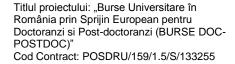# COMMUNICATION STRATEGIES IN THE POSTINDUSTRIAL ECONOMY

Solutions to optimize the external communication process within private and public companies though mass media

– SUMMARY–

Scientific Coordinator
Prof.Univ.Dr. Ilie ROTARIU

PhD Student
Sorin TERCHILĂ

Universitatea din Craiova

Universitatea "Lucian Blaga" din Sibiu — ULBS

Universitatea din Bucureşti

Universitatea de Vest Timisoara

Acknowledgment:

COMMUNICATION STRATEGIES IN THE POSTINDUSTRIAL ECONOMY

Solutions to optimize the external communication process within private and public companies though mass media

– SUMMARY–

Scientific coordinator
Prof.Univ.Dr. Ilie ROTARIU
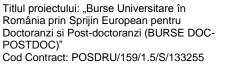
PhD Student
Sorin TERCHILĂ

SIBIU
2015

TABLE OF CONTENTS

CHAPTER 4
Communication strategies through the media - public institutions vs. private companies..........164

CHAPTER 5
Case study 10 – The impact of effective external communication strategies through the mass media on the economic, social and political system in Romania...258

Keywords

Introduction

The term „communication" is the foundation of our existence as people and as society. There is a clear interdependence between human beings and communication, simply because without communication we couldn't interact and relate, and people's existence would be almost useless without communication.

Basically, we can say that the communication process is almost the most dynamic and complex process, which scores changes incessantly. These changes or optimizations of the communication process run globally, but with different impacts on almost every area of the globe.

The term „communication" may be associated with the term community or society. A community can't exist without communication between its members. This assumption is valid also inside a company. Normally, a community consists in a group of people who share economic, social and political interests, they have common goals, common areas, a common language, speak the same language, in other words they operate in a mutually agreed direction. All these actions and many others could not exist without communication and especially without effective communication. Likewise, the economy depends heavily on communication; there is a strong interdependence between these two.

In the last 30 years we can easily notice the major advances in technology and communication. All these changes have generated a profound impact on the economy and global society. The pace at which these changes occur is very alert and will become more and more alert. The reasons are various and very simple: the need for communication is becoming greater both between companies and between people; permanent development of socio-economic environment and the implications of direct communication on this; the increase of public and private investments in research; organizations' flexibility in the relationship with employees, partners and collaborators; the emergence of new international conflicts with military implications.

Earlier, I stated that the existence of human beings would be almost useless without communication. However, effective communication should be compulsory, generate a positive impact and generate short, medium or long term results (dependent on the goals). Just because of the need to streamline the process, communication records permanent changes. If we consider just the past 50 years, we will see that the process of transmitting information scored huge changes in terms of development and innovation in this area. These changes have had a global impact and influenced the whole society. In many cases, society has changed positively or negatively, dependent on the new solutions emerged in the process of delivering information worldwide. Regarding the many types and forms of communication, I think the biggest impact globally is generated by mass communication,

which is a form of mediated communication. Mass communication through mass media channels has the power to change a state president, to change governments, generate some decisions for the economy of a region, to decisively influence a community or society. There are countless examples that can be displayed in this regard. Rarely people resist mass manipulation. Therefore, mediated communication has the greatest power worldwide, and can influence society in two ways: subjective and objective. In its subjective form, the main objective is to manipulate large masses of people for a specific purpose. In its objective form, the main purpose is to inform public opinion on a certain topic.

Mass communication is performed in almost all cases through various local, national or international media channels. These media channels are the results of innovation and technological development in the field of communication. The largest investments in this area are tacitly directed towards these media channels, which represent the base for the delivery of information towards large and very large masses of individuals.

Generally, media organizations can influence strong enough the economy and the society, both positively and negatively. In terms of positive influence mass media, seen as a whole, can have a positive impact: on the development of public and private companies, on the economy of a particular country or region, on individuals and their decisions, on a local, national or even international community, on various charity events, on democracy in general, on the international business environment that reacts instantly to the information sent in order to prove a more efficient matching, on the decisions of people holding high positions in the state, and on many other institutions and public or private organizations that ensure a proper and efficient development of society.

In terms of negative influence, the media can generate many economic crises, social crises or political crises. The main reason is the delivery of wrong information that may trigger various conflicts. Normally, media organizations should operate exclusively for the benefit of society and of global economy. In the case studies that I will present in the PhD thesis, I will approach this very interesting topic and I will also show the results as regards the positive or negative impact generated by international media organizations at present. In the current global communication background, media channels development and also the development of methods of delivering information show a permanent character and an even quick pace.

Media channels try to keep up with new communication technologies, even if this involves investing considerable budgets for the development of transmission systems. A few years ago, when we were referring to the media, the main topic was television, radio or print media. The fast development of technology and of the communication process has led to the reconfiguration of these media channels and to a potential transformation of the online and mobile environment. The number of people's daily activities has increased considerably in recent years, compared with the period between 1980-1990, and this led to the development of much more effective media channels for the current background. This is just one of the reasons for the emergence of new media channels. We can also include here the need of society to get informed constantly and in real time, both locally and internationally. Online industry has already experienced a very aggressive development at

all points. It continues to offer solutions to adapt to today's society and economy, and the new side, the mobile one, makes up the picture of the new communication progress. In such circumstances, is there possible the disappearance of traditional media channels? I will approach this subject in the case studies.

Likewise, within public and private organizations has increasingly developed the concept of external communication, amplifying the competition on this line. In these circumstances, the need of most public and private companies to communicate with citizens, customers or business partners via mass media channels has increased considerably. The difference between these companies, in terms of communication, is quantified through the degree of effectiveness of communication campaigns, both at a central level and nationwide. Consequently, public and private companies are competing to develop the most effective strategies for external communication through the media, and on this line there are more and more specialists in this field. There are companies who hold their own communication department, public relations and marketing department, but there are also companies that outsource these services towards other organizations. I will also make a comparative analysis from this perspective.

All companies that invest in communication strategies, and implicitly in communication campaigns intend to generate a highly positive and quick feedback. The budgets invested in communication reached enormous values, compared to 20-30 years back. With the change and optimization of the communication process, of media channels and once with the continued growth in audience, media organizations have increased their tariffs concordantly with the budgets invested in technology and also concordantly with the innovative solutions they offer in terms of external communication. For instance, internationally a second of advertising can cost about $ 100,000 for an audience of over 100 million people. These budgets are invested in almost all cases exclusively by private companies.

A current and highly questionable matter is the freedom of expression within global media organizations. This topic was kindled especially in recent years due to negative events with global impact. For several years there was a debate on the limits of communication through mass media channels and its consequences. In some cases media channels broadcast material that may break the regular limit of acceptability in terms of freedom of expression. For this reason, many communities have requested the introduction of clear rules and boundaries for that matter. International media organizations react according to their own law, but most of them are supported to represent democracy, freedom of expression and delivery of fair information of national or international interest.

As regards the regulation within media organizations, for now it is very difficult for all media channels to be monitored and penalized if necessary. For audience and to attract „customers", some media organizations are tempted to cross over the threshold of ethics. The consequences can be quite severe and, in some cases, irreversible. The online segment is still very poorly regulated, and therefore the risks are very high in terms of negative handling and creating global crisis.

The motivation for choosing the theme

Given the complexity of the communication field, I chose to follow and emphasize the economic and social implications that can be produced by effective external communication strategies.

The reasons why I chose to research this matter lie largely in the above, especially given the importance of external communication process, nationally and internationally. Another reason would be the permanent change of these media organizations and the continuous development of communication strategies, both in the public and private sectors, with a huge impact on the economy and society.

Regardless of the period, I think this issue remains topical, given the importance of external communication process and the close relationship with all areas. Also, the power of media organizations to manipulate positively or negatively the economies of states, national or international communities, or society in general, is a very serious reason why I chose to look into this area. I believe in a positive development of media organizations and of communication techniques, even if reality proves the opposite in some cases, at present.

The paradox is that despite the very strong development in this area, specific investigations are relatively few, precisely because it is very difficult to keep up with the pace of changes. The interest for this area is very high among people, both in the public and private sectors. Both sectors continually communicate via media channels and need updated information in this field.

The structure of the PhD thesis

This PhD thesis consists of five chapters addressing topics and themes, both theoretically and especially practically.

In the first four chapters I realized nine case studies related to the main themes of the chapters, but also to the main topic of the thesis. The last chapter is basically a more complex case study which covers all the four chapters regarding the impact of effective external communication strategies through the media on the economic, social and political system in Romania.

Therefore, altogether I have made ten case studies that aim mainly the real interaction between the theoretical aspects and the present economic and social reality. Case studies' methodology is described in detail within each. I realized the ten case studies between 2013-2015 with the following mentions:

- As research methods I used analysis of documents and depth interviews for the first nine case studies, and for the last chapter I used the social survey - the questionnaire was the instrument used for data collection.

- Altogether, the case studies involved over 300 people, representatives of over 50 central, public and local institutions, over 70 national and multinational private companies, more than 30 media organizations and over 20 press agencies.

The five chapters of the thesis are structured as follows:

In the first chapter, I presented the theoretical aspects of the concept of communication, and also the communication process within organizations. I consulted the published literature and I highlighted the stages and types of a communication process. Then, I focused directly on the external communication within public and private organizations, where I emphasized the following: functions of external communication process, types of messages sent by public and private organizations, channels and means of media through which the communication process is done, and the external communication methods within private or state companies. Basically, in this first chapter I answered the following three questions: 1. What do they communicate? 2. By whom do they communicate? 3. How do they communicate? At the end of the chapter I made a comparison between direct and indirect relationship between public / private companies and individuals / legal entities.

In the second chapter, I presented cultural particularities in the work of media organizations, especially the international ones. I described the phases of these media organizations, as well as the budgets they invest in global communication campaigns. Also, in this chapter I described the influence of media organizations through social campaigns and the manipulation techniques in mass communication. Moreover, I approached the topic concerning the freedom of expression inside mass media and the limits that should exist internationally. In end of the chapter I realized a case study, on the activity of mass media organizations from USA, Asia and Europe. I analyzed the differences and specifics of these three important areas of the globe, as well as the effect on the economic, social and political system.

In the third chapter, I highlighted theoretically the characteristics and features of communication and mass culture, as well as the strategies and monitoring trends as regards the national and international media organizations. In the second part of this chapter, I described the tools and methods for measuring the audience, authorized institutions that measure the audience, and also the regulations in communication, both offline and online. For the last part of this chapter, I listed several trends and opportunities for communication campaigns, and finally I made three case studies that approach three topics presented in the current chapter: 1. The audience of media channels and the impact on national and international economy; 2. Trends in communication through the media and the economic implications; 3. The methods used to measure media channels audience. Types, results and impact.

The fourth chapter consists of a theoretical part about the need to develop and implement communication strategies emphasizing the monitoring process. I also made two comparisons, the first is that between online media channels and offline media in terms of audience, feedback and the economic impact, and the second comparison is between public institutions and private companies in terms of budgets invested in communication campaigns, and also in terms of human resources involved in developing and implementing communication strategies. The last topic discussed in the theoretical part of this chapter covers the communication strategies needed in situations of economic, social or political

crisis, and communication strategies used in election campaigns. In this chapter I made and presented five case studies that relate to the following issues: the first case study approaches the need for some campaigns to inform citizens in Sibiu County in order to increase tax compliance obligations. In this case study, several campaigns that could be effective if implemented have been proposed. In the second case study I analyzed the reactions and opinions of consumers of public services as regards the effectiveness of communication campaigns of public institutions in Romania through mass media channels. In the third case study I analyzed the reactions and opinions of specialized people on the effectiveness of communication strategies of Municipalities of Romania and the impact of communication campaigns on citizens and tourists economically, socially and culturally. The fourth case study primarily aims to describe the role of the National Audiovisual Council of Romania and the impact in developing communication strategies. And the last case study in this chapter presents a comparative analysis of communication strategies. Ten strategies for public and private companies have been analyzed, and it was presented with more details the communication campaign for presidential elections in 2014 in Romania, the current strategy of the Administration of the President of Romania and a detailed analysis of the communication strategy of Ministry of National Defence.

In the fifth chapter, the last one of the thesis, I chose to analyze the current situation regarding the impact of effective communication campaigns on the economy and society in the public and private sector in Romania. I chose to question 130 specialized people who have a particular expertise in this area. So, from my point of view the information obtained is very relevant to the topic explored. Questionless, the theme explored is topical and of great interest to representatives of public and private companies, as well as for mass media organizations, advertisers and public opinion. In this case study I examined the opinions and arguments of respondents regarding the following: trust in the media; influence of media organizations on the economy, society and politics in Romania; budgets invested in local and national communication campaigns; development of effective communication strategies within public institutions in Romania; the link and implications of social or cultural events and the communication campaigns associated with them; the impact of communication campaigns on citizens and tourists; proposing new social campaigns for the national media; the role of international media in fighting terrorism, and lastly the conversion of traditional media channels. This research has provided a complex analysis nationally and internationally, in certain directions clearly established.

At the end of the thesis I presented my personal contributions, suggestions, recommendations and general final conclusions as well as those specific to the case studies, including the results of all investigations carried out. Also, at the end of the thesis I proposed some future research directions.

Thus, **in the first chapter** I briefly analyzed the communication with the internal environment of the organizations, and more detailed the communication with the external environment of public and private organizations.

Communication is "a fundamental feature of our existence. Fascinating and ever-present, communication is a fundamental dimension of human existence and development from ancient times."(Popa, 2012) Communication has always been there, but in various forms. Communication is present in almost all our daily activities, but is not always effectively achieved. We often communicate with public organizations and with private companies through their representatives or through the media. In many cases, communication is ineffective in these situations.

There are hundreds or even thousands of definitions for the term "communication", but it is imperative for this concept to be customized for each field or branch in part. In this thesis, I approach communication as a process within public and private institutions. On this line, I will lay down a definition depending on the situations and conditions we use communication. Thus, for this case, effective communication can mean the delivery of relevant and accurate information from public and private organizations to consumers of public or private services/products (the great majority of the population of a country: taxpayers, customers, partners, employees, suppliers, spectators, investors and so on) through specific and carefully monitored channels, followed by a strong positive feedback.

Communication is linked to a strategic management and therefrom an intangible capital called the "capital of the strategic communication" with three basic principles (Nicolae, 2011):
- "sustainable competitive advantage comes from the making of products and services according to market requirements, therefrom the business process earns high quality;
- achieving the business process is the direct result of those involved in it: employees, managers, suppliers, customers etc. They offer a particular capital and make relationships with other organizations, too;
- strategic communication is a driving force to create, manage and disseminate organizational excellence in the manufacturing of products / services, of business process and of human capital management."

"Strategic communication inside an organization is the way to integrate communication within business problems." (http://www.ubv.ro/acqui/Cap7%20Com%20strategica.pdf)

When we intend to streamline communication within an organization, the first step should be understanding the communication issue. Only after a detailed analysis and the real results we can achieve an improvement of the communication, either in public or private companies. (Muchielli, 2008)

Information economy is focused on getting new information, and on the dynamism of informatic technology, while the economy dominated by the client focuses more on relationships and the human aspect in general. (Stan, 2007)

Public communication "is the form of communication that accompanies the work of public institutions in order to meet the general interests. The messages include public information. Therefore, public communication must bring into notice to the citizens the existence of public oraganisations, the way they work and their attributions, their legality and the appropriateness of the decisions taken. Also, public communication seeks the knowledge of the needs and wishes of the people, therefore public institutions, through

the function and powers they hold should meet them, thus creating a general interest." (Agency for Land Relations and Cadastre - Communication Strategy, 2014)

External communication of any organization "contributes to increasing notoriety and image locally, nationally or internationally. Thus, it executes the function of promoting the public institution of the state, the territorial administrative units, the local private companies, multinational private companies and so on."
(http://www.scritub.com/sociologie/psihologie/comunicare/Comunicarea-in-institutiile-pu12286108.php)
The main goals of a public communication strategy are (Gherghita, Coman, 2008):
- "Raising awareness of its own personnel, of people and the public regarding the progress of the institution in bearing their responsibilities according to established standards;
 -To acquire, based on communication with other institutions, local communities, civil society representatives and citizens, the public support needed to sustain institutional effort in order to achieve the goals;
 - Encouragement, through actions and public relations projects, of a favorable civic climate to all citizens, taxpayers and so on;
 - Ensure visibility needed to direct the organization and its constitutive structure;
 -Upgrading the management, the logistics, the organizational framework and its procedures in order to increase the efficiency of communication and public relationships."

Generally, the duration of a broadcast message through mass media channels directly affects budget of a communication campaign. Thus, the longer the message the greater the cost of its dissemination. That's why, in many cases, for reasons of economy, the ways of encoding a message will tend to the simplest forms. Thus, when the frequency of a word is high, repeated transmission tends to decrease its cost of use, reducing its size: a good example is the United Nations which shortens and streamlines the name as UN. (Amado, Guittet, 2007)

An open relationship, a partnership, "will facilitate the flow of information bidirectional. The initiator of this relationship must be the administrative institution, which must seek the most effective and specific patterns for acchieving feedback and the knowledge of local resources."(http://promep.softwin.ro/promep/news/show/2951)

For maximum impact of the communication campaign, and for the broadcast messages to be received by the target audience, that we identify through analyses, it is essential to choose very carefully the best communication channels (Newsom, Carrell, 2004). These channels are those the target audience is most connected to. Technical progress continuously changes the means people communicate to each other.

Examples of means of media communication most often used in public and private organizations: television, radio, print media, online platforms, websites, public outdoor (billboards, LED spots broadcast on screens, banners, meshes, flags, roll-ups, posters, flyers and so on). A great opportunity for the next period between 2013 and 2016 is the more and more aggressive use and development of the concept of mobile advertising. Creativity is the one that can positively transform the communication departments and the external communication strategies, too.

Chapter two deals with cultural particularities in the work of media organizations. Regardless of social class, every person is informed by a particular media channel, or through multiple channels. We can illustrate the president of a country, directors of secret services, mayors, managers, students, schoolchildren, pensioners and other categories, all have contact every day with the media and they also get daily information through local, national or international mass media channels.

Access to international media channels has never been easier than now, especially in Romania. Economically, access to international information in real time is very useful. We can make contact in real time with absolutely any major economic event that takes place globally. The reactions may be adjusted depending on the information we receive, and the easier the acces to it the better the reactions. However, a great attention should be given to the filtration process of the information we receive through various media channels, especially as we are able to compare the information and always check their credibility. Also, it is necessary to carefully consider the environment from where the information is delivered through mass media channels. From this point of view, the differences are considerable, we can exemplify the broadcast of information regarding some conflicts from Arabian countries compared to the US (media culture almost totally different), or information delivered from Russia compared to Ukraine, two neighboring countries but with different communication strategy, in the light of the economic, social and political system.

The main megacorporations that control the media in the United States are: General Electric, The Walt Disney Company, Time Warner, News Corporation, Viacom, CBS Corporation. All these companies are on top among the most profitable companies globally.

The main corporations that control the media in Romania: MediaPro, Intact Media Group, RCS & RDS, Mediafax. Nationally, these companies are certainly ones of the most profitable companies.

