated; internal communication includes also the exchange of critical information. Bad news shouldn't be dramatized nor played down.
- The flow of information should be timely, if a piece of information is too late, this may have negative consequences. Therefore, internal communication keeps the principle: trying to give important information first to the employees.
- Internal communication is permanent, that is why it should be given continuously; meaning it has little confidence when someone only takes the word, if he takes advantage of it, because the trust of the employees must be developed and confirmed on long term (Hillmann, 2011).

4.3.3 Value-Added Post

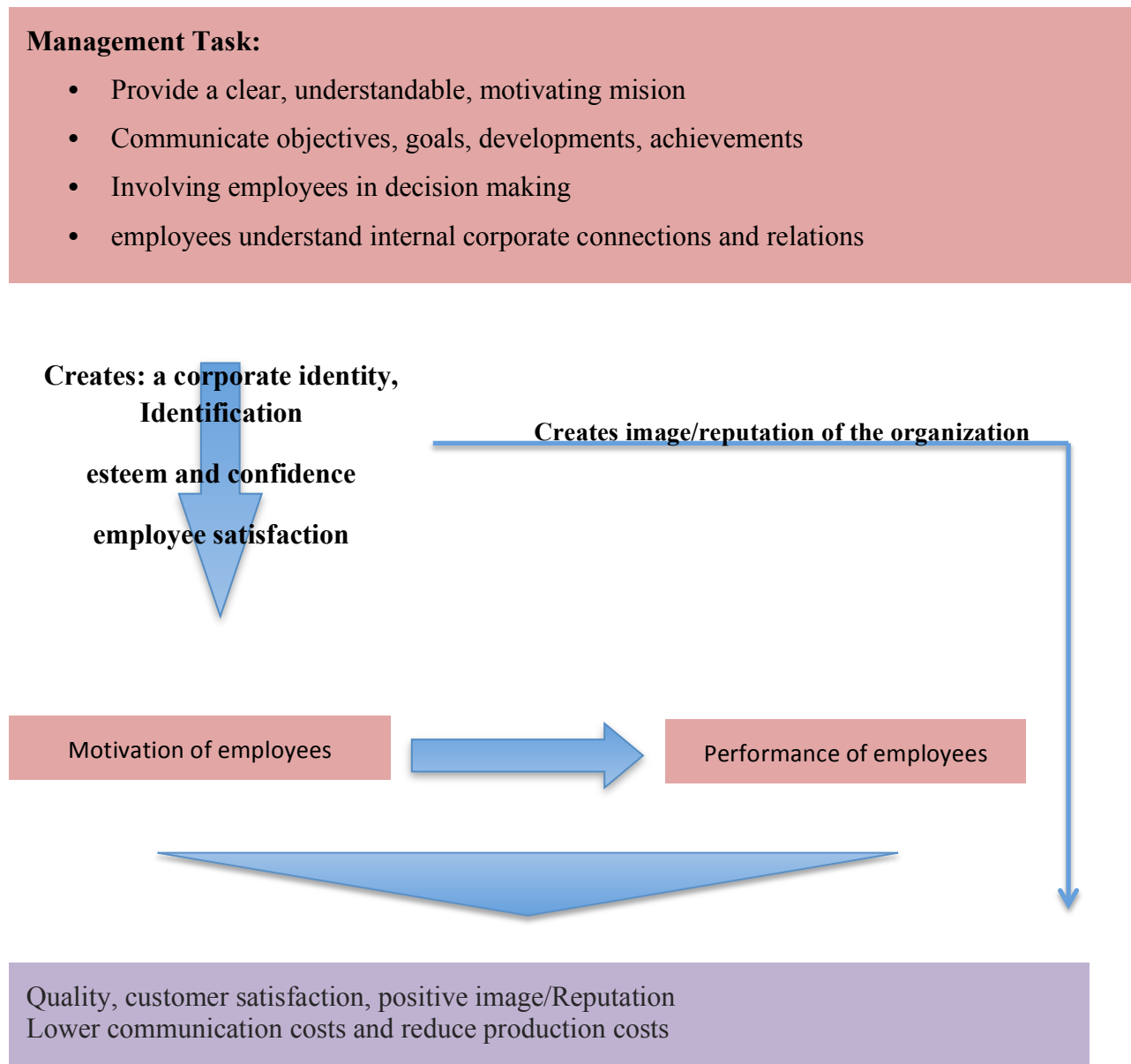
The different, complex structured elements of internal communication as part of the communication system are important for the success of the organization. The foundation is the management style, which should create before a clear corporate identity and define an image, which is transmitted internally and externally uniformed. The management should provide a communication strategy that permeates the whole company and involve the employees in decisions and inform them about achieved and future goals. This efficient communication influences the motivation of employees, and

as a result the company will have a strong and good corporate culture and increase the performance of the organization.

Consequently a good internal communication system is a way to achieve the companies' goals and to get the perceived prestige of an organization (Thomaz, 2010).

The following visual chart shows the previously stated relationship between internal communication and employee performance.

II. Increasing success through internal communication



Own research.

In addition to this representation, how internal communication can increase the success of companies, it must be mentioned that in accordance to Argenti: “Once a company has lost the faith and goodwill of its employees, it faces an uphill battle trying to correct its errors and rebuild credibility. Enlightened managers know that the more information that they provide to employees the more likely they are to be highly motivated to do a better job and to further the goals of the organization itself (Dolphin, 2005: 174).”

4.4 External Communication

External communication is the communication policy of an organization towards the environment. It includes two parts the communication mix and the market communication:

The first one, describes the communication in the social environment with the aim to harmonize the opinions and attitudes of the market with own corporate objectives. It is composed of five main tools; public relations, advertising, sponsorship, sales promotion and product placement and its objective is the selling of products services and resources.

