

External Communication in the Public and Private Sectors of the European Union. Impact on Business Owners, Clients, and Communities

Sorin TERCHILA

Lucian Blaga University of Sibiu, Sibiu, Romania
sorin.terchila@ulbsibiu.ro

Abstract. *Over the past few years, the landscape of external communication has shifted significantly. These changes haven't happened in isolation — they've been shaped by rapid technological progress, evolving consumer expectations, transformations in the business world, and new regulatory developments, particularly within the European Union. This research began with a straightforward but essential question: how can organizations, both in the public and private sectors, rethink their communication strategies to stay relevant in today's fast-changing environment?*

To explore this, I looked closely at a wide range of sources — official EU and national documents, communication strategies, surveys, and research studies, both from within Europe and beyond. But documents alone don't tell the full story. I also spoke directly with people working in the field: communication experts, entrepreneurs, public institution leaders, NGO representatives, and members of the media from across Europe. These conversations provided real-world insights that went far beyond what's typically found in reports or academic papers.

In addition, I carried out a bibliometric analysis to map out the academic landscape surrounding external communication in the EU. This helped me identify not only key trends and influential authors, but also how Europe compares with other regions in terms of research focus. Looking at citation patterns, co-authorship networks, and thematic clusters gave me a better sense of how this topic is evolving and which voices are shaping the conversation.

One of the clearest findings is that personalization is no longer optional — it's becoming a core element of effective communication. Whether addressing customers, citizens, or other stakeholders, organizations need to craft messages that speak directly to each group's needs and concerns. Another major trend, closely linked to EU policy priorities, is the rising importance of environmental responsibility. More and more, people expect transparency about what companies and institutions are doing in terms of sustainability. Communicating these efforts clearly, both inside and outside the organization, is not just good practice — it's becoming essential.

Keywords: external communication, personalized campaigns, sustainability communication, consumer behavior.

Introduction

In today's fast-changing digital environment, the way organizations communicate externally has become more important than ever. Whether we're talking about companies or public institutions, how they present themselves to the outside world can shape everything from brand image and public trust to transparency and long-term success. The rise of digital platforms, real-time communication (RTC), and messaging powered by artificial intelligence has fundamentally changed how these entities connect with their audiences.

Although there's been substantial research into corporate communication, digital transformation, and how organizations handle crises, there's still a noticeable gap in understanding how external communication plays out differently in the public versus the private sector within the European Union (EU). This research sets out to explore exactly that — looking at how communication strategies differ, overlap, and influence various stakeholders across both sectors.

More specifically, the study focuses on how digitalization and RTC are shaping communication efforts, how different institutions allocate their resources, and how they adapt their messaging to meet both regulatory requirements and the expectations of their audiences. It also looks at the growing impact of artificial intelligence, the role of social media, and how crisis communication is being used to build trust and transparency. To explore these questions in depth, the research takes a qualitative approach. Semi-structured interviews were conducted with professionals working in communication, media, the public sector, and business leadership. Alongside these interviews, a bibliometric analysis was carried out to review academic literature on external communication, providing valuable insight into emerging trends, shared challenges, and areas of divergence across sectors.

The structure of the paper is as follows: Section 2 delves into the existing literature on external communication, digital transformation, and EU regulatory frameworks, highlighting recurring themes and areas that have been underexplored. Section 3 explains the qualitative methodology used — including how participants were selected and how the data was analyzed. In Section 4, the study's findings are laid out and discussed in relation to existing research, identifying patterns and implications for communication practices in both public and private settings. Finally, Section 5 wraps up the study by summarizing key contributions, offering practical guidance for improving external communication, and proposing directions for future inquiry.

By looking closely at these dynamics, this research aims to support an ongoing conversation around more effective communication in the digital age. It offers practical insights that policymakers, company executives, and communication experts can use to build stronger, more transparent relationships with their stakeholders across the EU. Globally, the numbers speak volumes: with a population of 8.12 billion, around 70% are unique mobile phone subscribers, 5.4 billion people are online, and 4.95 billion actively use social media — all of which significantly shape how communication strategies evolve in both public and private sectors (Kemp, 2024).

Literature review

Communication strategies. Video / Mobile / RTC Communication

Video communication has become a cornerstone of how we interact in the digital age. Whether it's in our personal lives, workplaces, classrooms, or even in medical consultations, video adds a unique dynamic to communication by blending visual and auditory elements. Unlike plain text or voice alone, video creates a more immersive and engaging experience. According to Anderson and Rainie (2022), one of its key advantages lies in how it reinforces spoken words through visual cues and body language, which can significantly improve understanding. Johnson (2022) adds that in the context of remote work, video plays a vital role in maintaining a sense of connection and presence among team members who may never meet in person.

