

be judgmental or heated with devotionism or pietism," explains Joan Connell of Newhouse News Service. It would take the anthropologist's approach, rather than the religionist's in order to "translate, examine, compare, criticize & share religious traditions, & perhaps map out some common ground."

- **Myths.** Begin to recognize "false melodies" that play in our society, advises Rev. Robert Edgar. He lists these: a) That technology will save us. b) That leadership comes from the top down, not from the bottom up. c) That the 21st century will be less religious than the 20th.
- **"Restructuring of American Religion"** This involves replacing institutional religious authority with a private system of values, says Steward Hoover, U Colo. His research finds: a) Trend toward people picking & choosing from many different sources the elements with which they build their worldview & consciousness -- "cafeteria religiosity." b) Few self-described religious people subscribe to religious mags or watch religious tv. "What that implies is the emergence of the popular media as an important realm of religious articulation & belief."
- **Political Impact.** Today, 43% of Protestants consider themselves evangelical or "born again," according to a Gallup poll. Which helps explain right-wing slant of many issues.
- **Issue Anticipation Source.** The media would have discovered the civil rights movement sooner had they paid more attention to what was going on in the basements of black churches, Jeff Greenfield of ABC News said at the Center some years ago. "I call that a scoop. If you can talk about what might happen out of, say, the basement of the church, before it gets on to the sidewalk & in the streets, you are preparing the public for the next episode in the news," believes Rev. Donald Shriver Jr.

(Copy from Center at Columbia Univ, 2950 Broadway, NYC 10027; 212/678-6600)

ITEMS OF IMPORTANCE TO PROFESSIONALS

INTERNAL COMMUNICATIONS IS THE NUMBER ONE OBJECTIVE NOW, most practitioners agree. Those thinking otherwise would say marketing communications. But in 3 of 4 categories, no PRSA Silver Anvils were awarded in internal comms, & 4 categories of marketing comms suffered the same fate. Does this indicate few good programs exist? Or those actually doing it are too busy for self-congratulatory awards? Something's amiss...

HOW TO WRITE LETTERS TO GET ACTION. Guidebook of 45 tips is offered by Brent Green, a veteran direct marketing writer. Among his tips: "Exploit the power of your word processor, but make your letters look like your secretary hand typed them with an IBM electric typewriter.... High-tech production connotes mass marketing. Letters connote micromarketing. Sophisticated documents have their place, but they don't look warm & fuzzy in letter format. People have learned to accept the traditional Courier & Prestige fonts, 10 characters/inch. National direct marketers are still producing their letters by using the Courier font. They test everything. Trust them." (How To Write Selling Letters, \$8.95, 719/634-8309)

"COMMON GOOD CAPITALISM" FUNCTIONS ON PR PRINCIPLES

That's what Tom's of Maine (Kennebunk) calls the way it does business: "with multiple aims -- being profitable and integrating that with efforts to support the common good," ass't pr mgr Matthew Chappell told prr. Company produces toothpaste & other "natural" cosmetics.

1. MISSION STATEMENT, CO-AUTHORED, IS USED IN DECISIONMAKING

- Based on founder's vision when company began 25 yrs ago, board of dirs & exec teams drafted belief & mission statements.
- Then presented these to all employees to edit. Employees let the execs & board mbrs know what they weren't comfortable with. "Project was literally a company effort. Everyone had a part in creating the statements, coming to a common language."
- And they don't just sit on the wall. "We incorporate them into every decision we make."

More businesses are adopting a social benefits approach -- Ben & Jerry's & The Body Shop being well-publicized examples. Reviewing their operating strategies suggests even the most hard-headed, make-a-buck entity can learn from their experience.

2. COMMUNICATIONS IS EASY BECAUSE PEOPLE ARE INTERESTED

- "People are very interested in our approach to business. They want to hear our story because it's working" -- the integration of profitability & responsibility.
- Second among 11 mission statements is: "To build relationships with our customers that extend beyond product usage to include full & honest dialogue, responsiveness to feedback, & the exchange of information about products & issues."

3. NEGATIVE EVENTS HANDLED OPENLY, HONESTLY

- "In our deodorant formulation we tried to get away from a petroleum base (nonrenewable source) to a vegetable base (renewable source). After putting the product on the market, we got letters & calls from upset users who found it enhanced body odor -- the vegetable base allowed for more growth of bacteria which causes the bad odor.



- "So we put the brakes on. We figured out what we did wrong & returned to the petroleum base, recalling \$400,000 worth of product."

