

PR News

Building the bridge between PR and the bottom line.

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Crisis Communications

Social Media

A Reeling JCPenney Looks to PR Team to Craft New Brand Message

For decades **JCPenney** was able to appeal to customers who were conditioned to buy with coupons and discounts. That was its market position and its essential brand message. That changed dramatically in 2011, when the 111-year-old retailer recruited Ron Johnson—senior VP of retail operations at Apple

Inc.—as its new CEO. Johnson, who was previously VP of merchandising for **Target**, proceeded to try and recast JCPenney with a younger, hipper image.

He got rid of the coupons, eliminated discounts and introduced his “store-within-a-store” plan. Less than two years later, Johnson is gone and JCPenney is now in disarray, with its stock down more than 50% (to roughly \$14) and the

company looking to raise \$1 billion to stay afloat, according to reports. The company is also embroiled in a lawsuit with **Macy's** stemming from a \$200 million contract with Martha Stewart. It all adds up to a PR nightmare, with a steady flow of negative stories by the major media outlets about what went wrong and whether JCPenney can save itself.

JCPenney might not wake up from the nightmare until

the company is able to reassure both investors and consumers about why they should come back into the fold and start shopping again at the chain's 1,100 stores.

The communications strategy will play a critical role in whether the retailer associated with “everyday low prices” can move forward and regain its financial footing.

Myron Ullman—who pre-

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(DID YOU KNOW?)

Seven Things You Will Learn in This Week's Issue of PR News

1. JCPenney may need to craft a “behavioral message,” to stop the bleeding following Ron Johnson's firing. (p. 1)
2. Nearly 20% of employees responding to a recent survey said their company does not promote sustainability. (p. 1)
3. Newsworthy events give brands an opportunity to leverage “Big Data” in order to join relevant conversations in real time. (p. 2)
4. Digital video consumption grew 30% in the fourth quarter last year, compared with the same period in 2011. (p. 3)
5. “Earned media” is key for nonprofits' PR efforts. (p. 5)
6. Johnson Controls' employees have volunteered more than 680,600 hours since the company's Blue Sky Involve campaign began in 2006. (p. 7)
7. There's a consensus that the search for the “Holy Grail” in PR measurement is, finally, over.

► B2B Communications

ROI From Corporate Sustainability Efforts Improves With Employee Engagement

Many B2B organizations that have embarked on the path toward sustainability are looking toward their employees to foster a culture of environmental and social responsibility. Employees play a critical role along the entire supply chain of many B2B companies and can be a galvanizing force for positive change.

For example, nearly three-quarters (73%) of employed adults who participate in environmental and social responsibility efforts at work are more likely to consider sustainable choices at home, according to the 2013 **Gibbs & Soell** “Sense and Sustainability” study. (Disclosure: The author of this article is a co-author of the study.) The research also shows

that 80% of sustainability-engaged employees are likely to encourage others to be more involved in green and socially conscious activities.

The impact of sustainability on employees who are engaged extends to their purchase intent as consumers, as well.

Three-quarters (75%) of respondents said they would be more likely to buy a company's products or services if they learned it was making a great effort to adopt practices that benefit the environment and society.

It is clear that professional communicators can look to their own company's workers to model sustainability-minded behavior in the broader marketplace. As a result, businesses

that seek to generate greater return on investments from sustainable practices and products are paying closer attention to employee engagement.

However, not enough companies are recognizing the opportunity within their own workplace.

The study reports two-thirds (67%) of employees said they were not sure whether there is anyone at their company who is responsible for sustainability, or they say no one is responsible for sustainability at work.

Nearly one-fifth (19%) of employees said their company does not promote sustainability at all. How can companies inspire their employees to actions that go beyond Earth

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► How To...

Digital Media Content Creation

By David Tinson

Implement a Newsroom Mentality



As the communications landscape continues to evolve smart brands are embracing the opportunity to build deeper connections with their customers. There has been no shortage of recent coverage of trends, ranging from content marketing to so-called "Big Data" to multi-channel storytelling, but moving from theory to practice inside a large organization is not easy.

At EA SPORTS, we have refocused our communications approach to align with the new landscape by implementing a newsroom mentality. Our vision is to drive a daily connection with our audience through engaging content and conversations.