At the same time, mobile communication has changed the way we access and share information. With smartphones now the primary tool for going online, mobile-first strategies have become essential for organizations aiming to reach their audiences effectively (Smith, 2020). As Davis (2021) points out, mobile platforms have reshaped user behavior by enabling real-time interactions, while Gupta (2022) underlines the strategic importance of tailoring mobile

communication to regional markets, especially in global contexts. Real-Time Communication (RTC) is another piece of the puzzle that's fundamentally changing how we interact. Tools like live chat, video conferencing, and VoIP allow people to connect instantly, regardless of where they are. Brown and Green (2021) note that RTC is especially critical in sectors where immediate feedback is essential — such as customer service or healthcare. Technological advances in this area have made these interactions smoother and more reliable than ever, as Patel (2021) explains. Meanwhile, Roberts (2020) highlights how RTC enhances the customer experience by enabling quick resolutions, increasing both satisfaction and operational efficiency. We've also seen how powerful RTC can be when it comes to shaping real-world outcomes. In Romania, for example, swift public reaction through digital platforms led the government to revise its regulations on cash payments — a clear example of how real-time feedback can directly influence policy decisions (ProTV, 2023). This demonstrates the growing role RTC plays not just in business, but in public governance as well. A major player in the RTC space, Zoom Video Communications, Inc., experienced massive growth during the COVID-19 pandemic. Founded in 2011, the company generated over \$4 billion in revenue in fiscal year 2023 (Sujay, 2023), becoming a go-to platform for remote collaboration worldwide (Vailshery, 2024).

And of course, none of this would be possible without the near-universal adoption of mobile devices. As of October 2023, an astonishing 98% of individuals aged 16–64 owned some form of mobile phone — a huge leap from just 740 million global subscriptions in the year 2000 (Taylor, 2024). These numbers reflect just how integral mobile and real-time communication have become in modern life.

