



UNIVERSIDADE  
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**THE RESTRUCTURING OF COMMUNICATION CONSULTANCIES  
DURING THE COVID-19 PANDEMIC**

Internship report submitted to Universidade Católica Portuguesa  
to obtain a master's degree in Communication Sciences –  
Communication, Organization and Leadership

By

Marta Carvalho Martins Leite

Faculty of Human Sciences

September 2021



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## **Abstract**

In this internship report it is developed a study on the restructuring of communication consultancies during the Covid-19 pandemic, with the example of the Portuguese paradigm. The theoretical framework includes an overview of communication consultancies – what kind of services they provide, the types of professionals working there, the future of these organizations and a brief description of the Portuguese case – and an explanation on the Covid-19 pandemic as a crisis situation.

In order to answer to the research question – How did the Covid-19 crisis affect the sector of communication? – the methodology carried out was a qualitative method. It involved an internship in a Portuguese communication consultancy – Media em Movimento – with interviews to the three main members, and questionnaires to APECOM's associated consultancies.

From this investigation, it is possible to conclude that the current pandemic context is affecting communication consultancies in a more societal level, rather than in a financial one. It is fundamental to understand the two dimensions of the Covid-19 crisis: the economical and the societal. Regarding the economical crisis, communication consultancies are overcoming their financial problems, or even did not feel any struggle, for the work of these organizations can be done remotely, without causing any monetary prejudice. However, most consultancies refer to the lost of human interactions caused by the mandatory home office, which is affecting their work indirectly. Although, because we are living in a pandemic context for 18 months, the majority of communication consultancies are implementing hybrid working systems that includes both remote and in person work.

**Key words:** Communication consultancy; Public relations; Covid-19 pandemic; Crisis communication

## **Acronyms**

**APCE** – Associação Portuguesa de Comunicação de Empresa (aka Portuguese Association of Business Communication)

**APECOM** – Associação Portuguesa das Empresas de Conselho em Comunicação e Relações Públicas (aka Portuguese Association of Public Relations and Communication Counselling Firms)

**APERPEC** – Associação Portuguesa de Estudantes de Relações Públicas e Comunicação (aka Portuguese Association of Public Relations and Communication Students)

**ARPP** – Associação de Relações Públicas de Portugal (aka Public Relations Association of Portugal)

**CSR** – Corporate Social Responsibility

**ECM** – European Communication Monitor

**HR** – Human Resources

**MM** – Media em Movimento

**NGO** – Non-governmental Organizations

**OECD** – Organization for Economic Cooperation and Development

**PR** – Public Relations

**PRSA** – Public Relations Society of America

**SEO** – Search Engine Optimization

**SCCT** – Situational Crisis Communication Theory

**SME** – Small and Medium Enterprise

**SOPCOM** – Portuguese Communication Sciences Association

**WHO** – World Health Organization

## Introduction

The pandemic situation in which we live drove us to changes. Those changes happened in the several points of our lives: personally, professionally, among society, and so on. The present internship report aims to understand specifically the changes that Portuguese communication consultancies went through due to the Covid-19 pandemic.

First of all, it is important to explain what I understand as the «sector of communication». It involves the press, social media, communication consultancies and, of course, every organization that communicates, which are all of them. Even if the core business of a company is B2B, it will have to communicate with its partners and clients. But there are those businesses which core is more B2C<sup>1</sup> and then, they will have to communicate for both internal and external publics. That is why all organizations communicate. However, in this internship report, it was only studied the communication consultancies as a fragment of the sector.

The relevance of this work to the scientific community is due to the novelty of the situation, i.e., because the Covid-19 pandemic has no precedents as a crisis situation, so it is an asset studying its effects on organizations. Communication consultancies are organizations which represent their clients in the relationship between the company and its audiences, namely the press<sup>2</sup>. And they too had to adapt to the «new normal». However, there is no consensus in the definition of «communication consultancy» so, and secondly, it is very important to try to define this concept.

The internship carried out was in a Portuguese communication consultancy – Media em Movimento – taking in consideration the other two businesses of the enterprise: the digital platform, Portugal Fixers, and the magazine, PME Magazine. In Media em Movimento and Portugal Fixers, the role is as copywriter and in PME Magazine, as journalist. The present work will understand how Media em Movimento adapted to the «new reality» and if it is in line with the other communication consultancies in Portugal.

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<sup>1</sup> B2C means Business to Consumer.

<sup>2</sup> Definition adapted from APECOM (2021).

Media em Movimento is an 8-year-old micro-organization which kept on developing itself in spite of the pandemic context. It hired people, acquired clients and increased its offers in services. The internship paper will study how the Portuguese consultancy reorganized itself and, also, how other consultancies restructured themselves.

Media relations are the core business in communication consultancies. However, these consultancies offer a wide range of services that comply with the public relations area, such as, internal communication in organizations, events management, digital communication, among others. But “public relations is an ever-changing field and practice that means many things to many people” depending on their context (Thurlow et al., 2018: 4). That is why it is essential to study the Portuguese scenario specifically.

People working in these organizations, like many others, were used to a daily routine of work. But that routine was shaken by the pandemic that hit society. In March 2020, a highly contagious virus spread around the world, forcing people to reduce physical contact, thus organizations sent their personnel home in order to reduce the spread of the virus. At some point, almost everyone was at home – working from home – except for those who could not do their work remotely (such as waitresses, construction men or sales assistants).

Therefore, the main research question is «how did the Covid-19 crisis affect the sector of communication?». There are two more questions to help us understand the previous one: «how are communication consultancies taking the opportunity of the current context?» and «how is PME Magazine adapting to this new context?».

To answer those questions, it was selected a qualitative method, which allow to deeply study the restructuring of communication consultancies in the pandemic context. Interviews were carried out both in the host consultancy and in the rest of the consultancies. These latter were APECOM’s associates, the Portuguese Association of Public Relations and Communication Counselling Firms.

To better understand the work of communication consultancies, it was developed a 1<sup>st</sup> chapter divided into 5 topics, being the last one dedicated to the Portuguese case: (1.1) evolution and definition, (1.2) public relations and media relations services, (1.3) internal communication, (1.4) the future of communication consultancies, and (1.5) communication consultancies in Portugal. Then, it was developed a 2<sup>nd</sup> chapter to comprehend the pandemic

situation and how it is a crisis situation: (2.1) the Covid-19 pandemic, (2.2) the pandemic's effects on the market, and (2.3) crisis communication and the Covid-19 pandemic.

Regarding the empirical part, to study the restructuring of communication consultancies during the Covid-19 pandemic, it was carried out a qualitative method presented in the 3<sup>rd</sup> chapter: (3.1) study's relevance, (3.2) research question, (3.3) research objectives, (3.4) general issues on qualitative methods, and (3.5) method: data collection. The internship was carefully explained in the 4<sup>th</sup> chapter: (4.1) Media em Movimento, (4.2) internship organization, (4.3 up to 4.7) the tasks, and (4.8) main conclusions. Finally, the 5<sup>th</sup> chapter refers to the presentation and discussion of results: (5.1) Media em Movimento, (5.2) APECOM's associates, and (5.3) discussion. In the end, there is the conclusion of the internship report.

## **Part I – Theoretical framework**

### **Chapter 1 – Communication consultancies: an overview of the sector**

Communication consultancies came to assist the role of strategic communication professionals as mediators in the relationship between organization and audiences (Sobreira, 2010). It is not possible to talk about communication consultancies without referring to public relations. Throughout the years, especially during the 20<sup>th</sup> century (Ribeiro, 2014), the concept, activity and importance of public relations have been defined and polished, and even PR professionals have developed their strategies. It is crucial to see PR not only as a technique of influence and persuasion – because it is – but also as a tool used for mutual understanding and maintenance of the relationships between an organization and its publics, and to work on the public interest (Grunig, 2006; Neto, 2013; Brunner and Smallwood, 2019). PR are now seen as essential, and its strategy and the organizational strategy are developed together.

PR are still a confused ground for people outside the sector, mainly because they do not know its real meaning, activities and role in and with organizations. However, the role of PR in society has become clearer, due to the efforts of the professionals in the field and, at an educational level, the increasing number of curriculums plans in the area and also a standardization of PR activities (Pereira, 2011).

The importance of PR lies in the media-handling skills, mainly. According to Morris and Goldsworthy (2008), organizations do not realize the asset of PR until it is in a problematic situation or faces a challenge that can only be overcome with the help of public relations, the ones always next to the CEO or senior managers in a crisis situation, for example.

One topic in which PR kept on working and improving is the digital communication. Nowadays, we live constantly as a network. The digital era came to revolutionize everything and, thus, society is linked via online 24 hours, 7 days a week. If the audiences are connected by networks, then organizations must be present in those networks (Pereira, 2011). As Hosea (2010: 27) claims, “businesses have to consider how online is transforming the way that consumers engage with them; stakeholders now have new platforms to share their views and

to amplify their discontent”. And as people have realized that by now, so did organizations. That is why communication consultancies begun to provide services in the digital environment too.

Networks are everywhere. According to Duarte (2010), PR no longer work only with stakeholders and subjects, but with networks of stakeholders and networks of subjects. So, if by 2010 the idea was to invest in the digital communication, for sure that now organizations invested in digital communication and paid attention to the «network society» (Pereira, 2011), by interacting with and understanding these stakeholders. It is a requirement to a PR professional to know the digital trends and to be attentive on how the audiences are moving and adapting.

In communication consultancies, the majority of the professionals are public relations or journalists. From just a press office department to a whole organization offering a lot more than just media relations, these organizations evolved and improved themselves. In the last years, PR consultancies focused on media relations have evolved to full-service agencies with storytelling, creative and content at its core (Julius Duncan in #FuturePReof).

### **1.1. Evolution and definition**

After the II World War, it emerged a need for companies to have a more solid presence in the media, and that was when Public Relations really started to grow and develop in Europe (Sobreira, 2010). The few companies specialized in media relations started to hire journalists and PR professionals, evolving to communication consultancies, as we know today (Mestieri, 2004). At the same time, the audience was becoming more and more demanding, forcing organizations to communicate more and better (Sebastião et al., 2012). The climax of these two factors resulted in the business opportunity for communication consultancies.

Communication consultancies are also known as communication consultants because, as the name implies, they provide consultancy regarding media in general. As Redding already put it in 1979, consulting is a «helping» activity: “Not only is the consultant a helper, but he or she also draws upon a body of conceptual and practical insights that go far beyond

those of the casual, friendly neighbour. In other words, the responsible consultant is, in all essentials, a professional” (Redding, 1979: 348).

This idea remained during time, until 2013, when Rottger and Preusse also explained that, from a professional service point of view, consultancy/ advisory is an activity which revolve problems and optimize the capacity of clients to act in the market. According to Costa-Sánchez (2019), in the strategic communication field, that can only mean consultants are external services providers, i.e., independent advisors or consultancies.

Public relations today can work either in-house or through communication consultancies (Morris and Goldsworthy, 2008). The first is usually integrated in a bigger company, thus it is a department within an organization; the seconds are “independent businesses which hire out their services to a range of employers” (Almansa-Martínez, 2005; Morris and Goldsworthy, 2008: 13). The big difference between a communication department and a communication consultancy is its dependency on a bigger entity.

Organizations realized that through media it was possible to reach a greater number of people, as well as getting some recognition from the public, so they started to bet on the external communication. Media advisory started to be in the agenda of most organizations because, in this way, they could transmit a message through the media and, thus, work on their public image (Sartor, 2008; Theaker, 2016).

From the few definitions of communication consultancies, all of them follow the same line of services provided (Sebastião, et al., 2012). Press office, media training, reputation management, digital communication, graphic design and events’ organization are some of the services which these consultancies provide. And they can have different names, but they aim to the same goal. For example, media advisory, press office and media relations are quite similar: it is the bridge between organizations and media and their action is to give advice for the companies on where to communicate their business. In general, they assume «research», «audit», «analysis» and «monitoring» as their major activities.

However, the lack of definitions for communication consultancies makes it difficult to understand and define these organizations. This is why it is so important to keep on studying this field and try to define the concept of «communication consultancy». The Portuguese

association APECOM (Portuguese Association of Advisory Companies in Communication and Public Relations) defines them like:

“A communication agency is a company that represents a client or group of clients – companies, institutions, public and private organizations, foundations, associations, politicians, athletes, among others – in their relationship with a wide range of audiences, namely journalists.” (Adapted from APECOM, 2021)

These consultancies define communication strategies, implement relationship actions with different clients, work on their clients’ image and reputation, reduce crisis situations that can result in damaging that reputation and measure the work developed (APECOM, 2021). Even though it will be deeply studied the work of a communication consultancy’s professional in the next subchapter, it is important to mention the services of these organizations, according to APECOM:

- Advisory and strategic planning;
- Press office;
- Reputation’s management of organizations and people;
- Content creation and communication channels’ production and edition;
- Financial communication;
- Digital communication;
- Public affairs/ lobbying;
- European affairs;
- Crisis communication’s management;
- Corporate social responsibility;
- Product’s communication and customers’ relationships;
- Sponsorship management;
- Internal communication in organizations;
- Evaluation, monitoring and metrics;
- Media training;
- Graphic design;
- Events’ production.

In particular, big consultancies usually offer a wider range of PR services: business-to-business (B2B) communication, marketing PR, internal communications, lobbying or

public affairs, among others. While smaller consultancies “often focus on a particular area of business in which they have developed particular expertise” (Morris and Goldsworthy, 2008: 16).

According to Mainieiri (2006), the name «communication consultancy» is used by public relations and press office consultancies in general, because they follow a pattern of names in the sector (independent organizations or companies’ departments) as a way to amplify the range of activities and be more easily recognized. On the other hand, the fact that they adopt this general denomination affects how the consultancies are seen and many times they are mistaken by advertising agencies. The purpose of both is to communicate a «product» (let us think about a person as a product as well – we are also a brand, that is why we talk about «personal branding»). However, when it comes to have a presence in the media, one is dedicated to communicating the «product», without being paid and having, as goal, the task of informing society; and the other is focused on communicating the «product» as a commercial, paying to appear in the media (Chinem, 2003). Summing up, both contents are present in the media, but one is paid to be there and the other one is not.

The evolution of communication consultancies also resulted from the lack of job’s satisfaction from the workforce. According to Duarte (2002), this lack of work conditions – hard schedules, a lot of stress, bad wages, and so on – attracted many journalists to work for communication consultancies because they already knew, better than anyone, what the other side expects.

The work of these consultancies is essential. According to Neto (2013), without the work of communication consultancies, journalism would be chaotic, because journalists have a quicker and more reliable way of getting information from organizations and, thus, their work is more organized, and they get «tips» on topics which are considered more interesting for the public and on how to tackle them.

In spite of the spread of «in-house» PR, i.e., a communication department inside the company, communication consultancies keep on thriving. This happens because these organizations tend to specialize in some areas, or have some kind of expertise in specific areas, thus they can offer particular skills which are not available in every «in-house» PR. Also, it can be more economical to hire out these specialists because they can be called anytime a company needs them and rapidly exempted (Morris and Goldsworthy, 2008).

Most organizations of any size are expected to have their own communication department, but smaller businesses usually hire out PR services to communication consultancies. However, the phenomenon today is big companies relying on these consultancies for all PR-related work. (Morris and Goldsworthy, 2008) To hire a communication consultancy has its advantages, such as the cost reduction in production and maintenance, because when the services are no longer useful the company can simply rescind with the consultancy (Rojas-Orduña, 2008). Moreover, these «communication departments» play an important role when companies need to achieve their goals (Frandsen et al., 2013), because they have specialized teams just for communication issues.

Summing up, the advantages of requiring an «external communication department» are (Deschepper, 1990):

- A richer experience based on the variety of cases;
- People capable of tackle an important operation;
- A new vision of the organization, on the eyes of someone external to it;
- A deeper knowledge of the market.

Nevertheless, there is always the other side of the coin: to hire communication consultancies to do the communication department's work has its disadvantages. The consultancies are external to organizations, so sometimes it is difficult to the professionals to really understand the organization's culture and way of work internally. Thus, when communicating to the outside, it may not pass the actual culture and idea which the organization want to transmit (Neto, 2013). And this is why public relations and press officers have such an intense investigation task when they take on a new client: they have to study the whole organization, see what it has been done and analyse the potentials which were not tackled so far. The fact that communication consultancies are external to organizations may turn into a disadvantage that can limit the professional when doing the job. Summing up, the disadvantages of requiring an external communication department are (Deschepper, 1990):

- Limited knowledge of the organization, its activities and its publics;
- Difficulties to understand, from the outside, what is going on and what is decided in the daily routine;

- Impossibility of representing the organization before the journalists and, in that role, be able to develop relationships with them.

However, this only happens if the organization (client) is not transparent with the consultancy or, on the other hand, if the later does not care about knowing very well – with details – its clients. This is not an exact science, so it is up to both entities to work on the relationship. A proficient press officer will put effort into knowing the client and, after a while, he/ she will be prepared to talk about its products or services as one of the own employees, taking into consideration the amount of time that he/ she has to spend on digging information.

Regarding the professional of communication consultancies<sup>3</sup>, there are some principles and guidelines that he/ she should follow at his/ her work, which are very similar to the journalists' values: accountability<sup>4</sup>, accuracy, credibility, fairness, freedom of expression, impartiality, proactiveness, respect (know the boundaries), sense of opportunity, trustworthy, truth and transparency (Torquato, 2004; Gonçalves, 2007).

## **1.2. Public relations and media relations services**

In general, communication consultancies provide public relations services. People who work in these consultancies usually have similar backgrounds: communication studies, public relations, journalism, marketing and so on (Soares and Mendes, 2004; Weber, 2009; Neto, 2013; Ribeiro, 2014). So, it is important to mention the professionalism of these agents because they have formation and education in this area.

Broom (2009) points out five features which characterize a job: (1) “specialized educational preparation”, (2) “a body of theory-based knowledge”, (3) “codes of ethics and standards of performance”, (4) “autonomy in practice and acceptance of personal responsibility by practitioners” and (5) the recognition by the society that the job offers “a unique and essential service” (Broom, 2009: 120). According to the author, only with these five features can a job be recognised as one. PR comply with the five features, which means that it is a worthy and important job like any other one. This is why it is so unfair for public

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<sup>3</sup> It will be deepened in the next subchapter.

<sup>4</sup> Accountability is “the state of being accountable, liable, or answerable” (Thesaurus, 2021).

relations that everybody can apply for a job in this area. Luckily, the professionalism and education of these people is finally getting noticed and it is becoming more and more important that CEOs, high position jobs and even opinion leaders take it seriously to realize the crucial work of PR.

In spite of being a recent topic for study – around thirty years in Portugal, for example – PR is now recognized as an area of higher education and the market is valuing it. Besides, it is an area of Social and Human Sciences – more specifically Communication Sciences –, so people who follow this career path also have a predisposition for these jobs, because to work as a PR is to work with people, so they need to be people's people.

These consultancies are best known for the PR and press office's services, as stated before. The latter is the number one activity for communication consultancies because press officers are the link between an organization and the media, and this was the main reason why communication consultancies appeared in history. But these professionals also act in areas like positioning, reputation, crisis and marketing (Neto, 2013). Those activities resulted from the evolution of communication consultancies over the years. According to Neto (2013), they even provide services in managing digital communication and social media (Facebook, Instagram, Twitter, LinkedIn, among others), which does not have a consensual term yet for it is a recent service provided by communication consultancies. Some call it digital marketing, some claim to manage social media and some use the term digital communication; but the most common is simply digital, which is not a very specific term and can include a wide range of activities. The *modus operandi* of communication consultancies is very alike: the specialized professional does a diagnosis that aim to understand the client's needs, offering solutions to satisfy those needs (Neto, 2013).

Looking closer to public relations, its activity is to position brands as they want to be perceived in the market by communicating (Neto, 2013). PR work in order to achieve the brand's credibility among its public through negotiations. Essentially, PR promote the social harmony (Neto, 2013). But the definition of PR is complex because its work depends and is developed based on human relations and human relations are complex.

Definitions are important because they help us to understand the world we live in and to defend a perspective when arguing so that we know how the concept relates to others (Pereira, 2011). Several authors throughout the years tried to define the concept of public

relations and it is impossible not to mention the work of Rex F. Harlow. In 1976, the author collected 472 definitions of PR and, after an analysis, he came up with his own definition, taking into consideration the keywords mentioned in most of the definitions.

“Public relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility to management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and sound and ethical communication as its principal tools.” (Harlow, 1976: 36)

As stated above, because it is a vast area, it is difficult to define public relations. Thus, it is best to define it by a series of definitions, like Harlow did. Other definitions of PR are:

“[Public relations] are a social practice, helping organizations fit into their social environments, and working on relationships, between groups to help bring about social and economic development and to help in completing social tasks.” (White and Mazur, 1995: 266)

“Public relations are the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends.” (Broom, 2009: 7)

“Public relations are the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics many of whom are increasingly becoming culturally diverse.” (Sriramesh and Vercic, 2009: XXXIV)

“Public relations is the strategic management of relationships between an organization and its diverse publics, through the use of communication, to achieve mutual understanding, realize organizational goals and serve the public interest” (Flynn, 2014: 381)

As we can see, PR’s definition evolved throughout the years. According to Pereira (2011), PR went from a mere group of techniques to a strategic role essential to the organization’s management. But there are common topics tackled in every definition, such as the relationship between an organization and its publics, being the public relations the mediator of this relationship with the purpose of achieving the best outcomes for both parts,

enhancing and maintaining trust between these two entities (Pereira, 2011; Valentini and Kruckeberg, 2011). However, in this work it will be used the PRSA's definition:

“Public relations is a strategic communication process that build mutually beneficial relationships between organizations and their publics.” (PRSA, Public Relations Society of America, 2021)

According to Neto (2013), the public relations professional has, as main goal, to manage the organizational communication of a company, enabling himself/ herself with tools which allow him/ her to orient every component of the company in order to formulate communication strategies and politics which aim to bond public with organization and, at the same time, work on or maintain its positive image (adapted from Neto, 2013: 24).

Sousa (2003) believes that a public relations has to:

- Create and manage positive images of people, organizations and services;
- Contribute for the change of behaviors, attitudes and mindsets;
- Find solutions for problems and manage crisis situations;
- Integrate the team(s) social, cultural and professionally;
- Facilitate the ideas and information's flux;
- Analyse trends and predict them.

Basically, a PR has to be a multitasking person who is able to keep on doing his/ her job while doing other tasks. After an analysis of different PR's definitions from many associations and institutions from the area around the world, Wilcox et al. (2006) came up with a series of words that can describe the work of a public relations professional: deliberate, planned, outcomes, public interest, bidirectional communication and directive role.

“PR strategy is thus first and foremost a position to match an organization to the concerns, expectations, values and norms of its societal and stakeholder environment – a proactive capability to adapt the organization to changes identified through environmental scanning and boundary spanning activities.” (Styen, 2007: 159)

According to Lampreia (1998), there are different types of PR, but the main goal, generally, is to communicate a positive image of an organization (client) among its publics.

Types of PR	Activities
Internal	To communicate inside a company and the good relationships between management and employees
Financial	To communicate among the financial community (investors, bank, shareholders, among others)
Governmental	To establish good relations with members of executive and legislative power (aka lobbying)
Media relations	To establish relations with the media so that press officers become specialists in those relations
Community	To position the organization as socially responsible with its community
Consumers'	To influence the consumers of products or services, usually dependent on the marketing department
Crisis	To manage and communicate the company's reputation and vision throughout a crisis situation

Table 1 – Different types of public relations, according to Lampreia (1998)

This table of Lampreia (1998) reduces PR to seven activities – seven types – and, nowadays, it is not this simple<sup>5</sup>.

Since 1984, PR have stated themselves in the market, reaching the position of today. PR have a strategic role essential to organizational management which help to delineate the steps to achieve the organization's goals. (Pereira, 2011)

Regarding media relations, as explained in the previous subchapter, press officers appeared as a solution for the need that organizations felt because of the demanding media

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<sup>5</sup> See table 2, in "Communication consultancies in Portugal", for a deeper analysis.

and public. Their job is to transmit a message through media, by generating information that can become news (Ribeiro, 2015) and, so, to formulate a public image<sup>6</sup> of what a certain entity represents (Theaker, 2016).

The main activity of a press officer is to constantly provide press material for the media – press releases –, building a bridge between an organization and media entities (Ribeiro, 2015), and it can be a service for either private or public companies. Although, the press officer has many other activities: to prepare clipping, to do media training to clients, to organize press-kits, to put together mailing lists, to carry out individual or group interviews, to monitor the different types of media, to manage crisis situations and to have a good relationship with the media (Sousa, 2004; Neto, 2013). Let us analyse in detail each task of a press officer, according to Neto (2013) and Ribeiro (2014):

- The press release is considered the «key-tool» of a press officer’s work. It is a news content document (almost ready to be published as a news piece), usually made by the communication consultancy, then approved by the company before sending it for the press. It is used as a complement for the journalists’ work so that they know what to write about that particular company. Also, it is a more reliable content, because it comes from the communication consultancy that represents the company. However, this has been discussed due to their partiality, i.e., they carry auto-promotional information: “[the press release] has a hybrid structure that can be closer to information, or promotion” (Catenaccio, 2008; Ribeiro, 2015: 55).
- Clipping is the gathering of all the material that was published in the press – newspapers, radio stations, television, online media, and so on – and then, it is evaluated according to some criteria, depending on the consultancy, and sent for the client.
- Media training consists in preparing the client (person) to talk in front of cameras and microphones for journalists. For example, preparing a CEO for a press conference where he/ she will defend the company during a crisis situation.

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<sup>6</sup> Corporate image is “the immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time” (Cornelissen, 2017: 7).

- A press kit is a set of material about a person, brand or organization that is distributed to press officers in order to communicate an idea or news about the company, or even just to promote the latter.
- A mailing list, as the name implies, is a list of all the email addresses that the press officer has and uses it to send emails to newsrooms.
- The interviews vary in terms of purpose: if the goal is to increase the effect of publications, then it is often made an individual interview; if it aims to communicate more general subjects and relevant for many sectors, than the group one is more appropriate.
- To manage crisis situations – since the reputation and credibility of an organization are its most precious heritage, the press officer has to always be ready to act in situations that can shake those elements.
- Finally, going back to the main activity of a press officer, it is important to maintain good relationships with journalists because the goal is to make our clients news.

In spite of working side-by-side with journalists, press officers have a different agenda when it comes to the job (Sebastião et al., 2016). The latter has to defend the organization or person that he/ she is advising, meanwhile the first is responsible for inform society in an objective and truthful way. Although, PR professionals are seen many times as manipulative and non-ethical by journalists (Sebastião et al., 2016) because they are perceived as people who want to make their clients prosper – in terms of money – at any cost to the detriment of truth and who overlaps their ambitions to their values (Schudson, 2003). If many journalists see PR as manipulative, selfish and sneaky, on the other hand, PR claim that journalists have a diminutive vision of their work (Viana, 2019).

In Schmitz's study (2011), the author proves that it is not only journalists who perceive the work of press officers in a negative way, there is also a negative perception of journalists' work by press officers. The author finds out that press officers think that 92% of journalists sometimes run over limits, 66% look for information at any price and 78% are arrogant and snobbish.

In communication consultancies, the press officer has, as main goal of his activity, to satisfy two sides: the client's and the media's (Carvalho, 2016). In matters of the latter, and as explained before in the advantages of requiring an «external communication department»,

journalists depend on the material provided by these agents most of the time. Once again, without the work of press officers, the work of journalists would be chaotic. In fact, press officers are some kind of pre-reporters to journalists as they provide information for them to go on producing news (Ribeiro, 2015). Furthermore, there would be a lot of newsrooms that could not survive without the work of these agents (Lima, 1985), because sometimes the journalist simply copy all the press release and sign it as one news piece of his/ her own. According to Ribeiro (2014), this happens because journalists do not have the time to cover all the mediatic events occurring, mainly on daily newspapers. But journalists do not admit that the work of a press officer is very important: “when we ask the weight of public relations in the news, journalists point to a trash can full of rejected press releases, while press officers present clipping reports with high success rates” (Simmons, 2006: 9).