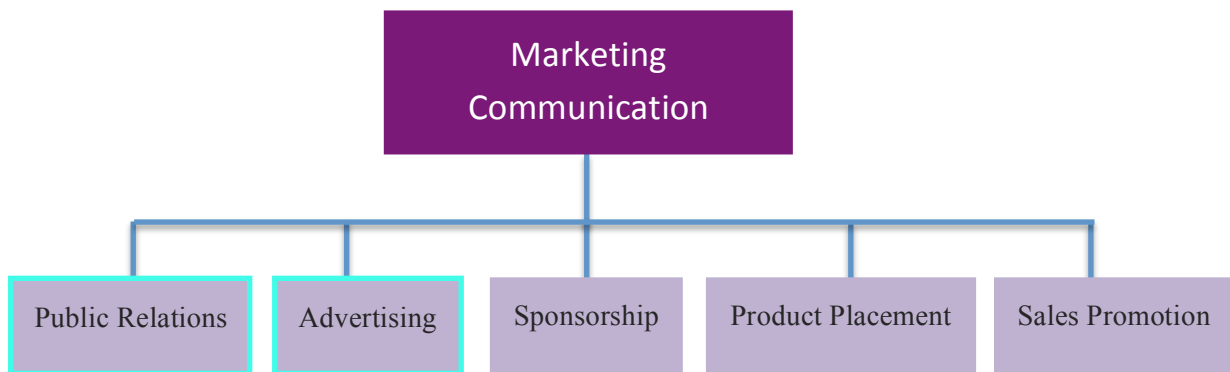
The second one, market communication, contains the management tasks to coordinate the communication, analysis, planning, implementation and control; it assumes the role of intermediary between business and environment, which is part of the corporate communication like explained in this project in the part of Corporate Communication (Scheibner, 2006). The aim of market communication is to present the company as credible, competent and customer-friendly in the social environment and public through the use of communication instruments and is used to foster relationships with customers, suppliers, stakeholders and competitors (Ries, 2010).

4.4.1 External Communication instruments – Marketing Communication

Marketing Communication is part of the marketing mix, with the subject to create market-oriented information with different instruments, the most important instruments nowadays are advertising and public relations are the traditional and

classic instruments, sales promotion, product placement and sponsoring are newer once. For the realization of communication policies, different communication tools are used in combination or isolated.

III. *Communication Instruments*



Own research.

The specific combination of these instruments, used well targeted and in a marketing act at a specific time, is called Communication Mix and is a strategy to increase sales and to differentiate the own company of competitors. Part of it are, like named before; Public Relations as a management and communication mix tool and Advertising, Sponsorship, Sales Promotion and Product placement as communication tools, which have to be related between each other to reach a good result and improve the position of the company and increase the success. In the area of Marketing, the communication policy has a lot of importance to the sales rate and the image of the organisation, which influences the success of the company. This leads to the further explication of the different tools (Fetting, 2009).

4.4.1.1 *Public Relations*

Concerning Public Relations do exist different points of view between communication and business administration scholars:

Communication scholars define public relations as an ideal two-way communication; which is part of communication policy and also seen as a management tool. On the opposite point of view, the business administration scholars are defining

public relations as a part of communication politics and as equal as its other elements.

In my opinion, the approach of the communication scholars seems more adequate, like is illustrated also in the depiction of Corporate Communication, because nowadays competition is getting tougher, markets narrowed and as a result market communication in the way of public relations gets more and more importance for a company to keep on existing and promote their sales. Based on these facts the importance for adapting the company to customers needs and changes in the society increases and as a result I prefer to choose the definition of the communication scholars, because it illuminates much more the importance of public relations also in the part of market communication for the success of an organization, than the business administration way of thinking (Ries, 2010).

Consequently Public Relations are defined as the management of information and communication processes between organisation and their internal and external environments, with the goal of integration of the organization in the social environment and reaching competitive advantages.

This definition is characterized through three main features:

- PR is not just corporate communications; it also includes communication of non-profit organizations, public institutions, initiatives, social groups or the state. However, PR always assumes organizations and does not mean personal PR.
- PR is part of the internal and external communication of an organization. So its instruments are used towards employees (intern) and people who are not belonging to the organization (extern).
- PR requires a systematic management approach. Only when communication processes specifically planned, implemented and incorporated in a management process it can be called PR.

The main task of PR is to create a special climate in public, a climate of trust and understanding and thus creates the basis for achieving the organization goals. Because of this, Public Relation is also called enabler-function. The PR should make the

organization known to the desired target groups and create a positive and unique image of the organization. Further the PR manages to inform the target group about the organization and the offered products (Allgäuer and Larisch, 2011).

This orientation is important to reconcile the company with the environment, thereby the company can respond faster and more efficiently and also prevent possible crises earlier. Therefore PR should not only serve as communication from the company to the target group, but also as a management function that mediates between companies and public (Fetting, 2009).

In general, it is defined in the following main actions:

- Performance-based PR, which has the goal to communicate certain services of the organization. In this context it is called product PR. Communication contents are mostly description of features of the products of the organization.
- Organizational-based PR, which aims to communicate the organization as a whole, this is also called corporate PR. It focuses on the economic situation of the organization, self-image, the organization features and market assessment. This also includes investor relations.
- Societal-based PR, which has the objective to present the organizational activities in a social context, to present the responsibility of the organization and to reach the recognition of the organization within the society. This happens in public affairs, in social geological and cultural events. In the foreground stands the commitment of the organization and not the product or the organization itself.

