

# **AUTHENTIC ADVOCACY**

HOW FIVE LEADING COMPANIES ARE REDEFINING  
**STAKEHOLDER ENGAGEMENT**

*Arthur W. Page*

ARTHUR W. PAGE SOCIETY



## **VISION**

The Arthur W. Page Society is committed to the belief that public relations as a function of executive management is central to the success of the corporation. The membership of the Society will embrace those individuals who epitomize the highest standards of public relations practice, as exemplified by the Page Principles.

## **MISSION**

To strengthen the enterprise leadership role of the chief communications officer by embracing the highest professional standards, advancing the way communications is understood, practiced and taught, and providing a collegial and dynamic learning environment.

## FOREWORD

The Arthur W. Page Society's new report, *Authentic Advocacy: How Five Leading Companies are Redefining Stakeholder Engagement*, provides deeper insights into the Society's New Model for Enterprise Communication, which we introduced in *Building Belief: A New Model for Activating Corporate Character and Authentic Advocacy* in 2012. The model describes an approach to defining and activating corporate character and generating authentic advocacy by engaging stakeholders.

A year later, we published another report, *Corporate Character: How Leading Companies are Defining, Activating and Aligning Values*, which described research on the corporate character portion of the model – the unique and differentiating qualities that define an enterprise in terms of its beliefs, values, purpose and actions.

This report focuses on the stakeholder engagement element of the model, exploring the experiences of five companies – Cargill, Chevron, Lundbeck, Southwest Airlines and USAA – that have in some ways very different approaches to building relationships with different types of stakeholders. The research reveals a number of findings that both confirm and expand the earlier insights.

The report also lays out action steps that chief communications officers (CCOs) and other enterprise leaders can take to connect effectively with people whose decisions affect the success of the enterprise. These relationships can lead to advocacy on the part of these stakeholders and, ultimately, drive actions that can help an organization achieve its goals and objectives.

Over several years, the Page Society's reports have observed that profound changes in the business environment – rapid globalization, the advent of social media, radical transparency and the rise of influential new stakeholders – have dramatically altered the way enterprises build and protect brand and reputation. This report documents how stakeholder engagement has evolved, and in particular, how these five leading enterprises now think and act differently as they build stakeholder relationships.

Importantly, this report confirms that meaningful stakeholder engagement begins with corporate character. In this age of heightened expectations of transparency and intense scrutiny, actions matter. Stakeholders – including customers, investors, employees, communities, policymakers, activists and others – all want to see and experience authentic actions that uphold the enterprise's stated purpose and values.

Stakeholders also want to be engaged. They expect businesses and non-profit organizations to be responsive to their concerns. They want to know

that the enterprise values their perspectives and is willing to consider their points of view. In short, an enterprise is judged as much by its willingness to engage as it is on the quality of its products and services.

Engaging with stakeholders consistently and effectively requires an enterprise-wide, data-driven, systematic approach that empowers and enlists employees as the best resource for building belief with those stakeholders. It also suggests the need for a commitment to lasting partnerships, not short-term, transactional relationships.

For CCOs, there are clear lessons. We have an opportunity to provide leadership across the enterprise, requiring us to be effective advocates and influencers, helping the enterprise to build both the commitment and capacity to open our enterprises to authentic and productive relationships with people who have an interest in our actions. The five CCOs featured in this report are

engaged in the world and bring that enlightened perspective to their C-Suite colleagues.

Special thanks to Matt Gonring and Dave Samson for their leadership, to Mark Bain for the research, and to the five companies for allowing us to learn from their experiences in building stakeholder value.

For enterprises of all types, building deep and meaningful partnerships with the people they deal with every day has never been more important. As I consider the implications for Page members, I am encouraged and excited by the possibilities. It's a great time to be a CCO.

A handwritten signature in black ink, reading "Gary Sheffer". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Gary Sheffer, Chairman  
Arthur W. Page Society



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## EXECUTIVE SUMMARY

*Authentic Advocacy* is the result of a two-year period of research conducted by the Arthur W. Page Society into how chief communications officers (CCOs) can best undertake stakeholder engagement that serves to achieve corporate objectives. The goal has been to gauge the latest developments in stakeholder engagement theory and practice and understand their implications for those leading, managing and advising the communications function.

This report builds upon the research put forth in the Page Society’s 2012 report, *Building Belief: A New Model for Activating Corporate Character and Authentic Advocacy*, with an emphasis on understanding how companies are putting the “Authentic Advocacy” component of the model to work.

Society conducted interviews with CCOs at five leading companies – Cargill, Chevron, Lundbeck, Southwest Airlines and USAA – to learn how they are facilitating stakeholder engagement that delivers strategic business value. The research produced nine findings and seven recommendations for how enterprises might approach the development of their own stakeholder engagement strategies.



In order to understand stakeholder engagement strategies that produce advocacy at scale, the Page

## FINDINGS

### The Fundamental Importance of Corporate Character

As we found in *Corporate Character* (2013), leading companies are increasingly working to ensure that their values are aligned with their actions. With heightened transparency of company decisions in today’s operating environment and stakeholders that are empowered to define a brand as much as (if not more so) than the company itself, it is imperative that an enterprise not only looks, sounds and thinks like its stated values, but also that it regularly performs to those ideals. The better a company performs in this respect, the more inclined stakeholders are to constructively engage with, trust and advocate on its behalf.

**1. Clear, compelling character promotes belief and engagement.** All five companies have taken steps to review, update or revalidate their identity, beliefs, values and/or purpose statements. All had deliberately considered their core values, expressed them succinctly and compellingly, and related them to their mission in a way that can be understood across the enterprise. This allows employees to bring those values to life, ensuring that this corporate character truly permeates throughout and emanates from the organization.

For USAA, the expression of its character includes three brand pillars: shared military values; financial strength and wisdom; and passionate member advocacy. These shared beliefs form the core of USAA's identity, which is complementary to its "mission" (a term deliberately chosen to resonate with military families) of facilitating the financial security of its members.

**2. Broader span of control aligns culture and intensifies engagement.** Where the communications function has a wider scope of control and/or influence, the enterprise is better able to devote attention and resources to deploying effective stakeholder engagement strategies. Ensuring that public affairs, government relations, internal and external communications, corporate social responsibility efforts and marketing are aligned with corporate character is essential to ensuring that values are expressed and consistently adhered to across all stakeholder relationships. The CCO whose responsibilities are broader than communications is optimally positioned to play a leadership role in ensuring alignment.

**3. Corporate character shapes business outcomes.** Findings show that the culture of the organization is a critical factor in determining how it will approach stakeholder engagement. One-to-one relationship building is a central component of Chevron's stakeholder

engagement strategy despite the global nature of its business. Cargill likewise commits itself to gathering stakeholders for "learning journeys" that help the company and its external stakeholders better understand one another's interests and concerns.