In Romania, the main categories of products and services "with the largest investments in communication campaigns are: drugs and pharmaceuticals, food, retail, telecom, daily consumer goods and non-food products, media and entertainment, alcoholic beverages, insurance and financial services, auto, cosmetics, tourism, luxury products." (http://www.paginademedia.ro/2014/12/zenith-romania-piata-de-publicitate-va-creste-in-2015-dar-mai-lent-ca-anul-acesta/)

In a study conducted by Discovery it was found that confidence in the brand is the most important, while the content creates the brand.

Considered one of the biggest events in US television, American football championship finals - "Super Bowl" held in New York, was highlighted as always, through communication campaigns and through video spots. Organizers spent 14 billion dollars to organize the event, and is worth mentioning that this year, the 30 seconds of advertising cost about 4.5 million dollars, the event had a remarkable audience of about 114 million viewers.(http://www.incont.ro/media-si-publicitate/audienta-record-la-super-bowl-2015-114-4-mil-telespectatori-spectacolul-din-pauza-meciului-urmarit-de.html)

Lately, we can see the emergence of a new trend in the media, both nationally and globally. "Whether urges us not to smoke, or condemns discrimination of any kind, communication people have laid their creative resources on the line in order to sensitize the romanian consumer. And I think that means they have their hands full, because apparently both the advertising industry and the media seem to like social campaigns very much"(http://www.abm.ro/articol.php?id_articol=254, 2015). The creators of these campaigns lay their account on emotion. They try to touch the right chord.

What matters most is not the creation itself, but the effect: "how many people changed a simple broadcast of a spot, how many lives have been saved or how many people are now living a healthier and happier life thanks to a minute when they chose to be informed, they paid attention, they watched or listened to the message that was delivered to them." (http://www.abm.ro/articol.php?id_articol=254, 2015)

Media organizations can play a mediating role between social reality and personal experience of each of us. Media organizations mediate and intercede in many ways: making connections between individuals, between individuals and institutions/organizations, between organizations etc. Relatively little can be learnt the hard way, so through the media various links are created, not only between different social entities but also inside the society as a whole and as social reality, roughly speaking. (http://www.scrigroup.com/diverse/jurnalism/Rolul-massmedia-in-societate92486.php, 2015). Since the terror is directed towards the media and not towards the victims, its success is defined in terms of media coverage.

Fighting the phenomenon called "terrorism" is more easily achieved by the simple fact that its main weapon is denied: promoting violence. "Mediatization is the "oxygen of terrorism". Very true. But let's not forget that the same media is also the oxygen of public environment, and therefore of democracy. Censorship of the media can be a suffocation of terrorism but it also means a suffocation of liberal democracy - killing an entire body to remove a parasite." (Toma, 2006). And then comes the question: freedom of expression in the media - with or without limits? I tried to find solutions on this topic inside the thesis.

Case study 1
The activity of mass media organizations in the USA, ASIA and EUROPE.
The impact on the economic, social and political system (Terchilă, 2014)

In the present research I will analyze the reactions and opinions of the interviewed persons regarding the efficiency of media for the United States of America, Asia and Europe and also it will be analyzed the impact of media on the economic, social and politic systems in U.S.A. At the same time, it is followed the presentation of some comparisons between the public media companies and the private ones, in which concerns the generated impact.

Thereby, I will use the interview as a qualitative research method, to confirm or infirm the hypothesis of the present research.

a) Mass media has a strong impact on the American and European economy, due to the very high budgets allocated for this field

b) Mass media has an increased influence on the American and European society, having the role to initiate and promote a series of social campaigns addressed to American and European citizens
c) The political parties generate a negative influence on media organizations from U.S.A. and Europe
d) Mass media in Asia is highly influenced by political leaders and is not transparent
e) Mass media activity in Asia is focused mainly on the military and political systems

The theme of the used interview is: The mass media activity in United States of America, Europe and Asia. The impact generated in the economic, social and politic systems.

The main objective of the research consists in presenting the reactions of the interviewed persons regarding both the efficiency of media in United States of America, Europe and Asia, and the impact of media on the economic, social and politic systems.

The interview targeted individual subjects, living in Europe, over 20, with higher education, employed at public or private companies, who visited a wide number of countries in United States of America, Europe and Asia. Certainly this category is represented by persons who inform themselves frequently form media, and who have a clearly comparison terms in which concerns the media activity at European level. The interview was addressed to a number of 26 persons.

The medium duration of an interview is of 35 minutes, including detailed answers for the addressed questions. The period in which the interviews were made is: 20 February 2014 – 15 March 2014.

After centralizing, interpreting and analyzing the data, I will answer to the two research questions formulated:
- Does media generates a negative or a positive influence on the economic, social and politic systems in United States of America and Europe?
- If media wouldn't exist, how would economy, society and politics in United States of America and Europe be?
- Is mass media in Asia fully controlled by political leaders?
- Is mass media in Asia mainly focused (in the countries with armed conflicts) on the military field?

Interview's structure is as follows: 25 questions which have as main object to measure the reactions of the interviewed persons regarding the efficiency of media activity in United States of America, Europe and Asia, and the impact of media on the economic, social and political system.

At the same time, it is followed the presentation of some comparisons between: the public media companies and the private ones, in which concerns the generated impact.
At the end of the interview, after the questions that follow the presented objectives, I addressed 4 more questions, which have as main objective confirming by the targeted subject, of their age, field of activity, locality of residence and what countries from Europe were visited by they. I opted for a structured interview, in order to maintain a number of

questions in the same order for all the interviewed subjects, and because it deeply approaches the subject of the present research.

In Chapter 3, I will analyze the concept of monitoring in private and public companies, but also within media organizations.

Monitoring and evaluation should be two mandatory stages in developing any communication strategy, in both private and public sectors. These are the final steps that prove if a communication campaign has been effective or not. To achieve the desired results, the communication strategy must insist on monitoring and evaluation. At the same time, a very important process is also the monitoring of communication campaigns of the competitors, private or public companies. Always, there has to be a connection with the competitor's message and the impact on the target audience.

At present there are a number of methods, techniques and tools that can accurately monitor communication campaigns and their results. We are in a period when great investments are made in this area and this can only be beneficial for both media organizations and private and public companies that invest large budgets in communication campaigns. Depending on the budgets available and the size of the communication campaign, you can choose one or more monitoring services.

The audience of global media channels but also of those from Romania is reflected in the communication strategies. According to the main goals of a communication campaign, the best media channel is chosen taking into account the ratings scored on a particular segment.

So if a communication campaign is properly monitored and evaluated, chances to reach fulfillment of the main goals, and therefore the wanted results, are very high.

Media monitoring "is a service that provides information about the company, customers and competitors through a report showing everything given in the local, national or international media. Having access to this tool, strategies that provide a competitive advantage on the market can be elaborated: decision-making process will be more quickly and the effectiveness of communication can be evaluated more accurately through mass media channels. How can media monitoring support a private or public company?" (http://www.mediatrust.ro/De_ce_monitorizare_media, 2015).

An effective solution may be outsourcing the monitoring which means saving time, reducing costs and increasing productivity and responsiveness of communication departments.

Monitoring messages issued in the digital environment "surpasses, as regards the effort and resources, monitoring traditional media channels. There are millions of conversations taking place simultaneously all over the world that must be filtered and analyzed by somebody. Thus, the term monitoring does not seem to be sufficiently wide for the requirements of the online environment. This is how the concept of the media intelligence appears, which involves the concept of monitoring but is not limited to this. In other words, media intelligence approaches the information from a global perspective, which does not stop to data collection and analysis, but speed and developing strategies

according to the published content. So not only messages and background are targeted, but also broadcasters, the voices behind them and the contexts in which messages have been issued. As monitoring tools exist, there are also media intelligence tools that communications specialists can use." (http://ctrl-d.ro/digital/resurse-digital/monitorizarea-online-in-relatiile-publice/)

Regarding audio-visual media channels, the most common methods of audience measurement and their characteristics are (IMAS - Marketing & Surveys, 2013):
- „Remembering the audience of the previous day (Day After Recall)
- Audience logs
- Electronic measurements (Portable People Meter)"

Peoplemeter (PM) „is a device installed in televisions, transmitting to the central computer of the institute for measurement all data about the timeframe in which they have operated and on what positions." (Popa, 2011).

The primary goal of all media organizations is to create and continuously increases the audience, to attract a large number of consumers of media programs as well as proper reception of delivered information. It should be noted that the large number of mass media communication means generates a process of clutching people and direct energies towards certain specific "trends".

Regarding the very large audience, especially of global television channels, information delivered using them can have a major impact on society, on the economy or on certain communities.

Globally, there are many public and private institutions whose main goals is to measure the audience for television, radio, newspapers, magazines, and online. I will present the main institutions measuring audiences in Romania, and globally too.

ARMA - Romanian Association for Audience Measurement, based on Kantar Media measurements using peoplemeter technology. Kantar Media "is the official supplier of TV audiences in Great Britain, China, Russia, Spain, Turkey and United Arab Emirates. The budget made available for the period 2012-2015 to the audience supplier is about 10 million euros. To this budget contributes first of all the 55 ARMA members televisions, that cover 80% of the amount (among these Pro TV, Antena, TVR and Prima TV have the greatest share), the remaining 20% being covered by advertisers."
(http://www.arma.org.ro/ro/istoric)

Association for Radio Audience "is constituted in order to represent the common interests of founders - broadcasting companies, advertisers and media agencies - in the process of audience measurement and market shares of radio stations, by the procedure established by Audiovisual Law no. 504/2002 or by similar procedures and practices that meet standards internationally recognized in the field."
(http://forpedia.ro/archive/index.php/t-1959-p-50.html)

Radio Audience Research "is a syndicated research program, conducted in collaboration with the Association for Radio Audience (ARA) (methodological specifications, control implementation and so on). The main goals of this study are radio audience measurement in our country and create a unique set of information about the listeners,

supported by the media industry (radio, agencies) according to their specific needs (commercial, editorials and so on)."(http://www.audienta-radio.ro/default.aspx?id=6)

Transmedia Romanian Audit Bureau (BRAT) is a non-profit organization of media and advertising industry. BRAT provides the following services (http://www.brat.ro/, 2015):

- „Audit of Editions;
- SATI: study by BRAT which measures audience, traffic and socio-demographic profiles of web sites.   SATI results can be found in the pages with traffic and results.
- MIP: is a study by BRAT which monitors investments in advertising for newspapers, radio, internet and OOH."

Mediafax Monitoring is the first full service for monitoring media in Romania. The service provides daily monitoring reports – central and local print media, radio, TV and web.

Media Monitoring Agency is an association in Romania which aims to protect and promote the right for freedom of expression and press freedom.

Monitoring conducted by the Media Program in South East Europe of the Konrad Adenauer Foundation (KAS) has the strongest trends in political journalism in Romania.

When joining the European Union, "one of the main missions of the Council was adopting and implementing the Acquis Communautaire in the audiovisual sector to the secondary legislation, baseline documents were the Television Without Frontiers Directive and the Broadcasting Act. According to the Broadcasting Act, the NAC ensures respect for plurarist expression of ideas and opinions in the programs offered by the broadcasters under Romanian jurisdiction, pluralism of information sources and free competition in the audiovisual field, protection of culture and the Romanian language, of culture and language of national minorities, defense of human dignity and a fair balance between national broadcasters and local, regional or thematic services. The Council is also empowered to issue, according to law enforcement, rules on audiovisual advertising and teleshopping, on programming and broadcasting during election campaigns, as well as the cultural responsibilities of broadcasters. CNA grants audiovisual licence."
(http://www.cna.ro/IMG/pdf/CNA_Raport_de_activitate_2008.pdf)

Case study 2 (Terchilă, 2015)
Media channels audience and the impact on national and international economy

In the present research, I will analyze the reactions and opinions of the respondents towards the audience of media channels nationwide and internationally, and at the same time their impact on the national and international economy will be up for review.

Thereby, I'll use the interview as a qualitative research method in order to confirm or to rescind the hypothesis of this study:
-   Television remains the media channel that scores the largest audience both nationwide and internationally, attracting the highest communication budgets.

- The economy of a country may be influenced on a smaller scale or to a great extent by media organizations holding a very large audience, through the information given and through the budgets invested.
- Efficiency of communication campaigns depends very much on the audience of the media channels that broadcast the communication campaign referred to.

The topic of the interview is: media channels audience and their impact on national and international economy.

The main objective of the research consists in presenting the reactions of interviewees on both the ratings of media channels nationwide and internationally, as well as their impact on the national and international economy.

The interview was addressed to individuals residing in major cities of Romania but also to several people living in the United States of America and in countries of the European Union, such as Germany, France, Italy and Austria, aged over 20 years, with university education, working in public or privately-owned companies, who have visited a large number of countries, worldwide. Undoubtedly, this category consists of people who are very often informed by the media and have a permanent contact with media organizations in each country. Furthemore, these people have very clear terms of comparison on the subject of mass media activity at European level. The interview was applied to 20 people.

Average duration of the interview is 20 minutes, including detailed answers to all questions. The interviews took place between 20th February 2015 - 7th March 2015.

After summarization, interpretation and analysis of the answers, I'll answer the two research questions stated:
- Does mass media generate a negative or positive influence upon the economic system of a country?
- What is the importance of media channels audience towards the development of a communication strategy?

The structure of the interview is as follows: 8 open-ended and closed-ended questions whose main objective is to measure the reactions of interviewees on both the ratings of media channels nationwide and internationally, as well as their impact on the national and international economy.

At the same time it is aimed at presenting some comparisons between: media channels audience in Romania and media channels audience in Europe and globally.

At the end of the interview, after the 8 questions that follow the goals stated before, I have asked two more questions whose main objective is to acknowledge the age and the actual residence of targeted subjects. I have chosen a structured interview in order to keep the same number of questions and the same disposal for all interviewees, likewise for the profound approach on the topic of the research.

Case study 3
Tendencies in communication through the media and economic implications nationally and internationally (Terchilă, 2015)

In this research, I will analyze the reactions and opinions of the respondents on the directions in communication through the media, and also the economic implications nationally and internationally.

Thereby, I'll use the interview as a qualitative research method in order to confirm or to rescind the hypothesis of this study:

a) In the next period (2015-2017), budgets invested in communication campaigns nationwide will record an increase over the period 2012-2014.

b) Public institutions in Romania will develop effective communication strategies through media.

c) The main traditional media channels will not decrease, but rather develope based on an ascending direction of online and mobile communication segment.

The topic of the interview is: Directions in communication through mass media, and economic overtones nationally and globally.

The main purpose of the research is to present the respondents' reactions on both directions in communication through the media, and economic overtones nationally and internationally.

The interview was addressed to individuals residing in major cities of Romania, but also to several people living in the United States of America, and in countries of the European Union, such as Germany, France, Italy and Austria, aged over 20 years, with university education, working in public or privately-owned companies, who have visited a large number of countries, worldwide. Undoubtedly, this category consists of people who are very often informed by the media and have a permanent contact with media organizations in each country. Furthemore, these people have very clear terms of comparison regarding mass media activity at European level. The interview was applied to 20 people.

Average duration of the interview was 25 minutes, including detailed answers to all questions. The interviews took place between 25th February 2015 - 8th March 2015.

After summarization, interpretation and analysis of the answers, I'll answer the two research questions stated:

-Whereto are global media organizations heading, and what are the expectations from the audience?

-To what extent will communication strategies optimize in the public sector, in Romania?

The structure of the interview is as follows: 8 open-ended and closed-ended questions whose main objective is to measure the respondents' reactions on both directions in communication through the media, and economic overtones nationally and internationally.

At the same time it is aimed at presenting some comparisons between: classic mass media channels (TV, radio, printed media) versus digital, online and mobile media.

At the end of the interview, after the 8 questions that follow the goals stated before, I have asked two more questions, whose main objective is to acknowledge the age and the actual residence of targeted subjects. I have chosen a structured interview in order to keep the same number of questions and the same disposal for all the respondents, likewise for the profound approach on the topic of the research.

Case study 4
Methods used to measure the audience of media channels.
Types, results and impact (Terchilă, 2015)

In this research, I will analyze the reactions and opinions of the respondents on the main methods used in audience measurement of media channels, and at the same time the results and their impact will be analysed.

Thereby, I'll use the interview as a qualitative research method in order to confirm or to rescind the hypothesis of this study:
a) At present, in Romania audience surveys are primarily funded by media organizations.
b) Audience surveys, conducted nationwide and internationally, are necesary both to media organizations and to companies investing budgets in communication campaigns.
c) Generally, audience surveys can influence the making of communication strategies, or at least their optimization inside public or private companies.

The topic of the interview is: Methods used to measure the audience of media channels. Types, results and impact.

The main objective of the research is to present the respondents' reactions on the main methods used to measure the audience of media channels, and also the results and their impact.

The interview was addressed to individuals residing in major cities of Romania, but also to several people living in the United States of America, and in countries of the European Union, such as Germany, France, Italy and Austria, aged over 20 years, with university education, working in public or privately-owned companies, who have visited a large number of countries, worldwide. Undoubtedly, this category consists of people who are very often informed by the media and have a permanent contact with media organizations in each country. Furthemore, these people have very clear terms of comparison regarding mass media activity at European level. The interview was applied to 20 people. Average duration of the interview was 20 minutes, including detailed answers to all questions. The interviews took place between 28th February 2015 - 10th March 2015.

After summarization, interpretation and analysis of the answers, I'll answer the two research questions stated:
- What is the most common method to measure the audience of media channles?
- What effect can an audience survey have in developing a communication campaign?

The structure of the interview is as follows: 8 open-ended and closed-ended questions whose main objective is to measure the reactions of interviewees on the main

methods used to measure the audience of media channels, and also the results and their impact.

At the same time it is aimed at bringing in a connection between: the results of audience surveys and the communication strategies developed by public and private companies.

At the end of the interview, after the 8 questions that follow the goals stated before, I have asked two more questions, whose main objective is to acknowledge the age and the actual residence of targeted subjects. I have chosen a structured interview in order to keep the same number of questions and the same disposal for all the respondents, likewise for the profound approach on the topic of the research.

In chapter 4 I have analyzed and compared some communication strategies inside public and private companies in Romania, and also multinationals ones.

Many years ago, the term strategy was most prevalent in the military sector. Normally, in this area the main topics were planning, target groups, budget and so on. Time passed and with the development of society globally, the term strategy became present in all areas, including in the field of communication. If we analyze our activity throughout the day, we may notice that we had one or more strategies for that day and for our work. It is very useful to be aware of these daily "small strategies" in order to improve them and to reach the expected results from our activity.

Generally, in economy strategy is almost indispensable for the normal course of business. Any public or private company needs a global strategy which, as a result will contain more ordered strategies for each department or for each activity that requires this thing. In any department of communication within public or private companies it is mandatory the developing of a strategy and also to continuously develop and adapt it depending on economic, social and political facts.

Any developed strategy has as main goal the achievement or fulfillment of all targets. As the strategy is properly drafted and developed, the faster it reaches the desired results.

The communication strategy may be, at first sight, an easy strategy to develope and implement, but practically things are not so easy as they seem. Especially in this time when we are "bombarded" daily with a lot of information and we send back a lot of information as well. Seeing the way the communication industry and the media has developed globally, a communication strategy must be very seriously analysed as regards the developing and implementation of it, in both public and private companies.

