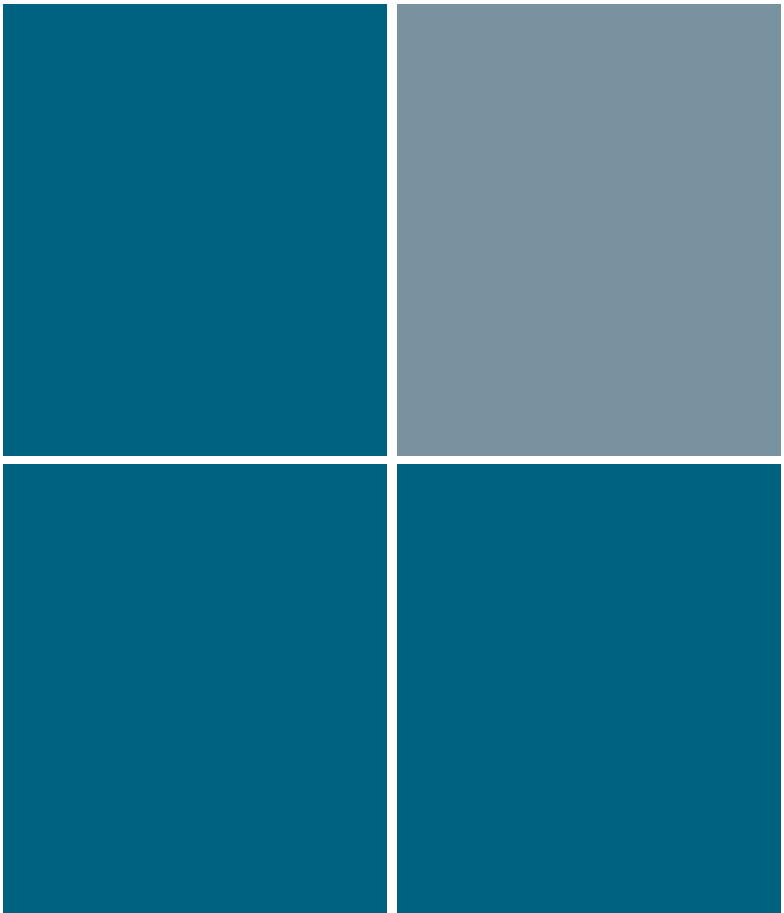


PRWeek

CAUSE SURVEY 2007



Corporate programs



Leading the way

Consumers and marketers pick the companies most committed to cause **P17**

Support from within

The importance of getting employees involved **P19**

Consumer views



Personal benefits

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Cause roundtable



The right fit

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Consumer engagement

How companies from small to large can solicit support **P22**



The spirit of ge

► This year's *PRWeek/Barkley* Public Relations Cause Survey reveals that more than ever consumers expect companies to give back. In turn, those companies are responding with cause-related programs that engage not only consumers, but their employees as well. By *Tonya Garcia*

KitchenAid, one of five brands that fall under the Whirlpool corporate umbrella, has been raising funds for Susan G. Komen for the Cure since 2001 – \$5 million in the US and \$6 million globally.

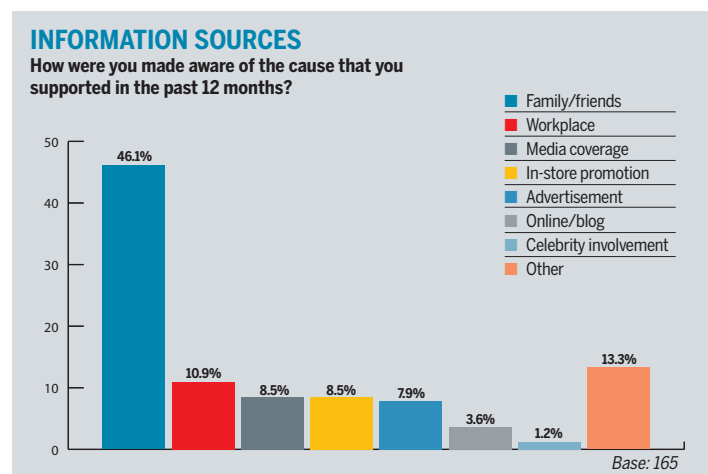
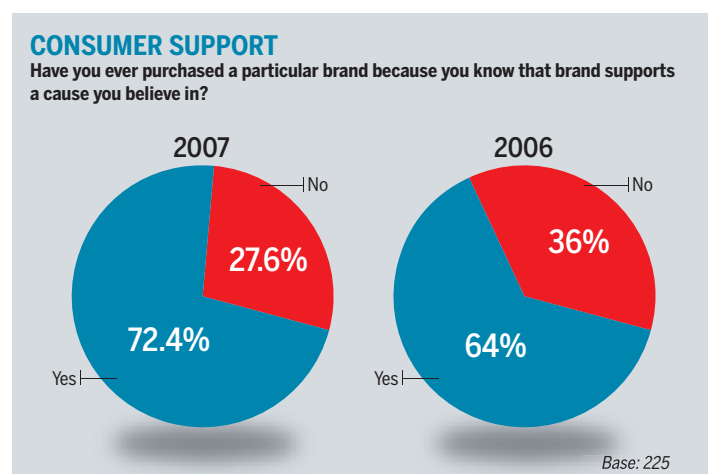
The “Cook for the Cure” program has two primary features: KitchenAid sells pink gadgets – mixers, food processors, and blenders, for example – with a percentage of the sale going to Komen. The company also partnered with *Gourmet* for “Cook for the Cure” dinner party kits. Together, they’re encouraging consumers to host dinner parties, and raise money for Komen for the Cure in the process.