The approach is helping us deliver the right content to the right people in the right place at the right time. Here are five areas we've focused on to help bring the newsroom mentality to life:

1. Structure the team to reflect the new media landscape:

It all starts with the team, which might mean redefining some of the roles within your organization. We've redefined the role of the "community manager" into two functions: a social content specialist and a social conversation specialist. We think this is a more effective way to provide clarity and focus to both our clients and our staff.

With the overwhelming volume of content that flows in real time across our social channels and across the digital landscape, content and conversation each deserve the focus of one person and/or team dedicated to ensuring that we are driving a daily connection with our fans.

We've also taken the newsroom mentality into account in the hiring process. In the last year we have created several editorial positions that we've filled with people with strong journalism backgrounds. Today, everyone needs to think like an editor and must have the instincts to tell a compelling story.

2. Create a Conversation Engine:

While "real-time marketing" is the latest industry buzz term, being in a position to create compelling and relevant content in real time takes planning and editorial discipline. We create a concept or brief, put that brief through an editorial process to determine the right type of content and the right channel based on analytics [and] then distribute that content.

3. Leverage 'Big Data' to create relevant stories:

Newsworthy events give brands an opportunity to leverage "Big Data" in order to join the conversation in real time. If a brand creates a product or service that consumers can interact with around a newsworthy event, the brand can use relevant data to become part of the story. For example, this year we used in-game data from **Madden NFL 13** to inject ourselves into online conversations about major sporting events, such as the start of the NFL season and the Super Bowl.

4. Activate your employees:

Employees are a brand's best ambassadors, and in the digital age they have a bigger voice than ever. However, in order to harness their passion for the brand appropriately, they need to be equipped with the tools and knowledge necessary to understand and navigate

the always-on digital world.

We've launched Conversation Training Camps to equip our employee base with the guidelines, rules of engagement, do and don'ts and best practices of appropriate communication in the social and digital space.

We also created Conversation Guides, a simple but effective internal tool that arms our own employees with everything they need to know about what's being discussed about our brand, including links and social media content.

5. Measure everything and adapt accordingly:

We have a laser-like focus on two aspects of our content: relevance and performance. We see them as areas as equally important. Judging performance means measuring everything, including content type, content subject, dayparting, retention rate, and tweaking our strategy, as necessary, based on what we see in the data.

We realize it's a fine line, though. It's a mix of art and science and we don't want to be slaves to the data, but we certainly rely on it heavily to ensure our content performs at the level we expect to show it's resonating and authentic with our fans.

Our focus on team structure, content discipline, use of data in real-time and measurement of content performance has helped us close that gap, but like all brands evolving in this space we know it's a mix of art and science and strive to find that ideal sweet spot for our community. **PRN**

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David Tinson is VP of integrated communications at EA Sports. Follow him on Twitter: @dptinson

Brands With Videos Have Easier Time Reeling in Viewers; Teens Are Starting To Migrate Away From Facebook

► **Vying for Virality: Video is King:** Social-media users are about twice as likely to engage in video content than non-video content, according to **Adobe's** 2013 Video Benchmark Report. And while videos garner more likes, comments and shares than photos, links and text posts, companies are still slow to adopt the medium. According to the report, less than a quarter of media companies are putting videos on social channels such as Facebook and Twitter.

Other findings include:

- In 2012, video social engagement rose to 70% compared with 42% in 2011.
- Viral reach for video—which is measured by the number of people who see a post in their feeds through friends or a brand page—accounts for 77% of all reach on social-media sites.
- **Facebook** dominates social referrals, but **Twitter** feeds are three times more likely to refer to a video than other types of content.
- Digital-video consumption grew 30% year in the fourth quarter of 2012, compared with the same period in 2011.
- By the fourth quarter of 2012,

mobile video starts—including both smartphones and tablets—has tripled year over year; mobile video starts now account for more than 10% of total digital video starts.

Source: **Adobe**

► **Teens Still Love Facebook, But Future Looks Bearish:** Facebook is still “cool and popular,” as Mark Zuckerberg’s character in the movie “The Social Network” claims, but change may be on the way, at least among

teens’ perceptions of the social platform. According to a recent study by **Piper Jaffray** focusing on the teen market, 33% of the 5,200 teens surveyed choose Facebook as their most important social network. However, that number marks a 9% decrease since the fall 2012 report, in which 42% of teens rated Facebook as their favorite social network.

