

Corporate Communication and Public Relations Salary Survey

2015 Report

An initiative by pr suisse, BPRA, HarbourClub, SPRI and USI

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About the Swiss Corporate Communication and Public Relations Observatory

The Swiss Corporate Communication and Public Relations Observatory – an initiative of BPRA, HarbourClub, pr suisse, SPRI, and USI – generates knowledge about the state and evolution of the communication profession in Switzerland with the aim of supporting its development. The knowledge created and disseminated by the Observatory contributes to raising standards throughout the profession, honing educational and training curricula, identifying research needs, and promoting the industry as a whole.

pr suisse, the Swiss Public Relations Association (SPRV)

pr suisse is the Swiss national association for PR and communication professionals with seven regional chapters and over 1,500 members. Its main role include promoting the image of the profession, campaigning for the acceptance of public relations and acknowledgement of the industry by the general public, and working towards basic and advanced training of the very highest quality. www.prsuisse.ch

Association of PR Agencies in Switzerland (BPRA)

The Association of PR Agencies BPRA takes up professional issues for medium-sized and large PR agencies in Switzerland. It unites companies with a proven track record due to their experience and size. This means that they are in a position to analyze even complex problems and develop solutions for them. A “Skills Index” shows the specialties of the Association’s individual members. www.bpra.ch

HarbourClub

The HarbourClub unites around 100 chief communication officers who strive to achieve strategic understanding of communication in the business world and wider society by exchanging their personal experience and knowledge and by organizing inspiring events. At the heart of the HarbourClub’s work are its efforts to satisfy the stringent professional demands faced nowadays by strategic communication at the overall company or organization level. www.harbourclub.ch

Swiss Public Relations Institute (SPRI)

The Swiss Public Relations Institute SPRI is committed to comprehensive in-service training for communication specialists and attaches importance to direct practical relevance. Working in partnership with HWZ, KV Bildungsgruppe Schweiz, SEC Lausanne and HEG Fribourg, the Institute is committed to developing top-quality advanced training courses for communication professionals. It also operates an online job platform aimed exclusively at PR and communication positions. www.spri.ch

Università della Svizzera italiana (USI)

The Università della Svizzera italiana (USI), founded in 1996, comprises four faculties: Economics, Communication sciences, and Informatics in Lugano as well as Architecture in Mendrisio. USI has a total student population of more than 3,000 from 100 countries and a teaching staff of 794 professors, lecturers, and assistants. Benefiting from its unique geographic and cultural location, USI is a distinguished multilingual and multicultural university with a broad international outlook. www.usi.ch

About this report

Three main aims guided the 2015 Salary Survey:

- To investigate the average salary levels related to different communication professionals' categories and characteristics;
- To identify the main factors influencing salaries in the field of corporate communication and PR; and
- To assess the extent to which the profession's salary levels are in line with the average salaries of other management professions.

Survey methods

The survey was administered online from August 19 to September 19, 2015. Questions were available in three languages: German, French, and Italian. The survey included 17 questions. Respondents required less than 5 minutes to complete the questionnaire.

Sample

Approximately 4,300 professionals were invited to complete the questionnaire. Invitations were sent directly by the Observatory partners (i.e., pr suisse, BPRA, HarbourClub, SPRI, and USI) using their databases. The survey was also publicized on partners' websites as well as through the main Swiss online trading portals. During the survey, 614 responses were collected. Due to missing answers, 136 observations were discarded. Similarly, 14 responses containing implausible data were not considered. Therefore, 464 valid replies (approximately a 10.8% response rate) were ultimately analyzed.¹

The survey reached all linguistic regions except the Rumantsch one, with 80.8% of respondents being based in the German-speaking part, 16.2% being located in the French-speaking part, and 3% being established in the Italian-speaking part. Furthermore, 69.4% of the respondents work in organizations,² 26.9% come from public relations and communication consultancies, and 3.7% operate as freelance consultants. In addition, 26.6% of respondents are top managers (i.e., organizations' CCOs and consultancies' CEOs), 43% are from middle management (i.e., professionals with a budget), and 30.4% are professionals without a budget. Finally, the sample comprises a greater number of women than men (57.3% and 42.7%, respectively). More details regarding the respondents' general profile are available in the appendix.

Analysis

Descriptive statistics (frequencies, crosstabs, differences in means) and multiple linear regression were used to analyze the data. In addition, the results obtained from the survey were compared with reference salaries computed on a wide database containing national observations. In the text, the levels of the data's statistical

¹ The size of the sample ensures a margin of error of 5% with a confidence level of 95% (normal distribution assumed) for the overall population of the survey (i.e., 4,300 individuals).

² Organizations include joint stock companies (multiple owners, quoted on the stock market), private companies (small number of owners, not on the stock market), government-owned organizations or political institutions, and nonprofit organizations or associations.

significance³ are signaled using the following convention: for (*) $p \leq 0.1$ (low), for (**) $p \leq 0.05$ (medium), and for (***) $p \leq 0.01$ (high); data not marked are to be considered statistically not significant. Some totals may not equal 100% due to rounding. Furthermore, all salaries are meant as average gross salaries per year without bonuses⁴ (including employees' social security contributions). Finally, despite the broad salary variance captured by the data, it is plausible that the survey did not reach professionals with exceptionally high salaries (extreme outliers).