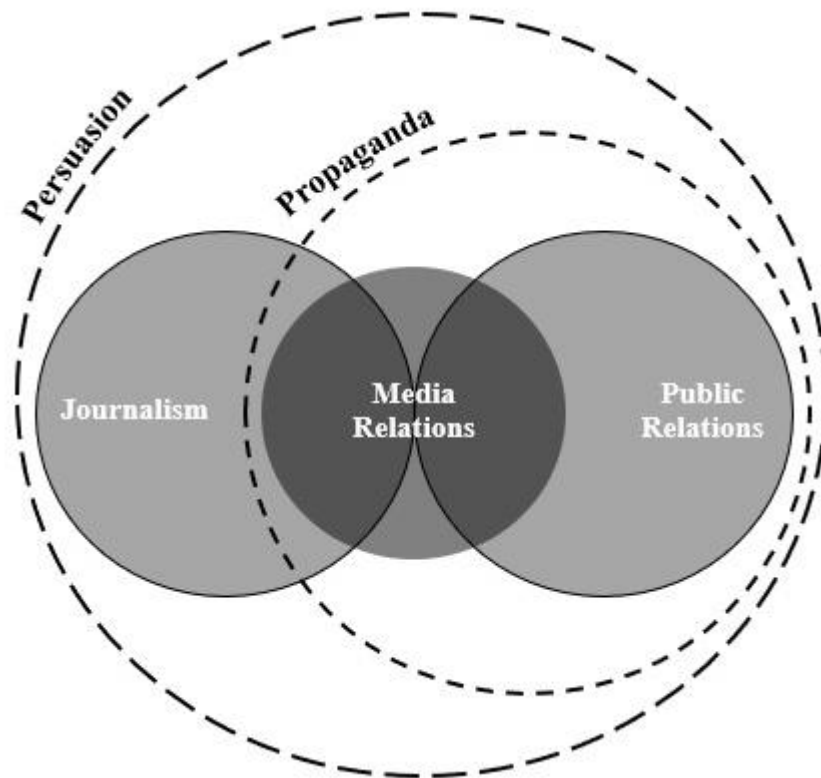
Nevertheless, the appropriation of information that journalists do when publishing the whole press release is a problem. Because people read the news believing that the reporter «was there» to witness what he/ she is publishing, not giving the real author of the piece his/ her credits – which usually is for the organization itself. But press officers realized that when their content is not changed and published anyway, the public still reads and believes in it, so it has more strength and public recognition. Although, it is not supposed to happen like this because press officers are counting on journalists to edit the content of the press release before it is published (Ribeiro, 2015).

It is through communication consultancies that usually people get informed (Viana, 2019) without being conscious of the importance of these consultancies. People get informed, per say, because what the author means is that many times it is the press officers who provide information to journalists, so without their valuable work, journalists would have less information, or not the most accurate one. It is, then, clear that press officers have a great responsibility in the public opinion, since their role is to make sure a message is delivered to citizens (Kopplin and Ferraretto, 2001). Press office is, then, some kind of support for the work of journalists. But, in spite of being constantly criticised, PR usually achieve their goals, by creating a dependency on information provided by them (Ribeiro, 2014).

The job of PR and journalists may seem similar and cause confusion to some people. The reason why it happens is because both activities are overlapping at some point: both

write news content. But it is not in all public relations activities; the main confusion lies in the media relations activity. According to Neto (2013), the press officer, as a PR professional, is never impartial when it comes to communicate his/ her client. That is why a press officer is never a journalist, and vice-versa.

In the scheme below, Ribeiro (2015) presents his perspective on «where» media relations is positioned regarding the fields of PR and journalism. The press officer is the PR who builds a bridge between his/ her area and journalism because he/ she will produce possible news content for the press. The reason why the author positions media relations in the middle is mainly due to the format of press releases, which are similar to news pieces.



Graphic 1 – Positioning of media relations within journalism and public relations grounds, adapted from Ribeiro (2015)

In general, we can sum up the four main purposes of a communication and public relations' professional: (1) management – to formulate communication plans and establish relationships with the publics (internal and external) by following strategies and always considering the organization's missions; (2) analysis – to study trends and changes in

patterns, values and perspectives in society, in order to adjust the goals and strategies of the organization; (3) operationalization – to develop communication channels for the organization and its members, to boost the internal communication; and (4) training – to train every member of the organization with communicational competences, so that there is a better response to the demands of the publics (Van Ruler and Vercic, 2003).

### **1.3. Internal communication**

Internal communication in communication consultancies seems to be a non-existing topic, a tabu, because there is no literature about it. These consultancies are also organizations working with people who communicate internally. In order to better understand the internal communication happening in communication consultancies, it will be studied a generalization of internal communication first.

Employees have been seen as mere receivers, a means to an end, but they are also senders, i.e., active agents, and they have intrinsic value for the organization (Mazzei, 2014; Lemon and Palenchar, 2018): employees can “process information or search, interpret, and spread information in an active manner” (Mazzei, 2014: 1). They do play an important role for the internal communication, as it can also be called employee communication according to many authors (Grunig, 1992; Mazzei, 2014).

Moreover, “regardless of a type of an organization, communication is the element that maintains and sustains relationships in it” (Jakubiec, 2019: 3), communication “is the catalyst of employee engagement” (Lemon and Palenchar, 2018: 144). But it is not possible to “communicate externally without communicating internally – the two are interdependent” (Dolphin, 2005: 182). So, the communication between employees and managers and among employees themselves is essential for the development of the organization. Specifically, internal communication is “the display and interpretation of messages among communication units who are part of a particular organization” (Pace and Faules, 1994: 20).

Communication in organizations has six main functions: to inform, to regulate, to integrate, to manage, to persuade and to socialize. The informative function is very straightforward, it is the one that provides information to the personnel so that they can do their jobs efficiently; the regulative function has to do with the messages about regulatory

policies of the organization; the integrative function is used for coordinate tasks, assignments, group works, or when fusing two or more groups that aim to a common goal; the management function is useful for getting to know the personnel and establishing relationships; the persuasive function is an extension of the previous one, because the supervisor will try to influence the employee to do a particular task; and lastly, the socialization is the one that determines if a person will get along with the colleagues and have his/ her networks within the organization (Jakubiec, 2019).

Internal communication is all about keeping the personnel involved and informed. It is a source of information, way of command's delegating, support to understand, and control the delegated tasks, facilitator of interactions in the workplace, creating relationships with colleagues (Lemon and Palenchar, 2018; Jakubiec, 2019). Internal communication is no longer dependent on managers only; it is rather an integrated process involving all internal stakeholders. In addition, managers "play a listening and sense making major role" (Mazzei, 2014: 8).

An effective internal communication contributes to the prospering of the organization, by becoming a key to employee engagement, promoting work efficiency, motivating employees to work, making employees almost «brand ambassadors», creating a healthy work environment, and establishing a positive internal and external image of the company (Kim and Rhee, 2011; Lemon and Palenchar, 2018; Jakubiec, 2019). According to Jakubiec (2019: 1), internal communication is based on "efficient flow of information within the organizational structure, organizational work culture and work-related documentation management". Thus, there are some key elements for an effective internal communication which, according to Jakubiec (2019), are: communicators, goals, messages, channel, feedback, context, and effects.

Betting on internal communication for more engagement from employees may result in a competitive advantage for the company (Mazzei, 2014), because "engagement is an important source of competitive advantage" (Vercic and Vokic, 2017: 885 from Welch, 2011). That competitive advantage can be knowledge, reputation, profitability, or other resources (Mazzei, 2014; Neill, 2015). Therefore, internal communication should work through employees involved and conscious of the organizational goals and strategy (Jakubiec, 2019). Plus, some key drivers for employee engagement, already mentioned

before, are social climate, personality traits, nature of the work environment, recognition of one's work and, precisely, internal communication satisfaction (Vercic and Vokic, 2017). Once the employees feel that they belong to that company, they will have a stronger feeling of pretence and identify themselves with the brand, i.e., they will be engaged.

In order to improve internal communication, Jakubiec (2019: 6) suggests some techniques:

- “Optimize huddles;
- Prepare middle managers as messengers;
- Think beyond the written word;
- Meet employees where they are at;
- Re-think your newsletters;
- Know your audiences;
- Establish a consistent cadence in messages;
- Create a central communication hub;
- Think vertically and horizontally;
- Create calls to action;
- Tell employees first;
- Connect the What, When, Who and How to the Why.”

However, there can be barriers to internal communication, but there are solutions to overcome them. The lack of trust in a manager or a colleague, the lack of information, too long information flows between the bottom and the top, or simply gossips are some barriers to a good internal communication. But they can be surpassed by implementing techniques of management that include soft skills, promoting negotiation, conversations, contact, etc., between managers and employees and employees themselves (Jakubiec, 2019).

There are some communicative actions that show engagement from employees. According to Mazzei (2014), those action can be categorized into four goals: to explore, to interpret, to share, and to act.

“The most relevant employee communicative actions in order to explore are active listening, give feedback, search for knowledge on company strategies and values, and search for knowledge relevant for one's own job. Related to the interpretation of events, the most important employee communicative actions are dialogue with

managers in case of ambiguous behaviors by the company, giving meaning to events with great accuracy, avoiding arbitrary attribution of meaning. The most important employee communicative actions for sharing are to spread the good company reputation, share valuable knowledge with colleagues, share knowledge in a purposefully way, and to spread correct information about the company in case of attacks. Finally, the communication behaviors related to action are active relations with external stakeholders beneficial to the company, to activate communication and relationship channels, suggest business opportunities to managers, and to bring the company to the attention of potential clients.” (Mazzei, 2014)

Internal communication should work side-by-side with the Human Resources department for it allows personnel to be strategic communicators (Mazzei, 2014). Public relations should lead internal communications, but HR should be a close collaborator (Neill, 2015). “Internal communication managers should design proper activation strategies”, providing training, motivation, coaching, and performance feedback (aka evaluations) to employees, and that can only be done through the HR department (Mazzei, 2014: 10; Neill, 2015).

Employee communication leads to the organization’s success and good reputation for “employees are one of the most important constituents of an organization” (Kang and Sung, 2016: 83 from Grunig, 1992). The role of internal communication is not just inside the boundaries of the organization, it is not only about passing information. But it goes further, building “a system of values, creating ideology, which motivates and educates employees” (Jakubiec, 2019: 2) becoming a crucial part for the loyalty, brand’s image and business opportunity and it is expected to be an enabling function (Mazzei, 2014). When the company gives employees the sense that “they can impact the organization’s ways of doing business” (Kang and Sung, 2016: 95), it will have more engaged personnel.

In order to do so, it is needed good management model, communication channels, information flow, and technical solutions, happening both in and outside the organization (Jakubiec, 2019). This is why it is crucial for employees to be engaged, as “internal communication and employee engagement «feed» each other in a continuous virtual circle” (Vercic and Vokic, 2017: 891). Besides, employee engagement is a key concept that can generate «positive communication support» in the organization (Kang and Sung, 2016).

#### **1.4. The future of communication consultancies**

The future of communication consultancies lies on three major topics: the digital presence on the Internet, its social responsibility role, and the evaluation of the PR activity. Besides, the European Communication Monitor (2021) points out goals for the communication professionals for 2024. In the next three years, the most important strategic issues for communication management in communication consultancies are (1) building and maintaining trust, (2) exploring new ways of creating and distributing content, (3) dealing with sustainable development and social responsibility, and (4) linking business strategy and communication.

Media relations is on the downturn. According to the ECM study (2020), media relations with print and online newspapers/ magazines, and tv and radios stations are going to decline in the next three years. So far, the prediction of importance for 2020 (in 2017) was a surprise, because media relations is still better off than expected. These consultancies have now the pressure to “recruit skills outside media relations” (Dieter and Pam Lloyd in #FuturePProof: 30).

The future of communication consultancies dwells on the digital abilities of the professionals as well as in the digitalization of businesses. According to Costa-Sánchez et al. (2019), the consultancies must have a digital presence on the Internet to prove their clients, and potential clients, that they know what they are doing, i.e., that they are proactive and efficient in the digital environment. Moreover, the ECM study (2020: 78) shows that “social media and social networks have clearly gained in importance, while media relations with print, TV, and radio outlets are declining”. To worsen the situation, professionals in consultancies are the second worst in technology competences, being the best at all other competences: communication, management, business and data (ECM, 2020).

A top priority for communication consultancies should be digitalizing communication processes with all internal and external stakeholders and building digital infrastructure to support all workflows within the consultancy/ organization (ECM, 2021). The ECM of 2021 shows that countries in southern and eastern Europe need to improve the digital infrastructure for communications. Being Portugal a southern country in Europe, it is imperative that Portuguese consultancies start working on this issue.

To improve the digital abilities in communication professionals, training and education must be given to the future professionals of the area on the new online platforms (Costa-Sánchez et al., 2019). So, higher education centres and universities should adapt their curriculum plans to include formation in complete and multiplatform strategies, based on transverse knowledge and competencies such as social listening and data analysis (Álvarez-Flores et al., 2018).

Public relations were always seen as a tool to make an organization prosper. In fact, if we like it or not, the main purpose of the majority of businesses is to make money. However, it has been discussed the importance of social responsibility in organizations and these issues all over the world. In 2004, Soares and Mendes already stressed Corporate Social Responsibility (CSR) as a PR's future concern: "the level of activism in Portugal has been rising (environmental and consumer issues, for instance), which causes institutions to increase their image of corporate social responsibility, to respond adequately to the challenges imposed by this trend" (Soares and Mendes, 2004: 328). CSR is now one of the main topics an organization has to communicate, if not the most important one. People are more aware of environmental problems and take into consideration the CSR politics of companies when purchasing. According to Lourenço and Eiró-Gomes (2009), PR have now a more social role, rather than a more financial one, regardless the purpose of the organization.

"In the new business paradigm with its focus on social, environmental and economic sustainability – characterized by a Triple Bottom Line approach to strategic management – organizations are increasingly 'regulated' by societal expectations for good corporate governance, socially responsible and ethical behaviour, rather than by the law." (Steyn and Nieman, 2008: 1)

According to the European Communication Monitor (May 2020: 23), "ethical challenges are most common in consultancies and agencies, compared to other types of organizations". Almost 50% of communication consultancies struggle with several ethical challenges, 31% have no ethical challenges and only 19% have one ethical challenge. These statistics prove that public relations professionals have now – in the near future – as a crucial activity, the task of communicating the CSR of their clients too.

PR has, from now on, to walk side by side with the organizations to a future where relationships based on a notion of engagement are imperative not only for the organizational success, but also for the development of the society as a whole.

Finally, the evaluation of the activity of PR is still a flaw in the sector of communication consultancies. According to Pereira (2011), the flaw is in the almost non-existence methods to measure the work of public relations. Clipping is one major technique to evaluate the work of press office, although it is qualitative. People feel the need to see numbers, and measure and take conclusions through quantitative evaluations.

“Smarter forms of measurement may offer agencies the potential for alternative, reward-based, billing models” states Colin Cather in the #FuturePRooft study (pp. 49). In the eyes of the creative director of Bottle<sup>7</sup>, measurement is still the barrier to innovative billing models.

According to the ECM 2021 edition, “communication practitioners take on different roles simultaneously in their daily work” (ECM, 2021: 48). They are communicators, ambassadors, coaches, managers and advisors. But there are two roles that have been growing importance in the last years, providing guidance based on professional expertise and enabling others to improve themselves: the coach and the advisor roles. As expert guidance, the first one – coach role – is used for guiding communication activities of executives, co-workers or clients; whereas the advisor role is for guiding business decisions by executives or clients through communicative insights. As process support, the coach role enables executives, co-workers or clients to communicate on their own; and the advisor role is used for enabling executives or clients to understand the communicative dimension of their business decisions. Summing up, coaches help executives and other members of the organization to communicate better, and the advisors support executives or other members of the organization to make better business decisions.

Public relations are fundamental so that organizations can delineate an organizational identity<sup>8</sup> and communicate it properly. The asset of PR dwells in the intangible resources (Pereira, 2011). These abstract wins that PR conquer are still frustrating for PR professionals

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<sup>7</sup> Bottle is a Digital PR agency in the UK.

<sup>8</sup> The organizational identity, or corporate identity, can be defined as “the profile and values communicated by an organization” (Cornelissen, 2004).

because, as the name implies, they are intangible but very useful when looking at the organization's achievements. As Colin Cather explains: the value of PR is not on the sales volumes, but on the balance sheet and on the brand equity. First, it is necessary to set a measurement dial on share of voice (SOV) because the space PR operates sometimes looks infinite. Then, it is possible to put together a set of measurements to "talk to clients about linking reward to results" (Colin Cather in #FuturePProof: 50).

"Public relations is outsmarting rival disciplines through innovation. It is helping clients build better organizations. Therein lies its future, and huge value." claims Renee Wilson in the UK study #FuturePProof (pp. 5). The president of the PR Council<sup>9</sup> believes that design thinking, more organized structures and PR thinking are the basis for the growth of communication consultancies. Firstly, design thinking has "the potential to turn great content into commerce" (Renee Wilson in #FuturePProof: 16). Secondly, Renee Wilson explains that these consultancies already created big, good ideas, but did not how to present them. These organizations are now implementing «planning departments» in order to organize themselves and be able to support the strategic thinking. Thirdly, many organizations are finding that PR is at the core of their businesses, so the communication consultancies that put "public relations thinking at their core are in a position of strength" (Renee Wilson in #FuturePProof: 17).

Unfortunately, there are not many authors speculating on the future of communication consultancies. This is why studies such as the European Communication Monitor and the #FuturePProof are crucial and were the basis to develop the sub-chapter.

### **1.5. Communication consultancies in Portugal**

First of all, it is very important to mention the lack of literature on communication consultancies in Portugal. There are some reference authors in the field, such as Mafalda Eiró-Gomes e Sónia Pedro Sebastião. Nevertheless, it would be interesting to deepen this field of study and get broader information on this organizations in the Portuguese market.

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<sup>9</sup> The US trade association for public relations consultancies.

National studies point out the 60's as the time when communication consultancies started to make their first steps in Portugal (Lampreia, 1999; Fonseca, 2001; Sobreira, 2010). Big companies, such as multinationals, entered the Portuguese market and they were the ones that invested more in corporate communication. By that time, the Laboratório Nacional de Engenharia Civil (LNEC, National Laboratory of Civil Engineering) created its communication and public relations department (Soares and Mendes, 2004; Sobreira, 2010; Sebastião, 2012), which was a huge step towards the communication market for it is considered the first Portuguese Public Relations office (Eiró-Gomes, 2016).

However, according to several authors, communication consultancies really started to emerge in Portugal sensibly after the April 25<sup>th</sup>, 1974 – the Carnation Revolution (Soares and Mendes, 2004; Sobreira, 2010; Gonçalves, 2013; Neto, 2013; Mateus, 2014; Eiró-Gomes, 2016). Before this, there was a political regime – *Estado Novo* – led by António Salazar and Marcelo Caetano, which forbidden the freedom of expression (speech and opinion), especially to writers and the press, that was strongly restricted in its capacity to intervene and inform (Soares and Mendes, 2004).

The censorship regime lasted more than the 41 years of «New State», because it was in 1926 that the so-called «blue pencil» appeared. Every piece of art, news and other forms of expression went through a validation from the PIDE – *Polícia Internacional e de Defesa do Estado* (International and State Defense Police). This entity limited press publications, among others, in order to give preference to some topics and to hush the ones that would put in danger the military dictatorship. So, big newspapers that reached more people were the ones that suffered more.

After the April 25<sup>th</sup>, companies began to feel the need to have a specialized team focused on the external communication, for the public was much more demanding. This team would have great relations with journalists because it was the bridge between the organization and the media. Communication professionals begun to be present in every event of institutions and organizations because these latter needed to be aware of their targets and how to communicate with them (Davis, 2003). Therefore, the bigger the organizational activity, the bigger the need for communication professionals and, thus, communication consultancies. It was only in 1976 that the first communication consultancy was founded in Portugal, by Joaquim Martins Lampreia, called *Centro Nacional de Estudos e Planeamento*

– *Agência Internacional de Comunicações* (National Center of Studies and Planning – International Agency of Communications) (Sobreira, 2010; Mateus, 2014).

Due to the growth and expansion of these consultancies after the 1974's revolution, there was an urgency to create entities that represented these consultancies. It was in 1989 that APECOM was founded. APECOM remains active, and it was the first Portuguese association to speak for the communication consultancies (Neto, 2013). Nowadays, it incorporates 24 companies which are responsible for approximately 70% of business volume and employment in the sector (APECOM, 2021).

In addition, in 1986, when Portugal joined the European Union, the country was more stable political, economic and socially. There were several events happening at the same time: the market's liberalization, the internationalization of Portuguese economy, the privatizations and the implementation of a European style consumer society. The development of communication consultancies was boosted and, thus, its services were improved. The public relations activity expanded: professionals in this area were no longer just press officers, but also started to be responsible for the marketing and corporate communications (Martins, 1996; Soares and Mendes, 2004; Neto, 2013).

Portuguese communication consultancies have been increasing and growing and offering various services in the last 30 years, sensibly. However, in Portugal, it seems to not be very clear the activity of these consultancies, because people tend to merge both activities of a public relations and a press officer (Sobreira, 2010). One does not exclude the other – a person can do/ be both – but it seems that people mistake both jobs. It is still very reductive to associate public relations to media relations only. Moreover, the role of communication consultancies seems to be the same of a communication department – the in-house PR – as discussed in the subchapter of «evolution and definition». In fact, in the Portuguese case, the activity of communication consultancies started from the inside of organizations, i.e., Portugal followed the trends of France by the end of the XX century, which followed the American trends and, as in the USA, public relations and communication departments started to grow inside organizations before they grew outside and become an independent enterprise – a consultancy (Sobreira, 2010).

Over the last decades, according to Gonçalves (2010), communication consultancies have been increasing in Portugal and companies have established high positions such as

«head of communications» or «marketing and communication manager». This used to be confusing for the «outsiders», to understand what a communication's manager is. Now, I believe that organizational communication's professionals are recognised in the market as any other credible job. The development of codes of ethics and regulations for these professionals helped to define and clarify any doubts that would exist regarding the activity of PR professionals.

The regulation mechanisms for these consultancies are important because they help to define the activities and boundaries of these organizations. It is then important to mention some of them: APECOM, APCE, ARPP, APERPEC and SOPCOM<sup>10</sup>. Besides, in 1978, Portugal adopted the European Code of Professional Practice for public relations, also known as the Code of Lisbon, which was developed by CERP – European Confederation of Public Relations (Pereira, 2011). This was a crucial step on the accreditation of the PR profession because it was a real, concrete effort.

In spite of being a developing profession, PR is more solid among society due to the efforts made by the PR associations, academics' work to turn it into a career path, and even to the own professionals in the field. It is a practical job: according to Soares and Mendes (2004: 324), “the profession is mainly exercised under the category «operational» as defined in the Bled Manifesto” of Ruler and Vercic in 2002.

According to Sebastião et al. (2012), communication consultancies' services in Portugal are categorized in three dimensions: organization and planning, communication, and execution. According to the study «Do what I say, but do not look at what I do: public relations consultancy and digital communication in Portugal», made in 2012, it is clear that these consultancies provide various services with similar names for the same goal, depending on the company.

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<sup>10</sup> SOPCOM does not have a literal meaning; it is a non-profit scientific organization which goal is to develop the investigation in Communication Sciences.

Category	Services	
Organization and Planning	<ul style="list-style-type: none"> <li>• Consulting: in communication, organizational, institutional, strategic, operational, in pr, of marketing or product, in health, for SME, and local;</li> <li>• Strategic advice;</li> <li>• Research and strategic planning;</li> <li>• Strategy in communication;</li> <li>• Brand: strategy, development, and architecture;</li> <li>• Information management;</li> <li>• Organizational culture;</li> <li>• Crisis management;</li> <li>• Communication auditing: internal and external;</li> <li>• Organization and managing of responsibility programs: corporate, environmental or social;</li> <li>• Products or services' launch.</li> </ul>	
Communication	PR and traditional media	<ul style="list-style-type: none"> <li>• Clipping;</li> <li>• Press office or media relations;</li> <li>• Press conferences;</li> <li>• Investigation, news writing, production and management of content for offline platforms;</li> <li>• Press releases;</li> <li>• Media training;</li> <li>• Corporate road shows;</li> <li>• Editorial services.</li> </ul>
	PR and new media	<ul style="list-style-type: none"> <li>• Investigation, news writing, production and management of content for online platforms.</li> </ul>

	PR and politics	<ul style="list-style-type: none"> <li>• Public affairs;</li> <li>• Relationships: governmental, and opinion leaders.</li> </ul>
	Internal, corporative or financial communications	<ul style="list-style-type: none"> <li>• Communication: corporate, institutional, internal, and financial.</li> </ul>
Execution	<ul style="list-style-type: none"> <li>• Design: graphic, editorial, brand's, environment's, and advertising;</li> <li>• Production of: communication supports, graphic material and audiovisual, and corporate videos (among others);</li> <li>• Merchandising;</li> <li>• Event organization.</li> </ul>	

Table 2 – Communication consultancies' services in Portugal, adapted from Sebastião et al. (2012)

In contrast, this table is much more complete than Lampreia's (1998). The latter slightly explains the different types of PR, whereas this one gives a much more complete «list» of a PR's activities. On the other hand, Sebastião et al.'s table is not perfect either. In my opinion, nowadays there is no «traditional» and «new» media, but only media. If it is to distinguish the kinds of media, it should be written press, radio, television and online/ digital media. The Internet burst sensibly in the beginning of the century, and twenty years later it is still called «new media». We live in times where something is «new» for a small period of time because the upgrades and technological evolution are so fast that there should not be a distinction between «traditional» and «new» media.

In her work, Sobreira (2010) organizes a table where she pin-points the services of a communication consultancy in Portugal, according to the areas that the author considers more relevant: press office, brand and products' communication, internal communication and channels' production.

Media Consultancy	Brand and Products' Communication	Internal Communication	Supports' Edition and Production
<ul style="list-style-type: none"> <li>• Organization and definition of specific formats to media events</li> <li>• Identification of media channels</li> <li>• Definition of spokespersons in the media</li> <li>• Making of “journalists’ clubs”</li> <li>• Writing support information for news pieces</li> <li>• Inventory of most frequent questions and answers</li> <li>• Elaboration of press kits and dossiers</li> <li>• Crisis communication management with the media</li> <li>• Media training – regular activity (spokespersons’ formation, radio, television and written press interviews’ preparation)</li> </ul>	<ul style="list-style-type: none"> <li>• New products’ launch</li> <li>• Database’s criation and maintenance</li> <li>• Design and production of communication’s supports</li> <li>• Direct mailing</li> <li>• Sponsors’ management</li> <li>• Organization of presences in fairs and conferences</li> <li>• Public relations for brands and products</li> </ul>	<ul style="list-style-type: none"> <li>• Internal communication strategy</li> <li>• Internal communication’s development and implementation</li> <li>• Coaching</li> <li>• Internal auditing and surveys</li> <li>• Writing and production of paper and digital supports</li> <li>• Design and maintenance of intranet</li> <li>• Events’ organization for the company’s staff</li> <li>• Organization of incentive actions</li> <li>• Development of internal culture</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Bulletins</li> <li>• Magazines</li> <li>• Catalogs</li> <li>• Offprints</li> <li>• Power-point presentations</li> <li>• Webcom- munications</li> <li>• Companies’ publications</li> <li>• Websites</li> <li>• Invitations</li> <li>• Animated flashes</li> <li>• Corporate and promotional videos</li> <li>• Gifts</li> <li>• Promotional and institutional presents</li> </ul>

Table 3 – Communication consultancies’ services in Portugal, adapted from Sobreira (2010: 198)

In the case of APECOM, a study conducted by the Portuguese association in 2018, the most valuable services that communication consultancies in Portugal provide are:

- Advisory and strategic planning;
- Press office;
- Content creation and communication channels' production and edition;
- Crisis communication;
- Corporate social responsibility;
- Product's communication and customers' relationships;
- Internal communication;
- Evaluation, monitoring and metrics;
- Media training;
- Events' production.

Clearly, the most common activity of a communication consultancy in Portugal is media relations. But the paradigm is changing, and these organizations are seen as much more completed than before. According to Eiró-Gomes (2016), alongside with media relations, political communications is the other major business for communication consultancies.

## Chapter 2 – The Covid-19 pandemic as a crisis situation

As previously explained in Chapter 1, communication consultancies work for clients – organizations – that in the last year have been in a constant crisis situation because of the pandemic. “The Covid-19 crisis dramatically changed the environment in which organizations and their customers operate” (Ebersberger and Kuckertz, 2020: 127), which means that the relationship between a communication consultancy and its clients also changed. The infection control practices taken by organizations globally have caused an economic crisis (Verma and Gustafsson, 2020) as well as a social crisis. However, it may not be as bad as the word «crisis» entails for some organizations that actually had some good outcomes from the situation.