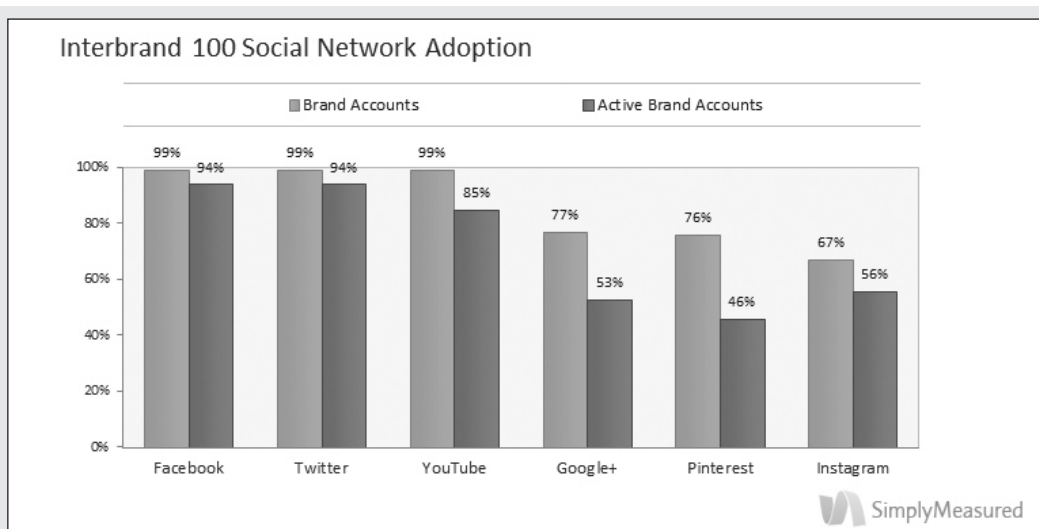
Other findings include:

- Twitter was ranked second

for most popular social network among teens, with 30% of teens saying it’s their most important social tool.

- **Instagram**, which was purchased by Facebook for \$1 billion in 2012, was the beneficiary of 14% of the vote—a 5% bounce and the largest increase among all the social networks.
- Google+ showed some decline, down to 5%, from 6%, from fall 2012. Pinterest was unchanged, at 2%. **PRN**

Source: **Piper Jaffray**



The Interbrand 100 has taken to the major social media platforms: 94% have active brand accounts on Facebook and Twitter and 85% on YouTube, according to a new study conducted by Simply Measured, which provides social media analytics. There were fewer active accounts on Google+ (53%), Instagram (53%) and Pinterest (46%). Source: Simply Measured, exclusive to **PR News**.

PRNews' Crisis Management GUIDEBOOK

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Psychological Association's Campaign Builds Awareness Of Therapy as an Alternative to Treatment With Drugs

Organizaton: American Psychological Association
Agency: Vanguard Comm.
Timeframe: 2012 - present

The Sandy Hook massacre late last year put the spotlight on a major issue: mental health. Although countless studies indicate that psychotherapy helps people living with depression and anxiety, drug therapy in the last decade has become the most popular treatment for people suffering from mental illness.

In order to balance that trend, the American Psychological Association Practice Directorate (APA) sought to educate consumers about psychotherapy's effectiveness and encourage them to ask

their physicians about it as a treatment option.

The organization tapped PR agency **Vanguard Communications** to help create an initiative to not only educate people living with depression and anxiety about their treatment options, but to inform primary-care providers about psychotherapy services, because they, too, need to be equipped to make a referral or answer patient questions about psychotherapy.

The result was the "Psychotherapy: More than a Quick Fix" campaign. The five-week digital PR and marketing program, which launched in October 2012 (Mental Health Month), was produced by a team of 20 PR pros, and had the following objectives:

Three Tips for Communicating Among Member Organizations

Social-marketing initiatives for nonprofits representing a profession, such as the American Psychological Association (APA), can benefit by engaging their members. APA made sure member engagement was part of the communications plan for their **Psychotherapy Awareness Initiative in 2012**. Lauana Bossolo, assistant executive director of public relations for the APA, provides three tips for engaging members in a campaign.

