

- "It's not simply a matter of developing a strategy to win, but today, the critical success factor is the degree to which a company can increase employee capabilities."

## ITEMS OF INTEREST TO PROFESSIONALS

Annual cost of lost productivity due to playing computer games at work is estimated to be \$50 billion (in US alone). Could threaten progress of computer communication. Five of 10 most frequently downloaded programs in past 4 months were games, according to atOnce Software -- internet source for downloadables. AntiGame™, from DVD Software, can eliminate 6096 different games. It can even detect games users try to hide in compressed files. (Info from DVD's web site, www.antigame.com; or 714/757-0615)

Soccer mom was voted Word of the Year for '96 by American Dialect Society. Soccer mom refers to a demographic group of suburban women. The term, representing a key voting block, was a favorite of politicians & pollsters during the presidential campaign. It beat out alpha geek -- the person in an office who solves computer problems. Other selections: 1) Most useful new word: dot, as in dot-com, from Internet addresses for e-mail & the WWW; 2) Most original: prebuttal, describing a political candidate's preemptive rebuttal of an opponent's statement; 3) Most controversial: Ebonics, referring to black street vernacular -- based on a combination of the words ebony & phonics; 4) Most euphemistic: Tie between urban camping, which refers to living homeless in a city, & food insecure, for a nation where there is much starvation. Annual list is compiled to recognize, without judgment, new words & phrases that continue to creep into the language, explains ADS' recording sec'y, English prof Allan Metcalf.

Is counselor Lucy Z. Martin's biz card a trend toward friendlier, less self-conscious communication? It's a classic fold-open card. A colorful mural of yellow, purple & white pansies (or are they petunias?) covers all 4 "pages" -- creating a warm & welcome ambiance. Cover gives her name & "Healthcare Marketing Strategies" but the Z, in blue, is woven into the flower scene. Inside is the usual address, phone etc. prr finds it a pleasant change. And it should help her sort out the uptights from the open-minded. (Copy from her, 1881 SW Edgewood rd, Portland, Oregon 97201-2235)

## WHO'S WHO IN PUBLIC RELATIONS

**DIED.** Dave Ferguson (retired as gen'l mgr pr, US Steel in '84, then sr cnslt, Hill & Knowlton til '96). PRSA pres in '85, many cmte & other assignments since -- a leader who didn't drop out after being pres. Trustee of Roosevelt U since '77, bd. chrm since '94. Widely admired for his mediating skills.

**PEOPLE.** Douglas Pinkham (exec dir com'ns, American Gas Ass'n) will assume presidencies of Public Affairs Council & Fdn for Public Affairs on April 1, replacing Ray Hoewing who will retire after 33 yrs with the Council.

## NEW ATTEMPT TO MEASURE BENEFIT OF CORPORATE CITIZENSHIP

In 1994, 16 contributions & community affairs managers met to discuss ways of measuring. Early research revealed a lack of sound evidence documenting its strategic value; and only a few tools available for measuring its impact on the bottomline. This was the beginning of The Measuring Corporate Citizenship Project (MCCP) which set out to develop a measurement infrastructure for corporate citizenship.

Council on Foundation's report *Measuring the Value of Corporate Citizenship* is a first step toward this new commitment to assessment. "In developing several easy-to-use corporate citizenship performance measurements, MCCP seeks to encourage others to join our efforts ... try out some of the tools & techniques presented here and join with us as we continue to search for new & improved ways of measuring corporate citizenship's contribution to both communities & companies," reads the report's intro.

MCCP has identified & developed 2 principal approaches to measurement:

1. **Tools for measuring costs & benefits.** Report contains a primer on measurement that will permit any company to begin the process of assessing & documenting the value of its citizenship activities. Using simple cost-benefit analysis, companies can learn how to produce balance sheets that reflect the cost & return of corporate citizenship.

"For years, corporate citizenship was viewed as a peripheral activity designed to build goodwill & improve community relations. MCCP's findings challenge this old understanding of corporate citizenship & help secure a new understanding -- one that emphasizes the activity's measurable impact on the bottomline and connection to business functions such as marketing & human resource management."

Depending on the scope of the measurement project, these balance sheets can reflect the "value-added" of a specific citizenship initiative or an entire citizenship program. By learning how to estimate, discount & project costs & benefits, many citizenship programs -- as documented in this report -- have been able to measure activities from the value of an employee volunteer initiative to a single large cash grant. Report also describes how to extend the measurement process to an entire citizenship program that spans a variety of initiatives.

