

Rebranding campaign of the Romanian Society of Radiodifusion – strategic option for the growth of the organization's efficacy

*Campania de rebranding a Societății Române
de Radiodifuziune – opțiune strategică
pentru creșterea eficacității organizației*

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Abstract

In 2008, the Romanian Society of Radio-broadcasting (SRR) decided to benefit of the „honourable” of 80th anniversary of the Romanian public radio to elaborate and apply a strategy of creating a new image of SRR to assure the approach of an European profile well outlined and recognized so. The necessity of this „look” change for the corporation and for six of its channels was motivated by a better position on the radio market in Romania and a larger visibility on a public segment with „preconceived” ideas about what the public Radio means. As a result of the campaign, at the end of 2008 the achieved market quota of the Romania Radio grew, Romania News Radio becoming leader on the market. In this context, the paper proposes strategic actions that would contribute to the growth of the SRR efficacy: elaboration of a lasting marketing strategy, promotion of the channels with lower visibility, but that cover market segments of „niche”, organizing some special programs that would promote „special” broadcasts dedicated to some „special” days by „special” people, collaboration with the Romanian Television to organize and broadcast, on the TV, some radio shows that will promote SRR on a large scale and diversified.

Keywords: audiovisual services marketing, visual identity, promotion, outdoor campaign, market quote, audience

Rezumat

În anul 2008, Societatea Română de Radiodifuziune (SRR) a hotărât să profite de aniversarea „venerabilei vîrste” de 80 de ani a Radioului public românesc pentru elaborarea și aplicarea unei strategii de creare a unei noi imagini a SRR care să asigure apropierea de un profil european bine conturat și recunoscut ca atare. Necesitatea acestei schimbări de “look” pentru corporație și pentru șase dintre posturile sale a fost motivată de o mai bună poziționare pe piața radio din România și pe o mai mare vizibilitate în rândul unui segment de public cu idei “preconcepute” despre ce înseamnă Radioul public. Ca urmare a derulării campaniei, la sfârșitul anului 2008 cota de piață cumulată a Radio România a crescut, Radio România Actualități devenind lider de piață. În acest context, lucrarea propune acțiuni strategice care să contribuie la creșterea eficacității SRR:

elaborarea unei strategii durabile de marketing, promovarea posturilor cu vizibilitate mai redusă, dar care acoperă segmente de piață de „nișă”, organizarea unor programe care să promoveze emisiuni „speciale” dedicate unor zile „speciale” de către oameni „speciali”, colaborarea cu Televiziunea Română pentru organizarea și transmiterea la TV a unor emisiuni de radio care să promoveze SRR pe scară largă și în mod diversificat.

Cuvinte-cheie: marketingul serviciilor audiovizuale, identitatea vizuală, promovarea, campania outdoor, cota de piață, audiența.

JEL Classification: M37

Introduction

Are-branding of the Romanian Radio-broadcasting Society (SRR) was considered necessary yet since 2005 to sustain the growth of the market quota of all the corporation's channels. This was not realized because of the lack of financial resources and that, at the management level of SRR, there was not a coherent and unitary perception of how this thing can be done.

But the new visual identity means not only a part of the strategy on long term of SRR – “Romania Radio in the future”, because, in 2008, with the compliance of the legal provisions under which it functions and benefiting of the consultancy offered by the European specialists in the area (from Deutsche Welle Akademie), the formation of the vision, mission, values and principles of the public radio service was accomplished for the first time, in an identity document (Romania Radio – “Vision, Mission, Values and Principles”): serving the public interest, the editorial independence, balance, equidistance, correctness of the information, the pluralism of ideas and opinions, promotion and creation of cultural acts, sustaining the educational and social valences, affirmation of the national identity in a world of diversity.

The marketing of the audiovisual services: theoretical concepts

The beginning of the 90s marked the opening towards the freedom of expression and information, the access of the public to a plurality of mass communication ways, fact which attracted the necessity of adopting a regulation frame for media (Law 504/2002 and Government Emergency Ordinance no. 181/2008).

From the very beginning we must say that the audiovisual sector in Europe dealt with profound transformations starting with 1989, and the direction and the rhythm of the change constantly varied, in a considerable way, from one country to another.