1. **Seek members' opinions:** During the initial research phase, APA and Vanguard Communications staff not only did market research on their consumer audience, they conducted a focus group with psychologists to hear their point of view and test video concepts and messages. This was factored into the development phase. And, APA members felt they were being heard.
2. **Ask for members' help.** During the content-development phase, APA asked psychologists to help with online content by interviewing them on various psychotherapy topics and having them review content before posting. And, APA acknowledged members' contributions in materials. Members felt they were part of the process and felt they too had a stake in the initiative.
3. **Tap members as ambassadors.** One of the best ways to deliver information at a grassroots level is to engage members on the ground. APA developed tips, talking points and materials for psychologists to use locally and help spread the word about the psychotherapy initiative in their communities and to their colleagues.

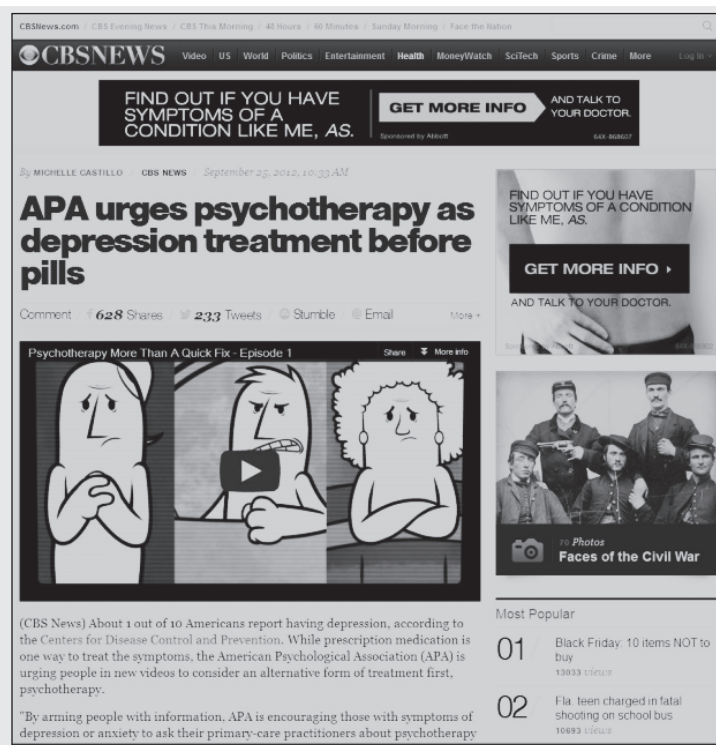


Image: Vanguard Communications

The American Psychological Association (APA) and Vanguard Communications created digital videos about a fictional miracle drug called "Fixitol," which garnered coverage on CBS News, among other media outlets.

- 1) Raise awareness among consumers about psychotherapy as a treatment option for depression, anxiety and stress.
- 2) Increase visibility of online educational resources to inform audiences about psychotherapy as a treatment option for the same conditions.
- 3) Drive audiences to APA's Psychology Help Center and its Psychologist Locator service to learn more.

EXTENSIVE RESEARCH

Research revealed a trend showing that medication was outpacing psychotherapy as a first-line treatment for emotional and behavioral health conditions, despite evidence proving psychotherapy's effectiveness. Audience research conducted annually for APA's

Mind/Body Health Campaign was leveraged to develop initial messaging and concepts for the initiative.

To generate feedback for the initiative, Vanguard hosted a discussion group with doctors from APA's state psychological associations during one of APA's annual meetings. APA members supported the need for an initiative about psychotherapy.

However, they counseled that primary-care providers were underinformed about psychotherapy. Being underinformed, while writing prescriptions and sending patients on their way, has led to an overmedicated population, they argued.

APA's outreach efforts were in direct competition with the pharmaceutical industry's marketing efforts, which are

designed to promote medication as the desired treatment option for depression, anxiety and stress (with possible side effects).

APA had a major objective in needing to strike a delicate balance between educating the public about the effectiveness of psychotherapy as a treatment option, while at the same time not appearing to oppose medication as an effective intervention, especially when paired with psychotherapy.

Luana Bossolo, assistant executive director of PR for the APA, says the team knew that the media-relations strategy should not revolve around breaking news. “We knew some media would be doing feature stories in October for National Depression Awareness Week, which we could use, with a long lead up, to get on their radar,” she says.