The communication strategy is nedeed to create an effective connection between companies, custumers, tax payers, collaborators and their partners. This connection will be made through media institutions, through civil society, through collaborators, government institutions, NGOs, national and international partners and so on.
The STRATEGY must be (Gherghita, Gherghita, Niculae, 2006):
 - „Informative: distribution of information using various communication channels;
- Educative: training sessions, workshops for target groups;

- Cognitive: speeches, roundtables, conferences, meetings;
- Multidimensional: providing information on reforming, concepts , implemented strategies etc."

The overall objective of the strategy could be defined as „raising awareness by the public opinion on the importance of the company and the indispensable role of this for the community, by continuously familiarizing with its activities and developments in the field, as well as strengthen the relations with national and international partners." (Communication strategy with the public and partners of the probation service, the Ministry of Justice of Moldova, 2013).

The principles of the communication strategy are (Communication strategy with the public and partners of the probation service, the Ministry of Justice of Moldova, 2013):
1."Legality; 2.Transparency; 3. Availability; 4.Perceptiveness; 5.Consistency; 6.Coherence of Information; 7. Flexibility; 8.Public responsability;"

Relations between online media and traditional media are constantly evolving. (Arens, Weigold, 2011). In recent years there has been a different transfer of popularity from more conventional form of the media (Tooth, 2012) to new forms of advertising, namely interactive and digital media (Terrence, 2010): a change considered to reflect our current socio-economic environment. (Rappaport, Stephen, 2007) .

It is important to mention that no one can say that a certain mass media category is better than the other one - as an example we can have traditional media versus digital media. The value and effectiveness of communication channels are dependent on circumstances, goals, target market and available budget. (Roy Morgan Research, 2012).

If we refer to the last 20-30 years, almost all communication campaigns were conducted through traditional media, namely: television, radio, newspapers, magazines, outdoor spaces, posters and so on. It is very usual that the emergence of a new category of media, namely digital media, brings great growth in a very short time. Now, it is very clear that traditional media will score smaller increases than digital media.

„Traditional media channels will disappear around the year 2030 and will move entirely online environment." - this is a statement I found it on a media website and I want to analyze it. "When first reading this statement we are tempted to approve it all the way. „It seems that things go right in this direction and that the online environment is gaining more ground to the detriment of other means of mass communication. In theory, we could find a number of arguments which would lead us to believe the same thing. Firstly, the online environment has become a breeding ground for information from all fields. The indisputable advantage of this environment is, from this point of view, that you can get information at any time, almost anywhere you are and quite easy.To stay in this area I shall add that it allows you to review an article, a video, a picture anytime you want. Another compelling argument in favor of the online relates with the methods of promotion. The internet can provide you not only the mix of image, sound and text (as the TV) or audio (radio) or still images and text (like newspapers), but gives you all this together and something more. The ways of expression are wide (banners, pop-ups, viral advertisements inserted through articles, advertising items etc.), you can go directly where it meets your

target without fail. You can receive real-time feedback about your actions and you can quickly adjust your actions accordingly. This things are more difficult to accomplish for traditional media channels."(http://www.vipromania.ro/blog/opinii-si-idei/media-online-vs-media-traditionale/)

So, most likely, traditional media channels will not disappear because they are the background for new media channels => traditional media channels are retrieved, updated and upgraded, some new ideas are added and new media channels can occur. In addition, what we call today new media channels will be in 2030 traditional media channels, and they will give birth to new media channels.

In public and private companies there are various functions inside the Department of Communication. Among the most common functions for the Department of Communication within public or private companies we find (Guide for communication activities, 2012): Director of Communication; Spokesman, Communication Officer; Those responsible for communication with the media; Consultant on communication problems.

Case study 5
Reactions and opinions of taxpayers on the need to implement a communication campaign in the county of Sibiu [Banu, Terchila, Butiuc-(Banu), 2013]

Given our intention to implement such a communication campaign, we will analyze the reactions and opinions of taxpayers in Sibiu County. Thus we will send a questionnaire to people representing financial and accounting departments of companies operating within the County.

Through this survey, we will measure the current presence of campaigns and we will also propose several variants of campaigns that can be applied locally or nationally. By using the questionnaire on a sample of 200 companies in Sibiu County, we got 65 completed questionnaires of which 40 were validated. The questionnaires were filled out by people in finance and accounting departments or by executive managers of the companies.

We thus propose the intensification of campaigns raising awareness in order to improve the degree of compliance with the payment of tax liabilities, especially through the version agreed by the people questioned: „Ask for your bills and encourage real economy for larger budgets for education, health, and research on local/national levels"

Case study 6
The impact of communication campaigns on consumers of public services
in Romania (Terchilă, 2013)

In this research I will analyse the reactions and opinions of the public service consumers regarding the efficiency of the communication campaigns of the public institutions from Romania, through mass media.

So I will use the interview as a qualitative research method to confirm or infirm the hypothesis of this research:

- The majority of the Romanian public institutions communicate inefficiently through mass media with the consumers of public services.
- Radio and television are the traditional mass media channels which for the time being have the biggest impact for the dissemination of a communication campaign (in Romania).

The theme of the used interview is: "The impact of the communication campaigns on the public service consumers from Romania"

The main objective of the research is the presentation of the reactions of the public service consumers regarding the efficiency of the communication campaigns and their optimisation through the analysis of real solutions.

The interview had as target subjects some natural persons from Sibiu county and Bucharest city, aged over 18, with high-school or university studies employees of private or public institutions. Surely this category is represented by persons who frequently use the public services of different public institutions. The interview was addressed to 21 persons.

The average duration of the interview is 20 minutes, including detailed answers to all the questions. The period when the interview took place was: 1 June 2013 – 20 June 2013.

After gathering, interpreting and analysing all the answers I will answer to both research questions:

- Which are the advantages of disseminating a communication campaign in the public institutions through RADIO / TV in Romania ?
- How can we improve the communication strategies? Regarding the feedback, budget, period, dissemination channels and transmitted information.

The structure of the interview is the following: 8 questions having the main objective the measurement of the reactions of the consumers of public services regarding the communication strategies of the Romanian public institutions. In the same time we seek to present the real reasons that lead to the efficiency or inefficiency of a communication campaign through mass media. At the end of the interview, after the 8 questions, there are 4 more questions having the main objective the confirmation of the targeted subjects from the point of view of the age, function, location where they live in present and their studies. I chose a structured interview to maintain the same number of questions and the same order to all the interviewed subjects and because it deeply analyses the theme of the present research.

Case study 7
Communication Strategies of Town Halls of Romania – promotion of the cities nationally and internationally (Terchilă, 2014)

In this research, I am going to analyse the reactions and opinions of the interviewed people on the subject of effective promotion strategies of the cities in Romania via mass

media and at the same time the impact of promotion campaigns on citizens and tourists as well, economically, socially and culturally.

Therefore, I'll use the interview as a method of qualitative research in order to confirm or to rescind the assumptions of this research:

a) The media has a great impact on society, economy and culture in any city in Romania.

b) Very few cities in Romania have elaborated a promotion strategy through the mass media.

c) Promotion campaigns have a strong impact on citizens and tourists.

The topic of the interview is : Strategies used to promote cities in Romania through the Mass Media.

The main goal of the research consists in presenting the reactions of the interviewed people regarding both effective promotion strategies through the media and the impact of promotion campaigns on citizens and tourists, in terms of economy, society and culture.

The interview has targeted individuals who live in Europe, over the age of 20, with higher education, who work in public or private companies and have visisted a large number of cities in Europe and beyond. For certain, this category consists of people who use mass media very often and who have established very clear terms of comparison regarding the mass media activity at an european and local level. The interview was addressed to a number of 22 people. The average time for the interview is 15 minutes, including detailed answers to all questions. The interviews took place beetween the 1st of July, 2014 – the 15th of July, 2014.

After processing, interpretation and analysis of the answers, I'll answer those three main research questions:

- What are the effects of promoting cities in Romania economically, socially and culturally?
- Through what channels does media promotes most often the cities in Romania?
- What is the impact of promotion campaigns on citizens and tourists?

The configuration of the interview is: 10 questions that are built to measure the reactions of the interviewees regarding both the effective strategies to promote the cities of Romania through the media and the impact of promotion campaigns on citizens and tourists- economically, socially and culturally.

At the same time the research aims at presenting some comparisons between media channels used in promotion campaigns, in terms of impact.

At the end of the interview, after the 10 questions that follow the above objectives, we asked two more questions that intend to acknowledge the age of the respondents and the city they live in. I opted for a structured interview, in order to keep the same number of questions and the same order for all the interviewed persons for a good aproach of the topic.

Case study 8
The role of the National Audiovisual Council of Romania and its impact in developing communication strategies (Terchilă, 2014)

In this research, I will analyze the reactions and opinions of the respondents on the role of the National Audiovisual Council of Romania and, at the same time, the impact on elaborating communication strategies.

Thereby, I'll use the interview as a qualitative research method in order to confirm or to rescind the hypothesis of this study:

a) At present, in Romania the National Audiovisual Council does not monitor enough the online segment.

b) The work of the National Audiovisual Council should be optimized and developed according to mass media market.

c) It is required a balance between monitoring-sanctioning-problem solving, in terms of dissemination of communication campaigns through the media, nationwide.

The topic of the interview is: The role of the National Audiovisual Council of Romania and its impact in elaborating communication strategies.

The main objective of the research is to present the respondents' reactions on both the role of the National Audiovisual Council of Romania and its impact in developing communication strategies.

The interview was addressed to individuals residing in major cities of Romania, but also to several people living in the United States of America, and in countries of the European Union, such as Germany, France, Italy and Austria, aged over 20 years, with university education, working in public or privately-owned companies, who have visited a large number of countries, worldwide. Undoubtedly, this category consists of people who are very often informed by the media and have a permanent contact with media organizations in each country. Furthemore, these people have very clear terms of comparison regarding mass media activity at European level. The interview was applied to 20 people. Average duration of the interview was 20 minutes, including detailed answers to all questions. The interviews took place between 15th February 2015 – 1st March 2015.

After summarization, interpretation and analysis of the answers, I'll answer the two research questions stated:

1. How familiar is the work of the National Audiovisual Council to public opinion?

2. What are the expectations and arguments of the public, regarding the activity of the National Audiovisual Council of Romania?

The structure of the interview is as follows: 8 open-ended and closed-ended questions whose main objective is to measure the reactions of interviewees, on both the role of the National Audiovisual Council of Romania, and its impact on elaborating communication strategies.

At the same time it is aimed at presenting some comparisons between: the general activity of the National Audiovisual Council and the displaying of main objectives, as well as the expectations of the public opinion about the work of this institution.

At the end of the interview, after the 8 questions that follow the goals stated before, I have asked two more questions, whose main objective is to acknowledge the age and the actual residence of targeted subjects. I have chosen a structured interview in order to keep the same number of questions and the same disposal for all the respondents, likewise for the profound approach on the topic of the research.

Case Study 9
Comparative analysis of communication strategies and the connection between public institutions- private companies - media organizations.

In this case study, I presented a number of peculiarities of communication strategies and I have made a comparison on communication strategies of some public and private companies. So, the following were analyzed:
a) Communication strategy for S.C AS IMPEX S.R.L ;
b) The communication strategy and vision of ORANGE;
c) The communication strategy of the brand DACIA;
d) The communication strategy of SIBIU TOWN HALL;
e) National Communication Strategy for Structural Instruments in Romania between 2007-2013;
f) The communication strategy of the hardware network Leroy Merlin;
g) The communication strategy of the National Agency for Fiscal Administration on services provided to taxpayers for the period 2013-2017;
h) Communication Strategy of the National Anticorruption Center of Republic of Moldova between 2013-2017.

Beyond the political aspects, I think we may highlight some important aspects of communication in the presidential election campaign in Romania - 2014. The main aspects of the campaign were: "the power of social media, texts, photography and excellent videos, Coherence, Targeting, Real time transmission, following a well-defined plan." (http://blog.brandup.ro/lectii-de-marketing-din-campania-online-lui-klaus-iohannis/,2014).

Public Communication Department of the Administration of the President of Romania "is empowered to promote the views of the President of Romania, to propose messages and draft press releases and to analyze the impact and the media context of president's actions. Also, the Department of Public Communication take the media requests, conduct press credentials and manages the media content on the website of the institution. Head of the Department of Public Communication and spokesperson is the President of Romania. The Department of Public Communication has the following main tasks regarding: Media Analysis and Monitoring; Media relations and internal communication.(http://www.presidency.ro/?_RID=dep&id=3&_PRID=dep_pers)

In order to analyze the communication strategy of the Ministry of Defence I have mainly used the current communication strategy, available for the period 2013-2016. "The goals of communication require sending messages to the military institution by taking advantage of the media opportunities, a permanent and mandatory requirement for

commanders/leaders and for the public relations staff at all levels of the Ministry of National Defence and covers the following main aspects:
 - Comprehensive and pertinent information of external and internal audiences on the transformation of the military institution;
- Comprehensive and pertinent information of internal and external audiences regarding working conditions, remuneration and professional development;
- The constant promotion of the military profession in order to increase the interest of young people towards it;
 - Development of relations inside institutions in local communities;"
(Communication Strategy of the Ministry of Defence, 2013-2016)

Chapter 5 is, in some wise, the research that covers all the ideas presented inside the thesis.

Mass media and external communication are concepts that concern generally, more and more, the representatives of public institutions and also those of private companies in Romania. The question is in what sector the concern is more emphasized regarding the development of external communication strategies?

In Europe and globally, private organizations had the first word in terms of internal and external communication strategy. In recent years, public institutions have tried to align these standards of communication strategies, and in some cases have developed more effective strategies than many private companies. According to previous case studies inside the research, in the period 2012-2015, we could say that there is a considerable difference between the two sectors in favor of the private sector in terms of optimizing communication strategies. At the same time, we can see that in the last five years public institutions in Romania have begun to develop such strategies. The directors of these institutions have acknowledged (if necessary) that the performance of companies can not exist without transparency and without the trust of citizens and taxpayer.

In Romania, we could split the last 25 years in three distinct periods: the first is between 1990-2000, the second is between 2000-2010 and the third one is between 2010-2015. In the first period, that between 1990-2000, public confidence in state institutions has dropped significantly, for many reasons related to the past. To increase confidence again it was imperative for these public institutions to communicate as „aggressive" as possible in a positive way, with citizens and taxpayers. Between 2000-2010, public institutions have tried very shy to develop some communication strategies, especially nationally. These strategies have generated very few national communication campaigns, some of them with almost no effectiveness. Apart from that, there were local public institutions that have implemented such strategies, but alot more effective, generating results on the image and confidence locally. We can illustrate here some Town Halls in Romania: Sibiu Town Hall, Town Hall Cluj-Napoca, Timisoara Town Hall, Brasov Town Hall or Constanta Town Hall.

The third period, between 2010-2015 was the time when many public institutions in Romania have implemented an external communication strategy, and in some cases it has

been very effective. It was the period when managers of public institutions have realized that transparency and continuous communication with citizens can greatly increase public confidence in those institutions.

If between 1990-2000, the communication departments were entirely missing or they existed but operated almost totally ineffective, in the last five years the major institutions in Romania have attracted communication specialists, and the departments began to work normally and to generate impact and results. In that event, there are exemplified the following public institutions which lately have scored an effective communication: The Presidential Administration, The Government, Ministry of Defence, Ministry of Regional Development and Public Administration, the National Anticorruption Directorate, National Agency for Fiscal Administration, General Inspectorate for Emergency Situations as well as several County Councils and Town Halls. These institutions are just some of those that lately have focused on external communication and "enjoy" increased confidence of the population.

A very important state is that these effective external communication strategies must be implemented from the top down, starting with the most important national public institutions.

In this research, I chose to analyze the current situation regarding the impact of effective communication campaigns on the economy and society within the public and private sector in Romania. I chose to interview specialized people with a particular expertise in this area. So, from my point of view the information obtained is highly relevant to the theme explored. Surely, the theme explored is topical and of great interest to representatives of public and private companies, and also for mass media organizations, advertising and public opinion. They can be regarded as information of general interest, because at the moment the media communicates with all ages, all areas of activity, with all people regardless of nationality, all people regardless of social position, with all people regardless of income per year, with all people regardless of where they live and so on.

For these reasons, it is very important to show the effect of information broadcast through media organizations on the economy, on the population, on daily activities and so on, and also to display the advantages and disadvantages of media consumption, as well as the filtering of information deliverd by the offline and online media channels. Filtering this information is essential to the volume of information that we are "bombarded" with daily by the local, national or international media.

Research Theme and Research Goals

The topic approached in the research is: The impact of effective external communication strategies through the media, on the economic, social and political system in Romania.

The research highlights the purpose of the approach, to investigate and outline the current situation in terms of communication through national and international media organizations, and their influence on the economy and society.

In the present study, we examined the opinions and arguments of respondents regarding the following: trust in the media; influence of media organizations on the economy, society and politics in Romania; budgets invested in local and national communication campaigns; development of effective strategies for communication within public institutions in Romania; the link and implications of social / cultural events and the communication campaigns relating to them; the impact of communication campaigns on citizens and tourists; proposing new social campaigns in the national media; the role of international media in fighting terrorism, and lastly the conversion of traditional media channels.

The research project has provided a complex analysis nationally and internationally, specifically in certain directions clearly established. From this analysis relevant data arise for public and private company representatives, for media organizations and for the public opinion.

Based on the results, I wil recommend and propose a number of solutions to optimize communication strategies in the public and private sectors in Romania. These solutions will be based on comparisons with other countries: USA, Germany, France, England, Czech Republic and Denmark.

The main research goal is to present the impact of effective communication campaigns on the economy and society, the opinions and arguments of specialized and experienced people in communication and mass media, but also of people who have regular contact with various campaigns, or generally with the media, both nationally and internationally.

General goals:

1. Obtaining relevant data on the impact of communication strategies on the economy and population;
2. Analyzing the influence of mass media organizations on the economic, social and political system in Romania;
3. Presentation of detailed comparisons as regards the communication strategy in the public sector versus private sector in Romania;
4. Impact of communication campaigns of Town Halls in Romania on tourists and citizens;
5. Analysis of the possibility of media organizations to manipulate the population of a country positively or negatively;
6. Perform a detailed analysis regarding the interrelationships between traditional and new media channels.

Specific goals:

1. Analysis of investments in development and implementation of effective communication strategies in the public sector in Romania. Presenting the implications locally and nationally.

2. The importance of broadcasting communication campaigns related to cultural or social events, and their impact on the budgets of public and private companies.
3. Presentation of the most effective public institutions in Romania, in terms of external communication via media channels.
4. Proposals and recommendation of social campaigns of national interest and their communication strategy.
5. The importance and purpose of promoting terrorist organizations through national and international media channels.
6. Impact of communication campaigns on the social phenomenon in Romania and raising public awareness through various broadcast spots.

Research Methodology and Research Tool

For this research, the basic research method is the sociological survey, and the questionnaire is the tool I used. The collection and centralization of data was automatically and secured, and the administration was computerized. I chose a specific sociological method of collecting and analyzing large amounts of information on the topic addressed.