Because October is National Breast Cancer Awareness month, programs that benefit that cause are seemingly everywhere. However, just as the fight against the disease continues long after the month is up, so does the presence of its symbol – the ubiquitous pink ribbon. It stands beside a slew of other colors, logos, events, and campaigns that are designed to raise awareness of different issues.

This year's *PRWeek/Barkley* Public Relations Cause Survey was conducted at a time when CSR, cause-related marketing, and just plain old good will have become a societal standard and a corporate necessity. Perhaps more than any other time in recent memory, consumers are eager advocates for both nonprofits and for-profit companies that support causes about which they are passionate.

The question now isn't whether a company should embark upon a cause program, but how to incorporate that program into its business strategy. Because in the end, not only will the cause benefit from that program, but the company and brand will as well.

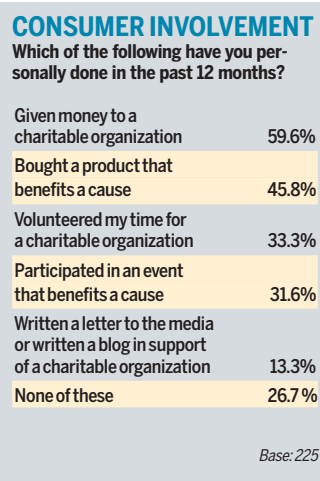
“At the end of the day, there are



still public companies that are facing quarterly stock pressures,” says Mike Swenson, Barkley PR president. “But as we continue as a society, we don't look at everything in the world of marketing and communications through the prism of financial success.

“Companies are beginning to clearly understand that there is a return on their reputational investment,” he adds. “[And] cause is the perfect storm to allow companies to engage employees and customers in a more meaningful way.”

The Cause Survey polled 225 consumers, evenly split between



CONSUMER RESPONDENTS

AGE AND GENDER

The 225 respondents were split roughly 50/50 between male and female, and in a three-way split of age groups: 18-29; 30-41; and 42-60

ETHNIC BACKGROUND

Eighty percent were white/Caucasian; 8% were black/African American; 6.7% Hispanic; 5.3% Asian; and 3.1% identified themselves as “other” or declined to state their race

EDUCATION

Forty-two percent had a college degree or higher; 33.3% had completed “some college;” 17.3% were high school graduates; 4.4% graduated from a trade or technical school; and 2.2% had not completed high school

HOUSEHOLD INCOME

The mean income was \$63,000, with 9.8% above \$100,000 and 14.2% under \$25,000. The largest percentage (30.7%) was in the \$25,000-\$49,000 bracket. The median income was \$52,500.

male and female (112 and 113) and sliced about equally among three age groups (18-29, 30-41, and 42-60). Of those, 90.7% responded that it's important for companies to support causes and charities.

According to the survey, high percentages had given money to charitable groups (59.6%), purchased products that benefited a cause (45.8%), and volunteered their time (33.3%) over the past year. More than 72% of consumer respondents said they had bought a certain brand because it supported a cause they believe in, a rise from 64% in 2006. Brands that were identified as most committed to charitable causes were Newman's Own, Microsoft, and Yoplait.