The APA initiative launched on Sept. 24, 2012, in anticipation of National Depression Screening Day on October 11. It relied heavily on digital communications. Some of the specific tactics for the communications initiative included:

1) Creating two animated, informative digital videos about a fictional miracle drug called “Fixitol.” Developed in partnership with Free Range Studios and featuring a humorous tone, the two videos spoofed typical drug marketing.

2) Media Relations: Brandi Horton, integrated media strategist at Vanguard, says earned media was a critical component and extremely important to the success of the campaign.

Vanguard wrote and distributed a press release that was specially tailored for distribution of digital content, which, in turn, enabled embeddable video and direct links to a variety of digital assets.

3) Creating Content: The team included dedicated

content and resources about depression and psychotherapy on APA’s Psychology Help Center page. “The videos are a good hook and where the eyeball will go first, but you can only go so deep in a one-minute animated video,” Horton says.

4) Social media: The online videos ran on the APA’s **Facebook** and **Google+** pages, and its own campaign page on **Twitter** (@APAHelpCenter). Putting the videos on social channels was designed so people could share the videos with their own networks and encourage users to discuss the content. Viewers were also encouraged to tag messages on Twitter with #therapyworks.

5) Developing electronic template media materials for use by psychologists locally. To supplement the media strategy, the team tapped into 50 state psychological associations. It also reached out to APA’s 1,000-member public education network and gave the network resources to activate local spokespeople who could then educate stakeholders at the local level.

The team provided multimedia pitch materials, email templates, press releases templates and a fact sheet showing

that psychotherapy is an evidence-based treatment for mental health.

MEASURING UP

The team tracked quantitative measures, including Google Analytics for the APA website, video views and shares, Use of the #therapyworks hashtag and the quantity of earned media coverage. Specific PR results of the campaign include:

- The press release announcing the initiative and digital resources appeared on 299 websites and was viewed 1,700 times online.
 - **CBS News’** “Health Pop” blog featured the two videos while a radio media tour reached more than 1.8 million listeners across 838 airings nationwide.
 - Both videos in the series garnered more than 20,000 combined views.
 - In the first week the videos received more than 100 **YouTube** “likes” and 140 shares on Facebook reaching more than 28,000 unique visitors.
 - Twitter reach of the #therapyworks hashtag reached more than 75,000 people with 112,786 impressions.
 - The campaign generated 28,470 unique page views over five weeks.
- Bossolo says that from a communications perspective,

the most difficult aspect of the campaign was dealing with the pink elephant in the room: the pharmaceutical industry. The APA is nonprofit, with a \$115 million annual budget, but that pales in comparison to the billion-dollar drug industry, according to Bossolo. “We knew we were going to have to be resourceful and do something unique,” she says.

If given a second chance, Bossolo says she would reconfigure the budget or conduct other PR efforts to make the humorous “Fixitol” videos have more of a viral effect. Horton says she would focus on partnering with a primary-care organization.

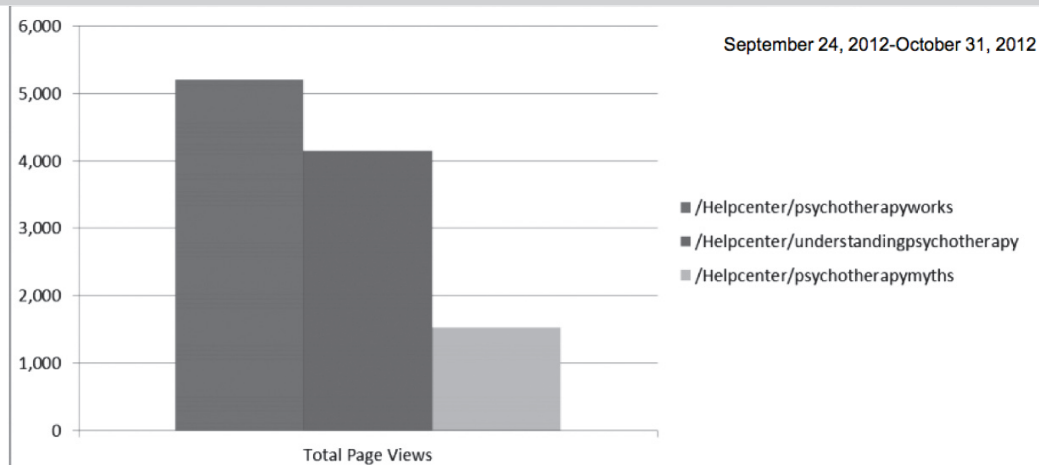
“We need to have those psychotherapist/primary-care provider relationships more in place to make things more robust and for us to continue to grow,” she says.