The methodology of this research meant questioning a large number of people specialized in communication and strategic management. Their identification was made based on my personal experience and on the past years experience and collaborations that occured between 2005-2015. Each person was individually contacted, a link was sent via online that allowed the acces of the respondents, and the questionnaire was done once by each person in the target population.

I chose a questionnaire that was brief and highly concise, questions with a clear and easy to understand formulation, which contributed to increasing the rate of answers and their quality, and it also decreased the number of dropouts in filling the questionnaire.

The structure of the questionnaire is as follows: 14 questions that meet the general and specific objectives, but also meet the overall goal, to present the impact of effective communication campaigns on the economy and society, the opinions and arguments of some categories of people specialized and experienced in communication and media, and also the opinions and arguments of people who have regular contact with various communication campaigns or with the media in general, both nationally and internationally.

The 14 questions in the questionnaire are divided into the following categories:
- 10 closed questions, using the following scales: dichotomous (two options) and nominal-polytomous (more than two options);
- 4 open questions, where the answer was free and it meant filling the answer in a restricted field; completion of several fields with restricted length; free or essay type response. An answer to an open question is then encoded into a scale.

In terms of function in the questionnaire, the following types of questions were used: introductory, factual, opinion and identification. To get the best response rates, questions were arranged from general to specific.

At the end of the questionnaire, after the 14 questions, I asked four more questions that aim to confirm targeted subjects, as regards the area where they operate, the numerous countries they have visited in the last 10 years, the city and implicitly the country where they live at present, and the age.

Response rate was monitored, and those who have not fully completed the questionnaire, or not at all, were requested at least three times to return and complete the questionnaire again.

The questionnaire was designed only with mandatory questions. Thus, people who have not completed 100 % of all fields could not validate the questionnaire. To avoid errors in this respect, I opted for the introduction of a field that warned everyone that each field of the questionnaire must be completed correctly, and those that are not completed are highlighted by marking them.

Also, to increase the response rate of this survey the following steps were covered:

-The aggressive promotion of the research on online channels through which the questionnaire was operated;

-Personalize the invitation messages to participate in this research. It was noticed that personalizing the invitation messages significantly increases the response rate to the questionnaire. The invitation e-mail was brief and had information about the goal of the study, questionnaire's length and a few lines on data privacy.;

-Filling the questionnaire did not exceed 10-15 minutes, so it wasn't a long questionnaire that generally may discourage the respondents by making them to give up filling the full answers;

-Sending a few reminder messages for the completion of the questionnaire. Unlike other surveys, it has not been the case to insist too much on reminding people because most of them answered after the first invitation.

-Creating an introduction where I asked cooperation from people, to arouse interest in participating in the undertaken study, showing that the issues discussed are important for the group that subjects identify with.

 -The way of selecting the respondents.

- Anonymity and confidentiality of responses, which is an ethical rule.

- Explicit purpose of the research.

- Using the results and future research directions.

 -Words of gratitude for the commitment and willingness of respondents to the questionnaire.

As regards the classification criterion of the questionnaires and the way to apply them, I opted for a self-managed questionnaire, which meant recording responses by people included in the investigation. Thus, the individuals of the investigation formulate and record the answers by eliminating the filtering made by the research operator. I have decided for a self-managed questionnaire so subjects can fully express themselves through their answers. Also, self-managing eliminates one of the factors that influence responses: the individuality of the creator of the questionnaire, in this case my individuality. In the absence of the survey operator, people are willing to develop more precise answers.

The questionnaire was previously tested on a group of 23 people, in order to answer the following questions:
- What was not clear enough?
- Did they have other questions?
- Did they have trouble in understanding the questions?
- Are there additional questions that could be included in the questionnaire?

Following these answers I have changed and completed five questions inside the questionnaire.

I used the questionnaire as quantitative research method in order to confirm or refute the hypotheses of this research:

a) Generally, media organizations generate a positive influence on the economic, social and political system in Romania.

b) Private companies in Romania invest similar budgets to develop, implement and evaluate the communication campaigns, compared to public institutions in Romania.

c) Traditional mass media channels will not die out in the near future, but will be the basis for developing new media channels.

 d) Communication campaigns related to some actions / social or cultural events can generate incomes for private companies, public institutions, individuals, both nationally and locally.

e) International media organizations can benefit from the role of "mediator" in various crises situations: economic, social or political.

f) International media organizations with very large audience have the power to handle a large number of people, handling that can generate various decisions as regards the economy of a state, the justice or even the national security.

The average duration for filling this questionnaire was 10 minutes, including detailed answers to all addressed questions: open or closed. The survey took place over the period April 1st, 2015 –August 3rd, 2015.

After centralizing, interpretation and analysis of all responses, I will answer the three research questions formulated:

 a) What is the impact generated in the national economy and society after the deployment of effective external communication strategies, both in the public and private sectors?

b) What are the directions / goals for the next 3 to 5 years within public and private companies in Romania, regarding the development of effective external communication strategies?

c) What are the safest solutions to optimize external communication within public and private companies in Romania?

Sampling and Setting of Target Subjects

In this research, I opted for a stratified sampling, where I added several variables: age, the town where individuals live, countries visited by the subjects and the field in which they work.

The questionnaire was sent to an overall number of 146 persons in the „target population". Out of the 146 people, 137 people completed the questionnaire. The difference of 9 people who didn't complete the questionnaire, explained their personal choice. Out of 137 questionnaires, 130 questionnaires were validated.

This research had as target subjects people aged over 21 years, people with higher education, representatives of public and private companies, who have visited many countries in Europe, Asia and USA. Surely this category consists of people who get informed very often from the media and who have a very clear concept about media activity globally.

I chose to interview a large number of people specialized in communication and strategic management. Their identification was made personal and based on my experience and past years collaborations in the period 2005-2015.

As regards the target population, the reasons why I introduced the four variables inside the questionnaire are:

- I opted for a series of various working fields, to have a general perspective and to test hypotheses in all these areas. Each area has specific features and data obtained are undoubtedly relevant for this research.

- The countries visited by the respondents is another important variable for the survey. Certainly people who have visited a great number of countries in Europe, Asia and the United States of America have a large experience in terms of communication and international media organizations. Normally, these people have traveled for business or personal interests, and they were constantly informed through mass media channels. To compare the activity and the strategy of media organizations, and also of public and private institutions in these countries, it takes the view of people who have visited them and got into direct contact with their specific.

- The city where respondents live was a variable I chose in order to find out accurate and actual information from various parts of Romania and of the world. For this reason, I chose to include in the target population, people specialized in communication who live in different cities in Romania, but also in Germany, France, England, Denmark, Czech Republic, United Arab Emirates and Unitet States of America. Each of these people can show more accurate the specific of the activity of media organizations and they can describe how public and private companies communicate through mass media channels in the reffered locations.

- Age is the last considered variable, but very important as well. I decided that all individuals in the target population will be aged over 21 years, and at the same time they are individuals with higher education. The reason for that is that I wanted specialized people with expertise in communication and strategic management. Surely these people must be over 21 years and well educated in order to be able to hold the Communication department manager and PR position, Strategic communications manager and so on.

Experts estimate that about 40% of the people contacted to fill out a questionnaire deny their participation.(http://www.kestionare.ro/site/articole/sugestii1.html)

In this case, I was pleasantly surprised that about 95% of people contacted fill out the survey said „yes" and they have completed it. Target people were contacted

individually, this being very important in developing an optimal research. Some people who filled out this questionnaire can be found in the target population of case studies I previously made between 2012-2015, for the research work as well.

Respondents found in the target population, represents public and private companies nationally and internationally. Positions held by these people are:

- Managers inside the department of communication and public relations in private, national and multinational corporations;
- Executives within communication departments in public companies in Romania;
- Professionals responsible for communication strategies locally, nationally and internationally, both through traditional media channels (television, radio, print and outdoor) and through online and mobile channels;
- Managers of private national and multinational companies;
- Executives of public institutions in Romania;
- Managers and representatives of press agencies that operate in Romania;
- Representatives of various associations, foundations, non-governmental organizations in Romania;
- Representatives of communication departments within local and national public authorities;
- Representatives and specialists of communication departments and public relations departments within some Town Halls in Romania;
- Entrepreneurs in various areas (media, communication, marketing, PR, accounting, tourism, consulting, IT, art, research and development, sales, banking, medical, telecommunications, business communication, organizing national and international events, civil protection, law, human resources, education, insurance, financial mediation, automotive). These entrepreneurs work in Romania, Czech Republic, Germany, France, Britain and the United States of America;
- Representatives of main public institutions in Romania;
- Romanian mayors;
- Professors, especially university professors from Romania;
- Representatives of the main political parties in Romania, involved in various local and national election campaigns;
- Journalists, managers and representatives of local, national and international media organizations;

Respondents represent the following public institutions, private companies and multi-national companies:

1. Public sector:

Romanian Government through the General Secretary of the Government, Sibiu County Council, Sibiu Town Hall, Ministry of Defence, the National Agency of Civil Servants, Ministry of Regional Development and Public Administration, Regional Training Centre for Local Public Administration Cluj Napoca, General Inspectorate for Emergency Situations,

the National Agency for Fiscal Administration through the General Antifraud Directorate, Romanian Police, National Theatre „Radu Stanca" in Sibiu, Prefecture - County of Sibiu, County Emergency Hospital from Sibiu, Astra Museum from Sibiu, Land Forces Academy from Sibiu, International Airport from Sibiu, Sibiu State Philharmonic, the Public Service Rescue Sibiu, Sibiu County Tourism Association, „Lucian Blaga" University of Sibiu, secondary schools and kindergartens in the county of Sibiu.

2. Private sector:

EBS, Profesional Broker, Banca Comercială Română, Procter & Gamble, Visma, Scandia, Faurecia, Banca Comerciala Carpatica, Bancpost, Adecco, BRD, Libra Bank, Continental Automotive, Hotel Continental Forum, Keep Calling, Palmolive-Colgate Romania, KPMG, EON, Kangoo Jumps, Polisano, Marquardt, Unicredit Tiriac Bank, Garanti Bank, TNT, Ropardo, Vodafone, Orange, Expertarom, Pensiunea Carmen Sibiu, Gymbo Dance, Stage Events, Romcad Grup, Banca Transilvania, Madnyk, Universal Construct Market, Conelt, Asociatia Colors, G4S, Dedeman, KFC, Hotel Hilton.

3. Mass media organizations:

TVR, Media Group Services International, A.G. Radio Holding cu brandurile Kiss FM, Magic FM, Rock FM, Media Pro with brands Pro TV, Acasa TV, Procinema, Sport.ro, Intact Media Group with brands Antena 1, Antena 3, RDS-RCS with brands Digi 24, DigiSport, DigiFilm, Radio-TV Sibiu

GENERAL CONCLUSIONS, SUGGESTIONS AND PROPOSALS

The communication process within public and private organizations must be a priority for all managers, both for internal environment and the external environment. Reasons for the communication process to be on the main agenda of any manager are various: effective communication within the organization enables a right development of the specific activity of the organization and also, of a great importance is providing quality services / products to consumers, customers (potential or real customers); an effective communication towards the outside of the organization allows increased awareness, brand development, and thus increased confidence of consumers in the public/private services.

As mentioned in the content of the work, unfortunately within many organizations internal communication as priority arises only in extreme cases, when there are already conflicts between employees at the same level, between managers and subordinates, between managers of departments etc. The internal communication must be hold over and updated continuously at the highest level for the organization not to experience communication problems. When these problems occur, generally is taken into account the clean sweep of managers, departments, people responsible for providing the information, or even the overall change of the communication strategy (if there is one so far). All these negative effects can be avoided if we are aware that a process of internal communication must be implemented seriously and rigorously, on all accounts. Internal communication means, first of all, listening.

Equally important is the external communication, which aims mainly to create a positive image as concerns the outside of an organization. If this is achieved, the organization will have full support for an optimal evolution of the work, basically an effective external communication is also a very important "weapon" as regards the competitors.

When we intend to streamline communication within an organization, the first step should be understanding the communication problem. Only after a detailed analysis and its real results we can achieve an improvement of the communication process, either in public or private companies. After analyzing and understanding the existing problems inside the communication process, there follows the creation and development of a communication strategy that is much more efficient than the previous one and customized to the current needs of the public or private organization.

It's 100% necessary, and I suggests that public organizations line up alongside with private organizations as regards the communication process. Especially that compared to the private institutions, public institutions can also benefit in terms of external communication via local, national or international media. I refer especially to the possibility of delivering public information through the media without any cost for the broadcast. This is not possible within the media - private companies, where every communication campaign is charged according to each media institution policy. In general, all media channels in Romania are open as regards the broadcast of information of general interest and the promotion of events organized by various local and national institutions. We can

illustrate many such events that were promoted as media partnership or not, by many media channels nationally without any charge for these campaigns. If they had been organized by private companies, certainly the needed budgets for a communications campaign would have been pretty high.

However, I suggest that public institutions should communicate online as much as possible, through their own websites or through social media platforms. It is the network through which any institution can improve itself in terms of quality of services offered to the public. The reason is the feedback received through such communication campaigns, which must be explored very detailed and very seriously. Any communication campaign must generate positive or negative feedback. The effectiveness of a communication campaign through the media depends heavily on the feedback.

Generally, media organizations influence to a great extent the society all around the world, no matter if we talk about the United States, Europe, Asia, the Arab countries, Russia, the Western Europe, Australia etc. In all these areas there are a great number of media organizations, some intend to broadcast real and useful information, while others aim mainly at handling the whole society or population of some areas. Normally, real information delivered by the media can be confirmed more easily and quickly by the population, simply because it is visible. In crisis situations communication becomes very dangerous, especially information delivered through media channels led or funded by „political actors" or by people directly involved in these crises. These erroneous information can decisively affect society economically.

Handling has always been there, especially within media organizations. It is very true that in recent years the process of handling has increased a lot, just because of the numerous economic, social and political events performed worldwide. Simulation, ambiguity, suppression, deception, intimidation and diversion are all elements of manipulation.

What would we do if the media (the main collective handling factor) would give up handling and would deliver the events in their rough form? The truth is that handling (to a certain degree) helps and protects. What is not well known is the line between positive and negative handling. We see the example of the current conflict between Russia and Ukraine - Europe – USA. It is a very strong situation with a global impact. Any speculation or information may tip the balance positively or negatively. If the media will influence negatively and will deliver information without „sneaking" them very well, there is a high danger of triggering world military conflict. If the media delivers information that „handles" (I don't mean wrong information but of those avoiding tough words that can affect a great number of people) it might reach an agreement or even a total settlement of the conflict. In this case too, the media plays a very important role, if not decisive, in the development or reconciliation of a conflict that can have devastating effects on the economy of many countries.

Another important topic discussed lately by all media is freedom of expression. What consequences may it have economically, socially and politically? It is a very sensitive topic as well and it should be treated with great attention by the whole society and

especially by all media organizations. Information must be broadcast paying great attention in order for the media to fulfill the goal and the status of mediator between companies with different culture. It is the ultimate challenge for all media organizations: to align to a standard agreed by all parties and have as the main goal the conflict mediation nationally, regionally and internationally. All the positive actions of media organizations will definitely reflect in national and global economy. In that event, it is mandatory to bear in mind the culture and religion of each area, worldwide. Surely freedom of expression must be limited too, as any other kind of freedom.

As regards the process of filtering the information it is necessary for any person in any part of the world to analyze very well the information received during crisis situations and avoid making precipitately decision, except those situations where this is appropriate. The risk is very high exactly for this reason, cause normally during crisis situations there is no time for filtering and decisions must be taken immediately. Although, it has to be found the perfect balance between receiving information - filtering information - decision making - the final reaction.

The analysis of all information displayed may help us conclude that any public institution or private company should develop and implement a communication strategy that includes monitoring and evaluation stages. These steps can greatly affect existing communication campaigns and especially those who will be broadcast in the future. By monitoring and evaluating correctly we can analyze more carefully the results of a communication campaign and also the impact on the target audience. Finally, one of the main goals of any communication campaign is the message to be sent at the right place and to reach the right people. But we can not measure these aspects unless using continuous monitoring and evaluation.

Currently there are some basic institutions dealing with audience measurement, both nationally and globally. But my opinion is that it would require more competition in this area, there is still room for more institutions that provide these measurement services. At the same time, we need to diversify and test new measurement methods, which could have a greater impact and leading to more accurate and actual results. It is necessary for media organizations to involve more private and public companies in the audience measurement process. The main and most serious reason is very simple: beneficiaries of the results are mainly public and private companies that invest considerable budgets in broadcast communication campaigns and that expect positive results after these campaigns. At the same level there are media organizations, which have as main strategy the inveiglement and continuous increases of audience.

Regarding the National Audiovisual Council of Romania, this institution has made progress lately in terms of business development and especially as regards transparency in the process. Yet, it requires a much more efficient monitoring and more attention from the institution in terms of media programs and communication campaigns broadcast, both nationally and locally. Often, the focus is only on national campaigns but local campaigns can influence population almost at the same extent: positively or negatively. Another measure that could be useful for this trio - the media - private and public companies -

audience, would be giving solutions to the most common problems faced by media organizations, companies and audience. Often, the activity is limited only to monitor and sanction. In addition, it would be very useful a development of the online monitoring process. Certainly, this segment should be monitored and regulated, especially as the audience grows continuously and the impact on the population is already very high.

Any public institution or private company should develop and implement a communication strategy. But this is not enough. For a more efficient communication the strategy should be very well build.

The audience is clearly different in terms of online media, compared to a few years ago. It is in constant development even if sometimes it seems a chaotic development, meaning that not all stages unfold naturally. Everything is at high speed. Normally, the comparison between traditional media (television, radio, newspapers, magazines) and digital media (internet, social networking, etc.) is slightly exaggerated. Everyone talks about the extraordinary growth of digital media but few notice the level where this two categories of media were and where they are now. It is normal for this new category of media to boost much higher than traditional media because the level where it was a few years ago was very low. The question is whether digital media will surpass traditional media in terms of audience and communication budgets. I agree that we can not say about traditional media that is better than digital media or vice versa. The two types of media dovetail very well and if one of these disappears completely, global media will be greatly affected and the gap created will be very difficult to fill.

A new question mark showed up among communication specialists: if social media is part of media or just another type of media? There will always be traditional media channels and new media channels, especially considering the pronounced change and development of the economic, social and political environment globally.

As regards the budgets for communication campaigns, we see that their values are high although they decreased compared to previous years when in many cases the campaigns were overrated.

Human resources involved in the communication departments of private and public companies in Romania are becoming more sophisticated in this area, given the fact that national education has developed a lot regarding communication. In addition, access to the international market is becoming easier and easier. We can notice that most public or private companies have a communication department inside their system, and not many people are working inside this department. If we make an analysis of the presented companies, the average number of people in the communication departments would be about 2 or 3. In some cases the communications department is incorporated in the marketing department.

SPECIFIC CONCLUSIONS - CASE STUDIES

All case studies in this thesis mainly aimed to confirm or refute the theoretical information presented inside the four chapters. Each case study focused on the issue of the given chapter while being the factual support for the theory. I found it very useful for each chapter to include case studies that can clarify a number of current issues, both theoretical and practical.