Authors

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Quotation

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³ The following tests were used: Pearson's chi-square, Cramer's V, independent sample *t*-tests, ANOVA, Bonferroni, Games-Howell.

⁴ Respondents were asked to specify whether they received bonuses, but were not asked to provide their amounts.

1. Salary levels

In Switzerland, the mean annual salary of communication professionals is CHF121,777, while the median salary is CHF112,250. The relatively low difference between mean and median values signals that overall salaries are evenly distributed.⁵ Figure 1 provides a view of the annual gross salaries as well as mean and median values by salary groups.⁶

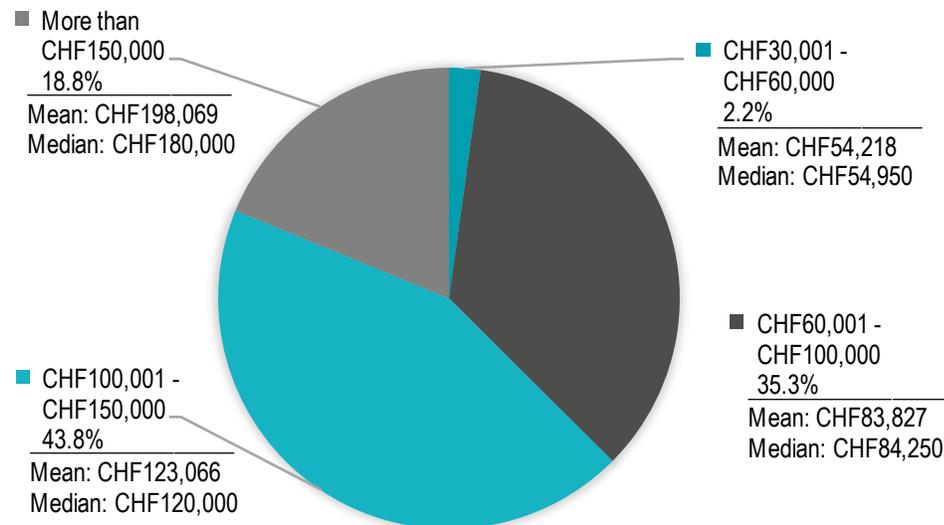


Figure 1: Annual gross salaries by salary groups (%)

As shown in Figure 1, differences between mean and median salaries are more pronounced among high-salary groups. This means that disparities in salary levels are more pronounced among the professionals earning higher salaries.⁷

The next sections will report salary differences in terms of communication professionals' categories and characteristics.⁸ The results reported in this chapter explore the associations of salary levels with given professionals' characteristics. In other terms, they do not provide any information regarding the causality between the variables considered; the cause–effect relationship will be addressed in Chapter 2.

⁵ Looking at the mean salary of the total sample, only 61.6% of communication professionals' salaries fall below it.

⁶ This distribution clearly differs from the one that emerged from the 2015 European Commission Monitor ECM survey. This difference is probably related to the fact that the ECM survey in Switzerland has been mostly answered by high-level professionals. Furthermore, the ECM sample is smaller than the one that answered our survey.

⁷ Among professionals earning more than CHF150,000, 65.5% earns less than the average salary. This proportion decreases to 57.6% for the category CHF100,001–CHF150,000, to 46.9% for the category CHF60,001–CHF100,000, and to 50% for the category CHF30,001–CHF60,000.

⁸ Data on linguistic regions were not statistically significant and therefore are not reported.

1.1 Salary differences by hierarchical levels: Wider differences in agencies than in organizations

Agencies' CEOs and organizations' CCOs earn on average CHF155,445 per year, while professionals with a budget earn CHF116,937—that is, 24.8% less than top salaries (***)—and professionals without a budget earn CHF95,916—that is, 38.3% less than top salaries (***). Figure 2 provides the breakdown by organizations and consultancies.

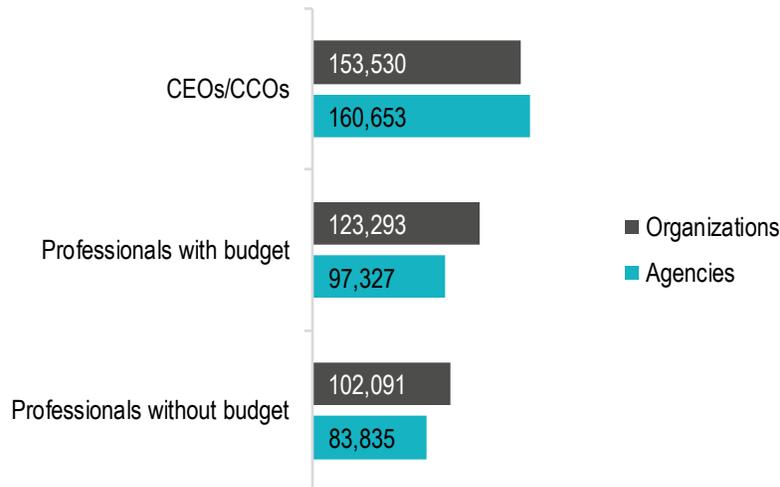


Figure 2: Average salary (CHF) in organizations and agencies by hierarchical levels

Salary differences between organizations and agencies

On average, communicators working in organizations are paid more than those working in agencies. In particular, professionals with a budget and those without a budget in organizations earn 26.7% (***) and 21.8% (***) more, respectively than their counterparts in agencies. This difference disappears between agencies' CEOs and organizations' CCOs, the former earning only 4.6% more than the latter.

