

- **Consumer advocacy groups are rated credible** by 41%, more than any other group. Info from media came in a distant 2nd (20%). Gov't & political parties get extremely low ratings -- less than 1 in 10 believes info from these sources.
- **Rated for their believability as spokespersons:** academics (39%), consumer advocates (39%), Olympic athletes (30%), influential businesspersons (25%), professional athletes (11%), movie stars (6%), well-known public officials (6%), rock stars (4%). (More from P/N, 437 Madison av, NYC 10022)

**Believability of Info from Specific Industries**  
(On a scale of 1-5, with 5 being "very" believable)

	<u>% Rating 4 or 5</u>	<u>% Rating 1 or 2</u>
Computer/software industry	37	19
Pharmaceutical manufacturers	28	30
Public utilities	26	33
Food manufacturers	25	27
Airline industry	22	29
Auto manufacturers	18	36
Insurance companies	16	49
Managed care industry	10	47
Oil companies	10	51
Chemical manufacturers	10	53
Tobacco manufacturers	6	77
Total Respondents (1113)		

**Credibility of Institutions Compared to 5 Years Ago**

	<u>More credible</u>	<u>Less Credible</u>
Medical Profession	13	21
The White House	9	50
Media	8	33
Congress	7	52
State/Local Gov'ts	6	32
The Judiciary	6	30
Federal Agencies	5	41
Legal Professions	4	44

**Most Believable Celebrity Spokespersons (Top 10)**

Oprah Winfrey	3%	Bill Cosby	2
Rush Limbaugh	3	Billy Graham	2
Ralph Nader	3	Colin Powell	2
Charlton Heston	3	Walter Cronkite	2
Michael Jordan	2	Robert Redford	2

**NOTICE TO OUR READERS**

Following our tradition, pr reporter will not be published next week to allow our printer & members of our staff a vacation. Our office will be open for business, however, so call, fax or e-mail your requests.

**1 - ON - 1 COM'N WITH 90,000 EMPLOYEES AROUND THE GLOBE**

In hundreds of locations. Kodak evolved this strategy to resolve a problem it faced in late '94: employees were unclear about what was expected of them & their business units during a time of rapid change.

**BACKGROUND**

Kodak hired CEO George Fisher in '93 to lead a turn-around. He & his mgmt team undertook an aggressive campaign to make Kodak more competitive & performance-driven. Tho he got broad employee approval, opinion surveys showed employees were confused, unable to see the big picture. "It's obviously difficult to build a performance-based culture if we fail to share expectations for performance with those charged with delivering the results," Fisher commented in late '94.

**Resulting decision:** managers & supervisors thruout the organization would meet quarterly with their work groups for a face-to-face briefing. Corporate performance info -- including financial results as well as customer & employee satisfaction -- would be communicated, providing a context for local unit info. It would also provide opportunities to educate employees & managers about significant business news & key performance indicators. Proposal was endorsed & rolled out a month later.

**RESEARCH ON IMPORTANCE OF 1-TO-1 COMMUNICATION**

1. Kodak best practices research shows employees prefer direct interaction with supervisors. It also significantly increases understanding & reinforces the leadership responsibility of supervisors.
2. Employee surveys revealed skepticism & lack of confidence in Kodak managers -- indicating a pressing need to build their credibility both as messengers of company info & leaders guiding the direction of change.
3. Two-thirds of production, technical, clerical employees relied on outside sources like local news reports for company info. Professional employees' leading sources were supervisors & the company newspaper.
4. Com'ns roll-out of major benefit reductions in the fall of '94 was an important test of the face-to-face approach. For the first time, Kodak used direct mgmt conversations to reach all US employees with this news.
5. Post roll-out surveys of nearly 3,000 employees showed 84% felt the meetings were a good way to communicate this info; 74% understood why the changes were being made. Just as important, the process helped put a face on local leadership thruout the company.



**OBJECTIVES OF "PROJECT SNAPSHOTS"**

1. Establish a communication infrastructure that helps employees see the "big picture" in a way that: a) fosters mgmt credibility & b) mitigates negative surprises.
2. Enable employees to understand Kodak performance expectations & act to achieve company objectives.
3. Clarify corporate & unit goals by answering "What does this mean to me?" & "What actions should I take?"
4. Stimulate regular, 2-way communication between supervisors & employees.