CASE STUDY 1 – RESULTS AND CONCLUSIONS
The activity of mass media organizations in the USA, ASIA and EUROPE.
The impact on the economic, social and political system

Most of the respondents believe that the media has a huge impact on the economy in the U.S.A. Most of the respondents believe that large and very large budgets are allocated for the activity of mass media in the U.S.A.

Most of the respondents believe that mass media greatly influences the US society. Worth mentioning that opinions are divided regarding the way the media influences the society: most of the interviewees appreciate the way the media influences society and support the fact that the media influences positively.

Most of the respondents have suggested at least one social campaign, which demonstrates the need for the media to get involved in the society, to promote various social campaigns for the community service.

All interviewees believe that the US media is currently influenced by political parties and that the presence of political leaders matters a lot in the media, or even decisively for their public image.

Most of the respondents consider that the media has a special importance in the economy, in society, in politics, and in other fields as well. Most of the respondents, about 75% off them, believe that the economy, society and politics would suffer if the media did not exist.

Most of the respondents believe that media organizations can not exist without revenues from advertising. Revenues received from public and private companies.
US mass media focuses mostly towards political and economic system, but also to attract local and national advertising budgets. As regards a direct comparison with the US, media in Romania focuses mostly towards the political system and to attract national advertising budgets. Most of the respondents believe that a civil war could be triggered through media manipulation techniques in Asia.

Most of the respondents believe that political leaders control to a great and very great extent the work of the media in Asia, especially in this countries: Afghanistan, Iraq, China.

Most of the respondents believe that mediation dialogues between Russia, Europe and the US would have been held in connection with the critical situation in Ukraine, even though there would be no media at present.

Most of the respondents believe that in the case journalists hostages, the media has a decisive role regarding coverage of these terrorist groups, as well as their claims.

Interviewees have presented a number of possible justifications for the actions of terrorist groups as regards hostage taking among European and American journalists. Most argue that these terrorist groups „benefit" of higher visibility and faster broadcast of information. Basically, it is the way the terrorists get the fastest in the media and that is a very clear goal in their strategy.

Most of the respondents believe that the media in Asia shows little transparency of their activity compared with media organizations in Europe and in the US. Most of the respondents believe that the main goals of media organizations in Asia relate to the political and military system.

Most of the respondents have a great confidence in media institutions in Europe and in the United States. None of the interviewees trust mass media institutions in Asia. Unfortunately, media institutions in Asia don't spread a good image among people interviewed, and this is mainly due to influences from the political and military system especially in countries with regular or permanent armed conflicts. Another reason is that there are countries in Asia that promote communism in most of their media activity, and that spreads low confidence outside the borders of the country.

Most of the respondents believe that the media has a great impact on the economy of European countries, and 80% of the respondents consider that large budgets are being allocated for the activity of mass media in Europe.

All the respondents believe that the media greatly influences society in Europe. It is worth mentioning that opinions are different as regards the way the media influences society (positive / negative) in Europe. Almost all media institutions in Europe are influenced by political parties - public or private, according to interviewees.

The media gives to all political leaders a great opportunity to be visible to the people, for voters. By default, the media influences the public image of each of them, positively or negatively.

Most of the respondents, about 75% of them, believe that the economy, society and politics would suffer if the media did not exist. A small proportion of the respondents believe that the media harms the economy, society and politics.

Most of the respondents believe that media organizations can not exist without revenues from advertising. Revenues received from public and private companies. And many of the respondents claim that media organizations that invest heavily in employees, generates a great impact on economy, society and politics.

This research opened a horizon for a more extensive research, in terms of media activity both in Europe and worldwide. The media have always crossed difficult times even since its beginnings. But every obstacle represented a step forward towards development, towards innovation, towards new horizons. Probably every day something of the media dies out, and something new comes to life. Media will always exist and will have a very close connection with everything around us, worldwide.

CASE STUDY 2 - RESULTS AND CONCLUSIONS
Media channels audience and the impact on national and international economy

Most of the respondents consider that television records the largest audience worldwide while the second place is held by online media channels.

Most interviewees believe that television scores the highest nationwide ratings in Romania while the second place is held by radio channels. Indeed, we can conclude that in Romania online networks and digital infrastructure still need to be developed. Generally, Romania is "digitized" daily and is directed towards the same point: online and mobile. Nevertheless, traditional media channels will not die out, but rather be the ground for online and mobile channels development.

As regards the audience of worldwide TV channels, the main reasons of the respondents were: television has a very rich history and still attracts the largest budgets for communication, hence it keeps the high ratings (the comparison is effective backwards as well); television is currently the most powerful media channel as it has a very large coverage in both urban and rural areas. A very interesting aspect is the connection between television and social media, by developing Smart TVs and, at the same time, the possibility of connecting to the TV viewers in real time.

As regards the audience of worldwide platforms and online networks, the main reasons of the respondents were: we are in a continuous transition towards an almost entirely digitized era; online, the information is delivered much faster and more targeted.

 As regards the radio audience globally, the main reasons of the respondents were: Radio is the only media channel that keeps nobody busy, we do not need to interrupt other activities to inform ourselves listening to radio, while informing ourselves by watching TV, reading newspapers or online we have to cut off any other activity in progress at that moment. Perhaps this is the greatest benefit of radio stations; in China and India radio seems to be the most approachable media channel for information, precisely because of poverty.

As regards printed media audience globally, the main reasons of respondents were: printed media scores large and very large audience in those countries that still have the culture of printed newspapers and magazines, for instance the United States of America. We could include Romania too, which still promotes the printed version of newspapers and magazines, especially those in the cancan area, which as a matter of fact are the most read.

We can conclude that 95% of the respondents believe that the audience influences considerably and hugely the amount of budgets attracted by media organizations, budgets that are invested in communication campaigns.

Most interviewees believe that any information delivered through mass media channels scoring large audience can influence a country's economy, and 75% of the respondents believe that the economy may be influenced considerably or very much.

Most interviewees consider that Romanian economy could be positively influenced by the media, stating the main arguments as follows: all products promoted with the media aimed their knowledge by consumers and to increase sales. Along with increasing sales,

national economy grows (taxes, income taxes, VAT, etc.); by contributing to the change of mentality, by contributing to the development of a society founded on productivity and performance; may contribute to increased consumption or savings; positive messages inciting to action could positively influence the economy, and detailed exposure of investment options, business start-ups, application for structural funds; it could influence the national economy by displaying our high-class ecological products that could lead to increased exports. Or, the sights of our country could be displayed, opportunities for big investors, given the fact that our country is still owning enough natural resources and cheap labor, too.

The answers for the last questions, about the relationship between the audience and the effectiveness of a communication campaign, opinions are divided. The stronger arguments were as follows: efficiency consists of a positive result, the expected effect after an action using minimal resources. Therefore, increased audience leads to an increase in the chances of having a successful communication campaign; To carry on an effective communication campaign a specifically target audience should be selected. As an example we could describe the situation of a company that chooses to communicate via a radio station that has the largest audience, and there should be a targeted campaign and clearly addressed to a specific sector of people who can be found in the audience of another radio station (which in figures, recorded lower overall audience). In this case, the campaign would have a greater impact if it will be broadcast on that radio station with lower audience but very well targeted; it depends on who does it . It might that at some point a campaign could be more effective on niche channels with lower ratings; the greater the audience the better the communication campaign achieves its goal. There are very rare situations in which some communication campaigns are targeted towards a clear niche, and then we can talk about the effectiveness of a campaign even through mass media channels with relatively low ratings, but that includes the target of the campaign.

Case study results open a new research direction in this area, particulary emphasizing the influence of mass media channels having large audiences in the economy of a country, through various communication campaigns

CASE STUDY 3 - RESULTS AND CONCLUSIONS
Tendencies in communication through the media and economic implications nationally and internationally

Most interviewees consider that the budgets for the period 2015-2017 will increase remotely as compared to 2012-2014.

Most interviewees believe that the online segment will score the biggest changes worldwide over the next five years, stating the next main arguments: The online segment is the one that will score the biggest changes, since investments in this field are enormous at present, worldwide; Also, the interest of the population increases continuously and thus will increase the online audience; The technology is developing quickly and online media keeps up, and the society adapts very fast; The online will be the first source of

information, which would lead to a customization of the online in order to meet every individual's needs.

Most interviewees consider that during 2015-2017, the emphasise will lay more on economic, social and political news, worldwide.

Most interviewees have little confidence regarding the development of effective communication strategies in the public sector in Romania.

Most interviewees consider that mobile communications segment will grow hugely in the coming period, and the impact will be proportional as concerns the economy and society. The main opinions and arguments of the respondents on the eventuality for traditional media channels to be closed or directed towards the online or mobile environment were: Printed media will die out, if we consider the current trend. I don't think that television and radio will go out of use, but they will probably be associated with the online and accessed from mobile devices; Printed media reduces the activity in favour of the online and mobile segment; They will not go out of use but they will lose ground, and the audience will be shared with online platforms; I do not think they will go out of use, but I believe that online media will become leader of information; I do not think they will go out of use, they are the basis for development of other media channels.

The main expectations and demands of the public, seen as general audience, relating to mass media organizations were : To participate actively in refuting corruption infractions, tax evasion and money laundering; During 2015-2020 I want a smaller involvement, even none at all, of politics in mass media, and these, whether radio, television, print media or online, to be able to work real, and to deliver professional and impartial information to citizens; Economic news of social interest, national security, and things like that; To be objective and impartial, in political terms; Not to bring to the fore only negative aspects of the economy and society.

CASE STUDY 4 - RESULTS AND CONCLUSIONS
Methods used to measure the audience of media channels. Types, results and impact

Most of the respondents believe that metric devices represent the main method used to measure the audience of media channels, and about 30% of the respondents believe that surveys (telephone or face to face) represent the main method used to measure the audience of media channels.

About 30% of the respondents had participated in at least one survey on media channel audiences.

Most of the respondents consider that media organizations are funding audience surveys and their involvement is direct in this process of measuring the audience.

The main opinions and arguments of the respondents regarding the funding of audience surveys and who should fund them, were as follows: Funding can be made by state institutions specialized in media and communication, and by media organizations as well. Media organizations, pointing out that the results of these surveys should be

respected, making no matter if they reflect the reality desired by different factors. Audience surveys should be funded and entirely controlled by public and private companies investing in communication campaigns. The reason is simple: they are the beneficiaries of the direct results, and is their interest for these surveys to be transparent and fair, with the main reason: investing the budgets in communication campaigns through the media.

Most of the respondents affirm that they have an average confidence as regards the transparency of audience surveys, and only 15% of the respondents say they have high confidence as regards the transparency of audience surveys.

Most of the respondents believe that the results of audience surveys reflect the reality quite remotely, and about 30% of the respondents believe that the results of audience surveys reflect the reality to a great extent.

Most of the respondents think that audience surveys are necessary nationwide and internationally, provided they are made transparent, objective and reflect reality as much as possible.

Almost all respondents concluded that the results of audience surveys can influence the communication strategies of private and public companies, and the main answers and arguments were: Depending on the results of audience surveys, new targets may be assigned inside the communication campaign; Depending on the results acquired from an audience survey, for certain companies that invest in communication will react as such. Budgets will be directed towards media organizations with the largest audience, according to surveys; Audience surveys results can influence the decision making process in communication, both in the private and public environment. A survey substantially conducted can give long-term solutions for communication campaigns.

Case study results open a new research direction in this area, particulary towards the results of audience surveys and the developing or optimization of communication campaigns depending on these results, and at the same time the involvement of public and private companies in financing these surveys.

CASE STUDY 5 - RESULTS AND CONCLUSIONS
Reactions and opinions of taxpayers on the need to implement a communication campaign in the county of Sibiu

After centralising the answeres, resulted the following aspects:

The campaign with the highest percentage of "I strongly agree" and "I agree" responses is option D with 75%: "Ask for your bills and encourage real economy for larger budgets for education, health, and research on local/national levels"

The research done leads us to believe that the most effective way of promotion is the TV, as 93% of the respondents said they agreed or strongly agreed with this way of promotion, followed by the radio with 90%, the online environment with 80%, the outdoor environment with 73%, and in last place printed press with 68%.

CASE STUDY 6 - RESULTS AND CONCLUSIONS
The impact of communication campaigns on consumers of public services in Romania

The majority of the interviewed persons believe in the information transmitted through mass media and they consider them relevant, transparent, accurate and useful for the population.

The majority of the interviewed persons are not satisfied with the quality and quantity of the information transmitted by the Romanian public institutions through mass media. The majority of the interviewed persons believe that the information transmitted by the Romanian public institutions through mass media is useful but their quantity must increase. The notoriety of the Romanian public services is quite low, so there is a need to apply more efficient communication strategies by the Romanian public institutions.

The majority of the interviewed persons consider that the public institutions DO NOT communicate enough through the mass media and this must be changed at a national level. The majority of the interviewed persons consider that the most efficient communication channel for the public institutions is television, radio, newspapers and internet. The majority of the interviewed persons consider that the image of the public institutions is related to and depends 100% on the presence and efficiency of the communication campaigns through mass media.

Romania's Government has the biggest notoriety among the interviewed persons, followed by the National Bank of Romania and Romania's Presidency. This notoriety is surely due to an efficient communication strategy containing efficient communication campaigns through mass media.

CASE STUDY 7 - RESULTS AND CONCLUSIONS
Communication Strategies of Town Halls of Romania – promotion of the cities nationally and internationally

Most of the people interviewed consider that generally the promotion campaigns have a great impact on society, economy and culture in the cities of Romania.

Most of the people interviewed consider that small budgets are allocated from public institutions for promotion of the cities. Most of the people interviewed consider that the image of a city is highly affected by the existence of a local and national promotion strategy. Most of the people interviewed consider that cultural events have the greatest impact on citizens and tourists. Most of the people interviewed consider that promoting various events that take place in the cities of Romania depends very much on institutions, local and national media.

Most of the people interviewed said that they had learned of the events in their city on the radio and on the internet.

Almost 99% of the respondents said that the existence of an aggressive promotion strategy of the cities in Romania has a positive impact in general, and will definitely lead to

the increasing number of tourists, attracting investors, creating new jobs, lower unemployment, growth of welfare of citizens in general, opening new local or national business, allocation of funds for the development of particular areas and many others.

The majority of interviewees consider that Sibiu is the most advanced city in Romania, followed by Bucharest.

This research has made a new departure for a much extensive research in terms of strategies to promote events in Romania. Generally speaking, public institutions have so far allocated small or very small budgets to promote social, cultural, sporting or economic events at a local level. In recent years, large cities have become increasingly noticeable through media, following the lead of Western cities. It has been shown in many cities in Western countries that a good strategy and the allocation of funds for the promotion of the cities has resulted in increasing the welfare of the citizens and in the increasing number of tourists as well. These two aspects lead to permanent development of cities and the enviroment in general.

Promotion strategy of cities is a relatively new concept for Romania, emerged in recent years in very few cities in Romania. In 2007, Sibiu was becoming the Cultural Capital of Europe. It was the year when it was compulsory for the town to create a medium and long term promotion strategy. It was the year when the town received a lot of promotion locally, nationally and internationally. All the important events that have occurred have been promoted by the local media and those requiring a wider promotion have been promoted in the national and international media. After 2007 the promotion strategy of the city developed even more, and the events of 2007 remain as a calling card for the city since then. Sibiu is just one example, there are other towns that in recent years have had a positive development as regards the promotion of the city.

In November 2014 Sibiu City Council approved a very important and useful document for the community, namely: Guide for the Development of Sibiu 2014-2024. Sibiu Town Hall together with Heritas Foundation has completed the layout of The Guide for the Development of Sibiu for the period 2014-2024, a document that presents the directions for the development of the city for the next 10 years, these being set after data analysis and public consultation. By the established goals, the new Guide contains the projects of the last 10 years.[1]

„This is more than a simple administrative act that expresses the vision of the local administration. The document is in fact the result of extensive public consultations that we have held both with public institutions and specialists, and also NGOs, different associations and individual citizens. For us it was important to know the direction towards citizens and public actors want the city to develop, because the community support for local administration's efforts is extremely important. Therefore, I believe that the Guide is a representative document and it will be a great tool for us, helping us to prioritize future investment, " underlined Vice-Mayor Astrid Fodor.

It is also important to emphasize that the document is synchronized with European and international trends in community development, highlighting the provisions of the

---

[1] Sibiu City Hall - Press release issued on 11.12.2014

strategy „Europe 2020" including smart development, sustainable and inclusive growth in the economy, employment, increasing energy efficiency, education, reduce harmful emissions, tourism, culture and sports.

The document elaborates each of these goals that will guide Sibiu towards a sustainable development over the next ten years through authorities competition, the business environment and community as a whole.

This type of document was used for the period 2004-2014. In terms of image and communication it was very well received by local and national media organizations, and even some international ones. The document shows transparency and also reflects the city's strategy for the next 10 years. As communication method it is very beneficial for the municipality.

CASE STUDY 8 - RESULTS AND CONCLUSIONS
The role of the National Audiovisual Council of Romania and its impact in developing communication strategies

All interviewees stated that they are familiar with the name of the institution - National Audiovisual Council, and have heard of it at least once. About 40% of the respondents are aware of the work and goals of CNA, in a great and very great extent.

The majority of interviewees believe that CNA operates according to law. Generally, most people agree that CNA should also monitor the online segment.

The main opinions and arguments of the respondents, about the need to monitor the online segment by the National Audiovisual Council, are: There is such a bill at issue. All media channels should be monitored equally. CNA should monitor the online space at length, more carefully, so the CNA law must be modified. It would be realy useful for CNA to monitor the online, because there are many abuses conducted in terms of communication, and censorship, too. Yes, it is necessary to reform the CNA law, because the audience increases very much on the online, and thus will increase the number of abuses, in terms of online communication.

Most respondents, about 65% of them, stated that they agree, to a great extent, that the CNA be actively involved in developing and promoting social responsibility campaigns,with impact at national level.

Most respondents, about 95% of them, agree, to a very great extent, that the equilibrium monitoring-sanctioning-solving is a necesity, and that there must be found solutions for problems, and also, problems that may occur in communication campaigns, nationwide, must be redefined.

Most people interviewed, about 95% of them, agree to a very great extent, that this goal is a necessity, and thus, this goal be met by all media organizations nationwide: " CNA aims at enforcing respect for the rights of viewers and listeners, an important aspect for that purpose being the protection of minors and human dignity " .

The main expectations and, at the same time, demands of the public regarded as general audience, about the activity and goals of CNA are: CNA should be an institution

much more aggressive and tougher with media organizations, in a positive direction. It should highlight positive examples and role models, and take part in educating society. Better information towards people, about national and international issues. Roghness, transparency and ethics. To operate according to law, to be proactive, to have less tangency with politics.

CASE STUDY 9 - RESULTS AND CONCLUSIONS
Comparative analysis of communication strategies and the connection between public institutions- private companies - media organizations.

After analyzing the communication strategies presented in this case study, the conclusion is that a very clear evolution seems to show up as regards the communication strategy of public institutions. If a few years ago there were very few public institutions that indeed implemented a communication strategy, now many have realized that it is essential for any institution to have effective communication with citizens, taxpayers, employees etc. Private companies are on this line for many years and the difference is clearly seen: the way a private company communicates versus the way a public institution communicates. But there are exceptions: I have also found public institutions that have a very complex and useful communication strategy, even better structured than some private companies. We can illustrate here Sibiu City Hall, that communicates very effectively for several years through the media. Information is delivered daily through professional press statements.

