



Best Practices in the Organizational Structures of Communications Teams

Featuring Case Study Examples from the Following Organizations:

- *The Vanguard Group*
- *Fidelity*
- *Black Rock Investments*
- *J P Morgan Chase*
- *General Electric*
- *Novartis*
- *Johnson and Johnson*



BlackRock



Johnson & Johnson

Executive Overview

Chief Communication Officers (CCOs) do not tend to be part of the executive team, unless the role is aggregated together within other support functions. CCOs tend to report into a C-Level Executive with marketing or support function responsibilities.

Vanguard have made reference to agile marketing pods within job descriptions and so it is likely that these teams are deploying agile working methods to accelerate time to market. Agile marketing pods are teams of dynamic and highly empowered cross-functional subject matter experts with a common quick-to-market business goal.

There are always local communications representatives in all the key markets in the US and around the world. In the international markets, particularly the smaller markets, it's very likely that communications representatives are performing unified internal and external communications roles.

While many organizations have distinct internal and external communication roles, there are plenty examples of jobs where these two functions are combined. In fact, General Electric have now gone as far to actually remove boundaries between internal and external communications, and communications are now prepared for simultaneous internal and public consumption.

Communications teams have strong partnerships with editorial and creative teams, usually in a matrix relationship capacity.



Communications Team Structure

There are 5 communication teams based around Vanguard business verticals.

1. Corporate,
2. FAS,
3. Institutional,
4. Retail,
5. International Marketing

Regional Segmentation of Communications

Communications and Public Relations principals are represented in key markets according to size of opportunity and customer base.

- United States X 6
- Canada
- Australia
- China X 2
- Europe X 3
- Japan

Organizational Chart/Typical Roles

Managing Director Planning and Development Group – Executive Committee.

This role is responsible for Vanguard’s investment product development and oversight, **marketing and communications**, corporate strategy and public relations.

- *Principal - Head of Corporate Communications – Chief Communication Officer Reports to MD Planning and Development.*

Promotes the Vanguard brand, globally, through media relations, C-level and strategic communications, employee communications, event planning, editorial, design, multimedia, and production of investment information.

Key Positions

- Head of Corporate Public Relations
- Head of U.S. Business PR at Vanguard
- Head of Creative Design: Partners with Head of UX and R&D, Head of Editorial, and other leaders to ensure creation of relevant and cohesive customer experiences.

Key Subordinates

- Senior Designers
- Design Strategists
- Print Designers
- Head of Editorial
 - Brand Editorial Managers - Reports into Advertising and Branding team. Lead efforts to develop and evolve brand editorial strategies and standards, an overarching editorial policy, framework and standards, and needed modifications by channel and audience. Bring the Vanguard editorial community together in these efforts. Collaborate closely with editorial directors and managers throughout the company. Work with Marketing Executives and the

Brand Advisory Committee to ensure strategies, policies and standards meet business needs and align with the overall corporate brand identity.

- Senior Content Strategist. Research and write complex, high-profile marketing and communication pieces for investors (clients and prospects), the consultants who serve that market, and Vanguard business and thought leaders.
- Senior Marketing Writer – aligned with an agile marketing pod of IT and Analytics People
- Editorial Managers work with marketing managers vertical sector specialists.
 - Writer/Editors x Many
 - Copy editing Proofreading X Many

- Communications Manager

- Internal Communications Consultant: Develops, implements, and maintains a consistent and timely internal communications strategy for all crew with oversight from the Communications Manager.
- Communication Project Leads X Many: providing project management for mutual fund shareholder reports, communication campaigns and regulatory documents. Coordinates communication messages for internal and external audiences. Builds strategic relationships across divisions and interfaces with relevant SMEs.

Agile Marketing Pods

Several job descriptions have referred to the fact that communications team members should work within agile marketing pods composed of functional experts from within the business.



Communications Team Structure

There are 7 communication teams based around these business verticals in the US

US

1. Personal Investing
2. Workplace Investing
3. Fidelity Institutional. Fidelity Institutional is Fidelity's \$2.8T (AUA) division that provides investment and technology solutions, institutional trading, insights and consulting to more than 12,000 financial institutions and intermediary firms.
4. Fidelity Institutional Asset Management
5. Fidelity Charitable
6. Fidelity Labs
7. Discovery Venture Programs

There are 5 communication teams based around these business verticals in the international market. In smaller markets, directors take responsibility for more than 1 vertical.