Consumers who get involved with programs such as these also see a personal reward. Nearly 80% said that feeling good about themselves for helping a cause is the most important benefit of donating to a charity or participating in such events.

The survey also questioned 143 marketers, 52.4% of which reported that their companies engage in cause-branding programs. Those corporate respondents also placed Newman's Own on the top if the list of most committed companies, followed by Microsoft, Target, and Avon.

These top companies, both in the eyes of consumers and those of corporate peers, have certainly seen a boost in their reputation as a result of their charitable efforts.

And corporate marketers are sensing the benefits. Among those with cause programs, 65.3% said they see PR results (media hits and program prominence during grassroots efforts) from their programs, 56% pinpointed heightened staff morale and retention, and 52% experience an enhanced relation-

90.7%
of consumers
say it's important
for companies to
support causes
and charities

Generosity

ship with target demographics.

Those enhanced relationships between companies and its audiences are due to a combination of philanthropic work and the solutions that these programs offer.

The Clorox Company's Hidden Valley Ranch brand heard from mothers constantly about an age-old problem: getting their kids to eat vegetables. Through research with the University of California-Davis, the company discovered kids who had Hidden Valley Ranch dressing on their plates would eat 23% more vegetables. From these two facts, a cause-branding program was developed.

In 2006, the Hidden Valley Ranch brand introduced the "Love Your Veggies School Lunch Campaign" as a pilot program in six schools. For 2007, the company, along with its partners, the School Nutrition Association and its Produce for Better Health Foundation, plans to award 50 schools a \$10,000 grant each to use toward a fresh produce program of their choice. Hidden Valley Ranch has also partnered with a children's publishing company, Weekly Reader, to produce materials that will reach an additional 30,000 schools nationwide.

"Not only are we doing something that's necessary, it allows us to develop better relationships with key consumers and make a

strong connection, not just in their heads, but in their hearts," says Drew McGowan, group manager of marketing communications for The Clorox Company. "We want to connect with consumers in the most authentic way possible, but we also want to do what's right for consumers and for the communities where we live, work, and play."

IT MUST BE AUTHENTIC

Authenticity is crucial when planning a cause-marketing program. Of the consumers surveyed, 21.8% assumed a corporation's reason for having a cause-marketing program is to demonstrate what it cares about. However, 24.4% said they believe companies are motivated by a desire to get publicity.

A key indicator of authenticity is sustainability. Since 1999, Whirlpool has given \$34 million to

56%
of corporate marketers with cause programs noted heightened employee morale and retention as a key benefit of those efforts

Habitat for Humanity along with refrigerators, ranges, and other household items from its product line. It has also pledged to furnish appliances for every home built until 2011. By the end of 2006, Whirlpool had donated 73,000 appliances to 36,000 homes.

"We believe in the cause and the regional nature of it that lets us do work across the country and lets our workforce become actively engaged wherever they live," says Jeff Davidoff, VP of marketing communications at Whirlpool.

Looking to reach even more families, the company added its Building Blocks initiative in 2006, which sends volunteers, among them, many Whirlpool employees, to a neighborhood for one week to build an entire block of homes. (In 2008, Building Blocks will go to Dallas.)

"It was, from the outset, an act of corporate philanthropy," says Davidoff. "In 2004, it took on another role as a brand message. We make very large, heavy metal machines, often with big motors. This puts a human face on what could be a very cold metal category."

With its cause programs, Whirlpool found that it was tapping into an emotional connection with its consumers, as well as engaging its employees. According to the survey, of those corporations with cause-marketing programs, 45.3% identified consumer engagement

as the most important component of a strong cause branding program and 28% identified staff engagement as most important.

TELLING YOUR CSR STORY

While making others happy is certainly a motivator, companies can also use their cause-marketing programs to create a competitive advantage.

"If an organization isn't telling its story, it's missing an opportunity to ensure that potential customers have the facts," says Susan Puflea, EVP at GolinHarris and leader of its Change practice. "If a company isn't telling its story, others are going to tell it for them, and it may not be the story they want told."

While companies may have once been wary about discussing their philanthropic efforts, Puflea notes that they need not be nervous about offending stakeholders by mixing business with charity.

"More organizations are getting more actively engaged in CSR initiatives and talking about what they're doing," says Puflea. "People are giving companies permission to approach [this] as a business strategy."