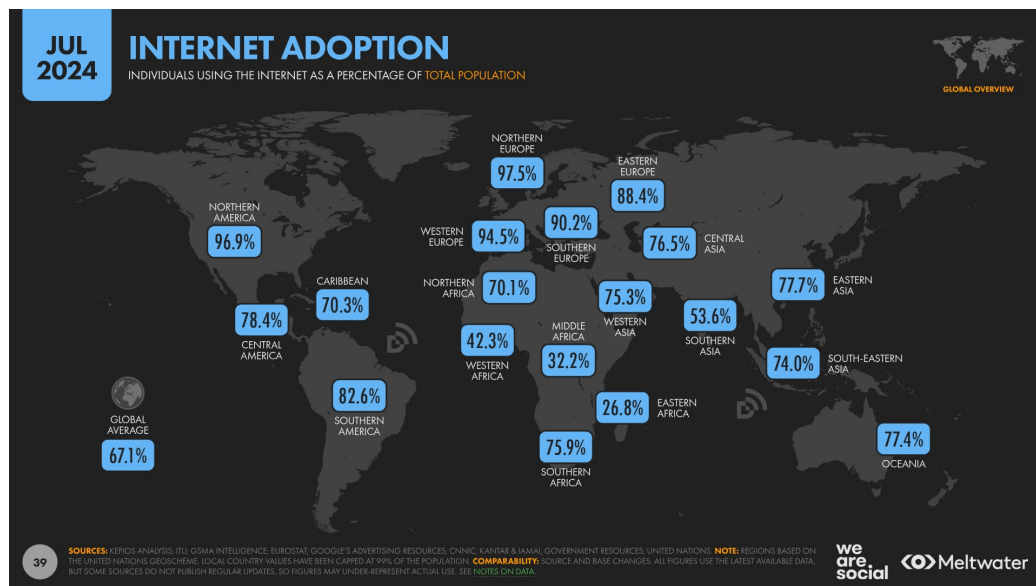


Figure 1. Internet adoption

Source: Kemp (2024), datareportal.com

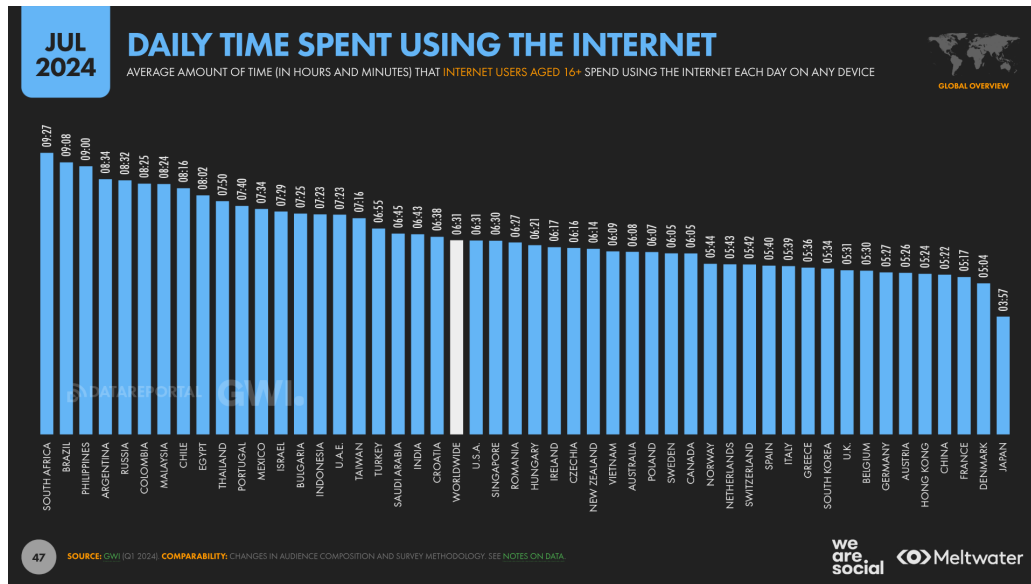


Figure 2. Daily time spending internet

Source: Kemp (2024), datareportal.com

Transparency and trust. Legislative changes

In the digital age, social media plays a crucial role, making robust regulation essential to ensure data protection and safety.

The European Commission draws a clear line between different uses of social media—whether it's for political messaging, engaging with stakeholders, running campaigns, or simply personal use by staff members (European Commission, 2024). This distinction reflects the increasingly complex role social platforms play in EU institutions and public communication.

At the same time, growing concerns about media freedom and the sustainability of journalism across Europe have prompted action. In response, Members of the European Parliament (MEPs) recently adopted a position supporting new legislation aimed at strengthening media transparency and independence throughout the EU (European Commission, 2024). The proposed rules call on member states to actively shield media outlets from political or corporate interference, prohibit the use of spyware against journalists, ensure ownership transparency, and regulate how state advertising is distributed (European Union, Annual Report, 2023).

Transparency also remains a key priority when it comes to lobbying and interest representation at the EU level. The Transparency Register is designed to give European citizens insight into which interests are being promoted within the Union, who is behind them, and how much financial or human resource power is being used to influence policy (European Commission, 2020).

Beyond institutional policies, digital security is a growing area of concern for individuals. National guidelines advise users to avoid sharing travel information on social media, regularly check their privacy settings, and disable geolocation features to protect personal data. It's also recommended to back up data in two formats—both online and offline—and to secure devices using passwords, PINs, or biometric methods. Keeping software up to date is another key step in staying protected (National Cyber Security Directorate, 2024).

Meanwhile, in the regulatory sphere, the European Commission plays a central role in enforcing the Digital Markets Act (DMA). Oversight and implementation of the DMA fall under a

joint team within two key directorates: DG COMP (Directorate-General for Competition) and DG CONNECT (Directorate-General for Communications Networks, Content and Technology) (European Commission, 2024). This collaborative approach ensures that competition rules and digital policy are tightly coordinated.

Current Communication Strategies: Case Studies and Examples

In the face of challenges such as the economic crisis and a rise in Euroscepticism, EU institutions are working hard to rebuild public trust in the European Project (Government of Romania, 2022). To reach these goals, the EU relies on a range of public diplomacy tools within its communication strategies. The focus is on fostering mutual understanding and cooperation in how information is shared and received. In this sense, EU communication strategies can be seen as carefully crafted public diplomacy efforts aimed at strengthening relationships and engagement across member states (Luca, 2009).



Figure 3. Concrete examples of achievements

Source: European Commission (2021).

The Romanian government recently rolled out an international communication campaign that features eight promotional videos highlighting the country's beauty throughout all seasons and various types of tourism, such as cultural and eco-tourism. These videos—four lasting 30 seconds and four running 60 seconds—are set to be broadcast 80 times on the BBC and showcased at the London Travel Fair, with a budget of 100,000 euros. Produced by British journalist Charlie Ottley, the campaign specifically targets international tourists, particularly those in the UK, benefiting from prime-time slots on the BBC (Andrei, 2023).