The research also found that corporate character informs a company's behavior amid transition or transformation. Lundbeck relied on its culture to integrate new employees and drive advocacy when it expanded its offerings to include psychiatric therapies. Southwest Airlines reinforced its culture of community when it acquired AirTran in 2011 by having its senior leadership visit AirTran headquarters on day one to personally welcome employees to the Southwest family. These actions exemplify the enterprise's corporate character and drive stakeholders' trust and support.

#### **From Partisan to Partner: Building Mutually Beneficial Relationships**

Stakeholder engagement is evolving beyond being a sub-division of public relations to a methodical, ongoing process that involves multiple functions across the enterprise. This evolution is moving companies past corporate philanthropy and toward more listening and collaboration, achieving mutual interests in a closer, more balanced form of company-stakeholder partnership. With a more deliberate approach, stakeholder engagement can help companies mitigate business risk and unlock new opportunities.

**4. Stakeholder engagement today is a rigorous, disciplined and data-driven process.** Greater access to information, combined with improved means for analyzing and understanding data, has transformed stakeholder engagement into a highly systematized, data-driven process. Several of the companies interviewed are surveying and monitoring the stakeholder landscape, sorting stakeholders into groups and prioritizing them

based on their value (i.e., their ability to affect business outcomes), orientation (i.e., supporter or opposition) and status (i.e., the degree to which they are active or passive). The company may have a unique stakeholder engagement strategy for each, with progress tracked to ensure the successful management of those relationships over time. In Chevron's case, two of its 13 operational excellence goals are tied to stakeholder engagement, and the company uses auditing systems consistent with those of other functions to report the status and success of its efforts.

**5. Employees can be a company's best resource for building belief with external stakeholders.**

An inside-out approach to engagement activates employees as powerful advocates by creating the conditions for them to personify the company's values externally. Employees are, after all, a company's best and most valuable "brand ambassadors." Enabling them to act as such – and do so authentically, in their own ways – helps to convey the character of the enterprise and inspire shared belief with external stakeholders. Southwest enables managers to give spontaneous spot bonuses to reward exemplary behavior. Lundbeck ensures that its character resonates with employees by encouraging them to focus on patients as individuals, getting to know them personally and learning about their specific needs. This sympathetic perspective and personal connection not only reinforces the relationship the company has with patients but also contributes to better corporate decision-making.

**6. Partnerships are the basis for sustained belief and engagement.**

We found that companies believe close, long-term, two-way partnerships are quickly becoming the more valuable currency in establishing trust and activating advocates. Lundbeck, in recognizing the limits of underwriting research and events, has pursued partnerships as a means for engaging with patient communities. This has earned the company a reputation among doctors, patients and others

in the healthcare community as one that is not only willing to provide financial support but also sincerely committed and actively engaged in making a tangible difference in the lives of patients. In turn, those stakeholders can support the company by taking concrete actions, such as advocating for policy change at the state and federal level.

**7. Advocacy at scale is relative.** Scale is not necessarily about large numbers of likes, follows, hits, letters or phone calls. While volume can help deliver results, mutually beneficial relationships allow companies and their stakeholders to achieve their respective goals over the long term. Cargill and Chevron work with NGOs and local community groups to build mutually beneficial relationships that inspire advocacy on behalf of their companies. Selecting the right stakeholders and engaging them authentically can be just as powerful as activating the masses.

**8. Engaged stakeholders can help companies mitigate business risks and identify new business opportunities.** Through partnerships with NGOs, Cargill is better able to address stakeholders' needs, resulting in a win-win-win for customers, the NGO and the general public. The close bond between USAA and its customers, forged around its commitment to supporting military families through its offering of financial service products, allows the company to create new programs that meet changing customer needs and make life simpler for those whose family members serve in the armed forces.

### Challenges for CCOs and Companies

Despite the progress being made in establishing systematic, rigorous stakeholder engagement strategies, challenges do remain. Primarily, it is difficult to sustain engagement with internal and external stakeholders over time due to a variety of factors.



**9. It's essential to sustain stakeholder engagement.** Enterprises must have a commitment to engagement that begins at the top. However, there is not always a clear cut “owner” of stakeholder engagement efforts. CCOs must apply superb organizational savvy, diplomacy, persuasion and understanding of data if they expect to take a lead role in building culture and driving stakeholder engagement. This underscores a critical finding of our research: communicating aspects of culture and engaging stakeholders are two sides of the same coin. Engagement must be an ongoing process, managed in a coordinated manner and sustained over the long term.

## **SEVEN ACTION STEPS FOR ENTERPRISES TO BUILD AUTHENTIC ENGAGEMENT**

Drawing upon the New Model and the research conducted with these five companies, we suggest the following action steps for enterprises to consider when seeking to build authentic stakeholder engagement and advocacy. These are divided into three categories.

### **Building Corporate Character**

- 1. As a prerequisite to building strong stakeholder relationships, build a strong corporate character.** CCOs should begin by reviewing, updating or revalidating the enterprise's identity, beliefs, values and/or purpose statements, ideally using concrete, specific, memorable and even inspiring language that articulates its character.
- 2. Use organizational structure and collaborative processes to create an enterprise-wide commitment.** CCOs should be conscious of the need to exercise broad influence across the C-Suite to drive enterprise-wide commitment to activating corporate character and building deep, meaningful and lasting stakeholder relationships.

### **Establishing an Enterprise Approach**

- 3. Build a rigorous, systematic and data-driven methodology.** Address stakeholder engagement through disciplined, systematic approaches that leverage data analytics and new technology, taking into account diverse sets of stakeholders and the interests that drive them. This helps to lay a strong foundation for building shared belief and encouraging supportive actions.
- 4. Empower and enlist employees as your best resource for building belief with external stakeholders.** Employees personify corporate character and convey it to external stakeholders. Engage employees through social tools, incentive programs and other efforts that enable them to act as ambassadors of the brand.

### **Developing Lasting Partnerships**

- 5. Focus on developing partnerships with stakeholders rather than one-off transactions.** Corporate philanthropy is but one component of external engagement. Move beyond transactional activities to long-term agreements based on shared belief and mutual commitments, marked by true listening and a genuine willingness to change in ways that build mutual benefit.
- 6. Recognize that scale varies depending on the nature of the stakeholder and the scope of the issue.** Today, everyone is empowered to be an influencer through social media, and scale does not necessarily mean high volume; the value of the engagement matters most. CCOs should recalibrate their approach to build shared belief and advocacy one stakeholder at a time, concentrating on those whose support is most critical.