Salary differences between hierarchical levels

The differences between the salaries of top positions versus lower ones are steeper in agencies than in organizations. In agencies, CEOs are paid on average CHF160,653, 65.1% more than employees with a budget (CHF97,327) (**), and 91.6% more than employees without a budget (CHF83,835) (***). In organizations, these differences are less pronounced. CCOs are paid CHF153,530, which is 24.5% and 50.4% more, respectively, than professionals with a budget and professionals without a budget (earning CHF123,293 and CHF102,091, respectively) (***). On the contrary, differences between the second and third hierarchical levels are similar between organizations and agencies: In organizations and agencies, professionals with a budget earn 20.8% (***) and 16.1% (***) more, respectively, than professionals without a budget.

Finally, looking at differences of salaries between corporate and divisional/unit levels, it is not surprising to discover that practitioners operating at the corporate level are paid generally more than their colleagues working at the divisional/unit level. In particular, CCOs working at the corporate level earn CHF154,430, 4.8%

more than those working at the divisional level (CHF147,313). Professionals with a budget working at the corporate level earn CHF125,529, 6.9% more than those working at the divisional level (CHF117,422). Professionals without a budget at the corporate level are paid CHF104,960, 9.3% more than their colleagues at the divisional level (CHF96,056).

1.2 Salary differences between types of organizations: Higher in the top positions

Among organizations (i.e., excluding agencies), joint stock companies and government-owned organizations and political institutions pay on average the highest salaries. Professionals working in these organizations earn CHF133,509 and CHF132,789 respectively, which is 15.3% (**) and 14.7% (***) more than those working in other types of organization. Figure 3 provides an overview of average salaries across different types of organizations by hierarchical levels.

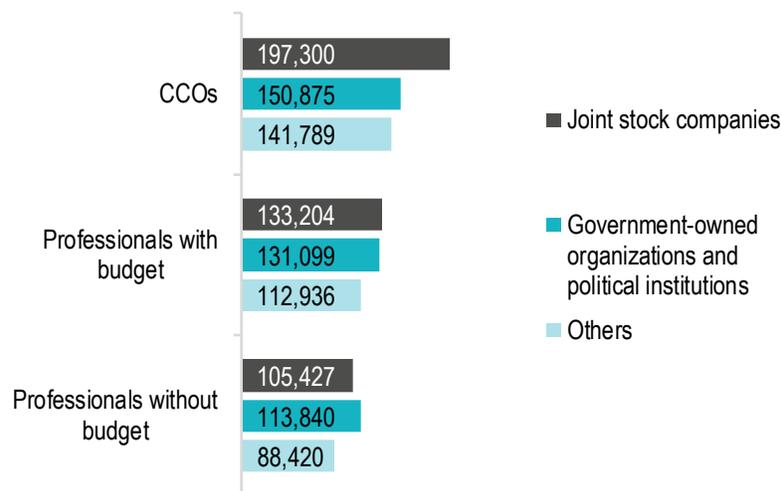


Figure 3: Average salary (CHF) by types of organization and by hierarchical levels

CCOs working in joint stock companies earn CHF197,300, 30.8% more than the counterparts working in government-owned organizations and 39.1% (*) more than those working in other types of organizations. This difference is less evident in lower hierarchical positions. Professionals with a budget working in joint stock companies earn CHF133,204, 1.6% more than professionals with a budget working in government-owned organizations and 17.9% more than those working in other organizations. Professionals without a budget working in joint stock companies earn CHF105,427, 7.4% less than the counterparts employed in government-owned organizations (CHF113,840) but 19.2% more than those working in other types of organizations.

Focusing on joint stock and private companies, communication professionals earning the highest salaries are those employed in the banking, insurance and finance sector. Communicators working in this sector are paid on average CHF146,803, 22.3% more than those working in other sectors (who earn CHF120,048) (***). Figure 4 provides the breakdown by hierarchical levels.

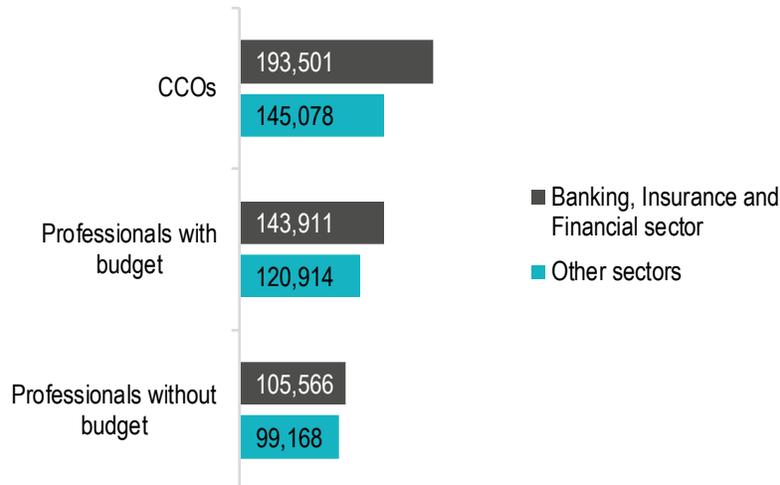


Figure 4: Average salary (CHF) by sectors and by hierarchical levels

The salary differences among professionals working in the banking, insurance, and finance sectors and those working in other sectors are more pronounced among CCOs. In fact, CCOs working in the banking, insurance, and finance sectors earn CHF193,501, 33.4% more than their counterparts working in other sectors (CHF145,078). Professionals with a budget working in the banking, insurance, and finance sectors earn CHF143,911, 19% more than those working in other sectors (CHF120,914). Professionals without a budget operating in the banking, insurance, and finance sectors are paid CHF105,566, 6.4% more than their colleagues employed in other sectors.

