

PRNews' Corporate Social Responsibility Guidebook

Strategies That Communicate Your Corporate
Citizenship and Improve The Bottom Line



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Foreword

Advancing Mission-Critical Objectives Through Corporate Social Responsibility



Welcome to the 8th edition of the PR News Corporate Social Responsibility Guidebook!

As we launched our effort to compile the best articles on CSR this year, we wanted to make sure we did two things:

- Capture best practices in communicating the positive relationships that organizations are building with their communities of interest; and
- Present business-oriented perspectives that would appeal to the hardest of noses in the executive ranks of the Global 2000 or the halls of power in Congress or City Hall.

We sought to produce a business book that connects the dots between the effective communication of positive social contributions and corresponding improvements in bottom lines. For those organizations that are not driven by profits, we wanted to show how CSR can directly contribute to accomplishing mission critical objectives.

In the process of approaching our editorial strategy in this way, we found a tremendous shift in the focus. It turns out that executives in today's volatile economic environment are increasingly uncomfortable with any initiative that diverts important resources away from core competencies or objectives of their organizations.

In other words, "doing good" initiatives cannot simply be a about a "feel good" activity. CSR today has to align with and actively advance the primary objectives of organizations. That is exactly the picture that Erica Christensen paints in describing why CA Technologies supports the "Tech Girls Rock" project; it connects their tech-savvy employees with at-risk girls and lays the foundation to tomorrow's knowledge workforce. It is an undeniably strategic investment.

Another key theme that you will see emerge again and again in the pages that follow revolves around the dramatic impact that social media is having on how we connect with critical stakeholders. Marcia DiStaso, Tina McCorkindale, and Alexa Agugliaro teamed up to produce an excellent scholarly contribution on this topic, analyzing how the most effective organizations are using one of the preeminent social media platforms—Facebook—to communicate and educate various publics about CSR initiatives.

It is impossible to even breathe the phrase "social media" without immediately invoking the image of the quintessential millennial. The generation that falls into this category has been described as a hyper-connected tribe that has fully integrated technology into their lives. The mobile devices and social networks they use are not simply tools for communicating, they are extensions of their personalities.

More importantly, technology determines how they socialize and mobilize to accomplish their personal, professional and civic objectives. This point is explored eloquently by Cisco's Mary Anne Petrillo, who notes that technology is used by millennials to engage in a level of social activism that we have not seen since the counter-culture era 60s and 70s.

This generation is as passionate about the causes they care for as they are about the products they purchase. They are both brand conscious and socially engaged. Tellingly, they are happy to tweet and share their views all over today's burgeoning social networks. Organizations that hope to tap into the energy that millennials bring—and the economic activity that they generate—must meet them in their digital arenas. But more than this, the trend is expanding to other, older age groups. In the midst of all this change, the entire culture is seeking to connect and find meaning in what we do, what we buy and how we support the things we care about. As a result we are seeing the importance of Corporate Social Responsibility rise, especially as its practitioners embrace the new technologies that bind us together. This book was created to help you absorb these changes and technologies, and to create communications strategies around them.

Lane F. Cooper

Lane F. Cooper

Editor, *PR News' Corporate Social Responsibility Guidebook*

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A Roadmap for Effective CSR-Influencer Marketing

By Evy Wilkins

Influencer marketing is the process of identifying, researching and engaging the people who create the online conversations that impact your brand, programs and products. In CSR, it's important to engage with these stakeholders because they can be instrumental in spreading a message, garnering support and changing behaviors. While every influencer marketing project is unique, this step-by-step advice will help you scale the power and reach of your online communications and social media activities.

Influencers enhance the communications work you do on the social Web because they have a disproportionate impact on your ability to reach a larger audience and make a memorable impression. Working with influencers is not a new practice. But today, it's much easier for an individual to build authority as an influencer and much more

Working with influencers is not a new practice. But today, it's much easier for an individual to build authority as an influencer and more difficult for a communicator to find those who are relevant to their causes.

difficult for a communicator to find everyone who is relevant to their causes.

Influencer marketing has evolved over the last year as a new way to create measurable impact through social media marketing. When social media was first emerging, brands felt they had to

count every mention and monitor constant streams to be sure they never missed a post.

The truth is not everybody is an active member of the community you want to build or be a part of. Influencers allow you to filter through the ocean of online content to get to the people who matter most to your initiatives. By focusing on what your specific influencers are saying, you can make a more meaningful impact.