A great issue is still the fact that most representatives of public institutions (the people involved in the communication department) do not have a real partnership with local, national or international journalists. The partnership is moral more than professional and consists in mutual trust. There are many situations where spokesmen deliver truncated information or are willing to manipulate through the media. These practices have been reduced lately, but they still exist. They have to be totally eliminated as quickly as possible and create a relationship of trust between the communications department of public institutions and media institutions in general. That's because the information must be delivered correctly and objectively towards the population (this is actually the most important goal of the communication department through the media). Certainly there are many other things that need to be done within the communication strategy of public companies in particular, and also for the private, but the direction is positive as regards both categories.

Communication "needs to be an intrinsic part of all activities of an organization. A successful organization must be: a unified and coordinated entity with a structure and a communication strategy."(http://mie.ro/_documente/publicatii/comunicare/Communication%20Manual.pdf)

Regarding the success of the election communication campaign of President Klaus Johannis, the conclusions are very clear and simple: the communication strategy was the difference from the strategy of the contender, and also the team that handled the communication was made up of professionals in the true of the word. Although many

people say that the success of the President Klaus Johannis is not necessarily due to the communication strategy, but to other reasons. The communication strategy was very well designed from the beginning, the target was very clear, but along the way the team that implemented this strategy, has changed quite a few aspects, because everything took place with great speed and time was limited. That is exactly what made the difference, the fact that on one side it is communicated in real-time even before international media agencies, and on the other side there was a silence that said almost nothing. During the electoral campaign the communication strategy was adapted under way even if we refer to „target population".

It was a great opportunity during elections for young people to be informed in real time. It is a category that made the difference in the outcome of the vote: young people and people who do not usually go to vote. Thanks to communication strategy, often even aggressive in a positive way, this category of people managed to react as each of them decided. We can not really talk about manipulation, even if we tend to. There was no handling because only reality was given. Actually, the situation outside the country was, in most cases broadcast 100% live, and in other situations in a very short time, and that didn't allow information to be distorted.

Despite the appearances and the opinions of many public figures, President Klaus Johannis had a very strong impact on social networks, too. This is confirmed by its facebook page, which registered a very high growth in just a few days, in terms of number of visitors.

Klaus Johannis "has exceeded one million fans on Facebook and became the most popular politician in Europe. From this point of view, the new president of Romania exceeded the most popular politicians in the world, such as German Chancellor - Angela Merkel (898,444 followers), Nikolas Sarkozy (992.609), Francois Hollande (516.967), David Cameron, Silvio Berlusconi, Jose Manuel Barroso or Tony Blair. Also, globally , Romanian President Klaus Johannis is on TOP 15 politicians with the largest number of followers on Facebook and on TOP 3 non-American politicians."
(http://www.monitorulexpres.ro/?mod=monitorulexpres&p=politic&s_id=141727)

These figures can be quickly overlooked, but one thing is for sure: all other personalities mentioned above have , for certain, professional teams in charge of their communication strategy. Then the question is: how professional was the team that dealt with election communication of the current President of Romania considerring the top mentioned above.

Regarding the communication strategy of the Ministry of National Defence is prepared correctly, it follows the main stages of a communication strategy. Communication Strategy of the Ministry of National Defense of Romania is created for the period 2013-2016. Any strategy must be revised or customized every 18 months, at the very most. The reason is that during this period of time some laws could change, positive or negative events take place, and many other reasons that involve a change in the communication process of the institution.

CASE STUDY 10 - RESULTS AND CONCLUSIONS
The impact of effective external communication strategies through the mass media on the economic, social and political system in Romania

Mass media, as well as public opinion, should be used as a bridge between consumers and trends in development of the regions. The information delivered and received impacts in direct ratio to its quality as regards the useful information for consumers.

Regarding the continuous decline of trust in public institutions and increasing it through well-developed and aggressive communications campaigns, I will expose some comparisons with the private sector. Typically, at a time a private company can be negatively promoted in the local, national or international media. This promotion could come from various negative situations and negative consequences can be huge, sometimes leading to bankruptcy. In most such cases, the companies are facing a great image deficiency, decreased confidence of customers in the brand, decreased sales, stopped production, lack of specialized personnel, and others according to the company specifics. In that event, most private companies are aggressively trying to communicate through all mass media channels, particularly through those with very large ratings. This decision automatically generates high costs for the company, but these costs can be considered as image investments. A basic condition is that in these situations companies react instantly, firm and very aggressive in a positive way in terms of external communication.

It is now necessary for any company in the private and public sectors to develop and implement an effective communication strategy, and monitoring of communication campaigns must be an important step on the agenda of the company.

In recent years, directors of public institutions noticed the need for institutions to have a department of communication and public relations. In this regard, in some cases more or less specialized people were employed in this field.

A recommendation would be for public institutions or private companies that don't want a communications department or don't want to hire people for these positions, to seek the services of authorized companies. In specific cases, it may be the best solution in terms of efficiency, professionalism, impact and even the costs, related to the quality of services. Thus, the outsourcing of these services could be a real solution for both public sector and private sector in Romania.

In recent years, universities in Romania have developed a series of programs focused on communication and strategic management. This has led to specialization of some people in this area and thus the use of these concepts in public and private companies.

After asking the questions in the questionnaire, the following results were given:

Most respondents, about 77%, have an average and high level of trust, as regards the confidence in the information delivered through mass media channels.

51% of the respondents believe that media organizations create a negative influence on the economic, social and political system in Romania, and 49% of the respondents considered that media organizations generate a positive influence on the economic, social

and political system in Romania. Personally, I believe that media organizations have a positive influence on the economy and society in Romania, and a negative influence on the political system.

Most of the respondents consider that the private sector is investing larger budgets for external communications campaigns. Most of the respondents, about 79%, have an average and low level of confidence about the fact that public institutions in Romania will develop effective strategies for communication through the media.

Most of the respondents, about 84%, believe that cultural and social events, as well as communication campaigns can generate a legal income for some individuals or legal entities, especially those providing services.

Cultural events in Romania that have generated revenues mentioned by the respondents are: International Theatre Festival in Sibiu; Redbull Romaniacs; Sibiu European Cultural Capital 2007; Gala Bute; TIFF - Transylvania International Film Festival; Sibiu Sands; National Pottery Fair; Untold Festival; "Photo Romania"; The presidential election in November 2014; Sibiu Lights and More; Ballet performances; Christmas Fair in Sibiu; Cibinfest; Panflute Story; Garana Jazz Festival; Robbie Williams' concert in Bucharest; George Enescu Festival; Cycling Tour of Sibiu; Artmania; Final "Europa League" in Bucharest; Mamaia Carnival; The concert of Andre Rieu in Bucharest.

The main arguments of the respondents have been that these events have had a positive impact on the local economy in the area where they were held and generated considerable income for many individuals or legal entities, generally those providing the following services: accommodation , restaurant, catering, transportation, promotion and more. There was also a positive impact for the image of cities of Romania, but also to increase sales in stores.

After addressing the question number 7 in the questionnaire, about the most effective public institutions in Romania in terms of communication through mass media channels, the following TOP 3 is presented: Romanian Government holds the third place, the second place is occupied by Administration of the President of Romania, and the most efficient public institution in Romania, in terms of communication through the mass media is the National Anticorruption Directorate. Very close of the third rank is the National Agency for Fiscal Administration.

I emphasize that the results of this question reflects the opinion of the specialists in communication, and in my view they reflect the reality today. Most of the respondents, about 98%, consider that the promotion of cities of Romania has a positive impact on citizens and tourists economically, socially and politically.

Respondents suggested many interesting social campaigns that are good to take into account. Some of these campaigns happened, some are ongoing and others may be held for the first time in Romania, depending on where they occur.
The main campaigns were on health, environment, tourism, education, gender equality, against violence, against plagiarism, and many others.

Most respondents believe that international media organizations can hold a mediating role in various crisis situations (two situations can be illustrated: 1. The current crisis in Greece and 2. Tense dialogues between Russia, EU and U.S.A.).

Most of the respondents, about 55% consider that written or recorded messages that promote terrorism should be "filtered" by many specialized people, and later approved or rejected. Most of the respondents, about 70%, believe that terrorism would have existed even without the involvement of the international media channels. Most of the respondents, about 60%, believe that media organizations have the power to manipulate the population of a country positively or negatively.

About 95 % of the respondents consider that traditional media channels (TV, radio and print media) will not die out, but they will be the background for the development of new media channels.

This research has met and complied with all the 12 objectives, both the general ones and specific ones. Also, of the six hypotheses in this research, four of them were confirmed and two were denied.

Following the centralization, interpretation and analysis of all responses, answers to the three questions of the research can be found. Thus, the overall impact on the national economy and on society, following the implementation of an effective external communication strategy (both in the public and private sectors) is positive and strong. Arguments consist mainly of the level of confidence of the population as regards the communication through the mass media and the feedback created from external communication campaigns; large budgets invested by private companies in the communication campaigns and the development of this concept in public institutions in Romania; development of a competitive environment for economy in the public and private sectors; a great importance of social responsibility campaigns, both socially and economically; fulfilling the role of mediation by media organizations in particular economic or social crisis; continuous development of this segment (media) worldwide to the same extent with increasing global power as regards the influencing and manipulation (positive or negative).

For the next 3 to 5 years, private companies will continue to develop their external communications strategy through the media, and public institutions in Romania will try to keep up on the same positive direction. Certainly, the biggest changes will be in the public sector precisely because this sector is developed very little from this point of view, but lately it was a big leap in terms of communication via mass media channels between Romanian public institutions and individuals or legal entities.

As regards the solutions to optimize external communication, I will make a brief summary of the above: a simple solution would be to create a department of communication with professionals inside these companies, because at present there are many companies that do not have such a department. Then, to develop customized strategies on companies, that meet all the needs for external communication. I recommend that these strategies are developed differently from the internal communication strategies. In many cases, there is only one communication strategy, which includes two main classes

of organizational communication. In order for the work of the communication department to be more and more efficient, there should be compulsory the monitoring and evaluation phase within the external communication strategy. Only following these two stages, communication strategy can develop continuously and can adapt as closely to fulfill all goals. For the stages of development, implementation, monitoring and evaluation I recommend the calling of some specialized people outside the company, for example within a communications agency, to confirm the usefulness and effectiveness of the external communication strategy. The final conclusion has three arguments to show the way communication influences decisively the activity of a public or private organization: 1. You do not exist if you do not communicate! 2You can't make it without communication! 3. No communication, no future!

PERSONAL CONTRIBUTIONS

This thesis has a strong topical and novelty character as regards the research within business communication.

The topical character is provided primarily by the development of the concept of external communication, but also the speed of technical progress in the communication industry globally. Surely this topic will remain current regardless of the period due to its connection to all fields.

Through this research work, I have contributed to the development of the concept of communication, particularly of external communication segment with an economic and social impact, but also to further research in business communication.

Currently, the term of communication has developed a number of other concepts or processes with a great impact on society, economy and politics. Examples may include the following: crisis communication, electoral communication, communication with civil society, promotional communication, communication in tourism and so on. But communication can be divided into two categories: internal communication and external communication.

In this paper, the main topic was the impact of external communication approached as a process of communication within public and private companies via media channels. This topic is very timely and represents a novelty for the current global communication context.

Another novelty that we have approached in this thesis, is the impact of external communication on the economy, on tourism, on society (made up of taxpayers, customers, employees, business partners, or citizens).

In the scientific literature there are a series of analyzes and studies on the concept of communication, but relatively little research is directed towards external communication, especially on optimizing communication strategies and the impact on society and the economy. Because of this, I managed to integrate several theoretical information from several complementary disciplines: economics, marketing, human

resources management, sociology, psychology, or business ethics. So, the interdisciplinary character of this thesis is another novelty for business communication research.

In this thesis, personal contributions are both theoretical and especially practical.

Thus, **theoretically**, the main elements that underlie these personal contributions and which present topicality and novelty are:

- A precise definition of the concept of external communication within public and private companies, broadcast through local, national or global mass media channels. To the same extent I also customized the definition related to effective external communication, in terms of impact and feedback.

- Presentation and synthesis of the stages of effective external communication within public and private organizations, from the published literature. Making a comparison between direct and indirect relationship between public institutions/private companies and individuals/legal entities who come into contact with them.

- Brief description of major media organizations worldwide and their specificity, especially the issues relating to freedom of expression, influence and manipulation. Because within the published literature I found many negative arguments regarding the work of media organizations, I have developed a number of positive arguments to support the influence of media organizations on society and on economy, and implicitly its positive impact on them.

- Contribution to centralize monitoring tools and methods for national and international media organizations and the impact on the external communication strategies generated by the legislation in the field of communication. Regulation and monitoring are two relatively new concepts that have a large impact on civil society and the business environment. For this reason, these two concepts are in a continuous process of development to keep up with major changes in the communications industry. It is one of the main reasons why I included this topic in this thesis, especially because there are very few studies approaching regulation and monitoring.

- Optimizing communication strategies within the public and private sectors, regarding the need to go over the most important stages of an external communication strategy: development, implementation, monitoring and evaluation. From this point of view, my personal contribution relates primarily to the proposal of effective communication solutions for the public and private sectors in Romania. I highlighted three real cases that can apply to both public institutions and private companies.

Regarding **the practical approach** of this thesis, I will present a series of personal contributions:

- Making ten case studies that represent factual support of the theory presented in the first four chapters. In these case studies I used as a research method analysis of documents, depth interviews and sociological survey. Combining the three research methods led to a number of relevant results, also useful to public and private companies.

- Another element of novelty in this category is the interview and questionnaire applied to an overall number of 300 people specialized in public and private sectors. These people represent more than 50 central and local public institutions, more than 70 national and international private companies, over 30 local, national and international media

organizations, and over 20 local and national advertisers. I opted for specialized people with expertise in communication, directors of public institutions and managers of private companies, managers and specialists within media organizations and press agencies. In most cases, these people are directly involved and have the greatest influence on strategies for external communication in public and private sectors, and their views, recommendations and solutions is the basis for the development, implementation, monitoring and evaluation of effective external communication strategies.

- Analysis of the cultural particularities and economic differences regarding the work of media organizations in the United States, Europe and Asia, but also highlighting the impact of these organizations on the economic, social and political system on the three major continents.

- Another element that supports the novelty consists in proposing and recommending some communication campaigns with major impact on the economy and society, locally, nationally and internationally. Proposed campaigns are needed both within public institutions and private companies.

- Making a connection between public institutions, private companies and media organizations and attest the interdependence between them, in terms of the need to implement a strategy of external communication.

- To acquire relevant results on the impact of external communication strategies on economy and population. I have also studied the role of media organizations in fighting terrorism and I suggested some solutions to this situation.

- Full analysis of the interdependence between traditional media channels and new media channels and the role of each category and the global impact economically and socially.

I have described the main personal contributions I have had in this thesis. The field approached is very complex and requires continuous research, especially because of the need to customize all communication strategies and the slow development of the concept of mass media, globally.

FUTURE RESEARCH DIRECTIONS

This doctoral thesis could be developed due to the complexity of the area of the research. From my point of view, surely this work provides a basis for future research related to external communication and its implications on economic and social system.

Due to the fact that external communication generally, and media organizations taken altogether, score permanent changes, it is very useful for the research in this field to keep up or even be one step forward.

Case studies in this thesis opened new research directions that can fill very well the present research. I can list the following future research directions:

1. Analyzing the impact and influence of the economy on media organizations and on external communication. In this work I have presented just the influence of media organizations on the economy. Surely this comparison would be useful in future research.

2. Develop a new tool or a new method of measuring the effectiveness of communication campaigns. This aspect is very important for all public and private companies that invest considerable budgets for developing and implementing communication campaigns, but which currently have relatively few solutions in terms of monitoring and measuring the effectiveness.

3. More detailed research and find effective solutions on the regulation of online media channels. At present, anyone can communicate almost anything via online platforms or social networks. This generates positive and negative situations. The negative ones have very serious consequences in terms of triggering major conflicts, public safety, and protection of children and so on. In addition, I mention the speed of the online industry to grow and create new channels of communication permanently. Certainly it will require serious regulation in this area.

4. Another line of research could be the analysation of audience of some communication campaigns broadcast in the media, of certain private or public companies. In almost all cases, media organizations present audience data only for some programs without providing audience data for advertising too. It is very important for all public and private companies that send such campaigns and mostly for those who invest budgets in this area. Certainly, there are differences between the audience of emissions and the audience of advertising spots.

5. Deeper research can be made on the connection between online media and offline media, in terms of effects on specific age groups, social groups, individuals with or without school studies, etc. It is very interesting the use of these media channels for public or private companies, so it can make a comparison between the two sectors on that account.

6. Development of qualitative research through focus groups. It would be very useful to hold several meetings with representatives of the economic environment, representatives of public institutions, representatives of advertising agencies, representatives of media organizations and citizens. These are the main categories that can decisively influence a communication campaign and its impact, precisely because this kind of focus group could generate useful results in this area.

For certain, the list of future research can continue, given the complexity of this field and the need to continue to obtain new information.

In conclusion, this thesis can be the background for future further research in the field of communication, and also can be considered as a starting point for personal research.