By this was not the only significant change of this sector, because once we entered in the 21st century – also known as the “knowledge century”, the audiovisual services, both private, but most of all public faced a dilemma regarding the development directions, so that they would satisfy a larger number of consumers whose expectations, necessities and behaviors of media consumption raised and raise on, numerous problems of adaptation. Another dilemma, specific to the public suppliers of audiovisual services, which maintained until now, is how to be competitive on a market where the competition is more and more exacerbated and, in the same time, to keep the characteristics of public services: objectivity, quality information, promotion of culture and national spirit (Olteanu, 2005), both in country and abroad, and the education (Olteanu, 2005).

A possible solution, practiced in the last decade by many companies of radio and television, is the appeal to brand and brand management (Drinkwater & Uncles, 2007, p. 178). Initially, this activity was concentrated only on the logo of the brand and the slogans which made the brand and few broadcasters considered branding a strategic management activity which could really influence the decisions regarding the program schedule (Cham-Olmsted & Kim, 2001). Nevertheless, this situation started to change from reasons such as: the insufficient control upon the radio frequencies, the growth of licenses for commercial radios, the impact of the cable services which offer a multitude of television channels, the development of digital and interactive communications, the change of the channels by listeners/viewers, forces apparently contradictory of media fragmentation and convergence.

Now, the broadcasting companies see the branding as a differentiation instrument, in the communication process with the viewers, listeners and advertising costumers (Abelman, 1997).

The media companies also take into consideration the way in which they can use any distinctive image they have, as the opportunity to grow notoriety and develop their own brand by introduction of complementary brands to the main brand. For example, Radio Galaxy (UK) extended its brand oriented towards the youth segment introducing a line of ultra-modern clothing under a new brand which wears the logo of the channel (Michalczyc, 2000, p. 4). Some have launched new broadcasting channels (which means also a way of extension). E! Entertainment TV (USA) extended their brand by a fashion channel which broadcasts non-stop (Cooper 1999, p. 13).

Romanian Radio-broadcasting Society

Romanian Radio-broadcasting Society (associated frequently with the name of Romania Radio of its main broadcasting channel) is a public autonomous service of radio-broadcasting of national interest, with information, education and entertainment attributions, editorially independent, which develops its activity under the control of the Parliament, under the provisions of Law no. 41/1994, republished in the Official Monitor no. 636/27.12.1999, modified through

the Government Emergency Ordinance no. 71/2003, Law. no. 469/2004 and Law no. 302/2008, and according with the international conventions which Romania is part of.

Now, according with the Direction of Communication and Marketing, the Romanian Radio-broadcasting has 6 central channels: *Romania News Radio*, *Romania Cultural Radio* and *Radio Villages Antenna* with a total coverage of the area, *Romania Musical Radio*, *Romania International Radio*, *Radio3 Net*, and more regional channels, grouped under the generic *Radio Romania Regional*: Radio Bucharest, Radio Cluj, Radio Constanța, Radio Craiova, Radio Iași, Radio Mureș, Radio Reșița, Radio Sighet, Radio Timișoara, Radio Antena Brașovului, Radio Antenna of Sibiu, Radio Holiday, and the *editorial of minorities* (Hungarian and German) of the regional studios. To this the new established *KIDS RADIO* adds.

New visual identity

Conception

In the process of creating a new visual identity, SRR had, Martin Poole as consultant, expert in branding of European Broadcasting Union (EBU), which explains the fact that this type of process happens in the case of public radio services from the majority of the European countries. In the case of SRR models of re-branding from France and UK were taken into consideration. The objective was that Romania News Radio to become a more modern radio channel, but that would keep its substance. As for RRA, but also the other radio channel of the corporation the purpose was a “rejuvenation” of the image, along with the “rejuvenation” of the public, because the new image is meant to bring new public segments, in particular representatives of the young generation – a great desideratum of the institution’s management.

The new visual identity was created after a process which lasted about five months and was based on the document “Romania Radio – Vision, Mission, Values and Principles”. At the process participated, on the strategy and creation side, the group McCann Erickson, along with a working group from the public radio, formed by managers from more departments of the institution.

The creation of a modern and adapted “look” to the present state of development of the institution, was desired, which in the same time, meant the creation of a unitary image for the channels operated by the corporation (Figure 1). Some elements of the old logos and images were kept to suggest an evolution, an improvement of the offered products, an understanding of the competitive environment in which the institution operates and in which it assumes the role of leader.