In addition to letting you spend your time where it has the most impact, influencers are your amplifiers. They have an audience that trusts them enough to share their opinion with their own followings. Trust is very important. By working with influencers and gaining their trust, you gain the trust of their audience as well.

Why Influencer Marketing is Essential to CSR Initiatives

CSR is an inherently human-focused initiative dealing with highly engaged subjects. These social topics lend themselves to strong communities, which are as active online as they are in the physical world. It requires you to work with passionate communities, generate stakeholder support and often manage contentious issues. Online influencers are your essential partners and must be integrated into your communications plans.

The social Web is far and away the most effective platform for amplifying passion-fueled topics. Success in online communications is not determined by advertising spending or sales figures, but by the number of impassioned advocates and supporters who spread your message with a relevant audience. That kind of "earned" support is effectively built by identifying and engaging online influencers.

Many CSR initiatives seek to add value by changing behaviors, such as promoting healthy eating or

encouraging young women to explore IT careers. To be successful, you'll need the support and buy-in of wider stakeholders working toward the same goals. Together, you can build a larger podium and send a more authentic message.

Whenever you are dealing with passionate issues and changing behaviors you'll have to be prepared to handle opposing viewpoints, criticism and challenges. Especially online, where information travels quickly, it's key to have communications crisis plans in place. Influencers can be effective partners when managing these challenging situations.

Remember, influencers who don't agree with your organization are incredibly valuable for understanding and gaining insights about the topics that matter most to you. When working with influencers, don't limit yourself to those who are already on your side. Explore opposing viewpoints and don't be afraid to engage with them. You'd be surprised how powerful a healthy debate can be for owning the stage, winning hearts and learning more about your opposition.

Getting Started with Your Own Influencer Marketing Plan

There are five steps to creating and running an influencer marketing campaign:

1. Define
2. Find
3. Learn
4. Engage
5. Monitor

You can approach influencer marketing as a five-step process or you can jump to the steps that make sense for where you are in your planning or execution process.

- **Define Your Online Conversations**—To find relevant influencers, start by describing the types of conversations and topics that matter to your work. Think about how your target audience discusses topics, causes and issues. A good place to start is your stakeholder personas. Draft groups of keywords that describe these people, their activities and areas of interest that makes them tick. Concrete Example:

If you are launching a campaign to spread the word about an education initiative your company supports, you can find influencers who talk about innovation in K-12 education. However, you could also define a category around parents who blog about new education programs. For any campaign you run, you may have any number of groups. One to five conversations is a good place to start.

- **Find Your Relevant Influencers**—Once you have mapped out the types of conversations you are interested in, you need to find the people who are most influential on those topics. Influencers are found across many different publishing platforms, so you'll want to search on social networks, blogs and other sites to find relevant people for your campaigns. Influencer identification tools let you find influencers quickly without having to manually search the Web for the right people.
- **Get Insights from Your Influencers**—When you know who your influencers are, you can learn a lot about the content, people and communities that are important to your CSR programs. Influencers typically publish on a regular basis, so they are good people to follow to anticipate trends. By following content from your influencers, you can better curate news for your own groups, produce timely and relevant pieces, interview interesting people and do research for your messaging strategies and program development.
- **Engage with Your Influencers**—There are countless ways to engage with your online influencers. A few examples: Do basic briefings on your CSR initiatives; create advanced influencer programs that support your stakeholder consultation processes; or get creative by finding ways to have your influencers contribute to your programs. The more you involve your influencers, the more likely they are to share your story with their audience. Sample Engagement Ideas: On a daily basis, you can be a part of the online conversations on relevant topics by exchanging tweets, commenting on blogs posts and sharing your own

content with influencers. Some companies will pair executives or other subject matter experts with specific influencers and help them build relationships with these people.

- **Monitor Content, Mentions & Other Important Indicators**—One of the most strategic reasons to create an influencer program is to stay on top of what the thought leaders in your field are saying and sharing in your space. The Web is a noisy place with a lot of competing voices. Using influencers as your filter, you can home in on the most important mentions and seize opportunities to engage with people who have a tremendous impact on your ability to better share your news with the right audiences. **Monitoring Tips:** You can monitor your influencers' content for mentions of your company name, competitors and keywords that indicate potential crises. Pay close attention to your influencers' content to figure out what types of messages resonate with your audience or determine what types of questions you can answer via your owned media programs.