“The Covid-19 pandemic has brought along with it a time for reflection” (Budhwar and Cumming, 2020: 441) on several topics, such as leadership, work methods, organizational cultures, etc. The crisis caused by the pandemic – not only financial, but also societal – reminded us of “the extreme degree to which the world is interconnected” (Budhwar and Cumming, 2020: 441). Thus, the importance of organizations to bet on internationalization in order to prosper during these difficult and challenging times.

Moreover, this crisis situation proved us how organizations were not ready to be hit by something with the dimensions of the Covid-19 pandemic. Because companies “fail to take necessary steps to protect their workers” until it is actually happening (Robinson et al., 2021: 5). This has to do with preparedness and proactivity, as it will be explained in the subchapter about crisis communication<sup>11</sup>.

The Covid-19 pandemic has continued to expand over time (more than one year by now) leaving severe harms to people as individuals and societies as a whole, thus organizations as «small societies». But it strikes people and organizations in different levels, and even between different classes of workers (Robinson et al., 2021). However, it has tested the resilience of workers and managers in response to the crisis. For example, the digital literacy that managers and directors realized some older generations did not have when organizations were forced to do home office, but workers adapted to the new way of working

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<sup>11</sup> See subchapter “Crisis communication and the Covid-19 pandemic”.

from home. And “the virus has not exhausted society’s adaptative potential” yet (Robinson et al., 2021: 11).

## **2.1. The Covid-19 pandemic**

In December 2019, Corona virus appeared in China for the first-time infecting humans and infected millions of people, until it spread outside the country, in the beginning of 2020, and then outside the continent. In March 2020, the World Health Organization (WHO) declared a pandemic that resulted in closing countries’ frontiers and many other decisions that had to be made for containing the spread of the disease (Singh and Singh, 2020; Ding et al., 2020; Macnamara, 2021).

Covid-19 is a respiratory disease that exists in animals, but some of the viruses can transmit to humans, and “it can spread by inhaling the droplets in the air. It can also spread by touching the infected person” (Singh and Singh, 2020: 168; Macnamara, 2021). So, governments all over the world decided to do lockdowns to protect the people and [ideally] stop the spreading of Covid-19. It could only be slowed down but it was far from ending.

Restaurants, coffee shops, schools, universities, factories, and so on, were closed. Festivals, conferences, and in person events in general had to be postponed or even cancelled. All but essential services were shut down. The pandemic immediately had impact on people’s lives at many levels, mainly on social and economic ones (Singh and Singh, 2020; Macnamara, 2021).

## **2.2. The pandemic’s effects on the market**

In the context of organizational communication, it is important to highlight what organizations did after the lockdown was declared: in general, personnel were sent home to work from home, others kept on working in person by shifts, usually because their work could not be done by distance. The crucial goal was to distance people and avoid social gatherings so that the disease did not continue spreading.

However, the pandemic showed us how important human contact is, because even in developed countries, with access to technological infrastructures, workers have their cultural

habits which constrained telework, in spite of being for their own good (Robinson et al., 2021). The new concept of «social distancing», which means to stay away from people to avoid catching the virus, is a contradiction for humans. Because “man is a social animal and social relations and the social interactions are integral to human civilization” (Singh and Singh, 2020: 169). And if there is absence of these social interactions, it can lead to stress and anxiety. In addition, the fear of Corona virus – in fact, of any disease – can be overwhelming to some people (Singh and Singh, 2020) and, so, the movement of people was limited in spaces, such as supermarkets, shopping malls, and more.

Other factors prompted anxiety and fear, such as the flow of information (Robinson et al., 2021), especially when the crisis hit. There was a lot of news released with new information about the Covid-19 – how the virus spread, what companies were doing to avoid the contagion of their workers, what the government(s) were declaring, and so on – that stressed people out. The flow of information allowed fake news to get mixed among the real ones which led to the media’s disbelief. Besides, the scientific community was updating media on the daily basis and, so, people would read one thing and the day after a different thing. This made media seems incoherent. Hence, the importance of media literacy: “information evaluation skills have become paramount in light of the tsunami of conspiracy theories, misinformation, and rumours generated in response to the pandemic” (Robinson et al., 2021: 6).

In terms of the economy, the Organization for Economic Cooperation and Development (OECD) stated that the global growth fell from 2.9% to 2.4%, warning that it could even fall to 1.5% (Singh and Singh, 2020). More than 1 billion jobs were lost temporarily or permanently, as businesses were closed down (Macnamara, 2021). The pandemic impacted organizations in many sectors, having no precedents in the crisis management and communication field (Macnamara, 2021).

The pandemic came to accentuate social gaps, such as inequality of access to technology or in digital literacy (Robinson et al., 2021):

“The pandemic has deepened existing inequalities and created new vulnerabilities related to loneliness, loss of community, incarceration, involuntary exclusion from the labor market, diminished economic opportunity, and heightened risk of death in the workplace.” (Robinson et al., 2021: 10)

Nevertheless, it is curious that, according to Kooij (2020), older workers adapted better than younger ones due to their emotional intelligence. The unforeseen changes in the work environment, caused by the pandemic, triggered a self-regulation process. According to the author, there are four types of self-regulation processes: (1) proactive goal engagement, which means that the employee will upgrade his/ her skills proactively in order to achieve his/ her goals; (2) proactive goal disengagement, which refers to an employee who will take some actions by reflect on past experiences; (3) adaptative goal engagement, that means he/ she will adapt to changes that already happened to pursue his/ her goals; and (4) adaptative goal disengagement, that refers to coping with already lived experiences (Kooij, 2020).

Some organizations overcame the challenges imposed by the Covid-19 crisis. According to Ding et al. (2020), the organizations had to have five pre-2020 corporate characteristics to easily overcome the challenges of the crisis. The characteristics are: financial conditions, international supply chain and customer exposure to Covid-19, corporate social responsibility (CSR), corporate governance and ownership structure. The authors realized that (1) firms with more solid financial conditions before 2020 “experience better stock price reactions to Covid-19” than others which had not; (2) the exposure to Corona virus matters; (3) companies with strong CSR initiatives “experience superior stock price performance” in response to the crisis, because CSR boosts loyalty and strengthens bonds with stakeholders; (4) firms with younger people in executive positions perform better in response to Covid-19 cases; and (5) ownership is strongly related to stock price reactions to Covid-19 cases (Ding et al., 2020: 25).

“The pandemic has affected public health, physical and emotional well-being, social relationships, and economic stability for many” (Robinson et al., 2021: 10). Everyone is [still] facing the Covid-19 pandemic’s effects directly or indirectly.

### **2.3. Crisis communication and the Covid-19 pandemic**

The current pandemic context we work in forces organizations to be attentive and sharp to any possible threat, as the Corona virus changed the way we see work, and actually work. These times led communication professionals to use crisis communication and crisis

management strategies to keep organizations running without damaging their images<sup>12</sup> and reputations<sup>13</sup>. And this was the main challenge for public relations: to deal with the major effects of the pandemic by using emergency response strategies (Macnamara, 2021).

First of all, it is important to distinguish two types of communication in this context: the risk communication and the crisis communication. They overlap at some point, and both require transparency and responsibility, but they aim to different goals.

Taking into consideration that «risk» means losing something that is important for us, risk communication is used for informing, sensitizing and raising awareness among personnel about risk factors, or possible risk factors and manage the organizational reputation, through words, actions and other kinds of interactions. So, it has to do with preparedness for a possible crisis situation (Reis, 2015).

On the other hand, «crisis» can be defined as a situation which requires an immediate action (Cornelissen, 2017) because it already happened. In the organizational context, a crisis is “an unpredictable event that threatens important expectations of stakeholders and can seriously impact an organization’s performance and generate negative outcomes” (Coombs, 2007a: 2). According to Reis (2015), crisis communication is “a set of communication actions carried out by the organization in order to protect its image and reputation among its audiences” (Reis, 2015: 315). And according to Cornelissen (2017), crisis communication aims to “assure stakeholders that their interests are cared for and that the organization complies with social, safety and environmental standards” (Cornelissen, 2017: 211).

To do so, it is imperative to develop contingency plans which can be created before, during or after the crisis situation happens. Communication plans should be developed in every case, but crisis communication plans should not be postponed until it actually happens. “Being prepared is half the battle” (Cornelissen, 2017: 212); the other half has to do with the capacities of the communication professionals, to communicate responsibly and effectively.

Crisis communication plans must be prepared first by anticipation, i.e., anticipating people’s questions (either for internal or external publics). Then, it is necessary identifying

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<sup>12</sup> Corporate image is “the immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time” (Cornelissen, 2017: 7).

<sup>13</sup> Corporate reputation is “an individual’s collective representation of past images of an organization established over time” (Cornelissen, 2017: 7).

targets and stakeholders who have to be addressed. And, finally, creating an adequate message that answers at least the three main topics regarding the situation (Reis, 2015; Cornelissen, 2017).

Communicating about crises can be challenging, due to their mediatic effect. Any crisis situation has this effect in common. But there are different types of crises: they can be motivated by natural catastrophes, resulted by accidents, technological crisis, due to social factors, and financial motives (Reis, 2015). However, there is not literature enough on the mediatic effect of crisis in organizations to deepen the topic.

The predominant theory on crisis communication in the public relations field is Coomb's Situational Crisis Communication Theory (SCCT). Here, Coombs defines crisis management as "a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders" (Coombs, 2007b: 3). The author establishes three stages for the crisis management process: (1) pre-crisis, (2) crisis response, and (3) post-crisis (Coombs, 2007b).

The pre-crisis phase has to do with preparation and prevention, which involves "seeking to reduce known risks that could lead to a crisis" (Coombs, 2007b: 3). In this stage, it is created a crisis management team and a crisis management plan and then it is important to test them. The author listed the crisis preparation best practices as:

1. "Have a crisis management plan and update it at least annually;
2. Have a designate crisis management team that is properly trained;
3. Conduct exercise at least annually to test the crisis management plan and team;
4. Pre-draft select crisis management messages including content for dark web sites and templates for crisis statements. Have the legal department review and pre-approve these messages." (Coombs, 2007b: 3)

A crisis management plan is the main tool that will provide the organization a list of key contact information, reminders of what should be done and forms to be used when the next step arrives – the crisis response. The crisis management team will vary depending on the type of crisis but, in general, it includes members of public relations, legal, security, operations, finance and human resources. Regarding the spokesperson in this team (it can be more than one), it is crucial to train that person, i.e., give him/ her media training.

“Organizational members must be prepared to talk to the news media during a crisis” (Coombs, 2007b: 4). The media relations work of public relations professionals is a very important element in crisis management situations. That is why it is so important to list the crisis media training best practices of Coombs:

1. “Avoid the phrase «no comment» because people think it means the organization is guilty and trying to hide something;
2. Present information clearly by avoiding jargon or technical terms. Lack of clarity makes people think the organization is purposefully being confusing in order to hide something;
3. Appear pleasant on camera by avoiding nervous habits that people interpret as deception. A spokesperson needs to have strong eye contact, limited disfluencies such as «uhhms» and «uhs» and avoid distracting nervous gestures such as fidgeting or pacing. (...);
4. Brief all potential spokespersons on the latest crisis information and the key message points the organization is trying to convey o stakeholders.” (Coombs, 2007b: 4)

The channels through which the messages will be delivered have to be defined too. One major channel to use during a crisis is a separate web site just for crisis related issues, or simply a section on the organization’s web site. “The site should be designated prior to the crisis” (Coombs, 2007b: 5) because it will be necessary to have one or more professionals developing it. This web site is a way for the organization to tell its side of the story (Coombs, 2007b).

The crisis response is the stage after the crisis hits the organization, it is the management response. In this stage, public relations plays a crucial role by “helping to develop the messages that are sent to various publics” (Coombs, 2007b: 6), thus the importance of the media relations element of PR professionals.

There is the «initial crisis response» and the «reputation repair and behavioral intentions». In the first one, the organization has to be quick, accurate and consistent, and there may be inaccurate information. To avoid this, it is essential to speak with one voice, i.e., keep the same message in order to transmit coherency. Because this technique does not mean having just one person talking for the organization, it can be a group of spokespeople

that, through the work of PR, conveys the same message(s), not only to external publics but also for internal ones (Coombs, 2007b).

The initial crisis response best practices, according to Coombs (2007b: 8), are:

1. “Be quick and try to have initial response within the first hour;
2. Be accurate by carefully checking all facts;
3. Be consistent by keeping spokespeople informed of crisis events and key message points;
4. Make public safety the number one priority;
5. Use all of the available communication channels including the Internet, intranet, and mass notification systems;
6. Provide some expression of concern/ sympathy for victims;
7. Remember to include employees in the initial response;
8. Be ready to provide stress and trauma counselling to victims of the crisis and their families, including employees.”

During the second approach of the crisis response – «reputation repair and behavioral intentions» – the management has to choose a strategy for tackle the crisis’s effects. This topic is developed further ahead after explaining the types of crisis and how to choose a strategy depending on it<sup>14</sup>.

In the post-crisis phase, the organization is getting back to normal. “The crisis is no longer the focal point of management’s attention” (Coombs, 2007b: 11) but its aftermaths. Managers should provide information about the recovery process, corrective actions and/ or investigations being carried out. To better understand this phase Coombs (2007b) listed the post-crisis phase best practices:

1. “Deliver all information promised to stakeholders as soon as that information is known;
2. Keep stakeholders updated on the progression of recovery efforts including any corrective measures being taken and the progress of investigations;

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<sup>14</sup> See page 10.

3. Analyse the crisis management effort for lessons and integrate those lessons into the organization's crisis management system.” (Coombs, 2007b: 12)

According to Lerbinger (1997), there are eight types of crises: natural disaster, technological crisis, confrontation, malevolence, organizational misdeeds, workplace violence, rumours, and terrorist attacks (among other man-made disasters). Later, the author categorized them into groups according to their nature: the physical crises, the human-climate crises and the management failures. The first group includes crises motivated by external factors beyond the organization's control, which can be the natural disaster and the technological crisis. The human-climate crises are triggered by an external stakeholder that is intentionally damaging the organization, such as confrontation, malevolence and terrorist attacks. The management failures, as the word «failure» implies, are the ones caused by the organization itself (unintentionally), like organizational misdeeds, workplace violence and rumours (Lerbinger, 2012).

Coombs (2012) also determines four types of crises based on two dimensions: the internal-external and the intentional-unintentional.

	Unintentional	Intentional
External	<i>Faux pas</i>	Terrorism
Internal	Accident	Transgression

Table 4 – The four types of crises, according to Coombs (2012)

A *faux pas* crisis is an unintentional situation that is turned into a crisis due to an external actor. The expression comes from the French and means «false step». The accident crisis is usually an unintentional situation that happens inside the organization, during its daily functioning. There are then two types of accidents: the ones caused by nature and the human-induced errors. The transgression crises are intentional, i.e., the organization is aware of what is happening, and it occurs only or simply begins inside it. The terrorism crises are

out of the organization’s control – external – because they are caused by external actors, who are consciously harming it – intentional. (Cornelissen, 2017)

The crisis-type matrix developed by Coombs is useful because once the crisis is classified, the organization can identify the appropriate communication strategy. To do so, the author also developed a series of strategies to carry out depending on the responsibility the organization has in the crisis situation:

	<b>Perception of low level of responsibility</b>
<b>Non-existence strategies</b>	<b>Claim of denying the crisis</b>
Denial	A simple statement denying that a crisis exists
Clarification	An extension of the denial tactic with attempts to explain why there is no crisis
Attack and intimidation	A tactic of confronting the person or group who claims that a crisis exists; may include a threat to use «force» against the accuser
<b>Distance strategies</b>	<b>Claim of distancing the organization from direct responsibility for the crisis</b>
Excuse	A tactic of denying intention or volition by scapegoating others for the crisis
Downplay	A tactic of convincing stakeholders or the general public that the situation is not that bad in itself or compared to other crises
<b>Association strategies</b>	<b>Claim of connecting the organization to things positively valued by stakeholders or publics</b>
Bolstering	A tactic of reminding stakeholders and the general public of existing positive aspects of the organization in order to offset the negatives the crisis brings to the organization
Transcendence	A tactic of associating the negatives and loss arising from a crisis with a desirable, higher order goal
<b>Suffering strategy</b>	<b>Claim that the organization suffers from the crisis</b>

Victimization	A tactic of portraying the organization as a victim of the crisis in order to win public sympathy
	<b>Perception of high level of responsibility</b>
<b>Acceptance strategies</b>	<b>Claim accepting responsibility or culpability for the crisis</b>
Full apology	A tactic of simply apologizing for the crisis and accepting the blame
Remediation	A tactic of announcing some form of compensation or help to victims
Repentance	A tactic of asking for forgiveness; the organization apologizes for the crisis and asks stakeholders and the general public to forgive its misdeeds
<b>Accommodative strategy</b>	<b>Claim promising to prevent the crisis from recurring</b>
Rectification	A tactic of taking corrective action to prevent a recurrence of the crisis in the future

Table 5 – Crisis communication strategies, according to Coombs (2012), from Cornelissen (2017: 219)

When choosing a crisis communication strategy, one has to have in mind the internal factors that can aggravate a crisis, what Coombs defines as «intensifiers». Intensifiers can be the organization’s history of crises, or the damage(s) caused. If the company has a good history of dealing with crises, then it can benefit of the «halo effect»<sup>15</sup>; on the other hand, it can have a bad reputation in dealing with crises, so the organization suffers from the «velcro effect»<sup>16</sup>.

After the crisis communication strategy is chosen, it is crucial to control the amount and kind of information that is released for the outside. It is important having an open communication with journalists, who are also under pressure to make their news pieces. This open, two-way communication will allow the organization to be more on top of what it is said about it and it will avoid noise that can result in wrong information, even rumours or

<sup>15</sup> When an organization has a very good reputation, almost unbreakable, and a solid, positive image among the audiences, it is said that it has an «halo effect».

<sup>16</sup> When an organization has a poor path in crisis performance, it is said that it has a «Velcro effect»; the opposite of «halo effect».

bad reputation. Because when there are obstacles and there is not a spokesperson for instance, journalists will seek information any other ways (Reis, 2015; Cornelissen, 2017).

According to Coombs (2007), there is even the other way around: if the organization does not speak to the press, there will be people who gladly talk in its behalf, and those people may not have the proper information, leading to an opportunity for the press to attack the organization. Leaders and senior managers are the ones expected to speak by the company in a frank, open and honest way to not only stakeholders, but also the press. Leading by example and communicating in an open and transparent way are the most expected actions from a leader (Moreno et al., 2018).

Once a crisis hits the organization, it is important that it stays resilient. According to Cornelissen (2017), that resilience comes from previous and proactive actions that the organizations takes, such as employees' training and by having management and operational systems in place. That is why the firstly mentioned risk communication is brought to the table, because organizations should be prepared for any crisis situation.

The reason why the crisis caused by the pandemic is more difficult to manage is because it has no precedents. This crisis differs in cause, scope and severity (Reinhart, 2020). Although, it is an opportunity for organizations to show good corporate citizenship in their response to infection control measures (Ebersberger and Kuckertz, 2020). Plus, crises may allow an organization to change for the better and emerge stronger, however they are not the ideal way of improving organizations (Coombs, 2007b).

## **Part II – Empirical methodology**

### **Chapter 3 – Investigation’s methodology**

In this chapter, it is explained the relevance of the study, presented the research question and the research objectives, justified why a qualitative method is more suitable, and described the data collection.

#### **3.1. Study’s relevance**

The topic of this research work is the restructuring of communication consultancies during the Covid-19 pandemic. The crisis caused by the pandemic forced organizations to adapt to a «new reality» because there were, and still are, changes they went through so that they could keep on producing without risking their employees’ health.

As stated, the current crisis situation is affecting the work of communication consultancies, as they are organizations too. People were used to work in an office, share social moments and have a daily routine that included getting out of their houses. The pandemic situation forced us to work from home, stop having social interactions and turned our houses into homes, offices, gyms, shopping malls, and so on.

Moreover, when digging into the concept of «communication consultancy», we realize there is no proper definition. And this lack of definitions makes it difficult to understand these organizations.

The methodology consisted in an internship in a Portuguese communication consultancy, with interviews at the end, and a questionnaire to APECOM’s associated consultancies. Firstly, interviews in *Media em Movimento* were conducted to understand what the team felt during the crisis situation, especially when the pandemic really hit. The interviews were useful to get the consultancy’s strategy and to know if it is in line with what is going on in other Portuguese consultancies. The interviewees were the general director, her partner, and the team coordinator.

At the same time, the questionnaires were sent to Portuguese communication consultancies. These consultancies were the APECOM's associates by July 2021. The questionnaires were used to get an overall idea of what is happening in the market.

### **3.2. Research question**

When delineating a research work, there are a set of steps which are essential in the preparation of the methodological plan. On the one hand, it is necessary to formulate a research question, or questions. On the other hand, there will be a method that fits the investigation.

To study all of the above, research questions were developed. The research question is «how did the Covid-19 crisis affect the sector of communication?». But there are two sub-questions to study specific aspects, which are: «how are communication consultancies taking the opportunity of the current context?» and «how is PME Magazine adapting to this new context?».

To understand how communication consultancies adapted to the «new normal», first it needs to be studied what were the actual effects on the sector. It is important to highlight that the current crisis is not only economical but also societal, because it affected the way people were used to work – in this case, for instance, the dynamics between consultancy and client. The latter is afraid to invest, especially now, because communication is the poor relative in which companies always cut budget.

Regarding the sub-questions: in a more positive perspective, the pandemic brought good changes too, such as new habits in organizational management. In this research project, it was studied how these consultancies took advantage of the current situation to boost themselves, in the processes of internationalization, digitalization, etc. As to the third research sub-question, the focus is to understand how a medium reacted and adapted to the consumption of news by the readers and viewers.

### **3.3. Research objectives**

There are three research objectives: the main one is to understand how communication consultancies adapted to the «new normal», the second is to realize if communication consultancies took advantage of this situation to boost the internationalization, and the third objective is to learn the importance of the digital context we live in that allowed organizations to keep on working remotely.

The main research goal is to understand how communication consultancies adapted to the «new normal». What did they do, what did they bet on, how did they overcome the changes – these are the topics that will be deepened throughout the research.

The second goal is to realize if communication consultancies took advantage of this situation to boost the internationalization. As mentioned before, the pandemic crisis reminded us of “the extreme degree to which the world is interconnected” (Budhwar and Cumming, 2020: 441). But not all communication consultancies aim to the same goal, so the objective here is to know what the targets of these consultancies are.

The last goal of this research project is to learn the importance of the digital context we live in that allowed organizations to keep on working remotely. Besides all progresses in technologies, people were so used to work in person that they would resist to work remotely. In 2020, we were forced to do so, due to the spread of a highly contagious virus, in order to keep producing without putting anyone’s health in danger. The «home office» is the new reality since the beginning of the pandemic. If it were not for the technological advances and the efforts everyone made to adapt to telework, the world would stop. But the world cannot stop, it just slowed down for a while and now the consequences are in sight.

### **3.4. General issues on qualitative methods**

In this research project, it was carried out a qualitative study. According to Creswell (2009), this type of research design “seeks to establish the meaning of a phenomenon from the views of participants” (Creswell, 2009: 16). The internship was useful for this, and that is why interviews in the host consultancy were made. As well as the questionnaires to APECOM’s associates.

Creswell (2009) claims that when a topic has not been studied yet, it is good to use a qualitative approach for its exploratory feature: “Qualitative research (...) is useful when the researcher does not know the important variables to examine” because “the topic is new (...) and existing theories do not apply” (Creswell, 2009: 18). And the unprecedented Covid-19 pandemic crisis is a novelty in the research field.

When choosing a qualitative strategy, one has to consider the different types of studies: the ethnography, the grounded theory, the case study, the phenomenological research and the narrative research. The ethnography is a strategy in which the researcher studies a cultural group, over a period of time, collecting data by interviews and observation. The grounded theory is a strategy in which the researcher draws a general theory of a process or phenomenon through the collection and refinement of data. The case study is a strategy in which the researcher explores in depth an event, process, activity, or even an individual, using a variety of data collection methods. The phenomenological research is a strategy in which the researcher analyses the human essence towards a phenomenon, studying a small number of participants by an extended time and engaging with them. Finally, the narrative research is a strategy in which the researcher collects stories from participants and then narrates them into a chronology (Creswell, 2009).

Taking into consideration all of the above, this project used a phenomenological research strategy.

### **3.5. Method: data collection**

The investigation was made through different types of data collection, namely interviews and questionnaires. The interviews were carried out in the host consultancy, Media em Movimento, where I did the internship and from which I also collected data. And the questionnaires were sent to APECOM’s associated consultancies, from which I collected more general information on the Portuguese communication consultancies paradigm.

### 3.5.1. The internship

The internship was in a Portuguese communication consultancy, called Media em Movimento, that belongs to an enterprise – Massive Media Portugal – which has two more business areas: a digital platform – Portugal Fixers, and a magazine – PME Magazine. It had the duration of six months – from 2 November 2020 up to 30 April 2021. Due to the pandemic context, the whole internship was done remotely.

Media em Movimento is a communication consultancy specialized in media relations, producing content for possible news in national or international media. It also provides services in other areas, such as graphic production, design, event management, digital marketing, photography and video. The consultancy communicates in five languages (Portuguese, English, French, Italian and Spanish), for it has clients in several countries. Media em Movimento has experience in businesses of aviation, tourism, energy, retail, health and well-being, hospitality industry, and it had collaborated with town halls and independent professionals (doctors, lawyers, etc).

Portugal Fixers is a digital platform which provides support for international journalists. This platform helps journalists who have to elaborate news pieces on Portugal without traveling, or simply helping them once they come.

PME Magazine is a corporate magazine dedicated to the Portuguese SMEs (small and medium enterprises) indexed in Google News and Sapo. The magazine is hybrid, so it has both online and printed versions, being the latter quarterly and presented in an event of networking with a lecture from the cover person (now that event has been online due to the pandemic). PME Magazine communicates to countries with Portuguese as native language, which are Portugal, Brazil, Angola, Mozambique, Cape Verde, San-Tome and Principe, Guinea Bissau, Equatorial Guinea and East Timor.

The internship was in Media em Movimento but there were tasks in every brand of the enterprise. In Media em Movimento and Portugal Fixers, the job was as a copywriter; in PME Magazine, it was as journalist.<sup>17</sup>

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<sup>17</sup> See more about the internship in chapter 4.

### **3.5.2. The interviews**

The interviews in Media em Movimento were conducted to the three people who were to be interviewed: Mafalda Marques, Daniel Marques and Ana Rita Justo.<sup>18</sup>

Mafalda Marques is the general director of the enterprise, and she was the internship advisor, i.e., Mafalda welcomed me in the team, delegated me tasks and helped me organizing my days according to the team's dynamics.

Daniel Marques is the enterprise's partner and he is in charge of the financials. Daniel is the one who visits the printing shops when it comes to launch the magazine, or when a client needs it.

Ana Rita Justo is the team's coordinator. She is Mafalda's great helper because when she is in a meeting or unavailable, for any reason, Rita is the one in charge. The coordinator gave me training in the beginning so that I could learn how to deal with the platforms they use.

The interviews were sent by email, due to the amount of work, by that time, in Media em Movimento, at the request of Mafalda Marques. They were sent on July 19<sup>th</sup> and I got all the answers on August 1<sup>st</sup>.

### **3.5.3. The questionnaires**

Because Media em Movimento is not alone fighting in this pandemic context, it was important to study the environment where they work in – the communication industry.

To establish a universe, I decided to contact the consultancies associated with APECOM, for it is the only Portuguese association that comprises a great number of communication consultancies. The written interviews were sent by email and it was a document with the same questions for all consultancies – that is why it is best to call them questionnaires. The email was addressed for a manager or asked to be answered by one. It

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<sup>18</sup> See Appendix 2.

was a document with six open-ended questions, so the managers who answered could deepen the topics to whatever depth they wanted (there was no word/ character limit).<sup>19</sup>

There were 23 communication consultancies associated with APECOM, by July 2021, and those were the ones which I got in touch with. The questionnaires were answered by 12 of them, which are labelled with letters for confidentiality issues, despite all the efforts to contact some consultancies. The emails were sent on July 12<sup>th</sup> and I stopped collecting answers on August 16<sup>th</sup>.

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<sup>19</sup> See Appendix 4.

## Chapter 4 – Internship descriptive memory

The internship was carried out in Massive Media Portugal, namely in Media em Movimento, with the duration of six months – from 2 November 2020 to 30 April 2021 – and the schedule was between 9:30a.m. and 6:30p.m. The main job was as copywriter in the consultancy, but I also developed projects in Portugal Fixers and PME Magazine. Due to the pandemic context, the whole internship was done remotely.