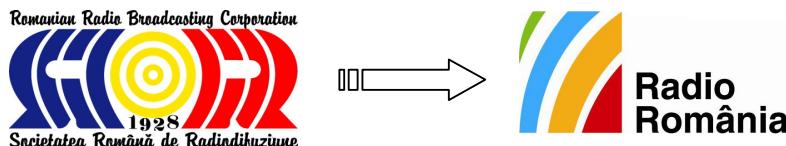


Figure 1. The old and new logo of the Romanian Radio-broadcasting

Source: Romanian Radio Society: www.srr.ro

Promotion

In the second half of 2008, on the basis of introducing the modern marketing principles, through the blending of a creative and rigorous editorial product with a powerful promotion, Romania Radio developed the most ample communication and promotion campaign in its history. It had the purpose to launch a new brand and develop a new outdoor campaign with the slogan “Romania Radio, for 80 years we speak seriously”.

Outdoor campaign

The campaign realized by McCann Erickson Romania, which also participated at the realization process of the new visual identity, contained in five prints exposed outdoor, through which Romania Radio transmitted the public an intelligent and not aggressive message, which confirms, from the promotion point of view, the positive changes of the public radio channel. The purpose of this campaign was the growth of visibility of the radio channels of the public corporation among those who did not have the curiosity to listen to them.

The texts of the prints are built after the „recipe” of two key-sentences, inspired joined and followed by the slogan „for 80 years we speak seriously” which put in contrast the „trendy” ideas of the day with real values.

For example:

- a) The slogan for Romania Radio (Figure 2) was „Romania Radio is hard to understand (listen). Only by some”.



Figure 2. The text of the Romania Radio print

Source: Romanian Radio Society (www.srr.ro)

- b) One of the print texts for Radio Cultural Romania (Figure 3) was: „We like all the radio plays, especially if they are theatre plays”, „We always liked caprices. Most of all those of Paganini” or „We like whatever is Beethoven opposed. Like Sonatas Opus 2, Opus 7 and Opus 111”.



Figure 3. The print texts for Romania Cultural Radio

Source: Romanian Radio Society (www.srr.ro)

- c) The promotion texts for Romania News Radio (Figure 4) says that: „*We like the fine perfumes. As the one of victory*”, and other that „*We like the gold ostentatious worn. As medals*” (the campaign being synchronized with the Beijing Olympic Games).



Figure 4. The print texts for Romania News Radio

Source: Romanian Radio Society (www.srr.ro)

The easily humoristic note in which the key-sentences are linked corresponds in sobriety with the corporation's slogan („Romania Radio, for 80 years we speak seriously") – a pass not at all unnatural for a message about credibility and deportment, addressed to a public inclined towards consistence, and not towards facile. The delimitation of the target is made as well inspired the print for Villages Antenna (Figure 5), whose texts („*For us, peasant is not someone with clothes from the prior collection*“), „undresses“ the listener avid of credible and, implicit, valuable information of prejudices.



Figure 5. The print text for Radio Villages Antenna
Source: Romanian Radio Society (www.srr.ro)

The campaign did not try to change the image of the radio, but to present it as an alternative to the „neighborhood culture” invasion, from many of the other channels and attracting among the listeners, the young generation.

Outdoor campaign:

- developed during July-December 2008;
- deployed in 10 cities from the country (Brașov, Iași, Constanța, Cluj, Timișoara, Craiova, Suceava, Baia Mare, Sinaia and Bacău) where buses, trams and bus stations were drawn, and in Bucharest being used the same ways and in addition the display of banners in the underground stations (especially at Unirii 1 and 2) and in the crowded intersections;
- cost almost 200.000 euro, paid for display to Euromedia company, winner of the auction made in this purpose.

Editorial production

At this chapter the re-branding campaign of SRR benefited of a large diversity of ways and channels in the promotion and popularization process of the new visual identity of the public radio, especially during events dedicated to the 80th anniversary of radio.

All the corporation's channels participated at the promotion process of the new visual identity of the campaign „Romania Radio 80 years”.

In the case of “Romania News Radio” the campaign meant, mainly, the support of the corporation's events through journalistic coverage and their promotion. Also, the channel realized a project with a special impact – „80 years of music in 80 years of radio”, broadcast for 20 weeks (during July-November 2008), every day, from Monday until Friday, on the shows „Euromusica”, „Studioul de după-amiază”, „Romanticii” and „Matinal”. At the proposal of the listeners, there were broadcast, 560 of the most known Romanian songs. The final chart of the most 80 beautiful Romanian songs ever transmitted on radio was broadcast in the editions of „80 years of music in 80 years of radio” show, from 1 and 2 November,

with the occasion of the 8 decades anniversary of public Romanian Radio's existence.

