



Corporate Communication Institute at Fairleigh Dickinson University

CCI Corporate Communication Practices & Trends Study 2003: Final Report

March 2004

Corporate Communication Institute
at Fairleigh Dickinson University
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FINAL REPORT**

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EXECUTIVE SUMMARY

Key Insights (12) of the CCI Corporate Communication Practices & Trends Study 2003: (1) Corporations must rebuild trust by actively engaging the public, their customers, their employees, and their partners on social, financial, and environmental accomplishments and actions of their organization; (2) As budgets decrease, and staff increases, companies are expected to do more with fewer resources; (3) Culture is vital to organizational health; Relationships with the community matter a great deal; (4) Communication is strategic – now more than ever, although fewer corporate communication executives see their number one job as “counsel to the CEO; (5) Transparency drives strategic initiatives and places corporate communication executives in critically important positions; (6) The age gap between managers and employees – which is growing -- must factor into planning. Managers are getting older. More executives are male; (7) Media relations is more complex; (8) The company is expected to be a good citizen and make money; (9) Corporate Citizenship among leading corporations drives communication within the corporation, breaking silos so finance, marketing, manufacturing, the CEO, corporate communication, public affairs have a dialog; (10) Company will have a crisis; prepare for the ones you can’t conceive of.; (11) Reputation Management is gaining ground as a driving philosophy behind the practice of corporate public relations; not clear if a trend or a fad, considering the lack of consensus in defining reputation; (12) Writing is still the core skill for Corporate Communication.

A major trend in corporate communication is the challenge to restore trust in the capital markets as demonstrated in the work of the PR Coalition and its White Paper (“Restoring Trust in Business: Models for Action,” PR Coalition, New York, NY, September, 2003)

The Corporate Communication Institute (CCI) conducted studies in 2000 and 2001 to set a benchmark for the practice of corporate communication. The CCI Practices and Trends Study in 2002 and 2003 are the third and fourth annual surveys. (See www.corporatecomm.org in for some of the results of the CCI previous studies.) CCI surveyed Corporate Communication executives from the Fortune 1000 companies and asked eighteen questions. Several of these focused on the functions of their work and the budget responsibilities of those functions, emphasizing the importance the corporation places on the function by the assignment of accountability. Other questions asked about the executives themselves – age, educational background, gender, salary. CCI also conducted phone and email interview with selected respondents. In 2003, several site visits were added to the process of gathering information. The surveys gather past practices; the interviews allow discussion of more current actions; and the site visits allow for extended face-to face interviews and observations of the executives in their own work environment, often giving insight into plans for future strategies and tactics. These studies held up a mirror to the profession and the insights gained have implications for current practices as work.

In January 2003 The PR Coalition (an informal group composed of leaders of public relations and related organizations who have met periodically since 1999 to discuss common interests) held a summit meeting on the campus of Fairleigh Dickinson

University (Madison, New Jersey). The meeting, the first with extensive representation and a single focus, drew more than 50 senior professionals, officers from each of the participating organizations. They collectively represented more than 50,000 practitioners in the fields of public relations, corporate and organizational communications, investor relations, and public affairs. The discussion focused on three key recommendations for corporate executives to restore trust in their businesses:

- Articulate a set of ethical principles that are closely connected to their core business processes and supported with deep management commitment and enterprise-wide discipline. These principals should balance the interests of all stakeholders, ensure investors receive full and timely information about the company, and compensate all employees in accord with their contributions to the company's success.
- Create a process for transparency and disclosure that is appropriate for their company and industry in both current and future operations. It should include a senior oversight committee, "culture" audits and consistent messaging.
- Make trust and ethics a Board-level corporate governance issue and establish a formal system of measuring trust that touches all parts of their organizations

“Restoring Trust in Business: Models for Action,” the White Paper issued in September 2003 by the PR Coalition, recommends that corporate leaders create or reinforce and “environment of accountability” in their organizations. Without a visible concrete and measurable commitment, society will continue to mistrust our corporate leadership. (For the complete text of the PR Coalition White Paper see www.corporatecomm.org/pdf/PRCoalitionPaper_9_11Final.pdf)

Our institutions (See Note 1 below) are under stress. They have been for some time, and a crisis of confidence has been slowly building. The evidence is apparent in the rising level of doubt in those institutions, and a cacophony of voices questioning them. Skepticism rising from a shaken belief in the integrity of our institutions appears to be everywhere from major league baseball, the Olympics, the Catholic Church, government agencies from the FBI to the SEC, and large corporations. Each one, with the exception of major league baseball, is facing up to the crisis – the simple act of customers not patronizing the company, parishioners not attending religious observances, or voters refusing to take part at all. Concerned leaders are taking steps to win back the trust placed in them by the public at large and reverse the quiet crisis that threatens the fragile glue that holds our social fabric together.

This loss of faith did not begin with the implosion of Enron and the subsequent destruction of Arthur Andersen. But it is clear that the events of the winter of 2001, hard on the heels of the September 11th Attack on New York, have created a crisis of confidence in corporate America and heightened demands by regulators, investors and legislators for meaningful reform of corporate governance, corporate disclosure, and

regulatory oversight. The increasingly firm belief that markets regulate themselves has been shattered by the “passion” for growth and profit. (See Note 1)

CCI Practices & Trends Study 2003

The CCI Corporate Communication Practices and Trends Study 2003 research team included: Dr. Michael B. Goodman, Jill Alexander, John Crawford, Christina Genest, Bruce Jeffries-Fox, Tom Sulcer, and Sandy Sulcer.

Goals of the 2003 Study included: Outline & analyze state of the art in Fortune 1000 companies; Expand the CCI Study to Europe (Pilot); Continue the CCI Studies from 2000 – 2002; Identify & analyze Corporate Communication practices; Identify trends in Corporate Communication; Build a database for further study.

Methods of the Study: Survey -- 27 Questions (new “transparency” choice) also available online in 2003 (password access); Mailed To Fortune 1000 companies, March 2003; Pilot Survey in Europe, March 2003; Follow-up post-card reminder, April 2003; Second survey mailing, May 2003; Reminder mailing, June 2003; Response rate -- 10% Interviews – June 2003 – 28; Interview Questions; Selected Site Visits: May – September 2003.

Key Insights (12) -- CCI Corporate Communication Practices & Trends Study 2003

Key Study Insight (1) Corporations must rebuild trust by actively engaging the public, their customers, their employees, and their partners on social, financial, and environmental accomplishments and actions of their organization; Demonstrate and communicate clear commitment to these three fundamental efforts in every aspect of their corporation. The business case is a simple one -- the license to operate is either granted or revoked by the society you are in

Key Study Insight (2) As budgets decrease, and staff increases, companies are expected to do more with fewer resources. (Figures 3 – 6.)

Key Study Insight (3) Culture is vital to organizational health; Intangibles such as the culture of the organization form an inviting environment that can attract and retain quality people; or create one that encourages people to be less productive or to leave. A positive culture has become a standard for global corporations. Relationships with the community matter a great deal. The Council of Public Relations Firms retained the Corporate Communication Institute in 2000 to conduct a study of the relationship between corporate reputation and spending on corporate communication activities. The study findings indicted a positive, statistical relationship between what a corporation spends on its “foundation activities” and its reputation ranking. (Hutton & Goodman, 2001)

Key Study Insight (4) Communication is strategic – now more than ever, although fewer corporate communication executives see their number one job as “counsel to the CEO.” As noted in the previous studies, many corporate executives consider communication as purely tactical in both its nature and its execution. In an information-driven age, communication is an integral part of the corporate strategy. Strategic issues include an orientation of communication to an organization’s priorities, as well as toward the external environment. Integrity and credibility are the pillars of strategic communication. Realistic measurement systems and processes for improvement are strategic tools for success.

Key Study Insight (5) Transparency drives strategic initiatives and places corporate communication executives in critically important positions. The passage of the Sarbanes-Oxley legislation in the summer of 2002 has set powerful financial expectations, as well as the expectation to create a “culture of accountability” in publicly held corporations. This expectation places the corporate communication officer squarely as the counsel to the CEO and the CFO on these critical issues of compliance and reporting of financial information.

Well before Enron raised questions and brought skepticism out in the open, shareholders and stakeholders began to demand a higher level of transparency, and investors in particular began to manifest those demands in their investment decisions. In simpler times we might have called such behavior straight talk. There is ample evidence that companies that embrace transparency tend to:

- achieve more accurate valuations,
- gain greater access to the capital markets,
- and retain more long-term investors than those companies that prefer the murky approach.

Clarity trumps opacity. (See Note 1)

The private sector has a special role to play in the maintenance of a country’s national integrity according to Transparency International (See www.transparency.org) the NGO devoted to combating corruption. And Social Accountability International (See www.sa-intl.org) issued a global standard, SA8000, to combat such egregious practices as forced labor, child labor, and health and safety law violations. The effectiveness of these initiatives is based on open communication and transparent access to information. (See Note 1)

Responsible companies also embrace sustainability because it is good business practice. Companies that are diligent stewards of the community, the environment, and the assets of their stockholders are stronger investments. In addition to sustainability:

- the forces of globalism,
- a ubiquitous demand for quality in goods and services,
- a near obsession with information and the need to know,
- and an utter lack of tolerance for duplicity,

offer a backdrop for the urgency to restore trust. (See Note 1)

Companies were in the midst of a recession with no clear end in sight, the dot com bubble had burst, nations reeled from the tragic events of 9/11, and many people longed for a stable, predictable world. It was a crisis of trust, more like a drought than a tornado or hurricane – slow, unrelenting and stealthy. Initially, corporations did not react as if they were hit by it. They reacted long after the reservoir of trust of their constituents had been seriously depleted. (See Note 1)

So what does a corporate leader do? In a crisis of trust, effective CEOs:

- demand high ethical standards,
- exude believability,
- communicate clearly,
- and retain, motivate and inspire their employees to meet the challenge.

Everyone inside the company, and out, expects a corporation, and its leaders, to assume responsibility and accountability. (See Note 1)

Corporate leaders appreciate the value of transparency. The vast majority says they expect to disclose more information in the future. But powerful and smart people fall victim to egocentrism, omniscience, omnipotence, and invulnerability. Is it any wonder that we turn away from the charismatic leader to embrace the more humble people interested in others and their organizations? (See Jim Collins on Level 5 leaders in *Good to Great*, especially Chapter 2 “Level 5 Leadership”)

The White Paper issued by the PR Coalition, “Restoring Trust in Business: Models for Action,” recommends the following actions that in pursuing transparency, corporations:

- Create a process for transparency and disclosure
- Set social and environmental performance targets
- Engage stakeholders in dialog on transparency
- Monitor external environment, understand and respond
- Form a disclosure committee
- Publish corporate governance policies on the website
- Address issues of public concern
- Address tough questions, such as CEO compensation
- Conduct a “culture audit”

Key Study Insight (6) The age gap between managers and employees – which is growing -- must factor into planning. Managers are getting older, over 60% are over 45 (See Figure 1). More executives are male (See Figure 7), however this trend bears watching in future studies since gender of corporate communication executives has remained relatively evenly distributed. A large majority of corporate executives in charge of public affairs and employee communication (internal and external) are between 40 and 55 years of age. The workforce they manage is overwhelmingly younger. A “generation gap” exists, but can be mitigated by applying the basic communication process, by conducting an audience analysis, and by focusing on the concerns of the workforce. Even though as we observed in previous studies, members of the contemporary workforce have been told since high school, and by parents and elders, that corporate life is not forever and no job has a guarantee. It is no surprise that in the expanding economy before 2001, they

practiced enlightened self-interest. With the souring of the job market many have experienced for the first time the loss of employment of their parent's generation. (Figures 1, 7 – 9).

Key Study Insight (7) Media relations is more complex than ever. Our respondents continue to note that in a 24/7/365 environment with scores of media outlets from newspapers to broadcast to the Internet, relationships with the media are no longer a matter of contacting a few old friends over a leisurely lunch. Each channel, each reporter demands a professional relationship built on credibility. The concept of “embedded reporters” in the Fortune 500 was mentioned as a consideration for the future practice. Many companies currently have industry analysts almost in residence.

Key Study Insight (8) The company is expected to be a good citizen *and* make money. The business case is a simple one -- the license to operate is either granted or revoked by the society you are in.

Key Study Insight (9) Corporate citizenship among leading corporations drives communication within the corporation, breaking silos so finance, marketing, manufacturing, the CEO, corporate communication, public affairs have a dialog. A stronger dialog with stakeholders about what a corporation believes and what it values so it can close the gaps between beliefs and performance. Even before the wave of scandals – Enron, Tyco, Adelphia, that followed hard on the attack on the World Trade Center in the Fall of 2001, corporations had by default taken on a greater role in solving many of the ills of society in the wake of diminished power among almost all power structures in our society – religion, government, the family. Social problems – substance abuse, sexual harassment, child care, elder care – have fallen to the corporations by default. As a management best practice, corporate citizenship activities drive communication within the corporation, breaking silos so finance, marketing, manufacturing, the CEO, corporate communication, public affairs have a stronger dialog with stakeholders about what a corporation believes and what it values so it can close the gaps between beliefs and performance.