Image 1 – Media em Movimento’s logo

Massive Media Portugal has three business areas: the communication consultancy – in which the internship was developed – but also the digital platform and the magazine. Portugal Fixers is a digital platform, founded in 2015, for international journalists who wish to develop news pieces and reports on Portuguese content. The goal is to collect the information they need in order to build the piece without having to displace themselves to Portugal.



Image 2 – Portugal Fixers’s logo

PME Magazine is a corporate magazine, founded in 2016, indexed in Google News and Sapo. Its goal is to inform businesspeople with what is happening in the business world and possible «mediatic» content that may influence organizations (for instance, Covid-19 updates). Thus, the main target are organizations, especially SME’s. PME Magazine has two

formats: the online platform and the quarterly edition in paper. The internal strategy of PME Magazine is to use Media em Movimento as its communication consultancy, as any other client.



Image 3 – PME Magazine’s logo

#### **4.1. Media em Movimento**

Media em Movimento is a Portuguese communication and public relations consultancy, founded in 2013, specialized in media relations. Its core business is making news from the content of their clients in national and/ or international media, having as «motto»/ slogan the expression “More than good news”. Media em Movimento also provides services in design, graphic production, event organization and digital marketing. They have worked with several areas, such as tourism, aviation, energy, retail, hospitality industry, and health and well-being, as well as independent professionals (lawyers, doctors, among others) and town halls.

Media em Movimento’s mission is to «communicate projects that have a positive impact on people’s lives, the community and society, whether they are start-ups, SME’s or large companies. Their vision is «being recognized by the excellency in communication: credible, ethical and practical. Their values are seriousness, ethics, frontality, impartiality and accuracy.

## 4.2. Internship organization

In the beginning of the internship, I learnt how the company works, what the three business areas do, how the websites are organized, which social media platforms they have a presence in, and got to know Media em Movimento's clients. As explained before, the internship was carried out remotely, but that did not constrain knowing the team via videocalls. Also, everyone was available to help me at any time if needed.

In a first approach, I gave feedback about the websites and social media's communication which helped me understanding the enterprise better. Then, I started to do research on and learn about the concepts of backoffice and SEO, for they were crucial to publish articles both on Media em Movimento's blog and PME Magazine's website. At the same time, I was learning how everything was handled (mainly schedules and agenda, including daily meetings). For this training and first approach, Rita Justo was a very important piece because she helped Mafalda Marques, my advisor, when she was not available.

Mafalda Marques was my internship advisor, who is the general director. She was always available to help me and answer to my questions/ doubts and, when she was not, Rita Justo, the team's coordinator, would help me. In the first month, I depended on them a lot because I was learning and, also, because I was not independent in my actions: Mafalda Marques organized my days and delegated me tasks and Rita Justo would supervise the articles publications on PME Magazine's website. Daniel Marques is the company's partner and he is in charge of the most operative tasks: he is responsible for the financial area (budgets, salaries, etc.) and he is the one who visits the printing shops when the paper edition is launched. During the internship, Mafalda Marques and Rita Justo were the ones who taught me some lexicon to be in line with the company. They were a crucial part of the internship.

From the very beginning, I wanted to develop some kind of logbook of my internship, so Mafalda Marques helped me organizing that document and we put together an excel which she started to fill in but then I was the one responsible for it. She only went there once in a while to check if I did not forget anything. The document was in a share point of the

company, which means that every element of the team had access to it, but Mafalda Marques and I were the only ones who wrote in it.<sup>20</sup>

### **4.3. Copywriting**

The main role in the internship was as a copywriter, not only in Media em Movimento but also in Portugal Fixers. A copywriter is a person who develops contents for either written or motion formats. I had to do research on topics and then I would write about them.

In Media em Movimento, I developed content for internal videos, for instance, videos for make the social media more dynamic, or promotional videos for the consultancy itself. In these latter, I would work more with Daniel Marques. If I had any question or if the content needed to be approved, it was Daniel Marques who was responsible for it – however Mafalda Marques would check the videos too.

In Portugal Fixers, a newsletter was organized, in a quarterly basis, with appealing content and sent to the journalists who are in their database of international journalists. The newsletter was sent in five languages, the ones already mentioned in chapter 3.

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<sup>20</sup> To know the logbook, see Appendix 1.

**Portugal  
Fixers** | We assist foreign journalists with news content, personal assistance and transportation in any part of the country.

### The best that Portugal has to offer in 2021



#### Highlight: Portugal is the Europe's Leading Destination

Portugal won the award for Europe's Leading Destination, for the fourth time in a row, in the 2020 edition of the World Travel Awards. In these "tourism oscars", Lisbon was distinguished with Europe's Leading Cruise Destination, Oporto with Europe's Leading City Break Destination and the Algarve was once again Europe's Leading Beach Destination. But there is more: Madeira won Europe's Leading Island Destination and the Azores Europe's Leading Adventure Tourism Destination.

Do you wish to make your film/ documentary in Portugal? Contact us.

Contact us



#### Event: Millennium Estoril Open

Millennium Estoril Open takes place between April 24th and May 2nd, at Clube de Ténis do Estoril. The event is a Portuguese tournament of professional male tennis which belongs to ATP – Associação de Tenistas Profissionais – with international athletes. After being postponed due to the Covid-19 pandemic, the tournament is still within the predicted schedule.

Contact us if you wish to film the event or interview the athletes who will be a part of this competition.

Know more



#### Did you know... that Lisboa is known as the city of seven hills?

The Portuguese capital is known as the city of seven hills, which are: São Jorge, São Vicente, Sant'Ana, Santo André, Chagas, Santa Catarina e São Roque. Every hill has its history and its viewpoint. The São Jorge's hill, also known as the Castel hill, exactly because it is where the Castelo de São Jorge locates, is the highest of the city. The São Vicente's hill embodies the historical neighbourhood of Alfama, the National Pantheon, among other must-see places to visit in Lisbon. The Sant'Ana's hill, or the Health hill, includes one of the most beautiful gardens of the capital and its viewpoint – Torel Garden. The Santo André's hill stands out for its two mounds with different heights: the lowest, where the popular Graça viewpoint is, and the highest, where Senhora do Monte viewpoint is. The Chagas's hill includes Rua da Bica, which circulates the famous Ascensor da Bica. At the Santa Catarina's hill, going up on the Calçada do Combro and turning left at Travessa da Condessa do Rio, it is one of the coolest viewpoints of the Portuguese capital, the Santa Catarina viewpoint. Finally, at the São Roque's hill, it is the São Pedro de Alcântara viewpoint, one of the hot spots for the nights out in the famous "Bairro Alto" (Bairro Alto de São Roque).

Do you wish to visit the seven hills of Lisbon in a news report? Contact us, and we take care of everything 😊

Contact us

Image 4 – Montage of a newsletter for Portugal Fixers

#### 4.4. Digital communication tasks

Besides the website, Media em Movimento is present on Facebook, Instagram, Twitter, LinkedIn and Youtube. In the beginning of the internship, not all platforms were used but then, a strategy to make them more dynamic was implemented and I also produced content for social media. On the website, I contributed with articles on organizational communication's subjects for their blog and always translating them to English, for the site is in both languages.

## What is Knowledge Management?

Blog



**Knowledge Management (KM) is the process of creating, selecting, sharing, and effectively using and managing the knowledge within an organization. It is an internal communication tool, and it is used for selectively applying knowledge from previous experiences to current and future decision-making activities with the purpose of improving the organization's effectiveness.**

Sharing knowledge is an interesting way of coming up with new, innovative ideas. The purpose of KM is precisely to capture, use, and analyze the impact of a group's collective knowledge to boost the organization. In the business world, the definition of Knowledge Management includes the maintenance of a knowledge portal where specific information related to the company is housed.

### Usage of KM

Knowledge Management refers to a multidisciplinary approach to achieve organizational objectives by making the best use of knowledge. It presents **solutions that streamline the process of capturing, distributing, and using knowledge in favor of the company.**

When an organization can easily access, share and update the business's knowledge, it will be more productive and cost-efficient. Because the ability to access the right knowledge at the right time, through a solid KM system, will enable a more accurate and rapid decision-making process and stimulate collaboration and innovation.

### Types of KM

Knowledge Management helps you acquire, organize and transfer knowledge inside the organization. There are three types of KM:

- The explicit, where knowledge is easy to write down and share;
- The implicit, where knowledge is applied;
- The tacit, where knowledge is gained from personal experiences through one's work.

### Benefits of KM

The more effectively and efficiently a company shares its information with the personnel, the better the business will perform. Some benefits of Knowledge Management comprise:

- Faster decision-making
- Efficient access to knowledge and information related to the organization
- Increased collaboration and idea generation
- Enhanced internal communication
- Improved quality of information and data
- Optimized training of employees

### Example of KM

**An example of a KM system are the wikis, aka Intranets.** These internal web pages are easy and quick tools that allow anyone within the company to search, publish or store information in a central location to all company. They can provide information, ensuring the independence of employees when they have any doubt, or want to contact a colleague which is not from his/her department, for instance.

Sometimes companies lose millions per year "just" because they fail to share knowledge. And this happens through activities and systems of KM.

If you wish to improve your internal communication to boost your business, talk to us.

Ry: Marta Leite, copywriter in Media em Movimento

### Sources

- Gurus, what is knowledge management;
- KM World, what is Knowledge Management

### Related Posts

Media relations: what is it and what is it for?

Image 5 – Example of an article written for MM's blog

In PME Magazine, I was responsible for the publishing of articles on the website, using the backoffice and the SEO tool. I did not write the articles, it was the journalism intern who was responsible for them, but we were in constant communication so that I knew when he/she was finished. I would read, correct and publish them in the backoffice. During the first month, I would «publish» them as a draft and Rita Justo would check if everything was correct, but then I started to publish them directly into the website, without Rita Justo's supervision. At some point, when I already had all the knowledge about the backoffice, when an intern came to PME Magazine I would give them the training so they could publish articles too. Here, the *modus operandi* was the same: I was «their Rita» and I checked the articles before they publish them on the website until I found them ready for doing it themselves.

I was also in charge of the monthly rubric *Influencia-me* which was a rubric on influencing marketing where I would contact the organizations and influencers, schedule the interviews, conduct them, select all the content that was going to be used in the video and do the written article.



Image 6 – Montage of four *Influencia-me*

The first step was to do some research on partnerships between brands and influencers. Once the partnership was selected – and it had to be interesting for the magazine too, so Mafalda Marques always had to give her approval on the partnership – the next step was to contact the brand and see if they were interested in being interviewed. Also, I asked if they preferred to contact the influencer or if could be us doing it. Then, I would schedule the interviews via zoom and, when they happened, I recorded the screen so that I had the material to do the final video.

After the interviews, I transcribed them into a word document to select the lines to the video, always marking the time for my colleague of motion design. Once I had all the lines selected – taking into consideration that the final video had to be more or less 5 minutes – I would collect photos and videos of the influencer and the brand. The final video was very similar to a broadcast.

After all this things done, I had a meeting with Guilherme Mendes, the motion designer, to discuss some ideas for the final video. At the same time that he was editing the video, I did two things: first the written article, to publish below the video in PME Magazine’s website, then the copies to social media. These two tasks were always approved by Mafalda Marques, not only because she likes to check things before being published, but also because she would correct any mistake.

The final steps were to give feedback on the video and polish some details with Guilherme Mendes if necessary. And share the copies with my digital marketing colleague, Carmen Alcobio, so that she had the descriptions for all PME Magazine’s social media.

In the last month of the internship, I put together a document with guidelines for the rubric in order to help the next people who would do it.

**GUIÃO DA RUBRICA “INFLUENCIA-ME”**

Periodicidade: mensal

Quando: **última sexta-feira de cada mês**

**1. Contacto com a marca e o influencer**

- Entrar primeiro em contacto com a marca e depois com o influencer que se pretende entrevistar – ver “Plano 2021 Influencers PME”;
- Combinar a dinâmica de story com o influencer – no próprio dia de lançamento da entrevista, o influencer faz um story a promover a sua entrevista sobre a parceria com a marca fazendo o tag a revista e a marca;
- Agendar as entrevistas, tendo em conta que a do influencer terá sempre de ser antes da entrevista a marca.

**2. Entrevistas e transcrição**

- Fazer as entrevistas com base nos guiões: existe um para a marca e outro para o influencer – ver “Guião entrevistas”;
- As entrevistas são feitas em vídeo, por isso gravar sempre o ecrã (e não só o áudio);
- Após serem feitas, colocar sempre as entrevistas (vídeos) na respetiva pasta dentro da drive “Rubrica Influencers”;
- Transcrever as entrevistas;
- Após serem transcritas, colocar sempre as entrevistas (textos) na respetiva pasta dentro da drive “Rubrica Influencers”.

**3. Seleção de conteúdos**

- Feita a transcrição, é preciso selecionar as “falas” do influencer e da pessoa da marca;
- O objetivo é criar separadores de temas/ tópicos/ assuntos para otimizar o tempo: podemos ter marca e influencer a falar no mesmo separador;
- Criar um documento chamado “Guião” onde se põe por ordem aquilo que é para aparecer no vídeo, colocando os minutos das “falas”;

**4. Montagem do vídeo**

- Confirmar se todo o material para o vídeo está na drive para o designer multimédia ter acesso;
- Explicar qual o fio condutor do vídeo;
- Criar documento com as informações do início e do fim:

Início	Fim
Apresentação do influencer e da pessoa da marca = Intro vídeo Ex: Paulo Sousa – influenciador digital Isabel Matos – diretora de marketing e comunicação do Crédito Agrícola	Ficha técnica Ex: Ideia original – Mafalda Marques Rubrica original – PME Magazine Entrevistas e texto – Marta Leite Convidados – Paulo Sousa e Isabel Matos Produção audiovisual – Guilherme Mendes Coordenação – Daniel Marques Produção – Massive Media Portugal Música – (créditos) Contas Instagram (Facebook, TikTok ou Youtube) – @pmeinfluencia Ano 2021

**5. Questões finais**

- Redigir um **arquivo** sobre a parceria/ dupla entrevista e colocar na respetiva pasta dentro da drive “Rubrica Influencers”;
- Selecionar uma foto para anexar ao artigo (pedir ajuda ao Greg para tratar a foto);
- Fazer dois **teasers** para as redes sociais, um para o dia de lançamento e outro para a segunda-feira dessa semana com um **blur** na imagem;
- Fazer os **copies** para as redes sociais da revista no dia em que sai o vídeo – ver “Plano 2021 Influencers PME”.

**Todos os passos anteriores têm de ser feitos até 12 dias antes do lançamento do vídeo!**

Image 7 – Pdf with guidelines for *Influencia-me*

#### **4.5. Clients' meetings**

Regarding Media em Movimento's clients, I participated in meetings with the purpose of learning about media relations. The meetings were internal, i.e., only people from the consultancy would participate to organize the client's publications in the press. I came up with ideas of where to send press releases and which topics. Although, I never participated in meetings with the clients themselves, I learnt a lot.

There was this one task for a client, which consisted in search for Portuguese influencers who matched the brand. The goal was to link those influencers to the client through some action in their Instagram (or other social media they considered interesting). However, the client never went through with the idea.

#### **4.6. Translations**

According to the team, I am quite good in English, so they would ask me to translate or simply review the translations of articles or copies for social media. At same point, I was the translator of the team.

I translated articles for MM's blog. I did it for the ones I wrote, but also from other colleagues or those that were published in the beginning of the consultancy. A colleague suggested to translate the first published articles, so Sofia Neves and I took care of it, being that I would always check her translations too.

As to the social media copies, Carmen Alcobio is the one who writes them and I would translate the plan to English. As well as for videos' contents: either done by me or other colleague, I translated the copies for the promotional videos or the subtitles for the social media videos (stated before).

In Portugal Fixers, I translated the newsletter for English and Spanish. Mafalda Marques helped with the French and Rita Justo or Carmen Alcobio with the Italian.

#### **4.7. Other tasks**

During the whole internship, I had other tasks, more punctual ones. The one that followed me throughout the six months was a database for Algeria. It consisted in assemble an excel with the contacts of Algerian exportation companies from a document Mafalda Marques collected in a fair she went. I had to put them in alphabetical order in three columns: name, industry and contact.

Regarding PME Magazine's paper edition, every three months we had a meeting to organize the topics that were going to be tackled in the next edition. Mafalda Marques was present but Rita Justo, as editor of the magazine, would conduct the meeting. She delegated the articles and sections, for example, usually I was in charge of the agenda section and had one or two articles. Then I would contact the companies we wanted to interview for a news piece and, after, contacting them again to invite them for the launching event. This event was in person but, due to the pandemic, it started to be an online event in PME Magazine's Facebook.

Lastly, Mafalda Marques trusted me with the new interns for PME Magazine. So, when it came to the backoffice, I gave them formation. This was very important in my professional experience because I was in the position of mentor and not of mentee.

#### **4.8. Main conclusions**

These tasks were the basis for my internship, from which I learnt how the communication consultancy-client relationship works, to use several platforms and tools, to produce content for both written and spoken formats, and to manage contacts and built my network. All of these tasks were written down in an excel document in detail, as mentioned above.

Media em Movimento has a very organized team for such a confusing enterprise at first sight. Because it is the same team for Media em Movimento, Portugal Fixers and PME Magazine – it may seem strange. Mafalda Marques is a great team leader and she trusts her team. For example, our days had two meetings – in the morning and in the afternoon – so that people did not feel alone during this turbulent time of pandemic and could share their frustrations or conquers. Also, at lunch time, she never controls the team: I had one hour of

lunch time and I could do my own schedule for the day (if I had to do the break earlier or after the «normal» hour, I would just tell her).

Summing up, my internship was very complete because not only had I the opportunity to work in organizational communication, but I also did journalist work, which are the two main areas in communication. As for the internship report, being able to analyse the consultancy-client relationship from a close perspective (for media relations is still the core business in communication consultancies in Portugal) will help me to better understand the restructuring of communication consultancies during the Covid-19 pandemic, having Media em Movimento as an example.

Moreover, to help me answering to the research question – How did the Covid-19 crisis affect the sector of communication? – not only the internship and the interviews conducted in Media em Movimento, but also the questionnaires to APECOM's associates were an asset. Because I was able to get a close perspective in the host consultancy and a general one in the questionnaires. All this data helped me understanding the impact of the Covid-19 crisis in the sector of communication.

## **Chapter 5 – Presentation and discussion of results**

In this chapter, it will be presented the results of the interviews in Media em Movimento and of the questionnaires to APECOM's associated consultancies (12 answers from the 23 consultancies). At the end, there is the discussion of those results by analysing them in light of the research objectives.

### **5.1. Media em Movimento**

The 1<sup>st</sup> question was «How did you work before the pandemic context?». Before, it would be in person, always in the office, according to the three members: Mafalda Marques, Rita Justo e Daniel Marques. Before the pandemic context, all meetings were in person, clients' or internal ones. Mafalda Marques explained that they had a morning briefing with the team every day, where they gathered around and talked about their daily schedules. Mafalda Marques and Daniel Marques stress the amazing work environment in the office, when they all worked in person<sup>21</sup>.

The 2<sup>nd</sup> question was «And how do you work now (in home office)?». They started to confirm the home office situation. However, the design team is always in the office. Daniel Marques referred to a rotativity map which indicates the person who can visit the office once a week, from the media relations or newsroom teams<sup>22</sup>. When the lockdown was declared, Mafalda Marques explained that they started to use Teams, as a platform for meeting remotely, but added that before the pandemic context, they already used Skype for meetings with international clients. They already had everything shared in OneDrive, so the difference was starting to work remotely. Mafalda Marques organized two briefings per day: the mentioned one in the morning before starting to work, and other at the end of the day. She stated that there were more daily meetings between the team because it was the only way to keep in touch with all employees. Rita Justo pointed out some in person events or interviews, besides working from home, in the beginning of the pandemic.

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<sup>21</sup> “Reuniões de briefing diárias e muita animação pois o ambiente na equipa é ótimo.” (Annex 1)

<sup>22</sup> “Parte da equipa está em home office, a equipa de design está no escritório e temos um mapa de rotatividade.” (Annex 2)

The 3<sup>rd</sup> question was «Were there any changes in routine in the company? More meetings, less teamwork and more individual work, etc?». Yes, definitely there were. All three members of Media em Movimento claimed to have more internal meetings to delegate work, to clarify doubts or situations, or to line up work between colleagues. Here, Rita Justo referred to the daily briefings in the morning and at the end of the day, as Mafalda Marques did in the previous question, so that everyone could share their day and understand what the colleagues were doing. All clients' meetings are online too, which made Daniel Marques say that there are a lot more meetings than before. But Mafalda Marques explained that it was for compensating the lack of human interactions. For Rita Justo, the work is lonelier<sup>23</sup>. And Daniel Marques highlights a phenomenon in the company, which is they work more, but profit less.

The 4<sup>th</sup> question was «How do you evaluate the relationship with the clients before and after the pandemic's clash?». In general, the relationship improved: there was more proximity with the clients<sup>24</sup>, more empathy and solidarity between people – both client and consultancy understood each other's difficulties because we were all in the same situation. According to Mafalda Marques, only one client rescinded the services because it was a fly company which had 18 months without activity.

The 5<sup>th</sup> question had two versions, the one to Mafalda Marques and Rita Justo and the one to Daniel Marques. The first was «Do you think there were big changes in the media relations activity?». According to both press officers, no. The challenge was contacting journalists outside the newsroom – it became much more difficult<sup>25</sup>. So, the big difference is that now they have more direct contacts of journalists. Also, the email as a tool became even more important, according to Rita Justo.

The second version, to Daniel Marques, was «Do you think there were big changes in the graphic industry?». He stated that it was not only in this industry but in the market as a whole. Daniel Marques claimed that companies cut down on marketing and communications

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<sup>23</sup> “O trabalho tornou-se, por um lado, mais solitário, por outro, houve a necessidade de mais reuniões one to one para definir estratégias, fazer pontos de situação e alinhar trabalho.” (Annex 3)

<sup>24</sup> “Melhorou bastante pois acompanhámos mais de perto a realidade de cada um e demos apoio incondicional” (Annex 1)

<sup>25</sup> “Alterou-se no sentido em que se tornou cada vez mais difícil contactar os jornalistas por telefone nas redações, não só devido ao teletrabalho, mas também devido às reestruturações impostas pela crise.” (Annex 3)

departments<sup>26</sup>, in general, and now even more because there is the possibility of digital communication, so companies cut down on the printing format.

The 6<sup>th</sup> question was «What were the hot topics in press releases? What were the organizations trying to communicate to the public?» and it was only to Mafalda Marques and Rita Justo. The main focus was the difficulties and victories of companies during the pandemic, for Mafalda Marques<sup>27</sup>; and safety measures from the organizations and support services, such as digitalization of businesses, for Rita Justo.

The 7<sup>th</sup> question was «Do you think the company grew with the pandemic? If it has, what are the takeaways?». Mafalda Marques and Daniel Marques had a very similar answer: it grew in terms of team/ people, but it maintain the clients, thus it is less profitable<sup>28</sup>. They did not fire anyone, according to Mafalda Marques. On the other hand, for Rita Justo, it grew, it restructured itself and became stronger. And her takeaways are: organizations started to trust more in their employees and we should not take anything for granted. For Daniel Marques, management should be done in a short term, more than in a long term, so that we can adapt more easily.

The 8<sup>th</sup> question was «What did the company bet on when the pandemic clashed?». The answer was the same for the three members: people, maintain the team, providing them support in terms of transition to telework but also emotional support. Rita Justo added «being there to the clients»<sup>29</sup> and Daniel Marques explained that the internationalization plan was fully implemented and they bet on customized masks for companies due to their experience in graphic production.

The 9<sup>th</sup> question was only to Mafalda Marques and Daniel Marques and it was «What are the short-medium term goals of the company?». Internationalization, according to

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<sup>26</sup> “Sem dúvida que esta indústria é logo impactada quando temos uma crise económica, porque infelizmente as empresas deixam de investir em marketing e comunicação” (Annex 2)

<sup>27</sup> “Os conteúdos centraram-se mais nas dificuldades e vitórias das empresas em tempos de pandemia. Era esse o tema a que as redações estavam sensíveis e com muita razão.” (Annex 1)

<sup>28</sup> “A empresa cresceu na equipa e manteve os clientes, o que gerou prejuízo.” (Annex 1)

<sup>29</sup> “Assegurar o bem-estar dos trabalhadores (...) ser um ponto de confiança e solidez para os nossos clientes” (Annex 3)

Mafalda Marques, and recovering from the pandemic's clash in terms of billing, according to Daniel Marques<sup>30</sup>.

The 10<sup>th</sup> question was «What do you think the future holds? Is there any perspective for the future?». To Mafalda Marques and Rita Justo, the future will be nicer<sup>31</sup>. The company will recover and it will be more global. To Daniel Marques, the future holds a lot of work, dedication and creativity, to overcome any difficulties.

The 11<sup>th</sup> question was «In the Portuguese market of communication consultancies, do you think there were changes for good?». Yes, mainly the remote work, according to the three members<sup>32</sup>. Mafalda Marques highlighted some tasks for organizations, like providing more training to employees, being more flexible in terms of schedule and keeping the resilience of businesses towards any crisis situation.

## **5.2. APECOM's associates**

The 1<sup>st</sup> question was «What are the big differences in daily routines since the beginning of the pandemic?». All of the Portuguese consultancies stated that the big difference is the remote work. Home office was the big change that the Covid-19 pandemic brought. Some consultancies specifically said that the big challenge was to implement it in people's lives, combining personal and professional lives in the same space<sup>33</sup>. Surely, other big difference was, thus, the different daily routines. There is more individual work, less human contact, which led to different dynamics between colleagues. Also, it takes more time to resolve issues that would take less time working in person<sup>34</sup>. Some consultancies claim that there is more time, so a better quality of life; on the other hand, some consultancies consider that there is less time because people work more when they are at home. But all consultancies

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<sup>30</sup> «A médio prazo consolidar essa mesma faturação de modo a recuperar a saúde financeira que tínhamos antes da pandemia» (Annex 2)

<sup>31</sup> «O futuro será sempre bom pois o propósito da empresa é ajudar as PME a comunicar os seus negócios (...) E as PME vão precisar de ajuda.» (Annex 1)

<sup>32</sup> «Sem dúvida. Muitas agências perceberam que podem fazer tão bem ou melhor o seu trabalho de forma descentralizada (...) e tornaram o teletrabalho a regra e não a exceção.» (Annex 3)

<sup>33</sup> «Tivemos, todos, que nos adaptar a trabalhar a partir de casa. Durante bastante tempo, com família à mistura, a partilhar a mesma divisão.» (Annex 12)

<sup>34</sup> «O que dantes se resolvia em dois minutos entre colegas que se cruzam num corredor, passou a estar dependente de chamadas de vídeo.» (Annex 6)

refer the presence of the digital in our day-to-day and highlight the asset of technology in the current context.

The 2<sup>nd</sup> question was «What were the implemented internal strategies to overcome any difficulty felt by employees in the transition from work in person to remote work?». Many consultancies were prepared to work remotely or were even doing it already. So, a lot of them did not feel any problem in the transition<sup>35</sup>. Nevertheless, there were internal strategies implemented because it was a new reality for all of us. The strategies were: providing tools for employees to work from home (hardware, Internet, formation/ support manuals), giving internal training programs, keeping in touch with the employees/ teams through daily meetings, sometimes more than once a day (via Zoom, Teams and/ or Slack), listening to employees and making changes to enhance the work environment (even remotely), staying in permanent contact with the leadership and the IT team, creating workgroup chats, and organizing visits to the office according to DGS's rules (the Portuguese General Association of Health – *Direção Geral da Saúde*). This «new reality» allowed to keep in touch with teams outside Portugal, according to some consultancies which have offices in other countries. Generically, all consultancies took away the best from technology<sup>36</sup>.