Referring to the definition of PR and to the previous abstract Public Relation has to be seen as a special tool of communication policy, because it pursues not only marketing goals but also organizational goals. It also includes the staff, social groups and political goals of the organization. Furthermore, PR is not only about positioning of the company in the market, it is also about the personal loyalty of individuals and groups and social commitment of the organization (Allgäuer and Larisch, 2011).

4.4.1.2 Advertising

Advertising is defined as everything, which provokes an immediate initiation of a purchasing decision or the use of a service. Further advertising could meet goals, which are similar to the previous described for the PR. It is also used for propagating a positive organization image in society or the introduction and announcement of new products. Nevertheless, there are very clear differentiators between PR and advertising. Typical characteristics of advertising are exclusive public communication, the influence potential of the message through the repetition and the expressiveness and the impersonality, which is caused through mass media and monologue forms.

While advertising should motivate on short term a purchase decision for a product or use of a service, PR is indirect and long term orientated to generate trust in public.

In addition advertising is communicated solely about media, while PR is also communicated in personal address and includes the observations of developments outside the company and the planning and action taking against disturbing trends to the organization (Mertern, 2007).

4.4.1.3 Sponsorship

Sponsorship is another below the line instrument of communication politics. It is a special form of communication that is neither captured by official media statistics and nor perceived as a pure advertising by the target group. Some authors see Sponsorship as an independent instrument beside advertising, sales promotion and public relations other once see it like a mix of it.

Through sponsorship, just the name of the company or the brand is usually communicated and not a complex content as with traditional advertising. Sponsors often use additionally advertising mediums in the direct vicinity of the event.

Sponsorship also fulfils functions of sales promotion by for example, presenting products, with give aways or organizing a competition. In addition, the organization tries to achieve goals of public relation, they try to transmit through the press to clients, the public and employees than they involve themselves and so that they are acting with social responsibility and showing their goodwill (Wünschmann et al., 2008).

4.4.1.4 *Sales Promotion*

Another external communication tool is Sales Promotion; it can be defined as several specific marketing tools, which are used to improve temporarily the effects of other marketing instruments by offering a short-term additional incentive to buy. These include, for example, bonus systems, consumer-oriented measures such as contests, sample packs, special price promotions, raffles, autograph sessions, multi-packs or trade-oriented measures such as dealer contests, promotions and assistance or advertising subsidies to distributors.

For the customer there are nowadays too many choices at the point of sale, so the aim of Sales Promotion is to attract customers and dealers and make them buy a particular product, be it as an attempt purchase or repurchase.

Sales promotion is used by dealers and manufacturers: The manufacturer tries to convince the dealer to buy the product or buy a higher quantity by offering for example discounts or to pay a part of the advertising costs. The dealer can promote the product to the customer in different ways, for example with discounts, free samples or competitions.

This tool has different positive effects on consumers or potential new customers; Promotions are a popular extension of benefits for consumers, especially for the typical bargain hunters. Further it has an introductory function for new products and can make people to get into the habit of buying it. And finally it leads to a dynamic brand image, if promotion is well embedded into other communication activities such as media advertising and sponsorship (Aerni et. al, 2008).

Sales Promotions has a high effect of the success of the brand and the company. A customer, who one time bought a particular product in a sales promotion didn't buy one of your competitors and got to know the product, which has a high influence on its future purchase.

4.4.1.5 *Product Placement*

For reminding the customers on a special product, service or a brand can be used Product Placement, which is another tool of communication politics. Of selective placement of products and brands in TV-shows or movies, as real props in acts, is

expected a high advertising effect. Product placement can be realised verbal, visual and as a mix of visual and verbal placement. The aim is to promote sales, which is reached through improvement of images of the product or manufacturer, by influencing the consumer attitude or by the increasing and establishing the degree of fame of the product (Müller-Rüster, 2010).

4.4.2 Intentions and Requirements on the External Communication

Two main tasks and objectives of public relations can be distinguished: Fetting mentions the creation of contacts with the goal of developing and maintaining trust and creating an understanding for the company and the development of contacts with the intention to influence preferences and opinions and get into a dialog with the customers (Fetting, 2009).

On this point it is important to mention that a lot of criticism exists on marketing of the moral perspective, because it influences people directly and indirectly and transmit sometimes information, which is not totally true or complete.

Apart of this moral critic Hillmann points out on the other hand, that the whole environment of a company aspect it to act environmentally friendly, to have good working conditions, to invest in the location and contribute to social, environmental and cultural development of society.

In this context it is often spoken about “Corporate Social Responsibility”, which means that the entrepreneurial activity of an organization is not only focused in economic aspects, but also is strategically focused on social and environmental needs in order to create a sustainable value (Hillmann, 2011).