1.3 Communication professionals operating worldwide are paid more

Communicators who operate also outside Switzerland earn CHF140,293, 22.4% more than those who work only in Switzerland (CHF114,646) (***) . Figure 5 provides the average salary for hierarchical levels according to the reach of professional activity.

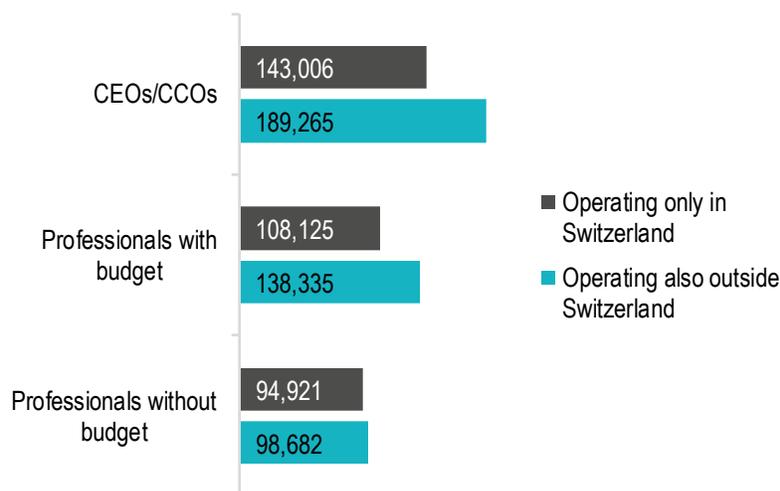


Figure 5: Average salary (CHF) by geographical reach and by hierarchical levels

CCOs and agencies' CEOs working worldwide earn CHF189,265, 32.3% more than their counterparts working only in Switzerland. Professionals with a budget working worldwide earn CHF138,335, 27.9% more than those operating only in Switzerland. Looking instead at the lowest hierarchical level, the differences among the salary levels is less pronounced. Professionals without a budget operating worldwide earn CHF98,682, only 4% more than their counterparts working only in Switzerland (***)

Finally, freelancers operating either inside or outside Switzerland earn roughly the same amount (CHF148,400 and CHF147,333, respectively).

1.4 Age, experience, and the first 10 years of tenure equate with higher salaries

Respondents younger than 35 earn on average CHF84,987 per year, 36.9% less than communicators between 36 and 50 years old (CHF134,808) (***) and 43.4% less than communicators older than 50 (CHF150,150) (***)

Professionals with more than 10 years of experience in corporate communication and PR receive an average salary of CHF143,807, 70.2% more than respondents with fewer than 5 years of experience (CHF84,501) (***) and 42% more than colleagues having 6 to 10 years of experience (CHF101,265) (***)

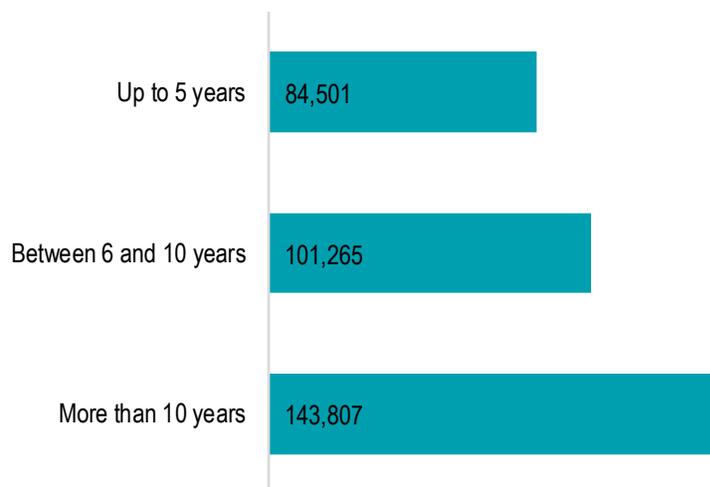


Figure 6: Average salary (CHF) by years of work experience

Looking at the tenure in the organization (i.e., the number of years professionals have been employed in their current organization), respondents who have been employed for fewer than five years earn CHF110,734, 25.9% less than those employed for 6 to 10 years (CHF149,460) (***) and 21.2% less than those employed for more than 10 years (CHF140,584) (***)⁹

⁹ The slight decrease of average salary between the second tenure segment (i.e., 6 to 10 years) and the third one (i.e., more than 10) is not statistically significant.

1.5 Women earn less than men

Women earn on average CHF113,268, 15% less than men (CHF133,208) (***). Figure 7 displays the average salary for hierarchical levels according to gender.