One of the most effective ways to boost communication and promote mutual interests is through public-private partnerships. To illustrate this, two standout examples come to mind. The first is the collaboration between the Academy of Land Forces "Nicolae Bălcescu" in Sibiu and Untold Festival, Romania's largest music festival. At the festival's static exhibition, students from the academy engaged thousands of visitors eager to learn about their educational programs.

Attendees also had the chance to interact with a mobile robot designed for military use and try out a virtual simulator for shooting practice offered by the academy (Nitu, 2023).

The second example involves Kaufland partnering with the Ministry of Education to support schools across Romania. The initiative creates a virtual platform where points can be collected and redeemed for goods and supplies needed in the classroom. This campaign directly benefits pre-university education institutions nationwide (Kaufland, 2023).

Beyond these, several other institutions have shared their communication strategies publicly, including the European Commission for the Efficiency of Justice, CNA Moldova, Romania's National Integrity Agency, Ministry of European Funds, Environment Fund Administration, National Agency of Public Servants, General Inspectorate for Emergency Situations, and the Romanian Police, among others (Council of the European Union, 2024).

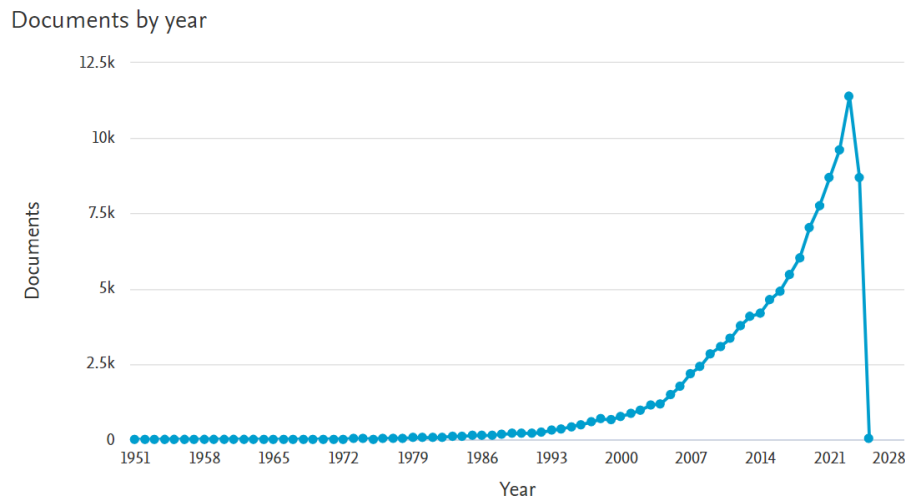


Figure 4. Trends in the Publication of Communication-Related Documents

Source: Scopus (2024).

The attached graph, titled "Trends in the Publication of Communication-Related Documents" and sourced from Scopus, clearly shows a strong upward trajectory in the number of publications over time. This rise points to a substantial growth in research within the communication field over the last twenty years. Such an increase likely mirrors a mix of factors—including a surge in academic interest, rapid technological progress, and societal shifts that have all contributed to communication studies becoming more prominent. When looking at the data by country, the United States stands out as a clear leader, underscoring its influential role in advancing communication research. In addition, several European Union member states—namely Germany, Italy, Spain, and France—also feature prominently, highlighting their important contributions to this expanding body of communication literature.

Methodology

The research aims to examine the impact of external communication on the economy and society by gathering insights from experts in communication and mass media, both nationally and internationally.

Its general objectives include gathering data on communication strategies' effects on the economy and population, comparing public versus private sector communication strategies in

Romania, and analyzing the interdependence between these sectors. Specific objectives focus on analyzing investments in public sector communication, highlighting the most effective public institutions in Romania regarding external communication, and proposing social campaigns of national interest along with their communication strategies. The hypotheses of this research were the following:

Private companies from EU invest budgets similar in value, for the development, implementation and evaluation of communication campaigns, compared to public institutions in Romania.

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

External communication strategies are essential, both in the public and private sectors, without exception. Following the centralization, interpretation and analysis of all the answers received, I will answer the two research questions formulated:

What is the impact generated in the national economy and society, following the implementation of an effective external communication strategy, both in the public and private systems?

What are the safest solutions for optimizing the external communication process, within public and private companies in European Union?