The next step for the campaign is to build upon the content this spring, with more nuanced messaging on how to help a family member or friend get the help they need by identifying signs of anxiety and stress in others, not just people themselves. **PRN**

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Web site traffic for APA’s landing pages during the association’s PR campaign.



JCPenney's PR Debacle

► Page 1

ceded Johnson as CEO—has been brought back to take on the helm. He needs to work quickly with the company's communications team to change the corporate narrative, say PR and branding experts.

"You're dealing with a rudderless ship," says Hayes Roth, CMO of branding agency **Landor Associates**. "For PR to try and put an artificially positive spin on a terrible situation just won't work. [PR] has to be straightforward, telling the company's story in very clear terms that are relevant and credible to JCPenney's con-

sumers today."

Roth recommended three tips for communicators when tasked with redefining a brand that has veered well off course and put its business on the line.

1. Get back to basics. Craft a story that reminds consumers and prospects about what separated the store from its competitors in the first place (read: sales, discounts and low prices).
2. Communicate the brand's historic value, but, at the same time, tell consumers about how the company

isMike going to enhance the brand experience and what tools the company is using to create that experience. "What's going to be the smell, taste and feel you get when you walk into a JCPenney store," Roth says.

3. Leverage all of the social channels and harvest the information intelligently. Listen to what people are saying online, and sift for the "uniquely ownable, compelling" stories. Build on them to help drive the communications plan, Roth says.

something that can happen overnight," he says. "They need to calm down investors and consumers, and converge on a consistent message."

Johnson says that as JCPenney seeks to rebuild its image it's important that the new regime doesn't take a dim view of public relations. "PR has to be involved," he says. "And there has to be clearcut lines of communication between management and the PR team so there's a coherent message."

BEHAVIORIAL MESSAGE

Giving PR a seat at the table is all well and good, of course, but a lot more depends on whether PR can marshal all of the available marketing channels to convince consumers to come back, says Mike Paul, president and senior counselor of **MGP & Associates**, a reputation-management firm.

"All the tools that make up communications—marketing, advertising, corporate communications, customer service, social media—must be on a united front," he says.

Paul says that in order for the communications strategy to be successful, JCPenney has to re-evaluate the mindset of its customer.

"For the JCPenney customer, it's all about the sales and that's not necessarily a communications message, that's a behavioral message," he says. "If you're telling me as a consumer, who's been going to your store for years, that there are no more sales, you're telling me not to come to the store anymore." **PRN**

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Is Your CEO the Brand's Chief Storyteller?

We recently saw one of the nation's most iconic retail brands, JCPenney, dismiss its CEO, citing a failed strategy that left the company unprofitable and customers fleeing to competing brands.

Yet beyond a failed strategy, Ron Johnson failed as "Chief Storytelling Officer." His brand story did not resonate with what the JCPenney customer wanted from the brand and the shopping experience.

This situation is not uncommon. Many CEOs fail to tell a good story about their vision, brand and products. Another example that recently made headlines is Hewlett-Packard. CEO Meg Whitman's story has gotten lost in turnaround tactics. Her inability to communicate a vision for HP has created a lack of confidence with shareholders, industry analysts and customers.

For CEOs to deliver on their most important management objectives, they must craft a clear and compelling narrative that activates key stakeholders.

As a PR professional, your role is work with your CEO to deliver a story that sells. Here are some tips:

- Understand your target audiences and the core emotional drivers that cause them to engage with your brand.
- Help your CEO align their narrative to those needs, values and desires.
- Ensure all communications deliver on the brand narrative to create consistency and clarity.

CEOs must use story to communicate their strategy, so key stakeholders buy-in and stay engaged in the CEO's vision as the strategy gets executed. It's your job to facilitate that process and ensure your CEO is an effective Chief Storytelling Officer.

Danielle Berg is a principal of Telling Media, a business consultancy, and co-author of the forthcoming, "Use the 'S' word in business."