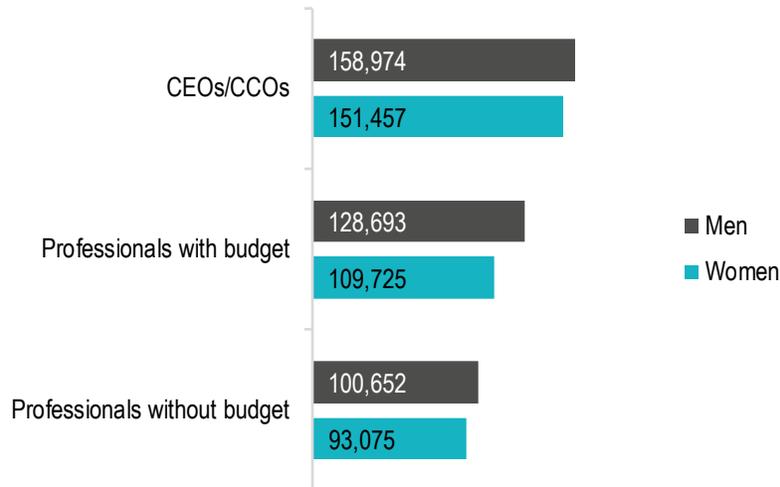


Figure 7: Average salary (CHF) by gender and by hierarchical levels

Men earn more than women in every hierarchical position. Female CCOs and agencies' CEOs earn CHF151,457, 4.7% less than male CCOs and CEOs (CHF158,974). Female professionals with a budget earn 14.7% less than their male counterparts (CHF109,725 versus CHF128,693) (**). Female professionals without a budget earn CHF93,075, 7.5% less than their male colleagues (CHF100,652).

1.6 Bonuses: More frequent in joint-stock and private companies than in government-owned and nonprofit organizations

Of the 464 respondents, 44.2% receive bonuses. Looking at the data, compared with professionals working in agencies, a slightly higher percentage of communicators working in organizations receive them (46.6% versus 43.2%) (***). Focusing on communication professionals working in agencies, 59.4% (***) of CEOs and 48.9% (***) of professionals with a budget earn bonuses, while only 26.1% (***) of communicators without a budget receive them.¹⁰

Among organizations, 79.1% (***) of professionals working in joint stock companies and 55.4% (***) of professionals working in private companies receive bonuses; these proportions drop to 26% (***) in nonprofit organizations and 20% (***) in government-owned organizations.

Regarding work experience, 49.6% (***) of professionals with more than 10 years of experience receive bonuses, while only 37.9% (***) of those with less than 5 years and 37% (***) of those with 6 to 10 years of

¹⁰ Data regarding bonuses by hierarchical levels in organizations were not statistically significant and therefore are not reported.

experience earn them. Finally, a significantly higher percentage of male communication professionals has access to this reward (53% of men versus 37.6% of women) (***) .

1.7 PR Berater diploma and Executive Master are associated with higher salaries

Although in general higher levels of education are associated with higher salaries, some interesting patterns emerge from the data reported in Figure 8 and Figure 9.



Figure 8: Average salary (CHF) by educational qualification

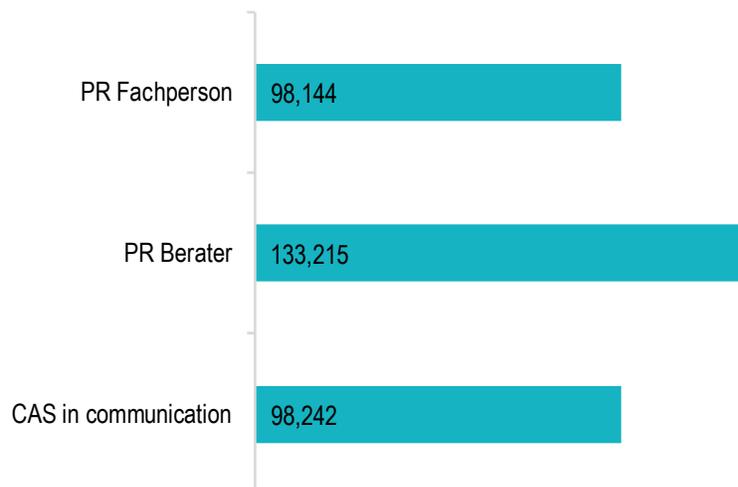


Figure 9: Average salary (CHF) by communication professional's development qualification

Impact of a bachelor's degree

A bachelor's degree is the first step to a full academic education, which is only reached with a master's degree. This fact is reflected in the salary gap between the two educational levels: Communication professionals holding only a bachelor's degree are paid CHF102,040, 18.5% less than those holding a master's degree (CHF125,174) (**).