7. **Be committed for the long term.** The best enterprises marshal a commitment to building lasting relationships, and that commitment should not waver. Stakeholders become advocates only when they become convinced that

they can rely on the enterprise over time. The same is true of building corporate character. These are not one-time initiatives but foundational components of enterprise strategy.

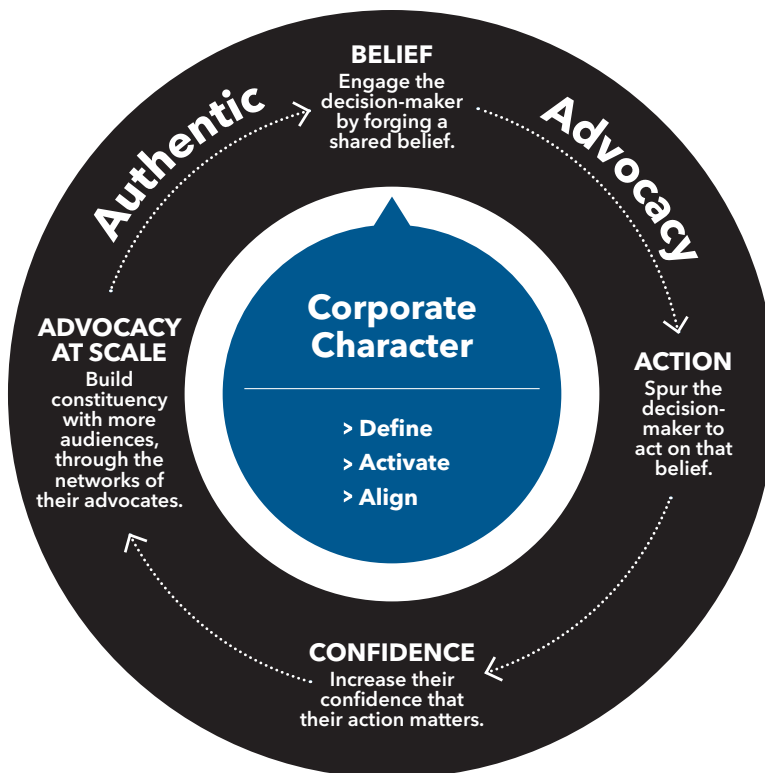
## INTRODUCTION

This report shares insights into how five leading companies – Cargill, Chevron, Lundbeck, Southwest Airlines and USAA – are using innovative approaches to engage stakeholders and achieve business goals.

Approaches to stakeholder engagement continue to evolve as new technologies, globalization and other forces transform the way companies operate and engage. As organizations move further from “talking at and monitoring” and closer to “partnering with” stakeholders, the nature and dynamic of the company-stakeholder relationship is shifting toward cooperation, collaboration and, importantly, interdependency. This is making corporate character (identity, beliefs, values, purpose) even more visible and, arguably, more important. It also is

changing how executives incorporate stakeholder connectivity into their business agenda in affecting how trust is won or lost.

In 2012, a Page Society report called *Building Belief: A New Model for Activating Corporate Character and Authentic Advocacy* offered a New Model for Enterprise Communications. A subsequent report, in 2013, called *Corporate Character: How Leading Corporations are Defining, Activating and Aligning Values*, examined the inner portion of the model, which describes the unique and differentiating qualities that define an enterprise in terms of its beliefs, values, purpose and actions – and provided useful and actionable insights into how enterprises were creating corporate character in practice.



In this report, we examine the outer portion of the model, “Authentic Advocacy,” which focuses on stakeholder engagement. *Building Belief* introduced a new way of thinking about stakeholder engagement, starting with shared belief, leading to action, confidence and advocacy at scale. For this examination, we look at how five Page Society members are helping their companies effectively interact with key stakeholders. Highly respected in and beyond their industries, these companies merit

closer examination for the impressive approaches they are taking to make internal and external stakeholders stronger allies.

These companies vary widely in terms of their industry sector, size, nature and culture. Each interacts with a wide range of stakeholders, of course. And they demonstrate success with certain key stakeholder groups:



**Cargill** engages with non-governmental organizations (NGOs) whose opposition or support directly impacts its access to and ability to operate in key markets and encourages employees and business units to play a role in the company’s advocacy;



**Chevron** works to build productive, collaborative, trusting and mutually beneficial relationships with local governments, communities and business partners wherever it operates, seeking government support and the license to operate;



**Lundbeck** concentrates on patients living with neurological and psychiatric disorders, as well as caregivers, healthcare providers and patient support groups who help them;



**Southwest Airlines** empowers and energizes its employees to bring corporate culture and brand promises to life in delivering exceptional customer service; and



**USAA** focuses on more than 10 million military members and their families who rely on the firm’s financial and insurance products/services to help facilitate a financially secure future.

These companies use varied processes, strategies and tactics to engage with their respective stakeholders. This is to be expected, given differences in their businesses, cultures, competitors and stakeholders.

They have also implemented significant steps to refine, organize and focus stakeholder engagement approaches and strategies in light of new com-

plexities and opportunities. The Page Society’s New Model has informed and enhanced many of these efforts.

For this report, we conducted in-depth interviews with chief communications officers (CCOs) and, in some instances, up to five of their colleagues. This included a deeper dive into case study presentations from Mike Fernandez (Cargill), Sally

Benjamin Young (Lundbeck) and Ginger Hardage (Southwest Airlines) at the Page Society's 2013 Annual Conference in Boston.

We are deeply grateful to Sally, Ginger and Mike, along with Wendi Strong (USAA) and Dave Samson (Chevron) and their colleagues, for generously sharing their stakeholder engagement experiences with such candor.

While we anticipate that this report will add to the growing volume of information about the New Model in action, we also expect that it will inform further research. We hope this helps communications leaders find new and better ways to deliver even greater value to their companies. In doing so, they will advance their companies and careers and ultimately the influence of corporate communications.

## STAKEHOLDER ENGAGEMENT

# The importance of engaging authentically with stakeholders has never been greater.

In today's era of hyper-connectivity and radical transparency, the power of diverse stakeholders to influence corporate brand and reputation is heightened.

As the Page Society's reports from *The Authentic Enterprise* to *Building Belief* have observed, these stakeholders, which include NGOs, academic experts, community organizations and even regular citizens exercising their voices through social media, often surface issues and concerns that affect public opinion and also the perceptions of customers, employees, shareholders and business partners.

Until fairly recently, many businesses concentrated primarily on these close-in stakeholders, investing little time and effort in building broader relationships. Corporate communications focused on easily identifiable key influencers, including media and vocal commentators.