The 3<sup>rd</sup> question was «Externally, how do you evaluate the relationship with clients in the current pandemic context?». Generally, the answer was that the relationship was «good», in some cases improved even. Only one consultancy (G) admitted feeling some difficulty in this relationship in the beginning, because it felt the anxiety of its clients and there was some disorganization in the transition to home office, but now it is all good<sup>37</sup>. The majority of the Portuguese consultancies felt more proximity with their clients, more discipline, punctuality and assertiveness in both clients and inside the consultancy<sup>38</sup>, and the relationship with international clients became better. Both sides understood the difficulties of one another, which a lot of consultancies call «teamwork spirit». Also, it is now quicker to meet with clients because people are more available – one call away – thus, spending less time in

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<sup>35</sup> “Essencialmente o trabalho remoto que, embora não seja novidade na agência pois já utilizávamos ferramentas remotas há muitos anos com os nossos clientes internacionais” (Annex 5)

<sup>36</sup> “Desde o primeiro dia em que começámos em teletrabalho toda a tecnologia respondeu muito bem a todas as nossas necessidades.” (Annex 4)

<sup>37</sup> “A relação com os clientes está a normalizar mas, principalmente no início da pandemia, foi muito exigente. Os principais fatores para isso foram a ansiedade sentida pelas empresas, a desorganização em contexto de teletrabalho que levou ao total desrespeito pelos horários normais de trabalho” (Annex 10)

<sup>38</sup> “A relação com os clientes também mudou, tornando-se também mais disciplinada e de alguma forma mais frequente. Uma maior pontualidade e assertividade” (Annex 14)

displacements, which results in more time to clients and less costs to the company<sup>39</sup>. In general, the Portuguese consultancies claim that there are routines that came to stay. However, the human interactions are lost, as well as business opportunities, according to the consultancy J<sup>40</sup>.

The 4<sup>th</sup> question was «Do you think the consultancy grew with the pandemic? If it has, what are the takeaways?» Yes, almost all consultancies grew with the pandemic. Although, two of them consider that instead of grew «with the pandemic» it was more grew «besides the pandemic», i.e., not caused by the context but in spite of living in a pandemic context, the consultancy grew<sup>41</sup>. The takeaways are: communicating is crucial, always be ready for what's to come, do not to take anything for granted, know how to reinvent yourself permanently, when we want to, we are capable of everything – the human resilience –, organizations can trust their employees to manage their own time and work, and to work from anywhere, stakeholders should always be informed and aligned with the future (according to consultancy A<sup>42</sup>) and the relationship with the client is the most important thing (according to consultancy D<sup>43</sup>). In general, everybody grew personally and professionally, developing their soft skills, such as organization, management and autonomy.

The 5<sup>th</sup> question was «In the Portuguese market of communication consultancies, do you think there were changes for good? If there were, please name them.» Yes, there were changes for good, not only in the market of the communication consultancies but in the market as a whole, according to the majority of the consultancies. All of the Portuguese consultancies (except for D, F and H) claimed that a hybrid system of work came to stay, combining home office/ telework with in person visits to the office<sup>44</sup>. A few said that there is better communication in general, within organizations and to the publics. Consultancy A

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<sup>39</sup> “Vantagens inerentes, como a rapidez de possibilidade de reunir, sem deslocações, com menos custos e sem qualquer prejuízo do trabalho a desenvolver.” (Annex 6)

<sup>40</sup> “Melhorou em termos de eficácia (...) mas perde-se o contacto humano e oportunidades que surgem de conversas, eventos, etc.” (Annex 13)

<sup>41</sup> “A agência evoluiu e cresceu, mas eu diria que em vez de ser «com a pandemia» foi «apesar da pandemia.»” (Annex 12)

<sup>42</sup> “Os stakeholders das organizações necessitam de estar permanentemente informados e alinhados com o futuro.” (Annex 4)

<sup>43</sup> “O relacionamento com o cliente é o mais importante.” (Annex 7)

<sup>44</sup> “O sistema híbrido entre o presencial e o virtual veio para ficar. (...) O presencial e o contacto humano continua a ser relevante” (Annex 8)

confides yet that it is important communicating the purpose of a company, being transparent with stakeholders<sup>45</sup>. Also, technology helps us being better at our work and the digital communication was improved. Specifically, the consultancy B said that employer branding gained importance<sup>46</sup>; and consultancy L said that due to the crucial role of technologies, organizations should invest in information systems and cybersecurity, the first providing tools for remote work and the second more directed to the company<sup>47</sup>. These changes enabled organizations to reduce costs in dislocations and employees to optimize their time between work and personal life. However, many consultancies find the human contact very important so they will never give up in person meetings.

The 6<sup>th</sup> question was «What are the short-medium term goals of the consultancy?». From the twelve consultancies that answered, half is trying to change for the better and the other half is betting on sustainable growth<sup>48</sup>. But the majority claimed to keep the quality of work, besides the pandemic, providing new services, embracing new projects and trying to be more technological, betting on the digital<sup>49</sup>. Specifically, the consultancy G will bet on CSR communication, because it considers the topic a high priority in the near future<sup>50</sup>; the consultancy E will bet on motivating and engaging employees, by creating a new working system based on work-life balance<sup>51</sup>.

### 5.3. Discussion

I interviewed Media em Movimento's main members and APECOM's associates to help me investigate the topic of the restructuring of communication consultancies during the Covid-19 pandemic. From those interviews, I realized how the pandemic affected [or not] the work of these organizations.

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<sup>45</sup> “Vamos trabalhar melhor a essência, o propósito, ou seja, o porquê e para quê das organizações” (Annex 4)

<sup>46</sup> “Ao nível de serviços, o employer branding e a comunicação digital ganharam terreno.” (Annex 5)

<sup>47</sup> “Acredito também que se irá verificar um investimento cada vez maior em sistemas informáticos e de comunicações que sustentem esta nova realidade, assim como sistemas de segurança cibernética, que se tornam um fator crítico de negócio.” (Annex 15)

<sup>48</sup> “Estabilidade sempre e crescimento sustentado.” (Annex 9)

<sup>49</sup> “Queremos continuar a crescer (...) criar um novo modelo de trabalho (...) aumentando a qualidade do trabalho que fazemos e o work-life balance das nossas equipas.” (Annex 11)

<sup>50</sup> “Continuar a crescer, desenvolvendo áreas mais específicas que consideramos de futuro. Um exemplo, é a área de ESG” (Annex 10)

<sup>51</sup> “O sistema híbrido entre o presencial e o virtual veio para ficar. (...) Para isso é necessário ter pessoas com as skills adequadas e felizes!” (Annex 8)

The first, and main, objective of this internship report was to understand how communication consultancies adapted to the «new normal». These organizations adapted very easily and the majority of them highlighted the asset of technology throughout the process of transitioning from working in person to working remotely, for the home office is the big difference in people's routines nowadays.

Nonetheless, it is important to stress one statement from consultancy G, which refers to something that I experienced also in Media em Movimento: when the pandemic clashed, and we were forced to work from home, the working schedules were not respected. In my experience in particular, I did not work extra hours, but I received emails which I could see that were being exchanged between colleagues after the last meeting – the afternoon briefing. And by that time (the internship begun in November) we were already living in a pandemic context for a while. And consultant G sates exactly that lack of respect in working schedules<sup>52</sup>.

In the case of Media em Movimento, the adaptation was more in terms of work environment, because they already worked with OneDrive, sharing all documents online<sup>53</sup>. So, the big differences were working from home, not being able to meet with clients in person and start delegating more individual work, rather than teamwork, as they did previous to the pandemic.

During my internship, I had several conversations with Mafalda Marques to understand how the company worked before the pandemic, what were the dynamics when working in the office. Not only out of curiosity, for I was doing the internship remotely thus I had different dynamics with my colleagues, but also to be able to better understand the changes they went through. Mafalda Marques once told me that they would do small theatres to practice how to contact journalists in the role of a press officer, for instance. These dynamics were lost when the home office started.

The second objective was to realize if communication consultancies took advantage of this situation to boost the internationalization. The answer is no. In general, communication

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<sup>52</sup> “A desorganização em contexto de teletrabalho que levou ao total desrespeito pelos horários normais de trabalho (mensagens, emails, telefonemas, em horários completamente fora do aceitável) sem que houvesse razão objetiva para isso.” (Annex 10)

<sup>53</sup> “Já usávamos o Skype para reuniões online com clientes estrangeiros e já trabalhávamos em rede com tudo na OneDrive e todas as pastas são partilhadas pela equipa.” (Annex 1)

consultancies focused on their clients, on being closer to them, so that they would not feel abandoned. Besides, a lot of Portuguese consultancies already have businesses outside Portugal. The interesting part here is that some of them stressed the fact that they could now be closer to international teams, i.e., they did not bet on the internationalization – external factor – but they are closer to foreigner colleagues – internal factor.

Media em Movimento is not in line with other Portuguese communication consultancies, which can be a good or a bad thing. On the one hand, it is good because they are trying to expand their business and are betting on a market that maybe the competitors did not notice yet – international SMEs. However, that strategy is not showing any results, as Daniel Marques explained in his interview: they are working more and profiting less<sup>54</sup>.

The third objective was to learn the importance of the digital context we live in that allowed organizations to keep on producing at a distance. In this case, and as stated before, the majority of communication consultancies highlighted the asset of technologies and claimed to get the best out of it not only when the pandemic clashed, but also now by implementing new working systems with rotative and more flexible schedules.

In Media em Movimento, they already used tools like OneDrive and Skype to work before the pandemic, so they only referred the new tool for working remotely – Microsoft Teams – which allowed them to do meetings (internal and external) and have group or private chats between colleagues. The question that was asked by turning around in a chair was substituted by a quick message though Teams.

Despite all the technology that allowed us all to keep in touch, there is still a lack of communication, per say, inside the consultancies. Because the human interactions are lost – as stated by several consultancies<sup>55</sup> – the work becomes lonelier – as Rita Justo claimed. The lack of communication, here, has to do with the need to communicate. Humans are communicative beings and we communicate by speaking, but also through our body language. So, both verbal and non-verbal communications are very important. Because it is different spending five minutes in a call or even an hour in a videocall or spending eight

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<sup>54</sup> “Existe um fenómeno desde a pandemia nesta empresa, trabalhamos muito mais e faturamos muito menos.” (Annex 2)

<sup>55</sup> “E pelo facto de não existir contacto pessoal constante como acontecia até aqui, que permitia a troca de impressões e a discussão dos assuntos a qualquer momento, entre os colaboradores” (Annex 14)

hours in an office. It is different to work completely alone, or working with company, even if the tasks are not the same.

Summing up, the «new normal» did not significantly affect the work of communication consultancies because the work of these organizations can be done remotely. In fact, it changed some routines, for instance, contacting journalists now is much more difficult than before, when they worked in a newsroom. But, as we are living in a pandemic context for a while, things are settling down and people are getting used to the new hybrid working format.

However, the lack human interactions are often mentioned in Media em Movimento's interviews<sup>56</sup> and APECOM's questionnaires<sup>57</sup>. This means that the majority of communication consultancies are sensitive to this topic. Most consultancies claimed to implement the hybrid working system precisely for the human contact element<sup>58</sup>.

After analysing all the feedbacks on the current situation of various Portuguese communication consultancies, it is now possible to try answering to the research question and sub-questions of this internship report. The research question that motivated the development of this work, identifying the purpose of this investigation, is «How did the Covid-19 crisis affect the sector of communication?» And the sub-questions, which are specific aspects of the object in study – the changes that Portuguese communication consultancies went through during the Covid-19 pandemic – that were investigated, are: «How are communication consultancies taking the opportunity of the current context?» and «How is PME Magazine adapting to this new context?».

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<sup>56</sup> “Sentimos necessidade de compensar a falta de presença física.” (Annex 1)

<sup>57</sup> “O facto das equipas não estarem juntas alterou substancialmente o flow de trabalho.” (Annex 9)

<sup>58</sup> “A única preocupação que neste momento nos abraça é a de manter a relação humana com proximidade física, tão importante para todos e, sobretudo, para quem começou a trabalhar durante a pandemia” (Annex 6)

## Conclusion

In the beginning of the internship report, it was crucial to contextualize the work of communication consultancies and the Covid-19 crisis. So that, when going to the empirical methodology, it would be possible to analyse the data in light of the research question – How did the Covid-19 crisis affect the sector of communication?

As explained in the 2<sup>nd</sup> chapter, the Covid-19 pandemic caused a crisis not only economical but also societal. So, it is necessary to analyse the two sides of the crisis. Regarding the economic crisis, communication consultancies did not feel any problem. The majority of them claimed to grow with the pandemic, because the work of these organizations can be done remotely. Whereas Media em Movimento is still struggling with financial problems. The Portuguese consultancy grew in terms of team, but it is not increasing its revenue.

As for the societal crisis, it is different: most consultancies stressed the lack of human interactions, mainly in the beginning of the pandemic. After sensibly one year and a half living in this pandemic context, communication consultancies stated that new hybrid working systems are being implemented in order to get the best of both working formats: in person and remote.

On the one hand, we have the importance of human contact that is fundamental to the communicative being that we are. The lack of these interactions may cause anxiety and stress after a while. And, as stated by consultancy J, there are business opportunities lost because people do not interact in person, in events or even in halls. The same happened in Media em Movimento because it was not only Rita Justo who felt that the work is lonelier, I also felt that something was missing. The internship in Media em Movimento was my first professional experience in my area and it was fully remote. The experience of going to an office and working in person with people, also developing relationships, did not happen.

There is a lack of communication in the Portuguese consultancies. In spite of all the internal meetings that are done, there is still the need for human, in person contact. Besides, some simple things take longer, due to the dependency on a call/ videocall. Summarizing, working in person in an office is very important and consultancies want to bring it back,

according to safety measures. For instance, Media em Movimento is already implementing a rotative schedule within the newsroom team.

On the other hand, we have the advantages of the remote work: less dislocations, thus less costs and more time. There is more time to meet with clients, more availability to answer to their instant calls. And, because there is no need to move from one place to another, there are less costs to companies and it is better for the environment. Some organizations realized they can trust their employees to work outside an office. And even according to a lot of consultancies, people grew personally and professionally.

I cannot speak from my personal experience in Media em Movimento, because the only one I had was in home office. But, according to a few APECOM's associates, people were able to manage their lives better. The balance between personal and professional lives was improved for there was no time spent in dislocations and people could work from wherever they wanted (as long as they had Internet). For example, several members of Media em Movimento sometimes worked from different parts of Portugal, for they could visit relatives and still be productive.

Based on my experience in the internship, not all is true, nor everything is great. If organizations did trust their employees to work from home, they would not implement the mouse sensor. And there is more: in the beginning of the pandemic, a lot of people complained of working more than before. The reason why it happened is because organizations did not established schedules to stop working. Before, people would leave the office and did the «switch» to stop thinking about work. Then, when the home office began, people did not have the «switch», so they would keep on working until later and the leadership would allow it. Hopefully, communication consultancies are working on these flaws and implementing hybrid systems that take them into consideration.

The 2<sup>nd</sup> research question – the first sub-question – was «how are communication consultancies taking the opportunity of the current context?». They are betting on new projects and on keeping the quality of services provided in spite of the pandemic. Media em Movimento is also betting on keep the quality of services and keeping the clients. But the Portuguese consultancy is, unlike the others, betting on internationalization, which is not showing any results so far.

The 3<sup>rd</sup> question was «how is PME Magazine adapting to this new context?». PME Magazine is adapting very well to the «new reality» because the work of a journalist can be done remotely in most cases. Besides, the strategy of making Media em Movimento the consultancy of PME Magazine was logical and an asset. In this way, the team could use its network for making contacts and think strategically as a consultancy would do for a client. The rubric *Influencia-me* was one strategy which goal was to make the magazine known through influencers and brands.

More than understanding the phenomenon happening due to the pandemic in communication consultancies is the takeaway that several consultancies took: communicating is crucial. The value of communication was a topic tackled by many because, in a context of uncertainty, it is crucial to communicate. Communicate with clients, with partners, and specially with employees, because they are the motor of a business.

Although, there were some limitations to the study. The lack of literature in some topics in the theoretical framework, such as communication consultancies in Portugal and the internal communication in consultancies, confined the literature review. As well as in the sub-chapter about Covid-19's affects because it is a recent topic of study. Also, from the 23 consultancies associated with APECOM, there were 11 which did not answer to the questionnaire (five replied to the email saying they would not participate and six did not reply at all, regardless the several attempts to contact them via email and telephone). Finally, with less impact, the interviews in Media em Movimento would have been interesting to be in person or via videocall, and not written, for collecting more detailed information.

Having stated that, for the near future, it would be very interesting to know if communication consultancies in Portugal were able to implement the hybrid working system successfully. Also, regarding the concept of communication consultancy, it is important to deepen the topic and find a more suitable definition, especially in the Portuguese case – *agência de comunicação*. Thirdly, the mediatic effect of crisis in organizations is a very interesting subject, and now even more due to the social media. And finally, in a more personal perspective, because I am passionate about internal communication, it would be new in the field of communication sciences to study the internal communication in Portuguese communication consultancies.

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# Appendices

## Appendix 1 – The logbook developed throughout the internship in Media em Movimento

<b>PLANO DE ESTÁGIO EM ESTRATÉGIA EMPRESARIAL</b>			
MARTA LEITE		HORÁRIO: 9H30 - 18H30	
<b>OBSERVAÇÕES:</b>	Plataformas e ferramentas que utilizei durante o estágio:		Wordpress/ SEO/ Backoffice/ Frontoffice/ Trello/ Dinamize
<b>SEMANA</b>	<b>DATA</b>	<b>TAREFAS</b>	<b>AÇÕES</b>
1	02-Nov	1- REUNIÃO DE EQUIPA 2- ANÁLISE DAS APRESENTAÇÕES	1.1 - CONHECER A EQUIPA (APRESENTAÇÃO PESSOAL) 2.1 - CONHECER ÁREAS DE NEGÓCIO DA EMPRESA 2.2 - DESAFIO: DOC análise site e redes Identificar os procedimentos desde o PR à notícia
	03-Nov	1- ANÁLISE DOS RELATÓRIOS DE CLIPPING	1.1 - ANALISAR OS RESULTADOS DE CLIPPING 1.2 - CRIAR DOC COM RESUMO, CONCLUSÕES E SUGESTÕES
	04-Nov	1- VISITAR OS SITES E REDES	1.1 - LUSTAR PONTOS FRACOS E PONTOS FORTES 1.2 - COLOCAR NUM DOC PARA REUNIAO DE ESTRATÉGIA
	05-Nov	1- EDIÇÕES PAPEL E DIGITAL DA PME MAGAZINE 2- PESQUISAR SOBRE SEO 3- ANALISAR SITE MADE OF LISBOA	2.1 - LER O MÁXIMO DE ARTIGOS ONLINE SOBRE SEO E COLOCAR DÚVIDAS DIA 6/11 ÀS 15H 3.1 - FORMULAR 5 QUESTÕES PARA ENTREVISTA PAPEL

21	06-Nov	1- FORMAÇÃO SOBRE COMO PUBLICAR ARTIGOS ONLINE 2- AVALIAR NOÇÕES DE SEO CRIAÇÃO PROCEDIMENTOS REDAÇÃO COM MARTA	1.1 - APRENDER A PUBLICAR ARTIGOS ONLINE 2.1 - APRENDER A APLICAR TÉCNICAS DE SEO NO BACKOFFICE DO SITE
25	09-Nov	1- RECEBER NOTÍCIAS DA REDAÇÃO (INES JORGE) 2- PUBLICAR NOTÍCIAS ONLINE	1.1 - FAZER CORREÇÕES NO ARTIGO (REVISTO PELA RITA E MAFALDA) 2.1 - PUBLICAR ARTIGO
29	10-Nov	1- CONHECER A PORTUGAL FIXERS 2- CONTINUAR A PUBLICAR NOTÍCIAS NO BACKOFFICE DO SITE DA PME	2.1 - PUBLICAR ARTIGO
31	11-Nov	1- CONHECER A PORTUGAL FIXERS 2- PUBLICAR NOTÍCIAS NO BACKOFFICE	1.1 - EVENTOS PARA 2021 (CALENDÁRIO) 2.1 - PUBLICAR ARTIGO
34	12-Nov	1- ESCREVER ARTIGOS PARA A PME MAG ONLINE 2- PREPARAR ARTIGOS PARA A PME MAG PAPEL	1.1 - ESCREVER ARTIGO PORTUGAL EXPORTADOR 1.2 - PUBLICAR ARTIGO PORTUGAL EXPORTADOR 2.1 - ENTREVISTA PARA ARTIGO DA ERGOVISÃO
38	13-Nov	1- REUNIÃO ESTRATÉGIA/ CLIPPING 2- ENTREVISTA PARA PME MAG PAPEL	2.1 - PREPARAR ENTREVISTA 2.2 - TRANSCREVER ENTREVISTA 2.3 - ALINHAR ARTIGO
42	16-Nov	1- PUBLICAR ARTIGOS ONLINE 2- ARTIGO ERGOVISÃO	2.1 - TERMINAR TRANSCRIÇÃO

	A	B	C	D	
43			2 - ARTIGO ERGOVISÃO		
44					
45		17-Nov	1 - TESE CUNHA 2 - PUBLICAR ARTIGOS ONLINE 3 - ARTIGO BLOG MM	3.1 - ESCREVER ARTIGO PARA O BLOG DA MM "COMO PLANEAR A COMUNICAÇÃO DA SUA EMPRESA PARA 2021"	
46					
47					
48					
49		18-Nov	1 - TOP 12 INFLUENCERS PORTUGUESES 2 - PUBLICAR ARTIGOS ONLINE 3 - ARTIGO BLOG MM	1.1 - FAZER UM TOP 12 DE INFLUENCERS PORTUGUESES QUE TRABALHAM COM MARCAS 1.2 - PERCEBER A DIFERENÇA ENTRE OS CONCEITOS DE INFLUENCER E FIGURA PÚBLICA 3.1 - TRADUZIR ARTIGO PARA O BLOG DA MM	
50					
51					
52					
53		19-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - TOP 12 INFLUENCERS PORTUGUESES 3 - ARTIGOS PME MAG PAPEL	2.1 - FAZER UM TOP 12 DE INFLUENCERS PORTUGUESES QUE TRABALHAM COM MARCAS 3.1 - MADE OF LISBOA & ERGOVISÃO	
54					
55					
56					
57		20-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - TOP 12 INFLUENCERS PORTUGUESES 3 - ARTIGOS PME MAG PAPEL	2.1 - FAZER UM TOP 12 DE INFLUENCERS PORTUGUESES QUE TRABALHAM COM MARCAS 3.1 - MADE OF LISBOA & ERGOVISÃO	
58					
59					
60					
61		4	23-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - ARTIGOS PME MAG PAPEL	2.1 - MADE OF LISBOA
62					
63					
64			24-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA	2.1 - CRIAR BASE DE DADOS 3.1 - FAZER PEQ APRESENTAÇÃO DA MASSIVE MEDIA PORTUGAL PARA A NEWSLETTER
65					

	A	B	C	D	
65			2 - NEWSLETTER PARA A ARGÉLIA	2.2 - FAZER PEQ APRESENTAÇÃO DA MASSIVE MEDIA PORTUGAL PARA A NEWSLETTER	
66					
67		25-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA	2.1 - CRIAR BASE DE DADOS	
68					
69					
70		26-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - ARTIGOS PME MAG PAPEL 4 - EVENTO DESPORTO DE AVENTURA ALENTEJO	2.1 - CRIAR BASE DE DADOS 3.1 - ERGOVISÃO 4.1 - PESQUISAR AGÊNCIAS DE TURISMO QUE VENDAM PACKS PARA ESTE EVENTO	
71					
72					
73					
74					
75		27-Nov	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - ARTIGOS PME MAG PAPEL 4 - EVENTO DESPORTO DE AVENTURA ALENTEJO	2.1 - CRIAR BASE DE DADOS 3.1 - ERGOVISÃO 4.1 - PESQUISAR AGÊNCIAS DE TURISMO QUE VENDAM PACKS PARA ESTE EVENTO	
76					
77					
78					
79					
80		5	30-Nov	1 - ARTIGOS PME MAG PAPEL	1.1 - ESCREVER ARTIGOS PARA 19ª EDIÇÃO PME MAG
81					
82			01-Dec	FERIADO	
83					
84			02-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - ARTIGOS PME MAG PAPEL 3 - AGENDA PME MAG PAPEL 4 - ARTIGO BLOG MM	2.1 - FINALIZAR ARTIGO ERGOVISÃO 2.2 - FINALIZAR ARTIGO MADE OF LISBOA 3.1 - PESQUISAR EVENTOS EM JAN/FEV/MAR 2021 PARA SECÇÃO AGENDA 4.1 - PUBLICAR ARTIGO NO SITE DA MM
85					
86					
87					

	A	B	C	D	
87			4 - ARTIGO BLOG MM	4.1 - PUBLICAR ARTIGO NO SITE DA MM 4.2 - COLOCAR ARTIGO EM DESTAQUE NO SITE	
88					
89					
90		03-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - EVENTO DESPORTO DE AVENTURA ALENTEJO	2.1 - CRIAR BASE DE DADOS 3.1 - PESQUISAR AGÊNCIAS DE TURISMO QUE VENDAM PACKS PARA ESTE EVENTO	
91					
92					
93		04-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - EVENTO DESPORTO DE AVENTURA ALENTEJO	2.1 - CRIAR BASE DE DADOS 3.1 - PESQUISAR AGÊNCIAS DE TURISMO QUE VENDAM PACKS PARA ESTE EVENTO	
94					
95					
96					
97		6	07-Dec	1 - EVENTO DESPORTO DE AVENTURA ALENTEJO	1.1 - REUNIÃO DANIEL
98					
99			08-Dec	FERIADO	
100					
101			09-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - TRANSCRIÇÃO ENTREVISTA PARA PME MAG PAPEL 3 - REVER ARTIGO PARA INGLÊS	2.1 - TRANSCREVER ENTREVISTA VANDA DE JESUS 3.1 - REVER ARTIGO SOFIA
102					
103					
104					
105			10-Dec	1 - TRANSCRIÇÃO ENTREVISTA PARA PME MAG PAPEL 2 - TOP 12 INFLUENCERS PORTUGUESES	1.1 - TRANSCREVER ENTREVISTA VANDA DE JESUS (FINALIZAR) 2.1 - FAZER UM TOP 12 DE INFLUENCERS PORTUGUESES QUE TRABALHAM COM MARCAS 2.2 - ORGANIZAR UM PLANO DE ENTREVISTAS A INFLUENCERS E RESPECTIVAS MARCAS PARA 2021
106					
107					
108					
109					

	A	B	C	D
109				
110		11-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - TOP 12 INFLUENCERS PORTUGUESES 3 - INFLUENCERS PARA INOKEM	2.1 - ORGANIZAR UM PLANO DE ENTREVISTAS A INFLUENCERS E RESPETIVAS MARCAS PARA 2021 3.1 - ENCONTRAR INFLUENCERS QUE INTERESSEM PARA A MARCA
111				
112				
113				
114	7	14-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - INFLUENCERS PARA INOKEM	2.1 - ENCONTRAR INFLUENCERS QUE INTERESSEM PARA A MARCA
115				
116				
117		15-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - REVER ARTIGOS PARA INGLÊS 3 - REVER COPIES PLANO MM PARA INGLÊS	2.1 - REVER ARTIGO DA SOFIA PARA INGLÊS 3.1 - REVER OS COPIES DO PLANO DA MM PARA INGLÊS
118				
119				
120				
121		16-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - REVER COPIES PLANO MM PARA INGLÊS 3 - ESTRATÉGIA CLIENTES	2.1 - REVER OS COPIES DO PLANO DA MM PARA INGLÊS 3.1 - REUNIÃO DE ESTRATÉGIA DE CLIENTES
122				
123				
124				
125				
126		17-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - PONTO SITUAÇÃO PME PAPEL 3 - NEWSLETTER PORTUGAL FIXERS	2.1 - REUNIÃO PARA FAZER PONTO DA SITUAÇÃO DA 19ª PME 2.2 - QUESTÕES PARA MADE OF LISBOA 3.1 - TRADUZIR A NEWSLETTER DA PORTUGAL FIXERS PARA INGLÊS E ESPANHOL
127				
128				
129		18-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - REVER ARTIGO EM PT	3.1 - TRADUZIR A NEWSLETTER DA PORTUGAL FIXERS PARA INGLÊS E ESPANHOL 4.1 - TRANSCREVER ENTREVISTA DA RITA
130				
131				