Research Methods

To gather meaningful insights, a purposive sampling method was used to select participants who brought relevant experience in communication, media, business, and public administration. The final group included 38 individuals from Romania and other parts of Europe. Participants were carefully chosen based on clear criteria: they were at least 25 years old, held higher education degrees, and worked in roles such as managers, communication experts, public sector representatives, entrepreneurs, or media professionals. The aim was to strike a balance between different industries by including voices from both private companies and public institutions. To further enrich the diversity of perspectives, a multi-layered sampling approach was applied, taking into account factors like age, geographic location, and specific sector experience.

The interviews were semi-structured, featuring eight open-ended questions crafted to explore key dimensions of external communication. Topics ranged from the digital transformation of communication in the public sector, the influence of artificial intelligence, and the role of social media in managing relationships with customers and citizens, to the impact of video communication tools in both corporate and government settings. Other questions delved into strategies for improving transparency, the advantages of real-time communication in business and administration, essential elements of crisis communication plans, and the main goals of organizational communication. Each session lasted about 15 to 20 minutes and was conducted either in person or via online video calls, allowing flexibility for participants across various locations. For analysis, a thematic approach was followed to ensure thoroughness and accuracy. All interviews were transcribed word for word, with participants' identities anonymized to maintain confidentiality. A comparative analysis then highlighted similarities and differences between how public and private sectors approach communication. To strengthen the validity of the results, findings were also cross-checked against existing studies and literature on external communication strategies.

By combining in-depth interviews, systematic analysis, and comparison with prior research, this study offers a well-rounded view of how organizations throughout Europe handle communication challenges in today's increasingly digital and interconnected world.

Results and discussions

Interview Results

I will interpret and analyze the answers for each question in the interview / questionnaire.

How has the digitization process in the public sector evolved in recent years in the country/area where you operate?

According to the respondents, the digitization process in the public sector has made noticeable progress in recent years, largely due to stronger collaboration between public institutions and private companies. This partnership has helped streamline administrative tasks and bring much-needed updates to outdated IT infrastructure. While many acknowledge ongoing challenges—such as resistance to change among staff and concerns over cybersecurity—they believe these issues can be addressed through increased awareness, comprehensive training programs, and sustained investment in IT security measures.

How do you think artificial intelligence will change the way we live and work now and in the future?

The people interviewed shared a strong belief in the transformative power of artificial intelligence (AI) across many areas of daily life and work. They pointed out how AI is already helping speed up medical diagnoses, making smart homes more intuitive, and tailoring education through e-learning platforms to better fit individual needs. Many also emphasized that by taking over repetitive tasks, AI allows workers to focus more on creative and meaningful projects, while also supporting better decision-making and handling complex data analysis more efficiently.

To what extent does social media affect customer / citizen relations and how they are managed? (positive or negative)

The respondents highlighted how social media has become an essential tool for both businesses and public institutions to connect directly with customers and citizens. It allows them to address issues quickly and build stronger, more personal relationships. At the same time, they pointed out the challenges that come with it—like concerns over data privacy and security risks—which means organizations need to have clear policies and strong protections in place to keep everyone safe.

How has video communication influenced the way companies/public institutions interact with customers/citizens /partners?

Interviewed persons emphasized how video communication tools have really helped deepen connections between companies, their customers, and partners. By making virtual meetings and online presentations easier, these technologies have made collaboration smoother and more efficient. Many noted that using video conferencing and other digital collaboration platforms not only cuts down on travel expenses but also speeds up communication within teams, helping businesses operate more effectively.

How your organization uses communication to promote transparency in dealing with customers and stakeholders?

The experts consulted shared that they prioritize open and honest communication by regularly sending emails, updating their websites, and organizing events to keep customers informed about key decisions and changes. When a crisis arises, they act quickly to notify stakeholders, take responsibility, and work on solutions to rebuild trust. They also follow strict

checks and quality controls to make sure their messages are clear and accurate. Inside the organization, transparency is encouraged through regular meetings, surveys, and feedback channels, helping to build trust and a strong sense of teamwork.

What benefits does real-time communication bring in the context of private business and public administration?

The professionals interviewed highlighted how real-time communication really helps teams work faster and smarter by speeding up responses, encouraging better collaboration, and supporting quick decision-making. They also stressed the importance of strong security measures—like encrypting data, using two-step verification, and keeping an eye on activity—to stay ahead of cyber threats. Right now, many organizations are adopting integrated collaboration tools and using AI to make interactions smoother, while connecting communication platforms with other systems. They also make sure to have clear privacy and ethics guidelines in place, follow all legal rules, and are open about how they monitor communications.