Current best practice for corporate communication and corporate citizenship activities includes a corporation's attitude toward resources, the environment, and the community. In most of Europe, "Sustainability" is the term. The same concepts are known in the U.K. as the triple bottom line -- environmental, social, and economic success. Sustainability as a concept is relatively new to the financial community, but it is now becoming a mainstream trend, for example -- Dow Jones Sustainability Index (launched in 1999) and the Zurich-based SAM (Sustainable Asset Management) and the web portal <<sdgateway.net>> (Sustainable Development Communications Network); and the journal *Tomorrow -- Global Sustainable Business* published in Stockholm. (See Note 1)

Key Study Insight (10) Company will have a crisis; prepare for the ones you can't conceive of. In the aftermath of the attack on the world trade center in September 2001, companies are considering the unthinkable in their crisis planning. One of site visits revealed the creation of a corporate website that employees can use in the event a disaster

of any kind obliterates critical facilities and people. Such a plan would allow the rapid location and status of all employees in time of disaster, and well as the ability to keep critical business functions operational.

Key Study Insight (11) Reputation Management is gaining ground as a driving philosophy behind the practice of corporate public relations; not clear if a trend or a fad, considering the lack of consensus in defining reputation. Reputational risk is the potential that negative publicity regarding an institution's past or present business practices, whether true or not, will cause a decline in the customer base, costly litigation, or revenue reductions. The risk flows from operational failures, as well as failure to comply with laws and regulations. Reputation is a valuable corporate asset that is difficult to achieve, but even more difficult to protect. Multi-nationals and global businesses face growing distrust. Transparency, according to Amy O'Brien of the United Churches of Christ, is the future. (O'Brien, Amy, CCI Briefing on Transparency, 28 November 2001.)

It is also sobering that the fates of Enron and Andersen say something quite chilling about the fragility of corporate reputation. As it was imploding, Enron was, according to *Fortune Magazine* (4 March 2002), one of America's most admired corporations and, according to the *Financial Times* (Skapinker, M., 13 December 2000), one of the world's most respected companies. And students, professors and industry observers have rated Andersen, year after year, as the leading accounting firm in the United States. Reputation has greater value for people unfamiliar with a corporation, but criminal behavior eclipses even the most sterling corporate performance, draining the reservoir of equity that reputation represents. What becomes of intangibles such as a corporate reputation if it is not the hedge against adversity that a strong reputation has been believed to be?

Key Study Insight (12) Writing is still the core skill for Corporate Communication. The Internet has underscored that writing of the highest order is still the major talent required of those who create and send the messages in and from our major corporations. Respondents continue to underscore the importance of writing to the success of any corporate communicator at all level of practice and management.

Some of the findings of our research indicate some changes in how executives communicate at work. Others indicate changes in relationships between managers and the workforce, as well as changes between communication executives and the community their company is in.

Corporate Communication Practices

Responses to the survey questions, interview comments, and site visit interviews and observations revealed the following perspectives on the challenges for the practice of corporate communication in the contemporary business environment:

- Competition and technology drive corporate actions
- Evolving roles and responsibilities require constant attention and continuing education

- Accelerating pace of work raises performance expectations
- Increasing strategic importance of corporate communication
- Corporate communication becoming critically important for individual business units
- Trends articulated: globalization, technology, social responsibility, employee focus, reputation management, transparency
- Core competencies expand to require strategic management thinking and capabilities
- Practitioners are older, smarter, and better paid
- The reality of terrorism and September 11 adds to the complexity of the profession
- Transparency and disclosure laws add to the complexity of the profession

Key Corporate Communication Functions and Budget Responsibilities

The following are the most common corporate communication functions and budget responsibilities mentioned in the survey (Figures 11 – 32), interviews and site visits:

- Advertising
- Image Building
- Corporate Culture & Change
- Media Relations
- Investor Relations
- International (Global) Communication
- Communication Policy
- Internal Communication
- Communication Technology (Intranet and Internet)
- Crisis Communication
- Corporate Citizenship & Ethics
- Executive Communication Issues – Building a Communication Culture
- Leadership and Communication
- Public Relations

The Role that Best Describes the Corporate Communication Function

In the survey beginning in 2001 we asked the communication executives to rank descriptions from 1-8 in 2001, and from 1 – 12 in 2002 and 2004, that best described the way they thought of the role of corporate communication in their company. Here is the result of the number one ranking from 2001:

Percent of Respondents who RANKED the following functions #1:

- 20.0 %** - Manager of company's reputation
- 15.1%** - Source of public information about the company
- 14.1%** - Manager of relationships (Co. & Key non-customer constituencies)

- 13.8% - Advocate or “engineer of public opinion”
- 12.4% - Manager of the company’s image
- 11.9% - Driver of company publicity
- 11.4 % - Manager of relationships -- co. & ALL key constituencies
- 2.7% - Support for marketing & sales
- 8.1% - Other

In 2002 four additional options were added: counsel to the CEO & The Corporation; manager of employee relations (internal communication); brand and brand perception steward; and corporate philanthropy (citizenship) champion. Here is the result of the number one ranking from 2002:

Percent of Respondents who RANKED the following functions #1:

- 21.6% - Counsel to the CEO & the Corporation (*new-2002*)
- 18.0% - Manager of company’s reputation
- 15.3% - Manager of employee relations (internal comm.) (*new-2002*)
- 12.6% - Source of public information about the company
- 12.6% - Manager of relationships – co. & NON-customer constituencies
- 9.9% - Manager of the company’s image
- 8.1% - Driver of company publicity
- 7.2% - Manager of relationships -- co. & ALL key constituencies
- 7.2% - Advocate or “engineer of public opinion”
- 6.3% - Branding & brand perception steward (*new-2002*)
- 4.5% - Support for marketing & sales
- 2.7% - Corporate philanthropy (citizenship) champion (*new-2002*)
- 0.9% - Other

And here is the result of the number one ranking from 2003:

Percent of Respondents who RANKED the following functions #1:

- 18.4% - Manager of company’s reputation
- 17.5% - Counsel to the CEO & the Corporation (*new-2002*)
- 14.6% - Advocate or “engineer of public opinion”
- 10.7% - Manager of relationships – co. & NON-customer constituencies
- 9.7% - Manager of the company’s image
- 8.7% - Source of public information about the company
- 7.8% - Manager of relationships -- co. & ALL key constituencies
- 5.8% - Driver of company publicity
- 5.8% - Branding & brand perception steward (*new-2002*)
- 3.9% - Manager of employee relations (internal comm.) (*new-2002*)
- 1.9% - Support for marketing & sales
- 1.9% - Other
- 1.0% - Corporate philanthropy (citizenship) champion (*new-2002*)

With the addition of the new options, the top two roles for the last two years are manager of the company’s reputation and counsel to the CEO and the Corporation. The trend

toward this description of the role of corporate communication among top communication officers appears to be emerging.

Interview Questions

At the end of the survey respondents are given the option to check a box if they are interested in participating in an interview. Eight open-ended questions are sent by e-mail – an offer is extended to have a telephone interview or send return e-mail. Here are the questions:

- The three or four critical issues in corporate communication
- Importance of Corporate Communication to - YOU; the CEO
- Top three trends in corporate communication in companies
- Trends unique to the industry you are in
- Downsizing; growing; restructuring; streamlining the corporate communication function
- Core Competencies:
 - for individual practitioners;
 - for the corporation as a whole
- Internet Responsibility -- CC, IS

Here are some verbatim results from those interviews grouped by issues:

Impact of Terrorism:

“No substantive way – we’ve issued some travel security messages, included the potential for terrorism into crisis plans.”

“More interest in crisis communications. More interest in addressing employee safety concerns.”

“Huge increase in employee communications re: safety issues, national alerts. (finance)”

“We have increased monitoring, yet we still do not have a handle on a terrorism threat in any way other than our existing crisis response plan. (restaurant)”

“It has had a substantial impact on the hotel industry forcing us to be more forthcoming with our security procedures.”

Impact of Terrorism – Energy:

“More media questions regarding nuclear plant safety.”

“Because we have four nuclear sites the increased attention has precipitated increased media interest.”

“Much more attention to crisis communications planning. Much greater media relations and government relations workload and advertising as well, because we are the second largest US nuclear company.”

Transparency:

“Greater interaction with Corporate Legal. New Governance and regulatory affairs executive to interact with.”

“We no longer write internal communications for just employees – we write all messages with the knowledge that they will be read by the world.”

“Greater administrative burden due to Sarbanes-Oxley, etc.”

“More discussion of financial reporting format used. More focused preparation for quarterly results conference calls.”

“Additional sustainability reporting and corporate governance.”

“In the interest of transparency, we have recently added a corporate governance section to our corporate web site.”

“Transparency of what? Don’t understand the question.”

“Apparently not at all since I am unfamiliar with the term “transparency.”

Capabilities:

“There’s a greater expectation for the CC function to contribute to business success.”

“Communication is an important part of our company’s business plan.”

Strategy:

“Corporate communication seems to have been transformed from an after-the-fact discretionary function to an instrument for company success. Indeed, communication now seems to be part of the answer to every problem (whether it really is or not).”

Value:

“CEO must believe in communication to be successful. I’m the person who executes our strategy.”

“Public interest in participating in business decisions has never been greater, creating more challenges for communications.”

“Never more critical, challenging. Seat at the table is a given – what you do is critical to success.”

Internal:

“No debate on having a place at the table. Bar is raising on quality, impact and use of technology. Internal is recognized as equal to other communication disciplines.”

Reputation:

[In contrast to last year (2002), no specific comment on reputation management.]

Integrity:

“More business executives understand that effective public relations is about informed decision-making rather than manipulation of public opinion.”

“We have always been highly ethical but are in an industry – utilities – tainted by Enron. Have to work harder to communicate our ethics internally and externally.”

Observations from Site Visits

Two corporations were selected from the Financial Services Sector because the major issues of transparency, terrorism, and rebuilding trust are more focused and central to daily operations and long term strategy in that sector, as opposed to other industry sectors. With billions in billings and assets under management; complex organizations in an industry sector under pressure and under siege should offer insight into current practices and future trends.

Briefly, the chief corporate communication officer in both have taken steps to earn credentials in the business – one a lawyer, the other an actuary -- so that they could have credibility in material discussions with other company executive. Both explained their actions by saying that a communication executive must know the business to bring value to the company.

Constant reorganization, intense competitive market forces, economic and productivity pressures, result in the corporation asking the corporate communication executives to do more with less, and leverage technology to multiply the impact of the labor force.

Issues that Surfaced in the Interviews Need to be Monitored

Many corporate communication executives are concerned with the impact of war. Many have had to deal with direct protest, company and product boycotts, “Transaction costs” of heightened security, American businesses as global targets, strained business relationships globally are issues that are of growing concern, particularly to the larger multinational and global corporations. The communication challenge of operating in such a hostile business environment demands focused attention.

And another issue that concerned many of our corporate communication executives was the Nike vs. Kasky case. The case brought the debate between First Amendment free speech and “commercial speech” to the forefront, only to be put on hold by U.S. Supreme

Court's returning the case to the California Court. Certainly the issue will return and also bears monitoring.

When All Is Said and Done

The challenge for corporate communication professionals and scholars is:

- to regain the trust of the workforce and the general public;
- to communicate sustainability efforts continuously and clearly;
- to make transparency a reality as a means to demonstrate trustworthiness through behavior;
- to over comply with the rules – begin to see rules as a minimum for the license to operate (just as high tech manufacturing seeks six sigma as a standard of excellence to reach for);
- to foster an independence of mind on the part of directors and analysts;
- and, in the light of an instantaneous 24/7 media environment, to remind the press of its journalistic integrity to get the facts right, at the expense of a “get it first” mentality.

The systemic flaws in our system have been apparent to some for years, that corporate obfuscation breeds trouble, that a buoyant economy is a forgiving one, and that difficult economic times can force us to confront – and change – the elements of our system that benefit the few at the expense of the many. And so, if anything, recent events may encourage us to focus seriously on transparency as a key element of reputation both national and corporate.

On the corporate level, the issues are not altogether different. Corporations, after all, have an obligation to provide willingly to shareholders and other stakeholders the information they need to make decisions. The act of clear and honest communication is essential to building, maintaining, or restoring a relationship of trust.