Brian Maynard, brand marketing director for KitchenAid and recently appointed global director of CSR at Whirlpool, says companies were once uncomfortable talking about their good works. However, a cause-marketing program

CORPORATE STANDOUTS

Which of the following companies would you consider most committed to charitable causes?

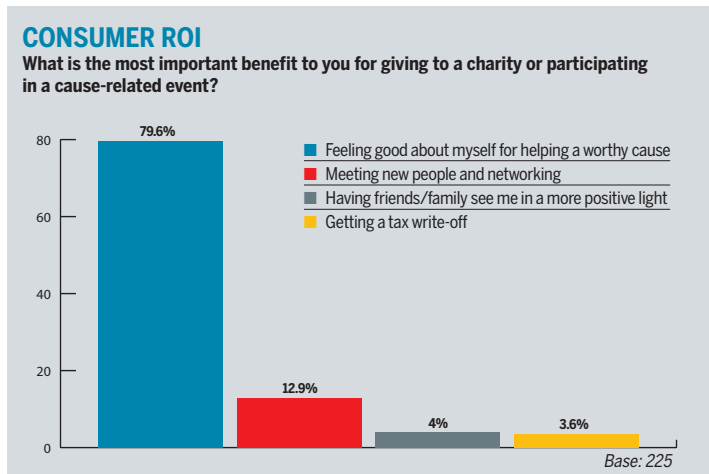
Corporate	%
Newman's Own	64.3
Microsoft	35.0
Target	31.5
Avon	28.0
Yoplait	25.2
Dove	21.7
Gap	20.3
GE	13.3
Apple	13.3
MAC	12.6
Wal-Mart	11.9
Macy's	9.8
Revlon	7.7
Lee Jeans	6.3
Whirlpool	4.9
L'Oreal	4.2
Build-a-Bear Workshop	2.8
Kmart	0.7
Select Comfort	0.7
Pantene	0.0

Base: 143

Consumers	%
Newman's Own	23.1
Microsoft	21.3
Yoplait	20.9
Target	18.2
Wal-Mart	13.8
Dove	11.6
Build-a-Bear Workshop	11.1
Avon	11.1
GE	9.3
Apple	9.3
Kmart	8.0
Revlon	8.0
Gap	6.7
Macy's	6.2
Whirlpool	6.2
Pantene	4.9
MAC	4.9
L'Oreal	4.4
Select Comfort	4.0
Lee Jeans	3.6

Base: 225



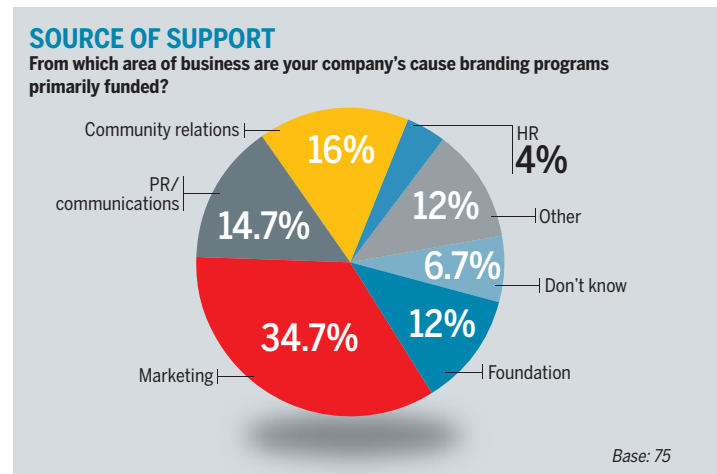


CONSUMER PERCEPTION

When a company gives to a charity, what do you assume is its primary motivation for doing so?

Motivation	2007	2006
To help the charity	18.2	14.7
To demonstrate what it cares about	21.8	12.0
To sell more of its products	9.8	9.8
To get publicity	24.4	23.1
To get a tax write-off	17.8	32.0
Other	2.2	3.6
Don't know	5.8	4.9

Base: 225



backed by communications is necessary to raise public awareness. Of those marketers with cause marketing programs, 33.3% identified marketing support of an issue or cause as "most important" to a strong program. To that end, 65.3% said they actively promote their cause efforts, with press releases and internal communications being the most popular ways. "There's a fine line between being boastful and being philanthropic," Maynard says. "You have every right and reason to inform consumers of philanthropic activities. It's becoming increasingly important to consumers, employees, and potential future employees."

Indeed, the survey showed that 14.7% of those marketers with programs "strongly agreed" that companies that have cause programs have an easier time finding top-notch recruits.