Bibliography

1. Abratt R. (1989) – A new approach to corporate image management process, European Journal of Marketing, pp.63-76
2. Administrația Națională a Penitenciarelor (2012) - Regulamentul de ordine interioară, România
3. Administratia Prezidentiala din Romania - http://www.presidency.ro/?_RID=dep&id=3&_PRID=dep_pers , vizitat in 1.02.2015
4. Agabrian M. (2008) – Strategii de comunicare eficientă, Editura Institutul European, Iași
5. Agenția Națională de Administrare Fiscală (2013) – Strategia privind serviciile oferite contribuabililor, Bucuresti
6. Agenția Relații Funciare și Cadastru (2014) – Strategia de Comunicare, Republica Moldova
7. Agenția Relații Funciare și Cadastru (2014) – Strategia de comunicare: Asigurarea vizibilității și transparenței activității prin Comunicare, Republica Moldova
8. Alex P. Schmidt și Albert I. Jongman (2001) - Terorismul Politic, apud Boaz Ganor, pp. 2
9. Almond G.A., Verba S. (1996) – Cultura Civică, Editura Du Style, București
10. Amado G., Guittet A. (2007) - Psihologia comunicării în grupuri, Editura Polirom, Iași, pp. 12-16
11. Andreescu M., Florea M. (2012) - Structural Elements of Mass Communication, volume 2, pp. 119-122
12. Andrei P., Alexandrescu F. (1999) – Personalitate și comunicare, Tactici de influență interpersonale, Editura Licorna, București
13. Arens W.F., Weigold M.F., Arens C. (2011) – Contemporary Advertising, 13th Edition, McGraw-Hill Irwin
14. Argenti Paul A. (2005) - Corporate Communication, McGraw-Hill/Irwin, New York, pp.54
15. Arif R., Golan G., Moritz B. (2014) – Mediated Public Diplomacy: US and Taliban relations with Pakistani Media, Media, War and Conflict
16. Arto H. (2012) - From Perception Management to Communication Strategy, National Defense University of Helsinki, 11th European Conference on Information warfare and security
17. Asociația Orașelor din România (2009-2011), Ghid de elaborare a unei strategii de comunicare
18. Atusingwize E., Lewis S., Langley T. (2015) – Economic evaluations of tobacco control mass media campaigns: a systematic review, Web of Science
19. Balmer J. (2008) – Identity based views of the corporation: Insights from corporate identity, organisational identity, social identity, visual identity, corporate brand identity and corporate image, European Journal of Marketing, pp. 879-906
20. Banu I., Terchilă S., Banu (Butiuc) M. (2013) – Increasing compliance through efficient public campaigns, Network Intelligence Studies, pp. 37-43
21. Baskaran P., Pragadeeswaran S. (2012) – Economies of Television media and its RFI targeting luxury segment, Procedia Social and Behavioral Sciences, International Conference in Emerging Economics – Prospects and Challenges
22. Bernard M. (2000) - Societatea cucerită de comunicare, Editura Polirom, Iași
23. Bindeanu L. (2010) - Criza de identitate dintre oamenii de PR și jurnaliști / Identity crisis of PR people and journalists. http://www.pr-romania.ro/articole/concepte-de-baza/678-criza-de-identitatedintre-oamenii-de-pr-i-jurnaliti.html
24. Biroul Român de Audit Transmedia (2014) - Studiul de Monitorizare a Investițiilor în Publicitate, http://www.brat.ro/mip/publicitatea-mip-in-2014
25. Bizirgianni I., Dionysopoulou P. (2013) – The influence of tourist trends of Youth Tourism through Social Media and Ionformation and Communication Technologies, Procedia Social and Behavioral Sciences, The 2nd International Conference on Integrated Information
26. Bozdag C. (2014) – Policies of Media and Cultural Integration in Germany: From guestworker Programmes to a more Integrative Framework, Global Media Communication
27. Brabham D. (2012) – Case Studies in Strategic Communication, Volume 1
28. Briggs A, Burke P. (2005) - Mass-Media, O istorie socială, Editura Polirom, Bucuresti, pp. 177

29. Brock J., Sullivan R. (2014) – New Technologies, Communication and Mass Consumption, Web of Science
30. Budarick J. (2014) – Media and the limits of transnational solidarity: Unanswered questions in the relationship between diaspora, communication and community, Global Media Communication
31. Bunescu G., Negreanu E. (2005) – Educația informală și mass media, Institutul de Științe ale Educației, Bucuresti, 2005
32. Burcea C., Hârțescu I. (2014) – Transparență și calitate în administrația publică prin social media, Proiect finanțat prin granturile SEE 2009-2014, în cadrul Fondului ONG în România, București
33. Castells M. (2005) - The Rise of the Network Society, Blackwell Publishing, Malden
34. Centrul National Anticorupție, Republica Moldova (2013) – Strategia de comunicare pentru perioada 2013-2017
35. Chiru, I. (2003) - Comunicarea interpersonală, Editura Tritonic, București pp. 16
36. Christensen M. (2014) – Communication as a Strategic Tool in Change Processes, International Journal of Business Communication
37. Cișmaru D.M. (2008) - Comunicarea internă în organizații, Editura Tritonic, București, pp.46
38. Cojocaru S. (2005) - Focus group-a methods for assesing the community needs, Institutul Social Român, Editura Fundatiei Axis, nr. 3
39. Coman C. (2000) - Relațiile publice și mass media, Editura Polirom, București, pp. 120
40. Coman C. (2006) – Relațiile publice, principii și strategii, Editura Polirom, Iași
41. Coman C. (2009) – Comunicarea de criză, Editura Polirom, Iasi
42. Coman M. (2007) – Introducere în sistemul mass media, Editura Polirom, Iași
43. Consiliul Național al Audiovizualului din România (2014) - Raport de activitate CNA, http://www.cna.ro
44. Constituția României (1991), București, pp.14
45. Cutlip S. (1994) - Effective Public Relations, Prentice Hall, New Jersey, pp. 415-430
46. Dagenais B. (2003) - Campania de relații publice, Editura Polirom, Iasi, pp. 27,63, 149,154
47. David G. (2008) - Tehnici de relatii publice – Comunicarea cu mass media, Editura Polirom, Iași, pp. 37-80
48. Ddenis McQuail, Sven W. (2001) – Modele ale comunicării, pentru studiul comunicării de masă, Editura Comunicare.ro, București, pp.170
49. Deac A.L. (2010) – Comunicarea în administrația publică, Curs, Universitatea Athenaum, București
50. Debrett M. (2014) – Tools for Citizenship? Public Service Media as a Site for Civic Engagement: An Australian Case Study, Television and New Media
51. Delcheva R. (1996) - New tendencies in Post-Totalitarian Bulgaria: Mass culture and media in Europe-Asia studies, pp.305-316
52. Department of Defence of United States of America (1994) - Framework for Managing process Improvement Fundamentals, The Electronic College of Process Innovation
53. Dobrescu P., Bârgăoanu A. (2003) – Mass-media și societatea, Editura Comunicare.ro, ediția a doua revăzută și adăugită, București, pp. 101
54. Drăgan I. (2007) - Sociologia comunicării în masă, SNSPA, Facultatea de Comunicare și Relatii Publice, pp. 414-415, 477
55. Economic warfare on the silver screen - Interview of Violaine Hacker, http://www.france24.com/en/20110625-economic-warfare-on-the-silver-screen-cinema-cannes-festival-2011-hollywood-france, accesat in 1.02.2015
56. Edward L. Bernays (1952) - Public Relations, University of Oklahoma Press, Norman, Oklahoma, pp.5
57. Enache R. (2014), Suport Curs Comunicarea în instituțiile publice
58. Fink M., Miller Q. (2013) – Trans Media Moment: Tumblr, 2011-2013, Television and New Media
59. Gherghita I., Gherghita D., Niculae T. (2006) – Comunicarea organizațională și managementul situațiilor de criză, Editura Ministerului Administratiei si Internelor, București, pp.113
60. Gherghita, I. , Coman M. (2008) – Comunicarea cu societatea civilă, Teză de doctorat, București, pp. 93-96, 100-102

61. Glynn C., Huge M. (2014) – Appyling channel complementarity theory to new and traditional economic usage patterns of U.S. investors, Computers in Human Behavior

62. Gross P. (2004) – Mass-media și democrația în Țările Europei de Est, Editura Polirom, Iași, pp.209

63. Grunig J.E., Hunt T. (1984) - Managing Public Relations, Holt, Rinehart & Winston, New York, pp. 22-24

64. Haddow G., Haddow K. (2014) – How to Adapt to the Changing Media Environment, Disaster Communications in a Changing Media World, Second Edition

65. Hammer M., (2001) - The Agenda, Random House, New York

66. Henley T.K. (2001) - Integrated Marketing Communications for Local Nonprofit Organizations

67. Hennin, B., (1993) - Plaidoyer pour un raisonnement paradoxal, Management des systemes complexes, DeBoeck Universite, Bruxelles, pp. 229-256

68. Holler M., Hoelzla E., Kirchlera,E., Lederb S.,Mannettib L. (2008) - Framing of information on the use of public finances, regulatory fit of recipients and tax compliance, Journal of Economic Psychology, Vol.29

69. Iliescu D., Petre D. (2004) – Psihologia reclamei și a consumatorului, Editura Comunicare.ro, București

70. IMAS – Marketing & Sondaje (2013), Metode de măsurare a audienței audio-vizuale, București

71. IMAS Marketing & Sondaje, Asociatia pentru Radio Audienta, GFK Romania (2014) - Studiul Național de Audiență Radio 1 septembrie 2014 – 21 decembrie 2014, București

72. Institute for Public Relations of United States of America (2008) – Crisis Management and Communications, U.S.A.

73. Institutul Național de Statistică (2011) - Recensământul populației și al locuințelor, București http://www.recensamantromania.ro/.

74. International Encyclopedia of Terrorism (1997), Chicago, Fitzroy Dearborn, 711

75. International Journal of Business Communication

76. Jeffries F. (2012) – Mediating Fear, Simon Fraser University of Canada, Global Media Communication

77. Jipa R., Dumitru I. (2007) – Comunicarea în situații de criză, București

78. Johansen J.T. (2012) – A Postmodern International Business Communication Model in Three-Dimensions, Global Advances in Business Communication

79. Kaplan R. (2014) – Press, Paper and the Public Sphere, Media History

80. Kavoura A., Stavrianea A. (2014) – Economic and social aspects from social media's implementation as a strategic innovative marketing tool in the tourism industry, Procedia Social and Behavioral Sciences, ICOAE 2014

81. Keasey K., Thompson M., Wright M. (2005) - Corporate Governance: Accountability, Enterprise and International Comparisons, John Wiley & Sons, Hoboken

82. Kernbach S., Eppler M., Bresciani S. (2015) – The Use of Visualization in the Communication of Business Strategies: An Experimental Evaluation, International Journal of Business Communication

83. Kiralova A., Pavliceka A. (2015) – Development of Social Media Strategies in Tourism Destination, International Conference on Strategic Innovative Marketing, Procedia Social and Behavioral Sciences, Madrid 2014

84. Legea nr. 544/2001 – Liberul acces la informațiile de interes public, publicată în Monitorul Oficial, nr. 663/2001

85. Linke A., Oliveira E. (2015) – Quantity or Quality? The proffesionalization of social media communication in Portugal and Germany, a comparison, Elsevier, Volume 41

86. Liu J. (2014) – Communicating beyond Information? Mobile Phones And Mobilization to Offline Protests in China, Television and New Media

87. Mallin C. (2004) - Corporate Governance, Oxford University Press Inc, New York

88. Marinescu P. (2003) - Managementul instituțiilor publice, Editura Universității din București

89. Marinescu V. (2002) - Metode de studiu în comunicare, Editura Niculescu, București

90. Martereau A. (1996) – Communication publique teritoriale, Les editions de C.N.F.P.T., Paris

91. Mazzei A., Ravazzani S. (2015) – Internal Crisis Communication Strategies to Protect Trust Relationships: A Study of Italian Companies, International Journal of Business Communication

92. McLuhan M. (1997) - Mass-media sau mediul invizibil, Editura Nemira, București, pp. 107

93. Medrega C. (2012) - Topul datornicilor la buget în 2012. http://www.zf.ro/eveniment/
94. Meng B., Rantanen T. (2015) – A Change of Lens: a Call to Compare the Media in China and Russia, Critical Studies in Media Communication
95. Meyen M. (2015) – Communication Research and Media Studies, International Encyclopedia of the Social & Behavioral Sciences-Second Edition
96. Miege B. (2002) - La Societe de l'information: toujours aussi inconcevable, Revue europeene des sciences sociales, vol. XL, nr. 123, Droz, Geneva, pp.41-44
97. Miege B. (2008) – Informație și comunicare, Bucuresti, Editura Polirom, pp. 14-15,66
98. Ministerul Apărării Naționale (1999) - Relații cu presa, Editura Militară, București, pp. 11
99. Ministerul Apărării Naționale (2013) - Strategia de comunicare pentru perioada 2013-2016
100. Ministerul Economiei si Finantelor, Autoritatea pentru Coordonarea Instrumentelor Structurale - http://www.fonduri-ue.ro/comunicare/stiri, vizitat în 3.03.2015
101. Ministerul Justiției al Republicii Moldova (2013) - Strategia de comunicare cu publicul si partenerii serviciului de probatiune
102. Mores M. (1995) - Interpreting audiences, SAGE Publications, Londra
103. Mucchielli A. (2008) - Comunicarea în instituții și organizații, Editura Polirom, Iași, pp. 40, 252-255
104. Nedelea A. (2006) – Marketing în Administrația Publică, Editura Didactică și Pedagogică, București
105. Newsom D., Carrell C. (2004) - Redactarea materialelor de relatii publice, Editura Polirom, Iași, pp. 29
106. Newsom D., VanSlyke J., Kruckeberg D. (2000) - This is PR: The Realities of Public Relations, editia a VII-a, Wadsworth, Belmont, California, pp. 4
107. Nicholls R. (2014) – The Political Economies of Media: The Transormation of the Global Media Industries, Telecommunications Policy, Volume 38
108. Nicolae I. (2011) – Comunicare în educație, Modul 3, Bucuresti, pp. 22
109. Niculae T., Gherghita I., Gherghita D., (2006) - Comunicarea organizațională și Managementul Situațiilor de Criză, Editura Ministerului Administrației și Internelor, pp.23-25
110. Nielsen R.K. (2013) – "Frozen" Media subsidies during a time of Media Change: A Comparative analysis of Media Policy drift in six Western Democracies, Global Media Communication
111. Noelle-Neumanm E. (2004) – Spirala Tăcerii. Opinia publică-învelișul nostru social, Editura Comunicare.ro, București
112. Pânișoară I. (2008) - Comunicarea eficientă, Editura Polirom, Iași, pp. 42-58
113. Pavelka J. (2015) – Strategy and Manipulation Tools of Crisis Communication in Printed Media, Procedia Social and Behavioral Sciences, WCES 2014
114. Petrescu I., Muscalu E. (2003) Tratat de management public, Editura Universității „Lucian Blaga" din Sibiu, pp. 534
115. Popa C. (2011) – Studiu Geodemografic si Psihografic în audiența televiziunilor românești, Bucuresti
116. Popa D. (2008) – Curs, Studiile asupra Mass Media, Departamentul Științele Comunicării, Universitatea Alexandru I. Cuza
117. Popescu L.G. (2007) – Comunicarea în administrația publică, ediția a doua revizuită, Editura Economică, București
118. Popescu L.G. (2007) – Comunicarea în administrația publică, Editura Economică, București, pp.9
119. Popescu L.G., Deac A. (2010) – Comunicarea, Universitatea "Athenaeum", pp.49-53
120. Prutianu S (2000) – Manual de comunicare și negociere în afaceri, Editura Polirom, Iași, pp. 294;
121. Puzakova M., Kwak H., Andras T., Zinkhan G. (2015) – The Role of Mass Media and Marketing Communication in Consumer Ethnocentrism: A Study from the Russian Market, Proceedings of the 2009 Academy of Marketing Science Annual Conference
122. Radulescu C. (2012) – Mass media, partener în realizarea formelor comunicării publice, Revista Transilvania
123. Rappaport S.D. (2007) – New Advertising Models, Journal of Advertising Research, pp.137
124. Rawan S.M. (2002) - Modern Mass Media and Traditional Communication in Afghanistan, Political

Communication, 19:2, pp.155-170

125.   Reka, K., Borza, A. (2012) – Internal and External Communication within cultural organizations, Management & Marketing Challenges for the Knowledge Society, Vol. 7, No. 4, pp. 613-630

126.   Rivers W.L. (1975) - The Mass Media, Harper & Row, New York, pp. 22

127.   Rogojinaru A. (2007) - Comunicare, Relații Publice și Globalizare, Editura Tritonic, București, pp.77

128.   Rotariu I, Muntean M., Danciu L. (2010) – Comunicare și relații publice de afaceri, Note de curs, Editura Universității "Lucian Blaga" din Sibiu

129.   Rotariu T. (2003) - Demografie și sociologia populației. Fenomene demografice, Editura Polirom, Iași

130.   Rotariu T., Iluț P. (2006) - Ancheta sociologică și sondajul de opinie. Teorie și practică., Ediția a doua revăzută și adăugită, Editura Polirom, Iași

131.   Sandu A. (2012) - Metode de cercetare în știința comunicării, Universitatea Mihail Kogalniceanu, Iași

132.   Schiemann W. (1989) – Strategy-Culture-Communication, Three Keys to Succes, Executive Excellence, ProQuest Central, pp. 11

133.   Schmitz U. (2014) – Semiotic Economy, growth of Mass Media discourse and change of written language through multimodal techniques. The Case of Newspapers (printed and online) and web services, Web of Sciences, Mediatization and Sociolinguistic Change

134.   Seceleanu A. (2008) – Comunicarea politică în spațiul mediatic: analiza unei campanii electorale, Editura Andrei Şaguna

135.   Şerbănescu A. (2007) - Cum gândesc și cum vorbesc ceilalti, Editura Polirom, Iași, pp. 27

136.   Seufert W. (2015) – Data Bases and Statistical Systems: Communications and Media, International Encyclopedia of the Social & Behavioral Sciences-Second Edition

137.   Severin W.J., Tankard J.W (2004) - Perspective asupra teoriilor comunicării de masă, Editura Polirom, Iași, pp.331.

138.   Shah D.V., McLeod D.M., Rojas H., Sayre B.G., Vraga E., Scholl R.M., Jones C., Sahw A. (2012) – Using Mass Communication to Increase the Use of Social Services, Public Broadcasting, Media Engagement and 2-1-1

139.   Sile I. (2012) - Ghid pentru activitati de comunicare, Iași, pp.61

140.   Soare E. (2011) – Comunicarea, instrument fundamental în organizarea administrației publice locale, București

141.   Stan C.S. (2007) – Excelența în vânzări, Editura Expert, București, pp. 17

142.   Stancu Ş. (2000) – Relațiile publice și comunicarea, Editura Teora, București

143.   Ştefan I. (2006) – Apariția și evoluția mass media, pp.1

144.   Steiner N., Mănăstireanu D. (1998) – Managementul Medical al Dezastrelor, Centrul Național de Pregătire în Managementul Medical al Dezastrelor, Ministerul Sănătății

145.   Steyn B. (2003) - From strategy to corporate communication strategy: A conceptualisation, Journal of Communication Management, Vol. 8 Iss: 2, pp. 168 - 183

146.   Straton N. (1995) - Comunicarea, Societatea, Ştiința si Tehnica, , pp.5-6

147.   Szabo L.V. (2014) – The Future of Communication: from New Media to Postmedia, Procedia Social and Behavioral Sciences, CESC 2013

148.   Tănase T., Sandu M., Grasu N. (2014) - Perception of Journalists on the Role of Public Relations, Acta Universitatis Danubius, Volum 8

149.   Tang L., Gallagher C., Bie B. (2015) – Corporate Social Responsibility Communication through Corporate Websites: A Comparisons of Leading Corporations in the United States and China,

150.   Terchila S. (2013) - The Communication Strategy of Private Companies through Mass Media, Opportunities for 2013-2015, Conference Proceedings, IECS

151.   Terchila S. (2014) – Activitatea companiilor mass media din Statele Unite ale Americii. Impactul generat în economie, societate și politică, Managementul Intercultural, Volum XVI

152.   Terrence S.A. (2010) – Integrated Marketing Communications in Advertising and Promotion, International Edition, pp.360

153.   Terzi-Barbăroşie D. (2012) - Manipularea prin mass-media, un act voluntar sau involuntar, Revista analitică, pp.10-11

154.   Thill J., Bovec C. (1996) – Excellence in Business Communication, McGraw-Hill, U.S.A.

155.   Thomas M. (2012) – Physical activity mass media campaigns: Impacts on different socio-economic groups, Journal of Science and Medicine in Sport

156.   Toma M. (2006) – Terorismul şi mass media, Manipulare sau simbioză?, Bucuresti, pp.63

157.   Tooth G. (2012) – Australia's Media Future, in the Media Report – Matt Leibmann

158.   Tudor A. (2009) - Forum for International Communications, Copyright for IPR United States of America

159.   Universitatea Athenaeum (2012) – Curs de comunicare, Bucuresti

160.   Universitatea de Stat din Moldova (2012), Ghid Metode, tehnici și instrumente în cercetarea sociologică

161.   Van Cuilenburg et al (2002) - Știința comunicării, Editura Humanitas, București, pp.52

162.   Van der Burg M., Van den Bulck H. (2015) – Economic, Political and Socio-Cultural Welfare in Media Merger Control: An Analysis of the Belgian and Dutch Competition Authorities Reviews of Media Mergers, Information Economics and Policy

163.   Varner I., Varner K. (2014) – The Relationship between Culture and Legal Systems and the Impact on Intercultural Business Communication, Global Advances in Business Communication

164.   Victor D. (2013) – Addresing Global Advances in Business Communication from a Global Perspective, Volume 2

165.   Wakefield M.A., Loken B., Hornik R.C. (2010) - Use of mass media campaigns to change health behaviour, The Lancet, pp. 1196

166.   Wearing R.T. (2005) - Cases in Corporate Governance, Sage, London

167.   Weimann G., Weiss-Blatt N., Mengistu G., Tregerman M. (2014) – Reevaluating "The End of Mass Media?", Mass Communication and Society

168.   Wertime K., Fenwick I. (2008) – Digimarketing-The Essential Guide to New Media and Digital Marketing, John Wiley and Sons Ltd, New York, U.S.A.