The question of how broadly businesses should focus has largely been resolved, but it was not always so. Debating in the *Harvard Law Review* in the 1930s, Adolf A. Berle argued that business should be solely focused on shareholders, but E. Merrick Dodd espoused the broader view. In 1963, the Stanford Research Institute was among the first to define "stakeholders" at a time when companies were contemplating their broader role in society, beyond generating profits for shareholders. One of the founders of Hewlett-Packard, David Packard, argued in 1960 that business had a responsibility

to make "a contribution to society." But in 1970, conservative economist Milton Friedman argued that the only responsibility of business was to make a profit. In 1981, Jack Welch of General Electric was among those arguing for a focus on shareholder value, a concept that increasingly dominated business thinking in the 1980s. During that decade, in 1984, Darden professor Edward Freeman articulated the merits of the broad stakeholder approach.

Back and forth the argument went. Through it all, an unwritten social contract emerged, basically holding that business met its obligations to society if it produced quality products and services at reasonable prices, provided steady employment in a healthy and safe environment, and offered reasonable support for community institutions.

But toward the end of the 20th century and early in the 21st, that social contract was threatened by multiple forces – the perceived greed of the shareholder value era, which led to leveraged buyouts, layoffs and dramatic changes in employee benefits; the malfeasance of the Enron/WorldCom era, during which a number of corporate leaders went to jail; and the dramatic breakdown of trust in business during the global financial meltdown in 2008 that led to the Great Recession.

During the same period, more responsible companies were exploring corporate social responsibility, actively engaging their workforces and establishing concerted philanthropic and

sustainability efforts. NGOs were becoming more assertive and adversarial in opposing corporate policies. As social media became widely available and utilized, it became possible to access information more easily, and for people with similar interests to form connections and unite to advocate for change. As we wrote in *The Authentic Enterprise*, “In addition to the familiar constituencies with which corporations have interacted in the past, there is now a diverse array of communities, interests, nongovernmental organizations and individuals – all far more able

to collaborate among themselves around shared interests and to reach large audiences.”

Arthur W. Page’s famous statement, “All business in a democratic society begins with public permission and exists by public approval,” has never been truer than it is today. Responsible and responsive enterprises now recognize that building deep, meaningful and lasting relationships with a broad array of stakeholders must be a central priority to earn and maintain that implicit license to operate.

## PART I. THE FUNDAMENTAL IMPORTANCE OF CORPORATE CHARACTER

One of the more intriguing learnings from our examination of these five companies suggests that corporate character is, indeed, at the heart of effective stakeholder engagement.

As observed in 2012 in *Building Belief*, as well as in the 2013 *Corporate Character* paper, companies consistently “walk the talk” in an age of radical transparency. Once companies espouse certain beliefs and values, their actions must demonstrate to stakeholders that they not only *look*, *sound* and *think* like their values, but that they regularly *perform* to those ideals. The more a company aligns what it says with how it consistently behaves, the more stakeholders are inclined to constructively engage, trust and advocate.

In addition, we found three related insights regarding corporate character.

### **Finding 1: Clear, compelling character promotes belief and engagement.**

Although the five companies express their corporate character in various ways, each has taken steps in recent years to review, update and/or revalidate its identity, beliefs, values and/or purpose statements. Avoiding corporate and business jargon, the companies favor language that is clear, concrete, specific, memorable and even inspiring.

Southwest Airlines, for example, developed a mission statement shortly after it was founded in 1971. The air carrier later added vision and values statements that have been updated on a few occasions.

Aided in part by the New Model, the airline in the last few years added a purpose statement. “Although this statement was new,” Ginger Hardage says, “it didn’t feel like a new pair of shoes. Rather, it was like an idea that has been part of the company’s culture mix for years.”

Southwest says its purpose is to: “Connect people to what’s important in their lives through friendly, reliable and low-cost air travel.” This simple statement captures the firm’s core values – fun, dependable and affordable service. And it reminds employees that their work has everyday meaning, helping passengers get to business and family events that are important in their work and personal lives. Pilots, mechanics, call center staff and employees in every corner of the company can easily comprehend and remember this statement, and that helps them bring it to life.

USAA long has had a mission statement that aligns the organization to its specific purpose: “USAA’s mission is to facilitate the financial security of its members, associates, and their families through provision of a full range of highly competitive financial products and services; in so doing, USAA seeks to be the provider of choice for the military community.”

The choice of the word “mission” has strong resonance in a private organization that exists only to serve American service members and their families. And by stating its desire to become the “provider of choice for the military community,”



USAA declares that its strategic priority is to be the category leader. However, USAA believed it was essential to codify its beliefs and corporate character with the precision necessary to preserve its corporate character for decades to come.

USAA's relatively new brand promise is "Going Above For Those Who Go Beyond." It is a rallying cry that drives employee engagement with members and decision-making among employees, who in the absence of shareholders are the company's most important stakeholders. USAA also defined three brand pillars: shared military values; financial strength and wisdom; and passionate member advocacy. These shared beliefs form the core of USAA's character, which is complementary to the mission that defines its purpose.

Lundbeck, another mission-driven organization, has given extensive thought to corporate character. Lundbeck's mission focuses on those it serves – people suffering from psychiatric and neurological disorders. The company's values are few, concrete and versatile: "be imaginative (dare to be different), be passionate (never give up) and be responsible (do the right thing)."

Seventy percent owned by a foundation that contributes nearly \$100 million annually to scientific research, Lundbeck could have made science the centerpiece of its corporate culture expressions. But with insights first discovered by the communications team in its U.S. operations, the company chose a more humanistic approach that has oriented employees toward patients and their families.

As a large family-owned company nearing its 150th year of existence, Cargill's ethical culture has long been a part of the company's ethos. Its second leader, John MacMillan, Sr. often stated, "Our word is our bond." As a company that declares its purpose as being a global leader in nourishing people, it is not surprising that among its seven

guiding principles are: "we conduct our business with integrity," "we treat people with dignity and respect," and "we are committed to being a responsible global citizen."

For Southwest, USAA, Lundbeck and Cargill, the words at the heart of their culture statements ring clear and true, making it easy for stakeholders to grasp corporate intent and for employees to consistently demonstrate behaviors and design experiences that engender customer trust.

## **Finding 2: Broader span of control aligns culture and intensifies engagement.**

Functions with a broader span of control and/or influence are better positioned to concentrate organizational attention and resources on common stakeholder engagement strategies and tactics. For example, Cargill's Corporate Affairs team under Mike Fernandez has broad responsibility. Government relations, internal and external communications, corporate social responsibility, brand management, marketing services and knowledge management are all part of the team's remit.

Some of the company's most challenging efforts require engagement across a host of stakeholders, from customers to public policy makers and NGOs. Issues from health and nutrition to food safety, food security, environmental sustainability and responsible supply chains often require a multidisciplinary approach where communication is but one tool. This broader structure makes it easier for Cargill to respond to specific issues or a specific organization and to work in an integrated way toward a common goal.