Maynard says anecdotally that he hears regularly from retail stores that people are buying a Kitchen-Aid product because of its Komen for the Cure affiliation. It's helped with recruitment, too, he adds. "On campuses, a number of [candidates] will ask specifically what CSR activities [we have]," he says, "and tell us that they're basing some of their decision on what kinds of programs we have."

Brooks Brothers, the high-end clothing company, also sees benefits with existing employees. The company has done philanthropic work with the Make-A-Wish Foundation, St. Jude Children's Research Hospital, and other charities, prompting them to streamline their efforts and create the Golden Fleece Foundation. "We look to align ourselves with programs our associates believe in," says Emilie Antonetti, MD of the Brooks Brothers foundation.

Because so many of their charitable events take place in-store—the company conducts about 100 per year nationwide—associate engagement is a key component.

"The associates are the key essential to the success of a cause-related program," says Antonetti. "We can count on them to engage in the programs. And our associates feel good. Anybody would feel good."

Engagement is one result that corporations seek, but hard and fast numbers that measure impact are also highly sought. Some elements of a program are easy to cal-

culate: Whirlpool can count how many houses it helps build; Hidden Valley knows that 50 grants will be donated for food programs. However, finding the business results of these programs is a deterrent to starting one. Of the marketers without cause programs, nearly 52% said it was because the CEO/senior executives don't believe it will impact business goals and 40.7% said they it's because CEO/senior executives don't believe the programs support business goals.

REPUTATION BENEFITS

But corporate respondents to the Cause Survey recognize the benefits to reputation that the overall program can offer. Of those with cause programs, 17.3% "strongly



Since 1999, Whirlpool has donated \$34 million to Habitat for Humanity

45.3% said consumer engagement is the most crucial part of a strong cause branding program

agreed" that a poor corporate reputation can be aided by cause branding programs.

Honeywell Hometown Solutions, the philanthropic arm of the engineering and manufacturing company, works in a wide variety of areas, supporting programs to benefit science and math education. Mindful of the shortage of people entering the science and engineering fields, it partnered with NASA in 2004 for FMA Live!, a traveling science concert that teaches middle school students about Newton's three laws of motion, the basics for an engineer. It has also used scholarships to target middle school students and the children of Honeywell employees.

"If more students get excited and interested by science in middle school, more will pursue careers in science 10 years down the road," says Tom Buckmaster, VP, communications and president of Honeywell Hometown Solutions.

The company uses a Six Sigma approach when tackling its cause-marketing programs, but Buckmaster says the quality of his partners also gives him faith.

"They bring an expertise, understanding, and credibility in a specific area that complements our history and experience in the marketplace," he says.

Across the board, companies tout the relationships they have with nonprofits, not only for the instant trust that these groups instill in consumers, but also for the knowledge of the cause landscape that they lend.

For a brand taking its first dip in the cause-marketing pool, that expertise can be even more vital.

Lay's, the snack food brand from Pepsi Co, wanted to provide an outlet to consumers who were looking for a chance to give back. Lay's target audience—mostly women, 25-54, primarily moms—would have a natural attachment to any program that helped kids.

Enter the Make-A-Wish Foundation, which has been granting wishes to children with life-threatening diseases for more than 25 years. Lay's has tremendous brand penetration, but still says Make-A-Wish was instrumental in fashioning a successful campaign.

"We looked at what the Lay's brand stood for," says Ram Krishnan, brand manager at Lay's. "The essence of it is simple joy. These are

two powerful brands that stood for the same thing."

"Destination Joy presented by Lay's" launched in June with an appearance by Tim McGraw on *Good Morning America*. A 10-day media blitz followed with events held in six cities, including New York, Los Angeles, and Chicago. Wal-Mart, Lay's' biggest customer, got involved by placing Lay's products, bundled McGraw's CDs, in its stores.

Due to its far-reaching network of chapters, Make-A-Wish was also able to give the program a local presence.

"They could give us local relevance very fast," says Krishnan. Uncle Ben's also took a local approach when it began its recent Kids Café initiative (with America's Second Harvest), opening its first café location in its backyard—Greenville, MS.

"Mars [the Uncle Ben's parent company] is committed to giving back to the communities in which we do business," says Tami Cole, communications manager for Mars Food US. "Beyond just the Katrina disaster, with our plant located in the Delta region, a lot of employees were affected."