SOURCES

1) NOTE: The text is based on a series of speeches and lectures on corporate citizenship and reputation first given as the keynote speech on 24 September 2002 at a joint Corporate Communication Institute (CCI) and National Investor Relations Institute (NIRI) conference. It has since been presented at a meeting of the PR Coalition, an Association of National Advertisers (ANA) Corporate Communication Committee meeting, an annual meeting of the Insurers Public Relations Council (IPRC), and meetings of several organizations and corporations. Michael B. Goodman (August 2003)

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**CCI CORPORATE COMMUNICATION PRACTICES & TRENDS STUDY 2003:
FINAL REPORT -- SURVEY DATA – Figures 1 – 42**

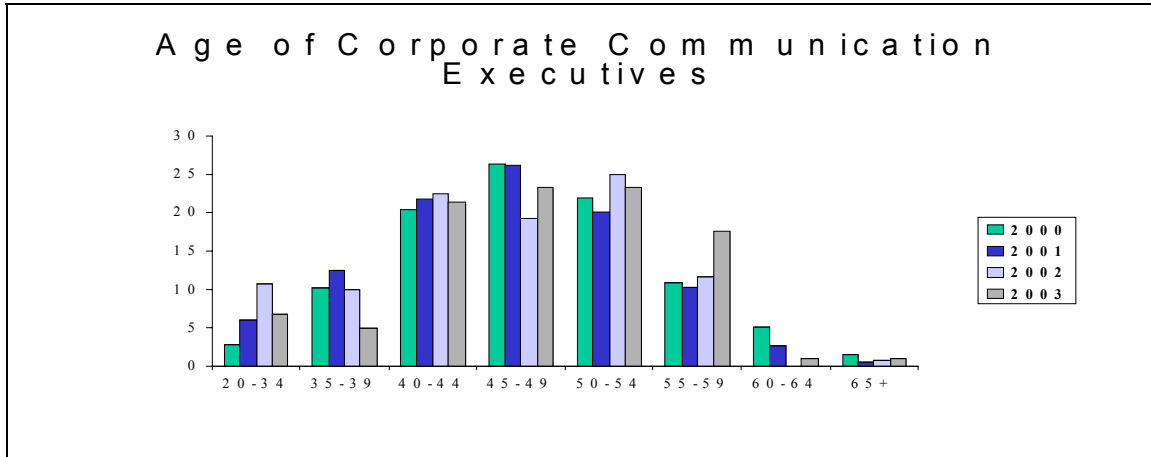


Figure 1 Age of Corporate Communication Executives

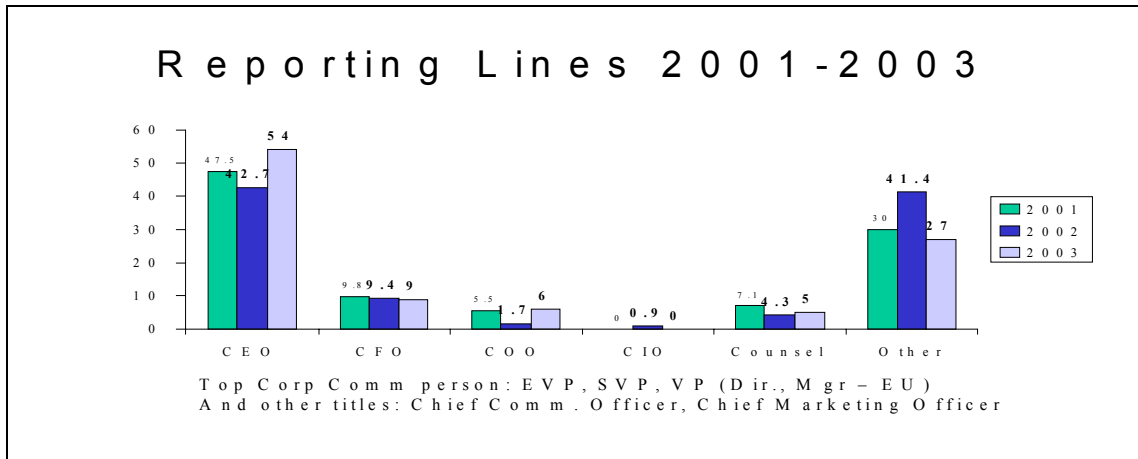


Figure 2 Reporting Lines