International

1. Asset Management
2. Broadcast
3. Investment Fund Platforms
4. Global Digital Wealth
5. Distribution

Organizational Chart/Typical Roles

Chief Communications Officer/Executive Vice President, Communications, Public Affairs & Policy Group

- Senior Vice President, Communications – Work closely with the Head of Internal Communications, Head of External Communications, and the Business Unit Relationship Managers to develop and implement Fidelity's internal and external communication strategies.
- Head of External Communications at Fidelity Investments
 - Vice President, External Communications -Personal Investing, Workplace Investing & Health Care Group
- Head of Internal Communications at Fidelity Investments
 - Vice President Culture Communications
 - Vice President Internal Communications
 - Vice President Global Content – Global workplace progra
- Head of corporate communications for Fidelity Personal Investing, including internal, external and executive communications.
- SVP, Finance, Communications and Change Management
- Senior Vice President, Asset Management Communications
- Senior Vice President Corporate Communications at Fidelity Investments
 - Director of Corporate Communications at Fidelity Investments
- Head of Fidelity Institutional Communications.
 - Director Institutional Communications

International

Head of Corporate Communications, Europe

UK

- Director Corporate Communications UK – Asset Management
 - Associate Director Asset Management
 - Senior Manager Asset Management
- Director Corporate Communications UK - Investment Fund Platform, Global Digital Wealth and Distribution Businesses
 - Senior Manager Investment Platforms
- Director Corporate Communications UK – Broadcast

France

- Associate Director Marketing and Communication – West region continental europe
- Corporate Communications Associate Director, Germany

Germany

Head of Corporate Communications Germany, Switzerland, Central&Eastern Europe, Fidelity International

Austria and Eastern Europe

Associate Director Marketing and Communications

Northern Europe

Head of Marketing and Communications – North Region

Iberia

- Associate Director, Marketing & Communications, Spain

Italy

- Senior Marketing Manager, Italy

Asia Pacific

- Head of Corporate Communications, Asia Pacific
 - Japan head
 - Greater China head
 - Australia and South East Asia Head

The BlackRock's Global Marketing Communications Group (GMC) is the central marketing and communications function of BlackRock with over 400 people across the globe in EMEA, US and Asia. The Global Corporate Communications team at BlackRock is responsible for:

- media relations,
- employee communications,
- public affairs,
- issues and crisis communications and,
- enhancing the BlackRock Brand.

GMC plays a central role in promoting BlackRock's brand promise while enhancing its reputation across various corporate stakeholders. GMC partners with Client Businesses, Investments, and Strategic Product Management to set and deliver relevant and impactful marketing strategies, appropriate for each market and client base. GMC has country marketing departments that work closely with central marketing teams such as events, digital, advertising, investment communications, web development, multi-media solutions and creative services.

Organizational Chart/Typical Roles

Chief Marketing Officer – Executive Committee

- Global Head of Corporate Communications – Reports to CMO

Key Subordinate Roles

- Head of Corporate Communications US
- Head of Corporate Communications EMEA
- Head of Corporate Communications Asia excluding Japan
- Head of Marketing and Corporate Communications at BlackRock Japan Co.,Ltd.
- Director Corporate Communications
- VP Corporate Communications
- Manager Corporate Communications

Regional Communications Strategies

- EMEA Corporate Communications team is there to develop a communications strategy to help drive the business priorities in Europe, Middle East and Africa (EMEA) for BlackRock, focusing on the firm's key themes (Retirement, Alternatives, Income, Outcome Investing, Multi Asset and ETFs) in support of the corporate, retail, institutional and iShares
- US Wealth Management is focused on the development and execution of overall strategic media relations programs focused on the evolution of BlackRock's USWA business while contributing to the broader goals and positioning of the Firm.
- Asia Corporate Communications team.
- Head of Marketing and Corporate Communications at BlackRock Japan Co.,Ltd. Manage the corporate communications function, covering Japan

Chase Communications manages external and internal communications, public affairs, and social media for the organization.