	A	B	C	D
131				
132			2 - REVER ARTIGO EM PT 3 - NEWSLETTER PORTUGAL FIXERS 4 - TRANSCREVER ENTREVISTA	4.1 - TRANSCREVER ENTREVISTA DA RITA
133				
134				
135	8	21-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - ARTIGOS PME MAG PAPEL	2.1 - FINALIZAR ARTIGO MADE OF LISBOA 2.2 - ATUALIZAR ARTIGO ERGOVISÃO COM CORREÇÕES DA RITA
136				
137		22-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - ARTIGOS PME MAG PAPEL 3 - TRANSCREVER ENTREVISTA 4 - REVER ARTIGOS PARA INGLÊS 5 - ENTREVISTAS INF + MARCAS	2.1 - ATUALIZAR ARTIGO ERGOVISÃO COM CORREÇÕES DA RITA 3.1 - TRANSCREVER ENTREVISTA DA INVENTORS PARA A RITA 4.1 - REVER ARTIGO TRADUZIDO PELA SOFIA 5.1 - ENTREVISTA KAPINHA E MAFALDA TEIXEIRA
138				
139				
140				
141				
142				
143				
144		23-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - TRANSCREVER ENTREVISTA 3 - ENTREVISTAS INF + MARCAS	2.1 - TRANSCREVER ENTREVISTA DA INVENTORS PARA A RITA 3.1 - ENTREVISTA GALP - CARLOS PEDRO PEREIRA
145				
146				
147				
148		24-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - REVER SITES E REDES SOCIAIS DA EMPRESA PARA INGLÊS	
149				
150				
151		25-Dec	FERIADO	
152				
153				

	A	B	C	D
153	9	28-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - REVER SITES E REDES SOCIAIS DA EMPRESA PARA INGLÊS	2.1 - CRIAR BASE DE DADOS 3.1 - FINALIZAR DE REVER TUDO
154				
155				
156				
157		29-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - ATUALIZAR GRELHA DOS INFLUENCERS	2.1 - CRIAR BASE DE DADOS 3.1 - ACRESCENTAR INFLUENCERS À GRELHA E RESPETIVOS BLOGS/ VLOGS
158				
159				
160				
161		30-Dec	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA 3 - ATUALIZAR GRELHA DOS INFLUENCERS	2.1 - CRIAR BASE DE DADOS 3.1 - ACRESCENTAR A REDE SOCIAL TIK TOK À GRELHA
162				
163				
164				
165		31-Dec	1 - TRADUZIR COPIES DO PLANO MM 2021	1.1 - TRADUZIR PARA INGLÊS OS COPIES DO PLANO DA MM PARA 2021
166				
167		01-Jan	FERIADO	
168				
169	10	04-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - TRADUZIR COPIES DO PLANO MM 2021 3 - FORMAÇÃO TRELLO	2.1 - TRADUZIR PARA INGLÊS OS COPIES DO PLANO DA MM PARA 2021
170				
171				
172				
173		05-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - TRADUZIR COPIES DO PLANO MM 2021 3 - CORRIGIR ARTIGO MADE OF LISBOA	2.1 - TRADUZIR PARA INGLÊS OS COPIES DO PLANO DA MM PARA 2021 3.1 - PASSAR DE DUAS PÁGINAS PARA UMA
174				
175				

	A	B	C	D
175			3 - CORRIGIR ARTIGO MADE OF LISBOA	
176				
177		06-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - TRADUZIR COPIES DO PLANO MM 2021 3 - NEWSLETTER PARA A ARGÉLIA	2.1 - TRADUZIR PARA INGLÊS OS COPIES DO PLANO DA MM PARA 2021 3.1 - CRIAR BASE DE DADOS
178				
179				
180				
181		07-Jan	1 - NEWSLETTER PARA A ARGÉLIA 2 - RUBRICA INFLUENCIA-ME	1.1 - CRIAR BASE DE DADOS 2.1 - TRANSCREVER ENTREVISTAS
182				
183				
184		08-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - NEWSLETTER PARA A ARGÉLIA	2.1 - REUNIÃO COM INÊS PARA DIVIDIR TAREFAS 2.2 - TRANSCREVER ENTREVISTAS 3.1 - CRIAR BASE DE DADOS
185				
186				
187				
188		11-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - TRADUÇÃO DE ARTIGOS	2.1 - TRANSCREVER ENTREVISTAS 3.1 - TRADUZIR ARTIGO CARMEN
189				
190				
191				
192		12-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - NEWSLETTER PARA A ARGÉLIA 4 - ENVIAR CONVITES PARA PME MAG 5 - REVER PLANO MM	2.1 - TRANSCREVER ENTREVISTAS 3.1 - CRIAR BASE DE DADOS 4.1 - ENVIAR CONVITES PARA PEDRO (ERG) E CARLOS (GALP) 5.1 - REVER PLANO MM PARA CORRIGIR TERMO "SOCIAL MEDIA"
193				
194				
195				
196				
197				

	A	B	C	D
197				
198		13-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - NEWSLETTER PARA A ARGÉLIA	2.1 - TRANSCREVER ENTREVISTAS 3.1 - CRIAR BASE DE DADOS
199				
200				
201				
202		14-Jan	1 - RUBRICA INFLUENCIA-ME	1.1 - SELECIONAR CONTEÚDOS
203				
204		15-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - REUNIÃO ESTRATÉGIA CLIENTES	2.1 - SELECIONAR CONTEÚDOS 3.1 - ASSISTIR À REUNIÃO E DAR INPUTS
205				
206				
207				
208		18-Jan	1 - PUBLICAR ARTIGOS ONLINE	1.1 - AGENDAR ARTIGOS 19ª PME MAGAZINE NO BACKOFFICE
209				
210				
211		19-Jan	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA A ARGÉLIA	1.1 - SELECIONAR CONTEÚDOS PARA VÍDEO 2.1 - CRIAR BASE DE DADOS
212				
213				
214		20-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - NEWSLETTER PARA A ARGÉLIA	2.1 - ESCREVER ARTIGO 2.2 - TRABALHAR COM GUILHERME PARA VÍDEO 3.1 - CRIAR BASE DE DADOS
215				
216				
217				
218		21-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - NEWSLETTER PARA A ARGÉLIA	1.1 - AGENDAR ARTIGOS 19ª PME MAGAZINE NO BACKOFFICE 2.1 - CRIAR BASE DE DADOS
219				

	A	B	C	D
219			2 - NEWSLETTER PARA A ARGÉLIA 3 - LANÇAMENTO PME MAGAZINE 19ª EDIÇÃO	2.1 - CRIAR BASE DE DADOS 3.1 - ASSISTIR AO LANÇAMENTO DA PME NUM EVENTO ONLINE 3.2 - PALESTRA COM FIGURA DE CAPA - VANDA DE JESUS, PORTUGAL DIGITAL
220				
221				
222				
223		22-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - NEWSLETTER PARA A ARGÉLIA	2.1 - REUNIÃO GUILHERME + DANIEL (PONTO DA SITUAÇÃO) 2.2 - REVER ARTIGO 3.1 - CRIAR BASE DE DADOS
224				
225				
226				
227		25-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME 3 - NEWSLETTER PARA A ARGÉLIA 4 - TRADUÇÕES	2.1 - REVER ARTIGO 2.2 - APOIO AO GUILHERME - VÍDEO 3.1 - CRIAR BASE DE DADOS 4.1 - TRADUZIR ARTIGO DA SOFIA PARA BLOG MM
228				
229				
230				
231				
232		26-Jan	1 - RUBRICA INFLUENCIA-ME	1.1 - AGENDAR ARTIGO NO BACKOFFICE 1.2 - APOIO AO GUILHERME - VÍDEO 1.3 - CONTACTAR INFLUENCER MARIANA GALHARDAS E TEZENIS
233				
234				
235				
236		27-Jan	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME	2.1 - CONTACTAR INFLUENCER ANA GARCIA MARTINS (PIPOCA MAIS DOCE) E KAOÃ
237				
238				
239		28-Jan	1 - RUBRICA INFLUENCIA-ME	1.1 - FEEDBACK VÍDEO - VERSÃO FINAL 1.2 - FOLLOW UP DE CONTACTOS PARA ENTREVISTA 1.3 - MONTAR UM GUIÃO PARA TODA A EQUIPA
240				
241				

	A	B	C	D
241				1.3 - MONTAR UM GUIÃO PARA TODA A EQUIPA
242				
243		29-Jan	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA ARGÉLIA	1.1 - LANÇAMENTO/ ESTREIA 1.2 - CERTIFICAR-ME DE QUE CORREU TUDO BEM 2.1 - CRIAR BASE DE DADOS
244				
245				
246				
247	14	01-Feb	1 - PME MAGAZINE 20ª EDIÇÃO 2 - RUBRICA INFLUENCIA-ME 3 - ACOLHIMENTO AFONSO	1.1 - REUNIÃO DE CONTEÚDOS 2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 3.1 - APRESENTAR A PME MAGAZINE
248				
249				
250				
251		02-Feb	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA A ARGÉLIA 3 - ACOLHIMENTO AFONSO	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - PREPARAR INÊS PARA ENTREVISTA 2.1 - CRIAR BASE DE DADOS 3.1 - FORMAÇÃO BACKOFFICE (AFONSO + INÊS)
252				
253				
254				
255				
256		03-Feb	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA A ARGÉLIA 3 - PME MAGAZINE 20ª EDIÇÃO	1.1 - ENTREVISTA A ANITA DA COSTA E SAMSUNG 1.2 - AJUDAR INÊS COM AS ENTREVISTAS 2.1 - CRIAR BASE DE DADOS 3.1 - FORMULAR PERGUNTAS PARA SAMPEDRO
257				
258				
259				
260				
261		04-Feb	1 - NEWSLETTER PARA A ARGÉLIA 2 - RUBRICA INFLUENCIA-ME	1.1 - CRIAR BASE DE DADOS 2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 3.1 - TRANSCREVER ENTREVISTA SAMSUNG
262				
263				

	A	B	C	D
263				2.2 - TRANSCREVER ENTREVISTA SAMSUNG
264				
265		05-Feb	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA A ARGÉLIA	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - AJUDAR INÊS COM A SELEÇÃO DE CONTEÚDOS 2.1 - CRIAR BASE DE DADOS
266				
267				
268				
269	15	08-Feb	1 - RUBRICA INFLUENCIA-ME 2 - PUBLICAR ARTIGOS ONLINE	1.1 - REVER ENTREVISTAS 1.2 - AJUDAR INÊS COM A SELEÇÃO DE CONTEÚDOS 1.3 - SELECIONAR FOTOS E VÍDEOS PARA O VÍDEO 1.4 - MÚSICA PARA VÍDEO 2.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
270				
271				
272				
273				
274				
275		09-Feb	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA A ARGÉLIA	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - AJUDAR INÊS COM A SELEÇÃO DE CONTEÚDOS 2.1 - CRIAR BASE DE DADOS
276				
277				
278				
279		10-Feb	1 - RUBRICA INFLUENCIA-ME 2 - PUBLICAR ARTIGOS ONLINE	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - ESCREVER ARTIGO PARA A RUBRICA DE FEV. 2.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
280				
281				
282				
283		11-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - COPIES PARA REDES SOCIAIS
284				
285				

	A	B	C	D
285				
286		12-Feb	1 - RUBRICA INFLUENCIA-ME 2 - PUBLICAR ARTIGOS ONLINE 3 - PROJETO DIA DA MULHER 4 - NEWSLETTER PARA A ARGÉLIA	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - REUNIÃO COM GUILHERME PARA PASSAR INFO/ CONTEÚDOS 2.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME 3.1 - REUNIÃO COM MAFALDA + CARMEN 3.2 - ELABORAR PLANO 4.1 - CRIAR BASE DE DADOS
287				
288				
289				
290				
291				
292				
293	16	15-Feb	1 - RUBRICA INFLUENCIA-ME 2 - E-MAILS 3 - PUBLICAR ARTIGOS ONLINE 4 - ESTRATÉGIA DE CLIENTES 5 - PROJETO DIA DA MULHER	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 2.1 - RESPONDER A EMAILS PARA A PME MAG ADIÇÃO DE ABRIL 3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME 4.1 - ASSISTIR A REUNIÃO DE ESTRATÉGIA DE CLIENTES - ASS. MEDIÁTICA 5.1 - PESQUISAR MULHERES E REUNIR COM AFONSO
294				
295				
296				
297				
298		16-Feb	1 - ESTRATÉGIA DE CLIENTES 2 - PROJETO DIA DA MULHER	1.1 - ASSISTIR A REUNIÃO DE ESTRATÉGIA DE CLIENTES - ASS. MEDIÁTICA 2.1 - CONTACTAR AS MULHERES PARA ENTREVISTA
299				
300				
301				
302		17-Feb	1 - RUBRICA INFLUENCIA-ME 2 - PROJETO DIA DA MULHER	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2 - COPIES PARA REDES SOCIAIS 2.1 - CONTACTAR AS MULHERES PARA ENTREVISTA
303				
304				
305				
306		18-Feb	1 - PUBLICAR ARTIGOS ONLINE 2 - RUBRICA INFLUENCIA-ME	1.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME 2.1 - AJUDAR GUILHERME VÍDEO
307				

	A	B	C	D	E
307			2 - RUBRICA INFLUENCIA-ME 3 - INCUBADORAS NACIONAIS	2.1 - APOIO AO GUILHERME - VÍDEO 3.1 - CRIAR BD COM INFO DE INCUBADORAS NACIONAIS	
309					
310		19-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - APOIO AO GUILHERME - VÍDEO	
311			2 - E-MAILS	1.2 - COPIES PARA REDES SOCIAIS - REUNIÃO COM CARMEN	
312			3 - INCUBADORAS NACIONAIS	1.3 - SELECIONAR TEASER	
313			4 - ESTRATÉGIA DE CLIENTES	2.1 - RESPONDER A EMAILS PARA A PME MAG ADIÇÃO DE ABRIL	
314				3.1 - CRIAR BD COM INFO DE INCUBADORAS NACIONAIS	
315				4.1 - ASSISTIR A REUNIÃO DE ESTRATÉGIA DE CLIENTES - ASS. MEDIÁTICA	
316					
317	17	22-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - FALHA DO SALVADOR DA SAMSUNG	
318			2 - INCUBADORAS NACIONAIS	1.2 - COPIES PARA REDES SOCIAIS	
319				1.3 - TEASER PARA REDES SOCIAIS	
320				1.4 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
321				2.1 - CRIAR BD COM INFO DE INCUBADORAS NACIONAIS	
322					
323		23-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - STORY PARA REDES SOCIAIS	
324			2 - INCUBADORAS NACIONAIS	1.2 - COPIES PARA REDES SOCIAIS	
325			3 - PUBLICAR ARTIGOS ONLINE	1.3 - FECHAR VÍDEO	
326				2.1 - CRIAR BD COM INFO DE INCUBADORAS NACIONAIS	
327				3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
328					
329		24-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - ENTREVISTAS INFLUENCER + MARCA	
330			2 - PROJETO DIA DA MULHER	2.1 - AGRADECER A TODAS QUE NOS RESPONDERAM	
331			3 - TRADUÇÕES	3.1 - TRADUZIR PLANO MM	
332					
333		25-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
334			2 - TRADUÇÕES	1.2 - ANALISAR PLANO/ BALANÇO	
335			3 - PUBLICAR ARTIGOS ONLINE	2.1 - TRADUZIR PLANO MM	
336				3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
337					
338		26-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - LANÇAMENTO DA ENTREVISTA ANITA DA COSTA + SAMSUNG	
339			2 - TRADUÇÕES	2.1 - TRADUZIR PLANO MM (FINALIZAR)	
340			3 - PUBLICAR ARTIGOS ONLINE	3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
341					
342	18	01-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
343			2 - PME MAGAZINE 20ª EDIÇÃO	1.2 - ANALISAR PLANO/ BALANÇO	
344			3 - NEWSLETTER PARA A ARGÉLIA	2.1 - FOLLOW UP COM AUCHAN	
345			4 - PORTUGAL FIXERS	2.2 - SECÇÃO AGENDA	
346				3.1 - CRIAR BASE DE DADOS	
347				4.1 - CONTEÚDOS PARA A NEWSLETTER DE ABRIL	
348					
349		02-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
350			2 - PME MAGAZINE 20ª EDIÇÃO	1.2 - ANALISAR PLANO/ BALANÇO	
351			3 - NEWSLETTER PARA A ARGÉLIA	2.1 - FOLLOW UP COM AUCHAN	
352					
353			3 - NEWSLETTER PARA A ARGÉLIA	2.1 - FOLLOW UP COM AUCHAN	
354			4 - DIA DA MULHER	3.1 - CRIAR BASE DE DADOS	
355				4.1 - REUNIÃO COM MULHERES DA EQUIPA PARA FOTO DO DIA DA MULHER	
356		03-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
357			2 - PME MAGAZINE 20ª EDIÇÃO	2.1 - SECÇÃO AGENDA	
358			3 - NEWSLETTER PARA A ARGÉLIA	3.1 - CRIAR BASE DE DADOS	
359			4 - ESTRATÉGIA DE CLIENTES	4.1 - REUNIÃO COM ASSESSORES PARA PERCEBER A ESTRATÉGIA COM CADA CLIENTE	
360		04-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
361			2 - NEWSLETTER PARA A ARGÉLIA	1.2 - EXPLORAR PLATAFORMA SWONKIE PARA PROCURAR INFLUENCERS E PARCEIRIAS	
362				2.1 - CRIAR BASE DE DADOS	
363					
364		05-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
365			2 - PORTUGAL FIXERS	1.2 - ANALISAR PLANO/ BALANÇO	
366			3 - PUBLICAR ARTIGOS ONLINE	2.1 - CONTEÚDOS PARA A NEWSLETTER DE ABRIL	
367				3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
368				3.2 - AGENDAR ARTIGO DE OPINIÃO NO BACKOFFICE	
369					
370	19	08-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - SECÇÃO AGENDA	
371			2 - RUBRICA INFLUENCIA-ME	2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
372			3 - PUBLICAR ARTIGOS ONLINE	2.2 - TRANSCREVER ENTREVISTA INFLUENCER	
373			4 - PORTUGAL FIXERS	3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	

	A	B	C	D	E
329		24-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - ENTREVISTAS INFLUENCER + MARCA	
330			2 - PROJETO DIA DA MULHER	2.1 - AGRADECER A TODAS QUE NOS RESPONDERAM	
331			3 - TRADUÇÕES	3.1 - TRADUZIR PLANO MM	
332					
333		25-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
334			2 - TRADUÇÕES	1.2 - ANALISAR PLANO/ BALANÇO	
335			3 - PUBLICAR ARTIGOS ONLINE	2.1 - TRADUZIR PLANO MM	
336				3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
337					
338		26-Feb	1 - RUBRICA INFLUENCIA-ME	1.1 - LANÇAMENTO DA ENTREVISTA ANITA DA COSTA + SAMSUNG	
339			2 - TRADUÇÕES	2.1 - TRADUZIR PLANO MM (FINALIZAR)	
340			3 - PUBLICAR ARTIGOS ONLINE	3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
341					
342	18	01-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
343			2 - PME MAGAZINE 20ª EDIÇÃO	1.2 - ANALISAR PLANO/ BALANÇO	
344			3 - NEWSLETTER PARA A ARGÉLIA	2.1 - FOLLOW UP COM AUCHAN	
345			4 - PORTUGAL FIXERS	2.2 - SECÇÃO AGENDA	
346				3.1 - CRIAR BASE DE DADOS	
347				4.1 - CONTEÚDOS PARA A NEWSLETTER DE ABRIL	
348					
349		02-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
350			2 - PME MAGAZINE 20ª EDIÇÃO	1.2 - ANALISAR PLANO/ BALANÇO	
351			3 - NEWSLETTER PARA A ARGÉLIA	2.1 - FOLLOW UP COM AUCHAN	

	A	B	C	D	E
351			3 - NEWSLETTER PARA A ARGÉLIA	2.1 - FOLLOW UP COM AUCHAN	
352			4 - DIA DA MULHER	3.1 - CRIAR BASE DE DADOS	
353				4.1 - REUNIÃO COM MULHERES DA EQUIPA PARA FOTO DO DIA DA MULHER	
354					
355		03-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
356			2 - PME MAGAZINE 20ª EDIÇÃO	2.1 - SECÇÃO AGENDA	
357			3 - NEWSLETTER PARA A ARGÉLIA	3.1 - CRIAR BASE DE DADOS	
358			4 - ESTRATÉGIA DE CLIENTES	4.1 - REUNIÃO COM ASSESSORES PARA PERCEBER A ESTRATÉGIA COM CADA CLIENTE	
359					
360		04-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
361			2 - NEWSLETTER PARA A ARGÉLIA	1.2 - EXPLORAR PLATAFORMA SWONKIE PARA PROCURAR INFLUENCERS E PARCEIRIAS	
362				2.1 - CRIAR BASE DE DADOS	
363					
364		05-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
365			2 - PORTUGAL FIXERS	1.2 - ANALISAR PLANO/ BALANÇO	
366			3 - PUBLICAR ARTIGOS ONLINE	2.1 - CONTEÚDOS PARA A NEWSLETTER DE ABRIL	
367				3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	
368				3.2 - AGENDAR ARTIGO DE OPINIÃO NO BACKOFFICE	
369					
370	19	08-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - SECÇÃO AGENDA	
371			2 - RUBRICA INFLUENCIA-ME	2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS	
372			3 - PUBLICAR ARTIGOS ONLINE	2.2 - TRANSCREVER ENTREVISTA INFLUENCER	
373			4 - PORTUGAL FIXERS	3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME	

	A	B	C	D
373			4 - PORTUGAL FIXERS	3.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
374				4.1 - CONTEÚDOS PARA A NEWSLETTER DE ABRIL
375				
376		09-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - TRANSCREVER ENTREVISTA MARCA
377			2 - PME MAGAZINE 20ª EDIÇÃO	2.1 - PEDIR FOTO SAMPEDRO
378			3 - DINAMIZE	3.1 - REUNIÃO COM JOÃO E SOFIA PARA ME DELEGAR A TAREFA
379				3.2 - PÔR CONTACTOS EM DESCANSO NAS DIFERENTES BD
380				
381		10-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
382			2 - NEWSLETTER PARA A ARGÉLIA	1.2 - SELECIONAR CONTEÚDOS PARA O VÍDEO
383				2.1 - CRIAR BASE DE DADOS
384				
385		11-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - REUNIÃO COM MAFALDA PARA BALANÇO DAS DUPLAS ENTREVISTADAS
386				1.2 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
387				1.3 - SELECIONAR CONTEÚDOS PARA O VÍDEO
388				
389		12-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - SELECIONAR CONTEÚDOS PARA O VÍDEO
390			2 - PME MAGAZINE 20ª EDIÇÃO	2.1 - ARTIGO SAMPEDRO
391			3 - PUBLICAR ARTIGOS ONLINE	2.2 - CONTACTO COM AUCHAN PARA ENTREVISTA POR ESCRITO - INÊS
392				3.1 - AJUDAR AFONSO COM CORREÇÕES NUM ARTIGO PUBLICADO
393				3.2 - CORREÇÕES NO GUIA PARA PUBLICAR ARTIGOS ONLINE
394				
395				1.1 - ARTIGO SAMPEDRO
396				2.1 - ASSISTIR A REUNIÃO DE ESTRATÉGIA DE CLIENTES - ASS. MEDIÁTICA
397				1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
398				1.2 - REUNIÃO GUILHERME PARA PASSAR INFO DO PRÓXIMO VÍDEO
399				
400		16-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
401			2 - RUBRICA INFLUENCIA-ME	2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
402				2.2 - COPIES PARA AS REDES SOCIAIS
403				2.3 - FOTO PARA ARTIGO
404				2.4 - ARTIGO INFLUENCIA-ME DE MARÇO
405				
406		17-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - SECÇÃO DE AGENDA
407			2 - RUBRICA INFLUENCIA-ME	1.2 - FOLLOW UP AUCHAN
408			3 - PORTUGAL FIXERS	1.3 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
409			4 - VÍDEO TURISMO EM PORTUGAL	2.1 - REUNIÃO CARMEN
410				3.1 - FOTOS PARA CADA CONTEÚDO
411				4.1 - REUNIÃO COM DANIEL PARA NOVO PROJETO
412				
413		18-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - FOTOS PARA OS EVENTOS
414			2 - RUBRICA INFLUENCIA-ME	1.2 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
415			3 - VÍDEO TURISMO EM PORTUGAL	2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
416			4 - PUBLICAR ARTIGOS ONLINE	2.2 - REUNIÃO COM MAFALDA PARA BALANÇO DAS DUPLAS ENTREVISTADAS
417				2.3 - PESQUISA SOBRE O ALGARVE

	A	B	C	D
395	20	15-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - ARTIGO SAMPEDRO
396			2 - ESTRATÉGIA DE CLIENTES	2.1 - ASSISTIR A REUNIÃO DE ESTRATÉGIA DE CLIENTES - ASS. MEDIÁTICA
397			3 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
398				1.2 - REUNIÃO GUILHERME PARA PASSAR INFO DO PRÓXIMO VÍDEO
399				
400		16-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
401			2 - RUBRICA INFLUENCIA-ME	2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
402				2.2 - COPIES PARA AS REDES SOCIAIS
403				2.3 - FOTO PARA ARTIGO
404				2.4 - ARTIGO INFLUENCIA-ME DE MARÇO
405				
406		17-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - SECÇÃO DE AGENDA
407			2 - RUBRICA INFLUENCIA-ME	1.2 - FOLLOW UP AUCHAN
408			3 - PORTUGAL FIXERS	1.3 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
409			4 - VÍDEO TURISMO EM PORTUGAL	2.1 - REUNIÃO CARMEN
410				3.1 - FOTOS PARA CADA CONTEÚDO
411				4.1 - REUNIÃO COM DANIEL PARA NOVO PROJETO
412				
413		18-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - FOTOS PARA OS EVENTOS
414			2 - RUBRICA INFLUENCIA-ME	1.2 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
415			3 - VÍDEO TURISMO EM PORTUGAL	2.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
416			4 - PUBLICAR ARTIGOS ONLINE	2.2 - REUNIÃO COM MAFALDA PARA BALANÇO DAS DUPLAS ENTREVISTADAS
417				2.3 - PESQUISA SOBRE O ALGARVE

	A	B	C	D
417				3.1 - PESQUISA SOBRE O ALGARVE
418				4.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
419				
420		19-Mar	1 - PME MAGAZINE 20ª EDIÇÃO	1.1 - ARTIGO BALANÇO INFLUENCIA-ME PARA SECÇÃO DE MKT
421			2 - RUBRICA INFLUENCIA-ME	1.2 - SECÇÃO DE AGENDA
422			3 - NEWSLETTER PARA A ARGÉLIA	1.3 - COLOCAR ARTIGOS E FOTOS NA DRIVE
423			4 - PUBLICAR ARTIGOS ONLINE	2.1 - ENTREVISTA COM INFLUENCER
424				2.2 - FEEDBACK VÍDEO FINAL - GUI
425				3.1 - CRIAR BASE DE DADOS
426				4.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
427				
428		21	22-Mar	1.1 - SECÇÃO DE AGENDA
429			2 - RUBRICA INFLUENCIA-ME	1.2 - COLOCAR ARTIGOS E FOTOS NA DRIVE
430			3 - VÍDEO TURISMO EM PORTUGAL	2.1 - ENTREVISTA COM MARCA
431			4 - PUBLICAR ARTIGOS ONLINE	2.2 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
432				3.1 - PESQUISA SOBRE O ALGARVE
433				4.1 - REVER ARTIGO DE OPINIÃO E PUBLICAR NO SITE DA PME
434				
435		23-Mar	1 - RUBRICA INFLUENCIA-ME	1.1 - PESQUISAR POTENCIAIS PARCERIAS
436			2 - VÍDEO TURISMO EM PORTUGAL	1.2 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
437			3 - NEWSLETTER PARA A ARGÉLIA	1.3 - FEEDBACK VÍDEO FINAL - GUI
438				2.1 - PESQUISA SOBRE O ALGARVE
439				2.2 - REUNIÃO COM GREG GUILHERME

	A	B	C	D
439				2.2 - REUNIÃO COM GREG, GUI E DANIEL
440				3.1 - CRIAR BASE DE DADOS
441				
442		24-Mar	1 - RUBRICA INFLUENCIA-ME 2 - PORTUGAL FIXERS	1.1 - PESQUISAR POTENCIAIS PARCERIAS E ENTRAR EM CONTACTO 2.1 - TRADUÇÕES PARA INGLÊS E ESPANHOL
444				
445		25-Mar	1 - VÍDEO TURISMO EM PORTUGAL 2 - PORTUGAL FIXERS 3 - NEWSLETTER PARA A ARGÉLIA 4 - TRADUÇÕES	1.1 - PESQUISA SOBRE O PORTO 2.1 - TRADUÇÕES (ÚLTIMOS AJUSTES) 2.2 - COLOCAR CONTEÚDOS E FOTOS NA DRIVE 3.1 - CRIAR BASE DE DADOS 4.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM
446				
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451		26-Mar	1 - RUBRICA INFLUENCIA-ME 2 - PME MAGAZINE 20ª EDIÇÃO 3 - NEWSLETTER PARA A ARGÉLIA 4 - TRADUÇÕES 5 - VÍDEO TURISMO EM PORTUGAL 6 - PUBLICAR ARTIGOS ONLINE	1.1 - LANÇAMENTO DA ENTREVISTA PAULO SOUSA + CRÉDITO AGRÍCOLA 2.1 - SECÇÃO DE AGENDA 3.1 - CRIAR BASE DE DADOS 4.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM 5.1 - PESQUISA SOBRE O PORTO 6.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
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458	22	29-Mar	1 - VÍDEO TURISMO EM PORTUGAL	1.1 - PESQUISA SOBRE A REGIÃO NORTE
459				
460		30-Mar	1 - VÍDEO TURISMO EM PORTUGAL 2 - TRADUÇÕES	1.1 - AGENDAR REUNIÃO 2.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM
461				