What are the essential elements of an effective crisis communication strategy?

The respondents explained that handling communication during a crisis is all about managing information carefully, keeping trust intact, and safeguarding the organization's reputation when things get tough. They emphasized the need for clear plans, well-defined roles, and pre-prepared messages so everyone knows what to do. Leaders play a crucial role by being open and honest, while also offering emotional support to help people get through challenging times.

What are the main objectives of an effective communication strategy in your organization?

The people we spoke with said their organizations really focus on being transparent by sharing clear, useful information and actively involving the public through consultations and feedback opportunities. They make good use of technology and online tools to connect with more people and track how well their communication efforts are working. They also pay close attention to customer feedback and the results of their campaigns to evaluate performance. Importantly, stakeholders are kept in the loop through regular meetings and ongoing collaboration, with open dialogue helping to work through any disagreements.

This study takes a closer look at how external communication influences economic and social outcomes within the European Union (EU), with particular focus on the roles played by digitalization, real-time communication (RTC), artificial intelligence (AI), and transparency. Drawing on insights from 38 semi-structured interviews with communication professionals, the findings highlight the growing importance of digital transformation, transparency, and AI in shaping effective communication strategies. These results are then carefully examined alongside existing research, revealing where this study agrees with or challenges previous work.

A key takeaway is that external communication is vital for building trust, engaging stakeholders, and supporting economic development. Digital advances in public sector communication have led to better efficiency and easier access (Anderson & Rainie, 2022), though some hurdles remain, such as resistance from employees and cybersecurity threats. Contrary to Luca (2009), who suggested that public institutions lag behind private companies in adopting digital tools, our findings show that EU policies like the Digital Markets Act (DMA) have actually sped up reforms in the public sector. Budget comparisons further reveal a difference in priorities: private companies tend to focus their spending on customer engagement and brand-building, whereas public bodies invest more in meeting regulatory requirements (Brown & Green, 2021).

The influence of RTC and social media also stands out as essential in external communication. These platforms enable direct contact, immediate feedback, and help manage

This bibliometric map, created using VOSviewer software, visually displays a network of key terms extracted from academic publications, grouped into distinct color-coded clusters that reveal interconnected research themes. From my own bibliometric analysis, the red cluster predominantly revolves around communication technologies and sustainable development, highlighting the growing academic interest in how digital tools contribute to environmental goals. The green cluster mainly covers topics in public health, psychology, and human behavior, with a noticeable focus on mental health and gender studies, suggesting an interdisciplinary approach to health communication research.

The blue cluster is strongly associated with environmental issues like climate change and pollution, reflecting the urgency of ecological topics within communication studies. Meanwhile, the yellow cluster centers on public health risks and epidemiology, emphasizing the critical role of communication in managing health crises.

Notably, larger terms such as “communication” and “human” occupy central positions in the network, underlining their frequent occurrence and fundamental importance across diverse research areas. This clustering pattern demonstrates clear linkages between communication technologies and key societal challenges, confirming that contemporary communication research is deeply intertwined with issues of sustainability, health, and environmental stewardship.

Overall, my bibliometric analysis highlights the multidisciplinary nature of current communication research and suggests future opportunities for deeper exploration at the intersections of these fields.

Conclusion

This research aimed to understand how external communication strategies influence both the economy and society within the European Union, focusing on the evolving role of digital tools, transparency, and real-time communication. By conducting interviews with professionals deeply involved in communication and complementing this with bibliometric analysis, we gathered rich insights into current trends and effective practices.

One key takeaway from the interviews was how much employees can shape an organization’s image simply through their online presence. Their role isn’t just internal—it extends outward, influencing public perception in meaningful ways.

Contrary to the initial assumption, it became clear that private companies across the EU tend to invest substantially more in communication campaigns compared to public institutions in Romania. This difference largely stems from varying priorities and available resources. On the other hand, communication campaigns linked to social or cultural initiatives consistently demonstrated their ability to add value—whether for private businesses, public bodies, or local communities—by boosting engagement, visibility, and social impact.

From my point of view, it was unanimously agreed among participants that external communication is essential across all sectors. Good communication fosters transparency, strengthens relationships with stakeholders, and ultimately supports organizational success. The data confirmed this, showing that while private companies often prioritize brand-building and customer interaction, public institutions focus more on regulatory communication and policy transparency.