Think Big, Aim Small

Ramping up an influencer marketing program doesn't have to be long process. While there is a use case for influencers at every level and every stage of CSR PR, it's a good idea to start small and complete one project before launching into more complex strategies.

To get started, there are a number of use cases that lend themselves well to influencer marketing. Choose one place to experiment with influencer identification and engagement and measure the results. It could be directing more traffic to an informational website, driving more registrations for an event or receiving more donations during a fundraiser.

Whether it's to gain insight, amplify your voice, become a leader yourself or ensure you follow sensitive conversations very closely, working with influencers means you're creating new opportunities for your organization and scaling your communications impact. **PRN**

Evy Wilkins is VP of marketing at Traackr.

5 Use Cases for CSR Influencer Marketing

Influencer marketing can help you reach your goals in many situations. Let's take a look at five common CSR communications objectives and how influencer strategy can be used to reach your goals.

1. **Launching a Program**—Influencers are ideal partners for launching a program and driving traffic where you want it to go (website, event, etc.). By identifying people who are likely to share and get involved in the causes you promote, you can reach a much larger audience than if you relied solely on your owned channels.
2. **Raising Awareness for Your Cause**—You can gain more exposure for your work by briefing influencers on your objectives, progress and initiatives. Since influencers produce a lot of content and you can support their work by supplying stories, facts and other interesting pieces.
3. **Identifying Stakeholders & Partners**—As you create new programs and expand existing CSR initiatives, you may want to collaborate with stakeholders or incorporate input from potential partners. Online influencers are an excellent way to identify new groups that can help you achieve your mission and get buy-in from the right people.
4. **Managing Crisis Situations Online**—No matter your specific cause, CSR often sparks intense debates and attracts incredibly passionate voices that can result in critical or unwanted attention. Influencer marketing is an opportunity to engage with detractors and create solid relationships with people who can help reduce the impact of a communications crisis.
5. **Monitoring Your Trends & Impact**—Influencers are a proxy to the larger Web and may even be a means to predict future trends. By following influencer content, you can stay on top of trends, anticipate opportunities to get your message out and create timely content for your own channels that resonates with your communities and stakeholders.

Building Strategic Corporate Community Relations Plans

By Teri Radosevich

Community Relations (CR) is the cornerstone of a good Corporate Social Responsibility (CSR) strategy. It's important for companies to be engaged in community outreach for the right reason: to support and enhance the quality of life in the communities where your employees work and live. As the community thrives, so does business. CSR is also good for employee satisfaction.

However, many companies make the mistake of stopping there. They approach CR as a feel-good exercise. If you are doing activities in the community for the right reason, then take the next step and plan a strategy for your outreach work. Use CR to help your company do business. Tie your CR strategy to the business plan.

Most community-relations leaders don't realize that the words 'strategic business plan' and 'community service' can go together.

As the keeper of the CR strategy at Avnet, a Fortune 500 global technology distributor, I suggest a unique approach to doing community outreach: a two-fold path.

There is a yin and a yang of doing community relations. If you are already doing community outreach for the right reason, or to be a good Corporate Citizen, that's the yin.

The yang of CR work involves creating a strategic focus for your work. Home in on what you want to accomplish with your outreach efforts by creating a strategic business plan for your outreach work. Most community relations leaders don't realize

that the words "strategic business plan" and "community service" can go together.

Many companies have very robust community relations programs. Some, however, seem to be all over the map in terms of what causes they choose to support. When you are trail blazing a path to a strategic CR plan, there are many paths that will get you to your final destination. But, as the old adage goes: "If you don't know where you are going, any path will get you there." The point about trail blazing is to be sure you have a goal in mind. Build objectives that will get you to that goal.

Focus on Issues that Align with Your Business

For your first step, pick two to five objectives you hope to accomplish with your outreach work. At Avnet, we have three pillars to our community relations approach. We support:

1. Children's issues
2. Education
3. Technology for students

That's our yin. If you pick more than five pillars you are spreading yourself too thin and you risk not effecting real change in your community. You are sacrificing the accomplishment of a yang philosophy with a yin-only approach. Once you've picked your pillars, stick to them and support them with various resources from cash to gifts-in-kind to technical or leadership expertise.