According with the activity report of SRR on 2008, at "Romania Musical Radio" the anniversary of 8 decades of existence of the Romanian public radio was marked by two cycles of shows which synthesized the most important moments of the musical history of the institution:

- „80 years of Romanian musical radio” (pages from the history of the musical radio shows, stories of the cultural personalities which collaborated at Romania Radio, musical events, registrations entered in the Golden Record Library);
- „Opera on the concert podium” with capelins of the musical radio bands (Ludovic Bacs, Carol Litvin, Iosif Conta etc.)

“Radio Villages Antenna” realized three series of shows namely:

- “The Golden Record Library – memory of a sound archive”, show which brought to actuality, on the fibre of time, sound documents and radio stories about shows and popular music records which made history, the listeners could rediscover and price the cultural heritage that the public Radio holds;
- “The story of a life”. The story of a radio brought in front the simple life stories of some Romanian born in the rural environment and that have the age of the Radio, 80;
- “80 years of radio, 80 years of shows for villagers”. Under this title the history of shows for villages was presented, capitalizing the documentary sources from the written and spoken archive, including lectures about agriculture and rural life held by great personalities, from the beginning of the radio until today.

Special events

Romania Radio realized a large and diverse series of event-shows and special manifestations which had the purpose of marking the 80th anniversary and promotion of new visual identity, like:

- The Gala of Romania Radio 80 Prizes – event during which excellence awards were given to the marking personalities from the cultural and politic Romanian world;
- The Gala of the Musical Prizes Romania News Radio;
- The Gala of the Romania Cultural Radio Prizes;
- Arte Novi concerts broadcast on Romania Cultural Radio, event realized in collaboration with the Union of Composers and Muzicologists in Romania;
- The concert held at Radio Hall on the occasion of launching the CDs collection „80 years of music in 80 years of radio”;
- Season spectacle (2008-2009), event dedicated to the first radio show („Happy hour”);

- „Culture Day at Romania Radio”, campaign through which over 800 of the listeners of the public channel were invited at theatre shows (six theatres in Bucharest and eight theatres from the main cities of the country), opera (National Opera), circus (Globus Circus) and film (Eforie Movie);
- Launch of the anniversary stamp realized by Romfilatelia „80 years of existence – Romanian Radio-broadcast Society” (Figure 6), through which the inseparable link between past, present and radio public was marked;
- Launch of the anniversary currency of 10 lei made by silver and issued in 500 copies (from which 150 were sold), offered by the National Bank of Romania (Figure 6). On one of the currencies faces there are represented the two headquarters of SRR: the first one, from, 1928 and the present headquarters, inaugurated in 1952; the Romanian coat of arms and an announcer speaking at tuner. On the other side there can be seen a radio from the 30s and the new logo of Romania Radio;



Figure 6. Anniversary currencies and stamps

Source: Romanian Radio Society (www.srr.ro)

- Exhibition „80 years of radio and Romanian radio 1928-2008” (Figure 7), which was held in the hall of the concert Studio „Mihail Jora”. At this event there were exposed over 100 radios – from the one with earphones to the Internet radio, the first magazines dedicated to radio and national programs, photos and manuscripts of the collaborators and employees of SRR.



Figure 7. Exhibition „80 years of radio and Romanian radio 1928-2008”
Source: Romanian Radio Society (www.srr.ro)

Special promotion products

- The publishing house „Casa Radio” dealt with the realization of the presentation brochures of the new image of the Romania News Radio, Romania Cultural Radio, Romania Musical Radio, Villages Antenna channels. Also, to promote the new logo of the corporation, the Publishing House „Casa Radio” launched the book „Country, Legion, Captain. The legionary movement in documents of oral history” (authors Mariana Conovici, Silvia Iliescu, Octavian Silivestru) which contains fragments from over 146 hours of interviews and about 2500 pages of transcription regarding the legionary movement (Figure 8).



Figure 8. Special promotion products
Source: Romanian Radio Society (www.srr.ro)

- Another editorial product realized for the 80 anniversary was the Romania Radio 80 Almanac (see Figure 8), after a concept pertaining exclusively to SRR – Collective Radio Magazines. This was launched at 1 November 2008 and had 187 black and white pages, which talk about all what the public radio meant and means in our country, from the first shows and marking personalities, until the Internet broadcast.
- Collection of 4 CDs „80 years of music in 80 years of radio” (see Figure 8), represents the finality of the project developed for 5 months at

Romania News Radio, through which the listeners voted the most beautiful Romanian songs from radio, from the entire 80 years history of SRR.