	A	B	C	D
461			2 - TRADUÇÕES 3 - RUBRICA INFLUENCIA-ME	2.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM 3.1 - PESQUISAR POTENCIAIS PARCERIAS E ENTRAR EM CONTACTO 3.2 - ANÁLISE DOS RELATÓRIOS DO INF-ME JANEIRO
462				
463				
464				
465		31-Mar	1 - VÍDEO TURISMO EM PORTUGAL 2 - TRADUÇÕES 3 - RUBRICA INFLUENCIA-ME 4 - PUBLICAR ARTIGOS ONLINE 5 - NEWSLETTER PARA A ARGÉLIA	1.1 - REUNIÃO COM GREG E GUI 2.1 - COLOCAR TRADUÇÕES DOS ARTIGOS NO SITE DA MM 3.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 4.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME 5.1 - CRIAR BASE DE DADOS
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471		01-Apr	1 - NEWSLETTER PARA A ARGÉLIA 2 - TRADUÇÕES 3 - RUBRICA INFLUENCIA-ME 4 - PUBLICAR ARTIGOS ONLINE	1.1 - CRIAR BASE DE DADOS 2.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM 2.2 - COLOCAR TRADUÇÕES DOS ARTIGOS NO SITE DA MM 3.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 3.2 - PESQUISAR POTENCIAIS PARCERIAS E ENTRAR EM CONTACTO 4.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
472				
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478		02-Apr	FERIADO	
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480	23	05-Apr	1 - VÍDEO MARTA 2 - VÍDEO TURISMO EM PORTUGAL 3 - TRADUÇÕES	1.1 - GRAVAÇÕES PARA VÍDEO + IDA AO ESCRITÓRIO 2.1 - PESQUISA SOBRE A REGIÃO DA MADEIRA 3.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM 2.2 - COLOCAR TRADUÇÕES DOS ARTIGOS NO SITE DA MM
481				
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483				

	A	B	C	D
483				3.2 - COLOCAR TRADUÇÕES DOS ARTIGOS NO SITE DA MM 3.3 - TRADUZIR VOZ-OFF PARA VÍDEO DE TURISMO - LEGENDAS
484				
485				
486		06-Apr	1 - PUBLICAR ARTIGOS ONLINE 2 - VÍDEO TURISMO EM PORTUGAL 3 - TRADUÇÕES	1.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME 2.1 - PESQUISA SOBRE A REGIÃO DA MADEIRA 3.1 - TRADUZIR ARTIGOS PARA O BLOG DA MM 3.2 - COLOCAR TRADUÇÕES DOS ARTIGOS NO SITE DA MM 3.3 - ORGANIZAR PROCESSO DE COLOCAR FORMULÁRIOS NO SITE DA MM (HTML)
487				
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492		07-Apr	1 - RUBRICA INFLUENCIA-ME 2 - VÍDEO TURISMO EM PORTUGAL 3 - NEWSLETTER PARA A ARGÉLIA	1.1 - TRANSCREVER ENTREVISTA INFLUENCER 2.1 - PESQUISA DE VÍDEOS PARA REGIÃO DA MADEIRA 3.1 - CRIAR BASE DE DADOS
493				
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496		08-Apr	1 - RUBRICA INFLUENCIA-ME 2 - VÍDEO TURISMO EM PORTUGAL 3 - NEWSLETTER PARA A ARGÉLIA 4 - PUBLICAR ARTIGOS ONLINE	1.1 - TRANSCREVER ENTREVISTA MARCA 2.1 - DOWNLOAD VÍDEOS PARA REGIÃO DA MADEIRA 3.1 - CRIAR BASE DE DADOS 4.1 - REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
497				
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501		09-Apr	1 - RUBRICA INFLUENCIA-ME 2 - NEWSLETTER PARA A ARGÉLIA 3 - VÍDEO TURISMO EM PORTUGAL 4 - PORTUGAL FIXERS 5 - VÍDEO MARTA	1.1 - TRANSCREVER ENTREVISTA MARCA 2.1 - CRIAR BASE DE DADOS 3.1 - REUNIÃO COM GUI 4.1 - DINAMIZE PARA VER DA NEWSLETTER 5.1 - DENEGAR ACESSO DE ACESSO A VÍDEO
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	A	B	C	D
505			5- VÍDEO MARTA	5.1- PENSAR EM VOZ-OFF PARA O VÍDEO
506				
507	24	12-Apr	1- RUBRICA INFLUENCIA-ME 2- NEWSLETTER PARA A ARGÉLIA 3- VÍDEO MARTA 4- PORTUGAL FIXERS 5- PUBLICAR ARTIGOS ONLINE	1.1- FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2- PESQUISAR POTENCIAIS PARCERIAS E ENTRAR EM CONTACTO 2.1- CRIAR BASE DE DADOS 3.1- COPY PARA O VÍDEO 4.1- CERTIFICAR-ME QUE CORREU TUDO BEM COM O ENVIO 5.1- REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
508				
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514		13-Apr	1- RUBRICA INFLUENCIA-ME 2- NEWSLETTER PARA A ARGÉLIA 3- PUBLICAR ARTIGOS ONLINE	1.1- FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2- SELECIONAR CONTEÚDOS PARA O VÍDEO 2.1- CRIAR BASE DE DADOS (FINALIZEI) 3.1- REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
515				
516				
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519		14-Apr	1- RUBRICA INFLUENCIA-ME 2- VÍDEO MARTA 3- PUBLICAR ARTIGOS ONLINE	1.1- SELECIONAR CONTEÚDOS PARA O VÍDEO 2.1- TRADUZIR COPY PARA O VÍDEO 2.2- IDA AO ESCRITÓRIO PARA GRAVAÇÕES 3.1- REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
520				
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524		15-Apr	1- RUBRICA INFLUENCIA-ME 2- PUBLICAR ARTIGOS ONLINE 3- VÍDEO TURISMO EM PORTUGAL 4- TRADUÇÕES	1.1- SELECIONAR CONTEÚDOS PARA O VÍDEO 1.2- LINK PARA BLOGS DOS INFLUENCERS ENTREVISTADOS 1.3- ATUALIZAÇÃO DO GUIÃO DA RUBRICA 3.1- REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME
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	A	B	C	D	
527			4- TRADUÇÕES	2.1- REVER ARTIGOS DO AFONSO E PUBLICAR NO SITE DA PME 3.1- PESQUISA DE VÍDEOS PARA REGIÃO DO ALENTEJO 4.1- TRADUZIR COPY PARA O VÍDEO DA MADEIRA	
528					
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531		16-Apr	1- RUBRICA INFLUENCIA-ME 2- VÍDEO TURISMO EM PORTUGAL 3- PME MAGAZINE 20ª EDIÇÃO 4- ARTIGO BLOG MM	1.1- CERTIFICAR-ME QUE TODOS OS CONTEÚDOS PARA O VÍDEO ESTAVAM NA DRIVE 1.2- FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.3- COPIES PARA AS REDES SOCIAIS 2.1- DOWNLOAD VÍDEOS PARA REGIÃO DO ALENTEJO 3.1- CONVIDAR ENTREVISTADOS PARA WEBTALK + PEDIR MORADA SE FOR NECESSÁRIO 4.1- ESCREVER ARTIGO PARA O BLOG DA MM: KM	
532					
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538		25	19-Apr	1- RUBRICA INFLUENCIA-ME 2- ARTIGO BLOG MM 3- PME MAGAZINE 20ª EDIÇÃO	1.1- REUNIÃO GUI 1.2- REUNIÃO MAFALDA 1.3- REUNIÃO AFONSO 1.4- FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.5- PREPARAÇÃO ENTREVISTA COM A INFLUENCER 2.1- ESCREVER ARTIGO PARA O BLOG DA MM: KM 3.1- ENVIAR MORADAS AO JOÃO
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546		20-Apr	1- ARTIGO BLOG MM 2- RUBRICA INFLUENCIA-ME	1.1- TRADUZIR ARTIGO PARA O BLOG DA MM: KM 2.1- FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 2.2- CONFIRMAR FOTO ARTIGO DE ABRIL 3.2- REUNIÃO ALEIXEIDER	
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	A	B	C	D
549				2.3- REUNIÃO MEU SUPER 2.4- REDIGIR ARTIGO 2.5- ENTREVISTA INFLUENCER 2.6- LINK PARA BLOGS DOS INFLUENCERS
550				
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554		21-Apr	1- ARTIGO BLOG MM 2- RUBRICA INFLUENCIA-ME 3- PME MAGAZINE 20ª EDIÇÃO 4- APOIO RAFAELA	1.1- FOTO PARA ARTIGO (GREG) 1.2- AGENDAR ARTIGO NO BACKOFFICE 2.1- FALAR COM INFLUENCER SOBRE STORY 3.1- ASSISTIR AO LANÇAMENTO DA REVISTA - WEBTALK 3.2- AGENDAR ARTIGOS NO BACKOFFICE 4.1- FORMAÇÃO BACKOFFICE
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561		22-Apr	1- RUBRICA INFLUENCIA-ME 2- ARTIGO BLOG MM 3- PME MAGAZINE 20ª EDIÇÃO 4- APOIO RAFAELA 5- VÍDEO TURISMO EM PORTUGAL	1.1- FOLLOW UP DE CONTACTOS PARA ENTREVISTAS 1.2- VERIFICAR ARTIGO E FOTO PARA ABRIL 1.3- PREPARAÇÃO ENTREVISTA COM A MARCA 1.4- APRESENTAR RUBRICA À RAFAELA 2.1- CERTIFICAR-ME DE QUE CORREU TUDO BEM COM A PUBLICAÇÃO 2.2- NEWSLETTER DA MM 3.1- AGENDAR EVENTS NO BACKOFFICE 4.1- AJUDAR RAFAELA A COLOCAR ARTIGOS NO BACKOFFICE 5.1- PESQUISA DE VÍDEOS PARA REGIÃO DOS AÇORES
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571		23-Apr	1- RUBRICA INFLUENCIA-ME	1.1- ENTREVISTA MARCA

	A	B	C	D
571		<b>23-Apr</b>	1 - RUBRICA INFLUENCIA-ME	1.1 - ENTREVISTA MARCA
572			2 - ESTRATÉGIA DE CLIENTES	1.2 - REUNIÃO GUI
573			3 - VÍDEO TURISMO EM PORTUGAL	1.3 - SELECIONAR CONTEÚDOS PARA O VÍDEO
574			4 - APOIO RAFAELA	2.1 - ASSISTIR À REUNIÃO DE ESTRATÉGIA DE CLIENTES - ASS. MEDIÁTICA
575				3.1 - TRADUZIR COPIES PARA VÍDEOS
576				4.1 - AJUDAR RAFAELA A COLOCAR ARTIGOS NO BACKOFFICE
577				
578		<b>26-Apr</b>	1 - RUBRICA INFLUENCIA-ME	1.1 - REVER TRANSCRIÇÃO DAS ENTREVISTAS
579			2 - PORTUGAL FIXERS	1.2 - REUNIÃO AFONSO + RAFAELA PARA SELECIONAR CONTEÚDOS TEXTO
580			3 - PME MAGAZINE PAPEL	2.1 - ATUALIZAR DOC DE EVENTOS
581				3.1 - ENVIAR DOCS BASE A RAFAELA
582				
583		<b>27-Apr</b>	1 - RUBRICA INFLUENCIA-ME	1.1 - PESQUISAR POTENCIAIS PARCERIAS E ENTRAR EM CONTACTO
584			2 - PROJETO DIA MUNDIAL DA LP	2.1 - RUNIÃO CARMEN
585			3 - TRADUÇÕES	2.2 - DITADOS POPULARES NA CPLP
586				3.1 - TRADUZIR ARTIGO PARA A SOFIA
587				
588		<b>28-Apr</b>	1 - RUBRICA INFLUENCIA-ME	1.1 - REUNIÃO AFONSO + RAFAELA PARA SELECIONAR CONTEÚDOS VISUAIS
589			2 - PROJETO DIA MUNDIAL DA LP	2.1 - RUNIÃO CARMEN
590			3 - TRADUÇÕES	3.1 - TRADUZIR SITE DA XULA
591			4 - PUBLICAR ARTIGOS ONLINE	4.1 - REVER ARTIGOS DO AFONSO E RAFAELA E PUBLICAR NO SITE DA PME
592			5 - PME MAGAZINE 21ª EDIÇÃO	5.1 - REUNIÃO DE ALINHAMENTO
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	A	B	C	D
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594		<b>29-Apr</b>	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
595			2 - TRADUÇÕES	1.2 - FEEDBACK VÍDEO INF-ME PARA GUI
596			3 - PME MAGAZINE 21ª EDIÇÃO	1.3 - CONFIRMAR STORY INFLUENCER
597				1.4 - SELECIONAR MÚSICA
598				2.1 - TRADUZIR SITE DA XULA
599				3.1 - REUNIÃO DE ALINHAMENTO
600				
601		<b>30-Apr</b>	1 - RUBRICA INFLUENCIA-ME	1.1 - FOLLOW UP DE CONTACTOS PARA ENTREVISTAS
602				1.2 - PESQUISAR POTENCIAIS PARCERIAS E ENTRAR EM CONTACTO
603				1.3 - SELECIONAR FOTO
604				1.4 - SELECIONAR CONTEÚDOS PARA O VÍDEO
605				1.5 - LANÇAMENTO DA ENTREVISTA BÁRBARA INÉS + GRUPOCONCEPT
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## **Appendix 2 – Basis for the interviews in Media em Movimento, to Mafalda Marques, Daniel Marques e Rita Justo**

Esta entrevista enquadra-se no âmbito do mestrado em Ciências da Comunicação, na vertente de Comunicação, Organização e Liderança, para obtenção do grau de mestre através de relatório de estágio com o tema: A reestruturação das agências de comunicação durante a pandemia de Covid-19.

1. Como é que trabalhavam antes do contexto pandémico?
2. E como é que trabalham agora (em home office)?
3. Houve mudanças de rotina na empresa? Mais reuniões, menos trabalho de equipa e mais delegação de tarefas individuais, etc?
4. Como avalia a relação com os clientes antes e depois do embate da pandemia?
5.
  - 5.1. Considera que houve alterações profundas na atividade de assessoria mediática? (mais ao nível da produção de pr e não de relação com cliente)
  - 5.2. Considera que houve alterações profundas na atividade gráfica? (por exemplo, as visitas às gráficas)
6. Quais é que eram os temas mais abordados nos press releases? O que é que as empresas estavam mais a tentar comunicar para o público?
7. Considera que a empresa cresceu/ aprendeu com a pandemia? Se sim, quais as lições que mais ficaram?
8. Quais foram as apostas da empresa aquando do embate da pandemia?
9. Quais os objetivos a curto-médio prazo da agência?
10. O que acha que o futuro reserva? Há algumas perspetivas de futuro?
11. E ao nível do mercado das agências de comunicação? Acha que há mudanças que vieram para ficar?

### **Appendix 3 – List of the APECOM’s associated consultancies (with labels on those that answered)**

APECOM’s associates by July 2021:

- Adagietto;
- Article Land;
- Atrevia – A;
- Central de Informação;
- Companhia das soluções;
- Corpcom – B;
- Cunha Vaz & Associados – C;
- F5C, First Five Consulting – D;
- Global Press;
- Guess What – E;
- Hill+Knowlton Strategies;
- IPSIS – F;
- JLM & Associados – G;
- Lift World;
- LLYC, Llorente & Cuenca – H;
- M Public Relations – I;
- Midlandcom;
- Omnicom Public Relations Group – J;
- PR Consulting;
- Quintela & Reis – K;
- Unimagem;
- Wisdom Consulting – L;
- Young Network Group.

#### **Appendix 4 – Questionnaires to APECOM’s associates**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?
2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?
3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?
4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?
5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.
6. Quais os objetivos a curto-médio prazo da agência?

## **Annexes**

### **Annex 1 – Interview to Mafalda Marques, Media em Movimento**

Esta entrevista enquadra-se no âmbito do mestrado em Ciências da Comunicação, na vertente de Comunicação, Organização e Liderança, para obtenção do grau de mestre através de relatório de estágio com o tema: A reestruturação das agências de comunicação durante a pandemia de Covid-19.

1. Como é que trabalhavam antes do contexto pandémico?

Antes do contexto pandémico, trabalhávamos no escritório, em regime full time. Reuniões de briefing diárias e muita animação pois o ambiente na equipa é ótimo.

2. E como é que trabalham agora (em home office)?

Passámos a usar plataformas de vídeo como o Teams. Já usávamos o Skype para reuniões online com clientes estrangeiros e já trabalhávamos em rede com tudo na Onedrive e todas as pastas são partilhadas pela equipa. Em teletrabalho, passámos a ter 2 reuniões diárias de briefing, para além de muitas mais em cada departamento. Passámos a reunir mais pois é a única forma de dar acompanhamento à distância.

3. Houve mudanças de rotina na empresa? Mais reuniões, menos trabalho de equipa e mais delegação de tarefas individuais, etc?

Sim, mais reuniões online internas, mais reuniões online com clientes. Sentimos necessidade de compensar a falta de presença física.

4. Como avalia a relação com os clientes antes e depois do embate da pandemia?

A relação com os clientes melhorou bastante pois acompanhámos mais de perto a realidade de cada um e demos apoio incondicional, independentemente do serviço prestado. Demos mais de nós e isso sentiu-se na retenção de clientes. Apenas 1 cliente desistiu do serviço pois era uma companhia aérea que ficou sem voar 18 meses.

5. Considera que houve alterações profundas na atividade de assessoria mediática? (mais ao nível da produção de pr e não de relação com cliente)

A alteração mais profunda foi ter de dispor mais dos números móveis dos jornalistas, alguns até pessoais. Antes, ligávamos mais para as redações e conseguíamos sempre resposta. Em pandemia, as redações esvaziaram completamente e até hoje assim é. A maioria ainda está em teletrabalho, 18 meses depois. A nível de produção de PR, os conteúdos centraram-se totalmente nas dificuldades e vitórias das empresas em tempos de pandemia. Era esse o foco.

6. Quais é que eram os temas mais abordados nos press releases? O que é que as empresas estavam mais a tentar comunicar para o público?

A nível de produção de PR, os conteúdos centraram-se mais nas dificuldades e vitórias das empresas em tempos de pandemia. Era esse o tema a que as redações estavam sensíveis e com muita razão. Conseguimos resultados espetaculares, como diretos na RTP entre outras oportunidades que deram visibilidade aos nossos clientes.

7. Considera que a empresa cresceu/ aprendeu com a pandemia? Se sim, quais as lições que mais ficaram?

A empresa cresceu na equipa e manteve os clientes, o que gerou prejuízo. Não despedimos ninguém, pelo contrário, acolhemos estagiários incríveis que vieram dar novas perspectivas.

8. Quais foram as apostas da empresa aquando do embate da pandemia?

A aposta da empresa foi manter as pessoas, independentemente dos clientes. Foi um esforço hercúleo que poderá ter consequências no final de 2021. A empresa continua em prejuízo para não despedir ninguém e podemos não conseguir manter muito mais tempo, pois as empresas deixaram de investir em comunicação.

9. Quais os objetivos a curto-médio prazo da agência?

Os objetivos continuam a ser a internacionalização, que devido à pandemia, ainda não abriu nenhum novo mercado de atuação.

10. O que acha que o futuro reserva? Há algumas perspetivas de futuro?

O futuro será sempre bom pois o propósito da empresa é ajudar as PME a comunicar os seus negócios de forma mais acessível e justa. E as PME vão precisar de ajuda. Se mantemos a

equipa, não sabemos, mas mesmo reduzindo, a empresa manter-se-á e irá reerguer-se com o tempo. Somos ótimos profissionais e procuramos sempre fazer mais e melhor. Não vamos parar de aprender.

11. E ao nível do mercado das agências de comunicação? Acha que há mudanças que vieram para ficar?

O teletrabalho, definitivamente. Mais cuidado na proteção das equipas. Mais formação especializada e flexibilidade. Muita resiliência para repensar os negócios.

## Annex 2 – Interview to Daniel Marques, Media em Movimento

Esta entrevista enquadra-se no âmbito do mestrado em Ciências da Comunicação, na vertente de Comunicação, Organização e Liderança, para obtenção do grau de mestre através de relatório de estágio com o tema: A reestruturação das agências de comunicação durante a pandemia de Covid-19.

1. Como é que trabalhavam antes do contexto pandémico?

Trabalhávamos de uma forma mais despreocupada, quer isto dizer, que pensávamos sempre no futuro, mas de uma forma diferente que pensamos hoje, estávamos a crescer dois dígitos por ano, tínhamos ideias bem definidas do que iríamos fazer, onde e como investir... e sim, trabalhávamos todos no escritório de uma forma harmoniosa. 😊

2. E como é que trabalham agora (em home office)?

Parte da equipa está em home office, a equipa de design está no escritório e temos um mapa de rotatividade que permite vir uma pessoa por dia ao escritório nos 5 dias da semana de trabalho.

3. Houve mudanças de rotina na empresa? Mais reuniões, menos trabalho de equipa e mais delegação de tarefas individuais, etc?

Sem duvida, esse foi um dos maiores desafios que enfrentámos e acredito da maior parte das empresas, alterar rotinas, passar a reunir online, não só com a nossa equipa como com os clientes, as reuniões são umas atrás das outras, sejam internas ou externas, claro que tivemos que delegar mais, sem duvida que para as pessoas da nossa equipa também é um desafio muito grande estarem sozinhas em casa a trabalhar sem o apoio normal dos restantes colegas, mas traz também outros benefícios. Existe um fenómeno desde a pandemia nesta empresa, trabalhamos muito mais e faturamos muito menos.

4. Como avalia a relação com os clientes antes e depois do embate da pandemia?

Na relação não vejo qualquer diferença, até vejo uma coisa que não se via em Portugal, solidariedade, os clientes / empresários estão muito mais solidários uns com os outros hoje do que há 16 meses, o que é triste, pois é preciso termos um cenários de “guerra” para

perceberem que as parcerias são fundamentais para o crescimento dos nossos negócios, que partilharem os seus sucessos e erros é importante para o crescimento das empresas e da economia, enfim, deixar de olhar para o nosso quintal e perceber que podemos trabalhar mais em conjunto.

5. Considera que houve alterações profundas na atividade gráfica? (por exemplo, as visitas às gráficas)

Não só na Industria Gráfica, mas sem duvida que esta industria é logo impactada quando temos uma crise económica, porque infelizmente as empresas deixam de investir em marketing e comunicação e hoje com a possibilidade de se investir em marketing digital ainda maior é o sofrimento da industria gráfica.

6. Considera que a empresa cresceu/ aprendeu com a pandemia? Se sim, quais as lições que mais ficaram?

A empresa cresceu na estrutura de pessoas e decresceu na faturação, é um contrassenso, no entanto pensamos que era importante investir na área do design multimédia e reforçar o departamento de marketing digital para podermos ir buscar cota de mercado nestas áreas, pois iríamos perder nas áreas de assessoria, produção gráfica e eventos. A aprendizagem que retiro para já desta pandemia, diria que será mais uma adaptação, as gestão tem que ser feita muito mais a curto prazo e termos capacidade de antecipar a longo prazo.

7. Quais foram as apostas da empresa aquando do embate da pandemia?

Parte da resposta está na resposta anterior, apostamos em recursos humanos, como já comunicávamos para fora de Portugal, começamos um processo de internacionalização mais a completo, que ainda decorre, e no inicio da pandemia apostamos na produção de mascaras personalizadas para empresas, devido à experiência que temos em produção gráfica.

8. Quais os objetivos a curto-médio prazo da agência?

Para ser muito direto, a curto prazo conseguir ter uma faturação que nos permita fazer face a todos os nossos compromissos sem ter que emagrecer a estrutura, a medio prazo consolidar essa mesma faturação de modo a recuperar a saúde financeira que tínhamos antes da pandemia, isto sem nunca esquecer o serviço de excelência que somos obrigados a prestar aos nossos clientes.

9. O que acha que o futuro reserva? Há algumas perspectivas de futuro?

Muito trabalho, dedicação e acima de tudo, criatividade para ultrapassar as dificuldades que poderão aparecer. Quando fazemos o que gostamos e da forma assertiva que fazemos, só podemos acreditar que o futuro nos reserva sempre algo de bom, mas temos que ir atrás...

10. E ao nível do mercado das agências de comunicação? Acha que há mudanças que vieram para ficar?

Durante a pandemia sim, ir ao estúdio com clientes ficou mais complicado, a comunicação as vezes com os jornalistas ficou mais complicada, ou porque estão em teletrabalho ou em layoff, mas acredito que mais à frente vamos normalizar, de resto na minha opinião pouco mais mudou.

### **Annex 3 – Interview to Rita Justo, Media em Movimento**

Esta entrevista enquadra-se no âmbito do mestrado em Ciências da Comunicação, na vertente de Comunicação, Organização e Liderança, para obtenção do grau de mestre através de relatório de estágio com o tema: A reestruturação das agências de comunicação durante a pandemia de Covid-19.

1. Como é que trabalhavam antes do contexto pandémico?

Todo o trabalho era feito de forma presencial, no escritório, ou eventos físicos. Todas as reuniões de equipa e com clientes eram presenciais.

2. E como é que trabalham agora (em home office)?

Desde 16 de março de 2020 toda a rotina de trabalho sofreu alterações. Devido à pandemia, a equipa passou a trabalhar em regime de teletrabalho e quase todo o trabalho é feito de forma remota, exceção feita a algumas reuniões de coordenação, alguns (poucos) eventos presenciais ou acompanhamento de entrevistas e ao trabalho da equipa de design e marketing digital, que regressou ao escritório ainda em 2020 (perguntar ao Daniel em que mês foi).

3. Houve mudanças de rotina na empresa? Mais reuniões, menos trabalho de equipa e mais delegação de tarefas individuais, etc?

Sim, houve várias mudanças. A reunião diária de equipa manteve-se, mas passou a ser online e passámos também a instituir reunião de final de dia para um balanço do trabalho realizado. O trabalho tornou-se, por um lado, mais solitário, por outro, houve a necessidade de mais reuniões one to one para definir estratégias, fazer pontos de situação e alinhar trabalho.

4. Como avalia a relação com os clientes antes e depois do embate da pandemia?

Pensei que o impacto iria ser negativo, mas foi extremamente positivo, muito porque o sentimento de solidariedade e empatia prevaleceu – todas as empresas, de uma forma ou de outra, tiveram de adaptar-se ao contexto de pandemia e isso acabou por fazer com que a maioria dos clientes sentisse maior ligação com a agência.

5. Considera que houve alterações profundas na atividade de assessoria mediática? (mais ao nível da produção de pr e não de relação com cliente)

O trabalho de assessoria mediática alterou-se no sentido em que tornou-se cada vez mais difícil contactar os jornalistas por telefone nas redações, não só devido ao teletrabalho, mas também devido às reestruturações impostas pela crise. O email, que já no passado era ferramenta primordial, tornou-se ainda mais importante. Tornou-se, também muito importante conseguir os contactos mais diretos dos jornalistas, uma vez que a maioria deles continuou em teletrabalho.

6. Quais é que eram os temas mais abordados nos press releases? O que é que as empresas estavam mais a tentar comunicar para o público?

Não só medidas de segurança adotadas pelas próprias empresas, como serviços de apoio a empresas na pandemia, digitalização, formas de contornar a crise.

7. Considera que a empresa cresceu/ aprendeu com a pandemia? Se sim, quais as lições que mais ficaram?

Sem dúvida, a empresa foi posta à prova, reestruturou-se também ela, cresceu e tornou-se mais forte. A principal lição é que nada é garantido e temos sempre de trabalhar como se o amanhã não estivesse assegurado. Aprendemos também a confiar mais uns nos outros, pois estando a trabalhar a partir de casa a necessidade de cumprimento de objetivos era ainda mais primordial.