When choosing your pillars, consider two things: what are the community needs, and what are you capable of accomplishing? You can't be everything to everybody. Do a SWOT (Strengths, Weakness, Opportunity and Threats) analysis—just like the business does when defining corporate goals—

High Tech Community Relations Signature Events

- **The Avnet Tech Games**—A college student technology challenge in which teams of students participate in a variety of technology-related competitive events (www.avnettechgames.com).
 - **The Toshiba/NSTA ExploraVision**—A science competition for K–12 students designed to help students imagine a future in technology (www.exploravision.org).
 - **The Intel International Science and Engineering Fair (ISEF)**—A pre-college science competition in which students show their independent research (www.societyforscience.org/isef).
 - **Microsoft Imagine Cup**—A technology competition where students use their imagination to create technology solutions (www.imaginecup.com/Main/About)
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that's the yang. Don't choose crime prevention if you live in a safe community. Don't support affordable housing for low-income families if you don't have employee interest or the resources needed to create meaningful change.

When identifying your pillars, tie your choices to business goals. We chose education and technology because we wanted to build a better pipeline of more qualified graduates who can enter the field of high tech. If your business is energy-related, you could pick sustainability and green issues to support. If you are a bank, you might focus on teaching students math and finance skills. If you need to hire more high school graduates, it would be good to support nonprofits that teach students economic or other relevant skills.

Once you have identified your CR objectives and pillars of giving, define a target market. If you live in a large metropolitan area, like the Phoenix-based headquarters of Avnet, where, the Metro Area population is more than four million, you cannot hope your message will be heard and retained

by the entire population. Decide who you wish to reach with your CR message.

For Avnet, it's a demographic we call community leaders. For you it may be females, or heads of household, or professionals or age bracket 35+. Whatever it is, make sure it's clear, manageable and aligned with your CR objectives.

When you combine the yin and yang of CR, and tailor it to your own needs, you will find that you are now blazing your own trail to a blended strategy—one that not only helps the community, but also helps your company and employees. This is your two-fold path.

But why stop here?

The next step involves using your CR strategy to brand your company in the communities of your choice. Many companies sponsor charity fundraising events. It's a good thing to do. But if you are one of 10 companies sponsoring the event, the likelihood that the audience will remember that you were a sponsor is slight. The "sea of logos" approach is yin but it will not gain you the yang called branding.

A more strategic approach is to choose a handful of events that are related to your pillars of giving and become the main sponsor of those events. Put your logo on giveaways, offer a speaker and don't forget that gifts-in-kind are as valuable as money to many nonprofits. Cash is not always king.

Better yet, create a signature event, an event that you own and control. It has your name tied to it, is repeatable annually and is comprised of marketing and promotional elements. It grows into a recognized community event and, consequentially, so does your brand and community cache.

Often, a signature event is tied to a paid advertising campaign that helps promote the event. Don't let the word "advertising" scare you. Paid media buys can be more reasonably priced than you think, and it's much more effective than relying on word-of-mouth or public service announcements that usually air on off-peak hours. When you use advertising to promote your signature event, you can organize your media buy so that your advertising appears exactly where your target market will be viewing it. If you want to inform community

leaders about your event, buy advertising spots on network television stations during the news hours and in prime time.

Still think you can't afford advertising?

Sell sponsorships to pay for your signature event. As the title sponsor you are the lightning rod that brings the right companies and organizations together to collaborate on the event. You can create sponsorship levels that are attractive to customers, suppliers or vendors that work with your company. You maintain naming rights and your stakeholders get logo recognition which enhances their brand in the community.

Like any good business plan, make sure you build in a feedback loop to measure how successful your community outreach efforts have become. Hire an experienced research firm to do a baseline survey measuring your brand recognition and favorability rating. Conduct one survey before you implement your strategic CR plan. Then repeat the survey along the way to see how far you are moving the needle of community awareness.

The research serves a second purpose. Use it as a compass to guide you along your twofold path. If you've built your CR strategy but find out during the measurement phase you are not reaching your goals, it's OK to go off your path and blaze a new trail, or create an ancillary trail or tweak your current path. The research and measurement phase will guide you to your goal. This approach to using CR to brand the company has worked very well for Avnet and created a solid image for us as a good corporate citizen.