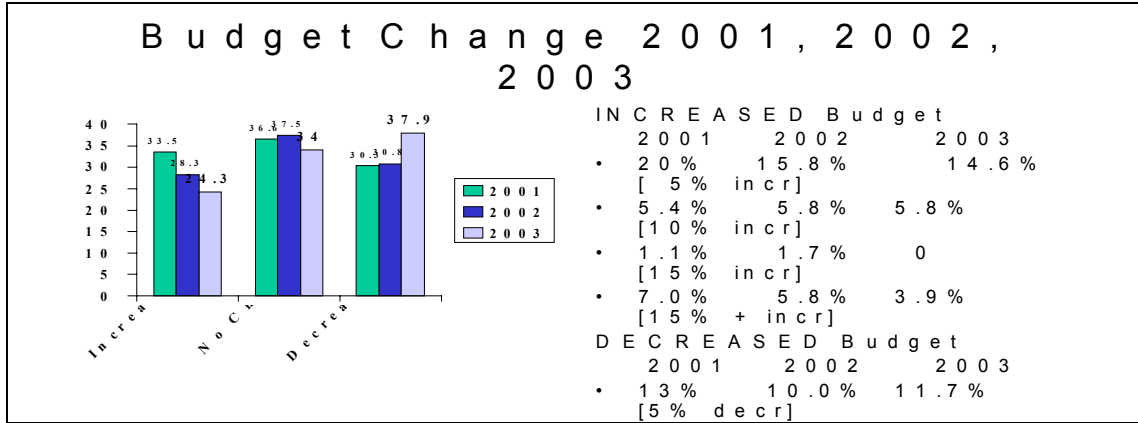


Figure 3 Budget Change 2001 – 2003

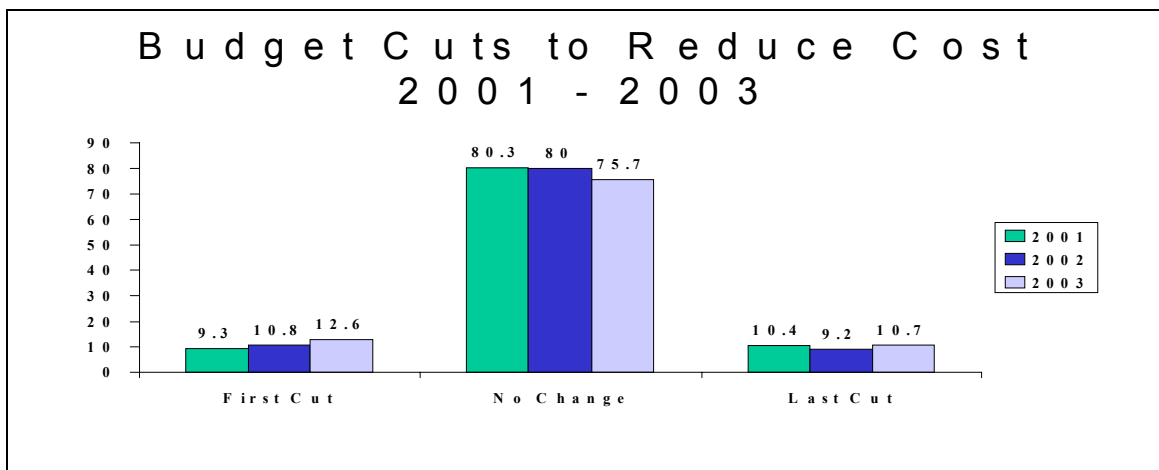


Figure 4 Budget Cuts to Reduce Costs

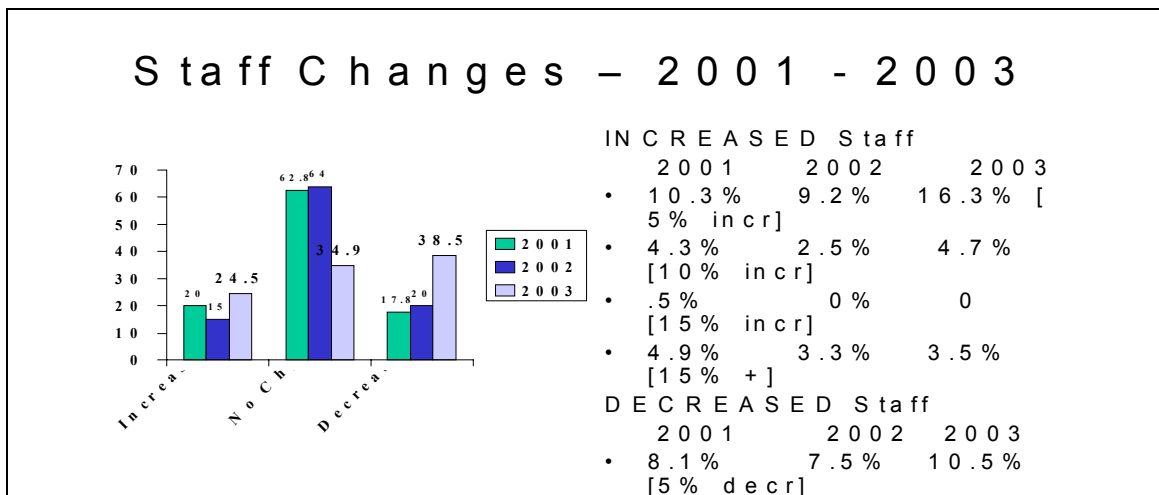


Figure 5 Staff Changes 2001 - 2003

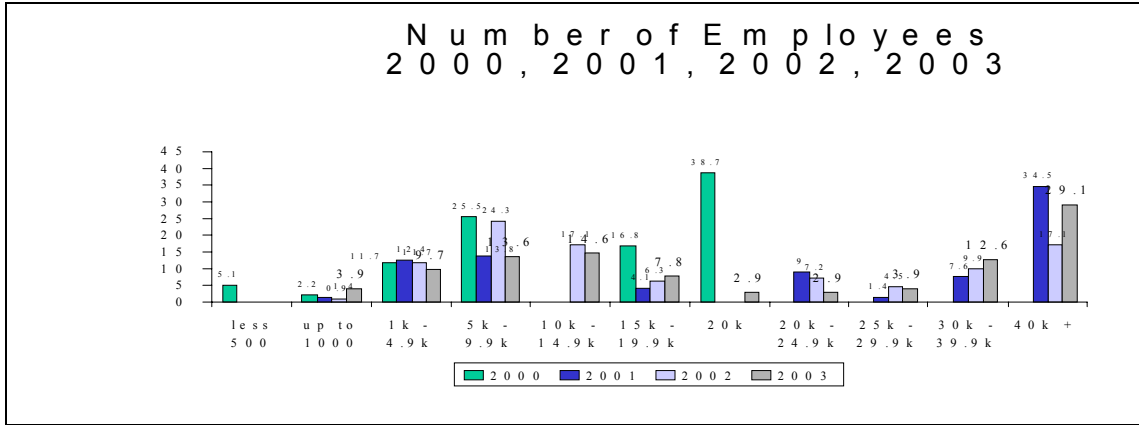


Figure 6 Number of Employees 2000 - 2003

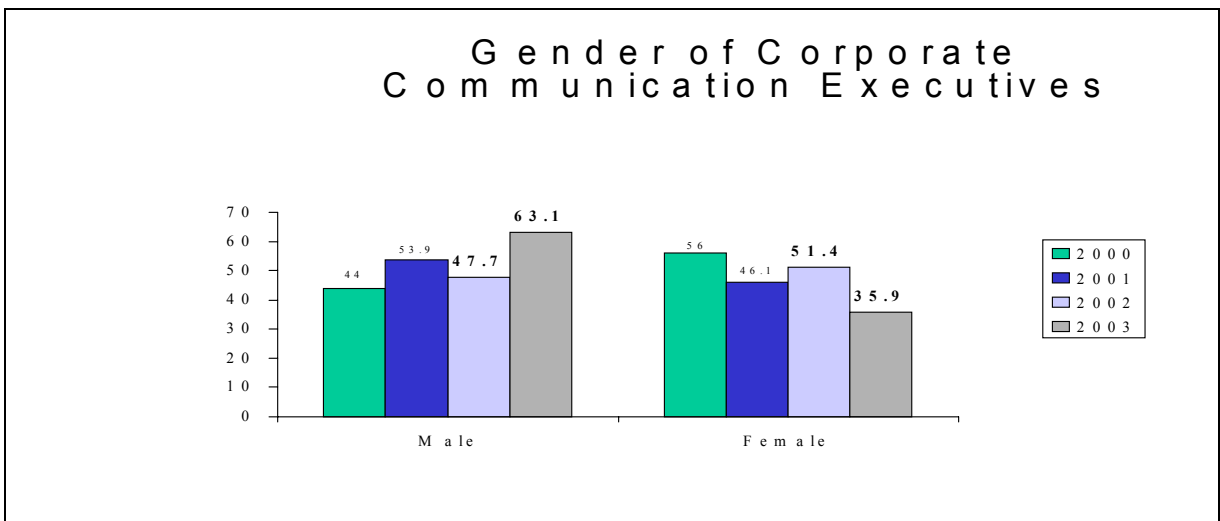


Figure 7 Gender of Corporate Communication Executives

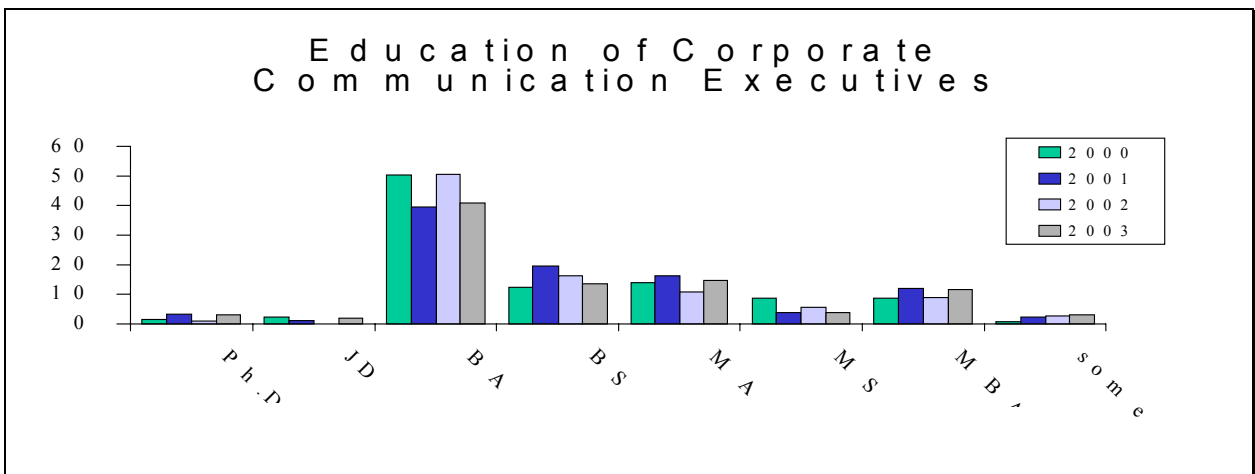


Figure 8 Education of Corporate Executives

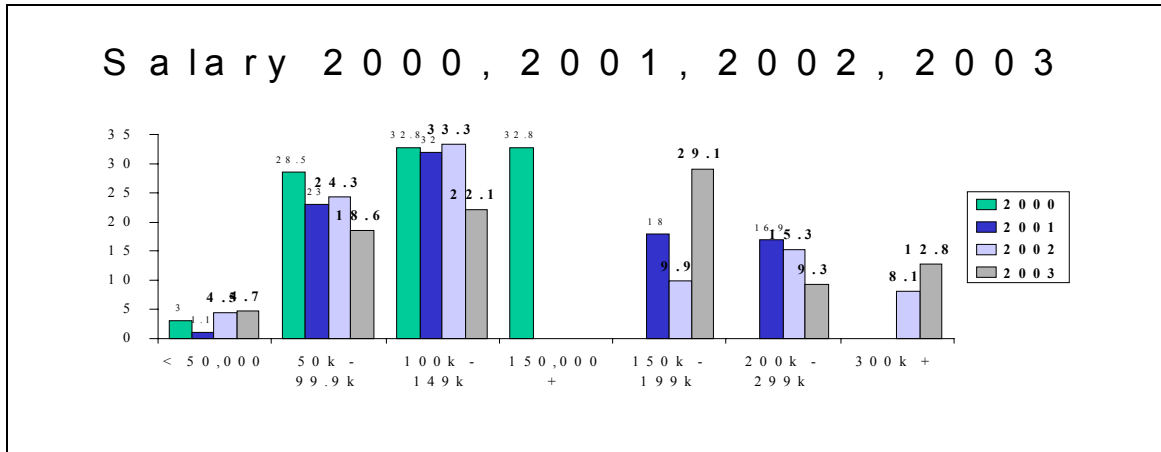


Figure 9 Salary 2000 - 2003

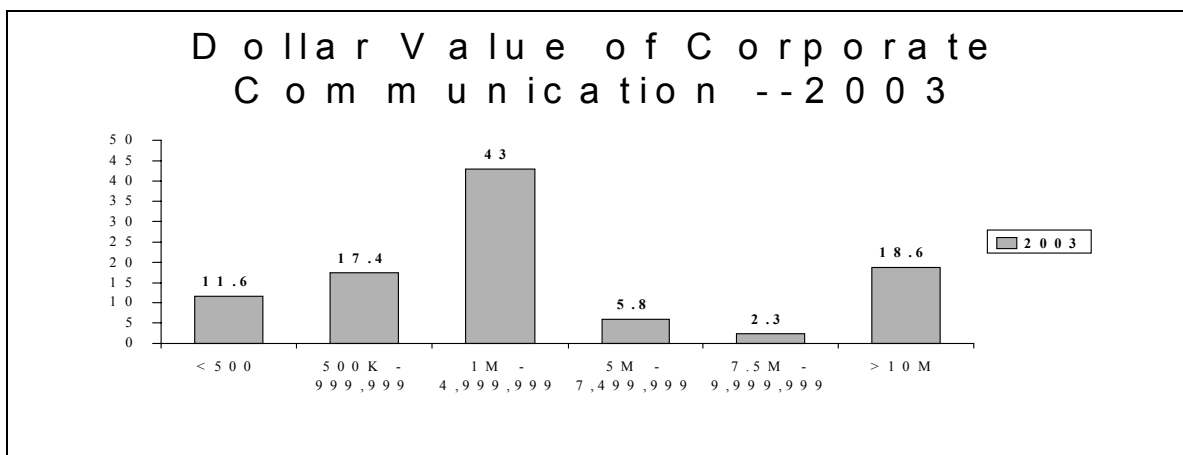


Figure 10 Dollar Value of Corporate Communication 2003

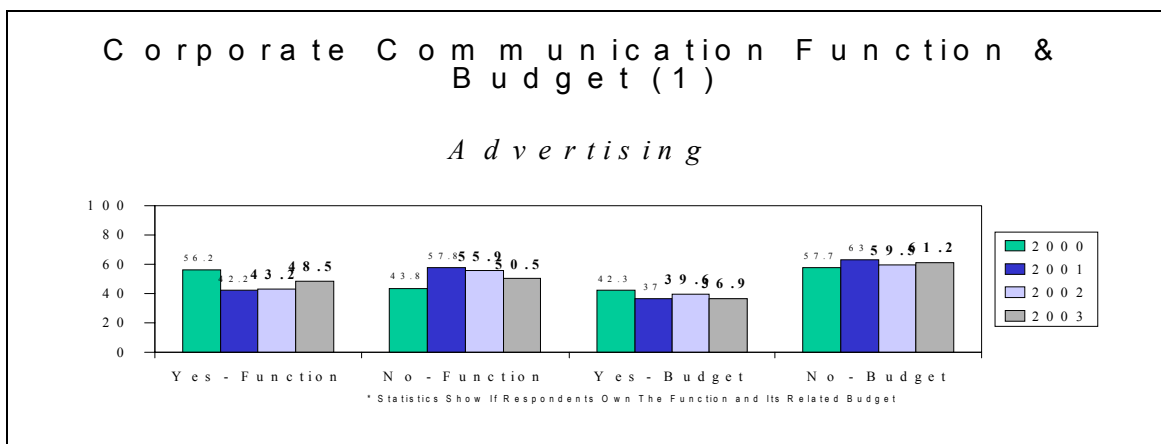


Figure 11 Corporate Communication Function & Budget – Advertising

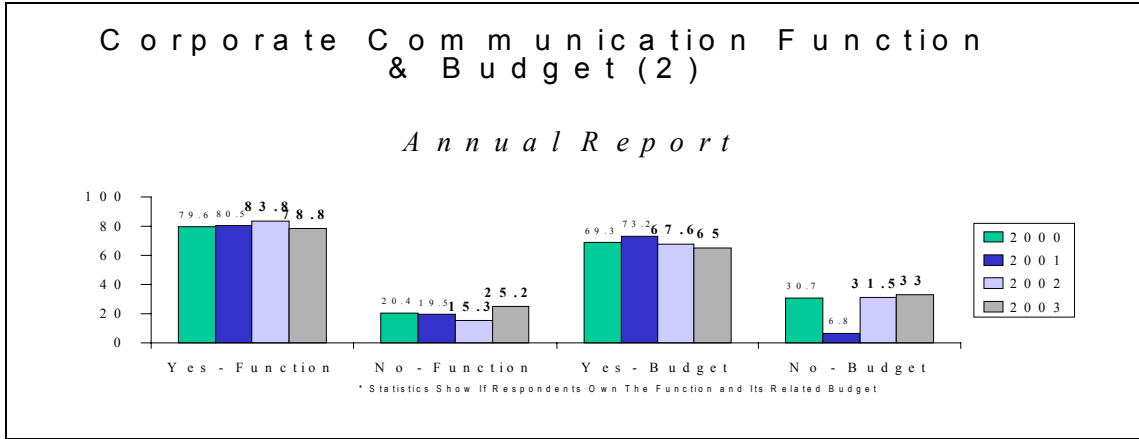


Figure 12 Corporate Communication Function & Budget – Annual Report

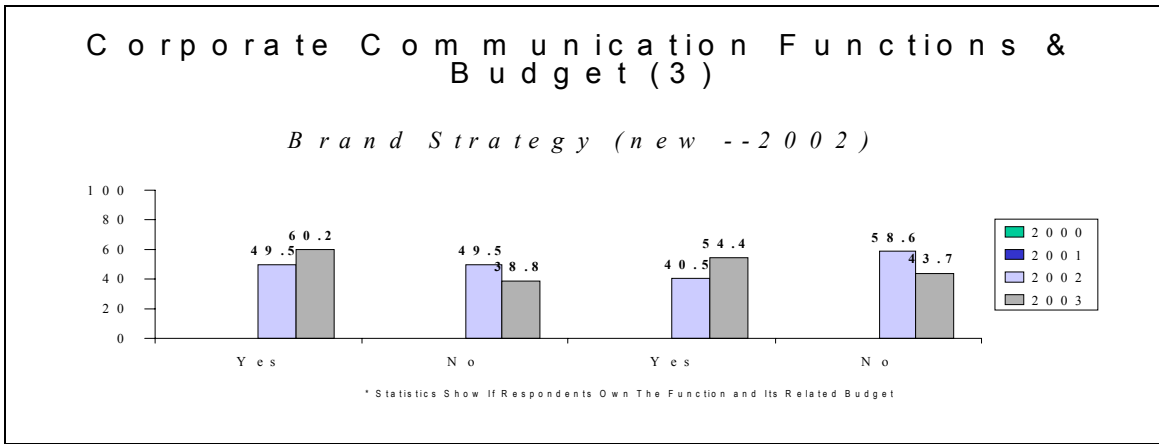