**HOW IT'S DONE**

- A. **Cross-disciplinary team**, including employee com'ns, HR, finance, corporate research & representative business units, develops the info to be put into the system.
- B. **This team assembles the Snapshots package** -- briefing charts & bullet-point scripts -- distributed initially to 450 managers worldwide. Business units add unit-specific content.
- C. **Quick cycle time is a priority**, so briefing packages are prepared & approved within 2 days of receiving quarterly performance measures. Production & initial worldwide distribution takes less than 1 week. Electronic cascading will cut cycle time to 2 days, start to finish.
- D. **Grassroots pull** is created by "watch-for" messages in employee media.
- E. **Managers/supervisors are expected to meet face-to-face with employees** to present Snapshots info -- but are given a high degree of discretion in how they choose to do this.
- F. **Quarterly budget:** \$7,500 for production & distribution of briefing materials; \$3000 for follow-up evaluation. Electronic distribution will reduce this to under \$1,700 -- *less than 2 cents per employee worldwide.*

**RESULTS**

Evaluation is built into the process, including quarterly attendance reports & post-meeting employee opinion surveys.

## Key findings:

- **Attendance at voluntary briefings** went from 57% of employees to 81% in the first year. At many sites it approached 100%. These gains are a vote of confidence in the program.
- **Communication survey results** have been strongly positive. Employees agreeing Snapshots "helped me understand the company better" jumped from 71% in the first quarter to 81% in the 4th quarter.
- **Opinion surveys** tracked gains in employee confidence in Kodak mgmt. Employees agreeing "Kodak is well managed" jumped from 29% in '94 to 49% at the end of '95 -- a 20% increase. At Kodak Park, the principal manufacturing center, where attendance is among the highest in the company, the increase was 23%.

Most significantly, says dir employee com'n Dotty Luebke, Snapshots establishes a *permanent* infrastructure for regular face-to-face communication between managers & employees. It also makes 2-way communication an integral part of the performance-driven culture. (More info from Luebke at 343 State st, Rochester, NY 14650-0517; 716/724-4408, fax 716/724-9610)

**CENTURY-OLD COMPANY EXTERNAL MAGAZINE STILL VITAL PR TOOL**

Organizational entertainment/readership pub'ns "are alive & doing very well," notes Tom McAloon, responding to an article in *pr* 6/10 -- "The Days Of Organizational Magazines: Gone Forever?" McAloon is editor of *Compressed Air*, Ingersoll-Rand's mag which is 100 yrs old "& still going strong." 124,000 copies are distributed worldwide.

Mag's mission is to a) "inform readers of technological innovations in the workplace & at home; b) enhance readers' ability to manage their professional lives; c) increase awareness of their surroundings & history." June issue features articles on "Changing Paper Back Into Wood," "Longwall Coal Mining at the Twentymile Coal Co," the "Intrepid Sea-Air-Space Museum," "Space Tethers," "Cleaning Up Toxic Waste With Plants," & the field of "Microtechnology." Company-strategic but fun reading.

- **Readers say they "make time" to read it.** Soon it will be featured on I-R's new web site, "positioning the magazine for the next 100 years. The days of the organizational magazine are not gone forever. It's still a valuable tool of the pr profession."

**SURVEY: AMERICA DEEPLY MIRED IN "AGE OF CYNICISM"**

Exploring credibility in the US today, Porter/Novelli asked 1,100 consumers about the believability of a) different sources of info, b) specific institutions, industries or groups & c) the trustworthiness of certain individuals. Some findings:

- **Media are felt less credible now than 5 yrs ago** by 33%. 42% say the media are not credible in general. TV & newspapers are considered to be the most believable, rated positively by 46%. Radio is considered believable by 42%, mags by 38%.
- **Only 1/3 say they are influenced by either tv or newspapers.** But people think others are more influenced by tv than they are, e.g. 53% say tv is the strongest influencer in their voting decisions, but 85% say it's the strongest influencer for everybody else.
- **Only 19% believe companies are totally truthful & honest** during a crisis. More than 1/3 believe companies are truthful, but withhold negative info. Equal numbers think companies give false/dishonest info as think they are truthful & open.
- **In a crisis, most believable sources are eyewitnesses** (rated favorably by 94%), independent experts (89%) & victims/their families (84%). Least credible is the company lawyer (32%).