Avnet, using Behavior Research Center (BRC), a Phoenix-based research firm, did a baseline study several years ago. Our awareness rating was a relatively low 21%. In 2006, we used BRC to perform a community leader's survey. While 58% of this audience was aware of Avnet, more important, a full 30% of them were aware of Avnet advertising, at a time when we only did CR advertising and no other local campaigns. Additionally, 53% of those surveyed perceived that Avnet was involved with community programs. This was during the time when high tech companies were facing a downturn in the industry and many of our company-wide

Signature Event Success Tips

- **Create Executive Support:** When corporate leaders show support, the rest of the company will follow. This gets the word out and helps you recruit employee volunteers.
 - **Involve Customers, Suppliers and Vendors:** These stakeholders can provide financial or gift-in-kind support, leadership and guidance. Rely on them to serve as judges or VIPs on event day.
 - **Plan Early:** Months in advance create event parameters and criteria, format, location, food and beverage, décor and theme.
 - **Create Collateral:** Prepare collateral and marketing pieces in advance. The longer the promotional materials are up, the more branding you create.
 - **Public Relations:** Rely on your public relations department to write news releases and pitch to the media.
 - **Train Spokespeople:** As project manager, you are most likely the spokesperson. But train others so they are media-savvy as well. Sometimes the press is more interested in what your volunteers, technical team and VIPs have to say.
 - **Create Visual Elements:** If you want the media to cover your event, provide interesting, visual demonstrations; something they can touch.
 - **Event Day Checklist:** Create an Event Day Checklist. Be detailed and thorough. Be like Santa and check your list twice.
 - **Have a Number One:** As project manager, you can't do it all. Assign someone to be in charge of event day details. This frees you to handle high-level issues, be the spokesperson and greet your VIPs.
 - **Show Results and Recognize Your Team:** Do a post-event debrief with your team. Thank your volunteers, executives and sponsors. Share your wins with corporate leaders and sponsors. Demonstrate branding results.
 - **Start Early for Next Year:** Tweak, add and subtract elements to improve the event for next year.
 - **Don't Forget to Breathe:** Or, take a vacation. Rejuvenation is necessary when dealing with an annual event. You don't want to lose your passion.
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Simple Steps to a Two-fold CR Path

1. Do community outreach for the right reason: To support and enhance the quality of life in the communities where your employees work and live.
 2. Create a community-relations strategy that is tied to your business plan.
 3. Pick two to five objectives you hope to accomplish with your outreach work.
 4. Define a target market and align relevant advertising and promotional material to meet that audience.
 5. Use your CR strategy to brand your company in the communities of your choice by sponsoring events or creating a signature event.
 6. Hire a research firm to do a baseline survey measuring your brand recognition and favorability rating; then do another survey to see how far you moved the needle of community awareness.
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programs had been cut back, including community outreach efforts.

However, since we maintained our signature event, and stuck to our promotional campaign, target market perception remained highly favorable, regardless of the fact that we had cut back on other CR efforts.

If you already have a community relations strategic plan, I encourage you to take it out, dust it off and give it a polish. See if you can enhance it with a twofold path approach. If you do not currently have a plan in place, reach for your trail-blazing tools and pave that path. If you encounter wild animals along the way, adapt. Watch out for potholes and landslides. The path may not always be easy but you will learn quickly how to navigate the two-fold path to a well-blended CR strategy. **PRN**

Teri Radosevich is VP of community relations at Avnet.

CSR: Moving Your Employees From Thought to Action is Job One

By Tom Pizzuti

Sustainability is every action a company and its employees take to balance social responsibility, environmental stewardship, and economic prosperity. It's not easy to simplify this premise with a communications plan. But making the concept understandable to employees and finding ways to rally them to take action may be easier than you think. That's what we did at UPS to make "Big Brown" more green, and the numbers prove it: 150,000 pledges to improve the environment and 1,400 people willing to become sustainability ambassadors.

It all begins with an objective analysis of your company and the sustainability measures it is already tracking. For example, UPSers and their families recorded 1.8 million volunteer hours in 2012 alone. This initial analysis established our baseline and confirmed a core company value. Volunteerism is a cornerstone of UPS; one we realized could be refined to become even more environmentally focused. You can do the same by using the sustainability measures your company already has in place as a strong foundation for expansion.

The next step is to consider how you can further measure employee interest and commitments to the environment. For instance, how aware are people of what the company is already doing. UPS conducted surveys and found that 82% of employees could name at least three things the company does to protect and preserve the environment. In fact, further analysis showed 86% were motivated to take action to reduce their environmental impact. By gauging employees' environmental awareness and commitment up front, you can determine if your communications focus should be to educate, motivate, or reinforce.

Moving employees from thoughts to action is the

pivotal step in any successful sustainability communications campaign. The key is ensuring it's

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easy for employees to become engaged and to measure their progress. Tools such as a grassroots blog for employees to share their stories and an online log to track volunteer hours go a long way in making it simple to get involved. In addition to these tools, UPS provided a calculator that more than 10,000 employees used to measure their carbon footprint.