4. DOING WELL BY DOING GOOD

- "20% compounded growth annually over 5 yrs is proof that it works, that we're doing something right. It's a combination of a good product & appealing to a growing number of people who are searching for not only natural products but for a company that has more than just making money in mind.
- "They see we're *intentional* about making a difference within the community, with the environment." Along with operating for the common good, TofM also donates 10% of pre-tax profits to the community.

5. ORGANIZATIONAL STRUCTURE IS CARRIED OUT IN WORK SETTING

- Symbolized by a circle with a triangle inside called "The Middle Way." It's about managing a business with multiple aims. The triangle represents a hierarchy -- accountability, decisionmaking. The circle connotes creativity, empowerment, equality.
- "The circle is used when we meet. When we talk with each other, we don't sit desk to chair. We sit face to face, or if we're a group we sit in a circle. It says we're equal -- no hierarchy in this meeting."

6. EMPLOYEE MORALE KEPT HIGH BY COMMUNITY VOLUNTEERISM

- "One thing we have for employees is '5% For Volunteerism.' It's a voluntary opportunity to give 5% of their paid worktime to an org'n of their choice. A guy in the warehouse volunteers as an instructor at Maine Handicap Skiing. I'm donating my time this summer at a camp that I went to as a kid." (See this week's purview)
- **5% is 2 weeks out of a year.** "It allows us to work in our communities and come back refreshed & ready to tackle our work here." Program is 4 yrs old, has about 50% participation.

One struggle TofM has with the dual bottom line (which is similar to common good capitalism in that both profits & social responsiveness are foundational): "What you give to your community, what you do for the environment shouldn't have a bottomline numerical value placed on it. What comes out of the common good aspect is what your values are, what you believe in. It's hard to put a number on that."

SOME ANNUAL REPORT TECHNIQUES THAT STAND OUT

1. **MCDONALD'S** looks like a business mag, complete with easy-to-read table of contents, cover story, analysis of strategies & corporate results, editorials, graphics -- & ads. Called "The Annual," it's 4 color, 48

pgs, printed on recycled mag-stock paper, sent to shareholders in 74 countries. "Each year we re-engineer our AR to make information about the company increasingly accessible & easier to read for our shareholders," explains Sharon Vuinovich, vp of fin'l comms & investor rels. In '91, McD's used a newspaper-style AR; in '92, a video format. '93 AR strategy is to be reader-friendly.

2. **WOLVERINE WORLD WIDE'S** is leatherbound, fitting for a shoemaker. "Pour a little of your morning coffee on the cover, watch it bead up & roll off." Accompanying picture shows water splashing off a boot made of the same leather. "It's intended to give shareholders an added perspective beyond the numbers by inviting them to *personally test one of the value-added features*," explains Jim Lovejoy, vp corp comms.

- Inside, shareholders are offered a **special discount on selected shoes & boots**. "A similar offer in last year's '92 annual report drew orders from about 9% of our shareholders living in 29 states."

3. **GROWING TREND**, says Cross Pointe Paper, is for companies to print their ARs on recycled paper *manufactured from their own corporate trash*. Cross Pointe coined the term "full circle" to describe this new type of corporate recycling. Baltimore Gas & Electric's report (all 56 pgs) is printed on its own recycled waste. BG&E's employees collected 34,000 pounds of computer printouts, memos, letters etc to be reused in the report. American Airlines, South Carolina Gas & Electric, Niagara Mohawk Power, Fingerhut, Canadian Tire also printed all or part of their latest reports on paper generated from their own waste.

RELIGION: A FACTOR IN DIVERSITY, ISSUE ANTICIPATION, VALUES ETC

Demographics point to the fact people "are looking for meaning. They want to believe in something bigger than themselves" (see last week's t&t). Now the media is looking at its attitude toward covering people's religious beliefs. 28-pg report, "Religion and the News," assesses the complexities of religious coverage as seen by nearly 150 theologians, journalists & leaders from religious org'ns gathered for a conference sponsored by The Freedom Forum Media Studies Center.

"The influence religion has in the belief structure of so many areas of American life is becoming increasingly apparent," says Everette Dennis, Center's exec dir. Dennis notes there is a groundswell of interest in religion & as a consequence a hunger for coverage of religious issues. "But the media have traditionally paid scant attention to the religious impulses that generate the spiritual life of so many people." Some gleanings from the report:

- **Impact on Attitudes.** In 1952, 95% of Americans said religion was very or fairly important in their lives. That number has dropped & fluctuated over the last 4 decades, but today remains at 85%.
- **Piety vs Diversity in Language.** Journalists [& practitioners] should become fluent in both the primary language of religion, & a secondary, more neutral & descriptive language. "This secondary language would not