Figure 13 Corporate Communication Function & Budget -- Brand Strategy

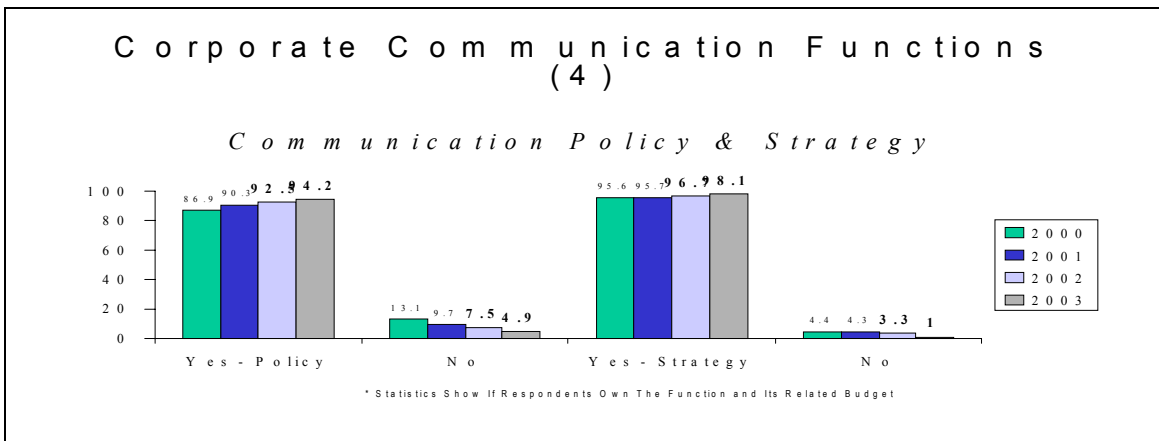


Figure 14 Corporate Communication Function & Budget – Policy & Strategy

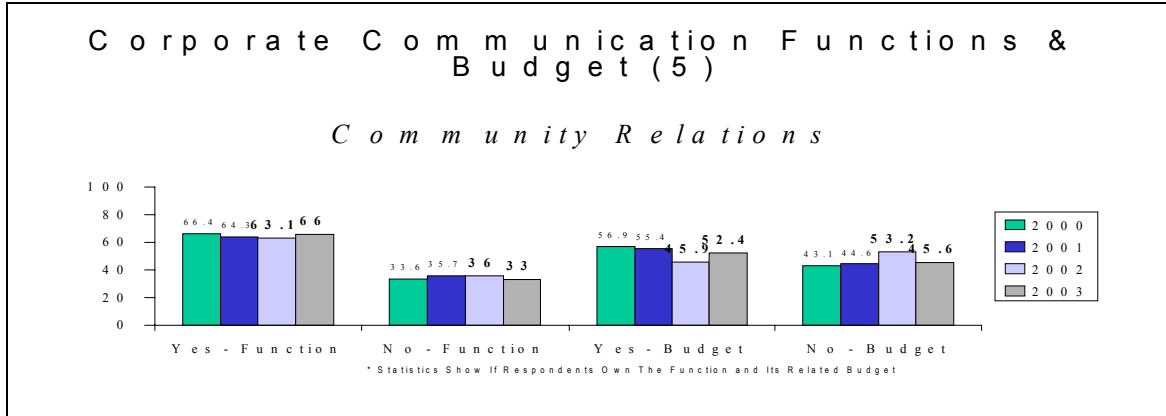


Figure 15 Corporate Communication Function & Budget – Community Relations

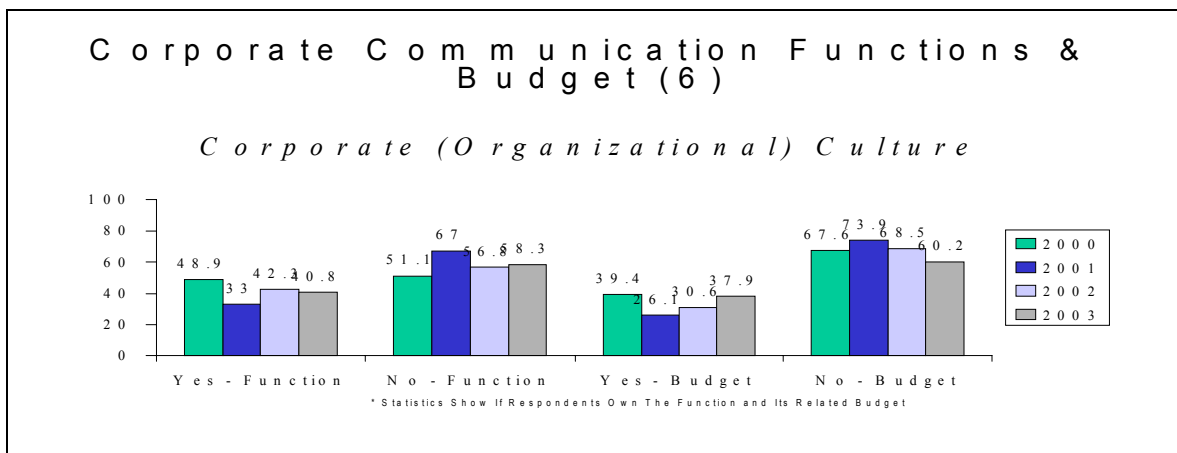


Figure 16 Corporate Communication Function & Budget – Corporate Culture

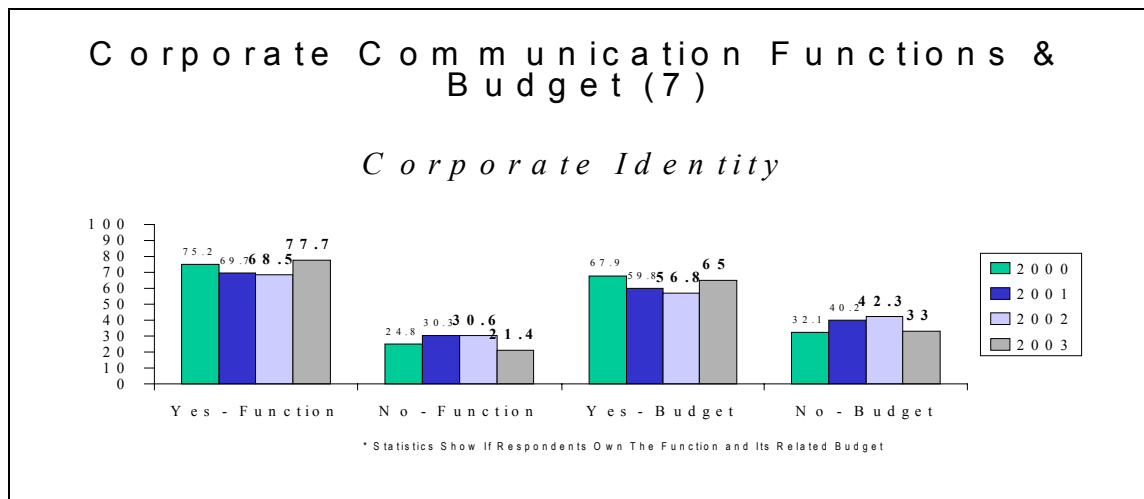


Figure 17 Corporate Communication Function & Budget – Corporate Identity

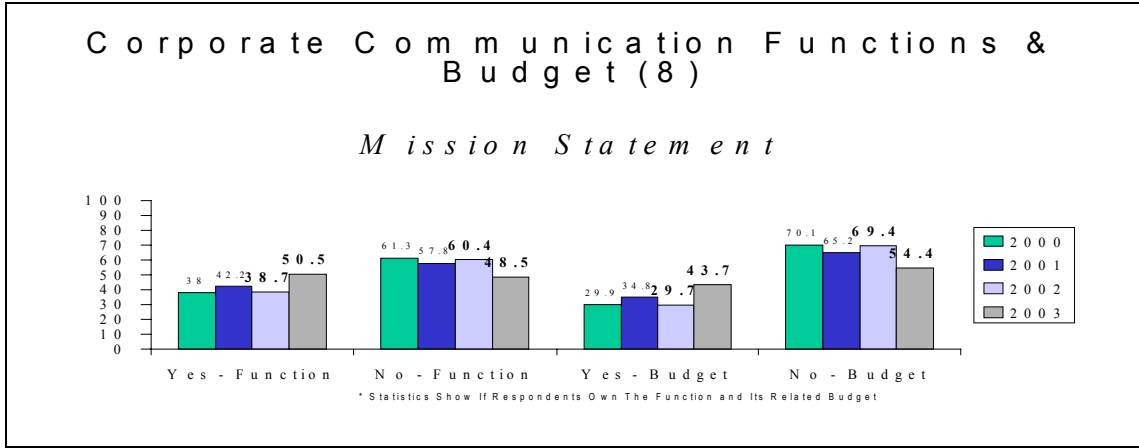


Figure 18 Corporate Communication Function & Budget – Mission Statement

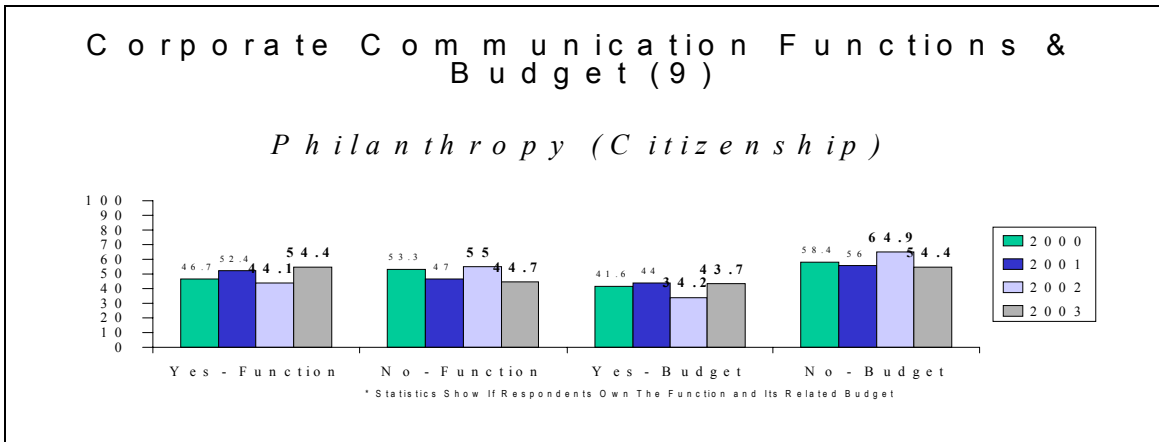


Figure 19 Corporate Communication Function & Budget -- Citizenship

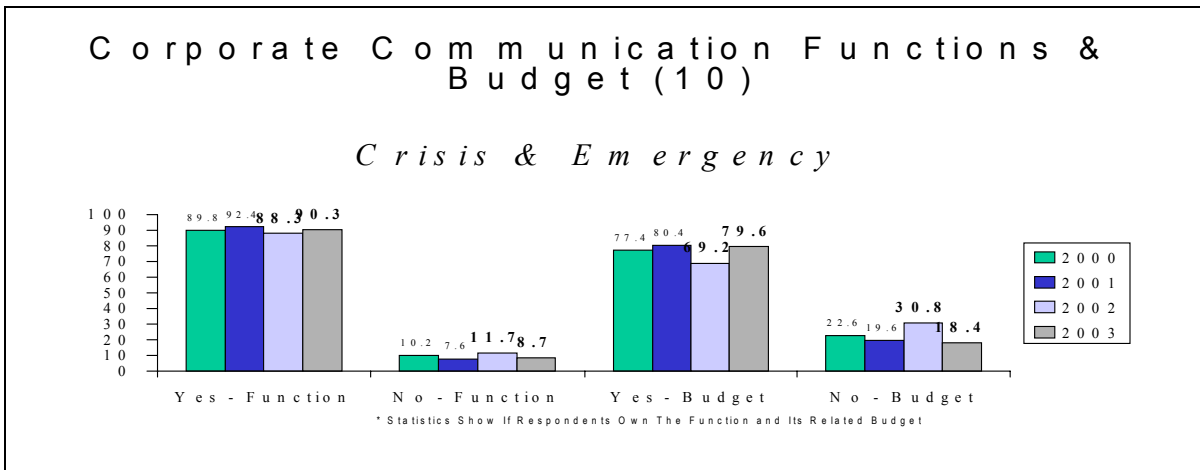


Figure 20 Corporate Communication Function & Budget – Crisis & Emergency

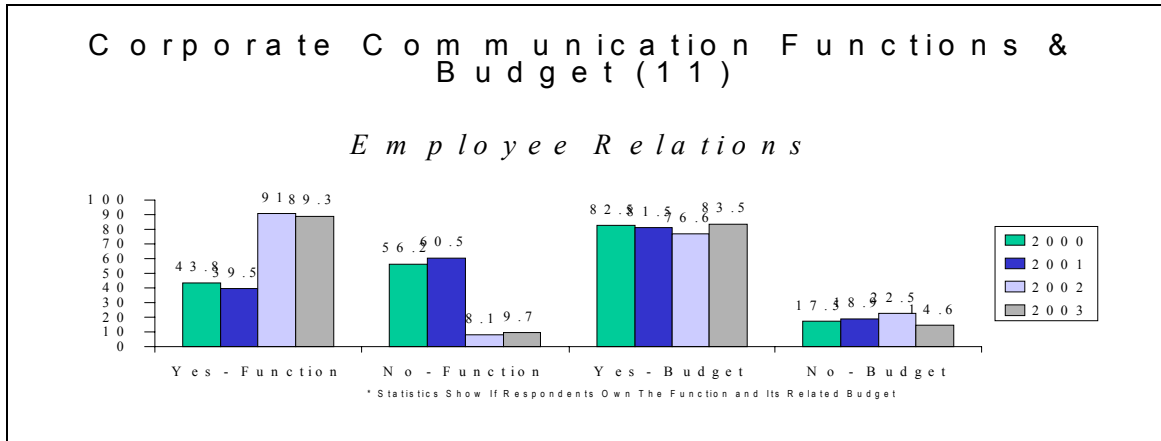