Furthermore, a bachelor's degree today still does not lead to higher salaries than those associated with a federal diploma. In fact, professionals with a federal diploma earn CHF117,065, 14.7% more than professionals with a bachelor's degree. This gap increases even more when considering only the professionals with the federal diploma PR Berater, who earn CHF133,215, 30.5% more than professionals with a bachelor's degree. Before the academic development of the communication professions, the PR Berater used to be the "golden standard"—a standard still clearly appreciated today and rewarded by the market. It is also important to stress that professionals with a PR Berater diploma are older and have more years of professional experience than professionals with a bachelor's degree. In fact, all professionals with a PR Berater diploma are older than 35 (***), while 58% (***) of professionals holding a bachelor's degree are younger than 35. Similarly, all professionals with a PR Berater diploma have more than 10 years of work experience in the field, while only 34.5% (***) of professionals having a bachelor's degree exceed 10 years of professional experience. Finally, only 13.7% (***) of professionals with a bachelor's degree are CCOs or agency CEOs, while the proportion increases to 45.2% (***) for professionals with a PR Berater diploma.

Finally, the actual status of a bachelor's degree can also be appreciated by the fact that it leads to salaries that are only 2.3% higher than those earned by practitioners who do not hold any educational qualification (CHF97,714) and 4% more than professionals with a PR Fachperson certificate (CHF98,144).

Importance of an Executive Master/MAS

Professionals holding an Executive Master earn CHF152,273, 30% more than communicators with a federal diploma (***) and 21.6% more than communicators with a master's degree (***). Moreover, 41.3% (***) of professionals with an Executive Master are CCOs and agency CEOs, while only 27.6% (***) of professionals holding a master's degree and 33.8% (***) of those holding a federal diploma belong to that category. This result signals that the Executive Master, a high-level and practice-oriented educational qualification, is associated with higher salary levels as well as higher hierarchical positions.

1.8 Communicators affiliated with professional associations earn more

Communication professionals who are members of at least one professional association earn on average CHF132,682, 26.5% more than communicators who are not members of any professional association (CHF104,879) (***) .

2. Factors directly influencing salary levels: Hierarchy, gender, work experience, and tenure

As previously mentioned in Chapter 1, associations exist between professionals' characteristics and salary levels. In this chapter, this analysis is complemented by a multiple linear regression, which unveils causal relationships between those variables. In other terms, variables that cause a direct increase or decrease in salary levels are identified.

Four main predictors have been found to be particularly relevant, each one having a specific coefficient of impact. The limited number of observations did not allow for a fully fledged regression. In particular, data regarding educational levels, sectors, and types of organization have been discarded. Therefore, the following results have to be considered as purely directional.^{11,12}

- Lower **hierarchical positions** are expected to be associated with lower salary levels. Compared with senior positions, being a professional with a budget is predicted to decrease the salary by 15.3% (***) whereas being a professional without a budget is expected to diminish it by 23.4% (***)
- Being a **woman** is related to a predicted decrease in salary of 7.1% (***)
- Both the **number of years of experience** and the **tenure in the organization** result in a curvilinear relationship with salary. In fact, considering tenure in the organization,¹³ in the first years, each additional year is expected to increase salaries by 1.9% (***), up to a point after which additional tenure results in a marginal decrease in salary. This is in line with the conclusions pointed out in Section 1.4.

3. Are salary levels in corporate communication and public relations where they should be?

Thus far, the analysis has led to the identification of the main factors influencing salaries in the field of corporate communication and public relations. This chapter will investigate whether actual salaries in the communication profession are in line with salaries that communication managers could “expect” following the parameters influencing compensations of managers in other fields. To this end, the following salary function has been used to estimate the “expected” salaries:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

where Y represents the “expected” salaries, the X's represent the actual characteristics (profiles) of the corporate communication and public relations professionals collected through the survey, the β 's represent the parameters indicating the extent to which the manager's individual characteristics influence the salary

¹¹ The regression model has an R² of 0.5457.

¹² The regression results are generally in line with those that emerged in the descriptive analysis described in Chapter 1. Differences in value are explained by the fact that the regression isolates the impact of each variable while other variables remain constant.

¹³ Quantification of this pattern was not possible for years of experience.

levels, and ε is the estimation error. The β parameters have been estimated based on data from the Swiss Earnings Structure Survey (LSE) referring to “managers” and “administration science specialists,”¹⁴ two selected professional categories to which corporate communication and public relations professionals belong. In other terms, β 's are the parameters that actually allow for estimating the “expected” salaries and, therefore, appreciating whether the salaries paid in the field of corporate communication and public relations are in line with the salaries paid to managers in other fields, with everything else being equal.

The model¹⁵ identifies four cases of clear misalignment between actual and “expected” salaries.^{16,17}

3.1 Men earn less than “expected”

The level of salaries among female communication practitioners is in line with the “expected” level (i.e., what women in similar managerial professions would earn, the other factors being constant); however, men are paid 3.5% less than “expected”. This means that overall the salary differences between men and women practitioners observed in corporate communication and public relations are less pronounced than in similar professions in Switzerland.