A Simple Action Plan

An action plan that gives employees simple ideas and ways to get involved is probably the most effective tool you can provide to promote employee activism. UPS boiled it down to a simple action people could take to prove their interest. We asked employees to 'Take the Pledge' to make a difference in any one of four key areas:

1. **Give Back:** Help those in need
2. **Consider the Earth:** Reduce, reuse, recycle
3. **Be Safe and Well:** Help others make healthy choices
4. **Play Fair:** Act with kindness

Equally important, it must be easy for people to make their commitment. A visit to UPS's employee portal and a click on one of four buttons was all that was required. Email promotions and banners throughout the portal directed people to the site. To date, UPS has received more than 150,000 pledges of people committing to an action. Keeping the process simple led to this outstanding result.

Once underway, sustainability efforts often have a snowball effect. They evolve and become interwoven in a company's culture. Organizations that embed sustainability into their business demonstrate advantages in recruitment, retention and overall employee satisfaction, so it's important to continually highlight these efforts in all your communications.

UPS has deep roots in sustainable practices. During the past few years, the company has solidified its sustainability efforts, demonstrating leadership and innovation. And we communicated all of these examples, including the appointment of a Chief Sustainability Officer, the leading-edge sustainability support of our Chief Financial Officer and, most recently, the A+ rating awarded our Sustainability Report for transparency in reporting.

Don't forget to take advantage of the great things related to your core business. Our communications continue to highlight UPS' growing fleet of alternative vehicles and increasingly efficient operational practices, along with the services we enable for our customers.

Sustainability Ambassadors

Most important, keep your eyes open because the best communications channel through which to share it all may very well be the employees themselves. In 2012, UPS launched the Sustainability Ambassador Program by simply asking for volunteers. The Sustainability Ambassador Program is now a global network of more than 1,400 action-oriented employees who take steps on sustainability as a part of their daily life.

Sustainability Ambassadors are change agents that provide training and participate in activities like recycling, fuel and energy conservation and tree planting activities, for example. Ambassadors

are expected to not only share the story of sustainability, but also to organize others around them. Some activities UPS Sustainability Ambassadors have led include:

- **Global Volunteer Month:** Organize volunteer activities, encourage local participation and remind employees to log their volunteer hours.
- **Recycling Campaign:** Identify localized recycling interests for employees to initiate new recycling practices and re-energize those already in place. In a recent survey, 85% of UPS Sustainability Ambassadors indicated they are "passionate about recycling."
- **Earth Day 2012:** Use social media to share stories about local activities and news that UPS' Pledge campaign was updated to a new focus on being kind to the Earth.
- **Corporate Sustainability Report:** Deliver the important information contained in this report to peers. Ambassadors were also encouraged to participate in online discussions and asked to invite others to join the team. Communications included a blog, an article about Sustainability Ambassadors and a personal story of employee engagement.

Sustainability Success Made Easy

Focus on action-oriented goals that have an impact on the environment and the communities in which your employees live and work. It's easy to do this by communicating the following:

- **Provide Support:** Be thankful for not only what you have, but also what you can do for others by volunteering.
 - **Be a Leader:** Invite families, friends and other organizations to join the effort.
 - **Be Heard:** Share your ideas and successes.
 - **Take Action:** Engage in sustainable practices at work, at home, and in their communities.
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Ambassadors are making a difference. The 2012 Employee Engagement Survey revealed that 91% of respondents stated that they are proud of UPS's involvement in the local communities and 86% consider the environment in their activities at work.

Our next phase will include more formal social media training because our research revealed that of those UPSers who use social media, 74% indicated they were likely to share stories about volunteerism.

Sustainability will continue to be a top priority. It's about more than winning awards or getting recognition, it's about aligning people to rally one another to protect the world for our families and our futures.

By the Numbers

Statistics help prove success, so be sure to measure the impact of your communications strategies regularly. Survey employees each quarter to determine awareness and engagement. For example, UPS's latest survey of 2,500 employees showed:

- 86% of respondents are motivated to take action to reduce their impact on the environment.
- 88% consider the environment in their activities at home (recycling, fuel and energy reduction, water conservation, etc.).
- 90% understand the impact UPS's community efforts have on their local community. **PRN**

Tom Pizzuti is VP of Communications at UPS.