Figure 21 Corporate Communication Function & Budget – Employee Relations

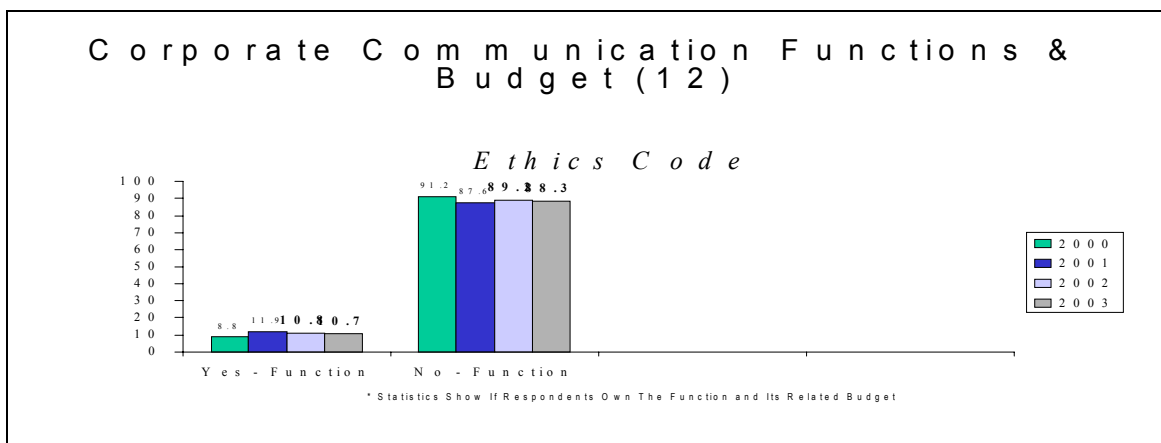


Figure 22 Corporate Communication Function & Budget -- Ethics

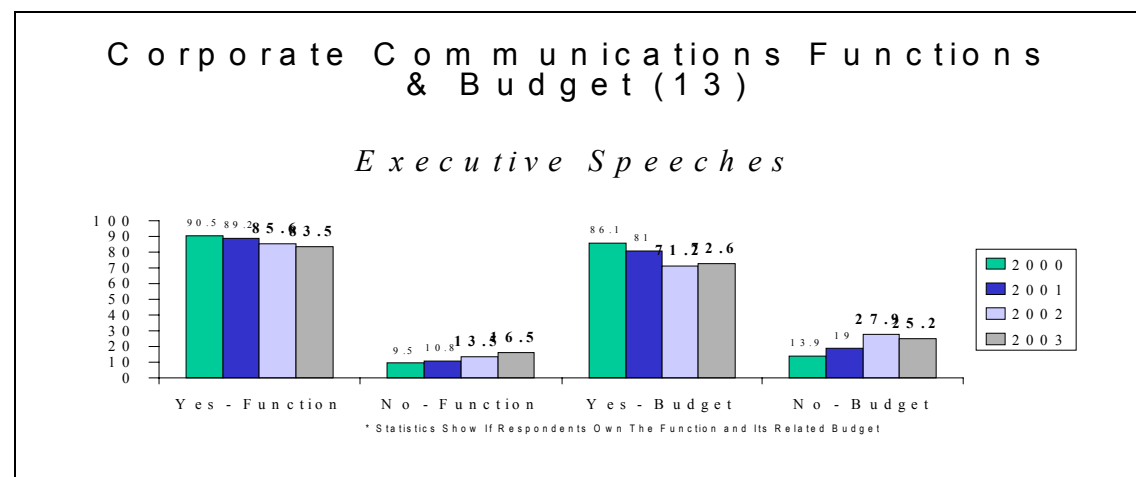


Figure 23 Corporate Communication Function & Budget – Executive Speeches

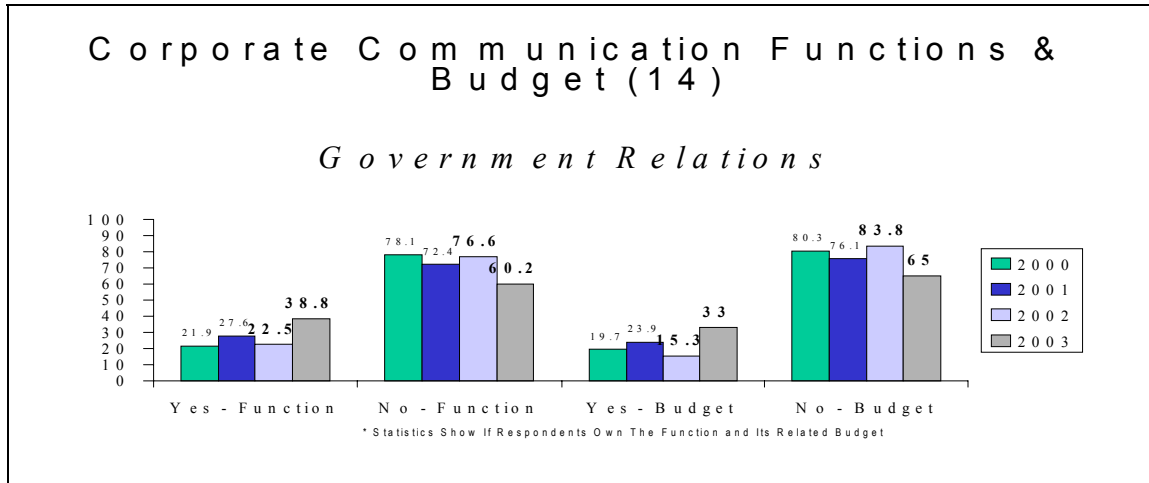


Figure 24 Corporate Communication Function & Budget – Government Relations

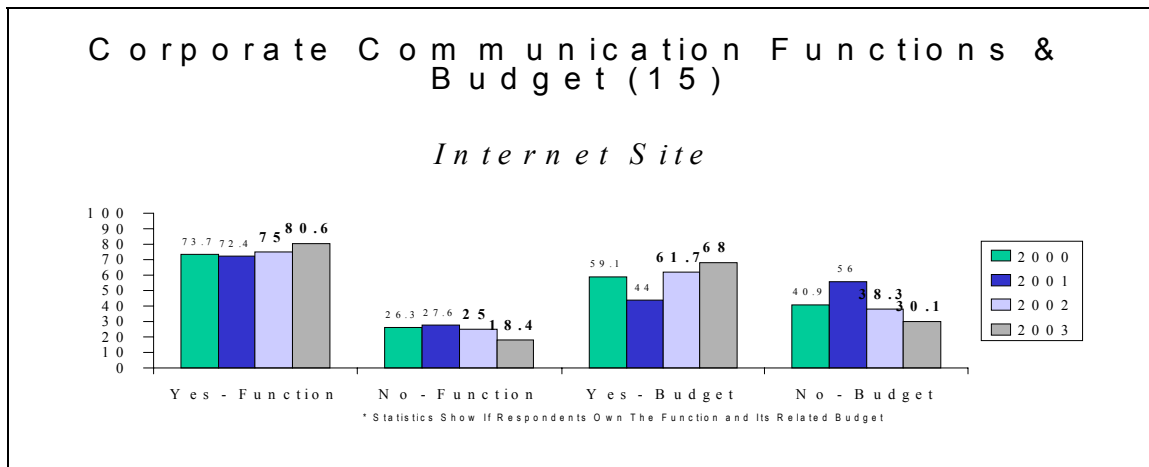


Figure 25 Corporate Communication Function & Budget – Internet Site

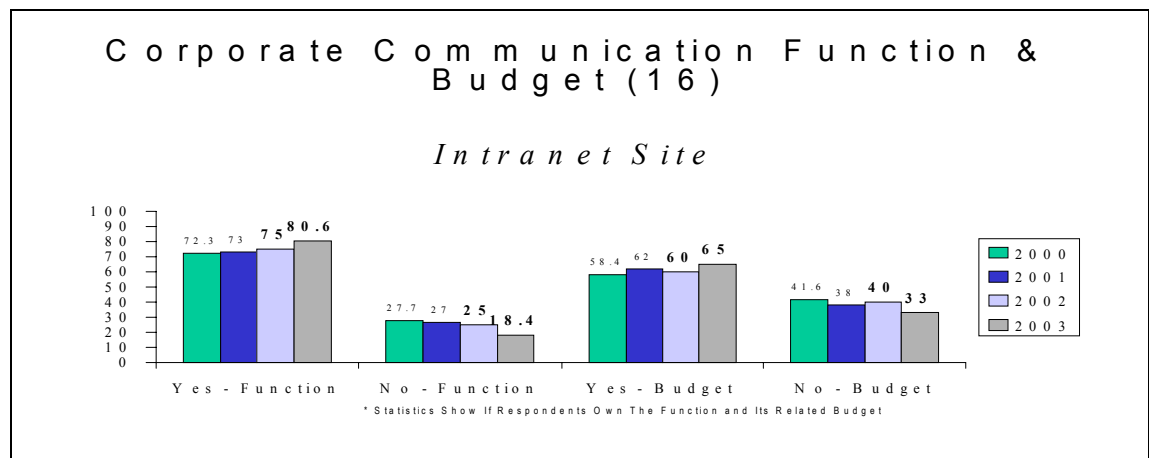


Figure 26 Corporate Communication Function & Budget – Intranet Site

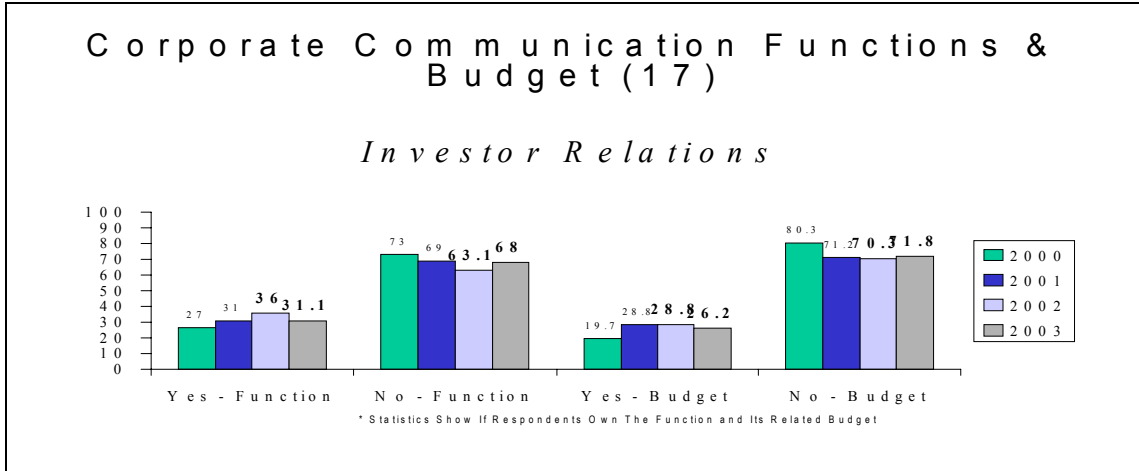


Figure 27 Corporate Communication Function & Budget – Investor Relations

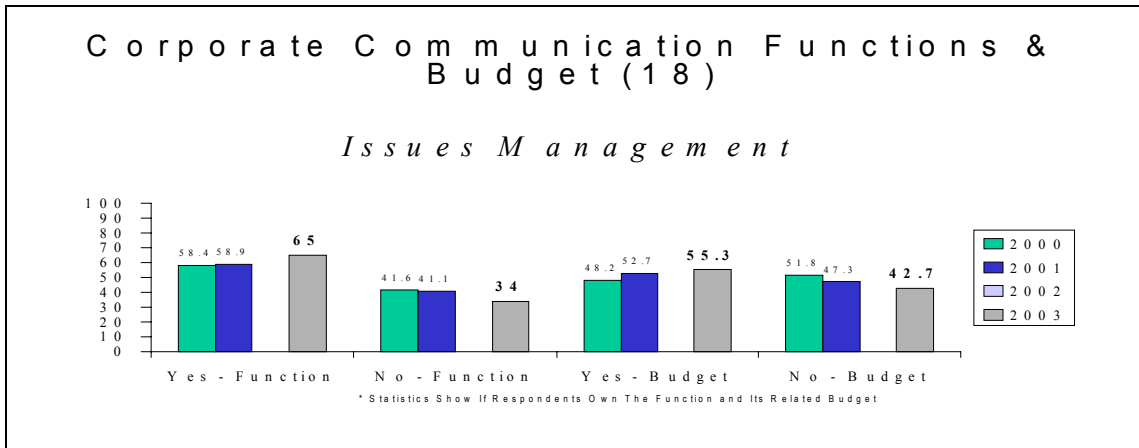


Figure 28 Corporate Communication Function & Budget – Issues Management

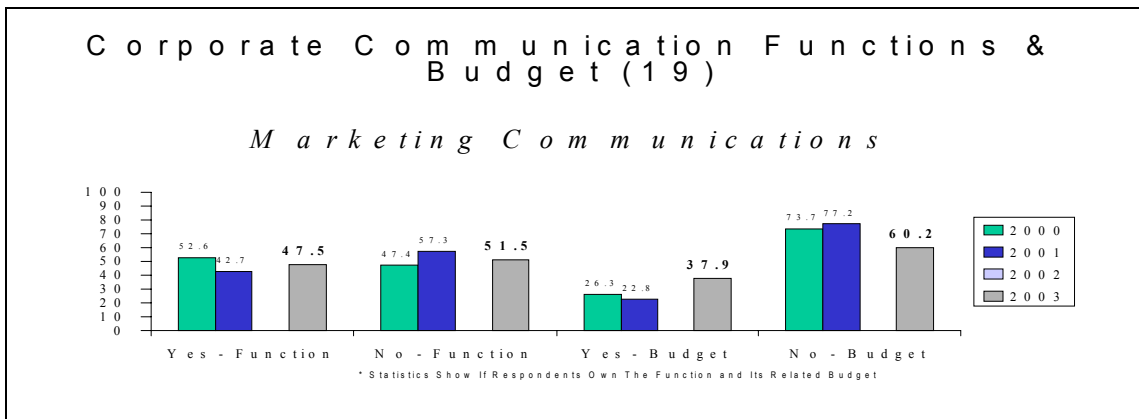