Danielle Berg

JCPenney has started to take some pains to get back to its roots. William Ackman, the activist investor who recruited Johnson, told **Thomson Reuters** that the retailer will return to offering newspaper circulars while *The Wall Street Journal* reported that the chain is expected to deemphasize the "JCP" brand favored by Johnson and return to "JCPenney."

A NEW 'GAME PLAN'

JCPenney is now trying to cauterize its wounds. "My plan is to immediately engage with the company's customers, team members, vendors and shareholders, to understand their needs, views and insights," Ullman said in a statement.

He added: "With that knowledge, I will work with the leadership team and the board to develop and clearly articulate a game plan to establish a foundation for future success."

David Johnson, CEO of PR agency **Strategic Vision**, stresses that when trying to recover from such a huge blow it's important that communicators help to set expectations.

"You have to realistically give [consumers] a good timetable for turning things around and explain that this is not

Employee Engagement

► Page 1

Day, which is April 22, and embrace activities that demonstrate a genuine commitment to a sustainability mission?

To learn more about the development and implementation of CSR or sustainability programs for employees, we turned to three senior communications executives of global B2B organizations—specializing in industrial manufacturing, professional services and technology—who have adopted an integrated communications approach throughout their companies.

While their individual business focus may not be squarely on the general public, these B2B companies understand the value of employee engagement in doing business with a broader purpose.

STACEY JONES
Managing
Director,
Corporate and
Recruitment
Marketing,
Accenture



Training and developing people to achieve higher levels of performance is a hallmark of Accenture.

In 2009 we harnessed that capability to develop skills that drive economic empowerment in both emerging and developed markets around the world.

As a result, our corporate citizenship initiative, Skills to Succeed, helps people build the skills they need to find jobs, grow businesses and shape communities.

We have already exceeded our original goal of equipping 250,000 people by 2015 with these skills and recently announced our new target of helping 500,000 people by 2015.

To ensure that Skills to

Succeed is relevant and accessible to our more than 261,000 employees, we bring it to life in the communities where our people live and work.

Our goal is to encourage our people's participation and to celebrate their tremendous contribution to improving lives.

In part, we use a blend of social, internal and digital channels to share local success stories involving our people, our nonprofit partners and the direct beneficiaries of Accenture's more than 200 initiatives.

For example, we created a digital Skills to Succeed Impact Map that features stories, video and pictures showcasing up-to-date information on specific Skills to Succeed initiatives.

JENNIFER MATTES
Director,
Global Public
Affairs,
Johnson
Controls



From our beginnings with the invention of the thermostat, to our current products and services that increase energy efficiency in buildings and cars globally, Johnson Controls has sustainability and corporate social responsibility at its core. Yet providing a clear definition remains a challenge. What do these terms mean, exactly?

We engage employees in coming up with their own definition through their actions and experiences in global volunteer and philanthropic programs that involve employees and their families.

Through Blue Sky Involve, employees form volunteer groups that work with local nonprofit organizations and schools on projects promoting environmental stewardship and leadership development.

Two-thirds (67%) of employees said in a new report that they were not sure whether there is anyone at their company who is responsible for sustainability.

Johnson Controls supports the teams with grants of \$1,000 per project.

In 2012, 15,500 employees formed 1,350 project teams and volunteered in 64 countries, with their selected charities or schools receiving \$1.35 million in grants. Since Blue Sky Involve began in 2006, employees have volunteered more than 680,600 hours.

The Johnson Controls Conservation Leadership Corps program offers high school and university students, including employees' children, hands-on experience in environmental stewardship and leadership development.

Our employees participate through mentoring opportunities with the students as well as tree planting days with their families. Employees get engaged with company-supported initiatives in our local communities, gaining understanding of sustainability through actions.

TIM MOHIN
Director,
Corporate
Responsibility,
AMD



At AMD, we understand the benefits of engaging employees into our sustainability and CR programs. Employee engagement is a top business priority for AMD, and sustainability programs are a way for us to drive better engagement.

Through feedback from our employees we realized that many of them were passionate about making AMD a more sustainable company and

were willing to help make this happen.

As a result, AMD formed "green teams" to engage eco-minded employees on company initiatives tied to saving energy, saving water and reducing waste.

In addition, we also created AMD Community Corps, a program that links professional development to community service, and have experienced great results.