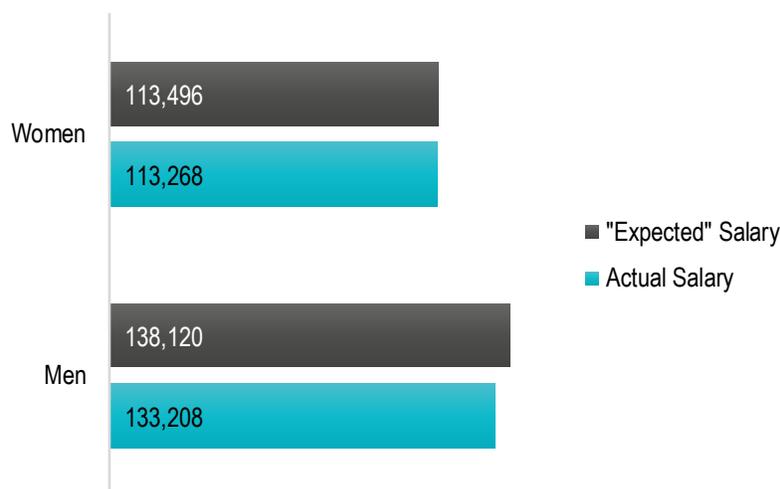


Figure 10: Average salaries (CHF) compared by gender

3.2 Earnings in the banking, insurance, and finance sectors and telecommunications and media sectors are lower than “expected”

Looking at communicators’ salaries paid by different sectors, data are sufficiently robust for only two of them, and the results show that communication professionals in those sectors are paid less than “expected”. In particular, communicators working in the banking, insurance, and finance as well as telecommunications and

¹⁴ Categories from the International Standard Classification of Occupations 2008 (ISCO 2008).

¹⁵ The model has an R^2 of 0.4896.

¹⁶ All the “expected” salaries presented below are statistically significant (***).

¹⁷ It was not possible to calculate the average “expected” annual salary of the whole sample and, therefore, its gap with the actual one.

media sectors are paid 13.2% (CHF22,301) and 23.3% (CHF30,604) less, respectively, than they are “expected” to earn.

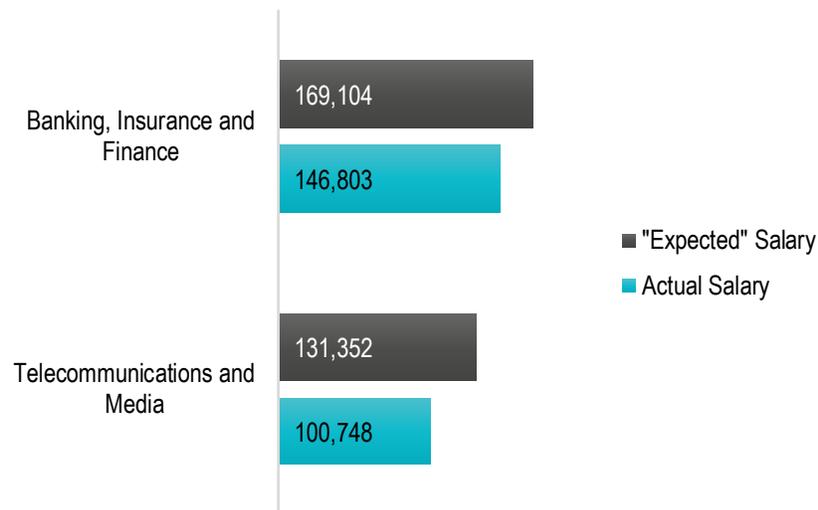


Figure 11: Comparison of average salaries (CHF) in banking, insurance, and finance as well as telecommunications and media sectors

3.3 Hierarchical positions' impact on salary is higher than “expected”

Communication professionals with a high hierarchical position earn 10.2% (CHF14,457) more than “expected”, whereas professionals with and without a budget are paid 9.8% (CHF12,712) and 4.3% (CHF4,332) less, respectively. This observation underscores the already evident difference in salaries among communication professionals with different hierarchical levels, shedding light in particular on the pronounced disparity between practitioners working at high and medium levels.

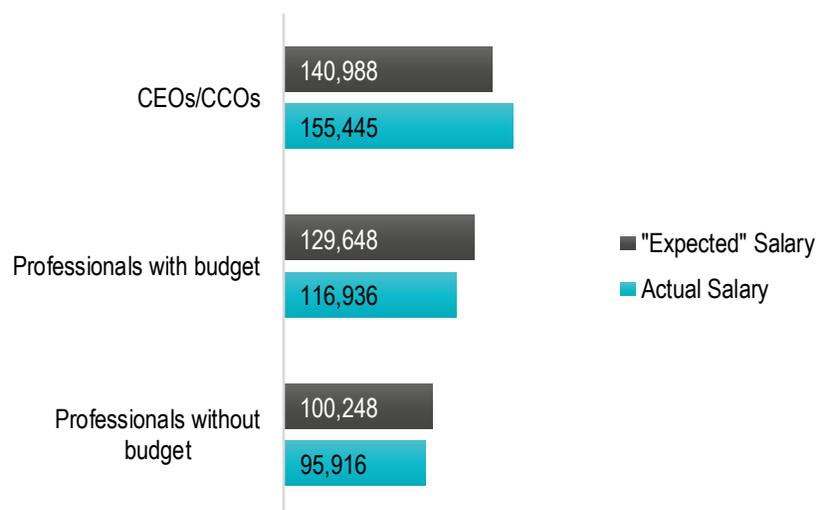


Figure 12: Comparison of average salaries (CHF) by hierarchical levels

3.4 Educational qualifications' effect on salary is in line with "expected" salaries, while no qualification is associated with clearly higher than "expected" salaries

Generally, the effect of educational qualifications on salaries of communication professionals is fairly in line with what is "expected". Academic education commands salaries that are only slightly lower than "expected": 4.7% less for CAS and 1.1% less for academic degrees. The same can be said—albeit in the opposite direction—for professional educational qualifications. In fact, practitioners with a federal diploma and the ones with a federal certificate earn only 2.9% and 3.9% more, respectively, than "expected".