Figure 29 Corporate Communication Function & Budget – Marketing Communications

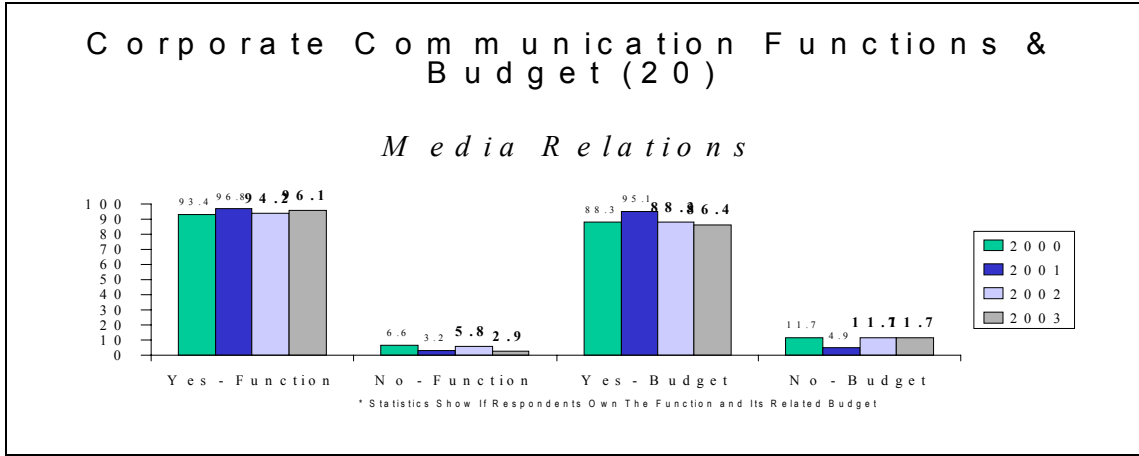


Figure 30 Corporate Communication Function & Budget – Media Relations

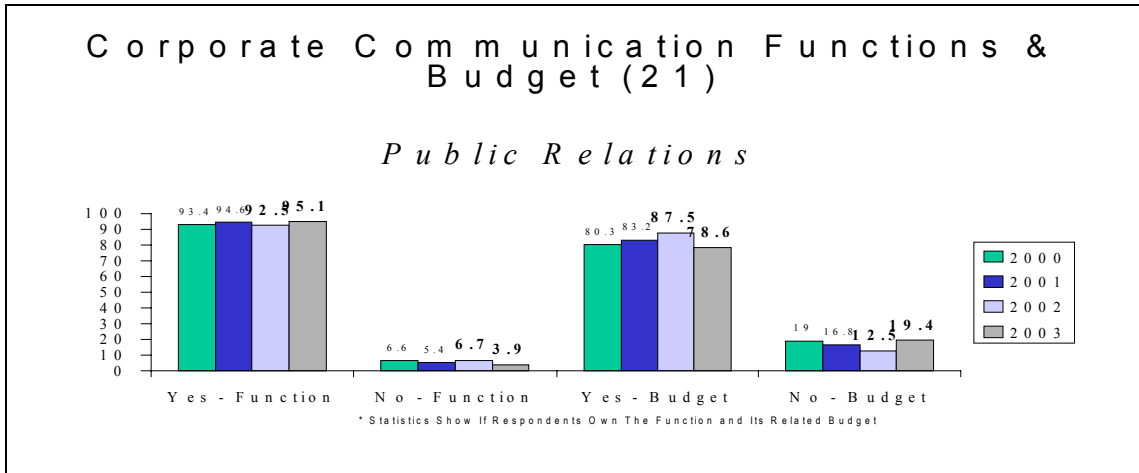


Figure 31 Corporate Communication Function & Budget – Public Relations

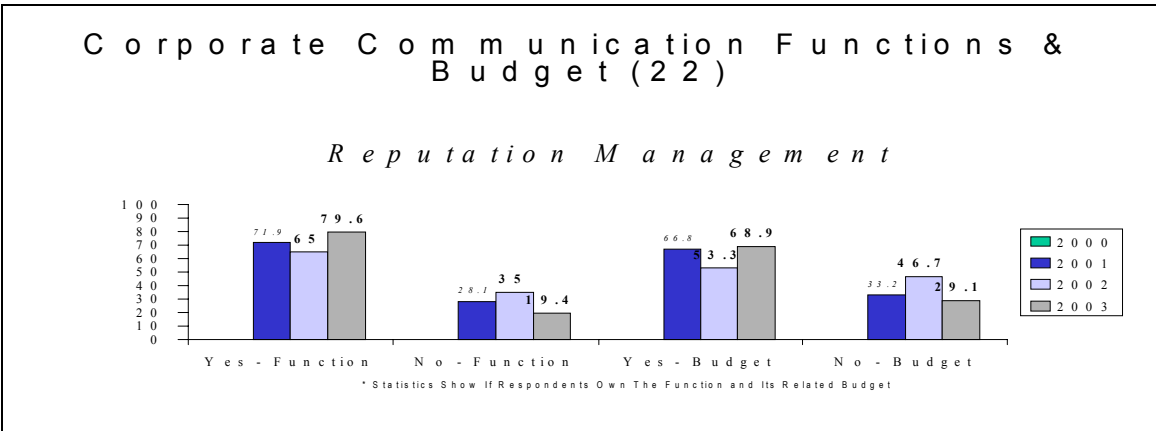


Figure 32 Corporate Communication Function & Budget – Reputation Management

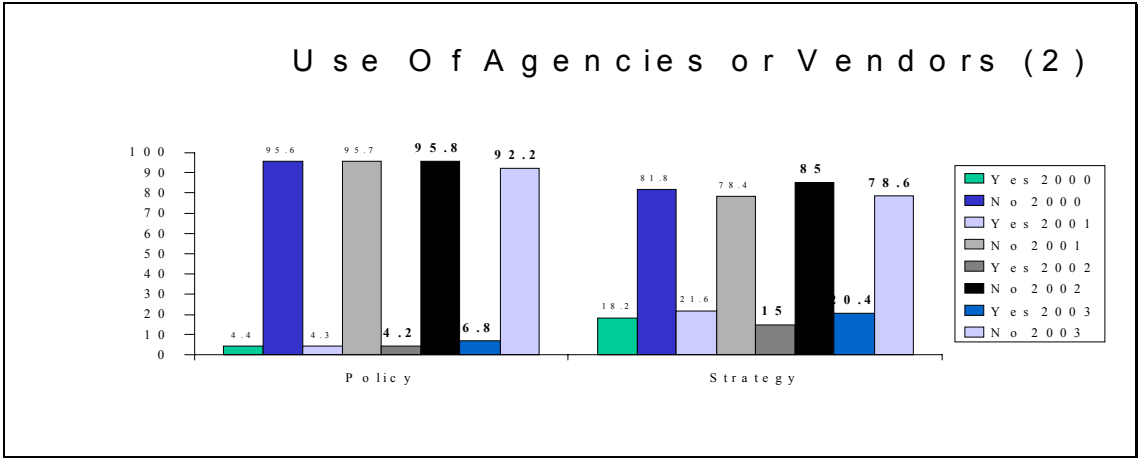


Figure 33 Use of Agencies or Vendors -- Policy, Strategy

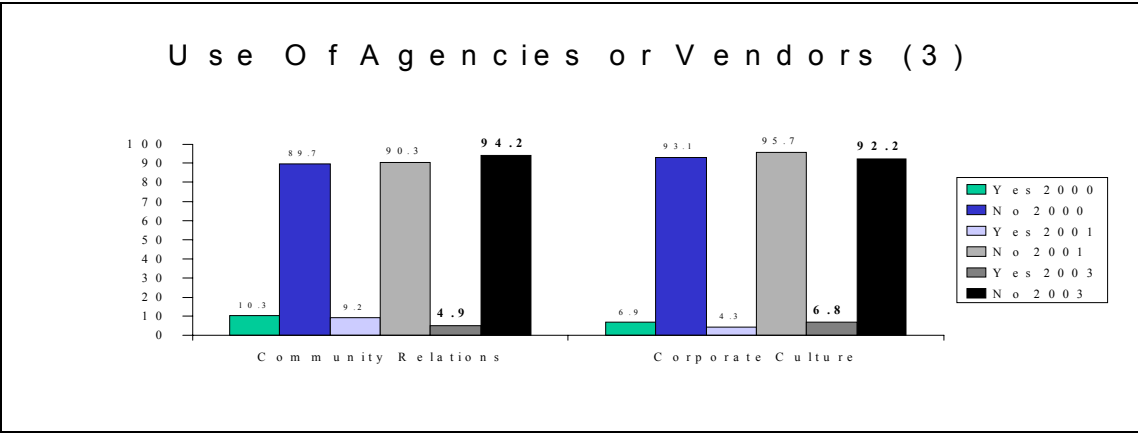


Figure 34 Use of Agencies or Vendors – Community Relations, Corporate Culture

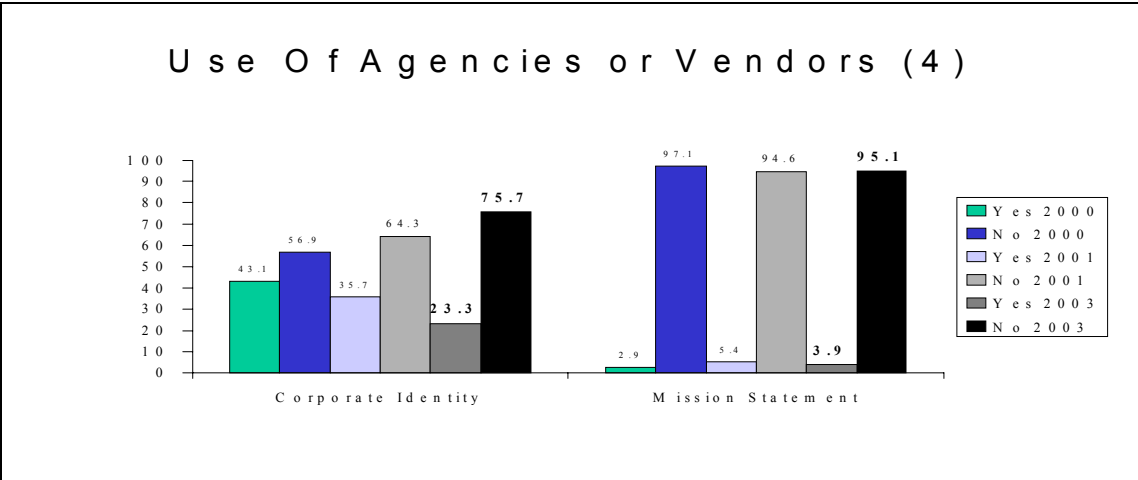


Figure 35 Use of Agencies or Vendors – Corporate Identity, Mission Statement

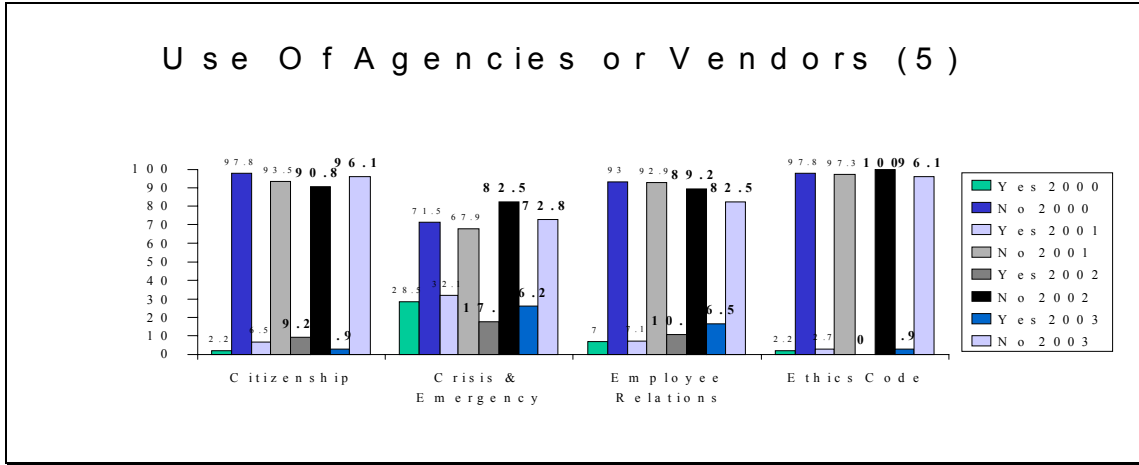


Figure 36 Use of Agencies or Vendors – Citizenship, Crisis, Employee Relations, Ethics