2. **Survey research.** MCCP tested a new survey research tool that individual companies can use to assess the impact of their citizenship activities on both employee morale & brand loyalty.



**RESEARCH FINDINGS**

Study of 600 nationally representative US heads of households revealed:

- a) 14% seek out good corp citizens when making purchases;
- b) 40% find corp citizenship to be a "tie-breaking activity";
- c) "Corporate citizenship, if strategically managed & communicated, can have a positive impact on brand awareness & consumer loyalty."

Regarding employees, "support of employees' community involvement activities directly influences employees' feelings about their job." Of those surveyed:

- a) 46% reported volunteer involvement in employer-sponsored community events in the past year;
- b) These employees were 30% more likely to want to continue working for that company & help it be a success.

(Copy of report from Council on Foundations, 1828 L st, NW, Wash DC 20036-5168; 202/467-0427; \$40, Council mbrs \$25)

**DOW CHEMICAL & ITS PR FIRM LIST PHILANTHROPY GUIDELINES**

Dow focused its philanthropic program on Habitat for Humanity. How it arrived at the decision -- a potential guide for others -- is outlined by Judy Feniger of Poppe Tyson PR:

- **"Get in on the ground floor" as first major sponsor.** Dow received requests from Habitat for product donations when Habitat was in its infancy -- at a time when Dow wanted to streamline & focus giving. It was a "right place, right time" opportunity for both.
- **Corporate cultures of both organizations must fit** -- from the values of the organizations involved to the personality & workstyles of key players on each side.
- **Expectations should be clearly laid out -- on paper.** A legal contract, clearly outlining expectations on both sides, is renewed every two years between Dow & Habitat.
- **The partners must give each other the visibility each needs.** Dow featured a Habitat group in its "Dow Lets You Do Great Things" tv spots -- a real win/win, since Habitat never would have the budget for this.

Dow got innovative about ways to earn visibility, especially as more corporate sponsors jumped on the bandwagon. This includes everything from making sure there are plenty of "wearables" (shirts, hats, etc.) for work crews to involving highly-recognizable tv personalities from the hit show "Home Improvement" in its publicity. And because of the nature of its product -- the highly-visible blue polystyrene insulation -- Dow has an unusually high level of visibility at each work site.

- **Look for the big payoff in customer & employee relations.** Dow was able to get some of its key customers involved, giving them exposure.

One of the major goals of the program is to get the Dow sales force and

employees involved vs. just "writing the check." Involvement -- and passion for the project -- has been high. At least a few hundred employees have been sent on "builds" around the world. Many have come back noting it as one of the best experiences of their lives. Many more employees get involved on a local level -- and the success of the program is recognized in internal communications.

**7 - STEPS TO MUTUALLY-SATISFYING FOCUSED PHILANTHROPY**

1. **Identification:** Spend time identifying the possibilities and how they fit with your organization's goals.
2. **Introspection:** Clearly outline what your organization can, and is willing, to give.
3. **Investigation:** Ask the tough questions before getting involved. Treat this like the business decision it is.
4. **Interaction:** Is the chemistry right? A project like this takes incredible amounts of time & energy. Be prepared to work closely outlining roles & responsibilities, & mutual expectations.
5. **Involvement:** How will you involve employees & other audiences?
6. **Improvement:** Identify opportunities to fine-tune & improve the program as it progresses.
7. **Innovation:** Get creative about how to get the most mileage for your investment. (And recognize there's nothing wrong with "doing well by doing good.")

**THE NEW GOALS FOR INVIGORATING SAGGING EMPLOYEE MORALE**

80% of employees are inactive -- just doing their jobs -- & unwilling to expend their energy, finds research conducted by The Inventure Group (Eden Prairie, Minn). The remaining 20% are split between being proactive & reactive. As a result, "organizations ramping up for a new cycle of growth are tapping into only a small percentage of the human potential that resides in them," says CEO David Ehlen.

- **The new competencies** are more behavior-based & externally focused than before." E.g., for a major package goods company they include a) big picture thinking, b) decisiveness, c) persistence, d) forward thinking, e) managing information, f) passion for a cause & g) risk taking.
- **"Competitive organizations will be those** that recognize the employee's & the organization's mutual interests must be served, then do something about it. If leaner, streamlined organizations are to achieve the extraordinary growth targets they have set for themselves, they'll need capabilities & contributions from their employees which are dramatically different both in degree & in type.