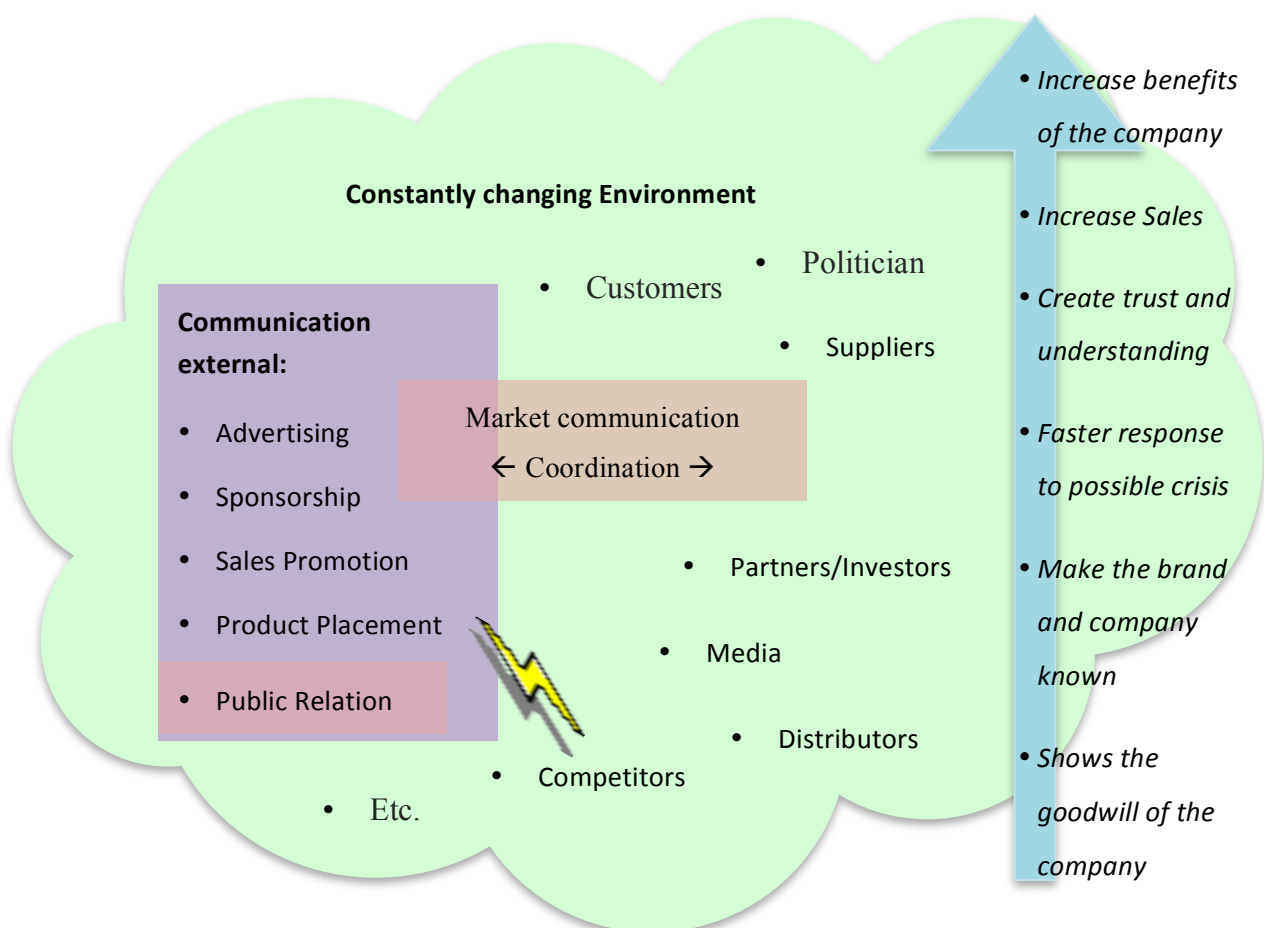
4.4.3 Value Added Post

In the chapter of external communication the goals are explained and also the application in value which results of a well-structured external communication system.

The communication policy serves mainly to increase sales. The market communication, as a management tool, has the task to coordinate and combine the tools to a communication mix, which differentiate the company of their competitors and which is perfectly adapted to the products, vision of the company, the environmental

needs and the customer requirements. Within the communication tools public relation has a special function; it communicates between the company and the environment. On the one hand it influences the environment and the staff by creating trust and understanding inside and outside the company, but on the other hand it gets information from the environment to adapt the products and advertisement well to the needs of the environment. Herewith is also works supportive for the market communication. Finally a good combined communication mix creates trust and understanding, show the goodwill of the company, make the brand and company known, make the firm able to respond faster to possible crises on the market and it increase sales and as a result increase benefits.

IV. Increasing success through external communication



Own research.

5. Cosentino S.A.

Cosentino S.A. was one of the first Spanish companies of marble, travertine and limestone. In its 25 years of existence in the sector of ornamental rocks, Cosentino S.A. has lived a bright economic growth within and outside of Spain. The Group has spread through its distribution system all over the world, actually it operates in the USA, Latin America, Europe, Australia and Asia.

The Group exports 70% of its production, and the result is the positioning as a world leader in the production and distribution of quartz and natural stone surfaces, and surfaces made of recycled material

The business activity of the Group includes the complete natural stone production process, they focus its attitude on the design; production and distribution of architectural and decorative solutions based on natural stone and offering the products for home and community to the world market. Cosentino creates unique, innovative products with a strict design and accordance environmental criteria, such as coatings, kitchen worktops, bathrooms flat surfaces and other stylish products, they offer products under five different brand names to the world.

The most famous product and brand of Cosentino Group is *SILESTONE*; it is the ideal surface for modern architecture and interior design. Most often it is used as a work surface in kitchens and bathrooms, for which it has an international reputation.

Further the Company offers *ECO recycled*, it is a material, which is composed of 70% recycled material to which is added a 100% organic resin derived from corn. The 70% are composed of materials like industrial porcelain, ceramic, glass or metal.

Another brand is *SCALEA*, which is the name of the Italian village, where the family Cosentino comes from. The brand presents tradition, roots and further with a range of imported and domestic marble creations the commitment to innovation and creativity, advanced design and improve the performance of the product.

The two last brands of the company are *granite SENSA* and *PREXURY*.

Granite SENSA has the known properties of the granite, it is high resistance, has a long durability, a special low porosity and a revolutionary protection against stains.