Digitalization and real-time communication emerged as major game changers. Respondents appreciated how these technologies allow for faster feedback, higher public engagement, and more efficient service delivery. Yet, they also highlighted disparities in communication budgets: private

companies generally invest more aggressively in digital marketing and data-driven strategies, while public organizations often struggle with limited funds and bureaucratic hurdles.

From a societal standpoint, transparent communication was seen as crucial in building citizens' trust toward public institutions and fostering loyalty among customers of private enterprises. Crisis communication and corporate social responsibility messaging were identified as especially important for maintaining a positive public image and preventing misinformation.

Interviewees also emphasized the need for robust digital security in communication, particularly for public entities dealing with sensitive data. EU regulations like the Digital Markets Act and GDPR play a vital role in maintaining compliance and safeguarding trust.

When reflecting on workplace culture, employees described toxic environments as places where bureaucracy, fear of risk, poor internal communication, and lack of empathy dominate (Supeala, 2023). They stressed that it's not enough for organizations to simply craft mission statements—these values must be genuinely lived and felt by staff to inspire positive commitment (Dermol & Sirca, 2018).

While the study offers valuable perspectives, it's important to note its limitations. The 38 interviews provided diverse but not fully representative viewpoints of the entire EU. Expanding the research to include more participants and combining qualitative with quantitative methods would strengthen the findings. Also, since the focus was solely on the EU, the insights may not fully apply to countries with different regulatory or cultural contexts. Cross-regional comparisons could deepen understanding.

Given the rapid pace of change in digital communication—especially with AI and immersive technologies—long-term studies are needed to assess ongoing impacts. Moreover, as regulations evolve, continuous research is essential to see how organizations adapt to compliance challenges.

Looking ahead, future studies should try to measure communication effectiveness more concretely, using indicators like customer satisfaction, brand perception, and crisis response performance. Exploring how communication varies across EU member states in response to cultural and legal differences would also be beneficial. The complex role of AI in communication—balancing automation with trust and ethical concerns—deserves more attention.

Sustainability and CSR communication are clearly growing priorities for stakeholders, making transparency in these areas crucial. Finally, strengthening digital literacy and ethical practices can help prevent misinformation, an urgent challenge for the communication field moving forward.

By addressing these areas, organizations can better navigate the fast-changing communication landscape, building trust and engagement that benefit both society and the economy across Europe. From my point of view, this is essential for creating resilient communication strategies that truly connect with diverse audiences in a digital era.

References

- Anderson, B., & Rainie, L. (2022). *The Future of Digital Communication: Emerging Trends and Implications*. Oxford University Press.
- Andrei, C. (2023). The new image of Romania, *Libertatea*, [online]. Available at: <https://www.libertatea.ro/stiri/video-noua-imagine-a-romaniei-cum-arata-clipurile-produse-de-charlie-ottley-si-care-vor-rula-pe-bbc-pentru-a-atrage-turistii-britanici-in-romania-4688875?utm_source=facebook&utm_medium=social&utm_campaign=tolo-

page-post&fbclid=IwAR081S5OID9sOSzs-VK0e5jdJXTXf7GLKI-REc72hKMv
LstdY0smMGq EQbs> [Accessed 20 October 2023].

Brown, P., & Green, C. (2021). *Real-Time Communication and Its Impact on Business Performance*. MIT Press.

Davis, S. (2021). *Mobile First: Designing for a Wireless World*. Wiley.

Dermol and Sirca (2018). Communication, Company Mission, Organizational Values, and Company

Performance, *Elsevier – Procedia Social and Behavioral Sciences*, [online]. Available at: <<https://www.sciencedirect.com/science/article/pii/S1877042818300648>> [Accessed 25 September 2023].

European Commission (2023). Using social media, *Europe Web Guide*, [online]. Available at: <<https://wikis.ec.europa.eu/display/WEBGUIDE/01.+Using+social+media>> [Accessed 15 November 2023].

European Commission (2020). Strategic Plan 2020-2024, *DG Communication*, [online]. Available at: https://commission.europa.eu/system/files/2020-11/comm_sp_2020_2024_en.pdf [Accessed 12 September 2023].

European Commission (2023). Digital Markets Act (DMA), *Business Economy Euro European Commission*, [online]. Available at: https://digital-markets-act.ec.europa.eu/index_en [Accessed 11 September 2023].

European Parliament (2023): MEPs tighten rules to protect journalists and media outlets, *Media Freedom*

Act, [online]. Available at: <<https://www.europarl.europa.eu/news/en/press-room/20230929IPR06111/media-freedom-act-meps-tighten-rules-to-protect-journalists-and-media-outlets>> [Accessed 22 November 2023].