USAA's Enterprise Affairs team under Wendi Strong also has broad responsibilities. It manages internal and external communications, military affairs, brand and reputation, corporate social responsibility and USAA's foundations.



Chevron, one of the world’s largest companies, combines its global Public Policy and Corporate Responsibility, Government Affairs and Public Affairs (Corporate Communications/Corporate Marketing) teams in one larger unit – Policy, Government and Public Affairs. In the last decade, the three sister functions have integrated and aligned their work to deliver seamless strategies and speak with one voice. Dave Samson, who heads the Public Affairs group, says this structure allows them to fully leverage all of the assets across the three functions to the benefit of the company.

These companies use organizational structure and disciplined collaboration processes to align corporate culture with behavior, thereby enhancing their relationships with crucial stakeholders.

**Finding 3: Corporate character shapes business outcomes.**

Chevron invests in long-cycle energy development projects in developed and developing countries around the world. Some of these projects can cost in the tens of billions of dollars and take up to a decade or more to go operational. Stakeholder concerns are one of several factors that can derail these huge capital investments over the life of the project. Moreover, a sensitive stakeholder issue in one part of the world can create collateral issues on distant continents.

Today, the company uses participative processes to align its business interests with the interests of community groups, regulators, legislators and other parties at the start of each major develop-

ment project. These processes help to clarify expectations for social performance and the needs of various stakeholders. This approach has increased project success rates.

Describing Chevron’s approach to stakeholder engagement, Samson says, “The actual transaction is one of building advocacy and credible relationships that motivate people to take action favorable to the company’s interests.” He describes it as “person-at-a-time relationship building” and “direct engagement.” No wonder, then, that he sees his Public Affairs department’s role as “a business enabling – not a reporting – function.”

Another global company, Cargill, has been dedicated to a participative approach as well. When faced with a significant challenge, Cargill has brought multiple parties together in what Fernandez calls “learning journeys” to make sure all parties have been heard and have a shared understanding as to how a certain circumstance should and will be handled.

Members of Fernandez’s team pulled together such a learning journey in Brazil in 2013. After an eight-year initiative, known as the Soy Moratorium, where Cargill, Greenpeace and other businesses and NGOs had partnered to successfully fight against deforestation, a new Brazilian Forest Code was to be enforced. But some global NGOs and Cargill customers were concerned that enforcement of the government’s new Forest Code would not be as effective as the Soy Moratorium had been in ensuring that the growing of soy in the Amazon biome would be done in an environmentally responsible way. Cargill helped to convene customers, NGOs, public policy makers and even competitors to establish a shared understanding of how the transition should be undertaken.

As Lundbeck prepared to offer psychiatric therapies for the first time in the U.S., it recognized that this new market involved significantly larger patient populations, requiring a major expansion of its

workforce. Using the platform of a clear and compelling culture, Lundbeck knew it could swiftly integrate new recruits, create belief and drive advocacy. Culture also would smooth its transition from a company working exclusively on rare diseases involving as few as 20,000 patients to one serving millions. Lundbeck's Sally Benjamin Young believes understanding and working within the framework of corporate culture is "not just a nice thing to do, but a way to drive strategic focus and business success."

At Southwest Airlines, Hardage says her CEO recognizes that culture and communications are two of his key responsibilities. This was evident when Southwest purchased AirTran Airways in 2011. On the day the transaction closed, Southwest's CEO and senior leadership team flew to

AirTran headquarters to personally greet AirTran employees and welcome them to the Southwest family.

Gestures like this and more that followed have helped to transfer and activate culture. They paved the way for the more challenging efforts of integrating the two carriers' flight networks, reservation systems, loyalty programs, safety policies and HR programs. The two airlines are on schedule to be fully integrated by the end of 2014.

Hardage's unique job title, "Senior Vice President, Culture & Communications," serves as a crystal-clear expression of the company's commitment to closely and structurally intertwine its culture and its communications.

## PART II. FROM PARTISAN TO PARTNER: BUILDING MUTUALLY BENEFICIAL RELATIONSHIPS

Our research found that the nature and practice of stakeholder engagement is evolving. Stakeholder engagement is becoming much more than a sub-discipline of public relations, marketing or government affairs. It is now a more rigorous, disciplined and data-driven process involving multiple functions across the enterprise. For some companies, engagement is an inside-out approach in which empowered employees drive engagement with key external stakeholders.

Engagement has evolved from originally being dependent on corporate philanthropy to more listening and collaborating to achieving mutual interests in a closer, more balanced form of company-stakeholder partnership. Depending on the issue and business need, corporate social responsibility may or may not be a key dimension of engagement.

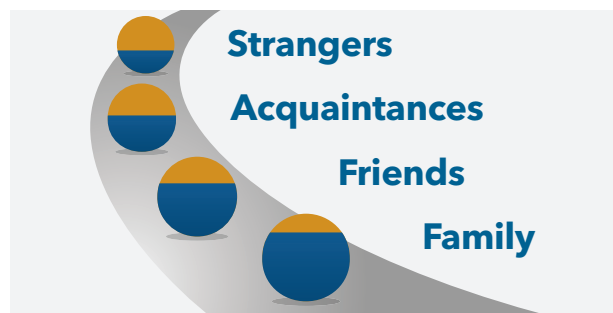
*Building Belief* introduced a new way of thinking about stakeholder engagement, starting with shared belief, leading to action, confidence and advocacy at scale. This four-step approach generally describes the practices successfully used by these five companies, with one major caveat. While *Building Belief* spoke of building “advocacy at scale,” our study suggests that scale is relative. Close company-stakeholder partnerships do not always require large numbers of likes, follows, hits, letters or phone calls.

Finally, when these close partnerships take hold, stakeholders can help companies mitigate their business risks and unlock new business opportunities. Once seen by some as a nuisance or distraction, stakeholder groups can be business builders.

**Finding 4: Stakeholder engagement today is a rigorous, disciplined and data-driven process.**

Thanks to greater access to information, high levels of transparency and other forces, stakeholder engagement is now a more rigorous, systematic and data-driven discipline.

In recent years, USAA has systematically sifted through its universe of influencers. Today, it prioritizes about a dozen stakeholder groups of paramount importance to its business interests. In a reflection of its corporate culture, USAA says that its stakeholder initiatives aim to turn “strangers” into “acquaintances,” then “friends” and, finally, into “family.”



As one example, USAA is in its fifth year of outreach to online and social influencers who cover military and financial matters. Although some companies are apprehensive about engaging bloggers, USAA has invited nearly 200 influencers to visit the company's San Antonio headquarters to see its facilities and meet with its leadership team. The company believes that this outreach has produced a more informed understanding of USAA's mission and the breadth and depth of its products and services. And, of course, it has helped generate more favorable coverage and more prominent positioning of USAA in influential posts about personal finances.