The *PREXURY* reflects the beauty of semi precious stones. The collection is made of semi precious stones and other natural materials, which are combined to an eternal

beauty with petrified wood with unique fossils.

These products present the Cosentino Group on its way to the global market leader in surface for kitchens and bathrooms. Further they present the corporate image of the company, an image of innovative solutions, design and value. Cosentino's brands inspire the life of their customers.

5.1 Corporate Communication in Cosentino S.A.

Cosentino S.A. has a complex Corporate Communication system, which consists of an internal and external communication system. The responsibility of the internal communication is mainly part of the human recourse department and the marketing department manages the external communication. In case of Cosentino the structures pervade the entire group, are adjusted and work well together.

Through the communication system is provided internally and externally a unified, clear image of the organization and the social values and needs are harmonized with the objectives of the organization.

For instance in the case of social value it is very important to mention Corporate Social Responsibility policy of Cosentino S.A.. With this policy it meets the requirements of the environment and creates sustainable value. The company does not only focus on economic aspects, but also focus on social and environmental needs. The group is concerned about the environment in which it produce, grow and act, and try to take care of it and even try to improve it. Just as Francisco Martínes-Cosentino Justo, a chairman of the Cosentino Group, commented on the newsblog of Cosentino S.A.:

“Corporate sustainability means meeting the needs of the company, without sacrificing the ability of future generations to meet their own needs. The physical environment, and its natural resources, involves everyone living on planet Earth and is a prerequisite for a balanced lifestyle: we need to ensure that whatever resources are taken from it will not lead to their depletion beyond repair.”

5.2 Internal Communication of Cosentino S.A.

At the manager level, the main task of internal communication is to create a corporate culture and a corporate identity and to provide on this basis a clear, understandable and motivating vision, that is internally consistent and permeates the whole company. This is achieved by using different communication tools like for example inter- and intranet, newsletters, social media, e-mails, the bulletin board, workshops, business TV, staff appraisal, work meetings, circular letters and announcements. Cosentino S.A. uses some of these tools, as explained in the further course and transmits in this way a clear and motivation vision and the values of the company to the employees.

In case of Cosentino, referring to the Management task in communication, it is important to highlight the weekly meetings in each department, the general meetings, and the meals with managers, which takes place regularly, called "have lunch with managers". During these encounters the recent news are communicated, like reached goals or developments and problems which have to be solved. In addition these meetings give collaborates the feeling of support and appreciation of their work and create solidarity in the company.

Further the Management involves employees in decision-making and thus make them feel like an important part of the company. Opinions and suggestions of collaborators are really appreciated from managers, but it can't be ignored that each manager directs a group of minimum 6 employees and each employee has various affairs; so the manager cannot know deeply the affairs of everyone. For that reason, the Cosentino Group considers the selection of stuff very important, in this way it wants to ensure the reliability of the stuff. Apart from this exists a program in the intranet that motivates employees to give their ideas to improve the company. Best ideas are implemented and awarded with economic prices.

Cosentino S.A. use different tools to transmit the goals and key messages of the company. As soon as new employees enter into the firm, they receive a sort of formation from 3 up to 4 days, to be aware of the functioning of the company, means how products are made, marketing, security etc., but also of the values of the company. In this formation Cosentino S.A. make the stuff know that everyone is important, that all the

departments are interrelated with each other and for that reason the information must be shared. Furthermore, employees do not receive a formation only about their field; they receive formation about the whole organization.

Besides, by the same time a contract is signed the new employees receive a printed-paper of Golden Rules, reflecting also values of the company, which are also included in the intranet.

The intranet is generally a very important tool to transmit information; it contains every information, the status of the projects of all departments, except from those that are confidential but, as soon as they are public, they are published too, the new incorporation, the names of all worldwide working people in Cosentino Group etc..

Special or extra communication is made through e-mails, meals with managers and meetings. Like mentioned before, there are meetings in each department weekly and in those departments where due to lack of space this meetings cannot be held, meals with managers are organized in order to keep the workers informed of all the important news of the department and the company.

Further Cosentino S.A. is considering organizational communication so important that apart from the intranet, e-mails and meetings they also edit a print magazine in order to make the information arrive even to those employees, who do not have access to computers. The magazine called "One" is published each 3 or 4 months and is delivered to all of the employees worldwide. This Newspaper is printed based on the consciousness that each employee has a high importance for the company and has to be informed of every important aspect of the firm and it is especially created for the high percentage of staff, who are working in the factories and do not have access to the intranet.

It is evident that this communication structure permeates the whole organization and guarantees a fluent, continuous information flow, to ensure that every employee is informed about common objectives, changes in plans, achievements and developments. The whole system, with this structure, guarantees that every employee is treated with appreciation in the company and by this the collaborators reach self-esteem, confidence and satisfaction.

5.3 External Communication of Cosentino S.A.

The communication mix of Cosentino S.A. contains a big variety of tools to deal directly with monumental mason, distributors and to get known and appreciated by the final clients; they are using public relations, advertising, sponsorship and product placement in TV shows. The objective of these instruments is to communicate the corporate image to the clients and to transmit and adapted products and marketing strategies to their target groups of the international market. The target groups of Cosentino can be distinguished mainly in a direct and indirect target group. The direct target group are monumental mason, constructors and distributors and the indirect target group are the final customer. These are, depending on the product, mainly characterised by those who like luxury and quality products with an affordable price.