169.   White J., Mazur L. (1995) – Strategic Communications Management, Addison Wesley, Cambridge

170.   Wilcox D., Ault P., Agee W. (1995) – Public Relations: Strategies and Tactics, Harper Collins, U.S.A.

171.   Wilcox D.L. (1992) – Public Relations Strategy and Tactics, New York, Harper Collins, pp. 172

172.   Wimmer R.D., Dominick J.R. (1983) - Mass Media Research - An introduction, Wadsworth Publishing Company, Belmont, California, pp. 285-322

173.   Woolcott A., Unwin W.R. (1983) – Mastering Business Communication, Mac-Millan, London

174.   Zemor P. (2003) – Comunicarea publică, Editura Institutul European, Iași, pp. 25

Online sources

1. http://activenews.ro/omul-din-spatele-lui-klaus-iohannis-explica-cum-folosit-facebook-ul-pentru-castiga-alegerile-care-fost-momentul-decisiv_1873175.html , vizitat in 31.01.2015
2. http://andreeavasile.ro/2014/11/19/vlad-tausance-omul-datorita-caruia-klaus-johannis-a-devenit-primul-politician-european-care-a-atins-1-milion-de-like-uri-pe-facebook/ , vizitat in 10.01.2015
3. http://arhiva.cna.ro/desprecna/rolsimisiune.html
4. http://arhiva.cna.ro/desprecna/rolsimisiune.html
5. http://blog.brandup.ro/lectii-de-marketing-din-campania-online-lui-klaus-iohannis/ , vizitat in 10.02.2015
6. http://blog.brandup.ro/lectii-de-marketing-din-campania-online-lui-klaus-iohannis/#sthash.JTQZrv9x.dpuf , vizitat in 3.02.2015
7. http://bricolagecenter.ro/strategia-de-comunicare-a-retelei-de-bricolaj-leroy-merlin/ , vizitat in 10.02.2015
8. http://creativeideas.ro/trendurile-business-si-comunicare-pe-anul-2015/ , vizitat in 31.01.2015
9. http://ctrl-d.ro/digital/resurse-digital/monitorizarea-online-in-relatiile-publice/, vizitat in 18.03.2015
10. http://dilemaveche.ro/sectiune/mass-comedia/articol/evenimentele-media-ale-lui-2014-pronosticurile-2015 , vizitat in 1.02.2015
11. http://economicsofadvertising.com/?page_id=87 , vizitat in 5.02.2015
12. http://economie.hotnews.ro/stiri-media_publicitate-18847544-zenith-romania-piata-publicitate-creste-2015-dar-mai-lent-anul-acesta-cresterea-continua-mai-alert-pana-2017.htm?cfsyn
13. http://economie.hotnews.ro/stiri-media_publicitate-19099051-kantar-media-masura-urmatorii-patru-ani-audientele.htm, accesat in 22.03.2015
14. http://en.wikipedia.org/wiki/Media_of_the_United_States , accesat in 16.02.2015
15. http://hdsatelit.blogspot.ro/2013/08/publicitatea-online-in-crestere.html , vizitat in 15.02.2015
16. http://inliniedreapta.net/monitorul-neoficial/andreea-udrea-klaus-iohannis-candidatul-comunicarii-prost-facute/ , vizitat in 1.02.2015
17. http://legi-internet.ro/blogs/index.php/ce-are-cna-cu-reglementarea-internetului, accesat in 19.03.2015
18. http://legislatie.resurse-pentru-democratie.org/26_2000.php, vizitat in 10.06.2013
19. http://mirsanu.ro/tag/deloitte/
20. http://mobilemarketer.ro/2015/01/mobile-marketing-tendinte-in-2015/, accesat in 10.03.2015
21. http://psnews.ro/cine-e-noul-consilier-al-lui-ponta-pe-comunicare-externa/ , vizitat in 3.02.2015
22. http://ro.ejo-online.eu/3001/politici-mass-media/jurnalismul-european-in-2015-predictii-si-reflectii , vizitat in 6.02.2015
23. http://ro.ejo-online.eu/3001/politici-mass-media/jurnalismul-european-in-2015-predictii-si-reflectii , vizitat in 6.02.2015
24. http://ro.scribd.com/doc/46528143/Ioan-Dragan-Sociologia-Comunicarii-in-Masa#scribd, accesat in 20.03.2015
25. http://ro.wikipedia.org/wiki/Manipulare_%C3%AEn_pres%C4%83, vizitat in 16.02.2015
26. http://ro.wikipedia.org/wiki/Mass Media, accesat în 3.02.2015
27. http://romanian.ruvr.ru/news/2014_12_19/SUA-vor-cheltui-60-de-milioane-de-dolari-pentru-dezvoltarea-mass-mediei-in-Rusia-4185/ , vizitat in 5.02.2015
28. http://smallbusiness.chron.com/difference-between-mass-media-internet-advertising-30503.html , vizitat in 6.02.2015
29. http://specialarad.ro/cele-12-nu-chiar-megacorporatii-care-controleaza-mass-media-din-romania/, accesat in 15.01.2015
30. http://specialarad.ro/cele-6-megacorporatii-care-controleaza-mass-media-americana/ , accesat in 15.01.2015

31. http://stiri.tvr.ro/super-bowl-fascina-ia-advertiserilor-sume-fabuloase-pentru-televiziuni-in-ultimul-deceniu_54955.html
32. http://tarynpollock.com/2012/06/09/traditional-mass-media-vs-interactive-digital-media/ , vizitat in 1.02.2015
33. http://webcache.googleusercontent.com/search?q=cache:Rnx1NddeawEJ:www.evz.ro/presedintia-isi-schimba-strategia-de-comunicare.html+&cd=3&hl=ro&ct=clnk&gl=ro , vizitat in 2.02.2015
34. http://www.abm.ro/articol.php?id_articol=254 , vizitat in 28.12.2015
35. http://www.adplayers.ro/articol/Media-7/Bomba-preciziei-audientelor-TV-a-explodat-in-SUA-Afacerea-audientelor-tv-Kantar-SUA-vanduta-Rentrak-4689.html, accesat in 21.03.2015
36. http://www.agerpres.ro/externe/2015/01/16/charlie-hebdo-atentat-premierul-malaezian-considera-necesara-restrictionarea-libertatii-de-exprimare--09-38-04 , vizitat in 20.01.2015
37. http://www.alexandrahustiu.ro/future-of-media/ , Petrișor Obaia, Owner Pagina de Media/Mass Media, vizitat in 2.02.2015
38. http://www.alexandrahustiu.ro/future-of-media/ , Tudor Galos – Consumer Marketing Manager – Microsoft, vizitat in 02.02.2015
39. http://www.alexandrahustiu.ro/future-of-media/ Dragoș Stanca, Partner Manager ThinkDigital Romania/Publicitate și publishing, vizitat in 02.02.2015
40. http://www.asociatia-profesorilor.ro/rolul-noilor-tehnologii-informationale-asupra-proceselor-educationale.html, vizitat in 12.02.2015
41. http://www.brat.ro/, accesat in 17.03.2015
42. http://www.brat.ro/mip/publicitatea-mip-in-2014 , vizitat in 3.02.2015
43. http://www.businessinsider.com/these-6-corporations-control-90-of-the-media-in-america-2012-6 , vizitat in 6.02.2015
44. http://www.cision.com/us/2013/09/social-media-advertising-vs-mainstream-media-online-advertising-advertisers-weight-in-2/ , vizitat in 16.02.2015
45. http://www.cji.ro/monitorizarea-mass-media-tendinte-in-jurnalismul-politic-si-perceptia-publicului-asupra-presei-din-romania/, accesat in 17.03.2015
46. http://www.cna.ro/-Consiliul-.html, accesat in 18.03.2015
47. http://www.cotidianul.ro/omul-care-a-coordonat-campania-pe-internet-a-lui-iohannis-251676/ , vizitat in 3.02.2015
48. http://www.crestinortodox.ro/biserica-lume/puterea-mass-mediei-manipulare-control-118565.html
49. http://www.dailybusiness.ro/stiri-new-media/tendinte-in-publicitate-la-cannes-lions-2013-unde-se-duc-banii-88036/, accesat in 19.03.2015
50. http://www.dcnews.ro/reclame-super-bowl-2015-top-10-video_466233.html , vizitat in 2.02.2015
51. http://www.differencebetween.net/business/difference-between-advertising-and-media/ , vizitat in 1.02.2015
52. http://www.fanatik.ro/audiente-tv-252945#ad-image-0, accesat in 15.03.2015
53. http://www.foxnews.com/tech/2013/06/17/telegrams-no-more-stop-india-to-send-final-message-in-july/, vizitat in 24.06.2013
54. http://www.gandul.info/financiar/bancile-si-au-facut-reclama-de-aproape-112-milioane-de-euro-in-2014-topul-bugetelor-de-publicitate-13777719 , vizitat in 1.02.2015
55. http://www.gandul.info/financiar/bancile-si-au-facut-reclama-de-aproape-112-milioane-de-euro-in-2014-topul-bugetelor-de-publicitate-13777719 , vizitat in 1.02.2015
56. http://www.gandul.info/international/reactie-dura-a-presedintelui-afganistanului-dupa-publicarea-caricaturii-din-charlie-hebdo-13771319 , vizitat in 20.01.2015
57. http://www.gandul.info/magazin/super-bowl-2015-top-5-cele-mai-bune-reclame-difuzate-in-timpul-galei-13798655 , vizitat in 5.02.2015
58. http://www.hollywoodreporter.com/news/jerry-seinfeld-men-need-be-779379 via Nielsen Media Research, 2014

59. http://www.hotnews.ro/stiri-international-18172581-moscova-creste-finantarea-pentru-pentru-gigantii-mass-media-stat-prezenta-internationala.htm , vizitat in 20.01.2015
60. http://www.hotnews.ro/stiri-magazin-19269034-video-cele-mai-reusite-reclame-super-bowl-2015.htm , vizitat in 13.02.2015
61. http://www.incont.ro/media-si-publicitate/audienta-record-la-super-bowl-2015-114-4-mil-telespectatori-spectacolul-din-pauza-meciului-urmarit-de.html , vizitat in 4.02.2015
62. http://www.infoziare.ro/stire/787095/Felix+T%C4%83taru+strategul+%C3%AEn+comunicare+din+campania+lui+Iohannis+face+c%C3%A2teva+preciz%C4%83ri:+Nu+datorit%C4%83+mie+a+devenit+Klaus+Iohannis+Pre%C8%99edintele+Rom%C3%A2niei , vizitat in 6.01.2015
63. http://www.iqads.ro/articol/31051/romanian-pr-award-si-a-desemnat-castigatorii-celei-de-a-xii-a-editii , vizitat in 15.02.2015
64. http://www.mediafax.ro/cultura-media/conferinta-the-future-of-tv-advertising-starcom-romanii-se-uita-aproape-6-ore-la-televizor-si-vad-aproape-17-000-de-reclame-in-fiecare-zi-video-13700706 , by Alexandra Iavorschi, Associate Managing Director, Starcom, vizitat in 19.12.2014
65. http://www.mediafax.ro/externe/hollande-apara-libertatea-de-exprimare-pe-fondul-manifestatiilor-contra-caricaturilor-cu-mahomed-13771434 , vizitat in 25.01.2015
66. http://www.mediaiq.ro/, accesat in 21.03.2015
67. http://www.mediatrust.ro/De_ce_monitorizare_media, vizitat in 20.03.2015
68. http://www.monitorizare.mediafax.biz/Site/Pages/Public/despre-monitorizare.aspx, accesat in 11.03.2015
69. http://www.monitorizare.mediafax.biz/Site/Pages/Public/index.aspx, vizitat in 25.03.2015
70. http://www.monitorulexpres.ro/?mod=monitorulexpres&p=politic&s_id=141727 , vizitat in 1.02.2015
71. http://www.noi.md/md/news_id/53413 , vizitat in 5.02.2015
72. http://www.onlinesport.ro/fotbal/echipa-nationala/comitetul-executiv-a-aprobat-noua-organigrama-a-frf-nid-106452/ , vizitat in 9.12.2014
73. http://www.paginademedia.ro/2011/01/kantar-media-va-masura-audienta-tv-din-2012/, accesat in 16.03.2015
74. http://www.paginademedia.ro/2014/12/cna-va-avea-in-2015-un-buget-de-18-milioane-de-euro-bugetul-a-fost-aprobat-de-comisiile-din-parlament/ , vizitat in 28.12.2014
75. http://www.paginademedia.ro/2014/12/zenith-romania-piata-de-publicitate-va-creste-in-2015-dar-mai-lent-ca-anul-acesta/ , vizitat in 03.02.2015
76. http://www.paginademedia.ro/2015/01/mark-zuckerberg-trebuie-sa-respingem-extremistii-care-incearca-sa-impiedice-libertatea-de-exprimare/ , vizitat in 2.02.2015
77. http://www.paginademedia.ro/2015/02/cnn-vrea-sa-reia-transmisia-programelor-sale-in-rusia/, accesat in 20.03.2015
78. http://www.paginaderusia.ro/cei-trei-piloni-ai-popularitatii-lui-putin-bata-cenzura-si-propaganda/, accesat in 23.03.2015
79. http://www.pr-romania.ro/articole/comunicare-interna/45-elemente-de-baza-in-comunicarea-interna.html, vizitat in 1.06.2013
80. http://www.pr-romania.ro/interviuri/experti-romani/1538-veronica-dogaru-orange-in-comunicarea-corporativa-segmentarea-va-fi-esentiala.html , vizitat in 2.02.2015
81. http://www.pr-romania.ro/news/pr-news-tendinte-si-cercetari.html, accesat in 18.03.2015
82. http://www.reportervirtual.ro/2014/11/cine-e-omul-din-spatele-campaniei-online-iohannis-presedinte.html , vizitat in 5.01.2015
83. http://www.responsabilitatesociala.ro/stiri-csr/campanii-de-marketing-verde-sustinute-de-vedete-internationale.html, vizitat in 1.02.2015
84. http://www.responsabilitatesociala.ro/stiri-csr/competitie-internationala-de-campanii-sociale.html , vizitat in 1.02.2015
85. http://www.responsabilitatesociala.ro/stiri-csr/competitie-internationala-de-campanii-sociale.html#sthash.NEH4g94d.dpuf

86. http://www.revista-piata.ro/Interactiunea_dintre_marci_si_consumatori__cheia_studiilor_de_shopper_la_GfK-id10020.html , vizitat in 22.12.2014

87. http://www.romaniatv.net/mass-media-din-ucraina-primesc-1-2-milioane-de-dolari-din-partea-sua_142501.html , vizitat in 7.02.2015

88. http://www.scrigroup.com/diverse/jurnalism/Rolul-massmedia-in-societate92486.php , vizitat in 5.02.2015

89. http://www.sibiu.ro/ro2/atributii/Serviciul%20de%20presa%20si%20comunicare.htm , vizitat in 1.02.2015

90. http://www.softlead.ro/noutati-it-c/it-trends-2015-planuri-strategii-tendinte.html, accesat in 16.03.2015

91. http://www.sport.ro/alte-sporturi/4-5-mil-dolari-pentru-30-de-secunde-de-notorietate-mondiala-cele-mai-tari-reclame-aparute-anul-acesta.html , vizitat in 10.02.2015

92. http://www.startups.ro/analize/cele-mai-importante-tendinte-din-tehnologie-si-media-in-2015, accesat in 21.03.2015

93. http://www.state.gov/secretary/remarks/2015/01/235651.htm , vizitat in 15.02.2015

94. http://www.tcnet.ro/raport-sondaj-gradul-de-utilizare-a-internetului-in-procesul-de-vanzare-a-serviciilor-hoteliere/, accesat in 20.03.2015

95. http://www.tcnet.ro/raport-sondaj-gradul-de-utilizare-a-internetului-in-procesul-de-vanzare-a-serviciilor-hoteliere/

96. http://www.ulbsibiu.ro/ro/ccom/ , vizitat in 1.02.2015

97. http://www.wall-street.ro/articol/Marketing-PR/131570/5-milioane-de-telespectatori-urmarit-finala-romanii-au-talent.html, accesat in 12.03.2015

98. http://www.wall-street.ro/articol/Marketing-PR/161305/audienta-record-la-ultima-editie-the-tonight-show-cu-jay-leno.html#Scene_1, accesat in 22.03.2015

99. http://www.wall-street.ro/articol/Marketing-PR/99544/Ce-aduce-nou-viitorul-furnizor-de-audiente-TV.html#Scene_1, accesat in 19.03.2015

100.   http://www.ziare.com/politica/parlament/cine-detine-puterea-presa-sau-politicienii-1213410 , vizitat in 3.02.2015

101.   http://www.ziarulprofit.ro/index.php/video-cele-mai-reusite-reclame-de-la-super-bowl-2015/ , vizitat in 11.02.2015

102.   http://ziuadecj.realitatea.net/eveniment/studiu-comunicatorii-din-institutii-informeaza-prost-si-ascund-adevarul--134390.html , vizitat in 3.02.2015

103.   http://ziuadecj.realitatea.net/eveniment/studiu-comunicatorii-din-institutii-informeaza-prost-si-ascund-adevarul--134390.html , vizitat in 3.02.2015

104.   https://razvidiaco.wordpress.com/2015/02/15/audienta-programelor-de-televiziune-marketing-consumerism-tabloidizare/, accesat in 20.03.2015

105.   https://ro.wikipedia.org/wiki/Manipulare_%C3%AEn_pres%C4%83

106.   https://www.news.mediafax.biz/ , vizitat in 1.02.2015

107.   www.comunicare.codoban.ro/Cursuri.html, vizitat in 23.06.2013

108.   www.dexonline.ro, vizitat in 15.06.2013

109.   www.facebrands.ro

110.   www.foxcrawl.com, vizitat in 25.01.2015

111.   www.mediafax.ro, vizitat in 29.01.2015