- „Romania Radio Online” project started in 2008 is of long term and consists of the collaboration of all the radio channels to adapt the tradition of seriousness and professionalism of the Public Radio to the exigencies of the new ways, models/habits of media consumption, imposed through digitalization and generalization of the Internet. During this large project, in 2008 was organized the improvement of some IT specialists and implementing the project „Web-design and radio on Internet” financed from European funds (Leonardo program).
- So SRR site (www.srr.ro) was completely re-projected transforming in a real information hub and a portal for the entire institution, being easy to use and recognizable because of the colors specific to the corporation (the difference of each channel by an own color).

The site permits the access to all the information of public interest of the company, it is a digital board for press releases (the entire archive can be accessed), presents feeds of news in real time, and the program of all the radio channels. Also, through the site, visitors can listen the radio channels directly from on the Internet.

Two projects developed by the Department for Patrimony deployed exclusively on the Internet site of SRR:

- The research project called „Romania Radio 80 – a history in images” presented: the history of 80 years of the institution’s management; the history in image of the SRR headquarters; a series of articles in the pages of the radio magazines regarding the different special moments regarding the life of the public radio (“First day of broadcast”, “The radio theatre functions”, “In the sign of gramophone sound cards”), editorial creations (“Religious hour”, “Kids hour”, “Village hour”, “Happy hour”), radio people (“Feminine presences on Radio”, “Vasile Ionescu...memories, stories, controversies, “Miss Radio – A life dedicated to Radio”), special moments in the life of the Romanian people (“Small union at radio”, “Winter holidays at radio – “Christmas-New Year”, “1 December – The festivity of all Romanians”, “War broadcasts”, “Apparition of Romanian radio in the public debate”, “For who does not know his past, does not deserve his present”), all followed by archive images, of an extraordinary value;
- The project „80 years of Romanian radio. A history of Radio through vocal stories” had 46 interviews on diverse themes and regarded the participation to the programs of capitalization of the own funds for shows, with 38 editions from the cycle „We are the history”.

Results of the campaign

Audience

In the first place, the success of a promotion campaign of the mass-media institutions can be followed and decided by analyzing the audiences and market quotes held by these before the launch, during and after the campaign.

So, to realize comparative analyzes of the radio channel's audiences from SRR, we used the audience radio studies ordered by the Association for Radio Audience and realized by the Marketing and Surveys Institute SA (IMAS) and SC Mercury Research SRL.

Market quote – National (Urban + Rural)

The market quote is the audience indicator which best expresses the comparative performance of the radio channels. Its value depends both of the daily average number of listeners of each channel, and the length of listening that channel. This indicator is calculated as a weight represented by the listening volume on a channel reported to the total volume of listening on all the radio channels.

Market quote at national level

Table 1

National (%)	Jan. – April 2007	Jan. – April 2008	Jan. – April 2009
Romania News Radio	16,6	15,9	17,2
Romania Regional Radio	12,8	14,2	14,6
Kiss FM	13,7	11,1	10,9
Europa FM	14,9	13,0	12,4
Pro FM	5,9	5,6	5,2
Radio 21	8,5	10,9	6,8
Radio Antenna Villages	6,9	7,0	7,8
Info Pro	1,2	2,6	2,4
National FM	1,0	0,8	0,2
Magic FM	1,1	1,1	1,1
Romania Cultural Radio	0,4	0,5	0,5
Other channels	15,1	14,9	20,9
SRR (cumulative)	36,7	37,6	40,1

Source: Romanian Radio Society (www.srr.ro)

We can observe a growth of the market quote of all the radio channels from SRR, excepting Romania Cultural Radio whose market quote maintains constant. Romania News Radio, in the spring of 2008, registered (the period before the promotion campaign's launch) a decrease of 0.3% reported to the same period

of 2007, while the data concerning to the spring of 2009 (the period after the closure of the promotion campaign) demonstrates an accented growth of 1.3% until 17.2% from the market. So, Romania News Radio maintained its leader position on the market.

These increases are concomitant with the decrease of the market quote of the majority of the commercial radio channels (especially for: Radio 21 with a decrease of 4.1% during 2008, Europa FM, Pro FM and National FM).