- Corporate
 - Corporate Communications Lead. Head of Worldwide Corporate Communications and Media Relations. Head of internal communications for the firm.
 - Managing Director Corporate Communications
 - Executive Director – Corporate Media Relations
 - Managing Director, Head of Communications, Corporate Responsibility
- Global Head Communications – Events, Asset & Wealth Management
 - Global Head of Media Relations, Managing Director, J.P. Morgan Asset Management
 - Chief Marketing Officer – Wealth Management
 - Head of Communications and Content, U.S. Wealth
- Chief Communications Officer – Chase Consumer and Community Banking
 - Head of communications for Consumer and Business Banking
 - Head of communications for card and merchant services
 - VP Public Relations for Chase Home Lending
- Head of Communications for the Auto business, overseeing external, internal and client communications.
- Head of Communications (External, Internal and Executive Communications) for Digital, Technology, Operations, Controls, Risk, Global Brand and Data & Analytics
- Chief Communications Officer, Consumer Lending
- Chief Marketing & Communications Officer, Home Lending
- Chief Communications Officer, Card Services and Mortgage Banking. Manages all internal, external and executive communications, public relations and social media for the Card Services and Mortgage Banking businesses at Chase.
- Executive Director, Media Relations for Sports and Entertainment & CA Region
- Vice President, Communications, Military & Veterans Affairs
- Corporate & Investment Bank
 - Global Head of Communications for the Corporate & Investment Bank
 - Vice President, Internal Communications - Corporate & Investment Bank at J.P. Morgan
- Head of Marketing & Communications, EMEA
- Head of Marketing & Communications, Asia Pacific
- Commercial Banking
 - Head Of Communications for Commercial Banking: Manage internal and external communications for JPMorgan Chase Commercial Banking business.
 - Head of Communications, Middle Market Banking & Specialized Industries
- 11 Regional Communications Managers for designed territories
 1. KY, OH, WV, IN
 2. ID, MT, ND, OR, SD, UT, WA, WY
 3. AR, AL, LA, MS, OK, TN, TX
 4. AZ, CO, KS, NE, NM, NV
 5. IA, IL, MI, MN, MO, WI
 6. Northern CA
 7. Southern CA
 8. FL, GA, NC, SC
 9. CT, MA, ME, NH, NJ (North), NY, RI, VT
 10. MD, VA, Washington D.C.
 11. DE, PA, NJ (South)

London is the regional headquarters for our Europe, the Middle East and Africa (EMEA) business.



Communications Team Structure

- Internal and external communications are now combined and there are no boundaries between the two.
- GE used LinkedIn as a publishing platform to communicate company changes, often publishing emails to GE employees word for word.
- Employees are encouraged to share their stories with the support of technology and internal communications too, for greater peer to peer impact, as trust in CEOs is falling.

Communications and Marketing Team Verticals

- GE Aviation
- GE Power Portfolio
- GE Corporate
- GE Healthcare
- GE Gas and Power
- GE Healthcare

Organizational Chart/Typical Roles

Domestic

Chief Marketing and Learning Officer

- Chief Communications Officer. Lead GE's communications function globally, including internal/external communications, public affairs, executive communications, and public relations.

Corporate

- Director, Financial and Executive Communications. Communicate with media and employees on GE's financial performance

Investor Relations

- Vice President, Investor Communications. Responsible for communicating the vision and value of GE's transformation with its shareholders and the financial community.

GE Aviation

- Director Media Relations. Media relations activity, including crisis communications and developing and maintaining relationships with key traditional and non-traditional media outlets

GE Healthcare

- Global Head of External Communications and Reputation

GE Hitachi Nuclear Energy

- Senior Business Communications Leader. Lead external communications including media relations and social media for GE Hitachi, a world-leading provider of advanced reactors, fuel and nuclear services.

GE Power Conversion

- Global Communications Leader for GE's Power Conversion business

GE Steam Power

- Senior Business Communications Leader at GE Steam Power

GE Gas Power

- Senior Business Communications Leader at GE Gas Power

GE Renewable Energy

- Director External Affairs

GE Aviation

- Director Media Relations. Media relations activity, including crisis communications and developing and maintaining relationships with key traditional and non-traditional media outlets

International

Asia Pacific

- Chief Communications and Brand Officer. Responsible for leading the communications function across all businesses of GE in the South Asia region.