Local, national, and global altruism is indeed the crux of cause marketing. And when it comes down to it, getting consumers, employees, and even corporate executives involved is logical.

"We're a small world that needs each other to make things better," says Barkley's Swenson. "If you have a society of people that want to make the world better, it makes sense for companies to create programs that will engage this set of consumers in giving back and, at the same time, [allow them to] engage that company in new and different ways." ■

The PRWeek/Barkley PR Cause Survey was conducted by PRWeek and Millward Brown. E-mail notification was sent to approximately 8,222 consumers and marketing pros and a total of 368 people (225 consumers and 143 marketing pros) completed the survey online between August 27 and September 17, 2007. Results aren't weighted. This report provides selected highlights. Full results—offering additional data—are available in PDF format for \$150. Please contact irene.chang@prweek.com.

MEASURING SUPPORT

How would you describe your company's level of commitment to charitable causes?

My company supports a variety of causes throughout the year	58.7%
My company supports the same organization year after year	29.3%
My company donates money/products in times of crisis	5.3%
My company does not support cause marketing	2.7%
My company supports a new cause each year	2.7%
Don't know	1.3%

Base: 143

CORPORATE REWARDS

What benefits have you seen from your company's cause marketing efforts?

Public relations results (i.e. editorial articles, broadcasts, and grassroots efforts where our company's involvement is featured prominently)	65.3%
An increase in donations/membership to the non-profit organization	37.3%
An increase in sales/retail traffic to the business	26.7%
Enhanced relationship with target demographics	52.0%
Improvement in employee morale and retention	56.0%
Other	6.7%

Base: 75

CORPORATE RESPONDENTS

Job title	
CMO	6.3%
EVP of marketing	2.1%
EVP of PR/communications	2.8%
SVP of marketing	0.7%
SVP of PR/communications	2.8%
VP of marketing	7.0%
VP of PR/communications	14.7%
Director of marketing	14.7%
Director of PR/communications	22.4%
Marketing manager	4.9%
PR/communications manager	21.0%
Brand manager	0.7%

Annual revenue	
\$25,000 - \$1 million	5.6%
\$1 million - \$10 million	7.0%
\$10 million - \$50 million	11.2%
\$50 million - \$100 million	6.3%
\$100 million - \$500 million	11.9%
\$500 million - \$1 billion	12.6%
\$1 billion or more	36.4%
Don't know	9.1%

Base: 143

Positive thinking

► For its first-ever Cause Roundtable, *PRWeek* assembled a group of agency, corporate, media, and nonprofit pros to discuss the current state of cause marketing and its future



All roundtable photos by Larry Ford

Erica Iacono (PRWeek): *What makes a good cause marketing program?*

Mike Swenson (Barkley PR): The key is longevity. Are you committed? On the cause event side, you can do that every year, but that's a one-time event. What kind of commitment do you have in doing something to give back?

Kathy Rogers (American Heart Association): The way nonprofits look at it now is more integrated into the entire marketing platform, not just the one-time promotion.

Stacie Bright (Unilever): A lot of it is about longevity, the authenticity, and the relevance that you can bring to whatever the audience is to get them excited, dedicated, and [ready to] make a stand for something that is larger than the scope of the work by itself.

Carol Cone (Cone): We're also seeing consumers saying they want to see an alignment moving towards the [corporate reputation] side. How does it align with the business? It can be one objective, it can be multiple objectives. What we called in '99 "cause branding," we're now calling "socially aligned business initiatives."

The programs today need to be more sophisticated, authentic, [and] sustainable. We're seeing five- to 10-year commitments now, \$50 million cash, products and services, \$100 million commit-

ment. It brings the company's values to life, it shows [its] humanity. And it becomes a deep part of the brand, as well.

Eva Blum (PNC Bank): When we decided to focus our philanthropy – we're in our third year now – we announced it as a 10-year, \$100 million program. (PNC Bank's "Grow Up Great" program prepares children from birth to age five for school.) We wanted to send a signal to our community and employees that we were in it for the long haul. We thought it was very important that it wouldn't be viewed as the flavor of the year.

Wendy Naugle (Glamour): I think it has to be core to the brand. You

“Good is the new black. Like black, it's never going to go out of style”

– Carol Cone
chairman and founder
Cone

have to relate to the consumer in an emotional way and in a way that's a touchstone.