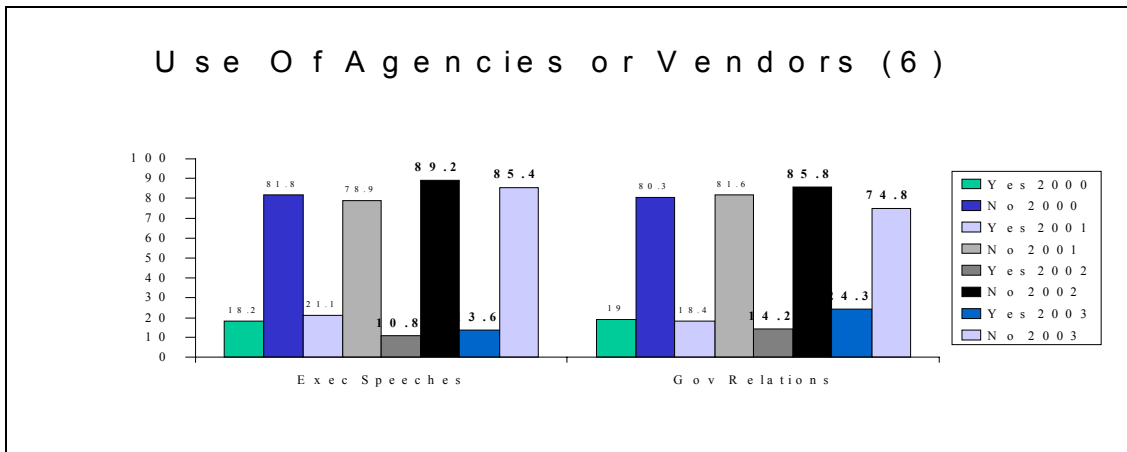


Figure 37 Use of Agencies or Vendors – Executive Speeches, Government Relations

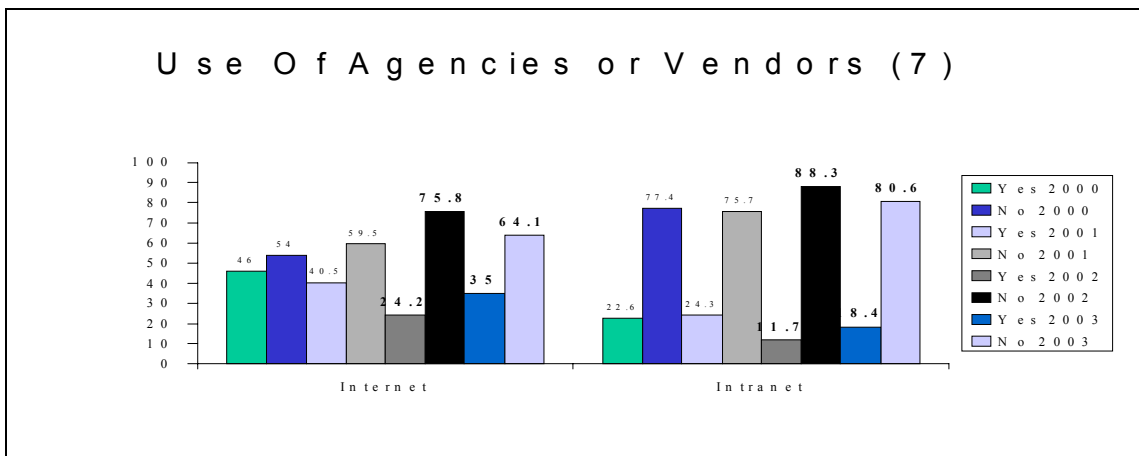


Figure 38 Use of Agencies or Vendors – Internet, Intranet

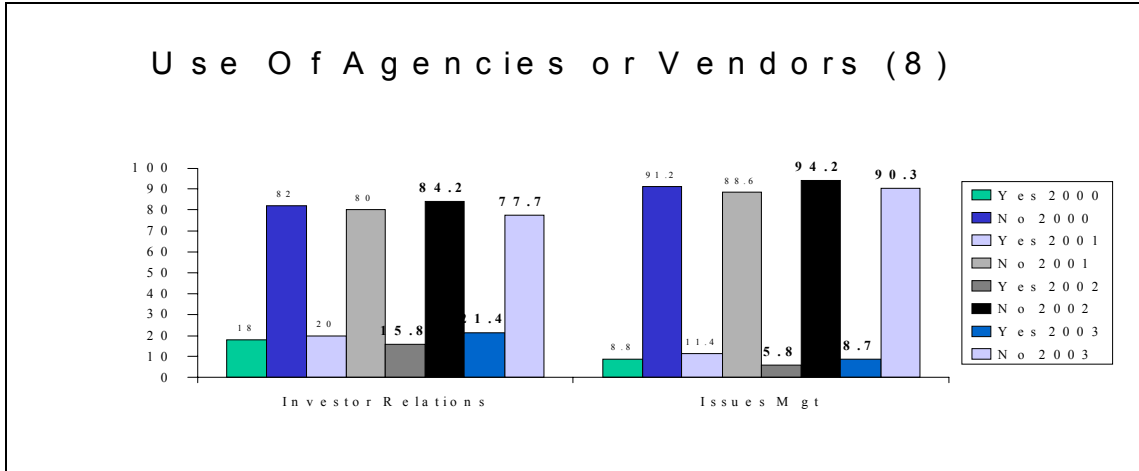


Figure 39 Use of Agencies or Vendors – Investor Relations, Issues Management

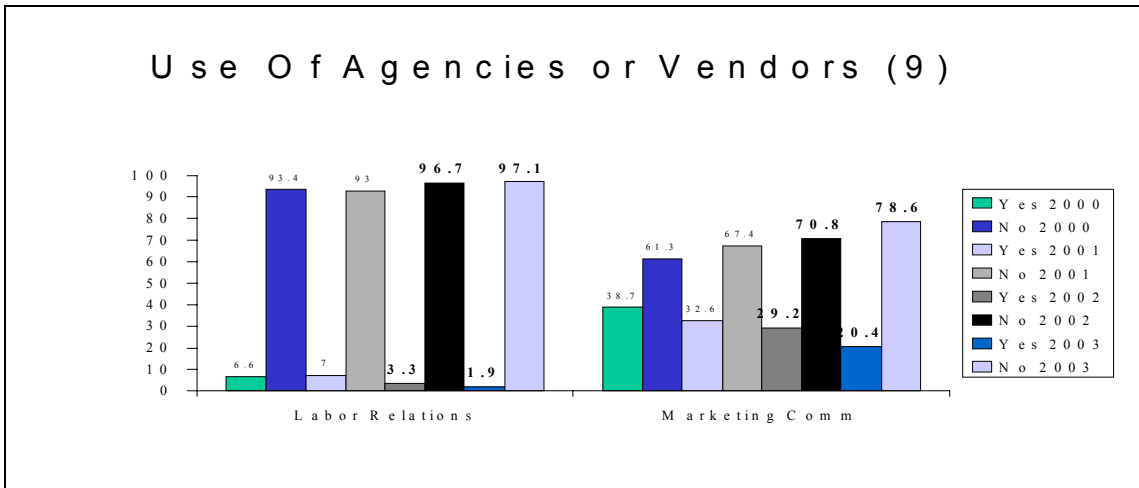


Figure 40 Use of Agencies or Vendors – Labor Relations, Marketing Communication

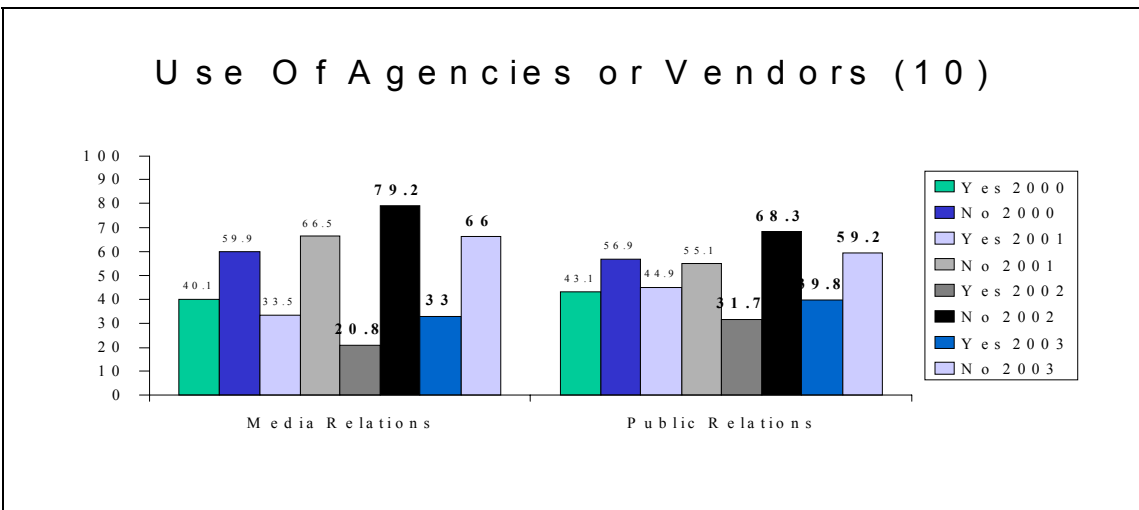


Figure 41 Use of Agencies or Vendors – Media Relations, Public Relations

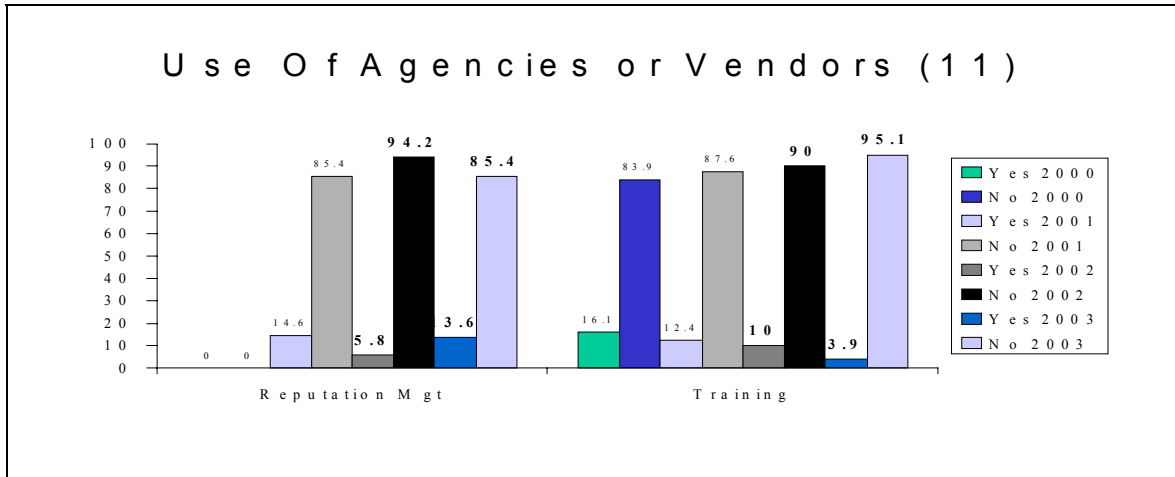


Figure 42 Use of Agencies or Vendors – Reputation Management, Training