As Strong notes: "Influence is disaggregated in the world today, so a strong offense is the best way to manage corporate reputation."

Like USAA, Cargill has taken an active and systematic approach to simplifying and focusing its stakeholder engagement efforts. The firm began by examining and sorting more than 100 different global issues into categories – food security, food safety, health and nutrition, and environmental sustainability and responsible supply chains. It surveyed and talked with stakeholders in 55 countries. Then it assessed stakeholders based on their level of activity and disposition – supporters and detractors who are either active or passive in their stance toward Cargill. On top of this, the Cargill Corporate Affairs team annually works on stakeholder and issues mapping with each of the company's 70 business units to identify what issues, stakeholders and activities are critical to achieving business goals, and further makes sure that actions taken are locally relevant and yet consistent with Cargill's global purpose and promise.

Further, Cargill takes a tailored approach to individual NGOs and other organizations recognizing that some are more willing to partner with companies to achieve long-term goals. Others are more

open to dialogue, research and learning. And still others are more focused on building their own advocacy community. NGO partners often help Cargill improve, change, comply and differentiate. These are usually practical, results-oriented NGOs that along with Cargill want to see progress. Engaging them involves some corporate and business unit contributions of time, money and expertise for joint projects.

Fernandez points out that NGOs and issues constantly are evolving, so there no longer is a transactional, "one-and-done" mindset in Cargill's engagement efforts. He adds that Cargill's "commitment to reach out and partner with others, to get shared belief and understanding, is very heavily in the company's DNA." Senior management has taken it upon itself to meet with a number of NGOs, especially those that have been highly critical of the company. Active NGO outreach and partnership have become standard practice at the food company. By building this shared belief, Cargill's engagement has led to specific actions in which NGOs have actually endorsed company practices.

For sheer rigor and discipline, Chevron's approach is impressive. For each major development project, the company's Policy, Government and Public Affairs team, with involvement from executives in business units and other functions, starts by examining an extremely diverse group of stakeholders. Through a systematic process, stakeholders are identified, prioritized, engaged and tracked with their issues being addressed through management and engagement plans. From this comes an influence map showing multiple interrelationships and accountabilities.

Chevron doesn't stop there. This global energy company is taking stakeholder engagement to an even higher level of rigor through its Operational Excellence (OE) Management System. Currently,

two of the company's 13 expectations in its global operational excellence system directly tie to stakeholder engagement. Soon, these two OE elements will be subject to a formal audit process, consistent with the process undertaken to ensure the integrity of all of the company's OE expectations.

**Finding 5: Employees can be a company's best resource for building belief with external stakeholders.**

An inside-out approach to engagement has helped some companies turn employees into their most potent resource in gaining the trust and support of customers and other external stakeholders.

At Southwest Airlines, Hardage says: "Culture and people are one and the same – employees are the embodiment of our brand." Employees are encouraged to work the Southwest way, demonstrating three unique core values – warrior spirit, servant's heart and fun-loving attitude (the airline likes to have fun with spelling, too).

Hardage reports that Southwest uses a deliberate mix of tight and loose recognition to encourage employees to live the values. Tight incentives are a comprehensive and programmed set of recognition and rewards systematically administered across the enterprise. Loose incentives are more spontaneous, with rewards like spot bonuses that allow managers to recognize employees for exemplary behavior consistent with the company's values. The combination of the two makes recognition a powerful lever for culture.

At Lundbeck, too, employees take enormous pride in their work. This is particularly evident in their close personal engagement with patients and their families, together with the doctors and nurses who serve them.

"These stakeholders need to know that you care before they care about what you know," according to Young. Lundbeck's Starfish Story, a parable about

a boy questioned about the impact of saving a single starfish that washed up on a beach when there are so many to save, resonates with employees, whose mantra is "making a difference, one patient at a time."

The story is part of a broader "We are Lundbeck" campaign that focuses on seeing the person behind the disease by putting real patients front and center in a wide range of activities and communications. From efforts like these, many Lundbeck employees get to know patients and their families personally, learning about their needs and what it means to live with their diseases. This empathetic perspective and personal connection contribute to better corporate decision-making, Young says.

USAA benefits from similar employee behavior. More than 60% of the company's 27,000 employees interact directly with USAA members on a regular basis, handling sensitive matters of personal finances and financial security. The culture calls on employees to strive each day to model corporate values that mirror the military's ethos – service, loyalty, honesty and integrity. And a June 2014 brand and culture refresh led to the launch of a new USAA Leadership Standard. Authored by the Brand, Employee and Human Resources teams, the standard sets clear expectations for how employees are to behave and interact with each other and members. It is aspirational and also takes four generations of USAA employees into consideration.

Cargill's inside-out efforts enable employees to serve as advocates for the company on critical issues. "Cargill on the Issues" was first created as an online tool for employees to better understand Cargill's stance on a broad range of topics across the globe. Today employees can download it as a mobile app. There are ten issue areas from sustainable agriculture to food safety, food security and trade. Underneath each issue area are short white papers on specific topics with links to associated talking points, fact sheets, speeches,

news releases and in some cases videos and infographics. “In a world that is always on and increasingly social and contentious, it is important that employees are not only well-informed but have the ability to share the company’s beliefs and understanding with friends, family and those they engage with on social media,” Fernandez says.

To encourage this process even further, Cargill has a speaker series for employees called “Outside/In” where NGOs, business leaders, authors and critics who are thought leaders can engage with one another on issues of impact to Cargill. The “Cargill Connects” intranet site that all employees open up to reinforces this by sharing alongside external news stories links to related items found within “Cargill on the Issues.” The idea is to inform, engage and then enable employees to advocate for the company.

#### **Finding 6: Partnerships are the basis for sustained belief and engagement.**

All five companies say corporate philanthropy continues to play a role in building stakeholder belief and advocacy. But the companies believe close, long-term, two-way partnerships are quickly becoming the more valuable currency in establishing trust and activating advocates.

Lundbeck’s approach is illustrative. A few years ago, the company realized that the norm for pharmaceutical companies – underwriting research, events, conferences and the like – had its limits. The approach was largely transactional, derided by some as checkbook philanthropy or worse. While financial support is needed, the company’s investment of time was equally critical.

As a smaller and younger company in the U.S., Lundbeck saw an opportunity to extend its reach and impact on patients by forging close, long-term partnerships with patient support groups, such as the National Organization for Rare Disorders (NORD).

Lundbeck’s approach started with a listening ear, not a corporate check. Executives met with groups like NORD and the Epilepsy Foundation to review their existing needs and future priorities. Together, they collaborated on various initiatives to raise awareness and funds to help patients. One initiative led to another, and then another, earning Lundbeck a reputation among patients, doctors and others in the healthcare community as a company that not only provides financial support but actively engages with patient communities and genuinely cares about making a tangible difference.