Yet it is quite remarkable that practitioners with no qualifications earn clearly more than "expected", (i.e., 42.9%). These data seem to confirm something generally known in the profession: Experience matters. Here it seems to matter even more than in other managerial fields.

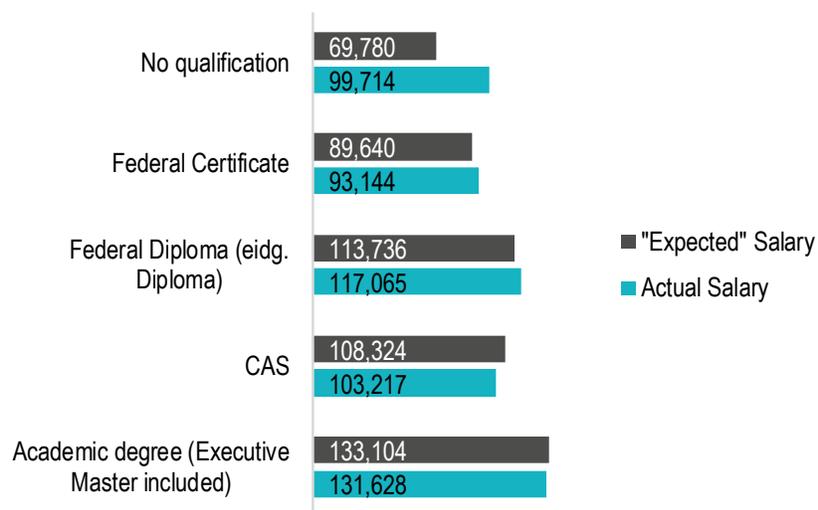


Figure 13: Comparison of average salaries (CHF) by educational qualifications

APPENDIX: Additional information regarding respondents' general profile

As a complement to the respondents' profile described at the beginning of this report, the following characteristics can be mentioned.

- Taking a closer look at respondents working in organizations (69.4% of all respondents), 28.3% work in joint stock companies, 28% in government-owned organizations or political institutions, 23% in private companies, 15.5% in nonprofit organizations or associations, and 5.3% in other types of organizations. Moreover, closely analyzing participants working in joint stock and private companies, 16.8% of them operate in the banking, insurance, and finance sector, 10.6% in the telecommunications and media sector, 10.1% in the chemical, pharmaceutical, and health sector, 17.3% in other sectors,¹⁸ 5.8% in professional business services, and 39.4% in other services.¹⁹ Furthermore, 75.2% of respondents working in organizations operate at the corporate level, while 24.8% work at the divisional/unit level.
- In addition, 35.3% of all respondents work at the regional level, 48.9% at the Swiss level, 13.6% at the European level, and 16.8% at the worldwide level.
- Concerning the personal profile, a little more than half of the respondents (51.3%) are between 36 and 50 years old, followed by those up to 35 years old (31.5%), and those over 50 (17.2%).
- Regarding their experience, more than half of the participants (55.6%) had more than 10 years, about one-quarter (25.6%) had 6 to 10 years, and the remaining 18.8% had fewer than 5 years of work experience in corporate communication and public relations. Moreover, 69% of the professionals surveyed have been with their current organizations for more than 5 years, 20% for 6 to 10 years, and only 10% for more than 10 years.
- Looking at educational qualifications,²⁰ 2.2% of respondents hold a doctorate degree, 20% an Executive Master/MAS, 28.7% a master's degree, 11.9% a bachelor's degree, 7.3% a CAS, 15.3% a federal diploma, and 13.1% a federal certificate; 1.5% have no educational qualifications.
- Focusing on the highest communication qualification professionals hold, 16.8% of the respondents have an Executive Master/MAS in communication, 22.6% an academic degree in communications (bachelor's/master's/doctorate), 9.3% a CAS in communication, 11.9% a professional certificate in other communication disciplines, 11.6% a PR Berater diploma, and 10.8% a PR Fachperson certificate.
- Finally, 60.8% of respondents belong to a communication professional association: 52.4% are members of pr suisse, 3.7% are members of BPRA, 3.2% are members of SPAG/SSPA, 2.8% are members of SVIK/ASCI, and 2.4% are members of HarbourClub. None are a member of GIRAS. Moreover, 11.2% of participants are associated with other national communication associations and 4.3% with other international communication associations.²¹

¹⁸ Agriculture, food, textile, electronics, luxury goods, machinery, and other manufacturing.

¹⁹ Energy and water supply, construction, wholesale, retail, transportation, tourism, education, arts, entertainment and recreation.

²⁰ Educational qualifications considered are: Federal Certificate (eidg. Fachausweis, Brevet fédéral, attestato professionale federale); Federal Diploma (eidg. Dipl.); CAS (Certificate of Advances Studies); Bachelor (B.A., B.Sc.); Master (M.A., M.Sc., Mag., M.B.A.), Diploma (Lizenziat); Executive Master/Master of Advanced Studies (MAS); Doctorate (Ph.D., Dr.).

²¹ Some respondents belong to more than one association.