What makes a program effective is when it makes sense and it adds to that authenticity. [It's] what I call the “of course moment.” You can see that in a lot of the best cause marketing programs. Those companies have taken the time to look at their own brand, who they are, what kind of heart they have, and then that authenticity is there, even if there's a limited budget.

Bright (Unilever): For 50 years, Dove has always been about real women, so at its core this is what the brand is about. [Dove's "Campaign for Real Beauty"] was based on three pillars: Listening to women, which is why we did all these global studies; then engaging in a dialogue to widen that narrow stereotypical [view of] beauty; then most important, Dove set up the Self-Esteem Fund, which is 100% funded by Dove, providing workshops and programming around the world. At its core, it remains true to the message about real women building their self-esteem.

Blum (PNC Bank): Sometimes that “of course” moment is tougher. When we were looking for the right place, as a bank, we wanted to focus the power of our company in one area. We asked our employees, “If we did something like this, where would you want us to be?” They said unequivocally, “Children and education.”

Iacono (PRWeek): *How important is employee engagement to cause marketing efforts?*

Rogers (AHA): It's almost the number-one thing that we're being asked when companies come to the table – How are we going to first focus on our employees?

[In] our relationship with Macy's and [the] Go Red for Women program, their “A-ha!” moment came because 80% of their workforce is women. How can they not take the most heightened issue and drive that across their employee base?

Jennifer Maher (Make-A-Wish Foundation): Employee engagement is on the rise. It's the epitome of people starting to realize that these companies have to walk the walk. It's not just about the promotions and the retail campaign, but it's how you integrate.

Cone (Cone): We've created a new title: CIO, chief integration officer. We have [such a person] here, it's Eva [Blum]. If you get a call from someone in the middle of the organization, they [may] have the passion to make it happen, but they may not have the political will and gravitas to really embed it. The CIO is absolutely critical. [That person is] someone who's moving in and out of the C-suite – they've been there for a long time and they're senior.

Blum (PNC Bank): I don't think a program like we have happens unless the CEO is really behind it.

Bright (Unilever): I think the CEO passes it, but ideas can start anywhere in the company. We had a brilliant woman who helped champion self-esteem and the “Campaign for Real Beauty” and helped us bring it to our leadership board in a really creative and unique way to get their attention. You can make your executive recognize the importance of a cause.

Iacono (PRWeek): *What causes are resonating with consumers?*

Greg Zimprich (General Mills): I think a lot of what people have already been talking about: the authenticity piece, it's got to be core to the brand. And I think more and more, listening to this discussion, it's really about the depth of the commitment, activation, and alignment with that brand. If consumers don't see that connection and that depth, they're going to question it or not support it.



Eva Blum
SVP and director of community affairs, PNC Bank



Stacie Bright
Senior communications marketing manager, Unilever



Carol Cone
Chairman and founder, Cone



Stuart Elliott
Advertising columnist, *The New York Times*



Jennifer Maher
VP, mktg. and corporate alliances, Make-A-Wish Found. of America

22 CAUSE SURVEY



Wendy Naugle
Deputy health editor, *Glamour*

Iacono (PRWeek): *What are the reasons that companies are getting involved with causes? And how do you communicate the reasons effectively to consumers?*

Cone (Cone): I heard an interesting statistic: By 2008, there will be 1 billion camera phones worldwide. One in six people will have the opportunity to be a photo-journalist.

Anything that a company does is instantly on the Web. If you don't have the authenticity and reputation and trust – and you should start with employees – you'll have a breakdown of human capital, which will become bigger and bigger in terms of all the relationships that an employee has.

Rogers (AHA): It's interesting listening to that employee and consumer discussion and separating the two because you really can't separate them. The employees are the consumers. As more and more employees are seeing what their companies are doing, they're expecting it from the companies that they're buying from, too.

Maher (Make-A-Wish): And if you're just logo-slapping, they'll see that.

Swenson (Barkley): People are advertising their cause, so it's getting a lot of attention. I think one of the biggest benefits for cause marketing was when *Ad Age* dissed (Product) RED. It got everybody talking, whether you liked it or didn't like it.

For a long time, companies were afraid to tell people they were doing good. They thought they were going to be criticized. When you have great products, you go out and talk about them. When you make great hires, you go out and talk about them. Why shouldn't you talk [in an] authentic, meaningful way that [you are] doing good?

Doug Staples (March of Dimes): We're making this sound like it's very logical and sophisticated. To me, it's a lot about emotion and brands wanting to put something emotional on the table as something they can differentiate with, not just benefits or features. I wonder if that isn't about the rise of women as consumers. Would cause marketing work if it was all men in society today?