The main characteristics of Cosentino's products and consequently the most important message they want to transmit in every part of distribution, marketing and sales is, high quality and innovative products. Using the different communication instruments, are reflected more special characteristics of Cosentino's products. In advertising and other tools is highlighted the uniqueness of their brands and products, because the different stones are always one of a kind. Further is communicated always Design & Class, which links the company's brand to the world of fashion and design and reflects that they present the highest levels of innovation, modernity and quality. Further their products are related with some other characteristics as will be shown later in this project on several examples of different communication instruments.

The company is conscious about the importance of their main characteristics and the competitive advantages they gain by these. Therefore current innovation and a constantly evolved profile is a must to meet the new demands of the market. A proof of this is for instance, the exclusive surface textures, the great variety of colours and the special hygienic qualities of their products.

5.3.1 Public Relation

Public Relation is used for communication into the company and also to the outside. Cosentino S.A. uses internally for example a newspaper for employees to inform them about new, to congratulate the collaborators to their birthday, to recognize special

achievements of staff, etc. Externally the Group has created a Customer Relationship Management System to provide their clients with advanced information about the market evolution. Also they are present on important and famous fairs of their division to communicate to their target groups and also the customers can give Cosentino a feedback and hints to improve the products at these occasions.

Cosentino S.A. chooses fairs to communicate with their customers, because it is the marketplace for communication. However a fair is assigned not only to public relation but also to promotion, because of the following aspects:

- It is used for Customer Relationship Management, provide excellent platforms for measuring is used in fairs to identify new business opportunities, to win new customer and for customer bonding and customer care.
- A trade fair provides direct, personal conversations between providers and their customers. This builds trust among partners.
- Possibility of market research; to analyse competitors.
- Products can be presented in detail at a scale of one to one, which allows a critical examination and evaluation by the buyers.
- There is the possibility of individual consulting and the development of specific and customized solutions.
- The company can present itself confirming to their main ideas and influence or even build up on trade fairs an image. In case of Cosentino a fashionable design, innovation, precision, high quality.

The company is represented at various trade fairs in the decorating and design sector at national and international level, such as: Bauen & Modernisieren, Cevisama, Construmat, Habitare, Focus Kitchen & Bath or Zow Pordenone Italy, KBIS Chicago. Cosentino S.A. presents its product on fairs with the aim of building new business

relationships and strengthening existing ones with distributors, customers and suppliers.

5.3.2 Advertising

Cosentio S.A. uses different types of advertising to present their high quality products connected with their vision of innovation, class, uniqueness and design; for instance it advertises its products through magazines and spots, awards, advertising campaigns and banner ads in stadiums.

The Group uses magazines and spots because of their high spreading rate. They are using for example specific newspapers, which are related with their specialist field and also their own news blog and their online page cosentinonews.de.

With spots they were represented for example on the world Earth Day 2010, which is a global action to protect the environment, with a spot of ECO stone.

The company even got awarded for the advertising spot "Silestone, Above everything else", with the prestigious Golden Lion, in the film craft category and animation section in 2011, on the Cannes International Film Festival for creativity. The one-minute spot presents Silestone in a completely new way. Images melt together, surrounded by sounds and digital effects, which accentuated perfectly the special features and characteristics of Silestone. According to the business media Interiors and Sources it is *"an innovative vision of the world of kitchen and above all, of Silestone worktops, through the impeccable use of animation and surrealism."*

Even the slogan of the spot *"Silestone, Above everything else"* presents the high quality and the difference and uniqueness of the product to the offers of competitors.

A special advertisement took place in 2005. Cosentino S.A. advertised on the biggest advertising event in the world, the Super Bowl, as the first Spanish company.

The broadcast was shown in the second quarter in the American football final and lasted 30 seconds for about \$ 4 million. The spot were made with the former NBA player Dennis Rodman as protagonist and as well with important American football players and coaches.

Another way of advertising is the advertising campaigns of Silestone. The Cosentino Group choose purposefully performer for the advertising campaigns, to ensure that its corporate image is represented externally well.

For that reason they have chosen for instance in 2010 and 2011 Fernando Alonso for their campaigns in Spain, like demonstrated below in the pictures of the two campaigns:

V. Campaign 2010/2011



Fernando Alonso represents in relation with Formula 1 precision, real style and advanced technology, which fits perfectly to the image of the Group.

These two campaigns with Fernando Alonso, also like the international campaigns, from 2006 up to 2009, communicate really good the uniqueness, design, exclusiveness and innovation of the brand, like illustrated in the pictures of the international campaigns below.

Vi. Campaign 2009



VII. Campaign 2008



The clear and distinct characteristics of the products permeate all of the advertising campaigns like a central theme; this results in a clear differentiation to competitors and good positioning of the brand and company in the international market.

5.3.3 Sponsorship

The Cosentino Group also uses sponsorship. Especially important is considered the sponsoring of car competitions and formula 1. These motorsports are related with some main characteristics; cars of advanced technology and high precision, which Cosentino wants to be related with its products. Therefore they are particularly active in this area.

One of the sponsored persons of the formula 1 is Fernando Alonso a two time world champion. He is sponsored since 2008 of the famous international brand Silestone. His sponsorship is connected with his presence and acting on various corporate events and also in advertising campaigns. He opened for instance in august 2011 the Cosentino Center in Belgium and served as the host of the event. The Spanish rider demonstrated in a short cooking session, in front of the eyes of about 150 invited guests his cooking skills, and assisted in a show cooking with the prestigious Belgian chef Jeroen de Pauw. Further like presented before he is part of some advertising campaigns of Silestone.

Cosentino S.A. is also sponsoring for the second year, the three-time world motorcycle champion Jorge Lorenzo, who presents Silestone on his personal cap and will take part in different events to promote the brand and sign autographs and speak to the media.