Like most companies, we, too, run into challenges surrounding our employee engagement programs.

As a global organization with thousands of employees around the world, communicating and coordinating logistics is frequently a challenge. We've found that employing strong site liaisons is critical to enabling successful employee programs.

We recruit our most motivated people at sites around the world to help manage their local volunteer efforts.

We give them resources, guidelines and tools, but they determine the priorities and projects and actively recruit employees on their campuses to go out and serve as volunteers.

We believe that employees who get the opportunity to work on a social or environmental cause become more engaged in their company, and, we've seen, this can benefit the bottom line. **PRN**

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Key Principles for PR Measurement Taking Hold



The Barcelona Principles, which were adopted in 2010 by several PR industry groups, are comprised of seven precepts that serve as the foundation of how the industry should measure communications. The Principles have for the first time created alignment across the communications profession of what's good and what's bad in PR measurement, and the steps PR players need to take to enhance their ROI.

In recent weeks I've seen some encouraging signs that the Principles are being adopted in greater numbers. First, I had the chance to be a judge for Public Relations Society of America's Silver Anvil awards, and was glad to see that not a single entry I reviewed included the dreaded practice of equating the value of earned media with the cost of advertising (AVEs).

And while guest lecturing in a graduate communications course at NYU I asked the students how many had ever heard of the Principles; more than half the students raised their hands.

Another example: *PR News*' April 1 edition featured a **CARMA/PR News** survey showing how progress is being made in the adoption and practice of the Principles.

But are these and other signs of progress enough? While things are moving in the right direction, there's ample room for improvement. For example, one out of four respondents said they are using AVEs, according to the survey, but only 40% of respondents said they include the four key components of a measureable goal for their PR or social media campaign. If you can't write good goals, you can't develop a measurement program to see if you can reach those goals.

FOUR PRINCIPLES

What would sufficient progress in adopting the Barcelona Principles look like? There are four critical components:

1. Every PR program would have goals that specify who you are trying to reach, what about them you are trying to change, how much will be achieved and when this will happen.
2. Media measurement would always answer the question: Did we reach the people we were trying to reach with the messages we were trying to deliver?
3. PR practitioners would use surveys, including their company's own brand or advertising trackers, to determine if the people they were trying

to reach changed by becoming more aware, understood something better, adopted a different perception of the product and/or service, purchased what the program was selling, and/or recommended the company to someone else.

4. There would be broad acknowledgement that the "search for the Holy Grail" of the ROI of public relations is over. There are two realistic statistical approaches to getting to an ROI: discrete choice modeling using surveys and market mix modeling using time series data across markets.

DRIVING MOMENTUM

So, what happens next? It's good to see so many measurement conferences taking place. AMEC and the PRSA, for instance, will hold a Measurement Symposium at PRSA's annual conference in Philadelphia, which is expected to draw 3,000 PR and communications professionals.

And three years after the Barcelona AMEC Summit the gathering returns to Spain (Madrid), scheduled for June 5-7. It's at this (annual) event that much of the new thinking around PR measurement emerges.

This year, there will be 45 measurement experts and company leaders speaking from around the world, including

executives from **CARE International**, **Cleveland Clinic**, **IKEA**, **Philips** and **Nissan**, as well as senior-level executives from the top global PR firms.

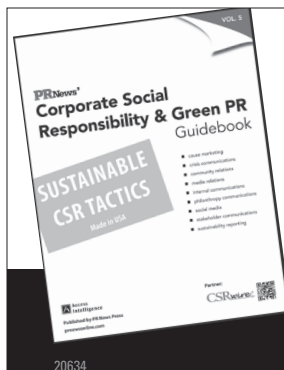
This year's Summit will feature:

- A plenary debate on how to use measurement and analytics to unlock business performance.
- Launch of a global education program that designed to boost the adoption rate of the Barcelona Principles.
- A keynote from **Ketchum** CEO Rob Flaherty who is expected to set out a roadmap on the future of PR and detail the fundamental role that research and analytics has to play in PR.

So, are we making progress? Yes. Will the Madrid Summit and similar conferences keep the momentum going? Yes. But I will not be 100% satisfied until all of the students in a PR graduate course raise their hands when asked that they know the Barcelona Principles and how to apply them to the real world. **PRN**

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