One reflection of this is evident in *Patient View Quarterly*, which surveys 600 national patient groups around the world about 29 different global pharmaceutical companies. *Patient View* ranked Lundbeck number one for patient perspective in 2012. By building shared belief with patient advocacy organizations, Lundbeck has seen stakeholders take concrete actions – from driving policy change at the state and federal level to advancing research and even driving change with communities to benefit patients.

#### **Finding 7: Advocacy at scale is relative.**

When the Page Society released *Building Belief*, some members found the idea of advocacy at scale a bit daunting. In our research, we learned that scale is relative. Scale is not always large numbers of likes, follows, hits, letters or phone calls from stakeholders – though volume can get results. Rather, it is about deep, mutually beneficial relationships that allow companies and their stakeholders to achieve their respective goals over the long term.

For USAA, one issue did generate a large-scale response. As Congress was deliberating certain measures in the Dodd-Frank Financial Reform Bill, USAA mobilized its members to head off some potentially punitive provisions in the

“Volcker Rule,” which would have hindered the ability of USAA and others to provide integrated banking, credit and insurance products and services to the military community. In a special message to its 10 million members, USAA’s CEO outlined why these revisions would be detrimental to service members and their families. He invited members to express their views to their elected officials – and they did, en masse. More than one million phone calls, e-mails and letters turned the tide, preserving important operating rights for financial firms like USAA in the final legislation.

As noted earlier, Chevron’s approach to building relationships with stakeholders and community groups emphasizes direct engagement. In developing countries where Chevron seeks to explore and extract energy resources, company executives collaborate with local community groups, tribal leaders, elected officials and other individuals to clarify up front how these projects will operate and how local groups will benefit from them. With this more personal approach, Chevron is building a track record as the partner of choice for, not exploiter of, resources. And in this circumstance, scale is relative.

For Cargill, advocacy at scale translates into a personal approach as well, engaging the right stakeholders at the right the time to make a difference. As a business-to-business enterprise, this might take the form of meeting with small holder farmers in Indonesia to make sure they understand Cargill’s commitment to providing sustainable palm to customers like Unilever and Mars. It can also take the form of working with NGOs like CARE and ONE to encourage governments to address issues that get in the way of feeding the world’s hungry.

Southwest Airlines builds belief and advocacy one employee at a time. Not a week or day passes without the company recognizing individual employees, and this steady stream of “luv” empowers employees to live the airline’s values.

A similar dynamic is at work in Lundbeck’s interactions with individual patients, doctors, nurses and members of patient advocacy groups, establishing Lundbeck as a trusted partner. This trust is both a significant source of pride and a serious responsibility that guides everything the Lundbeck team does.

As is illustrated by these various examples, scale is relative to the issues at hand and the business and stakeholder impact.

**Finding 8: Engaged stakeholders can help companies mitigate business risks and identify new business opportunities.**

Cargill’s brand promise is simply stated by one word: *thrive*©. The premise is that the company is intent on helping its customers - as well as other stakeholders with which it interacts - be more successful and therefore thrive.

Indeed, Fernandez says that in overseeing the company’s brand he sees it as his responsibility to protect the brands of customer companies. In this approach, partnering and building trust with NGOs, public policy makers and the communities in which Cargill operates are key to making sure that global restaurant chains and food companies and other customers’ needs are met, whether that is in providing a sustainable food commodity like cocoa, palm or soy, or ensuring that Cargill’s suppliers do not use child labor or unfair trade practices. In doing so, the company is also able to be true to its noble purpose of being a global leader in nourishing people by providing affordable, accessible, safe, nutritious and sustainable food and ingredients to the marketplace.

The upside for this approach is a win-win-win for Cargill, its customers, the NGO and the general public. Acknowledging and extending the supply chain implications and partnership opportunities is part and parcel to Cargill’s engagement philosophy.



Partnerships with patient support groups help Lundbeck monitor the pulse of emerging issues and opportunities for certain disease therapies.

The close bond between USAA and its members allows it to develop new financial products and services to meet changing customer needs and to make life simpler for U.S. military members and their families.

Word of productive partnerships between Chevron and community groups helps in other markets where the energy company is planning new development projects.

Southwest's reputation for empowering employees made the AirTran acquisition more attractive on many levels.

### PART III. CHALLENGES FOR CCOS AND COMPANIES

Stakeholder engagement may be a more rigorous and systematic discipline today, but challenges remain for CCOs and their companies.

Not all internal or external stakeholders seek a close partnership with a company. It is also tough to sustain engagement and partnership over time. Many factors affect this.

**Finding 9: It's essential to sustain stakeholder engagement.**

Leadership matters.

The commitment of Cargill senior executives to meet with NGOs, public policy makers, community leaders – as well as customers – and work with them on issues on an ongoing basis sets an example at “the top of the house.” And their commitment to learn and strive for shared understanding, if not shared belief, embeds a philosophy of engagement.

A second dimension is ownership. Young observes that even in companies like Lundbeck, where collaboration is exalted, colleagues in other functions are not sitting around waiting for the CCO to curate corporate culture and drive stakeholder engagement. Rather, the commitment to patients is so deeply embedded that employees participate in patient events even on weekends and evenings. Stated simply, stakeholder engagement is an enterprise-wide accountability.

While CCOs can and should take a leadership role, they also recognize that when their peers work with them to own stakeholder relationships, the

entire organization benefits. Leading the way in the important area of building culture requires the maturity to involve everyone in the process and let everyone take credit for success.

In a massive global enterprise like Chevron, stakeholder engagement is dispersed across business units, functions and geographies. There may be 50 to 100 employees in a given business unit with some responsibility for stakeholder relationships, and, increasingly, a significant percentage of a country manager's time may be devoted to stakeholder engagement and social risk management. That is why the company is developing corporate centers of excellence to ensure global consistency across businesses, functions and geographies. It is also using extensive training, development and people management tools, including job rotations and succession planning, to ensure coverage and retain institutional knowledge in effective stakeholder management.

Our research underscores another reality: communicating aspects of culture and engaging stakeholders are two sides of the same coin. They must be ongoing processes, not one-time initiatives.

Southwest has taken this to heart – and greater heights. The airline has dozens of robust initiatives in place to communicate culture and recognize/reinforce employee behaviors that express corporate values.

So does Lundbeck. The communications team produces what looks like an annual report for employees on the company's annual strategic priorities. But Young says that while the report serves that purpose, it is also a culture book that reinforces corporate character through examples of patient interactions. "This work isn't easy," she says. "It's not something you launch and walk away from. It requires true buy-in from leaders to keep it alive. But done right, it's a great way for our company to bottle what makes us special and drive competitive advantage."