Another way of sponsoring is realised by Cosentino S.A. in NBA stadiums. It is presented with the brand Silestone in various NBA stadiums of Huston Rockets, additionally to advertising inside the stadium, the company sponsored nearly 3,000 seats in the VIP area called Silestone ® Rockets Club seats occupying the closest tiers to the playing field on both sides.

Another example of their sponsor activities is the Chefs' Choice Award in 2012 sponsored by Silestone. During this award was priced the most renowned gastronomic professionals, which won the Spanish Restaurant Mugaritz, run by chef Luis Andoni Aduriz. The prize was awarded during the presentation of the World's best restaurants of 2012 by the Marketing Manager of Cosentino Group.

5.3.4 Sales Promotion

Cosentino S.A. promotes its products in different ways. The main characteristics of its promotion are adaption, differentiation, diversification and innovation.

- Adaption has a high importance, because the tastes and desires vary in different countries, so it is an advantage of Cosentino S.A. that the group adapt its distribution sales, and product procedures and design of the products and marketing message to each market.
- The differentiation strategy of Cosentino S.A. is focused on high quality, which was the decisive characteristic next to the different products, by which the Group is known and which made Cosentino S.A. successful.
- With the creation of a wide range of products within the same sector they offer a high diversification.
- For current innovation the company itself defines as its key factor the high investment in R&D.

For instance an attractive offer for loyal clients of kitchen and bath stores is the “Elite” program. This example shows very well the basic principles on which Cosentino S.A.’s promotion is based.

The Group recognize the efforts and dedication, which have made stores to promote their products, with this innovative loyalty plan. The shops, which are attached to the "Elite" see an increase in demand, because the Membership has a number of unique advantages for the stores, such as:

- Monitoring and priority support of a promoter of Cosentino S.A..
- Exclusive promotional offers.

- Access to premium promotional materials, exclusive of instruments for the promotion and differentiation at point of sale; for example for advertising campaigns for product launches, for seasonal promotions, for the individual design of promotional materials for local actions.
- Access to specific training programs of Cosentino S.A..
- Strong presence in the website of Silestone ® (www.silestone.com).

Moreover the store receives a complete welcome package with various items identifying the store as "Elite". Among these is a plaque of accreditation and a USB stick with graphics resources of the Cosentino Silestone advertising campaign and additionally the Silestone advertising TV spot. These materials can be used for their presentations.

In addition Cosentino has the loyalty gold and loyalty silver program for its customers such as stonemasons. These loyalty cards provide their owners with multiple advantages, such as discounts, preference in factory visits with clients, etc.. The aim of this collaboration is a close connection to ensure quality and the ability to use promotional and marketing activities together.

High quality workmanship, full service and superior quality awareness are the pillars of Cosentino. With the two loyalty programs "Elite" and "LOYALTY" Cosentino assured together with its partners, these high standards. In addition, "Elite" offers marketing advantages of Cosentino products for the partners.

Besides they organize events, for example they held in 2011 an exclusive event with Fernando Alonso in Brussels for the opening of the Cosentino Center showroom. Fernando Alonso cooked with a famous chef and gave autographs. Cosentino S.A. invited over 150 guests, including customer, specialist press, architects, decorators and design professionals attended the event.

Furthermore the Group organizes since 6 years a design challenge, which is an international architecture competition. The competition is global, all students of higher education or training institutions with a focus on design, architecture or interior design can participate and the best designs are rewarded with a prize of 6000 €. In the Design

Challenge, Cosentino S.A. has the opportunity to discover young talents and promote specifically budding designers and architects.

Moreover Cosentino S.A. promotes its company in participation in emblematic buildings, like among others the Hotel Buré Al Arab de Dubai, the Arab World Institute in París, Namibia's Parliament, the Carrousel du Louvre in Paris and the new Wembley Stadium in London.

5.3.5 Product Placement

A further communication instrument, which is used by Cosentino S.A. is product placement. The company is using especially TV shows and a visual placement for its products. The group chooses shows, which are related to the division of home and kitchen to present their high quality and design products.

The following pictures will show two examples. The first one is the TV show of Karlos Arguiñano, which is a daily cooking show of the Spanish TV. The cook is using a kitchen of Silestone like presented in the picture below.

VIII. TV Show with Karlos Arguiñano



Another example is the new show “Countrywise Kitchen” with the chef, Mike Robinson, who cooks on a Silestone worktop. The show is broadcasted weekly in England. The picture below shows the chef in its high quality, design kitchen made of Silestone.

IX. Product Placement – TV Show with Mike Robinson



5.4 Value Added Post “Cosentino S.A. and Communication”

To define the value added post of corporate communication in the Company Cosentino S.A. first it is important to analyse the internal and external communication structures of the firm like in the last two points and second to ask their employees, because they are the most important capital for the firm and they build the base in a corporate communication system, it is important how the employees estimate the situation in the company and further if they are conscious about the influence which a communication system have to the success of a company. According to the results of a survey made with various employees of the company in Almería, the collaborators feel well adapted to Cosentino and like a part of the company. The report about a good

working atmosphere, they feel valued and want to achieve the best for the company. Further they confirm that they like working in Cosantino S.A.

In the company the employees are conscious about the importance of corporate communication and appreciate it, because they are sure that the good information flow inside Cosentino S.A. is a key factor for an efficient and pleasant working atmosphere and the success of the company. Further they confirm that internal given information is absolutely harmonious with the external communication and the communication mix is chosen very well to improve sales.

One central question of the survey was:

"How much internal and external communication is related to the success of the company?"