Maher (Make-A-Wish): I think cause marketing is really an extension of passion marketing. So perhaps it would work even [with] men.

Cone (Cone): Consumers just call it goodness. And we believe that good is the new black. Like black, it's in your wardrobe and it's never going to go out of style.

Iacono (PRWeek): *What's the best way to get consumers involved?*

Billion-dollar companies have the resources, but what about smaller companies?

Staples (March of Dimes): Giving [consumers] simple ways to get involved is what they really want. Click here and pass along this message... I don't think they crave deep involvement.

Cone (Cone): We talk about a spectrum of engagement. It's like a bell curve. In the middle, most of them just want to hear about it, maybe they want to buy the product, maybe they'll pass it along, which is why the Web is so important. Then you've got that 5% to 10% [who are] active and really want something on an ongoing basis.

Maher (Make-A-Wish): Having that simple act means reaching more people. You can reach a broader base to grow from and have a lot of little ambassadors.



“We want to know what you are measuring against... It will impact [our] work with you”

–Kathy Rogers, VP, cause initiatives and integrated marketing, American Heart Association

Zimprich (General Mills): If you look at one of our programs, Box Tops for Education, that's why I think that's so perfect. The brands have something like 98% penetration and all you have to do is cut the little thing out and bring it to school, ten cents goes to your school.

We have 62,000 schools participate [and have raised] \$200 million since 1996. Their core promise is – “easy, everyday ways to earn cash for your schools.” That's as simple as you can get.

Bright (Unilever): Many people at this table have used the word “ambassador.” How you disseminate your message and the people that you use to help champion that message, whether it's the consumer or end user or influencer [has changed]... Things are spreading more rapidly through grassroots initiatives today than ever before.

Stuart Elliott (The New York Times): It's a world where a guy

sitting in his basement shoots a video and it goes on YouTube and more people see that than a middling cable TV program. That power is so decentralized and so bottom-up instead of top-down.

When people pitch these stories, they say, “We want you to do an exclusive on a \$250 million advertising campaign.” I ask what it's composed of, and they say, “Television and print.” I say, “And...” They say, “Television and print.” And I say, “Goodbye.”

Somebody else will come and say they're doing a \$43 campaign with YouTube, MySpace, and Facebook, and viral. If it's a giant marketer that hasn't done it before or speaks to some new ways to reach consumers or reflect how consumers want to be talked to now, that's newsworthy.

Iacono (PRWeek): *For marketing, advertising, and PR, measurement and ROI is a huge concern. How are you measuring the success of your*

stratification projects, attempts to put through innovative curriculum, and we ask them to measure the impact on the children. We also look at the impact on employees [through] a survey we do every year. And we collect anecdotal evidence.

It's the intangible things as we move into these new communities to be able to relate to communities because we can talk about what we stand for, which is not as easy to do when you're doing lots of little things philanthropically.

Bright (Unilever): It's always difficult to measure, but there have to be new benchmarks. Some may be anecdotal. There are a lot of different ways to look at it.

Rogers (AHA): The reality is sometimes you go into these partnerships and they don't know what their goals and objectives are. We have to train our staff to go in and say, “What are your goals and objectives?”

And be honest with the non-profit. We want to know what you are measuring against because it will have an impact on how we work with you.

Maher (Make-A-Wish): You're talking about peeling back the onion: Tell us so we can be a good partner. I almost wonder if it's not a fear that it's supposed to be all about philanthropy. That's a misunderstanding.

Rogers (AHA): What we do is every partner develops a shared agenda. There are times when it doesn't work out because it's not a good fit.

Iacono (PRWeek): *Where do you see cause marketing in 10 years?*

Swenson (Barkley): It's becoming the norm. Ten years from now, easily, that could be the case. And for those companies who have already been involved for 25 years, they may be on to something we can't predict here.

Cone (Cone): Business schools now have curriculum for corporate responsibility. “Go Red” is [a case study] at Harvard Business School. We asked the question of the group [and] 98% of [them] said they want to work for a company that's going to provide purposeful work. They're so smart that they're going to impact their organizations and push upwards to the C-suite.

Blum (PNC Bank): Once you do one of these [cause programs] and it's successful and it permeates the company and the communities, there's no going back. I cannot imagine [a day when] our philanthropy will be done the way we used to do it. ■

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