## PART IV. SEVEN ACTION STEPS FOR ENTERPRISES TO BUILD AUTHENTIC ENGAGEMENT

The findings of this report generally support the New Model approach introduced in *Building Belief*, starting with shared belief, leading to action, confidence and advocacy at scale. However, this study of five companies suggests more specific, actionable steps that can be taken by enterprises to implement the model.

Drawing from the experience of the five companies and the findings outlined earlier, we recommend seven steps for enterprises to consider when seeking to build authentic stakeholder engagement and advocacy. These steps can be divided into three categories.

### Building Corporate Character

**I. As a prerequisite to building strong stakeholder relationships, build a strong corporate character.** Being authentically worthy of trust is a necessary prerequisite to building trust among stakeholders. The New Model for Enterprise Communication articulated in *Building Belief* is clear about the relationship between deserving trust by having a strong corporate character and building trust through authentic stakeholder engagement. Each of the five companies examined in this report has taken steps in recent years to review, update and/or revalidate its identity, beliefs, values and/or purpose statements. Each uses clear, concrete specific, memorable and even inspiring language to articulate that character. For action steps on how best to build a compelling corporate character that provides the foundation for an effective stakeholder engagement approach, see the Page Society's report, *Corporate Character: How Leading Companies are Defining, Activating and Aligning Values*.

**2. Use organizational structure and collaboration processes to create an enterprise-wide commitment.** This report found that corporate communications functions with a broader span of control and/or influence are better positioned to concentrate organizational attention and resources on common stakeholder engagement strategies and tactics. In reality, the scope of responsibility of corporate communications functions varies widely. But all CCOs and communications departments should be conscious of the need to exercise broad influence across the C-Suite to drive an enterprise-wide commitment to activating corporate character and build deep, meaningful and lasting stakeholder relationships. CCOs must be adept at exercising influence, whether they have specific line authority or not. This requires strong peer-to-peer leadership skills and the ability to create and win support for processes that effectively marshal enterprise resources.

### Establishing an Enterprise Approach

**3. Build a rigorous, systematic and data-driven methodology.** The companies studied for this report consistently addressed stakeholder engagement through rigorous, disciplined, systematic approaches that relied heavily on data analytics and new technology – sometimes sophisticated, sometimes simple. These ap-

proaches analyzed both stakeholders and the issues that motivate them, allowing the companies to lay a strong foundation for building shared belief and encouraging supportive actions.

- 4. Empower and enlist employees as your best resource for building belief with external stakeholders.** Enterprises have long understood that engaged employees can be their best ambassadors. But the level of engagement made possible by new social media tools, combined with a marked trend in which publics have less trust in authoritative figures, makes the power and potential of employee advocacy even more potent. The New Model posits that employees committed to a strong corporate culture can be activated as the authentic embodiment of the company's brand and character. Several of the companies studied in this report have proved the wisdom of this approach.

#### Developing Lasting Partnerships

- 5. Focus on developing partnerships with stakeholders, not one-off transactions.** True stakeholder engagement is about building relationships that last. Corporate philanthropy can play a role, but authentic relationships are two-way. That requires moving beyond transactional activities – underwriting research, sponsoring events and the like – to long-term agreements based on shared belief and mutual commitments. Two-way partnerships require true listening and a willingness to change to build mutual benefit. The companies in this study viewed stakeholders as potential partners, a mindset that transformed the way they approached building relationships.
- 6. Recognize that scale varies depending on the nature of the stakeholder and the scope of the issue.** The advent of social media has changed the nature of advocacy. Today, successful enterprises build shared belief with thousands

or millions of people who become committed partners and feel they have a shared stake in the success of the enterprise. These companies recognize that today, everyone is an influencer to her or his own circle of relationships. At the same time, this report notes that scale is relative to the circumstances. For some enterprises and issues, the interested and affected stakeholders can be much smaller. But building advocacy is no less important. CCOs accustomed to using mass communications to reach large audiences sometimes need to recalibrate their approach to build shared belief and advocacy one stakeholder at a time.

- 7. Be committed for the long term.** Creating meaningful stakeholder relationships is hard work that must be sustained over time. Enterprises that don't make the long-term commitment risk becoming an unreliable partner, making future engagement more difficult. The best enterprises marshal a commitment that does not waver. One of the most overlooked parts in the New Model is the step called "confidence." It suggests that stakeholders become advocates only when they are convinced they can rely upon the enterprise over time. The same need for a long-term commitment also applies to building corporate character. It is not a one-time project, but an ongoing commitment that never wavers. Just as strategy and operations require sustained dedication and established processes, so too do corporate character and stakeholder engagement. Over time, approaches will evolve as the enterprise learns and grows, but what must never change is the commitment to invest the energy of the enterprise in building its character and its relationships.

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## PAGE PHILOSOPHY AND PAGE PRINCIPLES

### The Page Philosophy

Arthur W. Page viewed public relations as the art of developing, understanding and communicating character—both corporate and individual. This vision was a natural outgrowth of his belief in humanism and freedom as America’s guiding characteristics and as preconditions for capitalism. The successful corporation, Page believed, must shape its character in concert with the nation’s. It must operate in the public interest, manage for the long run and make customer satisfaction its primary goal. He described the dynamic this way: “Real success, both for big business and the public, lies in large enterprise conducting itself in the public interest and in such a way that the public will give it sufficient freedom to serve effectively.”

### The Page Principles

- *Tell the truth.* Let the public know what’s happening and provide an accurate picture of the company’s character, ideals and practices.
- *Prove it with action.* Public perception of an organization is determined 90 percent by what it does and 10 percent by what it says.
- *Listen to the customer.* To serve the company well, understand what the public wants and needs. Keep top decision makers and other employees informed about public reaction to company products, policies and practices.
- *Manage for tomorrow.* Anticipate public reaction and eliminate practices that create difficulties. Generate goodwill.
- *Conduct public relations as if the whole company depends on it.* Corporate relations is a management function. No corporate strategy should be implemented without considering its impact on the public. The public relations professional is a policymaker capable of handling a wide range of corporate communications activities.
- *Realize a company’s true character is expressed by its people.* The strongest opinions – good or bad – about a company are shaped by the words and deeds of its employees. As a result, every employee – active or retired – is involved with public relations. It is the responsibility of corporate communications to support each employee’s capability and desire to be an honest, knowledgeable ambassador to customers, friends, shareowners and public officials.
- *Remain calm, patient and good-humored.* Lay the groundwork for public relations miracles with consistent and reasoned attention to information and contacts. This may be difficult with today’s contentious 24-hour news cycles and endless number of watchdog organizations. But when a crisis arises, remember, cool heads communicate best.



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