European Parliament (2023): Statistics about transparency, *Transparency Register*, [online]. Available at: <<https://ec.europa.eu/transparencyregister/public/homePage.do>> [Accessed 28 November 2023].

General Secretariat of the Government of Romania (2022): Romania: Effective government communication, influential European state, *Government communication*, [online]. Available at: <https://sgg.gov.ro/1/wp-content/uploads/2022/03/4_Romania-comunicare-guvernamentala-eficienta.pdf> [Accessed 19 July 2023].

Gupta, R. (2022). *Mobile Communication and User Behavior: A Global Perspective*. SAGE Publications.

Johnson, R. (2022). *Video Communication in Remote Work: A New Paradigm*. Routledge.

Kaufland Romania (2023): "The future starts now" campaign, [online]. Available at: <<https://viitorulincepeacum.ro/Campaign>> [Accessed 23 November 2023].

Luca, D. (2009). *Dilemele comunicării Uniunii Europene*, Cluj-Napoca, Qual Media.

Kemp, S. (2024): Digital, *Global Overview Report*, [online]. Available at: <<https://datareportal.com/>> [Accessed 5 October 2024].

National Cyber Security Directorate (2022): Cyber Safe Holidays, *Data Protection Guide*, [online]. Available at: <<https://www.dnsc.ro/vezi/document/ghid-protectia-datelor-sarbatori?fbclid=IwAR3k-U94ATBSWLW9wkcLYH7u0N-G-5sc9YfS0N11Xm3ZuIvfT9SomUEgnOI>> [Accessed 3 December 2023].

National Institute of Statistics from Romania (2018): The priorities of the Communication Department, *Communication strategy of the Institute*, [online]. Available at:

- <https://insse.ro/cms/files/legislatie/programe%20si%20strategii/2018/Strategia_de_comunicare_INS_2018_modificat_2B.pdf> [Accessed 23 September 2023].
- Nitu, F. (2023): A journey of 25 years, *Finance Newspaper*, [online]. Available at: <<https://www.zf.ro/zf-25-de-ani/zf-25-de-ani-indicatori-economici/zf-25-de-ani-ocalatorie-de-25-de-ani-de-la-un-salariu-mediu-net-de-22127605>> [Accessed 29 September 2023].
- Nitu, L. (2023): The Academy of Land Forces in Sibiu was promoted to UNTOLD, *Sibiu in pictures – online newspaper*, [online]. Available at: <<https://sibiulinimagini.ro/aft-sibiu-sa-promovat-la-untold/?fbclid=IwAR1zGCO4bs5inSAeZQDM0o33J77WQH0cIWFqzZ69OXi7ysqmEgZg9lALO4>> [Accessed 23 August 2023].
- Patel, N. (2021). *Advancements in Video Communication Technologies*. Cambridge University Press.
- ProTv Romania (2023): Limitation of cash payments, *ProTv News*, [online]. Available at: <<https://stirileprotv.ro/stiri/actualitate/noi-detalii-despre-limitarea-platilor-cash-de-anul-viitor-se-ingreuneaza-foarte-mult-activitatile-persoanelor-fizice.html>> [Accessed 11 October 2023].
- Roberts, M. (2020). *RTC in Customer Support: Case Studies and Applications*. CRC Press.
- Romanian Government, Public Ministry (2021): Communication with mass media and social media during the crisis, *Communication manual in crisis situations*, [online]. Available at: <https://www.mpublic.ro/sites/default/files/PDF/manual_de_comunicare_in_situatii_de_crizi.pdf> [Accessed 15 October 2023].
- Smith, J. (2020). *Mobile Communication in the 21st Century: Trends and Challenges*. Palgrave Macmillan.
- Sujay, L. (2023): Zoom Video Communications, Inc. - statistics & facts, *Statista*, [online]. Available at: <<https://www.statista.com/topics/8249/zoom-video-communications-inc/#topicOverview>> [Accessed 22 September 2023].
- Supeala, D. (2023). *Corporate communication strategies and stakeholder engagement: Navigating transparency in the digital age*. Cambridge University Press.
- Taylor, P. (2023): Mobile communications - statistics & facts, *Statista*, [online]. Available at: <<https://www.statista.com/topics/1147/mobile-communications/>> [Accessed 12 August 2023].
- Vailshery, L. (2024): Zoom Video Communications, *Statista*, [online]. Available at: <https://www.statista.com/topics/8249/zoom-video-communications-inc/#topicOverview> [Accessed 1 October 2024]