Overall the corporation the audience increases in the period after the campaign are of 2.5% until 40.1%, compared with the period before the campaign. On European context, the market quote of Romania Radio is situated at a pretty high level, although the Romanian public Radio operates with a sensitive less number of national frequencies compared to the public radio from the majority of the European countries. In Europe, the audience of the public radio channels is marked significantly by some cultural differences between countries. The best are the public channels from the Nordic countries, where the market quotes of them are over 60%. Austria is a special case in which the unusual quote of the public radio (79%) is explained by the deliberate politic of the authorities to prior consolidate it, before passing to the liberalization of the radio market. Next there are some Anglo-Saxon countries, in which the cumulative quote of the public channels is between 50%-60% (United Kingdom, Germany, but also Fleming Belgium or the corresponding areas from Switzerland). Instead, in the Mediterranean countries the public channels have a very low audience (Italy: 19%, Portugal: 12%, Greece: 16%), as France (20%). The performance of the public radios from Eastern Europe is a little better, but under the level of Romania: Slovakia: 32%, Bulgaria: 27%, Hungary and Slovenia: 24%, Czech Republic: 23%, Croatia: 21%, Poland: 20%.

Market –Urban Environment

We can observe that during the deployment of the campaign, Romania News Radio recovered evidently a part of the loss registered during September-October 2007 and May-August 2008, and at the end of 2008 maintains as market leader on the urban segment, at a 1% difference from the next contestant – Europa FM. This tendency of increase was registered also by the other public channels: Radio Antenna Villages, Romania Cultural Radio, and the regional radios are growing their market quotes from 2007. So, at the end of 2008, the cumulative market quota of Romania Radio on urban environment raise from 28.2% to 29.4%, and the powerful commercial channels such as Europa FM, Pro FM, Radio 21, registered decreases of the market quotes, which demonstrates the competitiveness of the public channels on the urban markets.

Market quote at urban level**Table 2**

National (%)	Sept. – Oct. 2007	May - August 2008	Sept. – Dec. 2008
Romania News Radio	16,5	15,9	16,1
Romania Regional Radio	7,8	7,9	8,3
Kiss FM	13,7	13,0	14,1
Europa FM	16,3	15,4	15,1
Pro FM	7,6	7,1	6,3
Radio 21	10,4	12,8	10,1
Radio Antenna Villages	3,5	3,9	4,3
Info Pro	1,7	2,2	2,0
Național FM	0,9	0,7	0,4
Magic FM	1,7	1,8	1,8
Romania Cultural Radio	0,4	0,4	0,7
Other channels	16,1	15,6	20,8
SRR (cumulative)	28,2	28,1	29,4

Source: Romanian Radio Society (www.srr.ro)

Advertising sales

The sale of the advertising space of SRR, afferent to the channels Romania News Radio, Romania Cultural Radio, Antenna Villages, and 50% of the advertising space of each of the Regional Studios was externalized.

Among the new advertising costumers that CLIR Media brought are Vodafone, Cosmote, DTH Television Group, ING, Credit Europe Bank, Raiffeisen, Interamerican, Coca-Cola, Walmark, Berlin Chemie, Johnson Wax, Colgate, Ursus, Unilever, Romtelecom și Banca Transilvania Grup.

The incomes realized from advertising in 2008 were of 2.291.140 euro, comparatively with 2007 when there were only cashed 1.179.964 euro, put on the account of the increased visibility of the public radio channels pursuant to the promotion campaign.

According to the activity Report on 2008, SRR broadcast 13.016 advertises (6.749 minutes) in 2008, from 9.525 in 2007. The number of block advertising increased from 4.900 in 2007 to 5.524 in 2008.

The deployment of the anniversary campaign also attracted sponsorships for the special events both from private organizations and public ones, such as: District 1 City Hall, Eximbank, Petrom and CEC for the anniversary concerts in Bucharest; the Romanian Lottery and Radiocom for the RRA Awards Gala and „80 years of music in 80 years of radio”.