China

- Executive Director, Communications & Public Affairs, Greater China. Lead integrated corporate, internal, business and branding communications for GE in Greater China

ASEAN and ANZ

Communications Leader: Lead executive, external and internal communications for ASEAN and ANZ region.

Europe

- Chief Communications Officer, GE Renewable Energy & GE Europe at GE

Indochina.

- Corporate Communications Manager. Lead the development and execution of a wide variety of external and internal communications initiatives for GE in Indochina that consists of Vietnam, Cambodia, Laos, Thailand & Myanmar

GE have combined external/internal comms leads in the following locations too.

- Japan/Korea
- Latin America
- Middle East, North Africa and Turkey
- Russia CIS
- Sub-Saharan Africa



Communications Structures

Johnson and Johnson has three main global business organizations

1. Pharmaceutical Products (Janssen Organization)
2. Medical Devices
3. Consumer Health Products

The communications organization aligns with these groups with communications and marketing professionals specialising in promoting products and services, therapies, initiatives, events etc... within these groups.

Organization Structure/ Typical Roles

- Executive Vice President, Global Corporate Affairs & Chief Communication Officer
- Vice President, Global Employee Engagement and Supply Chain Communication
- Communications Leader, Office of the Chief Medical Officer
- Global Communication Leader, Business Transformation, Johnson & Johnson Medical Devices
- Vice President, Innovation, Global Health, and Policy Communication
- Vice President, Global Community Impact
- Senior Manager, Communications and Engagement, Environmental Health, Safety & Sustainability at Johnson & Johnson
- Global Leader, Technology Communications
- Global Leader, Enterprise Strategy and Communications
- Vice President Global Media Relations
- Communication Leader Janssen Americas
- Vice President, Social Impact Communications. J&J global organizations – the

Johnson & Johnson Office of the Chief Medical Officer (OCMO) and Johnson & Johnson Global Public Health (GPH).

- Vice President, Communication and Public Policy, Johnson & Johnson Medical Device Companies. Leading communication and public affairs for the surgery, orthopaedics, interventional solutions and eye health businesses, which generate approximately \$27B in revenue.
- Vice President, Communication and Public Policy, Johnson & Johnson Consumer Inc.
- Vice President, Communication, Cardiovascular and Specialty Surgery Global Surgery Group

Asia Pacific

- Director, Communications & Public Affairs Janssen Pharmaceuticals, Johnson & Johnson, Asia Pacific

India

- Corporate Communication – Consumer Products
- Corporate Communication – Medical Devices
- Corporate Communication – Janssen, pharmaceutical division of Johnson & Johnson



- Director Global External Communications Pharma and financials
- Head External Communications Europe, Asia Pacific, Middle East & Africa
- Head Communications Switzerland & Strategy Development
- Deputy Head Communications Switzerland. Deputy to the Head of Communications Switzerland, covering media relations, community relations, issues and crisis management. Advises and supports senior management, local business entities and global divisions and functions in all communications matters related to Switzerland.
- Director External Communications – Europe/Asia
- Senior Manager External Communications and also internal communications
- Head Global Media Relations USA
 - Director Communications USA
- Head US Corporate Communications
- Head of External and Executive Communications, Global Drug Development
- Global Head Novartis Oncology Communications & Advocacy/Head, US Corporate Communications at Novartis
- Executive Director and Global Head, Oncology External Communications Center of Excellence. Lead global media relations, reputation management, business development & licensing communications and breast cancer franchise communications

for Oncology business unit, focusing on innovation narrative, priority brands, pipeline assets and executive leadership visibility.

- Director of Internal Communications at Novartis Oncology
- Director, Employee Engagement at Novartis Oncology
- Director, Content and Editorial Management, Novartis Oncology
- Associate Director, Digital & Social Media, Novartis Oncology
- Head of External and Executive Communications, Global Drug Development at Novartis
- Director Communications at Novartis Institutes for BioMedical Research (NIBR)
- Germany is Sandoz Global Communications
- Global Head of Patient Advocacy and Communications for Respiratory Franchise at Novartis

Marketing and Communications Structures

- Pharmaceuticals
- Oncology
- Sandoz

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Vanguard

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Blackrock

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