In order to support the previous statement, I like to quote one answer, which explains explicitly the importance of internal communication and confirms the relation to a more efficient work and success of the company:

"A mi entender cuanto mejor es la comunicación, tanto interna como externa, mayor es la eficiencia de la empresa y eso se traduce en éxito para la compañía. Una buena comunicación entre departamentos evita duplicidades, fomenta las sinergias e involucra a todos en la unidad de la empresa. Esto también es muy importante a efectos de llevar una gestión integral del grupo como es el caso de Cosentino, donde la mayor parte de las áreas y transacciones son controladas desde la central.

Para mi no solo es fundamental crear un sistema de reporting eficiente y unificado que permita la toma de decisiones sino que fomentar la comunicación entre empleados y departamentos es crucial. Muchas veces esto se consigue fomentando las relaciones interpersonales, otras a través de procedimientos bien definidos...

Incluso empresas como Cosentino, donde todo parece ya muy bien coordinado, trabajan cada día en mejorar esto. De hecho, no solo se intenta mejorar la comunicación en el sentido indicado, sino evitar que un mismo asunto tenga que ser discutido en distintos

foros, ralentizando la capacidad de reacción y actuación. Tenemos un departamento de planificación estratégica muy potente y proactivo en este sentido."

Translation:

"To my mind the better the communication, both internally and externally, the greater is the efficiency of the company and that converts into success for the company. Good communications between departments avoid duplication, promote synergies and involve everyone in the unit of the company. This is also very important for a company like Cosentino Group, where it is important to have a integrated management, because most of the areas and transactions are controlled from the head office.

For me it is not only essential to create a reporting system that allows efficient and unified decision-making but to encourage communication between employees and departments is crucial, too. Often this is achieved by fostering relationships and others through well-defined procedures...

Even companies like Cosentino S.A., where everything seems very well coordinated, is working every day to improve this. In fact, not only the aim to improve communication in the indicated direction, but prevent that any question has to be discussed in various forums, because that slows down the responsiveness and performance like an employee reported: *"We have a strategic planning department, which is very strong and proactive in this regard."*

6. Conclusion

The dissertation presents the high importance of Corporate Communication for the success of a company, it is explained that corporate communication does not only support the current business and success, but also build up special potential for future success. This is illustrated on the example of the worldwide leader of natural stone, the Cosentino Group.

It is explained that a firm with a good information flow, which permeates the whole organization, creates the basis for future success, it avoids misunderstandings, duplications, make the stuff work well together and transmits values, creates a common culture and as a result the reputation of the company, like in the company Cosentino S.A.. Referring to the chapter of corporate communication, the internal and external communication has to work hand in hand to create this foundation. Therefore the communication structures have to transmit internally and externally a unified vision, goals and values. For this a good management is essential, which interconnects the systems through communication tools.

In the case of Cosentino Group the whole system is interconnected and permeates the entire company, thanks to the good Management. In addition to other tools all the news are directly communicated through e-mails or in weekly meetings with the manager and also the factory worker is informed regularly from the company's newspaper.

The company's visions, goals and values are communicated in different ways for instance with the printed Golden Rules, which are given to every new employee or through the formation days at the beginning of every collaborator's career. This formation of new employees is further really useful to make them understand the interconnections and relations between the different departments in the company.

In this project it becomes clear that the personnel occupy a key role in internal communication, because every single employee influences the performance of an organization. Moreover the stuff creates in a main part the reputation and image of the organization, so the company should ensure, that every employee support its ideas and visions and even vouch in difficult situation for the company. To meet this goal, it is important to make the employee feel part of the company and it is a good strategy to

include the collaborator in decision-making. Cosentino sets this into praxis by appreciating opinions and suggestions of collaborators and with a program in the intranet, which motivates employees to give their ideas to improve the company and the best ideas are implemented and awarded with economic prizes. By making every employee part of the company Cosentino creates a common and positive organization culture, the staff is more motivated and performs better. Further it generates public attention and facilitates business activities, for example investors are more likely to invest, customers are more likely to buy the products and so economic value is created.

Like mentioned before the internal transmitted values, visions and goals have to be linked with the tools of external communication and reflected in the messages as Cosentino shows. The Group works with natural stone and in the same moment care about the environment and even try to improve it with their Social Responsibility Policy. The company communicates its employees to work international and their products are international. It transmits the vision of design, high quality and innovation to their staff to make them to incorporate this into the products or to relate it with them. Externally the message of design, high quality and innovation is presented for instance in their advertising and sales promotions.

In the chapter of external communication are explained obvious the goals and also the value added which results of the external communication. A perfect communication mix should be chosen and its tools has to be used at the right time, because with a good communication system a company reaches a differentiation in the competition and reduce costs.

Cosentino has chosen a complete mix of components; the firm is presented through sponsorship and their social policy, which creates internal and external trust and understanding and leads to a representative image from the environment. The good reputation makes it easier for customers to choose between the wide range of products and select once of Cosentino's and also investors are more willing to invest in the group.

The Company is also conscious about the importance of its regular clients they offer these clients different loyalty programs, which give them advantages and further the Group is present on different fairs to show their new innovations, analyse competitors, but especially to care about their old clients and also win new ones.

With this entire strategy Cosentino S.A. has grown in recent years to the worldwide market leader in the field of natural stone and is represented internationally in more than 60 countries.

The company has a well-developed internal and external communication structure and has chosen a good communication mix, which appeals the target groups and animates it to purchase Cosentino's products. The communication system gives investors a good feeling if they invest in Cosentino and promise benefits, also the future prospects of the company are positive. Through their constant adaptation to the market and customer needs they could be successful on long term and could be able to keep their competitive advantage of innovation and design, because the group is able to give the right information, at the right time and at the right place.

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