Awards

The public radio as an institution, and the component channels of the corporation, received a series of awards pursuant to the outdoor campaign and the 80th anniversary. According with the activity Report on 2008, the awards were given by different culture organizations and governmental entities including:

- The award given by the Ministry of External Affairs and the Ministry for Small and Medium Enterprises, Commerce and Business Environment for the constant implication and the correct information of the Romanians from everywhere during the 80 years of experience;
- The Special Prize for 80 years of activity given to the Public Radio by the Chamber of Commerce and Industry of Bucharest;
- The Excellence Diploma for 80 years of activity given by the Association of War Veterans M.I.R.A.;
- The award given by the Romanian Academy for the importance and constant activity for Romania, for the role it assumed and the spaces granted to culture, for its activity for Romanian Academy;
- The Platinum Disk received from Roton Label for the collection „80 years of music in 80 years of radio”, launched by Romania Radio at the end of 2008, after selling over 20.000 copies in less than three months;
- The anniversary prize UZP received by the Rador Press Agency for 80 years of radio.

Conclusion

For an efficient and in the same time coherent marketing activity it should first of all be crystallized a medium and long term strategy. The new visual identity promoted in 2008 should consist the basis in the formulation and realization process of a coherent and lasting strategy of marketing, whose objectives would bring benefits on long term to the corporation. We refer here especially at an adequate promotion policy, to attract new market segments (the path has already been open with Kids Radio – addressed to children) and the consolidation of the existing ones – for this, constant market studies are necessary to identify the expectations and tendencies of media consumption of the target groups, so the public Radio could opportunely adapt the editorial production.

The realization of distinctive promotion campaigns – for each radio channel or for well defined age categories – can bring very good results, because they permit a focus upon the target groups, by using specific promotion methods and materials. For example, for the children there can be made promotion campaigns in kindergartens or elementary schools, to acquaint them with the Public Radio and especially with the channel addressed to them – Kids Radio; for attracting young people from 14 to 18, the methods of promotion should be more elaborate. So, the public Radio can organize and promote sport competitions in

schools and high-schools, that would be broadcast also on radio. Also, a more powerful promotion in the online environment should permit the exploit at full potential of this environment in continuous development.

Also at the promotion chapter there must be done efforts in the direction of powerfully sustaining the radio channels with a very low visibility – Romania Musical Radio and, especially, Romania Cultural Radio. These two channels need to initiate separately campaigns for familiarizing the public with the cultural quality programs and their profile.

The promotion of some moderators can give a more personal note to the radio shows and can attract on the basis of personal sympathies a bigger number of listeners. In this way, choosing the right person is very important, with a special charisma because, otherwise, the effect can be reversed – the removal of listeners.

The promotion through prizes is opportune to represent an attraction point both for trusty listeners and other new (for example, a competition having as prize the possibility to be a moderator for an hour of a radio show we consider it is very tempting). The more listened the show is (for example „Matinalul”) the bigger the visibility of such a competition would be bigger. Other special event very effective in the promotion of the image and at all expensive could be „The day of open doors” in which there would be visits at the radio for those willing, where they could be explained what the radio world consists in and how much work, dedication and talent is put in the realization of their favorite show.

On June 1 or March 8 there could be organized special radio programs moderated by children, respectively women of success or notoriety. Such thematic days can be organized also on the National Day of Romania (there should be called people of different ages and from different social classes that express their point of view regarding the meaning of that day), Army Day etc.

The collaboration with Romanian Television through realization of radio shows transmitted on TV (as it happens on some commercial channels such as Pro Cinema or National TV), should be a priority because, by using more promotion ways, there can be made a more effective differentiation of the target public.

Another recommendation refers to the internal improvement of the organization, namely attracting some talented people, with experience maybe even from the private sector. The Communication and Marketing Direction is opportunely to be composed both from young people, whose creativity would bring a plus of value to the activity of the direction, and experimented people that would offer coherence and coordination abilities. So, the marketing and promotion campaigns could be realized „in house” by people that better know the institution and its marketing environment, and the expectations and results that the marketing activity should bring. In this way there will be made important economies because the creation services in advertising are extremely expensive.

At the organization level, the establishment of a specialized service is opportune, that will deal with the sell of advertising space, thus excluding the mediators (represented by advertising directions) and the very big taxes that they

charge (CLIR Media advertising direction, that occupied with the selling of the advertising space of SRR since 2007, practiced a tax of 12% from the total value of the advertising contracts). Such a service implies recruiting people with experience in the area, most probably attracted from the private sector.

By applying such measures, the Romanian Radio Society and its channels could maintain the leader position on the market, regained in 2008, being very important that the leading organisms of the corporation to be aware of the fact that only through a modern and professional marketing the future of the institution can be assured and maintain its role of opinion former, culture and education encourager.

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