8. Quais foram as apostas da empresa aquando do embate da pandemia?

Em primeiro lugar, assegurar o bem-estar dos trabalhadores, em segundo, ser um ponto de confiança e solidez para os nossos clientes. Em terceiro lugar, encontrar novas abordagens para continuar a trabalhar e a conseguir novos clientes, de forma que o trabalho não cessasse.

9. O que acha que o futuro reserva? Há algumas perspetivas de futuro?

O futuro será, certamente, risonho. Qualquer empresa, em especial na área da comunicação, que tenha sobrevivido ao último ano e meio só terá coisas boas pela frente. No futuro, vejo uma empresa cada vez mais global e focada em encontrar sempre novas abordagens para comunicar mais e melhor.

10. E ao nível do mercado das agências de comunicação? Acha que há mudanças que vieram para ficar?

Sem dúvida, muitas agências perceberam que podem fazer tão bem ou melhor o seu trabalho de forma descentralizada, muitas delas inclusivamente desfizeram-se de escritórios físicos e tornaram o teletrabalhado a regra e não a exceção. Todos os mercados, sem exceção, têm muito que aprender com a pandemia. 😊

#### **Annex 4 – Answers from consultancy A to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

A grande diferença tem sido o fato de o teletrabalho e o digital estarem cada vez mais presentes no nosso dia a dia. Na ATREVIA adaptámo-nos muito bem à nova realidade, apesar do distanciamento físico que é inevitável. Desde o primeiro dia em que começámos em teletrabalho toda a tecnologia respondeu muito bem a todas as nossas necessidades. Por isso, de certa forma, sentimos como se continuássemos a trabalhar presencialmente no escritório. Uma das mais valias desta crise no mundo é que permitiu mais tempo a todos para pensar e também uma maior qualidade de pensamento, ou seja, pensar mais e melhor e de uma forma criativa. O excesso de stress por vezes inibe a criatividade, a capacidade para revolucionar e efetuar mudanças positivas.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Na ATREVIA estamos muito bem-adaptados porque para além de procurarmos tirar o máximo partido da tecnologia, continuamos a manter a proximidade sempre que é necessário e possível. Para além das calls e reuniões por teams e zoom, criámos grupos de trabalho, formações internas onde é possível a partilha de *best practices* entre colaboradores e partners de diferentes escritórios e países. No grupo ATREVIA já somos 400 profissionais e o digital tem permitido que possamos estar em contato mais estreito com colegas de Espanha, Bruxelas e diferentes cidades da América Latina e partners dos 5 continentes do mundo, que anteriormente não víamos e interagíamos com tanta frequência. Sempre que é necessário e possível reunimo-nos presencialmente no escritório, respeitando todas as condições de segurança e realizando antecipadamente os respetivos testes para nos sentirmos todos bem.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Na verdade, hoje sentimo-nos ainda mais próximos dos nossos clientes, pois eles conheceram o nosso “outro lado”, mais pessoal, e nós o deles. Apesar de toda esta situação tão inesperada, o nosso balanço é muito positivo. Nunca a comunicação assumiu um papel tão relevante como hoje. Nunca as organizações estiveram tão alinhadas com os colaboradores e equipas. Hoje os colaboradores são muito mais conscientes dos desafios e

necessidades da sua organização. Por isso nunca os relacionamentos com os clientes e *stakeholders* foram tão fortes. A comunicação sempre revelou ter um papel crucial nas estratégias das organizações, mas nesta situação em particular a comunicação assumiu uma função crucial.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Sim, sem dúvida. Todos crescemos muito, do ponto de vista pessoal e profissional. A nível pessoal aprendemos “a não deixar ninguém para trás”, preocupando-nos ainda mais com “os nossos”, redobrando os cuidados com todos os que nos rodeiam. Do ponto de vista profissional, apercebemo-nos que as disciplinas que integramos em consultoria são cada vez mais relevantes para os negócios. Na ATREVIA estamos a ser chamados a transformar operações de marketing e a intervir em negócios mais complexos. A comunicação, informação e interação são fundamentais em momentos de incerteza. Na verdade, se olharmos para a realidade apercebemo-nos que as grandes marcas mundiais tornaram-se mais fortes em momentos de crise. Os *stakeholders* das organizações necessitam de estar permanentemente informados e alinhados com o futuro. Coerência, transparência, humanidade, responsabilidade, escuta e empatia são valores cruciais para conseguir uma equipa informada, vinculada e consciente do novo rumo para a organização. É importante fortalecer os intangíveis das organizações: a liderança, satisfação e *engagement*.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

No universo da comunicação vamos comunicar muito melhor. Vamos trabalhar melhor a essência, o propósito, ou seja, o porquê e para quê das organizações. A sociedade pede um pouco mais. Não é uma moda, mas uma realidade. A comunicação e as mensagens das organizações têm que ser profundas. Hoje podemos “ouvir mais “ do que nunca e perceber melhor o que preocupa as pessoas, a sociedade. Temos ferramentas de *big data*, *analytics* para entender o que está a acontecer. A tecnologia ajuda-nos a ser melhores, mas não podemos esquecer a importância da criatividade. O mundo está cheio de ruído. A criatividade e o impacto são essenciais. Ao nível dos colaboradores, sem dúvida que o modelo híbrido veio para ficar. Esta nova forma de trabalhar tem mostrado resultados muito bons e que podem trazer bastantes benefícios para os colaboradores e organizações, mas é

fundamental manter um equilíbrio. Na ATREVIA estamos já a trabalhar em novas metodologias e a apostar em melhorar ainda mais o *workplace*.

6. Quais os objetivos a curto-médio prazo da agência?

Na ATREVIA 2021 é um ano de crescimento e de aceleração da mudança. Para além da aposta em áreas chave da agência, continuamos a lançar serviços muito inovadores e de qualidade, continuamos a acompanhar as organizações nos desafios diários. A ATREVIA continua a mesma, mas a flexibilidade na abordagem dos projetos e a integração de equipas multidisciplinares tem sofrido um enorme impulso. A solidez e a segurança nas nossas competências e experiência da nossa equipa são fundamentais para que os clientes se sintam apoiados e bem assessorados em todos os momentos, contribuindo para a mudança de paradigma.

## **Annex 5 – Answers from consultancy B to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

Essencialmente o trabalho remoto que, embora não seja novidade na agência pois já utilizávamos ferramentas remotas há muitos anos com os nossos clientes internacionais, passaram a ser diárias. Deixamos de fazer reuniões presenciais e estar em equipa fisicamente e isso é das maiores mudanças vividas e nem sempre fáceis. O trabalho passou a ser mais individual, embora conectados através de plataformas de workplace, mas é diferente a interação humana. Por outro lado, as rotinas diárias de cada um passaram a ser diferentes, em particular quem tem filhos. O tempo passou a ser mais escasso, pois de reunião em reunião, interna, com clientes ou com parceiros, gasta-se muito tempo. Inicialmente foi mais difícil, hoje já não sentimos essa mudança. Difícil vai ser voltar à rotina do escritório.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Como referi, as ferramentas já eram utilizadas. Passamos a desenvolver 2 reuniões semanais entre todos e várias ao longo da semana entre equipas. Utilizamos o workplace do Facebook que permite trabalhar por grupos, partilhar mensagens e fazer chamadas em vídeo. Com os clientes usamos todas as outras, Zoom, Teams, Slack, etc. Todos se adaptaram sem qualquer problema.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Na verdade, melhorou. Perdemos menos tempo em deslocações, temos mais tempo para eles. O trabalho foi melhor, mas está menos personalizado. Já tínhamos clientes internacionais, nada mudou. Com os nacionais . A relação é avaliada não pelo contacto mas por outros fatores, como os resultados, as estratégias e as respostas e nesse caso estamos sempre a melhorar.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Absolutamente. Se os três primeiros meses foram de impacto grande e medo, na verdade, as marcas perceberam o grande valor de comunicar neste contexto, a maior lição que se pode

retirar. Nunca comunicar foi tão importante. Crescemos em 2020 e vamos crescer 25% este ano.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Sim, em particular as reuniões remotas. Ao nível de serviços, o employer branding e a comunicação digital ganharam terreno.

6. Quais os objetivos a curto-médio prazo da agência?

Ser a melhor agência de Portugal, como os vários prémios o demostram.

## **Annex 6 – Answer from consultancy C to the questionnaire**

### **1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?**

A maior diferença incidiu naturalmente sobre a adoção de um regime de teletrabalho total. Ainda que tivessem sido procuradas soluções que permitissem um regime misto, quando permitido, tentando manter-se colaboradores no escritório em regime de rotação e com a adoção de políticas de segurança específicas, as diretrizes da DGS que são conhecidas obrigaram-nos a novo recuo, pelo que praticamente toda a empresa se encontra a trabalhar a partir de casa. Obviamente isto obrigou à alteração de algumas rotinas, sobretudo no que diz respeito à comunicação entre equipas. Por muito evoluídas que sejam as tecnologias existentes, nada substitui a relação humana com proximidade física. O que dantes se resolvia em dois minutos entre colegas que se cruzam num corredor, passou a estar dependente de chamadas de vídeo. Ainda assim, a CV&A estava, sem saber, preparada, tendo em conta de que já encarávamos o teletrabalho como algo exequível num futuro próximo, o que nos levou a adotar antes da pandemia tecnologia e rotinas de trabalho que viessem a permiti-lo a qualquer momento. Porém, nem tanto ao mar, nem tanto à terra. Uma coisa é uma rotação de teletrabalho com presença física no escritório, outra é um regime de teletrabalho total em que muito da relação humana se perde com o tempo.

### **2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?**

Como a CV&A já detinha toda a tecnologia necessária e todos os colaboradores estavam preparados, através de programas de formação internos, para a sua utilização, impunha-se essencialmente agora uma estratégia que “obrigasse” à comunicação permanente entre equipas. Foram implementadas reuniões (telemáticas) regulares que permitissem que todos tivessem conhecimento permanente do trabalho desenvolvido por todas as equipas. A verdade é que não se sentiram problemas de relevo na mudança do regime de trabalho e nenhum projeto foi prejudicado pelas mudanças.

### **3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?**

A adesão dos clientes à nova forma de contacto com a CV&A foi extremamente rápida. Até porque a CV&A trabalha com vários clientes internacionais com os quais a forma de

contacto preferencial sempre foi através de recursos telemáticos, dada a distância. Os clientes mais próximos geograficamente, com quem os contactos presenciais eram frequentes, encararam com toda a naturalidade a nova forma de trabalhar e acabaram até por perceber várias vantagens inerentes, como a rapidez de possibilidade de reunir, sem deslocações, com menos custos e sem qualquer prejuízo do trabalho a desenvolver. E acreditamos que mesmo com o eventual fim da pandemia, há hábitos que esta forma de trabalhar enraizou de forma permanente. Afinal é fácil trabalhar à distância e ainda não o tínhamos percebido.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

A CV&A cresceu durante a pandemia, mas não há nenhum elemento que permita afirmar que foi por causa da pandemia. O trabalho desenvolvido ao longo dos últimos meses relaciona-se com projetos que são alheios ao problema de saúde público global e, talvez pela natureza do tipo de projetos em que nos focamos, pouco ou nada se deixou de fazer por causa da pandemia. Ainda assim, a principal lição que se retira – e que deveria ser prática em qualquer gestão – é a de que temos de estar sempre preparados para o que não se espera. Hoje é a pandemia, amanhã pode ser outra ocorrência qualquer que provoque igual choque em cadeia de mercados e economias.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Não é só ao nível das agências de comunicação, mas sim ao nível do mundo empresarial como um todo. A CV&A está já a implementar alterações físicas no seu escritório para permitir que o teletrabalho parcial seja uma realidade. As empresas perceberam que conseguem prescindir de formatos de trabalho que tinham implicações nos custos dos colaboradores – custos de deslocação, de estacionamento, de refeição, entre outros – e que simultaneamente, com as alterações, melhoram a qualidade de vida de todos. A pandemia foi algo que nos obrigou a todos a colocar estas medidas em prática e que nos levou a perceber que são perfeitamente exequíveis e sem qualquer prejuízo do resultado final junto dos clientes (antes pelo contrário, há espaço para mais tempo e dedicação aos clientes sem sobrecarga horária dos colaboradores). A consultoria de comunicação é um trabalho que não depende de um formato em que um conjunto de consultores têm de estar X horas dentro de

um escritório fixo. A única preocupação que neste momento nos abraça é a de manter a relação humana com proximidade física, tão importante para todos e, sobretudo, para quem começou a trabalhar durante a pandemia. Mas num regime misto e com rotação, tal é perfeitamente possível.

6. Quais os objetivos a curto-médio prazo da agência?

Os objetivos são os de manter a qualidade de serviço que é imagem de marca da CV&A. Se o teletrabalho total não prejudicou a entrega ao cliente, não nos parece que existam perigos a esse nível pela frente, sobretudo com o alívio de algumas medidas de segurança que acreditamos estarem próximas. Continuaremos a fazer o nosso caminho de abraçar novos projetos, como sempre o fizemos.

## **Annex 7 – Answer from consultancy D to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

As rotinas mantiveram-se em termos de assiduidade de contacto com clientes e reuniões internas. A única diferença foi que passaram a ser online.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Não se verificaram dificuldades.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Normal.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

O relacionamento com o cliente é o mais importante.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

O digital tenderá a ter cada vez mais expressão.

6. Quais os objetivos a curto-médio prazo da agência?

N/A

## **Annex 8 – Answer from consultancy E to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

As maiores diferenças prenderam-se com a digitalização dos processos internos e externos da agência. Existiram um conjunto de mudanças ao nível da interação, dinâmicas, planeamento, execução de tarefas, entre outras.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Demos mais ferramentas e meios para as pessoas poderem continuar a colaborar e contribuir com as suas tarefas. Escutámos regularmente e fomos introduzindo melhorias. Tentámos também encontrar soluções personalizadas para os desafios de certas funções mais específicas.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Foi um processo tranquilo, pois também eles se tiveram de adaptar. Foi desafiante é certo, principalmente ao início, mas creio que otimizámos bastante o tempo e a relação com eles. Acredito que a esmagadora maioria das dinâmicas introduzidas se irão manter quando acabar o atual estado.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Sim, crescemos em termos de negócio e colaboradores. A principal lição é saber reinventarmo-nos constantemente. Encontrar soluções para as questões e desafios que nos vão surgindo.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Sim, certamente. O sistema híbrido entre o presencial e o virtual veio para ficar. A digitalização foi claramente acelerada, quer nos processos de trabalho como nos próprios projetos que desenvolvemos. O presencial e o contacto humano continua a ser relevante, mas percebemos com a atual pandemia que existem certas coisas que podem ser muito bem substituídas por ferramentas e ações digitais.

6. Quais os objetivos a curto-médio prazo da agência?

O grande objetivo passa por continuar a desenvolver projetos com sucesso para os nossos clientes. Sabendo que isso passa certamente por sermos mais tecnológicos, criativos e focados em dados e resultados. Para isso é necessário ter pessoas com as skills adequadas e felizes!

## **Annex 9 – Answer from consultancy F to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

O facto das equipas não estarem juntas alterou substancialmente o flow de trabalho.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Um acompanhamento permanente das chefias, da equipa de IT e um excelente espirito de resiliência de toda a equipa

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Houve uma forte união e espírito de equipa entre clientes e agência. Todos queríamos que resultasse.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Crescemos sobretudo no sentido de não dar nada como garantindo e demonstrou-nos que quando queremos somos capazes de tudo.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Já passei uma crise económica em 2008/2009 houve coisas boas e más que transformaram as agências neste cas, não acho que vá ser muito diferente

6. Quais os objetivos a curto-médio prazo da agência?

Estabilidade sempre e crescimento sustentado.

## **Annex 10 – Answer from consultancy G to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

A principal diferença foi a adoção do trabalho à distância, numa primeira fase para todos os colaboradores, neste momento, parcial, com rotação por grupos. Com o trabalho à distância, a diferença que noto, não só em mim, mas na maioria dos colaboradores, é que começamos a trabalhar mais cedo, e acabamos mais tarde. E acho que isso tem a ver, por um lado com o facto de se poupar no tempo de ida para o escritório, o que é um fator que vejo como positivo, mas também porque as rotinas dos clientes mudaram, a comunicação entre os elementos da equipa é mais demorada, e isso leva a que os dias sejam mais longos, o que é negativo.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Reuniões regulares, implementação e apoio à utilização da plataforma Teams, disponibilidade para que os colaboradores pudessem ir ao escritório, em segurança, quando as condições para trabalhar em casa não estivessem asseguradas.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Mais exigente. Neste momento, a relação com os clientes está a normalizar, mas, principalmente no início da pandemia, foi muito exigente. Os principais fatores para isso foram a ansiedade sentida pelas empresas, a desorganização em contexto de teletrabalho que levou ao total desrespeito pelos horários normais de trabalho (msg, mails, telefonemas, em horários completamente fora do aceitável) sem que houvesse razão objetiva para isso.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Sim, a JLM&A cresceu com a pandemia, não só em número de clientes, mas também pelo desenvolvimento interno. O contexto pandémico e o trabalho à distância obrigaram a um crescimento profissional individual. Sinto que todos os colaboradores cresceram neste último ano, principalmente os mais jovens ganharam maturidade e autonomia.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Acho que a mudança mais visível e imediata tem a ver com as reuniões: as presenciais vão ser mais esporádicas, o que permite poupar tempo em deslocações, e uma gestão mais eficiente do tempo de discussão dos temas em questão. Além disso, a forma de trabalhar, a introdução de alguma flexibilidade no trabalho presencial vs remote também vai impactar o mercado, não só das agências de comunicação, mas das empresas em geral. Penso que a captação de talento vai ter que ter em conta esta flexibilidade, que me parece valorizada pelos mais jovens.

6. Quais os objetivos a curto-médio prazo da agência?

Continuar a crescer, desenvolvendo áreas mais específicas que consideramos de futuro. Um exemplo, é a área de ESG que cada vez mais é importante para as empresas.

## **Annex 11 – Answer from consultancy H to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

Dado que a equipa trabalha maioritariamente em formato remoto foi necessário criar novos momentos de contacto formal e informal entre as pessoas, seja para a criação e implementação de projectos, seja para a manutenção da cultura da empresa. As reuniões com os clientes passaram a ser na sua larga maioria no formato virtual.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

A LLYC já tinha toda a sua infraestrutura de IT preparada para o trabalho remoto. Foram criados manuais de apoio e formações para uma melhor eficiência e organização do trabalho, assim como compromissos de desconexão de forma a limitar o impacto da nossa vida profissional passar a ser feito no nosso ambiente pessoal.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Na realidade aprofundou-se a proximidade que já tínhamos com muitos dos nossos clientes graças à capacidade que tivemos de adaptar a nossa oferta e serviço aos novos desafios que os clientes se deparavam.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Sem dúvida. Acredito que a aprendizagem de cada um, e da equipa como um todo, neste contexto único que vivemos desenvolveu muitas capacidades de organização, comunicação, gestão de projecto...entre outras que irão ser benéficas num contexto de trabalho pós-pandemia que não será o mesmo do passado.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Nos momentos mais desafiantes, os clientes não correm riscos e procuram as agências que são reconhecidas pela sua qualidade estratégica, criativa e de serviço. Acredito que este contexto tenha fortalecido essa percepção dos clientes e que aumentado a diferenciação entre os diferentes players.

6. Quais os objetivos a curto-médio prazo da agência?

O nosso primeiro objetivo mantêm-se: queremos continuar a crescer pois só crescendo podemos oferecer um futuro brilhante às nossas equipas e dessa forma dar resposta aos desafios cada vez mais integrados e complexos dos nossos clientes. Queremos aproveitar o momento pós-pandemia para criar um novo modelo de trabalho que retire o melhor do trabalho presencial e remoto, aumentando a qualidade do trabalho que fazemos e o work-life balance das nossas equipas.

## Annex 12 – Answer from consultancy I to the questionnaire

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

Tivemos, todos, que nos adaptar a trabalhar a partir de casa. Durante bastante tempo, com família à mistura, a partilhar a mesma divisão. De repente, uma reunião com um cliente passou a ser em frente a um computador, numa divisão da nossa casa, muitas vezes com outras pessoas da mesma família nessa divisão, a ocupar-se de outra tarefa, profissional ou não.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

No nosso caso – M Public Relations –, a maioria sabia lidar com tecnologias de trabalho remoto. Foi só certificarmo-nos que todos compreendiam as tecnologias que usávamos e as suas potencialidades. E que todos dispunham de boas condições de Internet, sendo que a empresa disponibiliza *hotspot* dos dados do telemóvel (cujo tarifário é pago pela empresa) para qualquer computador ou dispositivo móvel.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Fomos todos apanhados ao mesmo tempo de surpresa, pelo que a relação foi positiva. Havia claramente a sensação de estarmos “todos no mesmo barco” e isso ajudou bastante. Os clientes perceberam que, apesar das dificuldades, a M Public Relations estava disponível para os ajudar e continuar na sua vida.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

A agência evoluiu e cresceu, mas eu diria que em vez de ser “com a pandemia” foi “apesar da pandemia”. Julgo que teríamos crescido ainda mais, sem a pandemia. Talvez não tivéssemos evoluído tão rapidamente para o trabalho remoto, mas já tínhamos uma política de trabalho bastante flexível. Como principal lição, ficámos com a certeza absoluta que temos profissionais empenhados, que sabem trabalhar a partir de qualquer lugar e que são capazes de gerir o seu próprio horário de trabalho, de forma a “entregar” sem mácula.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Diria que as mudanças são as que vieram para ficar em todo o mercado de trabalho: maior flexibilidade nos horários de trabalho, no trabalho presencial e na flexibilidade com que se encara a jornada de trabalho de cada profissional. Na relação com os clientes, ficou provado que muitas vezes se pode reunir através de meios digitais, poupando recursos e ajudando a reduzir a pegada ecológica de todos.

6. Quais os objetivos a curto-médio prazo da agência?

Continuaremos a crescer, de forma sustentada, assente na confiança e boa relação que desenvolvemos com os nossos clientes, defendendo a sua imagem e a perceção pública que estes conquistam através dos vários meios de comunicação. Somos uma agência que não quer crescer muito em número de profissionais e que aposta na qualidade dos clientes em detrimento da quantidade. Manteremos essa estratégia a curto, médio e longo prazo, acredito.

## **Annex 13 – Answer from consultancy J to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

A maior diferença é, sem dúvida, o trabalho à distância.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Reuniões diárias de equipa via videoconferência (depois de 1 ano passaram a ser semanais); idas pré-agendadas ao escritório para desempenhar tarefas que exigem presença/intervenção presencial; ações internas de motivação (ex: envio de surpresas para casa dos colaboradores).

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

Melhorou em termos de eficácia (menos tempo perdido em deslocações, reuniões, etc), mas perde-se o contacto humano e oportunidades que surgem de conversas, eventos, etc.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Em termos de negócio não cresceu, mas também não decaiu. Em termos de trabalho de equipa consolidou-se a forte relação que já existia entre pessoas que, na sua maioria, trabalham juntas há mais de 10 anos. De forma geral as pessoas ganharam ainda mais autonomia, independência e, em termos pessoais, conseguiram um melhor equilíbrio com a vida familiar.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Sim, irá manter-se o trabalho remoto em termos parciais, que era algo que já estava instituído antes da pandemia, mas que não contava com muita adesão, pelo receio do desconhecido.

6. Quais os objetivos a curto-médio prazo da agência?

Conseguir uma boa rentabilidade, oferecendo serviços de grande qualidade, prestados por uma equipa senior e motivada.

## **Annex 14 – Answer from consultancy K to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

Sem dúvida que a maior diferença nas rotinas de trabalho foi a implementação do teletrabalho.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

Basicamente, e pelo facto de não existir contacto pessoal constante como acontecia até aqui, que permitia a troca de impressões e a discussão dos assuntos a qualquer momento, entre os colaboradores, houve necessidade de criar um calendário de reuniões periódicas, o que veio até disciplinar o processo de trabalho.

3. A nível externo, como avalia a relação com os clientes neste contexto pandémico?

A relação com os clientes também mudou, tornando-se também mais disciplinada e de alguma forma mais frequente. Uma maior pontualidade e assertividade, trouxeram benefícios consideráveis.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Diria que a necessidade de uma rápida mudança de procedimentos, veio criar exatamente a ideia, em todos os intervenientes, que temos que estar constantemente preparados para mudar e nos adaptarmos à realidade.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Sim, nas agências de comunicação e não só. Julgo que o trabalho à distância e as reuniões não presenciais, vieram para ficar.

6. Quais os objetivos a curto-médio prazo da agência?

Continuar a gerir a sua carteira de clientes, proporcionando-lhes os melhores resultados possíveis, e aconselhando-os, num mundo cada vez mais digital e não tangível.

## **Annex 15 – Answer from consultancy L to the questionnaire**

1. Quais as maiores diferenças nas rotinas de trabalho desde o começo da pandemia?

As rotinas de trabalho mudaram drasticamente de forma a acomodar todas as restrições impostas pela pandemia. O trabalho remoto foi implementado na Wisdom até uns dias antes de haver indicação oficial para tal e houve o cuidado de acompanhar todos os colaboradores nessa transição. Toda a estrutura se adaptou muito rapidamente e depressa todas as rotinas de trabalho passaram a ser online. As equipas continuaram a manter o contacto diário e a trabalhar de forma idêntica, embora à distância.

2. Quais as estratégias internas implementadas para ultrapassar quaisquer dificuldades que os colaboradores tivessem na transição de trabalho presencial para trabalho remoto?

A primeira medida foi garantir que todos tinham as ferramentas necessárias para poderem executar o seu trabalho remoto sem problemas. De qualquer forma a Wisdom já tinha há muito tempo uma política específica relativamente ao trabalho remoto – todas as equipas trabalhavam remotamente um dia por semana – e individualmente poderiam fazê-lo em outros dias se tal fosse mais conveniente. Da mesma forma toda a estrutura informática estava já preparada há muito para tal.

3. Como avalia a relação com os clientes neste contexto pandémico?

Excelente e sem mudanças significativas. A pandemia instalou uma nova realidade em todas as empresas, sem exceção. Assim a relação com cliente, parceiros e outras entidades, migrou para uma realidade online – onde se realizam reuniões externas e internas e se trabalha colaborativamente, estejam onde estejam os intervenientes. Correu muito bem desde o início. De certa forma, acabou por simplificar muito os dias de trabalho, retirando das equações tempos de deslocações, quer de e para trabalho, quer para reuniões externas.

4. Considera que a agência cresceu com a pandemia? Se sim, quais as lições que mais ficaram?

Cresceu. Não na fase inicial da pandemia, em que a incerteza total provocou um retraimento em quase todos os negócios, um pouco à espera de ver como se desenrolava a situação. Nessa fase mantivemos o trabalho do dia a dia com os nossos clientes, sem muitos projetos novos.

Essa situação começou a modificar-se por volta do verão de 2020 e desde aí a empresa voltou a crescer, com um impulso ainda maior do que anteriormente. As maiores lições foram sem dúvida que podem existir equipas muito motivadas e muito rentáveis mesmo em teletrabalho integral; que o trabalho em equipa, ainda que remoto, foi fundamental para manter o “espírito Wisdom” ; que momentos de crise, quando se trabalha com uma excelente equipa, aguçam a capacidade de resposta, a criatividade e a responsabilidade individual.

5. Ao nível do mercado das agências de comunicação em Portugal, acha que há mudanças que vieram para ficar? Se sim, indique-as, por favor.

Acredito que sim. A pandemia veio provar aquilo que algumas empresas multinacionais já sabiam – que o trabalho remoto é possível e que tem vantagens para as empresas e para os colaboradores. Para as primeiras, necessidades mais reduzidas em instalações e outros custos anexos, para os trabalhadores, menos consumo de combustíveis, menos stress, a capacidades de equilibrar mais facilmente trabalho e família. Também as reuniões presenciais, embora acredite que vão continuar a existir, em muitos casos será dada a preferência a reuniões virtuais, é um tema que tenho a certeza que veio para ficar. Acredito também que se irá verificar um investimento cada vez maior em sistemas informáticos e de comunicações que sustentem esta nova realidade, assim como sistemas de segurança cibernética, que se tornam um fator crítico de negócio.

6. Quais os objetivos a curto-médio prazo da agência?

Continuar a crescer sustentadamente, prestar um serviço cada vez melhor e mais diversificado aos nossos clientes – a mudança gera mudança! - e continuar a solidificar a nossa posição na área da influência.